

DRAFT

REPORT

***Re. “Business Production and Operation Situation in 2025 and
Production and Business Plan for 2026”***

To: THE GENERAL MEETING OF SHAREHOLDERS

- Pursuant to the Enterprise Law No. 59/2020/QH14 dated June 17, 2020;
- Pursuant to the Securities Law No. 54/2019/QH14 dated November 26, 2019;
- Pursuant to the Charter on Organization and Operation of Southern Airports Services Joint Stock Company;

Southern Airports Services Joint Stock Company (SASCO) respectfully submits to the General Meeting of Shareholders for consideration and approval the report on business production and operation situation in 2025 and the production and business plan for 2026, as detailed below:

I. BUSINESS PRODUCTION AND OPERATION SITUATION IN 2025

1. Macroeconomic Situation

In 2025, the global economy continued to face numerous challenges and complex fluctuations. Following the post-COVID-19 recovery period, global economic growth slowed significantly due to various factors, including:

- High inflation: Inflationary pressures increased due to supply chain disruptions, surging energy prices, and expansive economic stimulus policies;
- Geopolitical tensions: Conflicts and geopolitical tensions - particularly the Russia-Ukraine conflict - caused significant instability in the global economy;
- Tightened monetary policies: Central banks around the world raised interest rates to curb inflation, which in turn could slow economic growth.

This complicated global economic landscape posed many challenges for Vietnam. However, with continued efforts in reform and international economic integration, Vietnam maintained stable growth.

According to the General Statistics Office, key socio-economic indicators in 2025 are as follows:

- The average Consumer Price Index (CPI) in 2025 increased by 3.31% year-over-year, and the core inflation rate rose by 3.21% compared to the previous year;
- The total retail sales of consumer goods and services at current prices were estimated at VND 7,008.9 trillion, up 9.2% compared to the previous year. After adjusting for inflation, the growth was 6.7%;

- The average USD exchange rate in 2025 increased by approximately 3.92% year-over-year due to the impact of tightened international monetary policies.

Overall, the stable macroeconomic environment continued to create favorable conditions for the service sectors, particularly aviation and tourism, to maintain their growth momentum in 2025.

2. Target Market of the Company

Total Passenger Throughput in 2025 at Three Key Target Markets:

- Tan Son Nhat International Airport:

In 2025, the total number of arriving and departing passengers at Tan Son Nhat International Airport reached 42.1 million, an increase of 6% compared to the same period in 2024 (39.9 million). Specifically: International passengers: 17.7 million, an increase of 8% compared to the same period (16.3 million); Domestic passengers: 24.5 million, an increase of 4% compared to the same period (23.6 million).

- Phu Quoc International Airport:

At Phu Quoc International Airport, the total number of arriving and departing passengers in 2025 reached 5.8 million, a significant increase of 41% compared to the same period in 2024 (4.1 million). Specifically: International passengers: 2.9 million, an increase of 56% compared to the same period (1.8 million); Domestic passengers: 3.0 million, an increase of 28% compared to the same period (2.3 million).

- Cam Ranh International Airport:

At Cam Ranh International Airport, the total number of arriving and departing passengers in 2025 reached 7.4 million, an increase of 8% compared to the same period in 2024 (6.8 million). Specifically: International passengers: 4.8 million, an increase of 9% compared to the same period (4.4 million); Domestic passengers: 2.6 million, an increase of 7% compared to the same period (2.4 million).

3. Company Business Performance

In 2025, SASCO exceeded the business targets assigned by the General Meeting of Shareholders, recording impressive profit growth, the highest since the company's establishment. This achievement was driven by the strong recovery of the aviation market, in which the growth of international passenger volume served as the primary contributor to the Company's performance. Furthermore, this profit growth was reinforced by strong management capabilities. The Executive Board effectively implemented measures for cost control, operational optimization, and enhanced resource utilization efficiency across the entire system. This was coupled with increased investment in technology, infrastructure upgrades, and continuous improvements in service quality to meet the growing demands of customers.

The achieved results for the key indicators in 2025 are as follows:

Unit: Billion VND

No.	Indicator	Actual 2025	Plan 2025	Ratio (%) Actual/Plan 2025
1	Total Revenue	3.535	3.183	111%
2	Total Expenses	2.691	2.628	102%
3	Profit Before Tax	844	555	152%
4	Budget Contribution (Tax Paid)	269	141	191%
5	Basic Earnings Per Share (VND/share)	4.602	3.100	148%

Specifically:

- Total revenue in 2025 reached 3,535 billion VND, an increase of 11% over the plan;
- Profit before tax in 2025 reached 844 billion VND, an increase of 52% over the plan;
- Budget contribution (Tax Paid) in 2025 reached 269 billion VND, an increase of 91% over the plan;
- Basic earnings per share in 2025 reached 4,602 VND per share, an increase of 48% over the plan.

Financial Situation:

Unit: Billion VND

Indicator	31/12/2025	31/12/2024	Ratio (%) 2025/2024
I. Current Assets	1.628	1.539	106%
1. Cash and Cash Equivalents	393	217	181%
2. Short-term Financial Investments	586	537	109%
3. Short-term Receivables	370	404	92%
4. Inventories	69	220	31%
5. Other Current Assets	210	161	130%
II. Non-current Assets	836	830	101%
TOTAL ASSETS	2.464	2.370	104%
I. Liabilities	585	730	80%
1. Short-term Liabilities	581	728	80%

Indicator	31/12/2025	31/12/2024	Ratio (%) 2025/2024
2. Long-term Liabilities	4	2	183%
II. Owner's Equity	1.879	1.640	115%
1. Owner's Equity	1.879	1.640	115%
TOTAL EQUITY AND LIABILITIES	2.464	2.370	104%

Financial Ratios	2025	2024
1. Capital Structure and Assets		
Current Assets / Total Assets	66%	65%
Non-current Assets / Total Assets	34%	35%
Total Liabilities / Total Capital	24%	31%
Owner's Equity / Total Capital	76%	69%
Total Liabilities / Owner's Equity	31%	45%
2. Liquidity		
Current Ratio	2,80	2,11
Quick Ratio	2,68	1,81

- The total assets as at December 31, 2025, amounted to 2,464 billion VND, an increase of 4% compared to the previous year. Of this, current assets were 1,628 billion VND, up 6%, mainly due to cash and cash equivalents reaching 393 billion VND (an 81% increase), alongside receivables of 370 billion VND (an 8% decrease); while non-current assets were 836 billion VND, up slightly by 1%.

The asset structure consists of current assets accounting for 66% of total assets, while non-current assets account for 34%.

The capital structure consists of equity accounting for 76% of total capital, with total liabilities making up 24%.

The liquidity ratios remain at a safe level: the current ratio is 2.80 times, and the quick ratio is 2.68 times.

- Overall, the company's financial indicators in 2025 demonstrate improvement and high stability, indicating that the company has effectively managed its assets, maintained tight control over liabilities, and sustained a safe capital structure.

4. Investment Activities

- In 2025, the Company invested in and successfully launched commercial outlets at Tan Son Nhat's new Domestic Terminal 3. SASCO was honored to pioneer the opening of its business lounge, joining the Terminal 3 in welcoming the very first passengers prior to its official inauguration. Beyond meeting project deadlines, the Company demonstrated a strong sense of responsibility by partnering with the Domestic Terminal 3 to promptly open various retail, F&B (Food and Beverage) outlets and restaurants, actively contributing to the successful official commencement of operations at Tan Son Nhat's Terminal 3.
- Concurrently, the Company continued to focus on procurement, infrastructure upgrades, and maintenance based on cost-saving principles, while strictly ensuring high service quality and investment efficiency.
- For projects currently in the investment preparation phase, the Company continues to focus on resolving outstanding legal issues and gradually completing the necessary procedures in accordance with regulations prior to project implementation.

5. Human Resource Development

- The Company fosters a professional, transparent, and people-centric working environment while continuously enhancing its compensation and benefits policies to be highly competitive and comprehensive.
- The Company has successfully attracted a young, dynamic, highly skilled, ambitious, and passionate workforce dedicated to fulfilling SASCO's mission, thereby preparing a strong human resource foundation for operations at Long Thanh International Airport.
- Taking pioneering and responsible initiatives in gender equality, the Company implements diverse, equal, inclusive, and engaging human resource policies. This approach maximizes internal potential, fostering solidarity and collaboration toward the Company's shared goals.
- Training activities are implemented with a highly practical approach, closely aligned with actual job requirements and the objective of enhancing execution capabilities. Training programs prioritize internal and on-the-job training (OJT), helping to bridge the gap between theoretical training and practical operations. Through these efforts, the professional competence, managerial mindset, and problem-solving skills of the workforce are steadily improved.

6. Enhancing Service Quality and Customer Experience

- In 2025, SASCO continued to enhance service quality and customer experience by accelerating digitalization and developing an integrated airport service ecosystem.
- SASCO successfully launched the SASCO Airport Lounge Privilege (ALP) card. Designed as a non-personalized card, it offers flexible usage and can be easily gifted to family, friends, and business partners. The card grants access to a network of nearly 30 premium lounges nationwide.
- Concurrently, SASCO leveraged its strategic partnership with Airport Dimensions, a leading global lounge operator, and comprehensively refreshed its brand image at the Tan Son Nhat's Terminal 3. The new brand identity embraces a modern and youthful vibe while honoring traditional Vietnamese cultural values. Furthermore, the upgrade of the Rose Business Lounge at Tan Son Nhat International Airport to meet international standards has

created a distinct emotional and visual identity. These initiatives have solidified the Company's leading position in the quality of non-aviation services at the airport.

- The Company implemented a customer-centric sales service model, gradually shifting the workforce from a purely transactional approach to a mindset focused on service, consultation, and customer companionship. This transformation has significantly contributed to profit growth, enhanced competitiveness, elevated brand value, and sustainable development.

7. Implementing the Digital Transformation Project

In 2025, SASCO's digital transformation initiatives yielded significant results, enhancing operational efficiency and establishing a solid foundation for long-term growth. The ongoing refinement and leveraging of digital transformation have helped standardize operational control processes, while increasing transparency and ensuring timely data management. Furthermore, the application of digital technologies has enhanced the personalization of customer experiences, thereby driving revenue growth, improving retention rates, and increasing customer spending.

8. Corporate Social Responsibility

At SASCO, corporate social responsibility (CSR) extends beyond short-term economic assistance, evolving into a core pillar of our corporate culture. Key achievements include:

- **Local Economic Driver:** By expanding the service ecosystem at new destinations, SASCO has directly created thousands of employment opportunities, enhancing the quality of life and promoting regional economic restructuring.
- **Community Connectivity:** Through close collaboration between the Labor Union and Youth Union, SASCO implements community care programs such as "Spring of Love" in Quang Tri and Dak Lak to support disadvantaged populations. Additionally, the company partners with Thanh Nien Newspaper for the "Together with Children on Their Life Journey" scholarship program and spearheads SASCO's own "Nurturing Green Seeds" scholarship initiative. These efforts aim to empower underprivileged students to overcome hardships and excel academically, reflecting an unwavering commitment to investing in the future generation.
- **Gratitude and Remembrance:** Organizing and coordinating tribute activities for War Invalids and Martyrs Day (July 27) in Long Phuoc and Long Thanh, demonstrating social responsibility and the traditional philosophy of demonstrating social responsibility and the profound tradition of gratitude and honoring national contributors.
- **Natural Disaster Relief:** Proactively mobilizing internal resources to support areas affected by storms and floods; organizing fundraising, and facilitating the collection and transportation of essential supplies to disaster-stricken regions.

9. Achievements in 2025

- In 2025, SASCO continued to receive high recognition, commendations, and honors from reputable organizations, customers, and partners both domestically and internationally, with notable achievements including:
 - Ranked among the Top 10 Sustainable Development Enterprises in Vietnam, certified by VCCI and the Vietnam Sustainable Development Council;

- Marking a decade-long journey of excellence in the Top 10 Sustainable Development Enterprises, SASCO was honored with the “CSI Star” award in 2025 - a testament to the company’s unwavering commitment and prestige in the green economy era;
- Successfully maintained the Vietnam National Brand title, certified by the Ministry of Industry and Trade;
- Recognized as a Green Enterprise in Ho Chi Minh City by the Ho Chi Minh City People’s Committee, Ho Chi Minh City Business Association (HUBA), and Saigon Liberation Newspaper;
- Ranked among the Top 10 Listed Companies for excellence in information disclosure and transparency;
- Ranked in the Top 10 Most Reputable Retail Companies in Vietnam; Top 500 Most Profitable Enterprises in Vietnam; and Top 500 Largest Enterprises in Vietnam, honored by Vietnam Report;
- Included in the Top 500 Leading Value-Creating Enterprises (Value500) and Top 10 Leading Value-Creating Retail Enterprises in Vietnam (Value10), certified by Viet Research and Investment Newspaper;
- Sub-brand Awards:
 - Recognized The Sens Business Lounge (Phu Quoc International Airport) as the Best Business Lounge in Asia.
 - L’Azure Resort & Spa Phu Quoc Vonsistently achieved high ratings on online review platforms and was honored at the World Luxury Hotel Awards 2025, the world's leading awards in the hotel industry, in two categories::
 - Luxury Family Beach Resort Country Winner (Vietnam)
 - Luxury Seaside Resort Regional Winner (South East Asia).

II. BUSINESS PRODUCTION PLAN FOR 2026

1. Business Plan for 2026

- In 2026, SASCO continues to identify Tan Son Nhat International Airport as its key strategic market. Passenger traffic at Tan Son Nhat is projected to reach 46.3 million passengers, representing a 10% increase compared to 2025, including an estimated 19.9 million international passengers, up 13%, and 26.3 million domestic passengers, up 8%.

However, the business environment continues to be significantly affected by geopolitical factors, particularly the ongoing tensions and conflicts in the Middle East (Iran - Israel/United States), which have contributed to persistently high oil and aviation fuel prices. These developments have impacted airlines’ operational plans through reduction of flight frequencies, operational optimization, and flight schedule adjustments. In addition, rising transportation costs, extended delivery lead times, fluctuations in the USD exchange rate, and reduced passenger spending have directly affected the Company's revenue and profitability.

- Furthermore, the duty-free business is currently undergoing a transitional phase and is being temporarily operated under a self-managed model while the Company proceeds with the selection of a new business cooperation partner. This transition necessitates certain

adjustments in operational management and the formulation of the Company's 2026 business plan.

- Accordingly, the 2026 business plan has been developed based on a prudent approach, more accurately reflecting the Company's realistic revenue-generating and profit-making capabilities, while ensuring feasibility and alignment with the Company's long-term strategy of stable and sustainable development.
- With extensive experience in the non-aviation service sector, combined with strong management and cost control capabilities, the SASCO Executive Board, with high determination, will continue to accelerate digital transformation, maintain operational efficiency, and ensure a stable financial foundation, sustaining steady profit growth barring any extraordinary fluctuations.
- Based on the aforementioned factors, the 2026 business plan is developed with the following indicators:

Unit: Billion VND

No.	Indicator	Actual 2025	Plan 2026	Ratio (%) Plan 2026/ 2025
1	Total Net Revenue	3.535	3.451	98%
2	Net Revenue from Production & Business	3.316	3.247	98%
3	Profit Before Tax	844	802	95%
4	Budget Contribution (Tax Paid)	269	229	85%
5	Basic Earnings Per Share (VND/share)	4.602	4.443	97%

Should market conditions shift due to pandemic, particularly geopolitical factors such as the Middle East conflict, which significantly impact SASCO's business operations, the Company submits to the General Meeting of Shareholders to authorize the Board of Directors to decide on adjustments to the 2026 business plan in alignment with the actual situation.

2. Solutions for Implementing the 2025 Plan

To successfully achieve the production and business plan, the company is focused on and directs its efforts towards the following business solutions:

2.1 Business Solutions

- The Board of Management shall closely monitor and regularly update market developments, including geopolitical factors (particularly conflicts in the Middle East), in order to assess their impacts on passenger traffic, consumer demand, and input costs. Based on such assessments, the Board of Management shall proactively advise the Board of Directors on appropriate management directions, while flexibly adjusting product mix,

optimizing inventory and procurement activities, controlling logistics costs, and adjusting selling prices to ensure supply stability and maintain business efficiency.

- Continue to innovate and promote high-efficiency business activities while effectively utilizing existing resources to consolidate and maintain the traditional market at Tan Son Nhat International Airport, while meticulously preparing for business operations at Long Thanh International Airport.
- Closely monitor the tendering and operational development plans of Long Thanh International Airport, and proactively prepare business concepts, operating plans, human resources, financial resources, and bidding documentation to participate in all relevant tender packages, with the objective of maintaining the Company's market share in airport-related business activities.
- Cooperate with reputable partners possessing extensive experience in duty-free, F&B, retail, take-away, and convenience store businesses to ensure the maintenance of international service standards, stable product supply, a diverse portfolio of strong and high-quality brands, and offerings that meet customer preferences. Through such cooperation, the Company aims to maintain and enhance its competitiveness in its core business segments while laying a solid foundation for efficient operations at Long Thanh International Airport.
- The business cooperation with Airport Dimensions forms part of the Company's strategy to position its premium lounge system under the brand promise of "Elite Privileges for Boundless Experiences". As a world-leading airport hospitality and travel experiences company, Airport Dimensions has officially entered into a long-term strategic partnership with the Company to deliver the best possible experience to both domestic and international customers.
- Continuously monitor market developments, particularly in international markets, and regularly update customer demands and preferences in order to create service differentiation and achieve the highest level of customer satisfaction.
- Amplify brand presence and broaden distribution networks for the Company's core competitive products, specifically focusing on the export of fish sauce and premium Vietnamese agricultural goods, while scaling up travel and tourism operations.

2.2 Financial

- Develop financial plans, including revenue forecasts, to assess income sources and identify growth strategies; prepare reasonable expenditure budgets for operational, marketing, and human resource activities; and monitor cash inflows and outflows to ensure the stability of the Company's cash flow.
- Control costs and optimize profitability by negotiating with suppliers to secure competitively priced sources of goods, materials, and services; and leverage technology, including accounting and financial management software, to optimize processes and reduce operating costs.
- Minimize bad debts through close monitoring of receivables, timely debt collection efforts, and effective control measures to mitigate the risk of delayed customer payments.

2.3 Human Resource Management

- Implement organizational restructuring and workforce streamlining, while gradually developing a pool of planned successors for the next phase. Apply the 3P salary policy (P1 - Position, P2 - Person/Competency, P3 - Performance) to attract, retain, and develop high-quality human resources, meeting the Company's long-term development requirements.
- Strengthen internal training programs and organize activities that encourage initiatives and ensure their effective application in business operations.
- Create an efficient working environment that fosters responsibility and creativity.
- Apply technology in human resource management to optimize workflows and improve labor productivity.
- Implement timely reward policies, organize discussions, and competitions for innovative initiatives to improve service quality, thereby maximizing labor productivity and contributing positively to the Company's overall performance.

2.4 Investment

- The Company remains committed to prioritizing essential investments to uphold service excellence and support business operations at Tan Son Nhat International Airport.
- Develop investment implementation plans for commercial sites at Long Thanh International Airport, based on projected premises to be secured via the procurement process.
- For projects currently in the investment preparation stage, continue focusing on completing the necessary legal procedures in accordance with regulations for investment project approval.

The above is the Company's report presented at the 2026 Annual General Meeting of Shareholders on the 2025 performance results and the 2026 production and business plan. On behalf of the Company's Board of Management, I sincerely thank our valued shareholders for their trust and continuous support of SASCO. Wishing you good health, happiness, and success.

Respectfully./.

CHIEF EXECUTIVE OFFICER

Nguyen Van Hung Cuong