



PART III
COTECCONS

Overview

After crossing the USD 1 billion revenue mark in 2025, Coteccons continued to expand its ecosystem, setting a new revenue record of more than USD 1.3 billion in 2026. The company also made a strong mark in infrastructure, continued to rise in the Fortune Southeast Asia 500 ranking and earned recognition through numerous prestigious awards. Amid all this growth and change, one thing has remained constant: Coteccons' **COMMITMENT TO SUSTAINABLE DEVELOPMENT.**



Vietnamese Name:
CÔNG TY CỔ PHẦN XÂY DỰNG COTECCONS

English Name:
COTECCONS CONSTRUCTION JOINT STOCK COMPANY

Abbreviation:
COTECCONS

Enterprise Registration:
Certificate No. 0303443233, initially issued by the Ho Chi Minh City Department of Planning and Invest ((now the Ho Chi Minh City Department of Finance) on 24 August 2004.

Charter Capital:
VND 1,140,264,670,000

Equity Capital:
VND 9,652,381,832,998

Headquarters:
Coteccons Building, 236/6 Dien Bien Phu Street, Gia Dinh Ward, Ho Chi Minh City

Telephone:
+84.28.3514 2255 - +84.28.3514 2266

Fax:
+84.28.3514 2227

Website:
www.coteccons.vn

Ticker Symbol:
CTD

**CÔNG TY
CỔ PHẦN
XÂY DỰNG
COTECCONS**

Digitally signed by CÔNG TY CỔ PHẦN XÂY DỰNG COTECCONS
DN: CÔNG, SỰ/HÀNH PHỐ HO CHI MINH, CN=CÔNG TY CỔ PHẦN XÂY DỰNG COTECCONS,
OID.2.5.2.42.10000000.100.1.1= MST-0303443233
Reason: I am the author of this document
Date: 2025.10.14 20:42:06+0700
Foxit PDF Reader Version: 2024.2.3



CORPORATE HISTORY & Strategic development

2004 - Inception founding of Coteccons JSC
Coteccons Construction Joint Stock Company was established under Decision No. 1242/QD-BXD dated July 30, 2004, by the Minister of Construction, and officially commenced operations as a joint stock company on August 24, 2004, with an initial charter capital of VND 15.2 billion.
2007 - Strengthening financial capacity
Successfully secured capital from reputable investment funds, elevating its charter capital to VND 120 billion.
2010 - Public listing official HoSE debut
On January 20, 2010, CTD shares were officially listed and commenced trading on the Ho Chi Minh City Stock Exchange (HoSE).
2012 - Foreign partnership strategic alliance with Kustocem
Coteccons executed a strategic cooperation agreement with Kustocem Pte. Ltd. (Singapore), and issued 10,430,000 shares valued at VND 525 billion.
2013 - Strengthening the business ecosystem
Coteccons increased its ownership in Unicons to 51.24%, further strengthening its business ecosystem and officially operating under a group model.
2014 - Developing the design & build model
Coteccons recorded early successes in implementing the Design & Build (D&B) model. Construction of The Landmark 81 began, marking an important milestone in the company’s journey toward delivering large-scale, technically demanding projects.
2016 - Making its mark with Landmark 81
Coteccons carried out construction of The Landmark 81 - one of the world’s tallest buildings - demonstrating its capabilities as a general contractor and reinforcing its leading position in Vietnam’s construction industry.
2017 - Commencement of the Nam Hoi An Casino project
Coteccons broke ground on the Nam Hoi An Casino project, boasting a total contract value approaching VND 7 trillion.

2019 – Reinforcing its leading position
Coteccons was named among Vietnam’s Top 50 Best and Largest Enterprises in 2019.
2020 – Comprehensive restructuring
Coteccons embarked on a comprehensive restructuring process aimed at strengthening its governance foundation, enhancing operational efficiency, and preparing for a new phase of development.
2022 – Brand renewal and securing a billion-dollar project
Coteccons unveiled its new brand identity. During the same period, the company was selected as the general contractor for key packages of the LEGO Manufacturing Vietnam project, which had a total investment of more than USD 1 billion.
2023 – Advancing diversity, equity and inclusion
Coteccons was honored with the Best Companies For Diversity, Equity & Inclusion (DEI) award, recognizing its efforts to build an equitable and sustainable workplace.
2024 – Strengthening the brand and expanding the ecosystem
Coteccons was named to the Fortune Southeast Asia 500 and recognized as a Vietnam National Brand. The company also acquired 100% equity in Sinh Nam Facade and UG M&E, expanding its construction services ecosystem into aluminum and glass and M&E services.
2025 – Reaching the usd 1 billion revenue mark
The Group’s revenue hit USD 1 billion. Coteccons was honored in the Top 50 Corporate Sustainability Awards for the third consecutive year. The company also acquired 100% equity in GEO Foundations, strengthening its capabilities in infrastructure and foundation engineering while further advancing digital transformation.
2026 – Record revenue and a growing infrastructure presence
In FY2026, Coteccons posted record revenue, further expanded its presence in infrastructure, continued its rise in the Fortune Southeast Asia 500, and received recognition through a number of prestigious awards.

1.

BUSINESS MODEL OVERVIEW

- ▶ Coteccons is Vietnam's leading construction enterprise, operating primarily across general contracting, design and build (D&B), mechanical and electrical (M&E) engineering, specialized engineering solutions, and comprehensive project lifecycle services.
- ▶ The business model is anchored in integrated general contracting capabilities, enabling the Company to partner with clients from conceptualization and value engineering through to execution, stringent quality-safety-schedule control, handover, and warranty phases.

2.

MARKET SEGMENTS & TARGET CLIENTS

- ▶ **Project Segments:** Civil, commercial, hospitality & resorts, industrial, infrastructure, and highly complex technical developments.
- ▶ **Client Base:** Domestic real estate developers, multinational corporations, FDI enterprises, industrial park developers, and partners with rigorous demands for technical expertise, safety, environmental compliance, and project management.
- ▶ **Project Selection Strategy:** Prioritizing developments that align with core competencies, risk management standards, and long - term sustainable growth trajectories.

MARKET PRESENCE



Northern Region	Central Region	Southern Region	International	
• Bắc Ninh • Hải Phòng • Hà Nội • Hưng Yên • Lào Cai • Ninh Bình • Quảng Ninh	• Đà Nẵng • Đắk Lắk • Hà Tĩnh • Khánh Hòa • Nghệ An • Quảng Ngãi • Huế • Thanh Hóa	• An Giang • Cần Thơ • Đồng Nai • Tây Ninh • Ho Chi Minh City	• Laos • Cambodia • Myanmar • India • Taiwan (China) • Kazakhstan • Georgia • USA	• Singapore • China • Israel • Saudi Arabia

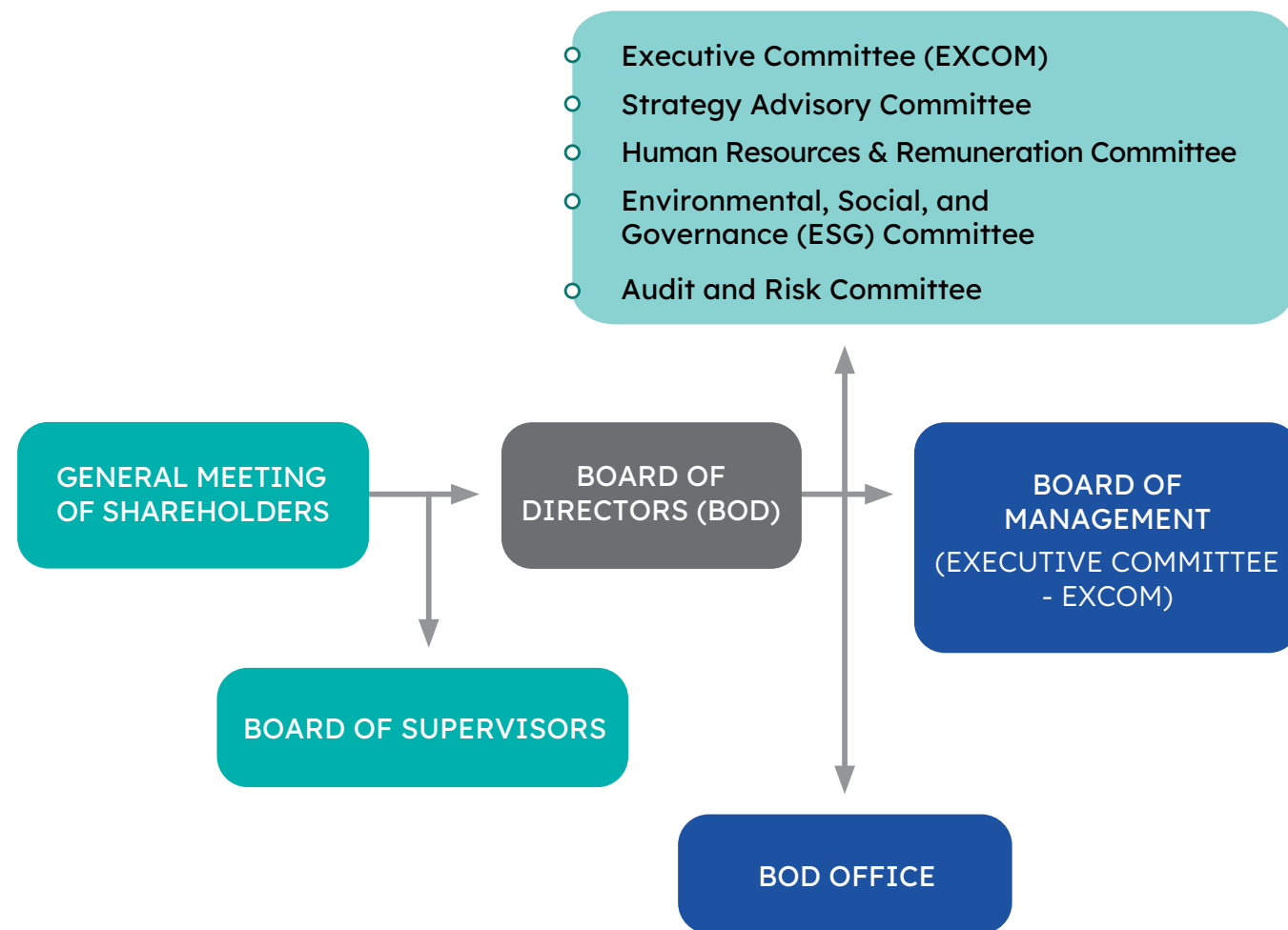


Outcomes:

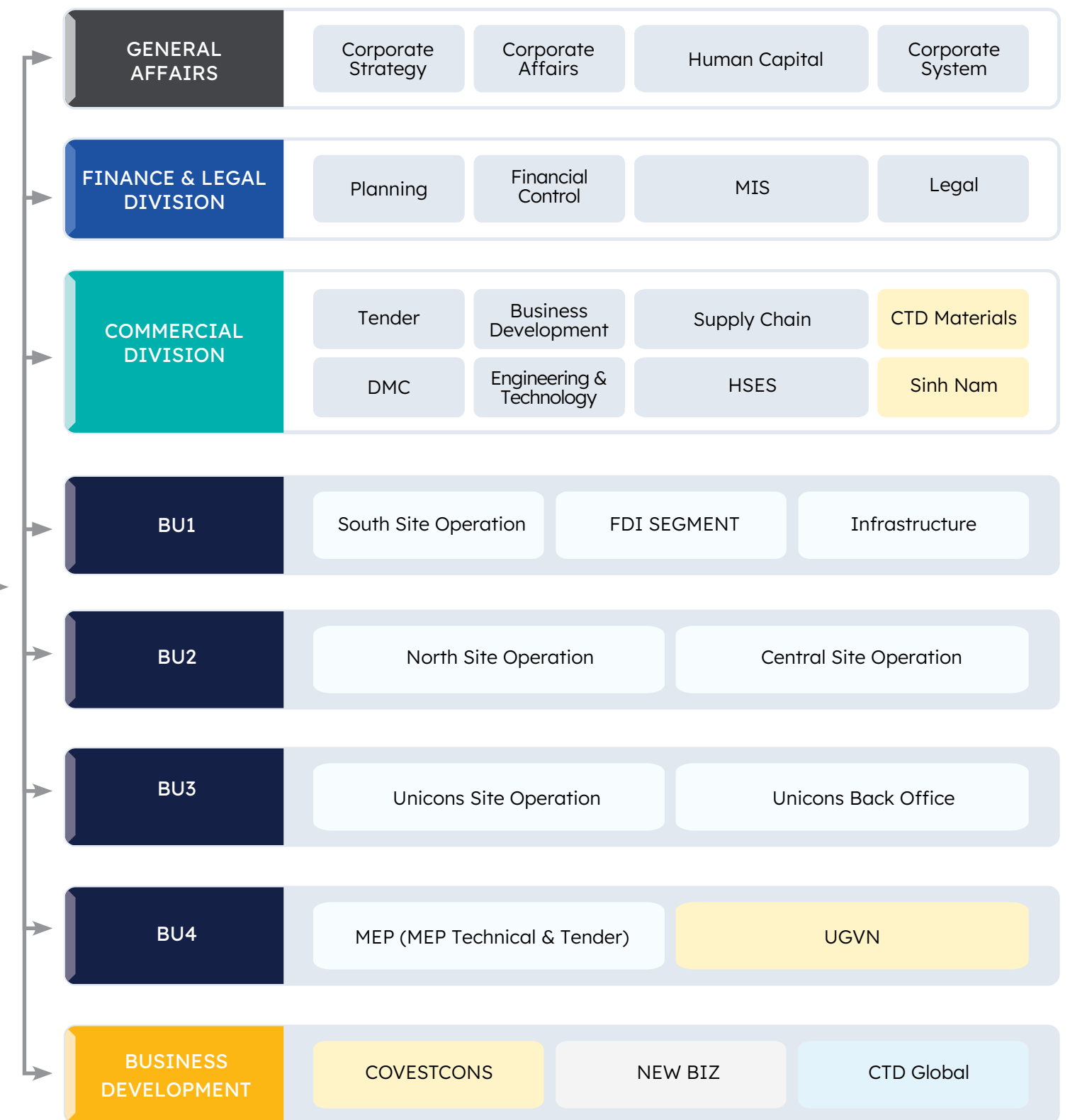
VALUE CREATION FOR STAKEHOLDERS

- ▶ **Clients:** High-quality, safe, on-schedule, and cost-optimized deliverables.
- ▶ **Shareholders & Investors:** A foundation for sustainable growth via a selective project portfolio, operational efficiency, and stringent risk management.
- ▶ **Employees:** A professional and safe workplace offering robust career advancement and capacity - building opportunities.
- ▶ **Suppliers & Subcontractors:** Collaborative partnerships rooted in standardized metrics, transparency, and mutual growth.
- ▶ **Community & Environment:** Contributions through durable infrastructure, job creation, strict safety practices, corporate social responsibility (CSR), and active environmental impact reduction initiatives.

Driven by operational imperatives and specific corporate characteristics, Coteccons has adopted a joint-stock corporate governance model incorporating a Board of Supervisors, in strict accordance with the 2020 Law on Enterprises. In executing this governance framework, the Company ensures rigorous compliance with statutory enterprise regulations, prevailing governmental decrees on corporate governance, and aligned international best practices.



CORPORATE GOVERNANCE MODEL & Organizational structure



SUBSIDIARIES ▶

UNICONS INVESTMENT CONSTRUCTION LLC Principal business activities Construction and equipment installation services. Enterprise Registration No. 0304472276 Head Office/Contact Address 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 94.5 Coteccons Ownership (%) 100%	COVESTCONS LLC Principal business activities Real estate trading, proprietary or leased land use rights. Enterprise Registration No. 0314326002 Head Office/Contact Address 12th Floor, Coteccons Building, 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 1,872 Coteccons Ownership (%) 100%	SINH NAM FACADE LLC Principal business activities Design, construction, and installation of aluminum, glass, and metal products. Enterprise Registration No. 3700349560 Head Office/Contact Address 16 Huu Nghi Blvd, Vietnam-Singapore Industrial Park, Binh Hoa Ward, Binh Duong Charter Capital (VND Billion/As Noted) 100 Coteccons Ownership (%) 100%	COTECCONS CONSTRUCTION KZ LTD. Principal business activities Construction services. Enterprise Registration No. 250540900749 Head Office/Contact Address 55/17 Mangilik El Ave., C3.2., Z05T3D8, Astana, Republic of Kazakhstan Charter Capital (USD) 1,000,000 Coteccons Ownership (%) 100%	COTECCONS CONSTRUCTION (CAMBODIA) CO. LTD. Principal business activities Construction works. Enterprise Registration No. 1000502664 Head Office/Contact Address House/Building No. H548, Street No. 371, Ta Lei, Dangkao, Dangkao, Phnom Penh, Kingdom of Cambodia Charter Capital (USD) 1,500,000 Coteccons Ownership (%) 100%	COTECCONS INDIA CONSTRUCTION PRIVATE LIMITED Principal business activities Construction works. Enterprise Registration No. U41001TN2024FTC175881 Head Office/Contact Address OlympiaCyberspace,1st,3rd, office,No21/22,alandur rd, Guindy Industrial Estate, Chennai City Corporation, Chennai 600032, Tamil Nadu, Republic of India Charter Capital (USD) 2,000,000 Coteccons Ownership (%) 100%
UG VIETNAM MECHANICAL AND ELECTRICAL LLC Principal business activities Civil and industrial construction; project management consulting; design and installation of M&E systems. Enterprise Registration No. 0305140668 Head Office/Contact Address 8th Floor, Coteccons Building, 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 6.4 Coteccons Ownership (%) 100%	COTECCONS CONSTRUCTION, INC. Principal business activities General contracting and construction management. Enterprise Registration No. 2523854 Head Office/Contact Address 8 The Green Ste D Street, City of Dover, Country of Kent, USA Charter Capital (USD) 15,000,000 Coteccons Ownership (%) 100%	COTECCONS CONSTRUCTION LLC Principal business activities Residential construction of all types. Enterprise Registration No. 1009197613 Head Office/Contact Address Ground Floor, Levels 1 & 2, Building S4, Roshn Business Front, Airport Road, Riyadh, Kingdom of Saudi Arabia Charter Capital (USD) 5,000,000 Coteccons Ownership (%) 100%	COTECCONS CONSTRUCTION SINGAPORE PTE. LTD. Principal business activities Holding company operations and general contracting. Enterprise Registration No. 202544767Z Head Office/Contact Address 36 Robinson Road, #13-01, City House, Singapore 068877 Charter Capital (USD) 10,000,000 Coteccons Ownership (%) 100%	GEO FOUNDATIONS VIETNAM LLC Principal business activities Civil engineering construction services. Enterprise Registration No. 0304742518 Head Office/Contact Address 7th Floor, Coteccons Building, 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 404.3 Coteccons Ownership (%) 100%	SINH NAM METAL (MYANMAR) LLC Principal business activities Design, construction, and installation of aluminum, glass, and metal products. Enterprise Registration No. 119456215 Head Office/Contact Address Upper Pansodan Road, Room 301, MI Building, Kandawgyi Yeikmon Housing, Mingalar Taung Nyunt, Yangon, Myanmar Charter Capital (USD) 346,700 Coteccons Ownership (%) 100%

SUBSIDIARIES ▶

CTD FUTURE IMPACT JSC Principal business activities Renting and leasing of other machinery, equipment and tangible goods without operators Details Rental and leasing of solar water-heating machinery and equipment, and energy-saving machinery and equipment. Enterprise Registration No. 0316921381 Head Office/Contact Address 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 110.05 Coteccons Ownership (%) 99.54%	SOLARESCO-1 LLC Principal business activities Renting and leasing of other machinery, equipment and tangible goods without operators Details Rental and leasing of solar water-heating machinery and equipment, and energy-saving machinery and equipment. Enterprise Registration No. 0316438470 Head Office/Contact Address 47 Le Van Thinh, Quarter 5, Binh Trung Ward, HCMC Charter Capital (VND Billion/As Noted) 110 Coteccons Ownership (%) 99.54%	CTD MATERIALS LLC Principal business activities Wholesale of construction materials and other installation supplies. Details Wholesale of bamboo, reed bamboo, logs and processed wood; cement; building bricks, roof tiles, stone, sand and gravel; construction glass; paints and varnishes; wall and floor tiles and sanitary ware; hardware; and other construction materials and installation supplies. Enterprise Registration No. 0317515248 Head Office/Contact Address Lầu 9, 236/6 Điện Biên Phủ, P. Gia Định, TP.HCM Charter Capital (VND Billion/As Noted) 51 Coteccons Ownership (%) 100%	"COTECCONS KZ" LLP Principal business activities Construction services. Enterprise Registration No. 071140010779 Head Office/Contact Address 151 Mynbaeva Street, Office 140, Bostandyk District, 050000 Almaty, Republic of Kazakhstan Charter Capital (KZT) 250,000,000 Coteccons Ownership (%) 100%	COTECCONS GEORGIA CONSTRUCTION LLC Principal business activities Construction services. Enterprise Registration No. 404805957 Head Office/Contact Address Georgia, Tbilisi, Mtatsminda district, Rustaveli Avenue, N37 Coteccons Ownership (%) 100%
---	---	--	--	---

ASSOCIATES ▶

COTECCONS NEST LLC Principal business activities Real estate trading, proprietary or leased land use rights. Enterprise Registration No. 0317508201 Head Office/Contact Address 9th Floor, Coteccons Building, 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 781.5 Coteccons Ownership (%) 100%	SAN CHOI MOI LLC Principal business activities Real estate business involving owned or leased properties and land-use rights. Details Other real estate activities (leasing space within buildings). Enterprise Registration No. 0317587852 Head Office/Contact Address 9th Floor, 236/6 Dien Bien Phu, Gia Dinh Ward, HCMC Charter Capital (VND Billion/As Noted) 30 Coteccons Ownership (%) 100%	VN SOLUTIONS LLC Principal business activities Software production and computer programming. Details Software development; computer programming. Enterprise Registration No. 0318134397 Head Office/Contact Address 2nd Floor, Saigon Paragon Building, 3 Nguyen Luong Bang, Tan My Ward, HCMC Charter Capital (VND Billion/As Noted) 10 Coteccons Ownership (%) 100%	FCC INFRASTRUCTURE INVESTMENT JSC Principal business activities Civil and industrial construction. Enterprise Registration No. 0106605407 Head Office/Contact Address 2nd Floor, CEO Tower, Pham Hung Street, Tu Liem District, Hanoi Charter Capital (VND Billion/As Noted) 376.8 Coteccons Ownership (%) 42.36%	QUANG TRONG TRADING JSC Principal business activities Real estate trading, project management. Details Real estate business. Enterprise Registration No. 3500740022 Head Office/Contact Address 427/9 Nguyen An Ninh, Tam Thang Ward, HCMC Charter Capital (VND Billion/As Noted) 100 Coteccons Ownership (%) 36%	HITECCONS INVESTMENT JSC Principal business activities Real estate trading and constructio. Enterprise Registration No. 0108007089 Head Office/Contact Address Hoa Lac Hi-Tech Park, Km 29, Thang Long Avenue, Hoa Lac Commune, Hanoi Charter Capital (VND Billion/As Noted) 300 Coteccons Ownership (%) 31%
---	--	---	---	---	--

OUR CORE VALUES GIÁ TRỊ CỐT LÕI

HEART

THE HEART OF COTECCONS | TRÁI TIM CỦA COTECCONS

H

HUMBLENESS KHIÊM NHƯỜNG

We respect people, stay open to learning, and never let ego get in the way of doing what is right.

Tôn trọng, lắng nghe không phán xét, luôn học hỏi và đặt điều đúng đắn cho tổ chức lên trên cái tôi cá nhân.

E

EXCELLENCE XUẤT SẮC

We hold high standards in how we think, work, and deliver, always aiming for quality and continuous improvement.

Chúng tôi duy trì tiêu chuẩn cao trong tư duy, cách làm việc và kết quả bàn giao; Theo đuổi sự xuất sắc trong từng chi tiết để hôm nay luôn tốt hơn hôm qua.

A

AMBITION KHÁT VỌNG

We bring energy, drive, and determination to achieve more, grow stronger, and create greater impact.

Dám nghĩ lớn, dám nhận việc khó và kiên định theo đuổi những mục tiêu có ý nghĩa.

R

ROOTED IN LEGACY GÌN GIỮ DI SẢN

We respect CTD's history, stay proud of our Vietnamese roots, and build on that foundation for the future.

Trân trọng những giá trị và lịch sử đã tạo nên Coteccons hôm nay, đồng thời tiếp tục bồi đắp di sản ấy cho các thế hệ mai sau.

T

TALENT UNLOCKING KHAI MỞ TIỀM NĂNG

We unlock potential, grow capability, and create opportunities for people to excel and lead.

Tạo cơ hội và trao quyền vì chúng tôi tin vào tiềm năng trong mỗi con người, ngay cả khi họ chưa nhìn thấy điều đó ở chính mình.

Vision/Mission/

COMMITMENT TO SUSTAINABILITY

At Coteccons, sustainability is neither a standalone initiative nor a separate plan alongside the core business. It is embedded in how we make decisions, allocate resources and create long-term value. From executive offices to major construction sites, and from our employees to the vast construction workforce across our sites, as well as subcontractors, suppliers and local communities, sustainability has become an integral and consistent part of how we operate.

The spirit of **FUTURE INSIDE YOU** reflects an enduring belief: A sustainable future is not an abstract destination shaped from the outside. It starts from within: with people developing their capabilities, managers at every level being accountable, and technical decisions made each day with responsibility for the future in mind.



Strategic vision

Leading The Way In Green Competitiveness:

Coteccons remains committed to becoming a sustainability pioneer in the construction industry, turning Environmental (E), Social (S) and Governance (G) principles into a core source of competitiveness that helps protect margins and strengthen the company's financial resilience through market cycles.

Leading And Raising Industry Standards:

In pursuing recognition as an Industry Leader, Coteccons does not define this position solely by trillions of VND in revenue or the scale of its project portfolio, but by its ability to inspire and mobilize partners and reshape standards across Vietnam's construction industry toward greater transparency, safety and lower emissions.

Mission in action

Embedding ESG Across Our Operations:

Coteccons puts its commitment to sustainability into practice by integrating ESG standards across the value chain, from design review, green material selection, construction method optimization and rigorous safety control to responsible supply chain management and ecosystem conservation.

Putting People At The Center Of Every Transformation:

Throughout the green transition, people remain our most valuable asset. Every Coteccons member is empowered to take charge of their own learning, develop to their full potential and take responsibility for their decisions. This **"OWN IT"** culture turns sustainability principles into everyday habits, laying a strong foundation for the company to deliver projects that stand the test of time.

1.

**ECONOMIC COMMITMENT –
QUALITY GROWTH & ENDURING VALUE:**

Coteccons is committed to pursuing a “Quality Growth” model built on operational efficiency, strict discipline in risk management and the ability to adapt with agility. Growth is not pursued through reckless financial risk-taking. Instead, we aim to generate healthy cash flow, preserve shareholder capital, maintain a steady flow of work for our partner network and create lasting value for the economy.

2.

**ENVIRONMENTAL
COMMITMENT – RESOURCE
OPTIMIZATION &
ROBUST CLIMATE ACTION**

Coteccons is committed to using resources responsibly by strictly applying the 3R circular economy principle standardizing modular temporary works, and maximizing the share of low-emission materials, including recycled steel, low-emission concrete, green cement and unfired bricks. We are proactively standardizing data and conducting transparent GHG inventories in accordance with international standards, while working toward implementing a decarbonization roadmap aligned with Vietnam’s Net Zero 2050 commitment. Our environmental responsibility also extends to biodiversity conservation and the restoration of headwater forest ecosystems in the localities where Coteccons operates.

Pillars of our COMMITMENT TO SUSTAINABILITY



3.

**PEOPLE & SOCIAL COMMITMENT –
ABSOLUTE SAFETY & HUMAN-CENTERED DEVELOPMENT:**

Coteccons places people’s lives, health, dignity and equitable opportunities for development above all else. We are building a workplace grounded in Diversity, Equity and Inclusion (DEI), while extending occupational safety protections and human-centered welfare policies from our direct employees to all workers employed by subcontractors on our construction sites. For communities, Coteccons is committed to sharing the benefits of development, creating livelihoods and helping improve the quality of life of vulnerable groups in society.

4.

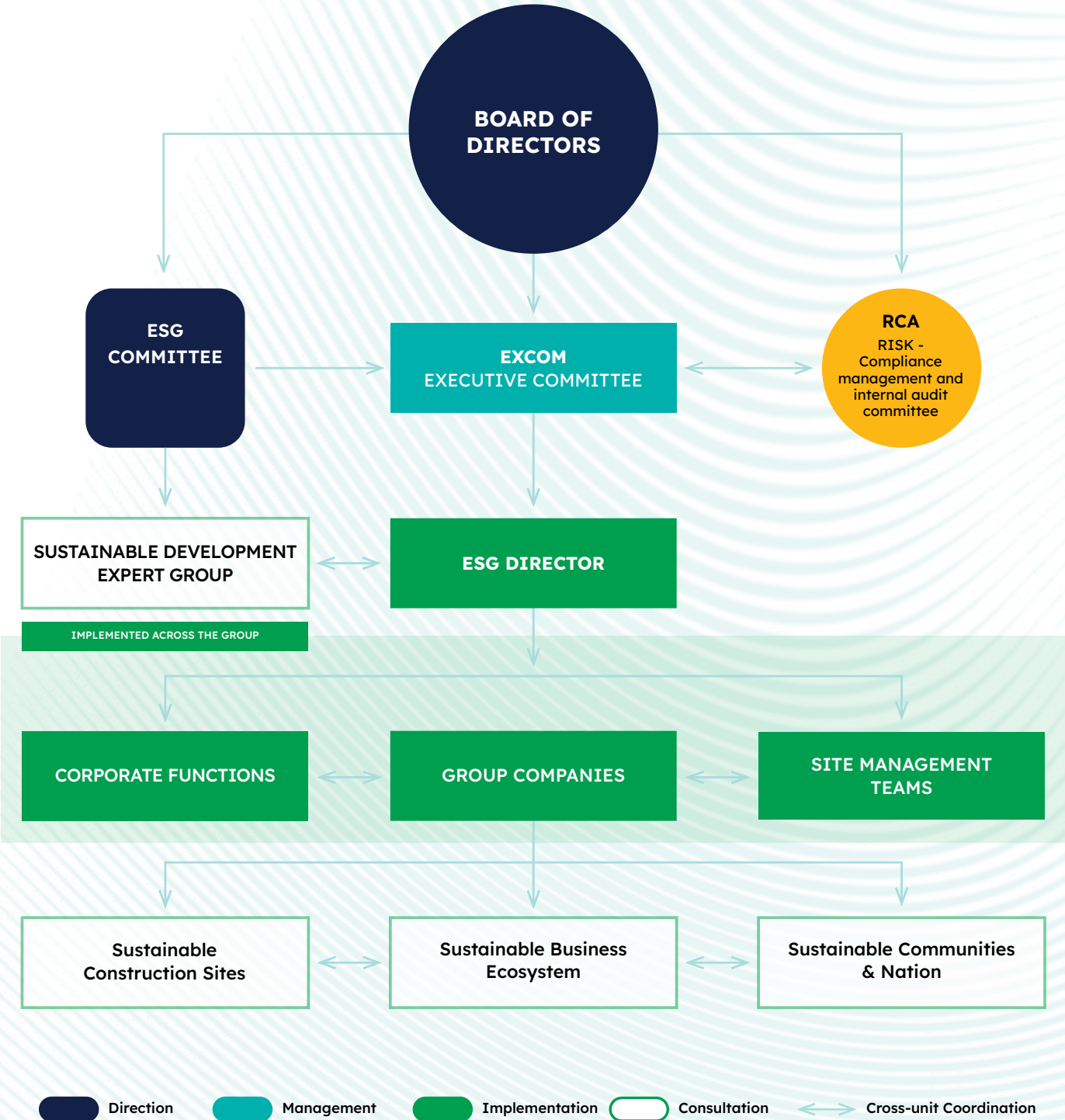
**GOVERNANCE COMMITMENT -
FAIRNESS - TRANSPARENCY -
RESPONSIBILITY -
ACCOUNTABILITY:**

Coteccons is committed to maintaining a professional and independent corporate governance system grounded in integrity, where all ESG risks and impacts are identified and quantified as a prerequisite for investment approval. We unequivocally reject “greenwashing,” standardize measurement methodologies, strengthen the integrity of digital data and establish clear accountability at every management level. Transparent disclosure is the most credible commitment we can make to

investors, customers and international financial institutions.

For Coteccons, sustainability is not a fixed destination but a continuous journey of self-improvement. The value of that journey lies not only in the achievements recorded in annual reports, but also in the deeper changes it brings to organizational culture, the professional pride of our engineers and the social conscience of an industry leader.

This is how FUTURE INSIDE YOU is brought fully to life: the green future of Vietnam’s construction industry is being shaped and built by the responsible choices Coteccons makes and the standards it upholds today.



ESG COMMITTEE

Head Of Committee:
Mr. HERWIG GUIDO H. VAN HOVE
Promotes international engagement and advises the Board of Directors in sponsoring sustainable development strategies that align with the company’s goals and values.

Executive committee (EXCOM):
Ms. NGUYỄN TRÌNH THÙY TRANG
Sets the strategic direction for sustainability and drives its implementation across all business activities. Engages with partners, non-governmental organizations and regulators to advance sustainability initiatives and ensure compliance with relevant regulations.

Director of sustainable development:
Ms. NGUYỄN TRÌNH THÙY TRANG
Manages and coordinates sustainability activities across three areas: construction, the environment and sustainable communities.

Consultant - Sustainable materials - Independent committee member:
Mr. ĐẶNG MẬU CHIẾN
Advises and conducts research to promote the development and application of innovative green materials in construction.

SUSTAINABLE CONSTRUCTION SITES	SUSTAINABLE BUSINESS ECOSYSTEM	SUSTAINABLE COMMUNITIES & NATION
COLLABORATION WITH STAKEHOLDERS • Construction workers • Project owners • Subcontractors / Suppliers • Local authorities and relevant agencies • Press and media • Independent consultants • Trade unions / Worker representatives • Environmental audit organizations	COLLABORATION WITH STAKEHOLDERS • Leadership • Investors / Shareholders • Clients / Strategic partners • Supply chain • Press and media • ESG certification and audit organizations • Internal departments	COLLABORATION WITH STAKEHOLDERS • Local communities • Local authorities • Education system • Non-governmental organizations (NGOs) • International organizations • Social experts • Audit organizations • Press and media

Governance structure
FOR SUSTAINABLE DEVELOPMENT
Coteccons continually reviews and refines its sustainability governance structure to ensure consistency and effectiveness across four functions:
DIRECTION - MANAGEMENT - IMPLEMENTATION - CONSULTATION.

Members of the ESG

COMMITTEE OF COTECCONS CONSTRUCTION JOINT STOCK COMPANY:

No.	Full Name	Position
1	Herwig Guido H. Van Hove	Head Of Committee
2	Nguyễn Trinh Thùy Trang	Member
3	Trần Ngọc Hải	Member
4	Võ Hoàng Lâm	Member
5	Nguyễn Chí Thiện	Member
6	Nguyễn Thị Thanh Hương	Member
7	Đình Minh Đoàn Trinh	Member
8	Đình Thị Hồng Thắm	Member
9	Nguyễn Tấn Tiến	Member
10	Vũ Thanh Hà	Member
11	Trần Duy Thanh	Member
12	Đặng Mậu Chiến	Independent Member

Coteccons leaders and construction workers make a workplace safety pledge at Trạm An toàn during "Xây Tết 2026" at the APEC Convention Center project (An Giang).



THEMATIC STRATEGIC AOP FY2027

DISCIPLINE. FROM GROWTH TO QUALITY GROWTH



KỶ LUẬT.
TỪ TĂNG TRƯỞNG
ĐẾN TĂNG TRƯỞNG CHẤT LƯỢNG

Chúng ta không chỉ chạy theo những con số,
mà tập trung làm đúng, làm thật để mỗi bước tiến
đều chắc chắn và mang lại giá trị bền vững.

FY2027 STRATEGIC PRIORITIES



01 ENHANCE GOVERNANCE AND STRENGTHEN COLLABORATION THROUGH STANDARD OPERATING PROCEDURES (SOPS)

Improve cross-functional collaboration, standardize business processes, and strengthen governance to enable faster execution and better accountability through Financial discipline, reduce CCC & overdue debt, risk control, and operational discipline.



02 PROTECT QUALITY GROWTH IN CORE CONSTRUCTION AND BUILD FUTURE GROWTH ENGINES

Grow CTD beyond traditional construction by expanding into new markets, new sectors, and new business areas through protecting core construction quality growth, diversifying into new segments, expanding globally, growing vertical integration, and developing new businesses such as B2C, B2G, and financial services.



03 GROW HUMAN CAPITAL

Build organizational capability, talent, culture, and a high-performance team, upgrade productivity and organizational capability, and build a leadership pipeline and a high-performance, value-driven culture.



04 GROW THE BRAND

Build a differentiated and trusted industry brand by defining a clear, differentiated brand positioning and strengthening CTD's leadership brand through visible impact programs.



05 GROW PARTNERS

Build a stronger network of partners by building strategic clients & JV partnerships, integrated supply chain & workforce strategy and enhance engagement with investors and key stakeholders.

IMPLEMENTATION ROADMAP THROUGH 2030 & STRATEGIC TARGETS FOR 2027

THREE-STAGE ROADMAP THROUGH 2030

With a strong governance foundation now in place, Coteccons’ sustainability (ESG) strategy has evolved beyond compliance to become a core operational capability and a competitive advantage. Looking ahead to 2026–2030, Coteccons is adopting an Industry Leader mindset—placing green standards at the heart of its business model, creating long-term value for shareholders and leading efforts to raise standards across Vietnam’s construction industry.

INITIATE ESG (2023)	GOOD ESG PRACTICES (2024–2025)	INDUSTRY LEADER IN ESG (2026–2030)
• Develop strategies, commitments and policies. • Establish the governance structure (ESG Committee, RCA, and ESG Implementation Team). • Identify stakeholder needs and expectations. • Develop an overall plan and budget. • Build the infrastructure and tools needed to put ESG into practice across business areas. • Provide consultation and training, and establish reporting channels. • Transform CSR initiatives into sustainability projects closely aligned with the ESG strategy.	• Build a responsible value chain across operations, covering labor practices, supply chain management and environmental protection. • Establish a transparent ESG monitoring, evaluation and reporting system, supported by KPIs and tools to measure performance. • Launch projects that contribute to sustainability goals, including circular economy models. • Join sustainability-focused professional organizations, connect with like-minded organizations and gain recognition through awards.	• Gain domestic and international recognition for governance and ESG practices. • Embed sustainability in the Coteccons brand. • Extend Coteccons’ impact and influence across its partner ecosystem. • Reinforce Coteccons’ Industry Leader position, including through its ESG practices.

COTECCONS’ SPECIFIC SUSTAINABILITY TARGETS

At Coteccons, we view sustainability as a long-term direction closely linked to our business strategy and corporate culture. Accordingly, our commitments are translated into targets across three stages and organized under the three Environmental, Social and Governance pillars. Each target is linked to measurable indicators and a specific implementation roadmap, providing a basis for the company to monitor, assess and disclose progress annually:

PILLAR FOCUS AREA	SHORT TERM (FY2027)	MEDIUM TERM (FY2028–FY2029)	LONG TERM (FY2030 AND BEYOND)
ENVIRONMENTAL PILLAR Green Contractor	▶ Standardize and quantify environmental data at each project across waste, water, air, energy and ecosystems, ensuring that data are complete, consistent, traceable and verifiable. ▶ Expand GHG inventory coverage to 100% of active construction sites. ▶ Maintain and expand the green supply chain through the ESG Scorecard for strategic suppliers and subcontractors.	▶ Deploy renewable energy solutions at selected construction sites, assessing their technical, financial and ESG feasibility as a basis for scaling them across the organization. ▶ Conduct a Scope 3 GHG inventory covering material emission sources across the supply chain. ▶ Establish a set of quantitative indicators for GHG emissions reduction, water management and conservation, and construction waste management and recycling, creating a strong foundation for the roadmap toward Net Zero 2050.	▶ Officially publish a GHG emissions reduction roadmap aligned with Vietnam’s Net Zero 2050 commitment. The roadmap will be based on scientific methodologies, with clear targets and independent verification. ▶ Achieve a 70% rate of material reuse and recycling at construction sites, putting the circular economy commitment into practice across the construction value chain. ▶ Put at least two circular economy models into operation in the construction sector, building on initiatives piloted and proven effective during the medium-term phase.
SOCIAL PILLAR Compliance And Community Value Creation	▶ Maintain full compliance with environmental and labor laws, with a target of zero violations or penalties. ▶ Collaborate with universities and specialized research institutions on research programs linked to business operations, creating positive impacts for the construction industry and society. ▶ Expand community programs to deliver deeper, longer-term impact for clearly defined beneficiary groups.	▶ Complete and publish research findings from collaborations with universities and specialized research institutions. ▶ Proactively provide policy recommendations to government authorities, drawing on Coteccons’ practical experience and research findings, to help strengthen the regulatory framework for sustainable development in the construction industry.	▶ Become a benchmark for ESG practices in Vietnam’s construction industry, promoting best practices and helping shape industry-wide standards. ▶ Share tools, GHG inventory methodologies and best ESG practices with other companies in the industry through industry dialogue platforms, workshops and multi-stakeholder collaboration.
SOCIAL PILLAR Business Impact	▶ Integrate ESG capabilities into bid submissions and develop a set of ESG credentials that showcase Coteccons’ competitive advantages to domestic and international project owners. ▶ Maintain and strengthen Coteccons’ standing in the capital markets, supported by recognition from reputable domestic and international organizations.	▶ Strengthen Coteccons’ ability to meet the ESG requirements of international project owners, enabling participation in overseas projects and FDI projects with high sustainability standards. ▶ Access green finance to support the company’s long-term sustainability strategy.	▶ Maintain Coteccons’ Industry Leader position in Vietnam’s construction industry.
SOCIAL PILLAR Employer Brand	▶ Ensure that 100% of workers, including workers employed by subcontractors, receive safety training and are fully equipped with personal protective equipment. ▶ Maintain the Lost Time Injury Frequency Rate (LTIFR) at 1.5 or below, working toward the long-term goal of zero accidents. ▶ Strengthen grievance and worker protection mechanisms to ensure transparency, timely response and respect for workers’ rights.	▶ Expand Diversity, Equity and Inclusion (DEI) programs from offices to all construction sites, creating an equitable work environment for all workers. ▶ Evolve social programs into long-term welfare initiatives for workers at Coteccons construction sites, while extending their benefits to wider groups.	▶ Lead the industry in labor relations, worker welfare, and occupational safety and health. ▶ Extend Coteccons’ labor policies across its partner ecosystem.
GOVERNANCE PILLAR Governance Leadership	▶ Adhere to four governance principles: Fairness - Transparency - Responsibility - Accountability. ▶ Finalize the ESG KPI framework and annual assessment process. ▶ Integrate ESG risks into the enterprise risk management system.	▶ Obtain independent assurance for more than 50% of material ESG indicators. ▶ Link ESG KPIs to performance evaluations for managers. ▶ Establish a green finance framework with defined criteria and a post-disbursement reporting mechanism.	▶ Obtain independent assurance for 100% of material ESG indicators. ▶ Provide full disclosures in accordance with IFRS S1 and IFRS S2. ▶ Rank among the leading companies in HoSE’s Vietnam Sustainability Index (VNSI).

Execution discipline:

TURNING TARGETS INTO ORGANIZATIONAL CAPABILITY

The Board of Directors and the ESG Committee have established a guiding governance principle: the aim is not simply to add more targets on paper. Every commitment milestone between now and 2030 must be supported by three pillars of execution:

► APPROPRIATE
RESOURCE ALLOCATION:

Every ESG target must be translated into a capital expenditure (CapEx) plan, operating expenditure (OpEx) budget and clearly assigned personnel before implementation is approved.



► VERIFIABLE DATA
DISCIPLINE:

Eliminate subjective estimates; 100% of disclosed information must be traceable to source data from construction sites through digital platforms and be ready for independent audit.

► END-TO-END
ACCOUNTABILITY:

Hold each Project Director and the Board of Management (ExCom) accountable for sustainability outcomes, bringing the "OWN IT" spirit and "FUTURE INSIDE YOU" mission to life in every business decision, every day.



The site management team strides purposefully across the construction site.





PART IV

Sustainability

REPORTING FRAMEWORK

To optimize the use of resources for sustainable development, Coteccons has standardized its sustainability reporting framework with reference to international frameworks and standards, including GRI, IFRS S1 and IFRS S2, and SASB. By integrating double materiality assessment with stakeholder consultation, the company brings greater transparency to its risk management system and reinforces its commitment to the Net Zero 2050 goal.

Identifying

MATERIAL TOPICS

Coteccons applies the double materiality approach in line with GRI, IFRS S1 and IFRS S2, and SASB. This approach enables a comprehensive assessment across two dimensions: the company’s impacts on the environment and society, and the effects of environmental and social factors on its finances, supporting effective risk management.

Material topics are topics that represent an organization’s most significant impacts on the economy, environment, and people, including impacts on human rights (as defined in GRI 3: Material Topics 2021).

Based on GRI 3: Material Topics 2021, Coteccons reviews and identifies material topics to enable the efficient use of resources for sustainable development. Since 2025, in addition to impact materiality, Coteccons has incorporated a financial materiality assessment, in conjunction with the IFRS Sustainability Disclosure Standards: IFRS S1 and IFRS S2, to conduct a double materiality assessment across two dimensions: the company’s impacts on the environment and society, and the effects of environmental and social factors on its finances.

In 2026, Coteccons continued to comprehensively assess and update its list of material topics against

international frameworks and standards - the Global Reporting Initiative (GRI), the United Nations Sustainable Development Goals (SDGs), the standards issued by the Sustainability Accounting Standards Board (SASB), and the IFRS Sustainability Disclosure Standards: IFRS S1 and IFRS S2 - as well as the domestic legal framework, including the National Green Growth Strategy, Circular Economy Plans And Policy Directions for the Construction sector and, most notably, Vietnam’s Net Zero 2050 commitment. Coteccons also referred to key sustainability indices, such as the Vietnam Sustainability Index (VNSI) and the Corporate Sustainability Index (CSI).

At the same time, Coteccons consulted stakeholders, including project owners, subcontractors, suppliers, employees, communities, and ESG assessment organizations. The consultation results are integrated into the enterprise risk

management framework, ensuring that ESG risks and opportunities are identified, assessed, and monitored systematically.

The review and assessment results show that the list of material topics is broadly appropriate to Coteccons’ operating context across its value chain. Several new topics have also been added to more closely reflect current developments in the construction industry and the broader direction of national development. The scope of governance and implementation has also been expanded to meet increasingly stringent requirements for transparent disclosure, supply-chain due diligence, and climate change response. Coteccons conducts these reviews annually or whenever significant changes in context occur.

Coteccons’ process for assessing material topics comprises the following steps:

Identifying Material Topics Through Double Materiality

No.	Details
Step 1: Understand Coteccons’ Context	▶ Review all of Coteccons’ business activities, construction processes, supply chain, and stakeholders across its value chain. ▶ Assess global trends and ESG issues that are currently affecting or will affect the construction industry, based on Vietnam’s legal framework for the environment, labor, construction safety, and related areas. Also refer to international standards, such as GRI, IFRS S1 and S2, SASB, and the United Nations Sustainable Development Goals (SDGs). ▶ Combine international standards with requirements specific to Vietnam’s construction industry enabling Coteccons to develop a comprehensive assessment approach suited to its actual operating context.
Step 2: Identify Actual And Potential Impacts	▶ Consult stakeholders to identify the actual, potential, positive, and negative impacts associated with material topics. ▶ Assess which functions may be affected by positive and negative impacts, and to what extent. ▶ Identify management measures to mitigate or remediate negative impacts
Step 3: Assess Materiality	▶ Assess the magnitude of impacts associated with material topics across Coteccons. ▶ Assess the magnitude of material topics’ impacts on stakeholders in Coteccons’ value chain: investors, shareholders, suppliers, subcontractors, workers, relevant authorities, local communities, and others.
Step 4: Prioritize Impacts for Reporting	▶ Establish thresholds and a matrix to identify material topics. ▶ Group impacts into specific topics. ▶ Integrate these impacts into the enterprise risk management system, using them as a basis for developing sustainability strategy and setting sustainability targets. ▶ Propose material topics to be managed and disclosed in the Report.

MATERIALITY ASSESSMENT AT COTECCONS

Based on the SASB Standards for industry-specific material topics and the concerns expressed by stakeholders across the value chain, Coteccons identifies topics using the double materiality approach. This approach combines stakeholder expectations (horizontal axis) with the prioritization of those topics within Coteccons’ Annual Operating Plan (AOP) (vertical axis), resulting in the following material topics:

ASSESSMENT OF MATERIAL ISSUES AT COTECCONS



ECONOMIC

- 1. Economic Growth & Performance
- 2. Sustainable Branding



SOCIAL

- 8. Occupational Health and Safety
- 9. Happy Workplace
- 10. Knowledge and Capacity Building
- 11. Corporate Social Responsibility



ENVIRONMENTAL

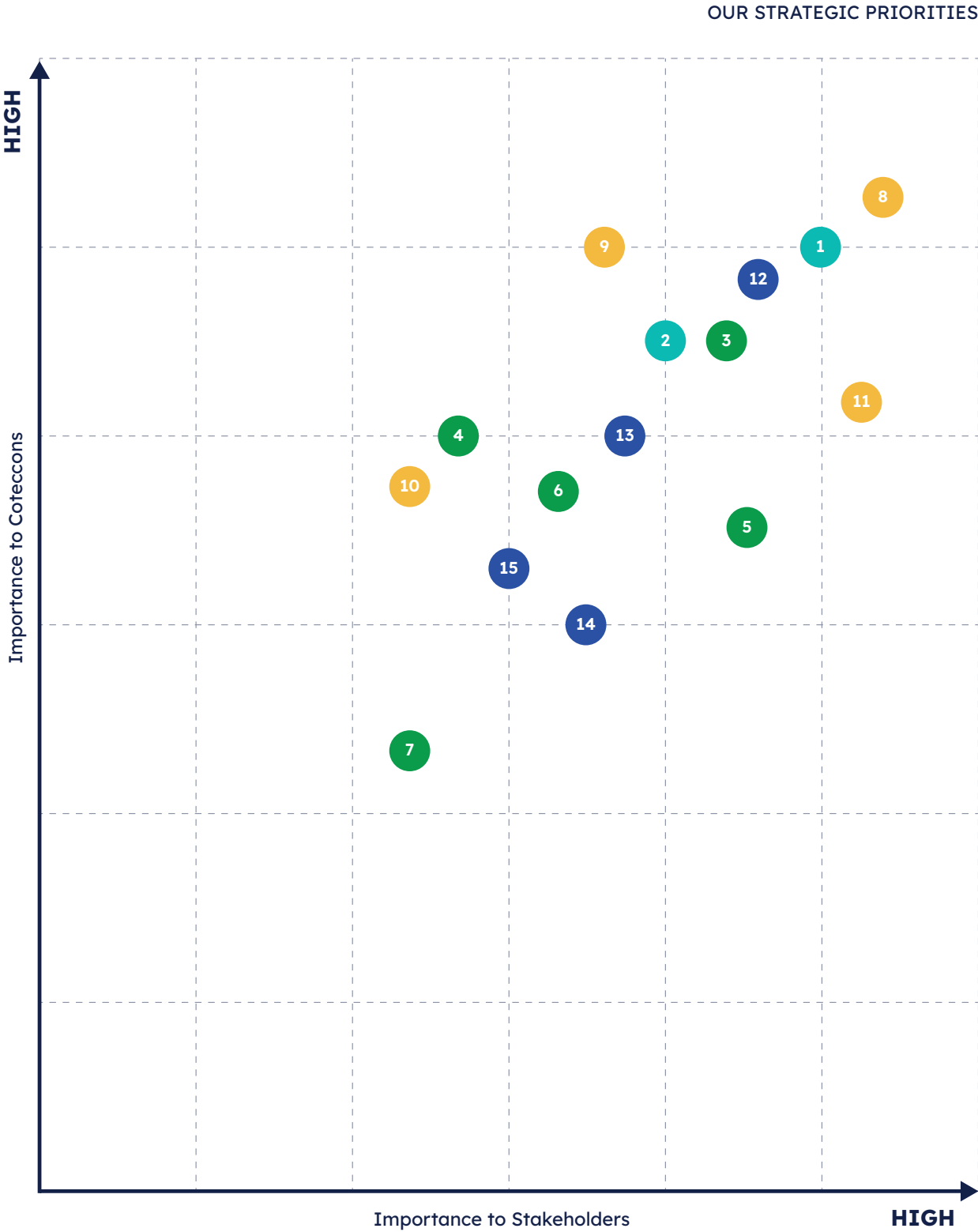
- 3. Legal Environmental Waste Compliance
- 4. Greenhouse Gas Emissions
- 5. Sustainable Supply Chain
- 6. 3R Optimization Toward A Circular Economy
- 7. Ecological Impacts



GOVERNANCE

- 12. Business Ethics and Integrity
- 13. Adopting National Sustainable-development Orientations
- 14. Solid Strategic Partnerships
- 15. Digital Transformation

MATERIAL ISSUES MATRIX



ESG opportunities

AND RISKS RELATED TO MATERIAL TOPICS

Based on the materiality matrix, Coteccons proactively identifies risks and opportunities at an early stage across its operations.

The table below summarizes Coteccons’ opportunities and risks related to material topics:

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Economic		Economic Growth & Performance	▶ Operational disruption risk: Disruptions in the supply of materials to construction sites. ▶ Natural disaster and climate risk: The impacts of climate change, such as storms and flooding, on construction progress. ▶ Risk related to access to capital and new customers: FDI and other international customers require stringent ESG standards, and access to capital is limited for high-emission sectors or sectors without ESG commitments.	▶ Transition risk ▶ Physical risk	▶ Market expansion opportunity: Enhanced competitiveness and ability to win contracts with FDI customers that have high ESG requirements. ▶ Opportunity to access green finance: Effective ESG practices help build a "Green Profile" to access preferential funding and green credit.
		Sustainable Branding	▶ Reputational risk: Inconsistent or inaccurate communications (greenwashing) reduce stakeholder trust.	▶ Transition risk	▶ Opportunity to position the brand as an "Industry Leader": A sustainable brand helps strengthen trust capital, retain a loyal customer base, attract FDI customers, investors, and talents.
	 				

Following the materiality matrix assessment, Coteccons evaluates related opportunities and risks to ensure that risks are identified in advance as part of the company’s risk management strategy. At the same time, Coteccons identifies potential opportunities in the company’s operations and sustainable development.

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Environmental	 	Compliance with Environmental & Waste Regulations	▶ Legal risk: Violations of environmental laws lead to penalties and operational disruptions. ▶ Reputational risk: Damage to the company’s reputation.	▶ Transition risk	▶ Opportunity to strengthen credibility through compliance: Rigorous compliance with environmental laws helps avoid penalties and build trust with relevant authorities and project owners in construction activities.
	 	Greenhouse Gas Emissions	▶ Transparency and reporting risk: Failure to meet requirements for measuring, reporting, and verifying emission sources across all three scopes (Scopes 1, 2 and 3).	▶ Transition risk	▶ Opportunity to enhance data reliability: IT integration enables accurate emissions measurement, saves time, and supports strategic decision-making by the BOD and the ESG Committee. ▶ Opportunity to prepare in advance for GHG inventory requirements: Preparedness to meet GHG inventory requirements (Scope 1, 2 and 3) before they become mandatory. ▶ Opportunity to access green finance: Transparent emissions data are an essential first step in preparing for the Government’s policy direction on GHG inventories. Establishing a GHG inventory system provides a basis for accessing preferential funding and reaching international customers.
		Sustainable Supply Chain	▶ Operational disruption risk: Disruptions in the supply of materials when suppliers do not adequately meet ESG criteria or are affected by climate change (storms, flooding, etc.).	▶ Transition risk ▶ Physical risk	▶ Opportunity to strengthen the value chain: Build a network of ESG-compliant suppliers, improve supply stability, work alongside like-minded partners, and reduce the risk of supply disruptions. In addition, achieve cost savings through centralized

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Environmental					procurement strategies. ► Brand positioning opportunity: Become a preferred partner for project owners seeking sustainable supply chains and green materials to meet green building standards.
	   	3R Optimization Toward A Circular Economy	► Financial and operational risk: Failure to optimize material circularity increases costs, emissions, and environmental compliance risks while causing waste.	► Transition risk	► Opportunity to generate new revenue: Recovering surplus materials (steel scrap) generates revenue and reduces waste treatment costs. ► Opportunity to promote the circular economy: Optimize material life cycles; reduce emissions and resource waste by reusing surplus steel to make guardrails and barriers for deep excavations and other areas, thereby ensuring safety.
	  	Ecological Impacts	► Strategic risk: Failure to achieve effective emissions reductions or to have carbon credits recognized. ► Natural disaster and climate risk: Direct impacts of climate change reduce the contribution of planted trees to ecosystems and the habitats of rare animals such as the Hatinh langur (<i>Trachypithecus hatinhensis</i>)... (activities Coteccons is undertaking in collaboration with relevant authorities, businesses, and local communities).	► Transition risk ► Physical risk	► Opportunity to generate carbon credits: Planted forests have the potential not only to reduce emissions but also to generate carbon credits in preparation for government regulations on emissions quotas. ► Opportunity to fulfill environmental responsibility and respond to climate change: Affirm the commitment to protect ecosystems and biodiversity and raise awareness of them, while creating sustainable livelihoods for ethnic communities.

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Social	 	Occupational Health And Safety (OHS)	► Operational and legal risk: Occupational accidents at construction sites or deteriorating worker health may prevent the workforce from meeting project demands during peak construction periods. ► Financial risk: Compensation costs, penalties, and production disruptions arising from safety deficiencies or occupational accidents.	► Transition risk	► Opportunity to increase productivity: A healthy, safe workforce helps ensure that construction milestones are met, especially during peak periods. ► Cost-saving opportunity: Reduce compensation costs, administrative penalties, and losses from operational disruptions arising from occupational accidents.
	  	Happy Workplace	► Policy effective risk: Policies on employees' rights and responsibilities are designed in a balanced manner and effectively communicated internally to prevent conflicts of interest.	► Transition risk	► Opportunity to develop employee-engagement policies: Policies that ensure a happy workplace help increase motivation, retain talents, and foster a positive corporate culture. ► Talent attraction opportunity: Efforts to build a happy workplace, marked by Great Place To Work and HR Asia Award recognitions, provide a foundation for attracting and retaining talents.
	 	Knowledge and Capacity Building	► Workforce skills-gap risk: Employees' skills have not kept pace with technological requirements, new construction-industry standards, and digital transformation, affecting productivity and work quality while widening capability gaps among employees. ► Effectiveness risk: Training content that lacks practical relevance and does not align with work needs leads to wasted resources.	► Transition risk	► Opportunity to enhance productivity and quality: A highly skilled workforce increases productivity, reduces errors, and meets new and stringent external standards. ► Opportunity to attract and retain talents: Building a learning culture and clear capability-development pathways increases engagement.

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Social	     	Corporate Social Responsibility	► Strategic risk: Corporate social responsibility (CSR) programs are implemented in isolation from Coteccons' value chain, are not aligned with a long-term community-development strategy, and are not sustained consistently from year to year. This reduces their lasting impact on communities and employees. ► Reputational risk: Programs that lack transparency or do not reach their intended beneficiaries will affect the company's reputation.	► Transition risk	► Opportunity to create sustainable community impact: The series of programs (such as Xây Tết (Building Tet), Chuyển tàu Hạnh phúc (Happiness Train), Xây Nền Ước Mơ (Building Foundations For Dreams) Scholarship,...) is sustained annually and expanded in reach, helping engage employees and local communities.
	 	Business Ethics And Integrity	► Governance and reputational risk: Inaccurate or inconsistent ESG/climate disclosures reduce investor trust, particularly among FDI investors. ► Governance risk: Legal and financial issues and loss of bidding eligibility due to weak governance.	► Transition risk	► Opportunity to strengthen investor trust: Transparent, consistent disclosures help attract FDI and enhance the company's ESG rating. ► Opportunity to enhance governance capacity: Effectively implemented mechanisms and policies, such as anti-corruption measures, reinforce ethical and transparent business conduct and protect eligibility to participate in bidding.
Governance	 	Adopting National Sustainable-development Orientations	► Strategic risk: A slow or uncoordinated transition toward sustainable development makes it difficult for the organization to promptly meet new legal, market, and technological requirements.	► Transition risk	► Opportunity to build a sustainable culture: Embed ESG in the day-to-day practices of departments and build awareness and capacity for company-wide transformation aligned with the Government's sustainability priorities.

Pillar	SDGs	Aspect	Related ESG Risks	Risk Type	Opportunities
Governance		Solid Strategic Partnerships	► Implementation risk: Research findings may lack practical relevance and may not align closely with the specific characteristics of the construction industry, limiting their application in practice. ► Coordination risk: Weak coordination, limited information sharing, and unclear allocation of responsibilities may reduce the effectiveness of program implementation, resulting in overlapping efforts and delays in implementation involving stakeholders.	► Transition risk	► Innovation opportunity: Implementing the “Ba nhà” (Government–Academia–Business) collaboration model supports the application of sustainable construction materials, technical solutions, and worker-related policies. ► Opportunity to expand partnerships: Cooperation with relevant authorities helps Coteccons enhance credibility, receive early policy updates, and maintain long-term coordination.
		Digital Transformation	► Operational risk: Uncoordinated digitization across departments and construction sites may disrupt work processes during the transition period, particularly when personnel have not kept pace with digital skills requirements. ► Data security risk: Digitized data may be at risk of leakage or inadequate protection.	► Transition risk	► Opportunity to enhance operational efficiency: Digitizing work processes saves time, reduces errors, and increases data transparency across departments and construction sites. ► Opportunity to build a digital governance platform: Centralized and synchronized data supports fast and accurate decision-making.



The joy of engineers and construction workers working on the Eaton Park project in Ho Chi Minh City.

Stakeholder engagement

With its extensive partner network, Coteccons considers listening to and understanding stakeholders’ expectations a foundation of its sustainable development strategy, strengthening transparency and accountability.

Stakeholder engagement results are not merely a record of opinions; they inform the company’s identification of material topics, enhancement of governance effectiveness, and building of consensus across the ecosystem.

Engagement Principles

Coteccons engages with stakeholders in accordance with five principles:

- **Direction From The Board Of Directors (BoD):**
Through the Risk - Compliance Management and Internal Audit Committee (RCA), the BoD sets the direction, risk appetite, strategy, and organizational structure for the RCA function, ensuring that the system supports the company’s operations as effectively as possible.ly as possible.
- **Identify Stakeholders Based On Two-Way Influence:**
The extent to which the company’s operations affect stakeholders and the extent to which stakeholders influence the achievement of the company’s strategic objectives.
- **Use Appropriate Channels:**
Use channels suited to each group’s characteristics rather than applying a single approach to all.
- **Integrate Engagement Outcomes Into the Governance System:**
All feedback received is used as input for identifying material topics, refining policies or adjusting action plans..
- **Maintain Regular Engagement While Conducting Ad Hoc Consultations:**
Conduct ad hoc consultations when significant legal or policy changes occur, extraordinary events have significant impacts, or new ESG risks are identified.

The following table summarizes the engagement channels Coteccons uses to proactively capture the concerns of each stakeholder group: employees and workers, partners, customers, investors, communities, and relevant authorities.

STAKE-HOLDER GROUPS	BOUNDARIES	ENGAGEMENT CHANNELS	KEY SUSTAINABILITY CONCERNS	KEY HIGHLIGHTS IN 2026	NEXT STEPS
Employees And Workers	► More than 4,000 employees (including personnel from Coteccons, Unicons, Sinh Nam, UG M&E and GEO Foundations). ► More than 32,000 subcontractor workers.	► Surveys, consultations, and assessments of capabilities and needs. ► Conduct in-depth research. ► Direct dialogue through safety meetings and professional sessions. ► Coteccons maintains a centralized reporting channel overseen by Risk Management, Compliance and Internal Audit (RCA), available to both employees and business partners. Hotline: 028-35142277 Email: baocaotuan-thu@coteccons.vn ► Employee satisfaction surveys. ► Capability-building training. ► A psychological counseling center (The Happy Coteccons initiative).	► A safe and fair work environment. ► Stable compensation and benefits. ► Career development and training. ► Career advancement pathways. ► Harmonious and constructive labor relations. ► Work-life balance.	► 1,136 survey responses collected at selected construction sites in 2026, including specialized surveys. ► Survey conducted during Xây Tết (Building Tet): 559 responses. ► Specialized gender survey at Hon Thom: 130 responses. ► Collaborated on surveys for two research studies: 200 responses from Vietnam National University Ho Chi Minh City (VNU-HCM) and 247 from The OpusK (Metropole 1.14) Metropole. ► 89,561 training hours for employees.	► Listen to and incorporate employee feedback to foster a happy workplace. ► Strengthen and ensure a safe, fair, and equitable working environment. ► Maintain employee and worker engagement through various mechanisms and channels.
Project Owners Customers Shareholders	► Domestic and international	► Press releases. ► Website. ► Investor newsletters. ► Annual General Meeting of Shareholders. ► Investor meetings (Shareholders’ Day, Earnings Call, Site tour). ► Investor conferences.	► Long-term financial performance linked to sustainable growth. ► The company’s development strategy. ► Corporate governance and the extent of ESG integration. ► Management of specific, financial, and operational risks.	► Attendance at the FY2025 Annual General Meeting of Shareholders: 61% of the company’s total voting shares represented. ► Investor meetings: more than 1,000 shareholders attended. ► 37 engagements with investors and securities companies.	► Receive and respond to feedback from shareholders, investors, and securities companies. ► Apply best practices for transparent information disclosure. ► Incorporate investor and shareholder feedback into the company’s operations and ESG practices. ► Identify and analyze related risks to establish effective response processes.

STAKE-HOLDER GROUPS	BOUNDARIES	ENGAGEMENT CHANNELS	KEY SUSTAINABILITY CONCERNS	KEY HIGHLIGHTS IN 2026	NEXT STEPS
Partners Suppliers Subcontractors	▶ 29,378 partners, suppliers, and subcontractors in the supply chain.	▶ Organize supplier conferences. ▶ Organize capability-building workshops. ▶ Disseminate the ESG Scorecard. ▶ Conduct labor-relations risk assessments, incorporating human rights provisions into contracts. ▶ Collaborate on ESG programs. ▶ Foster the “Đồng chí hướng” network (“Like-Minded Network”) for sustainable development	▶ Construction quality, safety, and stability throughout the project life cycle. ▶ A sustainable and responsible construction supply chain. ▶ Ethical business practices and compliance with relevant regulations. ▶ Occupational health and safety during construction and collaboration. ▶ Information transparency and accountability in project management and communications. ▶ The capacity of value chain partners to adapt and transition sustainably.	▶ Held a supplier recognition day and presented commemorative medals. ▶ Conducted periodic assessments of 2,055 subcontractors and suppliers, including ESG criteria. ▶ Conducted ESG Scorecard assessments with 347 entities-partners, suppliers, and subcontractors-in the construction supply chain. ▶ Co-organized ESG activities, including Marathon, Xây Tết, and Hải trăng về làng (“Harvesting the Moon for the Village”).	▶ Incorporate engagement out-comes into refining the selection and evaluation criteria for contractors and partners. ▶ Promote training and capability-building to ensure compliance with ESG standards in the supply chain. ▶ Strengthen govern-ance of quality, safety, and business ethics throughout the construction value chain. ▶ Develop long-term collaborative relationships based on transparency, accountability, and a commitment to sustainability.
Relevant Authorities	▶ Government, relevant authorities, and specialized agencies overseeing compliance from central to local levels.	▶ Keep abreast of new Government policies and directives. ▶ Operate compli-ance reporting systems for environmental and policy matters. ▶ Participate in Government–Business Dialogue. ▶ Participate in industry workshops, training, and policy dissemination	▶ Compliance with laws and regulations. ▶ Contributions to the development of the construction industry. ▶ Business ethics. ▶ Socioeconomic contributions.	▶ Attended 14 industry workshops, training sessions, and policy-dissemination events. ▶ Cooperated with 288 relevant government agencies. ▶ Coordinated with relevant ministries, departments, agencies, and organizations, including the Ho Chi Minh City Department of Home Affairs, PC07, Nhan Dan Newspaper, Saigon Times Foundation, and local government agencies.	▶ Ensure full compliance with legal requirements. ▶ Proactively participate and provide input. ▶ Participate in and coordinate the implementation of industry and local economic development programs.

STAKE-HOLDER GROUPS	BOUNDARIES	ENGAGEMENT CHANNELS	KEY SUSTAINABILITY CONCERNS	KEY HIGHLIGHTS IN 2026	NEXT STEPS
Public Communities	▶ Across 34 provinces and cities nationwide, particularly localities where projects operate.	▶ Engage in dialogue with neighboring communities around active construction sites regarding environmental impacts. ▶ Establish mechanisms for receiving feedback and recommendations at project sites. ▶ Consult with communities and assess their needs. ▶ Establish trans- parent information disclosure channels, including partner- ships with the press and media. ▶ Collaborate with local authorities on environmental and social initiatives.	▶ Environmental impacts from construction activities. ▶ Transparent information disclosure. ▶ Information accessibility and feedback mechanisms. ▶ Corporate social responsibility (CSR) programs. ▶ Biodiversity and sustainable livelihoods. ▶ Climate change adaptation and response.	▶ 100% of construction sites have channels for receiving questions and complaints. ▶ Implementation outcomes were assessed for 100% of CSR programs. ▶ Cooperated with local authorities and communities on community pro- jects, implementing more than 100 social responsibil- ity programs that received extensive coverage from numerous press and media outlets.	▶ Improve environmental impact management and maintain information transparency. • Refine and digi- tize mechanisms for receiving and responding to community feedback. • Strengthen local cooperation and create sustainable value. • Support climate change adaptation and response.
Social And Professional Organiza- tions	▶ Research institutes, universities, and domestic and international organizations.	▶ Research collaboration. ▶ Information sharing. ▶ Workshops, forum participation, and professional contributions.	▶ The company’s business ethics and transparency. ▶ Sustainable construction in the company’s role as a general contractor. ▶ Research on integrating and applying green materials in construction. ▶ Best practices and corporate sustainability planning.	▶ Implemented three collaborative scientific research projects with VNU-HCM. ▶ Participated in domestic and international workshops and forums. ▶ Maintained membership of the Vietnam Green Building Council (VGBC) and the Ho Chi Minh City Green Business Association (HGBA).	▶ Gather input from associations and professional organizations to inform policy refinements and help shape the company’s sustainability direction. ▶ Collaborate on initiatives to take the lead in sustainable construction and green supply chains.

PART V

Economic

By integrating Environmental, Social and Governance (ESG) indicators throughout its decision-making processes, Coteccons' 2026 business results show that the company not only delivers returns to shareholders but also translates growth into sustainable value across the entire construction ecosystem.



Healthy finances

GO HAND IN HAND WITH A GREEN FUTURE

In 2026, Coteccons delivered a strong financial performance, with revenue reaching VND 34,340 billion and profit after tax rising 73% to VND 788 billion. These results affirm that ESG is not an add-on cost but a core part of financial decision-making: a healthy financial foundation provides resources to invest in green technology, transparent governance, and the well-being of employees and workers.

In 2026, the Ministry of Construction set a target of approximately 14.5% annual growth for the construction sector, contributing to a GDP growth target of more than 10% a year and the goal of double-digit growth over 2026–2030. Key targets include an urbanization rate above 50%, with a modern, integrated urban system driving regional and national development; and the completion of 1,655 kilometers of expressways and 645 kilometers of railways, including 200 kilometers of urban rail.

Against this backdrop, Coteccons recorded revenue of VND 34,340 billion in fiscal year 2026, up 38% from 2025 and achieving 115% of its plan. Gross profit reached VND 1,446 billion, profit before tax VND 1,020 billion, and profit after tax VND 788 billion, up 73%. Its healthy financial foundation provides internal resources for the company to continue investing in technological, governance, and environmental solutions while supporting the well-being of employees and workers throughout the value chain. ESG practices also strengthen its bidding capabilities, expand its presence in the FDI market, help maintain its backlog, and reduce long-term operating costs through more efficient use of resources.

Coteccons remains the leader in Vietnam in terms of the number of projects underway. In FY2026, the company successfully bid for 70 projects/bidding packages.

Unit (VND billion)	2025	2026
Revenue	24,885	34,340
Profit Before Tax	552	1,020
Profit After Tax	456	788
Backlog Value	35,353	~70,000

The value of contracts won during the year reached VND 60,307 billion, bringing its total backlog to VND 70,000 billion, up 98%. This ensures a continuous flow of work for workers, subcontractors, and suppliers throughout the supply chain. Notably, 60 of the 70 projects won came from its “repeat sales” strategy, accounting for 72% of the total value of contracts won.. This reflects the reputation and trust the company has built through construction quality, customer service, and added value.

Coteccons’ revenue mix continued to diversify: civil construction projects accounted for approximately 72%; industrial projects, most of them FDI projects, approximately 14%; tourism and resort projects approximately 3%; infrastructure approximately 7%; and other project types 4%. This mix reduces Coteccons’ dependence on any single business segment or customer group, limits its exposure to market fluctuations, and supports stable long-term growth.

The Suntory PepsiCo Vietnam factory project in Tay Ninh, with Coteccons serving as the general contractor for design and construction, showcases the use of green materials and energy-efficient production equipment, maximizes renewable energy use, and meets LEED Gold standard, part of a globally recognized green building certification system.





TOWARD Green finance

Coteccons is moving toward green finance by allocating resources to projects and activities that reduce negative environmental impacts throughout the construction lifecycle. Its goal is to use materials, energy, and water more efficiently in support of sustainable development and its “Green Profile”

The company is also building a transparent governance system and putting ESG into practice throughout the value chain. In line with this approach, it is developing the capacity to meet project owners’ requirements for green building standards (LEED, LOTUS, EDGE, and Green Mark) through low-emission materials, energy-efficient construction, and effective construction waste management. It also integrates environmental and social considerations into bidding, supplier selection, and decisions on equipment investment.

In 2025, Coteccons expanded construction solutions that use renewable energy and recycled materials to improve resource efficiency and reduce environmental impacts. Specifically, the company encouraged the installation of solar power

1. The OpusK project (Metropole 1.14), with Coteccons’ involvement, was planned and designed to meet the LEED Gold standard (a green building certification developed by the U.S. Green Building Council) as well as the Green Mark Gold standard.

2. Application of BIM technology at The OpusK project (Metropole 1.14) in Ho Chi Minh City.

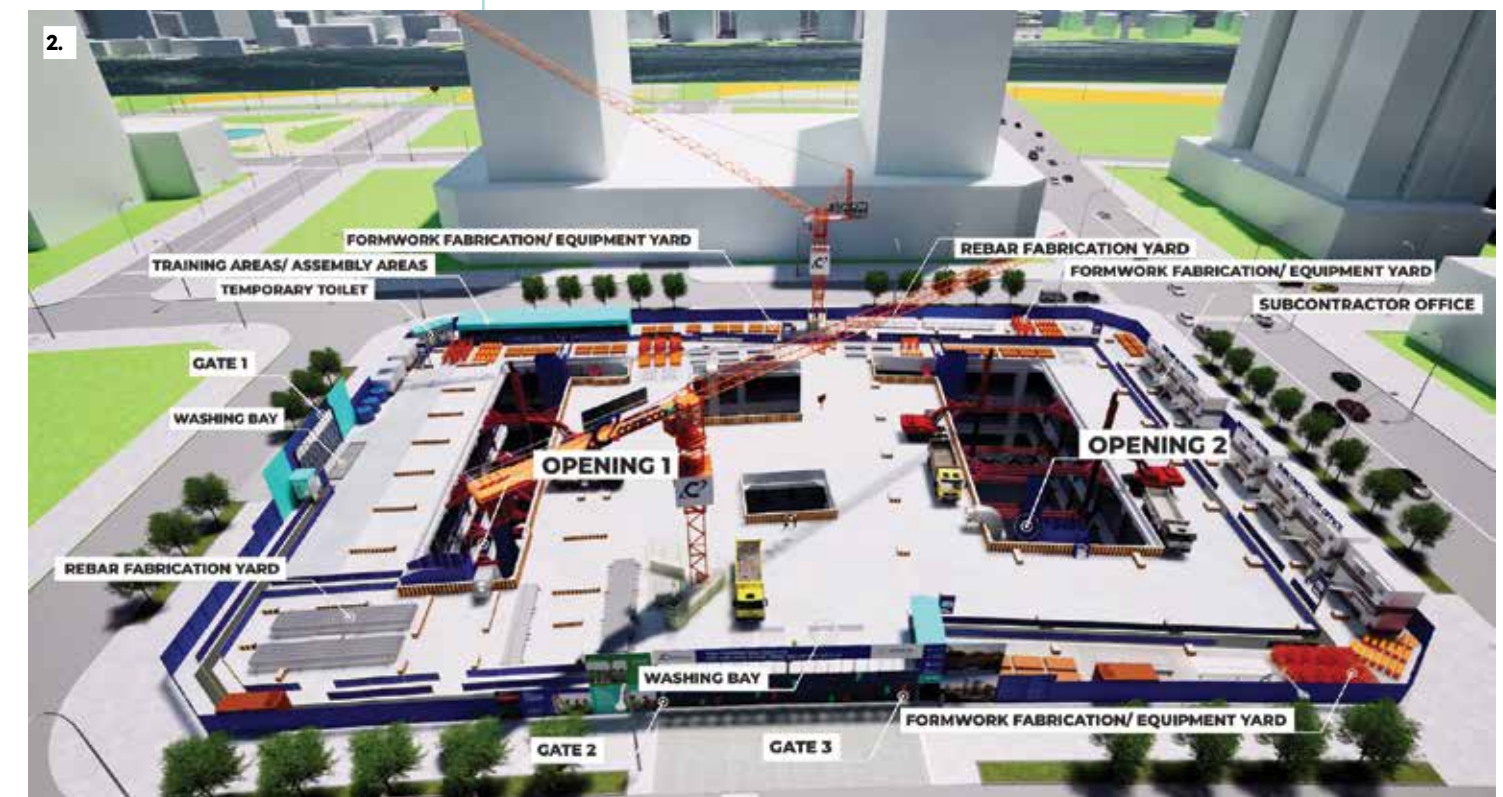
systems at some of its construction sites to help offset electricity consumption. Recovering and recycling formwork, scaffolding, and ancillary materials across construction sites promotes the circular economy and helps limit emissions under the 3R principle. The wider use of Building Information Modeling (BIM) helps optimize material quantities and reduce errors and the need for demolition. It also supports a sustainable construction value chain, improves operational efficiency after project handover, and reduces negative impacts on ecosystems.

In short, the company directs financial resources toward green projects, solutions, and technologies that reduce negative environmental impacts.

Coteccons considers more than a project’s profitability. It also takes environmental, social, and governance factors into account when selecting, evaluating, and carrying out projects. ESG is therefore part of financial decision-making, rather than an activity separate from the business.

Over the long term, investments in ESG activities may increase upfront costs, but they help reduce energy and material use, waste, emissions, or risks over a project’s lifecycle. They can therefore generate long-term economic benefits for the business.

At the same time, the company is gradually rolling out these efforts with suppliers across the value chain in the spirit of “United To Rise,” bringing the construction value chain together to create positive value for workers and communities while supporting the industry’s sustainable development.



Tax & Social welfare

Coteccons has fully met its tax obligations and is among the 100 private companies contributing the most to the state budget.



TOP 100 CÔNG TY TƯ NHÂN NỘP NGÂN SÁCH LỚN NHẤT VIỆT NAM 2026				
Theo số thuế nộp trong năm 2025 tại thành phố Hồ Chí Minh				
1. VNGROUP	11. CTH HOLDINGS	21. GDEX	31. BEE	41. ECHIBANK
2. SUNSHINE GROUP	12. HUGAN GROUP	22. PHAT DAT	32. VINCOM RETAIL	42. HCA SEN GROUP
3. THACO GROUP	13. SACOMBANK	23. VPS SECURITIES	33. VNG GROUP	43. PCT GROUP
4. BRG GROUP (BAY SHIRT CITY)	14. VINAMIX	24. TPBANK	34. VIETJET AIR	44. BUI PHUONG GROUP
5. HOA PHAT GROUP	15. HOABANK	25. VIB	35. SSI	45. BOWLAND GROUP
6. THANH CONG GROUP	16. THAILOAN	26. JI REAL ESTATE	36. SEABANK	46. VIAN PHU
7. FPT	17. BPH GROUP	27. PHU QUOC TOURISM	37. HSB	47. NAMA BANK
8. TECHCOMBANK	18. LPBANK	28. TRICO	38. ICKO	48. BIA SAU CON PHU THUAN
9. VPBANK	19. SHB	29. PHU	39. TAI LAO DAN THANH INVESTMENT GROUP	49. QNS
10. ACB	20. TRICO LAND	30. MOBILE WORLD GROUP	40. VMSD	50. XIM LUNG MOTORS
Theo số thuế nộp trong năm 2025 tại thành phố Hồ Chí Minh				
51. OCB	61. HSC	71. ACRES	81. FIB INVESTMENT	91. VINACONEX
52. WORLD AUTO	62. KINH BAC CITY	72. HUANG PHU GROUP	82. LKDD	92. LOP
53. VINHRETAIL	63. CHC GROUP	73. HAI DO GROUP	83. APICD	93. DAYVET VAC GROUP HOLDINGS
54. PETROSETCO	64. VIETCAP SECURITIES	74. LKDD 18	84. GOLDEN GATE GROUP	94. THY HOTELS
55. NUTIFOOD	65. FPT RETAIL	75. THINH ANH CORP	85. KIENLONG BANK	95. SON HA
56. BPH LONG	66. ABBANK	76. GENPROPT	86. THE PAN GROUP	96. PHU PHU
57. KHUANG DINH	67. VIET PHAT	77. BIA SAU CON BEN TRE	87. BACA BANK	97. BUNGE
58. AIG GROUP	68. HALOBIKO	78. DOP	88. PHU TAI	98. COTECCONS
59. NAM KIM	69. STAMAX GROUP	79. TH HIEU FOOD	89. FRECON	99. AN CUONG WOOD
60. BUC GANG CHAM	70. BITHPEX GROUP	80. KIDO GROUP	90. BREC	100. CI

Coteccons ranked among Vietnam's top 100 private companies in terms of contributions to the state budget in 2026. Image source: Government News.

Contributions to the state budget:
VND 434.18 billion
Total social welfare budget:
VND 176.14 billion



- 1. Coteccons provides annual health check-ups for all employees.
- 2. Coteccons employees receive Tet gifts as part of the company's annual employee support activities, contributing to their welfare and strengthening engagement.

Coteccons determines that fulfilling its tax and social welfare obligations is more than a compliance requirement; it is also part of the company's responsibility to the State, workers, and the localities where it operates.

Underpinned by transparent, honest, and responsible governance, Coteccons files its tax returns and pays its taxes in full and on time, accurately reflects the economic substance of its transactions, and complies with applicable laws. Tax management is integrated into the internal control system, with responsibilities clearly assigned across management levels, relevant departments, and lines of control to ensure data accuracy, consistency, and accountability throughout the process.

This responsibility extends beyond the company. In working with subcontractors and suppliers, Coteccons is gradually encouraging them to fully meet their tax and social insurance obligations and ensure workers receive their related benefits. In this way, the principles of fairness - transparency - responsibility - accountability extend across the supply chain, helping build a more responsible and sustainable business ecosystem.

COTECCONS' JOURNEY To create indirect value

With 89 projects, more than 32,000 workers, and nearly 30,000 partners, Coteccons is reinforcing its position as an industry leader while creating broader sustainable value and fostering shared progress and growth across the value chain.

Coteccons recognizes that the economic value a company creates lies not only in revenue, profit, or project scale, but also in the effects its operations have on people, the supply chain, and communities. As a leader in the construction industry, Coteccons aims to create value through a consistent journey: **People - Site - Ecosystem - Community.**

At construction sites, this approach translates into quality, safety, and effective project delivery. Each project generates a network of jobs and related economic activity involving workers, subcontractors, material suppliers, logistics service providers,



Key Figures:

Projects under construction:

89 projects

Number of workers:

32,245 workers

Number of subcontractors/
suppliers/partners:

29,738 partners

and local businesses. At the same time, applying increasingly high standards for safety, quality, the environment, and risk management helps the parties involved strengthen their capabilities and improve how they operate.

Within the ecosystem, Coteccons uses its scale and position to promote standards for transparency, compliance, safety, quality, and sustainable development in its relationships with subcontractors, suppliers, customers, and other partners. Rather than optimizing benefits within individual projects alone, the company aims to build long-term relationships based on trust, capabilities, and shared values, helping strengthen the overall health and competitiveness of the construction value chain.

For communities, economic impacts extend through infrastructure development, job creation, workforce development, and bringing together the resources of businesses and stakeholders. When a project is

completed, the value Coteccons seeks to create extends beyond the asset handed over to include capabilities developed, livelihoods sustained, and new conditions that support local development.

Through the People > Site > Ecosystem > Community journey, Coteccons is gradually turning its growth into broader positive impacts on the industry and society. This is also how the company fulfills its role toward an Industry Leader: raising its own standards while working with stakeholders to improve the quality, capabilities, and sustainability of the entire construction ecosystem.

1. A recognition ceremony marking 1.5 million safe working hours at the BWID Pho Noi project in Hung Yen.

2. The project management team at the Suntory PepsiCo Vietnam factory project in Tay Ninh, together with the project owner, subcontractors and workers, proudly achieved the milestone of 3.5 million safe working hours.

