CONSTRUCTION CORPORATION NO. 1 - JSC
www.cc1.vn

THE SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom – Happiness

No: 497/TCT-P.TC

Ho Chi Minh City, 23 July 2026

EXTRAORDINARY INFORMATION DISCLOSURE

To:

- The State Securities Commission;
- Hanoi Stock Exchange.

1. Name of organization: **CONSTRUCTION CORPORATION NO 1 JOINT STOCK COMPANY**

- Stock code: CC1
- Address: 111A Pasteur, Sai Gon Ward, Ho Chi Minh City, Vietnam
- Tel.: 028.38.222.059 Fax: 028.38.290.500
- Email: info@cc1.vn

2. Contents of disclosure:

Correction and update of certain contents in the Corporate Governance Report 2025 and the Annual Report 2025:

- CC1 disclosed information on the Corporate Governance Report 2025 on 30/01/2026 and the Annual Report 2025 on 20/04/2026 in accordance with regulations.
- However, at the time of disclosure, the figures reported were based on the self-prepared Financial Statements. After review, CC1 found that certain contents were inconsistent with the figures in the audited Financial Statements 2025.
- By this document, CC1 would like to correct certain contents as follows:
  - ✓ Regarding the Corporate Governance Report 2025: correction of figures in Section VII.2: Transactions between the Company and its affiliated persons or between the Company and its major shareholders, internal persons and affiliated persons; Section VII.3: Transaction between internal persons of the Company, affiliated persons of internal persons and the Company's subsidiaries in which the Company takes controlling power; and Section VII.4: Transactions between the Company and other entities_*detailed in Appendix 3 of the Report.*

✓ Regarding the Annual Report 2025: since the financial figures are cited throughout many sections of the Report, CC1 would like to correct all of these figures in accordance with the figures in the audited and disclosed Financial Statements 2025.

- Other contents of the disclosed Report remain unchanged.

3. This information was published on the company's website on 23 July 2026 as in the link: https://www.cc1.vn/quan-he-co-dong/cong-bo-thong-tin.html.

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

ORGANIZATION REPRESENTATIVE
Legal representative/Person authorized to disclose information
(Signature, full name, position, and seal)

Recipients:
- As above;
- Archived: Finance Dept., Admin. Dept.

TỔNG CÔNG TY XÂY DỰNG SỐ 1 - CTCP
M.S.D.N: 0301429113

PHÓ TỔNG GIÁM ĐỐC
Lã Thái Hiệp

DEVOTED TO SUSTAINABILITY

STRENGTH WITHIN
SUCCESS AHEAD

ANNUAL REPORT 2025

STRENGTH WITHIN

SUCCESS AHEAD

MAIN CONTENTS

CC1 remains steadfast in its journey to strengthen its position, elevate its brand to greater heights, and create enduring values for today and generations to come.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

Dear Shareholders, Investors and Partners,

The year 2025 marks a significant milestone in the development journey of Construction Corporation No.1 – Joint Stock Company (CC1). Amid a rapidly evolving economy and increasingly demanding requirements within the construction and infrastructure sector in terms of progress, quality, capital efficiency and governance standards, CC1 has continued to demonstrate the resilience and capability of a leading enterprise, remaining steadfast in its commitment to sustainable, effective and transparent development.

Over the past year, CC1 recorded consolidated revenue of VND 11,816 billion, the highest since its establishment. This achievement reflects the Corporation's expanding scale of operations while underscoring its strong execution capability, sound governance and the enduring value of a brand forged through multiple market cycles.

With more than 46 years of establishment and development, CC1 has consistently pursued its mission of delivering large-scale projects while contributing to the development of infrastructure foundations that support the country's long-term growth. Every project undertaken by CC1 represents a construction achievement and reflects a strong commitment to quality, responsibility and sustainable value for the community, partners, shareholders, and society.

The year 2025 also marked a period of strong strategic transformation for CC1. In addition to reinforcing its position as a leading contractor, CC1 progressively expanded into infrastructure investment, strengthened its financial capacity, accelerated digital transformation, standardized governance practices and enhanced the quality of its human resources. These initiatives play a vital role in the company's next phase of development while laying a solid foundation for CC1 to achieve stronger and more sustainable growth in the future.

We firmly believe that, in a highly volatile business environment, the true value of an enterprise lies in its ability to create long-term value, overcome challenges and continuously strive for higher standards. With this spirit, CC1 will remain committed to its strategic directions in digital transformation, sustainable development, market expansion and competitiveness enhancement, with the aspiration of becoming a leading Investment – Construction Group in Vietnam and a professional international contractor.

On behalf of the Board of Directors, I would like to extend my sincere gratitude to our Shareholders, Investors, and Partners for your continued trust and steadfast support throughout CC1's development journey. I would also like to extend my profound appreciation to the Management Board, together with all employees, engineers, and workers across the Corporation, for their commitment, professionalism and enduring contributions, which have played a vital role in reinforcing CC1's position and driving its sustainable growth over the years. It is this collective strength, resilience, and shared determination that provide a solid foundation for CC1 to confidently advance into a new stage of development with greater aspirations, higher standards and a stronger commitment to excellence.

With confidence in Vietnam's long-term growth potential, a strong foundation built over generations and an unwavering commitment to innovation and sustainable development, CC1 remains committed to strengthening its position, enhancing its brand value and delivering sustainable long-term value to shareholders, partners, the community and future generations.

Regards,

PHAN HUU DUY QUOC
CHAIRMAN OF THE BOARD OF DIRECTORS

CORPORATE **OVERVIEW**

CORPORATE **OVERVIEW**

GENERAL INFORMATION

Name of company: CONSTRUCTION CORPORATION NO 1 JOINT STOCK COMPANY ("CC1")

Address of head office: 111A Pasteur, Sai Gon Ward, Ho Chi Minh City, Vietnam

Telephone: 028.38.222.059

Fax: 028.38.290.500

Website: www.cc1.vn

Stock symbol: **CC1**

Enterprise Registration Certificate No.: 0301429113, initially issued by the Department of Planning and Investment of Ho Chi Minh City on July 29, 2010, with the 17th latest amendment on July 17, 2025

Charter Capital: VND 3,979,061,000,000

OWNER'S EQUITY:
VND 3,979,061,000,000

BUSINESS SECTORS

Core Sectors: Construction, Investment, Building Materials Production and Trading

Supporting Sectors: Import – Export, Real Estate Business, Design Consultancy

CC1 has established an integrated value chain model centered on three pillars: Construction – Investment – Building Materials & Precast Concrete Production. This strategy not only enables the Corporation to master technology and control costs but also optimizes profit margins and minimizes external supply chain risks amidst global economic volatility. This framework serves as a solid foundation driving the stable growth of CC1's revenue and profit structure.

BUSINESS PRESENCE

CC1 is recognized among Vietnam's leading construction corporations, with more than 46 years of experience delivering projects across the Northern, Central and Southern regions of the country. In addition to its strong domestic presence, CC1 has expanded its operations into the Cambodian market, further reinforcing its execution capabilities and regional reputation within the construction industry.

BUSINESS PHILOSOPHY

DEVOTED TO SUSTAINABILITY

Construction Corporation No.1 – JSC (CC1) is a leading Vietnamese contractor specializing in civil construction, industrial projects, infrastructure development and energy facilities.

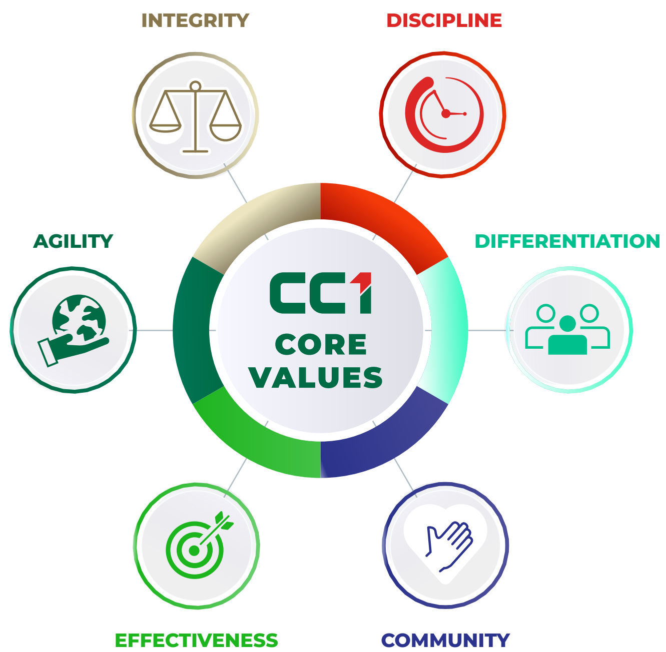
Guided by the spirit of "Devoted to sustainability", every CC1 project is delivered with a commitment to safety, quality, operational excellence, and aesthetics while maintaining long-term value and durability over time.

VISION

Become a leading Investment - Construction Group in Vietnam and a professional International Contractor

MISSION

Lead transformation, create exceptional value and contribute to Vietnam's new era of national development



HISTORY & DEVELOPMENT

1979 - 2019

1979
Establishment of Construction Corporation No. 1

1985
Expanded business scope to include Building Materials Production and Trading

1989
Expanded business scope to include Import-Export of Building Materials

1992
Expanded business scope to include Investment Advisory and Architectural Design

1995
Re-established under Decision No. 955/BXD-TCLD issued by the Minister of Construction on November 20, 1995

1996
Initial business registration (Business Registration No. 103392)

2001
Expanded business scope to include: Investment and trading in tourism, hotels, and en-tertainment services; construction and installation of power lines and substations up to 500kW; Investment in construction and trading of offices and apartments.

2002
Expanded business scope to include: Investment in the construction of hydropower plants, power production and trading, and seaport operations

2005
Broke ground on the Thu Thiem Bridge project

2006
Re-established under Decision No. 386/QD-BXD dated March 9, 2006 by the Minister of Construction. Re-registered and transitioned to the Parent-Subsidi-ary model (Business Registration No. 41060000326)

2007
Invested in the construction of the Dak R'Tih Hydropower Plant

2008
Conducted investment research for the Dong Nai Bridge project

2009
Inaugurated Sailing Tower – CC1's Corporate Headquarters

2010
Converted Parent Company - Construction Corporation No. 1 into Construction Corporation No. 1 – Single Member Limited Liability Company under Decision No. 617/QD-BXD dated June 10, 2010 by the Minister of Construction.

2011
Commenced operation of the Dak R'Tih Hydropower Plant

2012
Initiated participation in the "SOE Reform and Corporate Governance" program

2013
Executed the construction of the Nghi Son 1 Thermal Power Plant

2014
Commenced construction of the Ho Chi Minh City Children's Hospital

2015
On October 28, 2015, the Prime Minister issued Decision No. 1842/QĐ-TTg approving the equitization plan of Construction Corporation No. 1 (increasing charter capital to VND 1,100 billion, with the State holding 40% of the charter capital) including: IPO offering, issuance of preferred shares to employees of the company, and share offerings to strategic investors.

2016
Restructured Construction Corporation No. 1 and officially equitized into Construction Corporation No. 1 - Joint Stock Company. Business registration changed on November 1, 2016, to operate under the joint-stock model

2017
Became a Public Company under Approval Decision No. 1906/UBCK-GSDC issued by the State Securities Commission and registered for centralized trading on UPCoM

2019
The Company celebrated its 40^{th} anniversary of formation and development

HISTORY & DEVELOPMENT

2020 - 2025

2020

The Ministry of Construction transferred the entire State capital at Construction Corporation No. 1 – Joint Stock Company

2022

CC1 converted its organizational management and operations into a model including: General Meeting of Shareholders, Board of Directors, and Audit Committee

2024

The Company celebrated its 45th anniversary of formation and development

2025

CC1 achieved a historic revenue milestone, marking its highest performance since inception

1,000+ PROJECTS
STRETCHING ACROSS VIETNAM

10,000+ EMPLOYEES
WORK AT OFFICE & CONSTRUCTION SITE

46+ YEARS OF "CHANGING APPEARANCE" FOR THE COUNTRY

More than 46 years of establishment and development, more than 1,000 projects of all scopes and complexity, more than 10,000 employees working in offices and on construction sites throughout Vietnam are "speaking" numbers for nearly half a century of "changing appearance" for the country of Construction Corporation No. 1 - Joint Stock Company (CC1). A proud journey marked by a series of outstanding achievements from extraordinary efforts.

EVENTS

January

18/01/2025

Opening ceremony of CC1 Holdings Office – a milestone in the journey of developing a multi-sector ecosystem

March

05/03/2025

CC1 partners with Ho Chi Minh City University of Technology (VNU-HCM) to sign a comprehensive cooperation agreement

07/03/2025

Groundbreaking of Package No. 11.5 – construction of the parking building at Long Thanh International Airport

21/03/2025

CC1 and CMEC (China) organize a cooperation exchange ceremony for energy and construction

April

21/04/2025

2025 Annual General Meeting of Shareholders (AGM) – CC1 sets a revenue target of VND 12,889 billion a 27% growth

26/04/2025

A series of construction works executed by CC1 are honored among the 50 Typical Works of Ho Chi Minh City

28/04/2025

CC1 participates in the construction of a nearly VND 1,000 billion pedestrian bridge across the Saigon River

30/04/2025

Inauguration of Tan Son Nhat T3 Terminal – celebrating the 50th Anniversary of Southern Liberation Day

May

11/05/2025

CC1 welcomes and works with a partner delegation from China Civil Engineering Construction Corporation (CCECC), under China Railway Construction Corporation (CRCC)

June

14/06/2025

Topping-out ceremony of the Hai Son Office project – a Grade A office building in Hanoi

July

17/07/2025

CC1 signs a strategic cooperation agreement with Dabaco Group – developing Real Estate and Logistics in Bac Ninh

August

18/08/2025

First oil firing ceremony for Unit 1 – Quang Trach 1 Thermal Power Plant (EPC joint venture with Mitsubishi and Hyundai)

19/08/2025

CC1 elevates its position with the Phu Tho Circus and Multi-purpose Performance Center Project – officially put into operation

19/08/2025

Inauguration of Rach Mieu 2 Bridge – completed 5 months ahead of schedule

October

01/10/2025

46th Anniversary Celebration of the establishment of Construction Corporation No. 1 – Joint Stock Company

15/10/2025

CC1 meets and exchanges cooperation opportunities with YTL Construction (Malaysia) – railway and metro infrastructure

21/10/2025

Dong Nai Province approves CC1 as the investor to prepare project proposals for Cat Lai Bridge and Long Hung Bridge (under the PPP model)

30/10/2025

CC1 organizes the Groundbreaking Ceremony for the Expansion of the access road connecting Ho Chi Minh City – Long Thanh – Dau Giay Expressway (3.2 km, 8 lanes)

19/12/2025

Technical opening for traffic of Component Project 3 – Khanh Hoa – Buon Ma Thuot Expressway Phase 1

19/12/2025

Can Tho – Ca Mau Expressway officially opens for traffic – connecting the entire Eastern North-South Expressway

19/12/2025

Groundbreaking of the 25-story Youth Cultural House in central Ho Chi Minh City (No. 4 Pham Ngoc Thach)

December

19/12/2025

Inauguration of Dak Nong General Hospital (700 beds) – CC1 is the main construction contractor

NOBLE AWARDS

Over the course of its development journey, CC1 has continuously strived for excellence and reinforced its position through numerous landmark projects across Vietnam. These achievements have been recognized and honored by the Party and the State through prestigious distinctions, including the the Ho Chi Minh Order, the Independence Order, and the Labor Order. In addition, CC1 has received certificates of merit and commendations from the Ministry of Construction and various local authorities nationwide.

HO CHI MINH ORDER

FIRST CLASS INDEPENDENCE ORDER

SECOND CLASS INDEPENDENCE ORDER

THIRD CLASS INDEPENDENCE ORDER

FIRST CLASS LABOR ORDER

SECOND CLASS LABOR ORDER

THIRD CLASS LABOR ORDER

TYPICAL AWARDS

The year 2025 was marked by significant volatility and challenges in the global economic landscape, which considerably impacted businesses across industries, including CC1. Nevertheless, with a clear strategic vision and sound development orientation, CC1 not only maintained its growth momentum but also continued to create sustainable value for shareholders, investors, employees, the community, and society, while further enhancing its corporate reputation and contributing to the strengthening of Vietnam's national brand. In 2025, CC1's capabilities, reputation, and industry standing continued to be recognized by reputable independent organizations through numerous prestigious awards and industry rankings:

BRAND REPUTATION & BUSINESS EXCELLENCE AWARDS

TOP 10
LEADING CONSTRUCTION ENTERPRISES IN VIETNAM
Vietnam Report & VietNamNet Newspaper

TOP 50
VIETNAM EXCELLENT ENTERPRISES (LEADING ENTERPRISE GROUP FROM THE VNR500 RANKING)
Vietnam Report

TOP 500
BEST PROFIT ENTERPRISES IN VIETNAM IN 2025 (PROFIT500)
Vietnam Report & VietNamNet Newspaper

TOP 10
VIETNAM GREEN ESG ENTERPRISE 2025 – CONSTRUCTION INDUSTRY (ESG10)
Vietnam Report & VietNamNet Newspaper

TOP 3
CONSTRUCTION CONTRACTORS PIONEERING IN SUSTAINABLE DEVELOPMENT
VSCF 2025

MOST LOVED ENTERPRISE
ENTERPRISE OF CHOICE 2025
CareerViet

EXECUTION CAPABILITY & KEY PROJECTS AWARDS

LEADING THE TOP 10
REPUTABLE INFRASTRUCTURE – INDUSTRIAL CONSTRUCTION CONTRACTORS IN 2025
Vietnam Report & VietNamNet Newspaper

MANY CONSTRUCTION WORKS EXECUTED BY CC1 WERE HONORED IN THE 50 TYPICAL CONSTRUCTION WORKS OF HO CHI MINH CITY
(TAN SON NHAT T3 TERMINAL, THU THIEM BRIDGE, METRO LINE 1 BEN THANH – SUOI TIEN)
Ho Chi Minh City People's Committee

STRATEGIC PARTNERSHIP & DIGITAL TRANSFORMATION AWARDS

TOP 10
INNOVATIVE & EFFICIENT BUSINESS ENTERPRISES IN THE REAL ESTATE – CONSTRUCTION INDUSTRY
Viet Research & Investment Finance Newspaper (Ministry of Finance)

TYPICAL ENTERPRISE IN DIGITAL TRANSFORMATION
OF THE CONSTRUCTION INDUSTRY 2025
Vietnam Federation of Civil Engineering Associations

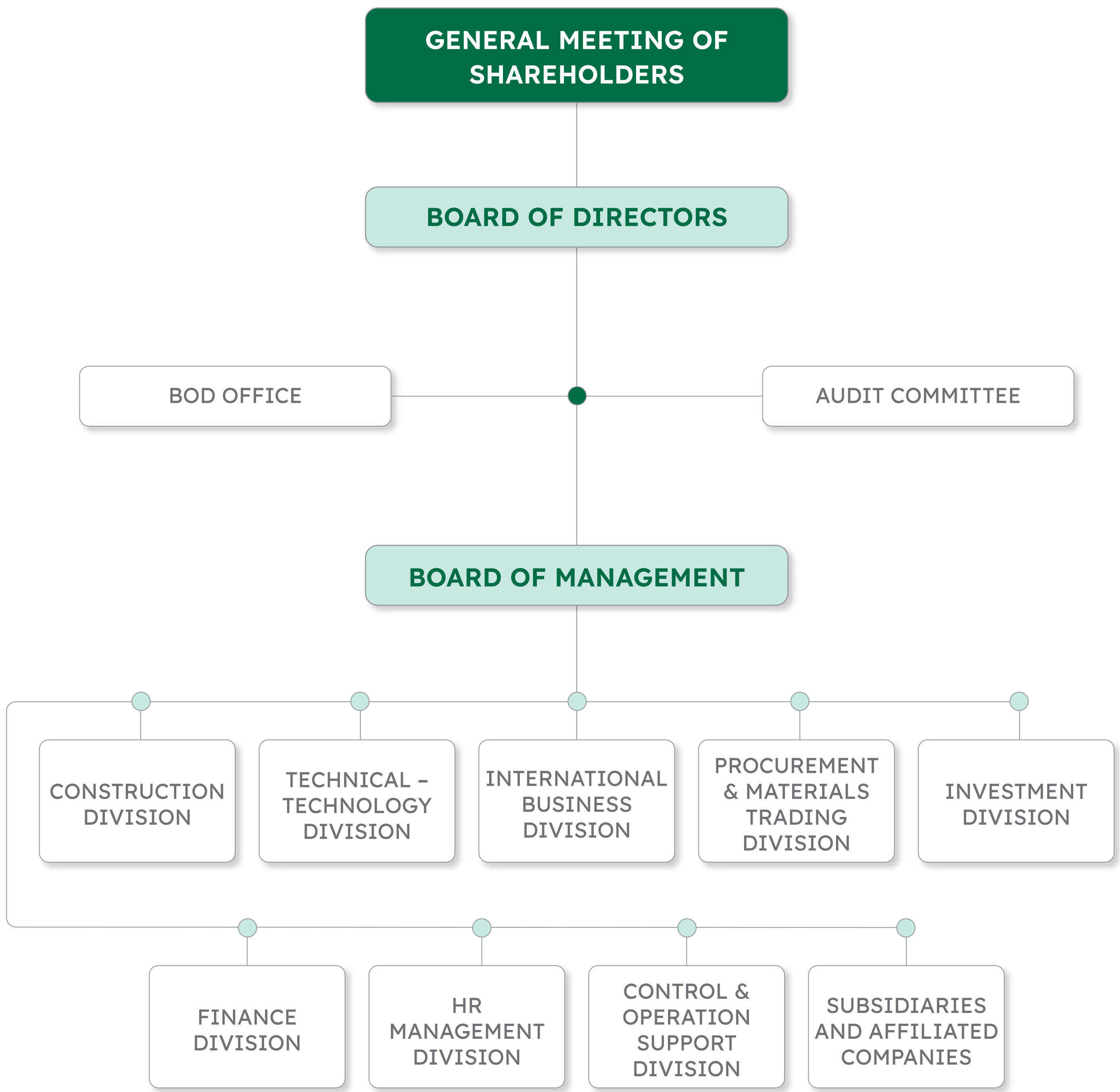
AWARD FROM THE CHAIRMAN OF SHIMIZU CORPORATION – RECOGNIZING OUTSTANDING EFFORTS IN OCCUPATIONAL SAFETY & SITE SANITATION AT THE METRO LINE 1 PROJECT (BEN THANH – SUOI TIEN)
Chairman of Shimizu Corporation

GOVERNANCE MODEL, BUSINESS ORGANIZATION & MANAGEMENT STRUCTURE

GOVERNANCE MODEL

CC1 operates under a model comprising the General Meeting of Shareholders, the Board of Directors, General Director, and an Audit Committee under the Board of Directors.

MANAGEMENT STRUCTURE



SUBSIDIARIES

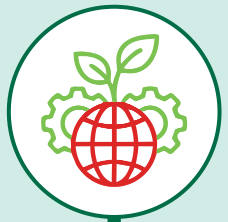
Company name	Address	Business Sectors	Charter Capital (VND)	%
VIET QUANG NO.1 CONSTRUCTION JOINT STOCK COMPANY	34-36 Street No. 2, Cityland Residential Area, An Nhon Ward, Ho Chi Minh City	Construction of civil, industrial, transportation, infrastructure, hydropower, and irrigation works	119,000,000,000	94.71%
DONG NAI BRIDGE INVESTMENT AND CONSTRUCTION JOINT STOCK COMPANY	No. 939A Hanoi Highway, Binh Duong Quarter, Long Hung Ward, Dong Nai Province	Construction of railway and roadway; construction of civil works	648,778,000,000	63.59%
VINA-PSMC PRECAST CONCRETE COMPANY LIMITED	Lot 1699, Long Dinh Industrial Cluster, Long Cang Commune, Tay Ninh Province	Manufacturing of concrete and products from cement and gypsum	48,094,925,969	70.00%
CC1 CONSTRUCTION AND EQUIPMENT JOINT STOCK COMPANY	12th Floor, Sailing Tower Building, 111A Pasteur Street, Sai Gon Ward, Ho Chi Minh City	Construction and Trading	30,000,000,000	65.00%

AFFILIATED COMPANIES

Company name	Address	Business Sectors	Charter Capital (VND)	%
VIET HUNG NO.1 CONSTRUCTION JOINT STOCK COMPANY	136 - 138 Co Bac Street, Cau Ong Lanh Ward, Ho Chi Minh City	Manufacturing of concrete and products from cement and gypsum; construction of railways, roads, and other civil engineering works	180,000,000,000	40.80%
CENTRAL CONSTRUCTION AND BUILDING MATERIALS EXPLOITATION JOINT STOCK COMPANY	Km 1052, National Highway 1A, Truong Tho Tay Residential Quarter, Truong Quang Trong Ward, Quang Ngai Province	Manufacturing of processed construction stone products; construction of other civil engineering works	61,000,000,000	22.38%
VIET TONG NO.1 CONSTRUCTION JOINT STOCK COMPANY	168/38C D2 Street, Thanh My Tay Ward, Ho Chi Minh City	Construction of railways and roads; construction of civil engineering works	10,000,000,000	20.40%
SAIGON SUNFLOWER COMPANY LIMITED	12th Floor, 111A Pasteur Street, Sai Gon Ward, Ho Chi Minh City	Construction and trading	1,250,000,000,000	49.00%
DAI NGAI INDUSTRIAL PARK COMPANY LIMITED	Land plot No. 93, Map sheet No. 76, Provincial Road 8, Hoi Trung Hamlet, Hoi Thuong Commune, Can Tho City	Real Estate Business	450,000,000,000	48.00%
CC1 TRADING & SERVICES JOINT STOCK COMPANY	8th Floor, Sailing Tower Building, 111A Pasteur Street, Sai Gon Ward, Ho Chi Minh City	Trading and Services	300,000,000,000	28.00%

DEVELOPMENT STRATEGY

KEY OBJECTIVES OF THE COMPANY



SUSTAINABLE DEVELOPMENT AND OPERATIONAL SCALE EXPANSION

CC1 steadfastly pursues a solid growth strategy, channeling resources into construction, real estate, and infrastructure projects with long-term value. The Company prioritizes investment opportunities with stable profitability while actively expanding market share in high-potential regions. This strategic approach not only enhances corporate value but also solidifies CC1's market position, generating sustainable returns for shareholders and stakeholders.

STRENGTHENING FINANCIAL CAPACITY

CC1 is committed to bolstering its financial standing by scaling business operations and optimizing cost efficiency. The Company proactively diversifies its capital mobilization channels to ensure robust funding for production, business activities, and ambitious investment expansions. Strengthening financial capacity enables CC1 to maintain operational agility and sharpen its competitive edge.

TECHNOLOGICAL INTEGRATION AND OPERATIONAL EXCELLENCE

CC1 places high strategic value on investing in modern technology to drive labor productivity and product quality. The Company integrates advanced technological solutions into project management and construction workflows, optimizing timelines and costs while upholding rigorous quality standards. This is the pivotal factor for CC1 to sharpen its competitiveness and reaffirm its leading position in the market.

HUMAN RESOURCE DEVELOPMENT AND CORPORATE GOVERNANCE ENHANCEMENT

CC1 prioritizes establishing a governance system aligned with international standards, ensuring transparency and operational efficiency. Simultaneously, the Company invests in human capital through specialized training programs and competitive remuneration packages to attract, develop, and retain talent. A high-quality workforce is the cornerstone for CC1 to successfully execute its strategic goals and sustain long-term growth.

> "CC1 aims to maintain its leading position in infrastructure investment, focusing on key asset classes: industrial parks, transport infrastructure, and green energy. The Company reaffirms its No. 1 position as a Heavy Industrial EPC General Contractor, while developing a large-scale supply chain to ensure high execution speed and efficiency.

DEVELOPMENT STRATEGY

SHORT-TERM STRATEGY

Leveraging its leading industry position, CC1 enters a new growth phase centered on three strategic pillars:

- Supply Chain Optimization: Comprehensive integration from construction and materials supply to infrastructure investment, aiming to enhance operational efficiency and optimize input cost control.
- Capitalizing on Public Investment: Leveraging the public investment wave and PPP projects in transport infrastructure and energy to maximize market growth potential.
- Digital Transformation and Financial Management: Accelerating the adoption of digital technologies, enhancing financial management capacity, and building a transparent and agile operating platform.

MEDIUM AND LONG-TERM STRATEGY

CC1 aims to maintain its leading position in infrastructure investment, focusing on key asset classes: industrial parks, transport infrastructure, and green energy. The Company reaffirms its No. 1 position as a Heavy Industrial EPC General Contractor, while developing a large-scale supply chain to ensure high execution speed and efficiency.

These strategic directions are materialized through the implementation of investment models such as BOT, BOO, BT, and PPP, combined with scale expansion strategies, optimized supply chain management, and the application of EPC and D&B (Design & Build) models to maximize value-add in every project.

RISK FACTORS

ECONOMIC RISKS

ECONOMIC GROWTH RISK

The economic growth rate directly affects the scale and pace of public investment disbursement, infrastructure construction demand, as well as market absorption of real estate and industrial products — sectors that account for a large proportion of CC1's revenue structure. In practice, risk more commonly arises from slow disbursement due to procedural obstacles rather than a reduction in planned investment scale; combined with weakening private sector demand during unfavorable economic periods, the pressure on the Company's revenue and profit plans can be considerable.

In 2025, Vietnam's GDP grew by 8.02%, with the industry and construction sector growing by 8.95%, contributing 43.62% to the total value-added of the entire economy. This represents a favorable macroeconomic environment; however, cyclical risks remain present and require continuous monitoring.

To proactively respond, CC1 closely monitors macroeconomic indicators and public investment allocation plans to guide its tendering strategy accordingly, while diversifying its project portfolio by segment and region — from transport infrastructure, industrial and energy projects to civil construction works — in order to maintain a stable revenue base through periods of fluctuation.

INFLATION RISK

Rising inflation leads to significant increases in the prices of raw materials, labor costs, and construction support services, adversely affecting profit margins, particularly under fixed-price contracts.

For the full year 2025, Vietnam’s CPI increased by 3.31% compared to the previous year, remaining within the target approved by the National Assembly. Although overall inflation remained under control, prices of construction materials and certain market-based services increased at a higher rate than the average CPI growth, directly impacting CC1’s cost structure across construction, building materials manufacturing, and real estate.

To manage this risk, CC1 negotiates price escalation clauses in major construction contracts; enters into long-term supply contracts with strategic suppliers at fixed or capped prices; proactively stockpiles materials when significant price increases are anticipated; and develops in-house materials production capabilities to minimize the impact of market volatility on profit margins.

INTEREST RATE RISK

With borrowings accounting for approximately 40% of its capital structure, CC1 is materially exposed to interest rate fluctuations. Although in 2025 the State Bank of Vietnam (SBV) conducted monetary policy in a controlled accommodative manner with lending rates gradually declining, the possibility of rates adjusting upward again — in the context of high credit growth and persisting imported inflation pressure — is a risk that cannot be excluded, and one that could directly affect financial costs and profit after tax (PAT).

CC1 regularly reviews its borrowing structure with a view to maintaining a reasonable balance between short-term and long-term debt and between fixed and floating interest rates, while closely monitoring monetary policy developments to proactively adjust its capital mobilization plans.

“

CC1's production and business operations are subject to a wide range of risk factors. The Company proactively identifies, assesses and implements appropriate control measures to minimize adverse impacts on business results and sustainable development objectives.

LEGAL AND REGULATORY RISK

CC1 is subject to simultaneous regulation by multiple legislative frameworks, including the Law on Construction, the Land Law, the Law on Investment, the Law on Real Estate Business and related sectoral regulations. The overlapping and inconsistency among these instruments is one of the leading causes of delays in permitting, project approvals and site handover, giving rise to costs beyond the original estimates even when the contractor is not at fault. For the real estate segment, regulations governing sales conditions and transaction procedures are still being finalized, presenting latent risks to sales timelines and debt collection.

CC1 maintains a dedicated in-house legal department for reviewing and updating new legislative instruments, establishes legal working groups at key projects to promptly address obstacles, and cooperates closely with state management authorities to protect the rights and interests of shareholders, investors and customers.

RISK FACTORS

INDUSTRY-SPECIFIC RISKS

RAW MATERIAL PRICE RISK

Raw material costs account for nearly 70% of total construction costs and fluctuate in line with global commodity price cycles, exchange rates and domestic supply and demand. This risk is particularly severe under fixed-unit-price contracts, with a dual impact: increasing the cost of goods sold in the construction & installation segment while simultaneously driving up production costs in the construction materials segment. CC1's internal capacity to manufacture construction materials and precast components provides a partial hedge against unfavorable market fluctuations and supports profit margin stability.

CC1 manages this risk through long-term supply contracts at fixed or capped prices; proactive stockpiling of materials when significant price increases are anticipated; negotiation of price escalation clauses in major construction contracts; and continued development of in-house materials production capabilities.

PROJECT SCHEDULE RISK

Schedule delays are a perennial risk in construction and installation operations, arising from site clearance obstacles, legal procedures, weather conditions or financial difficulties on the part of project owners. Consequences include contract penalties, prolonged labor and equipment costs, delayed acceptance and payment, and impaired working capital turnover efficiency. In the long term, the Company's on-schedule performance capability and reputation constitute an important factor in its tendering capacity rating.

CC1 rigorously assesses site readiness and the financial capacity of project owners prior to accepting contracts; builds in a contingency time buffer of 10–15% and a cost risk contingency of 3–5% in project estimates; focuses on expediting phased acceptance, payment collection and debt recovery; and purchases comprehensive works insurance and liability insurance for key projects.

HUMAN RESOURCES AND OCCUPATIONAL SAFETY RISK

The construction industry requires a workforce of engineers and project managers with specialized expertise, amid increasingly competitive conditions for talent attraction. Fluctuations in senior personnel can affect project schedules, management quality and tendering competitiveness. Occupational safety incidents at worksites not only cause human casualties but also give rise to legal liability and reputational damage, in a context where ESG standards are receiving growing attention from investors and partners.

CC1 maintains competitive remuneration policies combined with long-term personnel retention programs and project-performance-based bonuses, alongside systematic succession team development. On occupational safety, all worksites adhere to strict safety procedures with dedicated safety officers and periodic hazard reviews. As a result, CC1 has maintained a strong occupational safety record over many consecutive years.

MARKET AND POLICY RISK

CC1's business operations are affected by the Government's public investment plans, national industrial and energy development strategies, as well as developments in the real estate and construction materials markets. The shift of investment priorities toward digital infrastructure, renewable energy and green transition simultaneously opens diversification opportunities and requires the Company to enhance its corresponding construction capabilities.

CC1's management team regularly analyzes macroeconomic developments and policy directions to provide early forecasting of market trends, develops scenario-based business plans for each business line, and proactively adjusts its strategy accordingly.

OTHER RISKS

In addition to risk factors that can be identified and controlled, CC1 also faces force majeure events such as natural disasters, epidemics, geopolitical conflicts or global economic crises. Such events may cause construction interruptions, structural damage, disruption of the materials supply chain, leading to unplanned cost overruns and extended delivery schedules.

CC1 purchases comprehensive works insurance and civil liability insurance for key projects; equips all worksites with fire prevention and firefighting systems and organizes regular safety training. At the governance level, the Company is establishing an Enterprise Risk Management (ERM) Framework in accordance with international practice, with standardized risk identification–measurement–treatment processes and clearly assigned responsibilities from the Board of Directors down to each subsidiary unit. The Internal Control Board submits quarterly reports to the Board of Directors covering the risk register and the effectiveness of controls currently in place, ensuring that the Company maintains a proactive risk management capability and protects sustainable shareholder interests under all market conditions.

BUSINESS **OPERATIONS IN 2025**

BUSINESS OPERATIONS PERFORMANCE

PRODUCTION & BUSINESS PERFORMANCE

OVERVIEW

Amid rising material costs, labor shortages and increasingly stringent requirements regarding project schedules and quality standards, CC1 maintained stable business operations, strengthened its EPC and general contracting capabilities, and further reinforced its position in the construction and infrastructure market, with more than 70 projects implemented simultaneously nationwide during 2025.

In 2025, CC1 recorded the highest consolidated revenue in its operating history, reaching over VND 11,816 billion, up 16% compared to 2024 – a commendable result amid persistent input cost pressures across the construction industry. While profit before tax was adjusted relative to the prior year, this reflects a deliberate strategy of investing in execution capacity, expanding the project portfolio and strengthening the governance foundation – laying a solid springboard for the next phase of accelerated growth.

In terms of contracting capacity, the total value of new contracts signed during the year reached VND 18,186 billion. Combined with the value of projects carried forward from 2026 onwards of approximately VND 42,500 billion, the current backlog ensures an abundant workload for production and business operations, providing a stable foundation for medium- and long-term revenue growth and serving as a springboard for CC1's pursuit of a USD 1 billion revenue target in the period ahead.

Against the backdrop of accelerating public investment and national infrastructure development, together with the Party's and Government's policies promoting private sector growth, CC1 has oriented its participation toward projects implemented under the Public–Private Partnership (PPP) model. In addition to its role as a construction contractor, the company is progressively expanding its participation as an investor, thereby broadening its involvement across the project value chain, enhancing financial efficiency, and creating long-term strategic value. Participation in PPP projects is expected to diversify revenue streams, reduce dependence on bank financing, and generate additional backlog and stable operating cash flows - key factors supporting the Company's sustainable growth foundation.

In parallel with its PPP strategy, CC1 has implemented an Enterprise Resource Planning (ERP) system to standardize internal processes, optimize operating costs, and progressively integrate automation into construction activities, establishing a management platform capable of supporting larger-scale projects in the next phase of growth. The integration of the ERP system with the XBoss construction management software enables CC1 to monitor costs, project progress, and resource allocation in real time across its entire project portfolio, narrowing the gap between planning and execution. This serves as a foundation for the Management Board to make faster decisions, strengthen proactive risk management, and enhance operational efficiency amid the increasing number and scale of simultaneously implemented projects.

PERFORMANCE AGAINST PLAN

BUSINESS RESULT IN 2025

(Unit: VND billion)

Indicator (Consolidated FS)	2025 Plan	2025 Actual	2024 Actual	+/- YoY (%)	% Actual/ Plan
Net revenue	12,889	11,816	10,160	16.30%	91.68%
Profit before tax	371	270	291	(7.44%)	72.71%
Profit after tax (PAT)	297	190	229	(17.42%)	63.81%

Source: Consolidated Financial Statements

REVENUE STRUCTURE

(Unit: VND billion)

Indicator (Consolidated FS)	FY 2024	Share 2024	FY 2025	Share 2025
Revenue from construction & installation	7,235	71.20%	9,158	77.51%
Revenue from goods and materials trading	2,758	27.14%	2,451	20.74%
Revenue from service provision	169	1.66%	167	1.41%
Revenue from real estate business	-	-	40	0.34%
Total revenue	10,161	100%	11,816	100%

Source: Consolidated Financial Statements

ORGANIZATION & HUMAN RESOURCES

EXECUTIVE BOARD MEMBERS

No.	Member	Position	Shareholding (%)
1	Mr. **LE BAO ANH**	Deputy Chairman of the BOD and General Director	3.83%
2	Mr. **DINH VAN HUNG**	Deputy General Director	0.01%
3	Mr. **PHAM LE HAO**	Deputy General Director	0%
4	Mr. **HOANG TRUNG THANH**	Deputy General Director	0.002%
5	Mr. **LE VIET HOAI**	Deputy General Director	0%
6	Ms. **TRAN THI NGOC THUY**	Chief Accountant	0%

BRIEF BIOGRAPHIES

MR. LE BAO ANH | 1981

Deputy Chairman of the BOD & General Director
Professional qualification: Construction Engineer

CAREER SUMMARY:

Mr. Le Bao Anh is a seasoned executive with more than 20 years of experience in the construction industry. Having joined CC1 in 2005, he has grown alongside the Corporation and held a number of key positions in strategic management and project development.

With a strong professional foundation and sharp strategic vision, he has steadily advanced his career at CC1, serving as Investment Director (2019–2020), Deputy Chief Executive Officer (2020–2022), and notably as Chief Executive Officer of CC1 since December 2022.

In recognition of his significant contributions, he was elected to the Board of Directors for the 2021–2026 term at the 2023 Annual General Meeting of Shareholders and entrusted with the position of Vice Chairman of the Board of Directors cum Chief Executive Officer, marking an important milestone in CC1's development journey.

Current positions in other organizations:

• Member of the Board of Directors of Cam Lo – Tuy Loan BT Investment Company Limited

• Member of the Board of Directors of Dong Nai Bridge Construction Investment Joint Stock Company

• Member of the Board of Directors and Chief Executive Officer of Nhan Phuc Duc Investment Joint Stock Company

MR. DINH VAN HUNG | 1980

Deputy General Director
Professional qualification: Construction Engineer

CAREER SUMMARY:

Mr. Dinh Van Hung is a seasoned expert with more than 20 years of experience in the construction industry, most of which has been dedicated to his long-term contribution and development alongside CC1. Starting his career as a design engineer and gaining valuable experience at multinational companies, he joined CC1 in 2005 and quickly demonstrated his capabilities through the successful management of numerous large-scale and diverse projects across transportation infrastructure, industrial, and civil construction sectors. He was particularly recognized for his role as Director of the Executive Board for key projects during the period from 2014 to 2021.

With extensive technical expertise and solid management experience, he has been entrusted with a series of important leadership positions, including Head of Civil & Industrial Project Management Department, Technical Division Director, and notably Deputy Chief Executive Officer since November 2022, further affirming his integral role within CC1's executive leadership.

Current positions in other organizations: None.

MR. PHAM LE HAO | 1981

Deputy General Director
Professional qualification: Master of Senior Executive Management

CAREER SUMMARY:

Mr. Pham Le Hao is a finance and accounting expert with more than 20 years of experience in corporate management and operations. His career began at FPT Corporation – Ho Chi Minh City Branch (2003–2007), before taking on the positions of Chief Accountant at FPT Information System Service Company Limited (2007–2012) and Deputy Head of Finance & Accounting Division at FPT Technology Distribution Company Limited (2012–2013).

He later served as Chief Financial Officer cum Chief Operating Officer of FPT Myanmar (2013–2019), followed by key leadership roles including Head of the Supervisory Board and Head of Southern Region Procurement Division at FPT Corporation (2019–2020), Chief Financial Officer of a subsidiary under Truong Hai Auto Corporation (2020–2021), and Deputy Head of Finance & Accounting Division cum Chief Financial Officer of Topen Group and Chief Financial & Accounting Officer of Topen Land under Hung Thinh Corporation (2021–2023), before assuming the position of Chief Financial Officer at Lam Hiep Hung Manufacturing Trading Service Joint Stock Company (2023–2024).

Since September 2024, leveraging his extensive expertise in both technology and corporate finance, he has been appointed Deputy Chief Executive Officer of Construction Corporation No.1 – JSC (CC1) and is expected to play a key role in driving the Company's sustainable growth in its new development phase.

Current positions in other organizations: None.

MR. HOANG TRUNG THANH | 1971

Deputy General Director
Professional qualification: Construction Engineer

CAREER SUMMARY:

Mr. Hoang Trung Thanh's career has been closely associated with the development journey of CC1. Starting as an Engineer in the Construction Engineering and Tendering Engineering Departments, he gradually took on key on-site responsibilities and later held leadership positions within the Executive Boards of the Ca Mau Gas – Power – Fertilizer Project and the Thu Thiem Bridge Project, both of which are major national infrastructure projects.

After serving as Head of Project Management Department, he was appointed Deputy Chief Executive Officer of CC1 in 2010, a position he has held through multiple terms over the following decade. During the 2024–2025 period, he served as Director of the Construction Division, overseeing construction operations and execution capabilities, one of CC1's core business areas. In September 2025, he was reappointed Deputy Chief Executive Officer, continuing his role in the Corporation's development.

Current positions in other organizations:

• Chief Executive Officer of 3H Construction Materials Joint Stock Company

BRIEF BIOGRAPHIES

MR. LE VIET HOAI | 1976

Deputy General Director
Professional qualification: Master of Project Management

CAREER SUMMARY:

Mr. Le Viet Hoai has more than 25 years of experience in construction and project management across both domestic and international markets. He began his career as a Technical Officer at Saigon Construction Engineering Investment Company in 1998 and subsequently held a number of key positions, including Executive Director of the branch of Petroleum Investment Consultancy and Design Company, Deputy Chief Executive Officer of Petroleum Infrastructure and Urban Investment Joint Stock Company, and Executive Director of Petroleum Survey and Inspection Consultancy Joint Stock Company.

During the 2015–2019 period, he served as Executive Director of the Pengerang Integrated Petroleum Complex Project in Malaysia under PVE Malaysia, one of the region's large-scale oil and gas projects. From 2019 to 2023, he continued to serve as Executive Director at PVE Petroleum Project Management Consultancy Joint Stock Company. Joining CC1 in 2023 as Director of the Construction Division, he was appointed Deputy Chief Executive Officer of Construction Corporation No.1 – JSC (CC1) in October 2025.

Current positions in other organizations: None.

MS. TRAN THI NGOC THUY | 1975

Chief Accountant
Professional qualification: Master's Degree

CAREER SUMMARY:

Ms. Tran Thi Ngoc Thuy is a finance and accounting professional with nearly 25 years of experience in the field. Throughout her career, she has held a number of key positions, including Internal Auditor, Chief Accountant, Head of Treasury Department, and Chief Financial Officer at various companies, including Water Supply and Drainage Investment and Construction Joint Stock Company, Construction and Materials Trading Joint Stock Company, Airport Construction Company 647 Joint Stock Company, and Construction Corporation No.1 – JSC (CC1).

Joining CC1 in April 2023 as the Person in Charge of Accounting, she quickly demonstrated her professional expertise and management capabilities and was appointed Chief Accountant in October 2023. In her current role, she contributes to strengthening the Corporation's financial governance and supporting the sustainable development of CC1.

Current positions in other organizations: None

CHANGES IN EXECUTIVE MANAGEMENT

No.	Member	Position	Appointment Date	Dismissal/ Resignation Date
1	Mr. **TRAN MINH DOANH**	Deputy General Director	01/12/2023	01/01/2025
2	Mr. **NGUYEN VAN TUAN**	Deputy General Director	01/03/2024	21/02/2025
3	Mr. N**GUYEN VAN NGOC**	Deputy General Director	18/07/2022	16/05/2025
4	Mr. **HOANG TRUNG THANH**	Deputy General Director	18/09/2025	-
5	Mr. **LE VIET HOAI**	Deputy General Director	16/10/2025	-

HUMAN RESOURCES REPORT

HEADCOUNT

The total workforce of the Company, including employees at the Corporation and its branches as at year-end 2025, was 1,102 persons, an increase of 422 persons compared to year-end 2024, reflecting the workforce expansion requirements associated with the growth in CC1's business and production scale during the year.

The number of employees in 2025

1,102 PEOPLE

The number of employees in2024

680 PEOPLE

The Company's workforce structure classified by educational level, age group, gender, labor contract term and seniority is presented in the next table.

Criterion	31/12/2024	31/12/2025
By educational level	**680**	**1,102**
Postgraduate	59	78
University – College	597	922
General labor	24	102
By age group	**680**	**1,102**
Under 30	129	209
Aged 30–50	514	818
Over 50	37	75
By gender	**680**	**1,102**
Male	529	847
Female	151	255
By labor contract term	**680**	**1,102**
Short-term contracts under 1 year	185	105
Fixed-term contracts 1–3 years	259	717
Indefinite-term contracts	236	280
By seniority	**680**	**1,102**
Under 3 years	444	769
3-5 years	81	147
5-10 years	63	73
Over 10 years	92	113

Average Income Table in 2024 and 2025:

Average income in 2024

27,377,486
(VND/person/month)

Average income in 2025

27,323,346
(VND/person/month)

The average income of employees in 2025 reached VND 27,323,346 per person per month, remaining equivalent to 2024. The stable income level in the context of a significant headcount increase reflects CC1's effective payroll fund management, as well as CC1's commitment to maintaining a stable and sustainable income policy for its employees.

RECRUITMENT POLICY

The Company builds a structured recruitment policy aimed at identifying candidates with the capabilities and qualifications suited to job requirements and the Company's development strategy. In 2025, CC1 recruited 434 new employees, of whom 329 were recruited directly at localities where projects are located, demonstrating a commitment to prioritizing local labor, thereby contributing to employment creation and socio-economic development in those areas. The Company employs diverse recruitment channels including employment centers, job fairs, and universities and colleges. At the same time, CC1 places emphasis on internal recruitment and promotion to maximize the capabilities of the existing workforce and to build long-term career development pathways for employees.

TRAINING POLICY

CC1 identifies training and human resources development as a key factor in enhancing competitive capacity and ensuring the quality of large-scale infrastructure project delivery. In the context of the Company's direction toward applying advanced technologies from developed countries to key national projects, standardizing the project management team in accordance with international standards is identified as a strategic requirement — the foundation for improving construction execution efficiency, quality control and risk minimization throughout implementation. In 2025, total training hours reached 23,846 hours, with 86% of employees receiving training, focused on specialized programs, management skills and technology applications in production. The Company also establishes a commendation policy to incentivize employees to actively contribute innovative initiatives to production and management activities.

REMUNERATION, BONUS AND BENEFITS POLICY

CC1's remuneration policy is designed to recognize capability, incentivize performance and create motivation for long-term engagement among employees. In terms of salary, the Company applies the 3Ps salary model based on position, personal competency and performance, ensuring fairness, transparency and alignment with each individual's actual contributions. For direct laborers at worksites, piece-rate wages are flexibly adjusted according to productivity and reasonable bilateral agreement.

CC1 implements a diverse bonus policy ranging from periodic bonuses on public holidays, Lunar New Year and project completion, to ad hoc bonuses for process improvement initiatives and occupational safety assurance. In terms of benefits, the Company fully provides statutory insurance entitlements, organizes periodic health checks, purchases comprehensive health insurance and provides accommodation support at worksites. Notably, female employees on maternity leave with 2 or more years of service receive an additional 70% of basic salary; employees on extended sick leave due to serious illness receive 100% of basic salary support. The Company also maintains a Charity Fund to support employees facing particularly difficult circumstances.

WORKING ENVIRONMENT

CC1 cultivates a professional, modern and safe working environment, ensuring a balance between work performance and the quality of life of employees. Office-based staff work 8 hours per day, 5 days per week in a fully equipped and amenity-provided workspace. Worksite-based staff apply flexible working hours in accordance with construction schedules, are fully provided with protective equipment and strictly comply with occupational safety standards. The Company regularly organizes study tours, retreats and team-building activities to foster team spirit and enhance the quality of employees' working lives.

In 2025, CC1's human resources policies demonstrated coherent operational effectiveness as the workforce scale expanded significantly while team quality was maintained. Controlling the attrition rate at a reasonable level while simultaneously expanding the workforce indicates that recruitment, remuneration and retention policies are operating in a synchronized and effective manner. Notably, the increase in the long-tenured employee group reflects the positive outcomes of core personnel retention policies — a key factor in sustaining construction quality and schedule adherence as project scale continues to expand. With its direction to become a leading investment and construction group to international standards, CC1 identifies investment in people as a strategic priority that is inseparable from its growth objectives.

PROJECTS **COMPLETED IN 2025**

PASSENGER TERMINAL T3 PROJECT – TAN SON NHAT INTERNATIONAL AIRPORT

Contract Package No. 12: Construction and equipment installation for Passenger Terminal T3

Tan Son Nhat International Airport, Ho Chi Minh City

Contract Value

VND 9,034,126,005,061

OVERVIEW

Project owner: Airports Corporation of Vietnam – JSC (ACV)

BRIEF DESCRIPTION

- **PTB Building:** Passenger terminal with 1 basement level and 4 above-ground floors, total constructed floor area (including basement) of 112,500 m²
- **PNA Building:** Multi-storey car park integrated with non-aviation services comprising 2 shared basement levels, 2 commercial-office complex blocks of 4 above-ground floors, and a 3-storey motorcycle parking building, total constructed area of 130,000 m²
- **STP Building:** Waste treatment building, area 357 m² – Elevated road system (elevated viaduct): scale of 2-5 lanes, total length L=1,610 m
- Internal airport road network, car park of 6,257 m²; ground-level parking area of 4,100 m²
- Mechanical-electrical station, wastewater treatment plant, guardhouse, security fencing, etc.

IMPLEMENTATION STATUS

Schedule: 600 days from the effective date of contract (Commencement: 31/08/2023)

Implementation status: Completed and placed in operation in 04/2025

CONSTRUCTION OF PHU THO CIRCUS AND MULTI-PURPOSE PERFORMANCE VENUE

Lu Gia Street, Phu Tho Ward, Ho Chi Minh City

Total contract value

VND 1,075 BILLION

CC1's portion

VND 563 BILLION

BRIEF DESCRIPTION

- Main building, construction & installation and equipment (joint venture with Luu Nguyen)
- Land area of approximately 10,000 m², comprising 2 basement levels and 12 above-ground floors, total floor area exceeding 31,000 m², height 57.5 m
- Scale: A 2,000-seat main venue and a 300-seat multi-purpose rehearsal hall, including an auditorium, stage, rehearsal rooms, circus animal training and housing areas and restaurant facilities

IMPLEMENTATION STATUS

Accepted and put into operation in July 2025

PROJECTS **COMPLETED IN 2025**

UPGRADING OF DAK NONG GENERAL HOSPITAL

Lam Dong Province

Total contract value

VND 712 BILLION

CC1's portion

VND 627 BILLION

BRIEF DESCRIPTION

- Construction & installation of main building, ancillary items and equipment supply
- Scale: Main building (7 floors + rooftop technical floor), auxiliary works, renovation and upgrading of existing departments and technical infrastructure systems
- Total floor area: ≈96,400 m²

IMPLEMENTATION STATUS

Inaugurated in December 2025

PROJECTS **UNDER CONSTRUCTION**

NEW DONG NAI BRIDGE PROJECT & ACCESS ROADS AT BOTH ENDS OF THE BRIDGE

Bien Hoa, Dong Nai & Di An, HCMC

Total contract value

VND 3,141 BILLION

OVERVIEW

Form of investment: PPP, Contract BOT

BRIEF DESCRIPTION

- Dong Nai 2 Bridge is 461 meters in length;
- The project includes Dong Nai 2 Bridge, Tan Van overpass (on Hanoi Highway in the direction from Bien Hoa to Ho Chi Minh City, with a collector road running underneath), an underpass (located on National Highway 1 in the direction from Ho Chi Minh City to Bien Hoa), the Vung Tau interchange (1.6 km in length, connecting Hanoi Highway, National Highway 51, and the Bien Hoa bypass), and the Tan Van interchange (approximately 1 km in length, connecting Hanoi Highway, Provincial Road 16, existing Provincial Road 747, Ring Road 3, and the future access road to Dong Nai port cluster).

IMPLEMENTATION STATUS

Toll collection has been suspended since 24 August 2020. Currently, CC1 is working with the competent authorities to finalize the contract appendix for determining the final settlement value and completing the contract settlement procedures.

PROJECTS **UNDER CONSTRUCTION**

HANH PHUC RESIDENTIAL AREA PROJECT

Frontage on Nguyen Van Linh Boulevard, Lot 11B – South Saigon New Urban Area, Binh Hung Commune, Ho Chi Minh City

Total Investment

VND **10,000** BILLION

OVERVIEW

Project Scale: Total land area: 26.04 hectares;

04 development phases, including the construction of apartment blocks, townhouse plots, villas, and associated amenities

BRIEF DESCRIPTION

- Technical infrastructure for Phase 1 has been completed; 4 apartment blocks in Lot No. 1 have been handed over; investment procedures for Lot No. 2 are currently being prepared
- Detailed planning adjustment is under preparation; zoning plan has not yet been approved
- Included in the list of pilot commercial housing projects approved by the Ho Chi Minh City People's Council under Resolution No. 512/NQ-HĐND dated December 26, 2025, pursuant to Resolution No. 171/NQ-QH
- Challenges: Procedures for planning adjustment have not yet been finalized; High land clearance compensation costs; Investment Registration Certificate has expired

CAT LAI BRIDGE CONSTRUCTION INVESTMENT PROJECT

Cat Lai Ward, Ho Chi Minh City and Dai Phuoc Commune, Dong Nai Province

Total Investment Capital

Approximately

VND **23,000** BILLION

OVERVIEW

Investment Form: Direct investment

BRIEF DESCRIPTION

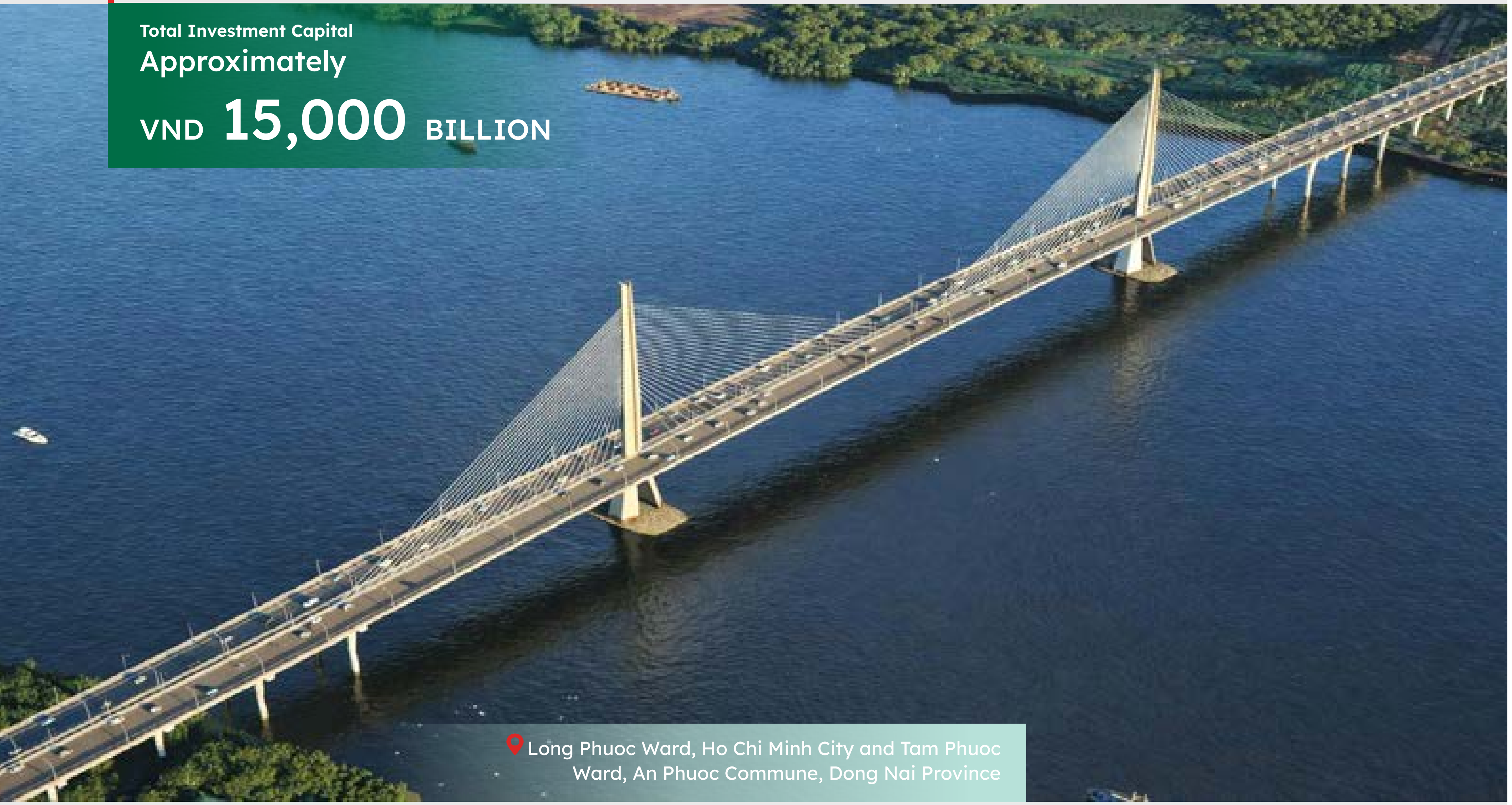
- Construction of Cat Lai Bridge and approach roads at both ends of the bridge, design speed Vtk = 80 km/h; total route length of 11.642 km
- Length of Cat Lai Bridge: Lc = 3,055.7 m – cable-stayed main bridge with spans of (190 + 450 + 190) m; width B = 33.5 m, including 06 motor vehicle lanes and 02 non-motorized lanes

IMPLEMENTATION STATUS

The People's Council of Dong Nai Province approved the investment policy (Resolution No. 54/NQ-HĐND dated December 10, 2025); CC1, in consortium with CC1 Asset Management and Services Company Limited and CC1 Investment Joint Stock Company, has been selected as the Investor (Decision No. 68/QĐ-UBND dated January 10, 2026); legal procedures are being carried out for implementation in 2026.

PROJECTS **UNDER CONSTRUCTION**

LONG HUNG BRIDGE CONSTRUCTION INVESTMENT PROJECT (DONG NAI 2 BRIDGE)



Total Investment Capital

Approximately

VND **15,000** BILLION

Long Phuoc Ward, Ho Chi Minh City and Tam Phuoc Ward, An Phuoc Commune, Dong Nai Province

OVERVIEW

Investment Form: Direct investment

BRIEF DESCRIPTION

- Primary urban arterial road (TCVN 13592:2022), design speed Vtk = 80 km/h
- Scale of Long Hung Bridge: bridge width of 37.00 m; road cross-section width of 60 m

IMPLEMENTATION STATUS

The People's Council of Dong Nai Province approved the investment policy (Resolution No. 55/NQ-HĐND dated December 10, 2025); CC1, in consortium with CC1 Investment Joint Stock Company and Southern Infrastructure and Energy Joint Stock Company, has been selected as the Investor (Decision No. 69/QĐ-UBND dated January 10, 2026); legal procedures are being carried out for implementation in 2026.

NATIONAL ROAD NO. 5 IMPROVEMENT & UPGRADING PROJECT IN CAMBODIA

Cambodia

Total Investment Capital

USD **66,150,507.63**

BRIEF DESCRIPTION

- Construction for the improvement and upgrading of a 35.14 km section of National Road No. 5 from Sri Sophorn to Poipet (Km 84+740 to Km 119+880); scale: 04 lanes

IMPLEMENTATION STATUS

Construction duration is 32 months, with expected completion in May 2027

PROJECTS UNDER CONSTRUCTION

QUANG TRACH I THERMAL POWER PLANT PROJECT

Phu Trach Commune, Quang Binh Province

Total Contract Value

USD 775,040,410 & VND 12,185,719,507,661

Total investment Capital

VND 42,022 BILLION

BRIEF DESCRIPTION

- Groundbreaking: December 2021; Total capacity: 1,403 MW (including 02 generating units); Total investment capital: VND 42,022 billion
- Upon operation, the plant is expected to supply an average electricity output of approximately 8.4 billion kWh per year

IMPLEMENTATION STATUS

Construction duration is 32 months, with expected completion in May 2027

LONG THANH INTERNATIONAL AIRPORT CONSTRUCTION INVESTMENT PROJECT – PHASE 1

Long Thanh Commune, Dong Nai Province

Total Investment Capital

USD 338,849,804 & VND 27,813,939,171,360

Total Investment Capital

APPROXIMATELY VND 109,111 BILLION

OVERVIEW

Scale: 01 basement and 04 above-ground floors

BRIEF DESCRIPTION

- Construction of infrastructure; reinforced concrete structures; steel structures; façade works, roofing, and finishing works

IMPLEMENTATION STATUS

Currently under construction, expected to be completed in accordance with the Contract on November 26, 2027.

PROJECTS **UNDER CONSTRUCTION**

NORTH–SOUTH EASTERN EXPRESSWAY (2021–2025 PHASE): QUY NHON – CHI THANH SECTION

Gia Lai Province

Total Investment Capital

VND 14,802 BILLION

Contract value

VND 3,253,353,870,000

OVERVIEW

Project Owner: Project Management Unit 85

Participating Package: Package No. 11-XL (Km0+200 – Km19+800); Value: VND 3,253,353,870,000

BRIEF DESCRIPTION

- Route length: 19.6 km; Class I road
- Scope: Starting point at Km0+200 connecting to the Hoai Nhon – Quy Nhon component project, located in An Nhon Nam Ward, Gia Lai Province; ending point at Km19+800 connecting to the Cu Mong Tunnel Project, located in Quy Nhon Tay Ward, Gia Lai Province
- In the phased stage, the route has a cross-section meeting the standards of a 4-lane expressway without emergency lanes, with emergency stopping points arranged at intervals of 4–5 km (01 point per interval), roadbed width of 17 m, and design speed of 80–90 km/h
- In the completed stage, the expressway will have 6 lanes, 2 emergency lanes, and a design speed of 120 km/h

IMPLEMENTATION STATUS

Implemented up to December 31, 2025 (accepted in January 2026)

NORTH–SOUTH EASTERN EXPRESSWAY (2021–2025 PHASE): CHI THANH – VAN PHONG SECTION

Dak Lak Province

Total Investment Capital

VND 10,773 BILLION

Contract value

VND 4,103,757,794,000

OVERVIEW

Project Owner: Project Management Unit 7

Participating Package: Package No. XL02 (Km24+000 – Km48+052); Value: VND 4,103,757,794,000

BRIEF DESCRIPTION

- Route length: 48.052 km; Class I road
- Scope: Starting point at Chi Thanh Interchange located in Tuy An Bac Commune, Dak Lak Province, connecting to the Quy Nhon – Chi Thanh Expressway; ending point at the interchange with National Highway No. 1 located in Hoa Xuan Commune, Dak Lak Province, connecting to the northern access road to Deo Ca Tunnel and the Van Phong – Nha Trang Expressway
- In the phased stage, the route has a cross-section meeting the standards of a 4-lane expressway without emergency lanes, with emergency stopping points arranged at intervals of 4–5 km (01 point per interval), roadbed width of 17 m, and design speed of 80–90 km/h
- In the completed stage, the expressway will have 6 lanes, 2 emergency lanes, and a design speed of 120 km/h

IMPLEMENTATION STATUS

The implementation timeline has been extended, with the package scheduled for completion by April 30, 2026.

PROJECTS **UNDER CONSTRUCTION**

NORTH–SOUTH EASTERN EXPRESSWAY (2021–2025 PHASE): CAN THO – HAU GIANG SECTION

Phung Hiep Commune, Can Tho City

Total Investment Capital

VND **10,370** BILLION

Contract Package Value

VND 7,555,383,000,000

OVERVIEW

Investor: My Thuan Project Management Unit – Ministry of Transport

Project Scale: Section from Km34+100 to Km38+880 (4.7 km); 03 bridges; 01 interchange (IC4)

IMPLEMENTATION STATUS

The main route section (37.65 km), interchanges IC2 and IC5, 35 bridges, and 66 culverts were accepted on December 21, 2025. The remaining works and interchange are expected to be completed by June 30, 2026.

NORTH–SOUTH EASTERN EXPRESSWAY (2021–2025 PHASE): HAU GIANG – CA MAU SECTION

From Vi Thuy Commune, Can Tho City to Thoi Binh Commune, Ca Mau Province

Total Investment Capital

VND **17,152** BILLION

Contract Package Value

VND 3,028,742,646,000

OVERVIEW

Investor: My Thuan Project Management Unit – Ministry of Transport

Project Scale: Total route length of 73.223 km (CC1: 4.52 km)

IMPLEMENTATION STATUS

2023–2025, to be put into operation in 2026

PROJECTS UNDER CONSTRUCTION

HAI PHONG COASTAL ROAD EXPANSION PROJECT (DT.353 – THAI BINH BRIDGE)

Nam Do SoNam Do Son Ward and Kien Hai, Hung Thang, Chan Hung Communes, Hai Phong City

Contract Value

VND **299,084** MILLION

BRIEF DESCRIPTION

- Expansion of the coastal road section within Hai Phong City, with a total main route length of 17,428 m (excluding Van Uc Bridge); cross-section after expansion: roadbed width = 24.25 m ÷ 26.25 m; construction of a connecting branch to DH.212 with a length of 593.23 m and DS4a service road with a length of 820.0 m; completion of the road drainage system; construction of traffic safety systems
- Investment in expansion of the coastal road on the existing alignment of a BOT project that has been finalized, ensuring the post-adjustment carriageway width = 11.625 m, with a total main route length of 17,428 m (excluding Van Uc Bridge). Section from the starting point (DT.353) to DT.361 (Km0+00 – Km4+855): design speed of 80 km/h; section from DT.361 to DH.212 Bridge (Km4+855 – Km12+800): geometric design speed V = 100 km/h (in accordance with TCVN 5729:2012). Pavement structure of high-grade A1, required elastic modulus Eyc ≥ 160 MPa; particularly the section from DH.212 Bridge to the interchange with Lang Am – Coastal Road and the end of the route (Km12+800 – Km19+645) is designed to expressway standards with a design speed of 100 km/h (with required post-construction elastic modulus Eyc ≥ 200 MPa)

IMPLEMENTATION STATUS

Project implementation period: 2020–2026.

CHAU DOC – CAN THO – SOC TRANG EXPRESSWAY PHASE 1 (COMPONENT PROJECT 1)

An Giang Province and Can Tho City

Total Investment Capital

VND **13,403** BILLION

OVERVIEW

Investor: An Giang Province Transport and Agriculture Construction Investment Project Management Unit

BRIEF DESCRIPTION

- In the completed phase: 06 lanes, roadbed width Bn = 32.25 m, design speed Vtk = 100 km/h
- In Phase 1: 04 limited lanes, roadbed width Bn = 17 m, maximum operating speed of 90 km/h

IMPLEMENTATION STATUS

From September 9, 2023 to February 20, 2027

PROJECTS **UNDER CONSTRUCTION**

KHANH HOA – BUON MA THUOT EXPRESSWAY PHASE 1

Ea Kar, Krong Pac, Cu Kuin Districts, Dak Lak Province

Contract Package Value

VND 1,467,321,059,000

CC1's portion

VND 876,347,847,000

OVERVIEW

Package No. 03: Section Km101+500 ÷ Km117+593 (including survey and construction drawing design)

BRIEF DESCRIPTION

- Total length: 16.093 km; scope directly executed by CC1: 4.85 km and 04 bridges
- In the completed phase: 04 lanes, roadbed width = 24.75 m, design speed Vtk = 100 km/h
- In Phase 1: 04 phased lanes, roadbed width = 17 m; Class I – National important project

IMPLEMENTATION STATUS

Construction is underway, accelerating progress towards the goal of technical traffic opening/basic completion as planned.

BIEN HOA – VUNG TAU EXPRESSWAY PACKAGE NO. 10XL

Long Thanh Commune, Dong Nai Province

Total Contract Value

VND 2,116,681,929,000

OVERVIEW

Package No. 10XL: Construction of section Km23+000 – Km34+200 (including survey and construction drawing design)

BRIEF DESCRIPTION

- Scope undertaken by CC1: 5.4 km of the main route (Km23+000 – Km28+400); 03 overpasses; 3.12 km of the Tan Hiep Interchange branch route
- Main route: Class I road, design speed Vtk = 100 km/h, roadbed width = 32.25 – 34.50 m with 06 lanes
- Tan Hiep Interchange branch route: Class I road, design speed Vtk = 100 km/h, roadbed width ranging from 8.00 m to 12.50 m with 01 – 02 lanes

IMPLEMENTATION STATUS

Opened to traffic on 29/4/2026

PROJECTS **UNDER CONSTRUCTION**

BIEN HOA – VUNG TAU EXPRESSWAY PACKAGE NO. 21XL

Long Thanh Commune, Dong Nai Province

Total Contract Value

VND 393,786,861,479

OVERVIEW

Package No. 21XL: Construction of section Km6+200 – Km16+000

BRIEF DESCRIPTION

- Scope undertaken by CC1: 3.19 km of the main route (Km12+810 – Km16+000); 02 main route bridges (Quan Thu Bridge and DT769 Overpass)
- Class I road, design speed Vtk = 100 km/h, roadbed width = 24.75 – 27.00 m with 04 lanes

IMPLEMENTATION STATUS

The target is to open the entire route before 18/5/2026

HO CHI MINH CITY RING ROAD NO. 3 CONSTRUCTION INVESTMENT PROJECT PACKAGE NO. XL3

Ho Chi Minh City

Contract Value

VND 1,852 BILLION

CC1's portion

VND 557.66 BILLION

OVERVIEW

Package No. XL3: Construction of the section from Binh Chuan to Sai Gon River (Km45+000 – Km51+280)
Consortium: Dai Phong Infrastructure Joint Stock Company – Truong Son Construction Corporation – CC1

BRIEF DESCRIPTION

- Main route: Expressway (Class 100), design speed Vtk = 100 km/h, width B = 19.75 m, 04 lanes
- Parallel road: Urban road (Class III), design speed Vtk = 60 km/h, width B = 9 m, 02 lanes

IMPLEMENTATION STATUS

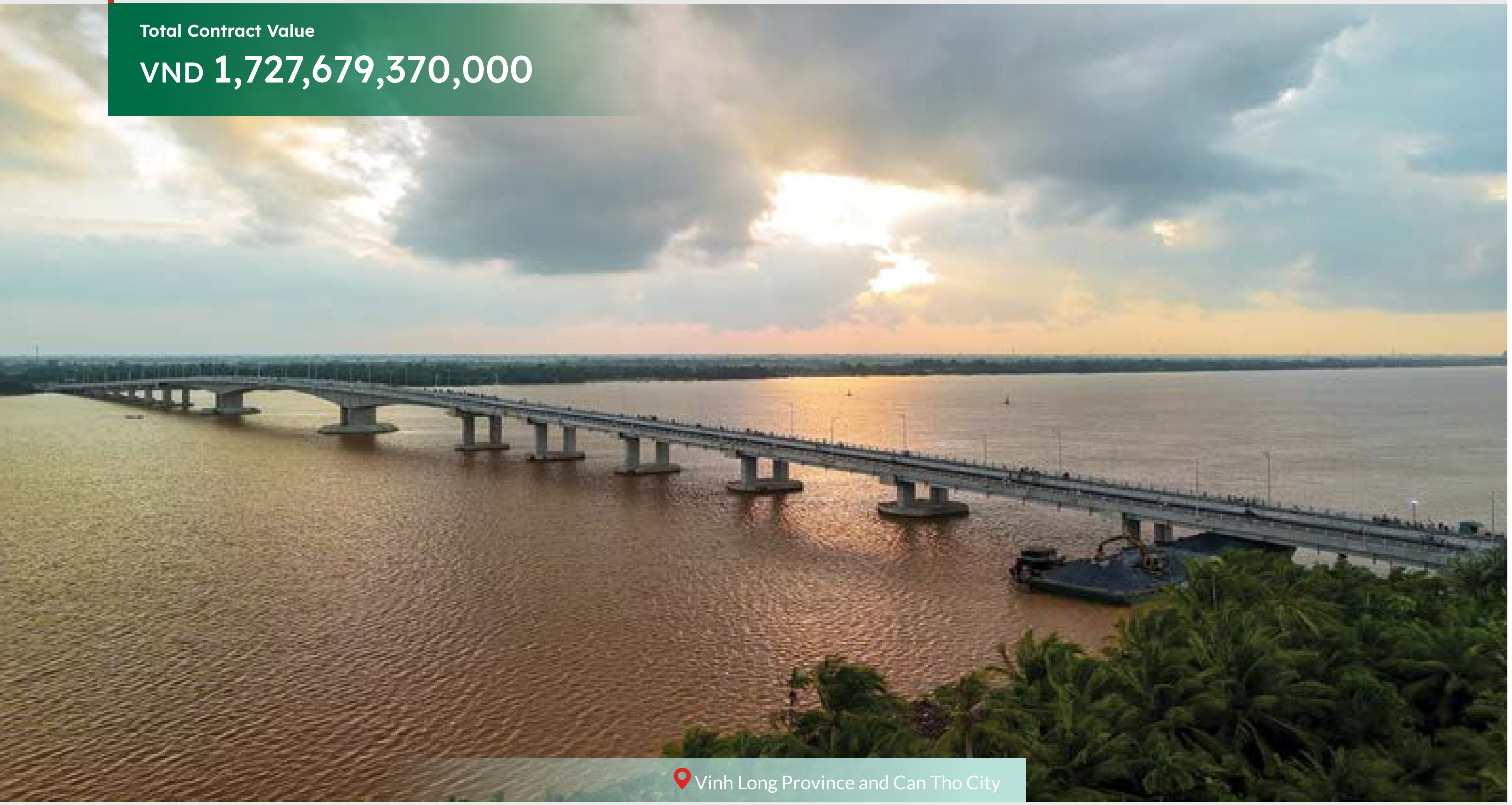
Currently under construction, expected to be completed and put into operation in 2027.

PROJECTS **UNDER CONSTRUCTION**

DAI NGAI BRIDGE CONSTRUCTION INVESTMENT PROJECT ON NATIONAL HIGHWAY NO. 60 PACKAGE NO. 11-XL

Total Contract Value

VND **1,727,679,370,000**



Vinh Long Province and Can Tho City

OVERVIEW

Package No. 11-XL: Construction of Dai Ngai 2 Bridge alignment and associated works

BRIEF DESCRIPTION

- Construction of 9.1 km of Class III plain-area road; 03 minor bridges (Rach Ong Rum, Ap Nga Ba, Ap Cau Doi) and one-half of the balanced cantilever structure of Dai Ngai 2 Bridge; construction grade: Grade I

IMPLEMENTATION STATUS

The schedule has been extended to April 30, 2026

HO CHI MINH CITY RING ROAD NO. 3 CONSTRUCTION INVESTMENT PROJECT PACKAGE NO. XL4

Contract Value

VND **1,642** BILLION

CC1's portion

VND **498.69** BILLION

Thu Duc Ward, Ho Chi Minh City

OVERVIEW

Package No. XL4: Construction of the section through Thu Duc City (Km20+550 – Km23+550)
Project Owner: Ho Chi Minh City Transport Construction Investment Project Management Authority

BRIEF DESCRIPTION

- Elevated main route: design speed Vtk = 100 km/h, width B = 19.75 m, 04 lanes
- Parallel roads on both sides: design speed Vtk = 60 km/h, width B = 9 m, 02 lanes
- **Consortium:** Deo Ca Group Joint Stock Company – Deo Ca Construction Joint Stock Company – CC1 – Construction Joint Stock Company 510 – Corporation 319 (Ministry of National Defense) – Thanh An Corporation

IMPLEMENTATION STATUS

Currently under construction, expected to be completed and put into operation in 2027

PROJECTS **UNDER CONSTRUCTION**

GIA NGHIA CENTRAL SQUARE PROJECT

Bac Gia Nghia Ward, Lam Dong Province

Total Contract Value

VND **372** BILLION

CC1's portion

VND **332** BILLION

BRIEF DESCRIPTION

- Construction and equipment installation; scale: commercial center, outdoor performance stage, Ho Ha Bridge (demolition and reconstruction), traffic roads, site leveling, retaining walls, water supply and drainage systems, musical fountain, landscaping and greenery, lawns, etc.
- Total gross floor area: approximately 36,260 m²

IMPLEMENTATION STATUS

Project implementation period from 2022 to 2026

OFFICE BUILDING AND COMMERCIAL – SERVICE COMPLEX – HAI SON OFFICE

88 Tran Thai Tong Street, Cau Giay Ward, Hanoi

Total Contract Value

VND **251** BILLION

BRIEF DESCRIPTION

- Construction of diaphragm walls and bored piles; substructure and superstructure works; 04 basement levels and 27 above-ground floors; gross floor area of 31,789 m²

IMPLEMENTATION STATUS

Implemented up to December 31, 2025 (inaugurated in January 2026)

PROJECTS UNDER CONSTRUCTION

NA DUONG II THERMAL POWER PLANT PROJECT

Lang Son Province

Total Contract Value

USD 77,677,789 & VND 1,409,498,000,000

BRIEF DESCRIPTION

- Installed capacity of 110 MW; 01 generating unit, CFB boiler + 01 turbine + 01 generator; annual operating hours of approximately 6,500 hours
- The first project with foreign elements in which CC1 participates as the Lead Member of the EPC General Contractor consortium; lump-sum contract with a duration of 30 months

IMPLEMENTATION STATUS

Currently under construction, expected to be completed in Q4/2026

LONG THANH AIRPORT PACKAGE NO. 11.5

DV34A Site, Long Thanh International Airport, Long Thanh Commune, Dong Nai Province

Total Investment Capital

VND 3,143,908,549,267

OVERVIEW

Investor: Airports Corporation of Vietnam – Joint Stock Company

BRIEF DESCRIPTION

- Parking facility: 01 basement, 01 mezzanine and 04 above-ground floors; designed to serve 25 million passengers per year; including service, commercial, accommodation and entertainment areas

IMPLEMENTATION STATUS

Construction schedule of 16 months, from March 7, 2025 to June 30, 2026

PROJECTS **UNDER CONSTRUCTION**

DONG HOI AIRPORT PASSENGER TERMINAL T2 PACKAGES NO. 15 & NO. 18

Total Investment Capital

Approximately

VND **1,844** BILLION

Dong Hoi Airport, Dong Thuan Ward, Quang Binh Province

OVERVIEW

Packages No. 15 and No. 18

Investor: Airports Corporation of Vietnam – Joint Stock Company

BRIEF DESCRIPTION

- **Package No. 15:** Construction of D800 bored piles with a length of 31 m, foundations, and starter reinforcement for column pedestals; construction duration of 226 days (April 19, 2025 – December 1, 2025)
- **Package No. 18:** Capacity of 3 million passengers per year; terminal building with 03 above-ground floors, height of approximately +25.0 m, total gross floor area of approximately 18,292 m²; auxiliary facilities with a total construction area of 13,674.37 m², including technical buildings, canteen, toll station, and parking house

IMPLEMENTATION STATUS

Construction duration of 423 days (December 1, 2025 – January 28, 2027)

AEON MALL THANH HOA

Thanh Yen Area, Quang Phu Ward, Thanh Hoa Province

Total Investment Capital

VND **4,157** BILLION

OVERVIEW

Investor: Aeon Mall Vietnam Co., Ltd

BRIEF DESCRIPTION

- **Total site area:** 104,994 m²; construction area: 23,226 m²; building height: 40.15 m; 05 floors

IMPLEMENTATION STATUS

Construction duration of 21 months, from December 2025 to September 2026.

PROJECTS **UNDER CONSTRUCTION**

WHA THANH HOA – PACKAGE 1A: SITE CLEARANCE & LAND FILLING WORKS

Total Investment Capital
Approximately
VND **1,300** BILLION

Hoang Giang, Hoang Phu, and Hoang Son Communes, Thanh Hoa Province

OVERVIEW

Investor: WHA Industrial Zone Thanh Hoa Joint Stock Company

BRIEF DESCRIPTION

Project area of 178.5 ha; construction of industrial park infrastructure for transfer/lease to secondary investors in Thanh Hoa

IMPLEMENTATION STATUS

Construction duration of 15 months, from August 14, 2025 to November 7, 2026

BINH DANG COMMERCIAL SERVICE & APARTMENT COMPLEX

Total Investment Capital
OVER VND **500** BILLION

National Highway 50, Binh Dong Ward, Ho Chi Minh City

OVERVIEW

Investor: Saigon 5 Real Estate Development Joint Stock Company

BRIEF DESCRIPTION

Grade I civil project; 02 basement levels: 8,809.6 m²; 22 above-ground floors: 32,363 m²

IMPLEMENTATION STATUS

Construction duration of 450 days, from November 26, 2025 to March 20, 2027

PROJECTS UNDER CONSTRUCTION

EXPANSION OF THE CONNECTING ROAD TO HO CHI MINH CITY – LONG THANH – DAU GIAY EXPRESSWAY (FROM AN PHU INTERCHANGE TO RING ROAD NO. 2)

Ho Chi Minh City

Total Investment Capital

VND 915,509,463,575

Construction value

VND 692,679,385,452

OVERVIEW

Investor: Transport Construction Investment Project Management Authority

BRIEF DESCRIPTION

- Main urban arterial road – Group B; Special grade; route length: 3,200 m
- Expansion on both sides of the route by 4.75 m each side, with a scale of 08 lanes; total carriageway width after expansion of 36 m; expansion of Muong Kenh Bridge and the overpass at Do Xuan Hop Street to a total width of 37 m
- Construction of auxiliary works (longitudinal drainage culverts, cross drainage culverts, technical ducts, lighting system, traffic organization, etc.), in accordance with the scale of the expanded road

IMPLEMENTATION STATUS

From November 22, 2025 to February 8, 2027.

CONSTRUCTION OF PEDESTRIAN BRIDGE ACROSS THE SAI GON RIVER

Ho Chi Minh City

Total Investment Capital

VND 996.97 BILLION

Construction value of Package XL01

VND 64.62 BILLION

OVERVIEW

Investor: Nutifood Nutrition Food Joint Stock Company

BRIEF DESCRIPTION

- Main bridge length of approximately 261 m, with a main arch cable-stayed span of 187 m, width ranging from 6 m to 11 m
- **Starting point:** Bach Dang Riverside Park; ending point: Thu Thiem Riverside Park; approach bridge on District 1 side: 285 m; on Thu Duc side: 290 m and 165 m

IMPLEMENTATION STATUS

From March 19, 2025 to April 22, 2026

PROJECTS **UNDER CONSTRUCTION**

HANOI RING ROAD NO. 4 HONG HA BRIDGE (PACKAGE XL-NS.02.01)

Total Investment Capital

VND **1,089,621,282,000**

OVERVIEW

Investor: Hanoi Ring Road 4 Expressway Joint Stock Company

BRIEF DESCRIPTION

- Total length of approximately 113.52 km for the main expressway route with 06 lanes (103.82 km main route + 9.7 km connecting route); design speed Vtk = 100 km/h; completed cross-section: 06 lanes, roadbed width = 90 – 190 m

IMPLEMENTATION STATUS

November 6, 2025 to March 5, 2028

HANOI RING ROAD NO. 4 ME SO BRIDGE (PACKAGE XL-NS.02.02)

Total Investment Capital

VND **3,535,803,039,000**

OVERVIEW

Investor: Hanoi Ring Road 4 Expressway Joint Stock Company

BRIEF DESCRIPTION

- Total length of approximately 113.52 km for the main expressway route with 06 lanes; design speed Vtk = 100 km/h; completed cross-section: 06 lanes, roadbed width = 90 – 190 m

IMPLEMENTATION STATUS

From November 24, 2025 to March 24, 2028

PROJECTS **UNDER CONSTRUCTION**

HANOI RING ROAD NO. 4 CONNECTING ROUTE TO NOI BAI – HA LONG INTERCHANGE (PACKAGE XL-NS.02.03)

Bac Ninh Province

Total Investment Capital

VND **917,327,859,000**

OVERVIEW

Investor: Hanoi Ring Road 4 Expressway Joint Stock Company

BRIEF DESCRIPTION

- Total length of approximately 113.52 km for the main expressway route with 06 lanes; design speed Vtk = 100 km/h; completed cross-section: 06 lanes, roadbed width = 90 – 190 m

IMPLEMENTATION STATUS

From December 13, 2025 to March 5, 2028

HANOI RING ROAD NO. 4 SOUTHWEST INTERCHANGE CONNECTING ROUTE (PACKAGE XL-NS.02.04)

Bac Ninh Province

Total Investment Capital

VND **3,535,803,039,000**

OVERVIEW

Investor: Hanoi Ring Road 4 Expressway Joint Stock Company

BRIEF DESCRIPTION

- Total length of approximately 113.52 km for the main expressway route with 06 lanes; design speed Vtk = 100 km/h; completed cross-section: 06 lanes, roadbed width = 90 – 190 m

IMPLEMENTATION STATUS

From December 13, 2025 to March 5, 2028

INVESTMENT STATUS

INVESTMENT STATUS OF SUBSIDIARIES AND ASSOCIATES

(Unit: VND Billion)

Company Name	FY 2024			FY 2025		
	Total Revenue	PBT	PAT	Total Revenue	PBT	PAT
SUBSIDIARIES						
Viet Quang Construction No.1 JSC	711.24	4.42	2.18	466.74	3.58	2.50
Dong Nai Bridge Investment & Construction JSC	0.04	(1.15)	(1.15)	0.04	(0.22)	(0.22)
VINA-PSMC Precast Concrete Co., Ltd	123.74	2.12	1.47	164.95	5.70	3.81
CC1 Construction and Equipment JSC	27.88	(0.68)	(0.68)	137.04	1.19	0.69
ASSOCIATES						
Viet Hung Construction No.1 JSC	365.00	26.47	21.16	467.87	10.03	7.70
Saigon Sunflower Co., Ltd	-	-	-	3.90	1.68	1.39
Dai Ngai Industrial Park Co., Ltd	0.00	(0.07)	(0.07)	0.14	0.09	0.08
CC1 Trading and Services JSC	329.27	24.52	19.61	1,799.15	24.52	19.57

During the year, the following associates — Central Vietnam Construction and Construction Materials Exploitation JSC and Viet Tong No. 1 Construction JSC — have no figures presented in the report as they are undergoing restructuring.

FINANCIAL RATIOS

Indicator	Unit	2024	2025
LIQUIDITY RATIOS			
Current Ratio	Times	1.24	1.36
Quick Ratio	Times	1.06	1.10
CAPITAL STRUCTURE RATIOS			
Debt/Total Assets Ratio	Times	0.73	0.74
Debt/Equity Ratio	Times	2.66	2.82
OPERATIONAL EFFICIENCY RATIOS			
Inventory Turnover Ratio	Turns	7.99	5.63
Total Asset Turnover Ratio	Turns	0.64	0.70
PROFITABILITY RATIOS			
Net Profit Margin (PAT/Net Revenue)	%	2.26	1.60
Return on Average Equity (ROE)	%	5.21	4.19
Return on Average Assets (ROA)	%	1.45	1.12
Operating Profit Margin	%	2.82	1.09

Source: Consolidated Financial Statements

SHAREHOLDER STRUCTURE
AND CHANGES IN OWNER'S EQUITY

SHARES

Stock Code	Total Issued Shares	Total Outstanding Shares
CC1	397,906,100 SHARES	397,906,100 SHARES

(Outstanding share type: Common shares)

Total Value of Outstanding Shares	Restricted Shares
VND 3,979,061,000,000	1,001,300 SHARES
(Based on the par value of VND 10,000 per share)	(as of October 31, 2026)

SHAREHOLDER STRUCTURE TABLE

No.	Shareholder Category	Number of Shares	Ownership (%)	Number of Shareholders	Shareholder Structure	
					Organizations	Individuals
1	**State Shareholders**	-	-	-	-	-
2	**Major Shareholders**	**83,661,737**	**21.0255%**	**2**	**1**	**1**
	- Domestic	83,661,737	21.0255%	2	1	1
	- Foreign	-	0.0000%	-	-	-
3	**Treasury Shares**	**-**	**0.0000%**	**-**	**-**	**-**
4	**Other Shareholders**	**314,244,363**	**78.9745%**	**892**	**1**	**891**
	- Domestic	314,233,809	78.9718%	887	1	886
	- Foreign	10,554	0.0027%	5	-	5
TOTAL		**397,906,100**	**100.00%**	**894**	**2**	**892**
Of which: - Domestic		397,895,546	99.9973%	889	2	887
- Foreign		10,554	0.0027%	5	-	5

FOREIGN OWNERSHIP INFORMATION

- Maximum foreign ownership ratio: Based on relevant international treaties and the provisions of Vietnamese law governing the business lines registered by the Company, and pursuant to Official Letter No. 7857/UBCK-PTTT dated 28/11/2022 of the State Securities Commission (SSC) regarding the Company's Notification of Foreign Ownership Ratio dossier, the ownership limit for foreign investors in Construction Corporation No. 1 – JSC is 49%.

- Current foreign ownership ratio in CC1: 0.0027% (as per the Shareholders List as at 15/12/2025).

CHANGES IN OWNER'S INVESTED CAPITAL.

(Unit: Dong)

Increase No.	Date	Increase in Charter Capital	Charter Capital After Increase	Method
Converted into a Joint Stock Company (JSC)	11/2016	-	1,100,000,000,000	Equitization
1	10/2021	43,864,740	1,143,864,740,000	Stock dividend issuance (100:4)
2	03/2022	2,052,876,130	3,196,740,870,000	Public offering to existing shareholders (1:1.8), Issue price: VND 10,000/share
3	08/2022	92,603,820	3,289,344,690,000	Stock dividend issuance (100:2.9)
4	10/2023	295,733,560	3,585,078,250,000	Stock dividend issuance (100:9)
5	06/2025	393,982,750	3,979,061,000,000	Stock dividend issuance (100:11)

TREASURY SHARE TRANSACTIONS

Pursuant to the Report on Treasury Share Sale Transaction Results No. 911/TCT-P.TC dated 23/10/2025, CC1 has completed the sale of all treasury shares.

OTHER SECURITIES

During 2025, CC1 had no transactions involving other securities.

MANAGEMENT REPORT
& ASSESSMENT

DEVOTED TO SUSTAINABILITY

ASSESSMENT OF BUSINESS & PRODUCTION RESULTS

In 2025, CC1 recorded net revenue of VND 11,816 billion, up 16% compared to 2024 – the highest annual revenue in the Corporation's operating history. Full-year gross profit reached VND 532 billion, up 10% year-on-year, reflecting effective cost control and enhanced construction management capabilities in a volatile market environment. As at 31 December 2025, total assets reached VND 17,126 billion, up 2.4% from the beginning of the year, demonstrating that CC1's financial foundation continues to be consolidated on a solid footing.

These positive results were achieved through a strategy of portfolio expansion and progressively enhanced execution capability. In the context of the Government's accelerated public investment disbursement, CC1 successively won bids for numerous key national infrastructure projects, establishing a stable and sustainable revenue base. General and administrative expenses increased selectively, focused on strengthening the management team, investing in the ERP system and enhancing senior personnel capabilities – strategic investments that provide the leverage for the next phase of growth.

In 2025, CC1 recorded net revenue of 11,816 billion VND, an increase of 16% compared to 2024 - the highest revenue level in the Corporation's operating history.

The revenue structure remains primarily concentrated in traditional construction segments — which represents both a stable growth foundation and a mandate to continue diversifying the project portfolio in the period ahead. Looking at the outlook, large-scale works such as Cat Lai Bridge, Long Hung Bridge and Hanoi Capital Region Ring Road 4 are expected to begin contributing revenue and profit in subsequent phases. In addition, expanded participation in metro projects is anticipated to supplement revenue, increase contract value and reduce dependence on traditional construction segments — in the context of accelerating urban infrastructure investment.

FINANCIAL POSITION

BUSINESS PLAN VS. ACTUAL RESULTS

Net Revenue	Increase
VND 11,816 BILLION	116.30 %

(Unit: VND billion)

Indicator (Consolidated FS)	2025 Plan	2025 Actual	2024 Actual	Ratio (%)	
				% vs 2025 Plan	% vs 2024 Actual
Net Revenue	12,889	11,816	10,160	91.68%	116.30%
Gross Profit	651	532	484	81.72%	109.92%
Profit Before Tax	371	270	291	72.77%	92.74%
Profit After Tax	297	190	229	63.97%	82.97%
Gross Profit Margin	5.05%	4.50%	4.76%	89.11%	94.54%
Net Profit Margin (PAT/Net Revenue)	2.30%	1.60%	2.26%	69.57%	70.80%

Source: Consolidated Financial Statements

FINANCIAL POSITION

ASSET STRUCTURE

(Unit: VND billion)

Indicator (Consolidated FS)	2024	2024 Weight (%)	2025	2025 Weight (%)	% Change
Current Assets	10,382	62.07%	13,516	78.93%	30.18%
Non-current Assets	6,346	37.93%	3,610	21.07%	(43.11%)
Total Assets	**16,728**	**100.00%**	**17,126**	**100%**	**2.38%**

Source: Consolidated Financial Statements

As at 31 December 2025, CC1's total assets reached VND 17,126 billion, an increase of approximately 2.38%... current assets accounting for 78.93% (equivalent to VND 13,516 billion), an increase of 30.18%, while non-current assets accounted for 21.07% (equivalent to VND 3,610 billion), a decrease of 43.11% compared to the same period of 2024.

CC1's Total Assets	Increase
VND 17,126 BILLION	2.38 %
(as of December 31, 2025)	(compared to the beginning of 2025)

LIABILITIES STRUCTURE

(Unit: VND billion)

Indicator (Consolidated FS)	2024	2024 Weight (%)	2025	2025 Weight (%)	% Change
Current Liabilities	8,370	68.81%	9,971	78.90%	19.13%
Non-current Liabilities	3,793	31.19%	2,667	21.10%	(29.68%)
Total Liabilities	**12,164**	**100%**	**12,638**	**100%**	**3.90%**

Source: Consolidated Financial Statements

As at 31 December 2025, CC1's total liabilities increased by 3.90% compared to the beginning of the year, reaching VND 12,638 billion. Of this amount, current liabilities, accounting for 78.90% of total liabilities, reached VND 9,971 billion, an increase of approximately 19.13%, while non-current liabilities, accounting for 21.10% of total liabilities, reached VND 2,667 billion, a decrease of approximately 29.68% compared to the same period of 2024.

ORGANIZATIONAL STRUCTURE, POLICIES & MANAGEMENT MATTERS

> In the context of the rapid progression of the Industry 4.0 revolution, CC1's Board of Leadership has been keenly aware of the pivotal role of information technology in enhancing competitive capacity and delivering sustainable development for customers, shareholders and the community. With that strategic vision, CC1 officially launched its Digital Transformation Programme in 2022, with the objective of completing a comprehensive digital ecosystem by 2027.

TECHNOLOGY APPLICATION IN PRODUCTION AND BUSINESS OPERATIONS

In order to address the complex technical challenges arising in underground works, deep excavations, tunnels and specialized engineering structures, CC1 has established a strategic partnership with Bentley Systems Incorporated (USA) in the application of advanced geotechnical software solutions, notably Plaxis software, enabling the Company to provide accurate analysis and safe, effective construction solutions tailored to specific geological conditions.

CONSTRUCTION AND INSTALLATION SECTOR

FOR ENERGY WORKS:

- Application of mass concrete construction technology in the construction of thermal and hydroelectric power plants;
- Use of piling equipment from high-technology brands Nippon Sharyo (Japan) and Delmag (Germany), notably at the Nghi Son Refinery and Petrochemical Complex project (Thanh Hoa);
- Research into radiation-resistant and thermal concrete technology for application in the construction of nuclear power plants, wind power plants and tidal power plants.

FOR TRANSPORT INFRASTRUCTURE WORKS:

- Application of advanced soft-soil treatment technology in the construction of works with complex terrain and geological conditions, exemplified by the Van Thanh 2 Bridge project (Ho Chi Minh City);
- Mastery and extensive application of cantilever casting technology transferred from Norway, including the Movable Scaffolding System (MSS), exemplified at the Thu Thiem Bridge project (Ho Chi Minh City);
- Research into construction and treatment technologies for urban underground linear and point structures up to 30m deep using Tunnel Boring Machines (TBM) from advanced countries, as well as German technology for the construction of water sanitation and environmental works (water supply and drainage systems) in Ho Chi Minh City, such as pipe jacking systems.

FOR CIVIL CONSTRUCTION WORKS:

- Use of hoists, tower cranes and enclosure systems meeting the advanced technology standards of Japan and South Korea in high-rise construction;
- Research and application of high-performance materials and structural systems such as carbon steel, high-strength concrete, composite structures, prestressed concrete and BubbleDeck slabs for buildings exceeding 40 storeys.

CONSTRUCTION MATERIALS PRODUCTION SECTOR

CC1 has mastered the technology for manufacturing new high-performance and environmentally friendly construction materials, including:

- Fiber-reinforced polymer (FRP) bars using Russian technology (factory at Phu Long Industrial Zone – Long An Province), replacing traditional black steel reinforcement in underground works and climate change adaptation structures;
- Low-cost non-fired bricks serving as a complete replacement for conventional fired bricks;
- Ready-mixed concrete production line to German technology standards, applied in key projects such as the Nghi Son Refinery and Petrochemical Complex (Thanh Hoa).

CONSTRUCTION CONSULTANCY SECTOR

- Possessing a team of experts with the capability to independently design structural systems for buildings exceeding 40 storeys and large-scale projects with complex technical requirements;
- Application of new design solutions and new materials in support of the national housing strategy to modern international standards.

TECHNOLOGY APPLICATION
IN MANAGEMENT OPERATIONS

APPLICATION OF ADVANCED TECHNOLOGY IN MANAGEMENT

- Building Information Modeling (BIM): CC1 has deployed BIM on key projects. This serves not only as a design tool but also as a comprehensive solution supporting schedule optimization, cost control and construction quality assurance. Practical results have recorded optimization of up to 5% in steel volumes, delivering significant economic benefits to projects where it has been applied.
- AI Automation: CC1 has deployed artificial intelligence-based automation solutions in management data processing, recording resource reductions of up to 90% in relevant processes, ensuring the accuracy and timeliness of information for management decision-making.

BUILDING A COMPREHENSIVE DIGITAL ECOSYSTEM

- ERP System: CC1 has deployed an ERP system, forming an integrated data platform spanning from business and tendering through construction to project operation and maintenance. Data centralization enables the Board of Leadership to maintain a comprehensive overview and make decisions based on accurate, timely information.
- Centralized Database Management Model: In Q1/2025, CC1 completed its centralized database management model and is rolling out this system to subsidiaries and associates, creating a unified platform for project performance analysis, risk forecasting and resource allocation optimization — directly contributing to improved capital utilization efficiency, one of the top priorities of shareholders and the Board of Leadership.

DIGITAL HUMAN RESOURCES DEVELOPMENT

In parallel with technology investment, the Company places special emphasis on developing human resources with the capabilities to master and effectively leverage digital technologies:

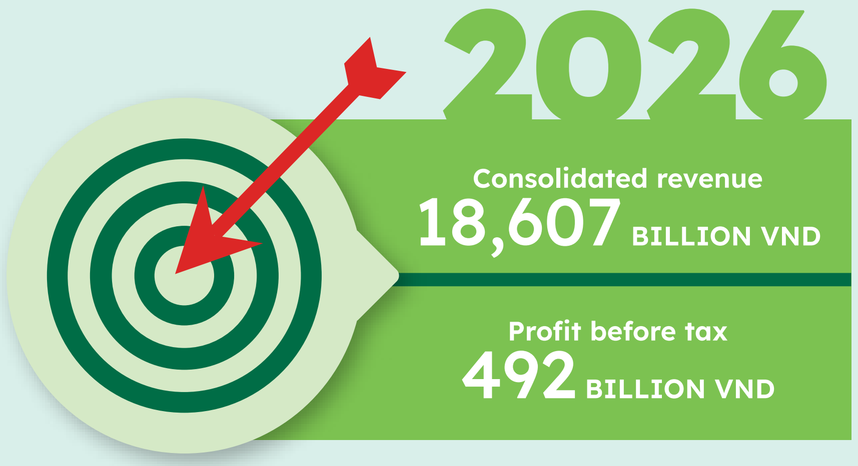
- From 2022 to the present, the Company has implemented numerous specialized training programs to enhance the awareness and IT application skills of all management staff and employees.
- In March 2025, CC1 signed a Memorandum of Understanding (MOU) with Ho Chi Minh City University of Technology — a milestone marking a structured and long-term partnership with the country's leading technical institution to enhance human resource quality, advance scientific research and promote technology transfer.

CC1's digital transformation journey is a process requiring the steadfastness and consensus of all management staff and employees. With a clear vision, a concrete roadmap and close direction from the Board of Leadership, CC1 targets the completion of its comprehensive digital ecosystem by 2027, affirming its position as a pioneering and sustainable construction enterprise in the digital era.

“ CC1 identifies the application of modern technology as an important lever for enhancing efficiency and quality at every phase of a project. Digital transformation at CC1 does not stop at adopting individual technologies, but is directed toward building a synchronized digital ecosystem that closely connects all components across the Company's value chain.

FUTURE DEVELOPMENT PLANS

Entering a new phase of development, CC1 is shaping a 3-year strategy (2025–2027) around three focuses: supply chain optimization from construction and materials through to infrastructure investment to enhance efficiency and control costs; capitalizing on the wave of public investment and PPP projects in transport infrastructure and energy; and advancing digital transformation while enhancing governance capabilities toward greater transparency and agility.



2026 OBJECTIVES

Within the framework of the 3-year strategy (2025–2027), 2026 is a pivotal year — the period in which the Company translates the established strategic foundations into concrete business results. CC1 sets the following key targets:

No.	Indicator	2026 Plan
1	Consolidated revenue	18,607 Billion VND
2	Profit before tax	492 Billion VND

OPERATIONAL PRIORITIES

In the context of increasingly intense competition, CC1 identifies EPC contracting as its core arena — where competitive advantage no longer rests on price but on comprehensive integration capability, risk management, schedule performance and project quality. The Company focuses on three core operational priorities:

- Supply chain optimization from construction and materials through to infrastructure investment to enhance operational efficiency and control costs — the foundation for sustaining profit margins amid volatile input costs.
- Consolidating the EPC general contracting position through finalizing and standardizing the general contracting model, and enhancing the leadership role in international joint ventures on large-scale industrial projects with high technical requirements.
- Capitalizing on the public investment and PPP cycle in transport infrastructure and energy — segments identified as highly sustainable growth drivers in the period ahead.

IMPLEMENTATION SOLUTIONS

To realize the above priorities, CC1 simultaneously deploys along three axes — from organizational foundations, through operational infrastructure, to market expansion:

- **Strengthening organizational capacity:** CC1 has proactively consolidated its senior management team, ensuring synchronized and effective strategic deployment across the entire system. In parallel, the Company continues to invest systematically in the development of specialized human resources, ensuring that organizational capacity grows commensurately with strategic direction.
- **Digital transformation as an executive mindset change:** CC1 identifies this not as an investment in standalone software, but as a change in the way projects are governed. Building on the ERP platform already in operation, the Company is advancing worksite digitalization, leveraging AI and real-time data to control schedule, quality and risk proactively and remotely — particularly in PPP and public investment projects, where governance transparency requirements are increasingly emphasized.
- **Internationalization through strategic joint ventures:** Through partnerships with the world's leading contractors and technology groups, CC1 simultaneously expands its opportunities to participate in major projects and accumulates the capabilities to progressively export construction services to regional and international markets. ESG standards are embedded across all activities to meet the increasingly high expectations of international clients and project owners.

With a foundation of over 46 years of accumulated experience, a spirit of discipline and an aspiration to advance, CC1's Board of Leadership is confident that the Company possesses sufficient internal strength to lead large-scale, complex EPC and PPP projects — and to steadfastly pursue the goal of becoming a professional international contractor in regional and global markets.

MANAGEMENT BOARD'S RESPONSE TO AUDITORS' REMARKS

According to the Audited Consolidated Financial Statements for the year 2025, the auditing firm UHY Audit and Advisory Company Limited has issued an unmodified (clean) audit opinion on CC1's financial statements. Accordingly, the Management Board has no further explanatory remarks to supplement.

BOARD OF DIRECTORS' ASSESSMENT

BOARD OF DIRECTORS' ASSESSMENT OF **CC1'S PERFORMANCE**

ASSESSMENT OF THE IMPLEMENTATION OF THE 2025 GMS RESOLUTION

The Board of Directors (BOD) assesses that in 2025, the Corporation substantially adhered to the 2025 Annual General Meeting of Shareholders (AGM) Resolution across principal aspects including business and production operations, organizational structure, corporate governance, information disclosure and the laying of foundations for the next phase of development. The implementation of the Resolution was generally carried out in a serious and on-direction manner; however, certain long-term matters such as enhancing capital governance quality, standardizing the management system and strengthening coordination efficiency across the entire system still require continued advancement in 2026.

The assessments and evaluations in Section IV below are conducted on the basis of operational results, governance data and task implementation status of the Corporation for the financial year ended 31 December 2025. On the basis of the Board of Directors' supervisory, direction-setting and review functions with respect to the implementation of General Meeting of Shareholders (GMS) Resolutions, the Board of Directors comprehensively assesses all aspects of the Corporation's operations, the Management Board's executive activities, and matters of risk management, compliance and internal control. Content relating to directions, 2026 oversight priorities or information updated subsequent to 31 December 2025 is presented separately under the relevant subsections to ensure a clear delineation of the reporting period.

ASSESSMENT OF 2025 BUSINESS AND PRODUCTION RESULTS AND FINANCIAL POSITION

Based on the 2025 performance results, the Board of Directors notes that the Corporation maintained its revenue growth momentum, secured substantial workloads across multiple key projects and progressively consolidated the backlog foundation for subsequent years. These constitute positive results in a market environment still characterized by significant volatility in input costs, project execution schedules and increasingly high governance quality requirements. However, the Board of Directors also emphasizes the requirement to continue enhancing the quality of growth, capital utilization efficiency, debt management and the capacity to translate revenue growth into more sustainable financial performance in the years ahead.

ASSESSMENT OF RISK MANAGEMENT, COMPLIANCE AND INTERNAL CONTROL

The Board of Directors assesses that in 2025, the Corporation continued to maintain a corporate governance foundation in accordance with the provisions of applicable law, the Company Charter and Internal Regulations; while progressively strengthening the internal control system, information disclosure and compliance monitoring. However, given the requirements of expanding operating scale, increasing numbers of projects and growing complexity of the business environment, risk management must continue to be enhanced toward a more proactive approach, with deeper integration into executive processes, particularly with respect to risks related to project schedules, legal matters, accounts receivable, cash flow, cost volatility and compliance obligations.

GENERAL ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors observes that the Corporation's operational activities in 2025 were generally implemented on-direction, contributing to the stable maintenance of the governance structure and creating a foundation for the next development phase. However, in order to enhance governance quality in the new phase, the translation of strategic directions into measurable, controllable and regularly monitored executive targets must continue to be pursued with greater resolve.

BOARD OF DIRECTORS' ASSESSMENT OF **CC1'S MANAGEMENT BOARD PERFORMANCE**

In 2025, the Board of Directors acknowledged that the Board of Management closely adhered to the resolutions of the General Meeting of Shareholders and the Board of Directors, proactively organizing and implementing business operations, overseeing numerous key projects, and maintaining the stable operations of the Corporation amid ongoing market volatility. The achieved results reflect the significant efforts made by the Board of Management in administration, execution, and adaptation to the Corporation's development requirements in the new phase.

Alongside the results achieved, the Board of Directors also considers that certain aspects of the Management Board's executive activities require continued improvement. Key areas include: strengthening working capital management and accounts receivable governance; enhancing schedule control quality at large-scale projects with multiple interfaces that are dependent on legal conditions, land clearance or funding; reinforcing mid-level management governance capacity at the division, department, unit and project levels; and further developing the risk control system in executive management, particularly with respect to risks relating to schedule, legal matters, costs, liquidity and compliance.

On this basis, the Board of Directors requires the Management Board in 2026 to focus more intensely on growth quality, capital utilization efficiency, schedule control capability and the executive capacity of the mid-level management structure. Areas requiring improvement must be quantified into action plans, linked to responsible owners, implementation milestones and periodic reporting mechanisms to serve the Board of Directors' oversight function.

In the course of exercising its supervisory function, the Board of Directors considered the reports, assessments and recommendations of the Audit Committee relating to the internal control system, legal compliance, financial information quality, risk management and material matters in executive operations. The Audit Committee's observations serve as an important reference basis for the Board of Directors to more comprehensively assess all aspects of the Corporation's operations, while also identifying areas requiring continued improvement in executive management and internal control. Based on the Audit Committee's recommendations, the Board of Directors requires the Management Board to develop remediation and improvement plans for each material issue group, prioritizing those with direct impact on financial safety, project schedules, accounts receivable and payable, cash flow, legal compliance and information disclosure quality. The Board of Directors will continue to monitor the implementation of these matters through periodic reporting mechanisms, thematic reviews and accountability assessments of the relevant responsible parties.

BOARD OF DIRECTORS' SUPERVISORY ORIENTATION & GOVERNANCE PRIORITIES **FOR 2026**

The content below sets out the Board of Directors' supervisory orientation & governance priorities for 2026, and does not represent data or performance assessment results for 2025. These directions are developed on the basis of the 2025 performance results, existing deficiencies requiring remediation, and the requirements for enhancing governance quality in the next phase.

The Board of Directors identifies the following priorities for 2026:

- To continue implementing the key 2025 tasks that have not yet been completed or are still in progress, including enterprise restructuring, organizational realignment and standardization of the governance foundation;
- To proactively plan capital to meet the timely and effective needs of production, business operations and investment;
- To vigorously advance digital transformation, the application of new technologies and the development of high-quality human resources to enhance efficiency and labor productivity;
- To strengthen coordination across the entire corporate ecosystem, enhance competitive capacity and improve executive management quality toward sustainability;
- To progressively build an advanced governance foundation, strengthen risk control capabilities, enhance transparency and prepare for the strategic direction of domestic and international market expansion;
- The Board of Directors identifies 2026 as a year requiring the continued elevation of governance quality in parallel with the expansion of operating scale. The Board of Directors' oversight focus will be on capital utilization efficiency, risk control, project execution schedules, the executive capacity of the management structure and the degree of implementation of the recommendations and requirements previously set for the Management Board and relevant units.

CORPORATE GOVERNANCE

BOARD OF DIRECTORS

BOD Members and Composition (As at 31/03/2026)

LIST OF MEMBERS

No.	Member	Position	Ownership (%)
1	Mr. **PHAN HUU DUY QUOC**	Chairman of the BOD	0%
2	Mr. **LE BAO ANH**	Vice Chairman of the BOD; General Director	3.83%
3	Mr. **NGUYEN THANH VINH**	Independent Member of the BOD; Chairman of the Audit Committee	0%
4	Mr. **NGUYEN VAN NGOC**	Non-executive Vice Chairman of the BOD; Member of the Audit Committee	0%
5	Mr. **TRAN HUU PHONG**	Non-executive Member of the BOD	0%

BOD CHANGES TABLE

LIST OF MEMBER

No.	Member	Position	Appointment Date	Dismissal/ Resignation Date
1	Mr. **PHAN HUU DUY QUOC**	Chairman of the BOD	24/05/2024 03/02/2025	-
2	Mr. **PHAN VAN CHINH**	Non-executive Deputy Chairman of the BOD	16/09/2022	21/04/2025
3	Mr. **NGUYEN VAN NGOC**	Non-executive Deputy Chairman of the BOD	21/04/2025 08/05/2025	-
4	Mr. **NGUYEN VAN HUAN**	Chairman of the BOD	21/01/2021 03/02/2025	09/01/2026
5	Mr. **TRAN HUU PHONG**	Non-executive Member of the BOD	09/01/2026	-

BRIEF BIOGRAPHIES

MR. PHAN HUU DUY QUOC | 1973
Chairman of the Board of Directors
Professional qualification: Doctor of Philosophy in Construction Engineering

CAREER SUMMARY:

Mr. Phan Huu Duy Quoc is a leading expert in the construction industry with more than 28 years of experience. He began his career in academia at Ho Chi Minh City University of Technology (1996–2002) before further expanding his expertise in Japan as a Postdoctoral Researcher and Lecturer in postgraduate programs at the Institute of Industrial Science, The University of Tokyo (2003–2006).

A significant part of his career was shaped through 15 years at Shimizu Corporation (2006–2021), one of Japan's largest and longest-established construction groups. During his tenure, he was involved in research and construction technology development, while also providing internal consultancy on design and construction engineering for numerous key projects. With more than two decades of experience in Japan, he was appointed Deputy Chief Representative of Shimizu Corporation in Vietnam in 2017, where he directly participated in the promotion of Metro Line No.1 (Ben Thanh - Suoi Tien) and various other large-scale projects.

He later served as Deputy Chief Executive Officer of Coteccons (2021–2022), contributing to the development of non-traditional business segments, civil project management — particularly design-and-build operations — and strategic planning for new technology development. During the same period, he also held the positions of Vice Chairman of the Board of Directors of Greenpan Vietnam Joint Stock Company and Chairman of the Board of Directors of Seareafico E&C.

Currently, he serves as Chairman of the Board of Directors of CC1 since February 2025, following his tenure as Vice Chairman of the Board of Directors from May 2023. With extensive experience spanning academia, project management, and corporate leadership, as well as a strong understanding of both the Japanese and Vietnamese markets, he is expected to contribute to CC1's continued development.

Current positions in other organizations: None.

BOARD OF DIRECTORS

BRIEF BIOGRAPHIES

MR. LE BAO ANH | 1981

Deputy Chairman of the BOD
& General Director
Professional qualification: Construction Engineer

CAREER SUMMARY:

Mr. Le Bao Anh is a seasoned executive with more than 20 years of experience in the construction industry. Having joined CC1 in 2005, he has grown alongside the Corporation and held a number of key positions in strategic management and project development.

With a strong professional foundation and sharp strategic vision, he has steadily advanced his career at CC1, serving as Investment Director (2019–2020), Deputy Chief Executive Officer (2020–2022), and notably as Chief Executive Officer of CC1 since December 2022.

In recognition of his significant contributions, he was elected to the Board of Directors for the 2021–2026 term at the 2023 Annual General Meeting of Shareholders and entrusted with the position of Vice Chairman of the Board of Directors cum Chief Executive Officer, marking an important milestone in CC1's development journey.

Current positions in other organizations:

- Member of the Board of Directors of Cam Lo – Tuy Loan BT Investment Company Limited
- Member of the Board of Directors of Dong Nai Bridge Construction Investment Joint Stock Company
- Member of the Board of Directors and Chief Executive Officer of Nhan Phuc Duc Investment Joint Stock Company

MR. NGUYEN THANH VINH | 1985

Independent Member of the BOD
& Chairman of the Audit Committee
Professional qualification: Bachelor of Economics

CAREER SUMMARY:

Nguyen Thanh Vinh is a finance expert with nearly 20 years of experience in the financial industry. Throughout his career, he has held a number of key positions at leading securities companies, notably serving as Sales Director at MBS Securities Joint Stock Company. Since 2019, he has been serving as Director of the Ho Chi Minh City Branch of KB Securities Vietnam Joint Stock Company. With extensive experience in the financial sector, he was elected as a member of the Board of Directors of CC1 for the 2016–2021 term at the Extraordinary General Meeting of Shareholders in January 2021, and was subsequently re-elected for the 2021–2026 term in June 2021. Since 2022, he has served as Independent Member of the Board of Directors and Chairman of the Audit Committee of the Corporation, contributing to the enhancement of corporate governance and financial transparency.

Current positions in other organizations:

- Director of KB Securities Vietnam Joint Stock Company – Ho Chi Minh City Branch.

MR. NGUYEN VAN NGOC | 1982

Non-executive Deputy Chairman of the BOD
& Member of the Audit Committee
Professional qualification: Mechanical and Electrical Engineer

CAREER SUMMARY:

Mr. Nguyen Van Ngoc is a construction expert with nearly 20 years of experience in the industry, particularly in M&E and civil construction. With senior management experience since 2010, he has demonstrated his leadership capabilities through positions including Deputy Director at Son Hong Technical Trading Company Limited, as well as Deputy Chief Executive Officer and Chief Executive Officer at Keytech Joint Stock Company.

Since joining CC1 in August 2021 as Director of the Supply Division, he has demonstrated strong operational management capabilities and strategic vision, leading to his appointment as Deputy Chief Executive Officer in July 2022. He further advanced to a higher governance role when he was elected to the Board of Directors for the 2021–2026 term at the 2025 Annual General Meeting of Shareholders, and has served as Non-Executive Vice Chairman of the Board of Directors since May 2025.

Current positions in other organizations:

- Chairman of the Members' Council of Vina – PSMC Precast Concrete Company Limited
- Chairman of the Board of Directors of Viet Quang Construction No.1 Joint Stock Company
- Member of the Members' Council of Hai Phong Coastal Road Investment Company Limited
- Chairman of the Board of Directors of Viet Nguyen Construction No.1 Joint Stock Company.

MR. TRAN HUU PHONG | 1973

Non-executive Member of the BOD
Professional qualification: Master of Business Administration (MBA)

CAREER SUMMARY:

Mr. Tran Huu Phong has more than 25 years of experience in construction, building materials, and corporate management. Since 1998, he has held various positions in QA/QC and supervision at TOA Construction Group, POSCO Group, and Leighton Construction Company.

During the period from 2004 to 2008, he continued to demonstrate his capabilities at Holcim Cement & Concrete Company before being appointed Business Development Director and Marketing Director at BlueScope Steel and BlueScope Building (2008–2012). He subsequently served as General Director of Saint-Gobain Vietnam (2012–2016).

Continuing his professional growth, he was appointed General Director of MEP Trading and Services JSC (2016–2018), followed by the role of Deputy General Director at Lizen JSC (2019–2022).

Since 2022, Mr. Tran Huu Phong has been associated with the CC1 ecosystem, serving as Deputy General Director of CC1 (2022–2023). After holding the positions of Executive Director at Imex Pan Pacific Group – IPPG (2023–2024) and General Director of Viet Quang Construction No.1 JSC (2024 – present), he officially returned to CC1 and was elected as a Member of the BOD in January 2026.

Current Positions at Other Organizations:

- Member of the BOD of Viet Nguyen Construction No.1 JSC
- Member of the BOD and General Director of Viet Quang Construction No.1 JSC

BOARD OF DIRECTORS

BOD SUB-COMMITTEES

ACTIVITIES OF THE INTERNAL AUDIT BOARD

- Providing consultancy on compliance control and risk management activities in: legal matters; project efficiency; quality records; occupational safety;
- Assessing the efficiency of construction machinery and equipment management at subsidiaries;
- Reviewing the compliance assessment results of the Internal Control and Risk Management Department.

ACTIVITIES OF INDEPENDENT MEMBER OF BOD

- In 2025, the Independent Member of BOD effectively performed the functions and duties prescribed by the Company Charter and applicable law. Specifically, the Independent Member of BOD fully and actively participated in BOD meetings, contributing independent and objective opinions on the Company's business strategies, investment plans, financial matters, risk management and other significant decisions. The Independent Member of BOD also assumed a supervisory role in monitoring the implementation of BOD Resolutions, ensuring that the Management Board executed plans as intended and in alignment with the interests of shareholders and the Company. Overall, the Independent Member of BOD's activities during the year contributed to enhancing transparency, sound governance and shareholder rights protection, while assisting the Company in developing sustainably and in compliance with applicable law.

- Plans of the Independent Member of BOD for 2026. In 2026, the Independent Member of BOD will continue to play an important role in supporting the BOD in fulfilling its responsibilities, ensuring independence and objectivity in the decision-making process, and balancing the interests of all stakeholders. Specifically:

• Assessing and controlling risks in business operations: proactively analyzing market developments, proposing effective risk control strategies, and enabling the BOD to make sound decisions in the new development phase;

• Reviewing and updating Internal Regulations: ensuring the Company always complies with the latest legal provisions while pursuing international corporate governance standards to enhance reputation and market competitiveness;

• Monitoring related-party transactions: continuing to rigorously review internal transactions, avoiding conflicts of interest, and ensuring transactions are conducted fairly, transparently and in optimal benefit to the Company and shareholders;

• Strengthening oversight of the BOD and Management Board's activities: ensuring all executive and governance decisions are implemented in accordance with regulations, transparently and efficiently, contributing to the enhancement of the Company's operational quality.

ACTIVITIES OF THE BOARD OF DIRECTORS

In 2025, the Board of Directors effectively fulfilled its role in strategic direction-setting, oversight and making significant decisions to ensure the Company's sustainable development. The BOD held regular meetings to evaluate business conditions, approve plans and adjust strategies in line with market developments. At the same time, the BOD closely supervised executive activities, ensuring legal compliance, optimizing the management model and enhancing production and business efficiency. Transparent governance was emphasized, ensuring shareholder rights, risk control and compliance with information disclosure regulations.

BOD MEETING ATTENDANCE TABLE

No.	Member	Meetings Attended	Atten-dance Rate	Reason for Absence
1	Mr. **PHAN HUU DUY QUOC**	41	100%	
2	Mr. **LE BAO ANH**	41	100%	
3	Mr. **NGUYEN THANH VINH**	41	100%	
4	Mr. **NGUYEN VAN HUAN**	41	100%	
5	Mr. **PHAN VAN CHINH**	11	100%	Dismissed on 21/04/2025
6	Mr. **NGUYEN VAN NGOC**	30	100%	Appointed on 21/04/2025

BOARD OF DIRECTORS

ACTIVITIES OF THE BOARD OF DIRECTORS

BOD RESOLUTIONS AND DECISIONS 2025:

No.	Resolution/ Decision No.	Date	Content	Approval Rate
1	02/NQ-HĐQT	02/01/2025	Approval of credit facility at SHB Bank – HCMC Branch	100%
2	02A/NQ-HĐQT	02/01/2025	Approved the policy of advance remuneration in 2025 for members of the BOD	100%
3	04/NQ-HĐQT	17/01/2025	Approval of new organizational structure of CC1	100%
4	04A/NQ-HĐQT	17/01/2025	Approval of 2025 budget plan	100%
5	06/NQ-HĐQT	03/02/2025	Dismissal of Chairman of BOD Mr. Nguyen Van Huan	100%
6	07/NQ-HĐQT	03/02/2025	Appointment of Chairman of BOD Mr. Phan Huu Duy Quoc	100%
7	09/NQ-HĐQT	20/02/2025	Approval of share transfer at Thai Binh Cau Nghin JSC	100%
8	11/NQ-HĐQT	28/02/2025	Organization of 2025 AGM	100%
9	13/NQ-HĐQT	28/02/2025	Appoint capital representative at Krong Pac company	100%
10	15/NQ-HĐQT	11/03/2025	Establishment of CC1 branch in An Giang	100%
11	17/NQ-HĐQT	18/03/2025	Partial capital transfer at Saigon Sunflower Co., Ltd	100%
12	19/NQ-HĐQT	25/03/2025	Establishment of CC1 branch in Dak Nong	100%
13	21/NQ-HĐQT	31/03/2025	Approval of AGM 2025 documents	100%
14	22/NQ-HĐQT	04/04/2025	Correcting the content of Article 2 of Resolution No. 17/NQ-HĐQT on 18/3/2025	100%
15	24/NQ-HĐQT	15/04/2025	Issuance of machinery and equipment management regulation	100%
16	25/NQ-HĐQT	15/04/2025	Issuance of Drafting and internal normative documents regulations	100%
17	26/NQ-HĐQT	15/04/2025	Issuance of CC1 corporate culture handbook	100%
18	27/NQ-HĐQT	16/04/2025	Approval of revised and supplemented documents of the 2025 AGM	100%
19	46/QD-HĐQT	25/04/2025	Assign tasks to the General Director to implement a number of contents of the Resolution of the 2025 AGM	100%
20	48/NQ-HĐQT	25/04/2025	Approval of stock dividend payment plan 2024	100%
21	50/QD-HĐQT	08/05/2025	Appointment of Vice Chairman of BOD Mr. Nguyen Van Ngoc	100%
22	52/QD-HĐQT	15/05/2025	Dismissal of Deputy General Director Mr. Nguyen Van Ngoc	100%
23	53/QD-HĐQT	15/05/2025	Dismissal of Audit Committee Member Mr. Phan Van Chinh	100%
24	54/QD-HĐQT	15/05/2025	Appointment of Audit Committee Member Mr. Nguyen Van Ngoc	100%
25	56/NQ-HĐQT	23/05/2025	Approved the final registration date to finalize the list of shareholders exercising the right to receive dividends in 2024	100%
26	58/NQ-HĐQT	30/05/2025	Establishment of CC1 Asset Management and Services Co., Ltd	100%
27	60/NQ-HĐQT	04/06/2025	Appointment of capital representative at Chuong Duong JSC	100%
28	61/NQ-HĐQT	04/06/2025	Appointment of capital representative at CC1 Investment JSC	100%
29	63/NQ-HĐQT	11/06/2025	Decided to choose Deloitte Auditing company as the auditor for the 2025 financial statements	100%
30	65/NQ-HĐQT	12/06/2025	Approving the results of stock issuance to pay dividends in 2024	100%
31	67/NQ-HĐQT	12/06/2025	Addition of a legal corporate seal	100%
32	69/NQ-HĐQT	23/06/2025	Increase of Charter Capital, Amendment of the Charter, and Implementation of Changes to the Enterprise Registration Certificate	100%
33	71/NQ-HĐQT	23/06/2025	Payment of HĐQT remuneration 2024	100%

No.	Resolution/ Decision No.	Date	Content	Approval Rate
34	73/NQ-HĐQT	02/07/2025	Approval to increase the credit limit granted by BIDV bank from VND 3,500 billion to VND 4,900 billion	100%
35	75/NQ-HĐQT	04/07/2025	Addition of a Legal Representative and Update of the Head office address in regulations	100%
36	77/NQ-HĐQT	11/07/2025	Divestment of all CC1's capital contribution at Chuong Duong JSC	100%
37	79/QD-HĐQT	24/07/2025	Approval for the Issuance of the Centralized Construction Materials Supply Regulation	100%
38	80/QD-HĐQT	24/07/2025	Approval for the Issuance of the Intellectual Property Regulation	100%
39	80A/QD-HĐQT	24/07/2025	Approval for the Issuance of R&D Regulation	100%
40	82/NQ-HĐQT	08/08/2025	Approval for the Use of CC1's Assets as Collateral for a Third Party's Loan at Nam A Bank	100%
41	84/NQ-HĐQT	15/08/2025	Terminate operations and dissolve Construction Corporation No.1 branch in An Giang province	100%
42	86/NQ-HĐQT	15/08/2025	Approving the implementation of the plan to sell treasury shares	100%
43	88/NQ-HĐQT	19/08/2025	Approval of VietinBank credit limit	100%
44	90/NQ-HĐQT	25/08/2025	Approval of TPBank credit limit	100%
45	92/NQ-HĐQT	09/09/2025	Change CC1's legal entity seal template	100%
46	94/NQ-HĐQT	11/09/2025	Partial divestment of CC1 at Hai Phong Coastal Investment Co., Ltd	100%
47	96/NQ-HĐQT	11/09/2025	Approval and Issuance of the Regulation on Seal Management and Usage	100%
48	98/NQ-HĐQT	18/09/2025	Appointment of Deputy General Director	100%
49	100/NQ-HĐQT	18/09/2025	Approval and Issuance of the Regulation on the Management of Capital Representatives	100%
50	102/NQ-HĐQT	30/09/2025	Approval of Sacombank credit limit	100%
51	104/NQ-HĐQT	02/10/2025	Approval and Issuance of Financial Management Regulation	100%

No.	Resolution/ Decision No.	Date	Content	Approval Rate
52	106/NQ-HĐQT	16/10/2025	Appointment of Deputy General Director	100%
53	108/NQ-HĐQT	29/10/2025	Approval of Military Bank credit limit	100%
54	110/NQ-HĐQT	31/10/2025	Approval and Authorization for Contracts and Transactions under Ring Road 4 Project – Hanoi Capital Region	100%
55	112/NQ-HĐQT	07/11/2025	Approval of Collateral Assets and Early Repayment Plan under the Subsidiary Loan Agreement on 28/12/2025	100%
56	114/NQ-HĐQT	11/11/2025	Appointment of capital representative at Dai Ngai Industrial Park Co., Ltd	100%
57	116/NQ-HĐQT	24/11/2025	Resolution on Convening an Extraordinary General Meeting of Shareholders	100%
58	118/NQ-HĐQT	28/11/2025	Appointment of Capital Representative at CC1 Construction and Equipment JSC	100%
59	120/NQ-HĐQT	02/12/2025	Increase of total credit limit at BIDV	100%
60	122/NQ-HĐQT	08/12/2025	Approval of BIDV credit facility	100%
61	124/NQ-HĐQT	11/12/2025	Approval of the Issuance Plan for the Credit Institution Guarantee Letter by Military Commercial Joint Stock Bank	100%
62	126/NQ-HĐQT	19/12/2025	Approval of extraordinary AGM documents	100%
63	128/NQ-HĐQT	22/12/2025	Approval of Nam A Bank – Ham Nghi branch credit limit	100%
64	130/QD-HĐQT	25/12/2025	Approval and Issuance of Training Regulation	100%
65	131/QD-HĐQT	25/12/2025	Approval and Issuance of International Business Development Regulation	100%
66	133/NQ-HĐQT	25/12/2025	Approval of the Investment Policy for Long Hung Bridge (Dong Nai 2 Bridge) and Cat Lai Bridge	100%
67	134/NQ-HĐQT	25/12/2025	Approval of the Establishment of Cat Lai Bridge Investment Co., Ltd.	100%
68	135/NQ-HĐQT	25/12/2025	Approval of the Establishment of Long Hung Bridge Investment Co., Ltd.	100%
69	137/NQ-HĐQT	31/12/2025	Approval of the Policy and All Transaction Agreements between Construction Corporation No.1 – JSC (CC1) and Related Parties in 2026	100%

AUDIT COMMITTEE

AUDIT COMMITTEE MEMBERS AND COMPOSITION

LIST OF MEMBERS

No.	Member	Position	Shareholding (%)
1	Mr. **NGUYEN THANH VINH**	Independent Member of BOD & Chairman of the Audit Committee	0%
2	Mr. **NGUYEN VAN NGOC**	Non-executive Deputy Chairman of BOD & Member of the Audit Committe	0%

BRIEF BIOGRAPHIES

Please refer to the biographies in Section V.1 — "V. Corporate Governance".

AUDIT COMMITTEE MEMBERSHIP CHANGES

STT	Members	Position	Appointment Date	Dismissal/ Resignation Date
1	Mr. **PHAN VAN CHINH**	Audit Committee Member	16/09/2022	16/05/2025
2	Mr. **NGUYEN VAN NGOC**	Audit Committee Member	16/05/2025	-

ACTIVITIES OF THE AUDIT COMMITTEE

NUMBER OF MEETINGS

No.	Member	Meetings Attended	Attendance Rate	Reason for Absence
1	Mr. **NGUYEN THANH VINH**	02/02	100%	-
2	Mr. **NGUYEN VAN NGOC**	01/02	50%	Appointed on 16/05/2025
3	Mr. P**HAN VAN CHINH**	01/02	50%	Dismissed on 16/05/2025

KEY ACTIVITIES

- Supervising the Management Board's activities to ensure compliance with the Company Charter, Resolutions of the GMS and the BOD, and CC1's Internal Regulations and procedures;
- Developing the Audit Committee's operating regulations and submitting them to the BOD for approval;
- Supervising the activities of CC1's Internal Audit Board;
- Reviewing the internal control system and risk management.

OTHER ACTIVITIES

- Closely coordinating with the internal audit department to achieve alignment and effective support in inspection and monitoring activities;
- The Audit Committee advised the BOD on oversight directions and mechanisms, the handling of material risks, and the improvement of the system of policies and procedures related to CC1's business operations. At the same time, it supported the BOD in achieving the strategic objectives and development directions established through monitoring and improvement of the internal control system and risk management.

COORDINATION BETWEEN THE AUDIT COMMITTEE AND THE BOD, MANAGEMENT BOARD AND OTHER MANAGEMENT PERSONNEL

- Participating in a number of Management Board meetings;
- Timely reporting to the BOD the results of monitoring CC1's operational processes;
- Updating risks and proposing risk control measures to the BOD;
- The Executive Board facilitated the Audit Committee in collecting information and documents related to CC1's operations.

AUDIT COMMITTEE

ACTIVITIES OF THE AUDIT COMMITTEE

AUDIT COMMITTEE RECOMMENDATIONS

In order to sustain this growth momentum and successfully implement the established plans, the Audit Committee makes the following recommendations to the BOD and the Executive Board:

- Implementing specific action plans to ensure employees are well-versed in documents relating to individual and unit responsibilities; fostering a culture of compliance and constructive feedback during task execution to improve operational efficiency.
- Consolidating and enhancing the effectiveness of the Company's internal control system.
- Strengthening the quality of human resources, particularly senior and mid-level management personnel.
- Continuing to refine and maintain appropriate processes and regulations for managing operations and the risks identified during the operation of professional departments and divisions.
- Improving and perfecting technology applications in information technology software to optimize user experience and support efficient operations.

AUDIT COMMITTEE'S OPERATIONAL DIRECTIONS FOR 2026

- Enhancing the sense of responsibility to ensure the full performance of obligations and achievement of targets in accordance with the Audit Committee's operating regulations, while completing other tasks assigned by the BOD pursuant to applicable law, the Company Charter and the Company's internal governance regulations.
- Strengthening the monitoring of compliance with applicable law, the Company Charter, GMS Resolutions, BOD Resolutions and internal governance regulations to ensure transparency and effectiveness in the Company's operations.
- Continuing to maintain and enhance the function of reviewing the internal control system and risk management in accordance with international best practice standards, thereby supporting and advancing the Company in achieving its established objectives.
- Strengthening coordination between the Audit Committee and the Executive Board to maximize the role of Internal Audit within the Company.
- Advancing Internal Audit supervisory activities while enhancing employee awareness of fraud prevention and regulatory compliance within the Company.

SALARIES, BONUSES, REMUNERATION AND BENEFITS

(Unit: VND)

No.	Full Name	Salaries and Bonuses	Remuneration	Total
1	Board of Directors	-	5,640,000,000	5,640,000,000
2	Board of Management	7,032,359,221	-	7,032,359,221

REMUNERATION, TRANSACTIONS & BENEFITS OF THE BOD, MANAGEMENT BOARD & AUDIT COMMITTEE

SHARE TRANSACTIONS BY INTERNAL PERSONS

No.	Person Conducting Transaction	Relationship to Insider	Opening Shares		Closing Shares		Reason
			Number of shares	(%)	Number of shares	(%)	
1	Le Bao Anh	Vice Chairman & General Director	13,718,708	3.83%	15,227,764	3.83%	Dividend received
2	Nguyen Van Huan	BOD Member	39,520,151	11.02%	43,867,367	11.02%	Dividend received
3	CC1 Holdings JSC	Major shareholder, related to Mr. Huan	35,850,784	10.00%	39,794,370	10.00%	Dividend received
4	Tran Thi Quynh Nhu	Related to Mr. Ngoc	5,528,910	1.54%	1,220,108	0.31%	Dividend received and sale
5	Dinh Van Hung	Deputy General Director	19,596	0.01%	21,751	0.01%	Dividend received
6	Mai Thai Thi Ha Thuy	Person in charge of corporate governance and Secretary of the BOD	10,077	0.003%	8,885	0.002%	Dividend received and sale

RELATED-PARTY TRANSACTIONS

Detailed content of transactions between CC1 and related parties is presented and elaborated in Audited Consolidated Financial Statements 2025, which have been disclosed on the website: https://www.cc1.vn.

ASSESSMENT OF COMPLIANCE WITH CORPORATE GOVERNANCE REGULATIONS

Corporate governance at CC1 is consistently ensured to comply with applicable law, the Company Charter, Internal Regulations and relevant criteria, so as to guarantee smooth and transparent operations. At the same time, strict adherence to governance regulations facilitates CC1 in effectively monitoring its production and business activities, encourages the most efficient utilization of all resources, and thereby enables CC1 to readily pursue objectives in the interests of the Company and its shareholders.

SUSTAINABILITY
REPORT

DEVOTED TO SUSTAINABILITY

SUSTAINABILITY **REPORT**

In the context of a fluctuating business environment and increasingly enhanced requirements for sustainable development, CC1 continues to steadfastly orient sustainable development as a strategic pillar, along with the goal of effective and long-term growth through the harmonious integration of economic efficiency, social responsibility and environmental protection, aiming to create sustainable value for shareholders, employees, partners, customers and the community.

With that spirit, 2025 is the first year in which CC1 has produced its own Sustainability Report in the form of a dedicated chapter within the Annual Report, with content presented at an overview level to summarize the most fundamental matters. The Report covers operations in Vietnam and encompasses all activities of member units within the system and subsidiaries including Viet Quang No. 1 Construction JSC, CC1 Construction and Equipment JSC, and VINA-PSMC Precast Concrete Co., Ltd. All information and data herein have been consolidated from member units with production, business and management activities directly under the Corporation's management during the reporting period, which corresponds to the financial year (from 01/01/2025 to 31/12/2025), with priority given to units with material significance and data availability.

To ensure alignment with global standards, CC1 prepares this report on the basis of the GRI Standards 2021 published by the Global Reporting Initiative and the United Nations Sustainable Development Goals (SDGs) relevant to the Construction sector, namely SDGs 3, 7, 8, 9, 11, 12, 13, 14, 15 and 17. In particular, for greenhouse gas emission indicators, CC1 references the classification and calculation of Scope 1 and Scope 2 emissions under the Greenhouse Gas (GHG) Protocol; and for sector-specific and investor-oriented disclosure requirements, CC1 also references the Sustainability Accounting Standards Board (SASB) standards at an appropriate level.

COMMITMENT TO SUSTAINABLE DEVELOPMENT

In the context of the construction and infrastructure industry facing increasing requirements for transparency, efficiency and risk management, CC1 identifies sustainable development as the foundation for long-term growth. The company gradually integrates Environmental - Social - Governance (ESG) factors into strategy and operations, to improve operational efficiency, control risks and create sustainable value for stakeholders.

The 2025 period marks an important transition as CC1 publishes a standalone Sustainability Report and establishes a monitoring indicator system tailored to the characteristics of a construction enterprise.

STRATEGIC SUSTAINABILITY FRAMEWORK

PRINCIPLES OF THE STRATEGIC FRAMEWORK

CC1's sustainable development strategic orientation framework is built based on core principles to ensure practicality, feasibility and close connection with the company's value chain:

- Alignment with the characteristics of the construction and infrastructure industry
- Integration with the overall business strategy
- Based on material topics
- Clear phased-roadmap approach

STRATEGIC PILLARS

CC1 directs its sustainable development along 3 main pillars:

GOVERNANCE (G):

CC1 is directed toward building a transparent and efficient governance system that approaches international standards, with the aim of enhancing executive capacity, controlling risks and creating the foundations for sustainable development.

- **CORPORATE GOVERNANCE:** CC1 establishes a clear governance structure, delineating responsibilities across management levels and strengthening the internal control system. Governance processes are standardized and digitized, combined with technology platforms such as ERP to enhance monitoring capability, data traceability and timely decision support. At the same time, the Company deploys a comprehensive risk management system enabling risk identification, assessment and monitoring throughout the value chain.
- **ECONOMIC EFFICIENCY:** CC1 focuses on cost optimization, improving resource utilization efficiency and maintaining close control over financial operations. The application of technology and data analytics contributes to enhancing operational efficiency, increasing competitive capacity and maintaining the balance between growth objectives and sustainable development.
- **SUSTAINABLE SUPPLY CHAIN:** CC1 aims to build a sustainable partner ecosystem through establishing supplier selection criteria, strengthening periodic assessments and monitoring, while encouraging the adoption of sustainable practices throughout the entire value chain. Digitalization solutions are deployed to improve traceability, optimize logistics and minimize disruption risks.
- **DIGITAL TRANSFORMATION AND INNOVATION:** CC1 identifies digital transformation as an important driver for enhancing governance capacity and operational effectiveness. The deployment of digital management systems such as ERP, BIM and data platforms helps standardize processes, strengthen information connectivity and enhance transparency. At the same time, continuous improvement and innovation initiatives are promoted to enhance productivity, optimize costs and increase adaptability to market fluctuations.

SOCIAL (S):

CC1 identifies people as the core element of sustainable development, while placing emphasis on creating long-term value for the community through responsible business activities.

- **HEALTH AND OCCUPATIONAL SAFETY:** CC1 regards safety as the top priority in all construction activities. CC1 deploys a synchronized safety management system at projects, combining rigorous control procedures, periodic training and the application of technology in monitoring and risk alerting, thereby enhancing incident prevention capability and improving working conditions at construction sites.
- **TRAINING, DEVELOPMENT AND TALENT RETENTION:** CC1 builds a professional, transparent and safe working environment while deploying competitive human resources policies. The Company places emphasis on investment in professional training, management skills and emerging competencies such as ESG and digital transformation, to enhance human resource quality and adaptability in an era of significant change in the construction sector.
- **COMMUNITY DEVELOPMENT:** CC1 maintains close cooperative relationships with localities where projects are implemented, proactively listening to and coordinating the resolution of arising issues, while implementing social welfare activities to contribute to the socio-economic development of those areas.
- **DIVERSITY, EQUITY AND INCLUSION:** Ensuring equal opportunities for employees and building a corporate culture based on respect, transparency and collaboration.
- **STAKEHOLDER ENGAGEMENT:** CC1 strengthens the establishment of transparent communication channels and maintains regular dialogue with groups including employees, investors, customers, suppliers and regulatory authorities. The application of technology in information management and operational coordination contributes to enhancing collaboration effectiveness, building trust and advancing long-term sustainable development.

ENVIRONMENTAL (E):

CC1 aims to comprehensively manage environmental impacts throughout the life cycle of a construction project, through the integration of technical, management and technology solutions to minimize negative impacts and improve resource use efficiency.

- **RESOURCE MANAGEMENT:** CC1 focuses on improving the operational efficiency of construction machinery and equipment; progressively replacing high-energy-consuming equipment with more efficient solutions; and deploying real-time energy management and monitoring systems to control consumption and optimize operations.
- **EMISSION REDUCTION MEASURES:** CC1 implements greenhouse gas emission reduction measures through operational optimization, improving fuel utilization efficiency and progressively developing an emission tracking and measurement system, contributing to enhanced environmental data management and transparency.
- **CONSTRUCTION WASTE MANAGEMENT**: CC1 applies circular-oriented solutions including source separation, material reuse and recycling within permissible limits, while maintaining close control over collection, transportation and disposal processes to minimize environmental impacts.
- **CIRCULAR ECONOMY:** CC1 progressively implements the circular economy model in its construction activities, directed toward optimizing resource utilization, minimizing waste generation and improving material use efficiency, contributing to enhanced economic effectiveness while reducing long-term environmental impacts.

SUSTAINABILITY GOVERNANCE

SUSTAINABILITY GOVERNANCE STRUCTURE AT CC1

The core governance structure comprises: the General Meeting of Shareholders (GMS) (the supreme authority), the Board of Directors (BOD) (strategic direction-setting, executive oversight and material matters on risk/compliance/sustainable development), the Executive Board (organizing strategy implementation, operations and project governance), and functional divisions/departments providing specialist support in areas such as finance, legal, risk management, internal control, etc. — establishing a multi-layered oversight mechanism.

CC1 progressively embeds ESG into its business strategy and project governance; accordingly, the Company continues to refine the ESG governance framework foundation and establish a measurable implementation roadmap for the 2026–2030 period to enhance governance effectiveness and transparency.

The Board of Directors plays a central role in directing and overseeing the implementation of sustainable development: integrating ESG into strategy, supervising risks and internal control, promoting transparency, integrity and compliance, monitoring ESG objectives and driving continuous improvement.

STAKEHOLDER ENGAGEMENT

CC1 places emphasis on building and maintaining sustainable cooperative relationships with stakeholders on the basis of harmonizing interests and sharing value. The Company proactively identifies, categorizes and assesses the priority level of each stakeholder group, while establishing appropriate communication and interaction channels to effectively listen to and respond to stakeholder needs and expectations in the course of operations.

KEY STAKEHOLDERS INCLUDE: Employees; Shareholders/investors; Suppliers and subcontractors; Banks/credit institutions; Regulatory authorities; Customers; Local residents/communities; Project owners; Media.

MATERIAL TOPICS

The identification of material topics enables the Corporation to direct its sustainable development strategy in alignment with stakeholder expectations and internal needs. The assessment process is conducted using a scientific methodology with GRI reference, ensuring transparency and consistency. Material topics are closely linked to the 17 Sustainable Development Goals (SDGs), contributing to resource optimization and promoting long-term growth.

CC1's materiality matrix of topics is identified as follows:

Pillar	Topic	Materiality to CC1	Materiality to Stakeholders
Governance	Good corporate governance	8	8.5
Governance	Economic efficiency	8.5	8
Governance	Sustainable supply chain	5.5	7.5
Governance	Digital transformation and innovation	7	6.8
Environment	Resource management	6	7
Environment	Emission reduction measures	8.5	7
Environment	Construction waste management	8.8	7.5
Environment	Circular economy	6.4	6
Social	Occupational health and safety	7.5	8
Social	Sustainable community development	5.2	8
Social	Diversity, equity and inclusion	6.5	7.8
Social	Training, development and talent retention	5.9	6.5
Social	Enhancing stakeholder engagement	8	6.4

PEOPLE & SOCIETY

EMPLOYEE HEALTH & SAFETY

CC1 commits to build a safe - healthy - sustainable working environment, contributing to protecting workers, ensuring progress, quality and efficiency for infrastructure construction projects throughout the system.

CC1's policies, procedures, and HSE instructions are all approved and officially issued by the Board of General Directors, applied uniformly throughout the system from headquarters to project management boards and construction sites, including:

- Health, Safety and Environment Policy, issued pursuant to Decision No. CC1-HSE-01 dated 24/03/2024.
- Hazard Identification and Risk Assessment Procedure pursuant to Decision CC1-HSE-QT-02/2021
- Hazardous Work Control Procedure, issued pursuant to Decision CC1-HSE-QT-05/2022
- Emergency Response Procedure, pursuant to Decision CC1-HSE-QT-08/2024
- Construction Equipment and Machinery Safety Guidelines (CC1-HSE-HD-03/2023), prescribing equipment inspection, operation and maintenance to ensure technical safety
- Personal Protective Equipment (PPE) Usage Guidelines (CC1-HSE-HD-07/2023)

CC1 applies an HSE management system directed toward proactive prevention, risk control and continuous improvement throughout project implementation. At all construction sites, CC1 establishes a comprehensive HSE management system covering personnel organization, responsibility assignment, process development and guidance documentation. In parallel, construction safety requirements are reviewed and uniformly implemented to ensure all activities comply with applicable law and internal standards. Monitoring is conducted regularly to assess working conditions, track safety compliance and promptly remediate emerging safety hazards.

TRAINING & DEVELOPMENT

CC1 identifies training and human resources development as a key factor for enhancing competitive capacity, ensuring quality and safety in the delivery of large-scale infrastructure projects.

In 2025:

- Total training hours: 23,846 hours
- Average training hours per employee per year: 22 hours
- Proportion of employees receiving training: 86%

Key programmes:

- Statutory training: Occupational safety, first aid
- Professional training: PMP-standard project management, supply chain management, FIDIC 2017 contract management and negotiation, VAS-to-IFRS financial statements conversion, international standards CertIFR and DipIFR.
- Soft skills training: Planning, communication, team management
- Digital and AI training: AI application in the workplace, BIM.

Through these training programmes, CC1 aims to build a mid-level management team meeting international standards in project governance and large-scale infrastructure works management, contributing to enhanced project execution capability and operational effectiveness of the enterprise.

BENEFITS AND POLICIES

CC1 maintains a salary and remuneration policy commensurate with employee capabilities, job positions and contribution effectiveness, while ensuring full compliance with applicable labor and social insurance regulations.

In 2025:

- Average income per capita: VND 27,323,346 per person per month.

In addition to the salary policy, CC1 fully fulfills insurance obligations for employees:

- Number of employees enrolled in social insurance, health insurance and unemployment insurance: 978 persons (Does not include personnel who are on probation and some cases are completing participation procedures.).
- Total social insurance, health insurance and unemployment insurance contributions by the Company and employees: VND 45,172,734,090.

In addition, CC1 applies a performance-based bonus policy tied to project efficiency and business results, aimed at incentivizing the work spirit, enhancing project execution effectiveness and sharing development achievements with employees.

Average Monthly Income per Employee	Employees Participating in SHUI	Total Contributions to SHUI
27,323,346 VND/person/month	978 employees	45,172,734,090 VND

PEOPLE & SOCIETY

SOCIAL CONTRIBUTIONS

As an enterprise operating in the construction and infrastructure development sector, CC1 not only contributes to economic development through key projects but also creates numerous employment opportunities and skills development pathways for the local workforce in project localities.

Through the implementation of infrastructure projects nationwide, CC1 has:

- Created direct employment for thousands of workers at projects
- Prioritized local labor
- Provided vocational training for skilled workers

Through the recruitment and training of local labor, CC1 contributes to employment creation, income enhancement and social welfare stability in areas where key infrastructure projects are implemented.

In 2025, CC1 carried out 12 community programmes with total expenditure of VND 31 billion; notable among these were large-scale sponsorship activities including:

- Donation of VND 2 billion to the "For the Poor" Fund of Soc Trang Province
- Support of VND 300 million for flood-affected residents and employees' families in need
- Training cooperation and scholarship sponsorship of VND 25 billion at Ho Chi Minh City University of Technology
- Sponsorship for storm and flood victims in the Central Region and Central Highlands totaling VND 800 million.
- Donation of VND 200 million to the Higreen Fund for Green Truong Sa
- Donations to the For the Poor Fund, sponsorship of Dak Lak Province's Veterans of Youth Volunteers Association and Vietnam Law Newspaper totaling approximately VND 74 million.

ENVIRONMENT & RESOURCES

LEGAL COMPLIANCE

CC1 commits to fully comply with legal regulations on environmental protection in all production, business and project implementation activities. The Company fulfills environmental legal obligations in accordance with current regulations, including Environmental Impact Assessments (EIA), waste management, emission control and resource utilization.

During project implementation, CC1 integrates environmental requirements into planning and construction activities, while applying control measures to minimize impacts on the surrounding environment, such as dust control, noise control, wastewater management and construction waste management. Environmental management processes are established and uniformly implemented at construction sites, combined with periodic monitoring to ensure compliance.

In addition, CC1 strengthens training and awareness-raising among employees on environmental compliance, contributing to the formation of a responsible construction culture and minimizing the risk of violations.

During the reporting period, the Company recorded no violations relating to environmental law.

ENVIRONMENT & RESOURCES

ENERGY CONSUMPTION

During the 2023–2025 period, CC1's resource consumption showed significant fluctuation, directly reflecting the pace of project implementation and the scale of construction activities. Increases or decreases in each resource type are linked not only to actual workload volumes but also indicate the effectiveness of the management and optimization measures applied by the Company year by year.

Energy Type	Unit	2023	2024	2025
Electricity	Million kWh/year	1.31	3.18	5.01
	GJ	4,708.28	11,454.68	18,022.00
Gasoline	Liters/year	43,360.00	79,517.20	105,641.96
	GJ	1,421.43	2,606.73	3,463.15
Diesel (DO)	Liters/year	15,884,802.91	24,779,506.33	12,450,895.11
	GJ	566,929.51	884,381.46	444,371.67
Total Energy Consumption	GJ	**574,509.12**	**899,861.88**	**481,817.21**
Energy Intensity	**GJ/million VND**	**0.104**	**0.094**	**0.041**

In addition to tracking total absolute energy consumption, the Company also assesses energy use efficiency through the energy intensity indicator. The results show that the Company's energy intensity has a clearly declining trend over the years. The significant improvement in 2025 reflects the effectiveness of measures deployed, including:

- Optimizing the operation of construction equipment and vehicles;
- Improving coordination, reducing waiting time and idle operation;
- Strengthening fuel consumption management and control at construction sites;
- Applying technology and digital transformation in construction management (e.g., BIM, equipment monitoring).

WATER CONSUMPTION

Description	Unit	2023	2024	2025
Water withdrawn (rivers, lakes, ground-water)	m^3	1,773,563.37	3,307,166.11	364,616.90
Municipal water (purchased)	m^3	12,383.35	31,016.55	45,597.07
Water loss	m^3	647.62	1,314.15	2,136.93
Total water consumption	**m^3**	**1,786,594.34**	**3,339,496.81**	**412,350.90**
Water intensity	**m^3/million VND**	**0.32**	**0.35**	**0.04**

Based on statistical data, CC1's total water consumption recorded significant fluctuation during the 2023–2025 period. Specifically, total water usage increased sharply from 1,786,594.34 m^3 in 2023 to 3,339,496.81 m^3 in 2024, before declining substantially to 412,350.90 m^3 in 2025. This trend directly reflects the scale and intensity of construction project implementation year by year, with 2024 representing a peak period when many large projects were simultaneously deployed.

WATER INTENSITY

The Company's water intensity fluctuated during the 2023–2025 period. The increase in 2024 reflects a peak construction period when numerous large-scale projects were simultaneously deployed, generating increased demand for water in construction activities, site sanitation and ancillary operations. In that context, the rise in water intensity indicates greater pressure on water resources when utilization efficiency had not yet been fully optimized.

However, by 2025 this indicator recorded a significant decline, demonstrating that the Company has made evident progress in improving water use efficiency. These results stem from:

- Optimizing water use processes at construction sites;
- Strengthening control over losses and leakages;
- Promoting water use aligned with actual needs, limiting waste;
- Improving construction coordination, thereby reducing unnecessary water demand.

ENVIRONMENT & RESOURCES

MATERIALS MANAGEMENT

CC1 progressively integrates sustainable materials use criteria, prioritizing solutions that enhance utilization efficiency and reduce environmental impact

CC1 places emphasis on controlling and optimizing materials use throughout the entire construction and project operation process, aimed at improving resource utilization efficiency and minimizing waste generation. Materials management is conducted through planning processes, quantity control and on-site monitoring, linked to actual construction volumes.

Key construction materials such as cement, steel, sand, aggregate and ancillary supplies are strictly managed on an input-output control principle, limiting losses and reducing waste generation. At the same time, CC1 progressively integrates sustainable materials use criteria, prioritizing solutions that enhance utilization efficiency and reduce environmental impact.

Additionally, the Company places emphasis on raising awareness among employees and subcontractors on economical material use, reuse and source waste segregation. Going forward, CC1 aims to complete the material consumption data tracking and reporting system to enhance the capability to assess resource utilization efficiency and support sustainable governance.

MEASURES TO GHG EMISSIONS

Emissions	Unit	2023	2024	2025
Total Scope 1 emissions	Ton CO_2e/year	42,411.39	65,609.01	32,833.87
Total Scope 2 emissions	Ton CO_2e/year	862.14	2,260.59	3,439.55
Total emissions	**Ton CO_2e/year**	**43,708.09**	**70,342.07**	**38,070.43**
Emission intensity	**Ton CO_2e/million VND**	**0.008**	**0.007**	**0.003**

Monitoring results during the 2023–2025 period show that CC1's greenhouse gas emissions fluctuated with an increasing trend, reflecting the expansion of operations and construction intensity year by year. Emission indicators therefore not only reflect operational scale but also serve as a basis for assessing the effectiveness of the energy management and emission control measures the Company is implementing.

The Company's GHG emission intensity shows a continuously declining trend during the 2023–2025 period. This trend reflects the fact that, although total GHG emissions increased in 2024 due to the expansion of construction scale, the Company has progressively improved emission control efficiency per unit of value created. Notably, the significant decline in 2025 demonstrates that energy management and operational optimization measures have produced clear results.

CONSTRUCTION WASTE MANAGEMENT

During the entire construction process, CC1 applies a comprehensive and synchronized waste management procedure. The Company conducts waste segregation by category at the point of generation to facilitate convenient collection and minimize mixing risks. Wastes are temporarily stored in designated areas, ensuring sanitary conditions, limiting odor dispersion and avoiding impacts on the surrounding environment. Periodic waste transfer tracking and recording enables the Company to easily control generation volumes and make timely adjustments when necessary.

Description	Unit	2023	2024	2025
Domestic waste	Kg	48,250.00	46,910.00	155,043.36
Construction solid waste (non-hazardous)	Kg	119,030.00	289,842.00	3,306,999.00
Hazardous waste	Kg	2,451.88	4,212.90	6,391.15
Recycled waste	Kg	168,920.00	365,072.00	2,548,640.00
Total waste generated	Kg	169,731.88	340,964.90	3,468,433.51
Waste intensity	Kg/million VND	0.03	0.04	0.3

Overall, the composition and trend of waste generation at CC1 are consistent with the previous analyses of resource consumption and project activity intensity. The strong increase in waste streams, particularly construction waste, underscores the role of the environmental management system in controlling inputs and outputs, while also indicating improvement potential through solutions such as materials optimization, enhanced recycling and the adoption of sustainable waste management models going forward.

The Company's waste intensity shows an increasing trend during the 2023–2025 period; these results also indicate that waste control efficiency per unit of value created has not improved commensurately, particularly given the large share of construction waste in the total. This is an important indicator for the Company to continue strengthening waste management measures in a more efficient and sustainable direction.

CIRCULAR ECONOMY

CC1 identifies the circular economy as one of the focal directions in its sustainable development strategy, particularly in the context of a construction sector that consumes substantial resources and generates large volumes of waste. The 3R principle (Reduce–Reuse–Recycle) is applied throughout the project lifecycle to optimize resource utilization, minimize waste generation and improve operational effectiveness.

Additionally, CC1 progressively integrates green building criteria into design and construction activities, targeting international standards such as EDGE and LEED, contributing to improved efficiency in energy, water and materials use while minimizing environmental impacts throughout the lifecycle of works.

FINANCIAL STATEMENTS

REGARDING THE AUDIT OF THE FINANCIAL STATEMENTS FOR THE FISCAL YEAR 2025

AUDITORS' OPINION ON THE CONSOLIDATED FINANCIAL STATEMENTS

"In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Construction Corporation No 1 – Joint Stock Company as at 31 December 2025, and its consolidated results of operations and consolidated cash flows for the year then ended, in accordance with Vietnamese Accounting Standards, the Vietnamese Enterprise Accounting Regime and relevant regulations on the preparation and presentation of consolidated financial statements."

AUDITORS' OPINION ON THE SEPARATE FINANCIAL STATEMENTS

"In our opinion, the separate financial statements present fairly, in all material respects, the financial position of Construction Corporation No 1 – Joint Stock Company as at 31 December 2025, and its results of operations and cash flows for the year then ended, in accordance with Vietnamese Accounting Standards, the Vietnamese Enterprise Accounting Regime and relevant regulations on the preparation and presentation of separate financial statements."

AUDITED FINANCIAL STATEMENTS

The full text of Construction Corporation No 1 – Joint Stock Company's Audited Financial Statements for the year 2025 has been disclosed in accordance with applicable regulations and is available on CC1's corporate website at: https://www.cc1.vn

Ho Chi Minh City, July 23, 2026

LEGAL REPRESENTATIVE

GENERAL DIRECTOR

(Signature, full name and company seal)

TỔNG CÔNG TY XÂY DỰNG SỐ 1 - CTCP
CC1
M.S.D.N: 0301429113

Le Bao Anh

Recipients:

- As above;
- Archived:
Finance Department
Administration Department