



PHATDAT
CORPORATION
Real Estate Development

BUILD FROM THE INSIDE OUT

2025 ANNUAL REPORT



SUSTAINABILITY REPORT

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STANDARDS AND PRINCIPLES OF REPORT PREPARATION

PDR's Sustainability Report is prepared not merely to meet disclosure requirements, but as an integral component of the Company's governance system, enabling the assessment, control, and continuous enhancement of its long-term sustainable development capacity.

Under this approach, the Report goes beyond documenting activities undertaken. It reflects how PDR integrates environmental, social, and governance (ESG) factors into its decision-making processes and business operations.

The Report is developed with reference to the GRI 2021 Standards, not only as a compliance framework, but as a strategic tool that enables PDR to identify material issues, assess gaps, and define improvement directions across sustainability-related areas.

Material topics disclosed in the Report are determined based on a combination of the significance of their impact on PDR's operations and the level of concern from key stakeholders, including shareholders, investors, customers, employees, and the community.

On that basis, PDR focuses on disclosing matters that have a direct influence on its ability to create long-term value, rather than adopting a broad, form-driven approach to reporting.

In addition to GRI, PDR also references environmental and social disclosure guidelines from the International Finance Corporation (IFC), the State Securities Commission of Vietnam, and Circular No. 96/2020/TT-BTC, to ensure alignment with both local regulatory requirements and international practices.

The Report covers PDR's operational scope, including the parent company and its subsidiaries, with data consolidated for the fiscal year 2025. Where multi-period data or information outside the reporting cycle is used, appropriate explanations are provided.

Through this Report, PDR aims not only to disclose information, but also to progressively standardize its data systems, enhance transparency, and strengthen the foundation for deeper integration of sustainability standards into all aspects of its operations in the years ahead.



MESSAGE ABOUT SUSTAINABILITY FROM THE BOARD OF DIRECTORS

ADVANCING SUSTAINABLE DEVELOPMENT FROM AWARENESS TO ACTION

In a market that has fundamentally transformed, sustainable development is no longer an optional direction, it has become a prerequisite for businesses to sustain long-term growth and resilience.

For PDR, 2025 does not mark the beginning of ESG activities. Rather, it represents a year in which we redefined our entire approach to sustainability - from awareness and strategic orientation to, most importantly, the way it is executed in practice.



SUSTAINABLE DEVELOPMENT BEGINS WITH A SHIFT IN MINDSET

During the previous period of rapid market expansion, competitive advantages in the real estate sector were largely driven by scale, speed, and portfolio expansion capabilities. However, as the market transitions into a new state—characterized by reduced liquidity, stricter legal requirements, and increasingly cautious buyers—these advantages alone are no longer sufficient to ensure growth.

The Board recognizes that, in this context, the core capability lies not in “doing more,” but in doing the right things with greater discipline and stronger control.

From this perspective, ESG is no longer viewed as a set of external commitments. Instead, it is defined as an intrinsic operational capability where every investment decision, every project, and every organizational activity must simultaneously fulfill three objectives: generating economic value, contributing to social value, and preserving environmental integrity over the long term.

FROM DIRECTION TO EXECUTION: ESG AS A STRATEGIC OPERATING MODEL

PDR’s development strategy for the 2026–2030 period is built upon the principle of “disciplined growth, controlled acceleration.” This is not merely a financial orientation, but a comprehensive approach to sustainable development.

Within this framework, ESG does not exist as a standalone pillar. Instead, it is fully integrated into the three core layers of the Company’s strategy:

In market selection and investment portfolio management, the Company prioritizes projects with clear legal status, high execution certainty, and alignment with real market demand structures—thereby minimizing systemic risks and ensuring sustainable cash flow.

In product development, each project is not merely viewed as a real estate asset, but as a living space solution—where environmental quality, functionality, and user experience are placed at the center.

In corporate operations, higher standards of financial discipline, risk control, and execution capability are enforced to ensure that growth is not achieved at the expense of long-term balance.

This reflects a fundamental shift: ESG is no longer an additional dimension of what the Company does—it defines how the Company operates.

FROM ACTIVITIES TO SYSTEMS: FROM SHORT-TERM ACTIONS TO LONG-TERM

In 2025, this approach has been translated into a coherent system of interconnected actions, rather than isolated initiatives.

On the environmental front, PDR focuses on initiatives with long-term impact on ecosystems and living environments—from participating in biodiversity conservation programs to directly developing urban green spaces that deliver immediate value to communities. These actions are not driven by image considerations, but by a consistent belief: real estate development is, fundamentally, the development of living environments.

On the social front, the Company has shifted from ad hoc support activities to structured, long-term commitments—particularly in education and community development. At the same time, PDR strengthens its internal social foundation by rebuilding corporate culture, establishing strategic dialogue mechanisms, and enhancing individual accountability across the organization.

We believe that a company can only create sustainable value for society when its internal capabilities are strong, disciplined, and aligned.

ALIGNING WITH HO CHI MINH CITY’S SUSTAINABLE DEVELOPMENT GOALS

In PDR’s approach, sustainability must also be aligned with the broader development direction of the urban environments in which the Company operates.

For Ho Chi Minh City - PDR’s core strategic market - the Company adopts the principle of aligning with the City’s sustainable development objectives. This is reflected through projects that are consistent with urban planning, contribute to social infrastructure, and enhance environmental quality.

This approach ensures that PDR’s activities not only generate value for the Company, but also contribute to the sustainable development of the urban ecosystem in which it operates.

A FOUNDATIONAL TRANSFORMATION

The Board views 2025 not as a year of outcomes, but as a year of foundational transformation. This transformation is defined by three key shifts:

- From ESG as an external responsibility to an intrinsic corporate capability.
- From fragmented initiatives to a structured and disciplined system of actions.
- From growth targets to the creation of long-term value for both the business and society.

As PDR enters 2026 and the next development phase, the Company embarks on a new growth cycle—not with the objective of accelerating at all costs, but with the commitment to building a resilient development model capable of withstanding market volatility.

Within this model:

- Growth must be accompanied by control.
- Expansion must be accompanied by discipline.
- Performance must be measured not only by economic outcomes, but also by social and environmental value.

The Board of Directors firmly believes that this approach will enable PDR not only to adapt to a transformed market, but also to establish a sustainable competitive advantage over the long term.

PDR is committed to rigorously developing and implementing a professional ESG strategy. The year 2025 marks the starting point of this journey, and the foundations established during this phase will determine the quality of the Company’s growth throughout the next development cycle.

SUSTAINABILITY IMPLEMENTATION FRAMEWORK AND EXECUTION LEVELS

PDR implements sustainable development through an integrated operating model, ensuring strong alignment from strategic direction to execution and feedback across the entire organization. This model is established on the principle that while strategy is driven top-down, effectiveness is generated throughout the entire system.

BOARD OF DIRECTORS

- Define the Company's sustainability direction in alignment with its business strategy and material issues.
- Establish principles, policies, and governance frameworks to ensure ESG integration into decision-making processes.
- Approve objectives and strategic action directions, while overseeing implementation at the corporate level.

Core role: Direction setting and oversight.

EXECUTIVE MANAGEMENT

- Translate strategic direction into actionable plans across key material areas.
- Allocate resources, budgets, and implementation conditions appropriately for each business unit.
- Organize execution, monitor progress, and evaluate performance in alignment with business outcomes.
- Ensure coordinated execution across all functions and entities within the system.

Core role: Execution management and accountability for results.

FUNCTIONAL DEPARTMENTS AND SUBSIDIARIES

- Develop and implement action plans within their respective functions, aligned with relevant material issues.
- Integrate ESG factors into professional activities and day-to-day operational processes.
- Proactively monitor performance, evaluate outcomes, and propose improvement initiatives.

Core role: Direct execution and performance optimization.

EMPLOYEES

- Execute sustainability-related activities within their assigned roles and responsibilities.
- Proactively enhance awareness and translate sustainability principles into concrete daily actions.
- Contribute feedback, ideas, and practical insights to support continuous system improvement.

Core role: Execution and value creation in practice.



INTEGRATION AND FEEDBACK MECHANISM

Sustainability implementation at PDR does not stop at plan execution. It operates as a continuous loop:



”

Feedback generated from implementation is consolidated and reported upward to management levels, forming the basis for refining strategy, improving policies, and enhancing operational effectiveness in subsequent phases.

”

METHODOLOGY FOR IDENTIFYING MATERIAL TOPICS

FOCUSING RESOURCES ON DRIVERS OF LONG-TERM VALUE

In the context of a fundamentally transformed real estate market, PDR recognizes that sustainable development cannot be implemented in a broad-based manner. Instead, it must be focused on factors that have a substantive impact on the Company's long-term development capabilities.

On that basis, PDR adopts a materiality approach as a governance tool to clearly identify priority issues, thereby enabling effective resource allocation and execution.

Material topics disclosed in this Report are determined based on a combination of two key factors:

- Their level of impact on PDR's operations and long-term development capacity; and
- The level of interest from stakeholders, including shareholders, investors, customers, employees, and the community.

In 2025, however, PDR goes beyond a purely evaluative approach, elevating materiality into a strategic decision-making tool.

This means that material topics do not merely reflect "what should be reported," but rather "what PDR chooses to prioritize in building long-term competitive capabilities."



PDR'S MATERIAL TOPIC GROUPS

Based on the assessment process, and in addition to governance (G) - which has been presented in the Corporate Governance section—PDR identifies material topics concentrated in two primary groups, aligned with its strategic direction:

1. ENVIRONMENT (E)

Overarching principle: Enhancing product standards and living environments

PDR recognizes that in the real estate sector, environmental considerations are not limited to minimizing negative impacts, but more importantly involve enhancing the quality of the living environments created.

- Material topics in this group include:
- Quality of living spaces and urban environments
- Efficient use of resources in project design and operations
- Expansion of green spaces and urban ecosystems
- Biodiversity conservation and protection of natural ecosystems

This approach reflects a core principle: PDR does not merely develop real estate - it develops living environments with long-term value for communities.

2. SOCIAL (S)

Overarching principle: Building a social foundation – from internal strength to community impact

PDR considers the social dimension of ESG not only as a responsibility toward external communities, but also as a foundational element of internal operations.

Accordingly, material topics are structured across two layers:

a. Internal Social

- Talent development and retention
- Building a corporate culture grounded in accountability and performance
- Establishing mechanisms for dialogue and alignment
- Ensuring a safe, fair, and transparent working environment

These form the foundation for maintaining execution capability and adaptability.

b. External Social

Development of social infrastructure, particularly in education
Engagement with local communities in project areas
Support for communities in times of risk and disruption
Contribution to improving quality of life and social stability
This reflects how PDR extends value creation beyond the enterprise to society.

A FOCUSED AND CONSISTENT APPROACH

Unlike traditional ESG approaches that aim for broad coverage, PDR adopts a focused approach, prioritizing issues that directly impact long-term development capabilities rather than dispersing efforts across extensive criteria lists.

This approach enables:

- More efficient resource allocation
- Strong alignment between strategy and execution
- Meaningful impact, rather than form-driven activities

MATERIAL TOPICS AS A GOVERNANCE TOOL

For PDR, material topics are not merely a step in the reporting process, but a tool to identify what truly matters and to maintain disciplined focus on those priorities.

Through this process, PDR is progressively building a development model that is focused, disciplined, and capable of generating sustainable long-term value.

MATERIAL TOPICS

FROM A LIST OF CRITERIA TO STRATEGIC PRIORITIES

In previous years, PDR assessed material topics based on the GRI classification framework to ensure comprehensive disclosure.

However, alongside its strategic repositioning for the 2026–2030 period, PDR has refined its materiality approach to be more focused and directly linked to long-term value creation capabilities.



Accordingly, material topics are no longer defined solely based on predefined criteria lists, but are reorganized around three core value layers:

- Value created through products and living environments
- Internal organizational capability
- Impact on communities and society

This reflects a fundamental shift: material topics are no longer merely a reporting tool, but a basis for defining strategic priorities and allocating resources.

Under this model, material topics are selected not to ensure completeness, but to ensure focus—targeting factors that directly influence strategy execution, risk control, and long-term growth sustainability.

The assessment results indicate that the highest-priority topics are concentrated around three key pillars:

- Product quality and living environments
- Organizational capability and human resources
- Investment in social infrastructure and communities

These are also the core factors determining PDR's competitiveness in a transformed market.

Other topics—including resource efficiency, green space development, ecosystem conservation, and community relations—are identified as critical supporting factors that contribute to completing the Company's sustainable development model.

Through restructuring its material topics framework, PDR is transitioning from a compliance-based ESG approach to an operating model driven by strategic priorities, where every action is oriented toward creating substantive and long-term value.

STRATEGIC CLASSIFICATION OF MATERIAL TOPICS

Material topics at PDR are not treated as a checklist for disclosure, but are evaluated based on their role within the Company's development model and strategic execution capacity. Instead of rigid prioritization, PDR classifies material topics into three groups, reflecting their level of contribution to long-term value creation:

Strategic priority topics:

Focus on factors directly impacting competitiveness and execution capability, including product quality and living environments, organizational capability, and investment in social infrastructure.

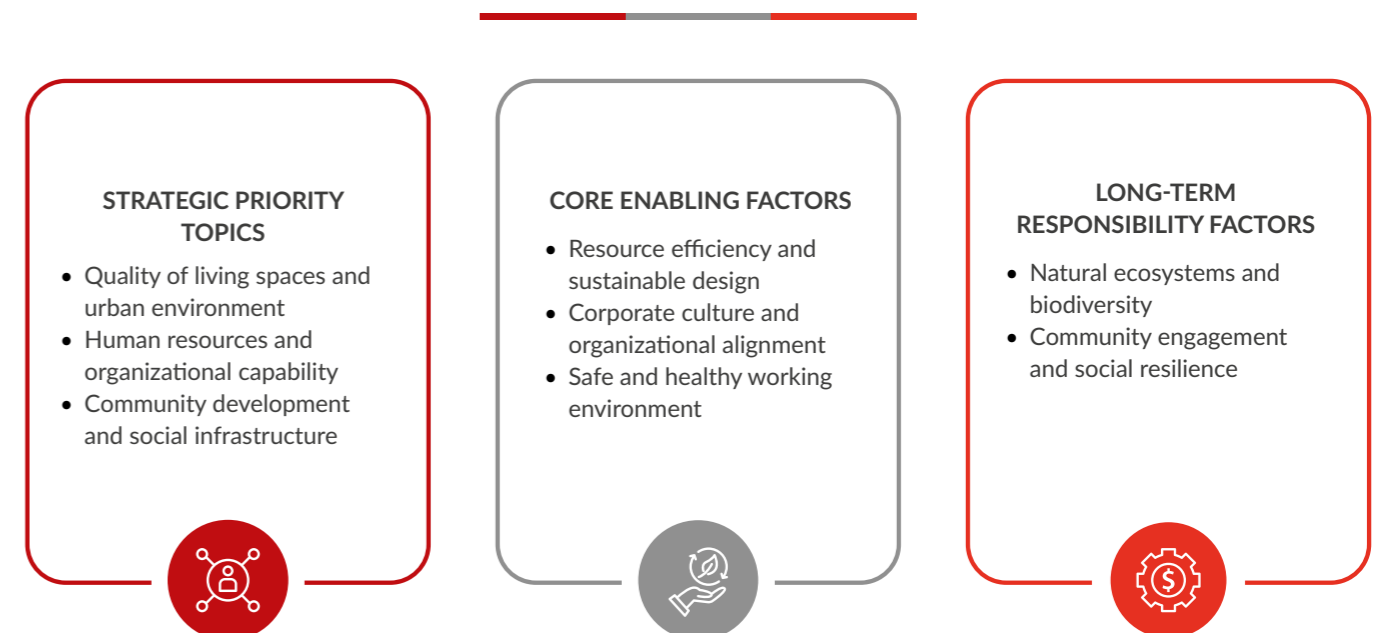
Core enabling factors:

Include resource efficiency, corporate culture, and workplace safety—forming the operational foundation for discipline and system-wide effectiveness.

Long-term responsibility factors:

Reflect commitments to environmental protection and community resilience, including ecosystem conservation and social risk response. While not immediately impacting financial performance, these are critical for shaping long-term sustainable development.

This classification approach allows PDR to maintain focus on core drivers while ensuring comprehensive ESG practices and enabling gradual integration into governance and operations.



LIST OF MATERIAL TOPICS AND STRATEGIC LINKAGES

In the current context, PDR focuses on eight material topics across three strategic pillars:

I. VALUE FROM PRODUCTS AND LIVING ENVIRONMENTS

1 Quality of Living Spaces and Urban Environment

- Product quality
- Living experience
- Long-term usability value

Directly aligned with the strategy of enhancing product standards and addressing real market demand. Each project is positioned not only to meet functional needs, but to improve living environments and long-term market absorption.

2 Resource Efficiency and Sustainable Design

- Energy
- Materials
- Optimized design

Linked to improving operational efficiency and cost control throughout the project lifecycle. Efficient resource use is treated as a core product development capability rather than a standalone compliance requirement.

3 Natural Ecosystems and Biodiversity

- Ecosystem conservation
- Long-term commitments

Reflects PDR's commitment to extending responsibility beyond project boundaries toward preserving ecosystems and long-term environmental value.

II. INTERNAL CAPABILITY

4 Human Resources and Organizational Capability

- Talent development
- Talent retention
- Workforce capability

Aligned with strengthening execution capacity—critical in transitioning from preparation to large-scale implementation.

5 Corporate Culture and Organizational Alignment

- Operational discipline
- Engagement initiatives
- Transformation strategy

Supports the development of a disciplined, aligned, and transparent operating system, where strategy is translated into consistent actions.

6 Safe and Healthy Working Environment

- Fire safety
- Construction safety
- Employee health

Recognized as a foundation for operational stability and risk mitigation. Workplace safety is treated as an integral component of a sustainable working environment.

III. VALUE CREATION FOR COMMUNITIES AND SOCIETY

7 Community Development and Social Infrastructure

- Schools
- Urban spaces
- Long-term value

Aligned with integrating social infrastructure investment into project development, particularly in education and urban space enhancement.

8 Community Engagement and Social Resilience

- Disaster relief
- Local engagement
- Contribution and support

Reflects PDR's approach to building community relationships and responding effectively to social risks.

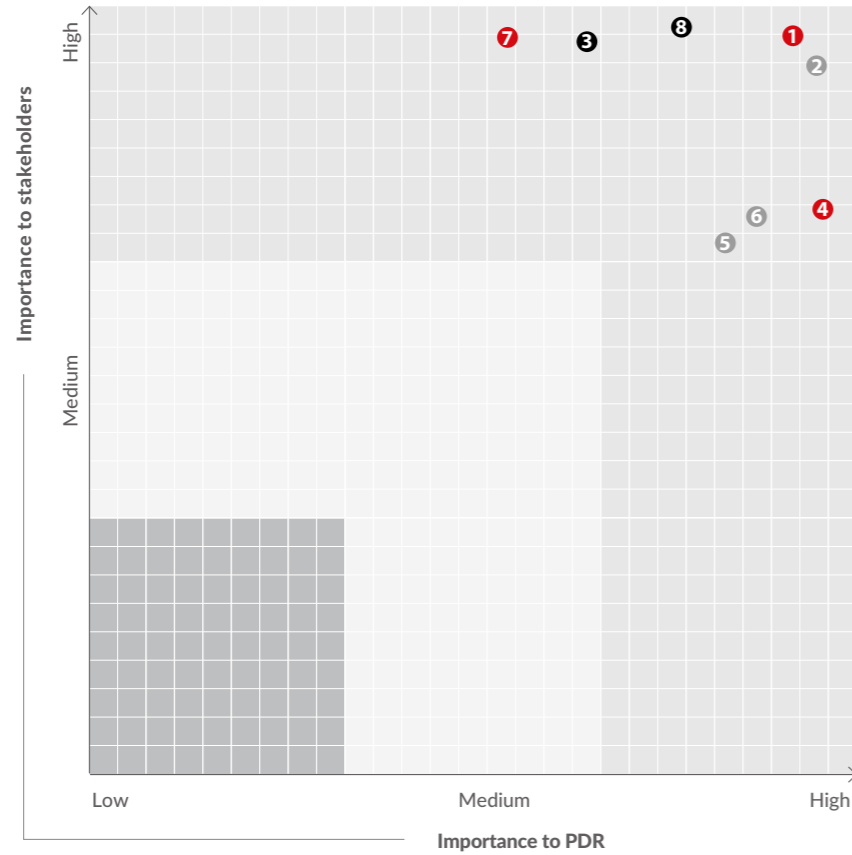
Material topics at PDR are not defined to ensure completeness of disclosure, but to reflect factors that directly impact strategy execution and long-term value creation.

They are also determined by considering both their impact on the Company and the level of stakeholder interest.

Stakeholder groups and engagement methods are presented in the Corporate Governance Report and serve as a key basis for identifying and prioritizing sustainability topics.

For PDR, legal compliance is not only a mandatory requirement, but a prerequisite for project implementation and value creation. Therefore, legal factors are fully integrated into product development processes and organizational capabilities, rather than treated as a separate material topic.

MATERIALITY MATRIX



● VALUE FROM PRODUCTS AND LIVING ENVIRONMENT

- 01 Quality of living spaces and urban environment
- 02 Resource efficiency and sustainable design
- 03 Natural ecosystems and biodiversity

● INTERNAL CAPABILITIES

- 04 Human resources and organizational capability
- 05 Corporate culture and organizational alignment
- 06 Safe and healthy working environment

● VALUE FOR COMMUNITY AND SOCIETY

- 07 Community development and social infrastructure
- 08 Sustainable community engagement

ESTABLISHMENT OF THE SUSTAINABLE DEVELOPMENT DEPARTMENT AS AN ORGANIZATIONAL CAPABILITY

In 2025, PDR established the Sustainable Development Department as a formal functional unit, while defining its role beyond that of a conventional ESG function.

Together with the Brand Department, the Sustainable Development Department is positioned as a critical component in shaping the Company's value foundation and soft capabilities—where PDR defines how it develops, engages, and creates long-term impact.

While other functional divisions focus on operational efficiency and business performance, these two functions play a distinct role in:

- Defining how the Company creates value.
- Establishing standards of conduct and implementation approaches.
- Ensuring consistency between strategy, brand positioning, and actual operations.

In this context, the Sustainable Development Department is not limited to implementing environmental and social initiatives, but also plays an active role in:

- Driving ESG integration into product development approaches.
- Embedding sustainability principles into operational systems.
- Connecting and facilitating the transformation from awareness to action across the organization.

The establishment of this department, therefore, is not merely an organizational change, but reflects a strategic choice - to build sustainable development capability as an integral part of the Company's structure, rather than as an auxiliary program.



KEY HIGHLIGHT FIGURES

145 billion

VND
ESTIMATED INVESTMENT
FOR BINH CHUAN 3 PRIMARY
SCHOOL

30 billion

VND
ESTIMATED INVESTMENT
IN PHAN DINH PHUNG
LANDSCAPE PARK

121,6 billion

VND
EMPLOYEE VOLUNTARY
CONTRIBUTIONS FOR
CHARITABLE ACTIVITIES

18 million

ESOP SHARES ISSUED

34,3 billion

VND
TOTAL EMPLOYEE
WELFARE AND INSURANCE
CONTRIBUTIONS

Initial indicators in building PDR's sustainable development foundation.

In 2025, PDR has not yet entered a phase of full-scale sustainability implementation. However, the Company has recorded early progress in shaping its organizational strategy, policies, and people-related foundations—core elements for long-term development.

VND 20.7 BILLION IN EMPLOYEE WELFARE

PDR allocated over VND 20.7 billion to employee welfare programs during the year, including bonuses, living support, and internal engagement initiatives.

This investment reflects the Company's effort to maintain a stable working environment and sustain employee motivation amid organizational restructuring and preparation for the next development phase.

VND 13.6 BILLION IN SOCIAL SECURITY CONTRIBUTIONS

Total contributions to social, health, and unemployment insurance exceeded VND 13.6 billion, with the majority funded by the Company.

Fulfilling these obligations not only ensures employee benefits, but also provides a foundation for long-term organizational stability.

WORKFORCE RESTRUCTURING TO ENHANCE CAPABILITY

As of year-end 2025, PDR's workforce stood at 235 employees, compared to 286 at the beginning of the year.

This change reflects a restructuring process aimed at upgrading workforce capability in line with new strategic requirements. The focus is not on scale, but on quality and execution capability.

ESOP - ALIGNING LONG-TERM INTERESTS

During the year, PDR implemented an ESOP program, issuing 18 million shares to employees, thereby strengthening alignment between the workforce and the Company's long-term development.

This is a key mechanism for fostering long-term commitment between the Company and its people.

SOCIAL INVESTMENT WITH SCALE AND LONG-TERM ORIENTATION

In 2025, alongside internal initiatives, PDR implemented a range of community-focused programs, with total direct contributions exceeding VND 1.44 billion, primarily in social welfare, education, and disaster response.

Key activities included:

- VND 1 billion in support for communities in Central Vietnam affected by floods
- VND 121.6 million in scholarships for students in disadvantaged areas
- VND 200 million supporting social welfare programs in Ho Chi Minh City, including long-term child sponsorship at Phu Hoa Orphanage

These initiatives were carried out in a timely, flexible manner, aligned with actual local needs.





VND 145 BILLION COMMITTED TO EDUCATION INVESTMENT

A key highlight of the year is PDR's sponsorship of the Binh Chuan 3 Primary School, with a total investment of VND 145 billion under a turnkey delivery model.

This is not merely a sponsorship activity, but a large-scale, long-term social investment—contributing to improved learning conditions, enhancing educational infrastructure in urban development areas, and creating sustainable value for local communities.

This approach reflects PDR's transition from short-term support activities to structured investment in social infrastructure, aligned with Ho Chi Minh City's sustainable development goals.



APPROXIMATELY VND 30 BILLION INVESTED IN URBAN PUBLIC SPACE

In 2025, PDR invested approximately VND 30 billion to develop a landscape park at the Phan Dinh Phung Indoor Stadium area in Ho Chi Minh City.

This investment reflects PDR's approach to aligning corporate activities with the City's development priorities, where projects not only serve business objectives but also create shared value for the urban community.

FROM CSR TO SOCIAL VALUE CREATION

Activities in 2025 demonstrate PDR's gradual transition from a traditional CSR approach to a more structured and strategic model.

Short-term initiatives are implemented with focus and relevance, while longer-term programs are being established to deliver tangible impact and align more closely with the Company's development strategy in its operating locations.

PDR does not approach community engagement as a series of isolated activities, but is progressively shaping a model in which social investments are directly linked to local development and the Company's long-term strategy.

PEOPLE AND CORPORATE CULTURE

TEAM BUILDING 09/2025 AND TOWNHALL MEETING “RESHAPE THE FUTURE”



On the occasion of the Company's 21st anniversary, on September 13, 2025, in Khánh Hòa, PDR organized its 2025 Team Building event series for all employees under the theme “Reshape the Future.” The event marked the beginning of a transformation journey - from mindset to action, from internal human strength to execution capability.

Within the framework of the Team Building program, the Company's townhall meeting served as a central platform - not merely a bonding event, but a strategic space for employees to reflect on a year of significant challenges, reconnect with core values, and align on the development direction for the 2026–2030 period.

In the context of profound market changes, sustainable development cannot be built on outdated thinking. It requires a fundamental shift in mindset, execution approach, and performance measurement.

The message “When things change inside you, things change around you” was emphasized as a new cultural statement: transformation must begin at the individual level, creating positive momentum across the entire organization. Building a workforce that is decisive in execution, transparent in objectives, results-driven in measurement, and fairly recognized for contributions is a key factor in fostering a fair and sustainable working environment.

Based on this foundation, Management identified five priority areas as pillars for sustainable growth:

- Governance and operational restructuring: transitioning from task-based management to results-based management.
- Enhancing financial capability and risk control: diversifying funding sources and optimizing the investment portfolio.
- Digital transformation and technology adoption: accelerating the use of CRM, data, and AI across the system.
- People-centric corporate culture: emphasizing fairness, collective spirit, and shared accountability.
- Workforce development and rejuvenation: building and preparing the next generation of talent for the coming decade.

These pillars clearly demonstrate how PDR integrates Governance (G) and Social (S) factors into its ESG strategy, positioning effective governance and people as key drivers of long-term growth.

A notable highlight of the conference was the open dialogue session between Management and employees. Discussions were conducted transparently and candidly, reflecting a culture of openness and alignment - core attributes of modern corporate governance. The consensus achieved demonstrated not only strategic alignment, but also a shared commitment to transformation and collective responsibility.

CHUNG TẦM NHÌN - CHUNG HÀNH ĐỘNG - CHUNG TỐC ĐỘ

PDR NEXT

THÁNG 12/2025 PDR: HOSE



PDR NEXT 12/2025 - ESTABLISHING A RECURRING STRATEGIC DIALOGUE MECHANISM

On December 12, 2025, PDR successfully held the PDR NEXT 12/2025 event under the theme “Aligned Vision – Aligned Action – Aligned Pace.” The event brought together over 200 employees, alongside senior leadership and management, marking a key milestone in the rollout of the 2026–2030 strategy.

During the event, Management presented the five-year strategic vision (2026–2030), the 2026 action plan, and introduced a new system of internal policies related to organizational structure, human resource management, corporate culture, and brand positioning.

The content was delivered in a transparent, direct, and execution-focused manner to ensure alignment and consistency across the organization.

The open dialogue session between Management and employees was a key highlight, reinforcing the Company’s commitment to two-way communication, operational problem-solving, and strengthening internal trust during the transformation phase.

PDR NEXT is not a one-off event, but has been institutionalized as a quarterly corporate program, serving as a strategic alignment mechanism throughout the new development phase.

The program replaces traditional reporting formats with an open dialogue model—where strategic direction is communicated, discussed, and translated into concrete actions at all organizational levels. Through this, PDR aims to build a governance system that is agile, aligned, and adaptable to market changes.

To ensure sustainability and continuous improvement, PDR NEXT is structured around three pillars:

- Next Stage: defining the current position and upcoming milestones, shifting focus from assessment to future creation.
- Next Vision: systematically communicating strategic direction, enabling each individual to understand shared goals and their role within them.
- Next Action: translating direction into results by removing bottlenecks, strengthening discipline, increasing execution speed, and standardizing professionalism.

In 2025, through the Corporate Culture Conference in September and PDR NEXT in December, a more aligned operating mechanism has been gradually established, enhancing cross-functional coordination and creating unified momentum across the system.

With a long-term orientation, PDR NEXT is identified as a key governance platform to strengthen internal capability, standardize management practices, and drive sustainable growth for the 2026–2030 period.

“PHAT DAT SPRING – PROSPEROUS NEW YEAR” CULTURE

For more than two decades, PDR has consistently maintained its year-end and new year cultural traditions. These are not merely customary events, but meaningful moments to connect people through appreciation, understanding, and shared milestones.

The 2025 Year-End Gathering and 2026 New Year Celebration were held in a warm and engaging atmosphere at the Phat Dat Group Office Building, with the participation of more than 300 employees.

Senior leadership personally extended New Year wishes to employees and their families, reflecting a management philosophy that values employee well-being, balance, and long-term engagement.



WOMEN-CENTRIC INITIATIVES AND THE MESSAGE OF GENDER EQUALITY

At PDR, diversity, equity, and inclusion (DEI) are integrated into human resource strategy and consistently implemented across the organization. This is not only a cultural value, but also a key foundation for innovation and sustainable growth.

The Company fosters a fair working environment where individuals are recognized and evaluated based on capability and performance, regardless of gender. This principle is embedded through two core pillars: a culture of respect for diversity and a transparent, consistent HR policy framework.

Within this context, activities celebrating International Women’s Day (March 8) and Vietnamese Women’s Day (October 20) are organized annually as part of internal communication programs. These initiatives help raise awareness of the contributions of female employees while strengthening confidence, proactiveness, and professionalism within the workforce.

Alongside recognition initiatives, PDR fully complies with labor regulations and places particular emphasis on maternity policies, workplace safety, and the protection of employee rights. Policies are designed to ensure fairness, transparency, and equal development opportunities for all.

Maintaining a fair and merit-based working environment enables PDR to leverage the full potential of a diverse workforce, strengthen its competitive advantage, and pursue sustainable and human-centered development over the long term.



SAFE WORKING ENVIRONMENT

FIRE PREVENTION, FIRE FIGHTING AND RESCUE DRILL 2025

Ensuring the safety of people and assets is one of the key pillars of PDR's sustainable development strategy. Within its ESG framework, PDR identifies fire prevention, fire fighting, and rescue (FPF&R) not only as a legal compliance requirement, but also as a responsibility toward employees, customers, and surrounding communities.

On the morning of October 16, 2025, PDR, in coordination with the Fire Prevention and Rescue Unit – Area 3, organized an FPF&R drill at the Phat Dat Group Building. This is a regularly conducted activity aimed at maintaining the highest level of safety within the building, while also contributing to the safety and security of the surrounding area.

The drill mobilized PDR's internal fire response team in coordination with specialized authorities, implementing realistic scenarios such as fire incidents, rescue of trapped individuals, emergency evacuation, and asset protection. All procedures were conducted in accordance with professional standards, ensuring practicality and effectiveness.

The drill was carried out safely and in a disciplined manner, achieving its intended objectives. Through this activity, employees working at the building enhanced their awareness, emergency response skills, and proactive mindset in fire prevention and control.

At the same time, the program enabled PDR to assess the readiness of its fire protection systems and equipment, as well as the effectiveness of coordination between internal teams and external authorities.

The 2025 FPF&R drill demonstrates PDR's consistent commitment to building a safe, sustainable, and compliant working environment. Through regular training and drills, PDR not only mitigates operational risks but also protects human life, social assets, and reinforces its risk management foundation - an essential element of the Company's long-term sustainable development strategy.



FIRE SAFETY TRAINING AT THE HOI AN MARRIOTT PROJECT: BUILDING SAFETY AWARENESS FROM THE BASICS

In large-scale construction projects, occupational safety is not only a technical requirement but also a measure of a company's responsibility toward people and the community.

At the Hoi An Marriott Project, the Project Management Unit has implemented quarterly fire safety training programs to enhance awareness and incident response capability for all personnel involved in construction activities.

The program is conducted four times a year, with participation from the Project Management Unit, site management, contractors, and workers. Each session attracts approximately 520 participants, creating a practical learning and knowledge-sharing platform that strengthens risk prevention capacity directly at the construction site.

The training is designed to be practical and easily applicable, focusing on fundamental knowledge that plays a critical role in identifying and handling fire risks. Participants are trained to recognize early signs of fire through smoke and smell, and to distinguish between common types of fires at construction sites, such as plastic fires, electrical fires, solvent fires, and paper-related fires.

Understanding the characteristics of each type of fire enables participants to select appropriate and safe response methods, minimizing the risk of improper actions that could escalate the situation.

In addition, the program emphasizes the identification of fire hazards at construction sites, including electrical systems, welding and cutting activities, and the storage of flammable materials. Content on proper material organization and storage is integrated into the training to build safe handling habits in daily operations.

A key component of the training is the correct identification and use of firefighting equipment. Participants are instructed on the differences between types of extinguishers - such as CO₂, water, and powder - along with their operating principles and appropriate applications.

Through hands-on practice sessions, participants develop practical skills in approaching fire incidents, coordinating with on-site fire response teams, and properly operating firefighting equipment.

This approach ensures that knowledge is not limited to theory but is gradually transformed into practical skills and reflexive actions in emergency situations.

By maintaining large-scale, periodic fire safety training programs, the Hoi An Marriott Project not only enhances incident response capability but also fosters a safety culture throughout the entire project ecosystem—from management teams and contractors to on-site workers.

These practical training activities represent an important first step in building a working environment where safety becomes a habit and a shared responsibility of every employee.



URBAN AND LOCAL DEVELOPMENT



HANDOVER OF THE PHAN DINH PHUNG LANDSCAPE PROJECT

Within its sustainable development strategy, PDR identifies contributing to urban quality of life as a core responsibility of a responsible real estate developer.

In line with this commitment, on January 25, 2026, PDR officially handed over the Phan Dinh Phung Landscape Project to the Xuan Hoa Ward People's Committee for management and public use ahead of the Lunar New Year.

Completed within 20 days of construction, the project marks a significant transformation - from an idle land plot awaiting investment into a functional public green space with immediate community value. This achievement demonstrates PDR's execution capability and strong alignment with Ho Chi Minh City's urban revitalization initiatives. The accelerated timeline was achieved alongside strict quality control under the direct supervision of PDR's leadership.

With a total investment of approximately VND 30 billion, the project carries particular significance in converting a centrally

located but underutilized land parcel into a public space that enhances urban greenery in a high-density area. It creates immediate social value, rather than leaving the land idle during prolonged investment planning processes.

The landscape project was developed under the theme "An Ecological Forest within the Urban Core," with the ambition not only to introduce decorative greenery, but to create a layered urban ecosystem with both ecological depth and social value.

A multi-layered planting system was carefully selected, including large trees and native species well adapted to urban conditions, combined with sustainable floral landscapes designed for long-term vitality. Seasonal flower arrangements, particularly for festive periods such as Tet, were incorporated to provide a dynamic and engaging experience for the community.

Beyond ecological considerations, the project is organized into symbolic and community-oriented zones, integrating art, sports, and creative spaces. Themed plazas, art installations, and murals are designed to enhance interaction, particularly for young people, students, and residents in the central area.

Outdoor sports facilities are developed in an integrated manner, promoting healthy lifestyles and strengthening social connections. During the operational phase, PDR continues to collect feedback from local authorities to refine and optimize amenities in line with actual community needs.

The Phan Dinh Phung Landscape Project is part of Ho Chi Minh City's broader initiative to temporarily convert central land plots into public parks and green spaces. Being the first project of its kind to be completed and handed over highlights PDR's pioneering role in translating policy direction into measurable action - demonstrated through both execution speed and usability outcomes.





GROUNDBREAKING CEREMONY FOR BINH CHUAN 3 PRIMARY SCHOOL

Within its sustainable development strategy, PDR identifies education as a critical pillar of long-term social development.

In response to the policy of socializing education and the direction of Ho Chi Minh City authorities in developing social infrastructure, PDR has committed to fully funding the construction of Binh Chuan 3 Primary School in Thuan Giao Ward, with an estimated investment of VND 145 billion.

On the morning of January 28, 2026, PDR held the groundbreaking ceremony for the project. The Company is fully funding the project under a turnkey model, covering investment, design, construction, equipment installation, and full completion before handing it over to the State for operation.

The project is expected to be completed and handed over by the end of July 2026, addressing the increasing demand for educational infrastructure in the context of rapid urbanization.

The school will be built on a site of approximately 10,500 square meters, comprising 40 classrooms and a comprehensive system of supporting facilities, including administrative areas, shared spaces, a multi-purpose hall, playgrounds, a swimming pool, and integrated learning and recreational spaces. The project is designed to meet high-quality primary education standards and provide a comprehensive learning environment for students.

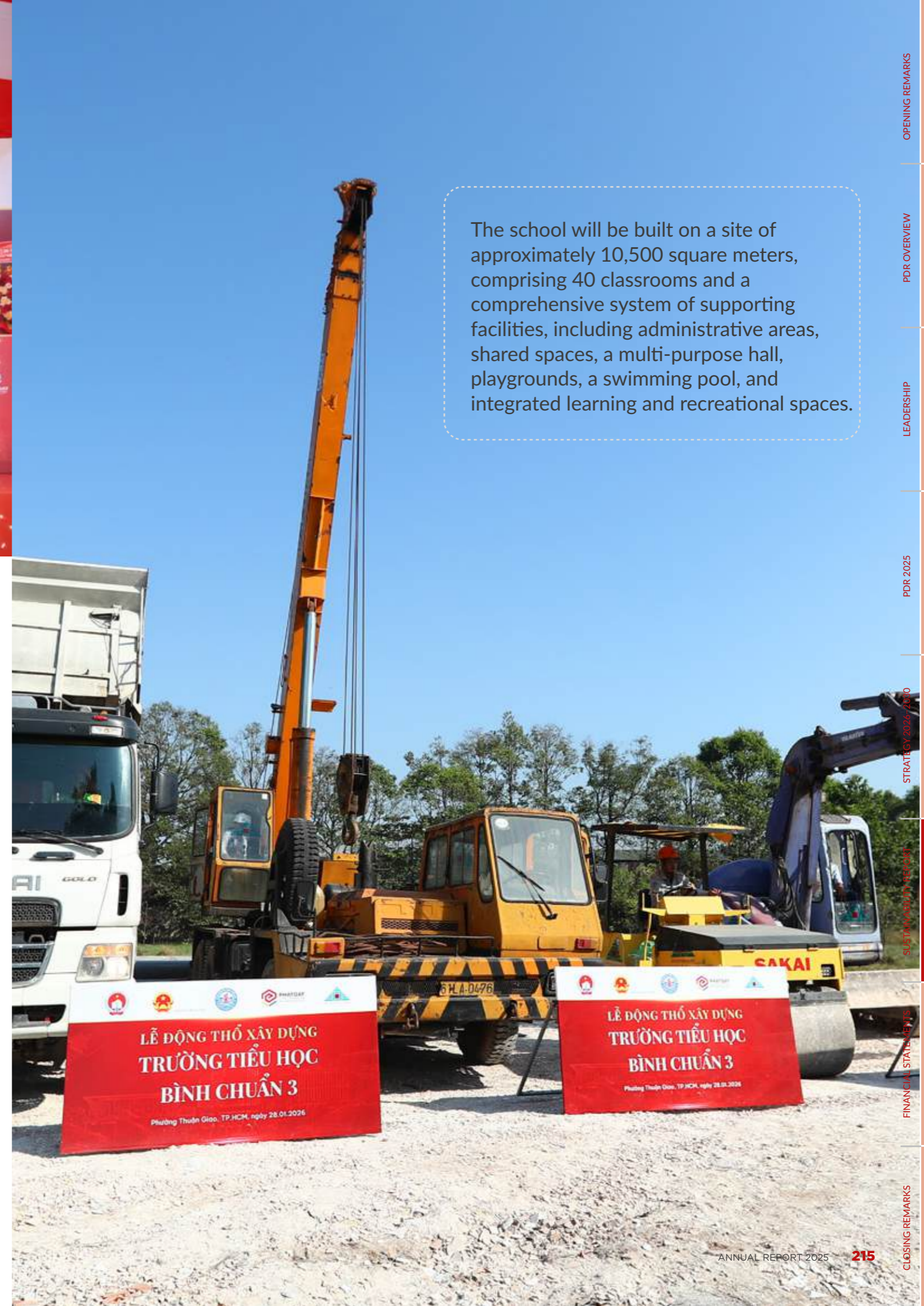
The architectural design follows a modern educational philosophy, placing students at the center while optimizing natural lighting and ventilation to enhance energy efficiency

and improve spatial quality. Learning, recreational, and communal areas are flexibly arranged to ensure safety, functionality, and experiential value, with the central courtyard serving as a unifying element across all functional zones.

Representatives from the Ho Chi Minh City Department of Education and Training have recognized the project's significance in enhancing local educational quality. The school is viewed not only as a functional facility, but also as a "silent educator," shaping students' habits, aesthetic awareness, and sense of community.

This project serves as a clear demonstration of the "Social (S)" pillar within PDR's ESG strategy. By fully funding the VND 145 billion turnkey project, PDR enables the rapid development of high-quality educational infrastructure, reduces public budget pressure, and establishes a stable foundation for long-term community development.

The groundbreaking of Binh Chuan 3 Primary School represents a concrete and impactful step in PDR's sustainability journey. Beyond the scale of investment, the project reflects the Company's commitment to aligning growth with social responsibility, with education positioned as a foundation for the future. Through this initiative, PDR aims to contribute to a balanced urban ecosystem where well-planned educational infrastructure delivers sustainable value for generations to come.



The school will be built on a site of approximately 10,500 square meters, comprising 40 classrooms and a comprehensive system of supporting facilities, including administrative areas, shared spaces, a multi-purpose hall, playgrounds, a swimming pool, and integrated learning and recreational spaces.

SOCIAL RESPONSIBILITY

VND 1 BILLION IN EMERGENCY SUPPORT FOR CENTRAL VIETNAM FOLLOWING FLOODS



On November 26, 2025, PDR contributed VND 1 billion, through Thanh Nien Newspaper, to support communities in Central Vietnam affected by severe flooding.

The funding was allocated to the most heavily impacted localities, ensuring timeliness, appropriate targeting, and effective distribution.

The close coordination between PDR and Thanh Nien Newspaper was promptly implemented thereafter, reflecting

the Company's flexible and rapid response in emergency situations, while ensuring transparency and efficiency in relief efforts.

On November 28 and 29, 2025, PDR, in collaboration with Thanh Nien Newspaper, local authorities, and relevant agencies, delivered 500 relief packages—each valued at VND 2 million in cash—to households severely affected by floods in Khanh Hoa, Dak Lak, and Gia Lai provinces.

Support activities focused on areas with significant damage to housing and livelihoods, particularly aquaculture households and communities in flood-prone regions. These timely contributions not only addressed immediate needs, but also provided psychological support, helping affected communities stabilize and gradually restore their livelihoods.

PDR's contributions following the floods go beyond short-term relief efforts. They reflect the Company's commitment to supporting communities in the face of social and environmental risks. For PDR, sustainable development is measured not only by business performance, but also by the ability to share, support, and accompany communities through their most challenging times.

PD SHARE - AMPLIFYING HUMAN VALUES FROM WITHIN THE ORGANIZATION

In response to the complex natural disasters in November 2025, PDR activated the PD Share program as a timely support mechanism, driven by voluntary contributions from employees.

Beyond financial assistance, the program reflects the organization's internal cohesion and its ability to mobilize resources in response to unforeseen risks.

From November 24 to December 12, 2025, PD Share raised a total of VND 121.6 million.

During the first disbursement phase, the fund prioritized direct support for employees affected by the floods, including:

- 2 employees directly impacted (VND 6 million per person)
- 7 employees with affected family members (VND 2 million per person)

Prioritizing the stability of human resources reflects PDR's consistent view that people are the foundation of sustainable development. Timely support during challenging periods helps strengthen trust, maintain operational continuity, and reinforce the organization's internal resilience.

Extending beyond internal support, PDR implemented a second disbursement through the Eagle Wings Fund, with a total value of VND 95 million, aimed at supporting vulnerable

groups—particularly students affected by flooding in Đắk Lắk province:

- Nguyen Viet Xuan Secondary & High School: 20 students supported (VND 2 million each)
- An Nghiep Primary School: 55 students supported (VND 1 million each)

A total of 75 students received support ahead of the Lunar New Year, helping alleviate financial burdens on families while encouraging continued education and resilience in difficult circumstances.

Following two disbursement phases, a remaining balance of VND 600,000 has been retained for future charitable activities.

All fundraising, allocation, and disbursement processes were conducted with transparency, accountability, and alignment with PDR's risk management principles.

Through PD Share, PDR demonstrates a balanced approach between internal responsibility and external community engagement. This initiative is not merely a charitable activity, but part of a structured sustainability governance framework, reinforcing the "Social (S)" pillar within the Company's ESG strategy.



VND 100 MILLION CONTRIBUTION TO SOCIAL WELFARE IN THUAN GIAO WARD

As part of the groundbreaking ceremony for Binh Chuan 3 Primary School on January 28, 2026, in Thuan Giao Ward, PDR implemented a social welfare support program for local residents.

Specifically, the Company contributed VND 100 million to Thuan Giao Ward to support local social welfare initiatives, providing additional resources for community care programs.

This area is also home to key PDR projects, including the Thuận An 1 & 2 High-Rise Complex currently under development.



VND 100 MILLION CONTRIBUTION TO SOCIAL WELFARE IN XUAN HOA WARD

On January 25, 2026, during the handover ceremony of the Phan Dinh Phung Landscape Project, PDR contributed VND 100 million to the Xuan Hoa Ward People's Committee (Ho Chi Minh City) to support Tet welfare programs for disadvantaged households.

Xuan Hoa Ward is home to the Phat Dat Group Office Building and closely connected to the Company's day-to-day operations.

The funds were used by local authorities to implement welfare programs for residents in need, helping alleviate financial pressure and enhance the effectiveness of social support initiatives.

Prioritizing support for Xuan Hoa Ward reflects PDR's approach of growing together with local communities. Through direct collaboration with local authorities, resources are allocated accurately, transparently, and in a timely manner, generating tangible social value.



SUPPORTING PHU HOA ORPHANAGE - A LONG-TERM COMMITMENT

By 2025, PDR has maintained a long-term partnership with Phu Hoa Orphanage in Quang Ngai Province.

The orphanage, established and operated by Catholic nuns, provides care, education, and shelter for orphaned and disadvantaged children. It currently supports 36 children of various ages, from toddlers to university students.

In addition to basic living needs, the orphanage provides medical and educational support for vulnerable cases, including one child with paralysis, four children with cognitive impairments, and several young children requiring specialized nighttime care.

According to the orphanage's management, PDR's monthly contribution of VND 10 million is primarily allocated to support the educational expenses of three university students—individuals with higher financial needs requiring sustained assistance.



SPONSORSHIP OF THE RED-CROWNED CRANE CONSERVATION AND DEVELOPMENT PROGRAM AT TRAM CHIM NATIONAL PARK (2025-2030)

On April 20, 2025, PDR formally committed to supporting the Red-crowned Crane Conservation and Development Program at Tram Chim National Park over a five-year period, with a total funding commitment of VND 1.5 billion.

This initiative represents one of the key components of the Company's sustainable development strategy, focusing on biodiversity conservation and the preservation of Vietnam's unique ecosystems.

The program is implemented under the Project "Conservation and Development of the Red-crowned Crane at Tram Chim National Park for the period 2022-2032," announced by the People's Committee of Dong Thap Province in December 2024.

The overall objective of the project is to restore the Red-crowned Crane population through a breeding and reintroduction model, with a plan to release approximately 100 individuals over a 10-year period. At least 50 individuals are expected to successfully survive and adapt sustainably in the natural environment.

This initiative is not only an effort to conserve a rare species listed in the Red Data Book, but also contributes to maintaining ecological balance within the characteristic wetland ecosystem of the Dong Thap Muoi region.

Recognizing the ecological significance and community value of the program, PDR has chosen to engage through a long-term partnership rather than short-term support.

The VND 1.5 billion funding is allocated to support breeding, care, rehabilitation, and reintroduction of the Red-crowned Crane into its natural habitat. More importantly, the five-year commitment reflects PDR's systematic approach to corporate social responsibility, aligning community initiatives with long-term sustainable development objectives.

Through this program, PDR aims to achieve three parallel objectives:

- Protecting endangered wildlife species
- Conserving and restoring wetland ecosystems
- Raising public awareness of biodiversity conservation

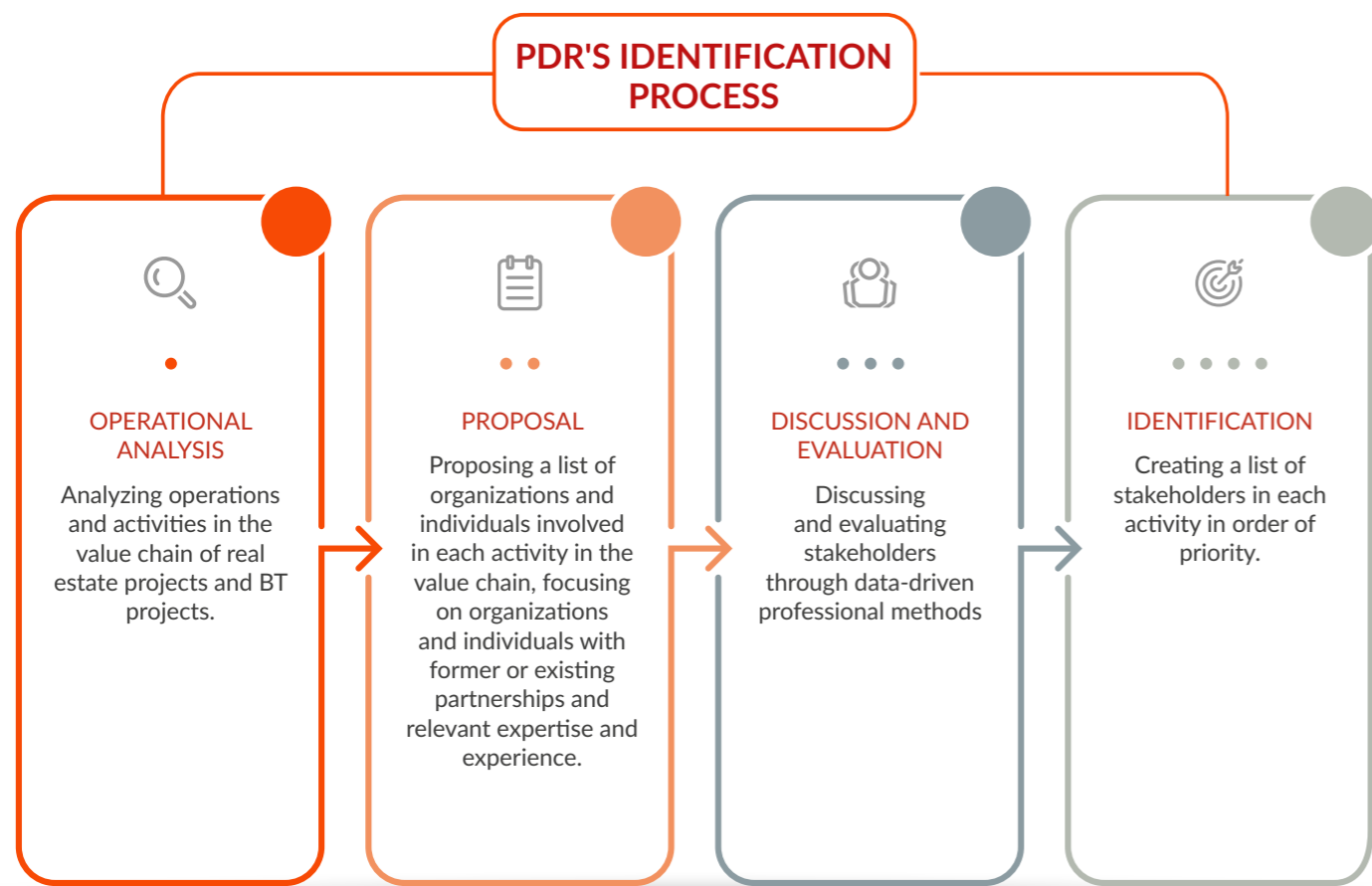
This initiative forms part of PDR's ESG orientation, in which the "Environmental (E)" pillar is implemented through concrete, measurable actions with tangible impact.



PARTICIPATION OF STAKEHOLDERS

IDENTIFICATION OF STAKEHOLDERS

PDR identifies stakeholders based on the following impacts and influences:



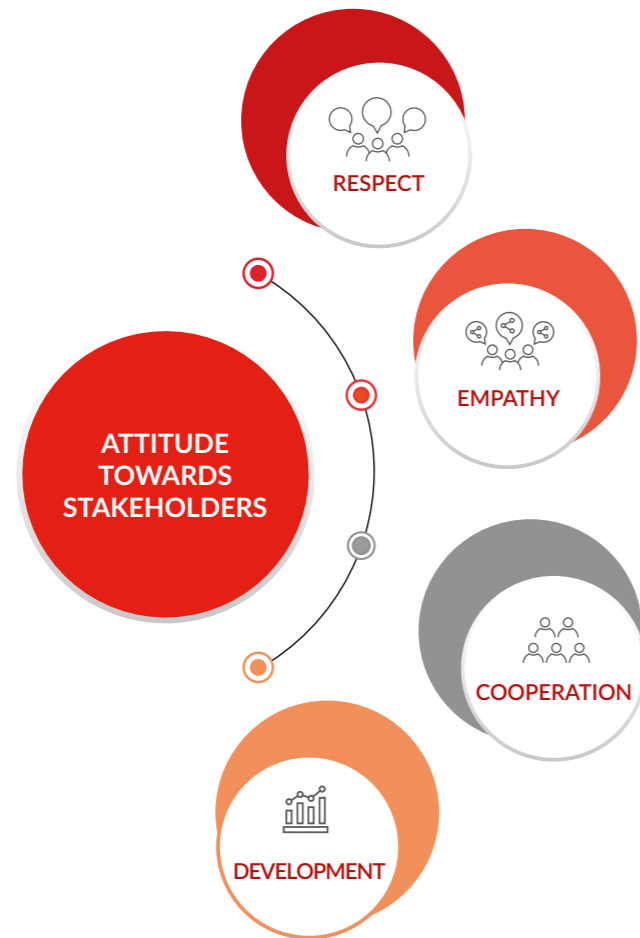
IDENTIFICATION AND SELECTION OF STAKEHOLDERS

PDR lists all relevant groups that are affected by the Company's activities or have interests or influences on the Company's sustainable development. Then, PDR evaluates their engagement levels, from low to high, to identify key stakeholders.

The list of stakeholders in PDR's sustainable development activities is identified as follows:

CUSTOMERS	Direct users of products created by PDR.
PARTNERS	Service and solution providers related to real estate development, construction contractors, material and equipment suppliers.
SHAREHOLDERS AND INVESTORS	Legal owners of part or all of the capital shares, with rights and obligations associated with PDR's performance.
EMPLOYEES	A major part of the Company's workforce.
COMMUNITIES:	Units formed on the basis of relationships between individuals and groups.
GOVERNMENT	Legal agencies or State management agencies that participate in inspection and legislation.
COMPETITORS	Companies with the same target customers, similar products, comparable prices and competitive strength in the same market segment.
PRESS AND MEDIA AGENCIES	Agencies with activities in press publishing and communication.
FINANCIAL INSTITUTIONS	Organizations with financial operations and solutions.

STAKEHOLDER CONSULTATION MECHANISMS, KEY STAKEHOLDER CONCERNS AND PDR RESPONSES



- Striving for transparency in all activities, PDR has been proactively building sustainable relationships with stakeholders based on the values of "Respect, Empathy, Cooperation, and Development" to bring long-term prosperity. Feedback from stakeholders is the basis for PDR to identify more useful solutions for the sustainable development strategy. Therefore, every piece of feedback is received and processed by PDR promptly, publicly, fairly, and reasonably.
- Feedback is received by specific staff in charge, then analyzed and processed by the relevant departments.
- Evaluations of the feedback are conveyed to the BOD/BOM through reports, discussions, and meetings.
- Constructive feedback is transformed into instructions and measures by the staff or department in charge for timely organization-wide implementation.
- Other feedback that is not translated into new actions will be reported to the stakeholder for further exchange and discussion.
- A lot of feedback from stakeholders has positively contributed to changing the Company's plans and operations for better cost efficiency and legal compliance.

IDENTIFICATION OF RELATED ISSUES

PDR identifies related issues based on:

- Real estate industry context.
- Stakeholder concerns.
- Issues that reflect PDR's impacts on the economy, environment, and society.

Stakeholders	Approaches	Key concerns of stakeholders	PDR's responses
CUSTOMERS	<ul style="list-style-type: none"> - Receiving information and problems through face-to-face meetings or via social networks and email info@phatdat.com.vn of the relevant department. - Organizing meetings with customers through sales events, customer appreciation programs, or customer conferences. - Sending information on the Company's products and policies directly to customers in writing. 	<ul style="list-style-type: none"> - Reasonable price. - Quality and service. - Customer satisfaction. - Employee efficiency and business approach. - Product liability. - Sales policy. - After-sales policy. 	<ul style="list-style-type: none"> - Complying strictly with legal regulations in domestic and foreign markets; creating reasonable and competitive pricing policies to strike a balance of benefits between customers and the business. - Demonstrating commitment to providing the highest quality and service to customers. - Each employee must pay attention and show empathy to customers, while maintaining a positive attitude and being willing to address all of their legitimate concerns during interaction. - Showing gratitude to customers through customer conferences, promotions, and appealing after-sales policies. - Establishing a mechanism to deal with customer complaints.
PARTNERS	<ul style="list-style-type: none"> - Meeting and discussing directly; receiving and handling inquiries via corporate email, phone, or fax. - Participating in common activities related to cooperation, project investment, and sustainable development. - Acknowledging feedback and handling critical issues as quickly as possible. 	<ul style="list-style-type: none"> - Business results. - Attitudes and capabilities for cooperation. - Respect for the interests of all parties. - Effectiveness of cooperation - Safety, health, and environment. - Information confidentiality. 	<ul style="list-style-type: none"> - Fairly selecting suppliers based on quality profile, technical ability, past experience, etc. - No disclosure of supplier's confidential information to their competitors. - Maintaining open discussion on relevant issues, promoting positives, and mitigating negatives in order to build long-term mutually beneficial relationships.
SHAREHOLDERS AND INVESTORS	<ul style="list-style-type: none"> - In-person meetings on a monthly, quarterly, and on-demand basis. - Receiving and handling inquiries via email, phone, fax, etc. - Organizing the General Meeting of Shareholders, regular and extraordinary meetings. - Public disclosure of financial statements in accordance with the State Securities Commission and HOSE regulations. - Sharing information at seminars, annual forums, and industry fairs. 	<ul style="list-style-type: none"> - Business results. - Performance status and efficiency. - Development orientation and strategy. - Risk management. - Information transparency. - Information confidentiality. 	<ul style="list-style-type: none"> - Organizing regular public relations programs, events, and conferences to provide investors with a comprehensive understanding of the Company's operations as well as its development strategy in the next stages: Implement periodic newsletters, organize annual and extraordinary meetings, customer conference programs, and participate in meetings and discussions with domestic and foreign investors. - Ensuring a fair exchange of information for equal opportunities among investors. - No disclosure of information on investors and shareholders without permission or without the request of legal authorities.

Stakeholders	Approaches	Key concerns of stakeholders	PDR's responses
EMPLOYEES	<ul style="list-style-type: none"> - Surveying and receiving opinions of employees about the working environment and various policies on welfare, salary, and bonus, or corporate culture, both directly and indirectly. - Establishing mid-term and long-term HR strategic roadmaps to ensure consistent and sustainable workforce development. - Implementing targeted training and competency development programs aligned with the Company's growth objectives and tailored to different departments/position levels. - Organizing quarterly dialogues and discussions with employees. - Holding bonding events and activities on significant occasions such as public holidays and the Company's anniversary. 	<ul style="list-style-type: none"> - The Company's compensation policies. - Promotion opportunities. - Labor safety. - Work environment. - Colleague relationships. - Manager-employee relationships. 	<ul style="list-style-type: none"> - Making annual improvements to the salary, bonus, and welfare policies for employees. - Building talent retention policies. - Implementing training and career development programs for employees. - Providing and applying a code of conduct to build a strong corporate culture. - Carrying out team-building activities on a regular basis to create a cohesive and healthy working environment for employees. - HR governance is based on respect for employees, including respect for employees' decisions, wishes, aspirations, freedoms, and other legal rights.
COMMUNITY	<ul style="list-style-type: none"> - Participating in community-building programs and other initiatives of the state and local authorities. - Providing information on business activities through official public communication channels. 	<ul style="list-style-type: none"> - Employment. - Contribution to the community. - Awareness and responsibility for the common development of the community. - The Company's direct and indirect impacts on the environment during its operations. 	<ul style="list-style-type: none"> - Prioritizing environmental protection over economic development and minimizing environmental impacts during large-scale project implementation. - Committing to working ethically and responsibly to protect the environment while also promoting societal and national growth. - Promoting charitable activities, programs, and sponsorships to contribute to a better community.
GOVERNMENT	<ul style="list-style-type: none"> - Participating in seminars and conferences about real estate, construction, and architecture organized by ministries and sectors. - Participating actively in architecture, construction, and project development associations. - Publicizing tax information and reports according to current regulations. 	<ul style="list-style-type: none"> - The Company's compliance with the laws - Difficulties in adhering to and implementing policies and legal regulations. - General market trends and industry trends. - Carrying out investment and business activities responsibly towards customers, society, and the environment. 	<ul style="list-style-type: none"> - Complying absolutely with government regulations and Vietnamese laws on economy, society, and environment. - Fulfilling all obligations to the state budget.

Stakeholders	Approaches	Key concerns of stakeholders	PDR's responses
COMPETITORS	<ul style="list-style-type: none"> - Meeting and sharing with competitors through meetings of construction and real estate associations, meetings with investors interested in the real estate industry organized by HOSE. - Maintaining personal relationships with the leadership of competitors. - Synthesizing information about competitors through news from official media channels. 	<ul style="list-style-type: none"> - Code of conduct with competitors. - Healthy competition. - Compliance with antitrust and competition laws. 	<ul style="list-style-type: none"> - Respecting competitors in good faith and constantly learning from their successes. - No defamation or sabotage against competitors; recognizing their successes and respecting their interests on the basis of "The best company is the winning company". - Committing to fair competition, not engaging in unethical activities that affect market prices, and not receiving potentially confidential information about competitors. - Responding flexibly to fierce competition, showing consistency in the principle of business transparency and prioritizing quality, reputation, and brand image. Complying with antitrust laws and competition laws, ensuring fair, free and open competition.
MEDIA AGENCIES	<ul style="list-style-type: none"> - Sending press releases and holding press conferences. - Responding to interviews with media agencies on mass media. - Updating important information regularly on the Company's website and social networks. - Participating in television programs and publishing information in mainstream media about upcoming prominent events. 	<ul style="list-style-type: none"> - Business results. - Development strategies. - Accuracy of information. - Proactivity in providing information. 	<ul style="list-style-type: none"> - Building good relationships with the press, media agencies, and television services on the principles of equality, transparency, and legality. - Ensuring accuracy, clarity, completeness and objectivity of any information provided so that the media agencies have the exact details about the Company's operations. - Handling media crises with calmness, constructive feedback, and tactful communication.
FINANCIAL INSTITUTIONS	<ul style="list-style-type: none"> - Interacting and exchanging information directly through face-to-face meetings, emails, or seminars on investment cooperation. - Developing thorough plans to ensure cooperation among relevant parties. - Managing risks and providing transparent and accurate information. - Participating in joint activities related to cooperation, development, project investment, and sustainable development with the community. - Acknowledging feedback and handling critical issues as quickly as possible. 	<ul style="list-style-type: none"> - Business results. - Performance status and efficiency. - Development orientation and strategy. - Capabilities, attitudes and effectiveness of cooperation. - Respect for the interests of all parties. - Safety, health and environment. - Risk management. - Information transparency. - Information confidentiality. 	<ul style="list-style-type: none"> - Committing to information transparency; providing timely and thorough information. - Developing and implementing risk management and financial control plans, creating sustainable cash flow to ensure steady growth over the years. - No disclosure of confidential information of stakeholders. - Respecting the interests of the stakeholders, ensuring harmonization of interests in cooperation and investment.

COMMITMENTS

PDR values its relationships with all stakeholders and sees them as a critical foundation for stable and sustainable development opportunities. The Company develops and implements strong, detailed, and realistic commitments to demonstrate this realization.

COMMITMENT TO EMPLOYEES

- Setting the target to remain in the Top 100 Vietnam's Best Places to Work, PDR considers human resources as a key factor in business development. The Company ensures full implementation of state-mandated welfare benefits for employees and provides its own remuneration policies, creating a friendly, comfortable, and positively competitive working environment.
- In a more favorable business environment, PDR strives to increase employee income and keep it competitive in comparison to the market, while ensuring transparency and compatibility with the labor market and the Company's business operations. Policies on salaries, bonuses, and commendations are implemented in a fair and transparent manner to make sure every individual is well rewarded for their contribution to PDR's development.
- PDR opposes all forms of forced labor and ensures maximum benefits for employees following Vietnamese law, international practices, and PDR's specific conditions and capabilities.
- In all cases, PDR is sincere and respectful towards individual differences, ready to listen, share, and keep commitments with employees to maximize collective strength.



COMMITMENT TO PARTNERS, SHAREHOLDERS AND CUSTOMERS

- Taking customer satisfaction as one of the key metrics for business value, protecting customer interests, as well as respecting and keeping commitments with customers.
- Complying strictly with state laws, ensuring a balance of interests for stakeholders in all activities, and actively promoting good relationships between parties.
- Committing to the confidentiality of information about whistleblowers and prohibiting any retaliation against critics or informants. At the same time, we appreciate all goodwill contributions and feedback from partners, suppliers, and customers. PDR has a department dedicated to receiving comments from stakeholders and ensuring timely, reasonable, and professional responses in accordance with the Company's code of conduct as well as the law.

COMMITMENT TO THE COMMUNITY - SOCIETY

- Making maximum efforts to limit negative impacts on the environment and community in all activities related to investment and project development. PDR's projects are all developed on the principle of urban upgrade towards the aesthetic harmony of tradition and modernity, contributing to a higher quality of life for residents and the general beauty of the social environment.
- Committed to sustainable development through corporate responsibilities and business ethics, promoting operational productivity and business values in the highest correlation with the positive development of the community and society.
- Paying attention to, supporting, and effectively implementing CSR activities to create positive change. PDR's charitable activities and social work have profound values and long-term effectiveness, delivering the most practical support for communities in need.



STATEMENT OF ACCURACY AND FAIR PRESENTATION OF THE 2025 ANNUAL REPORT

PDR pledges that the content of the 2025 Annual Report, which is integrated with the Company's Sustainability Report, has been prepared in full compliance with Appendix 04 of Circular No. 96/2020/TT-BTC.

PDR chooses to apply a governance model consistent with the provisions of the Enterprise Law, the Government's Decree on CG and the following international standards:

- OECD
- ASEAN Scorecard
- VNSI

The Sustainability Report is prepared in conformity with the Global Reporting Initiative (GRI) Standards.



The CG principles of the Organization for Economic Co-operation and Development (OECD)



The ASEAN Corporate Governance Scorecard



The Sustainability report is prepared in conformity with the GRI Standards

For information on CG, business management, business strategy and financial situation, PDR commits that:

- The contents presented in the 2025 Annual Report comply with regulations on information disclosure of relevant authorities and international practices.
- The information and data presented in the 2025 Annual Report are consistent with the 2025 Financial Statements audited by UHY Audited And Consulting Company Limited.
- For further information about the mentioned departments/individuals or any feedback on this Annual Report, please contact:

Person in charge of information disclosure:

Mr. Bui Quang Anh Vu
Board member - CEO
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The year 2025 marks a pivotal phase, as PDR chose to confront market realities with a clear direction: rebuilding its internal capabilities.

Rather than pursuing growth at any cost, the Company has focused on strengthening its core foundations - from governance systems and organizational capability to project development standards. These are the factors that ultimately determine the ability to create sustainable value in a fundamentally transformed market.

The steps taken over the past year reflect a consistent shift: from reliance on external conditions to the deliberate building of internal strength; from opportunity-driven expansion to selective, disciplined development.

PDR believes that true growth is not defined solely by speed, but by the quality of execution capability and the sustainability of the development model.

With its foundations progressively reinforced, PDR enters the next phase with greater clarity, stronger discipline, and a consciously elevated sense of responsibility.

PDR is committed to building a company that not only moves faster, but moves with resilience and goes the distance.



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