CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND **EVERLAND GROUP JOINT STOCK COMPANY**	**CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM** **Độc lập - Tự do - Hạnh phúc** **THE SOCIALIST REPUBLIC OF VIETNAM** **Independence - Freedom - Happiness**
Số/No: ..46/2026/EVG-CBTT	*Hà Nội, ngày 16 tháng 11 năm 2026* *Hanoi, November 16th, 2026*

CÔNG BỐ THÔNG TIN BẤT THƯỜNG/ *EXTRAORDINARY INFORMATION DISCLOSURE*

Kính gửi: Sở Giao dịch Chứng khoán Thành phố Hồ Chí Minh
To: Ho Chi Minh Stock Exchange

1. Tên tổ chức/*Name of organization:* CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND/ *EVERLAND GROUP JOINT STOCK COMPANY.*

- Mã chứng khoán/ *Stock code:* EVG.

- Địa chỉ/*Address:* Tầng 3, Tòa nhà 97-99 Láng Hạ, phường Đống Đa, thành phố Hà Nội, Việt Nam/ *3rd Floor, 97-99 Lang Ha Building, Dong Da ward, Hanoi city, Vietnam.*

- Điện thoại liên hệ/*Telephone:* 024 6666 8080.

- E-mail: info@everland.vn

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

Nghị quyết số 03/2026/NQ-HĐQT ngày 26/3/2026 của Hội đồng quản trị Công ty cổ phần Tập đoàn Everland v/v Ban hành Chiến lược đổi mới và phát triển Tập đoàn Everland giai đoạn 2026-2030, tầm nhìn đến năm 2030/ *Resolution No. 03/2026/NQ-HDQT dated March 26th 2026, adopted by Everland Group JSC's Board of Directors, issuing the Everland Group Renewal and Development Strategy for 2026-2030, with a Vision to 2030.*

3. Thông tin này đã được công bố trên trang thông tin điện tử của công ty vào ngày 16/11/2026 tại đường dẫn https://everland.vn/quan-he-co-dong/cong-bo-thong-tin/ *This information was published on the company's website on November 16th, 2026, as in the link https://everland.vn/quan-he-co-dong/cong-bo-thong-tin.*

Chúng tôi xin cam kết các thông tin công bố trên đây là đúng sự thật và hoàn toàn chịu trách nhiệm trước pháp luật về nội dung các thông tin đã công bố/ *We hereby certify that the information provided is true and correct and we bear the full responsibility to the law./.*

Tài liệu đính kèm/*Attached documents*:
- Nghị quyết của Hội đồng quản trị Công ty/ *Resolution of the Company's Board of Directors.*

Đại diện tổ chức/ *Organization representative*
Người được ủy quyền công bố thông tin/ Person authorized to disclose information
PHÓ TỔNG GIÁM ĐỐC/ VICE GENERAL DIRECTOR

CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND GROUP M.S.D.N: 0104228175

Chu Văn Khanh

CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND

Digitally signed by CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND
DN: C=VN, L=THÀNH PHỐ HÀ NỘI, O=CHU VĂN KHANH - PHÓ TỔNG GIÁM ĐỐC, CN=CÔNG TY CỔ PHẦN TẬP ĐOÀN EVERLAND, OID.0.9.2342.19200300.100.1.1=MST:0104228175, E=KHANH.CV@EVERLAND.VN
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EVERLAND GROUP
JOINT STOCK COMPANY

No.: 03/2026/NQ-HĐQT

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Hanoi, March 26th 2026.

RESOLUTION

(Re: Issuance of the Strategy for Renewal and Development of Everland Group for 2026-2030, with a Vision to 2035)

BOARD OF DIRECTORS OF EVERLAND GROUP JOINT STOCK COMPANY

- *Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17th 2020, as amended and supplemented by Law No. 76/2025/QH15 dated June 17th 2025;*
- *Pursuant to the Law on Securities No. 54/2019/QH14 dated November 26th 2019 and Law No. 56/2024/QH15 dated November 29th 2024 amending and supplementing certain articles of the Laws on Securities, Accounting, Independent Audit, State Budget, Management and Use of Public Property, Tax Administration, Personal Income Tax, National Reserves and Handling of Administrative Violations;*
- *Pursuant to Everland Group JSC's Charter on Organisation and Operation;*
- *Pursuant to Proposal No. 04/2026/TTr-CTHĐQT dated March 17th 2026 submitting the Draft Strategy for Renewal and Development of Everland Group for 2026-2030, with a Vision to 2035;*
- *Pursuant to the Company's Board meeting minutes dated March 25th 2026,*

HEREBY RESOLVES:

Article 1. To issue together with this Resolution the "Strategy for Renewal and Development of Everland Group for 2026-2030, with a Vision to 2035".

Article 2. This Resolution takes effect from the date of signing.

Article 3. Board members, the General Director, Deputy General Directors, relevant departments, divisions, units and individuals, and Everland Group's member companies shall be responsible for implementing this Resolution./.

Recipients:
- As stated in Article 3;
- Supervisory Board (for reporting);
- Archives: Administration, BOD.

FOR THE BOARD OF DIRECTORS
CHAIRMAN

(signed)

Le Dinh Vinh

STRATEGY FOR RENEWAL AND DEVELOPMENT OF EVERLAND GROUP FOR 2026-2030, WITH A VISION TO 2035

After more than a decade of growth and development, Everland Group has achieved significant milestones. Its capital, assets, revenue, profit and number of member companies have grown steadily. Its workforce has continued to grow in both size and quality. Its governance and management structures have progressively become more professional. The material and spiritual well-being of its officers, staff and employees has continually improved. The Group has consistently fulfilled its tax and social insurance obligations to the State, discharged its social responsibilities and contributed to community development.

Nevertheless, the Group's operations still reveal certain limitations. Its capital, assets, revenue and profit remain at a moderate level. Its ecosystem has yet to clearly define its business pillars, growth engines and supply chains. Its governance and management model is not yet fully professional. Innovation, digitisation and digital transformation have progressed slowly. The development of the Everland brand and other brands within the Group's ecosystem remains limited. The Group is only in the early stages of implementing its sustainable development strategy and ESG practices.

These limitations stem from various causes, primarily the Group's slow renewal of its development objectives and strategies to adapt to changing circumstances; its failure to establish strong growth drivers combining internal capabilities with market leverage; its insufficient mobilisation and coordinated deployment of resources for investment and business operations; and its failure to generate sufficient motivation to drive decisive action, renewal and development among all officers, staff and employees across the Group.

To build on its achievements, address its limitations and strengthen its scale, resources, competitiveness and adaptability in the country's new era of development, the Everland parent company and the subsidiaries and affiliates within Everland Group shall embrace and implement the following guiding principles, objectives, tasks and solutions for 2026-2030, with a vision to 2035.

I. GUIDING PRINCIPLES

- Establish a shared understanding of the need for Everland Group's renewal and development as a core strategic priority in the new era. The focus is on promoting innovation and integration, digital transformation and sustainable development, while cultivating and advancing corporate cultural values and brand assets, and emphasising the role and accountability of leaders.

- Define a vision, long-term objectives, priority tasks and breakthrough solutions, and pursue them consistently to drive rapid, sustained, substantive and efficient growth and enhance the competitiveness and adaptability of the Everland parent company and the Group's subsidiaries and affiliates. Develop a sustainable business ecosystem built on core business pillars, growth engines and supply chains. Establish growth drivers based on human resources, modern governance, innovation and integration, digital transformation and sustainable development guided by ESG implementation.

- Develop Everland into a private-sector economic group with selective diversification, strong capabilities and market credibility; foster close links among the Everland parent company and the Group's subsidiaries and affiliates in ownership, technology, business operations, customers, markets, brands and supply chains.

- Everland Group's overarching and consistent development principle is "Sustainable Development". The Group places legal certainty, compliance, standards and business efficiency at the forefront, with shareholders' and customers' interests, the preservation and promotion of historical, cultural, natural and environmental values, and contributions to community development guiding all its activities.

II. OBJECTIVES

1. Overall objectives

- By 2030: Everland Group will become an established group in real estate and tourism; progressively complete its real estate - tourism - services ecosystem and supply chains; and refine and strengthen its professional, modern governance and operational capabilities. Develop its network and build a reputable market brand, while implementing its digital transformation strategy and ESG-oriented sustainable development strategy according to their roadmaps.

- By 2035: Everland Group will become a reputable private-sector economic group with selective diversification and a fully developed business ecosystem spanning real estate, construction, manufacturing, tourism, services, trading and supply chains. Enhance its brand positioning and market competitiveness; pioneer innovation and integration; complete its digital transformation strategy and fully implement ESG practices.

2. Specific objectives

2.1. The 2026-2030 period

- The Group's equity will grow by an average of 19.2% per year.

- The Group's total assets will grow by an average of 25.1% per year.

- The Group's workforce will grow by an average of 15.8% per year.

- The Group's total revenue will grow by at least 21.7% per year.

- The Group's profit after tax will grow by an average of 20.8% per year.

- The Group's return on equity (ROE) will average 7% per year. Within this figure, ROE for real estate companies will average 9% per year. For other sectors, ROE will match the average of companies in the same sector and of comparable size.

- The debt-to-equity ratio (D/E) will be ≤ 1.8 times for real estate companies and ≤ 1.3 times for manufacturing, construction, trading and service companies.

- Annual research and development (R&D) expenditure will account for approximately 0.3-0.5% of the total revenue of the Group's member companies; specific targets may vary by sector and individual member company.

2.2. The 2031-2035 period

- The Group's equity will grow by an average of 20.8%-23.3% per year.

- The Group's total assets will grow by an average of 12.3%-15.3% per year.

- The Group's workforce will grow by an average of 12.4%-15% per year.

- The Group's total revenue will grow by an average of 21.9%-25.5% per year.

- The Group's profit after tax will grow by an average of 24.1%-26.7% per year.

- The Group's return on equity (ROE) will average 8% per year. Within this figure, ROE for real estate companies will average 10% per year. For other sectors, ROE will match or exceed the average of companies in the same sector and of comparable size.

- The debt-to-equity ratio (D/E) will be ≤ 1.5 times for real estate companies (a generally accepted safe level in the real estate sector) and ≤ 1.0 times for manufacturing, construction, trading and service companies.

- Annual research and development (R&D) expenditure will account for approximately 1.0% of the total revenue of companies within the Group; specific targets may vary by sector and individual member company.

III. TASKS AND MEASURES

1. Renew and develop the business ecosystem around core business pillars, growth engines and supply chains

1.1. Plan the development of core business pillars, growth engines and supply chains

- *The 2026-2030 period:* The Group's business pillars will comprise real estate and tourism, with real estate serving as the backbone and tourism as a growth-driving business pillar. Supporting business areas will include trading, services, construction and finance.

The principal growth engines for 2026-2030 will be revenue and profit from the sale and lease of real estate products (resort properties, urban developments, commercial housing, social housing, etc.), tourism services and trading activities.

Progressively build and develop tourism and real estate supply chains.

- The 2031-2035 period: The Group's business pillars will comprise real estate, manufacturing, tourism and finance. Real estate and manufacturing will serve as the backbone, while tourism and finance will be growth-driving business pillars. Supporting business areas will include construction, trading and services.

The growth engines for this period will be revenue and profit from the sale and lease of real estate products (urban developments, commercial housing, social housing, etc.), manufacturing, financial investment and tourism services.

Complete and operate the tourism and real estate supply chains, while beginning to establish a manufacturing and export chain.

1.2. Renew and develop real estate investment activities

- Shift the investment strategy from "project development" to "creating a real estate ecosystem and sustainable cash flow", based on five pillars: Financial Safety - Suitable Products - Technology Adoption - Sustainable Development - Diversified Revenue Sources.

- Adjust the project portfolio: limit resort real estate projects and focus on urban developments, commercial housing, social housing, industrial park real estate, healthcare, education, logistics centres and warehouses, etc.

- Adjust investment locations: prioritise major cities such as Hanoi, Hai Phong, Da Nang and Ho Chi Minh City, and major economic centres such as Phu Tho, Quang Ninh and Dong Nai, etc.

- Adjust investment methods: combine proposals for new projects with participation in tendering, auctions and project M&A, and participate in BOT and BT projects.

- Adjust investment objectives: prioritise projects with strong liquidity and cash flow over the pursuit of high rates of return.

- Adjust product segments: limit high-end real estate and focus on the mid-market segment with reasonable costs and strong liquidity. Develop commercial properties for lease (offices, shopping centres, commercial housing for lease, etc.), educational and healthcare properties, golf courses, logistics parks, cold storage facilities and storage yards for operation and leasing, with a view to establishing a complete real estate supply chain.

- Adjust business methods: combine real estate sales with asset holding and operation to generate stable cash flow and reduce cyclical risks.

- Develop integrated, multifunctional urban developments with diverse products (housing, offices, shophouses, education, healthcare, etc.), incorporating green city, smart city and professional operation criteria.

- Implement digital transformation and integrate AI into the real estate supply chain, from market research, project investment appraisal, construction and sales to operational management and asset operation.

- Pursue a prudent, safe and tightly controlled real estate financing strategy to optimise investment efficiency and avoid risks.

- Consistently pursue a sustainable real estate development philosophy, emphasising legal compliance and business ethics, and balancing the interests of developers, customers and local communities.

1.3. Develop construction and building materials businesses

- Develop construction, from execution to project management and supervision, into a supporting business area of the Group.

- Develop selected member companies into capable construction contractors and establish new companies specialising in construction management and supervision consultancy.

- Consolidate and enhance the capabilities of the Group's project management units. Increase the number and improve the quality of engineers, site managers and construction supervisors.

- Maintain close relationships with reputable construction contractors and progressively build relationships with project developers.

- Prepare to bid for infrastructure projects independently or through consortia to

enhance the Group's construction capabilities.

- Expand the building materials business. Develop selected core building materials products of the Group, covering both trading and manufacturing.

- Explore deeper involvement in the import and export of construction supplies and materials to increase import-export turnover and expand overseas markets, prioritising China, India, ASEAN, etc.

- Develop a professional trading and import-export workforce with sound knowledge of products, overseas markets and international payment practices.

1.4. Develop and complete the smart "all-in-one" tourism ecosystem and tourism supply chain

- During 2026-2030, focus on completing and bringing the Group's resort tourism projects in Quang Ninh, Quang Ngai, Dak Lak, Khanh Hoa, Lam Dong and other locations into coordinated operation.

- Develop the Group's tourism companies into professional hotel management operators, enabling them to manage and operate the Group's resorts, and into professional tour operators within the tourism supply chain.

- Research and develop core tourism products (travel services, accommodation, sightseeing tours, shopping, cruises, day boats, overnight boats, spiritual tourism, wellness tourism, etc.) and value-added services linked to the tourism supply chain. Strive to make tourism revenue one of the Group's growth engines.

- Strengthen communications and promotion of the Group's tourism brands, resorts and tourism supply chain.

- Expand cooperation with internationally reputable tourism and hotel management brands.

- Develop a professional workforce for hotel management and operations and for the operation and sale of travel and tourism services.

1.5. Strongly develop the services business

- Develop the Group's real estate brokerage companies into professional real estate distributors.

- Establish new companies specialising in the management and operation of urban developments and residential areas (apartment buildings, social housing, etc.). Make property management services one of the Group's supporting business areas.

- Establish new trading companies to supply products and input materials to resorts.

1.6. Gradually expand into new business areas and sectors selectively and with appropriate controls

- During 2026-2030, focus on expanding imports and exports and trading in core products such as building materials, furniture, agricultural and forestry products, etc.

- During 2031-2035, progressively invest in the manufacture of essential products (food, beverages, consumer goods, technology products, etc.) and in energy, education,

logistics and other sectors. Strive to make revenue and profit from manufacturing and exports one of the Group's growth engines.

- Research and prepare the conditions for member companies to participate more extensively in capital, financial and asset markets; undertake short-, medium- and long-term financial investments; and invest in and hold assets, particularly digitised assets, carbon credits, securities and other valuable instruments. Strive to make revenue and profit from financial investment one of the Group's growth engines during 2031-2035.

2. Drive sustainable revenue and cash flow growth; control expenses and costs to enhance competitiveness and optimise profit

2.1. Grow sustainable revenue and cash flow from real estate

- Diversify real estate categories and products; focus on developing mid-market commercial housing that meets customers' actual needs at reasonable prices to improve liquidity and generate stable cash flow; expand the development and trading of new real estate categories and products such as social housing, commercial housing for lease, offices, shopping centres, industrial, educational and healthcare properties, logistics centres and warehouses to increase real estate revenue and cash flow.

- Strengthen and accelerate sales activities and reorganise the real estate distribution agency network; promote bulk real estate sales to rapidly monetise projects and generate cash flow, minimising unsold property inventory at all times.

- Establish a dedicated property operation and leasing unit, while expanding property operation and leasing activities (offices, shopping centres, warehouses, etc.) to increase revenue and cash flow.

- Diversify and optimise revenue streams from real estate projects beyond property sales and leasing, including proprietary real estate trading and property management services, etc.

2.2. Increase revenue from trading, the tourism supply chain, finance and other sources

- Develop and assign annual business plans and growth targets (KPIs) for revenue from trading, the tourism supply chain, imports and exports, finance and other activities to each unit.

- Research product categories, goods and products suited to market demand to stimulate purchasing, shorten the working capital, inventory and receivables cycles, increase trading revenue and release cash flow quickly.

- Research and develop new products and services linked to the Group's business ecosystem and supply chains, prioritising products serving the mass market with strong purchasing demand to increase revenue.

2.3. Implement coordinated solutions to drive revenue growth and generate sustainable cash flow

- Research and identify target groups and customer segments for each type of product and service within the Group's business ecosystem; develop suitable products, services and supply chains to serve each customer group or segment.

- Research, improve and apply science, technology and AI to enhance product and service quality to meet customers' needs and preferences.

- Develop reasonable and flexible pricing policies for products and services within the Group's business ecosystem and supply chains to ensure competitiveness, stimulate purchasing and release cash flow quickly.

- Regularly implement multichannel marketing and sales campaigns, including developing and using sales apps and selling through highly interactive online platforms. Use tools to regularly monitor and assess business performance and marketing and sales campaign metrics. Promptly adjust marketing and sales campaigns based on the data collected to optimise results.

- Renew and optimise sales processes and payment procedures to improve customer convenience, accelerate debt collection, realise revenue and profit, and generate stable cash flow.

- Develop attentive customer care policies and after-sales services to attract and retain customers within supply chains. Strengthen and effectively organise customer service teams to regularly monitor, listen to, record and act on customer feedback, continually improving product and service quality.

- Develop professional and skilled sales and customer service teams dedicated to customers.

2.4. Closely control expenses and reduce product and service costs to enhance competitiveness and optimise profit

- Establish budgets and standards for expenses, material consumption, wages or payroll funds for each unit, department and stage of production and business operations. Closely manage budget expenditure and compliance with expense, material consumption and wage standards. Develop roadmaps and measures to save budgets and reduce expenses, production costs and the cost of products and services to ensure competitiveness, drive revenue and cash flow from goods and services, and reduce inventories of products and goods.

- Strictly adhere to the principle of economic accountability in all the Group's investment and business activities.

- Reduce unnecessary budget allocations, indirect costs and administrative expenses to optimise profit.

- Continuously improve and shorten work processes and decision-making procedures to increase productivity and labour efficiency and minimise the time and labour costs required for each task and product.

- Apply information technology systems to manage and supervise work intelligently and effectively.

- Regularly launch campaigns across the Group to encourage initiative and thrift. Establish policies to promptly recognise and reward teams and individuals with outstanding achievements, while imposing sanctions on those responsible for losses or waste.

- Consolidate and enhance the professional competence of the tendering function and related departments; strengthen effective coordination among units; and regularly improve regulations, processes and procedures for tendering, procurement, acceptance, payment and final settlement to make them simpler, systematic and rigorous, ensuring fair and transparent competition in the selection and implementation of tender packages, choosing the best contractors and optimising the financial efficiency of contract and procurement packages.

- Build an information database of potential contractors and suppliers in each tendering and procurement area. Maintain close relationships with contractors and suppliers to proactively secure inputs for investment and business activities. Strengthen strategic partnerships and enter into cooperation agreements with major reputable contractors and suppliers to obtain preferential pricing and commercial terms for contract and procurement packages.

- Closely control construction packages at every stage. Minimise increases in the scope and value of contract packages, striving to keep final settlement amounts within estimated contract values and post-settlement project or construction costs within the approved total investment cost estimates.

- Research and develop mechanisms and policies for timely rewards and financial incentives for teams and individuals whose achievements and contributions in tendering and procurement save costs and improve package efficiency, thereby helping bring post-settlement project or construction costs below the approved total investment cost estimates.

- Focus on resolving legal procedural obstacles and contractors' difficulties, if any, to accelerate real estate project implementation; shorten working capital, inventory and debt collection cycles to release cash flow quickly, save costs and optimise profit.

- Detect and strictly address, through all available measures, misconduct, dishonesty, collusion, illicit dealings and price manipulation in design, tendering, procurement, input acceptance, acceptance of completed construction works, and preparation of payment and final settlement dossiers for contract packages.

- Strengthen the capabilities and accountability of the internal control function to improve supervision of cost control measures aimed at reducing production costs and the cost of products, goods and services.

3. Build a strong, self-reliant, transparent and sustainable financial system

3.1. Mobilise and use capital effectively

- Develop and standardise the capability profiles of the Group's member companies to improve access to bank credit through all three channels: real estate project financing, corporate lending and contractor financing.

- Strengthen strategic cooperation with banks to obtain preferential credit arrangements and interest rates, prioritising the Big Four banks and reputable joint stock commercial banks.

- Expand access to financial and real estate investment funds, securities companies, financial institutions and other sources to mobilise medium- and long-term capital.

- Intensify efforts to attract domestic and foreign strategic investors to participate in joint investments with the Group.

- Expand capital mobilisation from customers through legally compliant sales of off-plan properties, forward contracts, financial instruments and short-term financial products and services. Closely control debt collection progress from property purchasers to maintain stable cash flow.

- Allocate, coordinate and use capital, including both equity and funds raised, prudently, effectively and optimally; strictly adhere to commercial accountability principles in the use of capital. Prepare and closely monitor the company's daily and weekly cash receipt and payment plans to optimise idle cash. Accelerate real estate project implementation to unlock and effectively deploy investment resources.

3.2. Strengthen financial risk control

- Gradually expand and diversify business areas and sectors selectively, and diversify markets, products and services to mitigate industry and cyclical risks.

- Prepare detailed investment capital estimates for each investment project, including risk contingencies, and budget plans for each business area or financial year. Closely control disbursements and financial expenditure to ensure safety and efficiency and avoid waste and losses.

- For investment projects, particularly real estate projects, make investment decisions only when the calculated return on investment (ROI), internal rate of return (IRR) and gross profit margin (GPM) meet expectations. For trading activities, ensure that return on sales (ROS) and gross profit margin (GPM) meet expectations.

- Closely manage financial leverage, particularly in real estate. Strictly control the raising and use of bank loans and bond proceeds to ensure debt repayment capacity and consistently maintain the D/E ratio at the generally accepted safe level for each sector.

- Increase working capital turnover, inventory turnover and receivables turnover to improve capital efficiency, stabilise cash flow and maintain liquidity.

- Establish delegated payment approval levels and reconcile accounting data and figures regularly and periodically, particularly when reviewing and appraising interim payment and final settlement dossiers for construction packages, to promptly detect fraud, errors and financial risks. Accelerate digital transformation in accounting to reduce the risk of errors, financial risks and misconduct.

- Research and develop a roadmap for adopting International Financial Reporting Standards (IFRS) to enhance the transparency and quality of the financial statements of companies within the Group in line with global standards. This will increase opportunities

to attract foreign investment into projects and enhance the Group's reputation and brand in regional and international markets.

- Conduct internal audits and financial statement audits to ensure compliance with accounting and auditing standards. Analyse financial and business indicators in the companies' financial statements for each financial year, either internally or through professional advisers, to detect and provide early warnings of financial risks.

4. Mobilise, develop and effectively utilise human resources

4.1. Develop and implement a long-term human resources strategy focused on quality, depth and succession

- Develop a long-term human resources strategy focused on quality, depth and succession, treating this as one of the Group's most important growth drivers.

- Survey, assess and proactively forecast workforce needs for 2026-2030 and 2031-2035, and use the results to develop long-term and annual recruitment and training plans.

- Update and refine position descriptions and job descriptions; clearly define the duties, responsibilities and requirements of each position to avoid overlap and wasted human resources and provide a basis for recruitment, placement, assessment, training, remuneration, professional development and workforce development.

- Develop annual staffing plans systematically, closely aligned with actual needs and position descriptions, to optimise labour costs.

- Develop salary scales, salary tables and career progression pathways for positions, ensuring remuneration reflects each employee's position, capabilities and performance and promotes fairness and competitiveness.

- Develop a succession planning programme for middle, senior and strategic-level managers, with clear classifications and separate criteria and standards for each management level, to identify, plan for, train and develop future managers over the long term.

4.2. Renew recruitment mechanisms and policies to attract personnel and talent

- Renew recruitment criteria and candidate assessment methods, prioritising capabilities and practical experience over qualifications; giving due weight to both professional competence and occupational skills; prioritising the ability to handle and resolve real-world situations through practical application over purely theoretical knowledge; and emphasising candidates' ability to integrate, adapt and fit into the Group's working environment.

- For middle, senior and strategic-level managers, in addition to the above criteria, place particular emphasis on ethical qualities, integrity, management capabilities and experience, especially in building, organising and leading systems, the ability to oversee work comprehensively, exemplary conduct, decisiveness, resilience, readiness to think and act boldly, willingness to face difficulties and challenges, and accountability.

- Renew recruitment processes and regulations to achieve the objective of recruiting the right people for the right jobs and positions at their true value.

- Strengthen cooperation with universities and vocational training institutions; expand internship programmes to attract interns and build a pipeline of potential talent for the Group.

4.3. Renew and strengthen training and personnel development policies, particularly for senior and strategic-level managers

- Renew the content, format and duration of induction training for new personnel, focusing on the organisational structure, corporate culture, internal processes, regulations and rules, and standards of conduct, etc. For senior and strategic-level managers, extend induction training to enable them to study, update their knowledge of and fully understand the development policies and strategic directions of member companies and the Group.

- Regularly organise in-house professional training, refresher courses and knowledge updates, or send personnel to external training programmes to improve professional expertise and leadership and management skills, particularly for middle, senior and strategic-level managers.

- Strengthen internal training through professional meetings, exchanges among departments, meetings with management, and conferences featuring presentations by company leaders.

- Make participation in training and professional development, and completion of professional training certifications, a criterion for assessing KPI and OKR achievement and considering promotions, transfers and salary increases for officers, staff and employees. Middle, senior and strategic-level managers must hold qualifications or certificates evidencing completion of management and corporate governance programmes or courses.

- Use regular or ad hoc task assignments, management rotations, practical challenges, monitoring, testing and periodic assessments to identify and evaluate personnel's potential and qualities.

4.4. Implement coordinated measures to increase labour productivity and work efficiency and strengthen responsibility, order and labour discipline

- Implement systematic and rigorous annual, quarterly and monthly work planning for departments, units and individuals. Work plans must clearly specify objectives, deadlines and concrete results and deliverables, following the principles of speed, decisiveness, adherence to standards and efficiency. Departments, units and individuals must periodically report work plan implementation results to the competent authority or person.

- Develop and apply KPI and OKR management tools to measure work performance and achievement of objectives by departments, units and individuals, particularly applying KPIs to middle, senior and strategic-level managers so that they lead by example.

- Build a digital personnel competency assessment system integrating data on work performance, deliverables, confidence ratings and multidirectional feedback. Use outputs as the benchmark for assessing work effectiveness and personnel capabilities.

- Apply salary and bonus mechanisms for managers and employees based on achievement of their department's business targets or completion of KPIs and OKRs.

- Build a transparent, friendly and humane working environment that encourages innovation and duly recognises and rewards exemplary teams and individuals who think and act boldly, put the organisation's collective interests above personal interests, and consistently complete or exceed work schedules, targets and plans.

- Strengthen order and labour discipline. Encourage and recognise teams and individuals demonstrating exemplary compliance, while strictly addressing cases of disregard for order and labour discipline.

5. Renew and develop professional, modern governance and management systems

5.1. Strengthen research, forecasting and planning

- The long-term development strategies and annual plans of all member companies must be systematically developed based on research, assessment and forecasts of domestic and global political, economic and social conditions, market demand and each company's actual circumstances.

- Each member company's annual plans and detailed implementation plans must clearly define the objectives and specific targets to be achieved during the period, specifying methods, timing, resources, deliverables, effectiveness and the responsibilities of each person involved.

- Make compliance with planning and plan implementation requirements a KPI and OKR criterion for units and their heads.

5.2. Build professional, modern governance and management structures

- Develop the Group's governance system in line with its business ecosystem, business pillars and supply chains. Structure the relationship between the Group and its member companies through a model combining centralisation and delegation, specifically as follows:

The Group shall perform the following tasks and duties: (i) Set the overall strategic development direction; (ii) Guide the development of the business ecosystem and supply chains; (iii) Develop business and workforce plans for the entire system; (iv) Manage capital and investment portfolios throughout the system; (v) Decide on strategic investment projects; (vi) Decide on key personnel of the Everland parent company and its subsidiaries; (vii) Issue internal regulations, processes and rules applicable across the system; (viii) Oversee governance and operations at member companies.

Member companies shall perform the following tasks and duties: (i) Comply with the Group's strategic direction and overall business and governance plans; (ii) Proactively develop their own business and workforce plans; (iii) Manage their own capital and

investment portfolios; (iv) Establish their own organisational and staffing structures; (v) Govern and manage their own operations; (vi) Perform other duties.

- Issue regulations on the allocation and delegation of authority in corporate governance and management, using a two-tier structure with a maximum of three tiers, following the principle of "clear persons in charge, clear focal points, clear responsibilities, clear tasks, clear results and clear deliverables", and emphasising leaders' roles and accountability.

- Amend, supplement and refine internal processes, regulations and rules to simplify procedures, making them concise, understandable and easy to apply, and shorten decision-making and processing times to deliver final results and outputs as quickly as possible.

- Develop and implement a mechanism assigning duties and responsibilities linked to authority and benefits for each key management position, department and unit, providing both motivation and accountability for fulfilling assigned functions and tasks.

- Progressively transform the corporate governance model towards self-management, self-operation, self-resolution, self-assessment and self-adjustment, supported by rigorous and transparent internal processes, regulations and rules, reducing reliance on individual leaders' or managers' direction, instructions and decisions, and shortening the time spent on submissions and awaiting clearance, approval and decisions.

5.3. Accelerate digital transformation and information technology adoption in governance and management

- Develop and implement a digital transformation strategy as a new growth driver for the Group's member companies.

- Develop interconnected information technology and digital infrastructure for consistent application throughout the enterprise.

- Research and deploy Enterprise Resource Planning (ERP) software to centrally and synchronously manage core activities such as finance, accounting, human resources, inventory, production and sales on a single platform.

- Research, develop and deploy Customer Relationship Management (CRM) software to enhance sales effectiveness and customer care.

- Expand the use of information technology, AI, software and data analysis tools to develop long-term corporate development strategies, annual business plans and financial, investment and business models.

5.4. Strengthen risk management and compliance

- Establish and strengthen the enterprise's internal control system to monitor compliance with internal processes, regulations and rules and with the law; promptly detect, prevent and address violations, misconduct, waste and losses, if any.

- Make compliance with internal processes, regulations and rules and with the law mandatory for officers, staff and employees, a criterion for personnel competency assessment, and a key component of the corporate culture strategy and efforts to strengthen order and labour discipline.

6. Strengthen communications and brand development

- Renew communications through multiple methods and media channels across platforms to increase engagement with customers and the public. Develop communications content emphasising authenticity and connection; link the promotion of the Group's image, culture, business ecosystem and supply chains to customer experiences, sustainable development objectives and ESG implementation.

- Strengthen cooperation with central and local press and media organisations to implement communications campaigns promoting the Group's brands, business ecosystem and supply chains.

- Intensify communications and promotion of the Group's brands in connection with key real estate projects and core products within its business ecosystem and supply chains.

7. Build corporate culture and a friendly, humane working environment

7.1. Develop Everland's cultural value system based on the Group's core values and traditions

- Develop Everland's cultural value system based on the Group's core values and traditions, comprising four pillars: Leadership Culture - Execution Culture - Compliance Culture - Conduct Culture. Specifically:

Leadership culture must embody a spirit of service, a development-oriented mindset, fairness and integrity, resilience, decisiveness, bold thinking and action, consistency between words and deeds, leading by example, inspiring others and mentoring future leaders.

Execution culture must emphasise responsibility, particularly personal accountability, dedication to work, clear objectives, decisive action, adherence to deadlines, innovation, a focus on results, thrift, and candid recognition and criticism.

Compliance culture must uphold transparency, voluntary commitment, self-discipline, discipline, order, responsibility, fair rewards and sanctions, and the courage to defend what is right and condemn what is wrong.

Conduct culture must be civil and courteous; superiors and subordinates must interact harmoniously, respectfully and attentively; colleagues must cooperate, share and act with integrity; and interactions with customers must be professional, friendly and empathetic.

- Translate Everland's foundational value system into standard behaviours and mandatory requirements for every leader, manager, staff member and employee.

7.2. Build a friendly, professional and cohesive working environment

- Communicate and raise awareness among officers, staff and employees about building a humane, friendly, cohesive and supportive working environment.

- Regularly attend to employee welfare and provide care and support to officers, staff and employees during illness, bereavement, weddings, maternity and other significant life events.

- Invest in adequate facilities, equipment and working tools for officers, staff and employees.

- Strengthen communications and guidance to raise awareness among officers, staff and employees of protecting shared assets, using office supplies economically, and maintaining clean, tidy and orderly workspaces.

7.3. Measure and continually improve corporate culture and the working environment

- Develop and apply measurement and survey tools to assess officers', staff members' and employees' perceptions of and adherence to Everland's cultural values.

- Develop and apply measurement and survey tools to assess cohesion among departments and units, between leaders and staff, and among staff members and employees within the Group.

- Develop and apply measurement and survey tools to assess satisfaction among officers and staff currently working at the Group. Understand the thoughts and perceptions of departing managers and employees regarding corporate culture and the working environment to identify improvements.

8. Develop a sustainable development strategy and implement ESG practices

8.1. Establish a sustainable development framework guided by ESG implementation

- Environmental: Fulfil environmental protection responsibilities, reduce emissions, treat waste, use renewable energy and protect natural resources.

- Social: Fulfil social responsibilities, ensure employees' rights, safety and fair treatment, and promote gender equality; support communities through charitable activities, education or infrastructure development. Build a responsible ecosystem and supply chains for products and services.

- Governance: Pursue a business philosophy and ethical standards based on legal compliance, transparency, integrity and effective risk control; create sustainable value for shareholders and partners; and ensure fair competition. Ensure financial system transparency and accountability in accordance with applicable regulations.

8.2. Integrate the sustainable development framework into the enterprise's business strategy

- Incorporate the pillars of the ESG development framework into the enterprise's long-term and annual business plans.

- Raise awareness and build consensus among leadership, key managers, officers and staff regarding compliance with and implementation of the ESG development framework; integrate ESG implementation objectives into KPIs for leaders and key managers.

- Set long-term targets over a 10-20-year horizon to use 100% renewable energy, moving towards a zero-emission business ecosystem and supply chains.

8.3. Strengthen innovation and digital transformation

- Issue policies, strategies and measures encouraging innovation and digital transformation as one of the enterprise's growth drivers.

- Research and apply new technologies and energy-efficient, environmentally friendly materials in the design, construction, operational management and operation of investment projects.

- Research and transform the enterprise's development model towards green development, a circular economy and a regenerative economy. Implementation will commence in 2031.

- Research and develop environmentally friendly products within the business ecosystem and supply chains.

IV. IMPLEMENTATION

The Strategy for Renewal and Development of Everland Group for 2026-2030, with a Vision to 2035, serves as the basis and direction for the Everland parent company and the Group's subsidiaries and affiliates to develop their own strategies and development plans to implement this Strategy, or to incorporate its specific objectives and targets into their annual production and business plans.

- Everland Group's leadership, departments, units, subsidiaries and affiliates, together with all officers, staff and employees across the Group, are responsible for complying with this Strategy and demonstrating determination and commitment in its implementation./.