



MASTERING STRATEGIC TECHNOLOGIES

ANNUAL REPORT 2025



MASTERING STRATEGIC TECHNOLOGIES

As one of Vietnam's leading technology groups, FPT remains steadfast in its mission to pioneer breakthroughs and master strategic technologies in line with national priorities. Leveraging the Made by FPT ecosystem, a well-structured research and development capability, and extensive experience from delivering hundreds of large-scale digital transformation projects in Vietnam and across international markets, FPT is well positioned to play a pivotal role in key national, local, and enterprise initiatives. Through these efforts, the Corporation continues to reinforce its position at the heart of Vietnam's technology landscape while laying a solid foundation for sustainable long-term growth.

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MESSAGES FROM LEADERSHIP

CHAIRMAN'S MESSAGE



Competitive advantage in the AI era no longer comes from scale or experience, but from the ability to adapt and reinvent through technology. To achieve this, organizations must transition to an AI-native model.

Dear Valued Shareholders, Customers, Partners, and All FPT Employees,

The world is undergoing profound shifts and unprecedented challenges: wars, energy shortages, inflation, supply chain disruptions and declining stock indices. Businesses, organizations, and even nations are confronting a harsh “new normal,” where stability is no longer a given.

Yet, it is precisely this harsh “new normal” that is unleashing an unprecedented force. **We are standing before a “technology tsunami,” at the center of which lies AI.** AI's extraordinary advancement transforms our lives, work, and communication. It also reshapes business operations, organizational governance, and national competition. When war, instability, and technological disruption converge, the pace of global change is accelerating faster than ever before.

In this context, every business, organization, and nation faces a fundamental choice: transform decisively to survive, or risk being left behind.

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Three critical factors in the AI era

To remain competitive in the AI era, organizations must solve **three critical challenges: time, cost, and productivity**.

First, time. In a world that evolves daily, even hourly, those who can bring products and services to market faster will prevail.

Second, cost. Technology, particularly AI, is unlocking the potential for significant reductions in development and operational costs. AI can now execute tasks that once required substantial resources and time far more efficiently. According to McKinsey, AI can reduce costs by 20-30% across many processes, while Microsoft reports that AI-powered coding tools can increase productivity by up to 55%.

Finally, labor productivity, the decisive factor. AI enables the automation of an increasing range of knowledge-based tasks, from data analysis and software development to system operations. As a result, productivity gains are no longer incremental but exponential. An interesting example is the modernization of legacy IT systems worldwide, particularly those built on COBOL. Analysts estimate that approximately 300 billion lines of COBOL code still operate globally, processing 70-80% of business transactions. Modernizing these systems is an enormous undertaking that can take years. FPT's xMainframe, an AI platform, automates the analysis, transformation, and restructuring of these systems, thus cutting manual workload by about 30%.

In short, these three things point to a new truth: **Competitive advantage in the AI era no longer comes from scale or experience, but from the ability to adapt and reinvent through technology. To achieve this, organizations must transition to an AI-Native model.** This is no longer a strategic option, it is a matter of survival. AI will not merely serve as a supporting tool; it will become the core operational foundation of organizations.

FPT's distinct competitive advantages

During this major period of change, FPT believes it possesses unique competitive advantages that few organizations can match.

First is FPT's **large-scale technology workforce**. With tens of thousands of engineers working worldwide, FPT has the capacity to deliver large-scale, multi-year transformation programs for global clients.

Beyond scale, FPT is investing deeply in excellence. With over 54,000 employees across more than 30 countries, including more than 4,000 international experts from 82 nationalities, FPT is steadily building a global, diverse, and highly capable technology workforce, equipped to tackle complex challenges at scale. We have established the Quantum AI & Cybersecurity Institute, aiming to train 100 PhDs, develop 2,000 high-level technology experts, and produce 500 high-value research publications, patents, and valuable intellectual assets. In core technology domains, we target the development of 1,500 Cloud engineers and 200 senior Cloud architects.

FPT is building a global, diverse technology workforce capable of solving complex challenges at scale.

FPT continues to expand training in strategic technology fields such as semiconductor design, quantum technology, cybersecurity, and UAVs, building an increasingly strong and elite workforce for the future. This scale enables FPT to meet current demand and proactively seize multiple opportunities across different markets simultaneously, at a scale few organizations can achieve.

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Second is FPT's **global presence across time zones**, enabling a 24/7 "follow-the-sun" delivery model. This significantly shortens development and deployment timelines for technology projects. Beyond speed, FPT is making sound investments in large-scale AI capabilities to enhance productivity, expand delivery capacity, and solve complex challenges previously beyond reach. Over the past year, FPT has launched two AI factories in Vietnam and Japan, laying the foundation for large-scale AI solution development and deployment. Within just one year, these facilities have reached approximately **70% utilization**, processed over **1.1 trillion tokens**, fine-tuned **70 AI models tailored to client needs**, and developed **10 large language models under the FPT AI Factory initiative**.

Third is FPT's **strategic partnership ecosystem with leading global technology corporations**, particularly major service providers such as Microsoft and IBM. These partnerships enable FPT to access the most advanced technologies while delivering comprehensive solutions to clients, from infrastructure and platforms to applications.

Alongside technological advancement, FPT is also driving transformation in education. The Corporation has consistently pioneered the integration of technology and AI into teaching and is transitioning from traditional education models to a "flipped classroom" approach. In this model, learners proactively acquire knowledge in advance, and instructors dedicate classroom time to solving real-world problems. AI acts not only as a tool but also as a personalized learning assistant.

Mastering strategic technologies

FPT has established a clear strategic direction: to invest in and master core technologies, positioning itself at the heart of Vietnam's technology landscape while building sustainable long-term competitive advantages. Starting from 2026, FPT will transition from its former primary identity as a technology services provider to a technology innovation company. This transformation will involve mastering key technologies including AI, Quantum AI & Cybersecurity, UAVs, railway technologies, cybersecurity, and data.

FPT has established a clear strategic direction: to invest in and master core technologies, positioning itself at the heart of Vietnam's technology landscape while building sustainable long-term competitive advantages.

By developing a comprehensive technology ecosystem and a high-quality workforce, FPT is reinforcing its position as a globally competitive technology company, capable of participating in and leading large-scale technology projects valued from hundreds of millions to billions of USD and becoming a top-tier strategic partner in long-term digital transformation and AI initiatives for governments and major enterprises.

In a rapidly changing world, the road ahead will undoubtedly present many challenges. However, with a pioneering spirit and a firm commitment to innovation, FPT will proactively seize opportunities, contribute to national development, and elevate its position in the global technology market, creating sustainable, long-term value for the Corporation and its shareholders.

Sincerely,

CHAIRMAN



TRUONG GIA BINH

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CEO'S MESSAGE



Profit growth outpaced revenue growth, reflecting improved operational efficiency and stronger cost management amid a volatile market environment.

Dear Shareholders, Customers, Partners, and FPT Employees,

The year 2025 was marked by significant challenges. Global economic growth slowed, while prolonged geopolitical instability was accompanied by rising trade tensions and new tariff policies in the United States. Capital and operating costs remained high, requiring businesses to exercise greater caution in their investment decisions.

Yet these difficulties did not discourage us. **They instead compelled FPT to operate with greater determination, manage with greater flexibility, and adapt with stronger discipline and unity.** Challenges have strengthened our ability to transform uncertainty into capability. Opportunities continue to emerge despite these risks, driven by the rapid rise of Artificial Intelligence (AI), the growing global demand for digital transformation, and Vietnam's ongoing transformation under the spirit of Resolution No. 57-NQ/TW.

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Staying committed to the plan and sustaining double-digit growth

In light of these circumstances, FPT maintained a forward-thinking approach, boosted its innovative efforts, and leveraged the combined power of its workforce to stick to the business strategy set by the shareholders. This ensured the company's continued double-digit growth.

By the end of 2025, the Corporation recorded revenue of 70,113 billion VND, up 11.6%. Profit before tax reached 13,044 billion VND, an increase of 17.8%, while profit after tax rose to 11,232 billion VND, up 19.1% year-on-year. Earnings per share reached 5,216 VND, increasing 21.5% compared with the previous year. **Profit growth outpaced revenue growth, reflecting improved operational efficiency and stronger cost management amid a volatile market environment.**

Revenue

70,113 billion VND
↑ **11.6%** YoY

Profit after tax

11,232 billion VND
↑ **19.1%** YoY

IT services for foreign markets continued to be the primary growth driver of the Technology sector, generating revenue of 35,382 billion VND, up 14.3%. Notably, newly signed contracts exceeded 1.5 billion USD, equivalent to 40,636 billion VND, up 23.2%. The number of contracts valued at over 10 million USD doubled compared with the previous year. FPT's position continued to strengthen. Beyond joining the ranks of global billion-dollar IT service providers, **FPT has embarked on large-scale, long-term digital and technology transformation projects with high technological complexity for major partners**, including Chelsea FC and Clearlake Capital Group, a global investment firm managing approximately 90 billion USD in assets. Revenue from Digital Transformation Services accounted for 47.3% of total revenue from IT services for foreign markets.

In the IT services for domestic market, FPT accelerated digital transformation partnerships and implemented initiatives aligned with Resolution No. 57-NQ/TW, Resolution No. 214/NQ-CP, and the Central Steering Committee's Plans No. 01 and No. 02 on science and technology development, innovation, and digital transformation. The Corporation has worked alongside the Ministry of Finance, the Ministry of Justice, the Ministry of Ethnic and Religious Affairs, the State Bank of Vietnam, and the Ministry of Foreign Affairs to develop data strategies and digital transformation initiatives. FPT has also participated in implementing two key national databases including the Electronic Civil Status Database and the National Financial Database, while operating the Digital Platform for Civil Judgment Enforcement and the National Legal Portal. The Made-by-FPT ecosystem continued to achieve double-digit revenue growth, reaching 2,672 billion VND, up 19.1%. Many products have gained recognition as key industrial products, directly addressing large-scale national digital transformation challenges and laying the foundation for the Corporation's long-term growth.

The Telecommunications segment maintained stable growth, with revenue reaching 18,702 billion VND and profit before tax reaching 4,167 billion VND, serving as essential digital infrastructure for the economy. A 10,000-square-meter international-standard data center was put into operation, providing a foundation for stable revenue and profit growth in the medium and long term. In 2025, the Telecommunications segment also underwent a significant change as the state ownership representative for the State's capital contribution in FPT Telecom was transferred to the Ministry of Public Security. This transition strengthens the company's role as a critical digital infrastructure enterprise and opens opportunities to participate in major national projects and strategic programs in the coming years.

In the Education segment, FPT continued expanding its training presence in localities such as Nghe An, Long An, Binh Dinh, and the former provinces of Binh Duong and Soc Trang, in line with the orientation of aligning education with the workforce needs of businesses and local economies. In particular, the FPT Education complex in Binh Duong provides integrated education from secondary school to university level, incorporating modern technologies such as AI, data science, and STEAM education. We have strengthened efforts to train a new generation of professionals with strong expertise, technological understanding, and the knowledge and skills required to support the implementation of Resolution No. 57-NQ/TW. Quang Ninh became the first locality to welcome a group of 74 FPT University's IT students to assist local authorities and residents in implementing the Resolution.

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The Corporation continues to foster a happy, multicultural, dynamic, and inclusive workplace, creating a sound foundation for attracting young global talent. Employees under the age of 30 account for 43.9% of the workforce, while managers under the age of 40 represent 53.2%. The Corporation also employs 4,124 international staff of 82 nationalities.

43.9% employees
<30 years old

53.2% managers
<40 years old

2026 – A pivotal year for the next growth cycle

2026 is expected to present continued challenges, possibly exceeding those experienced in 2025. However, it will serve as a pivotal year marking the beginning of FPT's next cycle of development and growth. The Corporation targets revenue growth of 15.8% and profit before tax growth of 15.0%.

The Technology sector will remain the main growth pillar, targeting revenue growth of 18.4% and profit growth of 24.4%, while continuing to invest in strategic technologies such as Artificial Intelligence, Quantum AI, Cybersecurity, Unmanned Aerial Vehicles (UAV), Railway Technology, and Data. The IT services for foreign markets focus on three strategic pillars. The first is "AI-First," with AI positioned as a core capability embedded across solution design, product development, and operational management to enhance productivity and create differentiated competitive advantages for the Corporation. The second pillar is "Top-tier engagement," under which FPT will prioritize large-scale projects, strategic clients, and high-value contracts. The third pillar is "Synergy," through which the Corporation will strengthen collaboration with leading global technology companies while enhancing internal coordination across the Corporation to deliver comprehensive, large-scale solutions. In the IT services for domestic market, FPT will continue expanding the Made-by-FPT product ecosystem and deepen its engagement in national digital transformation initiatives, working closely with government agencies, ministries, and local authorities.

In the Education segment, FPT will continue expanding its nationwide education system to provide outstanding and meaningful learning experiences. The Corporation will further integrate AI into training programs following the "learning – application – experimentation" model while strengthening the development of strategic technology talent in fields such as AI, semiconductors...

To achieve these targets, FPT will focus on four key action priorities.

First, the Corporation will drive a shift in mindset and strengthen its forecasting capabilities, enabling it to proactively identify emerging trends, determine the right strategic positioning, and sustain internal momentum.

Second, the Corporation will reinforce discipline in strategy execution, treating discipline as a fundamental principle of governance and closely linking performance outcomes with the operational systems and the responsibilities of each management level.

Third, FPT will further accelerate efforts to attract, nurture, and develop talent, recognizing people as its most valuable asset and a source of sustainable competitive advantage.

Fourth, the Corporation will advance data-driven governance and management across all levels, from the Corporation to its subsidiaries. This approach will enable the Corporation to promptly remove operational bottlenecks and make swift, well-informed decisions in response to increasingly uncertain market challenges.

Above all, FPT remains committed to strengthening trust in our people, in our work, in our major clients, and in the Government and the Nation. The Corporation will continue to pursue a strategy of sustainable growth, placing the long-term interests of shareholders at its core. With the solid foundation built over many years, we believe FPT will continue to sustain stable growth, enhance its competitiveness, and contribute meaningfully to the development of Vietnam's digital economy.

CHIEF EXECUTIVE OFFICER



NGUYEN VAN KHOA

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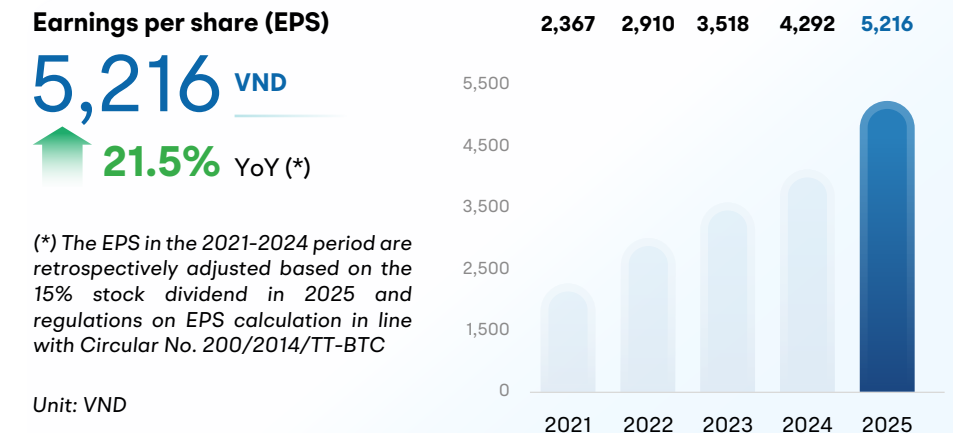


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KEY INDICATORS

Ensuring stable growth



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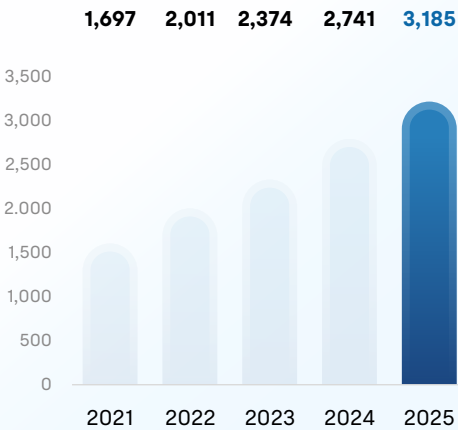
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Ensuring stable growth (Continued)

Cash dividends

3,185 billion VND
↑ 16.2% YoY

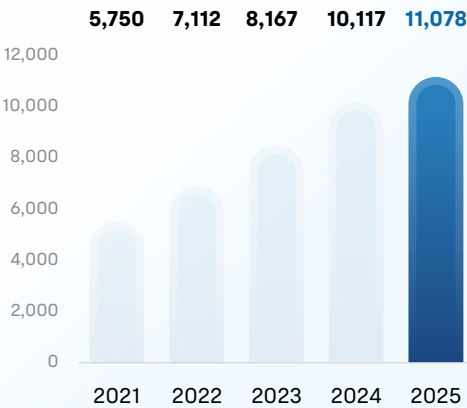
Unit: Billion VND



Contribution to the State budget

11,078 billion VND
↑ 9.5% YoY

Unit: Billion VND



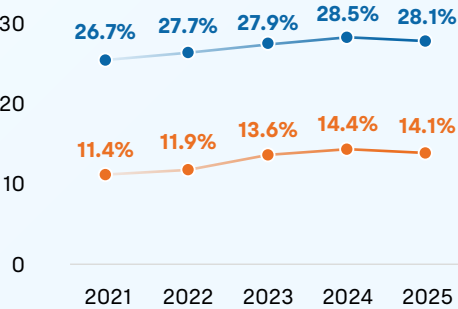
Return on Equity (ROE)

28.1%

Return on Assets (ROA)

14.1%

- ROE (%)
- ROA (%)



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Financial highlights for the 2021-2025 period

The financial data in this report is extracted from the audited Consolidated financial statements, which include the financial statements of the Corporation, the financial statements of companies controlled by the Corporation (subsidiaries), and the consolidated business results of its affiliated companies accounted for using the equity method.

Unit: Billion VND

No.	Indicator	2021	+/-	2022	+/-	2023	+/-	2024	+/-	2025	+/-
1	Owner's Equity	21,418	15.1%	25,356	18.4%	29,933	18.1%	35,728	19.4%	43,748	22.4%
2	Total assets	53,698	28.7%	51,650	-3.8%	60,283	16.7%	72,000	19.4%	88,142	22.4%
3	Total Revenue	35,657	19.5%	44,010	23.4%	52,618	19.6%	62,849	19.4%	70,113	11.6%
4	Net operating profit	6,228	20.0%	7,589	21.8%	9,112	20.1%	11,025	21.0%	12,952	17.5%
5	EBITDA	7,981	18.2%	9,495	19.0%	11,490	21.0%	13,605	18.4%	15,958	17.3%
6	EBIT	6,337	20.4%	7,662	20.9%	9,203	20.1%	11,070	20.3%	13,044	17.8%
7	Profit before tax	6,337	20.4%	7,662	20.9%	9,203	20.1%	11,070	20.3%	13,044	17.8%
8	Profit after tax	5,349	20.9%	6,491	21.3%	7,788	20.0%	9,427	21.0%	11,232	19.1%
9	Net profit attributable to shareholders of the parent company	4,337	22.6%	5,310	22.4%	6,465	21.8%	7,857	21.5%	9,376	19.3%
10	Cash dividends (*)	1,697	15.8%	2,011	18.5%	2,374	18.1%	2,741	15.4%	3,185	16.2%

(*): Cash paid during the year includes the remaining cash dividends of the previous year and any interim cash dividends for the current year, if applicable.

AWARDS AND RECOGNITION

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FPT AI Factory in Vietnam and Japan ranked among the TOP500 Supercomputer in the world



U.S. patent granted for abnormal sound detection technology



IT services companies in Asia



Most reputable public company in Vietnam



Strongest brands in Vietnam



Most effective businesses in Vietnam



Vietnamese Enterprises with the best corporate governance in ASEAN



Large-cap companies with the best corporate governance



Hope School received the Action for the Community Award – Timely Project Category

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ACTIVITY HIGHLIGHTS



Establishment of the Strategic Technology Steering Committee to promote the implementation of Resolution No. 57-NQ/TW

Amid the global momentum of science and technology, digital transformation, and innovation as key drivers for breakthroughs toward a new development era, FPT Corporation has announced the establishment of its Strategic Technology Steering Committee, comprising five core units: the Quantum AI & Cybersecurity Institute (QACI), FPT UAV, FPT Railway Mobility Technology, FPT Cybersecurity, and DC5. This marks a strategic move by FPT aimed at mastering core technologies and developing high-quality human resources in service of national technological sovereignty.

Establishment of the Low Altitude Economy Partnership to develop high-tech industries applying UAV technologies

The Low Altitude Economy Partnership (LAEP) expects that this new economic sector will stimulate the development of thousands of supporting enterprises, create one million high-quality jobs, and generate tens of billions of USD for Vietnam over the next 10-15 years. LAEP has signed a strategic cooperation agreement with the Japan UAS Industrial Development Association, opening new development directions in next-generation transportation, particularly in the application of UAVs, drones, and related technology ecosystems. FPT CEO Nguyen Van Khoa, serves as Chairman of LAEP.



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Inauguration of the largest data center in Vietnam, laying the foundation for the AI era

The FPT Fornix HCM02 Data Center, located at the Saigon Hi-Tech Park, has a scale of eight floors, with a total area of 10,000 m² and 3,600 rack cabinets. FPT Fornix HCM02 serves as critical infrastructure supporting AI platforms, cloud computing, and digital transformation, contributing to the goal of positioning Vietnam as a digital hub in Southeast Asia by 2030.

Accompanying the Government, ministries and localities in digital transformation in line with Resolution No. 57-NQ/TW



FPT has collaborated with the Ministry of Finance, Ministry of Justice, Ministry of Ethnic and Religious Affairs, State Bank of Vietnam, and Ministry of Foreign Affairs to develop data and digital transformation strategies, while implementing nearly 40 projects to accelerate digital transformation and build databases for ministries and sectors. FPT has also participated in the development of two critical national databases, including the Electronic Civil Status Database and the National Financial Database, as well as 16 sectoral databases for the Ministry of Finance, the Ministry of Justice, the Ministry of Ethnic and Religious Affairs, the State Bank of Vietnam, the Ministry of Foreign Affairs, and the Ministry of Health.

The Corporation has worked alongside the Ministry of Public Security to advise on the development of the National Data Center meeting the highest international standards, and in collaboration with the Ministry of Justice to deploy the Civil Judgment Enforcement Digital Platform and the National Legal Portal. At the same time, FPT continues to support localities such as Ca Mau, Hai Phong, and Quang Ninh in building digital government, digital economy, and digital society.

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Launch of the Strategic Human Resources Alliance to implement Resolution No. 57-NQ/TW

Representatives of five leading educational institutions signed the agreement to establish the Alliance, including: Ho Chi Minh National Academy of Politics, Academy of Cryptography Techniques, Hanoi University of Science and Technology, University of Engineering and Technology (part of Vietnam National University, Hanoi), and FPT University. The Alliance will contribute to building and developing a pool of high-quality intellectuals and experts to meet the requirements of socio-economic development, the national digital transformation agenda, and international integration. It will also promote training programs and capacity-building initiatives in public administration skills, leadership, and state governance aligned with the new context.



Initiation of the Au Lac AI Alliance to develop Vietnamese large language models

The Alliance was initiated in the context of Decision No. 1131/QĐ-TTg issued by the Prime Minister, which identifies 11 groups of strategic technologies with far-reaching impacts on the nation's competitiveness and technological autonomy, with AI ranked first. One of the Alliance's key missions is to develop large language models (LLMs) capable of processing Vietnamese accurately and naturally, in alignment with Vietnamese culture and identity, thereby enhancing public knowledge and promoting national economic development.

The Alliance has attracted the participation of more than 20 members, including organizations, enterprises, startups, and educational institutions.



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Export of the first power chip shipment to the Japanese market

FPT exported its first shipment of power chips to Japan, marking an initial step toward realizing the goal of exporting chips designed by FPT to the Asia-Pacific market within the next three years. This also represents the first time a Vietnamese enterprise has introduced commercial semiconductor chips to the Japanese market, one of the markets with the most stringent requirements for quality and reliability.

At the same time, the Corporation has commenced construction of an advanced semiconductor chip testing and packaging plant, contributing to the completion of Vietnam's national semiconductor ecosystem.



Inauguration of a 3,000 m² R&D Center for high technology and semiconductor chips

FPT's high technology and semiconductor chip R&D Center in Da Nang is envisioned to become a Tech hub where high-tech products bearing the Made by FPT – Make in Vietnam imprint are created.

The center is expected to serve as a regional hub connecting startups, enabling them to share experiences and promote the culture of entrepreneurship and innovation across the business community.



Honoring national technological sovereignty with a 01 million USD AI award

This is the largest AI award in Vietnam, honoring AI products and solutions developed by Vietnamese innovators that create breakthroughs for socio-economic development, deliver positive and sustainable impacts for the community, while affirming the aspiration to build a nation with technological self-reliance. The Au Lac Grand Prize is expected to be awarded over three consecutive years starting from 2026. In addition to the 01 million USD cash prize, winning individuals and organizations will receive mentorship and support from FPT and the Au Lac AI Alliance to expand their influence domestically and internationally.

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Enhancing the global fan experience for Chelsea Football Club

FPT serves as a strategic partner in consulting, developing, and implementing technology solutions to support the global expansion and development objectives of Chelsea Football Club. With advanced technology infrastructure, service solutions, a world-class workforce, and strong capabilities in core technologies such as AI, Big Data, and Cloud, FPT will help Chelsea strengthen fan engagement and deliver immersive experiences for supporters both at the stadium and across the club's diverse digital media channels. Both parties are also committed to deploying advanced technologies, including data analytics and AI, in the United Kingdom market and on a global scale.



Signing of a 256 million USD comprehensive AI-enabled digital transformation contract

FPT signed a comprehensive AI-enabled digital transformation contract valued at 256 million USD, marking a new milestone in the Corporation's digital transformation services. Leveraging deep expertise in the energy sector and a strong team of technology experts, FPT provides an integrated ecosystem of AI-powered digital transformation services for a leading energy corporation in Asia, aiming to foster innovation and optimize operations. The contract will be implemented over a period of five years with a total value of 256 million USD.



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Acquisition of Navisoft to address the specific requirements of the securities and banking-finance sectors

FPT invested in Navisoft, a reputable technological company with nearly 20 years of experience in developing technological solutions, particularly in the securities and banking-finance sectors. Through this investment, FPT aims to combine the capabilities, experience, and technology ecosystems of both parties to address specialized challenges in the securities, banking-finance, and digital economy sectors in Vietnam as well as in international markets.



Inauguration of the FPT Education Complex in Hue implementing a multi-level education model

The FPT Education Complex in Hue, with a capacity of 20,000 learners, has welcomed its first students. The complex focuses on education, aligned with cutting-edge technologies, aiming to develop a high-quality workforce and contribute to the effective implementation of the country's four key strategic resolutions. Hue is the ninth city in the Central and Central Highlands region where the FPT education system is present, and the first locality in the region where FPT has implemented a multi-level education complex model, including general education and vocational education. In 2025, FPT's education sector completed more than 88,000 m² of construction floor area and expanded its presence to 19 out of 34 provinces and cities nationwide.



Implementation of the Automated External Defibrillator project to enhance community emergency response

The project was launched in alignment with the issuance of Resolution No. 72-NQ/TW by the Politburo of the Communist Party of Vietnam on strengthening the protection, care, and improvement of public health. The project aims to raise awareness, enhance skills, and provide essential first-aid equipment to improve the effectiveness of initial emergency response within the community, particularly in cases of out-of-hospital cardiac arrest.

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HIGHLIGHTED AI PROJECTS

AI-powered mainframe modernization: Accelerating legacy system transformation

Despite rapid technological advancements, many large global enterprises in finance, manufacturing, logistics, and real estate still operate large-scale mainframe systems built decades ago using the COBOL programming language.

 **220-300** Billion lines of COBOL code
are still in operation globally

 **60-80%** Corporate IT budgets
are spent maintaining legacy systems

 **70-80%** Global business transactions
are still processed on COBOL-based systems

Among over FPT's 1,100 global clients, a significant portion, particularly Japanese enterprises, remains heavily dependent on legacy IT systems. The Japanese Ministry of Economy, Trade and Industry (METI) coined the term "2025 Digital Cliff" to warn of the severe threat to future economic competitiveness if enterprises fail to modernize their legacy IT systems in time.

To address these challenges, FPT provides a comprehensive end-to-end modernization suite, integrating strategic consultancy, implementation expertise, and specialized AI technologies. A standout in this portfolio is xMainframe, an AI and Generative AI-powered solution designed to analyze, interpret, and transform mainframe systems. Mainframe automates the analysis of legacy source code, reconstructs system logic through reverse engineering, identifies inter-application dependencies, and supports automated data extraction and reporting. xMainframe has been successfully deployed across numerous major enterprises. Most notably, for a leading Japanese steel manufacturer, FPT utilized xMainframe to analyze and consolidate over 6 million lines of legacy code, reducing manual workload by approximately 30% during the initial assessment phase.

To date, FPT's legacy system modernization solutions have helped over 40 global enterprises, modernized more than 300 systems, and transformed over 200 million lines of source code, effectively unlocking the value of existing legacy systems while providing a flexible foundation for future digital transformation and AI integration.

 **300** Legacy IT systems effectively optimized

 **40** Global enterprises empowered

200 million Lines of code successfully transformed



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AI-powered insurance automation: Enhancing operational efficiency and fraud prevention

The global insurance industry faces significant digital transformation challenges. As data volumes and claim frequencies surge, insurance fraud has become increasingly sophisticated, causing substantial financial losses and eroding customer trust. Beyond fraud risk management, insurers are under pressure to improve customer experience, shorten claim processing times, and accelerate time-to-market for new products. However, many organizations still rely on fragmented systems for core functions such as underwriting, policy issuance, and claim processing leading to operational complexity, high costs, and limited scalability.

One of FPT's major clients, a global insurance giant with over 150 years of history, operations in over 30 countries, and a workforce of approximately 50,000 employees, faced these exact hurdles. For three consecutive years, this enterprise reported declining profit margins due to high operational costs in claims processing and policy management, compounded by a rise in fraudulent activities.

To address these pain points, FPT deployed iSuite, an end-to-end insurance platform that integrates all core business processes into a unified system. By leveraging AI, OCR (Optical Character Recognition), and Process Automation, the platform optimizes operations and enhances data analytics capabilities. iSuite features multiple functional modules supporting key activities within the insurance ecosystem, including:

• **Insurance360 (I360)**

An automated underwriting and claims processing solution that standardizes data and accelerates case handling.

• **Distribution System**

A system for managing the agency network and automating commission mechanisms.

• **AI Agent Digital Platform (AIDP)**

A platform that helps agents manage customers and optimize sales performance.

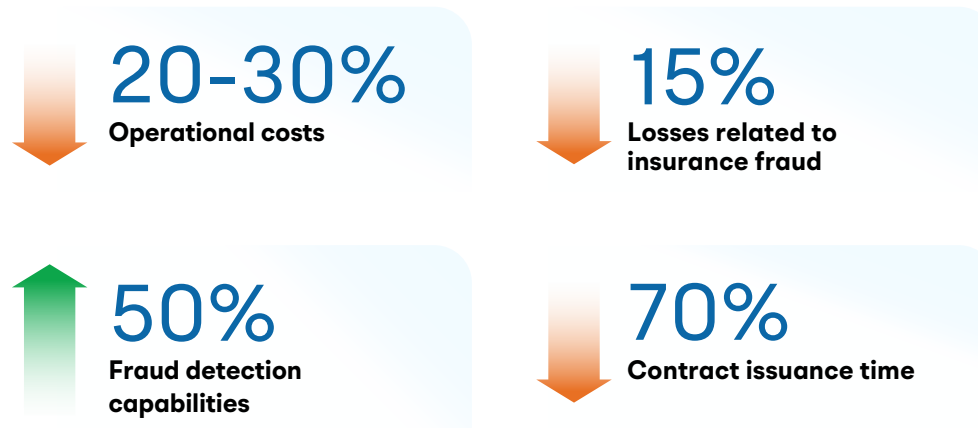
• **AI Claim**

An AI-driven system for automating claims processing and detecting fraud.

• **Customer Super App**

A user-centric mobile application for seamless policy management and convenient access to insurance services.

Following the implementation of the iSuite platform, the aforementioned global insurance group recorded significant improvements in operational efficiency.



At the same time, AI-driven data analytics models enable businesses to gain deeper insights into customer behavior and market trends, supporting the optimization of pricing strategies and cross-selling initiatives. As a result of these improvements, the company recorded revenue growth of up to 18% within one year of implementation, achieved a 03–05 percentage-point increase in profit margins, and reduced customer churn by approximately 1–2% thanks to enhanced service experience.



Through solutions like iSuite, FPT is progressively supporting insurers in modernizing core systems, optimizing operations, and unlocking data potential. This enables industry organizations to adapt swiftly to digitalization trends and leverage AI technologies to drive sustainable future growth.

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GENERAL INFORMATION

Brand name
FPT Corporation

In English
FPT Corporation

Abbreviation
FPT

Stock code
FPT

Date of establishment
13/09/1988

Business registration number
0101248141

Charter capital
17,035,071,210,000 VND

Owner's equity
43,748,040,747,539 VND

Market capitalization
163,195,982,191,800 VND
On December 31, 2025

Headquarters
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Website
<https://fpt.com>

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MISSION AND CORE VALUES

FPT strives to become a progressive and powerful organization built on hard work and cutting-edge technological innovation. We commit ourselves to the highest level of customer satisfaction and contribute broadly to the nation's prosperity. We provide our employees with the most favorable work conditions possible and enable them to reach their full potential in terms of their personal and professional lives.

SIX CORE VALUES

RESPECT



FPT embraces the differences of individuals, irrespective of hierarchical positions and relations. We also foster a supportive work environment for employees' continuous development and authentic self-expression.

INNOVATION



We are always proactively keeping ourselves updated with new management and business methodologies and constantly giving the best conditions for every talent lifelong learning. We also make progressive investment in research and development initiatives, promulgate policies to promote innovation and creativity in order to maintain the leading position in emerging technologies, products, solutions, and services.

TEAMMATE



The essence of respect, friendship and solidarity. A sense of familial unity, where every individual is embraced with love, nurtured, and shielded by the collective. Regardless of position, each member of the FPT family is infused with the spirit of solidarity and resilience, hand in hand toward shared objectives.



FAIRNESS



At FPT, every decision is made with absolute fairness, regardless of personal biases or status considerations. The organization's interests always take precedence over personal benefits.

EXEMPLARITY



FPT leaders must be the ones who best demonstrate the Spirits of FPT and the values of "Respect – Innovation – Teammate".

ASSERTIVENESS



FPT asks all of our leaders to have long-term visions and assertiveness.

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BUSINESS SECTORS

Over the past 38 years, FPT has consistently affirmed its leading position in critical sectors, including Technology, Telecommunications, and Education. Catching up with the latest market trends and emerging technologies, FPT has developed the Made-by-FPT ecosystem of services, products, solutions, and platforms, which helps to bring sustainable growth to organizations and businesses and distinctive experiences to customers.

Technology

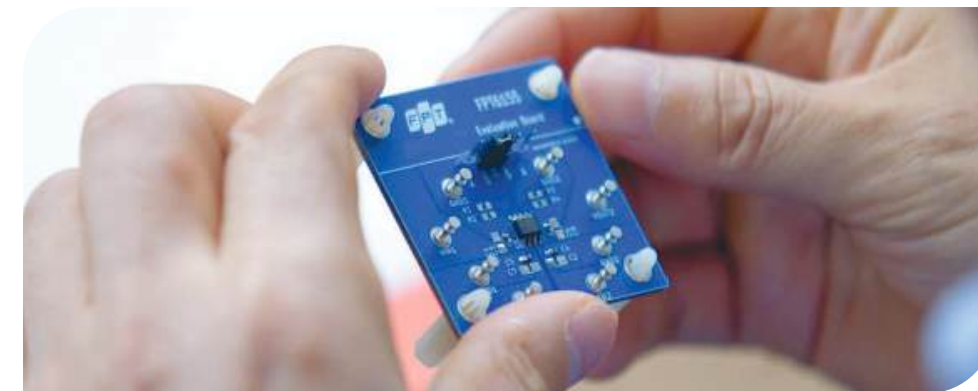
Services

- Consulting and implementing Digital transformation, Green transformation, and AI transformation;
- Consulting, developing, and implementing national-level, ministerial-level, and provincial-level digital transformation systems in line with the orientation of Resolution No. 57-NQ/TW;
- Providing an integrated ecosystem of infrastructure, tools, and services supporting the entire AI development lifecycle, from data processing and model training to deployment, inference, and monitoring (FPT AI Factory);
- Providing Cybersecurity services;
- Delivering solutions based on leading technology platforms such as NVIDIA, Landing AI, SAP, Oracle, Microsoft, ESRI and others;
- Designing, testing, and packaging advanced semiconductor chips;
- Designing, implementing, integrating, operating, maintaining, and testing IT systems.



Products and Solutions

- Providing advanced platforms such as FPT.AI platform, FleziPT flexible AI platform, the FPT Cloud platform, and the enterprise management platform – Base.vn;
- Developing Make-in-Vietnam power chips and IoT chips;
- Delivering digital transformation products and solutions integrating advanced technologies such as AI, Generative AI, Robotic Process Automation (RPA), and the Internet of Things (IoT), tailored for key sectors including Government, Telecommunications, Banking, Finance, Insurance, Healthcare, Transportation, Manufacturing, Public Finance, Energy, Enterprises, Automotive and others;
- Providing a comprehensive ecosystem of advanced Made-by-FPT products and solutions to support national-level and ministerial-level digital platform initiatives as well as specialized operational needs in critical sectors; addressing business and growth challenges for enterprises and organizations in areas such as manufacturing management, sales management, supply chain management, financial management, human resource management, customer relationship management and user experience, sustainable development management, business process transformation, green transformation, and AI transformation.



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Telecommunications

- Providing telecommunications infrastructure services such as Internet services, leased lines, data centers, VoIP telephony, value-added telecommunications services, interprovincial and international connectivity, IoT services, and others;
- Providing FPT Television services including television broadcasting, movies, music, and online games delivered via the Internet and mobile devices; as well as film production and television program production;
- Providing an ecosystem of FPT Smart Home products, including FPT Camera AI, an AI-powered integrated security camera solution and a leading Vietnamese voice-controlled smart home platform;
- Providing a digital marketing and communications ecosystem, including digital content products, an online sport platform (VRace), a livestream platform for sharing real-world business insights (eBox), a Hybrid Event platform (eLive), a digital publishing solution (AI Newsroom), and a marketing communication solution (Smart Ads) reaching tens of millions of users and hundreds of thousands of partners and customers.



Education

- Basic Education;
- Vocational Education;
- Higher Education.



GEOGRAPHICAL COVERAGE

FPT is a global technology and IT services corporation, pioneering the delivery of services, products, and solutions built on core technologies such as AI, Cloud Computing, Data, and Automation. FPT continues to expand its scale, with 54,110 employees and a presence in more than 30 countries and territories worldwide. As the first IT company listed on the Vietnam stock exchange, FPT’s market capitalization has increased nearly sixfold since 2006.

The Corporation has also strengthened its position on the global technology map by ranking among the Top 40 IT Services Companies in Asia.

Alongside its business operations, FPT remains committed to its ESG strategy, focusing on developing technology for people, nurturing digital talent, promoting green transformation, ensuring transparent governance, and creating long-term value for the community and society.

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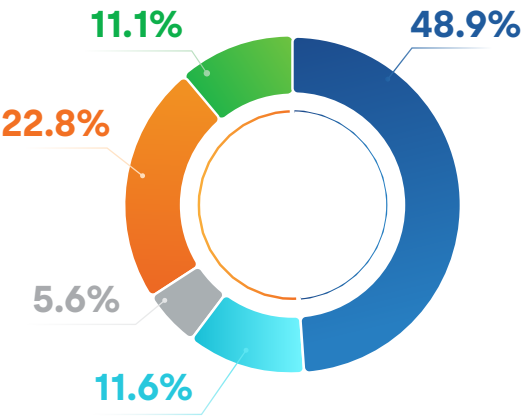
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34 Provinces and cities across Vietnam 30+ Countries and territories 04 Continents



Revenue by Geographic Region

- | | |
|---|---|
| ■ Vietnam | ○ Vietnam |
| ■ Americas | ○ Overseas |
| ■ Europe | |
| ■ Japan | |
| ■ Asia Pacific | |

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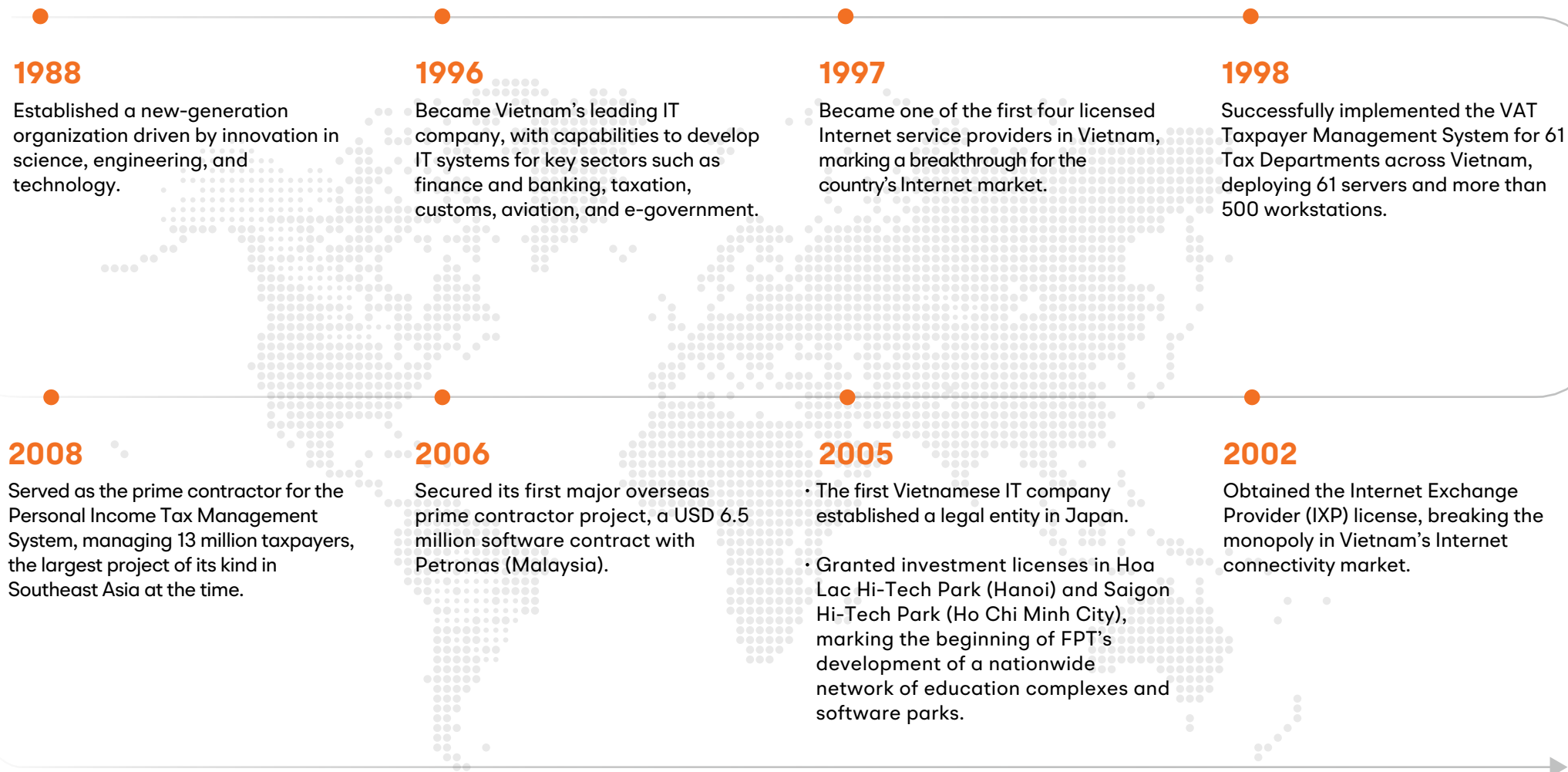
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CHARTING THE PATH TOWARD GLOBAL LEADERSHIP

Over the years, FPT has consistently pursued its vision of becoming a new-generation organization driven by innovation in science, engineering, and technology, contributing to national prosperity. Through strategic investments in research and development (R&D), the cultivation of high-quality talent, and active participation in major domestic and international projects, FPT has built strong technological capabilities and accumulated valuable expertise and experience, forming a solid foundation for sustainable long-term growth.



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CHARTING THE PATH TOWARD GLOBAL LEADERSHIP *(Continued)*

2009

Implemented the largest ERP system in Vietnam's IT industry for Petrolimex, valued at 12.6 million USD.

2014

- Acquired RWE IT Slovakia, marking Vietnam's first overseas M&A in the IT sector.
- Delivered the Electronic Railway Ticketing System for Vietnam Railways, one of the first major IT outsourcing contracts in Vietnam.

2015

Ranked among the Top 300 Most Valuable Companies in Asia by Nikkei Asian Review.

2016

The workforce for global IT services surpassed 10,000 employees, comparable to the Top 15 largest software companies in India.

2021

- Played a key role in resolving the HoSE trading system incident, increasing system capacity threefold compared to the previous system.
- Established FPT Digital, specializing in digital transformation consulting.
- Acquired Base.vn, Vietnam's leading enterprise management platform, accelerating digital transformation for SMEs.

2020

- Launched the FPT Cloud platform.
- Established FPT Smart Cloud, focusing on AI, Cloud, and Data technologies.
- Became the first tech corporation in Southeast Asia to partner with Mila, the world's leading Institute for AI.

2018

- Acquired 90% stake in Intellinet, a leading U.S. technology consulting firm.
- Launched Akabot, an enterprise robotic process automation (RPA) platform.

2017

- Launched FPT.AI – a comprehensive artificial intelligence platform.
- Won an USD 11.3 million project from the Ministry of Planning and Finance of Myanmar.

CHARTING THE PATH TOWARD GLOBAL LEADERSHIP *(Continued)*

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2022

- Established FPT Semiconductor and introduced Vietnam's first semiconductor chip.
- Collaborated with the Ministry of Public Security in implementing Project 06, an national initiative developing applications of population data, digital identity, and electronic authentication to support national digital transformation for the 2022-2025 period, with a vision to 2030; pioneering the development of solutions to prevent fraud related to chip-based citizen ID cards.
- Received a U.S. patent for a Group-Equivariant Convolutional Neural Network for 3D point cloud processing.
- Achieved one billion USD in revenue from global IT services, joining the billion-dollar IT enterprise group.

2023

- Developed 31 solutions contributing to the nationwide implementation of Project 06 across multiple sectors and provinces.
- Operated the Administrative Procedures Information System for Hanoi, delivering high-level online public services and processing over 2.8 million applications.
- Established FPT Automotive, focusing on software services and products for the automotive industry.
- Granted two AI-related patents in Japan and the United States.

2024

- Announced a strategic focus on five core areas: AI, Semiconductors, Automotive Technology, Digital Transformation, and Green Transformation.
- Formed a comprehensive partnership with NVIDIA to build two AI factories in Vietnam and Japan, becoming an NVIDIA service partner.
- Completed its first M&A in Japan through the acquisition of Next Advanced Communications (NAC) Co., Ltd.

2025

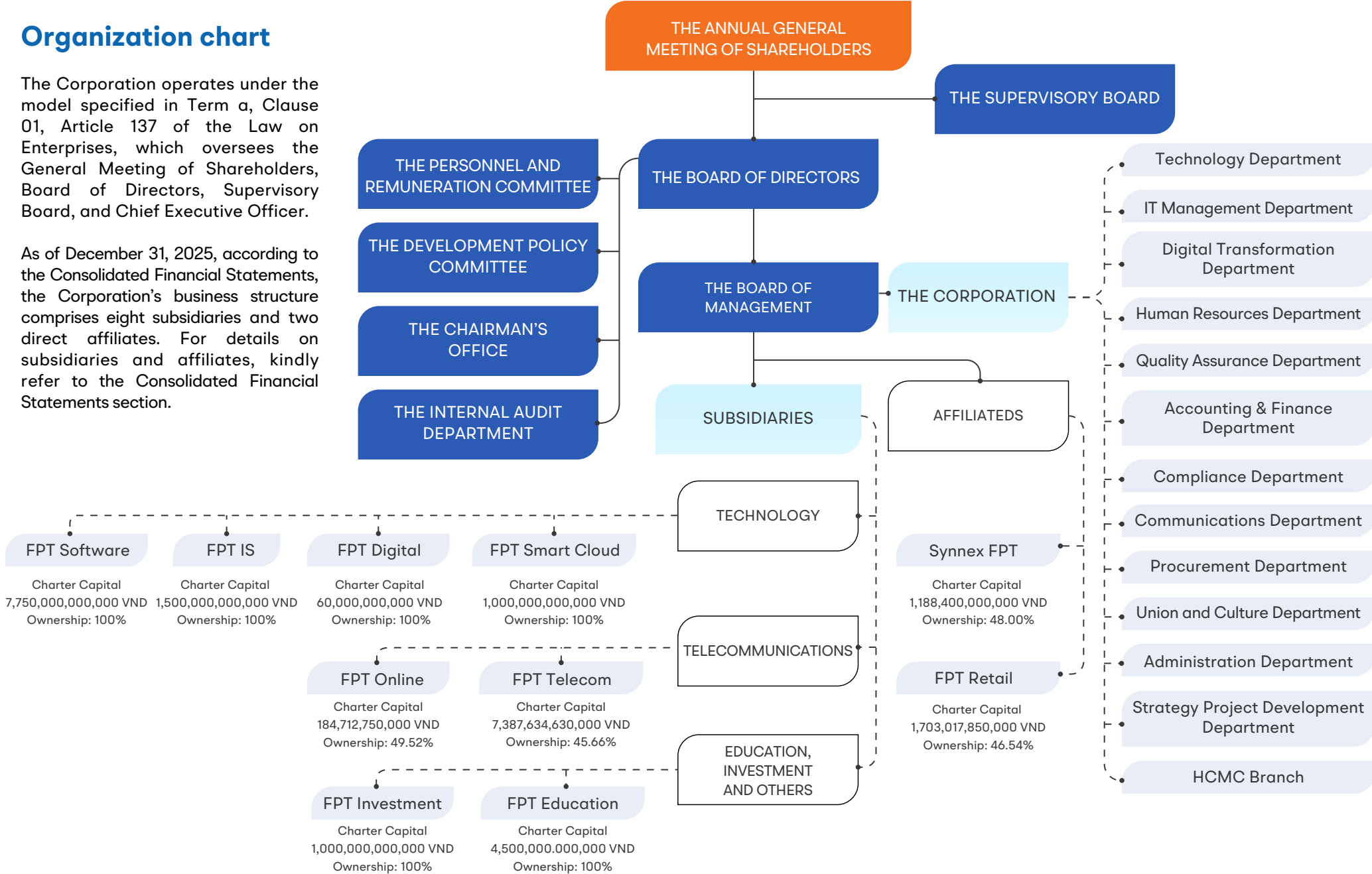
- Established the Strategic Technology Steering Committee, comprising five units: Quantum AI & Cybersecurity Institute, FPT UAV, FPT Railway Technology, FPT Cybersecurity, and DC5.
- Inaugurated FPT Fornix HCM02 Data Center, the largest data center in Vietnam, with 3,600 racks.
- Opened a 3,000 m² high-tech and semiconductor R&D center at Da Nang Software Park No. 02.
- Signed a USD 256 million AI-driven comprehensive digital transformation contract with a leading Asian energy corporation.
- Ranked among the Top 40 IT Services Companies in Asia.

CORPORATE GOVERNANCE STRUCTURE

Organization chart

The Corporation operates under the model specified in Term a, Clause 01, Article 137 of the Law on Enterprises, which oversees the General Meeting of Shareholders, Board of Directors, Supervisory Board, and Chief Executive Officer.

As of December 31, 2025, according to the Consolidated Financial Statements, the Corporation’s business structure comprises eight subsidiaries and two direct affiliates. For details on subsidiaries and affiliates, kindly refer to the Consolidated Financial Statements section.



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Shareholder structure

• Stock information

In 2025, the Corporation did not conduct any treasury stock transactions.

Stock name	FPT Corporation Stock
Type of shares	Common shares
Stock code	FPT
Par value	10,000 VND
Start date of listing/transaction registration	December 13, 2006
Total of authorized shares	1,703,507,121 shares
Total of treasury shares	0 shares
Number of freely transferable shares	1,671,922,715 shares
Number of restrictedly transferable shares	31,584,406 shares
Maximum foreign shareholder ownership ratio	49%



• By number of shares owned

Level of shares	Number of shareholders	Percentage/ Total shareholders	Number of shares	Percentage/ Total issued shares
01 – 999	89,786	70.43%	19,527,027	1.5%
1,000 – 10,000	32,023	25.12%	94,203,628	5.53%
10,001 – 1,000,000	5,425	4.26%	348,178,407	20.44%
1,000,001 and above	254	0.20%	1,241,598,059	72.88%
Total	127,488	100.00%	1,703,507,121	100.00%

• By shareholding groups

Shareholding group	Number of shareholders	Percentage/ Total shareholders	Number of shares	Percentage/ Total issued shares
State	1	0.00%	96,585,637	5.67%
Internal shareholders	10	0.01%	273,445,441	16.05%
External shareholders (Individual investors)	126,709	99.39%	583,704,491	34.26%
External shareholders (Institutional investors)	768	0.60%	749,771,552	44.01%
Total	127,488	100.00%	1,703,507,121	100.00%

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• By nationality

Shareholding group	Number of shareholders	Percentage/ Total shareholders	Number of shares	Percentage/ Total issued shares
Vietnam	124,667	97.8%	1,043,777,633	61.27%
Individual investors	124,385	97.6%	744,568,681	43.71%
Institutional investors	282	0.2%	299,208,952	17.56%
Overseas	2,821	2.2%	659,729,488	38.73%
Individual investors	2,334	1.8%	15,995,614	0.94%
Institutional investors	487	0.4%	643,733,874	37.79%
Total	127,488	100.00%	1,703,507,121	100.00%

• Changes in charter capital

No.	Issuance date	Charter capital after issuance	Purpose
1	April 2002	20,000,000,000	Equitization.
2	April 2003	30,000,000,000	Increase in charter capital from 2002 business results.
3	October 2003	150,000,000,000	Issuance of new shares.
4	May 2004	189,752,500,000	Increase in charter capital from 2003 business results.
5	January 2005	263,252,500,000	Issuance of new shares.
6	August 2005	362,084,900,000	Increase in charter capital from 2004 business results.

Unit: VND

• Top 10 shareholders

No.	Name of Shareholder	Number of shares	Percentage
1	Mr. Truong Gia Binh	117,347,966	6.89%
2	The State Capital Investment Corporation	96,585,637	5.67%
3	QT Co., Ltd	62,449,511	3.67%
4	PYN ELITE FUND (NON-UCITS)	30,044,600	1.76%
5	Mr. Bui Quang Ngoc	25,255,715	1.48%
6	Ms. Truong Thi Thanh Thanh	25,095,835	1.47%
7	ETF DCVFMVN DIAMOND FUND	22,966,161	1.35%
8	NTASIAN DISCOVERY MASTER FUND	22,250,000	1.31%
9	EMPLOYEES PROVIDENT FUND BOARD	20,000,000	1.17%
10	FIRST SENTIER INVESTORS GLOBAL UMBRELLA FUND PLC – FSSA ASIAN EQUITY PLUS FUND	17,597,379	1.03%

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• **Changes in charter capital** (Continued)

Unit: VND

No.	Issuance date	Charter capital after issuance	Purpose
7	June 2006	547,292,000,000	Increase in charter capital from 2005 business results.
8	October 2006	608,102,300,000	Increase in charter capital due to the sale of shares to the strategic investors in 2006.
9	June 2007	912,153,440,000	Increase charter capital via a 2:1 stock dividend from 2006 earnings.
10	August 2007	923,525,790,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2006 and issuance of preference shares for employees.
11	June 2008	941,606,160,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2007 and issuance of preference shares for employees.
12	November 2008	1,411,620,740,000	Increase charter capital via the issuance of bonus shares to existing shareholders from the share premium reserve at a ratio of 2:1.
13	July 2009	1,438,319,670,000	Increase in charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2008 and issuance of preference shares for employees.
14	May 2010	1,916,659,080,000	Increase charter capital via a 3:1 stock dividend from 2009 earnings.
15	June 2010	1,934,805,170,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2009 and issuance of preference shares for employees.
16	August 2011	2,133,110,660,000	Increase charter capital by way of issuance of shares of FPT Corporation to execute shares swap amongst existing shareholders of FPT Information System Joint Stock Company, FPT Software Joint Stock Company, and FPT Trading Joint Stock Company for the purpose of reorganization of the Corporation.
17	September 2011	2,160,826,760,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2010.
18	May 2012	2,700,859,340,000	Increase charter capital via a 4:1 stock dividend from 2011 earnings.
19	June 2012	2,738,488,330,000	Increase charter capital by way of issuance of ordinary shares as bonuses for employees who had good performance in 2011 and issuance of preference shares for employees.
20	June 2013	2,752,017,550,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2012.
21	May 2014	3,439,766,000,000	Increase charter capital via a 4:1 stock dividend from 2013 earnings.

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Unit: VND

No.	Issuance date	Charter capital after issuance	Purpose
22	April 2015	3,456,959,170,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2014.
23	June 2015	3,975,316,400,000	Increase charter capital via a 15% stock dividend from 2014 earnings.
24	April 2016	3,995,184,690,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2015.
25	June 2016	4,594,266,840,000	Increase charter capital via a 15% stock dividend from 2015 earnings.
26	April 2017	4,617,230,540,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2016.
27	June 2017	5,309,611,050,000	Increase charter capital via a 15% stock dividend from 2016 earnings.
28	April 2018	5,336,156,610,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2017.
29	June 2018	6,136,367,720,000	Increase charter capital via a 15% stock dividend from 2017 earnings.
30	April 2019	6,167,039,720,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2018.
31	June 2019	6,783,586,880,000	Increase charter capital via a 15% stock dividend from 2018 earnings.
32	April 2020	6,817,504,780,000	Increase charter capital by way of issuance of ordinary shares as bonus for employees who had good performance in 2019.
33	June 2020	7,839,874,860,000	Increase charter capital via a 15% stock dividend from 2019 earnings.
34	April 2021	7,891,972,540,000	Increase charter capital by way of issuance of shares for the employees with notable achievements in 2020, and the issuance of new shares under the share issuance program for senior managers in 2021.
35	June 2021	9,075,516,490,000	Increase charter capital via a 15% stock dividend from 2020 earnings.
36	May 2022	9,141,959,140,000	Increase charter capital by way of issuance of shares for the employees with notable achievements in 2021, and the issuance of new shares under the share issuance program for senior managers in 2022.
37	July 2022	10,970,265,720,000	Increase charter capital via a 15% stock dividend from 2021 earnings.

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Unit: VND

No.	Issuance date	Charter capital after issuance	Purpose
38	May 2023	11,043,316,220,000	Increase charter capital by way of issuance of shares for the employees with notable achievements in 2022, and the issuance of new shares under the share issuance program for senior managers in 2023.
39	July 2023	12,699,688,750,000	Increase charter capital via a 15% stock dividend from 2022 earnings.
40	June 2024	14,604,480,660,000	Increase charter capital after share issuance to existing shareholders to increase charter capital from equity at a ratio of 15%.
41	October 2024	14,710,691,830,000	Increase charter capital by way of issuance of shares for the employees with notable achievements in 2023, and the issuance of new shares under the share issuance program for senior managers in 2024.
42	May 2025	14,813,301,220,000	Increase charter capital by way of issuance of shares for the employees with notable achievements in 2024, and the issuance of new shares under the share issuance program for senior managers in 2025.
43	July 2025	17,035,071,210,000	Increase charter capital following the issuance of shares to existing shareholders from equity.

• **Stock price and trading statistics 2025**

From January 1 to December 31, 2025

Highest price	Lowest price	Total order-matching volume/day	Highest trading volume	Lowest trading volume
131,708 VND/share	86,104 VND/share	7,594,874 shares	23,514,300 shares	1,005,400 shares

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The Board of Directors

FPT's Board of Directors (BOD) consists of seven members demonstrating nationality diversity and gender equality. They are leaders and experts with years of experience in technology, finance, business, and corporate governance. In addition, with three independent members and one female member, the BOD also fully meets the provisions of Clause 04, Article 276 of Decree 155/2020/NĐ-CP guiding the Securities Law on the number of independent members of the BOD.

Mr. TRUONG GIA BINH

Founding member Chairman of the BOD

Like the heart of the organization, the orchestrator of resources and a visionary strategist, has consistently provided strategic direction, helping propel FPT to its current position as an industry leader. As a pioneering and visionary leader, he continuously nurtures and channels the flow of innovation, proactively embracing emerging technology trends and steering FPT toward steady and sustainable long-term growth.

In 2013, he was honored with the Nikkei Asia Award by the Nikkei Group (Japan) for significant contributions to Vietnam's IT industry.

He is also the Chairman of the Private Economic Development Research Board under the Prime Minister's Advisory Council for Administrative Procedure Reform; Vice Chairman of The National Cybersecurity Association; Vice Chairman of the National Data Association; Member of the National Advisory Council for Science, Technology, Innovation and Digital Transformation Development; Member of Temasek Southeast Asia Advisory Panel; Co-Chairman of Vietnam's Leading Business Council; Chairman of VINASA's Semiconductor Industry Chip Development Committee; Chairman of the Au Lac AI Alliance; and Chairman of the Strategic Workforce Alliance for the implementation of Resolution No. 57-NQ/TW.



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As an outstanding executive, he has always taken the lead in modernizing FPT's governance system, ensuring that all operations of the Corporation are effective and in full compliance with international quality standards. With many years of experience in project management, quality assurance, and process standardization, he closely oversees and supports FPT's major projects.

In 2005, he was honored as one of the Top 10 Outstanding IT Leaders in Indochina.

Mr. BUI QUANG NGOC

**Founding member
Vice Chairman**



Mr. DO CAO BAO

**Founding member
BOD member**

As one of Vietnam's leading IT experts, he has been involved in the development and management of numerous large-scale IT projects of national significance, making major contributions to FPT's growth. From 1994 to 2015, he led FPT to become the market leader in system integration and software development in Vietnam. As Chairman of the Personnel and Remuneration Committee, he plays an important role in shaping human resources strategy, planning the rotation of senior executives, and developing FPT's next generation of leaders.

With more than 40 years of experience in corporate finance, technical finance, and project finance in Vietnam, France, and Japan, he has consistently supported FPT's strategic directions and provided valuable input to the Corporation's financial policies and key programs each year.

Mr. JEAN-CHARLES BELLIO

Independent Board member



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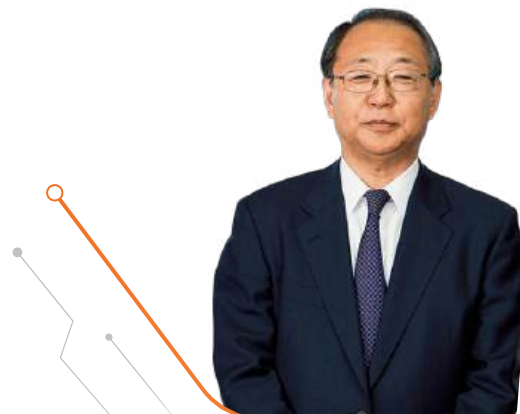
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During his decades at Infosys, one of the world's three most valuable IT services brands (according to Brand Finance), he held key positions ensuring the efficient operation of Infosys' branches in India and overseas, while also developing world-class global education centers. He made major contributions to the development of high-quality talent, training many leading senior managers and IT experts, and helping create a highly desirable working environment at Infosys.

Mr. HAMPAPUR RANGADORE BINOD

Independent Board member



Mr. HIROSHI YOKOTSUKA

Independent Board member

He comprehensively reformed the IT system of Tokio Marine & Nichido Fire Insurance and played a pivotal role in driving digital transformation across Japan's insurance industry. Having served as Chairman of the Japan IT Association, Chairman of CeFIL – a non-profit organization promoting innovation associated with the Japan Business Federation (Keidanren) – and a member of several government IT policy committees, he has made significant contributions to the growth and prosperity of Japan's IT industry.

With more than 20 years of experience in investment and corporate governance, she has made significant contributions to the management and representation of State capital at various enterprises in her roles as a member of the Board of Directors and the Board of Supervisors.

Ms. TRAN THI HONG LINH

BOD member



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The Board of Management and Chief Officers

The Board of Management and Chief Officers (CxO) of FPT have many years of experience with the Corporation and possess a deep understanding of its business operations as well as its technology domains.

Mr. **NGUYEN VAN KHOA**

Chief Executive Officer

As a 7X-generation leader who has grown within FPT, he possesses a deep understanding of the business and technology across the Corporation's areas of operation. Over the years, he has held many significant leadership positions, including Chief Executive Officer of FPT Telecom (2012-2018), Chief Operating Officer of FPT Online (2013-2015), and Executive Vice President of FPT cum Chief Executive Officer of FPT IS (2018-2019).

With a decisive and innovative leadership style and strong emphasis on discipline, he has led FPT to maintain strong growth, positioning the Corporation as a leading digital transformation company while building a foundation for long-term growth through the Made-by-FPT technology ecosystem, expanding sales channels, strengthening internal collaboration, and promoting digital transformation, helping the Corporation save hundreds of billions of VND each year.

He also holds several key roles in Vietnam's technology and innovation sector, including Chairman of the Vietnam Software and IT Services Association (VINASA); Vice President of the Asian-Oceanian Computing Industry Organization (ASOCIO); Chairman of the Vietnam Low Altitude Economy Alliance (LEAP); and Chairman of the Vietnam Association for Unmanned Aerial Vehicles Systems (AUVS Vietnam).



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He is also Chairman of FPT Smart Cloud. Since joining FPT in 2000, he has played a pivotal role in aligning FPT's accounting and finance system with international standards, spearheading initiatives including the digitalization of the financial management system, establishing centralized management resources across the Corporation, and advancing economic investment activities.

Mr. NGUYEN THE PHUONG

Senior Executive Vice President



Mr. PHAM MINH TUAN

Executive Vice President

He was appointed Executive Vice President of FPT in March 2024. He joined FPT in 1996 and has held key leadership positions at member companies. During the 2014-2018 period, as Chief Executive Officer of FPT IS, he made significant contributions to opening a new business phase for Made-by-FPT products and solutions. As Chief Executive Officer of FPT Software, he and his team helped the company develop a million-dollar customer base, build a highly skilled workforce across multiple countries, and successfully lead M&A activities in the United States and Japan.

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He joined FPT in 2001 and has held key positions in technology and engineering, including Deputy Chief Executive Officer of FPT Telecom, Chairman of FPT International Telecommunications One Member Co., Ltd. (under FPT Telecom), and Head of IT Department at FPT....

He has led the successful deployment of numerous telecommunications network systems, digitalization projects for public services, and critical cybersecurity projects for the Government and banks. He has also contributed to the development of many Made-by-FPT solutions and services serving tens of millions of users.

He is responsible for shaping FPT's technology strategy, directions, policies, and resources; leading projects to develop new Made-by-FPT products and services; and participating in digital transformation projects for major clients of the Corporation.



Mr. NGUYEN XUAN VIET

**Chief Information
Technology Officer**

He joined FPT in 2003 and has held several key positions, including Head of Financial Analysis and Control under the FPT Finance and Planning Department and Deputy Head of the FPT Finance and Planning Department. In 2011, he was appointed Chief Accountant of FPT.

With years of in-depth experience in the financial sector, he has played a pivotal role in enhancing FPT's financial management system, ensuring adherence to principles of transparency, timeliness, completeness, and accuracy.

In particular, he played an important role in developing FPT's financial closing and consolidation solution (CFS), enabling the Corporation to prepare both separate and consolidated financial statements within only 05-07 days.

Mr. VU ANH TU

Chief Technology Officer
(09/2020 - 03/2026),

Chief Executive Officer of FPT UAV



Joining FPT in 2006, he built the Corporation's systems for cyberattack prevention and information security. He has also advised the Corporation's leadership and member companies in developing strategies, policies, and plans for applying IT to business operations to achieve optimal efficiency. In addition, he oversees the effective implementation of IT strategies, policies, and resources across the Corporation.

Mr. HOANG HUU CHIEN

Chief Accountant



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In 2012, he joined FPT and was honored with several notable titles, including FPT 13 Under 35, Hoa hậu FPT, and “Trạng nguyên” FPT. In 2019, he was appointed Chief Human Resources Officer of FPT and made significant contributions to positioning FPT as one of the most attractive employers in the IT industry and a Great Place to Work®. In 2020, he was named in Forbes’ Top 30 Under 30.

Mr. CHU QUANG HUY

Chief Human Resource Officer



Ms. MAI THI LAN ANH

Chief Communications Officer

She has served as Chief Communications Officer of FPT since August 2024. Joining FPT in 2004, she has undertaken various key responsibilities at the FPT Communications Department, including Deputy Director of Marketing and Communications of FPT (2021-2024) and FPT’s Authorized Information Disclosure Officer (2021-present). With extensive experience, she has organized and implemented many major communications campaigns, contributing to strengthening the FPT brand. She has also contributed to helping FPT achieve numerous prestigious awards, including Vietnam’s Most Valuable Technology Brand, Top Asia’s Most Outstanding Companies.

Joining FPT in 2004, she has made various contributions to quality management, leading the process improvement and quality assurance for software products and projects of FPT Software. In addition, she held key positions in quality control at FPT’s subsidiaries. She was consecutively honored with the Top 100 award at the Corporation level in both 2013 and 2014.

Ms. PHAM THI QUYNH VI

Chief Quality Officer



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The Supervisory Board

FPT's Supervisory Board consists of three members with many years of experience in finance and holding the required professional certifications, fully meeting the standards and conditions for Supervisory Board members in accordance with relevant legal regulations.



Mr. NGUYEN VIET THANG

Head of the Supervisory Board

He has been a member of FPT's Supervisory Board since 2008 and was elected Head of the Supervisory Board for the 2012-2017, 2017-2022, and 2022-2027 terms. He currently serves as Vice Rector of FPT University and concurrently Director of the FPT School of Business and Technology (FSB) under FPT University.



Mr. NGUYEN KHAI HOAN

Member of the Supervisory Board

He has been a member of FPT's Supervisory Board since 2007 and has many years of experience in finance. He currently serves as Senior Executive Vice President of FPT Software and concurrently Chief Executive Officer of FPT Americas.



Ms. DUONG THUY DUONG

Member of the Supervisory Board

Having worked in the investment sector since graduating from university, she is a young professional with extensive experience in corporate governance and has made significant contributions to supporting the management of state capital at various enterprises.

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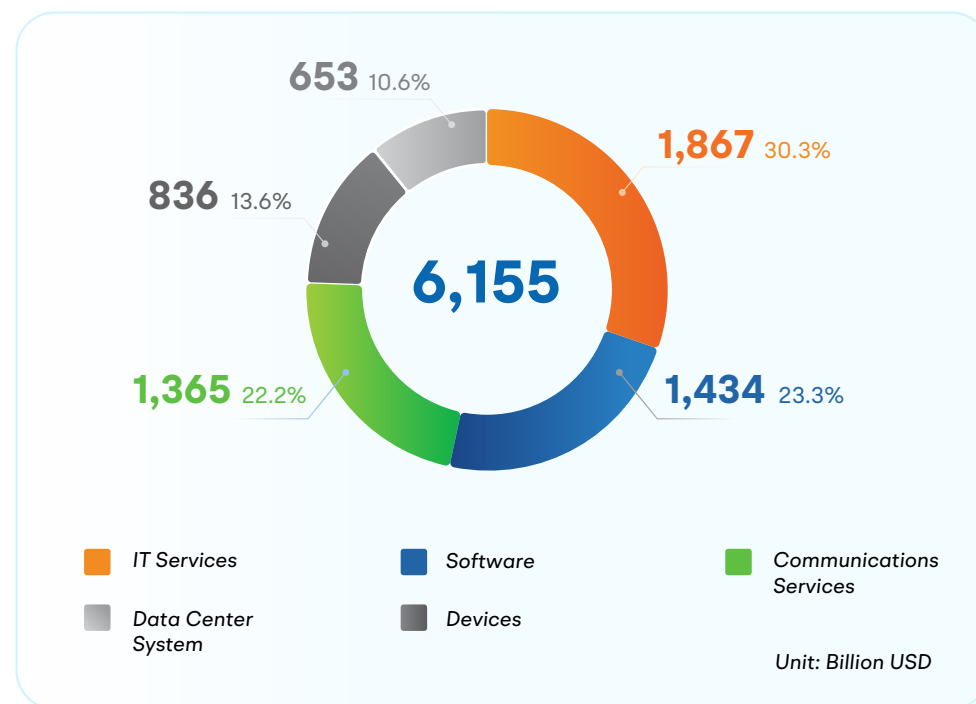
GENERAL CONTEXT

Growth in IT services spending

Global IT spending is projected to reach 6,155 billion USD in 2026, an increase of 10.8% compared to 2025 (Source: Gartner). Spending growth is particularly strong in data centers (up 31.7%) and software (up 14.7%), driven by the demand for computing infrastructure to support AI. IT services spending is forecast to reach 1,867 billion USD in 2026 with a growth rate of 8.7%, making it the largest segment of global IT spending. This reflects the increasing demand for consulting, implementation, system modernization, digital transformation, and AI adoption across enterprises.

Global IT spending 2026

Source: Gartner



AI entering a value-creation cycle, becoming a new driver for long-term growth

A Gartner survey indicates that over 80% of Chief Information Officers (CIOs) intend to substantially boost their investments in core capabilities like cybersecurity, generative AI, and data governance. During the 2025-2026 period, CIOs are shifting their focus from pilot projects to initiatives that deliver tangible value and measurable returns from AI, particularly Agentic AI. In this context, A.R.T (Agile Realignment – Risk Readiness – Tenacity) represents a set of three core capabilities that enable organizations and enterprises to grow and achieve breakthroughs in an increasingly volatile world driven by AI.

- **Agile Realignment:** 94% of CIOs expect significant changes in IT project spending plans over the next 24 months and are willing to discontinue underperforming projects to reallocate resources toward AI initiatives;
- **Risk Readiness:** CIOs are shifting from a “borderless vendor” strategy toward prioritizing regional partners and digital sovereignty solutions (Geopatriation) to mitigate geopolitical risks and comply with increasingly stringent data regulations;
- **Tenacity:** CIOs’ top priority is to translate AI-driven productivity into tangible financial results by optimizing operating costs and driving revenue growth.

A notable trend is the increasing preference for open-source AI models. 76% of enterprises using large language models (LLMs) prioritize open-source models, combined with proprietary solutions, to optimize costs, performance, and data control. The proportion of enterprises investing in developing their own AI models has declined sharply, from 43% in 2024 to 24% in 2025. This trend opens up opportunities for technology companies such as FPT to develop AI platforms based on open-source technologies and build specialized AI solutions, creating room for sustainable growth in the medium and long term.

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The trend of adopting open-source AI models is demonstrated across several key economic sectors. The industrial and automotive sectors are leading in the use of open-source large language models to optimize supply chains, enhance quality control, and improve operational efficiency. Within these sectors, the deployment and use of natural language processing (NLP) solutions have seen a 148% year-on-year increase. Meanwhile, the financial services sector leads in the adoption of serverless architecture, a cloud computing model that allows developers to build and run applications without managing physical or virtual server infrastructure, with an increase of 131%.

Alongside the trend of infrastructure optimization and flexible AI deployment, Agentic AI is emerging as a new growth driver of the market, reaching a value of 7.3 billion USD in 2025 and projected to grow from 9.1 billion USD in 2026 to 139.2 billion USD by 2034. This trend reflects a strong shift toward systems capable of autonomously executing tasks with minimal human intervention, reshaping how enterprises operate from process automation to intelligent decision support.

In the rapidly expanding autonomous AI market, global AI spending is also experiencing strong growth. According to Gartner, global AI spending reached approximately 1,757 billion USD in 2025, an increase of more than 50% compared to 2024, and is expected to reach 3,335 billion USD by 2027.

AI spending 2025-2027

Unit: Billion USD

Market	2025	2026	2027
AI Services	439	588	761
AI Cybersecurity	26	51	86
AI Software	283	452	636
AI Models	14	26	43
AI Platforms for data science and machine learning	22	31	44
AI Application development platforms	7	8	11
AI Data	0,8	3	6
AI Infrastructure	965	1,366	1,748
Total AI spending	1,757	2,525	3,335

Transformation of the IT services industry:
New risks and opportunities from AI

The rapid rise of AI delivers significant productivity gains, but it also presents the IT services industry with new challenges related to business models and value creation approaches. According to a report by J.P. Morgan, IT services companies are facing pressure to “re-prove” their value in an increasingly uncertain environment.

- Risks related to pricing models and shifts in revenue structure:** The IT services industry has traditionally operated under a Time & Material pricing model. However, the automation and optimization capabilities of AI are directly challenging this model. As AI-powered tools increase labor productivity by 30-50%, the number of billable hours required for the same volume of work will decline significantly. As a result, companies that fail to transition in time to outcome-based or subscription-based pricing models may face the risk of revenue decline;
- P*Q dynamics and the risk of budget fragmentation:** J.P. Morgan highlights a paradox: although the price per unit of work (P) may decline due to AI, overall IT spending can remain stable thanks to rising demand (Q) to address technical debt, estimated at 8,000 billion USD. However, risks arise from the growing “save-to-reinvest” trend, where clients pause non-essential projects to reallocate budgets toward AI initiatives, creating short-term challenges for the growth of IT services companies;
- Challenges in governance, compliance, and trust:** Deploying AI at scale requires robust governance frameworks to ensure data security, transparency, and the reliability of algorithms. This means that IT companies must not only possess strong technical capabilities but also act as advisors on AI-related legal and ethical issues.

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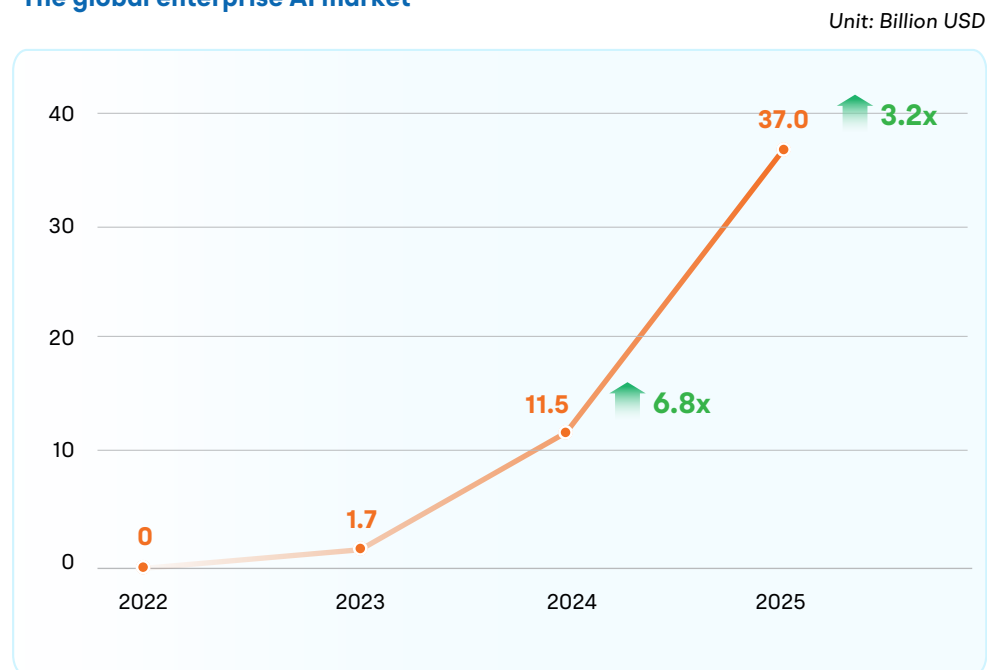
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Conversely, the rapid wave of AI adoption is opening new growth opportunities, driven by the rise of AI engineers and the Agent Operations (AgentOps) operating model. According to Gartner, by 2028 the demand for AI engineers is expected to significantly exceed the demand for traditional programmers as the focus of work shifts toward orchestrating multi-agent AI systems and managing AgentOps models.

At the same time, the ability of AI to reduce software development costs is encouraging enterprises to expand the scale of their applications and develop more intelligent software solutions to address business challenges. This creates significant opportunities for legacy system modernization projects and the development of AI-integrated Intelligent Apps. In this context, the competitive differentiation of technology companies is no longer based solely on coding capabilities but increasingly on their ability to understand business contexts, industry-specific requirements, and provide comprehensive solution consulting.

A report by Gartner indicates that the global enterprise AI market expanded 3.2 times, from 11.5 billion USD in 2024 to 37 billion USD in 2025, becoming the fastest-growing segment. Notably, the number of AI models deployed directly in operational environments to support business operations and decision-making increased 11 times year-on-year, reflecting the growing maturity of large-scale AI deployment capabilities.

The global enterprise AI market



Geopolitical conflicts and trade tensions reshaping the global technology value chain

Rising geopolitical tensions are creating deep divisions in global technology trade. In an increasingly multipolar world, countries are striving to reduce dependence on foreign technology platforms through comprehensive infrastructure strategies.

Semiconductors have become the “oil of the 21st century,” accelerating the localization of supply chains across regions. The U.S CHIPS and Science Act reflects the strategy to reduce dependence on China while accelerating the race in AI, biotechnology, and semiconductor technologies. The United States has imposed export restrictions on advanced telecommunications equipment and semiconductor technologies, including chips manufactured abroad using U.S. technology. These measures have triggered a profound restructuring of the global semiconductor industry.

AI is increasingly viewed as a source of national power. Countries are investing heavily in sovereign computing infrastructure and AI models built on domestic data. South Korea launched the AI Champions initiative valued at 530 billion won to develop domestic large language models such as HyperCLOVA X by Naver and EXAONE by LG, aiming to reduce reliance on OpenAI and Google. Canada has committed 02 billion USD to its sovereign AI computing strategy. The government of Japan is supporting the development of LLMs focused on the Japanese language and specialized industrial data to safeguard cultural identity and data security. Meanwhile, India has launched the IndiaAI Mission, valued at 1.25 billion USD, to strengthen domestic AI computing capabilities.

This evolving context creates strategic opportunities for Vietnam. As multinational corporations diversify their supply chains, Vietnam with its stable geopolitical position, young technology workforce, and open economic policies, has become an increasingly attractive destination. The “China+1” trend in technology supply chains opens new opportunities for Vietnamese technology companies to integrate more deeply into the global technology value chain.

Studies indicate that rising geopolitical tensions are limiting the scope and depth of adoption of digital technology, particularly within state-owned enterprises. This trend highlights the urgent need for digital sovereignty and stronger capabilities in mastering core technologies.

Meanwhile, the rapid advancement of quantum computing is posing significant risks to current cryptographic systems, which may become vulnerable to large-scale breaches in the future. In response, the concept of “quantum sovereignty” is gradually emerging, emphasizing the need to develop and control next-generation security protocols, including cryptographic systems that conventional methods and post-quantum cryptography (PQC) can not break. In addition, many countries are tightening regulations on digital identity and data localization, aiming to strengthen control and ensure cybersecurity in the digital.

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Vietnam's policy breakthrough: Science, technology, innovation, and digital transformation as pillars of development

In Vietnam, the Government has introduced a range of policy measures to enhance data governance, including data cleansing, digital identity authentication, and strengthened cybersecurity and information security frameworks. Major domestic technology conglomerates will implement large-scale national projects, particularly in strategic technology sectors, due to government encouragement.

Science, technology, innovation, and digital transformation have been identified as one of the eight key pillars of development in the documents of the 14th National Congress of the Communist Party of Vietnam. These areas are regarded as critical drivers of long-term economic growth. Beyond improving productivity and national competitiveness, they also serve as essential tools for enhancing governance efficiency, strengthening technological self-reliance, safeguarding national defense and security, and fostering new business models, employment opportunities, and value creation within the economy.

Resolution No. 57-NQ/TW on breakthrough development in science, technology, innovation, and national digital transformation sets out an ambitious vision: positioning Vietnam among the top three countries in ASEAN and the top 50 globally in digital competitiveness, while also ranking among the top three in ASEAN in artificial intelligence research and development by 2030. Notably, the Resolution commits to allocating at least 3% of the national budget annually to science, technology, and digital transformation, with the allocation expected to increase over time in line with development needs.

To operationalize this vision, several key targets have been identified, including nationwide 5G coverage, the completion of smart city deployment in centrally governed municipalities, and the attraction of three leading global technology organizations to establish headquarters and R&D centers in Vietnam. In parallel, the Politburo has also emphasized assigning large domestic corporations to lead national-scale digital transformation projects, thereby fostering the emergence of leading technology enterprises capable of driving the innovation ecosystem and integrating more deeply into global value chains.

Additional resolutions (Resolutions No. 66-NQ/TW, 71-NQ/TW, and 72-NQ/TW), together with newly introduced laws, including the Law on Digital Technology Industry, the Law on Science, Technology and Innovation, and the Law on High Technology, as well as Decision No. 1131/QĐ-TTg, establish a legal framework for experimenting with digital products in controlled regulatory environments (sandboxes), developing national digital platforms, and advancing strategic technologies such as artificial intelligence (AI), big data, cloud computing, IoT, blockchain, and virtual reality.

A notable milestone in 2025 is the inclusion, for the first time, of the principle of “technological mastery and self-reliance” in the Law on High Technology as a core criterion for eligibility for policy incentives. Experts widely regard this as a significant shift in policy thinking. This shift aims to address the long-standing reliance on externally transferred technologies, a structural constraint that has historically limited value creation and increased the economy’s vulnerability to global shocks.

Under the new development orientation, strategic technologies are identified as key enablers for strengthening national technological autonomy and global competitiveness. Fields such as AI, big data, semiconductors, cybersecurity, green technologies, and new energy technologies are seen not only as engines of economic growth but also as critical components of economic security and sustainable development. The government has affirmed its commitment to mobilizing national resources to invest in, develop, and progressively master these technologies, positioning them as pillars of a knowledge-based growth model.



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THE DEVELOPMENT STRATEGY FOR THE 2026-2028 PERIOD

AI-First

In the new technological era, an AI-First approach has become a prerequisite for enterprises to survive and achieve breakthrough growth. Data from McKinsey & Company indicate that companies leading in comprehensive AI integration report 15% higher revenue and 20-25% improvements in operational efficiency compared to their competitors. For FPT, this trend requires a strategic transition from a traditional IT service delivery model toward an AI-native platform model, in which AI is embedded across all solutions and operational processes.

The market for autonomous AI systems is projected to grow from 5.1 billion USD in 2024 to 47.1 billion USD by 2030, reflecting a strong shift toward systems capable of executing complex tasks with minimal human intervention. In response, FPT is prioritizing the development of specialized AI Agents for key industries such as finance, manufacturing, healthcare, and logistics. These AI-driven systems enable clients to automate workflows, enhance decision-making processes, and optimize operational resources. In parallel, leveraging its large-scale internal training ecosystem across multiple skill levels, FPT is rapidly expanding its AI engineering workforce to meet the growing demands of AI research, development, and large-scale orchestration of AI Agents.

An open-source model collaboration strategy also plays a critical role in balancing cost efficiency and technological control. Approximately 76% of enterprises adopt open-source AI models, combining them with proprietary solutions to optimize performance while maintaining control over data and infrastructure. For FPT, this strategy involves building an integrated AI platform that combines open-source models such as LLaMA and Mistral with FPT's proprietary technologies. This approach is expected to create a sustainable competitive advantage in delivering customized AI solutions for the Vietnamese and regional markets.

In 2025, FPT significantly increased its investment in developing an AI ecosystem and integrating AI across its business operations, production, and service offerings. The company's AI ecosystem is gradually taking shape, supported by high-performance computing infrastructure through AI Factory facilities in Vietnam and Japan, alongside key platforms such as FPT.AI, FPT AI Agents, and FleziPT.

Earlier, FPT also commenced construction of the Artificial Intelligence Center and Supporting Urban Area, with a total investment exceeding 4.3 trillion VND. More than a technology hub, the project is designed as an integrated environment combining research, education, deployment, and supporting urban infrastructure. This reflects a strategic vision that treats AI not merely as a technology but as a complete industry ecosystem, closely linked with talent development, global expert attraction, and the formation of an innovation-driven community.



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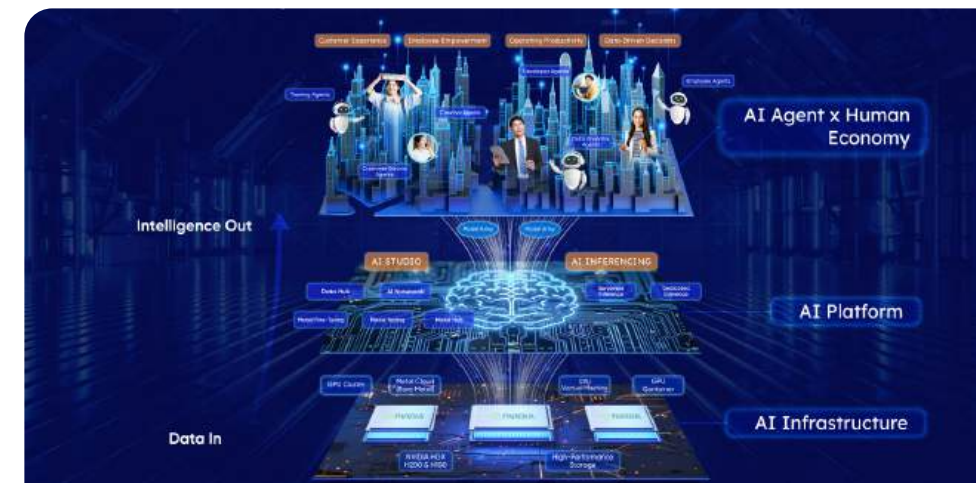
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In the next phase, FPT will continue to invest significantly in the following areas:

- Expanding and enhancing the AI ecosystem, including AI Studio, AI Inferencing, AI Agents, and advanced data platforms designed to accelerate AI application development. At the same time, FPT will continue investing in data center infrastructure and strengthening its AI computing capabilities;
- Comprehensively adopting the flexible AI platform FleziPT, which is built upon methodologies, processes, and solutions that have been validated through real-world deployments. The platform is continuously refined through the implementation of AI projects, ensuring adaptability and evolution in response to changing customer and market demands. FleziPT represents the accumulation and standardization of FPT's AI implementation experience, designed to deliver superior value to clients. Architecturally, FleziPT follows a multi-layered model, with its core capability layer consisting of Flezi Workforce and Flezi Foundation, which integrate proven practices, tools, methodologies, and resources, including both human talent and digital workforce, validated through practical project execution;
- Developing AI applications, customized large language models (LLMs), and sector-specific products and services in specialized domains such as healthcare, pharmaceuticals, finance and insurance, human resource management, and education and training;
- Implementing co-investment partnership models to develop breakthrough AI-driven solutions that enhance customers' business performance and operational efficiency;
- Applying AI to improve internal operational productivity, particularly in software development and system management. These initiatives aim to accelerate product development cycles, enhance workforce productivity, and enable early detection of errors and service issues;
- Expanding strategic technology partnerships following existing collaborations in high-performance computing infrastructure. FPT plans to broaden its core technology ecosystem and industry-focused AI solutions through partnerships with international enterprises and startups developing specialized AI products and platforms, such as LandingAI and Agora Inc.. In the coming phase, the focus of collaboration will extend beyond technology integration toward joint research, development, and commercialization of industry-specific AI platforms and applications, particularly in sectors such as finance and banking, manufacturing, and services. This approach will enable FPT to accelerate access to emerging technologies, strengthen its capability to master core technologies, and enhance value creation within the global AI supply chain.

Platform for FPT's sovereign AI development



Mastering strategic technologies to strengthen digital sovereignty

Amid escalating geopolitical tensions, digital sovereignty has emerged as a national security priority. Research from the Federal Reserve Bank of St. Louis shows that technology restrictions have caused significant fragmentation in global supply chains, prompting countries to strengthen domestic technological capabilities. In Vietnam, Resolution No. 57-NQ/TW sets the direction for rapid and sustainable development based on science and technology, innovation, and digital transformation, while progressively enhancing national technological self-reliance, particularly in strategic technologies. The government prioritizes national resources for the development of core technologies, critical digital infrastructure, and the domestic digital technology enterprise ecosystem. The Resolution also underscores the need to safeguard national sovereignty in cyberspace, strengthen cybersecurity, data security, and information safety, creating long-term development opportunities for technology companies capable of delivering foundational platforms and security services.

According to Boston Consulting Group (BCG), AI-First companies do not merely adopt AI technologies but fundamentally reorganize their entire organizations around AI, from core technological capabilities and product strategies to corporate culture and talent development. This transformation requires FPT Corporation to invest in core technology platforms, develop internal capabilities, attract global talent, expand training programs, and build a strong ecosystem of strategic partners.

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STRATEGIC TECHNOLOGY AREAS AND FPT'S TARGETS FOR 2026-2030

Artificial Intelligence

Achieve full mastery across the AI value chain, spanning models, data, computing infrastructure, applications, and talent development.

- Model and data capabilities: Develop and own leading multimodal foundation models in Vietnam, Japan, and Southeast Asia, while establishing dedicated laboratories for AI safety and evaluation to ensure responsible AI deployment;
- Infrastructure: Operate an AI Factory in Vietnam with a total computing capacity of approximately 10 EFLOPS (FP8);
- AI applications: Promote large-scale AI adoption by providing AI education for at least 20 million users, deploying AI solutions in traffic management across three major cities, and supporting the operation of smart city command centers in centrally governed municipalities;
- AI workforce development: Incubate 1,000 AI startups and provide AI skills training for approximately 500,000 individuals.

Quantum technology

The Quantum AI & Cybersecurity Institute aims to train 100 PhD-level researchers, develop and upskill 2,000 high-level technology experts, and produce 500 scientific publications, patents, and valuable intellectual property assets.

Cloud computing and Edge computing

Establish a leading position in the domestic cloud market, becoming a key pillar of Vietnam's digital infrastructure. Building on its proven capabilities, FPT will expand the FPT Cloud service ecosystem to regional markets, starting with ASEAN, gradually integrating Make-in-Vietnam Cloud and AI infrastructure into regional technology value chains. In terms of human resources, the target is to train 1,500 cloud engineers and 200 senior cloud architects.

Chips and product design (Hardware/Software)

Expand mastery across additional semiconductor product lines in higher-value segments, focusing on fast-growing and strategically advantageous areas such as signal processing chips for healthcare, drones, cameras, humanoid robots, and other intelligent systems. The FPT education system aims to train 10,000 semiconductor professionals by 2030, directly contributing to Vietnam's national goal of developing a strong semiconductor engineering workforce.

Cybersecurity

Establish a leading position in Vietnam's cybersecurity market with an integrated suite of Made-by-Vietnam cybersecurity solutions, designed to protect critical digital infrastructure, national data systems, and high-security information environments.

Unmanned Aerial Vehicles (UAV)

Adopt a platform-centric approach, suitable for rapid and flexible development across multiple hardware platforms in the early stages, while reducing the risks associated with dependence on a single supplier. By 2028, the priority objective is to establish system-level UAV operational capabilities, including pilot programs for flight management models, certification and licensing mechanisms, and monitoring systems. This strategy also involves developing core digital platform layers and gradually reducing supply chain dependency through controlled localization.

Blockchain, one of the key pillars of the Web3 economy

FPT aims to master and further develop core blockchain technologies, while progressively establishing Web3 standards aligned with Vietnam's legal, governance, and development context. Alongside technological development, FPT seeks to deploy "Make in Vietnam" blockchain and Web3 platforms in practical applications across various localities and organizations nationwide, while gradually expanding into international markets. By 2030, the platforms developed by FPT are on course to be implemented in approximately 10 provinces and cities and adopted by more than 200 domestic enterprises, while also being exported and piloted or commercially deployed in at least five countries.

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Digital transformation for Government and local authorities: A key market

FPT Corporation views digital transformation in the public sector as a key growth driver over the next three to five years.

The Vietnamese government has approved the National Digital Transformation Program for the 2025-2030 period, aiming for 100% of public services to be delivered online at level 04 by 2030. In addition, the government has adopted a policy to allocate 2% of the annual state budget to technology, information technology, and innovation.

In 2025, FPT collaborated with multiple ministries, government agencies, and local authorities to develop data strategies, digital transformation strategies, and digital government architectures for the 2026-2030 period.

Moving forward, FPT will continue partnering with the government, ministries, and local authorities to:

- Develop and operate national and sectoral databases, ensuring data quality standards described as “accurate, complete, clean, and continuously updated”, which serve as the foundation for convenient and effective digital public services for citizens;
- Integrate AI and big data analytics to automate administrative procedures, reduce processing time, and improve the overall citizen experience;
- Develop digital platforms and digital initiatives that integrate AI technologies to effectively leverage national and sectoral databases, thereby enhancing public sector governance capabilities;
- Accelerate the adoption of IoT, AI, and Big Data in major urban areas to optimize traffic management, energy usage, and public security, moving toward the development of smart city models;
- Collaborate in developing and operating innovation initiatives based on digital technology platforms, leveraging AI applications to support economic development and improve citizens’ quality of life;
- Support the development of a future-ready workforce by providing training programs that equip local human resources with the skills required to implement breakthrough policies in science and technology, innovation, and strategic technologies at the local level.

As a technology services enterprise operating in more than 30 countries, and a strategic and premier partner of many leading global and regional technology corporations, FPT Corporation possesses strong advantages in connecting with the global technology ecosystem and mobilizing a highly skilled workforce. This capability enables FPT to effectively leverage international resources, technologies, and expertise to directly support public sector digital transformation and smart city development in Vietnam. Through these efforts, the company contributes to advancing the national goals of building a digital government, digital economy, and stronger technological self-reliance.



Through the AI assistant at the Intelligent Monitoring and Operations Center of the Civil Judgment Enforcement System (IOC THADS), leaders can track processing progress in real time on a centralized dashboard.

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Innovation and expansion in Education

The FPT Education system, one of the largest education networks in Vietnam in terms of student enrollment from primary and secondary education to undergraduate and postgraduate levels, is undergoing a strategic transformation to become a key talent pipeline for national strategic technology sectors.

- **Advanced research-oriented university education:** FPT aims to develop its universities following a high-quality practice-oriented research model. A key initiative is the introduction of early mentorship programs starting from the second year, connecting students directly with leading experts within the FPT ecosystem to help shape their professional capabilities and accumulate practical experience early on. Faculty members and students are encouraged to participate deeply in real-world R&D projects within enterprise environments, such as those at the Quantum AI & Cybersecurity Institute (QACI) and FPT Semiconductor, thereby narrowing the gap between academic knowledge and real-world applications in chip design, AI, and cybersecurity;

- **AI education from the school level:** Rather than being taught as a standalone subject, AI is integrated into three core pillars: STEM, Coding, and Robotics, to equip students with the ability to understand, formulate, and solve problems using technology. Starting in 2026, FPT plans to develop an AI-powered educational platform to support the implementation of the flipped classroom model, initially piloted in selected grades and subjects. This AI-enabled flipped classroom approach reflects a philosophy of active learning, in which AI is used responsibly, purposefully, and under appropriate guidance and supervision;

- **Expanding scale and academic disciplines:** FPT will continue expanding its nationwide network of schools to attract young talents across Vietnam. At the same time, the education system will broaden its academic programs to align with the country's strategic technology value chains, including semiconductor design, quantum technology, cybersecurity, and unmanned aerial vehicles (UAVs).



FPT expands its training portfolio in close alignment with the national strategic technology value chain.

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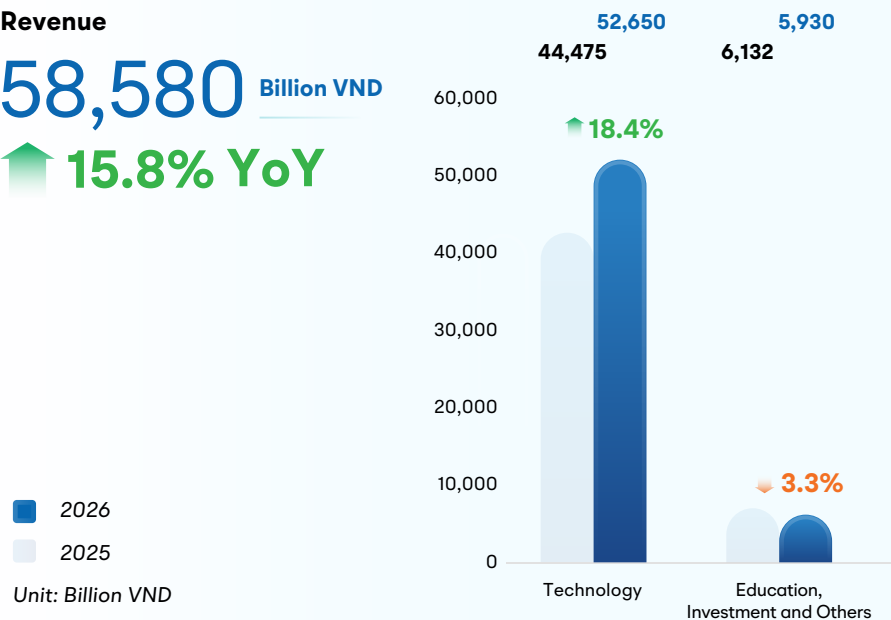
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PLAN FOR 2026

Main targets

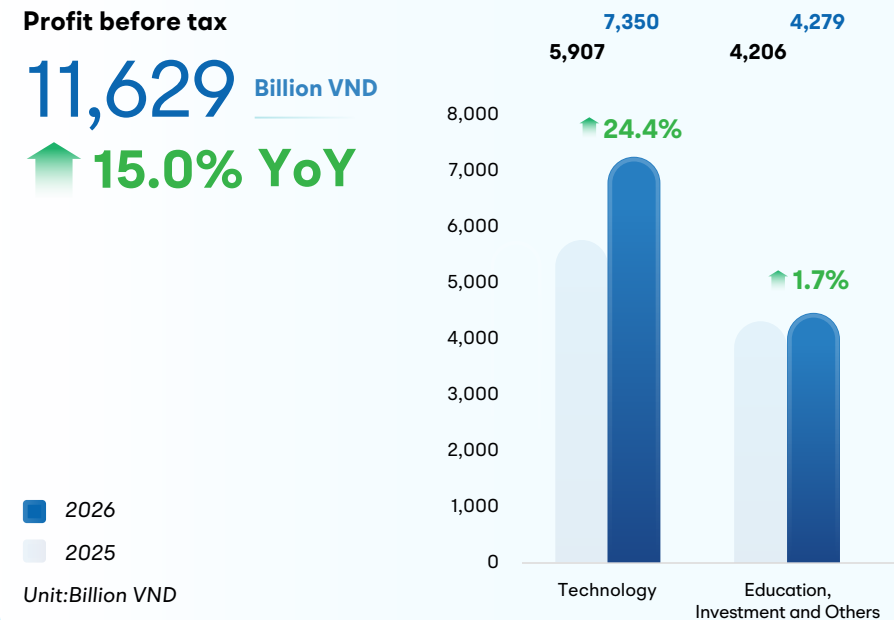
Revenue

58,580 Billion VND
↑ 15.8% YoY



Profit before tax

11,629 Billion VND
↑ 15.0% YoY



(For the 2026 figures, FPT consolidates FPT Telecom Joint Stock Company using the equity method; the 2025 figures have been adjusted using the same method to ensure consistency and comparability.)

Expected investment plan

Unit: Billion VND

Sectors	Investment budget	Notes
Technology	4,200	Investing in expanding office complexes in major cities such as Hanoi, Ho Chi Minh City, Binh Dinh.
Education, Investment, and Others	3,000	Focusing on expanding university campuses in major locations like Hanoi, Ho Chi Minh City and Da Nang, alongside establishing new training facilities in various provinces and cities nationwide.
Total	7,200	

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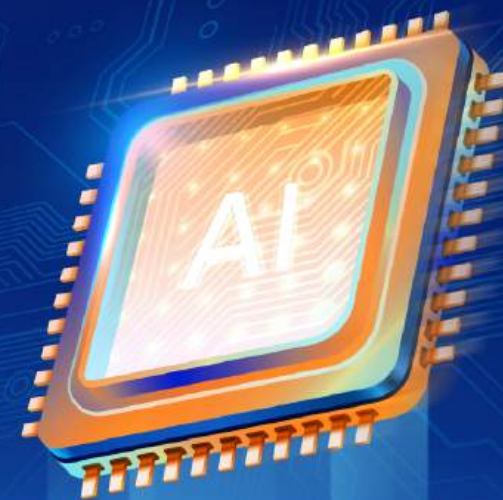
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REPORT ON THE BOARD OF MANAGEMENT ON 2025 BUSINESS PERFORMANCE AND 2026 OUTLOOK

Overall evaluation

• General context

In 2025, the global economy continued to move cautiously amid multiple overlapping challenges, including geopolitical volatility, persistent inflationary pressures in several major economies, the restructuring of global supply chains, and tight monetary policies. In this context, businesses and organizations worldwide have become more cautious in their investment decisions, prioritizing efficiency, profitability, and long-term sustainability. New opportunities emerged as the wave of digital transformation, along with the adoption of AI, automation, and big data, continued to accelerate to improve productivity, optimize costs, and strengthen competitiveness. Technology, particularly AI, has moved from the experimentation stage to practical deployment, creating increasingly clear demand for solutions capable of delivering tangible value to business operations.

Vietnam's economy continued to maintain growth momentum, supported by macroeconomic stability, flexible policy management, and the recovery of manufacturing, exports, and domestic consumption. The Government stepped up the implementation of policies to support businesses and improve the investment environment, while also promoting the development of the private sector as a key driver of growth. Notably, Resolution No. 57-NQ/TW on the development of science and technology, innovation, and national digital transformation has created a favorable policy framework for the application of technology, AI, and data across both the public and private sectors. This provides an important foundation for increasing demand for comprehensive technology solutions, opening long-term growth opportunities for companies with strong technological capabilities and established market credibility.

In this context, FPT continued to affirm its position as a leading technology company, proactively adapting to changes in both the global and domestic business environments. FPT focused its resources on core technology areas, including AI, digital transformation, semiconductors, digital automotive technology, and digital infrastructure, while gradually optimizing its business portfolio to enhance efficiency and the quality of growth. FPT has adopted AI not only for new product and service development but have also widely applied it in internal operations, project management, and process optimization, which has enhanced labor productivity and overall competitiveness. FPT remains committed to its sustainable development strategy, balancing expansion with improved capital efficiency, and steadily building long-term competitive advantages in an increasingly competitive landscape.

• Business results

In 2025, the global economy encountered more unpredictable fluctuations than initially anticipated when setting the business plan at the year's start, especially due to trade tensions and U.S. tariff policies. Despite these challenges, FPT sustained double-digit growth and stayed close to its original business objectives. Revenue reached 93% of the plan and profit before tax achieved 97% of the target. Profit after tax attributable to shareholders of the parent company and earnings per share (EPS) reached 98% and 100% of the plan, respectively. These results demonstrate FPT's flexible management capability and its ability to respond promptly to the market's unpredictable changes.

Revenue

70,113 billion VND
↑ 11.6% YoY

Profit before tax

13,044 billion VND
↑ 17.8% YoY

Profit after tax attributable to shareholders of the parent company

9,376 billion VND
↑ 19.3% YoY

Earnings per share

5,216 VND
↑ 21.5% YoY

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• **Business results** (Continued)

The IT services for foreign markets segment, the main growth driver of FPT, continued to maintain strong growth compared with the industry average, up 14.3% year-on-year. This performance was driven by increasingly clear demand for digital transformation and AI adoption in the Japanese market, which recorded a growth of 25.4% compared with the previous year. Focusing on large-scale, long-term and high value-added technology contracts has enabled FPT not only to expand its revenue base but also to progressively enhance the quality of growth and overall business efficiency. In a context where the global IT services industry remains cautious, with many large IT services companies worldwide, including those in India, reporting only modest growth, FPT's results partly reflect its continuous efforts to expand markets, diversify its service portfolio, and maintain stable development momentum.

Within this segment, Digital transformation services continued to record strong growth of 16.8% year-on-year, accounting for an increasing proportion of revenue from IT services for foreign markets (47.3%). Solutions related to data, cloud computing, AI, and automation were increasingly deployed by clients to improve operational efficiency and strengthen competitiveness. These results not only reflect the strong shift toward next-generation digital transformation but also affirm FPT's position and capability in delivering advanced technology services in the foreign market.

Alongside its business activities, FPT continues to broaden and deepen its strategic collaboration with leading global partners. Such cooperation goes beyond service provision and has gradually expanded to include co-development of solutions, technology transfer, and long-term capability building, strengthening FPT's role in the global technology value chain.

By proactively applying technology, particularly AI, to optimize operations and management, the Telecommunications sector and Education, Investment and Others sector continued to maintain stable growth. The Telecommunications segment (revenue growth of 10.8%) focused on improving service quality and customer experience, while expanding infrastructure coverage and its product portfolio, gradually strengthening its market presence and improving market share in key segments. Meanwhile, the Education segment concentrated on enhancing training quality and aligning more closely with workforce demand in strategic technology fields prioritized by Government, including AI, semiconductors, data, cloud computing, information safety and security, as well as technologies supporting digital and green transformation. This direction helps reinforce FPT's role in providing high-quality human resources for the digital economy.

Key business performance indicators in 2025

(*) Exclusively in VND for the Earnings per share (EPS) indicator

Unit: Billion VND

Indicator	2024	2025	+/-
Total assets	72,000	88,142	22.4%
Revenue	62,849	70,113	11.6%
Profits from business operations	11,025	12,952	17.5%
EBITDA	13,605	15,958	17.3%
Profit before tax	11,070	13,044	17.8%
Profit after tax	9,427	11,232	19.1%
Earnings per share (*)	4,292	5,216	21.5%
Cash dividends	2,741	3,185	16.2%
Dividend payout ratio	34.9%	34.0%	-90 bps

• **Key financial ratios**

Liquidity ratios

The current ratio and quick ratio continued to improve, reaching 1.40 times and 1.35 times, respectively. Both ratios remained at a safe level above 1.0 and increased compared with the previous year, reaffirming FPT's solid financial foundation and effective cash flow management. Stable liquidity provides important room for FPT to proactively accelerate investments in strategic areas, thereby strengthening long-term competitiveness.

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• Key financial ratios *(Continued)*

Capital structure ratios

FPT has proactively increased its technological investments, particularly in computing infrastructure and the AI solutions ecosystem, to ensure the capability to deliver large-scale projects globally. Accordingly, the debt-to-total assets and debt-to-equity ratios rose to 23.9% and 48.2%, respectively, reflecting a strategy of using financial leverage at a prudent level to support growth. Notably, FPT continued to maintain a positive net cash position, ensuring financial safety and preserving capital capacity for strategic investment opportunities in the future.

Operating efficiency ratios

Operational efficiency continued to be maintained at a high level. Inventory turnover increased, reaching 20.5 times, indicating more effective inventory management. Receivables turnover remained stable, while payable turnover improved, reflecting more efficient working capital management. The cash conversion cycle stood at 49.0 days, remaining stable as FPT expanded its scale and increased investments, thereby ensuring smooth and sustainable business operations.

Profitability ratios

Profit margin indicators continued to improve compared with the previous year. Operating margin reached 18.5%, profit before tax margin reached 18.6%, and net profit margin reached 16.0%, reflecting FPT's effectiveness in improving revenue quality and optimizing costs. These results also indicate FPT's strong shift toward higher value-added segments with greater technological content. Return on equity (ROE) reached 28.1%, remaining at an attractive level as FPT proactively expanded its asset base and increased investment in core technology platforms. Return on assets (ROA) and return on invested capital (ROIC) declined slightly compared with the same period last year, in line with the long-term investment strategy aimed at building a foundation for sustainable growth and reinforcing FPT's position in the new technology cycle, particularly in AI.

Indicator	2024	2025
1. Liquidity ratios		
Current ratio (times)	1.31	1.40
Quick ratio (times)	1.25	1.35
2. Capital structure and interest-coverage		
Debt/Total assets	20.8%	23.9%
Debt/Equity	41.8%	48.2%
Net Debt/Equity	-45.2%	-43.6%
3. Operational capacity		
Inventory turnover (times)	19.7	20.5
Accounts receivable turnover (times)	6.2	6.1
Payable turnover (times)	11.9	12.7
Cash conversion cycle (days)	47.1	49.0
4. Profitability ratios		
Return on sales	17.5%	18.5%
Profit before tax margin	17.6%	18.6%
Profit after tax margin	15.0%	16.0%
Return on equity (ROE)	28.5%	28.1%
Return on capital employed (ROCE)	22.9%	21.9%
Return on assets (ROA)	14.4%	14.1%

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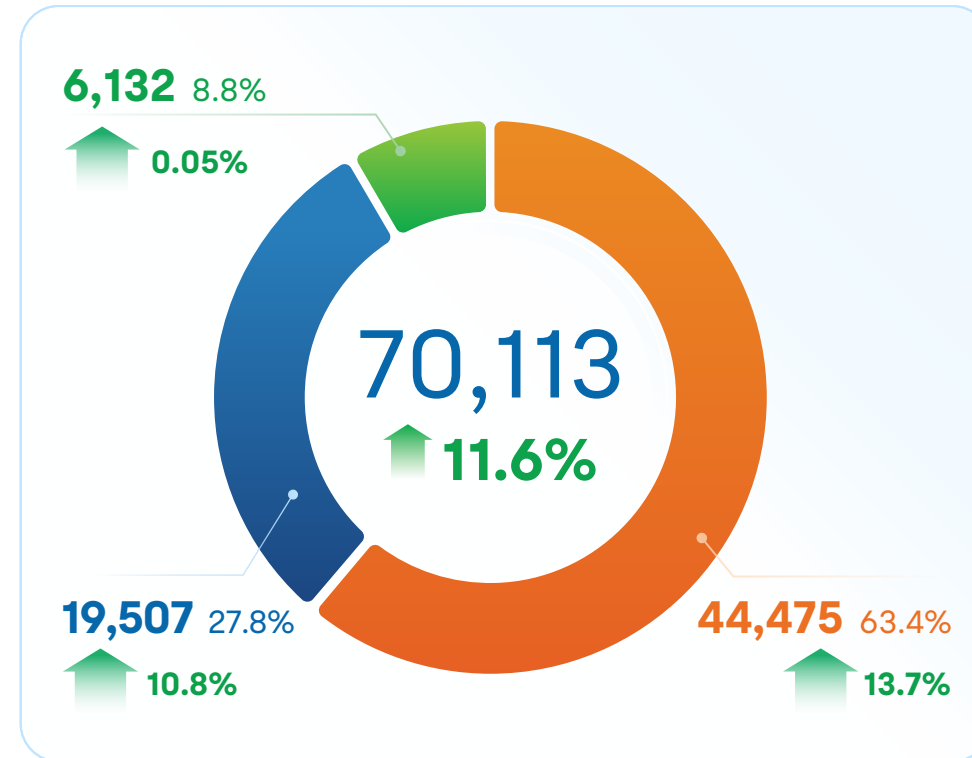
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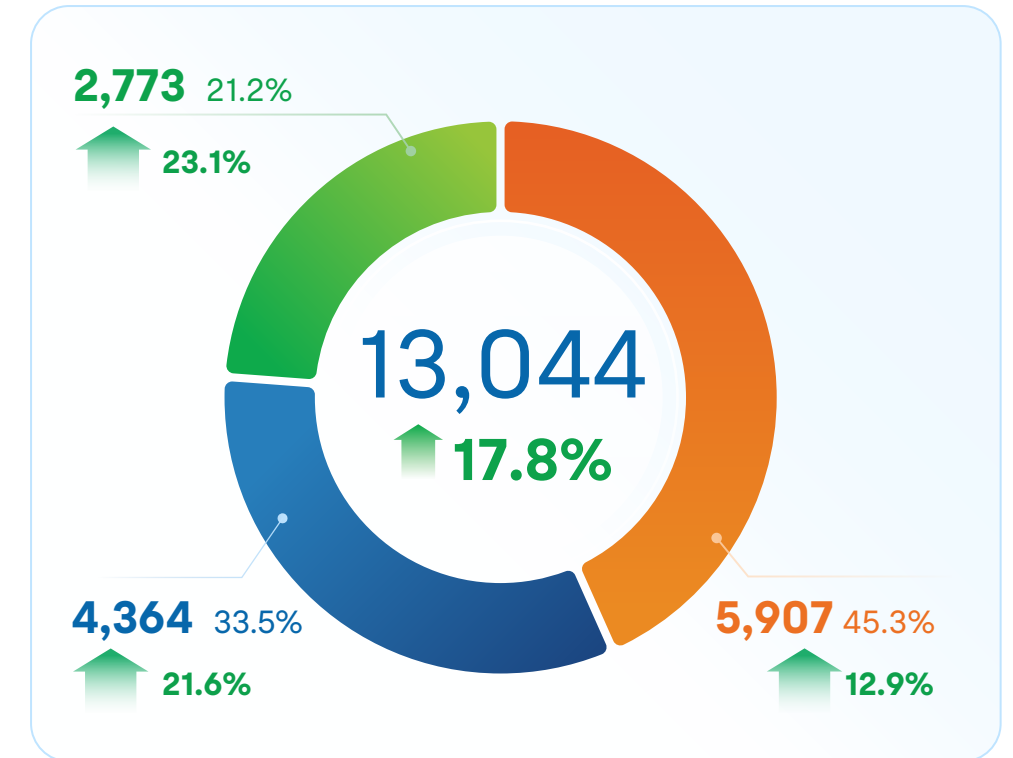
Analysis of business performance by sector

To reflect FPT's operating model accurately, the team analyzes business performance by sector and further breaks it down by specific business segments. This approach enables a more precise assessment of operational efficiency and the contribution of each business area to FPT's overall growth. Specifically, FPT's business activities are organized into three main sectors: the Technology sector, which includes IT services for foreign markets and IT services for the domestic market; the Telecommunications sector, which includes Telecommunications services and Digital content services; and the Education, Investment and Others sectors.

Revenue by sectors



Profit before tax by sectors



Technology Telecommunications Education, Investment & Others

Unit: Billion VND

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Technology

IT SERVICES FOR FOREIGN MARKETS

Top 40

IT Services
Companies in Asia

1.100⁺

Global clients

130⁺

Fortune Global 500 clients



90⁺

Offices, R&D centers,
and delivery/resource
centers across four continents

Mr. **PHAM MINH TUAN**

Executive Vice President of FPT
CEO of FPT Software



2025 marked a strategic turning point for the Company as it transformed into an AI-First Company, positioning AI as the core foundation across all services, processes, and engineers. AI has been embedded throughout the entire software development lifecycle and project delivery, alongside the launch of FleziPT, the AI platform underpinning the Company's AI-First strategy. This has driven an 8.2% productivity increase and laid the groundwork for our long-term, sustainable growth.

Entering the next phase, we are focusing on three strategic pillars to accelerate sustainable growth: Transforming the entire engineering workforce into AI-augmented engineers; Partnering with hyperscalers to develop and commercialize industry-specific AI solutions at a hundred-million-dollar scale; as well as shifting the service portfolio to AI-First, with the ambition that AI is embedded in every service and AI-First revenue accounts for approximately one-third of our total revenue. These pillars form the foundation for deepening strategic partnerships and delivering greater value to global clients in the AI era.

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In 2025, IT services for foreign markets continued to serve as a core growth pillar of FPT's strategy, delivering revenue of 35,382 billion VND, up 14.3% year-on-year, and profit before tax of 5,467 billion VND, an increase of 14.6%. These results were achieved amid persistent challenges facing the global IT services industry, including prolonged geopolitical uncertainty, tight monetary policies in major economies, heightened corporate scrutiny of IT budgets, and extended investment decision cycles.

The quality of growth within FPT's IT services for foreign markets segment improved significantly. This is clear from a growing portfolio of long-term, large-scale contracts and an increasingly comprehensive service scope. Sustaining steady growth under difficult market conditions underscores the Corporation's strong adaptability, competitiveness, and strengthening position within the global IT value chain.

The continuous signing of contracts valued from tens to hundreds of millions of USD across key markets has enabled FPT to progressively build a stable and highly predictable revenue base over the medium and long-term. At the same time, the shift from Time & Materials delivery models to Managed Services and end-to-end solution contracts has contributed to margin expansion, reduced cyclical risk, and greater value creation for clients.

Newly signed revenue from IT services for foreign market reached VND 40,636 billion, up 23.2% year-on-year. During the period, FPT also secured 26 large-scale contracts valued at over 10 million USD each, doubling the number recorded in the same period last year.

Strengthening presence and position in strategic markets

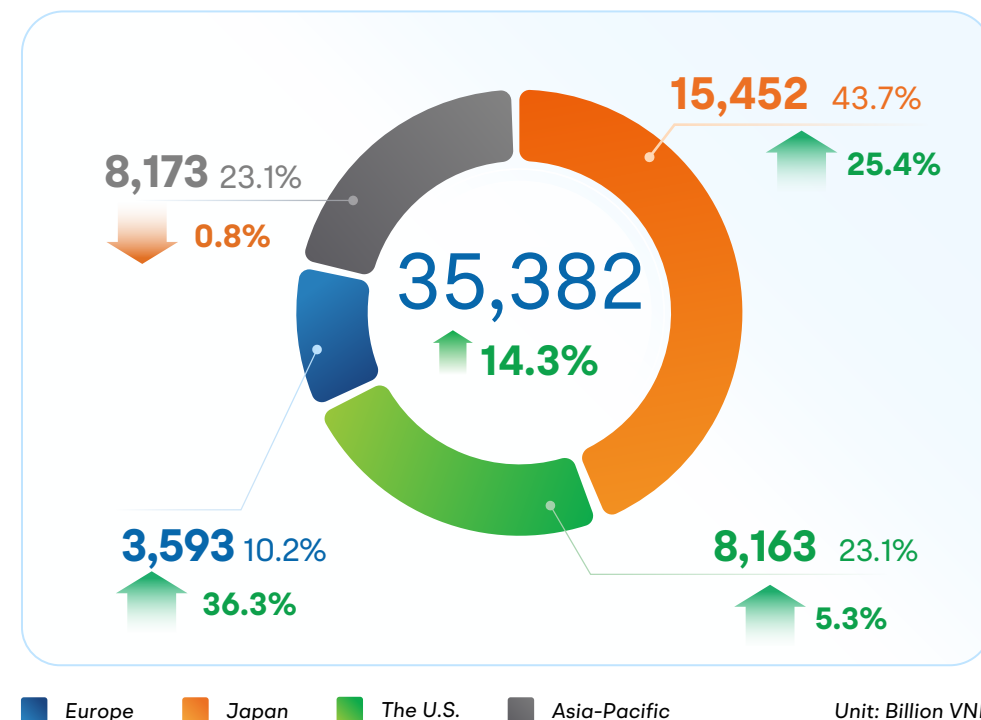
FPT continued to expand its operating scale and strengthen its position within the global IT value chain across strategic markets. In Japan, the Corporation's key market and one of the most demanding in terms of service quality, FPT marked a significant milestone by securing its first contract valued at over 100 million USD. This achievement reflects a clear shift in the cooperation model, from short-term, small-scale contracts to long-term strategic partnerships closely aligned with customers' core product and technology development.

Building on this foundation, FPT has continued to expand joint ventures and strategic alliances in Japan, focusing on sectors with long-term demand such as IT modernization, smart manufacturing, and automotive technologies. These initiatives deepen customer engagement while raising competitive barriers.

Across the Asia-Pacific (APAC) region, FPT has strengthened its presence in key industries, particularly energy and manufacturing. The 256 million USD comprehensive digital transformation and AI contract signed with a leading Asian energy group represents the largest deal in the Group's history, underscoring FPT's capability to deliver highly complex, large-scale and strategic projects. This contract helps reinforce the role of Southeast Asia and the broader APAC region in FPT's long-term growth strategy, while opening up opportunities to expand into adjacent areas across the energy and industrial value chains.

In Europe and North America, FPT continued to scale its operations through large-scale digital transformation engagements and partnerships with leading technology and IT infrastructure service providers. By assuming the role of champion vendor and lead partner for multi-country projects, FPT is steadily enhancing its competitive standing and positioning itself to participate in global-scale digital transformation programs.

Revenue structure of IT services for foreign markets



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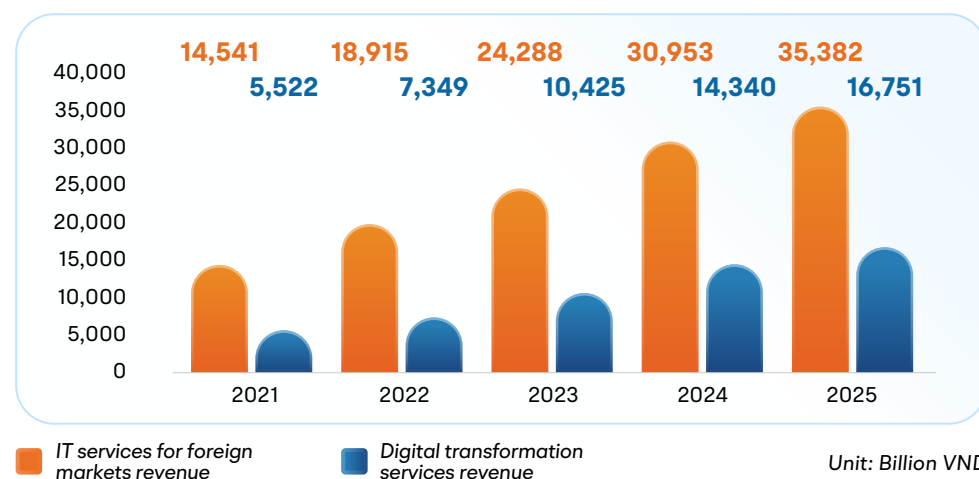
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Shifting the service portfolio up the value chain and leading AI transformation

Amid ongoing pressure on the global IT services industry from tightened client budgets and intensifying competition, Digital transformation services continued to serve as FPT's engine of high-quality growth. Revenue from Digital transformation services reached 16,751 billion VND, up 16.8% year-on-year, accounting for 47.3% of total IT services for foreign markets revenue. This performance reflects a clear customer shift toward strategic, high-impact initiatives that directly enhance operational efficiency and long-term competitive advantage.

Digital transformation services revenue in 2021-2025 period



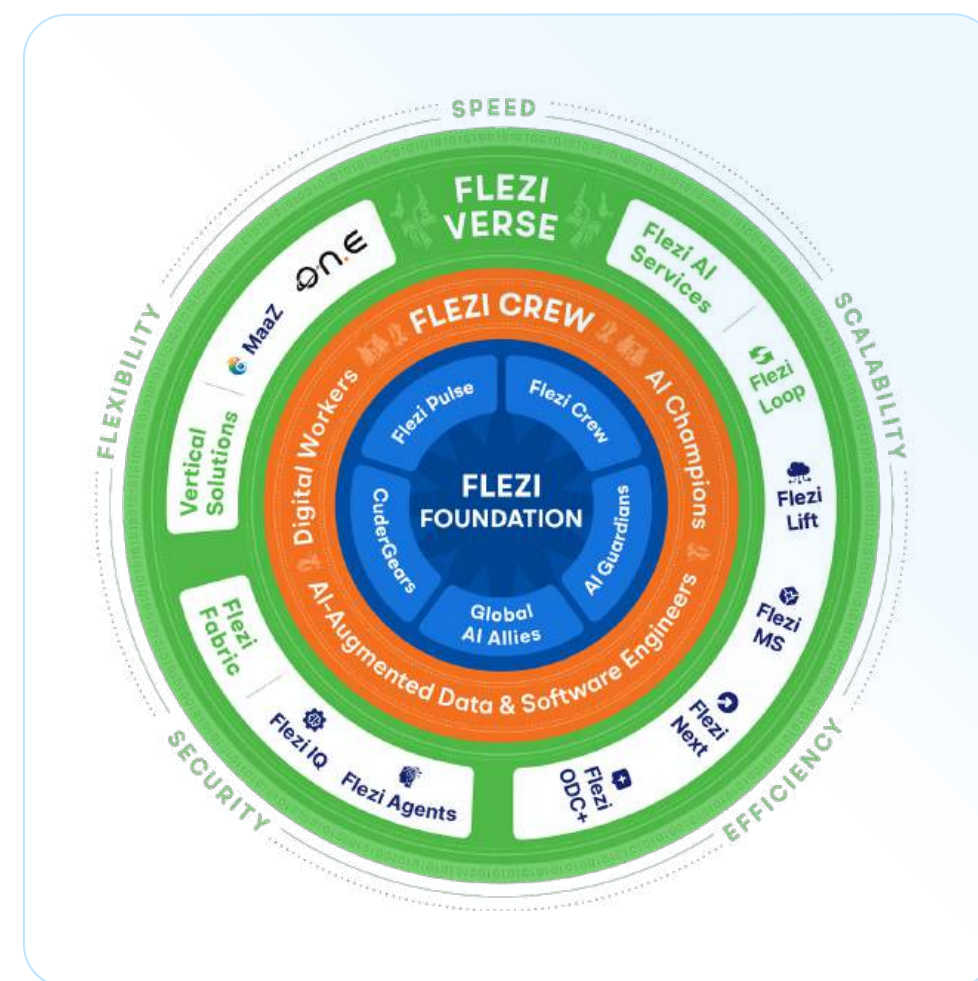
FPT's digital transformation service portfolio continued to expand in line with global technology megatrends. Cloud computing remained the largest contributor, driven by strong demand for IT infrastructure modernization and operational cost optimization, accounting for 36.6% of Digital transformation services revenue. AI and Data Analytics also recorded robust growth of 41% year-on-year, as enterprises accelerated AI adoption to improve productivity, enable data-driven decision-making, and reinvent business models.

In 2025, in response to the rapid evolution of technology and the increasingly intensive adoption of AI among global enterprises, FPT launched FleziPT as a key milestone in its journey of becoming an AI-First Company. FleziPT not only enhances internal productivity and operational efficiency by redefining the software development and delivery processes but also provides a strategic foundation for FPT to deliver deep, domain-specific AI solutions tailored to the needs of different customer segments.

Serving as a core AI platform, FleziPT enables FPT to scale its AI-First strategy, shorten development timelines, and increase the share of AI-First services revenue in the years ahead.

By effectively combining technological capabilities, deep domain expertise, and a highly well-trained engineering workforce, FPT has steadily strengthened its role as a strategic digital transformation partner, accompanying clients in long-term transformation programs. Building on this foundation, Vietnam and FPT are increasingly becoming critical links in the global IT services value chain, with the ability to compete alongside leading global players in the industry.

FleziPT – A Flexible AI platform with proven methodologies and solutions



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Expanding competitive capabilities through partnerships, joint ventures, and strategic investments

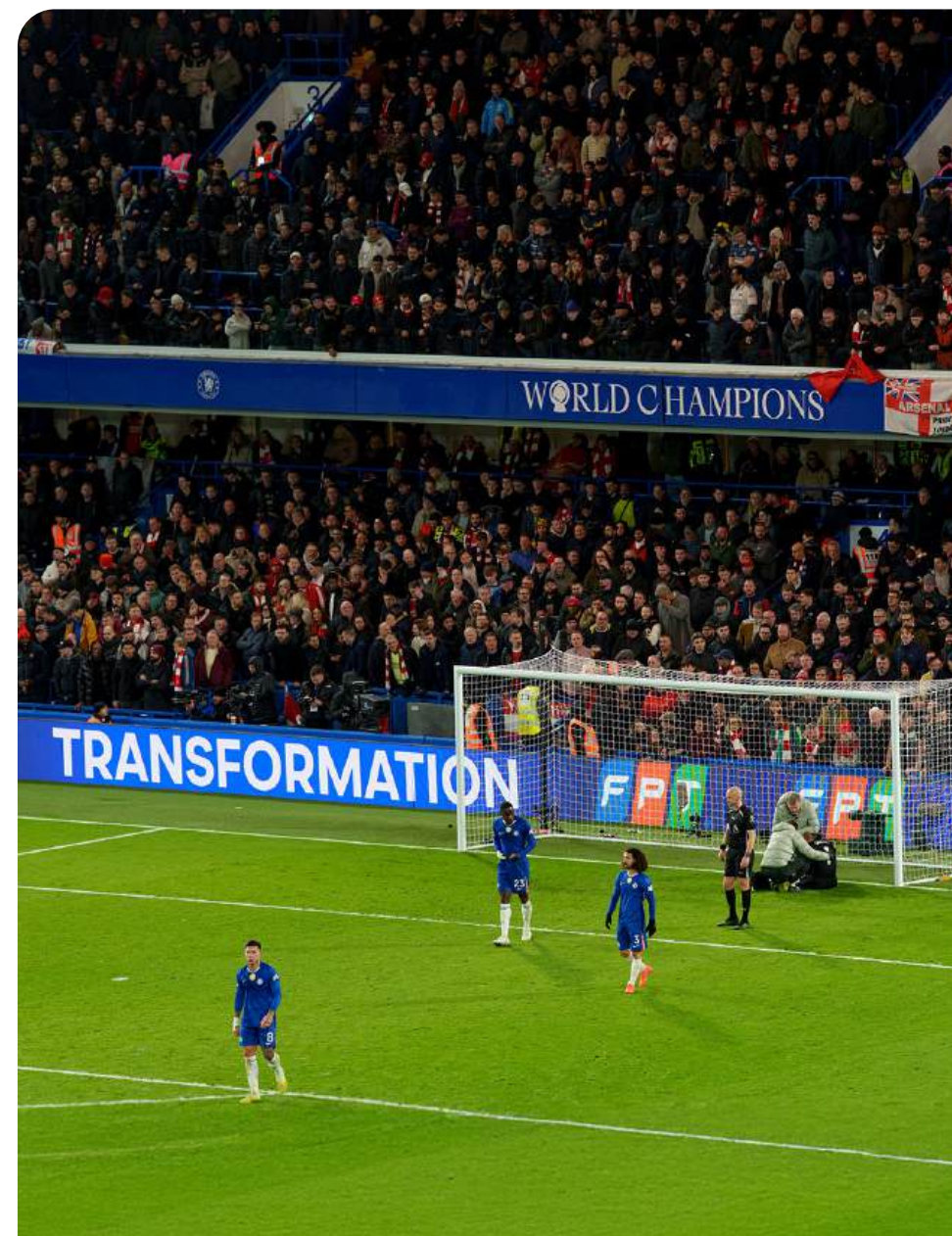
FPT continues to pursue a consistent strategy of partnerships, joint ventures, and investments to scale operations, enhance capabilities, and strengthen its position within the global technology ecosystem. In Japan, FPT has expanded its joint-venture model with leading corporations, focusing on manufacturing modernization, automotive technologies, and deep industry-specific IT systems.

In parallel, FPT has executed strategic investments and M&A activities across Southeast Asia, South Korea, and Europe to broaden its service offerings in Business Process Services (BPS), Managed Services, SAP/ERP, and specialized technology consulting. These transactions enable FPT to expand market coverage rapidly, to strengthen its pool of experienced experts, and to enhance its ability to deliver large-scale, multi-country projects.

Specifically, FPT has acquired a 10% equity stake in Daythree Digital Berhad, thereby expanding its capabilities in delivering Business Process Services (BPS) and Managed Services across Southeast Asia. At the same time, its strategic investment in Blueward has helped accelerate the development of SAP-AI, S/4HANA, and digital transformation services. The acquisition of a 65% stake in two subsidiaries of OKI has also created a foundation for FPT to expand opportunities for comprehensive collaboration across multiple technology domains. In addition, the acquisition of David Lamm Consulting has strengthened FPT's capability to deliver digital solutions and services for enterprises, particularly in the energy sector.

Additionally, expanding technological capabilities, establishing strategic partnerships with global organizations in the sports and financial investment sectors has contributed to enhancing FPT's global brand recognition, while opening up opportunities to engage with major private enterprises in Europe and the United States.

FPT has become a consulting and technology implementation partner for Chelsea FC, enhancing fan engagement and delivering immersive experience both at the stadium and across the club's media channels. The Corporation has also entered into a Platinum Partnership with Clearlake Capital Group, a global investment firm managing 90 billion USD in assets and co-owner of Chelsea FC, thereby expanding the delivery of advanced technology services, solutions, and platforms across multiple industries, particularly in the private sector.



FPT has become a consulting and technology solutions implementation partner, helping Chelsea FC enhance fan engagement.

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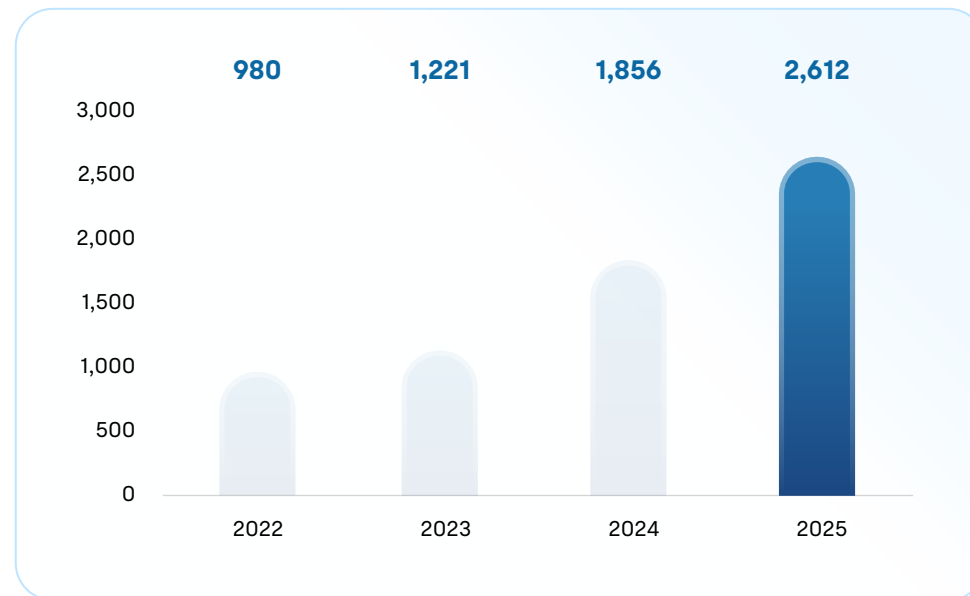
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High-quality workforce as a key driver of advanced technologies

Several flagship business programs - notably in automotive technology, healthcare, data, and cloud computing - surpassed 100 million USD in revenue for the first time. These results underscore the effectiveness of FPT's industry-focus and platform-focused strategy, as well as its ability to execute consistently at global scale.

Revenue from AI/Data analytics services



Unit: Billion VND

Alongside business expansion, FPT has been progressively transforming its engineering workforce into an AI-augmented engineer model, embedding AI directly into software development processes, project management, and internal operations to improve productivity, shorten delivery timelines, and optimize costs. In parallel, the Corporation has rolled out large-scale AI training and reskilling programs, aiming to democratize AI capabilities across the majority of its engineering workforce, while establishing AI Centers of Excellence in key markets. With a firm foundation of expert talent, technology platforms, and an integrated training ecosystem, FPT is well positioned to capture the AI wave and scale global digital transformation programs in the years ahead.

Average number of employees in services segment for foreign markets and labor productivity

Criteria	2024	2025	+ /-
Average Total Workforce (Employees)	28,814	31,208	8.3%
Average Production Workforce (Employees)	26,586	29,899	12.5%
Revenue per Employee (Million VND)	1,307	1,116	7.6%



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IT SERVICES FOR DOMESTIC MARKET

Top 1

Consulting company and technology products, solutions, services

40

Projects supporting DX and database development for ministries and government agencies

100,000+

Digital projects of various scales

24



Provinces and cities partnering on digital transformation

https://nq57.mst.gov.vn/products

FPT **BỘ KHOA HỌC VÀ CÔNG NGHỆ**
CỔNG TTĐT SẢN PHẨM, GIẢI PHÁP KH, CN, ĐMST, CDS

14 SẢN PHẨM GIẢI PHÁP Made by FPT

được công bố mới trên Cổng Thông tin Nghị quyết 57

Nâng tổng số 18 SPGP trên Cổng TT NQ57

akaBot FPT.eContract Volar FINEX Zéro akaMES IDCheck FPTEMR VioEdu FPT Play FPT.EagleEye FPT-ESIGN Chip Made by FPT FPT.CLOUD FPT.AI

Mr. **NGUYEN HOANG MINH**
CEO of FPT IS



In 2025, FPT was proud to partner with the Government, ministries, provinces and cities, and enterprises to consult on and implement a wide range of critical digital transformation systems. FPT was involved from the early stages of drafting and revising regulations and policies, enabling customers to prepare and deploy technology systems aligned with these changes. Newly signed revenue exceeded 10 trillion VND, laying the foundation for growth in 2026.

Vietnam is transitioning from a technology-adopting nation to one that masters strategic technologies. In this journey, FPT will serve as a core enterprise accompanying Vietnam in becoming a global development hub by focusing on building the Made-by-FPT ecosystem, with flagship products in AI, semiconductors, cybersecurity, blockchain, quantum technology, UAVs, railway technology, and related fields. FPT will work with enterprises and organizations to make technology and AI transformation their core competitive strengths, while also partnering with the Government, ministries, provinces and cities to build and operate modern, convenient digital platforms centered on citizens and businesses.

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Revenue from IT services for domestic market reached 9,093 billion VND, up 11.5% year-on-year. Revenue growth was driven by both the Government and public sector clients, as well as enterprise and banking clients, amid rising demand for the deployment of digital platforms, national governance systems, data systems, and AI transformation.

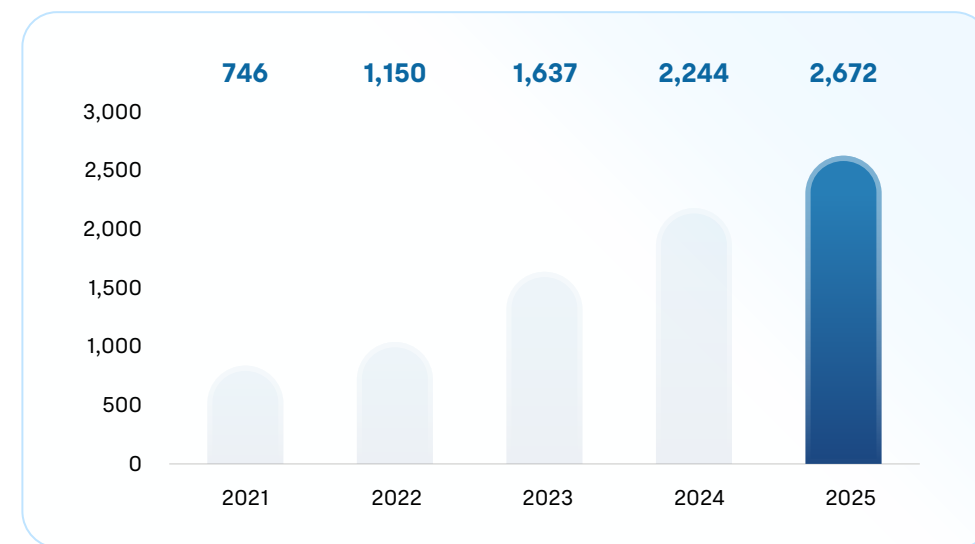
Profit before tax was 440 billion VND, down 4.5% year-on-year, mainly because of the Corporation's proactive increase in investments in core technology platforms and strategic infrastructure capabilities, including the development of AI Factory infrastructure in Vietnam. These investments reflect a long-term orientation to strengthen competitive capabilities and expand the ecosystem of products and services in the coming years.

The year 2025 marked significant changes in Vietnam with a series of strong actions to implement Resolution No. 57-NQ/TW and other pillar resolutions. Resolution No. 214/NQ-CP on the Government's action plan to promote the creation and development of data to support comprehensive digital transformation established a new, more holistic and long-term approach to the national digital transformation program. These directions not only drive demand for IT investment in the public sector but also open a clearer legal framework and coordination mechanisms, enabling domestic technology companies such as FPT to engage earlier and more deeply, serving as strategic partners accompanying the Government and ministries in realizing the national digital transformation goals.

Mastering core technologies, realizing national strategies

FPT marked an important milestone in the development of the Made-by-FPT ecosystem, clearly demonstrating the Corporation's capability to master core technologies and its pioneering role in realizing the Party's and the Government's key directions under Resolution No. 57-NQ/TW and Decision No. 1131/QĐ-TTg. Through systematic investments in research and development, FPT continues to expand its portfolio of Made-by-FPT products, gradually shifting from service provision to mastering and commercializing high value-added technology platforms and solutions. Revenue from the Made-by-FPT ecosystem recorded growth of 19.1%, reaching 2,672 billion VND, with 10 solutions achieving signed contract values of over 100 billion VND each, clearly reflecting FPT's ability to commercialize and scale technology products developed by the Corporation.

Revenue from the Made-by-FPT ecosystem in 2021-2025 period



Unit: Billion VND

Alongside positive business performance, the Made-by-FPT ecosystem continued to receive strong national-level recognition, with 14 products announced by the Ministry of Science and Technology on Resolution 57 Portal. The Ministry of Science and Technology recognized several solutions as Key Industrial Products and Outstanding digital technology products. These solutions directly addressed national-scale digital transformation challenges, affirming FPT's role in developing strategic technology platforms for the country. Among them, Akabot further strengthened its position as a leading automation platform when deployed across multiple Big4 banks, successfully expanded into the Japanese market, and became the only Vietnamese technology product included in the Everest Peak Matrix. New platforms such as FPT Culture Tech in the digital heritage field and FPT eID, a digital identity solution achieving international biometric certifications, are ready to meet the stringent governance and security requirements of the financial and banking sector. Meanwhile, Kyta Platform, pioneering the low-code, no-code approach, not only recorded growth driven by enterprise market demand but also made a major impact when it was selected as the platform for the national digital platform for civil judgment enforcement. The platform enables end-to-end digitalization and brings transformative changes to the Ministry of Justice.

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Affirming leadership in AI and semiconductors, driving long-term growth

With the right strategic direction and the continuous efforts of its research and development teams, FPT recorded remarkable growth in strategic technology areas, particularly AI and Cloud, thereby contributing positively to the Corporation's overall business performance. Newly signed revenue from AI and Cloud solutions reached more than 1,540 billion VND, while recognized revenue reached 913 billion VND, up 48.4% compared to 2024. This reflects the rapidly growing demand from enterprises for advanced technology platforms, as well as FPT's strong capabilities in deployment and commercialization. Improved profit margins accompanied revenue growth, enhancing the quality of growth and reinforcing the role of AI and Cloud as long-term profit drivers for FPT in the coming years.

To date, FPT has developed more than 10 large language models (LLMs) and over 70 AI models fine-tuned to meet specific customer requirements. Notably, the successful development of a Japanese-language LLM has expanded multilingual capabilities, laying the foundation for further expansion into international markets. Building on this foundation, FPT has continued to introduce strategic AI products to the market, including FPT AI Voice Agents, AI Adjust, and AI Camera Agent (Video Compliance). FPT's AI solutions have supported more than 15 million minutes of contact calls, handling workloads equivalent to 3,500 personnel, while AI Agents continue to expand their automation capabilities across specialized tasks, from customer service and consulting to training. Currently, FPT's AI Agents are serving more than 200 enterprise clients and handling workloads equivalent to 8,000 personnel, helping customers optimize operating costs and improve operational efficiency.

Alongside product development, FPT put into operation two AI Factories in Japan and Vietnam, ranked 36th and 38th respectively in the Top 500 global high-performance supercomputers. The AI Factory generated over 111 billion tokens and integrated more than 25 LLM models within its first six months of operation. Over 25,000 AI experts globally trust it, affirming FPT's ability to master large-scale AI infrastructure and gradually elevate Vietnam's technological standing on the global AI map.

In the semiconductor sector, 2025 marked an important milestone as FPT delivered its first power chip batch to Restar, becoming the first Vietnamese company to bring commercial chips to the Japanese market. Alongside commercialization efforts, FPT continues to expand international partnerships and invest in semiconductor R&D and incubation centers, gradually building the "FPT chip inside" ecosystem. The Corporation aims to export 10 million chips to the Asia-Pacific market over the next three years, creating a new driver for medium-term and long-term growth.

Accompanying with the Government and the nation to drive DX and build digital data infrastructure

With the spirit of "For a digital nation, FPT stands ready" in 2025 FPT continues to affirm its role as a strategic partner and a key contributor in numerous national digital transformation programs, in line with the Government's direction under Resolution No. 214/NQ-CP. By mobilizing teams of senior experts, FPT directly worked alongside various ministries, sectors, and localities in developing and refining Data strategies and Digital transformation strategies. At the same time, the Corporation participated in building and operating multiple national databases and critical sectoral databases, contributing to the establishment of a unified, interoperable, and long-term digital data infrastructure for public governance.

In addition, FPT directly deployed and operated numerous large-scale platforms and information systems as assigned by government authorities, contributing to the standardization of processes, improved management efficiency, and the modernization of public services. For instance, FPT partnered with the Ministry of Justice to implement the Civil Judgment Enforcement Digital Platform and the National Legal Portal, helping standardize operational processes, enhance management effectiveness, strengthen transparency, and modernize civil judgment enforcement activities. FPT also worked alongside the Ministry of Public Security to advise on the development of the National Data Center, a landmark project in the national digital transformation strategy. The Center meets the highest international standards (TIA-942-C Rated 4, Uptime Tier IV), contributing to the establishment of a national data infrastructure that is "accurate – sufficient – clean – live", thereby strengthening digital sovereignty and reducing dependence on foreign infrastructure.

At the local level, FPT helped organize and coordinate the review of administrative procedures, the provision of online public services, and the development of databases across 34 provinces and cities nationwide, supporting local authorities in accelerating digital transformation in a coordinated and effective manner. Notably, the Company played a key role in ensuring the continuous, secure, and uninterrupted operation of IT systems during the implementation of the two-tier local government model. FPT successfully transformed critical systems in Quang Ninh and Ho Chi Minh City, upgraded platforms to support the new post-merger administrative model, and deployed IT systems using personal identification numbers in place of tax codes for the Ministry of Finance and related entities. In parallel, FPT also converted the core system of the State Bank of Vietnam to align with the requirements for streamlining the organizational structure.

Across key sectors of the economy, FPT continued to partner in deploying large-scale digital platforms serving citizens and businesses. Notable examples include the electronic ticketing ecosystem and Metro Ho Chi Minh City application, serving more than 14 million passengers, the Ho Chi Minh City Digital Citizen Application, and BIDV TradeFlat for import-export enterprises. FPT accelerated digital transformation in healthcare by deploying FPT.EMR to nearly 80 hospitals within just six months, serving tens of millions of citizens. These achievements further affirm FPT's role in accompanying the Government and society in building a sustainable digital economy and digital nation for the long-term.

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TELECOMMUNICATIONS SERVICES

Top 3

Providers of broadband Internet services; data center and domain name services; online services and leasing; and pay television services



34 Provinces and cities with telecom infrastructure and service network

04

Data centers meeting international Uptime Tier III standards

6,800 Gbps

International connectivity infrastructure capacity

Mr. HOANG VIET ANH
Chairman of FPT Telecom



The company successfully achieved its challenging customer growth targets, reinforcing its position as a leading internet service provider and a premier platform for sports entertainment, particularly football.

For the period 2026-2028, the Company aims to become a pioneering enterprise with three key priorities: serving as a core contributor to major national security projects; driving business growth and market expansion while leading the adoption of the latest Internet technologies in Vietnam; and advancing research and innovation to master core technologies with a view to export.

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Telecommunications services recorded revenue of 18,702 billion VND and profit before tax of 4,167 billion VND, representing growth of 10.6% and 21.9% respectively compared to the previous year. These results reflect the effectiveness of the strategy to expand scale while optimizing operations, leading to a clear improvement in profit margins.

Growth was primarily driven by the broadband services segment, as FPT continued to expand its market share in both urban and provincial markets, while enhancing infrastructure quality and customer experience.

Achieving breakthroughs in Broadband services

FPT's Broadband services segment continued to maintain vigorous growth, recording revenue of 10,007 billion VND (up 13.7% year-on-year), driven by its strategy of infrastructure investment and technology leadership. FPT became the first company in Vietnam to deploy next-generation XGS-PON Internet combined with Wi-Fi 7, delivering symmetrical speeds of up to 10 Gbps, reducing latency by 50%, expanding coverage by 20%, and supporting nearly 100 devices connected simultaneously. The early commercialization of advanced access technologies not only enhances the user experience but also enables FPT to improve customer retention, encourage service package upgrades, and optimize revenue per subscriber, thereby strengthening its position in the nationwide broadband market.

Leading in Television technology and Digital content

FPT is improving its position in the TV and digital content market by regularly investing in well-known, licensed programs. The acquisition of the English Premier League broadcasting rights in Vietnam by FPT Play, from mid-season 2025-2026 through the 2030-2031 season, marked a significant milestone, positioning FPT Play as Top of Mind in the entertainment and sports segment, particularly for football content. Highly attractive exclusive content continues to serve as a key driver for user growth, increasing service engagement time and generating positive synergies across FPT's telecommunications and entertainment ecosystem.

Data centers – A foundation for long-term growth

FPT continued to strengthen investments in data infrastructure to capture rapidly growing demand driven by AI, Cloud, and Digital transformation. In 2025, FPT officially put into operation the FPT Fornix HCM02 Data Center at the Saigon Hi-Tech Park, with an area of nearly 10,000 m² and a capacity of up to 3,600 racks, designed according to international standards and a high level of redundancy

architecture. This data center serves as a critical infrastructure platform for FPT's strategic technology solutions, enabling the company to expand its AI and Cloud ecosystem while increasing the share of recurring digital infrastructure service revenue. It strengthens the foundation for stable revenue and profit growth in the medium and long-term, while aligning with Vietnam's ambition to become a regional Digital Hub.

Transfer of State capital ownership representation – A strategic milestone for a new phase of development

The transfer of the State's ownership representation rights in FPT Telecom from the State Capital Investment Corporation (SCIC) to the Ministry of Public Security marked an important milestone in the Company's development journey. This event reflects the State's consistent direction in strengthening the corporate governance model, enhancing operational efficiency, and ensuring alignment with national digital infrastructure development goals in the new phase. The transfer also reinforces FPT Telecom's position as a key digital infrastructure enterprise, enabling the Company to expand its participation in large-scale projects that serve the growing needs of the digital economy. This will support sustainable revenue and profit growth over the long-term.



FPT officially launched the FPT Fornix HCM02 Data Center at Saigon Hi-Tech Park, Ho Chi Minh City, with a total area of nearly 10,000 m².

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DIGITAL CONTENT SERVICES



Leading digital
marketing and
communications
ecosystem

50⁺ million

Global users



Ms. NGUYEN THI HAI

Chairwoman of FPT Online



In 2025, staying committed to its goal of becoming a leading company in media and advertising, the Company continued to deliver outstanding experiences to customers, maintain growth momentum, and strengthen its market position, particularly in the organization of economic, sports, and entertainment events.

In 2026, with plans for double-digit growth in both revenue and profit, FPT will focus on applying AI and data technologies to its production and business operations to enhance labor productivity. It will also invest strongly in developing high-quality content across both online and offline platforms, creating valuable platforms for the community while delivering effective marketing and advertising solutions for businesses.

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Digital content services continued to maintain solid growth, with revenue reaching 805 billion VND and profit before tax of 196 billion VND, representing increases of 14.2% and 17.3% respectively compared to 2024. These results were driven by the expansion of the content ecosystem, stronger user engagement, and improved traffic quality, which effectively supported both domestic and international advertising activities. These efforts gradually enhanced the quality of growth and strengthened the sector’s ability to generate sustainable profits over the medium and long-term.

Developing communities and the content ecosystem

FPT continued to affirm its pioneering role in community building through a series of large-scale activities. VnExpress Marathon set a record with 100,000 participants, expanded to 10 races nationwide, and increased investment in strategic events such as the All-Star race, in collaboration with global sports brands. At the same time, Vietnam iContent Season 02 attracted 3,000 in-person participants and 66 million views across digital platforms. The highlight was the Vietnam iContent Awards, which recorded 120 nominations and 500,000 votes, further strengthening FPT’s position in developing the digital content ecosystem and the creative community in Vietnam.

Expanding digital content and unlocking new growth opportunities in eSports

Alongside community sports, FPT continued to make its mark in digital content and the esports industry, targeting younger audiences and the fast-growing digital entertainment market.

The Vietnam GameVerse event maintained powerful appeal with more than 40,000 attendees, with Game Hub emerging as a new highlight that attracted significant interest from both domestic and international gaming communities.

The Vietnam Game Awards 2025, held annually, aims to honor high-quality and innovative game products that contribute positively to the community. The awards recognize Vietnamese game developers and game publishers operating in Vietnam, helping elevate the position of Vietnamese games in the international market.

These activities not only enhance brand recognition but also lay the foundation for expanding revenue from advertising, sponsorships, and content partnerships in the coming years.

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Education system with regional influence in Asia-Pacific

3,700

Students enrolled in AI and semiconductor chip design programs

100%

Of learners from Grade 1 to Grade 12 exposed to AI education

180 International partners from



40
Countries



19/34

Provinces and cities with education and training campuses



Mr. LE TRUONG TUNG

CEO of FPT Education



In 2025, the FPT education system focused on three key priorities: wide coverage, outstanding experience, and happy teachers and students, with the aim of continuing to bring Vietnamese talent further onto the global stage.

In 2026, the FPT education system will remain committed to these three priorities while further strengthening the integration of AI in learning through a practical approach aligned with the “learn – apply – experiment” model, contributing to the transformation of teaching and learning methods in the context of digital transformation.

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In 2025, amid intensifying competition, the FPT education system remained committed to its long-term development strategy, focusing on investments in core technology training programs, internationalization, and improving faculty quality. Sustained investment in advanced technology programs, closely aligned with industry needs and global trends, helped FPT strengthen its quality foundation, enhance graduate outcomes, and lay the groundwork for returning to a growth trajectory as demand for high-tech talent continues to expand in the coming years.

Supporting national digital transformation and human resource development

FPT reaffirmed its role as a strategic training partner of the nation as FPT University joined several key alliances, including the Strategic Workforce Alliance for implementing Resolution 57-NQ/TW, the Au Lac AI Alliance, and the Semiconductor Alliance. At the same time, FPT Polytechnic founded and participated in the Vietnam Semiconductor Industry Workforce Development Alliance, contributing to the development of an education ecosystem supplying talent for strategic technology sectors.

More than 3,700 students are enrolled in the AI and semiconductor chip design training programs and majors that colleges and universities have implemented. Educators have introduced AI education to 100% of learners from Grade 1 to Grade 12. The International Training Institute has effectively implemented programs in Automotive, AI Agent, and Cybersecurity. Digital transformation initiatives have also been widely adopted internally, with more than 6,000 staff and lecturers participating in training programs, gradually integrating AI and data into teaching, management, and research practices.

Expanding nationwide presence

Alongside deepening investments in quality, FPT continued to expand its education infrastructure to meet medium- and long-term demand. In 2025, FPT launched, topped out, and put into operation a series of new education projects in Hau Giang (former), Long An (former), Da Nang, Binh Dinh (former), Hue, Soc Trang (former), Binh Duong (former), and Nghe An. New campuses of Greenwich Vietnam and Swinburne Vietnam in Can Tho also officially commenced operations.

During the year, the Education sector completed more than 88,000 m² of new construction floor area and expanded its presence to 19 provinces and cities nationwide following administrative consolidation, creating a foundation for further scale growth in the coming cycles.

Reaffirming international education reputation and standing

The quality of training and research continued to gain recognition as FPT University advanced to the 301-400 band in the THE Impact Rankings, notably entering the Top 80 globally for Decent work and Economic growth (SDG 8),

while also receiving the AI Innovation Award from Coursera. Research activities accelerated significantly, with the number of academic publications and research outputs increasing by more than 100% compared to 2024.

At the postgraduate level, FPT School of Business and Technology (FSB) became the first institution in Vietnam with an MBA program accredited by ACBSP (USA) and launched a 2+0 MBA program in partnership with the University of Colorado Denver.

International education continued to expand with the MBA Global program at Greenwich Vietnam and the first student cohorts of Asia University Vietnam and Finland Metropolia Vietnam. Across the system, FPT welcomed more than 2,000 international students from 22 countries and partnered with 200 educational institutions across 34 countries, further strengthening the reputation and global presence of the FPT education system.



FPT tops out FPT Vinh K-12 School (Nghe An), spanning over 27,000 m² and expected to serve 2,800 students.

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The implementation of investment projects

Unit: Billion VND

Sector	2025 Target	2025 Disbursement	Percentage
Technology	6,000	2,823	47.1%
Telecommunications	2,500	1,751	70.0%
Education	2,500	749	30.0%



FPT Education Complex in Hue integrates advanced technologies such as STEM, AI, and Robotics into K-12 education.

ESG activities

Alongside ensuring solid economic growth, ESG orientation and priorities are considered an integral part of FPT’s development strategy. Accordingly, FPT has identified four key sustainability priorities: governance toward sustainable development; building a world-class, joyful workplace culture; environmental sustainability initiatives; and together for community development. ESG initiatives are embedded into the Group’s business strategy, risk management framework, and medium-term and long-term investment plans.

On the environmental front, FPT focuses on initiatives to reduce greenhouse gas emissions and improve resource efficiency across its operations and businesses. In 2025, the Corporation continued measuring and inventorying greenhouse gas emissions under Scope 1 and Scope 2 for key units, providing a foundation for building an emissions-reduction roadmap aligned with the characteristics of a technology enterprise. Energy-optimization measures were further accelerated, including upgrades to central air-conditioning systems, the adoption of energy-efficient equipment, optimized data center operations, and the gradual expansion of renewable energy use at several major facilities.

For the community, FPT and tens of thousands of employees implemented a wide range of social responsibility programs delivering meaningful material and spiritual support. Notably, FPT promptly launched the “Supporting communities to overcome floods” campaign, attracting contributions from thousands of employees both in Vietnam and overseas to help rebuild 26 schools in Nghe An, Thanh Hoa, Lao Cai, and Tuyen Quang, which were severely damaged by storms in 2025.

In terms of governance, FPT continues to maintain a transparent and compliant governance system that increasingly aligns with international practices. ESG factors are integrated into the Corporation’s risk management framework and the Board of Management’s decision-making processes. Data governance, information security, and cybersecurity management have also been strengthened to meet the growing expectations of the markets and global clients.

Overall, ESG activities in 2025 reflect FPT’s ongoing efforts to balance business growth with sustainable responsibility, thereby strengthening its long-term operational foundation and delivering stable value for shareholders, customers, and society.

EVALUATION OF THE BOARD OF DIRECTORS ON THE CORPORATION'S PERFORMANCE

Business performance evaluation

The year 2025 continued to witness significant volatility in both the global and regional economies, with challenges intertwined with new opportunities driven by the wave of digital transformation, AI, and core technologies. In this context, FPT remained steadfast in pursuing its long-term development strategy, leveraging proactiveness, innovation, and the collective strength of its employees to sustain steady growth and reinforce its position as Vietnam's leading technology corporation.

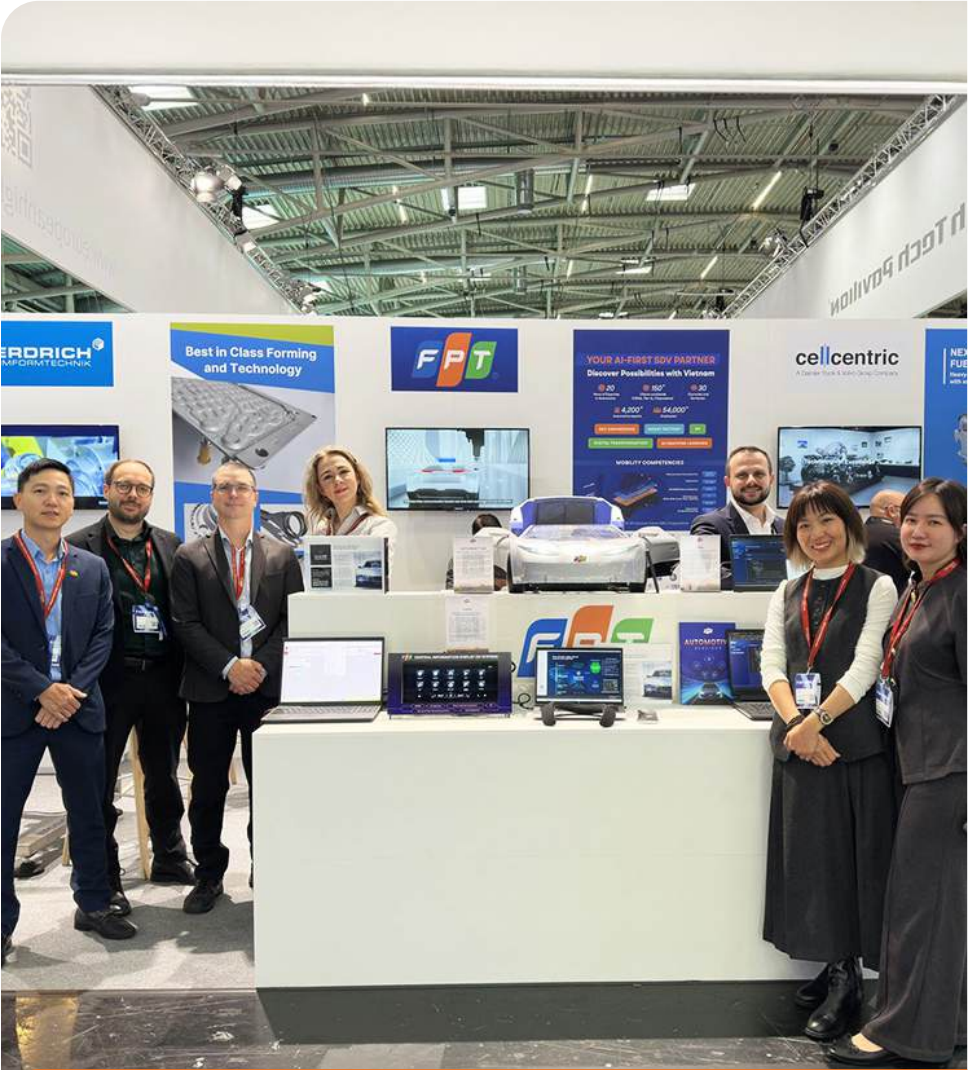
The Corporation recorded revenue of 70,113 billion VND and profit before tax of 13,044 billion VND, representing year-on-year growth of 11.6% and 17.8%, respectively, closely aligned with the profit plan set at the beginning of the year. These results reflect FPT's ability to adapt flexibly to market fluctuations while reaffirming the effectiveness of its investment strategy in strategic technology sectors and key markets.

The Technology sector continued to play a pivotal role, contributing 63.4% of the Corporation's revenue and 45.3% of profit before tax, equivalent to 44,475 billion VND and 5,907 billion VND, up 13.7% and 12.9% year-on-year, respectively. Notably, IT services for foreign markets further solidified its position as a billion-dollar technology business, with newly signed contracts reaching 40,636 billion VND (over 1.5 billion USD), up 23.2% year-on-year. The number of projects valued at over 10 million USD each also doubled compared to the same period last year.

The Telecommunications service segment recorded revenue of 18,702 billion VND, up 10.6%, and profit before tax of 4,167 billion VND, up 21.9%. In parallel with improving service quality and developing digital telecom platforms and value-added services, the Corporation further affirmed its position as a leading internet service provider and a leading platform for sports entertainment, particularly football and eSports.

The Education segment continues to strengthen the linkage between training and the practical needs of businesses and the labor market, particularly in fields such as AI, semiconductors, digital technology, and innovation management, thereby contributing to the national strategy for developing high-quality human resources.

The achievements in 2025 clearly demonstrate the soundness of the Corporation's development orientation, effective governance capability, and continuous spirit of innovation. The Board of Directors is confident that, with its strong financial foundation and comprehensive technological capabilities, FPT will continue to sustain growth momentum, expand its global presence, and reinforce Vietnam's position on the global technology map.



FPT reinforces its billion-dollar tech position with over USD 1.5 billion in newly signed revenue.

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Outcomes of the strategy execution

In 2025, amid continued global and domestic economic challenges driven by geopolitical volatility, shifts in global trade, persistent inflationary pressures and a cautious approach to IT spending, the Corporation implemented development strategies that were proactive, flexible and focused. Based on established strategic orientations, FPT prioritized core technology areas, expanded markets and partnerships to diversify risks, and aligned business activities with major national development programs and objectives.

• Accompanying national and local digital transformation programs

In line with the Party and Government's policies on advancing science and technology, innovation, and digital transformation, particularly the directives under Resolution No. 57-NQ/TW, Plan No. 01-KH/BCĐTW, Plan No. 02-KH/BCĐTW, and Resolution No. 214/NQ-CP on promoting data development for comprehensive digital transformation, in 2025, FPT continued to accompany ministries, sectors, and localities in implementing nationwide digital transformation initiatives.

FPT collaborated with six ministries assigned to work alongside the Central Committee of the Vietnam Fatherland Front to implement and complete key tasks related to building Digital transformation strategies, Data strategies, national databases, and critical information systems, ensuring adherence to the planned timeline.

At the same time, FPT worked closely with local authorities to urgently deploy information systems aligned with the two-tier local government model, meeting the requirements of Plan No. 02-KH/BCĐTW. These systems ensured that public service platforms operated continuously without disruption and were ready to serve citizens starting July 1, 2025. All systems met technical standards and operated stably and securely, which were implemented on schedule. This achievement contributed to administrative reform, improved state governance efficiency, and enhanced public service delivery.

Participation in these programs continues to affirm FPT's role as a key technology enterprise capable of delivering large-scale, complex systems with stringent security and safety requirements.

• Outstanding results in global business partnerships

The year 2025 recorded many notable achievements in FPT's global business partnerships, clearly reflecting its strategic transition from a service provider to a comprehensive digital transformation partner.

FPT partnered with Sumitomo and SBI Holdings to invest in and operate an AI factory in Japan. Together with the AI factory in Vietnam, the two systems were ranked 36th and 38th in the TOP500 list of the world's fastest supercomputers.

The Corporation also signed and expanded cooperation agreements with leading international partners such as Airbus, Chelsea Football Club, and Clearlake Capital Group, an investment fund managing 90 billion USD in assets. Notably, FPT signed a record contract worth 256 million USD with a leading Asian energy conglomerate, marking a major step forward from traditional service delivery to a comprehensive digital transformation partnership integrating AI, data, and cloud computing.

In addition, FPT achieved the highest Generative AI Competency certification from AWS and ranked among the top 1% of global enterprises meeting the gold standard for sustainable business practices.

• Implementing major national orientations in science technology, education, and private economy

In alignment with major national development orientations, particularly Resolution No. 71-NQ/TW dated August 22, 2025, of the Politburo on breakthroughs in education and training development, FPT proactively launched multiple initiatives and collaborative models to advance science and technology, develop high-quality human resources, and promote the role of the private sector. These efforts contribute to strengthening the "triple-helix" model of "Government – Universities – Enterprises".

The Corporation trained 3,700 students specializing in AI and semiconductor integrated circuit design. These initiatives help build a high-quality technology workforce capable of meeting the Corporation's development needs and the broader requirements of national digital transformation and innovation.

FPT also co-founded and launched the Au Lac AI Alliance, bringing together enterprises, startups, and universities to develop sovereign large language models (LLMs) aligned with Vietnamese culture and language. FPT collaborated with universities to establish the Strategic Workforce Alliance to implement Resolution 57-NQ/TW, focusing on developing talent in strategic technology fields. The Corporation also participated in the Semiconductor Alliance, contributing to the development of a "Make in Vietnam" semiconductor ecosystem and products.

In the private sector, FPT actively participated in the Vietnam Private Economy Landscape (ViPEL) initiative, supporting efforts to promote private-sector development toward innovation, sustainability, and global integration.

Regarding emerging strategic directions, FPT co-founded the Low Altitude Economy Partnership and gradually implemented domestic and international cooperation initiatives to develop an ecosystem of products and services in this field, following a prudent and phased approach aligned with the Corporation's core capabilities.

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Assessment of the BOD on the BOM's performance

• Overall assessment

The BOD recognizes and highly appreciates the proactive, flexible, and effective management of the BOM in 2025, particularly in continued global and domestic economic challenges arising from geopolitical tensions, supply chain shifts, inflationary pressures, and cautious IT spending.

Building upon the strategic foundation established and strengthened in previous years, the BOM demonstrated strong governance capability, adaptability, and an acute sense of responsibility in executing business objectives. As a result, FPT maintained stable growth momentum, effectively controlled risks, and gradually implemented medium-term and long-term strategic initiatives, creating a solid foundation for the next phase of development.

• Supervisory activities of BOD

In compliance with the Company Charter and the Corporate Governance Regulations, the BOD maintained close and regular supervision of the Chief Executive Officer and the BOM in implementing business strategies and executing resolutions of the AGM and the BOD. Key supervisory areas included:

- The implementation and execution of the business strategy in line with the directions approved by the BOD and the AGM;
- Compliance with, and progress in implementing, resolutions and decisions of the BOD;
- Financial management and compliance with periodic financial reporting requirements;
- The implementation of policies on organizational structure, senior personnel, and succession planning and leadership development;
- Investment activities, strategic partnerships and risk management to ensure efficiency and sustainability in the medium and long-term.

• Supervisory results

Based on its supervisory activities, the Board of Directors recorded several of the standout achievements of the BOM's performance as follows:

First, maintaining stable growth amid market challenges. Despite a volatile business environment, the BOM proactively and flexibly allocated resources and controlled costs, enabling the Corporation to maintain growth in line with its plan while creating new growth drives aligned with its long-term vision.

Second, effectively implementing the BOD's resolutions. Resolutions and decisions of the BOD were implemented promptly, seriously, and consistently across the Corporation, ensuring full compliance with corporate governance regulations, disclosure requirements, and reporting obligations.

Third, ensuring financial discipline and transparency in corporate governance. The BOM maintained strict financial discipline, closely monitored business performance, cash flow, and receivables, enabling the Corporation to proactively respond to market fluctuations and ensure the timely execution of its annual financial plan.

Fourth, strengthening human resource governance. The BOM's focus in 2025 remained on planning, training, rotation, and appointment of management personnel, progressively refining the management structure to achieve greater efficiency and alignment with the Corporation's expanding scale and increasing internationalization.

Fifth, promoting strategic partnerships and expanding technology operations. The BOM actively expanded cooperation with domestic and international partners while accelerating digital transformation programs, deploying new technologies, and implementing large-scale projects, thereby enhancing FPT's position within the technology ecosystem and the global market.

Overall, the BOD assesses that the BOM successfully fulfilled its roles and responsibilities in 2025, demonstrating strong leadership capability, accountability, and alignment with the Corporation's strategic objectives. These achievements provide an important foundation for FPT to further strengthen its governance framework, enhance competitiveness, and move toward sustainable development in the years ahead.

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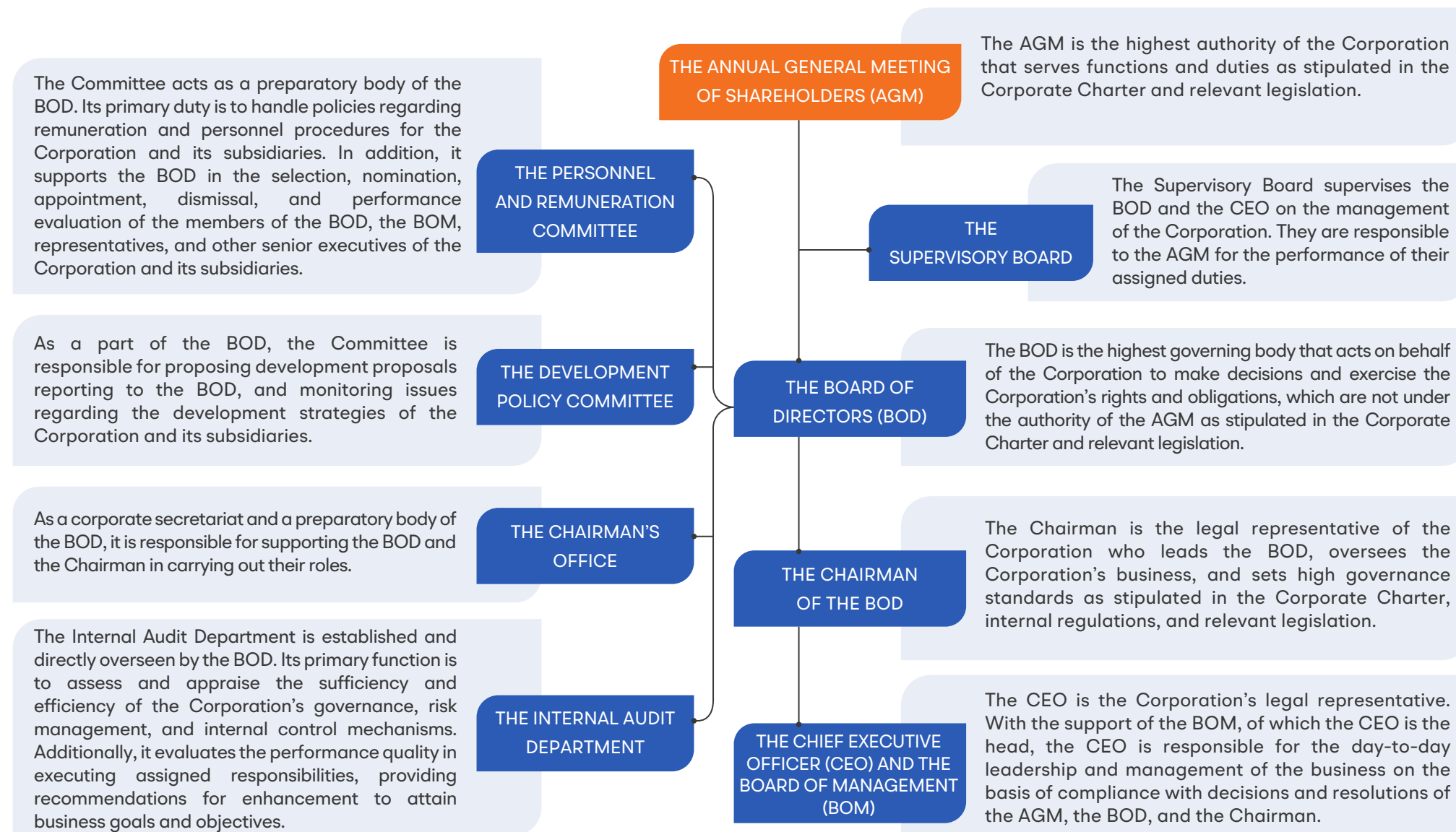
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CORPORATE GOVERNANCE IN 2025

Corporate governance continues to be a key strength of FPT, playing a pivotal role in enhancing investor confidence, improving market valuation, and reinforcing long-term sustainable growth. FPT not only fully complies with legal regulations related to corporate governance and listed companies but also demonstrates a firm commitment to continuously enhancing governance quality in alignment with international best practices, particularly as global benchmarks increasingly require higher levels of transparency, accountability, and governance effectiveness.

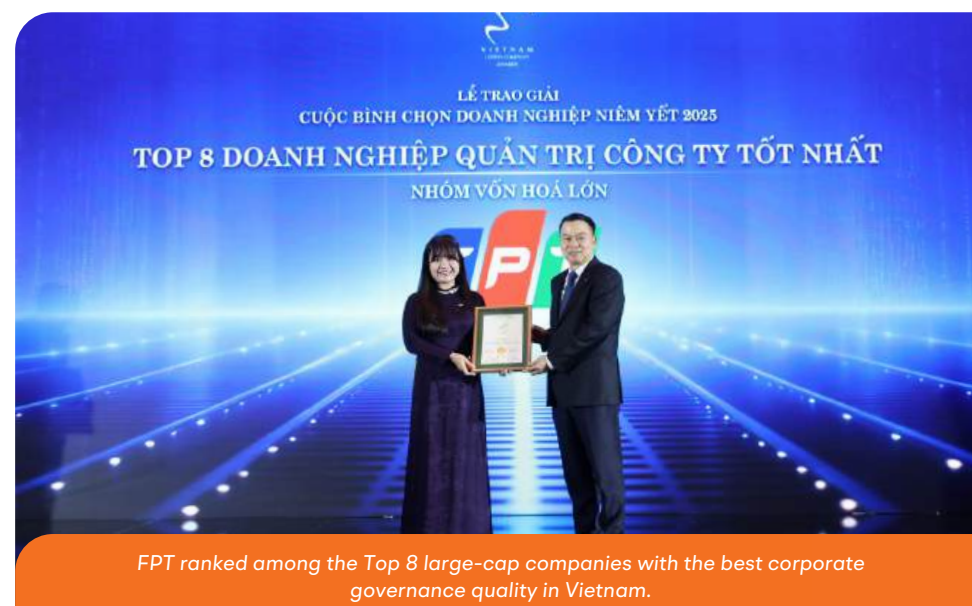
At the Listed Companies Conference and the VLCA 2025 Awards Ceremony, FPT was honored among the Top 8 large-cap companies for corporate governance in Vietnam, reflecting clear progress in board composition and independence, risk control, and transparency information disclosure. In addition, FPT received a commemorative medal in recognition of its positive contributions to the HCM Stock Exchange (HoSE) and the Vietnamese stock market, further affirming its pioneering role in raising corporate governance standards in Vietnam.

In addition, under the ASEAN Corporate Governance Scorecard, FPT also ranked among the Top 5 Vietnamese companies for corporate governance.

The market also highly regards FPT's investor relations activities. This demonstrates FPT's consistent transparency in information disclosure, proactive investor engagement, and disciplined strategic governance. These factors help maintain appropriate market valuation and attractiveness to investors.

In parallel with the implementation of corporate governance practices, FPT continues to promote the application of advanced technologies in data governance and internal management to ensure transparency, operational efficiency, and stakeholder interest protection.

These achievements not only strengthen FPT's position domestically but also enhance the reputation of Vietnamese enterprises on the regional and international corporate governance landscape, a notable highlight as international investors increasingly regard governance quality as a critical factor in long-term investment decisions and capital allocation.



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Responsibilities of the Board of Directors

In 2025, the Board of Directors (BOD) of FPT operated proactively and fully complied with regulations governing the activities and responsibilities of the BOD, thereby ensuring the interests of shareholders.

• Principle 01: Establish the roles, responsibilities, and commitments of the BOD

- The operational structure, roles, responsibilities, and remuneration of the Board members are specified in the Corporate Charter and the Corporate Governance Regulations and are publicly announced in the Annual Report and on the Corporation's official website.
- The BOD reviews and approves the strategic orientations, annual business plans, investments excluded from yearly business plans, and budgets that exceed 10% of the annual business budgets.
- The BOD has been effectively fulfilling its supervisory roles in monitoring the effectiveness of corporate governance activities and compliance with the applicable legislation. Those roles are demonstrated in the BOD's Evaluation of Business Performance and the BOD's Evaluation of the BOM's Performance, herein the Annual Report.
- The BOD has delegated responsibilities to the Internal Audit Department to conduct examinations, assessments, and ongoing monitoring of sustainable management issues. They are responsible for reporting findings and recommending implementation plans to the BOD to ensure effective risk management and capitalize on opportunities pertaining to sustainable development.
- The BOD has also supervised and promoted high standards of business ethics, behavioral culture, and the integrity of financial statements.
- The attendance rate of BOD members at quarterly meetings or through written resolutions by circulation reached nearly 100%. FPT provided all meeting materials to BOD members at least seven days prior to each meeting. In 2025, the BOD convened 07 meetings, including 04 in-person meetings and 03 written resolutions by circulation, in compliance with the requirement of at least one meeting per quarter. 08 resolutions were issued.

01 Meeting/quarter

04 In-person meetings

03 Times obtaining written feedback

08 Resolutions issued



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Details of BOD meetings and resolutions

Meeting session	Attendance	Content of Resolution	Note
Session 01 February 5, 2025	BOD: 06/07 members. Observers: • Supervisory Board: 03/03 members; • BOM: 03/03 members. Issuing Resolution No. 01.01-2025/NQ-HĐQTFPT dated February 6, 2025.	• Approving 2024 business performance results; • Approving the 2025 business plan and submitting it to the Annual General Meeting of Shareholders (AGM) for approval; • Approving the strategic orientation for the period 2025-2027 and submitting it to the AGM for approval; • Approving the time to close the list of shareholders and the date of the AGM.	Disclosed under Document No. 24/FPT-FCC dated February 6, 2025.
Session 02 March 20, 2025	BOD: 07/07 members. Observers: • Supervisory Board: 03/03 members; • BOM: 03/03 members. Issuing two Resolutions: • Resolution No. 01.03-2025/NQ-HĐQTFPT dated March 20, 2025; • Resolution No. 02.03-2025/NQ-HĐQTFPT dated March 20, 2025.	• Approving the Agenda of the 2025 AGM and submitting it to the AGM for approval; • Approving the Regulations on organizing the 2025 AGM; • Approving the 2024 Reports of the BOD, the 2025 strategic orientations and business plans, and submitting them to the AGM for approval; • Approving the remuneration budget of the BOD in 2025 and submitting it to the AGM for approval; • Approving the 2024 audited financial statements and submitting them to the AGM for approval; • Approving the 2024 profit distribution plan, the plan for issuance of shares to increase charter capital from owners' equity, the 2025 cash dividend payment policy and submitting them to the AGM for approval; • Approving the proposal of designating one out of four auditing firms (Big4) to audit the 2025 financial statements, submitting it to the AGM for approval; • Approving the proposal to submit to the AGM the plan for issuance of shares to senior executives for the period 2026-2030; • Approving the reappointment of Mr. Nguyen Van Khoa as Chief Executive Officer for the next 3-year term from March 29, 2025 to March 28, 2028;	Disclosed under Document No. 60/FPT-FMC and No.62/FPT-FMC dated March 21, 2025

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Meeting session	Attendance	Content of Resolution	Note
		- Approving the share issuance plan under the employee stock ownership program (ESOP) for employees with outstanding contributions in 2024; - Approving the list of employees participating in the stock selection program for employees with outstanding contributions in 2024; - Approving the share issuance plan under the stock selection program for senior executives in 2025; - Approving the list of senior executives participating in the stock selection program in 2025.	
Session 03 From May 16 to 19, 2025	Solicitation of written feedback. Issuing Resolution No. 01.05-2025/NQ-HĐQTFPT dated May 20, 2025.	- Increasing the chartered capital for FPT Corporation; - Assigning the Legal representative of the corporation to carry out the update of the enterprise registration information and to revise the Company's Charter accordingly.	Disclosed under Document No.125/FPT-FCC dated May 20, 2025
Session 04 From May 23 to 28, 2025	Solicitation of written feedback. Issuing Resolution No. 02.05-2025/NQ-HĐQTFPT dated May 29, 2025.	- Approving the implementation of the share issuance plan to increase capital from owners' equity for existing shareholders in accordance with Clause 2, Article 4 of the Resolution of the 2025 AGM; - Assigning the Chairman of the BOD to implement the above share issuance plan; - Approving the remaining 2024 cash dividend payment plan.	Disclosed under Document No. 142/FPT-FCC dated May 29, 2025
Session 05 From June 16 to 17, 2025	Solicitation of written feedback. Issuing Resolution No. 01.06-2025/NQ-HĐQTFPT dated June 17, 2025.	Selecting PwC Vietnam Co., Ltd. as the auditor for the 2025 Financial statements of FPT.	Disclosed under Document No. 168/FPT-FCC dated June 17, 2025

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Meeting session	Attendance	Content of Resolution	Note
Session 06 July 29, 2025	BOD: 07/07 members. Observers: • Supervisory Board: 02/03 members; • BOD: 03/03 members. Issuing Resolution No. 01.07-2025/NQ-HĐQTFPT dated July 30, 2025.	- Increasing the chartered capital for FPT Corporation; - Assigning the legal representative of the company to update the enterprise registration information accordingly and carry out other procedures in accordance with applicable laws and regulations.	Disclosed under Document No. 228/FPT-FAF dated July 30, 2025
Session 07 November 13, 2025	BOD: 07/07 members. Observers: • Supervisory Board: 03/03 members; • BOD: 03/03 members. Issuing Resolution No. 01.11-2025/NQ-HĐQTFPT dated November 15, 2025.	Approving the plan for interim cash dividend payment for the first installment of 2025.	Disclosed under Document No. 327/FPT-FCC dated November 14, 2025

Members of the BOD are responsible for attending meetings throughout the year, ensuring participation in at least one meeting per quarter, and providing clear opinions on each issue under discussion. In case of absence, BOD members must notify the Office of the Chairman of the BOD in writing.

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List of Board member for the term 2022-2027 and number of meetings attended in 2025

Board members	Positions at FPT and other companies	Work experience	Ownership	BOD Membership Commencement Date	Number of Board meetings attended	Meeting attendance rate
Mr. Truong Gia Binh	Chairman of FPT Board Member of FPT Telecom Chairman of the Members' Council of FPT Education Member of the University Council of FPT University	IT	6.89%	April 7, 2022 Being re-elected	07/07	100%
Mr. Bui Quang Ngoc	Vice Chairman of FPT Owner of BQ Real Estate Co. Ltd. Member of the University Council of FPT University	IT	1.48%	April 7, 2022 Being re-elected	06/07	86%
Mr. Do Cao Bao	Board member of FPT Major shareholder of BDM Investment and Trading JSC. Board member of FPT Danang Urban JSC. Capital contributor of BDMD Aumoria Danang Co. Ltd	IT	0.93%	April 7, 2022 Being re-elected	07/07	100%
Mr. Jean-Charles Belliol	Independent Board member	Finance	0.00%	April 7, 2022 Being re-elected	07/07	100%
Mr. Hiroshi Yokotsuka	Independent Board member	IT	0.00%	April 7, 2022	07/07	100%

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Board members	Positions at FPT and other companies	Work experience	Ownership	BOD Membership Commencement Date	Number of Board meetings attended	Meeting attendance rate
Mr. Hampapur Rangadore Binod	Independent Board member	IT	0.00%	April 7, 2022	07/07	100%
	Chief Advisor of FPT Software (Ceased to hold office from April 2025)					
	Director of FPT India (Ceased to hold office from April 2025)					
Ms. Tran Thi Hong Linh	Board member of FPT	Investment and corporate governance	0.00%	April 7, 2022	07/07	100%
	Deputy Head of Investment Department 4, State Capital Investment Corporation					
	Board member of FPT Telecom (Ceased to hold office from December 24, 2025)					

Regarding succession planning, the BOD continues to implement and closely follow the leadership planning and rotation program with the objective of building a strong leadership team at all levels. FPT’s leaders are rotated among the Corporation’s business sectors to provide diverse experience, enhance management capabilities, and supplement the Board of Management of the Corporation and its subsidiaries with younger executives.

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• Principle 02: Establish a competent and professional Board of Directors

The BOD of FPT for the 2022-2027 term comprises seven members, ensuring diversity in professional experience as well as an appropriate number of independent and non-executive directors, thereby maintaining objectivity, professionalism and effectiveness for the Corporation's sustainable development and the best interests of shareholders and stakeholders. BOD members possess expertise or professional knowledge in finance, risk management, IT, legal affairs, business administration, international experience and the business environment. Among them, one member with many years of experience in finance is Jean-Charles Belliol; five members have extensive experience in IT; and one member has in-depth expertise in investment and corporate governance. In 2025, the BOD maintained seven members, unchanged since the beginning of the 2022-2027 term.

Regarding corporate governance training, as of December 31, 2025, two officers who are members of the BOD and the Supervisory Board held certificates in corporate governance training, namely Mr. Do Cao Bao, Member of the BOD, and Mr. Nguyen Viet Thang, Head of the Supervisory Board. On August 22, 2025, Ms. Pham Ngoc Anh, Chief of Office of FPT, completed the course "Advanced Corporate Secretary Practices for Public Companies in the Context of Upgrading the Vietnamese Stock Market," certified by the State Securities Commission of Vietnam.

Currently, the remaining members of the Board of Directors, the Supervisory Board and the Board of Management continue to update their knowledge and comply with legal regulations on corporate governance. In the coming period, these members will allocate time to participate in corporate governance training courses.

03

Independent Board members

01

Female Board member

05

Board members with extensive experience in the IT field

01

Board member with extensive experience in the financial field

01

Board member with in-depth understanding of investment and corporate governance



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• Principle 03: Ensure effective leadership and independence of the Board of Directors

The BOD of FPT currently has three independent members, accounting for nearly half of the total number of BOD members. The independent members are Mr. Jean-Charles Belliol, Mr. Hiroshi Yokotsuka and Mr. Hampapur Rangadore Binod. FPT's independent BOD members possess the required qualifications and professional experience and meet the criteria of the International Finance Corporation (IFC) regarding the definition of an "Independent Board member contributing to more objective decision-making, particularly in situations involving conflicts of interest." The independent BOD members have actively contributed opinions on the Corporation's development strategy and operations, and have proactively exchange views on business targets, development orientations in each business sector, and proposing appropriate solutions. With their diverse knowledge and professional experience, the independent BOD members also play an important role in FPT's corporate governance activities.

- **Mr. Jean-Charles Belliol:** With extensive experience in finance, at BOD meetings of the Corporation, he has provided comprehensive views on financial and investment activities as well as certain business targets and strategic orientations for 2025 and the 2025-2027 period of the Corporation and its subsidiaries.
- **Mr. Hampapur Rangadore Binod:** With extensive experience in developing high-quality human resources, expert training and international-scale IT management, he has contributed numerous ideas to the Corporation's key human resources policies. In addition, he plays an important role in providing advisory support for the Corporation's leadership development programs of, as well as initiatives aimed at enhancing employees' experience and competencies of employees.
- **Mr. Hiroshi Yokotsuka:** His advice on the economic situation and corporate orientations in Japan has significantly supported FPT's business strategy and growth in the Japanese market. He has also provided valuable input on the Corporation's investment activities and development opportunities in Japan.

Since 2013, FPT has separated the roles of the Chairman of the BOD and the Chief Executive Officer, demonstrating independence and a clear division of responsibilities between the BOD and the Board of Management, thereby ensuring proper delegation in decision-making and enhancing the independence of the Board's operations.

• Principle 04: Establish committees under the Board of Directors

The BOD of FPT has established three committees to assist the Board in fulfilling specific responsibilities and effectively performing its supervisory duties.

List of committees under the Board of Directors

No.	Committees	Name	Position
1	The Personnel and Remuneration Committee	Mr. Do Cao Bao	Chairman
2	The Development Policy Committee	Mr. Truong Gia Binh	Chairman
3	The Chairman's Office	Ms. Pham Ngoc Anh	Chief of Office

- **The Personnel and Remuneration Committee:** The principal duty of the Committee is to handle policies regarding remuneration and personnel procedures for the Corporation and its subsidiaries. It assists the BOD in selecting, nominating, appointing, dismissing, and evaluating the performance of members of the BOD, the BOM, representatives, and other senior executives of the Corporation and its subsidiaries.
- **The Development Policy Committee:** The Committee is responsible for making development proposals reporting to the BOD, and monitoring issues regarding the development strategies of the Corporation and its subsidiaries.
- **The Chairman's Office:** Serving as the corporate secretariat and as a supporting unit under the BOD, it is responsible for assisting the BOD and the Chairman in carrying out their roles.

In addition, the Internal Audit function under the Board of Directors was established in 2022. Its primary responsibility is to examine and assess the adequacy and effectiveness of governance, risk management and internal control systems. It also evaluates the quality of performance in carrying out assigned responsibilities and provides recommendations for improvement to support the achievement of the Corporation's objectives.

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• Principle 05: Ensure effective operation of the BOD

Each year, the Board of Directors conducts a self-assessment of its performance and that of its committees. This enables members to better understand their roles and responsibilities and thereby operate more effectively

The remuneration of the Board of Directors, the Supervisory Board, the Board of Management and other managerial positions is publicly disclosed and presented in the Corporation's Financial Statements as a separate item, in full compliance with the 2025 Annual General Meeting of Shareholders' Resolution.

Remuneration of each member of the Board of Directors in 2025

Unit: VND

BOD member	Title	Remuneration
Mr. Truong Gia Binh	Chairman	0
Mr. Bui Quang Ngoc	Vice Chairman	0
Mr. Do Cao Bao	Board member	0
Mr. Jean-Charles Belliol	Board member	960,000,000
Mr. Hiroshi Yokotsuka	Board member	2,613,975,000
Mr. Hampapur Rangadore Binod	Board member	2,613,975,000
Ms. Tran Thi Hong Linh	Board member	360,000,000

Principle 06: Establish and maintain the corporate culture and ethics

FPT has issued Decision No. 145/QĐ-FPT on the implementation of the principles and methods of democratic centralism in leadership, applicable to all levels of leadership and management; the Code of Conduct; the Code of Professional Ethics; the Internal Labor Regulations; and the Regulations on Spokesperson and Information Sharing on Media Platforms. These documents aim to establish standards for professional conduct, ethics and corporate culture, while clearly defining acceptable and unacceptable practices within the Corporation. In 2021, the Annual General Meeting of Shareholders also approved the Internal Regulations on Corporate Governance and the Regulations on the Operation of the Board of Directors, which clearly set out ethical standards and requirements for disclosure and reporting of interests of BOD members.

These rules and regulations are disseminated through training programs to all leaders, managers and employees to enhance awareness and ensure compliance.

Control environment

• Principle 07: Establish a robust risk management framework and control environment

The BOD establishes the criteria for selecting the independent auditing firm, evaluates the performance of the independent auditor, and monitors the implementation of recommendations made by the independent auditor. As authorized by the AGM, the BOD appointed PwC (Vietnam) Limited to audit the fiscal year 2025. In addition, the non-audit service fees amounted to 2.5 billion VND and the audit fees amounted to 7.1 billion VND, bringing the total fees paid to 9.6 billion VND.

Each year, the Board of Directors approves the strategy and supervises the Board of Management in effectively implementing the established objectives. To minimize risks, FPT has organized its risk management structure at both the Corporation and subsidiary levels, with clear delegation, authorization and coordination to form a unified and consistent system across the Corporation.

The Internal Audit function under the Board of Directors was established in 2022 with the role of providing objective assurance and independent advisory services to enhance value and improve the Corporation's operations.



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Disclosure and transparency

FPT fully, accurately and timely complies with regulations on information disclosure applicable to listed companies. At the same time, all stakeholders are able to access FPT's disclosed information promptly and comprehensively on the Corporation's website.

• Principle 08: Enhance the information disclosure activities of the Corporation

FPT is committed to maintaining transparency and fairness in information disclosure to shareholders and other stakeholders. In 2025, the Corporation recorded no violations of information disclosure regulations.

The Corporation has an Investor Relations (IR) function and an Information Disclosure function responsible for providing shareholders with full, accurate and timely updates and for maintaining records in compliance with legal requirements. Over the years, FPT has consistently been ranked among the Top 50 Best Listed Companies in Vietnam, the Top 50 Most Reputable and Effective Public Companies (VIX50), and the Top 3 Large-cap companies with IR activities most favored by investors and highly rated by financial institutions.

100% of disclosed information is updated accurately and in full compliance with applicable regulations on information disclosure for listed companies on the Corporation's website and other relevant channels in both Vietnamese and English. Material and relevant information regarding the Corporation's business activities is disclosed in a timely manner through various channels, including the website, mass media, periodic meetings with investors, journalists and other stakeholders.

At all meetings and engagements, including the Annual General Meeting of Shareholders, investors are entitled to proactively raise questions relating to the Corporation's operations and receive direct responses at the event. The minutes and resolutions of the Annual General Meeting of Shareholders are also fully and publicly posted on the Corporation's website, enabling shareholders and investors to access information proactively.

Information on the Corporation's ownership structure and operating model, data on major shareholders, internal shareholders, members of the Board of Directors and the Board of Management, and related-party transactions is publicly disclosed and updated in the Annual Report and on the Corporation's website.

Information on environmental and social impacts, as well as FPT's corporate social responsibility activities, is publicly disclosed and updated in the Corporation's Annual Report.



FPT surpassed major banks for the first time to rank No. 1 in the VIX50 list.

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Rights of shareholders

FPT consistently strives to act in the best interests of shareholders and investors, including safeguarding their financial rights, ensuring access to information, and enabling their participation in certain significant decisions of the Corporation.

• Principle 09: Establish a framework for the effective exercise of shareholder's rights

FPT fully paid dividends to shareholders under the dividend policy approved by the 2025 Annual General Meeting of Shareholders and publicly disclosed on the Corporation's website, as follows:

- Payment of the remaining 2024 cash dividend to shareholders at a rate of 10% of par value on June 20, 2025;
- Payment of the 2024 stock dividend to shareholders at a rate of 15%, with the record date on July 22, 2025;
- First interim 2025 cash dividend payment to shareholders at a rate of 10% of par value on December 12, 2025.

The Annual General Meeting of Shareholders took place successfully on April 15, 2025, in both in-person and virtual formats, fully complying with applicable laws and regulations and ensuring the maximum rights and interests of shareholders, as detailed below:

- The notice of invitation was sent to shareholders with complete information on the time, venue, meeting agenda and basic instructions for registration. To safeguard the rights of shareholders attending the meeting virtually, FPT applied AI technology to fully automate shareholder authentication and identification. Shareholders were authenticated through three steps: information verification (shareholder type; photo/scan of identification documents with photo (ID card/Citizen ID/Enterprise Registration Certificate); personal information (email; phone number); facial recognition; and email verification. The system completed the online identification process within approximately two seconds, including automatic image recognition, analysis, data extraction, information verification and feedback to shareholders;

- All notices, AGM materials and proxy forms in both Vietnamese and English were sent directly to shareholders via email or publicly posted on the Corporation's website at least 20 days prior to the AGM;
- Shareholders exercised their voting rights either in person or by submitting ballots to the meeting (remote voting) in accordance with the Procedures for Convening and Voting at the General Meeting, the Company Charter and relevant laws and regulations;
- Shareholders directly raised questions to the Presidium regarding matters related to the operations of the Corporation and its subsidiaries. The Chairman of the Board of Directors, the Chief Executive Officer and members of the Presidium provided full responses to shareholders' inquiries at the AGM;
- The entire process of verifying shareholder eligibility, supervising voting and counting votes was conducted by the Vote Counting Committee with the application of technology to ensure transparency and accuracy;
- The AGM Resolution and Minutes were posted on the Corporation's website in both Vietnamese and English within 24 hours in compliance with regulations, providing complete information in chronological order and accurately recording shareholders' opinions, the number of votes and voting ratios for each agenda item.

With respect to ensuring that conflicts of interest are properly managed and the interests of the Corporation and its shareholders are protected, Articles 38 and 39 of the Company Charter clearly stipulate that members of the Board of Directors must exercise due care and integrity, avoid conflicts of interest, and act in the best interests of shareholders and the Corporation. Board members are also required to perform their rights, obligations and responsibilities in accordance with the Law on Enterprises, the Company Charter, the Corporate Governance Regulations and other internal regulations.

Transactions related to the interests of members of the Board of Directors are specifically governed in the Company Charter and are periodically disclosed in the semi-annual and annual Corporate Governance Reports, as well as in the Annual Report.

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Transactions of major shareholders and internal shareholders

No.	Name of the person making the transactions	Relationship with internal shareholders	Number of shares held at the beginning of the accounting period		Number of shares held at the end of the accounting period		Reason for increase or decrease (purchase, sale, transfer, rewards...)
			Number of shares	Percentage	Number of shares	Percentage	
1	Mr. Nguyen Duc Thang	Brother-in-law of Mr. Do Cao Bao, Member of the BOD	2,379	0.00%	2,965	0.00%	Purchase of 200 shares (not subject to information disclosure requirements).
2	Mr. Nguyen Duc Tien	Brother-in-law of Mr. Truong Gia Binh, Chairman of the BOD	2,147	0.00%	24,069	0.00%	Purchase of 14,500 shares (not subject to information disclosure requirements) and 7,100 shares (information disclosed on September 3, 2025).
3	Mr. Do Huu Binh	Brother-in-law of Mr. Hoang Huu Chien, Chief Accountant	1,143	0.00%	0	0.00%	Purchase of 8,700 shares (information disclosed on August 22, 2025) and sale of 9,843 shares (not subject to information disclosure requirements).
4	Mr. Bui Quang Ngoc	Vice Chairman of the BOD	23,961,492	1.63%	25,255,715	1.48%	Sale of 2,000,000 shares (information disclosed on January 24, 2025).
5	Mr. Do Cao Bao	Member of the BOD	13,830,531	0.94%	15,868,500	0.93%	Sale of 35,200 shares (not subject to information disclosure requirements).
6	Ms. Nguyen Thi Du	Wife of Mr. Do Cao Bao, member of the BOD	1,037,833	0.07%	1,189,852	0.07%	Sale of 11,700 shares (not subject to information disclosure requirements) and purchase of 9,800 shares (not subject to information disclosure requirements).
7	Ms. Do Thi Ngoc Mai	Daughter of Mr. Do Cao Bao, member of the BOD	1,122,295	0.08%	1,381,829	0.08%	Receipt of 79,296 shares under the 2025 ESOP (information disclosed on May 9, 2025).
8	Mr. Nguyen Viet Thang	Head of the Supervisory Board	125,841	0.01%	156,451	0.01%	Receipt of 10,204 shares under the 2025 ESOP (information disclosed on May 9, 2025).
9	Mr. Nguyen Khai Hoan	Member of the Supervisory Board	1,416,730	0.10%	2,807,004	0.17%	Receipt of 1,045,448 shares under the 2025 ESOP and sale of 24,500 shares (not subject to information disclosure requirements).
10	Mr. Nguyen Van Khoa	Chief Executive Officer	4,322,801	0.29%	5,414,610	0.32%	Receipt of 385,556 shares under the 2025 ESOP (information disclosed on May 9, 2025).
11	Mr. Nguyen The Phuong	Deputy Chief Executive Officer	4,967,311	0.34%	6,103,794	0.36%	Receipt of 340,336 shares under the 2025 ESOP (information disclosed on May 9, 2025).
12	Mr. Pham Minh Tuan	Deputy Chief Executive Officer	1,718,528	0.12%	2,957,848	0.17%	Receipt of 853,514 shares under the 2025 ESOP (information disclosed on May 9, 2025).
13	Mr. Hoang Huu Chien	Chief Accountant	744,079	0.05%	938,707	0.06%	Receipt of 72,188 shares under the 2025 ESOP (information disclosed on May 9, 2025).
14	Ms. Mai Thi Lan Anh	Person authorized to disclose information	3,061	0.00%	9,209	0.00%	Receipt of 4,948 shares under the 2025 ESOP (information disclosed on May 9, 2025).

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Due to the parent–subsidiary structure, certain members of the BOD and the CEO of the Corporation concurrently hold positions on the BOD/Members’ Council and the Supervisory Board of subsidiaries. In 2025, FPT conducted regular transactions with its subsidiaries and other companies over which the Corporation exercises control as follow:

Contracts or transactions with internal shareholders

No.	Name of organization	Relationship	NSH No., date of issue, place of issue	Address	Time of transactions	Number of resolutions /decisions of the AGM/BOD adopted	Transactions, total transaction value		Notes
							Transactions	Total value (VND)	
1	FPT Software	Subsidiary	0101601092 - December 23, 2004 - Hanoi Department of Planning and Investment	Floor 6-12, FPT Cau Giay Building, Duy Tan Street, Cau Giay Ward, Hanoi, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	397,763,273,322	Recurring transactions
							Purchase of software services	64,068,740,823	Recurring transactions
							Interest on borrowings	24,095,488,172	Monthly transactions
							Loans	3,935,686,187,170	Recurring transactions
							Loan repayments	3,791,286,187,170	Recurring transactions
2	FPT IS	Subsidiary	0104128565 - August 13, 2009 - Hanoi Department of Planning and Investment	No. 10 Pham Van Bach, Cau Giay Ward, Hanoi, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	58,531,876,766	Recurring transactions
							Purchase of goods and services	126,842,017,121	Recurring transactions
							Interest on borrowings	53,695,883,577	Recurring transactions
							Loans	1,670,000,000,000	Recurring transactions
							Loan repayments	1,760,000,000,000	Recurring transactions

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							Transactions	Total value (VND)	
3	FPT Telecom	Subsidiary	0101778163 - July 28, 2005 - Hanoi Department of Planning and Investment	Floor 2, FPT Cau Giay Building, Duy Tan Street, Cau Giay Ward, Hanoi, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	186,947,949,385	Recurring transactions
							Purchase of goods and services	10,804,013,126	Recurring transactions
4	FPT Online	Subsidiary	0305045911 - June 6, 2007 - Ho Chi Minh City Department of Planning and Investment	Lot L, 29B-31 B-33B Tan Thuan Street Ward, Ho Chi Minh City, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	11,527,013,742	Recurring transactions
							Purchase of advertising services	1,556,163,379	Recurring transactions
5	FPT Education	Subsidiary	0104900076 - September 7, 2010 - Hanoi Department of Planning and Investment	Hoa Lac Hi-Tech Park, Km 29 Thang Long Avenue, Thach That Ward, Hanoi City, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	41,110,302,309	Recurring transactions
							Purchase of training services	5,070,965,000	Recurring transactions
							Interest on borrowings	194,404,821,662	Monthly transactions
							Loans	6,477,000,000,000	Recurring transactions
							Loan repayments	6,967,000,000,000	Recurring transactions

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							Transactions	Total value (VND)	
6	FPT Investment	Subsidiary	0105173948 - March 3, 2011 - Hanoi Department of Planning and Investment	No. 10 Pham Van Bach, Cau Giay Ward, Hanoi, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Cost sharing and shared utilities Interest income from lending Interest on borrowings Lending Recovery of loans Loans Loan repayments	1,842,629,676 405,531,622 4,661,483,820 37,500,000,000 10,900,000,000 232,000,000,000 264,000,000,000	Recurring transactions Monthly transactions Monthly transactions Recurring transactions December 24, 2025 Recurring transactions Recurring transactions
7	Synnex FPT	Affiliated company	0103841131 - August 6, 2009 - Hanoi Department of Planning and Investment	FPT Cau Giay Building, Duy Tan Street, Cau Giay Ward, Hanoi, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities Purchase of goods and services	1,376,194,343 1,387,680,263	Recurring transactions Recurring transactions
8	FPT Retail	Affiliated company	0311609355 - March 8, 2012 - HCM City Department of Planning and Investment	261-263 Khanh Hoi, Vinh Hoi Ward, Ho Chi Minh City, Vietnam	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities Purchase of goods and services	26,991,394,716 2,520,072,788	Recurring transactions Recurring transactions

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							Transactions	Total value (VND)	
9	FPT Smart Cloud	Subsidiary	0109307938 - August 13, 2020 - Hanoi Department of Planning and Investment	No. 10 Pham Van Bach, Cau Giay Ward, Hanoi, Vietnam.	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost sharing and shared utilities	21,040,272,550	Recurring transactions
							Purchase of services	42,691,144,536	Recurring transactions
							Interest on borrowings	3,260,104,090	Monthly transactions
							Interest income from lending	132,534,246	Monthly transactions
							Lending	92,000,000,000	Recurring transactions
							Recovery of loans	42,000,000,000	Recurring transactions
							Loans	291,000,000,000	Recurring transactions
							Loan repayments	662,000,000,000	Recurring transactions
10	FPT Digital	Subsidiary	0109525069 - February 8, 2021 - Hanoi Department of Planning and Investment	No. 10 Pham Van Bach, Cau Giay Ward, Hanoi, Vietnam.	2025	Transactions between the Corporation and related companies and individuals are conducted in accordance with Resolution No. 02.03-2021/NQ-HĐQT-FPT dated March 12, 2021, and remain valid until superseded by subsequent resolutions.	Provision of services, cost-sharing and shared benefits	3,654,105,867	Recurring transactions
							Purchase of services	27,667,347,222	Recurring transactions
							Interest income from lending	1,264,999,995	Monthly transactions
							Lending	12,000,000,000	Recurring transactions
							Recovery of loans	28,500,000,000	Recurring transactions

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Transactions between the company and other parties

Transactions between the company and company in which members of the Board of Directors, members of the Supervisory Board, or the Chief Executive Officer have been founding members or members of the Board of Directors or served Managing Director (CEO) within the past three years (as of the Reporting date).

No.	Name of organization	NSH No., date of issue, place of issue	Internal person	Position of internal person in the organization	Address	Time of transactions	Notes
1	FPT Telecom (Subsidiary)	0101778163 - July 28, 2005 - Hanoi Department of Planning and Investment	Mr. Truong Gia Binh, Chairman of the BOD of FPT Mr. Nguyen Van Khoa, Chief Executive Officer of FPT Ms. Tran Thi Hong Linh, Member of the BOD of FPT	Member of the BOD of FPT Telecom Member of the BOD of FPT Telecom Member of the BOD of FPT Telecom (Dismissed from December 24, 2025)	Floor 2, FPT Cau Giay Building, Duy Tan Street, Cau Giay Ward, Hanoi, Vietnam.	From 2014 to 2025	- FPT leases office space and provides management and utility services; - FPT bought internet and Data Center services.
2	FPT Education (Subsidiary)	0104900076 - September 7, 2010 - Hanoi Department of Planning and Investment	Mr. Truong Gia Binh, Chairman of the BOD of FPT	Chairman of the Members' Council of FPT Education	Hoa Lac Hi-Tech Park, Km 29 Thang Long Avenue, Thach That Ward, Hanoi City, Vietnam.	From 2014 to 2025	- FPT allocated shared services and utilities costs; - FPT bought training services; - Loans and loan repayments.

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Relationship with stakeholders

• Principle 10: Enhancing effective stakeholder engagement

In parallel with ensuring stable growth amid complex geopolitical developments and an economic slowdown, the Corporation's business activities are conducted on the principle of safeguarding the best interests of stakeholders. To enable stakeholders to voice concerns and/or lodge complaints regarding any potential violations of their rights and interests, FPT publicly discloses contact information by functional area on the Corporation's website at: <https://fpt.com/en/contact>.

Stakeholders	FPT's commitment
Customers	- Invest in the development of technology, telecommunications, and education platforms, solutions, products, and services to meet customer needs; - Continuously enhance brand reputation and the quality of human resources to strengthen credibility with customers.
Shareholders, investors	Promote transparency and endeavor to bring the highest benefits to shareholders and investors.
Employees	Create opportunities for each employee to demonstrate their skills and achieve success.
Community	Leverage technology to connect society, bringing better values to life and becoming a reliable fulcrum for community development.
Government, ministries, and public agencies	Always accompany major national programs and projects, aiming for a mighty nation.
Partners, suppliers	Endeavor to establish professional relationships with partners based on intensive insights, maximizing the strength of cooperation, long-term partnerships, mutual success, and sustainable development.
Press and media agencies	Provide timely and transparent information on the activities of FPT and its subsidiaries.

The BOD also issued a resolution to manage transactions valued at less than 35% of the Corporation's assets recorded in the latest financial statements. In 2025, FPT did not detect any transactions that conflicted with the Corporation's interests. Anti-corruption and anti-bribery policies were also strictly followed up.



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REPORT OF THE BOARD OF DIRECTORS

Overall evaluation

The BOD continued to fulfill its role effectively, providing strategic direction, oversight, and advisory support, while fully complying with applicable laws, the Company's Charter, and prevailing corporate governance standards.

The BOD maintained close supervision of the BOM in implementing AGM resolutions and executing the Corporation's medium-term and long-term development strategy, particularly amid ongoing global economic uncertainties and intensifying international competition. Through rigorous oversight mechanisms, regular dialogue, and timely resolutions, the BOD enabled the BOM to proactively and flexibly manage business operations, ensuring growth targets and operational efficiency were achieved.

Strategic planning and execution continued to be strengthened across the Corporation, ensuring that strategic objectives were clearly and consistently cascaded from the corporate level to subsidiaries, while enhancing discipline, measurability, and effectiveness in implementation.

With the active participation of BOD members, particularly reputable and highly experienced Independent Board members, FPT further enhanced the quality of governance, transparency, and operational standards. As a result, FPT not only maintained stable growth momentum but also reinforced its position as a leading technology corporation in Vietnam, steadily affirming its competitiveness and potent presence in international markets.

Evaluation of the activities of the committees

• The Personnel and Remuneration Committee

In 2025, the Personnel and Remuneration Committee continued to effectively fulfill its advisory, strategic direction, and oversight role in human resource management, thereby ensuring that the workforce meets the requirements of the Corporation's strategy in the upcoming period.

Regarding human resource strategic planning, the Personnel and Remuneration Committee directed the BOM to study and develop the Human Resources Strategy for the 2026-2028 period, aligned with the goal of mastering core technologies and building a high-quality workforce. This initiative contributes to the Corporation's sustainable growth objectives and supports national technological sovereignty.

In terms of succession planning, leadership development, and executive rotation, the Committee directed the development and implementation of policies and programs to strengthen the talent pipeline, with a focus on identifying, nurturing, and preparing successors for key leadership and management positions within the Corporation and its subsidiaries. Concurrently, the Committee provided strategic direction for the establishment of a global leadership program aimed at enhancing governance capabilities, strategic thinking, and international management competencies for the Corporation's next-generation leaders.

The Personnel and Remuneration Committee conducted evaluations and reviews of reappointments, rotations, and new appointments for senior leadership and management positions within the Corporation and its subsidiaries, ensuring alignment with each entity's development requirements and organizational structure. Specifically, the Committee reviewed the reappointment of key positions, including the Chief Executive Officer of FPT and the Chief Human Resources Officer of FPT. It also evaluated and approved rotations and new appointments for several important positions in subsidiaries and key markets, including the Chief Executive Officer of FPT IS, the Chief Executive Officer of FPT Americas, and the Deputy Chief Executive Officer of FPT Software in charge of the Europe and Middle East markets. In addition, the Committee reviewed leadership appointments for newly established strategic units to meet development requirements in strategic technology sectors.

With respect to human resource policies and remuneration, the Committee continued to provide direction and oversight in the development, issuance, and implementation of key HR programs and policies across the Corporation and its subsidiaries. The Committee focused on refining and enhancing tailored remuneration and welfare policies to comprehensively support employee well-being, attract and retain talent, and reduce attrition rates, particularly among technology professionals and other specialized roles. Implemented initiatives included career development pathways for technology personnel, policies on leave and retirement benefits, and the expansion of housing and vehicle loan support programs, thereby strengthening employee engagement and satisfaction.

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• The Policy Development Committee

Amid continued impacts on the global and domestic economy from geopolitical volatility, shifts in global trade, inflationary pressures, and cautious IT spending trends, the Policy Development Committee effectively fulfilled its role as a strategic advisor to the BOD and the BOM. Policy directions were formulated with a focus on prioritizing core technology development, expanding strategic safety buffers in markets, partnerships, and technologies, and aligning the Corporation's growth objectives with major programs and resolutions of the Party and the State.

On that basis, the Committee advised the Corporation to proactively and closely participate in the implementation of key Government programs and initiatives on digital transformation, data, and digital government, as well as to collaborate with ministries, agencies, and local authorities in developing strategies and building critical information systems and national databases. Participation in these initiatives not only generated economic value but also enhanced FPT's position, reputation, and role within the national ecosystem for science, technology, and digital transformation.

The Committee also advised on integrating breakthrough resolutions of the Party and the State relating to science and technology, education and training, and private sector development into the Corporation's strategy. In line with this orientation, FPT implemented and participated in foundational initiatives, including the formation of technology and talent alliances, engagement in policy forums, and contributions to the development of core technology, AI, and semiconductor ecosystems. This reflects a proactive, long-term approach that closely aligns corporate strategy with national development priorities.

In international cooperation, the Committee advised adjustments to the strategy toward prioritizing stability, risk diversification, and a focus on sustainable growth regions such as Japan, ASEAN, and Europe. Targeted investments in AI infrastructure, core technologies, and long-term strategic partnership models contributed to elevating FPT's role from a service provider to a strategic partner in large-scale digital transformation projects.

In addition, the Committee proactively researched and advised on new strategic directions to expand medium-term and long-term growth drivers, notably the Low Altitude Economy. Engagement in this sector is being pursued under a

prudent roadmap aligned with FPT's core capabilities, focusing on the provision of digital platforms, AI, data analytics, and operational systems, while participating in pilot models, regulatory sandboxes, and contributing to the development of legal frameworks and technical standards. The co-founding of the Low Altitude Economy Partnership demonstrates FPT's pioneering role in mobilizing resources, fostering collaboration, and shaping an ecosystem for this emerging sector.

Through its advisory activities, the Policy and Development Committee assessed that the Corporation's internal governance continued to be enhanced in a modern, transparent, and efficient direction, strengthening integration across strategic governance, operational governance, and human resource governance. Management-by-objectives tools, leadership succession development, digital transformation, and the application of AI in internal governance were implemented in a coordinated manner, reinforcing the foundation of governance and creating capacity for the Corporation's sustainable growth in the years ahead.

• The Chairman's Office

The Chairman's Office continued to fulfill its role as the Corporate Secretary effectively, providing comprehensive support to the BOD in its professional functions and governance activities. The Office ensured the provision of complete, timely, and accurate information to facilitate the BOD's decision-making process, as well as the disclosure of resolutions and Corporate Governance Reports in full compliance with applicable regulations and prescribed timelines.

In addition, the Office of the BOD actively contributed to maintaining and promoting external relations, thereby supporting the Corporation's cooperation and business development activities. The coordination and organization of BOD meetings, working sessions, and key events were carried out in a professional and efficient manner.

During the year, the Office of the BOD collaborated with relevant units to successfully organize the 2025 AGM, ensuring full compliance with legal requirements, corporate governance standards, and the rights and interests of shareholders.

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Evaluation of the Independent Board members on the performance of the Corporation



Mr. HAMPAPUR RANGADORE BINOD



In 2025, FPT closely adhered to its business plan. Despite the global economic slowdown and ongoing geopolitical challenges, FPT successfully executed its strategies in AI, automotive, digital transformation, and green transformation, thereby enabling the Corporation to achieve stable growth.



Mr. JEAN-CHARLES BELLIO



FPT effectively implemented the 2025 AGM Resolution, driving growth and delivering sustainable value to shareholders and stakeholders despite economic and geopolitical headwinds. The BOD, the BOM, and functional directors maintained transparent and constructive discussions on business trends, technology, finance, human resources, and M&A strategy, while remaining open to input from Independent Board members on financial matters, investment activities, and the Corporation's business direction across the short, medium, and long term.



Mr. HIROSHI YOKOTSUKA



FPT responded promptly and appropriately to the global economic slowdown and geopolitical challenges, demonstrating firm determination and resilience. FPT's AI technology has contributed significantly to the ongoing transformation and development of a plethora of enterprises on a global scale. We are also extremely proud of FPT's increasingly important role for Japanese enterprises after 20 years of presence in this market. I am confident that FPT will continue to move forward and achieve even greater accomplishments.

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Orientations for the BOD's activities in 2026

In 2026, the BOD will continue to strengthen its role in providing strategic direction, oversight, and close collaboration with the BOM in implementing the Corporation's medium-term and long-term development objectives, ensuring sustainable growth and enhancing competitiveness amid rapid global technological shifts.

The BOD has identified 2026 as a pivotal period for FPT to focus on investing in, mastering, and progressively commercializing new strategic technologies, particularly AI, quantum technology, cybersecurity, UAV, railway technology, and core technologies related to data, digital infrastructure, and automation. These technologies serve not only as new growth drivers but also directly support the enhancement of internal technological capabilities, contribute to national technological sovereignty, and elevate FPT's position in international markets.

On this basis, the BOD will continue to direct the BOM to prioritize resources for research and development, build a Made-by-FPT ecosystem of products and services, and expand collaboration with technology partners, research institutes, universities, and domestic and international organizations. This approach aims to effectively leverage external resources, accelerate market access, and advance the commercialization of new technologies.

The BOD will continue to focus on strengthening governance foundations, enhancing organizational capabilities, and improving workforce quality to ensure alignment among technology, market, and human resource strategies.

The management-by-objectives and key results (OKRs) framework will continue to be maintained and refined as an integrated management tool, enhancing transparency, execution discipline, and the effective implementation of the Corporation's strategic objectives.

Through these directions, the BOD reaffirms its commitment, together with the BOM, to usher FPT into a new phase of development in which strategic technologies and innovation play a central role, forming the foundation for sustainable growth and expanded presence in regional and global markets.



FPT focuses on investing in, mastering, and gradually commercializing new strategic technologies.

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REPORT OF THE SUPERVISORY BOARD

The Supervisory Board of FPT, selected for the 2022-2027 term, performs its duties in accordance with applicable laws and the Company's Charter. Its key responsibilities include:



Overseeing compliance with and implementation of the Company's Charter;



Monitoring the implementation of the 2025 AGM Resolution to safeguard shareholders' rights and interests;



Coordinating with the independent auditor to ensure transparency in the Corporation's financial activities;



Overseeing the performance of the BOD and the BOM, and monitoring the transparency and legal compliance of their members;



Conducting ad hoc inspections and reviews of matters within the Supervisory Board's authority.

Composition and Structure of the Supervisory Board

In 2025, there were no changes in the composition or number of members of the Supervisory Board for the 2022-2027 term.

The Supervisory Board members and number of meetings

No.	Members	Position	Professional qualifications	Ownership rate	Date of appointment	Number of meetings attended	Attendance rate
1	Mr. Nguyen Viet Thang	Head of the Supervisory Board	Doctor of Economics	0.01%	April 7, 2022 Being re-elected	05/05	100%
2	Mr. Nguyen Khai Hoan	Member of the Supervisory Board	Doctor of Economics	0.08%	April 7, 2022 Being re-elected	05/05	100%
3	Ms. Duong Thuy Duong	Member of the Supervisory Board	Bachelor of Economics	0.00%	April 7, 2022	05/05	100%

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In 2025, the Supervisory Board held five regular meetings. No extraordinary meetings were convened during the year.

Details of the Supervisory Board's meeting sessions

Sessions	Number of meetings attended	Details
Session 01 Date February 3, 2025	03/03	- Discussion of Q4/2024 financial figures and selected information prepared by the BOM for the Board of Directors' meeting scheduled on 05/02/2025; - Review and provision of opinions on the Group's Q4/2025 and full-year 2025 business performance reports of FPT Corporation and its subsidiaries; - Assessment of proposals submitted by the BOM regarding charter capital increases for three subsidiaries in 2025, including: - FPT Software: increase from 6,250 billion VND to 7,750 billion VND; - FPT Education: increase from 4,000 billion VND to 4,500 billion VND; - FPT IS: increase from 1,300 billion VND to 1,500 billion VND.
Session 02 Date March 17, 2025	03/03	- Review of preliminary Q1/2025 financial statements presented by the BOM; - Review of the audited financial statements for 2024 as reported in detail by the BOM in preparation for the Board of Directors' meeting scheduled on March 20, 2025; - Review of preparations for documentation for the 2025 AGM prepared by the BOM;
Session 03 Date April 18, 2025	03/03	Review of the results of the 2025 AGM held on April 15, 2025; considered opinions expressed by shareholders at the meeting or submitted in writing to the Organizing Committee; and assessed the results and transparency of the AGM;

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Sessions	Number of meetings attended	Details	
Session 04 Date July 24, 2025	03/03	- Review and discussion of Q2/2025 financial figures and projected performance for the last six months of 2025 prepared by the BOM for the Board of Directors’ meeting scheduled on July 29, 2025; - Review of reports on the Corporation’s performance against business targets for the first six months of 2025;	- Review of the proposed interim cash dividend payment for the first tranche of 2025 in accordance with the resolution of the 2025 AGM; - Assessment of the impacts of developments in financial markets and the global and regional economic environment on the Company’s operations in 2025.
Session 05 Date November 11, 2025	03/03	- Review of Q3/2025 financial figures prepared by the BOM for the Board of Directors’ meeting scheduled on November 13, 2025; - Review of the Corporation’s nine-month 2025 business performance report and assessment of progress toward completion of the full-year 2025 business plan for the Corporation and its subsidiaries;	- Review of the report on the results of the first tranche of the 2025 cash dividend payment (10% in cash); - Development of a plan for periodic supervision of overdue receivables and obsolete inventories.



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Compliance monitoring activities

• Monitoring the implementation of the AGM's resolution

In 2025, the Corporation recorded positive business growth despite ongoing uncertainties in both domestic and global markets. Consolidated revenue reached 70,113 VND billion, up 11.6% compared to 2024 and equivalent to 93% of the annual plan. Profit before tax amounted to 13,044 billion VND, an increase of 17.8% year-on-year, fulfilling 97% of the plan approved at the 2025 AGM.

The Supervisory Board highly appreciates the BOM's efforts in closely adhering to the objectives and directions set out in the 2025 AGM Resolution, as well as its proactive and coordinated implementation of management measures to sustain growth and control risks. The BOM conducted comprehensive reviews to assess both objective and subjective factors affecting the execution of the business plan, while identifying appropriate adjustments for the subsequent period.

In 2025, both the global and Vietnamese economies continued to face significant volatility. The impact of U.S. tariff policies affected overall growth across various industries, including the Corporation's services segment. In this context, flexible, responsive, and decisive management helped mitigate adverse effects, enabling the Corporation to maintain stable operations and achieve positive business results.

The Corporation also fully implemented dividend payments in cash and shares under the 2025 AGM Resolution. The Supervisory Board closely monitored the process to ensure compliance, accuracy, and transparency, thereby safeguarding the legitimate rights and interests of shareholders.

• Supervisory activities of the Supervisory Board over the BOD, the BOM and shareholders

The Supervisory Board assured that its members attended 100% of BOD meetings and provided necessary opinions in accordance with its authority, both within and outside the meeting framework. Prior to each meeting, the Supervisory Board proactively convened to review and carefully assess proposals, submissions, and draft resolutions presented by the BOM to the BOD, ensuring their appropriateness, regulatory compliance, and effectiveness in governance and management.

The Supervisory Board exercised its supervisory authority over the following matters:

- The implementation of the employee share issuance policy for individuals with outstanding contributions in 2024, under the 2025 AGM Resolution;
- The advance payment of remuneration to members of the BOD and the Supervisory Board in 2025, in compliance with applicable regulations and the budget approved at the 2025 AGM.

Regarding the supervision of transparency, conflicts of interest, and complaints concerning members of the BOD and the BOM in 2025:

- The Supervisory Board did not receive any complaints regarding violations by members of the BOD, the BOM, or the Supervisory Board;
- Upon review, inspection, and assessment, the Supervisory Board did not identify any signs of violations by members of the BOD or the BOM.

• Coordination between the Supervisory Board and the BOD, the BOM, and other management personnel

The Supervisory Board acknowledged that information on business strategy, business plans, and the implementation of the Company's business plan was regularly and transparently updated by the BOM. The BOM consistently provided relevant documents and information in advance of BOD meetings.

The BOM also designated representatives to attend group-level strategic meetings. The Supervisory Board noted the openness and transparency of the financial information provided by the BOM, as well as the close coordination with the BOD and the BOM in carrying out professional activities.

The Supervisory Board proactively and regularly exchanged views with the BOM on matters arising during the year, particularly in relation to issues and recommendations highlighted in the independent auditor's report on the disclosed financial activities.

The Supervisory Board also maintained close and regular coordination with the Compliance Monitoring function.

• Compliance Supervision

The Supervisory Board did not identify any unusual signs or violations of State regulations or the Corporation's internal regulations in the performance of duties and management activities of members of the BOD, members of the BOM, or other management personnel that could adversely affect shareholders' interests or give rise to potential risks.

The Supervisory Board will continue to strengthen coordination and implement specific and detailed action plans to further enhance the effectiveness and rigor of financial control and oversight.

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Summary of Remuneration and Operating Expenses of the Supervisory Board

Interim remuneration and operating expenses of the Supervisory Board in 2025: An amount of 1,456,000,000 VND was paid on an interim basis as remuneration to Supervisory Board members, within the total operating budget approved by the 2025 AGMS.

Details of remuneration of the Supervisory Board in 2025

Unit: VND

No	Item	2025 Budget	Paid
1	Outsourcing consultancy services	100,000,000	0
2	Remuneration	1,456,000,000	1,456,000,000
3	Travel and business expenses	75,000,000	0
Total		1,631,000,000	1,456,000,000

Report on Supervision of Related Party Transactions

Pursuant to Article 290, Clause 4 of Decree No. 155/2020/ND-CP on the supervision of transactions between the Company and related parties, the Supervisory Board did not identify any invalid transactions in 2025 between the Company and entities in which related persons of the following subjects have interests: members of the Board of Directors, members of the Supervisory Board, and the Chief Executive Officer.

The Supervisory Board also conducted supervision and inspections and did not identify any other transactions in 2025 that could result in material or non-material benefits for the above-mentioned related persons.



Activity plan of the Supervisory Board for 2026

- To supervise compliance with the resolutions adopted by the 2026 AGM. The Supervisory Board considers this a core task to ensure optimal protection of the legitimate rights and interests of the Company's shareholders;
- To continue close coordination with the independent auditor, including reviewing the auditor's assessment reports and supervising the implementation of issues and recommendations raised in the notes to the financial statements and audit management letters (if any);
- To supervise and review the issuance and implementation of financial regulations, operational regulations, and internal policies promulgated by the BOD and the BOM during the year that may affect shareholders' interests; to ensure legal compliance and assess the impact of such regulations on shareholders' rights and benefits.
- To strengthen coordination between the Supervisory Board and the Compliance Supervision Unit (under the BOD), and to develop joint action plans for timely assessment and handling of arising matters, as well as supervision of remediation during and after inspections and examinations;
- To supervise compliance, transparency, and potential material and non-material conflicts of interest of members of the BOD and the BOM in relation to their personal financial activities.

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ESG MESSAGE AND ORIENTATION

Message from Senior Executive Vice President



ESG empowers FPT people to realize their full potential.

Dear Shareholders and other Stakeholders,

We are living and working in an era of profound change, marked by the rapid emergence, growth, and increasingly undeniable prominence of AI. By leveraging AI to enhance productivity, automating processes from the design stage, and steering business decisions through data, technology and in-depth market insights, FPT has enabled its customers to see the company as more dynamic, resilient and ambitious than ever before in its pursuit of sustainable and enduring growth.

Building on its strong corporate governance practices and maintaining a strong commitment to operational transparency, in 2025 FPT emerged as a pioneer in the Vietnamese market in affirming its commitment to sustainable governance by obtaining international certifications in digital fairness, AI ethics, and greenhouse gas emissions inventory.

ESG principles relating to sustainable procurement and a green environment have been systematically and flexibly integrated into the Corporation's strategy and operations, from investing in solar power systems, purchasing green and clean electricity, and promoting the use of digital signatures, to advancing paperless e-office practices, committing to the use of clean materials, and expanding the adoption of electric vehicles.

These initiatives further reinforce our strong and long-term commitment to the journey toward achieving Net Zero by 2040.

We also take great pride in our sustained and often quiet efforts to create long-term value for children, communities, society and the environment. At the same time, FPT continuously strives to enhance employee happiness by enriching well-being, health and intellectual development, fostering a cohesive, democratic and people-centric FPT community.

I believe ESG not only defines a distinctive value for FPT but also inspires a strong aspiration to harness the power of technology, the spirit of innovation, and the talent and intellect of our people to unlock potential and support sustainable long-term growth.

SENIOR EXECUTIVE
VICE PRESIDENT

NGUYEN THE PHUONG

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Key figures and activity highlights



The world-class workplace culture

Top 10

Best Places to Work in Vietnam

54,110

Stable jobs

4,124

Foreign employees (82 Nationalities)

36.4%

Female managers

1.1 million

Hours of AI upskilling



Environmentally sustainable operations

02

Rooftop solar power systems with total generation of

842,749 kWh

100%

Facilities under periodic greenhouse gas emissions monitoring



Corporate Social Responsibility

15 years

Consecutive of organizing FPT Community Day

26

Severely damaged schools rebuilt after the floods

Hope School received the “Action for the Community” Award in the Timely Project category

Launch of the first community automated external defibrillator (AED) project in Vietnam



Sustainable governance

Top 5

Vietnamese companies with the best corporate governance in ASEAN

ISO 27001:2013

Information security management system

ISO 14001:2015

Environmental management system

ISO 45001:2018

Occupational health and safety management system

ISO 14064:2018

Greenhouse Gas Emissions Quantification and Reporting Standard

ISO/IEC 42001:2023

Artificial intelligence management system (AIMS)

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Overview of the report

• Report scope

- **Reporting Period:** January 1, 2025 - December 31, 2025.
- **Reporting Cycle:** Annual.
- **Scope of Report:** Covering the operations of the Corporation, its subsidiaries in Vietnam as well as other key markets.

2025 marks the fifth year that FPT has prepared its Environmental – Social – Governance Report (ESG report). Through this report, FPT conducts a comprehensive assessment of its environmental, social, and governance-related activities, thereby adjusting and balancing its strategies and business plans toward sustainable development for the Corporation and the community.

The report is developed based on the principles of **comprehensiveness, clarity, timeliness, and reliability**. Additionally, the report is based on the GRI Standards.

• Contact

For any inquiries or feedback related to FPT's sustainable development activities and the ESG report, please contact:

- **Ms. Mai Thi Lan Anh:** Person in charge of Information Disclosure, FPT Corporation
- **Address:** No. 10 Pham Van Bach Street, Cau Giay Ward, Hanoi
- **Telephone:** +84 24 7300 7300
- **Email:** fptnews@fpt.com



ESG orientations and priorities

• ESG orientations

As an integral component of its long-term development strategy, FPT continues to identify ESG orientations and priorities, clearly demonstrating the Corporation’s role and responsibility toward its key stakeholders.

Built on four core pillars including Excellent governance; The world-class, joyful workplace culture; Environmental sustainability initiatives; and Together for community development, FPT continues to strengthen investments in technology, people, and governance capabilities to translate its ESG commitments into concrete actions, ensuring the creation of sustainable and long-term value for the Corporation.

ESG amplifies our capacity, fortifying our ability to uphold our core values and steadfastly pursue the mission of establishing a resilient, happy global corporation.					
Critical issues	Excellent governance	The world-class, joyful workplace culture		Environmental sustainability initiatives	Community development
GRI Standards (*)		 			
FPT's commitment	Corporate Governance	A joyful workplace		The short-term goal is to reduce total emissions and greenhouse gases by 15.8% by 2030	Preparing a high-quality workforce by extensive training
	Data management				
	Risk management, anti-corruption	A lifelong learning organization		The long-term goal is Net Zero by 2040	Developing optimal circumstances to enable Vietnamese children to access high-quality and sustainable education
	Information Security Management				
	Sustainable Procurement Management	Equality and diversity			

(*) The organization uses some GRI standard or parts of the standards to report impacts related to each economic, social or environmental topic.

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• Net Zero 2040 Roadmap

As a global technology corporation with an expanding scale and scope of operations, FPT fully recognizes that its role and responsibility go beyond commitment to driving concrete actions along the pathway to reducing greenhouse gas emissions, with the goal of achieving Net Zero by 2040.

In 2025, FPT standardized and implemented its greenhouse gas emissions calculation methodology based on relevant studies, guidelines, and regulations in Vietnam and internationally, thereby reaffirming its collective efforts in advancing green transition governance and sustainable development. FPT considers this the baseline inventory data for its journey of managing and reducing greenhouse gas emissions in the years ahead.

The Corporation has developed a greenhouse gas emissions reduction roadmap based on internally calculated and verified baseline emissions, targeting a 15.8% reduction in total greenhouse gas emissions by 2030 and progressing toward Net Zero by 2040.

01

Identification of key emission reduction areas

- Electricity consumption under Scope 2.

02

Setting emission reduction targets for each area

- Transition to the use of clean energy, alongside the implementation of energy efficiency improvement solutions at operational facilities, including office buildings and data centers.

03

Establishing feasible and effective emission reduction solutions

- Optimizing power systems and applying smart energy management solutions;
- Expanding the use of electricity from renewable energy sources such as solar power;
- Considering the purchase of renewable energy certificates (REC).

04

Identifying priority solutions

- Office buildings: Installation of LED lighting and smart sensor systems; integration of temperature and humidity sensors to automatically control air-conditioning systems;
- Data centers: Optimization of cooling systems through solutions such as liquid cooling and AI-driven thermal management, along with the use of refrigerants with low GWP; implementation of energy-efficient operating mechanisms for server systems; adoption of green standards for infrastructure.

05

Periodic monitoring and evaluation

- Monitoring emission standards and thresholds issued by Vietnam to implement greenhouse gas inventories;
- Regular reporting, measurement, and verification of greenhouse gas emissions;
- Closely monitoring and tracking activities verified to be effective in reducing emissions.

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• Commitments and objectives for sustainable development

ESG COMMITMENT TARGETS

No.	Commitments	Objectives	2025 Commitments	2025 Results	2026 Commitments
EXCELLENT GOVERNANCE					
1	Information security management	The number of information security incidents impacting the Corporation's reputation was zero.	0	0	0
		100% of employees completed information security training and drills.	100%	100%	100%
2	Sustainable procurement management	100% of employees completed information security training and drills.	100%	100%	100%
		No contracts with suppliers whose activities adversely impact health, occupational safety, and the environment.	100%	100%	100%
THE WORLD-CLASS, JOYFUL WORKPLACE CULTURE					
3	A joyful workplace	Turnover rate lower than the industry average (for the Technology sector).	Below 14%	15.4%	Below 15%
		Support for employees in purchasing homes and vehicles.	5,000	3,904	4,250
4	A lifelong learning organization	Increasing the average training hours per employee per year (hours).	150	151	162
5	Equality and diversity	Percentage of female employees in the total workforce.	Over one-third	37.7%	Over one-third
		Percentage of female managers in the total management workforce.	One-third	36.4%	One-third
ENVIRONMENTALLY SUSTAINABLE OPERATIONS					
6	Environmental policy	Percentage of employees trained on environmental policy.	100%	95% Dedicated staff	100% New employees
		Percentage of office trash bags from recycled materials.	100%	100%	100%
7	Energy consumption monitoring	Percentage of energy consumption monitored.	100%	100%	100%
8	Energy savings	Percentage of LED lighting in use.	100% in 2026	88%	100%

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EXCELLENT GOVERNANCE

Critical issues	Commitments	Objectives	2025 highlights
Corporate governance	Excellent corporate governance toward sustainable development.	Consistently enhancing management capabilities to address the needs and interests of all stakeholders.	- Ranking among the Top 5 Vietnamese companies with the best corporate governance in ASEAN and Top 8 large-cap companies with the best corporate governance; - Pioneering the research and application of AI in financial management, sales and marketing, and CRM system optimization to enhance operational efficiency and risk control; - Applying AI in governance, software development and deployment, from design, coding, and testing to product quality assurance; - Deploying a cloud-based smart energy management system integrated with AI to forecast energy consumption and costs, supporting the journey toward Net Zero emissions.
Data management	Ensuring data security and privacy.	Achieving 100% compliance with all legal regulations concerning customer privacy.	- Providing guidance and advisory support for subsidiaries in implementing compliance with legal regulations and internal policies on personal data protection; - Deploying tools for data access control and usage approval across units within the Corporation; - Achieving ISO/IEC 42001:2023 – Artificial Intelligence Management System (AIMS).
Risk management, anti-corruption	- Committing to comply with laws and maintaining the highest ethical standards in all business activities; - Rejecting any violations of ethical standards by individuals within the organization.	100% of managers submitted declarations on conflict of interest prevention; 100% of cases involving conflicts of interest and fraud were fully resolved; - Deployment of AI in the governance of key areas, including finance and procurement.	- Strengthening training and communication to maintain an anti-corruption culture; - Establishing organizational structures, processes, regulations, and disciplinary mechanisms to address issues related to conflicts of interest and corruption; - Applying AI in procurement to monitor and control price discrepancies; - Enhancing the iNghe channel – a platform for employees to record and share candid feedback when identifying potential misconduct; - Taking strict action against violations.

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EXCELLENT GOVERNANCE (Continued)

Critical issues	Commitments	Objectives	2025 highlights
Information security management	Commitment to modern, centralized, and secure systems.	- The number of information security incidents impacting the Corporation's reputation was zero; 100% of employees completed awareness training to prevent information security violations.	- No information security incidents impacting the Corporation's reputation occurred; - Issuing and applying a set of security standards as a unified basis for implementation, monitoring, and compliance across subsidiaries; - Building, completing and putting into operation a centralized Information Security Monitoring and Early Warning System (SOC) across the Corporation to support monitoring, prevention and incident response; - Completing three internal information security control reviews at subsidiaries.
Sustainable procurement management	Sustainability in the supply chain.	- Developing policies related to sourcing to support sustainable procurement objectives; - Striving to apply the sustainable procurement policy to 60% of key suppliers by 2026; - Ensuring transparency in the procurement process through an end-to-end procurement information system, online bidding, and expanded application of AI in procurement and supplier evaluation.	- Synchronizing deployment of the centralized IT procurement system, procurement processes, and sustainable procurement policies, prioritizing goods, services, and suppliers that meet green criteria; - Conducting CSR assessments for 42% of the Corporation's key suppliers; - Training and guidance on sustainable development and sustainable procurement objectives delivered to all leaders and procurement management staff.

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THE WORLD-CLASS, JOYFUL WORKPLACE CULTURE

Critical issue	Commitments	Objectives	2025 highlights
A joyful workplace	Maintaining a happy workplace where employees can easily integrate, have opportunities to participate, contribute, and develop in an open and equitable environment; continuously innovating and creating to enhance employee well-being across financial, physical, intellectual, and mental dimensions.	- Consistently earning and retaining recognition as one of Asia's Best Workplaces by Great Place To Work; - Fostering a happy workplace through a holistic approach that prioritizes employee well-being, modern working conditions, competitive compensation and benefits, opportunities for growth, and meaningful contributions to the community.	- Implementing employee benefits programs to support both physical and mental well-being, including annual health check-ups for 100% of employees and FPT Care private health insurance coverage for all employees; - Organizing the “Healthy – Connected – Caring” program series; - Strengthening the implementation and effectiveness of the income-based compensation program, ensuring transparency, performance-based earnings, and early payments, improving overall income levels; - Developing and expanding non-salary benefits policies, including the “Settle down and establish a career” program supporting employees in purchasing homes and vehicles; - Commencing construction of the Digital Technology Park, contributing to reinforcing Hanoi's position as a national science and technology hub and gradually realizing the vision of a “Silicon Valley” in Vietnam.
A lifelong learning organization	Sustaining FPT as a learning organization, fostering lifelong learning opportunities for employees.	- Leveraging technology to personalize employee learning; - Strengthening and increasing the number of training hours for employees; - Enhancing training effectiveness through advanced technologies such as AI Mentor, text-to-voice, chatbots and others.	- Applying AI Mentor and AI Knowledge Explore to personalize learning pathways for employees; - Investing in global learning platforms to meet the diverse and professional learning needs of employees, such as Coursera, Udemy, and Udacity; - Recording over 7.1 million training hours, reaching an average of 151 learning hours per employee per year; 1.1 million hours of training to enhance AI knowledge and skills.
Equality and diversity	Maintaining an equitable workplace that respects individuals and ensures non-discrimination.	- Maintaining the proportion of female employees at over 35% of the total workforce; - Maintaining and strengthening diversity, equity, and inclusion.	- Female employees accounted for 37.7% of the total workforce; - Actively expanding the recruitment of foreign employees, with 4,124 foreign employees from 82 nationalities, up 18.2% compared to 2024.

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ENVIRONMENTALLY SUSTAINABLE OPERATIONS

Critical issue	Commitments	Objectives	2025 highlights
Environmental protection	Continuously improving the working environment towards a green, safe, and healthy workplace.	- Medium-term target: by 2030, reduce total greenhouse gas emissions by 15.8% in line with Vietnam's national target; - Long-term target: achieve Net Zero by 2040, in line with the commitment made by the Government of Vietnam at COP26.	- Standardizing the methodology for greenhouse gas emissions inventory for Scope 1 and Scope 2; conducting quarterly inventory and monitoring across the Corporation; 100% of energy consumption data monitored; - Installing two rooftop solar power systems with a total output of 842,749 kWh; 100% of facilities subject to periodic greenhouse gas emissions inventory and monitoring.

COMMUNITY DEVELOPMENT

Critical issue	Commitments	Objectives	2025 highlights
Training high-quality technology human resources	Positioning as a leading provider of digital talent development with global competitiveness.	- Training 10,000 semiconductor engineers by 2030; - Integrating AI into education for learners at all levels within the FPT education system.	3,700 students enrolled in AI and semiconductor integrated circuit design programs and majors across the FPT education system; - Researching, applying, and developing advanced technology solutions to enhance interaction and personalize the learning experience; integrate AI into education from primary and secondary levels to college, university, and postgraduate education; - Awarding 151 billion VND in Nguyen Van Dao scholarships.
Creating the best possible conditions for Vietnamese children to access quality and sustainable education	Focusing on supporting and improving learning conditions for disadvantaged groups in economically challenged areas, mountainous regions, and isolated communities.	Continuing to maintain a fund dedicated to community development activities, primarily focused on education.	- Allocating 72.8 billion VND to corporate social responsibility (CSR) activities; - Hope School received the "Action for the Community" Award in the Timely Project category; 26 severely damaged school sites were promptly rebuilt after the floods.

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Stakeholder engagement

FPT identifies stakeholders as parties that influence, or are influenced, to a certain extent by, the Corporation’s business activities. Therefore, the information, feedback, needs, and concerns of stakeholders are important factors shaping FPT’s thinking and approach in managing and operating its activities, as well as in formulating its long-term development strategy. FPT pledges to partner with stakeholders, utilizing inventive and groundbreaking technology solutions, products, and services to cultivate a pleasant living and working environment.

The seven key stakeholder groups for FPT include: Customers; Shareholders and Investors; Employees; Government, Ministries, and Public Agencies; Partners and Suppliers; Community; and Press & Media agencies.

• Customers

Activity highlights	2025 highlights
Upgrading products, services, and solutions based on emerging technology trends to enhance efficiency and productivity for customers	- Achieving the highest certification for Generative AI from Amazon Web Services (AWS), affirming capabilities in building core services, tools, and infrastructure for deploying generative AI technologies; - Six products and solutions from the Made-by-FPT ecosystem were recognized among Hanoi’s key industrial products; - Launching AI Notebook – an AI research and development platform built on NVIDIA GPU infrastructure to meet specialized needs in AI research and training; - FPT AI Factory in Vietnam and Japan ranked among the TOP500 Supercomputer in the world.
Enhancing FPT’s brand reputation	Further affirming its position as a leading enterprise through prestigious global awards in governance, business, and technology, including: Top 40 Asia IT Services Companies; Top 5 Vietnamese Companies with the Best Corporate Governance in ASEAN; Top 8 Best Corporate Governance Companies among large-cap enterprises; Brand value increases by 18% to reach USD 1.2 billion; Top 10 Strong Vietnamese Brands; No.1 in the Top 50 Most Reputable Public Companies in Vietnam; and Top 50 Best-performing Companies in Vietnam and others.

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• Shareholders and investors

Activity highlights	2025 highlights
Transparent disclosure and information sharing	- Ensuring full compliance with disclosure requirements set by the Ho Chi Minh City Stock Exchange (HOSE) and the State Securities Commission of Vietnam (SSC); publishing information bilingually (Vietnamese and English) on the website and official channels to effectively reach the global investment community; - Providing timely, transparent, and consistent information to investors, shareholders, and other stakeholders regarding business performance, strategic direction, and the Corporation's key technology trends.
Dialogue and engagement with the investment community	- Proactively maintaining two-way dialogue with institutional and retail investors, as well as domestic and international analysts, through more than 200 meetings and engagements in 2025; - Proactively collaborating with financial institutions and securities firms to expand access to global investors through both domestic and international investment conferences.
Ensuring shareholders' rights and interests	- Organizing the Annual General Meeting of Shareholders in a hybrid format (in-person and virtual), facilitating convenient participation for shareholders; enabling shareholders to directly raise questions to the Management and access comprehensive meeting materials; organizing a technology exhibition area at the AGM to allow shareholders to experience FPT's strategic technologies such as AI and automotive technology; - Paying total dividends of 3,184,837,243,000 VND; - Achieving earnings per share (EPS) of VND 5,216, up 21.4% year-on-year, reaffirming operational efficiency and a strong commitment to delivering sustainable value to shareholders.

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• Employees

Activity highlights	2025 highlights
Building a world-class, fair, and inclusive working environment with no discrimination based on gender, age, or qualifications	- Ranking among the Top 10 Best Workplaces in Vietnam, leading in the Information Technology/Software and Applications/E-commerce sectors; - Ranking among the Top 100 Best Workplaces in Vietnam, the United States, Japan, and Singapore; - Female employees account for 37.7% of the total workforce, higher than the global IT industry average (25%); - Continuing to attract talent from 82 nationalities, reaffirming a sustainable multicultural working environment.
Building a transparent, friendly, and positive work environment	- Maintaining the iNghe channel – a platform that records employees’ feedback and candid contributions when identifying negative issues; - Launching the multi-functional myFPT Next application, where employees can connect, work, and develop within a unified digital workspace.
Developing and implementing policies to promote the research and development of highly innovative technology solutions and products	The iKhien Innovation Award has been continuously implemented for nine years, recognizing 13,227 initiatives and generating economic value of thousands of billions of VND. In 2025 alone, the program attracted 3,838 registered initiatives, bringing nearly 1,000 billion VND in economic value to the Corporation.
Developing and implementing human resource development plans aligned with development objectives and strategies	- Reviewing the appointment of leadership for the Corporation’s new strategic units to meet development requirements in strategic technology fields; - Implementing training programs extensively across the Corporation, with a total of more than 7.1 million learning hours, up 12% year-on-year; - Enhancing fundamental AI knowledge for 98% of employees, equivalent to more than 1.1 million learning hours; - Focusing on nurturing and developing talent at all levels through various specialized training programs, such as the Master-Apprentice/Mentorship Program, the learning experience management program combining the learn – test – experience model, the MiniMBA program, and training programs for middle managers and succession candidates.
Implementing insurance and employee welfare policies in accordance with regulations	Fully implementing insurance and welfare policies for employees, ensuring compliance with legal regulations while enhancing employee care through programs such as FPT Care insurance for employees and their families, the “Settle down and establish a career” policy, and tuition support for FPT Small.
Building and strengthening corporate culture and core values	Organizing a wide range of distinctive programs and activities to strengthen employee engagement, spread a spirit of care and compassion, and promote employee well-being, such as: the Photography Club, FPT Artists’ Association, music and arts festivals, FPT Village Festival, the Running Club, the Football Club, sports tournaments, FPT Community Day, and Parents’ Day.

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• Government, ministries, and public agencies

Activity highlights	2025 highlights
Researching, developing, and deploying technology solutions, and participating in alliances to contribute to the realization of the objectives of major national programs and initiatives	- Co-founding the Strategic Workforce Alliance to implement Resolution No. 57-NQ/TW; - Initiating the Au Lac AI Alliance, bringing together Vietnamese intellect and aspiration to build an AI platform with a distinct identity while helping shape national technology standards and policies; - Participating in the Semiconductor Alliance to address the talent gap and connect research with application, paving the way for Vietnam to enter the global value chain of this strategic industry; - Promoting the establishment of the Low Altitude Economy Partnership to support small and medium-sized enterprises in digital transformation in traditional sectors, enhancing governance capacity and integration into global value chains.
Strictly fulfilling corporate responsibilities, including tax obligations and social insurance contributions	Contributing 11,078 billion VND to the State budget.
Enhancing the brand image of the IT industry	- Participating in the promotion and co-organization of major events to foster the development of the digital economy in Vietnam and enhance the global image of the Vietnamese IT industry, such as the Exhibition “80 Years of the Journey of Independence – Freedom – Happiness”, the Vietnam – Asia DX Summit, and the Make in Vietnam Forum; - Ranking among the Top 40 IT Services Companies in Asia (Gartner); - Signing a record overseas IT services contract worth 256 million USD and expanding presence in Japan, Germany and South Korea.

• Partners and Suppliers

Activity highlights	2025 highlights
Developing and applying standards for working and engagement with partners and suppliers	- Implementing IT systems to standardize procurement processes and sustainable procurement policies, prioritizing goods, services and suppliers that meet green criteria; - Applying AI in procurement to help control price discrepancies; - Conducting CSR assessments for 42% of the Corporation’s key suppliers.

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• Community

Activity highlights	2025 highlights
Joining hands with the community to overcome challenges for a better life	- Hope School receives the Action for the Community Award in the Timely Project category; - Continuously implementing FPT Community Day for 15 consecutive years; - Reconstructing 26 severely damaged schools in a timely manner after floods; - Implementing Vietnam's first community automated external defibrillator (AED) project; - Continuing to accompany the “Nâng bước em đến trường” program (initiated by the Hope Foundation) to build reinforced concrete bridges in the Mekong Delta region. In 2025, FPT contributed 08 billion VND to the program.
Implementing scholarship programs and supporting young talents	- Granting 38 scholarships totaling 912 million VND to members of the FPT Young Talents Nurturing Center (FYT), while providing financial support, facilities, and expert connections in selected fields to help members pursue their aspirations, expand networks, and develop essential soft skills for the future; - Continuing the annual Nguyen Van Dao Scholarship Program, awarding 8,875 scholarships to students from disadvantaged backgrounds with outstanding academic achievements or exceptional talents across many provinces and cities nationwide.

• Press & Media agencies

Activity highlights	2025 highlights
Regularly and proactively providing information to the media through FPT newsletters, press releases, press briefings and articles	Providing timely and comprehensive information of value to the community on a wide range of topics from IT market trends and strategic directions to the Corporation's business plans and operational activities thereby providing timely and relevant updates to stakeholders.
Actively participating in ESG communication initiatives and forums	Participating in the Vietnam ESG Forum initiated and organized by Dân Trí Newspaper, where FPT shared its experience in implementing the sustainable development roadmap and Net Zero commitments, while introducing the application of digital technologies, data and AI in ESG governance and practices.

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Mechanism for identifying material issues

FPT identifies material issues in its ESG practices based on the principle that business strategies should promote sustainable growth, ensure a balance of interests, and safeguard the legitimate rights and benefits of stakeholders and the community, in compliance with relevant legal regulations.

Stakeholders’ roles and responsibilities in sustainable development governance

Entity in charge	Roles and responsibilities
The Board of Directors	Approving and issuing the sustainable development strategy and orientation across the Corporation.
The Board of Management	Ensuring the implementation of the sustainable development strategy through the following activities: - Establishing specific sustainable development objectives for the Corporation and its subsidiaries; - Directing the implementation of programs to realize the Corporation’s sustainable development strategy; - Supervising the performance of sustainable development objectives of the Corporation and its subsidiaries.
Subsidiaries	- Ensuring the realization of sustainable development objectives in line with the Corporation’s overall orientation and strategy; - Preparing periodic reports on the implementation of the unit’s sustainable development strategy.

Material issue identification process

Step 01

Identifying key issues that significantly affect the Corporation’s business operations and the interests of stakeholders.

- Monitoring economic, political, social, and environmental developments in Vietnam and globally;
- Reviewing information from socio-economic reports, market reports, and industry reports published by reputable organizations;
- Analyzing the Corporation’s evaluation reports and customer surveys;
- Examining industry characteristics and the specific business sectors in which the Corporation operates;
- Gathering feedback from shareholders, investors, and other stakeholders;
- Reviewing guidelines for the preparation of sustainability reports.

Step 02

Analyzing and identifying material issues of interest to stakeholders.

- Identifying material issues through stakeholder consultation and assessing their impact on the Corporation’s long-term growth strategy. The identified material issues focus on transparent governance, data security, commitment to green transformation, high-quality human resource development, and sustainable supply chain management.

Step 03

Evaluating material issues in relation to stakeholders.

- Developing the materiality matrix;
- Selecting material issues.

Based on the above principles and materiality identification process, FPT has selected four material issues, including: (1) Governance toward sustainable development; (2) Building a world-class and happy workplace; (3) Environmental sustainability initiatives; (4) Supporting community development.

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GOVERNANCE TOWARD SUSTAINABLE DEVELOPMENT

Applying international standard governance processes

Well-established governance processes serve as an important tool for the Corporation to ensure compliance and efficiency in achieving sustainable development objectives, enhancing competitiveness and corporate standing, and creating value for stakeholders.

In 2025, FPT continued to accelerate the implementation of the Objectives and Key Results (OKRs) management approach across the Corporation. This approach ensures alignment between the objectives of each individual and those of departments, subsidiaries, and the Corporation thereby supporting the consistent execution of the overall strategy and direction while improving

operational efficiency and labor productivity. The Corporation's online OKRs management platform regularly updates, monitors, and evaluates objectives and results at all levels, which enables accurate performance measurement against the plan. The proportion of employees completing the establishment and reporting of their objectives remained consistently high, ranging from 95% to 97% across evaluation periods.

In addition, the Corporation's operations and each of its core business sectors apply and have obtained reputable international standard certifications.



FPT has received ISO/IEC 42001:2023 certification, the first global standard for Artificial Intelligence Management Systems.

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No.	Business sector	Certifications
1	Corporation	- ISO 9001:2015: Quality Management System Standard; - OKRs: A set of quality evaluation criteria in accordance with objectives and key results.
2	Technology	- ISO 9001:2015: Quality Management System Standard; - ISO/IEC 27001: 2022 Information Security Management Standard; - ISO 22301: Business Continuity Management system standard; - ISO/IEC 27017: Code of practice for information security controls for cloud services, based on ISO/IEC 27002; - HIPAA: Health Insurance Portability and Accountability Act of 1996 (HIPAA); - CMMiDEV/5: Capability Maturity Model Integration for development – Level 5; - ISO/IEC 20000-1:2018: IT service management system standard; - TMMi Certitec level 5: Test maturity model integration level 5; - A-SPICE: Automotive Software Process Improvement and Capability determination; - TISAX-Level 3: The assessment and exchange mechanism for information security; - ISO 14001:2015: Environmental management systems; - ISO 13485: Medical Devices Management System Standard; - ISO/IEC 30107-3:2017: Biometric anti-spoofing standard; - CREST-Council of Registered Ethical Security Testers for SOC services (Information Security Monitoring and Incident Response); - PCI DSS: Security standards for organizations in processing international payment card data; - SOC 2 type 1, SOC 2 type 2, SOC 3: A set of criteria for assessing the reliability of customer data management services developed by the American Institute of Certified Public Accountants (AICPA); - ISO/IEC 27018:2019: A set of practice codes focused on protecting personal data in the cloud; - ISO/IEC 27701:2019: The Standard for Privacy Information Management; - HITRUST r2: HITRUST CSF® v9.3 Risk-based, 2-year; - ISO 45001:2018: Occupational Health and Safety Management System; - ISO 14064-1:2018: Certification for greenhouse gas emissions inventory reporting; - IEC 62304: An international standard specifying requirements for the software life cycle processes of medical device software and embedded software in medical devices; - ISO/SAE 21434:2021: A global standard developed by ISO providing guidelines on protecting vehicles against cybersecurity threats.
3	Telecommunications	- ISO/IEC 27001: Information Security Management System Standard; - ISO/IEC 27017: Code of practice for information security controls based on ISO/IEC 27002; - Uptime Design Tier III: Standard for data center infrastructure design – the infrastructure designed to ensure redundancy and uninterrupted service during maintenance; - PCI DSS: Security standard for organizations handling international payment card data; - TIA 942B Constructed Facility Rated 3: Standard for the establishment and operation of data center infrastructure – the infrastructure is designed to ensure redundancy and no interruption in maintenance; - ISO 22301: Standard for business continuity management system.
4	Education	- ISO 21001:2018: International Certificate for Educational Institution Management System; - Standards for accreditation of educational institutions promulgated by the Ministry of Education and Training, Ministry of Social Affairs issued; - Quality accreditation by ACBSP (US) – one of the leading global accrediting organizations in the economic sector; - Quality accreditation certification for the Information Technology training program from AQAS, a German organization and a member of the European Association for Quality Assurance in Higher Education; - Ranked 301–400 in the Times Higher Education (THE) Impact Rankings for global universities on sustainable development; - Ranked among the top 101–200 globally for Quality Education (SDG 4). Placed 80th among global universities for Sustainable Development Goal 8 (Decent Work and Economic Growth), reflecting strong capabilities in delivering practice-oriented education and creating real, high-quality employment opportunities for students in the era of globalization and digital transformation.

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Toward sustainable procurement

To contribute to the achievement of the Corporation's sustainability goals on a global scale, FPT aims to build a sustainable supply chain by establishing and strictly complying with internal guidelines on green procurement. The Corporation commits not to cooperate with suppliers whose operations adversely affect occupational health and safety or the environment.

The Corporation has issued a key supplier evaluation process to ensure that suppliers not only meet requirements in terms of quality and cost but also comply with standards related to ethics, labor, environmental protection, and governance.

In parallel, to ensure the effective implementation of sustainable procurement, FPT continues to maintain:

- A sustainable procurement policy with fundamental principles aimed at creating the most positive effects on the environment, economy, and society, while ensuring fairness, transparency, and compliance with applicable laws and the Corporation's internal regulations throughout the procurement process;
- Sustainability criteria applied in the search, evaluation, and selection of suppliers, in which criteria related to energy efficiency and environmental friendliness account for up to 5% of the total evaluation score for procurement options involving electricity-consuming equipment;
- A "Non-Bribery Commitment" clause and compliance with human rights, labor, and environmental standards included in all standard contract templates;
- Training courses on sustainable procurement objectives and policies have been provided to 100% of dedicated procurement staff.

In 2025, the Corporation promoted sustainable procurement practices across its supply chain, achieving the following notable results:

- 42% of key suppliers participated in CSR assessments on the FPT Procurement System Portal, a significant increase from 18% in 2024;
- 97% of suppliers met the evaluation criteria, with an average score of above 4 out of 5;
- 18% of key suppliers signed framework agreements incorporating clauses related to environmental protection, labor, and human rights.

ESG assessments of suppliers are one of the key measures to advance sustainable procurement across FPT's supply chain.

Through periodic and transparent evaluations, FPT supports suppliers in comprehensively reviewing

their governance and operational processes using a systematic approach, thereby progressively enhancing their ESG practices. This activity enables FPT to build a centralized database to support ESG management, monitoring, and reporting in a comprehensive, consistent, and efficient manner.

Leveraging its technological strengths, the Corporation continues to accelerate the digitalization of procurement processes and the application of AI in procurement activities, including: enhancing and upgrading the centralized procurement system and online bidding platform; enabling suppliers to submit quotations online; automating internal procedures; and applying AI to support procurement transactions, provide instant procurement-related Q&A, recommend suppliers, and monitor price variances, thereby improving transparency and ensuring fairness for suppliers.



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Data governance and information security

• Governance approach and general principles

The Corporation uniformly regulates the collection, processing, storage, and use of stakeholders' data within the data governance framework to ensure key attributes, including confidentiality, integrity, availability, accessibility, and data quality.

The Corporation's collection, processing, storage, and use of data comply with the following principles:

- **Legality principle:** All activities carried out within the data governance system must comply with applicable laws and regulations;
- **Purpose limitation principle:** Competent authorities may only approve the use of data for legitimate purposes;
- **Data quality principle:** Data must ensure availability, integrity, and suitability for its intended purposes throughout its lifecycle;
- **Security principle:** Information security must be ensured throughout the processes of data collection, processing, storage, and use. Confidential information must not be disclosed to any external parties, except where required for work purposes and appropriate safeguards are implemented, such as signing confidentiality agreements with relevant parties prior to disclosure;
- **Governance principle:** Customer-related data of subsidiaries are collected, utilized, managed, and centrally stored by the Corporation to support the adjustment, updating, protection, and improvement of products, services, solutions, applications, and devices that FPT currently provides or will provide to customers.

The data governance operating system performs functions including data collection and storage from various sources; analysis and extraction of critical and valuable data; and data processing aligned with intended purposes and applications.

The Corporation also continues to strengthen the application of technology in data governance and implement data governance consistently across subsidiaries, ensuring that data is provided for the right purposes and in the most flexible manner.



FPT's data governance model is established to ensure the following elements simultaneously:

- Strong leadership accountability for the collection, processing, storage, and use of data;
- Clear designation of authorities responsible for decision-making related to the Corporation's data;
- Defined standards, procedures, and processes to guide data management and utilization;
- Unified technologies and infrastructure across the Corporation to ensure security and confidentiality in data usage;
- Strict implementation of issued policies across the Corporation;
- Monitoring compliance and identifying risks in the event of data leakage.

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• Customer data privacy and security

The Corporation and its subsidiaries consistently apply appropriate technical measures to ensure that customers' personal information is properly collected, processed, and protected. In addition, the Corporation implements necessary information security measures to prevent any unauthorized access, collection, use, disclosure, copying, or processing of customers' personal data. FPT has issued a Personal Data Protection Policy governing the processing of customer information, ensuring transparency regarding the purposes and scope of data collection and use, the measures applied to protect personal information, and customers' rights. FPT's regulations on information security management and its procedures for incident response, handling, and remediation allow them to detect and address risks promptly. This maintains the stability and security of information systems.

In 2025, the Corporation continued to strengthen its information security governance capabilities across the entire system, with the objective of proactively preventing, early detecting, and promptly addressing risks that could affect the Corporation's operations and reputation. Key results include:

- 100% of identified information security vulnerabilities were detected, risk-assessed, and promptly remediated, ensuring that no serious incidents occurred that could affect the Corporation's systems or brand;
- A comprehensive set of policies, standards, and regulations on information security strengthened the information security policy and standards framework, thereby providing a unified foundation for implementation, monitoring, and compliance across subsidiaries;
- 100% of employees participated in and completed phishing simulation exercises to enhance awareness and skills in preventing information security risks;
- 100% of dedicated information security personnel received advanced training through periodic training programs, specialized workshops, and incident response drills;
- 100% of new employees were trained in fundamental information security knowledge;
- Three rounds of internal information security audits were conducted for all critical information systems;
- 100% of information and risk indicators related to the FPT brand on the Internet were monitored, detected, and alerted to enable proactive handling and communication risk control.

Thanks to the synchronized implementation of governance measures, technical solutions, and awareness-raising activities, in 2025 the Corporation recorded no information security incidents that affected its reputation and brand. This result continues to affirm FPT's strong commitment to protecting digital assets and maintaining the trust of customers, partners, and society.

• Scope of the policy and incident response plan

Plans for responding to incidents related to data security are strictly implemented by FPT at two levels:

- **Remediation:** Any breach of confidentiality is immediately contained, and specialized teams promptly addressed security vulnerabilities. Impact assessments are also conducted to examine affected data areas and ensure that the incident does not spread further.
- **Prevention:** Based on root cause analysis, preventive measures are developed and strictly implemented.

The core of these data security assurance plans lies in a system of policies and measures that are designed and implemented in a synchronized and systematic manner across the entire Corporation. In this system, the roles, duties, and responsibilities of each unit are clearly defined, while implementation is supervised, monitored, and reported by dedicated departments.



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Risk Management

Based on the specific characteristics of each business sector, the Corporation's risk management framework is directed, approved, and periodically improved on an annual basis by the Chief Executive Officer. In relation to sustainable development, the Corporation identifies five main groups of risks, including: strategic risks, operational risks, financial and legal risks, and environmental – natural disaster – pandemic risks.

• Strategic risks

Type of risk	Content	Risk management measures
Strategy and vision risks	- Misidentification of development directions, leading to inappropriate investment and resource allocation, failure to develop potential new business segments, or inability to introduce new high-technology products and services that meet market demand. - The rapid development of AI leading to changes in the IT industry.	- Participating in major economic and technology events in Vietnam and around the world to capture emerging technology trends and identify development opportunities for the Corporation; - Organizing annual strategy conferences to update the latest trends in business and technology; - Proactively making significant investments in AI and providing AI training for all employees to become an “AI-First Company”; - Quickly adapting and remaining ready to respond to the rapid development of AI, turning potential risks into opportunities for strong and sustainable growth.
Risk of declining competitiveness	Competitive pressure from foreign companies or emerging and dynamic domestic companies, as the Corporation's business sectors generally have relatively low barriers to market entry.	- Continuously improving and strengthening competitiveness by delivering comprehensive services, mastering technologies, and gradually enhancing the Corporation's position in the IT services value chain; - Enhancing training and development of employees, particularly technology professionals, to strengthen capabilities in new technologies and meet competitive demands; - Continuously improving the business model, as well as information systems and internal processes, to optimize management and operations; - Accelerating internal digital transformation to ensure the Corporation's operations are coordinated, seamless, and transparent, moving toward a real-time enterprise operating model.

In 2025, the Corporation and its subsidiaries continued to strengthen risk control through enhancing the internal control system and risk management policies; monitoring legal compliance in business operations; conducting periodic and ad hoc inspections; ensuring transparency in relationships with partners and suppliers; and proactively proposing solutions to prevent potential risks in the future.

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• Operational Risks

Type of risk	Content	Risk management measures
Information disclosure risk	Disclosed information may not be timely, complete, or accurate.	- Fully updating relevant regulations on information disclosure applicable to listed companies; - Establishing internal procedures for information provision and disclosure to ensure that disclosed information is reported accurately, promptly, and within the required timelines; - Maintaining regular communication with the officials responsible for information disclosure at the State Securities Commission of Vietnam and the Ho Chi Minh Stock Exchange to verify the completeness and accuracy of disclosed information.
Human resource risks	Competition for talent; workforce quantity and quality may not keep pace with growth demands.	- Building FPT as a learning organization, developing a highly qualified workforce and planning the management talent pipeline with a long-term orientation; - Establishing a remuneration policy based on the principles of “higher contribution – higher reward,” ensuring income is commensurate with job performance and value contributed to FPT; maintaining fairness and transparency; ensuring market competitiveness; and implementing housing and vehicle support policies for employees; - Developing a positive working environment to strengthen competitiveness in attracting talent; - Expanding and enhancing the FPT education system in both scale and depth, while strengthening cooperation with partners and universities to train and research new technologies (AI, semiconductor chips), thereby developing a high-quality talent pipeline for the long term.
Reputation and brand risks	Negative reputation may significantly affect the Corporation’s brand and business operations.	- Establishing systems to collect and analyze customer feedback in order to promptly adjust and improve services to meet customer needs, while conducting periodic surveys to measure the satisfaction of stakeholders; - Developing communication crisis management procedures; - Establishing regulations on spokespersons and the sharing and provision of information through media channels; - Monitoring and tracking information about the Corporation and its subsidiaries across media channels and social media platforms in order to take timely actions when inaccurate information or content that may adversely affect the Corporation’s reputation and brand appears.
Information security and cybersecurity risks	Leakage, alteration, or loss of information may affect the Corporation’s operations, reputation, and strategy.	- Implementing comprehensive data loss prevention measures and system security controls to ensure the Corporation’s information security; - Strengthening investment in information security systems and solutions, while updating processes in line with the latest security standards. In addition to third-party systems, FPT has also invested in developing several cybersecurity products such as CyRadar and FPT.EagleEye and others; - Conducting periodic inspections and assessments across the entire system.

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• Financial risks

Type of risk	Content	Risk management measures
Foreign exchange risk	Exchange rate fluctuations in key markets.	• Closely monitoring fluctuations in key factors affecting exchange rates, while diversifying sources of foreign currency revenue; • Applying foreign exchange hedging policies, particularly for the Japanese yen; • Using currency swap contracts to hedge exchange rate risks for foreign currency–denominated loans; • Implementing flexible sales policies based on exchange rate movements.
Normal business risks	Uncontrolled bad debts and rising inventory levels.	• Standardizing business processes and contracts, while strictly controlling receivables and inventory to limit potential risks; • Applying technology and AI in demand forecasting, payment management, procurement optimization, and detection of unusual transactions; • Automating processes and proactively managing customer care, thereby improving governance efficiency and minimizing operational risks.

• Legal and regulatory risks

Type of risk	Content	Risk management measures
Policy-related risks	• Ensuring compliance with laws and regulations, particularly those related to immigrant labor in the countries where FPT operates. • Differences in culture and labor practices among a multinational workforce and partners.	• Closely monitoring policies, directions, resolutions and decisions issued by the Government and relevant ministries and organizations, while proactively conducting research and making recommendations to competent authorities to promote the role of information technology in driving economic growth; • Studying, updating and complying with legal regulations, as well as the cultural and business environments of relevant foreign markets; • Providing employees with training on the culture and laws of host countries.

• Environmental – Natural disaster – Pandemic risks

Type of risk	Content	Risk management measures
Environmental – Natural disaster – Pandemic risks	- Climate change leading to abnormal weather conditions, affecting infrastructure, employee health, etc. - Business disruptions caused by natural disasters. - Declining employee health and labor productivity due to epidemics or pandemics.	- Identifying potential risks arising from environmental factors, natural disasters and pandemics, and assessing their impacts on infrastructure, human resources and supply chains; - Applying IoT, AI and Big Data to monitor and provide early warnings of abnormal weather events, natural disasters and disease outbreaks; - Investing in the development of solutions and tools that support secure remote working, ensuring the Corporation’s operations remain continuous under all circumstances.



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Preventing conflicts of interest, fraud and corruption

• Rules for avoiding conflicts of interest

To prevent conflicts of interest, the Corporation adopts preventive measures and requires employees to proactively follow the following codes of conduct:

- Avoiding conflicts of interest in external investment and business activities that may affect decision-making or negatively impact on the interests of the Corporation;
- Avoiding conflicts of interest related to investments of employees' relatives, requiring employees to declare and report to their direct managers if their relatives contribute capital to or hold executive positions in companies that are customers, suppliers, or competitors of the Corporation;
- Avoiding conflicts of interest in giving and receiving gifts within the Corporation;
- Avoiding conflicts of interest in recruitment and the use of human resources, ensuring transparency and fairness in recruitment and employment decisions based on clear criteria regarding qualifications, experience and relevant skills in line with the Corporation's actual needs.



• Anti-corruption and anti-fraud policy

As a large corporation operating in multiple countries, FPT has issued a Code of Conduct applicable to employees, management and related parties, serving as a foundation for ensuring legal compliance and preventing conflicts of interest, fraud and corruption, thereby promoting transparency, integrity and fair competition across all operations of the Corporation.

All acts of bribery, abuse of position, use of the Corporation's name or personal relationships for personal gain are strictly prohibited, including the giving or receiving of gifts in any form that is inconsistent with regulations. Gift-giving activities may only be conducted by authorized Corporation representatives and for official purposes.

For suppliers and partners, FPT consistently applies a zero-tolerance policy toward corruption and bribery. We carry out procurement and supplier selection activities based on actual needs, quality, price, and transparent criteria. Suppliers are required to comply with applicable laws, refrain from offering or receiving improper benefits, maintain complete records and supporting documents, and cooperate in inspection and supervision activities. FPT reserves the right to terminate or restrict cooperation in cases of violations.

• Compliance with tax regulations

FPT strictly complies with tax regulations in Vietnam and in the countries and territories where the Corporation operates by establishing a transparent and efficient governance system and accelerating the digital transformation of its internal finance and accounting systems. The Global Corporate Income Tax (CIT) Management System, completed and implemented by the Corporation since 2022, allows its units to accurately identify, manage, and monitor tax obligations. This includes temporary differences that result in deferred corporate income tax assets and/or liabilities. This helps minimize the risk of tax penalties and the loss of tax assets. In addition, FPT regularly conducts internal inspections and audits to ensure compliance with tax regulations in Vietnam and globally.

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Internal control

To strengthen its organizational structure, enhance the governance capacity of the Corporation and its subsidiaries, and ensure transparency and the protection of the rights of shareholders and other stakeholders, FPT has designed an internal control system that complies with relevant legal regulations and aligns with international standards. To ensure the effective implementation of the internal control system, FPT focuses on strengthening its organizational structure, developing supporting tools, accelerating the application of technology, and establishing detailed plans for each area of production, business, and service activities. In addition, FPT promotes the supervisory role of employees and its internal channel networks, alongside independent and ad hoc monitoring conducted by the Corporation.

Internal control model

Subjects	Responsibility
Chief Executive Officer	- Approving the compliance control plan; - Directing the resolution of identified issues and the improvement of the system; - Developing, approving, implementing and overseeing the Corporation's risk management framework.
Head of Compliance Supervision	- Planning and organizing the control of compliance with legal requirements, and overseeing high-risk areas and activities within the Corporation's governance system; - Organizing ad hoc inspection activities at the request of the Executive Board.
Chief Quality Officer	- Planning and organizing the control of compliance with the requirements of the Corporation's governance system; - Organizing inspection activities at the request of the Executive Board.
Heads of functional vertical departments	- Reviewing and updating the Corporation's governance documentation system within their areas of responsibility to ensure compliance with relevant legal requirements, national/international standards, and alignment with operational practices; - Coordinating with the Quality Assurance Department and the Compliance Supervision Department in control activities, as well as in addressing identified issues and improving the system.

During the year, the Corporation continued to maintain key control activities, including:

- Monitoring compliance with legal regulations and operational policies in the management and administration of the Corporation's and its subsidiaries' business operations;
- Conducting thematic assessments through coordination with the Corporation's specialized departments;
- Supervising and governing interactions between the Corporation/subsidiaries and suppliers and partners to ensure fairness and transparency for partners and suppliers, in the spirit of mutually beneficial cooperation while preventing and minimizing risks in business operations;
- Recommending solutions to manage potential risks that may arise in the future in relation to the operations of the Corporation and its subsidiaries.



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A WORLD-CLASS AND HAPPY WORKPLACE

As a global corporation, FPT effectively leverages a diverse workforce, creating a sound foundation for long-term growth and sustainable competitiveness, while building a professional working environment that attracts and retains talent. The Corporation ensures equal employment opportunities, contributes to narrowing development gaps among regions, fully complies with legal regulations, and commits not to employ workers under the age of 18.

Diversity, equity and inclusion

• Diversity in culture, race, ethnicity, age and qualifications

FPT has a diverse workforce in terms of culture, nationality, age and qualifications. This diversity is also an important factor that creates a sustainable competitive advantage for FPT. As of the end of 2025, FPT had 54,110 employees working in more than 30 countries, including 4,124 foreign employees representing 82 nationalities, mainly from the United States, Japan, Slovakia, Malaysia, Mexico and the Philippines, an increase of 18% year-on-year.

Amid fluctuations in the labor market, FPT continues to maintain workforce stability, with a voluntary attrition rate of 15.4%, remaining within a safe control threshold and ensuring the continuity of business operations. The workforce structure reflects balance and sustainable succession, with 43.9% of employees under the age of 30, 13.0% over the age of 40, and 53.2% of managers under the age of 40. Employees holding undergraduate and postgraduate degrees account for over 84% of the total workforce across the Corporation.

43.9%

Employees under
the age of 30

53.2%

Managers under
the age of 40

• Respect, innovation and gender equality

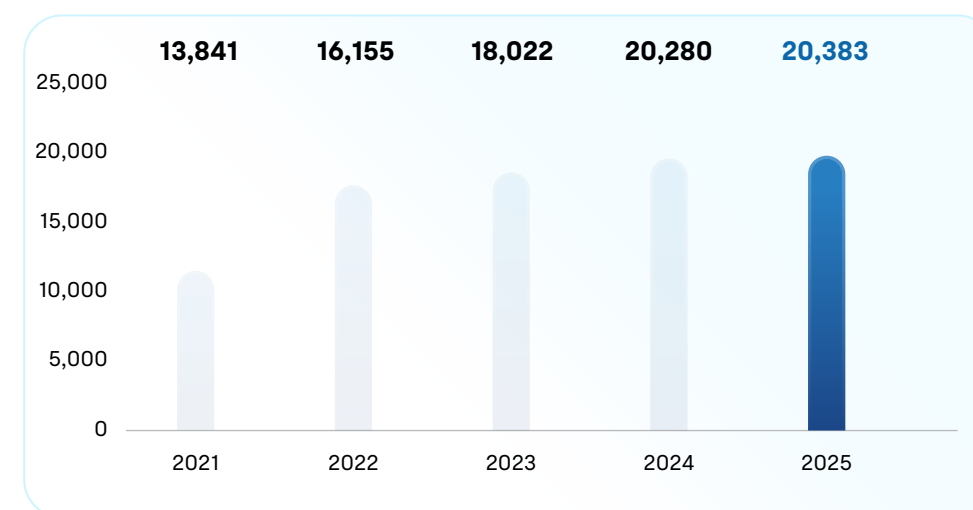
With the view that people are the core asset and at the center of its development strategy, since its establishment FPT has consistently upheld respect for human rights and fostered a democratic and equitable working environment that encourages creativity, empowerment and opportunities for each individual to learn, develop their capabilities and contribute to the Corporation. Employees can engage in dialogue, share opinions, and defend their viewpoints transparently and respectfully, irrespective of their position. Leaders and managers are responsible for recognizing, developing, and valuing talent.

FPT is committed to non-discrimination in employment, particularly with regard to gender equality. As of December 31, 2025, the proportion of female employees at FPT reached 37.7%, higher than the global average for the IT industry (25% – ILO). Women account for 36.4% of the management workforce, including senior leadership positions across subsidiaries.

FPT's remuneration policies are built on the principles of fairness and transparency, based on position, performance and level of contribution, without gender discrimination. This approach contributes to maintaining a high-quality and stable workforce over the long term.

Female workforce at FPT, 2021-2025

Unit: Persons



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Learning and career advancement opportunities

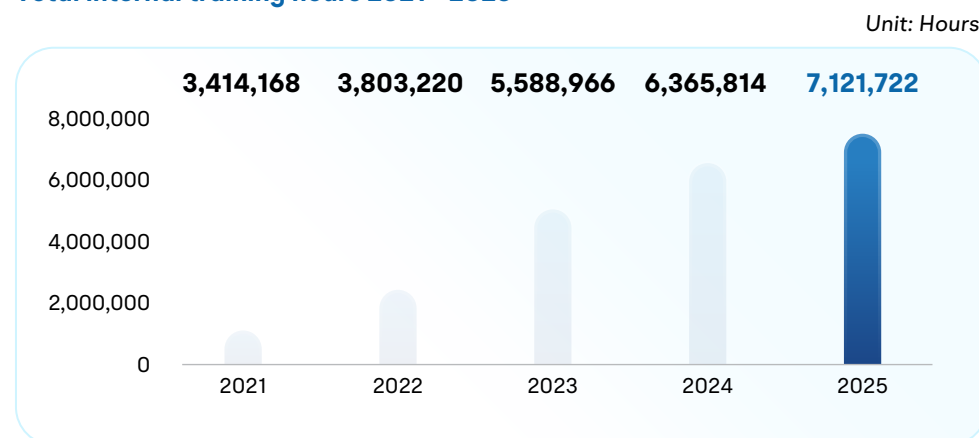
• Training and development

FPT identifies human resource development as a strategic pillar to maintain competitiveness and reinforce its position as a world-class technology company. In 2025, the Corporation widely implemented training programs through multiple formats, notably the MOOCs system, which recorded more than 3 million learning hours with a completion rate of 99.7%. 100% of employees from Grade 2 and above participated in annual training programs and were provided with online learning accounts. The Corporation also offered more than 63,000 learning accounts on reputable platforms such as Udemy, LinkedIn, Harvard, DataCamp and Coursera, enabling employees to proactively enhance their professional knowledge and skills.

In addition, the Mentor – Mentee model continued to expand, attracting 1,581 Mentors and 10,606 Mentees with 209,138 hours of mentoring activities, 2.1 times higher than in 2024, contributing to the sharing of knowledge and management experience across the organization. Leadership development was further strengthened through MiniMBA programs and training for middle managers, with more than 47,000 learning hours in 2025, focusing on enhancing governance and management capabilities while building a pipeline of future leaders.

At the same time, FPT delivered large-scale training programs for both the technology and the governance operations blocks, with a strong focus on emerging technology trends, AI and ESG. A highlight was the AI Literacy training series, which equipped 98% of employees with foundational AI knowledge, equivalent to over 1.1 million learning hours. The Contest-based learning management series included nine competitions with 2,731 participating employees, helping strengthen professional capabilities, soft skills, encourage innovation and reinforce the Corporation's core values.

Total internal training hours 2021 - 2025



FPT is committed to developing a high-quality workforce not only for the Corporation's internal needs but also as a contribution to Vietnam's economy. Over the past year, FPT has trained hundreds of thousands of learners, from secondary education to undergraduate and postgraduate levels, while expanding partnerships with reputable international training organizations and leading universities in Vietnam.

At the international level, FPT collaborates with leading partners to deliver training programs in emerging technologies, with a focus on AI and semiconductor chips. In Vietnam, the Corporation works closely with universities through internship programs, research collaboration, scholarship support, the development of learning materials and laboratories, as well as creating employment opportunities for students. In research and development, the parties jointly develop technology products under shared branding and organize scientific conferences, contributing to knowledge dissemination and the advancement of the innovative ecosystem.

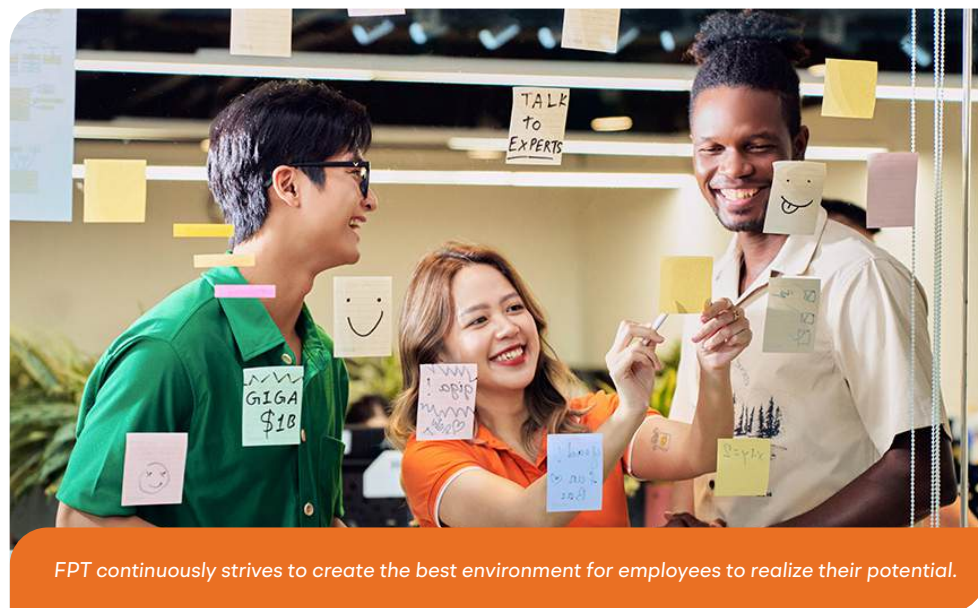
Several notable training programs for students and fresh graduates (Freshers) include:

- Internship programs lasting from 02 to 03 months at FPT and its subsidiaries help students strengthen their knowledge and gain practical working experience under the guidance of experts and managers, attracting more than 3,000 interns in 2025;
- Onboarding training programs for fresh graduates, designed for students currently studying or graduating from universities and colleges in information technology, electronics and telecommunications, etc., who possess solid foundational knowledge and strong foreign language skills. Participants undergo 02 to 06 months of training to enhance their technology expertise and familiarize themselves with internationally standardized working processes before joining projects;
- Professional certification preparation programs aligned with international standards to help learners consolidate and master their knowledge before taking official certification exams;
- Extended training programs for IT students who wish to receive structured training and strengthen their hands-on skills, as well as for beginners (non-IT) interested in learning programming.

FPT commits that 100% of graduates from these training programs can work at FPT or its subsidiaries worldwide. Talented candidates may participate in additional training in programming and foreign languages to quickly adapt to FPT's multinational working environment.

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FPT continuously strives to create the best environment for employees to realize their potential.

• Job rotation and promotion

FPT continuously strives to create the best environment for employees to realize their potential and advance their careers through internal rotation programs and corporation-wide competitions.

Internal rotation is not only the lifeblood of development but also a key opportunity for leaders and managers to gain diverse experiences and strengthen their leadership and management capabilities. Through this process, FPT can identify, nurture, and develop a pipeline of future leaders, building a solid foundation for the Corporation's sustainable growth. In 2025, hundreds of leaders and managers at different levels were rotated, appointed, or promoted. Notable examples include the Deputy Chief Technology Officer of FPT, Head of Procurement of FPT, Deputy CEO of FPT Software, and Chief Operating Officer of FPT IS.



"Trạng FPT", the Corporation's longest-running competition, plays an important role in identifying, honoring and developing junior employees.

• Talent contests

Developing and nurturing a pipeline of future leaders is one of the key priorities in FPT's human resource strategy. "Trạng FPT" (the Corporation's longest-running competition), plays an important role in identifying, honoring and developing junior employees with leadership potential and strong management capabilities. Outstanding contestants are provided with structured training, coaching, and development programs to prepare them for future leadership roles. Many winners of "Trạng FPT" over the years have gone on to hold key management and executive positions within the Corporation and its subsidiaries. In 2025, the competition continued to develop with multiple rounds and in-depth debate formats, enabling a more comprehensive assessment of participants' leadership capabilities and qualities.

FPT 13 Under 35 is an annual program that honors employees under the age of 35 with outstanding achievements, representing a generation characterized by innovation, bold thinking and action, while embodying FPT's core values: Respect – Innovation – Teammate – Fairness – Exemplarity – Visionary. Selected individuals not only serve as inspirational role models within the organization but are also considered part of the talent pool for strategic planning and leadership succession. In 2025, the program was further enhanced with a team-based competition format and the introduction of AI-related challenges, enabling the evaluation of participants' technological capabilities, collaborative mindset, and ability to optimize work efficiency.

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Fostering and sustaining a culture of innovation

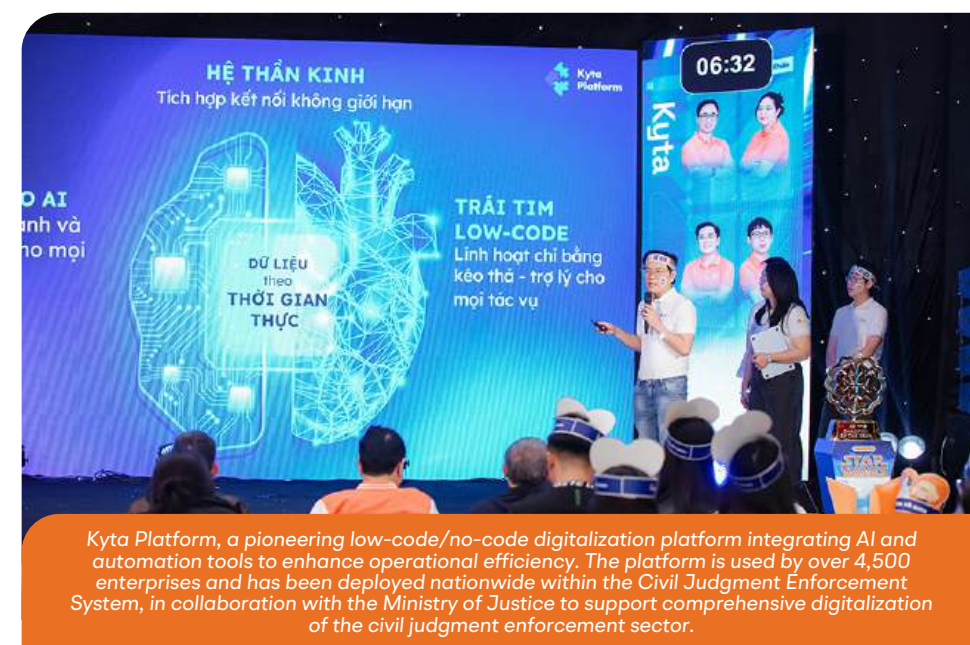
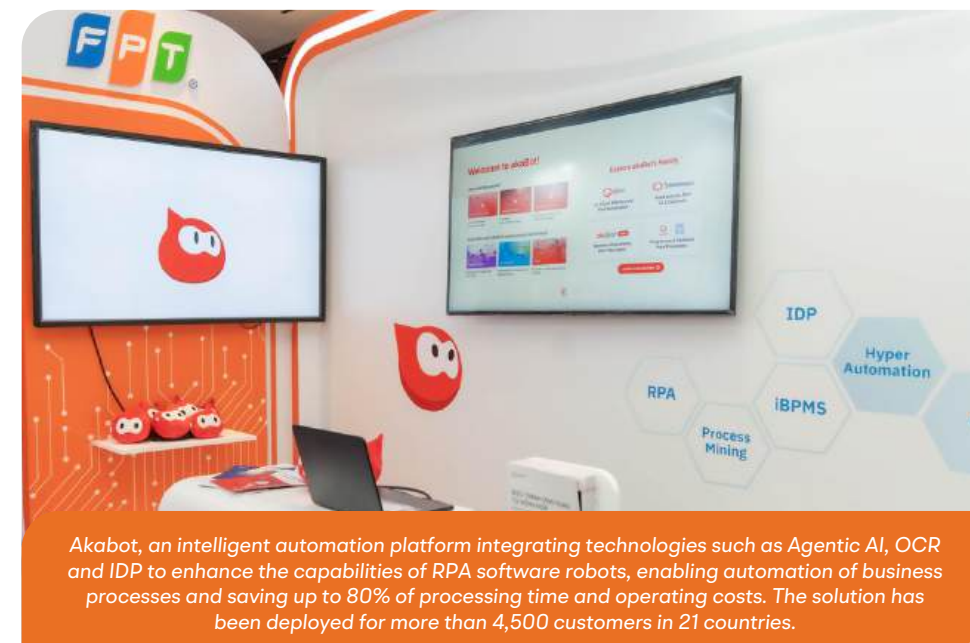
Throughout its 38-year development journey, FPT has established innovation as one of its six core values and nurtured it as a lasting cultural foundation. The Corporation continuously promotes an open working environment that encourages employees to proactively propose new ideas, experiment with technological solutions, and improve business processes. This culture of innovation enables FPT to expand technological capabilities in strategic areas such as AI, semiconductors, and digital transformation, creating a solid foundation for sustainable growth and long-term value creation for shareholders.

Since 2017, the Corporation has organized the iKhiến Competition, an annual initiative for employees, across the Corporation. Over time, iKhiến has evolved beyond a competition to become a continuous “innovation flow” within FPT and a launchpad for new ideas, nurturing the spirit of initiative and creativity among employees. Innovations are developed across three main categories: product, solution and service improvement initiatives; process, tools and working methods improvement initiatives; initiatives that enhance employee engagement and promote FPT’s cultural values.

To date, iKhiến has recorded 13,227 initiatives, generating economic value of several trillion VND. In 2025 alone, the program attracted 3,838 registered initiatives, delivering nearly 1 trillion VND in economic value for the Corporation. Many initiatives originating from iKhiến have subsequently been developed into commercialized products and solutions serving global customers, directly contributing to FPT’s technological capabilities and sustainable development.

In addition to iKhiến, FPT regularly organizes initiatives such as Hackathon, Innovation Day and Bird Tank to encourage employees to experiment with new ideas, supported by infrastructure in AI, cloud computing, data resources and expert mentorship. Promising projects receive funding, technical support and commercialization opportunities through flexible internal mechanisms, effectively forming an “in-house technology incubator” within the enterprise.

FPT actively supports the national innovation startup ecosystem and the student community through technology support programs, financial assistance and research collaborations both domestically and internationally. Through these efforts, tens of thousands of startups and hundreds of thousands of students have gained access to technological resources, expert mentorship and investment networking opportunities, contributing to the development of a new generation of technology entrepreneurs and the expansion of Vietnam’s innovation ecosystem.



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Continuously improving compensation, benefits and welfare policies

With the philosophy of providing each employee with a life that is materially secure, spiritually fulfilling and offers the best conditions for talent development, FPT is committed to building a fair and transparent working environment, while upholding the principle of gender equality in recruitment, employment, training, remuneration and career advancement opportunities. At the same time, the Corporation commits to non-discrimination and does not use forced labor or child labor in any of FPT's business operations.

• Compensation and bonus policies

FPT places strong emphasis on building a competitive remuneration policy that provides comprehensive care for employees and their families, ensuring that income is commensurate with job performance and contributions to FPT, while maintaining fairness and transparency. Employees are evaluated regularly and transparently based on the principle of “Do more – Get more.”

FPT's remuneration policy consists of three components: position-based salary; performance-based salary linked to business results and individual achievements; and support allowances.

- Position-based salary is developed based on salary survey reports from several reputable global human resource consulting firms and adjusted according to job positions, in line with FPT's development, labor market conditions and Vietnam's Consumer Price Index (CPI). In addition, employees may receive a 13th - month salary;
- Performance-based salary linked to business results and individual achievements is recognized and rewarded in a timely, fair and transparent manner. In recent years, FPT has implemented an income allocation mechanism, under which monthly or quarterly income varies depending on actual work performance. The Corporation also strongly encourages intrapreneurship activities, with attractive bonus schemes;
- Support allowances are designed to provide maximum support for employees and are regularly reviewed and supplemented in line with practical needs.

• Other welfare policies

Steadfast in its journey to become a “Happy Workplace,” FPT implements a wide range of programs and policies that promote well-being for every employee. Distinctive welfare policies aimed at providing comprehensive care for employees and their families have been continuously implemented and regularly updated and improved over the years, including:

- Annual health check-ups for employees with official labor contracts at reputable hospitals, with costs fully covered by the Corporation;
- The “Stable Living – Long-term Commitment” policy, which recognizes employees who have made significant contributions to FPT's success, helping ease financial burdens related to purchasing homes and vehicles so that employees can focus on their long-term dedication to the Corporation;
- The FPT Care insurance program for employees, covering health insurance benefits (illness-related disability, maternity, inpatient and outpatient treatment, dental care) and accident insurance (permanent disability, temporary total disability, death). For employees' family members, the Corporation provides support for purchasing FPT Care health insurance at preferential rates.

FPT also places strong emphasis on programs and policies supporting employees' children (FPT Small), including:

- Tuition fee support for FPT Small studying within the FPT education system;
- Organization of various programs and international summer camps to help FPT Small develop and enhance their skills.

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Physical and mental well-being

• Building a corporate culture

FPT's distinctive corporate culture, nurtured and refined over the past 38 years, remains a unique strength of the Corporation in attracting talent and fostering strong connections among employees as well as between employees and FPT. Employees can better understand FPT's culture, enrich their spiritual life and strengthen their connection with the Corporation through various cultural events and activities such as the Village Festival, FPT Community Day (March 13), the Corporation's Foundation Day (September 13) featuring sports competitions and the STCo performance festival, International Women's Day (8 March) and Men's Day (November 11).

FPT aims to build a closely connected "FPT family," where not only employees but also their parents and children are cared for and engaged with the Corporation. In 2025, FPT sent letters of appreciation to employees' parents and organized many activities for FPT Small, such as summer camps, skill-development workshops and "A Day at Work with Parents." These activities help children better understand and feel proud of their parents' work and workplace, while also fostering their thinking and life skills.

FPT also places strong emphasis on facilities. The Corporation has invested thousands of billions of VND to develop modern campuses and office spaces equipped with a comprehensive ecosystem of amenities serving working, recreational, learning and accommodation needs.

In addition, FPT promotes various sports clubs to enhance employees' health, including football, cycling and running clubs, along with seminars and discussions aimed at raising awareness and providing guidance on identifying and addressing physical and mental health issues, as well as preventing common illnesses and office-related health conditions.

In 2025, FPT organized a wide range of sports activities that attracted the participation of thousands of employees. In addition to familiar sports such as football, badminton, chess and Chinese chess, FPT expanded its activities to include new sports such as pickleball and tennis. The Corporation also built pickleball courts within its headquarters campus to encourage employees to maintain an active and healthy lifestyle.



FPT's distinctive corporate culture, nurtured and refined over the past 38 years.

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• Applying technology in the journey to create happiness for employees

As one of Vietnam’s leading technology corporations, FPT identifies the application of technology in the workplace as a strategic pillar to enhance employee experience and create a happy working environment. Performance management has been fully digitalized through Made by FPT platforms, including the iPMS system for monthly performance evaluation and the OKRs system to support the setting and monitoring of quarterly key objectives.

At the same time, FPT promotes automation to optimize productivity. Made by FPT applications such as Uservice (digital signing platform), Epayment (online payment system) and Foxpro (working time management system) help employees reduce paperwork and increase efficiency. FPT remains committed to continuing its investment in and development of technological solutions to further improve productivity and employee experience.

FPT is also among the pioneering enterprises implementing employee interaction platforms, enabling employees to easily access personal information, receive timely recognition and rewards, as well as updating information and participate in interactive activities. In 2025, on the journey of “Creating Happiness,” FPT marked a milestone with the launch of myFPT Next – a super app/multi-purpose application designed to enhance employee experience. At the same time, the Corporation independently developed and deployed new workplace platforms, including FPT Place and FPT Chat, realizing the “One FPT” vision, where employees can connect, work and grow within a unified digital space.

With the super app orientation, the development and integration of applications from subsidiaries are significantly shortened in terms of time and resources, while enhancing flexibility, scalability and personalization for each unit and employee. The user experience has been redesigned to be more synchronized and intuitive, notably with the reward system on myFPT Next, through which more than 120,000 reward cards were granted in 2025. FPT Chat supports task assignments, monitoring and coordination directly within conversations, while FPT Place functions as an internal social network that strengthens connectivity and internal communication.

In parallel, FPT has accelerated the application of AI and automation across the Corporation. AI Agents are widely deployed as intelligent digital assistants, supporting information retrieval, request handling and contextual interactions tailored to specific needs. With learning and personalization capabilities, AI helps shorten processing time while improving experiences for both employees and customers. In the area of training and development, AI Mentor helps streamline learning pathways, optimize costs, and improve training quality. The expansion of business process automation enhances accuracy and reduces repetitive tasks. Processes are increasingly standardized and seamlessly connected through AI-integrated digital platforms, thereby optimizing labor productivity, improving operational efficiency and enhancing employee experience.

The combination of AI and automation contributes to shaping a new way of working centered on data and technology. The results achieved demonstrate that AI is gradually becoming deeply embedded in operations, not only improving productivity but also fostering a culture of innovation across the Corporation, creating a solid foundation for growth in the coming period.



Identify the application of technology in the workplace as a strategic pillar to enhance employee experience and create a happy working environment.

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ACTIVITIES FOR A GREEN ENVIRONMENT

In response to global challenges related to climate change and resource depletion, FPT affirms its commitment to minimizing environmental effects through close monitoring, proactive adaptation and flexible application of technology in energy and resource management. Environmental solutions are implemented consistently and comprehensively in line with the Corporation's published environmental policy, which serves as a guiding principle for all of FPT's operations.

Given its nature as a technology enterprise, FPT does not use direct input materials in the process of research and development of products and services, thereby contributing to reduced consumption of finite resources and limiting effects on the natural environment. On that basis, FPT identifies environmental protection and sustainable development as key priorities in its long-term strategy, focusing on the following objectives: (1) Maintain and strengthen the implementation of the environmental policy; (2) Ensure compliance with laws and regulations; (3) Manage materials; (4) Effectively manage energy consumption and conduct greenhouse gas inventories; (5) Manage wastewater, waste and other emission sources; (6) Build a green working environment.



Maintaining and strengthening the implementation of the environmental policy

FPT continues to consistently implement its environmental policy, focusing on reducing energy consumption, limiting hazardous chemicals, controlling and treating waste, promoting recycling, controlling greenhouse gas emissions and encouraging sustainable consumption. Alongside technical solutions, the Corporation also strengthens communication and training to foster a culture of environmental responsibility across the entire system.

FPT's environmental policy is developed with clear commitments and a defined roadmap, aligned with national environmental goals. Accordingly, the Corporation targets that by 2026, 2.5% of electricity consumption will come from renewable energy sources and 100% of lighting systems will be converted to LED; by 2030, total greenhouse gas emissions will be reduced by 15.8%.

Complying with laws and regulations

FPT demonstrates its commitment to sustainability by ensuring strict compliance with all applicable environmental laws and regulations. This is a fundamental requirement to ensure that all activities of the Corporation are implemented transparently, consistently and in alignment with sustainable development standards. For many years, the Corporation has recorded no minutes or notices related to violations of environmental regulations. This information is affirmed by FPT based on incoming and outgoing documents that are carefully stored in the Corporation's data information system.

Several key environmental activities are implemented regularly by FPT, including:

-  Conducting Environmental Impact Assessment (EIA) reports for all projects in accordance with the Law on Environmental Protection 2020 and Decree No. 08/2022/NĐ-CP;
-  Organizing the collection, classification, storage, transportation and treatment of municipal solid waste, industrial solid waste and hazardous waste in compliance with regulations;
-  Managing and operating wastewater collection and treatment systems, ensuring that all generated wastewater meets National Technical Regulations before being discharged into the environment;
-  Implementing measures to prevent and minimize negative effects and proactively respond to environmental risks and incidents;
-  Conducting periodic monitoring and reporting of environmental indicators and submitting reports to state management authorities for inspection and supervision under regulations.

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Managing raw materials

Given that its operations are primarily in the technology and services sectors, FPT does not use input materials on a large scale like traditional manufacturing enterprises. However, across all operational and service delivery activities, FPT commits to prioritizing the use of environmentally friendly materials and materials with sustainable sources, thereby minimizing negative effects on the environment and society.

FPT strengthens cooperation with partners and stakeholders within the supply chain to promote sustainable practices, enhance governance capacity and improve

supply chain resilience. Where feasible, FPT prioritizes the use of recycled materials, thereby reducing dependence on virgin raw materials. In addition, FPT does not procure materials from areas with important biodiversity value at the national or global level, contributing to the protection of ecosystems and biodiversity.

Based on these established core principles, FPT proactively implements mechanisms for the selection and management of sustainable materials, gradually improving responsible procurement practices, supply chain governance, and efficient resource use across all operational activities of the Corporation.

Principle	Action
Sustainability as a core priority	- Prioritizing the use of materials certified by third parties or those that comply with internationally recognized sustainable development standards to minimize negative impacts on the environment and society; - Prioritizing the use of environmentally friendly materials across internal operations. Accordingly, the Corporation replacing single-use plastic bottled water with glass bottles and recycled materials in 100% of Corporation-level meetings; - Selecting and collaborating with suppliers that demonstrate environmental responsibility.
Minimizing the use of harmful substances	Gradually eliminating substances that may pose risks to human health and the environment by prioritizing the adoption of safer alternative solutions and materials where possible. This approach aims to ensure safety during use while fully complying with applicable legal regulations and management requirements in all locations where FPT operates.
Promoting efficient use of resources	- Improving processes and optimizing operations to enhance the efficient use of materials, reducing waste generation and promoting the sustainable use of assets, thereby extending their lifecycle; - Implementing programs for recovery, reuse and redistribution of office equipment among units in accordance with asset management procedures to limit waste generation. Recovered and reallocated assets include desks, chairs, office equipment, and related items.

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Effective energy consumption management and greenhouse gas inventory

• Data collection scope and methodology

FPT conducts carbon footprint inventory and management in accordance with internationally recognized standards, including the Greenhouse Gas Protocol (GHG Protocol) of the World Resources Institute (WRI) and ISO 14040/14044 standards.

Improving the accuracy of emissions data is identified by the Corporation as a continuous improvement process. Based on expanding data sources, refining calculation methodologies, and strengthening analytical capabilities, FPT periodically reviews and updates its models and adjusts emission reduction roadmaps in line with each stage of development and the level of data readiness.

FPT proactively conducts greenhouse gas emission inventories at the head office, as well as at buildings and business locations in Vietnam of eight subsidiaries. The scope for determining FPT's carbon footprint is established under the GHG Protocol framework and focuses on key emission sources directly related to the Corporation's operations, based on data availability and reliability.

FPT inventories greenhouse gas emission sources across three scopes:

- Scope 1:** Direct greenhouse gas emissions from sources owned or controlled by FPT, including fuel consumption for vehicles owned by the Corporation, generators and refrigerant leakage from systems;
- Scope 2:** Indirect greenhouse gas emissions arising from the consumption of electricity and water purchased from external suppliers;
- Scope 3 (under assessment):** Other indirect greenhouse gas emissions generated from the Corporation's activities but from sources not owned by the Corporation.

• Results of the greenhouse gas inventory

In 2025, FPT's total greenhouse gas emissions amounted to 127,952 tons of CO₂. The two primary emission sources were fuel consumption for vehicles and generators (Scope 1) and electricity consumption for production and operation of machinery and equipment (Scope 2) owned by FPT.

Summary of FPT's greenhouse gas emissions in 2025

Scope	2023	2024	2025
Scope 1	13,217	4,826	4,383
Scope 2	109,696	138,748	123,569
Scope 3	Not yet implemented	Pilot implementation at FPT Software	Implemented at FPT Software
Total	122,913	143,574	127,952

Unit: tons of CO₂ equivalent

In 2025, FPT's greenhouse gas emissions decreased compared with 2024, while business operations continued to maintain growth. This reflects the effectiveness of efforts to optimize operations, apply technology and manage energy efficiently, even as the scale of operations continues to expand.

The Corporation's greenhouse gas emissions mainly arise from Scope 2, accounting for approximately 96% of total emissions. In particular, electricity consumption at data centers and office/dormitory buildings is the primary source of emissions, reflecting the nature of FPT's operations in the technology and services sectors.

On its journey toward the Net Zero target by 2040, the Corporation remains committed to investing in long-term solutions, enhancing the operational efficiency of infrastructure and networks, working with its supply chain in the emission reduction process and promoting innovation through collaboration with partners, particularly in emission reduction initiatives. This approach enables FPT to gradually build a foundation for sustainable growth alongside its climate responsibility.

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• Greenhouse gas emission reduction measures

FPT has developed a plan to reduce greenhouse gas emissions from the two major emission sources under Scope 1 and Scope 2, as well as from other emission sources, as follows:

- For Scope 1 and Scope 2, FPT implements electricity and energy saving programs, moving toward the use of green energy and renewable energy;
- Buildings are the primary source of energy consumption. Therefore, the Corporation proactively implements energy-saving initiatives based on existing infrastructure. Through the application of advanced technologies and strengthened cooperation with experts, FPT gradually improves energy efficiency, moving toward more environmentally friendly infrastructure systems.
- Key areas in implementing energy-saving measures include optimizing lighting systems, heating, ventilation and air conditioning (HVAC) systems, building automation, UPS systems, building facades, data centers and server rooms. Through these initiatives, FPT aims to minimize environmental effects while enhancing operational efficiency.

Rooftop solar power

In 2025, FPT completed and put into operation 2 rooftop solar power systems at the F-Complex building (Da Nang) and a Data Center (Ho Chi Minh City), generating approximately 842,749 kWh of electricity.

Summary table comparing electricity consumption results

Item	Unit: kWh		
	2024	2025	+/-
Electricity consumption	205,053,314	187,453,013	-8.58%
Electricity from renewable energy	0	842,749	-
Share of electricity from renewable energy in total electricity consumption	0%	0.45%	-



Rooftop solar power system at FPT's campus in Da Nang.

The 8.58% reduction in total electricity consumption compared with 2024 reflects the Corporation's consistent and systematic efforts in implementing energy-saving solutions. This result has been achieved through the application of intelligent electricity management and optimization solutions, combined with internal communication and training programs aimed at raising awareness and changing employees' energy consumption behavior in daily activities.

In particular, the investment in and gradual development of clean energy systems have played an important role, not only reducing the demand for electricity from conventional sources but also laying the foundation for a long-term sustainable energy transition. These efforts demonstrate the Corporation's comprehensive approach, combining technological solutions, human factors, and infrastructure investment orientation, thereby contributing to the realization of energy efficiency and emission reduction targets in the Net Zero roadmap.

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Other measures

- Adjusting operating schedules: At FPT Tower – the Corporation’s headquarters, operating schedules for technical systems and lighting systems have been adjusted, while natural lighting is utilized for office spaces during working hours;
- Using smart control systems for electricity and water equipment, such as installing automatic on/off sensors in corridors and staircases to optimize electricity consumption;
- Maintaining and carrying out periodic repairs to avoid energy losses within the system; replacing localized water heaters with centralized hot water supply systems that utilize solar energy; periodically cleaning heat exchange units, especially air-cooled condensers, to prevent dust accumulation that may reduce heat exchange efficiency;
- Enhancing the professionalism of relevant personnel to ensure proper, scientific management and operation of heating, ventilation, and air conditioning (HVAC) systems in buildings and training facilities owned by the Corporation.

For Scope 3, FPT pioneers the following initiatives:



Encouraging employees to use public transportation; arranging shuttle buses for employees or operating routes at transfer points near employees’ residential areas; providing accounts for ride-hailing services. FPT also promotes the use of electric vehicles through initiatives such as installing charging stations at several office buildings and collaborating with VinFast to offer preferential programs for purchasing electric vehicles and using electric mobility services.



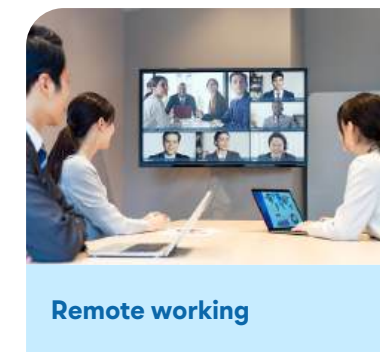
Aimed at offsetting greenhouse gas emissions. FPT has consulted specialized advisory units and conducted surveys in several localities such as Quang Binh, Quang Tri and Thanh Hoa to develop an overall plan for implementing the carbon credit project in the coming period.



By limiting unnecessary trips, prioritizing online meetings, selecting direct flights when travel is required, and encouraging the use of environmentally friendly transportation and green mobility solutions.



Successfully pioneering forest planting activities in Soc Trang (former province), Hue City and Thanh Hoa, with 4,500 trees planted in mangrove forests and nature reserve areas, contributing to climate change mitigation and ecosystem protection for the benefit of both people and nature.



Implementing and maintaining a hybrid working model, helping optimize travel demand and reduce greenhouse gas emissions (Scope 3).

Wastewater and other emissions management

• Water and wastewater management

As an enterprise primarily operating in the technology and service sectors, FPT’s core business activities do not generate significant environmental impacts like those of manufacturing companies. However, within its operational scope, particularly at offices and buildings owned by FPT, the Corporation commits to strictly complying with legal regulations and policies related to water resources, while implementing measures to enhance water use efficiency and reduce water consumption intensity.

FPT has not recorded any legal violations related to water extraction, use, or discharge. At the policy level, FPT’s commitment to water resource management is applied consistently across all units, offices, and facilities owned by the Corporation, as well as to employees, partners, suppliers, contractors, and other stakeholders.

When designing buildings, FPT places emphasis on installing rainwater storage systems and wastewater filtration systems to maximize the reuse of this water for suitable purposes such as irrigation, thereby optimizing water consumption costs, particularly during the dry season. In addition, infrared systems and automatic rotary sprinklers are applied across all green areas within buildings to minimize water use while ensuring the growth of greenery that contributes to a nature-friendly working environment.

For water sourced from the municipal clean water system, FPT ensures consistent compliance with water-saving and water-use regulations across its buildings and campuses. Common areas are equipped with sensor-operated faucets that automatically turn off when not in use, while campaigns promoting water conservation are regularly launched across offices throughout the system.

Summary table comparing water consumption results

Unit : m³

Item	2023	2024	2025	Change	
				Consumption level	Ratio
Water consumption	774,152	827,940	831,885	3,945	0.48%



In 2025, FPT’s water consumption increased by only 0.48% compared with 2024. This increase reflects the Corporation’s continued expansion of operations and business growth, while also reflecting the effectiveness of the water management and conservation measures implemented consistently across the system, including:

- Complying with regulatory requirements on wastewater treatment and recycling;
- Conducting water quality monitoring for domestic water once per month and wastewater once every three months, and preparing reports submitted to regulatory authorities under regulations;
- Adding microbial products to improve wastewater treatment efficiency in septic tanks;
- Raising awareness among employees on water conservation and environmental protection through articles, images, and videos on internal channels, as well as posters displayed in common areas;
- Actively utilizing groundwater and rainwater sources;
- Periodically inspecting and maintaining water pipeline systems to promptly detect and repair leaks to prevent water loss, while adjusting water pressure to appropriate technical levels.

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The results of wastewater environmental analysis at the Corporation's monitoring locations show that all parameters remain within the permitted limits under QCVN 14:2008/BTNMT.

Wastewater environmental monitoring results at FPT Tower

No.	Indicator	Unit	Results	QCVN 14:2008/BTNMT
			2025	
1	pH	-	6.17	5 – 9
2	BOD ₅ (20°C)	mg/l	20.1	50
3	Total Suspended Solids (TSS)	mg/l	46	100
4	Total Dissolved Solids (TDS)	mg/l	515	1,000
5	Sulfua (Calculated as H ₂ S)	mg/l	<0.03*	4.0
6	Amoni (Calculated as N)	mg/l	3.97	10
7	Nitrat (NO ₃ ⁻)	mg/l	3.84	50
8	Animal and vegetable oils and grease	mg/l	KPH (MDL= 1.4)	20
9	Total surfactants	mg/l	<0.03*	10
10	Phosphat (PO ₄ ³⁻)	mg/l	8.31	10
11	Total Coliforms	MPN/100ml	1,500	5,000

• **Waste management**

FPT implements a waste management program based on the 3R principles – Reduce, Reuse and Recycle, aiming to minimize environmental impacts and ensure responsible waste management across all operational activities.

Waste generated mainly consists of domestic waste from office operations and daily activities, including materials without hazardous components such as paper, packaging, leftover food, bottles and other consumables. These are primarily generated in office workspaces, canteens, meeting rooms, restrooms and shared areas within buildings.

In addition, a small amount of hazardous waste such as batteries, fluorescent lamps, printer cartridges and waste oil is generated from the maintenance and servicing of technical systems. These wastes account for a minor proportion of the total waste generated and are managed under dedicated procedures, collected and treated by licensed service providers in full compliance with applicable regulations.

To enhance waste management efficiency and ensure compliance with current legal regulations, FPT implements a range of integrated management measures, including:

- Providing waste sorting bins at source across facilities;
- Organizing the collection of domestic waste according to fixed schedules and transporting it to designated building transfer areas;
- Maintaining regular cleaning activities in public areas such as corridors, staircases and restrooms to limit the generation of secondary waste;
- Collaborating with licensed service providers for the collection, transportation, and treatment of domestic waste under legal regulations;
- Establishing dedicated storage areas for hazardous waste (such as batteries, lamps, and printer cartridges) with proper warning signage and full compliance with safety requirements;
- Strengthening internal communication to raise employees' awareness of identifying, sorting, and managing waste generated in the workplace;
- Applying technological solutions to gradually replace personal computers and laptops with devices capable of extending lifecycle use, thereby reducing the volume of technology waste generated annually. One key solution is the implementation of the Thin Client model (centralized computing architecture), in which multiple end-user devices are connected to and operated through a centralized server system. This solution not only optimizes operational efficiency and saves energy but also significantly contributes to reducing electronic waste generation.

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Building a green workplace

• Monitoring and controlling air quality in the workplace

Air pollutants such as CO, SO₂, NO₂, PM2.5, PM10 and ozone can cause serious health issues. Therefore, the Corporation places strong emphasis on monitoring and controlling air quality in the workplace to ensure a safe and healthy working environment for employees, thereby enhancing productivity, improving work performance, and minimizing legal risks related to occupational health and safety.

Annually, the Corporation engages a specialized service provider to conduct workplace environmental monitoring and prepare reports for submission to the relevant regulatory authorities. In 2025, according to periodic monitoring results, air quality at the Corporation's workplaces and those of its subsidiaries remained within the permissible limits under QCVN 05:2013/BTNMT and QCVN 26:2010/BTNMT.

For example, at the Corporation's headquarters building – FPT Tower, air quality monitoring results for Q2 2025 indicated that all measured parameters were within the permitted limits under regulations. The indicators remained stable, with no unusual fluctuations recorded, reflecting the effectiveness of environmental management and operational practices. Notably, no CO was detected in the air.

Environmental monitoring results at FPT Tower

Specification	Results			Standard QCVN 05:2025/BTNMT và QCVN 26:2010/BTNMT
	KX01	KX02	KX03	
Noise (dBA)	63.7	65.8	67.2	70
Temperature (°C)	36.9	35.5	37.2	-
Humidity (%)	58.9	61.2	57.7	-
Wind speed (m/s)	0.7	0.8	0.8	-
Total suspended dust (µg/m ³)	136	121	157	300
CO (µg/m ³)	<9,000	<9,000	<9,000	30,000
SO ₂ (µg/m ³)	108	101	132	350
NO ₂ (µg/m ³)	94	90	118	200



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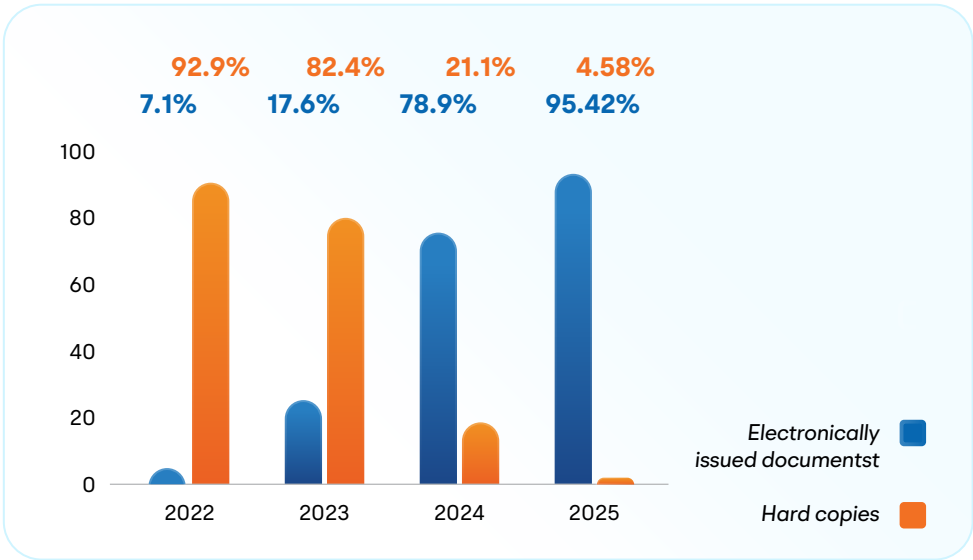
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• Paperless office

In 2025, FPT not only focused on supporting other businesses in their transition toward greener operations but also strongly promoted internal digital transformation to optimize operations and indirectly reduce negative environmental effects. Most of the Corporation’s governance and operational processes have been digitized, moving toward a smarter and more efficient enterprise model. In addition, FPT implemented a paperless initiative, starting with a comprehensive review of all documents and classification of those requiring digital signatures or hard-copy signatures. In 2025, the paperless adoption rate at FPT reached 95.42%, with electronic transaction contracts accounting for approximately 97% of total signed contracts. Compared with 2024, these indicators showed clear improvement, helping save costs and time while contributing to environmental protection. These steps represent important progress toward the goal of becoming a paperless enterprise, minimizing environmental impact and enhancing work efficiency.

The receipt and processing of documents have also been fully digitized through a document management software system developed by the Corporation. This not only shortens processing time but also improves accuracy in document management. 100% of the Corporation’s internal documents (except for important or confidential documents) are issued electronically, creating a faster and more efficient workflow.

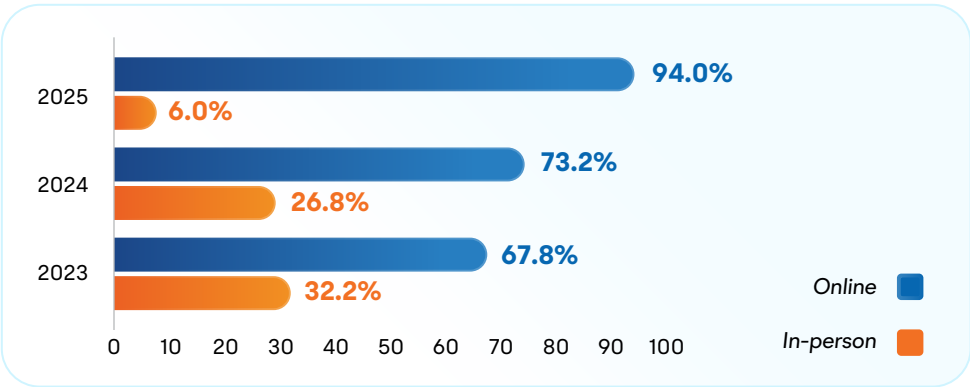
Document digitization rate for the 2022-2025 period



In addition, the Corporation encourages employees to use technology solutions that support online meetings and virtual collaboration instead of frequent business travel, thereby reducing carbon emissions generated from personal transportation.

The chart data show that the proportion of online meetings at FPT has thrived over the years, reaching 94% in 2025, reflecting the Corporation’s efforts to strengthen the adoption of digital technologies in governance and operations. The decline in the proportion of in-person meetings helps reduce travel demand, thereby lowering energy consumption and indirect emissions, in line with the Corporation’s sustainable development objectives.

Document digitization rate for the 2022-2025 period



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• Nature-friendly and energy-efficient workplaces

With a nationwide network of offices, FPT identifies the green office model as not only helping save energy and optimize operational costs but also creating a creative working environment, thereby fostering sustainable growth in the long term.

During the development and construction of office complexes, FPT prepares environmental impact assessment reports and strictly complies with legal regulations related to environmental protection, energy use, and waste and emissions management. From the design stage, the Corporation prioritizes the application of new

technologies and environmentally friendly materials, while maximizing the use of natural energy sources to minimize energy consumption and environmental effects.

FPT's education complexes and software parks in Hanoi, Da Nang, Binh Dinh (former province), Ho Chi Minh City and Can Tho are developed following a green campus model, integrating working spaces, training facilities, recreational areas and ecological landscapes. Several projects have been recognized by both domestic and international organizations for their green architecture and efficient resource use.

FPT prioritizes the use of solar energy to provide hot water for buildings, particularly in the northern region, thereby reducing electricity consumption and contributing to the Corporation's environmental protection commitments.

In daily operations, the Corporation promotes the use of environmentally friendly items in offices and training facilities, such as cups and straws made from bagasse, as well as packaging and bags made from recyclable materials, gradually fostering sustainable consumption habits across the system.



F-Town 3 was recognized by Wallpaper, a leading architecture and design magazine in the United Kingdom, as a representative project of bioclimatic architecture, where more than 40% of the space does not require air conditioning.



The FPT Administration Building in Hoa Lac was honored at the World Architecture Festival in the Future Education category and received the First Prize for Green Architecture awarded by the Vietnam Association of Architects.



FPT Complex Da Nang is the first building in Vietnam to achieve the EDGE certification, thanks to solutions such as energy efficiency, rainwater harvesting, wastewater treatment, and high-efficiency air conditioning and lighting systems.

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ACCOMPANYING COMMUNITY DEVELOPMENT

Alongside maintaining sustainable economic growth, FPT consistently implements long-term corporate social responsibility initiatives centered on people, particularly the younger generation, with the aim of creating lasting value for the community.

Grounded in a development philosophy that aligns corporate interests with social interests, FPT's programs have been implemented continuously over many years, with an expanding scale and close alignment with the United Nations Sustainable Development Goals (SDGs).

With the active participation of employees, in 2025 FPT contributed 72.8 billion VND to social responsibility initiatives, delivering meaningful material and spiritual value to 97,300 beneficiaries nationwide.

Key programs focus on promoting a sense of community responsibility, expanding access to education, nurturing young talents and narrowing disparities in living and learning conditions across regions, thereby contributing to the building of a happy community and a foundation for long-term sustainable growth.

FPT Community Day

Since 2010, FPT has designated March 13 as FPT Community Day, aiming to encourage every employee to spread compassion and social responsibility through practical actions. In the spirit of sharing, in 2014, the FPT Community Fund was established, mainly supported by voluntary contributions from employees through the “One-Day Salary Donation” program.

The Fund focuses on two key areas: supporting employees and their families in difficult circumstances and implementing community support activities and disaster prevention and recovery efforts. In 2025, employee contributions reached 25.6 billion VND, an increase of nearly 12% compared with 2024, reflecting strong employee engagement and the effectiveness of the program in generating social value.



FPT Community Day has been held for 16 consecutive years, spreading compassion and social responsibility.

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Creating learning opportunities and nurturing young talent for the nation

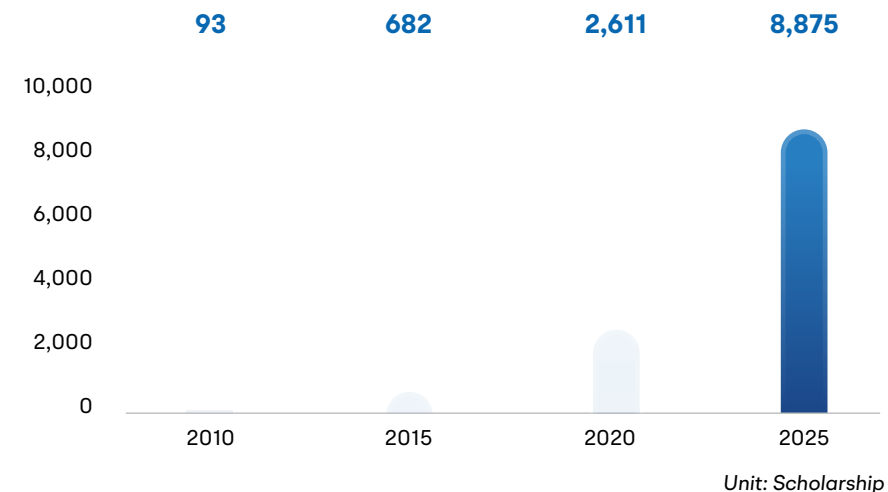
• Nguyen Van Dao scholarship

With the aim of enabling the younger generation to access education, explore new technologies, and develop their talents, FPT has implemented the Nguyen Van Dao Scholarship annually since 2010. In 2025 alone, 8,875 scholarships were awarded to students with disadvantaged backgrounds who achieved outstanding academic results or demonstrated exceptional talents across many provinces and cities nationwide, with a total value of 151 billion VND.

• FPT Young Talents Development Center

For 26 years, through the FPT Young Talents Development Center (FYT), the Corporation has consistently created opportunities for students with outstanding academic achievements and winners of national and international awards to develop comprehensively and gain experience through major projects. FYT currently has 646 members, many of whom have grown to become founders, managers, scientists and influential experts both in Vietnam and internationally. In 2025, FYT awarded 38 scholarships at a total value of 912 million VND. In addition, the program provided financial support, facilities and connections with alumni, who are experts in various fields to help members pursue their aspirations, expand professional networks, and develop essential soft skills for the future.

Nguyen Van Dao scholarship program for the 2010-2025 period



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Hope School – A Journey of Growth

“Hope” opens the door to education for children who suffered great losses during the COVID-19 pandemic. Over the past five years, Hope School has become a warm, shared home where children are cared for, educated, and nurtured as they grow. In 2025, the 6,500 m² Hope School campus was completed after nearly two years of construction, becoming the new home for more than 300 students from 13 ethnic groups, with full facilities to support their comprehensive development.

Narrowing the learning gap in disadvantaged regions

For many years, FPT has worked alongside the Hope Foundation and its employees to implement programs that improve learning environments, helping narrow the gap in access to education across regions nationwide. These programs are designed and implemented in alignment with the United Nations Sustainable Development Goals, including SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation), and SDG 10 (Reduced Inequalities).

• The “Lighting the School” program

Since 2018, FPT has accompanied the “Lighting the School” program to improve educational infrastructure by building new schools, boarding facilities, restrooms, and playgrounds; renovating deteriorated classrooms; and providing teaching and learning equipment for students in remote and disaster-affected areas.

• The “Wings of Dreams” program

Built with dedication and the collective efforts of FPT employees, the “Wings of Dreams” program has become one of FPT’s largest and longest-running educational support initiatives for underprivileged children in mountainous areas. In 2025, the program carried out activities to support the recovery from severe damage caused by storms and floods at many schools nationwide.

• Digital Library project

The Hope Foundation developed and implemented the project, with FPT being one of its long-standing partners. It aims to provide students in disadvantaged areas with access to knowledge through online platforms, supporting research activities and improving learning outcomes.



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Connecting communities for happiness

With the goal of creating positive social impact, FPT not only focuses on emergency relief activities but also participates in and directly implements many initiatives that inspire communities and generate long-term benefits for society.



• Supporting flood-affected communities to rebuild 26 heavily damaged schools

The “Together with communities overcoming floods” campaign initiated by FPT attracted contributions from thousands of employees both in Vietnam and abroad, raising over 05 billion VND to help rebuild 26 schools in Nghe An, Thanh Hoa, Lao Cai (former), and Tuyen Quang (former) that were heavily damaged by storms in 2025.



• Partnering to implement Vietnam’s first community AED project

FPT and Hanoi Medical University Hospital collaborated to launch Vietnam’s first community automated external defibrillator (AED) project, aiming to improve public awareness, skills, and access to first-aid equipment, thereby enhancing the effectiveness of initial emergency response within communities. On December 11, 45 AED devices were delivered to 13 regional medical centers in Da Nang City.



• The “Steps to School” program

Since 2018, FPT has accompanied the “Steps to School” program initiated by the Hope Foundation, contributing to the construction of durable concrete bridges in the Mekong Delta region. These bridges help ensure safer access to schools for students while improving living conditions and social welfare in local communities. In 2025, FPT contributed 08 billion VND to the program.

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• "Green Kitchen – Healthy Living" project bringing better health to communities

World Vision and FPT signed a Memorandum of Understanding to implement the “Green Kitchen – Healthy Living” project in Sin Chai Commune, Dien Bien Province. The project marks an important step toward promoting sustainable development, improving community health, and strengthening climate resilience in rural areas of Vietnam.

The initiative helps over 1,000 residents access improved cooking solutions that reduce indoor air pollution, enhance health conditions, and cut greenhouse gas emissions. Promoting clean cooking solutions also contributes to protecting forest resources, improving quality of life and strengthening the resilience of vulnerable communities facing climate change impacts.



• Blood donation program

The voluntary blood donation festival is organized annually by FPT to promote compassion and solidarity while supporting people facing difficult circumstances in society. Under the message “A drop of blood given, a life saved,” the life-saving act of blood donation by FPT employees has become a meaningful tradition in the Corporation’s annual community activities.

In 2025, 2,045 employees participated in 10 blood donation drives, contributing 2,910 units of blood. The activity encourages employees to share positive values, maintain optimism and positive energy, and together contribute to building a happy community.

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CORPORATE INFORMATION

Enterprise Registration Certificate	No. 0101248141 dated 13 May 2002 The Enterprise Registration Certificate was initially issued by the Department of Planning and Investment of Hanoi City on 13 May 2002. The latest amendment (60th) to the Enterprise Registration Certificate was issued on 21 August 2025.	
Board of Directors	Mr. Truong Gia Binh Mr. Bui Quang Ngoc Mr. Do Cao Bao Mr. Jean Charles Belliol Mr. Hiroshi Yokotsaka Mr. Hampapur Rangadore Binod Ms. Tran Thi Hong Linh	Chairman Vice Chairman Member Member Member Member Member
Board of Management	Mr. Nguyen Van Khoa Mr. Nguyen The Phuong Mr. Pham Minh Tuan	General Director Deputy General Director Deputy General Director
Board of Supervision	Mr. Nguyen Viet Thang Mr. Nguyen Khai Hoan Ms. Duong Thuy Duong	Chief Supervisor Member Member
Legal Representatives	Mr. Truong Gia Binh Mr. Nguyen Van Khoa	Chairman General Director
Registered Office	No. 10, Pham Van Bach Street, Cau Giay Ward, Hanoi City, Vietnam	
Auditor	PwC (Vietnam) Limited	

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STATEMENT OF THE BOARD OF MANAGEMENT

RESPONSIBILITY OF BOARD OF MANAGEMENT OF THE COMPANY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Board of Management of FPT Corporation (“the Company”) is responsible for preparing the consolidated financial statements of the Company and its subsidiaries (together, “the Group”) which give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of the consolidated results of its operations and its consolidated cash flows for the year then ended. In preparing these consolidated financial statements, the Board of Management is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgments and estimates that are reasonable and prudent; and
- Prepare the consolidated financial statements on a going-concern basis unless it is inappropriate to presume that the Group will continue in business.

The Board of Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the financial position of the Group and enable the consolidated financial statements to be prepared which comply with the basis of accounting set out in Note 2 to the consolidated financial statements. The Board of Management is also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud or error.

The Legal Representatives have authorised the Deputy General Director of the Company to approve and sign the consolidated financial statements of the Group for the year ended 31 December 2025 pursuant to the Authorisation Letter No. 116/QĐ-FPT dated 14 August 2024.

Approval of the consolidated financial statements

I hereby, approve the accompanying consolidated financial statements as set out on pages 164 to 225 which give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements.

On behalf of the Board of Management



NGUYEN THE PHUONG

Deputy General Director
Authorised signatory

Ha Noi, S.R. Vietnam
18 March 2026

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INDEPENDENT AUDITOR’S REPORT TO THE SHAREHOLDERS OF FPT CORPORATION

We have audited the accompanying consolidated financial statements of FPT Corporation (“the Company”) and its subsidiaries (together, “the Group”) which were prepared on 31 December 2025 and approved by the Deputy General Director of the Company (pursuant to the authorisation of the Legal Representatives of the Company) on 18 March 2026. The consolidated financial statements comprise the consolidated balance sheet as at 31 December 2025, the consolidated income statement and the consolidated cash flow statement for year then ended, and explanatory notes to the consolidated financial statements including significant accounting policies, as set out on pages 164 to 225.

The Board of Management’s Responsibility

The Board of Management of the Company is responsible for the preparation and the true and fair presentation of these consolidated financial statements of the Group in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements, and for such internal control which the Board of Management determines necessary to enable the preparation and presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on the consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical standards and requirements and plan and perform the audit in order to obtain reasonable assurance as to whether the consolidated financial statements of the Group are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor’s judgment, including an assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Group’s preparation and true and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF FPT CORPORATION (Continued)

Auditor's Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on the preparation and presentation of consolidated financial statements.

Emphasis of Matter

We draw attention to Note 1 of the consolidated financial statements, which indicates the basis of consolidation of the financial statements of FPT Telecom Joint Stock Company ("FTEL") up to 31 December 2025. Our audit opinion is not modified in respect of this matter.

For and on behalf of PwC (Vietnam) Limited



TRAN KHAC THE

Audit Practising Licence
No. 2043-2023-006-1
Authorised Representative

NGUYEN THANH LOAN

Audit Practising Licence
No. 5979-2023-006-1

Report reference number: HAN 4324
Hanoi, 19 March 2026

CONSOLIDATED BALANCE SHEET

Form B 01 – DN/HN

Unit: VND

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Code	Assets	Note	As at 31 December	
			2025	2024
100	CURRENT ASSETS		58,137,438,254,908	45,535,942,846,453
110	Cash and cash equivalents	4	10,522,105,729,992	9,315,440,438,884
111	Cash		8,084,751,080,186	6,725,619,929,289
112	Cash equivalents		2,437,354,649,806	2,589,820,509,595
120	Short-term investments		29,630,986,737,440	21,785,213,686,808
123	Investments held to maturity	5(a)	29,630,986,737,440	21,785,213,686,808
130	Short-term receivables		14,402,017,450,105	11,381,523,992,803
131	Short-term trade accounts receivable	6	12,734,600,596,550	10,537,019,113,380
132	Short-term prepayments to suppliers	7	952,737,932,722	610,379,845,664
134	Contract-in-progress receivables	8	200,405,269,967	136,097,256,629
135	Short-term lendings		9,195,910,819	9,808,117,590
136	Other short-term receivables	9(a)	1,091,244,484,321	707,751,585,399
137	Provision for doubtful debts – short-term	10	(586,166,744,274)	(619,531,925,859)
140	Inventories	11	2,193,769,802,339	1,856,756,949,030
141	Inventories		2,277,393,610,177	1,990,224,486,513
149	Provision for decline in value of inventories		(83,623,807,838)	(133,467,537,483)
150	Other current assets		1,388,558,535,032	1,197,007,778,928
151	Short-term prepaid expenses	12(a)	641,974,035,769	479,707,218,558
152	Value added tax ("VAT") to be reclaimed		609,517,465,104	648,697,117,785
153	Tax and other receivables from the State	13(a)	137,067,034,159	68,603,442,585

CONSOLIDATED BALANCE SHEET (Continued)

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Code	ASSETS	Note	As at 31 December	
			2025	2024
200	LONG-TERM ASSETS		30,004,553,379,717	26,464,052,832,167
210	Long-term receivables		564,342,065,270	331,646,166,008
215	Long-term lendings		5,278,733,014	2,509,722,351
216	Other long-term receivables	9(b)	611,435,814,893	381,508,926,294
219	Provision for doubtful debts – long-term	10	(52,372,482,637)	(52,372,482,637)
220	Fixed assets		17,288,541,848,861	14,816,131,186,204
221	Tangible fixed assets	14(a)	15,359,168,484,059	12,774,567,961,718
222	Historical cost		29,122,042,372,002	24,457,733,666,511
223	Accumulated depreciation		(13,762,873,887,943)	(11,683,165,704,793)
224	Finance lease fixed assets		1,277,212,606	2,042,708,364
225	Historical cost		5,871,006,196	5,716,034,788
226	Accumulated depreciation		(4,593,793,590)	(3,673,326,424)
227	Intangible fixed assets	14(b)	1,928,096,152,196	2,039,520,516,122
228	Historical cost		3,868,883,110,367	3,656,302,027,788
229	Accumulated amortisation		(1,940,786,958,171)	(1,616,781,511,666)
240	Long-term asset in progress		1,605,078,004,898	2,559,766,724,411
242	Construction in progress	15	1,605,078,004,898	2,559,766,724,411
250	Long-term investments		4,737,863,994,182	3,318,095,237,260
252	Investments in joint ventures, associates	5(b)	3,581,128,517,425	2,281,222,436,752
253	Investments in other entities	5(b)	3,823,762,975,906	3,393,737,969,842
254	Provision for long-term investments	5(b)	(2,667,027,499,149)	(2,357,065,169,334)
255	Investments held to maturity	5(a)	-	200,000,000
260	Other long-term assets		5,808,727,466,506	5,438,413,518,284
261	Long-term prepaid expenses	12(b)	4,200,230,383,066	3,765,187,625,417
262	Deferred income tax assets	32(b)	592,766,817,279	575,767,686,189
269	Goodwill	16	1,015,730,266,161	1,097,458,206,678
270	TOTAL ASSETS		88,141,991,634,625	71,999,995,678,620

The notes on pages 172 to 225 are an integral part of these consolidated financial statements.

CONSOLIDATED BALANCE SHEET (Continued)

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Code	RESOURCES	Note	As at 31 December	
			2025	2024
300	LIABILITIES		44,393,950,887,086	36,272,455,573,820
310	Short-term liabilities		41,524,928,721,230	34,836,184,067,740
311	Short-term trade accounts payable	17	3,837,081,314,767	4,423,912,840,298
312	Short-term advances from customers	18	734,726,007,595	562,066,755,666
313	Tax and other payables to the State	13(b)	2,199,487,107,880	2,298,821,801,748
314	Payables to employees		5,724,811,126,353	4,341,013,546,853
315	Short-term accrued expenses	19	1,765,446,702,057	1,241,089,122,260
317	Contract-in-progress payables	8	85,650,109,236	92,738,882,375
318	Short-term unearned revenue	20(a)	4,233,698,718,701	4,224,649,366,399
319	Other short-term payables	21(a)	1,014,754,880,632	874,015,837,328
320	Short-term borrowings and finance lease liabilities	22(a)	19,169,697,497,955	14,446,238,451,323
321	Provision for short-term liabilities		599,498,384,069	496,600,145,127
322	Bonus and welfare fund		2,160,076,871,985	1,835,037,318,363
330	Long-term liabilities		2,869,022,165,856	1,436,271,506,080
336	Long-term unearned revenue	20(b)	152,241,175,129	131,344,534,204
337	Other long-term payables	21(b)	149,213,186,822	183,788,442,785
338	Long-term borrowings and finance lease liabilities	22(b)	1,903,789,988,184	501,115,537,075
341	Deferred income tax liabilities	32(b)	257,727,308,967	356,966,680,614
342	Provision for long-term liabilities		405,858,410,471	262,864,215,119
343	Fund for scientific and technological development		192,096,283	192,096,283

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Code	Resources	Note	As at 31 December	
			2025	2024
400	OWNERS' EQUITY		43,748,040,747,539	35,727,540,104,800
410	Capital and reserves		43,745,290,747,539	35,724,790,104,800
411	Owners' capital	23,24	17,035,071,210,000	14,710,691,830,000
411a	Ordinary shares with voting rights		17,035,071,210,000	14,710,691,830,000
412	Share premium	24	49,713,213,411	49,713,213,411
414	Owners' other capital	24	3,499,547,369,952	1,929,012,703,454
417	Foreign exchange differences	24	(70,185,856,586)	(49,485,560,860)
418	Investment and development fund	24	1,575,367,587,172	2,033,289,141,535
420	Other reserves	24	88,263,628,887	87,730,484,825
421	Undistributed earnings	24	14,302,416,791,936	11,030,528,671,431
421a	Undistributed post-tax profits of previous years		7,369,582,215,178	5,458,228,109,134
421b	Undistributed post-tax profit of current year		6,932,834,576,758	5,572,300,562,297
429	Non-controlling interests	24	7,265,096,802,767	5,933,309,621,004
430	Budget sources and other funds		2,750,000,000	2,750,000,000
431	Budget sources		2,750,000,000	2,750,000,000
440	TOTAL RESOURCES		88,141,991,634,625	71,999,995,678,620

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Deputy General Director
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18 March 2026

CONSOLIDATED INCOME STATEMENT

Form B 02 – DN/HN

Unit: VND

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		Note	Year ended 31 December	
			2025	2024
01	Revenue from sales of goods and rendering of services		70,207,688,944,553	62,962,652,134,635
02	Less deductions		94,863,843,843	113,857,783,268
10	Net revenue from sales of goods and rendering of services (10 = 01 - 02)	26	70,112,825,100,710	62,848,794,351,367
11	Cost of goods sold and services rendered	27	44,224,295,588,297	39,150,445,981,451
20	Gross profit from sales of goods and rendering of services (20 = 10 - 11)		25,888,529,512,413	23,698,348,369,916
21	Financial income	28	2,977,156,356,773	1,935,749,115,305
22	Financial expenses	29	1,672,048,701,466	1,811,547,381,981
23	• Including: Interest expense		809,759,601,156	551,639,361,786
24	Profit sharing from joint ventures and associates	5(b)	658,024,835,314	392,531,256,272
25	Selling expenses	30	7,562,660,640,454	6,115,961,971,783
26	General and administration expenses	31	7,337,325,397,804	7,074,038,614,774
30	Net operating profit (30 = 20 + 21 - 22 + 24 - 25 - 26)		12,951,675,964,776	11,025,080,772,955
31	Other income		142,892,570,480	175,450,599,740
32	Other expenses		50,935,701,459	130,864,954,876
40	Net other income (40 = 31 - 32)		91,956,869,021	44,585,644,864
50	Accounting profit before tax (50 = 30 + 40)		13,043,632,833,797	11,069,666,417,819
51	Corporate income tax ("CIT") - current	32(a)	1,916,998,192,442	1,922,927,614,658
52	CIT - deferred	32(b)	(105,704,809,379)	(280,683,727,283)

CONSOLIDATED INCOME STATEMENT (Continued)

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		Note	Year ended 31 December	
			2025	2024
60	Profit after tax (60 = 50 - 51 - 52) Attributable to:		11,232,339,450,734	9,427,422,530,444
61	Shareholders of parent company		9,376,127,629,501	7,856,767,812,178
62	Non-controlling interests		1,856,211,821,233	1,570,654,718,266
70	Basic earnings per share	25(a)	5,216	4,292
71	Diluted earnings per share	25(b)	5,216	4,292

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Deputy General Director
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18 March 2026

CONSOLIDATED CASH FLOW STATEMENT

(Indirect method)

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		Year ended 31 December	
Code	Note	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES			
01	Accounting profit before tax	13,043,632,833,797	11,069,666,417,819
	Adjustments for:		
02	Depreciation and amortisation of fixed assets and allocation of goodwill	2,914,178,360,732	2,535,298,475,665
03	Provisions	651,406,282,654	1,148,951,390,915
04	Foreign exchange (gains)/losses arising from translating monetary items denominated in foreign currencies	(27,776,460,391)	46,311,803,197
05	Profits from investing activities	(2,575,840,046,010)	(1,725,022,480,893)
06	Interest expense	809,759,601,156	551,639,361,786
08	Operating profit before changes in working capital	14,815,360,571,938	13,626,844,968,489
09	Increase in receivables	(2,874,821,969,471)	(1,913,663,012,505)
10	Increase in inventories	(335,071,616,492)	(265,267,561,842)
11	Increase in payables	2,556,427,255,416	2,875,571,263,689
12	Increase in prepaid expenses	(595,604,484,389)	(393,964,502,357)
14	Interest paid	(812,474,254,533)	(607,154,747,076)
15	CIT paid	(2,238,070,257,305)	(1,209,921,507,569)
17	Other payments on operating activities	(379,701,329,253)	(408,667,711,961)
20	Net cash inflows from operating activities	10,136,043,915,911	11,703,777,188,868
CASH FLOWS FROM INVESTING ACTIVITIES			
21	Purchases of fixed assets and other long-term assets	(5,097,919,349,856)	(3,275,312,325,702)
22	Proceeds from disposals of fixed assets and long-term assets	7,314,216,719	14,227,383,215
23	Loans granted, and purchases of debt instruments of other entities	(57,012,522,823,806)	(41,956,569,113,369)
24	Collection of loans, proceeds from sales of debt instruments of other entities	49,164,792,969,282	36,283,758,374,630

CONSOLIDATED CASH FLOW STATEMENT (Continued)

(Indirect method)

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		Year ended 31 December			
Code		Note		2025	2024
CASH FLOWS FROM INVESTING ACTIVITIES (Continued)					
25	Investments in other entities			(710,700,052,777)	(1,106,193,484,800)
26	Proceeds from divestment of investments in other entities			23,532,256,656	48,102,486,048
27	Dividends and interest received			2,000,759,192,153	1,530,174,506,877
30	Net cash outflows from investing activities			(11,624,743,591,629)	(8,461,812,173,101)
CASH FLOWS FROM FINANCING ACTIVITIES					
31	Proceeds from shares issuance			1,196,235,184,778	163,342,989,874
33	Proceeds from borrowings			43,070,812,885,074	30,946,282,706,201
34	Repayments of borrowings			(36,890,984,827,601)	(30,013,226,682,923)
35	Finance lease principal repayments			(986,795,056)	(2,305,346,865)
36	Dividends paid, profits distributed to owners			(4,573,753,577,663)	(3,291,859,792,121)
40	Net cash outflows from financing activities			2,801,322,869,532	(2,197,766,125,834)
50	Net increase in cash and cash equivalents			1,312,623,193,814	1,044,198,889,933
60	Cash and cash equivalents at beginning of year	4		9,315,440,438,884	8,279,156,683,221
61	Effect of foreign exchange differences			(105,957,902,706)	(7,915,134,270)
70	Cash and cash equivalents at end of year	4		10,522,105,729,992	9,315,440,438,884

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18 March 2026

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08 **CONSOLIDATED FINANCIAL STATEMENTS**

1. General information

FPT Corporation (the “Company”) was initially incorporated as a state-owned company in Vietnam and subsequently equitized to become a joint stock company in accordance with the Decision No. 178/QĐ-TTg dated 28 February 2002. The Company operates under the Enterprise Registration Certificate No. 0101248141 which was initially issued by the Department of Planning and Investment of Hanoi City on 13 May 2002. The latest amendment (60th) to the Enterprise Registration Certificate was issued on 21 August 2025.

Since 13 December 2006, the Company’s shares have been listed on Ho Chi Minh City Stock Exchange with ticker symbol of “FPT”.

The principal activities of the Company and its subsidiaries (together, “the Group”) are to provide IT and telecommunication products and services. The main products and services include:

(i) Software development services including software export, provision of software package and solutions, software services and ERP services;

(ii) Information technology services including digital transformation consulting and IT consulting, system management, BPO service, data center service, cloud computing service, and service based on new technologies such as artificial intelligence, automation;

(iii) System integration;

(iv) Telecommunication services including internet services, pay television and value added services;

(v) Digital content services including online advertising;

(vi) Education services at primary, high school, college, university and postgraduate levels.

The normal business cycle of the Group is within 12 months, except certain IT system integration projects which are carried out in a period of more than 12 months. The Group’s business operations during the year were not affected by seasonality.

As at 31 December 2025, the Group had 54,110 employees (as at 31 December 2024: 54,646 employees).

As at 31 December 2025, the Company had 8 direct subsidiaries and 2 main associates. Details of these entities are presented on the following page.

In addition, information about other subsidiaries, joint ventures and associates which the Company indirectly owned is presented in Appendix 1 of the consolidated financial statements.

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1. General information *(Continued)*

(i) Direct subsidiaries:

Subsidiaries	Principal activities	Place of incorporation and operation	As at 31/12/2025 and 31/12/2024	
			% of ownership	% of voting rights
FPT Software Company Limited	Software products and services	FPT Cau Giay Building, Duy Tan Street, Cau Giay Ward, Hanoi, Vietnam	100%	100%
FPT Telecom Joint Stock Company (*)	ADSL services, line leasing, pay-TV and other online services	2nd floor, FPT Cau Giay Building, No. 17 Duy Tan Street, Cau Giay Ward, Hanoi City, Vietnam	45.66%	(*)
FPT IS Company Limited	Application software solutions, ERP services, information technology services, system integration	No. 10 Pham Van Bach Street, Cau Giay Ward, Hanoi City, Vietnam	100%	100%
FPT Education Company Limited	Education and technology services	Hoa Lac Hi-Tech Park, km 29, Thang Long Avenue, Hoa Lac commune, Hanoi City, Vietnam	100%	100%
FPT Online Service Joint Stock Company	Online services	Lot L 29B-31B-33B, Tan Thuan Street, Tan Thuan Dong Ward, Ho Chi Minh City, Vietnam	49.52%	80.15%
FPT Investment Company Limited	Financial investment	No. 10 Pham Van Bach Street, Cau Giay Ward, Hanoi City, Vietnam	100%	100%
FPT Smart Cloud Company Limited	Information technology	No. 10 Pham Van Bach Street, Cau Giay Ward, Hanoi City, Vietnam	100%	100%
FPT Digital Company Limited	Digital transformation consulting	No. 10 Pham Van Bach Street, Cau Giay Ward, Hanoi City, Vietnam	100%	100%

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1. General information *(Continued)*

(i) Direct subsidiaries: *(Continued)*

(*) Basis of the consolidation of the financial statements of FPT Telecom Joint Stock Company (“FTEL”) up to 31 December 2025

Before 11 November 2025, although the Group held only 45.66% of the share capital of FPT Telecom Joint Stock Company (“FTEL”), the Group had control over FTEL and consolidated FTEL’s financial statements as a subsidiary into the Group’s consolidated financial statements because the Group had the right to cast the majority of votes at meetings of the Board of Directors or equivalent management level of FTEL, as well as the power to govern FTEL’s financial and operating policies.

From 11 November 2025, the representative authority over the 50.16% State-owned shares in FTEL was transferred from the State Capital Investment Corporation to the Ministry of Public Security. In accordance with the Official Letter No. 1906 dated 18 March 2026 issued by the Department of Planning and Finance under the Ministry of Public Security, FPT Group has control over FTEL

up to 31 December 2025 and continues to consolidate FTEL’s financial statements into the consolidated financial statements of the Group up to 31 December 2025. In 2026, after the completion of procedures for the official transfer of ownership representation rights, the new owner will fully exercise the rights and responsibilities of a parent company at FTEL, including the responsibility to consolidate the financial statements.

Based on the above Official Letter, the Group will change the consolidation method for FTEL from the full consolidation method applied for subsidiaries to the equity method applied for joint ventures, associates as described in Note 2.5 of the consolidated financial statements from the financial year 2026.

As at 31 December 2025 and for the financial year then ended, the financial information of FTEL included in the Group’s consolidated financial statements is presented in Note 34(a) - Segment Information, comprising the full results of the Telecommunications and Digital Content segment.

(ii) Direct associates:

Associates	Principal activities	Place of incorporation and operation	As at 31/12/2025 and 31/12/2024	
			% of ownership	% of voting rights
Synnex FPT Joint Stock Company	Producing technological products and distributing IT devices and mobile phone; and manufacturing computers	No. 17, Duy Tan Street, Cau Giay Ward, Hanoi	48%	48%
FPT Digital Retail Joint Stock Company	Retails of computers, peripheral devices, software and telecommunication equipment; telecom service agent	No. 261 - 263 Khanh Hoi, Vinh Hoi Ward, Ho Chi Minh City	46.54%	46.54%

Disclosure of information comparability in the consolidated financial statements:

The comparative figures presented on the consolidated financial statements for the year ended 31 December 2025 are the ones of the audited consolidated financial statements for the year ended 31 December 2024.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

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2. Summary of significant accounting policies

2.1. Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements under the historical cost convention, except for investments in associates, joint ventures and business combinations set out in Note 2.5.

The accompanying consolidated financial statements are not intended to present the financial position and financial performance and cash flows in accordance with accounting principles and practices generally accepted in countries and jurisdictions other than Vietnam. The accounting principles and practices utilised in Vietnam may differ from those generally accepted in countries and jurisdictions other than Vietnam.

New Accounting system issued not yet effective

On 27 October 2025, the Ministry of Finance issued Circular 99/2025/TT-BTC ("Circular 99") providing guidance on the corporate accounting system, replacing Circular 200/2014/TT-BTC, effective from 1 January 2026 and for fiscal years beginning on or after 1 January 2026. Therefore, the Group will apply Circular 99 for the fiscal year starting from 1 January 2026 to 31 December 2026.

The consolidated financial statements in the Vietnamese language are the official consolidated financial statements of the Group. The consolidated financial statements in the English language have been translated from the Vietnamese version.

2.2. Fiscal year

The Group's fiscal year is from 1 January to 31 December.

2.3. Currency used in preparation and presentation of the consolidated financial statements

The consolidated financial statements are measured and presented in Vietnamese Dong ("VND" or "Dong").

On consolidation, if the currencies presented on the financial statements of subsidiaries are different from that of the Group, the parent company translates those financial statements into the currency used in the Group's consolidated financial statements under the following principles:

- Assets, liabilities and goodwill incurred on acquisition of overseas subsidiaries are translated at actual exchange rate at the year end;
- Undistributed earnings/(accumulated post-tax losses) incurred after acquisition date are translated based on the translation of income and expenses in the income statement;
- Items of the income statement and the cash flow statement are translated at the average exchange rate of the year if it approximates the actual rate at the time of the transaction (with the difference not exceeding 2%); and
- Accumulated exchange differences arising from translation are presented in equity of the consolidated balance sheet. Exchange differences attributable to the Company are presented in "Foreign exchange differences". Those attributable to non-controlling interests are allocated to "Non-controlling interests".

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2. Summary of significant accounting policies *(Continued)*

2.4. Exchange rates

Transactions arising in foreign currencies are translated at exchange rates ruling at the transaction dates.

Monetary assets and liabilities denominated in foreign currencies at the consolidated balance sheet date are mainly translated at the transfer rate at the consolidated balance sheet date of the commercial banks where the Group regularly has transactions.

Borrowings denominated in foreign currencies which the Group hedges the exchange rate risk by using currency swap and forward transactions are translated at exchange rates nominated in contracts between the Group and the commercial banks.

Foreign exchange differences arising from these translations are recognised in the consolidated income statement.

2.5. Basis of consolidation

Subsidiary

The consolidated financial statements consist of the financial statements of the parent company and companies controlled by the Group for the year ended 31 December 2025. Control is achieved where the Group has the power to govern the financial and operating policies of an investee company so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated income statement from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Assets, liabilities and contingent liabilities of the subsidiary are measured at the fair values at the acquisition date of the subsidiary. The excess of the cost of acquisition over the Group's share of the fair value of the identifiable net assets of the acquired subsidiary is recorded as goodwill. If the cost of acquisition is less than the Group's share of the fair value of the net assets of the acquired subsidiary, the difference is recognised directly in the consolidated income statement of the fiscal year when the subsidiary is acquired.

Inter-company transactions, balances and unrealised gains and losses on transactions between group companies are eliminated on consolidation.

Accounting policies of subsidiaries are changed where necessary to ensure consistency with the policies adopted by the Group.

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2. Summary of significant accounting policies *(Continued)*

2.5. Basis of consolidation *(Continued)*

Non-controlling transactions and interests

The Group applies a policy for transactions with non-controlling interests as transactions with external parties to the Group.

Non-controlling interests consist of the amount of those non-controlling interests at the date of the original business combination and the non-controlling interests' share of changes in equity since the date of the combination. Losses in subsidiaries are respectively attributed to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

The non-controlling interests are initially measured at the non-controlling shareholders' proportion of the net fair value of the assets, liabilities, and contingent liabilities recognised.

The divestment of the Group's interest in a subsidiary that does not result in a loss of control is accounted for as a transaction with owners. The difference between the change in the Group's share of net assets of the subsidiary and any consideration paid or received from divestment of the Group's interest in the subsidiary is recorded directly in the undistributed earnings under equity. In a divestment of the Group's interest in a subsidiary that results in a loss of control, the difference between the Group's share in the net assets of the subsidiary and the net proceeds from divestment is recognised in the consolidated income statement. The retained interest in the entity will be accounted for as either an investment in another entity or investment to be equity accounted for since the divestment date.

Joint ventures and associates

Joint ventures are contractual agreements whereby two or more parties undertake an economic activity, which is subject to joint control. Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in joint ventures and associates are accounted for using the equity method of accounting and are initially recognised at cost. Interests in joint ventures and associates are carried in the consolidated balance sheet at cost as adjusted by post-acquisition changes in the Company's share of the net assets of the associate. The Group's investment in joint ventures, associates include goodwill identified on acquisition, net of any accumulated impairment loss.

Profit from the joint ventures, associates on the consolidated income statement are proportional to the Group's ownership interest in the joint ventures and associates in respect of profit of the joint ventures and associates. When the Group's share of losses in an associate equal or exceeds its interest in the joint venture or associate, the Group does not recognize further losses, unless it has incurred obligations or made payments on behalf of the joint ventures and associates.

In cases where the equity of a joint venture or associate changes (but such changes are not reflected through the statement of profit or loss for the year, such as equity transactions or foreign exchange differences not recognized as profit or loss), the Group determines and recognizes its share of the change in the equity of the joint venture or associate based on the balance sheet of the joint venture or associate. This amount is recorded as an increase (or decrease) in the carrying amount of the investment in the joint venture or associate, with a corresponding adjustment to the Group's equity items.

Unrealized gains and losses on transactions between the Group and its joint ventures and associates are eliminated to the extent of the Group's interest in the joint ventures and associates in accordance with current accounting regulations.

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2. Summary of significant accounting policies *(Continued)*

2.6. Goodwill

Goodwill in the consolidated financial statements represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary or joint venture, associate at the date of acquisition.

Goodwill on acquisitions of subsidiaries is recognised as an asset and is amortised on a straight-line basis over its estimated period of benefit but not exceeding a period of 10 years. Goodwill on acquisitions of investments in joint ventures and associates is included in the carrying amount of the investments at the date of acquisition. The Group does not amortise this goodwill.

On disposal of the investments in subsidiaries or joint ventures and associates, the residual value of the goodwill that has not been fully depreciated is reduced in proportion to the percentage of capital withdrawn and included in the undistributed profit after tax when the parent company still holds control over the subsidiary or is reduced in its entirety and included in profit/loss on the consolidated income statement in case the parent company loses control.

Goodwill is tested annually for impairment. If there is evidence that the impairment during the period is higher than the annual goodwill charge, the Group records the impairment immediately in the year.

2.7. Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at banks, cash in transit and other short-term investments with an original maturity of three months or less.

2.8. Receivables

Receivables represent trade receivables from customers arising from sales of goods and rendering of services or non-trade receivables from others and are stated at cost.

Provision for doubtful debts is made for each outstanding amount based on overdue days in payment according to the initial payment commitment (exclusive of the payment rescheduling between parties), or based on the estimated loss that may arise. The difference between the provision of this period and the provision of the previous period is recognised as an increase or decrease of general and administrative expenses in the period. Bad debts are written off when identified as uncollectible.

Receivables are classified into short-term and long-term receivables on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

2.9. Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the first-in first-out method and includes all costs of purchase, costs of conversion and other directly-related costs incurred in bringing the inventories to their present location and condition. In the case of manufactured products, cost includes all direct expenditure and production overheads based on normal levels of operating activity. Net realisable value is the estimated selling price in the normal course of business, less the estimated costs of completion and selling expenses.

The Group applies the perpetual system for inventories.

Provision is made, when necessary, for obsolete, slow-moving and defective inventory items. The difference between the provision of this year and the provision of the previous year is recognised as an increase or decrease of cost of goods sold in the year.

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2. Summary of significant accounting policies *(Continued)*

2.10. Investments

(a) Investments held to maturity

Investments held to maturity are investments which the Group has a positive intention and ability to hold until maturity.

Investments held to maturity include bank term deposits with an original term of more than three months and other investments held to maturity. Those investments are initially accounted for at cost. Subsequently, the Group reviews all outstanding investments to determine the amount of provision to recognise at the year end.

Provision for diminution in value of investments held to maturity is made when there is evidence that the investment is uncollectible in whole or in part. Changes in the provision balance during the accounting period are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

Investments held to maturity are classified into short-term and long-term investments held to maturity on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

(b) Investments in joint ventures and associates

Investments in joint ventures and associates are accounted for using the equity method when preparing the consolidated financial statements (Note 2.5).

(c) Investments in other entities

Investments in other entities are investments in equity instruments of other entities without controlling rights or co-controlling rights, or without significant influence over the investee. These investments are carried at cost less provision for investments.

Provision for investments in other entities is made when there is a diminution in value of the investments at the year end. It is calculated based on market value if market value can be determined reliably. If market value cannot be determined reliably, the provision for investments in other entities is calculated based on the loss of investees.

Changes in the provision balance during the accounting period are recorded as an increase or decrease in financial expenses. A reversal, if any, is made only to the extent the investment is restored to its original cost.

2.11. Lendings

Lendings are lendings granted for interest earning under agreements among parties but not being traded as securities.

Lendings are recognised at cost less any provision for doubtful lendings. Thereafter, the Group reviews all outstanding receivables to recognize a provision for doubtful debts at the end of the financial year. Provision for doubtful debts is established for each debt based on the number of days past due in comparison with the original debt repayment schedule (excluding any extensions agreed between the parties), or based on the estimated potential loss. The difference between the provision required at the end of the current financial year and the provision previously recognized at the end of the prior financial year is recorded as an increase or decrease in expenses for the year. The reversal of a provision shall not exceed the original carrying amount.

Lendings are classified into short-term and long-term lendings on the consolidated balance sheet based on the remaining term of the lendings as at the consolidated balance sheet date.

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2. Summary of significant accounting policies *(Continued)*

2.12. Contracts on software development and system integration

The Group applies the following accounting policies for accounting and monitoring of contracts on software development and system integration.

When the outcome of a contract on software development and system integration can be estimated reliably and the contract payment is made to the Group following the work progress, the percentage of completion method is used by the Group to determine the appropriate amount of revenue and costs to be recognised in the financial year.

When the outcome of a contract on software development and system integration cannot be reliably estimated, contract revenue is recognised to the extent of contract costs incurred where it is probable those costs will be recoverable. Contract costs are only recognised when incurred during the financial year.

The aggregate of the costs incurred, and the profit or loss recognised on each contract is compared against the progress billings up to the year end. Where costs incurred and profits recognised (less recognised losses) exceed progress billings, the balance is presented as contracts-in-progress receivables. Where progress billings exceed costs incurred plus recognised profits (less recognised losses), the balance is presented as contracts-in-progress payables.

2.13. Fixed assets

Tangible fixed assets and depreciation

Fixed assets are stated at historical cost less accumulated depreciation. Historical cost includes any expenditure that is directly attributable to the acquisition of the fixed assets bringing them to suitable condition for their intended use. The costs of self-constructed or manufactured assets are the actual construction or manufacturing cost plus installation and test running costs. Expenditure incurred subsequently which has resulted in an increase in the future economic benefits expected to be obtained from the use of fixed assets can be capitalised as additional historical costs. Otherwise, such expenditure is charged to the consolidated income statement when incurred in the year.

Tangible fixed assets are depreciated using the straight-line method so as to write off the depreciable amount of the fixed assets over their estimated useful lives. Depreciable amount equals to the historical cost of fixed assets recorded in the financial statements minus (-) the estimated disposal value of such assets. The estimated useful lives of each asset class are as follows:

Buildings and structures	5 – 30 years
Machinery and equipment	3 – 25 years
Motor vehicles	4 – 7 years
Office equipment	3 – 10 years
Others	3 – 5 years

Intangible fixed assets and amortisation

Intangible assets reflect the value of land use rights, licenses, operating rights, copyrights and patents, customer relationship, and brand name.

(i) Land use rights

Land use rights comprise land use rights granted by the State for which land use fees are collected, land use rights acquired in a legitimate transfer, and prepaid land use rights obtained under land rental contracts which are effective before the effective date of Land Law 2003 (which is 1 July 2004) and which land use right certificates are granted.

Definite land use rights are stated at costs less accumulated amortisation. Costs of land use rights consists of its purchased prices and any directly attributable costs in obtaining the land use rights. Land use rights are amortised using the straight-line basis over the terms of the land use right certificates. Indefinite land use rights are stated at costs and not amortised.

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2. Summary of significant accounting policies *(Continued)*

2.13. Fixed assets *(Continued)*

Intangible fixed assets and amortisation (Continued)

(ii) Computer software

Purchase price of a new computer software which is separable from the related hardware is capitalized and accounted for as an intangible asset. Computer software is amortised to the consolidated income statement on a straight-line basis over a period of 3 to 5 years.

(iii) Licenses, operating rights, copyrights and patents

Purchase price of a license is accounted for as an intangible asset. The license is amortised to the consolidated income statement on a straight-line basis over the terms in the licences.

The right to operate the high-speed internet lines - Asia America Gateway ("AAG") and Asia Pacific Gateway ("APG") project and right of infinite use of AAE1 (Asia - Africa - Europe 1) are amortised over 15 years.

Purchase prices of copyrights and patents are capitalized and accounted for as intangible assets. Copyrights and patents are amortised to the consolidated income statement on a straight-line basis over a period of 3 to 5 years.

(iv) Customer relationship and brand name

Customer relationship and brand name which arise from the acquisition of subsidiaries are amortised on a straight-line basis over their estimated useful lives from 10 to 20 years.

Disposals

Gains or losses on disposals are determined by comparing net disposal proceeds with the carrying amount of the fixed assets and are recognised as income or expense in the consolidated income statement.

Construction in progress

Construction in progress represents the cost of assets in the course of installation or construction for production, rental or administrative purposes, or for purposes not yet determined, which are recorded at cost and are comprised of such necessary costs to construct, repair and maintain, upgrade, renew or equip the projects with technologies. Depreciation of these assets, on the same basis as other fixed assets, commences when the assets are ready for their intended use.

2.14. Leased assets

Leases of property, plant and equipment where the lessor has transferred the ownership at the end of the lease period, and transferred substantially the risks and rewards, are classified as finance leases. Finance leases are capitalized at the inception of the lease at the lower of the fair value of leased assets or the present value of the minimum lease payments.

Each lease payment is separated between the liability and finance charges to achieve a constant rate on the outstanding finance lease balance.

Financial cost is charged to the consolidated income statement over the lease term. The property, plant and equipment acquired under finance leasing contracts is depreciated under the straight-line method over the shorter of the estimated useful life of the assets or the lease term. However, if there is reasonable certainty that the lessee will obtain ownership by the end of the lease term, depreciation is calculated over the estimated useful life of the assets.

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the consolidated income statement on a straight-line basis over the term of the lease.

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2. Summary of significant accounting policies *(Continued)*

2.15. Prepaid expenses

Prepaid expenses include short-term and long-term prepayments on the balance sheet. Short-term prepaid expenses represent prepayments for services; or tools that do not meet the recognition criteria for fixed assets for a period not exceeding 12 months or a business cycle from the date of prepayment. Long-term prepaid expenses represent prepayments for services; or tools, which do not meet the recognition criteria for fixed assets for a period exceeding 12 months or more than one business cycle from the date of prepayment. Prepaid expenses include land rental, office rental, other rentals (copyrights, channels, transmission line, cable), telecommunication service deployment costs for new subscribers and other prepaid expenses.

Prepaid land rental includes land rental which are not recorded as intangible assets as described in note 2.13. Prepaid land rental, office rental, and other rentals (copyrights, channels, transmission line, cable) are charged to the consolidated income statement using the straight-line method over the lease term.

Costs for telecommunication service deployment for new subscribers are charged to the consolidated income statement using the straight-line method over the estimated useful lives.

Other prepaid expenses comprise costs of small tools, supplies and spare parts issued for consumption, renovation of furniture and office, maintenance and other prepayments for services rendered contracts which are expected to provide future economic benefits to the Group. These expenditures have been capitalised as prepaid expenses and are allocated to the consolidated income statement using the straight-line method over the estimated useful lives.

2.16. Payables

Classifications of payables are based on their nature as follows:

- Trade accounts payable are trade payables arising from purchase of goods and services; and
- Other payables are non-trade payables and payables not relating to purchases of goods and services.

Payables are classified into short-term and long-term payables on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

2.17. Borrowings and finance lease liabilities

Borrowings and finance lease liabilities include borrowings and finance leases from banks, financial institutions, financial companies and other entities. Borrowings and finance lease liabilities are classified into short-term and long-term borrowings and finance lease liabilities on the consolidated balance sheet based on the remaining period from the consolidated balance sheet date to the maturity date.

Borrowing costs that are directly attributable to the construction or production of any qualifying assets are capitalised during the period of time that is required to complete and prepare the asset for its intended use. In respect of general-purpose borrowings, a portion of which is used for the purpose of construction or production of any qualifying assets, the Group determines the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the weighted average expenditure on the assets. The capitalisation rate is the weighted average of the interest rates applicable to the Group's borrowings that are outstanding during the fiscal year, other than borrowings made specifically for the purpose of obtaining a qualifying asset. Other borrowing costs are recognised in the consolidated income statement when incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

2. Summary of significant accounting policies *(Continued)*

2.18. Accrued expenses

Accrued expenses include liabilities for goods and services received in the year but not yet paid for due to pending invoices or insufficient records and documents. Accrued expenses are recorded as expenses in the year.

2.19. Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provision is not recognised for future operating losses.

Provisions are measured at the expenditures expected to be required to settle the obligation. If the time value of money is material, provision will be measured at the present value using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as financial expense. Changes in the provision balance during the fiscal year are recorded as an increase or decrease in operating expenses.

2.20. Unearned revenue

Unearned revenue mainly comprises the amounts that customers have paid in advance for one or many accounting periods for telecommunication services, tuition fees, software services, repair and maintenance services, and other services. The Group records unearned revenue for the future obligations that the Group has to fulfil. Unearned revenue is recognised as revenue in the consolidated income statement to the extent that recognition criteria have been met.

2.21. Capital and reserves

Owners' capital is recorded according to the actual amounts contributed and is recorded according to the par value of the shares.

Share premium is the difference between the par value and the issued price of shares and the difference between the repurchase price and re-issued price of treasury shares.

Owners' other capital represents other capital of the owners at the reporting date, mainly regarding accounting for the dividends in shares which the Company received from the subsidiaries in the consolidated financial statements.

Treasury shares bought by the Company before the effective date of the Law on Securities (i.e. 1 January 2021) but not cancelled may be re-issued subsequently in accordance with the regulations on securities. Treasury shares bought after 1 January 2021 will be cancelled and adjusted to reduce the owners' capital.

Foreign exchange differences represent the differences in exchange rate occurred when converting the financial statements of the subsidiaries prepared and presented in foreign currency to VND for the consolidation purpose.

Undistributed earnings record the Group's accumulated results after CIT at the reporting date.

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2. Summary of significant accounting policies *(Continued)*

2.22. Appropriation of profit

The Company's dividends are recognised as a liability in the consolidated financial statements on the finalisation date for shareholders entitled to dividend receipt.

Profit after CIT could be distributed to shareholders after approval at the Shareholders' General Meeting, and after appropriation to other funds in accordance with the Company's charter and Vietnamese regulations.

The Group's funds are as below:

(a) Investment and development fund

Investment and development fund is mainly appropriated from profit after CIT of the Group and is used for providing capital funding for development projects of the Group.

For education sector, investment and development fund is appropriated from profit before CIT in accordance with the Law on Higher Education No. 8/2012/QH13 promulgated by the National Assembly of Vietnam on 18 June 2012 and used for investing in the development of university education institutions, educational activities, building facilities, purchasing equipment, upskilling lecturers, educational administrators and employees, supporting learners and performing social responsibilities.

(b) Bonus and welfare fund

Bonus and welfare fund is appropriated in accordance with the Group's policies and subject to shareholders' approval at the Shareholders' General Meeting. This fund is presented as a liability on the consolidated balance sheet. The fund is used for staff appraisal and improving the employees' welfare.

(c) Other reserves

Other reserves are appropriated from net profit after CIT. The appropriation and use of other reserves belonging to the owners' equity follow the prevailing financial policies of the Group and are approved by the shareholders.

2.23. Revenue recognition

(a) Revenue from sales of goods

Revenue from sales of goods is recognised in the consolidated income statement when all five (5) following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Group; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or the possible return of goods.

Revenue is recognised in accordance with the "substance over form" principle and allocated to each sale obligation.

(b) Revenue from rendering of services

Revenue from rendering of services is recognised in the consolidated income statement when the services are rendered, by reference to completion of the specific transaction assessed on the basis of the actual service provided as a proportion of the total services to be provided. Revenue from rendering of services is only recognised when all four (4) following conditions are satisfied:

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Group;
- The percentage of completion of the transaction at the consolidated balance sheet date can be measured reliably; and
- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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2. Summary of significant accounting policies *(Continued)*

2.23. Revenue recognition *(Continued)*

(b) Revenue from rendering of services *(continued)*

Revenue from rendering of services includes:

Revenue from software export, software development, system integration and informatics services

Revenue is recognised in the consolidated income statement by reference to the percentage of completion of transactions at the year end. The percentage of completion is assessed by the survey of work performed, or the percentage of costs incurred/time spent on the portion of work completed at the end of the year compared to the total estimated costs/expected implementation time of the contracts. When the performance of the contracts cannot be reliably estimated, the revenue is recognized only as the equivalent of the incurred contract costs, with which the reimbursement is relatively certain.

Revenue from telecommunication services

Revenue from telecommunication services is recognised on a pro-rata basis over the period during which the services are actually provided to customers.

Revenue from online advertising services

Revenue from online advertising services is recognised on the basis of work completion.

Revenue from tuition fees and other fees

Revenue is recognised in the period when services are rendered. Almost tuition fees and other fees are collected in advance at the beginning of each semester. Tuition fees and other fees collected in advance from the students are recorded as unearned revenue on the consolidated balance sheet and recorded in the consolidated income statement in the fiscal year in which the semester falls.

(c) Interest income

Interest income is recognised in the consolidated income statement on the basis of the actual time and interest rates for each period when both two (2) of the following conditions are satisfied:

- It is probable that economic benefits associated with the transaction will flow to the Group; and
- Income can be measured reliably.

(d) Dividends/distributable profits income

Income from dividends/distributable profits is recognised in the consolidated income statement when both two (2) of the following conditions are satisfied:

- It is probable that economic benefits associated with the transaction will flow to the Group; and
- Income can be measured reliably.

Income from dividends/distributable profits is recognised when the Group has established receiving rights from investees.

2.24. Sales deductions

Sales deductions include trade discounts, sales returns and allowances. Sales deductions incurred in the same year of the related revenue from sales of products, goods and rendering of services are recorded as deduction of revenue of that year.

Sales deductions for sales of products, goods or rendering of services which are sold in the year but are incurred after the consolidated balance sheet date but before the issuance of the consolidated financial statements are recorded as a deduction of revenue of that year.

2.25. Cost of goods sold and services rendered

Cost of goods sold and cost of services rendered are cost of finished goods, merchandise, raw materials sold or services rendered during the year, and recorded on the basis of matching with revenue and on a prudence basis.

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2. Summary of significant accounting policies *(Continued)*

2.26. Financial expenses

Financial expenses are expenses incurred in the year for financial activities mainly including interest expenses, provision for diminution in value of investments in other entities, and losses from foreign exchange differences.

2.27. Selling expenses

Selling expenses represent expenses that are incurred in the process of selling products, goods, and providing services.

2.28. General and administration expenses

General and administration expenses represent expenses that are incurred for the Group's administrative purposes.

2.29. Current and deferred income tax

Income tax includes all income tax which are based on taxable profits. Income tax expense comprises current tax expense and deferred tax expense.

Current income tax is the amount of income taxes payable or recoverable in respect of the current year taxable profit at the current tax rates. Current and deferred tax should be recognised as an income or an expense and included in profit or loss of the period, except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different period, directly in equity.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of occurrence affects neither the accounting nor the taxable profit or loss.

Deferred income tax is determined at the tax rates that are expected to apply to the financial year when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted by the consolidated balance sheet date.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

2.30. The global minimum tax

On 29 November 2023, the National Assembly of Vietnam passed Resolution No. 107/2023/QH15 ("Resolution 107") on the application of Qualified Domestic Minimum Top-up Tax ("QDMTT") rule and Income Inclusion Rule ("IIR"). These rules align with the Pillar Two of the Global Anti-Base Erosion Model Rules ("BESP 2.0") of the OECD and will be effective from 1 January 2024 (hereinafter referred to as the "Global Minimum Tax Regulations"). The Resolution mandates that large multinational corporations are required to pay a minimum global corporate income tax rate of 15% on profits earned in the jurisdictions where they operate.

2.31. Related parties

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with the Group, including holding companies, subsidiaries, and fellow subsidiaries are related parties of the Group. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Group that gives them significant influence over the Group, key management personnel, including the Board of Directors, the Board of Management, the Board of Supervision and close members of the family of these individuals and companies associated with these individuals also constitute related parties.

In considering its relationships with each related party, the Group considers the substance of the relationships, not merely the legal form.

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2. Summary of significant accounting policies *(Continued)*

2.32. Segment reporting

A segment is a component which can be separated by the Group engaged in providing products or services (“business segment”) or providing products or services within a particular economic environment (“geographical segment”). Each segment is subject to risks and returns that are different from those of other segments. The primary segment reporting of the Group is presented in respect of the Group’s business segments.

Information technology and telecommunication

Global IT products and services: including software production, providing consultancy and deployment services based on S.M.A.C/IoT technology, digital transformation services, IT system transformation services; quality assurance testing, embedded software design, ERP implementation and management services for customers outside Vietnam;

Domestic IT products and services: including application software solutions; information system integration services and solutions; IT equipment; data center; network and security system design; warranty and maintenance of IT products authorized by hardware vendors for customers in Vietnam;

Telecommunication: including internet services to individuals and households, internet services to enterprises such as internet lease line, domestic and international telecommunication, domain, hosting, web portal services, IPTV,...; and

Digital contents: including online services for enterprises and individual customers, including online newspapers (such as VnExpress.net, Ngoisao.net, iOne.net,...); online advertisement; advertising system (AdNetwork), online music, online payment,...

Investment, education and others

Including education services on IT, business management majors at high school, college, university and postgraduate levels; managing financial investments; managing and developing real estate projects relating to the Group’s infrastructure needs.

2.33. Critical accounting estimates

The preparation of the consolidated financial statements in accordance with Vietnamese Accounting Standards, the Vietnamese Corporate Accounting System and applicable regulations on preparation and presentation of consolidated financial statements requires the Board of Management to make estimates and assumptions that affect the reported amounts of assets, liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the accounting period.

The areas involving significant estimates and assumptions in consolidated financial statements are as follows:

- Provision for doubtful debts (Note 10);
- Provision for decline in value of inventories (Note 11);
- Provision for investments (Note 5);
- Estimated useful lives of fixed assets (Notes 2.13 and 2.14);
- Provisions (Note 2.19);
- Estimation of revenue’s percentage of completion (Note 2.23); and
- Estimation of current and deferred income tax (Notes 2.29, 2.30 and 32).

Such estimates and assumptions are continually evaluated based on historical experiences and other factors, including expectations of future events that may have a material financial impact on the Group’s consolidated financial statements and that are assessed by the Board of Management to be reasonable under the circumstances.

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3. Business combination

During the year, the Group acquired 65.58% of the owners' equity of Nam Viet Software Solutions and Services Joint Stock Company (business activity: software publishing) and 65% of the equity of FPT OKI Changzhou Co., Ltd. and FPT OKI Dalian Co., Ltd. (business activity: software production). The Group also acquired all operations of David Lamm Consulting Company (business activity: information technology consulting) and merged this entity into FPT Germany Co., Ltd.

In addition, the Group acquired and increased its ownership interest in FPT e-Wallet Co., Ltd. (business activity: intermediary electronic wallet payment) from 30% to 100%.

These business combinations resulted in the recognition of goodwill as disclosed in Note 16.

4. Cash and cash equivalents

Unit: VND

	31/12/2025	31/12/2024
Cash on hand	4,255,375,565	3,236,297,367
Cash at banks	8,078,385,544,605	6,713,912,691,054
Cash in transit	2,110,160,016	8,470,940,868
Cash equivalents (*)	2,437,354,649,806	2,589,820,509,595
	10,522,105,729,992	9,315,440,438,884

(*) Cash equivalents mainly included bank deposits with original maturity of 3 months or less. Interest rate is specified in each deposit.

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5. Investments

(a) Investments held to maturity

Unit: VND

	31/12/2025		31/12/2024	
	Cost	Book value	Cost	Book value
(i) Short-term				
Short-term deposits at banks (*)	29,630,986,737,440	29,630,986,737,440	21,785,213,686,808	21,785,213,686,808
Others	33,275,051,776	-	33,275,051,776	-
	29,664,261,789,216	29,630,986,737,440	21,818,488,738,584	21,785,213,686,808
(ii) Long-term				
Long-term deposits at banks (*)	-	-	200,000,000	200,000,000

(*) Included term deposits at banks with the original maturity of more than 3 months and a remaining term of less than 12 months (for short-term deposits) and with a remaining term of more than 12 months (for long-term deposits). Interest rate is specified in each deposit.

Details of short-term deposits at banks in original currencies are as follows:

Unit: VND

	31/12/2025		31/12/2024	
	Original amount	Equivalent	Original amount	Equivalent
VND	28,465,140,287,440	28,465,140,287,440	21,588,470,987,398	21,588,470,987,398
USD	-	-	7,700,000	196,742,699,410
JPY	6,000,000,000	1,007,580,000,000	-	-
EUR	5,000,000	158,266,450,000	-	-
		29,630,986,737,440		21,785,213,686,808

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5. Investments *(Continued)*

(b) Investments in entities

(i) Investments in joint ventures, associates

Unit: VND

	31/12/2025		31/12/2024	
	Cost	Fair value	Cost	Fair value
Synnex FPT Joint Stock Company	1,106,227,927,640	(**)	1,016,060,168,368	(**)
FPT Digital Retail Joint Stock Company (*)	1,940,881,302,355	11,847,996,394,000	889,664,704,380	11,767,160,640,000
Others	534,019,287,430	(**)	375,497,564,004	(**)
	3,581,128,517,425		2,281,222,436,752	

(ii) Investments in other entities

Unit: VND

	31/12/2025			31/12/2024		
	Cost	Fair value	Provision	Cost	Fair value	Provision
Tien Phong Commercial Joint Stock Bank (*)	494,371,420,000	3,212,499,468,600	-	494,371,420,000	2,979,009,541,800	-
FPT Securities Joint Stock Company (*)	451,052,683,613	2,111,628,988,150	-	451,052,683,613	2,458,566,556,200	-
Others	2,878,338,872,293	(**)	(2,667,027,499,149)	2,448,313,866,229	(**)	(2,357,065,169,334)
	3,823,762,975,906		(2,667,027,499,149)	3,393,737,969,842		(2,357,065,169,334)

(*) The fair value of these investments is determined on the basis of the closing price on the stock exchange and the number of shares held by the Group at the end of the year.

(**) These companies do not have shares listed on a stock exchange. Because the Vietnamese Accounting Standards and the Vietnamese Corporate Accounting System currently do not provide detailed guidance on how to determine fair values using valuation techniques for investments without market prices, the Group has not determined the fair value of these investments to disclose in the consolidated financial statements. The fair value of these investments might differ from their book value.

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5. Investments *(Continued)*

(b) Investments in entities *(Continued)*

Movements of investments in joint ventures, associates during the year are as follows:

Unit: VND

	2025	2024
At the beginning of the year	2,281,222,436,752	2,107,616,686,383
Additional investments in joint ventures, associates during the year	128,673,384,128	64,679,696,896
The Group's share of profit in results of joint ventures, associates	658,024,835,314	392,531,256,272
Dividends received (Note 35(a))	(171,133,791,000)	(285,222,985,000)
Changes in the Group's ownership interest in joint ventures, associates' equity	684,341,652,231	1,617,782,201
At the end of the year	3,581,128,517,425	2,281,222,436,752

6. Short-term trade accounts receivable

Unit: VND

	31/12/2025	31/12/2024
Third parties	12,679,385,290,627	10,490,544,757,905
Related parties (Note 35(b))	55,215,305,923	46,474,355,475
	12,734,600,596,550	10,537,019,113,380

Details of third-party customers with balances accounted from 2% in total short-term trade accounts receivable:

Unit: VND

	31/12/2025	31/12/2024
Shanghai Kumi E-commerce Company	323,689,064,642	-
COX-AM Company	284,823,379,943	167,310,710,574
Joint Stock Commercial Bank for Foreign Trade of Vietnam	206,789,402,105	248,422,274,960

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7. Short-term prepayments to suppliers

Unit: VND

	31/12/2025	31/12/2024
Third parties	952,737,932,722	610,379,845,664

Details of third-party suppliers with balances accounted from 10% in total short-term prepayments to suppliers:

Unit: VND

	31/12/2025	31/12/2024
Think One Company	157,859,621,956	-
Abel Solutions Limited	135,781,741,797	3,908,864,745
Hoa Binh Construction Group Joint Stock Company	98,600,000,000	-
Moore Law Consultancies LLC	-	132,989,104,674
The Forest City Company Limited	76,720,495,333	76,720,495,333

8. Receivables/payables relating to contract-in-progress

Unit: VND

	31/12/2025	31/12/2024
In progress contracts as at the year end		
• Contract-in-progress receivables	200,405,269,967	136,097,256,629
• Contract-in-progress payables	(85,650,109,236)	(92,738,882,375)
	114,755,160,731	43,358,374,254
Contract costs incurred plus recognised profits	2,138,346,235,324	1,706,910,202,619
Less: Progress billings	(2,023,591,074,593)	(1,663,551,828,365)
	114,755,160,731	43,358,374,254

Accounting policies applied for contracts on software development and system integration are presented in Note 2.12.

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9. Other receivables

Unit: VND

	31/12/2025	31/12/2024
(a) Short-term		
Interest from bank deposits and lendings	386,961,959,844	289,703,411,746
Receivables related to maintenance service contracts	106,185,012,451	123,974,392,686
Deposits	71,318,634,954	62,884,975,761
Others	526,778,877,072	231,188,805,206
	1,091,244,484,321	707,751,585,399
(b) Long-term		
Deposits	559,063,332,256	328,594,343,657
Others	52,372,482,637	52,914,582,637
	611,435,814,893	381,508,926,294

10. Doubtful debts

Unit: VND

	31/12/2025			31/12/2024		
	Cost	Recoverable amount	Provision	Cost	Recoverable amount	Provision
Total receivables and lendings overdue or not yet overdue but irrecoverable	901,324,019,387	262,784,792,476	638,539,226,911	902,697,324,169	230,792,915,673	671,904,408,496
In which:						
Provision for doubtful debts – short-term			586,166,744,274			619,531,925,859
Provision for doubtful debts – long-term			52,372,482,637			52,372,482,637

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11. Inventories

Unit: VND

	31/12/2025		31/12/2024	
	Cost	Provision	Cost	Provision
Goods in transit	101,979,270,758	-	74,651,331,133	-
Raw materials	1,158,827,230,634	(14,779,501,765)	965,653,469,626	(17,126,007,656)
Tools and supplies	59,140,726,673	-	63,703,537,780	-
Work in progress	686,445,326,982	(62,230,314,918)	571,889,493,134	(62,230,314,918)
Merchandise	270,576,279,561	(6,613,991,155)	313,880,711,271	(54,111,214,909)
Goods on consignment	424,775,569	-	445,943,569	-
	2,277,393,610,177	(83,623,807,838)	1,990,224,486,513	(133,467,537,483)

12. Prepaid expenses

Unit: VND

	31/12/2025	31/12/2024
(a) Short-term		
Rental (copyrights, office, channels, transmission line, cable)	270,003,093,644	218.659.614.027
Others	371,970,942,125	261.047.604.531
	641,974,035,769	479.707.218.558
(b) Long-term		
Telecommunication service deployment costs for new subscribers	2,055,454,565,292	1,804,520,929,972
Land rental, office renovation and furniture	1,264,281,458,521	1,144,461,379,441
Others	880,494,359,253	816,205,316,004
	4,200,230,383,066	3,765,187,625,417

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13. Taxes and other receivables from/payables to the state

Unit: VND

	31/12/2025	31/12/2024
(a) Receivables		
Value added tax	15,918,843,056	218,261,871
CIT	99,485,857,735	65,404,121,089
Personal income tax	645,634,761	25,298,794
Others	21,016,698,607	2,955,760,831
	137,067,034,159	68,603,442,585
(b) Payables		
Value added tax	726,553,460,233	641,798,933,604
CIT	1,099,989,005,354	1,372,259,967,530
Personal income tax	327,793,299,312	236,672,936,664
Others	45,151,342,981	48,089,963,950
	2,199,487,107,880	2,298,821,801,748

Net-movements in taxes and other receivables from/payables to the State are as follows:

Unit: VND

	As at 1/1/2025	Incurred during the year	Payment/offset during the year	Addition of subsidiary acquisition	Foreign exchange differences	As at 31/12/2025
Value added tax	641,580,671,733	6,481,226,913,076	(6,437,073,958,350)	-	24,900,990,718	710,634,617,177
CIT	1,306,855,846,441	1,916,998,192,442	(2,238,070,257,305)	83,292,031	14,636,074,010	1,000,503,147,619
Personal income tax	236,647,637,870	2,268,289,175,447	(2,182,339,631,210)	785,321,455	3,765,160,989	327,147,664,551
Others	45,134,203,119	411,287,215,263	(433,193,481,948)	42,691,949	864,015,991	24,134,644,374
	2,230,218,359,163	11,077,801,496,228	(11,290,677,328,813)	911,305,435	44,166,241,708	2,062,420,073,721

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14. Fixed assets

(a) Tangible fixed assets

Unit: VND

	Buildings and structures	Machinery and equipment	Motor vehicles	Office equipment	Others	Total
Historical cost						
As at 1 January 2025	8,265,939,787,012	15,156,680,967,209	118,603,134,649	797,137,596,070	119,372,181,571	24,457,733,666,511
New purchases	119,067,059,843	707,329,941,448	25,025,113,921	89,666,718,493	5,053,984,206	946,142,817,911
Transfers from construction in progress	1,224,183,255,879	2,841,168,287,490	-	1,477,140,590	856,231,509	4,067,684,915,468
Disposals, write-off	(3,937,344,462)	(288,250,587,887)	(12,683,987,343)	(24,689,790,896)	(7,683,166,634)	(337,244,877,222)
Others	3,690,681,274	(57,874,868,179)	486,431,758	40,558,987,412	864,617,069	(12,274,150,666)
As at 31 December 2025	9,608,943,439,546	18,359,053,740,081	131,430,692,985	904,150,651,669	118,463,847,721	29,122,042,372,002
Accumulated depreciation						
As at 1 January 2025	(1,567,093,008,084)	(9,438,763,122,818)	(74,827,360,524)	(556,069,538,066)	(46,412,675,301)	(11,683,165,704,793)
Charge for the year	(387,496,756,736)	(1,842,296,879,481)	(13,341,770,988)	(84,126,291,020)	(9,117,709,848)	(2,336,379,408,073)
Disposals, write-off	2,838,465,617	242,855,644,566	6,596,525,683	24,281,895,523	2,506,361,816	279,078,893,205
Others	(2,116,254,818)	7,850,012,695	(924,654,210)	(26,685,478,077)	(531,293,872)	(22,407,668,282)
As at 31 December 2025	(1,953,867,554,021)	(11,030,354,345,038)	(82,497,260,039)	(642,599,411,640)	(53,555,317,205)	(13,762,873,887,943)
Net book value						
As at 1 January 2025	6,698,846,778,928	5,717,917,844,391	43,775,774,125	241,068,058,004	72,959,506,270	12,774,567,961,718
As at 31 December 2025	7,655,075,885,525	7,328,699,395,043	48,933,432,946	261,551,240,029	64,908,530,516	15,359,168,484,059

The historical cost of fully depreciated tangible fixed assets as at 31 December 2025 was approximately VND 6,815,954,018,495 (as at 31 December 2024: approximately VND 5,591,901,368,382).

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14. Fixed assets *(Continued)*

(b) Intangible fixed assets

Unit: VND

	Land use rights	Computer software	Licenses, operating rights, copyrights and patents	Others	Total
Historical cost					
As at 1 January 2025	310,764,635,175	809,328,407,393	1,598,611,390,085	937,597,595,135	3,656,302,027,788
New purchases	5,622,799,997	35,882,253,244	3,248,293,394	359,583,900	45,112,930,535
Transfers from construction in progress	56,367,211,316	113,432,616,125	159,511,763,605	-	329,311,591,046
Disposals, write-off	-	(36,977,373,524)	(17,866,023,900)	-	(54,843,397,424)
Others	1,643,762,580	10,837,797,313	(119,658,808,438)	177,206,967	(107,000,041,578)
As at 31 December 2025	374,398,409,068	932,503,700,551	1,623,846,614,746	938,134,386,002	3,868,883,110,367
Accumulated amortisation					
As at 1 January 2025	(16,580,844,036)	(590,387,665,771)	(885,001,543,224)	(124,811,458,635)	(1,616,781,511,666)
Charge for the year	(2,016,916,001)	(118,271,546,982)	(180,024,605,139)	(59,606,055,108)	(359,919,123,230)
Disposals, write-off	-	27,556,020,906	17,866,023,900	-	45,422,044,806
Others	-	(9,445,977,996)	-	(62,390,085)	(9,508,368,081)
As at 31 December 2025	(18,597,760,037)	(690,549,169,843)	(1,047,160,124,463)	(184,479,903,828)	(1,940,786,958,171)
Net book value					
As at 1 January 2025	294,183,791,139	218,940,741,622	713,609,846,861	812,786,136,500	2,039,520,516,122
As at 31 December 2025	355,800,649,031	241,954,530,708	576,686,490,283	753,654,482,174	1,928,096,152,196

The historical cost of fully amortised intangible fixed assets as at 31 December 2025 was approximately VND 1,044,071,265,170 (as at 31 December 2024: approximately VND 974,197,060,815).

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15. Construction in progress

Details of construction in progress by projects as at the year end are as follows:

Unit: VND

	31/12/2025	31/12/2024
District 9 Data Center	261,390,076,052	255,192,260,444
FPT Complex 3	257,007,246,197	235,118,889,735
Fiber optic cable ALC	175,234,809,563	-
FPT Univesity in Da Nang	164,976,465,441	
AI Factory Project	-	979,758,464,658
F-Town 3 Project	-	446,585,871,610
Others	746,469,407,645	643,111,237,964
	1,605,078,004,898	2,559,766,724,411

16. Goodwill

Movements in goodwill during the year are as follows:

Unit: VND

	2025	2024
At the beginning of year	1,097,458,206,678	1,283,790,079,129
Increases from business combination	190,164,264,770	405,953,037,874
Allocation	(215,789,551,218)	(175,819,337,548)
Decrease from adjustments of fair values of subsidiaries at the acquisition dates and adjustments of business combination costs	(56,102,654,069)	(416,465,572,777)
At the end of year	1,015,730,266,161	1,097,458,206,678

17. Short-term trade accounts payable

Unit: VND

	31/12/2025		31/12/2024	
	Amount	Able-to-pay amount	Amount	Able-to-pay amount
Third parties	3,641,526,668,761	3,641,526,792,120	4,094,642,355,046	4,094,642,355,046
Related parties (Note 35(b))	195,554,646,006	195,554,646,006	329,270,485,252	329,270,485,252
	3,837,081,314,767	3,837,081,438,126	4,423,912,840,298	4,423,912,840,298

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17. Short-term trade accounts payable (Continued)

Details of third-party suppliers with balances accounted from 2% in total short-term trade accounts payable:

Unit: VND

	31/12/2025	31/12/2024
Sun Viet Telecommunications - Informatics Technology Development Joint Stock Company	269,678,560,266	160,491,492,060
Hisense Broadband Multimedia Technologies Co., Ltd	238,960,845,580	144,916,123,936
Uromax (Singapore)	168,553,003,775	45,050,081,813
Abel Solutions Limited	157,329,730,267	41,742,076,534
The University of Greenwich	87,836,232,517	67,726,264,521
Phuong Nam Telecommunication Services Company Limited	81,230,223,503	80,441,616,854
Asus Global Pte. Ltd.	-	757,339,455,600

18. Short-term advances from customers

Unit: VND

	31/12/2025	31/12/2024
Third parties	734,726,007,595	562,066,755,666
Details of third-party customers with balances accounted from 10% in total short-term advances from customers:		
	31/12/2025	31/12/2024
Joint Stock Commercial Bank for Foreign Trade of Vietnam	128,119,422,551	83,777,561,869
Department of Taxation	79,796,937,280	17,644,436,220

19. Short-term accrued expenses

Unit: VND

	31/12/2025	31/12/2024
Costs related to system integration projects	363,125,256,902	316,123,125,768
Interest expense	85,922,281,593	93,317,711,153
Others	1,316,399,163,562	831,648,285,339
	1,765,446,702,057	1,241,089,122,260

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20. Unearned revenue

Unit: VND

	31/12/2025	31/12/2024
(a) Short-term		
Education services	1,992,198,592,236	2,189,194,444,966
Telecommunication services	1,878,168,997,510	1,742,894,976,363
Others	363,331,128,955	292,559,945,070
	4,233,698,718,701	4,224,649,366,399
(b) Long-term		
Software services	120,857,773,033	96,453,063,054
Telecommunication services	5,234,542,019	6,969,806,981
Others	26,148,860,077	27,921,664,169
	152,241,175,129	131,344,534,204

21. Other payables

Unit: VND

	31/12/2025	31/12/2024
(a) Short-term		
Social, health and unemployment insurance	264,736,493,924	204,106,841,458
Deposits	218,934,278,187	194,054,614,610
Trade union fees	175,057,898,079	141,865,988,978
Dividend payables	22,908,610,268	19,677,589,931
Others	333,117,600,174	314,310,802,351
	1,014,754,880,632	874,015,837,328
(b) Long-term		
Deposits	25,978,237,203	22,033,788,240
Others	123,234,949,619	161,754,654,545
	149,213,186,822	183,788,442,785

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22. Borrowings and finance lease liabilities

Unit: VND

	As at 1/1/2025		During the year			As at 31/12/2025	
	Value	Able-to-pay amount	Increase	Decrease	Unrealised Foreign exchange gains	Value	Able-to-pay amount
(a) Short-term							
Short-term borrowings							
Borrowings from banks (i)	14,317,135,323,689	14,317,135,323,689	40,158,119,595,353	(36,734,356,051,018)	26,894,931,848	17,767,793,799,872	17,767,793,799,872
Borrowings from related parties (Note 35 (a))	-	-	408,107,000,000	-	-	408,107,000,000	408,107,000,000
Current portion of long-term borrowings and finance lease liabilities							
Borrowings from banks (ii)	128,186,966,341	128,186,966,341	1,024,575,254,125	(156,628,776,583)	(2,870,893,178)	993,262,550,705	993,262,550,705
Finance lease liabilities	916,161,293	916,161,293	558,593,069	(986,795,056)	46,188,072	534,147,378	534,147,378
	14,446,238,451,323	14,446,238,451,323	41,591,360,442,547	(36,891,971,622,657)	24,070,226,742	19,169,697,497,955	19,169,697,497,955
(b) Long-term							
Borrowings from banks (ii)	499,673,187,459	499,673,187,459	2,504,586,289,721	(1,024,575,254,125)	(76,852,563,017)	1,902,831,660,038	1,902,831,660,038
Finance lease liabilities	1,442,349,616	1,442,349,616	-	(558,593,069)	74,571,599	958,328,146	958,328,146
	501,115,537,075	501,115,537,075	2,504,586,289,721	(1,025,133,847,194)	(76,777,991,418)	1,903,789,988,184	1,903,789,988,184

(i) Included short-term unsecured borrowings for supplementing the Group's working capital. Interest rate is specified in each drawdown ranging from 0.5%/p/a to 6.9 %/p/a depending on original currency of borrowings (2024: from 1.04%/p/a to 6.6%/p/a).

(ii) Included long-term unsecured borrowings from banks for the Group's purchase and construction of fixed assets. Interest rate is specified in each drawdown ranging from 0.5%/p/a to 6.9%/p/a depending on original currency of borrowings (2024: from 0.28% to 6.9%/p/a).

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22. Borrowings and finance lease liabilities (Continued)

Details of long-term borrowing balances by original terms are as follows:

Unit: VND

	31/12/2025	31/12/2024
Long-term borrowings:	2,896,094,210,743	627,860,153,800
• Original term within 3 years	715,627,814,850	81,784,329,565
• Original term from 3 to 5 years	2,149,612,616,993	502,791,458,335
• Original term over 5 years	30,853,778,900	43,284,365,900
Long-term finance lease liabilities	1,492,475,524	2,358,510,909
	2,897,586,686,267	630,218,664,709

Repayment schedules of long-term borrowings are as follows:

Unit: VND

	31/12/2025	31/12/2024
Within 1 year	993.262.550.705	128.186.966.341
Between 1 year and 2 years	499.917.664.990	82.760.904.200
Between 2 years and 5 years	1.402.565.036.508	415.278.022.959
Over 5 years	348.958.540	1.634.260.300
Less: payables within 12 months	2.896.094.210.743	627.860.153.800
Payables after 12 months	(993.262.550.705)	(128.186.966.341)
	1.902.831.660.038	499.673.187.459

Details of borrowings and finance lease liabilities in original currencies are as follows

Unit: VND

	31/12/2025		31/12/2025	
	Amount in original currency	Equivalent	Amount in original currency	Equivalent
Euro ("EUR")	75,998.54	2,405,603,827	207,346.24	5,658,694,530
US Dollars ("USD")	6,750,000.00	177,358,771,800	32,900,000.00	817,599,308,852
Japanese Yen ("JPY")	17,440,367,486.00	2,928,760,911,924	8,905,992,694.00	1,445,353,554,309
Vietnamese Dong ("VND")	17,964,962,198,588	17,964,962,198,588	12,678,742,430,707	12,678,742,430,707
		21,073,487,486,139		14,947,353,988,398

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22. Borrowings and finance lease liabilities (Continued)

Details of long-term borrowing balances by original terms are as follows:

Unit: VND

	31/12/2025		31/12/2024	
	Foreign currency	Amount in original currency	Hedged amount original currency	Hedged amount
USD		6,750,000.00	6,750,000.00	32,900,000.00
				25,000,000.00

In addition, the Group also has foreign currencies from rendering service contracts in USD and JPY to repay the borrowings. In particular, the Group's revenue originated in USD and JPY is as follows:

Unit: VND

	2025	2024
Foreign currency		
USD	429,501,462.00	433,771,845.17
JPY	90,199,097,690.00	73,230,679,857.00

23. Owners' capital

(a) Number of shares

Unit: VND

	31/12/2025 Ordinary shares	31/12/2024 Ordinary shares
Number of shares registered	1,703,507,121	1,471,069,183
Number of shares issued	1,703,507,121	1,471,069,183
Ordinary shares	1,703,507,121	1,471,069,183
• In which: Shares subject to restriction in ownership transfer	31,584,406	25,943,108
Number of outstanding shares	1,703,507,121	1,471,069,183
Ordinary shares	1,703,507,121	1,471,069,183
• In which: Shares subject to restriction in ownership transfer	31,584,406	25,943,108

Each ordinary share presents one vote at shareholders' meetings of the Company. The shareholders are entitled to receive dividends as declared from time to time. All ordinary shares are equal with regard to the Company's residual assets. In respect of shares bought back by the Company, all rights and benefits associated with the shares are suspended until those shares are re-issued.

Shares subject to restriction in ownership transfer, which are mainly shares issued for employees with outstanding performance and executive management, are subject to restrictions that the shareholders are not allowed to resell their shares within a specified timeline from the date of issuance.

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23. Owners' capital *(Continued)*

(b) Details of owners' shareholdings

Unit: VND

	31/12/2025		31/12/2025	
	Ordinary shares	%	Ordinary shares	%
State Capital Investment Corporation	96,585,637	5.67	83,987,511	5.71
Truong Gia Binh	117,347,966	6.89	102,041,710	6.94
Other shareholders	1,489,573,518	87.44	1,285,039,962	87.35
Number of existing shares in circulation	1,703,507,121	100	1,471,069,183	100

(c) Movement of share capital

Unit: VND

	Number of shares	Ordinary shares	Total
As at 1 January 2024	1,269,968,875	12,699,688,750,000	12,699,688,750,000
Shares issued	10,621,117	106,211,170,000	106,211,170,000
Capital increase from owners' equity for existing shareholders	190,479,191	1,904,791,910,000	1,904,791,910,000
As at 31 December 2024	1,471,069,183	14,710,691,830,000	14,710,691,830,000
Shares issued	10,260,939	102,609,390,000	102,609,390,000
Capital increase from owners' equity for existing shareholders	222,176,999	2,221,769,990,000	2,221,769,990,000
As at 31 December 2025	1,703,507,121	17,035,071,210,000	17,035,071,210,000

Par value per share: VND 10,000.

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24. Movements in owners' equity

Unit: VND

	Owners' capital	Share premium	Owners' other capital	Foreign exchange differences	Investment and development fund	Other reserves	Undistributed earnings	Total
As at 1/1/2024	12,699,688,750,000	49,713,213,411	1,928,602,158,147	(17,778,502,626)	1,549,850,939,920	87,203,093,024	8,674,126,708,670	24,971,406,360,546
Capital increased during the year	106,211,170,000	-	-	-	-	-	-	106,211,170,000
Net profit for the year	-	-	-	-	-	-	7,856,767,812,178	7,856,767,812,178
Appropriation to bonus and welfare fund	-	-	-	-	-	-	(624,987,179,579)	(624,987,179,579)
Appropriation to and use of investment and development fund	-	-	-	-	483,438,201,615	-	(188,268,828,315)	295,169,373,300
Capital increase from owners' equity for existing shareholders	1,904,791,910,000	-	-	-	-	-	(1,904,791,910,000)	-
Cash dividends declared	-	-	-	-	-	-	(2,741,038,058,000)	(2,741,038,058,000)
Others	-	-	410,545,307	(31,707,058,234)	-	527,391,801	(41,279,873,523)	(72,048,994,649)
As at 31/12/2024	14,710,691,830,000	49,713,213,411	1,929,012,703,454	(49,485,560,860)	2,033,289,141,535	87,730,484,825	11,030,528,671,431	29,791,480,483,796
Shares issued (i)	102,609,390,000	-	-	-	-	-	-	102,609,390,000
Capital increase from owners' equity for existing shareholders (ii)	2,221,769,990,000	-	1,570,534,666,498	-	(968,864,144,515)	-	(2,823,440,511,983)	-
Net profit for the year	-	-	-	-	-	-	9,376,127,629,501	9,376,127,629,501
Cash dividends declared (ii)	-	-	-	-	-	-	(3,184,837,243,000)	(3,184,837,243,000)
Appropriation to bonus and welfare fund (iii)	-	-	-	-	-	-	(510,167,707,669)	(510,167,707,669)
Appropriation to and use of investment and development fund (iii)	-	-	-	-	510,942,590,152	-	(265,095,862,269)	245,846,727,883
Others	-	-	-	(20,700,295,726)	-	533,144,062	679,301,815,925	659,134,664,261
As at 31/12/2025	17,035,071,210,000	49,713,213,411	3,499,547,369,952	(70,185,856,586)	1,575,367,587,172	88,263,628,887	14,302,416,791,936	36,480,193,944,772

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24. Movements in owners' equity *(Continued)*

Non-controlling interest presented by component of ownership in subsidiaries:

Unit: VND

	Owners' capital	Share premium	Owners' other capital	Foreign exchange differences	Investment and development fund	Other reserves	Undistributed earnings	Total
As at 31/12/2024	2,792,973,085,293	122,415,334,866	30,113,842,695	6,066,292,299	1,153,220,275,158	-	1,828,520,790,693	5,933,309,621,004
As at 31/12/2025	5,248,044,273,002	122,415,334,866	30,113,833,045	(71,701,140,381)	315,538,546,255	8,320,427,997	1,612,365,527,983	7,265,096,802,767

Details of movements of non-controlling interest during the year are as follows:

Unit: VND

	2025	2024
At the beginning of year	5,933,309,621,004	4,958,854,855,687
Capital increased during the year (iv)	1,119,017,757,220	57,131,819,874
Net profit for the year	1,856,211,821,233	1,570,654,718,266
Appropriation to bonus and welfare fund	(194,482,425,402)	(156,081,719,685)
Cash dividends declared	(1,392,147,355,000)	(553,843,649,346)
Others	(56,812,616,288)	56,593,596,208
At the end of year	7,265,096,802,767	5,933,309,621,004

(i) Share issued during the year:

Pursuant to the Resolution of the 2020 Annual General Meeting of Shareholders dated 8 April 2020, the Resolution of the 2023 Annual General Meeting of Shareholders dated 6 April 2023 and the Resolution No. 02.03-2025/NQ-HĐQTFPT dated 20 March 2025, the Company issued shares under the "Share issuance program for employees with outstanding performance in 2024" and "Share issuance program for executive management in 2025". Accordingly, the Company issued in total of 10,260,939 new shares at par value of VND 10,000 per share.

(ii) Capital increase from owners' equity for existing shareholders and cash dividends declared:

Pursuant to the Resolution of the 2025 Annual General Meeting of Shareholders dated 15 April 2025 and the Resolution No. 02.05-2025/NQ-HĐQTFPT dated 29 May 2025, the Company issued shares to increase capital from owners' equity for existing shareholders at a rate of 15% of par value, amounting to VND 2,221,769,990,000 and paid the remaining dividend for 2024 in cash at a rate of 10% of par value, amounting to VND 1,481,330,122,000.

Pursuant to the Resolution of the 2025 Annual General Meeting of Shareholders dated 14 April 2025 and the Resolution 01.11-2025/NQ-HĐQTFPT dated 13 November 2025, the Company paid first interim dividend of 2025 in cash at a rate of 10% of the par value, amounting to VND 1,703,507,121,000. Pursuant to the Resolutions of the General Meeting of Shareholders/Board of Directors of subsidiaries, the subsidiaries increased their charter capital from owners' equity through issuing shares to existing shareholders.

(iii) Appropriation to funds

Pursuant to the Resolutions of the General Meeting of Shareholders/Board of Directors of subsidiaries, the subsidiaries appropriated the bonus and welfare funds, and appropriated/used the investment and development fund.

(iv) During the year, FPT Smart Cloud Japan Co., Ltd., a subsidiary within the Group, received additional capital contributions from other shareholders with a total value of VND 1,093,620,000,000.

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25. Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to shareholders after deducting the bonus and welfare fund and preferred share dividend divided by the weighted average number of ordinary shares outstanding during the year adjusted for bonus shares issued during the year and excluding treasury shares. Details are as follows:

Unit: VND

	2025	2024 (As restated (*))
Net profit attributable to shareholders	9,376,127,629,501	7,856,767,812,178
Appropriation to bonus and welfare fund	(510,167,707,669)	(624,987,179,579)
	8,865,959,921,832	7,231,780,632,599
Weighted average number of outstanding ordinary shares in circulation (shares)	1,699,740,091	1,684,830,543
Basic earnings per share	5,216	4,292

(*) During the year, the Company increased capital from owners' equity for existing shareholders for 2024, resulting in the adjustment to the basic earnings per share of the year ended 31 December 2024 as below:

Unit: VND

	For the year ended 31 December 2024		
	As previously reported	Adjustment	As restated
Net profit attributable to shareholders	7,856,767,812,178	-	7,856,767,812,178
Appropriation to bonus and welfare fund	(624,987,179,579)	-	(624,987,179,579)
	7,231,780,632,599	-	7,231,780,632,599
Weighted average number of ordinary shares in circulation	1,462,653,544	222,176,999	1,684,830,543
Basic earnings per share	4,944	(652)	4,292

(b) Diluted earnings per share

Diluted earnings per share is equal to the basic earnings per share. The Company did not have any potential ordinary shares to be dilutive during the year and up to the date of the consolidated financial statements.

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26. Net revenue from sales of goods and rendering of services

Unit: VND

	2025	2024
Revenue		
Revenue from sales of merchandise	5,801,884,142,851	5,162,729,425,317
Revenue from rendering of services	64,405,804,801,702	57,799,922,709,318
	70,207,688,944,553	62,962,652,134,635
Sales deductions		
Revenue from sales of merchandise	(732,143,441)	(12,000,960,744)
Revenue from rendering of services	(94,131,700,402)	(101,856,822,524)
	(94,863,843,843)	(113,857,783,268)
Net revenue from sales of goods and rendering of services		
Net revenue from sales of merchandise	5,801,151,999,410	5,150,728,464,573
Net revenue from rendering of services	64,311,673,101,300	57,698,065,886,794
	70,112,825,100,710	62,848,794,351,367

27. Cost of goods sold and services rendered

Unit: VND

	2025	2024
Cost of merchandise sold	4,936,911,674,294	4,416,467,377,102
Cost of services rendered	39,289,180,693,984	34,732,056,916,304
(Reversal of provision)/provision	(1,796,779,981)	1,921,688,045
	44,224,295,588,297	39,150,445,981,451

28. Financial income

Unit: VND

	2025	2024
Interest income from deposits and lendings	1,717,721,035,751	1,207,207,618,564
Foreign exchange gains	952,791,248,844	575,306,141,560
Dividends and profits received	209,162,913,500	103,356,885,500
Others	97,481,158,678	49,878,469,681
	2,977,156,356,773	1,935,749,115,305

29. Financial expenses

Unit: VND

	2025	2024
Interest expense	809,759,601,156	551,639,361,786
Foreign exchange losses	474,800,589,595	506,839,495,688
Provision for diminution in value of investments and financial investment losses	384,631,609,873	738,729,747,218
Others	2,856,900,842	14,338,777,289
	1,672,048,701,466	1,811,547,381,981

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30. Selling expenses

Unit: VND

	2025	2024
Staff costs	5,172,975,838,113	4,076,793,428,900
Others (*)	2,389,684,802,341	2,039,168,542,883
	7,562,660,640,454	6,115,961,971,783

(*) Mainly included marketing, promotions, commission, land and office rental and other selling expenses. There were no items accounting for more than 10% of total selling expenses.

33. General and administration expenses

Unit: VND

	2025	2024
Staff costs	4,707,387,477,210	4,251,955,881,293
Others (*)	2,629,937,920,594	2,822,082,733,481
	7,337,325,397,804	7,074,038,614,774

(*) Mainly included depreciation, external services, tools and supplies, provision for doubtful debts and other general and administration expenses. There were no items accounting for more than 10% of total general and administration expenses.

32. Corporate income tax (“CIT”)

According to the Enterprise Registration Certificate of the Company and its subsidiaries and prevailing tax regulations, the Company is obliged to pay CIT at the rate of 10% of taxable profits from education services; preferential tax rates by location for production and business activities in the hi-tech zones; and 20% of taxable profit from the remaining business activities. Subsidiaries in the foreign countries pay CIT at the applicable tax rates regulated in those countries.

Unit: VND

	2025	2024
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(a) Corporate income tax – current

• CIT expense calculated on taxable income of the current year	1,951,805,682,650	1,914,485,537,410
• Under/(over) provision of CIT in previous years	(34,807,490,208)	8,442,077,248
Total CIT- current (*)	1,916,998,192,442	1,922,927,614,658

(b) Corporate income tax – deferred

• CIT – deferred arising from deductible temporary differences	(241,646,085,537)	(209,467,184,394)
• CIT – deferred arising from taxable temporary differences	135,941,276,158	(71,216,542,889)
Total CIT- deferred (*)	(105,704,809,379)	(280,683,727,283)

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32. Corporate income tax (“CIT”) (Continued)

Movements in the deferred income tax assets and liabilities during the year were as follows:

<i>Deferred income tax assets:</i>		<i>Unit: VND</i>
	2025	2024
Beginning of year	575,767,686,189	360,946,956,414
Credit to consolidated income statement	241,646,085,537	209,467,184,394
Offsetting balances relating to the same tax authority	(229,117,058,933)	-
Others	4,470,104,486	5,353,545,381
End of year	592,766,817,279	575,767,686,189

<i>Deferred income tax liabilities:</i>		<i>Unit: VND</i>
	2025	2024
Beginning of year	356,966,680,614	245,716,712,513
Charge to consolidated income statement	135,941,276,158	(71,216,542,889)
Offsetting balances relating to the same tax authority	(229,117,058,933)	-
Adjustments of fair values of subsidiaries at the acquisition dates	-	185,144,642,216
Foreign exchange differences	(6,462,102,982)	(2,678,131,226)
Others	398,514,110	-
End of year	257,727,308,967	356,966,680,614

(*) The CIT charge/(credit) for the year is based on estimated taxable income and is subject to review and possible adjustments by the tax authorities.

33. Costs of operation by factor

	<i>Unit: VND</i>	
	2025	2024
Staff costs	30,929,275,947,813	26,455,118,574,959
External services	15,423,371,009,760	13,932,609,375,335
Raw materials	7,321,871,790,696	6,642,586,074,598
Depreciation, amortisation of fixed assets and allocation of goodwill	2,915,183,545,605	2,531,211,991,287
Others	2,648,990,709,693	2,761,249,502,537
	59,238,693,003,567	52,322,775,518,716

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34. Segment reporting

(a) Segment information based on the business activities of the Group:
For the year ended 31 December 2025

Currency: Million VND

	Information technology and telecommunication				Investment, education and others	Consolidation elimination	Total
	Global IT products and services	Domestic IT products and services	Telecommunication	Digital contents			
Segment revenue	35,381,667	9,092,934	18,701,876	804,839	7,324,783	(1,193,274)	70,112,825
Segment expenses (*)	(30,412,230)	(8,780,741)	(14,939,906)	(649,217)	(5,508,703)	1,166,516	(59,124,281)
In which:							
• Depreciation of fixed assets and allocation of goodwill	(814,849)	(382,830)	(1,320,703)	(3,062)	(419,257)	26,523	(2,914,178)
• Allocation of long-term prepaid expenses	(205,889)	(31,730)	(1,729,172)	(2,772)	(142,088)	8,232	(2,103,419)
(Losses)/profits sharing from joint ventures, associates	4,946	1,743	-	-	651,336	-	658,025
Segment operating results	4,974,383	313,936	3,761,970	155,622	2,467,416	(26,758)	11,646,569
Segment profit before tax	5,466,861	439,984	4,167,491	196,472	8,185,786	(5,412,961)	13,043,633
Total expenses incurred for purchasing fixed assets and other long-term assets	1,936,465	1,238,656	3,886,270	5,348	1,182,455	(225,570)	8,023,624
Segment assets as at 31/12/2025	33,385,919	10,372,927	26,251,582	998,707	29,225,203	(12,092,347)	88,141,991
Segment liabilities as at 31/12/2025	19,549,203	7,172,136	15,264,068	214,566	14,148,318	(11,954,340)	44,393,951

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34. Segment reporting *(Continued)*

(a) Segment information based on the business activities of the Group *(Continued)*
For the year ended 31 December 2024
Currency: Million VND

	Information technology and telecommunication				Investment, education and others	Consolidation elimination	Total
	Global IT products and services	Domestic IT products and services	Telecommunication	Digital contents			
Segment revenue	30,952,512	8,157,364	16,905,897	704,503	7,444,159	(1,315,641)	62,848,794
Segment expenses (*)	(26,223,076)	(7,774,217)	(13,728,756)	(573,344)	(5,308,937)	1,267,883	(52,340,447)
In which:							
• Depreciation of fixed assets and allocation of goodwill	(658,053)	(187,498)	(1,368,719)	(3,565)	(346,445)	28,982	(2,535,298)
• Allocation of long-term prepaid expenses	(200,481)	(28,966)	(1,674,772)	(3,148)	(172,009)	11,107	(2,068,269)
(Losses)/profits sharing from joint ventures, associates	2,119	(56)	-	-	390,468	-	392,531
Segment operating results	4,731,555	383,091	3,177,141	131,159	2,525,690	(47,758)	10,900,878
Segment profit before tax	4,769,586	460,526	3,420,133	167,465	7,493,034	(5,241,078)	11,069,666
Total expenses incurred for purchasing fixed assets and other long-term assets	1,251,781	407,397	3,067,731	5,081	1,233,301	109,238	6,074,529
Segment assets as at 31/12/2024	24,664,380	9,413,307	23,649,241	1,012,765	26,338,566	(13,078,263)	71,999,996
Segment liabilities as at 31/12/2024	14,899,508	6,294,529	13,173,832	174,064	14,239,677	(12,509,154)	36,272,456

(*) Segment expenses arising from the business activities of the segment are charged directly to that segment and part of the Group's expenses allocated to that segment. Accordingly, segment expenses include cost of goods sold and services rendered, selling expenses, general and administration expenses.

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34. Segment reporting *(Continued)*

(b) Segment information by the geographical location of the Group: For the year ended 31 December 2025

Currency: Million VND

	Vietnam	Overseas	Total
Net revenue	34,290,139	35,822,686	70,112,825

For the year ended 31 December 2024

Currency: Million VND

	Vietnam	Overseas	Total
Net revenue	31,554,587	31,294,207	62,848,794

35. Related party disclosures

Key related parties and relationship are given as below:

Company (*)	Relationship
Synnex FPT Joint Stock Company	Associate
FPT Digital Retail Joint Stock Company	Associate
FPT Capital Management Joint Stock Company	Associate
Board of Directors, Board of Management, Board of Supervision and other key management	Key management

(*) *Figures of related parties presented in this note include the figures of these companies and their direct and indirect subsidiaries (if any).*

(a) Related party transactions

The primary transactions with related parties incurred during the year are:

Unit: VND

	2025	2024
i) Sales of goods and rendering of services		
FPT Digital Retail Joint Stock Company	535,438,239,866	396,379,410,434
Synnex FPT Joint Stock Company	10,341,570,977	23,528,897,486
	545,779,810,843	419,908,307,920
ii) Purchases of goods and services		
Synnex FPT Joint Stock Company	815,401,753,496	975,447,988,926
FPT Digital Retail Joint Stock Company	90,284,283,136	70,404,638,688
	905,686,036,632	1,045,852,627,614
iii) Dividends received in cash (Note 5(b))		
Synnex FPT Joint Stock Company	171,133,791,000	285,222,985,000
iv) Drawdown of borrowings (Note 22)		
Synnex FPT Joint Stock Company	408,107,000,000	-
FPT Digital Retail Joint Stock Company	-	100,000,000,000
v) Repayment of borrowings		
FPT Digital Retail Joint Stock Company	-	100,000,000,000
vi) Interest expense		
Synnex FPT Joint Stock Company	89,819,070	-
FPT Digital Retail Joint Stock Company	-	1,010,958,904
	89,819,070	1,010,958,904

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35. Related party disclosures *(Continued)*

(a) Related party transactions *(Continued)*

vii) Remuneration of the Board of Directors, the Board of Supervision and salary of General Director and other key management

Unit: VND

No.	Name	Title	2025	2024
Remuneration of Board of Directors				
1	Mr. Truong Gia Binh	Chairman	-	-
2	Mr. Bui Quang Ngoc	Vice Chairman	-	-
3	Mr. Do Cao Bao	Member	-	-
4	Mr. Jean Charles Belliol	Member	960,000,000	960,000,000
5	Ms. Tran Thi Hong Linh	Member	360,000,000	360,000,000
6	Mr. Hiroshi Yokotsuka	Member	2,613,975,000	2,532,650,000
7	Mr. Hampapur Rangadore Binod	Member	2,613,975,000	2,532,650,000
			6,547,950,000	6,385,300,000
Remuneration of Board of Supervisor				
1	Mr. Nguyen Viet Thang	Chief Supervisor	716,800,000	716,800,000
2	Mr. Nguyen Khai Hoan	Member	369,600,000	369,600,000
3	Ms. Duong Thuy Duong	Member	369,600,000	369,600,000
			1,456,000,000	1,456,000,000
Salary of Board of Management and other managers				
1	Mr. Nguyen Van Khoa	General Director	4,420,000,000	4,420,000,000
2	Mr. Nguyen The Phuong	Deputy General Director	3,510,000,000	3,510,000,000
3	Mr. Pham Minh Tuan	Deputy General Director (from 13/3/2024)	2,990,000,000	2,444,065,934
4	Mr. Hoang Viet Anh	Deputy General Director (until 13/3/2024)	-	640,879,121
5	Mr. Hoang Huu Chien	Chief Financial Officer	2,080,000,000	2,080,000,000
6	Ms. Mai Thi Lan Anh	In charge of information announcement	1,105,000,000	965,000,000
			14,105,000,000	14,059,945,055

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35. Related party disclosures (Continued)

(b) Year end balances with related parties

Unit: VND

	31/12/2025	31/12/2024
i) Entrusted investments		
Entrusted investments	39,275,051,776	39,275,051,776
ii) Short-term trade accounts receivable (Note 6)		
FPT Digital Retail Joint Stock Company	54,839,728,652	45,188,852,981
Synnex FPT Joint Stock Company	375,577,271	1,285,502,494
	55,215,305,923	46,474,355,475
iii) Short-term trade accounts payable (Note 17)		
Synnex FPT Joint Stock Company	188,899,996,714	323,041,857,148
FPT Digital Retail Joint Stock Company	6,654,649,292	6,228,628,104
	195,554,646,006	329,270,485,252
iv) Short-term borrowings (Note 22)		
Synnex FPT Joint Stock Company	408,107,000,000	-

36. Commitments

(a) Commitments under operating leases

The Group signed operating leases contracts (including: offices, lands, teaching locations, houses, and others). Future payment commitments under the signed contracts are as follows:

Unit: VND

	31/12/2025	31/12/2024
Within one year	1,003,048,814,934	872,479,124,331
Between one and five years	1,921,066,175,567	1,655,574,881,552
Over five years	770,608,131,792	771,175,004,322
	3,694,723,122,293	3,299,229,010,205

(b) Capital commitments

Capital expenditure (including: school construction projects, centers for research and development and purchase of other fixed assets) contracted for at the consolidated balance sheet date but not recognised in the consolidated financial statements was as follows:

Unit: VND

	31/12/2025	31/12/2024
Capital commitments	1,788,310,602,983	408,935,033,406

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37. Off consolidated balance sheet items

Doubtful debts written off

Unit: VND

	31/12/2025	31/12/2024
Doubtful debts (*)	729,438,551,433	638,434,100,449

(*) The doubtful debts written off primarily consisted of trade account receivables from individual customers using internet services that were overdue for more than two years and were assessed as uncollectible.

38. Contingent liability

Obligation for restoration costs for leased lands

The Group signed land rental contracts and carried out construction and infrastructure work on these leased lands. Majority of the land rental contracts do not explicitly state the Group's land restoration obligation after the rental periods. The Company's Board of Management assessed that the Group may have future obligations for dismantling and removing the assets on lands and restoring the lands to their original conditions at the end of the lease terms. These obligations can only be ascertained when there are further events in the future, for example, additional discussion with the lessors or when the governmental authority promulgates additional legal documents to clarify the lessees' obligations when the land lease contracts do not explicitly state provisions for land restoration obligations. Accordingly, the Group did not recognise the provision for land restoration costs for leased lands in the Group's consolidated financial statements for the year ended 31 December 2025.

39. Events after the consolidated balance sheet date

Establishment of new subsidiary:

Pursuant to the Resolution of Board of Directors No. 02.01-2026/NQ-HĐQT FPT dated 27 January 2026, the Board of Directors has approved the establishment of a subsidiary - FPT Digital Technology Infrastructure Company Limited to implement the project of Digital Technology and Complex Park, with an initial charter capital of VND 1,000 billion.

The Group's consolidated financial statements for the year ended 31 December 2025 were approved by the Deputy General Director of the Company on 18 March 2026.


HOANG NGOC BICH
 Preparer


HOANG HUU CHIEN
 Chief Accountant


NGUYEN THE PHUONG
 Deputy General Director
 Authorised signatory

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Appendix 1 – list of subsidiaries, joint ventures, and associates which the company indirectly owned as at 31 december 2025

A. subsidiaries

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
1	FPT Japan Holdings Co., Ltd.	Software development	Japan	100%	100%	100%	100%
2	FPT Nearshore Japan Co., Ltd.	Software development	Japan	100%	100%	100%	100%
3	Shanghai FPT Software Co., Ltd.	Software development	China	100%	100%	100%	100%
4	FPT Techno Japan Co., Ltd.	Software development	Japan	100%	100%	100%	100%
5	PT. FPT Software Indonesia	Software development	Japan	99.79%	99.79%	99.79%	99.79%
6	FPT Software Japan Co., Ltd.	Software development	Japan	100%	100%	100%	100%
7	FPT Taiwan Co., Ltd.	Software development	Taiwan	100%	100%	100%	100%
8	FPT Consulting Japan Co., Ltd.	Consulting technology	Japan	80%	80%	80%	80%
9	FPT OKI Changzhou Company Limited	Software development	Korea	65%	65%	0%	0%
10	FPT OKI Dalian Company Limited	Software development	China	65%	65%	0%	0%
11	FPT Software Korea Co., Ltd.	Software development	Korea	100%	100%	100%	100%
12	FPT USA Corporation	Software development	USA	100%	100%	100%	100%
13	FPT Canada Co., Ltd.	Software development	Canada	100%	100%	100%	100%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
14	Intellinet Consulting, LLC	Consulting technology	USA	99.09%	99.09%	98.18%	98.18%
15	Intertec Consulting, LLC	Software development	USA	73%	73%	70%	70%
16	Intertec International, LLC	Software development	United Kingdom	73%	73%	70%	70%
17	Micra Consulting International, Ltd	Software development	Costa Rica	73%	73%	70%	70%
18	Intertec International S.A.S	Software development	Columbia	73%	73%	70%	70%
19	Intertec International S de R.L de C.V	Software development	Mexico	73%	73%	70%	70%
20	Cardinal Peak, LLC	Software development	USA	100%	100%	100%	100%
21	FPT India Private Limited	Software development	India	100%	100%	100%	100%
22	FPT Deutschland GmbH	Software development	Germany	100%	100%	100%	100%
23	FPT Software United Kingdom LTD.	Software development	United Kingdom	100%	100%	100%	100%
24	FPT Software Malaysia SDN. BHD.	Software development	Malaysia	100%	100%	100%	100%
25	FPT Software Solutions Asia Pacific PTE. Ltd.	Software development	Singapore	100%	100%	100%	100%
26	FPT Australasia Pty Ltd	Software development	Australia	100%	100%	100%	100%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
27	FPT Software Europe	Software development	France	100%	100%	100%	100%
28	FPT Software Philippines Corp.	Software development	Philippines	100%	100%	100%	100%
29	FPT Slovakia s.r.o.	Software development	Slovakia	100%	100%	100%	100%
30	FPT Czech s.r.o.	Software development	Czech	100%	100%	100%	100%
31	FPT Asia Pacific Pte. Ltd.	Software development	Singapore	100%	100%	100%	100%
32	FPT Siam Limited	Software development	Thailand	99.97%	99.97%	99.97%	99.97%
33	FPT Technology DMCC	Software development	UAE	100%	100%	100%	100%
34	FPT Consulting, LLC	Software development	UAE	100%	100%	100%	100%
35	FPT Consulting Service Limited	Software development	HongKong	100%	100%	100%	100%
36	FPT Information System Singapore PTE. Ltd.	Software development	Singapore	100%	100%	100%	100%
37	FPT Myanmar Co., Ltd.	Software development	Myanmar	100%	100%	100%	100%
38	FPT Software Ho Chi Minh Company Limited	Software development	Vietnam	100%	100%	100%	100%
39	FPT Software Hanoi Company Limited	Software development	Vietnam	100%	100%	100%	100%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
40	FPT Software Central Region Company Limited	Software development	Vietnam	100%	100%	100%	100%
41	FPT Software Thang Long Co., Ltd.	Software development	Vietnam	100%	100%	100%	100%
42	FPT Software Innovation Company Limited	Software development	Vietnam	100%	100%	100%	100%
43	HOMA Technologies Joint Stock Company	Manufacturing and trading electronic equipment	Vietnam	Dissolved	Dissolved	75%	75%
44	FPT Software Quy Nhon Co., Ltd	Software development	Vietnam	100%	100%	100%	100%
45	Suzhou FPT Software Co., Ltd	Software development	China	Dissolved	Dissolved	100%	100%
46	Akavault Pte. Ltd.	Consulting technology	Singapore	100%	100%	100%	100%
47	FPT Software Netherlands B.V	Software development	Holland	100%	100%	100%	100%
48	Base Platform Pte. Ltd.	Software development	Singapore	90%	90%	90%	90%
49	Base Enterprise Joint Stock Company	Software development	Vietnam	89.99%	99.98%	89.99%	99.98%
50	FPT Software Hue Co., Ltd.	Software development	Vietnam	100%	100%	100%	100%
51	FPT Company for Information Technology	Software development	Saudi Arabi	100%	100%	100%	100%
52	Guangxi FPT Software Co., Ltd.	Software development	China	Dissolved	Dissolved	100%	100%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
53	NAC Co., Ltd	Software development	Japan	100%	100%	100%	100%
54	AOSIS Consulting	Software development	France	80%	80%	80%	80%
55	FPT Software Dalian Co., Ltd	Software development	China	100%	100%	100%	100%
56	FPT Automotive	Software development	USA	100%	100%	100%	100%
57	FPT Software Rumania Co., Ltd	Software development	Romania	100%	100%	100%	100%
58	FPT New Technology Company Limited	Software development	Vietnam	100%	100%	100%	100%
59	FPT Software Scandinavia ApS	Software development	Denmark	100%	100%	100%	100%
60	FPT Smart Cloud Japan Co., Ltd	IT services	Japan	60%	60%	100%	100%
61	FPT Innovation and Creativity Company Limited	Science research and technology development	Vietnam	100%	100%	Not established yet	Not established yet
62	Company Mugur Filley PE TIE Regional (One Partner)	Software development	Saudi Arabi	100%	100%	Not established yet	Not established yet
63	FPT Software Sverige AB	Software development	Sweden	100%	100%	Not established yet	Not established yet
64	FPT Land Company Limited	Real estates	Vietnam	100%	100%	100%	100%
65	Cyradar Joint Stock Company	IT services	Vietnam	77.78%	77.78%	77.78%	77.78%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
66	UTOP Technology Joint Stock Company	Computer programming	Vietnam	55.63%	55.63%		
67	FPT Wallet Company Limited	Payment intermediary services	Vietnam	100%	100%	30%	30%
68	FPT Medtech Joint Stock Company	Data processing and IT services	Vietnam	99.99%	99.99%	Not established yet	Not established yet
69	FPT High School	Education and training	Vietnam	100%	100%	100%	100%
70	FPT Global Technology Innovation Co., Ltd.	Education and training	Vietnam	100%	100%	100%	100%
71	FPT Primary and Secondary School	Education and training	Vietnam	100%	100%	100%	100%
72	FPT High School (Da Nang)	Education and training	Vietnam	100%	100%	100%	100%
73	FPT High School (Can Tho)	Education and training	Vietnam	100%	100%	100%	100%
74	FPT University	Education and training	Vietnam	100%	100%	100%	100%
75	Thanh Sang Investment Co., Ltd.	Education and training	Vietnam	100%	100%	100%	100%
76	FPT Polytechnic College	Education and training	Vietnam	100%	100%	100%	100%
77	FPT Cau Giay Primary and Secondary School	Education and training	Vietnam	100%	100%	100%	100%
78	Central Loi Trading and Services Co., Ltd.	Education and training	Vietnam	100%	100%	100%	100%
79	FPT High School (Binh Dinh)	Education and training	Vietnam	100%	100%	100%	100%

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A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
80	FPT Primary, Secondary, and High School in Bac Ninh	Education and training	Vietnam	100%	100%	100%	100%
81	FPT Secondary and High School in Hai Phong	Education and training	Vietnam	100%	100%	100%	100%
82	FPT Primary, Secondary, and High School in Bac Giang	Education and training	Vietnam	100%	100%	100%	100%
83	FPT Primary, Secondary, and High School in Ha Nam	Education and training	Vietnam	100%	100%	100%	100%
84	FPT Primary, Secondary, and High School in Hau Giang	Education and training	Vietnam	100%	100%	Not established yet	Not established yet
85	FPT Primary, Secondary, and High School in Soc Trang	Education and training	Vietnam	100%	100%	Not established yet	Not established yet
86	FPT Primary, Secondary, and High School in Hue	Education and training	Vietnam	100%	100%	Not established yet	Not established yet
87	FPT Primary, Secondary, and High School Long Van	Education and training	Vietnam	100%	100%	Not established yet	Not established yet
88	FPT Polytechnic Thanh Hoa Company Limited	Education and training	Vietnam	100%	100%	100%	100%
89	FPT Polytechnic College Thanh Hoa	Education and training	Vietnam	100%	100%	100%	100%
90	West Hanoi High School	Education and training	Vietnam	100%	100%	100%	100%
91	FPT Education Company Limited in Nghe An	Education and training	Vietnam	100%	100%	100%	100%
92	FPT Primary, Secondary, and High School in Thanh Hoa	Education and training	Vietnam	100%	100%	100%	100%
93	Telehouse International Corporation of Vietnam	Data center service	Vietnam	51%	51%	51%	51%

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Appendix 1 – list of subsidiaries, joint ventures, and associates which the company indirectly owned as at 31 december 2025 *(Continued)*

A. subsidiaries *(Continued)*

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
94	FPT Information System Cambodia Co., Ltd.	System integration, software solutions and services	Campuchia	100%	100%	100%	100%
95	Investment and Development of National E-procurement System Company Limited	E-commerce application solutions in governmental procurement	Vietnam	100%	100%	100%	100%
96	TechUp Communication Joint Stock Company	Publishing software	Vietnam	73.75%	73.75%	73.75%	73.75%
97	FPT Semiconductor Joint Stock Company	Manufacturing electronic components	Vietnam	94.99%	94.99%	94.99%	94.99%
98	FPT Technology Solutions Co., Ltd.	System integration, software solutions and services	Vietnam	100%	100%	100%	100%
99	Nam Viet Software Solutions and Services JSC	System integration, software solutions and services	Vietnam	65.58%	65.58%	0%	0%
100	FPT Tan Thuan Telecom Company Limited	High speed internet and other telecommunication services	Vietnam	45.66%	100%	45.66%	100%
101	FPT International Telecom Company Limited	High speed internet and other telecommunication services	Vietnam	45.66%	100%	45.66%	100%
102	FPT Telecom Technology Joint Stock Company	High speed internet and other telecommunication services	Vietnam	45.66%	99.999%	45.66%	99.999%
103	FPT Television Company Limited	Television services	Vietnam	45.66%	100%	45.66%	100%
104	FPT Thang Long Telecom Company Limited	High speed internet and other telecommunication services	Vietnam	45.66%	100%	45.66%	100%

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Appendix 1 – list of subsidiaries, joint ventures, and associates which the company indirectly owned as at 31 december 2025 *(Continued)*

B. Joint ventures, associates

No.	Company	Principal activities	Place of incorporation and operation	As at 31/12/2025		As at 31/12/2024	
				% of ownership	% of voting rights	% of ownership	% of voting rights
1	FPT Capital Management Joint Stock Company	Portfolio and fund management and other services	Vietnam	25%	25%	25%	25%
2	SBI FPT Co., Ltd.	Software development	Vietnam	30%	30%	30%	30%
3	MJS FPT Co., Ltd.	Software development	Japan	50%	50%	50%	50%
4	FPT Smart Technologies Co., Ltd.	Software development	Vietnam	50%	50%	50%	50%
5	Artificial Intelligence Quy Nhon Co., Ltd.	Real estate business	Vietnam	49%	49%	49%	49%
6	Next Robotics Joint Stock Company	Self-propelled equipment manufacturing, automation	Vietnam	25.44%	25.44%	26.70%	26.70%
7	Ackerton Technology Services (ATS) Inc	Software development	Korea	50%	50%	50%	50%
8	KONICA MINOLTA FPT Solution Labs, Inc	Software development	Japan	41%	41%	41%	41%
9	FSC – FPT Solutions & Consulting SDN.BHD	Software development	Malaysia	49%	49%	0%	0%
10	FST Japan - FPT Smart Technologies Japan	Software development	Japan	49%	49%	0%	0%
11	PT FPT Metrodata Indonesia	System integration, software services	Indonesia	40%	40%	40%	40%
12	Cobol Park Corporation	Software development	Japan	33,3%	33,3%	0%	0%
13	P3 Group (Vietnam) Co., Ltd	Software development	Vietnam	49%	49%	0%	0%

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