



CÔNG TY CỔ PHẦN TẬP ĐOÀN  
CÔNG NGHỆ CMC  
CMC CORPORATION

CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM  
SOCIALIST REPUBLIC OF VIETNAM  
Độc lập – Tự do – Hạnh phúc  
Independence – Freedom - Happiness

Số/No.: 212/2026/CMC/CV – VPTD

Hà nội, ngày 27 tháng 07 năm 2026

Hanoi, July 27, 2026

CÔNG BỐ THÔNG TIN BẤT THƯỜNG  
EXTRAORDINARY INFORMATION DISCLOSURE

**Kính gửi:** Ủy Ban Chứng Khoán Nhà Nước/State Securities Commission

Sở Giao dịch Chứng Khoán TP. Hồ Chí Minh/ Ho Chi Minh Stock Exchange

**1. Tên tổ chức/ Name of organization:** Công ty Cổ phần Tập đoàn Công nghệ CMC/ CMC Corporation

Mã chứng khoán/Stock code: CMG

Địa chỉ/Address: CMC Tower, số 11 phố Duy Tân, Phường Cầu Giấy, Thành phố Hà Nội, Việt Nam / CMC Tower, 11 Duy tan Street, Cau Giay Ward, Hanoi, Vietnam

Điện thoại/Tel: 024 – 37958668

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E-mail: congbothongtin@cmc.com.vn

**2. Nội dung thông tin công bố/ Contents of disclosure:**

Công ty Cổ phần Tập đoàn Công nghệ CMC xin điều chỉnh thay thế công bố thông tin Báo cáo thường niên năm 2025 đã được công bố thông tin ngày 19/07/2026

CMC Corporation hereby announces the amended and replacement disclosure of its 2025 Annual Report, which was originally disclosed on 19 July 2026.

Lý do thay thế/ Reason for the Replacement:

Để bảo đảm tính thống nhất trong việc trình bày thông tin và phù hợp với cơ cấu tổ chức, quản trị mới của Tập đoàn, Công ty cập nhật việc phân loại và trình bày kết quả hoạt động sản xuất kinh doanh của các đơn vị thành viên theo 05 khối kinh doanh của Tập đoàn. Việc cập nhật này chỉ là điều chỉnh cách phân loại và trình bày thông tin, tổng doanh thu, lợi nhuận toàn Công ty không thay đổi. Báo cáo thường niên năm 2025 phiên bản cập nhật được công bố đồng thời với thông báo này và thay thế cho phiên bản đã công bố trước đó.



CMC CORPORATION

*To ensure consistency in the presentation of information and alignment with the Group's organizational and governance structure, the Company has reclassified and updated the presentation of the operating results of its member companies into the Group's five business segments. This update is solely a reclassification and presentation adjustment and does not affect the Company's total revenue or profit. The updated 2025 Annual Report is published together with this announcement and replaces the version previously disclosed.*

*Các nội dung khác của Báo cáo thường niên năm 2025 đã được công bố thông tin ngày 19/07/2026 không thay đổi và vẫn giữ nguyên hiệu lực./ Other contents of the Annual Report in 2025, which was previously disclosed on July 19<sup>th</sup>, 2026 remain unchanged and are still in effect.*

*Chi tiết số liệu điều chỉnh vui lòng tham khảo phụ lục đính kèm/ Details of the revised figures are provided in the attached Appendix.*

- 3. Thông tin này đã được công bố trên trang thông tin điện tử của Công ty vào 27/07/2026 tại đường dẫn: <https://www.cmc.com.vn/shareholder/cong-bo-thong-tin-nam-2026>**

*This information was published on the Company's website on July 27, 2026 via link: <https://www.cmc.com.vn/shareholder/cong-bo-thong-tin-nam-2026>.*

*Chúng tôi xin cam kết các thông tin công bố trên đây là đúng sự thật và hoàn toàn chịu trách nhiệm trước pháp luật về nội dung các thông tin đã công bố.*

*We hereby certify that the information provided is true and correct and we bear full responsibility to the law.*

**Tài liệu đính kèm/Attached documents:**

**Tài liệu liên quan đến nội dung thông tin công bố/ Documents on disclosed information.**

**Người Ủy quyền công bố thông tin  
Party authorized to disclose information**



**Lê Thanh Sơn**

**Phụ lục: Chi tiết số liệu điều chỉnh**

**Appendix: Details of Adjustments**

**1. Báo cáo Doanh thu theo từng khối kinh doanh/Revenue Report by Business Division**

DVT: Triệu đồng/ Unit: million VND

| TT | Chỉ tiêu/Indicators                                                                    | Thực hiện<br>2025/ Actual<br>2025 | Thực hiện 2024/<br>Actual 2024     |                                     | Kế hoạch 2025/<br>Plan 2025        |                                     | % Tăng trưởng/Growth               |                                     | % Hoàn thành/Completion            |                                     |
|----|----------------------------------------------------------------------------------------|-----------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|
|    |                                                                                        |                                   | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures |
| 1  | Khối Hạ tầng số/<br>Digital Infrastructure<br>Division                                 | 3.969.525                         | 3.417.111                          | 3.388.081                           | 4.074.102                          | 4.011.988                           | 16%                                | 17%                                 | 97%                                | 99%                                 |
| 2  | Khối Công nghệ & Giải<br>pháp/<br>Technology &<br>Solutions Division                   | 4.453.309                         | 4.003.614                          | 3.905.820                           | 4.633.431                          | 4.530.114                           | 11%                                | 14%                                 | 96%                                | 98%                                 |
| 3  | Khối Kinh doanh toàn<br>cầu/<br>Global Business<br>Division                            | 1.745.756                         | 1.282.828                          | 1.409.652                           | 1.709.285                          | 1.874.715                           | 36%                                | 24%                                 | 102%                               | 93%                                 |
| 4  | Khối Giáo dục & Phát<br>triển nguồn lực/<br>Education & Talent<br>Development Division | 113.283                           | 63.990                             | 63.990                              | 112.919                            | 112.919                             | 77%                                | 77%                                 | 100%                               | 100%                                |
| 5  | Kinh doanh khác/<br>Other Business                                                     | 272.655                           | 250.516                            | 250.516                             | 281.138                            | 281.138                             | 9%                                 | 9%                                  | 97%                                | 97%                                 |
|    | <b>Tổng/<br/>Total</b>                                                                 | <b>10.554.530</b>                 | <b>9.018.060</b>                   | <b>9.018.060</b>                    | <b>10.810.874</b>                  | <b>10.810.874</b>                   | <b>17%</b>                         | <b>17%</b>                          | <b>98%</b>                         | <b>98%</b>                          |
|    | <b>Kết quả hợp nhất/<br/>Consolidated result</b>                                       | <b>9.560.786</b>                  | <b>8.202.642</b>                   | <b>8.202.642</b>                    | <b>9.827.922</b>                   | <b>9.827.922</b>                    | <b>17%</b>                         | <b>17%</b>                          | <b>97%</b>                         | <b>97%</b>                          |

## 2. Báo cáo lợi nhuận theo từng khối kinh doanh/Profit Report by Business Division

ĐVT: Triệu đồng/ Unit: million VND

| TT | Chỉ tiêu/Indicators                                                                    | Thực hiện<br>2025/ Actual<br>2025 | Thực hiện 2024/<br>Actual 2024     |                                     | Kế hoạch 2025/<br>Plan 2025        |                                     | % Tăng trưởng/Growth               |                                     | % Hoàn thành/Completion            |                                     |
|----|----------------------------------------------------------------------------------------|-----------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------|
|    |                                                                                        |                                   | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures | Số liệu cũ/<br>Original<br>figures | Số liệu mới/<br>Restated<br>figures |
| 1  | Khối Hạ tầng số/<br>Digital Infrastructure<br>Division                                 | 464.031                           | 366.607                            | 375.869                             | 425.314                            | 428.563                             | 27%                                | 23%                                 | 109%                               | 108%                                |
| 2  | Khối Công nghệ & Giải<br>pháp/<br>Technology & Solutions<br>Division                   | 129.564                           | 87.325                             | 69.745                              | 96.667                             | 86.166                              | 48%                                | 86%                                 | 134%                               | 150%                                |
| 3  | Khối Kinh doanh toàn<br>cầu/<br>Global Business<br>Division                            | 147.662                           | 140.436                            | 148.754                             | 160.006                            | 167.258                             | 5%                                 | -1%                                 | 92%                                | 88%                                 |
| 4  | Khối Giáo dục & Phát<br>triển nguồn lực/<br>Education & Talent<br>Development Division | -34.961                           | -47.100                            | -47.100                             | -39.675                            | -39.675                             | 26%                                | 26%                                 | 112%                               | 112%                                |
| 5  | Kinh doanh khác/<br>Other Business                                                     | 31.149                            | 35.161                             | 35.161                              | -551                               | -551                                | -11%                               | -11%                                | 5854%                              | 5854%                               |
|    | <b>Tổng/<br/>Total</b>                                                                 | <b>737.445</b>                    | <b>582.429</b>                     | <b>582.429</b>                      | <b>641.762</b>                     | <b>641.762</b>                      | <b>27%</b>                         | <b>27%</b>                          | <b>115%</b>                        | <b>115%</b>                         |
|    | <b>Kết quả hợp nhất/<br/>Consolidated result</b>                                       | <b>611.899</b>                    | <b>501.545</b>                     | <b>501.545</b>                      | <b>550.039</b>                     | <b>550.039</b>                      | <b>22%</b>                         | <b>22%</b>                          | <b>111%</b>                        | <b>111%</b>                         |



**CMC CORPORATION**

Aspire to Inspire the Digital World

# **ANNUAL REPORT**

## **2025**



## I. GENERAL INFORMATION

### 1. Company Overview

- a. Trading name: CMC Corporation.
- b. Enterprise Registration Certificate No.: 0100244112, first issued by the Hanoi Department of Planning and Investment on February 07, 2007, and amended for the 28th time by the Hanoi Department of Finance on June 19, 2026.
- c. Charter capital: VND 2,329,546,080,000
- d. Owner's investment capital: VND 4,148,269,416,582
- e. Address: CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City.
- f. Telephone: 024.37958668
- g. Fax: 024.37958989
- h. Website: [www.cmc.com.vn](http://www.cmc.com.vn)
- i. Stock code: CMG
- j. Vision & Mission: With aspiration and passion, CMC strives to become a leading global digital transformation and AI transformation Corporation. Leading new waves of technology and striving to develop world-class products, services, and solutions that bring superior value to customers, CMC aspires to contribute to Vietnam's development in the digital era, building a strong and prosperous nation.
- k. Core Values: 4C (Creativity, C-Speed, Commitment, Customer Centricity)  
Every action taken by CMC people originates from a heart of Customer Centricity. With relentless aspiration and passion for Creativity, CMC people are determined to reach the fastest speed, C-Speed, in both thought and action, to inspire and to deliver fully on their Commitments.
- l. Slogan: Aspire to Inspire the Digital World.
- m. Formation and Development Process:

| Time | Detailed Event Content                                                                                                                                                                                         |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1993 | Establishment of HT&NT Co., Ltd. – the predecessor of CMC.                                                                                                                                                     |
| 1996 | <ul style="list-style-type: none"><li>• Establishment of the Systems Integration Center (predecessor of CMC SI).</li><li>• Establishment of the Software Solutions Center (predecessor of CMC Soft).</li></ul> |
| 1999 | Establishment of CMC Computer Company (CMS) – the first enterprise to manufacture Vietnamese-branded computers.                                                                                                |
| 2005 | CMC was awarded the Third-Class Labor Medal for the 1st time.                                                                                                                                                  |
| 2007 | <ul style="list-style-type: none"><li>• Conversion of the operating model into CMC Corporation.</li></ul>                                                                                                      |

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <ul style="list-style-type: none"> <li>• Establishment of CMC Distribution Co., Ltd. (CMC Distribution) &amp; CMC Telecommunications Services JSC (CMC Telecom).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>2008</b> | <ul style="list-style-type: none"> <li>• Establishment of CMC Information Security and Safety JSC (later renamed CMC Infosec, now CMC Cyber Security).</li> <li>• Establishment of the CMC SE joint venture with Segmenta – Denmark (later CMC Ciber, now CMC Consulting).</li> <li>• Establishment of CMC Telecommunications Infrastructure JSC (CMC TI).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>2010</b> | <ul style="list-style-type: none"> <li>• Official listing of CMG shares on the Ho Chi Minh City Stock Exchange.</li> <li>• Became NetNam's sole strategic investor, holding a 43.8% equity stake.</li> <li>• CMC was honored to receive the Second-Class Labor Medal.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>2011</b> | Establishment of CMC Saigon Systems Integration Co., Ltd. (CMC SISG).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>2012</b> | Merger of CMC Telecommunications Services JSC (CMC Telecom) and CMC Telecommunications Infrastructure JSC (CMC TI) into CMC Telecommunications Infrastructure JSC (CMC Telecom).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>2013</b> | CMC Software was honored in the TOP 20 Famous ASEAN Brands.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>2014</b> | Establishment of the CMC Applied Technology Research Institute (CIST), now renamed CMC ATI.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>2015</b> | <ul style="list-style-type: none"> <li>• CMC Telecom signed a strategic investment agreement with TIME dotCom Berhad Group (Malaysia).</li> <li>• Successfully organized the AVAR 2015 International Conference on Global Malware Prevention.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>2016</b> | CMC Telecom was named among the Top 25 Promising Telecommunications Enterprises as selected by APAC CIO Outlook.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>2017</b> | <ul style="list-style-type: none"> <li>• Mr. Nguyen Trung Chinh - Chairman of the Group, alongside CMC Telecom, was named among the Top 10 individuals and Top 5 enterprises with the greatest influence on the development of the Internet in Vietnam.</li> <li>• Announcement of a new brand identity system together with a development strategy through 2020.</li> <li>• Launch of the CMC Innovation Center, the CMC Innovation Investment Fund &amp; the CMC Lab project.</li> <li>• Announcement of the "Go Global" strategy: establishment of CMC Global and the opening of CMC Japan in Yokohama City, Kanagawa Prefecture, Japan.</li> <li>• CMC Telecom launched the CVCS Southeast Asia submarine cable route, operated its 3rd Data Center, and launched the new-generation information security monitoring center CMC NextGen SOC.</li> </ul> |
| <b>2018</b> | <ul style="list-style-type: none"> <li>• CMC received the Third-Class Labor Medal for the 2nd time.</li> <li>• Signed a strategic cooperation agreement with Samsung SDS on deploying smart factory management and operation solutions.</li> <li>• Signed a strategic cooperation agreement with Approxima (Denmark), strengthening the provision of SAP software solutions in the European market.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2019</b> | <ul style="list-style-type: none"> <li>• Announcement of the C.OPE2N open infrastructure ecosystem for Enterprises &amp; Organizations.</li> <li>• Establishment of CMC Technology &amp; Solutions Corporation (CMC TS) through the restructuring of the following units: CMC SI, CMC Soft, CMC SI SG.</li> <li>• Renamed CMC Infosec to CMC Cyber Security.</li> <li>• Signed a strategic investment cooperation agreement with Samsung SDS to develop and supply products and services to the global market.</li> <li>• CMC was named among the best workplaces in Asia for 2020 as selected by HR ASIA.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>2021</b> | <ul style="list-style-type: none"> <li>• The CMDD antivirus software received VB100 international certification (one of the world's three most prestigious certifications for malware detection and removal quality).</li> <li>• CMC Telecom became an Advanced Consulting Partner of AWS and a global Premier Google Cloud Platform service partner.</li> <li>• CMC was named in the Top 5 Reputable IT – Telecommunications Enterprises for 2018–2020 as rated by Vietnam Report.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>2022</b> | <ul style="list-style-type: none"> <li>• Establishment of CMC University, officially expanding operations into the Education sector.</li> <li>• Brought into operation the CCS smart office complex and a Tier 3 Data Center (design &amp; construction), the most modern and secure in Vietnam, at Tan Thuan Export Processing Zone, District 7, Ho Chi Minh City.</li> <li>• The CMC Cloud solution and the C-Contract e-contract were honored by the Ministry of Information and Communications in the Top 10 Outstanding Make in Vietnam 2021 Digital Solutions.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>2023</b> | <ul style="list-style-type: none"> <li>• The CMC Chairman was honored among the "Top 10 Typical Vietnamese Entrepreneurs 2022".</li> <li>• The Minister of Information and Communications presented certificates of merit to 5 collectives and 5 individuals across the Corporation for outstanding achievements contributing to the development of Vietnam's information and communications sector.</li> <li>• The CIVAMS solution, developed by the CMC Institute of Applied Technology Research, was honored as an innovative solution of Vietnam 2023.</li> <li>• Corporation Chairman Nguyen Trung Chinh was elected Vice Chairman of the National Cyber Security Association for the 2023–2028 term.</li> <li>• Received a Certificate of Merit from the Prime Minister for contributions to the information and communications sector over its 30-year development journey.</li> <li>• CMC University attracted nearly 1,000 admitted and enrolled students in its 2nd intake, recording growth of nearly 290% compared to 2022.</li> </ul> |

|      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2024 | <ul style="list-style-type: none"> <li>• <b>January:</b> The CMC Corporation Communications Department received 02 Certificates of Merit from the Minister of Information and Communications for individuals and collectives with outstanding achievements in national information and communications activities.</li> <li>• <b>February:</b> CMC Telecom became Google's first Premier partner in Vietnam to achieve DevOps Specialization certification for Google Cloud services, and was recognized with the "Google Cloud Infrastructure Specialization" title.</li> <li>• <b>March:</b> CMC Global was certified by Great Place To Work® as an "Outstanding Workplace".</li> <li>• <b>May:</b> Launch of the CMC Korea legal entity in Seoul, South Korea, marking a new milestone in the Go Global strategy.</li> <li>• <b>September:</b> Official announcement of the comprehensive AI Transformation Strategy (AI-X) to help enterprises improve business and production performance. Announced the AI-X strategy in the Japanese market, joined the Japan Business Federation (KEIDANREN), and opened the 3rd CMC Japan Representative Office in Tokyo.</li> <li>• <b>November:</b> Co-founded C4IR Vietnam – the WEF's 2nd Fourth Industrial Revolution Center in Southeast Asia and 19th worldwide.</li> <li>• <b>December:</b> Global Business Outlook recognized CMC in the category of Most Innovative AI Transformation Initiative 2024.</li> </ul> |
| 2025 | <ul style="list-style-type: none"> <li>• <b>January:</b> Assigned 2 National tasks: the homegrown Vietnamese cloud computing platform CMC Cloud and the open ecosystem C.OpenAI (Vietnamese AI knowledge platform). The CMC Legislation System (CLS) virtual assistant received the Special Creative Idea Digital Product award at Make in Vietnam 2024, and CMC Cloud was named among the Top 10 Outstanding Make in Vietnam Digital Products for 2018–2024. Announced the AI Transformation (AI-X) initiative at the World Economic Forum WEF 2025 in Davos, Switzerland.</li> <li>• <b>February:</b> CMC TS received Samsung's Largest Growth Partner award and HPE's Best Partner 2024 award. CMC Telecom received the Cybersecurity Initiative of the Year award at the Asian Telecom Awards 2025, Singapore.</li> <li>• <b>March:</b> CMC Telecom became the first telecommunications enterprise in Vietnam to achieve MEF SD-WAN 3.0 technical certification.</li> <li>• <b>May:</b> The C.OpenAI open ecosystem contributed 5 core products to the Ministry of Science and Technology's Resolution 57 Portal (namely: CLS, CMC Cloud, CIVAMS, C-Notary, C-Contract).</li> <li>• <b>June:</b> Groundbreaking of the CMC Creative Space Complex (CCS Hanoi), expected to bring together 5,000 technology engineers and to operate Vietnam's open AI ecosystem.</li> </ul>                                                                                     |
| 2026 | <ul style="list-style-type: none"> <li>• <b>January:</b><br/>+ The "Vuon Minh" (Breaking Through) team from CMC ATI &amp; C-OpenAI won Second Prize at the "AI in Practice" competition (practical applied AI) with an AI</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

examination assistant solution, marking a "Make in Vietnam" milestone for education.

+ CMC Global, NTT DATA, and NTT DATA Vietnam signed an agreement in Tokyo to jointly strengthen the supply of high-quality IT human resources for the Japanese market and expand cooperation on new technologies such as AI.

• **February:** CMC, together with the City of Hanoi and Hanoi University of Science and Technology, co-founded the Hanoi Innovation Center Company (HIC), creating an opportunity for customers/partners to gain rapid access to R&D resources and implementation capabilities, accelerating the commercialization of solutions to market.

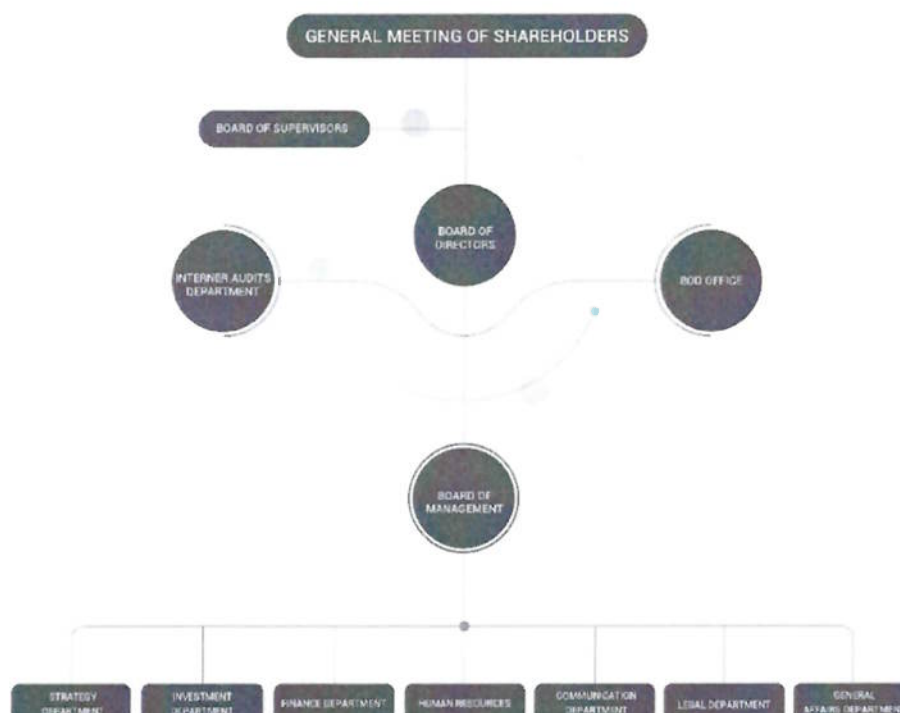
❖ **Business locations:** Present across all 34 provinces and cities in Vietnam and a network spanning more than 30 markets worldwide.

## 2. Information on the Governance Model, Business Organization, and Management Apparatus

### 2.1. Governance model:

CMC Corporation operates under the model prescribed at Point a, Clause 1, Article 137 of the Law on Enterprises, comprising: the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors, and the Chief Executive Officer.

### 2.2. Management apparatus structure:



a. The management structure by business division comprises:

- (i) Digital Infrastructure Division:
  - CMC Telecommunications Infrastructure JSC (CMC Telecom)
  - NetNam Corporation (NETNAM)
- (ii) Technology & Solutions Division:
  - CMC Technology & Solutions Corporation Co., Ltd. (CMC TS)
  - CMC Consulting Co., Ltd.
  - CMC Information Security Co., Ltd. (CMC CS)
  - CMC Digital Infrastructure Co., Ltd. (CMC ADI)
- (iii) New Technologies – Strategic Technologies Division:
  - CMC OpenAI JSC (C-OpenAI)
  - CMC Institute of Applied Technology Research (CMC ATI)
- (iv) Global Business Division:
  - CMC Global Co., Ltd. (comprising: CMC Japan, CMC-APAC, CMC Korea, CMC MALAY, CMC North America, CMC Deutschland)
- (v) Education & Talent Development Division:
  - CMC Education Co., Ltd. (CMC Education)
  - CMC University Investment JSC (CMC Uni)
  - CMC University (CMC University)
- (vi) Other Business:
  - CMC Investment Co., Ltd. (CMC Invest)
  - CMC Da Nang Co., Ltd. (CMC Da Nang)
  - CMC Hoa Lac Co., Ltd. (CMC Hoa Lac)
  - CMC Corporation Branch (Hanoi City)

b. Subsidiaries and Associates:

| No. | Company Name                         | Abbreviation   | Address                                                     | Field of Operation               | Ownership Ratio |
|-----|--------------------------------------|----------------|-------------------------------------------------------------|----------------------------------|-----------------|
| 1   | CMC Technology & Solutions Co., Ltd. | CMC TS         | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City | Information Technology Solutions | 100%            |
| 2   | CMC Consulting Co., Ltd.             | CMC Consulting | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City | Software Services                | 100%            |

| No.                                                             | Company Name                              | Abbreviation      | Address                                                                       | Field of Operation            | Ownership Ratio                              |
|-----------------------------------------------------------------|-------------------------------------------|-------------------|-------------------------------------------------------------------------------|-------------------------------|----------------------------------------------|
| 3                                                               | CMC Information Security Co., Ltd.        | CMC CS            | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City                   | Software Services             | 100%                                         |
| 4                                                               | CMC Global Co., Ltd.                      | CMC Global        | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City                   | Software Publishing           | 100%                                         |
| The subsidiaries of CMC Global Co., Ltd. (CMC Global) comprise: |                                           |                   |                                                                               |                               |                                              |
|                                                                 | CMC Asia Pacific Co., Ltd.                | CMC-APAC          | Singapore                                                                     | Software Services             | CMC Global holds 100% of contributed capital |
|                                                                 | CMC Japan JSC                             | CMC Japan         | Yokohama, Kanagawa Prefecture, Japan                                          | Software Services             | CMC Global holds 100% of contributed capital |
|                                                                 | CMC Korea Co., Ltd.                       | CMC Korea         | Jung-gu, Seoul, South Korea                                                   | Software Services             | CMC Global holds 100% of contributed capital |
|                                                                 | CMC Malay Co., Ltd.                       | CMC Malay         | Kuala Lumpur, Malaysia                                                        | Software Services             | CMC Global holds 100% of contributed capital |
|                                                                 | CMC North America Co., Ltd.               | CMC North America | 251 Little Falls Drive, Wilmington, Delaware 19808, USA                       | Software Services             | CMC Global holds 100% of contributed capital |
|                                                                 | CMC Deutschland Co., Ltd.                 | CMC Deutschland   | Theodor-Heuss-Allee 112, 60486 Frankfurt am Main, Federal Republic of Germany | Software Services             | CMC Global holds 100% of contributed capital |
| 5                                                               | CMC Telecommunications Infrastructure JSC | CMC Telecom       | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City                   | Telecommunications - Internet | 54.628%                                      |

| No. | Company Name                                 | Abbreviation  | Address                                                           | Field of Operation                             | Ownership Ratio |
|-----|----------------------------------------------|---------------|-------------------------------------------------------------------|------------------------------------------------|-----------------|
| 6   | NetNam Corporation                           | NETNAM        | 2nd Floor, HITC Building, No. 239 Xuan Thuy, Cau Giay Ward, Hanoi | Telecommunications – Internet                  | 41.14%          |
| 7   | CMC Institute of Applied Technology Research | CMC ATI       | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City       | Information and Communication Technology (ICT) | 100%            |
| 8   | CMC Investment Co., Ltd.                     | CMC Invest    | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City       | Investment                                     | 100%            |
| 9   | CMC Da Nang Co., Ltd.                        | CMC Da Nang   | Enouvo Space 2, No. 16, 18 An Nhon 3, An Hai Ward, Da Nang        | Software Publishing                            | 100%            |
| 10  | CMC Hoa Lac Co., Ltd.                        | CMC Hoa Lac   | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City       | Science, Engineering and Technology            | 100%            |
| 11  | CMC Education Co., Ltd.                      | CMC Education | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City       | Education                                      | 100%            |

*The subsidiary of CMC Education Co., Ltd. comprises:*

|  |                                      |                       |                                                             |                             |                                                                         |
|--|--------------------------------------|-----------------------|-------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------|
|  | <i>CMC University Investment JSC</i> | <i>CMC Uni</i>        | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City | <i>University Education</i> | <i>CMC Education holds 80.8% of contributed capital</i>                 |
|  | <i>CMC University</i>                | <i>CMC University</i> | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City | <i>University Education</i> | <i>CMC University Investment JSC holds 92.1% of contributed capital</i> |

| No.                                                                         | Company Name                            | Abbreviation | Address                                                                                       | Field of Operation     | Ownership Ratio                                                          |
|-----------------------------------------------------------------------------|-----------------------------------------|--------------|-----------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------|
| 12                                                                          | CMC AI Digital Infrastructure Co., Ltd. | CMC ADI      | Lot Vb 27-28-29, industrial zone within Tan Thuan Export Processing Zone, Tan Thuan Ward, HCM | Digital Infrastructure | 100%                                                                     |
| <i>The subsidiary of CMC AI Digital Infrastructure Co., Ltd. comprises:</i> |                                         |              |                                                                                               |                        |                                                                          |
|                                                                             | CMC OpenAI JSC                          | C-OpenAI     | CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi City                                   | Software Publishing    | CMC AI Digital Infrastructure Co., Ltd. holds 99% of contributed capital |

### 3. Development Orientation:

#### 3.1. Target position of the Corporation by 2030:

Aiming to become a global technology corporation, leading AI transformation, developing on a strategic ecosystem of 3 pillars: C-OpenAI, AI Market, and C-Product. By 2030, CMC targets revenue exceeding USD 1 billion, growth of over 20% per year, and a headcount of over 15,000 people.

#### 3.2. Orientation and plans by business division:

For 2026, the action plans of the business divisions under CMC Corporation are specifically defined as follows:

- ❖ **Digital Infrastructure Division:** Targeting the position of a leading regional digital infrastructure provider with a revenue target of VND 4,676 billion (18% growth). CMC Telecom, as the primary operating unit, targets revenue of VND 4,007 billion (17% growth). Key initiatives include: expansion of CVCS Backbone Circuit 3 to meet capacity demands and enhance bandwidth experience; achieving full occupancy at SHTP, CMC Duy Tan and Tan Thuan DCs at an ENT–Hyperscaler ratio of 70%–30%; mastering OpenStack technology and upgrading the CMC Cloud core platform to Hyperscaler equivalency; launching CCSP/CCSS and targeting the global market.
- ❖ **Technology & Solutions Division:** Targeting revenue of VND 5,374 billion. CMC TS, as the primary operating unit, targets revenue of VND 5,273 billion (16.5% growth), focusing on delivering "Made in CMC" solutions: ITS, C-Vision, C-AIOffice, C-Green, C-ID, C-GOV, C-Vision (Smart City), C-Health; positioning as a Top 3 digital transformation partner for BFSI; a leading AIX/DX partner for the Top 500

enterprises in Vietnam; Top 1 for SME/FDI in Vietnam; a digital platform partner for e-Government and National Data; and a trusted technology partner in the ASEAN, Japan and North America markets.

- ❖ **New Technologies - Strategic Technologies Division:** Ambition to become an open, secure, sovereign AI platform made in Vietnam, serving as the intelligence infrastructure and core AI operating layer for Government, enterprises and the innovation ecosystem. Key priorities: commercialization and scaling of C-AI Legal; completion of C-OpenAI Platform and C-Open AI Ecosystem.
- ❖ **Global Business Division:** Aggressively advancing the “Go Global” campaign to achieve a revenue target of VND 2,044 billion (>25% growth) with a workforce of 3,500 personnel, with focused breakthroughs in key markets including Japan, the US and APAC. Objectives include: building the image of a leading regional digital transformation/AI transformation company (Global Company); At least 30 KAM accounts generating revenue, contributing at least 65% of total revenue; upgrading C-codeX to version 2.0; and deploying AI applications within DX systems and internal information systems supporting back-end operations.
- ❖ **Education & Talent Development Division:** Targeting revenue of VND 162 billion (43% growth); enrolling 2,600 new students in Hanoi and Ho Chi Minh City; launching 6 new training programs; delivering ≥50 AI-integrated modules and ≥6,000 e-learning sessions; maintaining ≥85% satisfaction rate, dropout rate ≤5%, and 100% OJT/internship placement; while accelerating AI/DX integration into training processes with a digitalization rate exceeding 70%.

### **3.3. Medium and Long-term Development Strategy**

Under its new strategy, CMC aspires to become a leading enterprise-focused digital IT service provider in the Asia-Pacific region, built on four pillars: Digital Economy, Digital Society, Digital Government, and Digital Human Resources. By 2030, CMC targets revenue exceeding USD 1 billion, annual growth of over 20%, and a workforce of more than 15,000 employees.

### **3.4. Sustainable Development Goals (Environmental, Social, and Community) and Key Short- and Medium-term Programs**

CMC Corporation builds its sustainable development strategy on three pillars: Economy, Community, and Environment.

Amid ongoing challenges in the global and Vietnamese economies, CMC focuses on strengthening its technology research and development capabilities, particularly in AI, to drive digital transformation for businesses and the community. The Group also prioritizes employee well-being through a safe working environment, stable income, and periodic health check-ups, while sustaining charitable activities, educational support for remote areas, and assistance for children with disabilities.

Built on a foundation of passion, trust, and people, CMC is committed to nurturing future generations and technology talent, with the aim of bringing Vietnamese-branded products, services, and solutions to the international market.

**4. Risks:**

**4.1. Objectives and general principles of risk management:**

In 2025, CMC Corporation continued to enhance its Risk Management Framework oriented to international standards and practices including ISO 31000 and COSO's (Committee of Sponsoring Organizations of the Treadway Commission) framework for risk management and internal control, ensuring the efficiency and compatibility to CMC Corporation's business model.

Risk management at CMC Corporation is developed and implemented with the following main principles and objectives:

- Facilitate the achievement of CMC Corporation's business objectives and strategies through the effective, comprehensive, accurate, and timely establishment and application of the Risk Management Framework.
- Promptly identify, assess and address risks to ensure the continuity and stability of the Corporation's business operations.
- With the aim of guaranteeing the CMC Corporation's sustainable development, risks and opportunities must be systematically identified and assessed. This enables the organization to minimize adverse impacts, capitalize on potential opportunities, and allocate resources effectively in alignment with the Corporation's risk appetite.
- Strengthen the CMC Corporation's risk management culture through the development and implementation of a synchronized, transparent, comprehensive risk management governance structure across the Group and its Member Entities.

At CMC Corporation, risk management is an integral part of all the Corporation's business and governance activities.

**4.2. Risk Management governance structure:**

**❖ Role of senior management in Risk Management:**

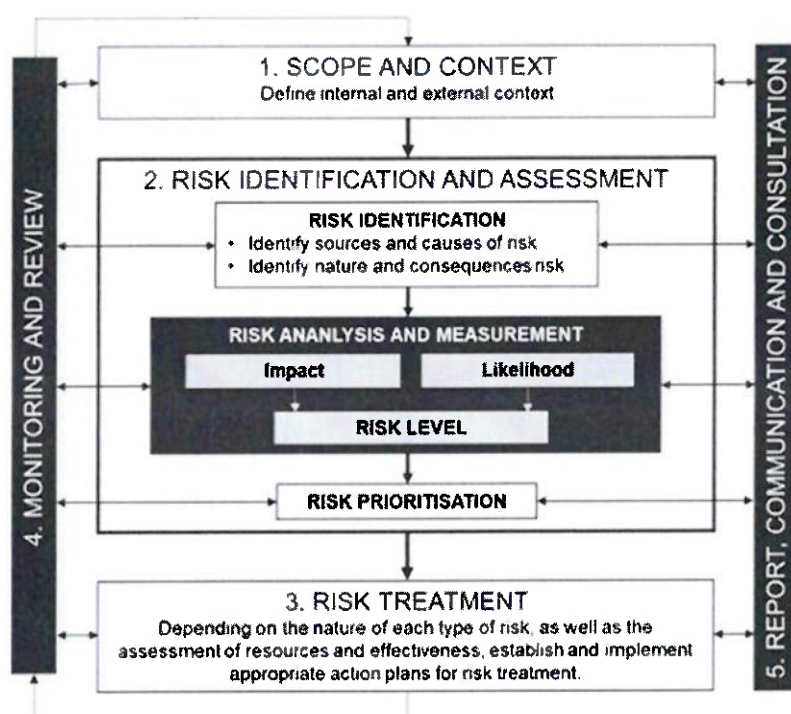
|                    |                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Board of Directors | Assume the ultimate authority and responsibility for the risk management conduct across CMC Corporation.<br>Promulgate the Risk Management Framework, risk management governance structure, and high-level risk management documents in alignment with the Corporation's overall strategy; provide direction and foster a risk management culture throughout the Corporation. |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                        |                                                                                                                                                                                                                                                                                                 |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Board of Management                    | Supervise and provide directive for implementation of risk management activities to ensure alignment with the Corporation's overall strategy and risk management culture.<br>Promulgate regulations, procedures, and guidelines to support the implementation of the Risk Management Framework. |
| Board of Leadership of Member Entities | Establish a risk management governance structure and conduct risk management activities within Member Entities in accordance with the Corporation's risk management orientation and strategy.                                                                                                   |

❖ **The Three Lines of Defense Model:**

| FIRST LINE OF DEFENSE                                                                                                                                                                                                                                                                                     | SECOND LINE OF DEFENSE                                                                                                                                                                                                                                                                                                                                                   | THIRD LINE OF DEFENSE                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Own and manage risk.</b> <ul style="list-style-type: none"> <li>Assume direct responsibility for risk identification, assessment, control and treatment.</li> <li>Formulate and implement risk management policies, guidelines, and operating procedures in day-to-day business activities.</li> </ul> | <ul style="list-style-type: none"> <li><b>Risk management function:</b> develops and maintains the Risk Management Framework, including governance, internal regulations and risk appetite; supports and oversees implementation.</li> <li><b>Compliance control function:</b> advises and oversees compliance with internal policies and legal requirements.</li> </ul> | <b>Internal audit function:</b> provides independent, objective assurance on the effectiveness of risk management activities carried out by the first and second lines of defense, thereby supporting the achievement of risk management and internal control objectives. |

**4.3. Risk Management process:**



The risk management process at CMC Corporation is built in close alignment with the principles and guidance of ISO 31000 and ISO 31010, as well as by reference to suitable good practices. The risk management process is operated consistently across the Corporation with the main steps as shown in the flowchart.

The risk management process is operated based on an implementation organizational structure that ensures close oversight by senior management and a delegation-of-authority mechanism suited to the capacity, functions, and duties of the relevant individuals and units at each step of the process.

#### **4.4. Risk management activities in 2025:**

Amid continued complexity in domestic and global markets, CMC Corporation's risk management activities in 2025 focused on enhancing risk management capabilities and effectiveness at both departmental and individual levels. The Corporation seeks to optimize the balance between opportunities and risks by proactively developing response plans for multiple scenarios and activating them as conditions require, thereby supporting the achievement of its strategic objectives.

The Corporation's key risk management activities in 2025 included:

##### **❖ Notable risk management activities of the Corporation in 2025 included:**

- Periodically reviewed and updated the Corporation's Risk Catalogue, identified emerging risks, and developed a list of risk mitigation actions that may affect the Corporation's governance and business activities, taking into account changes in the macroeconomic environment and relevant sectors and industries.

- Regularly reviewed and updated the Risk Inventory and provided continuous, timely reports to the Corporation's Board of Leadership on risk treatment.
- Issued risk management guidelines and tools, such as Key Risk Indicators (KRIs) for risk monitoring and forecasting, guidelines for implementing incident response procedures and incident response scenarios, etc.
- Issued the Environmental and Social Management System Framework, providing guidance and an implementation roadmap to mitigate environmental and social risks arising from the Corporation's business operations.
- Conducted ongoing internal training on risk management and internal control for employees and managers at all levels and facilitated knowledge- and experience-sharing to improve the overall quality of risk management across CMC Corporation. During the reporting period, two notable training programs were conducted:
  - Fraud investigation training: Designed to enhance the capabilities of the Corporation's internal control, risk management, and compliance functions to identify, analyze, investigate, and report fraud risks.
  - Environmental and Social Management System Framework training: Delivered to risk management personnel across the Corporation to enhance their capacity to manage environmental and social risks.

#### 4.5. *Management of key risk groups in 2025:*

| Group          | Risk            | Description                                                                       | Control Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------|-----------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic risk | Technology risk | The risk of technological obsolescence due to insufficient adoption of innovation | <ul style="list-style-type: none"> <li>- CMC strategically promotes investment in technological capabilities aligned with emerging technology trends.</li> <li>- Emphasizes "<b>Creativity</b>" - one of CMC Corporation's core values - as a key driver for investment in emerging technology fields and for setting strategic directions for the development of information technology and telecommunications products and services.</li> <li>- Develop a plan focused on enhancing human resource capabilities, particularly in talent development for emerging technology areas.</li> <li>- Conduct continuous market research and surveys; organize seminars, discussions, and knowledge-sharing sessions to stay abreast of emerging technology trends.</li> </ul> |

|                         |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         |                                                                                                                              | <ul style="list-style-type: none"> <li>- CMC Applied Technology Institute (CMC ATI) conducts R&amp;D activities in various fields, including Artificial Intelligence (AI), Big Data, Social Network Data (Social Data), Internet of Things (IoT) – Smart Devices – Image Processing and Blockchain Technology/Information Security (Blockchain/Security).</li> <li>- Establish CMC-OpenAI with the mission of designing, building, and developing an open and secure AI platform; create large language models (LLMs) and specialized AI models for specific fields; and foster a community of businesses and developers to build and distribute applications on the platform.</li> </ul>                                                                                                                                                                                                                                                                                             |
| <b>Competitive risk</b> | Risk of losing competitive advantage in a market where the level of competition, both in quantity and quality, is increasing | <ul style="list-style-type: none"> <li>- Strengthening competitive capacity by enhancing product and service quality, expanding infrastructure, and developing technical expertise and industry-tailored solutions, thereby delivering greater value to customers.</li> <li>- Enhance long-term competitive advantage through strategic investment in human capital by incorporating talent development and workforce quality objectives into the key performance indicators (KPIs) of Member Entities.</li> <li>- Enhance customer service quality by placing "<b>Customer Centricity</b>" - one of CMC Corporation's core values - at the center of operations.</li> <li>- Continuously review and enhance the business model, promote digital and AI transformation across the organization, and optimize operational processes to improve efficiency and quality, thereby fostering a sustainable competitive advantage based on the Corporation's internal strengths.</li> </ul> |

|                         |                             |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational risk</b> | <b>Cybersecurity risk</b>   | Risks of unauthorized disclosure, alteration, or loss of information, as well as cyberattacks targeting the Corporation's IT infrastructure and data systems | <ul style="list-style-type: none"> <li>- Position information confidentiality, security, and safety as top strategic priorities across all of CMC Corporation's operational activities.</li> <li>- Allocate resources and strengthen the capacity of information systems across the Corporation; rigorously deploy data loss prevention and system security measures.</li> <li>- Establish clear individual accountability for information security across the Corporation to minimize incidents and mitigate the impact of potential breaches.</li> <li>- Maintain continuous, automated monitoring of cybersecurity and information security through the CMC Security Operations Center (CMC SOC), integrated with artificial intelligence and automation technologies.</li> <li>- Conduct periodic assessments, monitoring, and internal control activities to strengthen and refine the Corporation's regulatory framework and operational procedures for information security management; develop cybersecurity incident response scenarios.</li> <li>- Conduct information security awareness training for employees.</li> </ul> |
|                         | <b>Human resources risk</b> | Risk of failing to meet human resource demand and failing to ensure quality and stable personnel while continuously scaling up operations                    | <ul style="list-style-type: none"> <li>- Foster a positive working environment and strengthen the employer brand to attract talent.</li> <li>- Develop transparent career paths and organize training programs to enhance employees' professional knowledge and skills, as well as the capabilities of next-generation leaders. These efforts support talent attraction and improve workforce quality.</li> <li>- Continue to implement competitive and transparent remuneration policies based on performance.</li> <li>- Develop a long-term vision and plan for developing the next generation of human</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                                      |                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      |                                                                                                                                                                                                       | resources, which will form the core of CMC's future.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                      |                                                                                                                                                                                                       | - Foster a strong corporate culture by upholding CMC's core value of "Commitment" in all activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Internal control risk</b>         | Risk that internal regulations and procedures are unsuitable or fail to meet the governance requirements of the Corporation's units. Risk of non-compliance with internal regulations and procedures. | <ul style="list-style-type: none"> <li>- Conduct periodic and ad hoc reviews to assess the adequacy and relevance of internal documents at each Member Entity and across the Corporation. These reviews are undertaken by specialized functions such as quality control, internal audit, and compliance control, independently of the individuals or departments responsible for developing and implementing the internal documents.</li> <li>- Continuously update and amend internal regulations to ensure their relevance and timeliness in response to changes in the external business environment and the internal management context of the Corporation and Member Entities.</li> <li>- Establish compliance inspection and control mechanisms to promote a culture of compliance and increase awareness at all levels of the Corporation, including management and staff.</li> </ul> |
| <b>Environmental and social risk</b> | Risks associated with environmental, social, and occupational health and safety matters arising from business operations.                                                                             | <ul style="list-style-type: none"> <li>- Established the Environmental and Social Committee, responsible for building and refining the environmental and social management system</li> <li>- Conducted a training program for personnel performing risk management work across the Corporation on the Environmental and Social Management Framework</li> <li>- Developed a toolkit for operating the Environmental and Social Management Framework system and rolled it out, including guidance on identifying, assessing, and addressing environmental and social risks, and employee health and safety risks.</li> </ul>                                                                                                                                                                                                                                                                   |

|                                |                              |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Compliance (legal) risk</b> | <b>Legal compliance risk</b> | Risk related to non-compliance with regulations and laws in the countries where the Corporation conducts business, particularly as the scale of operations grows larger, not only within Vietnam | <ul style="list-style-type: none"> <li>- Actively monitor and update legal and regulatory requirements in domestic and international markets, ensuring that corresponding internal policies and procedures are aligned and updated in a timely manner.</li> <li>- Foster a strong culture of compliance and raise awareness among all employees throughout the Corporation, both in Vietnam and in international markets where the Corporation operates.</li> <li>- Strengthen legal risk awareness and management capabilities, while enhancing the professional competence of the Legal and Compliance Division and Internal Audit Division to enable timely identification of potential violations and reinforce internal control measures.</li> <li>- Engage domestic and international legal advisory services, when appropriate, to help CMC Corporation comply with local laws and regulations in the jurisdictions where it conducts business.</li> </ul> |
| <b>Financial risk</b>          | <b>Liquidity risk</b>        | Risk of being unable to meet payment obligations when due                                                                                                                                        | <ul style="list-style-type: none"> <li>- Proactively monitor payment schedules for partners and suppliers and develop cash flow forecasts and funding strategies accordingly to ensure efficient and cost-effective capital utilization.</li> <li>- Enhance project management efficiency to ensure timely cash inflows as planned, thereby mitigating liquidity pressure on Member Entities and across the Corporation.</li> <li>- Perform regular cash flow analysis and forecasting to proactively identify and mitigate potential liquidity risks.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                | <b>Market risk</b>           | Risk of fluctuations in market prices affecting                                                                                                                                                  | <ul style="list-style-type: none"> <li>- Maintain systematic data collection and storage of data to continuously monitor price movements in both domestic and international markets. This provides as a basis for assessing and forecasting future</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|                          |                                                                             |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                                                                             | business results (exchange rates, interest rates, commodity prices)                                                                                     | price volatility and identifying potential impacts on the Corporation's business operations.<br>- Develop appropriate tools and implement preventive strategies to minimize the adverse effects of market price volatility on the Corporation's business performance.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Reputational risk</b> | <b>Risk that the Corporation's reputation is affected by misinformation</b> | - Risk that misinformation negatively affects the Corporation's reputation, image, and standing.<br>- The company's image and reputation being misused. | - Widely communicate the Corporation's and its Member Entities' official brand identities, websites, and authorized communication channels. Proactively identify and monitor counterfeit websites, fraudulent communication platforms, and the spread of false or misleading information that could harm CMC's reputation, image, and brand.<br>- Regularly review and monitor the use of CMC's image and brand to detect misuse.<br>- Use the social listening tool developed by CMC ATI for early detection of reputational risk events.<br>- Issue internal policies and procedures governing response plans and actions for reputational risk events at different levels of severity. |

#### **4.6. Risk management orientation for 2026:**

- Continue to refine and enhance the Corporation-wide Risk Management Framework to ensure its effectiveness, consistency, and alignment with international standards and best practices, including ISO, COSO, and CMMI.
- Continue to develop, upgrade, and deploy tools and systems for risk prevention, early detection, and continuous monitoring, thereby strengthening the effectiveness and responsiveness of the Corporation's risk management practices.
- Strengthen the integration of risk management into strategic planning, commercial and investment project management, and day-to-day business and operational activities, ensuring that risks are proactively addressed in all decision-making processes.
- Enhance proactive risk identification, assessment, and early response capabilities at both the Member Entity and individual levels across the Corporation.

Continuously review and develop response plans, and conduct regular drills and training sessions for relevant units and individuals, thereby minimizing potential adverse impacts and ensuring business continuity.

- Further promote internal communications and training programs to equip individuals and Member Entities with stronger risk management capabilities. Enhance collaboration among specialized functions to foster a robust risk culture and improve the overall effectiveness and integration of risk management practices across the Corporation.

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## II. OPERATIONS DURING THE YEAR

### **Vietnam's economic context in 2025:**

In 2025, Vietnam's economy continued to affirm its position as one of the fastest-growing economies in the region. According to data from the General Statistics Office, 2025 GDP grew by 8.02%, higher than the 7.09% growth of 2024 and the second-highest growth rate in the 2011 - 2025 period. The size of the economy reached approximately USD 514 billion, an increase of USD 38 billion over the previous year; GDP per capita reached approximately USD 5,026, exceeding the USD 5,000 threshold for the first time. The macroeconomy continued to remain stable, with inflation controlled at approximately 3.31%, the economy's major balances were maintained, and import-export activities, domestic consumption, and investment continued to grow positively<sup>1</sup>.

Alongside these positive results, the business community continued to face many challenges from the global business environment. Geopolitical volatility, trade protectionism trends, new tariff policies from major economies, together with increasing competitive pressure, have had significant impacts on export activities, supply chains, and investment attraction. Nonetheless, Vietnam's economy continued to demonstrate strong resilience, maintaining a high growth rate thanks to the robust recovery of industrial production, exports, domestic consumption, and public investment<sup>2</sup>.

Resolution 57-NQ/TW and Resolution 68-NQ/TW are opening a new phase of development for Vietnam's private enterprises. While Resolution 57 identifies science, technology, innovation, and digital transformation as the core drivers to bring the economy to double-digit growth, Resolution 68 affirms that the private economy is the most important driver and the pioneering force in realizing that goal.

In this context, CMC affirms its role as one of Vietnam's leading private technology enterprises, not only focusing on business development but also steadfastly pursuing its mission of mastering core technologies, developing "Make in Vietnam" products, enhancing national technological self-reliance, and accompanying the Government in the digital transformation effort. The fact that many of CMC's technology products were selected for publication on the Resolution 57 Portal is clear evidence of the Corporation's innovation capability and substantive contribution to realizing the strategic objectives of Resolution 57-NQ/TW and Resolution 68-NQ/TW, helping to make the private economy an important growth driver of the economy.

The trend of shifting from "Digital Transformation" to "AI Transformation" has opened up major opportunities for information technology, cloud computing, data center, information security enterprises, and digital platform providers. Demand for investment in AI, Cloud, Data Center, and Cyber Security infrastructure has risen sharply, creating favorable conditions for Vietnamese technology enterprises to participate more deeply in

<sup>1</sup> Sources: Báo cáo tình hình kinh tế - xã hội quý IV và năm 2025 - General Statistics Office of Vietnam

<sup>2</sup> Sources: <https://www.reuters.com/world/asia-pacific/vietnams-annual-growth-reaches-8-trade-surplus-with-us-hits-record-despite-2026-01-05/?utm>

the global technology value chain and to accompany the Government in developing the national digital economy.

In this context, the Board of Management of CMC Corporation recognizes 2025 as a pivotal year marking a strong shift from digital transformation to AI transformation. Leveraging its advantages in digital infrastructure, cloud computing, data centers, information security, and a comprehensive technology solutions ecosystem, CMC continues to step up investment in strategic technologies such as AI, Cloud, Data Platform, and Cyber Security to enhance competitiveness, expand domestic and international markets, and affirm its position as a pioneering enterprise in AI transformation in Vietnam. Through this, CMC continues to contribute positively to the development of the digital economy and the nation's sustainable growth objectives in the digital era.

## 1. Business and Production Operations

Unit: VND million

| No. | Indicator                                                                                                                                                         | Actual 2025       | Actual 2024      | Plan 2025         | % Growth     | % Achieved  |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------|-------------------|--------------|-------------|
| 1   | <b>Net revenue</b>                                                                                                                                                | <b>10,554,530</b> | <b>9,018,060</b> | <b>10,810,874</b> | <b>17.0%</b> | <b>98%</b>  |
|     | <i>Of which: Net revenue per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i>                  | 9,560,786         | 8,202,642        | 9,827,922         | 16.6%        | 97%         |
| 2   | <b>Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)</b>                                                                                      | <b>1,178,977</b>  | <b>986,941</b>   | <b>1,200,368</b>  | <b>19.5%</b> | <b>98%</b>  |
| 3   | <b>Profit before tax</b>                                                                                                                                          | <b>737,445</b>    | <b>582,429</b>   | <b>641,762</b>    | <b>26.6%</b> | <b>115%</b> |
|     | <i>Of which: Accounting profit before tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i> | 611,899           | 501,545          | 550,039           | 22.0%        | 111%        |
| 4   | <b>Profit after tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</b>                       | <b>516,833</b>    | <b>427,085</b>   | <b>463,697</b>    | <b>21.0%</b> | <b>111%</b> |

## 2. Organization and Personnel in 2025

### 2.1. List of the Board of Management:

| No. | Full Name                 | Position                                 | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----|---------------------------|------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | <b>Nguyen Trung Chinh</b> | Chairman of the BOD / Executive Chairman | 1.18%               | <p>Year of birth: 1963. Founding member of CMC Group (05/1993).<br/> Education: Engineer in Electronics &amp; Telecommunications, Hanoi University of Technology (1987).<br/> <b>Career history:</b></p> <ul style="list-style-type: none"> <li>– From 2020 to present: Chairman of the BOD / Executive President – CMC Corporation</li> <li>– From 01/2022 to present: Chairman of the University Council – CMC University</li> <li>– From 05/2026 to present: Chairman - CMC TS</li> <li>– 2023 to present: Chairman of the Board of Directors – CMC Telecom</li> <li>– From 06/2021 to 06/2024: President – CMC Global</li> <li>– From 06/2016 to 2020: Chairman of the BOD / Chief Executive Officer– CMC Corporation</li> <li>– 2007 to 2016: Chief Executive Officer/ Vice Chairman of the BOD – CMC Corporation</li> <li>– 1999 to 01/2007: Chief Executive Officer/ Member of the Members' Council – CMC Computer Communication Co., Ltd</li> <li>– 1995 to 1999: Deputy Director – CMC Computer Communication Co., Ltd</li> <li>– 1993 to 1995: Deputy Director – HT&amp;NT Co., Ltd</li> <li>– 1988 to 1989: Researcher – National Institute for Technology Research, Center for Microelectronics and Informatics Technology</li> </ul> |
| 2   | <b>Ho Thanh Tung</b>      | Chief Executive Officer                  | 0.03%               | <p>Year of birth: 1971. Joined CMC: 06/2017.<br/> Education: Master of Business Administration – Washington State University, USA (2002).<br/> <b>Career history:</b></p> <ul style="list-style-type: none"> <li>– From 06/2026 to present: EVP – CMC Corporation</li> <li>– 07/2021 - 05/2026: Chief Executive Officer– CMC Corporation</li> <li>– From 07/2024 to present: President – CMC Global</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

| No. | Full Name      | Position  | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----|----------------|-----------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                |           |                     | <ul style="list-style-type: none"> <li>– From 10/2023 to present: President – CMC Consulting</li> <li>– 11/2020 to 06/2021: Acting Chief Executive Officer– CMC Corporation</li> <li>– 08/2020 to 06/2021: SEVP – CMC Corporation</li> <li>– 01/2019 to 01/2024: Chief Executive Officer– CMC TS</li> <li>– 06/2017 to 08/2020: Deputy Chief Executive Officer– CMC Corporation</li> <li>– 01/2003 to 05/2017: General Director, Oracle Vietnam &amp; Indochina region</li> <li>– 12/1995 to 06/2002: Solutions Specialist &amp; Manager, Oracle Vietnam</li> <li>– 05/1995 – 11/1995: Brand Manager, Peregrine Capital Vietnam</li> </ul>                                                                                                                                                                                                        |
| 3   | Le Thanh Son   | EVP / COO | 0.08%               | <p>Year of birth: 1978. Joined CMC: 11/2007. Education: Bachelor of Accounting and Auditing – National Economics University (2000).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: EVP / COO, concurrently Head of the Investment Department – CMC Corporation</li> <li>– From 01/2024 – 06/2025: EVP, concurrently Head of the Investment Department – CMC Corporation</li> <li>– From 06/2024 to present: Vice Principal – CMC University</li> <li>– From 2020 to 12/2023: SVP, Chief Financial Officer – CMC Corporation</li> <li>– 11/2007 – 2020: Chief Financial Officer – CMC Corporation</li> <li>– 2006 to 2007: Investment Director – Phu Thai Group</li> <li>– 2005 to 2006: Head of Internal Audit – HBL Vietnam</li> <li>– 2000 to 2005: Audit Team Leader – KPMG Vietnam</li> </ul> |
| 4   | Ngo Trong Hieu | EVP       | 0.04%               | <p>Year of birth: 1978. Joined CMC: 01/2010. Education: Engineer, Hanoi University of Technology (2001).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 08/2020 to present: EVP – CMC Corporation</li> <li>– 01/2015 to present: Chief Executive Officer– CMC Telecom</li> <li>– 07/2024 – 05/2026: President – CMC TS</li> <li>– 01/04/2022 – 11/2023, 12/2024 to present: President – CMC Cyber Security</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |

| No. | Full Name            | Position | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----|----------------------|----------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                      |          |                     | <ul style="list-style-type: none"> <li>– 01/2010 to 12/2014: Deputy Chief Executive Officer– CMC Telecom</li> <li>– 2008 – 2009: Technical Director, Indochina Telecom JSC</li> <li>– 2006 – 2008: Deputy Technical Director – Hanoi Telecom JSC</li> <li>– 2003 – 2006: Deputy Director, National Operations Center – Viettel Telecom</li> <li>– 2001 – 2003: Head of Software Development – Elcom Telecom Investment &amp; Development Company</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| 5   | <b>Dang Ngoc Bao</b> | EVP      | 0.03%               | <p>Year of birth: 1983. Joined CMC: 2017. Education: Master of Engineering Science – Tsinghua University, China (2009).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 05/2023 to present: EVP – CMC Corporation</li> <li>– 06/2021 to present: Chief Executive Officer– CMC Global</li> <li>– 08/2020 to 06/2021: Acting Chief Executive Officer– CMC Global</li> <li>– 12/2017 to 08/2020: Deputy Chief Executive Officer in charge of Production – CMC Global</li> <li>– 01/2013 to 07/2017: Deputy Director, Japan Division – Viet International Software JSC</li> <li>– 01/2011 to 12/2012: Deputy Director, Software Production Center – Viet International Software JSC</li> <li>– 01/2010 to 07/2010: Head of R&amp;D – Viet International Software JSC</li> </ul> |
| 6   | <b>Pham Ngoc Bac</b> | EVP      | 0.02%               | <p>Year of birth: 1980. Joined CMC: 2020. Education: Master of Business Administration – University of Hawaii (VEMBA).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 – 05/2026: EVP – CMC Corporation</li> <li>– 07/2024 – 05/2026: Chief Executive Officer– CMC TS</li> <li>– 02/2024 – 06/2024: Acting Chief Executive Officer– CMC TS</li> <li>– 04/2022 – 01/2024: Deputy Chief Executive Officer/ Chief Administrative Officer – CMC TS</li> <li>– 06/2021 – 03/2022: Acting Chief Operating Officer – CMC TS</li> <li>– 07/2020 – 06/2021: Deputy Head of Technology &amp; Digital Transformation, CMC Corporation, concurrently Deputy Technical Director of the BFS Division – CMC TS</li> </ul>                                                          |

| No. | Full Name                | Position  | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|--------------------------|-----------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                          |           |                     | <ul style="list-style-type: none"> <li>– 01/2020 – 07/2020: Deputy Head of Technology &amp; Digital Transformation – CMC Corporation</li> <li>– 11/2014 – 01/2020: Deputy Director in charge of the Information Technology Division – SSI Securities Corporation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 7   | <b>Nguyen Thanh Tung</b> | EVP       | 0.00%               | <p>Year of birth: 1976. Joined CMC: 2022.<br/>Education: Doctor (PhD) – Shenzhen Institutes of Advanced Technology (SIAT), China (2014).<br/><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: EVP – CMC Corporation</li> <li>– 07/2025 to present: Rector – CMC University</li> <li>– 09/2022 – 07/2025: Vice Rector – CMC University</li> <li>– 2015 – 08/2022: Dean, Faculty of Information Technology – Thuyloi University</li> <li>– 2007 – 2015: Director / Lecturer, Informatics Center – Thuyloi University</li> <li>– 2005 – 2007: Lecturer, Director of the Informatics Center – Faculty of IT, Thuyloi University</li> </ul>                                                                                                                                                                                                                                                 |
| 8   | <b>Dang Tung Son</b>     | SVP / CSO | 0.03%               | <p>Year of birth: 1980. Joined CMC: 2012.<br/>Education: Master in Telecommunications – Pierre and Marie Curie University, Paris (2004).<br/><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– From 06/2026 to present: CEO – CMC Corporation</li> <li>– From 07/2025 to present: SVP - CMC Corporation</li> <li>– From 10/2024 to present: CSO – CMC Corporation</li> <li>– From 04/2019 – 05/2026: Deputy Chief Executive Officer/ Sales and Marketing Director – CMC Telecom</li> <li>– From 04/2015 – 03/2019: Deputy Chief Executive Officer– CMC Telecom</li> <li>– From 2012 – 03/2015: Director, International Business Division – CMC Telecom</li> <li>– From 2008 – 2011: Director, International Business Division – EVN Telecom</li> <li>– From 2006 – 2008: Head of International Relations – EVN Telecom</li> <li>– From 2005 – 2006: Head of Sales, Internet Center – EVN Telecom</li> </ul> |

| No. | Full Name       | Position  | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|-----------------|-----------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9   | Dang Van Tu     | SVP / CTO | 0.00%               | <p>Year of birth: 1986. Joined CMC: 2023 (previously worked at CMC TS before joining CMC Global).</p> <p>Education: Master's in digital Transformation – IÉSEG School of Management.</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– From 07/2025 to present: SVP - CMC Corporation</li> <li>– From 10/2024 to present: CTO – CMC Corporation</li> <li>– 08/2025 to present: Chief Executive Officer– CMC OpenAI</li> <li>– From 11/2023 – 08/2025: Chief Technology Officer – CMC Global</li> <li>– From 04/2021 – 08/2022: Director, Cloud Solutions Division – CMC TS</li> <li>– From 06/2018 – 04/2021: Regional Services Director / Chief Architect – Softline International</li> <li>– From 09/2015 – 05/2018: Engineer – Azure Ranger – Microsoft Services APAC</li> <li>– From 11/2014 – 08/201: Technical Solutions Strategy Specialist – Microsoft Vietnam</li> <li>– From 05/2017 – 10/2014: Head of Microsoft Solutions – HPT Vietnam Corporation</li> </ul>                                                                                                              |
| 10  | Nguyen Minh Tue | SVP / CFO | 0.01%               | <p>Year of birth: 1988. Joined CMC: 2020.</p> <p>Education: Bachelor of International Economics – Foreign Trade University, Hanoi (2010).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– From 07/2025 to present: SVP - CMC Corporation</li> <li>– 08/2024 to present: CFO, concurrently Head of the Finance Department – CMC Corporation</li> <li>– 01/2024 – 08/2024: Head of Finance &amp; Planning – CMC Corporation</li> <li>– 07/2022 – 01/2024: Member of the Supervisory Board – CMC Corporation</li> <li>– 06/2021 – 12/2023: Head of Internal Audit &amp; Risk Management – CMC Corporation</li> <li>– 02/2020 – 05/2021: Deputy Head of Finance &amp; Planning – CMC Corporation</li> <li>– 12/2017 – 01/2020: Chief Financial Officer, T&amp;T Consumer Goods and Trade Services Co., Ltd (a member of T&amp;T Group)</li> <li>– 12/2015 – 11/2017: Financial Controller, concurrently Chief Accountant – Lan Chi Supermarket (a member of Central Group)</li> <li>– 09/2010 – 12/2015: Audit Assistant &amp; Deputy Head of Audit Department – KPMG Vietnam.</li> </ul> |

| No. | Full Name      | Position | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|----------------|----------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11  | Dang Minh Tuan | SVP      | 0.02%               | <p>Year of birth: 1966. Joined CMC: 2018.<br/>Education: Doctor (PhD) – Academy of Military Science and Technology (2017).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: SVP – CMC Corporation</li> <li>– 09/2019 to present: Director – CMC ATI</li> <li>– 2018 – 2019: Blockchain Expert – CMC ATI</li> <li>– 1990 – 2017: Military rank of Colonel – Head of the Systems Integration Department; Deputy Director of the Key Laboratory of Information Security – Institute of Military Technical Automation</li> <li>– 2017 – 2019: Head of the Academy's Blockchain Lab, Principal Lecturer, Faculty of Information Technology – Posts and Telecommunications Institute of Technology.</li> </ul>                                                                                                                                                                                                                                                                                                                     |
| 12  | Pho Duc Kien   | VP       | 0.02%               | <p>Year of birth: 1978. Joined CMC: 2008.<br/>Education: Engineer in Electronics &amp; Telecommunications – Hanoi University of Technology (2001).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: VP – CMC Corporation</li> <li>– 04/2019 to present: Deputy Chief Executive Officer/ Chief Operating Officer – CMC Telecom</li> <li>– 2014 to 03/2019: Deputy Chief Executive Officer – CMC Telecom</li> <li>– 2013 – 2014: Director, Northern Branch – CMC Telecom</li> <li>– 2012 – 2013: Deputy Director, Northern Branch – CMC Telecom</li> <li>– 2011 – 2012: Director, Hanoi Technical Center – CMC Telecom</li> <li>– 2010 – 2011: Deputy Director, Hanoi Technical Center – CMC Telecom</li> <li>– 2009 – 2010: Deputy Head of Technical Department – CMC Telecom</li> <li>– 2008 – 2009: Project Manager – CMC Telecom</li> <li>– 2002 – 2008: Deputy Director, Signal Processing Center – Broadcasting Services Company</li> <li>– 2001 – 2002: Head of Sales – Vietnam Telecommunications Co., Ltd.</li> </ul> |

| No. | Full Name               | Position | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----|-------------------------|----------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 13  | <b>Nguyen Viet Bach</b> | VP       | 0.02%               | <p>Year of birth: 1980. Joined CMC: 2022.<br/> Education: Bachelor of Information Technology – National Economics University (1998).<br/> <b>Career history:</b><br/> – 07/2025 to present: VP – CMC Corporation<br/> – 07/2025 to present: Deputy Chief Executive Officer/ Chief Delivery Officer (CDO) – CMC Global<br/> – 03/2019 – 06/2025: Vice President, concurrently Director of Production – CMC Global<br/> – 06/2016 – 02/2019: Production Manager – FPT Asia Pacific, Singapore<br/> – 04/2004 – 06/2016: Production Manager – FPT Software Co., Ltd</p>                                                                                                |
| 14  | <b>Le Anh Linh</b>      | VP       | 0.01%               | <p>Year of birth: 1986. Joined CMC: 2007.<br/> Education: Bachelor of Computer Application (BCA) – Bangalore University (2007); Bachelor of Commerce (BCom) – Rajasthan University (2007).<br/> <b>Career history:</b><br/> – 07/2025 – 06/2026: VP – CMC Corporation<br/> – 02/2024 – 06/2026: Deputy Chief Executive Officer/ CSMO – CMC TS<br/> – 04/2019 – 01/2024: Director, BFSI Division (Hanoi) – CMC TS<br/> – 2017 – 03/2019: Director of the FSI1 Business Center, concurrently Director in charge of Partner Relations – CMC Systems Integration Company</p>                                                                                            |
| 15  | <b>Nguyen Hai Son</b>   | VP       | 0.00%               | <p>Year of birth: 1972. Joined CMC: 2023.<br/> Education: Master of Business Administration – Asian Institute of Technology (AIT).<br/> <b>Career history:</b><br/> – 07/2025 to present: VP – CMC Corporation<br/> – 06/2026 to present: CEO – CMC TS.<br/> – 05/2026 – 06/2026: Acting CEO – CMC TS.<br/> – 01/2024 to present: Chief Executive Officer– CMC Consulting<br/> – 07/2023 – 01/2024: Chief Administrative Officer – CMC Consulting<br/> – 2018 – 2023: Senior Manager, BU-IT Transformation – Techcombank<br/> – 2015 – 2018: Senior Manager, Customer Success – Oracle Vietnam Pte<br/> – 10/2010 – 04/2012: Deputy Director – Gimasys Co., Ltd</p> |

| No. | Full Name              | Position | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|------------------------|----------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                        |          |                     | <ul style="list-style-type: none"> <li>– 02/2010 – 09/2010: Senior Project Manager – Harvey Nash</li> <li>– 04/2008 – 12/2009: Vice Director of the ERP PMO – EVN</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 16  | <b>Tran Quoc Chinh</b> | VP       | 0.00%               | <p>Year of birth: 1981. Joined CMC: 2023.<br/>Education: Engineer in Information Technology – Hanoi University of Technology.</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: VP – CMC Corporation</li> <li>– 05/2026 to present: Deputy Chief Executive Officer – CMC TS.</li> <li>– 12/2024 to present: Chief Executive Officer – CMC Cyber Security</li> <li>– 11/2023 – 12/2024: President – CMC Cyber Security</li> <li>– 11/2023 – 06/2024: Chief Technology Officer – CMC Cyber Security</li> <li>– 2023: Member of the BOD / Chief Operating Officer / Vice Chairman of Bkav Group – Bkav Antivirus Software JSC</li> <li>– 2010 – 2022: Vice Chairman in charge of Technology and Finance – Bkav JSC</li> <li>– 2005 – 2009: Assistant to the General Director, concurrently Unit Director – Bkav Network Security Co., Ltd</li> </ul> |
| 17  | <b>Le Anh Tuan</b>     | VP       | 0.00%               | <p>Year of birth: 1981. Joined CMC: 2022.<br/>Education: Master of Business Administration – Benedictine University, USA (2011).</p> <p><b>Career history:</b></p> <ul style="list-style-type: none"> <li>– 07/2025 to present: VP – CMC Corporation</li> <li>– 11/2025 to present: Vice Rector – CMC University</li> <li>– 06/2024 – 11/2025: Deputy Director – CMC University</li> <li>– 2022 – 06/2024: Head of Admissions, Marketing and Communications – CMC University</li> <li>– 07/2017 – 07/2020: Director – FPT– Greenwich Joint University Program</li> <li>– 08/2015 – 06/2017: Director of the Joint University Training Center – International Training Institute, FPT University</li> <li>– 01/2010 – 07/2015: Director of the Joint College &amp; University Training Center – Business Administration Institute, FPT University</li> </ul>                                    |

| No. | Full Name                 | Position         | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----|---------------------------|------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18  | <b>Nguyen Huu Quynh</b>   | VP               | 0.00%               | <p>Year of birth: 1976. Joined CMC: 2024.</p> <p>Education: Doctor (PhD) in Information Technology – University of Technology (2010)</p> <p>Career history:</p> <p>05/2026 to present: Vice President, Office of the President – CMC Corporation</p> <p>08/2024 to present: Vice Rector – CMC University</p> <p>2022 – 07/2024: Head of Faculty of Information Technology – Thuy Loi University</p> <p>12/2019 – 2022: Lecturer and Vice Dean, Faculty of Information Technology – Thuy Loi University</p> <p>– 2002 – 11/2019: Lecturer and Dean, Faculty of Information Technology – Electric Power University</p>                                                                                                                                                                                                                                                                |
| 19  | <b>Nguyen Cao Cuong</b>   | VP               | 0.00%               | <p>Year of birth: 1990. Joined CMC: 2020.</p> <p>Education: Master of Business Administration – Foreign Trade University (2017).</p> <p>Career history:</p> <p>05/2026 to present: Vice President, Office of the President – CMC Corporation</p> <p>05/2026 to present: Sales Director – CMC Global</p> <p>08/2024 – 04/2026: Deputy Director of Sales and Marketing – CMC Global</p> <p>04/2021 – 07/2024: Head of GEU &amp; GUS Business Units / Acting Director / Director of GEU &amp; GUS Business Units – CMC Global</p> <p>03/2020 – 03/2021: Sales Team Leader – CMC Global</p> <p>2019 – 2020: Chief Executive Officer – SnapVN JSC</p> <p>2018 – 2019: International Sales Director – SmartOSC JSC</p> <p>2016 – 2018: International Sales Director – M3 Communications Co., Ltd. (Viettel)</p> <p>– 2013 – 2016: Deputy Regional Sales Director – Mai Linh North JSC</p> |
| 20  | <b>Nguyen Hong Phuong</b> | Chief Accountant | 0.00%               | <p>Year of birth: 1983. Joined CMC: 2007.</p> <p>Education: Bachelor of Finance and Accounting – Thang Long University (2005).</p> <p><b>Career history:</b></p> <p>– 2011 to present: Chief Accountant – CMC Corporation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| No. | Full Name | Position | Ownership Ratio (%) | Biography Summary                                                                                                                                                                                                                    |
|-----|-----------|----------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |           |          |                     | <ul style="list-style-type: none"> <li>– 2010 – 2011: General Accountant – CMC Corporation</li> <li>– 2007 – 2010: Payments Accountant – CMC Corporation</li> <li>– 2005 – 09/2007: General Accountant – Van Yen Co., Ltd</li> </ul> |

## 2.2. *Changes in the Board of Management:*

### ❖ **Re-appointment:**

- Mr. Ho Thanh Tung – Chief Executive Officer, legal representative, term 30/07/2025 – 30/06/2028; subsequently dismissed on 01/06/2026.

### ❖ **Term adjustment:**

- Mr. Ngo Trong Hieu – EVP of the Corporation; former term 01/01/2024 – 31/12/2026, extended to 30/06/2028.
- Mr. Dang Ngoc Bao – EVP of the Corporation; former term 01/01/2024 – 31/12/2026, extended to 30/06/2028.

### ❖ **Appointment:**

- Mr. Le Thanh Son – Corporate Governance Director, term 17/07/2025 – 30/06/2028.
- Mr. Pham Ngoc Bac – EVP of the Corporation, term 15/07/2025 – 30/06/2028.
- Mr. Nguyen Thanh Tung – EVP of the Corporation, term 15/07/2025 – 30/06/2028.
- Mr. Dang Tung Son – CEO of the Corporation, term 01/06/2026 – 31/05/2027.
- Mr. Dang Tung Son – SVP of the Corporation, term 17/07/2025 – 30/06/2028.
- Mr. Dang Van Tu – SVP of the Corporation, term 17/07/2025 – 30/06/2028
- Mr. Nguyen Minh Tue – SVP of the Corporation, term 17/07/2025 – 30/06/2028.
- Mr. Dang Minh Tuan – SVP of the Corporation, term 23/07/2025 - 30/06/2028.
- Mr. Pho Duc Kien – VP of the Corporation, term 23/07/2025 - 30/06/2028
- Mr. Nguyen Viet Bach – VP of the Corporation, term 23/07/2025 - 30/06/2028.
- Mr. Le Anh Linh – VP of the Corporation, term 23/07/2025 - 30/06/2028
- Mr. Nguyen Hai Son – VP of the Corporation, term 23/07/2025 - 30/06/2028.
- Mr. Tran Quoc Chinh – VP of the Corporation, term 23/07/2025 - 30/06/2028.
- Mr. Le Anh Tuan – VP of the Corporation, term 23/07/2025 - 30/06/2028.
- Mr. Nguyen Huu Quynh – VP of the Corporation, term 01/05/2026 - 30/06/2028.
- Mr. Nguyen Cao Cuong – VP of the Corporation, term 01/05/2026 - 30/06/2028.

### ❖ **Dismissal:**

- Mr. Pham Ngoc Bac – dismissed from the position of EVP effective 11/5/2026.
- Mr. Le Anh Linh – dismissed from the position of VP effective 13/6/2026.

### 2.3. Number of officers and employees, and policies for employees:

As of 31/3/2026, the Corporation's headcount reached **5,825 people**, human resources increased 13% compared to 31/3/2025.

*Unit: persons*

| No. | Division                                | 2025 Actual  | 2024 Actual  | 2025 Plan    | % Growth   | % Achieved |
|-----|-----------------------------------------|--------------|--------------|--------------|------------|------------|
| 1   | Digital Infrastructure Division         | 1,497        | 1,347        | 1,472        | 11%        | 102%       |
| 2   | Technology & Solutions Division         | 879          | 817          | 1,055        | 8%         | 83%        |
| 3   | Global Business Division                | 3,099        | 2,662        | 3,009        | 16%        | 103%       |
| 4   | Education & Talent Development Division | 237          | 234          | 255          | 1%         | 93%        |
| 5   | Other Business                          | 113          | 113          | 132          | 0%         | 86%        |
| 6   | <b>Total</b>                            | <b>5,825</b> | <b>5,173</b> | <b>5,923</b> | <b>13%</b> | <b>98%</b> |

- ❖ **Average income: VND 31,000,000/person/month.**
- ❖ **Summary of policies and changes in policies for employees: None.**
- ❖ **Labor policies to ensure the health, safety, and welfare of employees:**
  - The Company regularly reviews, updates, and enhances its internal policies and regulations to safeguard employees' rights, health, safety, and well-being, while fostering a positive and supportive working environment. During the year, the Company reviewed and updated several key regulations, including the Benefits Entitlement Policy for the Group Leadership Team; the Monthly and Annual Performance Evaluation and Incentive Payment Policy; the Emulation and Reward Policy; the Training and Development Policy; and the Employment Contract Management Procedure.
  - Continue to implement and expand the health insurance program (CMC-care) and periodic health check-ups for all employees across the Group.
  - Employee Stock Ownership Plan (ESOP) to align work performance with the company's common interests, enhance benefits, and motivate employees' long-term commitment to the Group.
  - Optimize the effectiveness of welfare policies and improve employee satisfaction through benefits on holidays, Tet, Group/Company anniversaries, employees' birthdays, vacations, etc.
  - Working environment: a creative and inspiring workspace; employees have opportunities to connect and experience through sports and cultural activities on holidays, Tet, and anniversaries.

- Honored and rewarded 61 individuals and collectives with outstanding contributions to the Company's overall results on the occasion of the Corporation's 33rd founding anniversary.
- Recognized 90 employees with the "Dedication of 10/15/20/25 Years to the CMC Cause" award.

❖ **Employee training policy:**

- Total training hours across the Corporation in 2025 reached 90,222 hours/year (of which: programs for management and leadership: 3,221 hours; programs for specialists, experts, and staff: 87,001 hours).
- Average training hours per employee/year: 11.2 hours/year.

**Main courses:**

- Management and Leadership Development Programs: Mini MBA, CMC Practical Leadership Program, and Performance Management Program.
- Technology and AI-X Transformation Programs: A series of AI application training programs implemented at Group, business unit, and departmental levels to enhance AI adoption and digital capabilities across the organization.
- Sales Force Development Programs: Training on One CMC products and services, sales skills, presentation skills, critical thinking, and customer service capabilities.

**In addition**, CMC regularly organizes New Employee Orientation programs, unit-specific culture training, professional and functional development programs through industry-focused summits, and sponsors employees to attend external training courses to enhance their expertise and broaden their professional knowledge.

Alongside formal training activities, the Group continues to place strong emphasis on coaching, mentoring, knowledge sharing, and on-the-job training to strengthen workforce capabilities, foster a culture of continuous learning, and support business growth in the AI-X transformation era.

### 3. Financial Position in 2025

#### 3.1. Assets and Capital Sources:

*Unit: VND million*

|          | Indicator              | 2025              | 2024             | Increase/Decrease |
|----------|------------------------|-------------------|------------------|-------------------|
| <b>1</b> | <b>Assets</b>          | <b>10,451,931</b> | <b>7,677,055</b> | <b>36%</b>        |
|          | Short-term             | 5,839,626         | 3,791,499        | 54%               |
|          | Long-term              | 4,612,305         | 3,885,556        | 19%               |
| <b>2</b> | <b>Capital Sources</b> | <b>10,451,931</b> | <b>7,677,055</b> | <b>36%</b>        |
|          | Short-term liabilities | 3,975,887         | 3,056,272        | 30%               |
|          | Long-term liabilities  | 2,388,668         | 943,267          | 153%              |
|          | Owners' equity         | 4,087,376         | 3,677,516        | 11%               |

### 3.2. Key financial indicators:

|          | Indicator                                | 2025   | 2024   |
|----------|------------------------------------------|--------|--------|
| <b>1</b> | <b>Liquidity indicators</b>              |        |        |
|          | Current ratio                            | 1.47   | 1,24   |
|          | Quick ratio                              | 1.41   | 1,15   |
| <b>2</b> | <b>Capital structure indicators</b>      |        |        |
|          | Debt/Total Assets ratio                  | 0.61   | 0,52   |
|          | Debt/Equity ratio                        | 1.56   | 1,09   |
| <b>3</b> | <b>Operating capacity indicators</b>     |        |        |
|          | Inventory turnover                       | 42.85  | 32,45  |
|          | Receivables turnover                     | 6.43   | 6,79   |
|          | Net revenue/Total assets                 | 1.10   | 1,13   |
| <b>4</b> | <b>Profitability indicators</b>          |        |        |
|          | Profit after tax/Net revenue ratio %     | 5.41%  | 5,21%  |
|          | Profit after tax/Charter capital ratio % | 22.19% | 20,21% |
|          | Profit after tax/Owners' equity ratio %  | 12.64% | 11,61% |
|          | Profit after tax/Total assets ratio %    | 4.94%  | 5,56%  |

### 4. Shareholder structure, changes in owner's investment capital:

#### 4.1. Shares:

- Total number of shares issued: 232.954.608 shares.
- Number of freely transferable shares: 232,098,008 shares.
- Number of restricted-transfer shares: 856,600 shares.
- Number of outstanding shares: 232,900,908 shares.
- Number of treasury shares: 53,700 shares.

#### 4.2. Shareholder structure:

\* Data based on the shareholder list prepared on 15/01/2026:

| No.      | Classification by shareholder criteria                       | Number of shareholders | Number of shares | Ratio  |
|----------|--------------------------------------------------------------|------------------------|------------------|--------|
| <b>1</b> | <b>Classification of shareholders by geographic location</b> |                        |                  |        |
| 1.1      | Domestic shareholders                                        | 12,217                 | 143,933,629      | 61.79% |
| 1.2      | Foreign shareholders                                         | 421                    | 89,020,979       | 38.21% |
| <b>2</b> | <b>Classification of shareholders by ownership ratio</b>     |                        |                  |        |
| 2.1      | Shareholders owning 5% of shares or more                     | 03                     | 112,528,816      | 48.31% |

|     |                                                            |        |             |        |
|-----|------------------------------------------------------------|--------|-------------|--------|
| 2.2 | Shareholders owning less than 5% of shares                 | 12,635 | 120,425,792 | 51.69% |
| 3   | Classification of shareholders by ownership type           |        |             |        |
| 3.1 | Institutional shareholders                                 | 87     | 150,007,718 | 64.41% |
| 3.2 | Individual shareholders                                    | 12,551 | 82,893,190  | 35.59% |
| 4   | Classification of shareholders by ownership representation |        |             |        |
| 4.1 | State shareholders                                         | 0      | 0           | 0.00%  |
| 4.2 | Other shareholders                                         | 12,638 | 232,954,608 | 100%   |

#### **4.3. Changes in owner's investment capital:**

During fiscal year 2025, CMC Corporation had the following changes in share capital:

- Owner's investment capital in 2024: VND 2,113,396,070,000
- Additional investment capital: VND 216,150,010,000
- Owner's investment capital in 2025: VND 2,329,546,080,000

Reason for change: The Company increased its charter capital through a share issuance under the employee stock ownership selection program and the issuance of shares for 2024 dividend payment.

#### **4.4. Treasury share transactions:**

During fiscal year 2025, CMC Corporation carried out 01 buy-back of ESOP shares from departing employees in accordance with the ESOP issuance regulations.

Number of shares repurchased as treasury shares: 17,900 shares.

#### **4.5. Other securities:**

During fiscal year 2025, CMC Corporation conducted 01 private placement of corporate bonds.

The total offering volume was 12,500 bonds.

### **5. Report on the Company's Environmental and Social Impacts:**

#### **5.1. Environmental impact:**

The office premises of most of CMC Corporation's member companies are concentrated at CMC Tower, No. 11 Duy Tan Street, Cau Giay Ward, Hanoi, and the CCS building located at Tan Thuan Export Processing Zone, Tan Thuan Ward, Ho Chi Minh City.

CMC is always mindful that a green office model not only helps the Company achieve certain benefits in energy savings and reduced office operating costs, but also helps raise environmental awareness among employees.

#### **5.2. Energy consumption:**

- a. Direct and indirect energy consumption:

The direct energy consumption figures for the CMC Tower building and the CCS building in 2025 are as follows:

Total electricity consumption (by source):

- CMC Tower building: 20,435,926 kWh
- CCS building: 1,432,560 kWh

The power supply for the CMC Tower building is provided by Cau Giay Power Company. The power supply for the CCS building is provided by Tan Thuan Power Company. The power supply serves entirely the operation of the building's technical systems (air conditioning, common-area lighting), IT activities and the use of office equipment by employees in the building.

b. Energy saved through energy-efficiency initiatives:

❖ ***The building has been and continues to fully carry out the responsibilities of a key energy-consuming facility:***

- Developed and implemented annual and 5-year plans for economical and efficient energy use consistent with the production and business plan; reported to the competent local state authority on the results of implementing the economical and efficient energy use plan;
- Established an accountability regime for collectives and individuals involved in implementing the economical and efficient energy use plan;
- Issued a decision to establish an energy management board as required by regulations;
- Conducts mandatory energy audits once every 3 years;
- Applied an energy management model in accordance with the guidance of the competent state authority;
- Implements regulations on economical and efficient energy use in new construction, renovation, and facility expansion.
- The building is well aware of the importance of economical and efficient energy use, both for the building itself and for the nation's sustainable development strategy in general.
- Applies management and technical measures in managing energy sources.
- Prioritizes the use of clean, environmentally friendly forms of energy, limiting the loss and waste of resources and energy.
- Progressively builds and implements an energy management system at the facility.

❖ ***During fiscal year 2025, the buildings implemented:***

- Replacing fluorescent lamps with LED lamps
- Applying heat-insulating film to the glass wall on the 19th floor
- Periodic maintenance of machinery
- Turning off equipment when not in use
- Raising employee awareness of energy saving
- Participating in Earth Hour.
- Proactively turning basement and perimeter lighting on/off to save energy and control heat, especially during peak periods or hot, dry weather.

- Optimizing HVAC system performance
- Strict periodic maintenance of the mechanical and electrical (MEP) system, ensuring equipment operates at optimal efficiency and reducing energy loss.

As a leading technology corporation in Vietnam, CMC is always mindful of renewable energy and reducing carbon emissions. Investment in purchasing green energy has also been proposed by the Corporation's leadership. CMC has set a goal of operating entirely on carbon-free energy, reducing emissions across the Corporation's entire supply chain. Energy-saving solutions are always a priority for CMC and have received strong support from employees.

- c. Reports on energy-saving initiatives (providing energy-saving products and services or using renewable energy); reports on the results of these initiatives: None.

### **5.3. *Water consumption:***

- a. Water supply source and volume of water used:

The clean water supply for the CMC Tower and CCS buildings is provided by the Cau Giay Clean Water Supply Enterprise and Tan Thuan Export Processing Zone, respectively. The water supply serves entirely the daily needs of employees in the building offices, the operation of the central air-conditioning system, and the automatic fire-fighting system.

Total water consumption in 2025 for the two buildings was 21,356 m3 (CMC Tower) and 51,120 m3 (CCS), respectively.

- b. Percentage and total volume of recycled and reused water: None.

### **5.4. *Compliance with environmental protection laws:***

- a. Number of penalties for non-compliance with environmental laws and regulations: None.
- b. Total amount of fines for non-compliance with environmental laws and regulations: None.

### **5.5. *Report on Responsibility to the Local Community***

Accompanying the development of society, CMC always demonstrates a high sense of responsibility through practical charitable activities, contributing to the development of the information technology sector as well as promoting the socio-economic development of the whole country:

- **September 2025:** CMC Corporation donated VND 50,000,000 to the Nguyen Huu Duyen Scholarship Fund in Chan Ly Commune, Ly Nhan District, Ha Nam Province.
- **November 2025:** Responding to the call to support people in the Central and Central Highlands regions in overcoming the aftermath of Storm No. 13, employees of CMC Corporation jointly contributed more than VND 1.2 billion. As of 3:00 PM on 26/11/2025, total donations reached VND 1,206,410,000 and were transferred to the Gia Lai Provincial Relief Mobilization Committee and the Vietnam Fatherland Front Committee for prompt support to affected residents. This demonstrates the

spirit of "mutual support," community responsibility, and the spirit of sharing among CMC people.

- **November 2025:** Responding to the emulation movement "For the Poor – Leaving No One Behind", CMC Corporation contributed VND 200 million to the Hanoi "For the Poor" Fund at the 2025 "For the Poor" and Social Welfare Joint Action Program organized by the Hanoi People's Committee and the Vietnam Fatherland Front Committee on November 3. Through this activity, CMC continues to affirm its social responsibility, joining hands to support disadvantaged circumstances and spreading humanitarian values to the community.
- **January 2026:** CMC Corporation contributed nearly VND 50,000,000 to the "Com Co Thit" Fund for Disadvantaged Highland Students, supporting poor students in Vietnam's highland areas with more nutritious school meals, warm clothing, boots, school supplies, books, medicine, dormitories, classrooms, and other necessary assistance.
- **January 2026:** CMC Corporation presented its annual Tet gifts to disadvantaged children in Cau Giay District, Hanoi, with the aim of sharing and joining hands with the community to care for the lives of poor students and disadvantaged families, helping to improve their living conditions during each Lunar New Year.

### III. REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT

#### Part I – Report on 2025 Production and Business Results

##### 1. Implementation of 2025 Business Targets

##### 1.1. Consolidated Business Results of the Corporation in 2025

Unit: VND million

| No | Indicator                                                                                                                                                         | Actual 2025 | Actual 2024 | 2025 Plan  | % Growth | % Achieved |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|------------|----------|------------|
| 1  | Net revenue                                                                                                                                                       | 10,554,530  | 9,018,060   | 10,810,874 | 17.0%    | 98%        |
|    | <i>Of which: Net revenue per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i>                  | 9,560,786   | 8,202,642   | 9,827,922  | 16.6%    | 97%        |
| 2  | Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)                                                                                             | 1,178,977   | 986,941     | 1,200,368  | 19.5%    | 98%        |
| 3  | Profit before tax                                                                                                                                                 | 737,445     | 582,429     | 641,762    | 26.6%    | 115%       |
|    | <i>Of which: Accounting profit before tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i> | 611,899     | 501,545     | 550,039    | 22.0%    | 111%       |
| 4  | Profit after tax per consolidated financial statements (after eliminating consolidation of associates & intragroup transactions)                                  | 516,833     | 427,085     | 463,697    | 21.0%    | 111%       |

##### \* Overall assessment:

Fiscal year 2025 marked a year of sustainable growth for CMC Corporation, with all major business indicators meeting or exceeding plan. Consolidated Net Revenue reached VND 10,554 billion, up 17% year-on-year; profit before tax reached VND 737 billion, up 26.6% and exceeding the annual plan. At the same time, EBITDA grew 19.5%, reflecting improved operating efficiency and quality of growth.

These results affirm the Corporation's governance capability, its ability to adapt to market volatility, and the effectiveness of implementing its development strategy, laying a solid foundation for growth targets in the coming years.

2025 marked an important transformation for CMC Corporation on its journey to realize its vision of becoming a leading regional technology and innovation corporation, with

numerous strategic milestones in technology, infrastructure, and international market expansion.

**First**, CMC was assigned 02 national tasks by the Government, comprising the development of the CMC Cloud cloud computing platform and the building of the "Make in Vietnam" C-OpenAI open AI ecosystem. This is recognition of CMC's strategic and core technology capabilities, while affirming the Corporation's role in helping to solve the nation's strategic challenges in digital infrastructure and artificial intelligence.

**Second**, CMC continued to step up large-scale technology infrastructure investment, implementing a Data Center ecosystem development strategy targeting a total capacity of 150MW, with total investment of USD 1 - 2 billion. During the year, the Corporation received investment approval for the CMC Hyperscale Data Center in Ho Chi Minh City and broke ground on CMC Creative Space Hanoi with an investment scale of USD 300 million, laying a modern digital infrastructure foundation to serve the long-term AI and digital economy strategy.

**Third**, CMC accelerated its AI-X transformation strategy, officially establishing CMC OpenAI (C-OpenAI) to develop AI models and a "Make in Vietnam" open AI ecosystem. At the same time, the Corporation continued to accompany the Government in promoting national digital transformation and AI transformation through AI platforms and solutions serving state agencies, enterprises, and citizens. CMC also proactively researched and proposed an AI Transformation Framework and a national AI economy development scheme, demonstrating a pioneering role in creating new growth drivers for Vietnam in the artificial intelligence era.

**Fourth**, the "Go Global" strategy continued to be strengthened, with expanded presence in the United States and Malaysia, raising the operating network to 09 offices in 06 countries. CMC also strengthened cooperation with leading global organizations and economic associations, progressively bringing "Made by CMC" products, services, and AI ecosystems to international markets.

The results achieved in 2025 not only strengthen CMC's position in the digital technology and artificial intelligence sector, but also lay a solid foundation for the Corporation to realize its goal of becoming a global technology enterprise, contributing positively to Vietnam's digital transformation, AI transformation, and digital economy development.

## 1.2. 2025 Business Results by Division

### \* Revenue by division:

Unit: VND million

| No. | Indicator                       | 2025 Actual | 2024 Actual | 2025 Plan | % Growth | % Achieved |
|-----|---------------------------------|-------------|-------------|-----------|----------|------------|
| 1   | Digital Infrastructure Division | 3,969,525   | 3,388,081   | 4,011,988 | 17%      | 99%        |

|   |                                         |                   |                  |                   |            |            |
|---|-----------------------------------------|-------------------|------------------|-------------------|------------|------------|
| 2 | Technology & Solutions Division         | 4,453,309         | 3.905.820        | 4.530.114         | 14%        | 98%        |
| 3 | Global Business Division                | 1,745,756         | 1.409.652        | 1.874.715         | 24%        | 93%        |
| 4 | Education & Talent Development Division | 113,283           | 63,990           | 112,919           | 77%        | 100%       |
| 5 | Other Business                          | 272,655           | 250,516          | 281,138           | 9%         | 97%        |
|   | <b>Total</b>                            | <b>10,554,530</b> | <b>9,018,060</b> | <b>10,810,874</b> | <b>17%</b> | <b>98%</b> |
|   | <b>Consolidated result (*)</b>          | <b>9,560,786</b>  | <b>8,202,642</b> | <b>9,827,922</b>  | <b>17%</b> | <b>97%</b> |

(\*) Is Consolidated net revenue (after eliminating consolidation of associates & intragroup transactions).

**\* Profit before tax (EBT) by division:**

Unit: VND million

| No. | Indicator                               | 2025 Actual    | 2024 Actual    | 2025 Plan      | % Growth   | % Achieved  |
|-----|-----------------------------------------|----------------|----------------|----------------|------------|-------------|
| 1   | Digital Infrastructure Division         | 464,031        | 375,869        | 428,563        | 23%        | 108%        |
| 2   | Technology & Solutions Division         | 129,564        | 69,745         | 86,166         | 86%        | 150%        |
| 2   | Global Business Division                | 147,662        | 148,754        | 167,258        | -1%        | 88%         |
| 4   | Education & Talent Development Division | (34,961)       | (47,100)       | (39,675)       | 26%        | 112%        |
| 5   | Other Business                          | 31,149         | 35,161         | (551)          | -11%       | 5854%       |
|     | <b>Total</b>                            | <b>737,445</b> | <b>582,429</b> | <b>641,762</b> | <b>27%</b> | <b>115%</b> |
|     | <b>Consolidated result (*)</b>          | <b>611,899</b> | <b>501,545</b> | <b>550,039</b> | <b>22%</b> | <b>111%</b> |

(\*) Is Accounting profit before tax per consolidated report (after eliminating consolidation of associates & intragroup transactions).

❖ **Digital Infrastructure Division:**

**On 2025 business results:** The Digital Infrastructure Division continued to affirm its role as an important growth platform for the Corporation, with revenue reaching VND 3,969 billion, up 17% year-on-year and achieving 99% of the annual plan. Key units CMC Telecom and NetNam maintained stable growth rates of 17% and 16% respectively, reflecting growing demand for digital infrastructure, connectivity services, and data centers, while laying a solid foundation for the Corporation's AI development and digital transformation strategy.

## **Notable highlights in 2025:**

### ***Pioneering the development of Data and AI platforms***

In 2025, the Digital Infrastructure Division officially made Data & ML the 6th product pillar in the technology infrastructure services ecosystem, with the Data & ML Platform as a strategic product. This platform allows customers to build, train, deploy, and govern data and AI/ML models at scale, completing the Infrastructure–Data–AI value chain, while creating a new growth driver in the artificial intelligence era.

### ***Stepping up large-scale digital infrastructure investment***

Continuing to implement a strategy to develop a next-generation data center system, targeting a scale of 06 Data Centers by 2027. Of these, CMC is investing in 02 AI-Hyperscale Data Centers in Hoa Lac and the Ho Chi Minh City Hi-Tech Park, with a total expected capacity of 45 - 50MW, ready to meet the AI and large-scale cloud computing infrastructure needs of leading global hyperscalers such as AWS, Google, Microsoft, Meta, Alibaba, and ByteDance.

In parallel, the enterprise Data Center system at Duy Tan, Tan Thuan, SHTP, and Tay Ho Tay is expected to reach a total capacity of 18.5MW, serving the digital transformation needs of the financial sector, state management agencies, and the business community.

**Enhancing AI infrastructure capacity**, meeting high-performance computing demand with new-generation GPU lines such as **H100/H200, A100, and RTX Pro 6000**, currently serving many major customers such as VinBigData and VNPay.

### ***Driving green growth and sustainable development***

- ❖ The Corporation is stepping up the application of energy-saving solutions, renewable energy, and carbon emission reduction in data center investment and operation, moving towards international ESG standards and long-term sustainable development.
- ❖ **Technology & Solutions Division:**

**On 2025 business results:** Revenue reached VND 4,453 billion, up 14% year-on-year and achieving 98% of plan. All markets except the GOV segment posted strong double-digit growth, with the largest coming from the BFSI and SME segments, growing 13% and 14% respectively, laying a solid foundation for executing the 2026 plan while preparing for a strong shift toward AI-X. The GOV segment declined 16% year-on-year due to a lack of key projects.

## **Notable highlights in 2025:**

### ***Enhancing position in the technology market***

In 2025, CMC TS continued to affirm its technology capability and status as a strategic partner of leading global technology companies such as Microsoft, Dell Technologies, NetApp, and Fortinet. Notably, becoming the **first domestic partner of Microsoft to achieve Frontier Partner status** marked an important milestone in its capability to

deploy AI, Cloud, and Digital Transformation solutions to international standards. At the same time, the Company expanded cooperation with many major partners, creating further growth drivers and market expansion.

***Strengthening governance and operational capability***

CMC TS continued to refine its governance system to international standards, achieving both the **ISO/IEC 20000-1:2018** and **ISO/IEC 27701:2019** ahead of schedule. Standardizing processes, improving governance quality, and optimizing operations have helped improve operational efficiency, strengthen competitiveness, and lay the foundation for sustainable growth.

***Strengthening the foundation for long-term development***

Alongside its business activities, the Company continues to invest in human resource development, strengthen its employer brand, spread its image as an innovative technology enterprise, and build a cohesive corporate culture. Community activities, social responsibility, and human development have been implemented effectively, helping to strengthen internal capacity, increase organizational strength, and lay the foundation for growth targets in the coming period.

These results have helped enhance brand position, strengthen competitiveness, and create momentum for CMC TS to continue accompanying CMC Corporation's AI development, digital transformation, and sustainable growth strategy in the coming years.

❖ **Global Business Division:**

**On 2025 business results:** CMC Global continued to be one of the Corporation's important growth drivers, with revenue reaching VND 1,745 billion, up 24% year-on-year. A team of nearly 3,000 high-quality technology personnel not only strengthened global service delivery capability but also laid the foundation for CMC to progressively enhance the position of Vietnamese technology enterprises in the international market.

**Some strategic highlights in 2025 and early 2026:**

***Elevating Vietnam's technology position internationally***

In 2025, the Corporation continued to implement the "Global Standard" strategy, progressively standardizing governance capability, service quality, and delivery standards in line with international practice. These efforts were recognized through prestigious global technology awards such as the Globe Awards for Technology and the Asia-Pacific Stevie Awards, affirming Vietnam's innovation capability, technological level, and human resource quality in digital transformation, data, and enterprise solutions.

***Stepping up the "Go Global" strategy, expanding presence in key markets***

The Corporation continued to expand international operations by completing the establishment of legal entities in the United States and Malaysia in 2025, while officially opening a company in **Germany** in early 2026. With an increasingly expanding

presence network in strategic markets, the Corporation is progressively affirming the position of Vietnamese technology enterprises on the global technology map and laying the foundation for a new growth phase.

***Expanding cooperation with leading global corporations and economic organizations***

Through participation in major international technology forums in South Korea, Japan, the UK, Australia, and Germany, and by strengthening cooperation with reputable organizations such as Keidanren, VADX Japan, AmCham, and GBA, the Corporation has significantly expanded its network of strategic partners, increasing opportunities to access global customers and promoting the export of "Make in Vietnam" digital technology services.

***Building a foundation for the AI-X strategy and a global AI ecosystem***

Market expansion and international cooperation activities have been implemented in sync with the Corporation's AI-X strategy, aiming to build an open AI ecosystem based on "AI Made by CMC" products and services. This is an important foundation for the Corporation to expand the scale of its international business, enhance competitiveness, and participate more deeply in the global technology value chain.

The results achieved in 2025 and early 2026 continue to affirm the Corporation's international integration capability, technology position, and aspiration to bring Vietnamese intelligence to the world stage, creating a driver for sustainable growth for the Corporation in the coming period.

❖ **Education & Talent Development Division:**

**CMC University (CMC UNI):**

***Affirming position and training scale***

Fiscal year 2025 marked a strong development milestone for CMC University, successfully enrolling **1,536 4th-intake students**, an increase of nearly **90%** over the previous year, raising the total training scale to nearly **4,000 students**. The University continued to expand its training ecosystem with **15 majors and 05 training programs**, while developing a cooperation network with more than **130 enterprises** to strengthen training aligned with practical needs and labor market demand.

***Pioneering the shift from Digital University to AI University***

In 2025, CMC University continued to step up its strategy of transforming into an **AI University** model, applying artificial intelligence in governance and training through flipped-classroom models, AI teaching assistants, personalized learning, and digital learning materials. The University implemented online and blended learning programs for **4,714 student enrollments**, while becoming one of two universities in Vietnam invited to share experience on AI application at the **APEC 2025 Digital Education Policy Forum**,

***Stepping up scientific research and international integration***

CMC University continued to expand cooperation with leading universities and educational organizations worldwide such as **Tsinghua University** and **Steinbeis University (Germany)**; while successfully organizing the international scientific conference **ICAI-IP 2025**, progressively affirming its position within the regional network of technology and innovation higher education.

***Enhancing governance quality and building a foundation for long-term growth***

2025 recorded several important milestones as the University officially received its **Higher Education Institution Quality Accreditation Certificate**, completing its standardization goal in line with modern education standards. Operating results continued to grow positively, **up 22% year-on-year and achieving 108% of the annual plan**. At the same time, the University was approved in principle by the Ministry of Education and Training to establish a **CMC University Ho Chi Minh City Campus**, laying the foundation for the next phase of development.

The results achieved in fiscal year 2025 continue to affirm CMC University's position as an innovative university model, a pioneer in AI application and digital transformation, and a source of high-quality human resources for CMC Corporation's long-term development strategy.

**CMC Institute of Applied Technology Research (CMC ATI)**

CMC Corporation has successfully developed 25 core technologies in key fields such as Artificial Intelligence (AI), Big Data, the Internet of Things (IoT), Cybersecurity, Blockchain, and IC Design. This is an important foundation helping CMC build "Make in Vietnam" technology products and solutions, effectively serving both internal needs and enterprise and state agency customers in the digital transformation process.

***Developing "Make in Vietnam" AI Edge devices:***

CMC ATI successfully designed and manufactured version 2.0 of the CMC AI Camera and AI Box – AI Edge devices capable of processing data and performing AI inference directly at the edge, supporting real-time analysis without relying entirely on cloud computing infrastructure. At the same time, CMC ATI is researching and developing an Edge Sovereign AI Server system, an IoT Gateway/AI Box platform, and edge AI embedded computers that serve as central controllers for Robots, UAVs, AI Cameras, and smart IoT systems, etc. These solutions help enhance local AI processing capability, security, and data sovereignty, supporting effective deployment for smart city, security surveillance, automation, and digital transformation projects in enterprises and state agencies.

***Some notable results and projects include:***

**International recognition and achievements:**

- The CIVAMS.FACE-FAS facial anti-spoofing solution achieved the international iBeta Level 1 standard (ISO/IEC 30107-3).

- The CATI-VLM model ranked Top 1 in Vietnam and Top 12 worldwide in the DocVQA category (6/2025) of the Robust Reading Competition.
- The "Vuon Minh" competition team (a collaboration between CMC ATI and C-OpenAI) won Second Prize at the AI in Practice competition.

#### **Commercialization & Practical Deployment:**

- The CIVAMS solution were selected for publication on the Resolution 57 e-portal.
- Deployed security, smart city, and document processing systems for the government sector, VTV, TH Group, IIG Vietnam, and major banks.

#### **C-OPENAI:**

- CMC is pioneering the building of a comprehensive AI ecosystem around four main pillars: image processing, audio processing, natural language processing (LLM), and data analytics. This ecosystem is developed with a focus on synchronized integration of infrastructure, AI models, and practical applications, aiming to solve complex problems in finance-banking, education, transportation, security, and corporate governance
- The CLS virtual assistant was selected for publication on the Politburo's Resolution 57 e-portal and the Ministry of Justice's information portal.

### **1.3. Governance activities in 2025:**

During fiscal year 2025, the Board of Directors of CMC Corporation fully performed its governance functions, issuing a total of 30 resolutions with a consistently high approval rate, specifically as follows:

- The BOD regularly reviews and adjusts the Company's operating strategy to adapt to rapid changes in state management policies and global technology trends.
- The BOD holds regular quarterly meetings to hear reports on the Corporation's operating results and the business plan for the following period, to analyze and assess achievements and shortcomings, and to set out action plans for the next quarter. Unified conclusions and directives from the meetings are issued immediately afterward for the BOM and relevant units to implement promptly, while progress and results are monitored and reported.
- Approved the 2025 business targets of the Corporation and its member units.
- Organized the assessment of feasibility studies and investment projects.
- Organized exchange sessions with experts to enhance governance capability and update information on the market and macroeconomy.
- Organized the 2025 Annual General Meeting of Shareholders.
- Approved adjustments to the Corporation's organizational structure; amended and supplemented the Charter and certain registered business lines of member units.
- Approved the appointment, term adjustment, and re-appointment of BOM members and senior leadership at member units, ensuring continuity in management.

- The ESOP program continued to be implemented, with the third share issuance completed during the year, together with the handling of share recovery from departing employees, ensuring strict compliance with the Corporation's ESOP regulations.
- Approved the plan to issue shares as a 2024 stock dividend at a ratio of 10% and recorded the implementation results in early 2026, marking the completion of the profit distribution obligation to shareholders.
- Approved the updated investment budget, established system-wide credit limits, and approved the bond issuance plan for the CMC Starlake project.
- Governance compliance was maintained throughout, including approval of related-party transaction policies, approval of the emulation and commendation policy, and adjustment of the Board of Management's remuneration in accordance with regulations.

#### 1.4. 2025 Investment Activities:

Unit: VND million

| No. | Indicator                               | 2025 Actual    | 2024 Actual    | 2025 Plan        | % Growth  | % Achieved |
|-----|-----------------------------------------|----------------|----------------|------------------|-----------|------------|
| 1   | Digital Infrastructure Division         | 625,266        | 647,621        | 646,360          | -3%       | 97%        |
| 2   | Technology & Solutions Division         | 4,478          | 10,968         | 10,026           | -59%      | 45%        |
| 3   | Global Business Division                | 48,766         | 69,582         | 206,397          | -30%      | 24%        |
| 4   | Education & Talent Development Division | 43,126         | 44,726         | 115,511          | -4%       | 37%        |
| 5   | Other Business                          | 265,916        | 197,153        | 742,400          | 35%       | 36%        |
|     | <b>Total</b>                            | <b>987,552</b> | <b>970,050</b> | <b>1,720,694</b> | <b>2%</b> | <b>57%</b> |

- ❖ **Digital Infrastructure Division:** Infrastructure investment (Duy Tan DC (4th floor), Tan Thuan DC (5th floor, partial 6th floor), infrastructure investment for Cloud services, Circuit 3 CVCS for Backbone system); Technology investment (development of Cloud features on KVM, VMware, CMC Endpoint and CMC CA platforms).
- ❖ **Technology & Solutions Division:** Investment in technology and solutions (MES manufacturing execution system; Data, AI for SAP).
- ❖ **Global Business Division:** Investment in establishment and capital contribution to legal entities abroad (USA, Germany, Malaysia); Technology investment (C-code X platform), infrastructure investment (office, fixed assets).

- ❖ **Education & Talent Development Division:** Infrastructure investment (upgrade of CMC University campus 2 infrastructure, laboratories); DX investment (Digital University); Technology investment (AI camera, Security, Chip projects).
- ❖ **Other Business:** Infrastructure investment (Hanoi CCS project, Hoa Lac project); Technology investment (CopenAI project).

### 1.5. **Organization and Personnel in 2025:**

As of 31/3/2026, the Corporation's headcount reached **5,825 people**, human resources **up 13%** compared to 31/3/2025,

*Unit: persons*

| No | Division                                | 2025 Actual  | 2024 Actual  | 2025 Plan    | % Growth   | % Achieved |
|----|-----------------------------------------|--------------|--------------|--------------|------------|------------|
| 1  | Digital Infrastructure Division         | 1,497        | 1,347        | 1,472        | 11%        | 102%       |
| 2  | Technology & Solutions Division         | 879          | 817          | 1,055        | 8%         | 83%        |
| 3  | Global Business Division                | 3,099        | 2,662        | 3,009        | 16%        | 103%       |
| 4  | Education & Talent Development Division | 237          | 234          | 255          | 1%         | 93%        |
| 5  | Other Business                          | 113          | 113          | 132          | 0%         | 86%        |
|    | <b>Total</b>                            | <b>5,825</b> | <b>5,173</b> | <b>5,923</b> | <b>13%</b> | <b>98%</b> |

## 2. Financial Position in 2025

### 2.1. **Assets and Capital Sources:**

*Unit: VND million*

| No       | Indicator              | 2025              | 2024             | Increase/Decrease |
|----------|------------------------|-------------------|------------------|-------------------|
| <b>1</b> | <b>Assets</b>          | <b>10,451,931</b> | <b>7,677,055</b> | <b>36%</b>        |
|          | Short-term             | 5,839,626         | 3,791,499        | 54%               |
|          | Long-term              | 4,612,305         | 3,885,556        | 19%               |
| <b>2</b> | <b>Capital Sources</b> | <b>10,451,931</b> | <b>7,677,055</b> | <b>36%</b>        |
|          | Short-term liabilities | 3,975,887         | 3,056,272        | 30%               |
|          | Long-term liabilities  | 2,388,668         | 943,267          | 153%              |
|          | Owners' equity         | 4,087,376         | 3,677,516        | 11%               |

## 2.2. Key financial indicators:

| No | Indicator                                | 2025   | 2024   |
|----|------------------------------------------|--------|--------|
| 1  | <b>Liquidity indicators</b>              |        |        |
|    | Current ratio                            | 1.47   | 1.24   |
|    | Quick ratio                              | 1.41   | 1.15   |
| 2  | <b>Capital structure indicators</b>      |        |        |
|    | Debt/Total Assets ratio                  | 0.61   | 0.52   |
|    | Debt/Equity ratio                        | 1.56   | 1.09   |
| 3  | <b>Operating capacity indicators</b>     |        |        |
|    | Inventory turnover                       | 42.85  | 32.45  |
|    | Receivables turnover                     | 6.43   | 6.79   |
|    | Net revenue/Total assets                 | 1.10   | 1.13   |
| 4  | <b>Profitability indicators</b>          |        |        |
|    | Profit after tax/Net revenue ratio %     | 5.41%  | 5.21%  |
|    | Profit after tax/Charter capital ratio % | 22.19% | 20.21% |
|    | Profit after tax/Owners' equity ratio %  | 12.64% | 11.61% |
|    | Profit after tax/Total assets ratio %    | 4.94%  | 5.56%  |

### Financial indicators remained positive, ensuring financial capacity and reflecting operating efficiency:

- Liquidity indicators: The current ratio and quick ratio both improved compared to 2024, showing a better ability to meet short-term obligations. The debt ratio remained at a reasonable level, ensuring financial safety.
- Capital structure indicators: The debt-to-total-assets and debt-to-equity ratios increased compared to the previous year, indicating effective use of financial leverage for the Corporation's operations.
- Operating capacity indicators: The inventory turnover reflecting significantly improved inventory management, thereby optimizing cash flow for the Corporation and reducing working capital pressure.
- Profitability indicators: The ratios of profit to net revenue, charter capital, equity, and total assets all remained stable, showing that the Corporation maintained sustainable business efficiency.

## 2.3. Explanation of audit opinion:

The audited financial statements contain no qualified opinion.

## Part II – 2026 Business Plan

### 1. Strategic Orientation

#### 1.1. Target Strategic goals for the 2026 - 2030 period:

- Become a global corporation, leading AI transformation (Global AI-X company – AI Native Enterprise).
- Revenue over USD 1 billion. Headcount over 15,000,
- Strongly shift from service trading to mastering core technology platforms and products.
- Develop based on 3 inseparable pillars: C-OpenAI - C-Product - AI-X, in which: C-OpenAI: strategic platform, C-Product: growth driver, AI-X: market (GOV, ENT, Industry Vertical) and transformation leadership.
- C-OpenAI is the most important strategic asset, requiring mastery of the Model, Data, and Platform (focusing on AI-OS, Vietnamese LLM, AI Agent, Multimodal).
- C-Products: Shift towards core AI products, target: 20+ products, 3–5 global products, including 05 flagships: AI Government, AI Office, Agent Platform, AI Data Platform, AI Security.

#### 1.2. Strategic objectives for core business areas:

##### ❖ Digital Infrastructure Division:

###### ▪ CMC Telecom:

- ✓ Become the leading digital infrastructure provider in the region.
- ✓ 2030 Revenue: VND 7,648 billion, CAGR: +18%.
- ✓ Products/Services: Connectivity, Data Center, Cloud, Security & Managed Services.
- ✓ Lead in security for multi-connectivity: Secure – Multi Network – Endpoint.
- ✓ Vietnam's most modern, standardized, and secure Data Center.
- ✓ National cloud computing platform – TOP1 Make in Vietnam Cloud.
- ✓ Top1 Infrastructure Managed Service.
- ✓ Lead in comprehensive security solutions to the international CCSP/CSSS standard.

##### ❖ Technology & Solutions Division:

###### ▪ CMC TS (including CMC Consulting after merger):

- ✓ Vietnam's No. 1 company for Digital Transformation Services & Solutions.
- ✓ Become a regional-scale enterprise management solutions provider, in markets: VN, APAC, JP, KR.
- ✓ Revenue: VND 11,480B++. CAGR +18%

- ✓ 2,500+ personnel. 5,000+ customers
- ✓ Strategic markets: Vietnam, Japan, ASEAN, North America
- ✓ Focus industries: GOV, Automotive, Real Estate, Manufacturing, BSFI
- ✓ Products/Services: Digital transformation consulting, Systems integration, IT services, Digital products & platforms, Digital infrastructure
- ✓ Top 3 AI-X partner for BSFI in Vietnam
- ✓ Strategic digital transformation partner for large enterprises & FDI enterprises
- ✓ SAP/ERP, MES, WMS, Data/AI
- ✓ TOP 1 technology platform for SME, FDI
- ✓ Strategic digital transformation partner for e-government and data
- ✓ Trusted global IT services and solutions partner.
- **CMC CS:**
  - ✓ Provide Vietnam's leading AI-enabled cybersecurity governance platform, to international standards.
  - ✓ Revenue ~VND 505 billion. Service growth 35%/year, Made by CMC solutions growth 60%/year.
  - ✓ Ratio: Services | Solutions: 35|65. At least 80% recurring revenue.
  - ✓ Products/Services: Professional Security Services (Pentest/Audit/MSS/MDR/Compliance), Security Solutions, Digital Trust.
  - ✓ Lead the SME market in providing Made in Vietnam Endpoint Security solutions.
  - ✓ #1 Digital Signature Service Provider in Vietnam.
- ❖ **New Technologies – Strategic Technologies Division:**
  - **CMC ATI:** Create core competitiveness for CMC and Vietnam, leading in several technology areas:
    - ✓ #1 Computer Vision
    - ✓ Foundational AI
    - ✓ Edge AI & IoT Security
    - ✓ Blockchain, Agentic KMS
  - **CMC OPENAI:**
    - ✓ Design, build, and develop an open and secure AI platform, develop large language models and AI models specialized for each field, while promoting the enterprise and developer community to build and distribute applications on the platform.
- ❖ **Global Business Division:**
  - **CMC Global:**

- ✓ Leading regional AI-transformation/digital-transformation service provider – TOP AIX/DX Service Provider.
- ✓ Revenue: VND 6,000 billion (AIX revenue accounts for 45%). CAGR 2026-2030: 29%.
- ✓ Headcount: 10,000 people (of which foreign personnel account for 22%).
- ✓ Strategic markets: USA, Japan, South Korea, APAC, EU/ANZ, Vietnam.
- ✓ Focus on industries: BFSI, Manufacturing, Retail, Automotive.
- ✓ Grow new customer numbers by 50% (focusing on Mega/Super Mega Accounts).
- ✓ Products/Services: AIX Services (Agentic AI, Data Analytics, AI Consultancy), DX Services (Cloud, DnA, BPA, IoT), traditional services.
- ✓ Apply AI to increase efficiency by 20%, automate 50% of processes.

#### ❖ **Education & Talent Development Division:**

##### ▪ **CMC UNI**

- ✓ Become a digital university – a multidisciplinary innovative AI university.
- ✓ Training scale of over 10,000 students. Training facilities in at least 3 provinces/cities.
- ✓ Training majors meeting international standards and linked to enterprises and practice.
- ✓ Meet science, technology, and innovation standards for higher education institutions.
- ✓ Develop a high-quality faculty team.
- ✓ Improve financial efficiency, aiming to break even and start generating profit from 2028.
- ✓ Digitalize 90% of governance, training, and research processes; integrate over 90% of interoperable data sources; integrate AI.X into over 50% of applications university-wide.

## **2. 2026 Business Plan**

### **2.1. 2026 Macroeconomic Situation:**

#### **2026 macroeconomic context**

##### ***Global economy: Slower growth, risks remain***

In 2026, the global economy continues to maintain a growth trend lower than the pre-pandemic period. The IMF forecasts global growth of approximately 3.0%, while the World Bank forecasts approximately 2.7%. Major economies continue to diverge, with the US growing approximately 1.8%, the Eurozone 1.1%, and China 4.2%. A high-interest-rate

environment, geopolitical tensions, and supply chain restructuring trends continue to be factors affecting global investment and trade<sup>3</sup>.

### ***Global digital economy: AI becomes a new growth driver***

AI is shifting from the trial phase to large-scale enterprise deployment. According to McKinsey, generative AI has the potential to create USD 2.6–4.4 trillion in economic value per year globally. The size of the world's digital economy currently accounts for approximately 25–30% of global GDP, equivalent to USD 27–32 trillion, becoming one of the most important growth drivers of the world economy<sup>4</sup>.

### ***Vietnam's economy: Continuing to be among the region's high-growth group***

After achieving growth of over 7% in 2025, Vietnam's economy continues to maintain positive growth momentum in 2026, targeting GDP growth of approximately 7.0–7.5%. Public investment continues to be stepped up, with a state budget capital plan of over VND 800 trillion, while realized FDI capital is maintained at over USD 25 billion/year. Domestic consumption and exports continue to be important drivers supporting growth<sup>5</sup>.

### ***Vietnam's digital economy: Growth based on AI, Cloud, and Data***

Vietnam's digital economy is forecast to reach a scale of USD 110–130 billion, contributing approximately 20–22% of GDP by 2026. The fastest-growing sectors include e-commerce, digital payments, cloud computing, data centers, and enterprise AI solutions. Vietnam is also emerging as one of Southeast Asia's fastest-growing markets for digital infrastructure and technology service demand<sup>6</sup>.

In 2026, the global economy will continue to grow at approximately 2.7–3.0% and face considerable uncertainty from geopolitics and international trade. Meanwhile, Vietnam maintains its position as one of the region's fast-growing economies, targeting GDP growth of 7.0–7.5%, supported by public investment, FDI, exports, and domestic consumption. Notably, the digital economy is expected to contribute 20–22% of GDP, with AI, Cloud, and Data Centers becoming new growth drivers, creating major opportunities for technology enterprises while also increasing competitive pressure and requiring investment in infrastructure, data, and innovation capability.

## **2.2. Technology and market objectives:**

### **❖ Digital Infrastructure Division:**

#### **▪ CMC Telecom:**

- ✓ Become the leading digital infrastructure provider in the region.
- ✓ Revenue: VND 4,007 billion. Growth of 17%.
- ✓ Expand the CVCS backbone circuit 3, meet capacity needs, and improve bandwidth experience

<sup>3</sup> Sources: *IMF World Economic Outlook* ; *World Bank Global Economic Prospects*

<sup>4</sup> Sources: *McKinsey – Economic Potential of Generative AI* ; *UNCTAD Digital Economy Report*

<sup>5</sup> Sources: *General Statistics Office of Vietnam (GSO)*; *Ministry of Finance of Vietnam*; *Government Portal*

<sup>6</sup> Sources: *Google e-Conomy SEA Report*; *Ministry of Science and Technology*; *VCCI* ; *IDC Research*

- ✓ Fill the Hyperscale Data Centers (SHTP DC), CMC Duy Tan, and Tan Thuan: at an ENT–Hyperscaler ratio of 70%–30%.
- ✓ Master OpenStack technology, upgrade the CMC Cloud core platform to Hyperscaler-equivalent standard.
- ✓ Launch CCSP/CCSS, targeting the Global market.

❖ **Technology & Solutions Division:**

▪ **CMC TS (including CMC Consulting after merger):**

- ✓ Revenue of VND 5,273 billion, growth of 16.5%.
- ✓ Made in CMC: ITS, C-Vision, C-AIOffice, C-Green, C-ID, C-GOV, C-Vision (Smart City), C-Health.
- ✓ Top 3 digital transformation partner for BSFI.
- ✓ Leading AIX/DX partner among Vietnam's Top 500 enterprises.
- ✓ TOP 1 for SME/FDI in Vietnam.
- ✓ Platform partner for e-government and National Data.
- ✓ Trusted technology partner in markets: Asia, Japan, North America.
- ✓ Complete products: MES, Prisma AI, AI Agent for ERP.

▪ **CMC CS:**

- ✓ Provide Vietnam's leading AI-enabled cybersecurity governance platform, to international standards.
- ✓ Revenue: VND 101 billion. Services | Solutions ratio: 52|48.
- ✓ Focus on the BSFI, ENT, GOV, and SME segments.

❖ **New Technologies – Strategic Technologies Division:**

▪ **CMC ATI:** Create core competitiveness for CMC and Vietnam, leading in the following technology areas:

- ✓ #1 Computer Vision
- ✓ Foundational AI
- ✓ Edge AI & IoT Security
- ✓ Blockchain, Agentic KMS

▪ **CMC OPENAI:**

- ✓ Become an open, secure, sovereign AI platform mastered by Vietnam, serving as the intelligence infrastructure and core operating AI layer for the Government, enterprises, and the innovation ecosystem.
- ✓ Commercialize and expand C-AI Legal.
- ✓ Complete products: C-OpenAI Platform. C-Open AI Ecosystem.

❖ **Global Business Division:**

▪ **CMC Global:**

- ✓ Revenue target: VND 2,044 billion, overall Company growth > 25%
- ✓ Headcount target: 3,500 people.
- ✓ Strategic market targets: Japan VND 326 billion (32%), USA VND 86 billion (164%), APAC VND 463 billion (27%).
- ✓ Brand name objective: Build the image of the region's leading digital/AI transformation company (Global Company)
- ✓ Key account objective: At least 30 KAM accounts generating revenue, contributing at least 65% of total revenue.
- ✓ AI-X objective: Upgrade C-codeX to version 2.0. Deploy AI applications in the DX system and internal information systems serving back-end operations.

❖ **Education & Talent Development Division:**

▪ **CMC UNI:**

- ✓ Revenue: VND 162 billion. Growth of 43%.
- ✓ Achieve 2,600 new student enrollments (1,800 in Hanoi, 800 in Ho Chi Minh City).
- ✓ Launch 06 new training programs, deploy ≥50 AI-integrated courses, and ≥6,000 E-learning enrollments.
- ✓ Ensure ≥85% satisfaction, dropout rate ≤5%, 100% OJT/internship.
- ✓ Step up DX/AI.X with ≥70% of processes digitalized.

**2.3. 2026 Business Plan:**

❖ **2026 Financial Plan:**

Unit: VND million

| No. | Indicator                                                                                                                                        | Plan 2026  | Actual 2025 | % Growth |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|----------|
| 1   | Net revenue                                                                                                                                      | 12,604,758 | 10,554,530  | 19%      |
|     | <i>Of which: Net revenue per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i> | 11,403,488 | 9,560,786   | 19%      |
| 2   | Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)                                                                            | 1,384,173  | 1,178,977   | 17%      |
| 3   | Profit before tax                                                                                                                                | 752,819    | 737,445     | 2%       |

|          |                                                                                                                                                                   |                |                |           |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------|
|          | <i>Of which: Accounting profit before tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</i> | 633,988        | 611,899        | 4%        |
| <b>4</b> | <b>Profit after tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</b>                       | <b>529.950</b> | <b>516.833</b> | <b>3%</b> |

*Note: Figures are the sum of member units' business results, before eliminating consolidation of associates and intragroup transactions.*

❖ **2026 Revenue Plan by Division:**

*Unit: VND million*

| No. | Indicator                                                                                                                              | 2026 Plan         | 2025 Actual       | % Growth   |
|-----|----------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|------------|
| 1.  | Digital Infrastructure Division                                                                                                        | 4,676,761         | 3,969,525         | 18%        |
| 2.  | Technology & Solutions Division                                                                                                        | 5,374,279         | 4,558,387         | 18%        |
| 3.  | New Technologies – Strategic Technologies Division                                                                                     | 36,475            | -                 |            |
| 4.  | Global Business Division                                                                                                               | 2,044,138         | 1,640,679         | 25%        |
| 5.  | Education & Talent Development Division                                                                                                | 162,337           | 113,283           | 43%        |
| 6.  | Other Business                                                                                                                         | 310,768           | 272,655           | 14%        |
|     | <b>Total</b>                                                                                                                           | <b>12,604,758</b> | <b>10,554,530</b> | <b>19%</b> |
|     | <b>Net revenue per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</b> | <b>11,403,488</b> | <b>9,560,786</b>  | <b>19%</b> |

*Note: The 2025 actual figures presented for comparison in this table have been restated to reflect the reclassification of CMC Consulting into the Technology & Solutions Division following the merger completed in 2026.*

❖ **2026 Profit Plan by Division:**

*Unit: VND million*

| No. | Division                        | 2026 Plan | 2025 Actual | % Growth |
|-----|---------------------------------|-----------|-------------|----------|
| 1.  | Digital Infrastructure Division | 524,956   | 464,031     | 13%      |
| 2.  | Technology & Solutions Division | 133,763   | 132,032     | 1%       |

|    |                                                                                                                                                         |                |                |           |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------|
| 3. | New Technologies – Strategic Technologies Division                                                                                                      | (9,195)        | (2,384)        | -286%     |
| 4. | Global Business Division                                                                                                                                | 158,140        | 147,578        | 7%        |
| 5. | Education & Talent Development Division                                                                                                                 | (55,856)       | (34,961)       | -60%      |
| 6. | Other Business                                                                                                                                          | 1,011          | 31,149         | -97%      |
|    | <b>Total</b>                                                                                                                                            | <b>752,819</b> | <b>737,445</b> | <b>2%</b> |
|    | <b>Accounting profit before tax per consolidated financial statements (after eliminating consolidation of associates &amp; intragroup transactions)</b> | <b>633,988</b> | <b>611,899</b> | <b>4%</b> |

Note: The 2025 actual figures presented for comparison in this table have been restated to reflect the reclassification of CMC Consulting into the Technology & Solutions Division following the merger completed in 2026.

#### 2.4. 2026 Investment Plan:

Unit: VND million

| No. | Division                                           | 2026             | 2025           | % Growth    |
|-----|----------------------------------------------------|------------------|----------------|-------------|
| 1   | Digital Infrastructure Division                    | 991,000          | 611,500        | 62%         |
| 2   | Technology & Solutions Division                    | 101,773          | 18,244         | 458%        |
| 3   | New Technologies – Strategic Technologies Division | 155,587          | 42,682         | 265%        |
| 4   | Global Business Division                           | 149,500          | 48,766         | 207%        |
| 5   | Education & Talent Development Division            | 534,000          | 18,726         | 2752%       |
| 6   | Other Business                                     | 1,508,809        | 247,634        | 509%        |
|     | <b>Total</b>                                       | <b>3,440,669</b> | <b>987,552</b> | <b>248%</b> |

- ❖ **Digital Infrastructure Division:** AI Factory construction and investment project; Tan Thuan DC investment (expansion of 5th floor, partial 6th floor); Upgrade and renovation investment for existing DCs (Duy Tan, SHTP); Backbone infrastructure and international core network upgrade investment.
- ❖ **Technology & Solutions Division:** Investment in technology and solutions (Smart Biz (C.Biz), C AI Office, C ID, Prisma AI, completion of Smart Factory ecosystem, Endpoint Security, CMC CA).
- ❖ **New Technologies – Strategic Technologies Division:** Technology investment (C-AI legal, C-AI Platform, AIoT Edge for smart city, etc.).

- ❖ **Global Business Division:** Investment in establishing legal entities in Thailand, the UK, Australia, and Mexico; Capital increases for legal entities in the US, Germany, Malaysia, and South Korea markets; Fixed asset investment in IT equipment, offices, and tools; Investment in developing DX technology capability.
- ❖ **Education & Talent Development Division:** Implementation of Phase 1 of the Tay Mo Project, renovation of training facilities at CCS Tan Thuan; Investment in upgrading the Digital University.
- ❖ **Other Business:** Includes investments made in 2026 in respect of the Hanoi CCS project (approved by the BOD under Resolution No. 41/2024/NQ-HĐQT dated 28 November 2024), the CMC Hoa Lac Project (approved by the GMS under Resolution No. 01/2022/NQ-ĐHĐCĐ dated 27 July 2022), the Hyperscaler Data Center Project (approved by the GMS under Resolution No. 01/2024/NQ-ĐHĐCĐ dated 25 July 2024), and technology projects.

## 2.5. 2026 Personnel Plan

*Unit: persons*

| No. | Business Division                                  | 2026 Plan    | 2025 Actual  | Growth     |
|-----|----------------------------------------------------|--------------|--------------|------------|
| 1   | Digital Infrastructure Division                    | 1,671        | 1,497        | 12%        |
| 2   | Technology & Solutions Division                    | 1,282        | 918          | 40%        |
| 3   | New Technologies – Strategic Technologies Division | 226          | 141          | 60%        |
| 4   | Global Business Division                           | 3,283        | 2,989        | 10%        |
| 5   | Education & Talent Development Division            | 212          | 167          | 27%        |
| 6   | Other Business                                     | 136          | 113          | 20%        |
|     | <b>Total</b>                                       | <b>6,810</b> | <b>5,825</b> | <b>17%</b> |

#### IV. ASSESSMENT OF THE BOARD OF DIRECTORS

##### 1. Assessment of the Board of Directors on Aspects of the Company's Operations

###### 1.1. 2025 Business Results:

In 2025, the BOD recorded favorable consolidated business results, exceeding plan on profit indicators. Consolidated profit before tax reached VND 611.9 billion, achieving 111% of plan, up 22% compared to 2024. Profit after tax reached VND 516.8 billion, achieving 111% of plan, up 21%.

Consolidated revenue reached VND 9,560.8 billion, up 17% year-on-year, continuing to maintain double-digit scale expansion. Notably, profit growth exceeded revenue growth, showing a clear improvement in profit margin and enhanced quality of growth.

Overall, the 2025 results reflect sustainable growth and improved operating efficiency, providing a positive foundation for implementing the business plans of coming years.

Unit: VND million

| Indicator                | Actual<br>2025 | Actual<br>2024 | Plan<br>2025 | %<br>Growth | %<br>Achieved |
|--------------------------|----------------|----------------|--------------|-------------|---------------|
| <b>1. Consolidated</b>   |                |                |              |             |               |
| Revenue                  | 9,560,786      | 8,202,642      | 9,827,922    | 17%         | 97%           |
| Profit before tax        | 611,899        | 501,545        | 550,039      | 22%         | 111%          |
| Profit after tax         | 516,833        | 427,085        | 463,697      | 21%         | 111%          |
| <b>2. Parent Company</b> |                |                |              |             |               |
| Profit before tax        | 265,240        | 261,161        | 276,572      | 2%          | 96%           |
| Profit after tax         | 265,182        | 261,103        | 276,572      | 2%          | 96%           |

###### 1.2. Results of Infrastructure Investment Projects:

###### ❖ CCS Hanoi

- Project objective: Develop a comprehensive integrated ecosystem, including a Data Center (DC), an R&D space, a high-quality talent training center, and a startup incubation support area.

- Construction scale: The project is being built on an 11,341 m2 plot of land in the Tay Ho Tay Urban Area with a total floor area of approximately 90,095 m2. The complex comprises a 23-story Grade B+ standard office building and a 5-story Data Center block.
- Implementation progress: In 2025, the Project completed construction of 03 basement floors; the office block completed concrete structural works up to the 7th floor, and the Data Center block completed concrete structural works up to the 5A floor.
- 2026 implementation plan: The Project will continue construction in 2026 and is expected to be eligible for operation in Q1/2027.

❖ **CCS Hoa Lac:**

- Project objective: Research and develop core technologies such as AI, Big Data, IoT, and Cyber Security; incubate "Make in Vietnam" inventions and provide digital infrastructure and cloud computing products to international standards.
- Construction scale: Built on a 38,846 m2 plot of land in the Hoa Lac Hi-Tech Park with a total floor area of approximately 62,000 m2. The scope comprises a high-tech digital infrastructure block and an R&D research center block.
- Implementation progress: In 2025, the Company mainly carried out project legal activities (including the 1/500 Master Plan; land procedures)
- 2026 implementation plan: The project is expected to receive its construction permit and meet the conditions for groundbreaking in August 2026; completing Phase 1 of the project in 2027.

❖ **Hyperscale Data Center Project:**

- Project objective: Build a hyperscale data center to the Uptime Tier 3+ standard to lead the AI transformation – Go Global strategy and provide advanced hyperscale data infrastructure.
- Construction scale: The project is implemented at the Ho Chi Minh City Hi-Tech Park (SHTP) on a 3-hectare plot of land with total investment of over VND 7,677 billion. The scope comprises high-capacity data center infrastructure from 30 MW to 100 MW and a 16-story office building.
- Implementation progress: In 2025, the Project received its Investment Registration Certificate in June 2025 and completed the project deposit procedure in November 2025. The Corporation is carrying out legal procedures on planning and land in 2026.
- 2026 implementation plan: The Project is expected to complete legal procedures to obtain its construction permit in December 2026 and complete Phase 1 of the project in 2027.

❖ **CMC University Construction Investment Project:**

- Project objective: Build a model digital university/AI university, training high-quality human resources in science and technology fields, targeting a scale of 10,000 students by 2028.

- Construction scale: The project is located in Tay Mo Ward, Nam Tu Liem District, with a land area of 1.89 hectares and total expected investment of VND 577 billion. The scope comprises an administration building complex, lecture halls, and functional areas serving training and applied research.
- Implementation progress: The Project has completed legal procedures and announced groundbreaking in April 2026.
- 2026 implementation plan: The Project will be under construction in 2026 and is expected to be eligible for operation from June 2027.

### **1.3. Achievements – Awards:**

2025 marked a strong transformation for CMC on its journey to realize the vision of "A Global AI-X Company". Alongside achievements in international market expansion, data-AI infrastructure development, and the Make in Vietnam technology ecosystem, CMC continued to be recognized by many reputable domestic and international organizations, affirming its technology capability, brand position, and governance quality.

#### **❖ Notable awards include:**

- Top 10 Rising Vietnamese Brands 2025.
- Chairman Nguyen Trung Chinh was honored in the Top 10 Outstanding Entrepreneurs 2025.
- CMC Global won the Gold Globee Award 2025 in the SAP Application Services category.
- CMC Global won the Silver Globee Award 2025 in the Business Intelligence & Analytics category.
- CMC Global received the Bronze Stevie Award 2025 at the Asia-Pacific Stevie Awards for its AIX-DX Consulting Model for AI transformation consulting.
- CMC Telecom won the Cybersecurity Initiative of the Year award at the Asian Telecom Awards 2025.
- CMC Telecom achieved 08 international awards at the Cybersecurity Excellence Awards 2025.
- CMC Telecom also won two categories, Best in Data Center and Best in Network Security, at the CybersecAsia Readers' Choice Awards 2025.
- In addition to international awards, in 2025 CMC continued to be recognized in Best Workplace in Vietnam rankings, affirming that its human resource development strategy is one of the important pillars of sustainable growth. This was also the year CMC stepped up its Go Global strategy, expanding its presence in the US and Malaysia; broke ground on the CMC Creative Space (CCS) Complex in Hanoi; received investment approval for the Hyperscale Data Center project in Ho Chi Minh City; launched C-OpenAI, CMC AI Legal-32B, and VLegal-Bench; while strengthening State–University–Enterprise cooperation to develop strategic technologies serving national AI transformation.

- The series of awards and achievements attained in 2025 not only reflect CMC's technology and innovation capability but also build a foundation of trust for the Corporation to expand global cooperation, enhance competitiveness, and progressively realize its goal of becoming a global-scale AI transformation enterprise.

#### **1.4. Contributions demonstrating community responsibility (CSR):**

Accompanying the development of society, CMC always demonstrates a high sense of responsibility through practical charitable activities, contributing to the development of the information technology sector as well as promoting the socio-economic development of the whole country: In fiscal year 2025, CMC carried out diverse social responsibility activities, including: awarding education support scholarships (Nguyen Huu Duyen Fund, Com Co Thit Fund for Disadvantaged Highland Students); natural disaster relief donations (more than VND 1.2 billion to support people in the Central and Central Highlands regions after the storm); contributions to social welfare funds (Hanoi "For the Poor" Fund, VND 200 million); Tet gifts for children and disadvantaged families in Hanoi, etc. These activities clearly demonstrate CMC's commitment to accompanying the community and spreading humanitarian values.

#### **2. Assessment of the Board of Directors on the Operations of the Company's Board of Management**

The Board of Directors acknowledges the results and efforts of the Board of Management in managing production and business operations in 2025:

- Organized and managed the Company's operations in accordance with the law, the Company Charter, and current internal governance regulations.
- Fully and promptly implemented the resolutions of the General Meeting of Shareholders and the resolutions and decisions of the Board of Directors, ensuring that governance policies and directions are implemented consistently across the entire system.
- Strengthened the management, supervision, and support of member companies' operations; regularly monitored and assessed business results and the level of achievement of plan targets on a monthly and quarterly basis to improve the operating efficiency of the entire system.
- Directed member units to implement business plans and solutions consistent with the Company's development orientation; focused on developing products and services and expanding markets, laying the foundation for achieving the 2026 business targets and strategic objectives through 2028.
- Implemented periodic and ad hoc reporting as required by the Board of Directors on financial position, production and business operations, investment, and other key governance matters. On this basis, the Board of Directors promptly reviewed, assessed, and issued directives and guidance to ensure the Company's operations remained consistent with the approved development strategy and plan.

### 3. Plans and Orientations of the Board of Directors

#### 3.1. Financial objectives:

In 2026, CMC Corporation targets consolidated net revenue of VND 11,403 billion (+19% versus 2025 actual) and EBITDA of VND 1,384 billion (+17%). Consolidated profit before tax is targeted at VND 634 billion, up 4% versus 2025 actual.

#### 3.2. Orientation and plans by business division:

For 2026, the action plans of the business divisions under CMC Corporation are specifically defined as follows:

- ❖ **Digital Infrastructure Division:** Targeting the position of a leading regional digital infrastructure provider with a revenue target of VND 4,676 billion (18% growth). CMC Telecom, as the primary operating unit, targets revenue of VND 4,007 billion (17% growth). Key initiatives include: expansion of CVCS Backbone Circuit 3 to meet capacity demands and enhance bandwidth experience; achieving full occupancy at SHTP, CMC Duy Tan and Tan Thuan DCs at an ENT–Hyperscaler ratio of 70%–30%; mastering OpenStack technology and upgrading the CMC Cloud core platform to Hyperscaler equivalency; launching CCSP/CCSS and targeting the global market.
- ❖ **Technology & Solutions Division:** Targeting revenue of VND 5,374 billion. CMC TS, as the primary operating unit, targets revenue of VND 5,273 billion (16.5% growth), focusing on delivering "Made in CMC" solutions: ITS, C-Vision, C-AIOffice, C-Green, C-ID, C-GOV, C-Vision (Smart City), C-Health; positioning as a Top 3 digital transformation partner for BFSI; a leading AIX/DX partner for the Top 500 enterprises in Vietnam; Top 1 for SME/FDI in Vietnam; a digital platform partner for e-Government and National Data; and a trusted technology partner in the ASEAN, Japan and North America markets.
- ❖ **New Technologies – Strategic Technologies Division:** Ambition to become an open, secure, sovereign AI platform made in Vietnam, serving as the intelligence infrastructure and core AI operating layer for Government, enterprises and the innovation ecosystem. Key priorities: commercialization and scaling of C-AI Legal; completion of C-OpenAI Platform and C-Open AI Ecosystem.
- ❖ **Global Business Division:** Aggressively advancing the "Go Global" campaign to achieve a revenue target of VND 2,044 billion (>25% growth) with a workforce of 3,500 personnel, with focused breakthroughs in key markets including Japan, the US and APAC. Objectives include: building the image of a leading regional digital transformation/AI transformation company (Global Company); At least 30 KAM accounts generating revenue, contributing at least 65% of total revenue; upgrading C-codeX to version 2.0; and deploying AI applications within DX systems and internal information systems supporting back-end operations.
- ❖ **Education & Talent Development Division:** Targeting revenue of VND 162 billion (43% growth); enrolling 2,600 new students in Hanoi and Ho Chi Minh City; launching 6 new training programs; delivering ≥50 AI-integrated modules and ≥6,000 e-learning sessions; maintaining ≥85% satisfaction rate, dropout rate ≤5%, and

100% OJT/internship placement; while accelerating AI/DX integration into training processes with a digitalization rate exceeding 70%.

### **3.3. *Management and Administration:***

The Board of Directors and the Board of Management continue to focus on refining governance, strengthening risk control, improving resource-use efficiency, and reinforcing the Company's financial capability. In addition, the Company continues to run internal training programs, including a Mini MBA program, to enhance the management capability, executive skills, and adaptability to new technology trends of management staff and employees.

## V. CORPORATE GOVERNANCE

### 1. Board of Directors

#### 1.1. *Members and Composition of the Board of Directors:*

| No. | BOD Member         | Position               | Number of Shares Owned | Ownership Ratio |
|-----|--------------------|------------------------|------------------------|-----------------|
| 1   | Nguyen Trung Chinh | Chairman of the BOD    | 2,500,551              | 1.18%           |
| 2   | Nguyen Minh Duc    | BOD Member             | 4,862,063              | 2.30%           |
| 3   | Nguyen Phuoc Hai   | BOD Member             | 3,453,867              | 1.63%           |
| 4   | Gum Ki Ho          | BOD Member             | 0                      | 0%              |
| 5   | Kwon Oh Soo        | BOD Member             | 0                      | 0%              |
| 6   | Truong Tuan Lam    | Independent BOD Member | 0                      | 0%              |
| 7   | Nguyen Danh Lam    | Independent BOD Member | 0                      | 0%              |
| 8   | Le Viet Ha         | Independent BOD Member | 0                      | 0%              |
| 9   | Ha The Vinh        | BOD Member             | 0                      | 0%              |

#### 1.2. *Sub-Committees under the Board of Directors:*

##### a. Internal Audit Committee:

- Plans internal audit and risk management activities at the Corporation and member Company level based on the development strategy and business plan.
- Carries out inspection and audit activities to assess and confirm the accuracy, truthfulness, and legality of the data, information, and documents examined; and the existence and effectiveness of the internal control system of the Corporation and member Companies.
- Monitors the governance apparatus's compliance with the regulations, rules, and procedures of the Corporation and member Companies.
- Proposes and advises on solutions and measures to remedy errors and violations, and to improve and refine the Internal Control system and Risk Management system, in order to ensure safety and enhance the operating efficiency of the Corporation and member Companies.
- Builds and develops human resources, organizational capability, internal procedure systems, and IT systems serving the Internal Audit and Risk Management activities of the Corporation and member Units.

b. BOD Office:

- Assists the BOD and the Company's Board of Supervisors (BOS) in organizing regular or extraordinary meetings, and in obtaining written opinions from BOD members when necessary.
- Drafts and issues BOD documents and materials in compliance with internal operating regulations, the Company Charter, the Law on Enterprises, and other regulations.
- Serves as the focal point in charge of shareholder relations and management of the Company's shares. The Office of the Board of Directors is primarily responsible for coordinating the organization of the Company's General Meeting of Shareholders.
- The Office of the BOD also serves as the communication channel between the BOD, the Board of Supervisors, the Board of Management, and the Company's functional departments.

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

During fiscal year 2025, the BOD held 04 regular meetings and meetings in the form of written opinion collection, issuing 30 resolutions. Specifically as follows:

| No. | Resolution No.  | Date       | Content                                                                                                                         | Approval Rate |
|-----|-----------------|------------|---------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1   | 03/2025/NQ-HĐQT | 09/04/2025 | Plan to recover ESOP shares from employees who purchased ESOP shares and departed during the period from issuance to March 2025 | 9/9           |
| 2   | 04/2025/NQ-HĐQT | 23/04/2025 | Adjustment of CMC Corporation's organizational structure                                                                        | 9/9           |
| 3   | 05/2025/NQ-HĐQT | 05/05/2025 | Q1 2025 regular Board of Directors meeting                                                                                      | 9/9           |
| 4   | 06/2025/NQ-HĐQT | 23/05/2025 | Approval of adjustments and additions to the authorization for implementing the CMC Starlake investment project                 | 7/8           |
| 5   | 07/2025/NQ-HĐQT | 02/06/2025 | Plan to organize the 2025 Annual General Meeting of Shareholders                                                                | 9/9           |
| 6   | 08/2025/NQ-HĐQT | 02/06/2025 | Approval of credit limits for CMC Corporation as a whole at credit institutions                                                 | 9/9           |
| 7   | 09/2025/NQ-HĐQT | 09/06/2025 | Approval of the policy on related-party transactions for 2025                                                                   | 8/8           |
| 8   | 10/2025/NQ-HĐQT | 11/06/2025 | Approval of the updated 2025 investment budget                                                                                  | 9/9           |
| 9   | 11/2025/NQ-HĐQT | 17/06/2025 | Implementation of the 3rd share issuance plan under the ESOP Program                                                            | 9/9           |

| No. | Resolution No.  | Date       | Content                                                                                                       | Approval Rate |
|-----|-----------------|------------|---------------------------------------------------------------------------------------------------------------|---------------|
| 10  | 12/2025/NQ-HĐQT | 17/06/2025 | Transfer of CMC Telecom shares held by CMC Corp                                                               | 7/9           |
| 11  | 13/2025/NQ-HĐQT | 15/07/2025 | Approval of registration of business line changes and amendment of CMC TS's Charter                           | 9/9           |
| 12  | 14/2025/NQ-HĐQT | 17/07/2025 | Appointment of key personnel and term adjustment for the Company's Board of Management members                | 9/9           |
| 13  | 15/2025/NQ-HĐQT | 08/07/2025 | Approval of the 2025 Annual General Meeting of Shareholders materials                                         | 9/9           |
| 14  | 16/2025/NQ-HĐQT | 14/08/2025 | Approval of the results of the 3rd share issuance under the ESOP Program                                      | 8/9           |
| 15  | 17/2025/NQ-HĐQT | 15/08/2025 | Q2 2025 regular Board of Directors meeting                                                                    | 9/9           |
| 16  | 18/2025/NQ-HĐQT | 22/09/2025 | Plan for distributing the 2024 Bonus Fund to the BOD and BOS                                                  | 9/9           |
| 17  | 19/2025/NQ-HĐQT | 08/10/2025 | Repurchase of CMC Telecom shares held by CMC TS                                                               | 8/9           |
| 18  | 20/2025/NQ-HĐQT | 23/10/2025 | Approval of the bond issuance plan for implementing the CMC Starlake project                                  | 7/9           |
| 19  | 21/2025/NQ-HĐQT | 31/10/2025 | Approval of the proposed amendment (1st time) to the Emulation and Commendation Regulation at CMC Corporation | 9/9           |
| 20  | 22/2025/NQ-HĐQT | 05/11/2025 | Approval of the 2025 remuneration adjustment for CMC Corp Board of Management members                         | 8/9           |
| 21  | 23/2025/NQ-HĐQT | 05/11/2025 | Q3 2025 regular Board of Directors meeting                                                                    | 9/9           |
| 22  | 24/2025/NQ-HĐQT | 18/12/2025 | Approval of the re-appointment of the Chief Executive Officer of CMC Telecommunications Infrastructure JSC    | 9/9           |
| 23  | 25/2025/NQ-HĐQT | 23/12/2025 | Plan to issue shares as a stock dividend for fiscal year 2024                                                 | 9/9           |
| 24  | 01/2026/NQ-HĐQT | 29/01/2026 | Approval of the results of the 2024 stock dividend share issuance                                             | 9/9           |
| 25  | 02/2026/NQ-HĐQT | 09/02/2026 | Adjustment of the plan to establish CMC Investment Co., Ltd.                                                  | 7/9           |
| 26  | 03/2026/NQ-HĐQT | 10/02/2026 | Q4 2025 regular Board of Directors meeting                                                                    | 9/9           |

| No. | Resolution No.     | Date       | Content                                                                                                                                         | Approval Rate |
|-----|--------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 27  | 04/2026/NQ<br>HĐQT | 02/03/2026 | Update of business lines, head office address, and amendment of CMC Global Co., Ltd.'s Charter                                                  | 9/9           |
| 28  | 05/2026/NQ<br>HĐQT | 18/03/2026 | Approval of the policy on related-party transactions for 2026                                                                                   | 7/9           |
| 29  | 06/2026/NQ<br>HĐQT | 23/03/2026 | Update of business lines, head office address, and amendment of the Charters of CMC Information Security Co., Ltd. and CMC Consulting Co., Ltd. | 9/9           |
| 30  | 07/2026/NQ<br>HĐQT | 25/03/2026 | Increase of charter capital and amendment of the Charter of CMC Information Security Co., Ltd.                                                  | 9/9           |

#### **1.4. Activities of Independent BOD Members:**

During fiscal year 2025, the Company's independent Board of Directors members fully attended the regular quarterly meetings and provided opinions on resolutions passed by written consultation.

## **2. List of Board of Directors Members Holding Corporate Governance Training Certificates**

List of BOD members who participated in corporate governance programs during the year: None.

## **2. Board of Supervisors**

### **2.1. Members and Composition of the Board of Supervisors (BOS):**

| No. | BOS Member       | Position          | Number of Shares Owned | Ownership Ratio |
|-----|------------------|-------------------|------------------------|-----------------|
| 1   | Mai Thu Ha       | Head of the BOS   | 9,020                  | 0.00%           |
| 2   | Ta Hoang Linh    | Member of the BOS | 604,359                | 0.29%           |
| 3   | Nguyen Thanh Nam | Member of the BOS | 0                      | 0.00%           |

## 2.2. Activities of the Board of Supervisors:

### ❖ Meetings of the Board of Supervisors:

| Meeting                  | Number of Members Attending | Content / Conclusion                                                   |
|--------------------------|-----------------------------|------------------------------------------------------------------------|
| Session 01<br>28/11/2025 | 03/03                       | Review of the 2025 Semi-Annual Financial Statements of CMC Corporation |
| Session 2<br>19/06/2026  | 03/03                       | Review of the 2025 Annual Financial Statements of CMC Corporation      |

In addition, the Board of Supervisors attended and directly participated in discussions at 04 Board of Directors meetings in 2025 on assessing quarterly production and business results, investment activities, and plans for the following quarters, including:

| Meeting               | Number of Members Attending |
|-----------------------|-----------------------------|
| Session 1: 05/05/2025 | 03/03                       |
| Session 2: 15/08/2025 | 03/03                       |
| Session 3: 05/11/2025 | 03/03                       |
| Session 4: 10/02/2026 | 03/03                       |

### ❖ Main activities of the Board of Supervisors in 2025:

- Supervised the operations of the BOD, CEO and the BOM according to the Law on Enterprises, the Securities Law, the Company's Charter and the Resolutions which is ratified by the General Meeting of Shareholders.
- Attended the Board of Directors meetings regarding the plans and business performance of the Parent Company and its subsidiaries and deployed the responsibilities in accordance with the Resolution of the General Meeting of Shareholders.
- Periodically review and evaluate the Company's business performance report, management report, six-month financial report, and the 2025 Annual Report.
- Reviewed and evaluated contracts and transactions with related parties that are subject to the approval of the BOD or the General Meeting of Shareholders according to the regulations in accordance with applicable regulations.
- Coordinated with the Internal Audit, Risk Management and Compliance to review and evaluate the effectiveness of internal control, internal audit, risk management and early warning systems and provided recommendations to amend, supplement and enhance these systems.

❖ **Coordination between the BOS and the activities of the BOD, BOM, and other management officers:**

- The BOS receives full information and reports as required from the BOM and the BOD.
- The Board of Supervisors attends and participates in discussions at BOD meetings.
- The BOS, the BOD, and the BOM regularly exchange the necessary information for the BOS to perform its oversight duties.

❖ **Other activities of the BOS (if any):** None.

**3. Transactions, Remuneration, and Benefits of the Board of Directors, Board of Management, and Board of Supervisors**

**3.1. Salary, remuneration and benefits:**

Unit: VND

| No. | Full Name              | Position                                | 2025 Income (*)      |
|-----|------------------------|-----------------------------------------|----------------------|
| 1   | Mr. Nguyen Trung Chinh | Chairman of the BOD/ Executive Chairman | 1,194,517,686        |
| 2   | Mr. Gum Ki Ho          | BOD Member                              | 305,154,270          |
| 3   | Mr. Kwon Oh Soo        | BOD Member                              | 229,836,180          |
| 4   | Mr. Nguyen Minh Duc    | BOD Member                              | 305,154,270          |
| 5   | Mr. Truong Tuan Lam    | BOD Member                              | 305,154,270          |
| 6   | Mr. Nguyen Danh Lam    | BOD Member                              | 305,154,270          |
| 7   | Mr. Nguyen Phuoc Hai   | BOD Member                              | 305,154,270          |
| 8   | Mr. Le Viet Ha         | BOD Member                              | 305,154,270          |
| 9   | Mr. Ha The Vinh        | BOD Member                              | 305,154,270          |
| 10  | Mr. Ho Thanh Tung      | CEO                                     | 669,571,429          |
| 11  | Mr. Le Thanh Son       | EVP/COO                                 | 618,000,000          |
| 12  | Mr. Nguyen Minh Tue    | SVP/CFO                                 | 1,344,780,696        |
| 13  | Ms. Mai Thu Ha         | Head of the BOS                         | 827,875,678          |
| 14  | Mr. Ta Hoang Linh      | Member of the BOS                       | 1,108,994,597        |
| 15  | Mr. Nguyen Thanh Nam   | Member of the BOS                       | 141,594,597          |
|     | <b>TOTAL</b>           |                                         | <b>8,271,250,753</b> |

(\*) Including salaries, remuneration and bonuses (of which remuneration and bonuses are pursuant to the 2025 Annual General Meeting of Shareholders Resolution). Figures are presented in the Audited Consolidated Financial Statements for 2025.

### 3.2. Insider share transactions:

| No. | Person Conducting the Transaction | Relationship to Insider                  | Shares Owned at Start of Period |         | Shares Owned at End of Period |        | Reason for Increase/ Decrease (purchase, sale, conversion, bonus, etc.) |
|-----|-----------------------------------|------------------------------------------|---------------------------------|---------|-------------------------------|--------|-------------------------------------------------------------------------|
|     |                                   |                                          | Number of Shares                | Ratio   | Number of Shares              | Ratio  |                                                                         |
| 1.  | Nguyen Trung Chinh                | Chairman of the BOD / Executive Chairman | 2,165,151                       | 1.02%   | 2,500,551                     | 1.183% | Purchased shares<br>Purchased ESOP shares                               |
| 2.  | Ho Thanh Tung                     | Chief Executive Officer                  | 62,800                          | 0.03%   | 72,200                        | 0.034% | Purchased ESOP shares                                                   |
| 3.  | Ngo Trong Hieu                    | Executive Vice Chairman                  | 59,767                          | 0.028%  | 90,867                        | 0.043% | Purchased ESOP shares                                                   |
| 4.  | Le Thanh Son                      | EVP/CCO                                  | 147,340                         | 0.07%   | 160,840                       | 0.076% | Purchased ESOP shares                                                   |
| 5.  | Nguyen Minh Tue                   | CFO                                      | 17,430                          | 0.01%   | 26,030                        | 0.012% | Purchased ESOP shares                                                   |
| 6.  | Dang Tung Son                     | SVP/CSO                                  | 36,744                          | 0.017%  | 57,944                        | 0.027% | Purchased ESOP shares                                                   |
| 7.  | Pho Duc Kien                      | VP                                       | 21,521                          | 0.01%   | 44,221                        | 0.021% | Purchased ESOP shares                                                   |
| 8.  | Mai Thu Ha                        | Head of the BOS                          | 0                               | 0%      | 8,200                         | 0.004% | Purchased ESOP shares                                                   |
| 9.  | Ta Hoang Linh                     | BOS Member                               | 598,159                         | 0.0283% | 604,359                       | 0.285% | Purchased ESOP shares                                                   |
| 10. | Nguyen Hong Phuong                | Chief Accountant                         | 0                               | 0%      | 4,800                         | 0.002% | Purchased ESOP shares                                                   |

### **3.3. *Contracts or Transactions with Insiders:***

In 2025, there were transactions between CMC and member companies within the Corporation (as CMC's Board of Directors members concurrently hold positions such as Chairman, Chairman of the Board of Directors, or Chief Executive Officer, and other management titles at member companies). These are transactions serving day-to-day business operations, such as: office leasing; purchase and sale of goods and services, etc.

Statistics on these transactions are presented in the 2025 audited separate financial statements, Note 31 (pages 43 to 50).

### **3.4. *Assessment of Compliance with Corporate Governance Regulations:***

During fiscal year 2025, CMC Corporation strictly complied with legal regulations as well as internal corporate governance regulations. The Company fully and promptly prepared and disclosed its Corporate Governance Report for the first 6 months of 2025 and its 2025 Annual Corporate Governance Report.

In 2025, BOD members worked with a high sense of responsibility, exercising leadership capability for the benefit of shareholders and the Company's sustainable development. The BOD's decisions at its meetings were all approved on a majority basis, with meeting minutes fully prepared.

The Chairman of the BOD fulfilled his duties under the Law on Enterprises, the Charter, and the BOD's operating regulations in organizing meetings and issuing BOD resolutions; directing, managing, and supervising the Board of Management and management officers in implementing BOD resolutions.

In fiscal year 2026, the Company will continue to strengthen governance effectiveness through personnel training and continuous updates on legal regulations and the requirements and recommendations of competent authorities.

**4. Financial Statements:** Details of the 2025 Audited Consolidated Financial Statements are attached to this Report.

**Recipients:**

- HOSE / SSC;
- Archived: Filing, BOD Office.

**CONFIRMATION BY THE COMPANY'S  
LEGAL REPRESENTATIVE  
BOD CHAIRMAN/EXECUTIVE CHAIRMAN**



**NGUYEN TRUNG CHINH**

