

No: 28/BC-HDQT

Hanoi, May, 28, 2026

**REPORT**  
**ON THE ASSESSMENT OF BUSINESS PERFORMANCE**  
**RESULTS AND ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025,**  
**THE BUSINESS PLAN FOR 2026, THE BUSINESS PERFORMANCE**  
**RESULTS FOR THE 2021–2025 PERIOD,**  
**AND THE BUSINESS PLAN FOR THE 2026–2030 PERIOD OF**  
**THE COMPANY**

*To: The 2026 Annual General Meeting of Shareholders of the Company*

The Board of Directors respectfully submits to the General Meeting of Shareholders the report on the business performance results and implementation of the Resolution of the General Meeting of Shareholders in 2025, the business plan for 2026, the business performance results for the 2021–2025 period, and the business plan for the 2026–2030 period of Song Da 6 Joint Stock Company as follows:

**A. GENERAL OVERVIEW OF THE COMPANY:**

**I. General information**

1. Song Da 6 Joint Stock Company was converted from a state-owned enterprise pursuant to Decision No. 2269/QĐ-BXD dated December 9, 2005 issued by the Ministry of Construction;
2. Enterprise Registration Certificate No. 4400135552, issued for the 20th amendment by the Hanoi Department of Planning and Investment on September 17, 2025.
3. Stock ticker symbol: SD6, listed on the Hanoi Stock Exchange.

**II. Charter capital and shareholder structure**

1. The charter capital of the Company is VND 347,716,110,000 (In words: Three hundred forty-seven billion, seven hundred sixteen million, one hundred ten thousand Vietnamese Dong).
2. Song Da Corporation - JSC holds shares with a total value of VND 226,015,400,000, representing 65.0% of the charter capital (Parent Company);
3. Other shareholders hold shares with a total value of VND 121,700,710,000, representing 35.0% of the charter capital;

**III. Organizational structure of the Company:**

1. General Meeting of Shareholders of the Company;;
2. The Board of Directors of the Company consists of five (05) members:
  - Mr. Dang Quoc Bao : Chairman of the Board of Directors since May 5, 2017,

- Mr. Le Tien Thu : Member of the Board of Directors concurrently serving as General Director since July 13, 2021;
- Mr. Nguyen Tuan Phat : Member of the Board of Directors since July 13, 2021,
- Mr. Nguyen Minh Tuan : Member of the Board of Directors since June 29, 2023,
- Mr. Nguyen The Tai : Member of the Board of Directors since June 29, 2023.

3. The Board of Supervisors consists of three (03) members:

- Mr. Nguyen Dinh Tu : Head of the Board of Supervisors,
- Mr. Nguyen Anh Dao : Member,
- Mr. Do Anh Thai : Member,

4. The Executive Management Board consists of:

- Mr. Le Tien Thu : General Director
- Mr. Vu Manh Cuong : Deputy General Director,
- Mr. Nguyen Minh Tuan : Deputy General Director,
- Mr. Pham Van Hung : Deputy General Director,
- Mr. Pham Ngoc Khanh : Deputy General Director since September 3,

2024.

5. Supporting organizational structure includes: the Internal Control, Risk Management and Legal Department; six (06) functional departments/divisions and the Person in charge of Corporate Governance; three (03) branches (currently undergoing dissolution procedures in accordance with regulations); and three (03) Project Management Boards.

## **B. REPORT ON THE IMPLEMENTATION OF THE RESOLUTION OF THE 2025 GENERAL MEETING OF SHAREHOLDERS:**

### **I. Key performance indicators achieved in 2025:**

No.	Key Indicators	Unit	Plan	Actual	Achievement Rate (%)
I	TOTAL VALUE OF BUSINESS AND PRODUCTION ACTIVITIES	VND billion	200.176	23.839	12
	Construction activities	VND billion	189.597	9.735	5
II	FINANCIAL PLAN				
1	Revenue	VND billion	372.736	43.857	12
2	State budget contributions	VND billion	9.386	7.097	76
3	Profit				
-	Profit before tax	VND billion	11.783	-67.047	-569

-	Profit after tax	VND billion	11.183	-67.047	-600
4	Profitability ratios				
	Profit margin (Profit before tax/Revenue)	%	3.0	-153	-5,100
	Profit after tax/Charter capital	%	2.6	-19.3	-742
	ROE (Profit after tax/Equity)	%	4.7	-59	-1,255
5	Charter capital	VND billion	347.716	347.716	100
6	Equity	VND billion	191.972	113.743	

## II. Implementation of key tasks under the Resolution of the 2025 General Meeting of Shareholders:

### 1. Progress at project sites:

- The Thac Ba 2 Hydropower Project was completed and the contract liquidation procedures were finalized.

- All necessary resources were prepared for the resumption of construction works at the Ha Se Kong A Hydropower Project.

- Installation of the crushing station for the Bac Ai Pumped Storage Hydropower Project was completed.

### 2. Economic and commercial activities:

- The Company substantially resolved outstanding legacy issues, finalized settlement and debt recovery for the Pac Ma Hydropower Project, Trung Xuan Hydropower Project, Thac Ba 2 Hydropower Project, and X2 Hoang Mai Building Project. Debt recovery was substantially completed for the Song Ma 3 Hydropower Project, Nam Cum 4 Hydropower Project, Nam Ban 1 Hydropower Project, Ha Se Kong A Hydropower Project, and the Cat Linh – Ha Dong Urban Railway Project. The Company also implemented legal procedures for debt recovery relating to the Nam Luc Hydropower Project.

- The EPC contractors have not yet fully resolved long-standing economic and financial issues with project owners; therefore, settlement and debt recovery activities remain delayed, particularly at the Xekaman 1, Sanxay, and Xekaman 3 projects. For the Huoi Quang Hydropower Project, Dong Nai 5 Hydropower Project, Nam Chien Hydropower Project, etc., the EPC contractors have not yet completed internal settlement procedures with their affiliated units.

- The Company strictly complied with the Company's internal management regulations and rules.

### 3. Finance and accounting activities:

- Despite financial difficulties, during the year the Company actively recovered capital and receivables, thereby substantially ensuring sufficient funding

for production and business operations. The Company balanced its financial resources to repay bank loans and debts to credit institutions amounting to VND 60.60 billion, settle tax liabilities and social insurance obligations, and timely pay salaries to employees, thereby maintaining stable business operations and organizational activities.

- Accounting operations, reporting activities, and information disclosure were carried out in compliance with applicable regulations.

#### 4. Bidding and project investment activities:

- In 2025, the Company proactively and actively cooperated with partners, particularly Song Da Corporation - JSC, to seek new work opportunities in energy projects (including pumped-storage hydropower and nuclear power projects), high-speed railway projects, and other large-scale projects. Although facing many difficulties, especially financial capacity constraints, during the year the Company signed two (02) new construction contracts with a total value of nearly VND 900 billion, including: Bac Ai Pumped Storage Hydropower Project valued at VND 396 billion and Ha Se Kong A Hydropower Project valued at VND 500.807 billion. However, the Company continued to face a shortage of work volume.

- The Company was unable to carry out investment activities.

#### 5. Corporate governance activities:

- The Company organized training and knowledge updates on artificial intelligence (AI) for professional staff; implemented management of bidding packages through IBOM software; and strengthened planning and bidding management.

- Staffing levels and indirect/supporting personnel at subsidiaries, units, and departments were streamlined to the maximum extent in order to improve operational effectiveness and efficiency.

- The Company continued to improve and update internal regulations and management rules in compliance with current legal regulations and the Company's actual operating conditions.

- Obsolete, damaged, and technologically outdated assets and equipment were liquidated in order to concentrate financial resources for production and business activities.

### **III. Reasons for failure to achieve the 2025 plan:**

#### 1. Production output did not meet the planned target:

- The Ha Se Kong A Hydropower Project continued to suspend construction because the project owner had not yet arranged sufficient funding; therefore, the achieved output was VND 0 billion compared to the planned value of VND 96.9 billion.

- The Thac Ba 2 Hydropower Project entered its final stage, with work mainly consisting of finishing and contract settlement activities, resulting in limited output volume.

- Although bidding activities achieved certain positive results with contracts valued at nearly VND 900 billion, the majority of such work will only be implemented during 2026 and 2027. Consequently, the Company could not promptly supplement new projects to offset the shortage in production output.

2. Revenue did not meet the planned target:

The production output achieved during the year remained low. In addition, unresolved commercial and financial issues at various projects prevented acceptance, settlement, and invoice issuance procedures, while the value of work-in-progress remained significant, particularly for designated-contractor projects such as Xekaman 3 Hydropower Project, Xekaman 1 Hydropower Project, and Xekaman – Sanxay Hydropower Project in Laos.

3. Profit did not meet the planned target due to the following reasons:

- Production output and revenue failed to achieve the planned targets; work-in-progress balances and outstanding receivables remained substantial; fixed costs could not be reduced; and additional expenses relating to settlement procedures arose beyond the planned budget without corresponding revenue sources for compensation.

- Financial expenses, including bank loan interest (including overdue penalty interest), late payment interest for taxes and social insurance obligations, increased significantly, while low revenue levels were insufficient to offset such expenses.

- Certain large-capacity equipment, including the 120 m<sup>3</sup>/hour chilled concrete batching plant, the 250 tons/hour stone crushing plant, the MD900B 50-ton crane, excavators, hydraulic drilling machines, and almost all major machinery and equipment at the Ha Se Kong A Hydropower Project and Dak Mi 1 Hydropower Project, remained idle without work assignments but continued to incur depreciation expenses and loan interest costs.

**C. BUSINESS PLAN FOR 2026:**

**I. Key economic indicators for 2026:**

No.	Indicators	Unit	Plan
I	TOTAL VALUE OF BUSINESS AND PRODUCTION ACTIVITIES	VND billion	253.561
	Construction activities	VND billion	251.209
	Trading and other service activities	VND billion	2.352
II	FINANCIAL PLAN		
1	Revenue	VND billion	283.302
2	State budget contributions		
	Profit	VND billion	18.270

	Profit before tax	VND billion	18.270
3	Profit after tax	VND billion	5.625
4	Profitability ratios		
	Profit margin (Profit before tax/Revenue)	%	6.4
	Profit after tax/Charter capital	%	5.3
	ROE (Profit after tax/Equity)	%	13.8
5	Charter capital	VND billion	347.716
6	Equity	VND billion	132.012

## II. Key tasks and solutions for 2026:

1. Proactively and actively coordinate closely with the Parent Company to seek work opportunities from key projects such as pumped-storage hydropower projects, high-speed railway projects, technical infrastructure projects, and nuclear power projects; and to expand the hydropower market in Laos. The Company shall gradually consolidate and supplement its human resources, improve capacity and efficiency in marketing and bidding activities, and expand into civil and industrial construction sectors to ensure sufficient workload in accordance with the 2026 business plan and subsequent years.

2. Urge the project owner of the Ha Se Kong A Power Project to fully settle outstanding receivables and ensure construction progress and efficiency. Carry out stone and sand crushing operations to satisfy project site requirements and prepare for the implementation of the Bac Ai Pumped Storage Hydropower Project and other new projects in accordance with the approved plan, ensuring operational efficiency.

3. Strictly implement acceptance testing and payment procedures in accordance with the principle of “work completed, payment collected,” avoiding any accumulation of work-in-progress and outstanding receivables. Intensify efforts in final settlement and full recovery of capital from completed bidding packages and construction projects. In particular, closely coordinate with Song Da Corporation - JSC to completely resolve outstanding issues and finalize settlement procedures for the XeKaMan – Sanxay and XeKaMan 3 Hydropower Projects; and complete internal settlement procedures for the Huoi Quang, Dong Nai 5, Nam Chien, and other projects.

4. Effectively implement internal economic management and daily management through the IBOM software system. Contract assignment and settlement activities shall be carried out in accordance with regulations to ensure efficient production and business operations.

5. Strengthen recruitment efforts to ensure sufficient indirect and direct personnel serving production and business activities. Emphasis shall be placed on

training and developing a young workforce with professional expertise and skills that meet production and development requirements.

#### **D. REPORT ON THE ACTIVITIES OF THE BOARD OF DIRECTORS IN 2025:**

##### **I. Meetings of the Board of Directors:**

The Board of Directors organized periodic and extraordinary meetings to resolve matters within its authority. The contents of such meetings included the following matters:

1. First Quarter Meeting – January 23, 2025: The Board of Directors reviewed the implementation of the business and production plan for the fourth quarter of 2024 and the full year 2024; the business and production plan for the first quarter of 2025; and the proposed business plan for 2025. The Board resolved matters submitted by the General Director within its authority.

2. Second Quarter Meeting – May 7, 2025: The Board of Directors reviewed the business and production results for the first quarter of 2025 and implemented the business plan for the second quarter of 2025. The meeting also addressed capital recovery, debt collection, and other matters within the authority of the Board of Directors, and resolved proposals submitted by the General Director.

3. Third Quarter Meeting – July 22, 2025: The Board of Directors reviewed the business and production results for the second quarter and the first six months of 2025, and implemented the business plan for the third quarter and the last six months of 2025. The Board resolved matters submitted by the General Director in accordance with the authority of the Board of Directors.

4. Meeting dated August 14, 2025: The capital representatives and the Board of Directors reviewed the settlement status of the XeKaMan 3 Hydropower Project.

5. Meeting dated September 10, 2025: The capital representatives and the Board of Directors reviewed the settlement status of the Xekaman 1 and Sanxay Hydropower Projects.

6. Fourth Quarter Meeting – October 21, 2025: The Board of Directors reviewed the business and production results for the third quarter and the first nine months of 2025, and implemented the business plan for the fourth quarter of 2025. The meeting also addressed settlement work relating to the Xekaman 1 – Sanxay and Xekaman 3 Hydropower Projects, recovery of receivables from construction projects, and cash flow utilization during the first nine months of 2025. The Board resolved matters submitted by the General Director in accordance with regulations.

7. The Board of Directors promptly issued directives to the General Director regarding matters arising during the course of the Company's production and business activities, and participated in meetings together with the Executive Management Board to resolve operational difficulties and outstanding issues.

##### **II. Documents issued by the Board of Directors:**

During 2025, the Board of Directors issued a total of 84 documents of various types, including:

- 36 minutes, resolutions, and decisions of the Board of Directors;
- 19 reports and proposals submitted by the Board of Directors to the General Meeting of Shareholders and competent authorities;
- 29 official letters and other documents.

**III. Supervisory results regarding the General Director and the executive management apparatus:**

1. The Board of Directors directed and supervised the General Director and the executive management apparatus in complying with legal regulations; implementing the Company's rules and internal regulations relating to corporate governance, production and business activities, and the use and management of the Company's assets.

2. Supervisory activities of the Board of Directors were conducted regularly, continuously, and promptly, including supervision before implementation, during implementation, and after implementation of activities carried out by the General Director and the executive management apparatus.

3. Through the supervisory process, it was observed that the General Director and the executive management apparatus performed their functions and duties in accordance with regulations, and no violations of the Company's internal rules or regulations were identified.

**IV. Organizational and personnel activities of the Board of Directors:**

1. Organizational activities:

- Successfully organized the 2025 Annual General Meeting of Shareholders of the Company;
- Successfully organized the Extraordinary General Meeting of Shareholders in 2025;
- Dissolved the Nam Mo 2 – Song Da 6 Hydropower Project Management Board
- Approved the consolidation and appointment of key personnel for Song Da 6.05 Branch, the Hydropower Project Management Board in Laos, and the Mechanical Equipment Management Department;

2. Personnel activities of the Board of Directors:

The Board of Directors reappointed the Person in charge of Corporate Governance. The Board also approved personnel policies and staffing matters relating to Song Da 6.05 Branch, the Hydropower Project Management Board in Laos, the Bac Ai Pumped Storage Hydropower Project Management Board, the Mechanical Equipment Management Department, and the Human Resources and Administration Department of the Company.

**D. MATTERS FALLING WITHIN THE AUTHORITY OF THE EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS:**

On July 2, 2025, the Extraordinary General Meeting of Shareholders approved the contract and transaction between Song Da 6 Joint Stock Company

and its related party shareholder, Song Da Corporation - JSC, regarding the construction contract for the Bac Ai Pumped Storage Hydropower Project..

**E. RESULTS OF OPERATIONS FOR THE 2021 - 2025 TERM AND TASK ORIENTATION FOR THE 2026 - 2031 TERM:**

**I. Results of production and business activities for the 2021 - 2025 term:**

The 2021 - 2025 financial term was a period in which Song Da 6 Joint Stock Company faced exceptional difficulties due to the adverse impacts of the Covid-19 pandemic; wars, conflicts, weather instability, and rising raw material prices, all of which negatively affected social life and the Company's production and business activities.

Several projects obtained through bidding could not be implemented according to schedule due to insufficient funding from project owners (the Ha Se Kong A Hydropower Project had to suspend construction from the beginning of 2022; the Nam Mo 2 Hydropower Project suspended construction and liquidated the contract in the second quarter of 2022; the Dak Mi 1 Hydropower Project suspended construction and liquidated the contract in early 2024); meanwhile, settlement and final account procedures remained prolonged, delayed, and inefficient.

Major unresolved issues relating to economic and financial policies at several assigned-contractor projects (including the Huoi Quang, Nam Chien, Dong Nai 5 Hydropower Projects, and particularly the Xekaman 1, Sanxay, and Xekaman 3 Hydropower Projects) persisted for many years without final resolution, thereby adversely affecting final settlement procedures, capital recovery, and debt collection activities.

Marketing and bidding activities to secure new work opportunities faced significant difficulties due to tightened credit policies, the pandemic, and wars; while the domestic hydropower construction market became increasingly limited. In addition, the civil construction, industrial construction, and urban railway construction sectors experienced intense competition under conditions where the Company had only recently entered such sectors, while its competitiveness and international integration capabilities remained limited, resulting in a shortage of work volume.

The results of production and business activities achieved by Song Da 6 Joint Stock Company during the 2021 - 2025 term are summarized as follows::

**1. Key economic indicators for the 2021 - 2025 term:**

No.	Indicators	Unit	Plan	Actual	Achievement Rate (%)
1	Total value of production and business activities	VND billion	2,703.066	1,131.332	41
2	Total revenue	VND billion	2,972.544	945.917	32
3	State budget contributions	VND billion	92.778	68.641	74

4	Profit before tax	VND billion	49.843	(306.569)	(615)
5	Profit after tax	VND billion	41.631	(315.022)	(757)
6	Profitability ratios:				
	- Profit before tax/Revenue (average)	%	2	(50)	(2,766)
	- Profit after tax/Average charter capital	%	2	(13)	(537)
	- Profit after tax/Average equity	%	3	(29)	(1,069)
7	Charter capital	VND billion	347.716	347.716	100
8	Equity	VND billion	191.972	113.743	59
9	Total assets	VND billion	860.080	721.694	84
10	Dividend payout ratio (average annual rate)	%/year	0	0	0
11	Total investment value	VND billion	0	0	0
12	Average monthly income per employee	VND million	11.700	11.172	95

## 2. Results of implementation of key tasks:

### 2.1. Implementation progress at project sites:

- Ensured progress, technical requirements, and quality of the Pac Ma Hydropower Project, Nam Cum 4 Hydropower Project, Thac Ba 2 Hydropower Project, Dak Mi 1 Hydropower Project, and Ha Se Kong A Hydropower Project until suspension of construction activities.

- Completed construction and handover of the Pac Ma Hydropower Project, Nam Cum 4 Hydropower Project, and Thac Ba 2 Hydropower Project in accordance with contractual requirements.

- Implemented sand and stone crushing works at the Bac Ai Pumped Storage Hydropower Project, initially meeting project schedule requirements.

- Strictly implemented occupational safety, labor protection, security and order, and fire prevention and fighting measures, ensuring that no serious incidents occurred.

### 2.2. Economic and commercial activities:

- Focused on management and direction activities; arranged personnel appropriately and promptly recovered capital from ongoing projects to ensure cash flow for production activities.

- Settlement work for competitively bid projects: Song Ma 3 Hydropower Project, Pac Ma Hydropower Project, Nam Ban 1 Hydropower Project, Nam Cum

4 Hydropower Project, Nam Luc Hydropower Project, Bao Nhai 1 Hydropower Project, Bao Nhai 2 Hydropower Project, Trung Xuan Hydropower Project, and Ha Se Kong A Hydropower Project faced financial difficulties from project owners, resulting in failure to disburse or insufficient disbursement compared to the planned schedule, thereby causing capital recovery results to fall short of the plan. The Company coordinated with legal consulting units and carried out necessary legal procedures against certain project owners and EPC contractors to recover receivables in accordance with regulations. At the beginning of the term, the total value of work-in-progress and receivables was VND 487.543 billion, including VND 172.594 billion of work-in-progress and VND 314.949 billion of receivables. At the end of the term, the total value of work-in-progress and receivables was VND 195.611 billion, including VND 60.013 billion of work-in-progress and VND 135.598 billion of receivables.

- Settlement work for assigned-contractor projects: long-standing economic and financial issues with project owners remained unresolved, resulting in delays in capital recovery activities. This situation was particularly significant at the Huoi Quang, Nam Chien, Dong Nai 5, Xekaman 1 – Sanxay, and Xekaman 3 Hydropower Projects. At the beginning of the term, the total value of work-in-progress and receivables was VND 628.252 billion, including VND 346.687 billion of work-in-progress and VND 281.565 billion of receivables. At the end of the term, the total value of work-in-progress and receivables was VND 410.261 billion, including VND 303.687 billion of work-in-progress and VND 106.574 billion of receivables.

- The Huoi Quang, Dong Nai 5, Nam Chien, and other hydropower projects had not yet completed internal settlement procedures with relevant units within Song Da Corporation - JSC; therefore, full capital recovery had not yet been achieved.

- Internal economic management activities included issuance of cost plans, internal unit price norms, contract assignment and settlement procedures for bidding packages, and implementation of internal inspection and control activities in accordance with current regulations.

### **2.3. Finance and accounting activities:**

- Accounting activities were carried out in compliance with applicable accounting standards; reporting and information disclosure activities were implemented in accordance with regulations.

- Due to low construction output and revenue, as well as failure to achieve planned targets for capital recovery and debt collection, the Company faced significant financial difficulties, including shortages of working capital for production and business activities and for fulfilling other obligations in accordance with regulations. As a result, the Company incurred the following liabilities: tax liabilities and other state budget obligations amounted to VND 35.300 billion at the beginning of the term and VND 56.914 billion at the end of the term; social insurance liabilities amounted to VND 10.136 billion at the beginning of the term and VND 18.487 billion at the end of the term; bank loans and borrowings from credit institutions amounted to VND 404.934 billion at the beginning of the term

and VND 184.971 billion at the end of the term; salary payables to employees amounted to VND 45.025 billion at the beginning of the term and VND 2.401 billion at the end of the term.

#### **2.4. Bidding and project investment activities:**

- Due to various difficulties, particularly limited financial capacity, during the entire term the Company signed only five (05) bidding packages with a total contract value of approximately VND 1,670.807 billion, including: Dak Mi 1 Hydropower Project (VND 520 billion), YaLy Quarry Project (VND 63 billion), Thac Ba 2 Hydropower Project (VND 190 billion), Bac Ai Pumped Storage Hydropower Project (VND 396 billion), and Ha Se Kong A Hydropower Project (VND 500.807 billion). Such projects were insufficient to supplement new work sources and increase production output.

- During the term, the Company did not implement any investment projects.

#### **2.5. Corporate governance activities:**

- Regularly reorganized the organizational structure and streamlined staffing to minimize indirect/supporting personnel at subsidiaries, units, and Company departments in order to ensure a lean, efficient, and effective operational structure.

- Conducted internal settlement procedures and implemented relevant tasks for the dissolution of Song Da 6.01, 6.03, and 6.05 Branches. Established Project Management Boards and Site Management Boards for bidding packages directly managed by the Company in order to reduce intermediary costs.

- Improved internal regulations and management rules in accordance with current legal regulations and implemented them consistently throughout the Company.

- Reviewed and balanced resources, and carried out liquidation of old, damaged, and technologically obsolete assets and equipment in order to concentrate capital resources for production and business activities.

### **3. General assessment:**

- During the 2021 - 2026 term, the key economic indicators relating to production output, revenue, and profit did not achieve the planned targets. However, Song Da 6 Joint Stock Company basically maintained the stability of its organizational system; gradually overcame difficulties; actively carried out capital recovery, debt collection, and sought additional work opportunities so that the Company could gradually stabilize and develop.

- Management and operational activities achieved new progress from the Company level to affiliated units through the application of information technology, digital transformation, and specialized software systems to improve operational efficiency.

- Despite significant efforts, due to various causes, capital recovery and debt collection activities could not be implemented in accordance with the principle of "work completed, payment collected." Work-in-progress balances and receivables at several long-standing projects remained unresolved for many years, resulting in low business efficiency; difficult financial conditions; bad debts with banks; tax liabilities; social insurance liabilities; salary arrears; and unpaid dividends.

- Marketing and bidding activities achieved certain results with a total contract value of approximately VND 1,670 billion compared to the planned value of approximately VND 5,000 billion; however, this was insufficient to ensure adequate workload in accordance with the plan and did not timely compensate for the shortfall in production output. In addition, several bidding packages generated low economic efficiency.

- The corporate restructuring process was not implemented synchronously, and there remained two (02) financial investments with a total value exceeding VND 3.1 billion that had not yet been divested in accordance with the plan.

#### **4. Reasons for failure to achieve certain key economic targets during the 2021 - 2025 term:**

##### **4.1. Total value of production and business activities:**

Actual implementation reached VND 1,131.332 billion out of the planned VND 2,703.066 billion, equivalent to 42% of the term plan. The failure to achieve the planned production output target resulted from both subjective and objective causes, particularly the following objective causes:

- The Ha Se Kong A Hydropower Project in Laos suspended construction from early 2022 due to insufficient funding from the project owner and only resumed construction activities in March 2026.

- The Nam Mo 2 Hydropower Project faced delays in legal procedures and design work by the project owner/EPC contractor, lack of funding, and inability to satisfy conditions relating to design changes and prolonged construction duration; therefore, the construction contract was terminated in the second quarter of 2022.

- The Dak Mi 1 Hydropower Project faced insufficient funding from the project owner and unresolved disagreements and outstanding issues; therefore, construction activities were suspended and the contract was terminated from early 2024.

- The Thac Ba 2 Hydropower Project commenced construction in November 2022. However, the project scale was relatively small, while Song Da 6 Joint Stock Company lacked sufficient funding; therefore, the project owner supplied all major materials and supplies, resulting in reduced production output value.

- In addition, due to financial difficulties and bad debts with banks, bidding activities were restricted and the Company could not secure additional new projects to increase production output.

##### **4.2. Revenue:**

Actual revenue reached VND 945.917 billion out of the planned VND 2,972.544 billion, equivalent to 32% of the term plan. The reasons for failure to achieve the planned revenue target were as follows:

- The annual value of production and business activities remained low;

- Economic and commercial issues at various projects remained unresolved, preventing acceptance, settlement, and invoice issuance procedures while work-in-progress balances remained substantial, particularly at assigned-contractor projects such as the Xekaman 3, Xekaman 1, and Xekaman – Sanxay Hydropower Projects in Laos; and competitively bid projects such as the Song Ma 3, Pac Ma, Nam Cum 4, Nam Luc, Dak Mi 1, and Ha Se Kong A Hydropower Projects.

#### **4.3. Profit before tax:**

Actual profit before tax reached negative VND 306.569 billion compared to the planned positive VND 49.843 billion, equivalent to negative 615% of the term plan. The reasons for failure to achieve the planned profit target during the term were as follows:

- Production output and revenue did not achieve planned targets; work-in-progress balances and outstanding receivables remained substantial; fixed costs could not be reduced; and expenses relating to settlement procedures arose beyond the planned budget without corresponding revenue sources to offset such expenses.

- Financial expenses, including bank loan interest (including overdue penalty interest), amounted to VND 542.566 billion; late payment interest and penalties for taxes amounted to VND 25.482 billion; late payment interest and penalties for social insurance obligations amounted to VND 5.996 billion. These expenses were relatively substantial while revenue remained low and therefore could not be offset.

- The Company was required to additionally pay corporate income tax for the fiscal years 2017, 2018, 2019, and 2020 in accordance with Decree No. 132/2020/ND-CP and recognize an increase in tax liabilities in compliance with current regulations in the amount of VND 15.919 billion (Tax Inspection Conclusion No. 18839/KL-CTHN-TTKT3 dated April 28, 2022 issued by the Hanoi Tax Department).

- Settlement values of several projects were reduced by a total amount of VND 83.887 billion. Typical examples included: Huoi Quang Hydropower Project: negative VND 22.159 billion; Dong Nai 5 Hydropower Project: negative VND 11.771 billion; Dong Van Hydropower Project: negative VND 15.535 billion; Se San 4 Hydropower Project: negative VND 2.570 billion; and Trung Xuan Hydropower Project: negative VND 14.092 billion.

- Certain large-capacity equipment, including the 120 m<sup>3</sup>/hour chilled concrete batching plant, the 250 tons/hour stone crushing plant, the MD900B 50-ton crane, excavators, hydraulic drilling machines, and almost the entire fleet of major machinery and equipment, remained idle without work assignments, particularly at the Ha Se Kong A Hydropower Project and the Dak Mi 1 Hydropower Project where construction activities had been suspended, but such equipment still incurred depreciation expenses and loan interest costs. Total depreciation expenses amounted to VND 54.684 billion; the remaining book value of such equipment currently stands at VND 28.307 billion compared to the original cost of VND 362.522 billion (approximately 7.8%).

#### **4.4. Dividend payout ratio:**

No dividend was distributed during the term due to accumulated losses.

#### **4.5. State budget contributions:**

Actual state budget contributions reached VND 68.641 billion out of the planned VND 92.778 billion, equivalent to 74% of the term plan. The reason was that the value of production and business activities during the term remained very low, while settlement and debt recovery activities relating to completed

construction projects encountered significant difficulties and prolonged implementation periods.

## II. The Company's Orientations and Tasks for the 2026 - 2031 term:

### 1. Overall objectives:

To soon restore Song Da 6 Joint Stock Company as a strong construction contractor with efficient production and business operations; possessing an advanced governance model, high-quality human resources, modern construction technologies, and sufficient capacity for integration and sustainable development.

### 2. Specific objectives:

- To focus on overcoming the shortcomings and limitations of the 2021 - 2026 term with a serious and responsible approach. To review and reassess the Company's management and operational activities; and to establish corporate governance and operational procedures that are truly effective and efficient in preserving and developing the Company's capital resources.

- To strengthen marketing, bidding, and business development activities, striving to secure contracts valued at VND 1,000 billion or more each year in order to ensure fulfillment of annual and term-wide production and business plans.

- To ensure construction of bidding packages in compliance with schedule, quality, and efficiency requirements; and to carry out capital recovery, debt collection, and settlement of bidding packages in accordance with contractual provisions.

- To complete settlement procedures for completed construction packages during 2026, ensuring sufficient cash flow for production, business operations, and development; to fully settle bank loans, tax liabilities, and social insurance obligations; and to gradually improve employees' income and living conditions.

### 3. Key economic indicators:

No.	Financial Indicators	Unit	Development orientation for the 2026 - 2031 term					Total (Average)
			2026	2027	2028	2029	2030	
1	Value of production and business activities	VND billion	253.561	380.151	491.609	610.840	770.031	2,506.192
	Growth rate	%	1,166	50	29	24	26	259%
2	Total revenue	VND billion	283.302	313.526	395.512	497.374	629.192	2,118.906
3	State budget contributions	VND billion	5.625	14.889	17.005	21.209	24.502	83.230
4	Profit before tax	VND billion	18.270	10.507	19.776	29.842	37.751	116.147
5	Profit after tax	VND billion	18.270	8.406	15.820	23.874	30.201	96.571
6	Profitability ratios							
	- Profit before tax/Revenue	%	6%	3%	5%	6%	6%	5%

	- Profit after tax/Charter capital	%	5%	2%	5%	7%	9%	5.6%
	- Profit after tax/Equity	%	14%	6%	10%	13%	14%	11.4%
7	Charter capital	VND billion	347.716	347.716	347.716	347.716	347.716	347.716
8	Equity	VND billion	132.012	140.418	156.239	180.113	210.314	210.314
9	Total assets	VND billion	721.766	757.855	795.747	835.535	886.716	886.716
10	Dividend payout ratio	%	0%	0%	0%	0%	0%	0%
11	Total investment value	VND billion						
12	Average monthly income per employee	VND million	12.289	13.518	14.870	16.357	18.075	15.022

#### 4. Tasks and solutions:

4.1. To focus on overcoming the shortcomings and limitations of the 2021 - 2026 term with a serious and responsible approach. To review and reassess the Company's management and operational activities; and to establish corporate governance and operational procedures that are truly effective and efficient in preserving and developing the Company's capital resources.

4.2. To consolidate and improve the capacity and professional expertise of the project and bidding department. To strengthen marketing, bidding, and business development activities; expand into civil construction, industrial construction, technical infrastructure, transportation infrastructure (including roads, urban railways, and high-speed railways), and irrigation sectors; seek opportunities to participate in thermal power, wind power, and nuclear power projects; prioritize expansion into the potential hydropower market in Laos; and strive to sign new construction contracts valued at VND 1,000 billion annually in order to ensure fulfillment of annual and term-wide production and business plans.

4.3. To direct and manage production and business activities in a decisive and efficient manner; accelerate construction progress of projects/bidding packages in accordance with contractual commitments; implement the principle that work completed must be promptly accepted and corresponding capital recovered, avoiding outstanding work-in-progress balances and receivables. To strengthen management activities from the Company level; effectively utilize project management software, IBOM systems, accounting and human resource management software to ensure efficient production and business performance for each bidding package; and strictly implement contract assignment and settlement procedures.

4.4. To coordinate with Song Da Corporation - JSC and relevant partners to complete final settlement procedures and fully recover outstanding receivables relating to the Xekaman 1, Sanxay, and Xekaman 3 Projects.

4.5. To review and liquidate old, damaged, and inefficient machinery and equipment in order to recover capital for production and business activities; and to study the repair and investment of new and modern machinery and equipment suitable for construction conditions and development orientation.

4.6. To focus on recruitment activities; improve mechanisms, policies, welfare regimes, and salary structures in order to attract high-quality human resources in a competitive environment serving production activities and development objectives.

The Board of Directors respectfully reports the principal contents regarding the implementation results of the Resolution of the 2025 General Meeting of Shareholders and the business plan for 2026; the operational results for the 2021 - 2025 term; and the development orientation for the 2026 - 2031 term of the Company, and respectfully requests the Shareholders to consider and approve the same. The Board of Directors also sincerely looks forward to receiving the continued attention, support, and assistance of Shareholders in the coming period.

Respectfully submitted!

**Recipients:**

- General Meeting of Shareholders,
- Members of the BOD,
- BOS,
- General Director,
- Archived at: Administration Department.

ON BEHALF OF  
THE BOARD OF DIRECTORS  
CHAIRMAN



Dang Quoc Bao