

No.: 06/BC-HĐQT

Ca Mau, May 8th, 2025

REPORT

**On the performance results of the Board of Directors, Supervisory Board,
Executive Board of Ca Mau Water Supply Joint Stock Company
2020 – 2025 term**

Pursuant to the 2021 Charter of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 01/NQ-ĐHĐCĐ dated June 28, 2020, of the General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company on holding the 2020 Annual General Meeting of Shareholders.

Pursuant to Resolution No. 08/2024/NQ-ĐHĐCĐ dated June 25, 2024, of the General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company on approving the election results of additional members of the Board of Directors, term 2020 - 2025.

The Board of Directors of Ca Mau Water Supply Joint Stock Company (the Company) reports to the General Meeting of Shareholders on the performance of the Board of Directors, Supervisory Board, and Executive Board for the 2020 - 2025 term, as follows:

1. General information:

- Office term: 05 years (2020 - 2025).
- The Board of Directors (BOD) includes 05 members:
 - (1). Mr. Ho Tan Luat - Chairman;
 - (2). Mr. Pham Phuoc Tai - Member;
 - (3). Mr. Pham Tan Phong - Member;
 - (4). Mr. Tran The Hung - Member;
 - (5). Mr. Le Chanh Huy - Member.
- The Supervisory Board (SB) includes 03 members:
 - (1). Mrs. Mai Thi Hien - Head;
 - (2). Mrs. Phan Thi Ha Thanh - Member;
 - (3). Mrs. Van Hai Ly - Member.
- Executive Board (EB) includes 03 members:
 - (1). Mr. Pham Phuoc Tai - General Director;

- (2). Mr. Pham Tan Phong - Deputy General Director;
 (3). Mr. Huynh Thien Tri - Chef Accountant.

2. Summary of activities during the term:

2.1. Activities of the Board of Directors:

- Implement business development policies and strategies assigned by the General Meeting of Shareholders.
- Issue important resolutions and decisions in business management.
- Promote activities to strengthen shareholder relations and protect their legal rights.

2.2. Activities of the Supervisory Board:

- Examine financial operations, ensuring transparency in accounting activities.
- Monitor the compliance with Company's Charter and laws.
- Submit periodic and ad hoc reports to the Board of Directors on risks and financial issues.

2.3. Activities of the Executive Board:

- Implement resolutions and decisions of the Board of Directors.
- Manage the production and business activities of the Company.
- Conduct finance management and optimize performance efficiency.

3. Performance results:

3.1. Owner's equity and charter capital:

Unit: Million dong.

Contents	2020	2021	2022	2023	2024
Owner's equity	167.953	167.872	168.785	170.752	174.442
Charter capital	155.349	155.349	155.349	155.349	155.349

3.2. Results of operation and business activities:

Unit: Million dong.

Key indicators	2020	2021	2022	2023	2024
Total revenue	103.810	105.645	107.650	120.300	137.908
Payable of the state budget	25.000	25.259	25.060	26.000	32.716
Dividends (%)	4,10	4,33	4,40	5,37	6,63

Key indicators	2020	2021	2022	2023	2024
Water loss rate (%)	18	17,5	17	16	15,6

3.3. Other activities:

- Achieve positive results in the application of new techniques, technologies and digital transformation into production and business activities.

- Fully comply with the Company's regulations and relevant laws on taxes, fees, occupational safety and health, etc.

- Effectively arrange and assign staff to enhance work quality; implement job-based compensation, with salaries increasing over time in line with labor performance.

- Continue to conduct welfare regimes for workers and corporate social responsibility in the locality.

(*Note:* The data in this report has been audited and replaces Report No. 03/BC-HĐQT dated January 17, 2025).

The Board of Directors reports to the General Meeting of Shareholders on the completion of 2020 – 2025 office term. During this term, the Board of Directors, the Supervisory Board and the Executive Board have fulfilled their assigned duties and responsibilities. Production and business results met and exceeded the targets set by the General Meeting of Shareholders; and state capital at the Company has been preserved and developed./.

Recipients:

- General Meeting of Shareholders (report);
- Owner (replacing reports);
- The BOD, SB, EB;
- Archived: VT, TK.

**On the behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat



**CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

No: 02 /BC-BKS

THE SOCIALIST REPUBLIC OF VIETNAM
Independence-Freedom-Happiness

Ca Mau, April 5th, 2025

REPORT
ON THE SUPERVISORY BOARD'S ACTIVITIES IN 2024
AND ORIENTATIONAL OPERATION FOR 2025

Pursuant to the Law on Enterprise No. 59/2020/QH14 dated June 17, 2020;

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company promulgated in 2021;

Pursuant to the Regulations on the operations of Supervisory Board, the internal regulations of Ca Mau Water Supply Joint Stock Company, and provisions of law;

Pursuant to the results of the production and business activities of Ca Mau Supply Joint Stock Company in 2024.

Pursuant to the 2024 Financial Statements audited by A&C Auditing and Consulting Co., Ltd. - Can Tho Branch, signed on March 6, 2025.

The Supervisory Board of Ca Mau Ca Mau Supply Joint Stock Company reports to the General Meeting of Shareholders (GMS) the inspection and supervision results on the Company's production and business activities in 2024, as follows:

I. OPERATION RESULTS OF SUPERVISORY BOARD

1. Organizational structure

The Supervisory Board includes 03 (three) people, comprising 01 (one) full-time member and 02 (two) part-time members:

- Ms. Mai Thi Hien - Head;
- Ms. Phan Thi Ha Thanh - Member;
- Ms. Van Hai Ly - Member.

2. Activities of the Supervisory Board

- The Supervisory Board has implemented functions and duties in the Law on Enterprises, the Company's Charter, and the Regulations on the operations of Supervisory Board.

- The Supervisory Board has reviewed and monitored the implementation of the Resolutions of General Meeting of Shareholders by the Board of Directors and the Exective Board.

- The members of the Supervisory Board have completed their assigned tasks with the Supervisory Board's regulations.

- The members of the Supervisory Board have participated in all meetings of the Board of Directors and several meetings of the Executive Board concerning issues related to production and business activities in 2024.

- The members of the Supervisory Board have collaborated with the Executive Board to inspect the operations of affiliated units.

- Implementing the inspection of financial reports for the year.

- In the process of working, the Supervisory Board always complies with the issued Regulations of operations, strictly follows the approved plan, and does not affect the Company's business operations.

- In 2024, the Supervisory Board held meetings in compliance with regulations, ensuring full attendance of members.

3. Salaries and remuneration of members of the Supervisory Board

The salary and remuneration of the Supervisory Board members are paid under the Resolution of the General Meeting of Shareholders approved on June 25, 2024, specifically:

- Salaries for full-time members: 30,000,000 dong/person/month.

- Remuneration for part-time members: 1,500,000 dong/person/month.

II. RESULTS OF PRODUCTION AND BUSINESS

1. Production and business targets

No	Targets	Unit	2024 Plan	2024 results	Planned-to-done ratio
1	Commercial water	Million m ³	17.300	17.350	100,29
2	Average water loss rate	%	16	15,6	102,56
3	Customer development	Customer	2.000	2.050	102,50
4	Replacement of water meters	Set	15.000	15.030	100,20
5	Total revenue	Million dong	131.500	137.908	104,87
6	Net profit after tax	Million dong	13.840	14.208	102,66
7	Taxes and fees payable to the State	Million dong	28.500	32.716	114,79
8	Dividends	Million dong	10.034	10.301	102,66

2. Business results

Unit: Million dong.

No	Targets	2024	2023	Comparison (%)
1	Total revenue	137.908	124.281	110,96
1.1	Net revenue from sale of goods and provision of services	135.975	123.474	110,12
1.2	Financial income	34	18	188,89
1.3	Other income	1.899	789	240,68
2	Total expenses	119.589	110.510	108,22
2.1	Cost of sales	85.284	81.278	104,93
2.2	Financial costs	2.185	2.452	89,11
2.3	Selling expenses	5.446	5.055	107,73
2.4	General administration expenses	26.484	21.311	124,27
2.5	Other expenses	199	414	48,07
3	Total accounting profit before tax	18.310	13.771	132,96
4	Corporate income tax	4.102	2.755	148,89
5	Profit after tax	14.208	11.016	128,98

3. Balance Sheet as of December 31, 2024

Unit: Million dong.

No.	Interpretation	Ending balance	Opening balance
A	ASSET	326.407	327.220
I	Current assets	56.289	70.100
1	Cash and cash equivalents	1.460	21.986
2	Short-term financial investments	500	500
3	Short-term receivables	33.144	33.797
4	Inventories	20.613	13.817
5	Other current assets	572	
II	Non-current assets	270.118	257.120
1	Fixed assets	202.738	202.530
2	Long-term assets in progress	8.108	5.645

No.	Interpretation	Ending balance	Opening balance
3	Other non-current assets	59.272	48.945
B	LIABILITIES AND OWNER'S EQUITY	326.407	327.220
I	Liabilities	151.965	156.468
1	Short-term liabilities	131.665	137.402
2	Long-term liabilities	18.800	19.066
II	Owner's equity	174.442	170.752
1	Owner's capital	155.349	155.349
2	Other capital	19.093	15.403
C	CHARTER CAPITAL	155.349	155.349

4. Basic financial indicators as of December 31, 2024

No.	Targets	Unit	2024	2023
1	Asset structure			
	Current assets/ Total assets	%	17,25	21,42
	Non-current assets/ Total assets	%	82,75	78,58
2	Capital structure			
	Liabilities/ Total capital	%	46,56	47,82
	Equity/ Total capital	%	53,44	52,18
3	Liquidity			
	Current ratio	Times	0,42	0,51
	Quick ratio	Times	0,27	0,41
	Cash ratio	Times	0,01	0,16
4	Profitability			
	Profit after tax/ Revenue (ROS)	%	10,30	8,86
	Profit after tax/ Total assets (ROA)	%	4,35	3,37
	Profit after tax/ Equity (ROE)	%	8,14	6,45

5. Compliance monitoring

The business operations comply with the Law on Enterprise, the Company's Charter, and other legal regulations. The Financial Statements for the fiscal year 2024 have been prepared and accounted in accordance with the

financial regime, Vietnamese Accounting Standards, as well as current regulations. The data is accurate, reasonable, transparent and reflects the Company's performance and business results.

The accounting records are updated in a timely manner, cleared, and noted fully with revenue and expense in accordance with Accounting Law. Moreover, assets, liabilities, deposit balance, loans, and inventories are monitored thoroughly and accurately.

III. SUPERVISION RESULTS OVER THE PERFORMANCE OF BOARD OF DIRECTORS, GENERAL DIRECTOR, AND OTHER EXECUTIVES

1. Management of the Board of Directors (BOD)

The Board of Directors has fully participated in the regular quarterly meetings. Through these meetings, BOD members have reviewed, discussed, and voted on production and business plans, as well as other issues related to the Company's operations.

The BOD has provided comprehensive guidance and supervision of all activities the Board of General Directors conducted. Additionally, it has approved resolutions and decisions concerning the Company's operations within its responsibilities and authority.

2. Business management

Business executives have exercised their rights and duties in accordance with the Enterprise Law, the Company's Charter, and Regulations on Internal Governance.

While managing the production and business activities, the General Director and other executive managers have fully and strictly implemented the resolutions of the General Meeting of Shareholders and the Board of Directors.

Implementing the disclosure information in a complete and timely manner.

Pay dividends in a timely manner.

IV. EVALUATION OF THE COORDINATION BETWEEN THE SUPERVISORY BOARD, THE BOARD OF DIRECTORS, THE GENERAL DIRECTOR, AND SHAREHOLDERS

The Board of Directors and the General Director have collaborated with the Supervisory Board to facilitate the inspection and supervision of production and business operations in compliance with the Enterprise Law, the Company's Charter, and the resolutions of the General Meeting of Shareholders. The supervision results indicate no significant errors.

The Supervisory Board agrees with the assessment contents in the Report on business and operation results in 2024 of the Board of Directors.

The Board of Directors, General Director and Executive Board have created favorable conditions for the Supervisory Board to perform its duties.

In 2024, the Supervisory Board did not receive any feedback of shareholders regarding violations of the Board of Directors, General Director, Supervisory Board, or managers of the Company.

V. OPERATIONAL ORIENTATION OF THE SUPERVISORY BOARD IN 2025

Based on the Supervisory Board's performance in 2024 and the Company's production and business plan for 2025, the Supervisory Board proposes the following operational directions for 2025 as follow:

- Fully conduct the function and duties of the Supervisory Board as stipulated in the Company's Charter, the Regulations on Supervisory Board's activities, and State laws;

- Attend all meetings of the Board of Directors and the Executive Board to stay updated on the Company's production and business activities, enabling more effective supervision;

- Monitoring the Company's activities in implementing the resolutions of the General Meeting of Shareholders and coordinating with inspection teams as required;

- Reviewing the use and preservation of the Company's capital, financial statements, and business performance reports for 2025.

The above is the Report on the activities of the Supervisory Board of Ca Mau Water Supply Joint Stock in 2024 and the operational orientation in 2025.

(Note: This report replaces Report No. 01/BC-BKS dated January 17, 2025).

The Supervisory Board respectfully report to the 2025 General Meeting of Shareholders for approval./.

Recipients:

- General Meeting of Shareholders;
- BODs, SB, EB;
- Archived: VT, TK, BKS.

**On the behalf of SUPERVISORY BOARD
HEAD OF THE BOARD**



Mai Thi Hien

No: 07 /TTr-HĐQT

Ca Mau, May 8th, 2025

PROPOSAL

Regarding the approval of the audited Financial Statements in 2024

Pursuant to the Law in Enterprises 2020;

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company 2021;

Pursuant to the 2024 Financial Statements audited by the A&C Auditing and Consulting Co., Ltd. and issued on March 6, 2025;

The Board of Directors of Ca Mau Water Supply Joint Stock Company submits to the General Meeting of Shareholders for approval of the audited 2024 Financial Statements, including some basic financial indicators as follows:

Unit: Million dong.

No.	Indicators	Value	Note
1	Total asset	326.407	
2	Liabilities	151.965	
3	Total revenue	137.908	
4	Owners' equity	174.442	
5	Profit before tax	18.310	
6	Undistributed profit after tax	14.208	

(Note: The data in this proposal has been audited and replaces Proposal No. 01/TTr-HĐQT dated January 17, 2025).

The Board of Directors respectfully propose to the General Meeting of Shareholders for consideration and approval./.

Recipients:

- General Meeting of Shareholders;
- Owner (replacing report);
- BOD, SB, EB;
- Archived: VT, TK, KTTV.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No: 08 /TTr-HĐQT

Ca Mau, May 8th, 2025

PROPOSAL

Regarding the approval of the profit and dividend distribution in 2024

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company 2021;
Pursuant to the Plan of 2024 profit distribution approved at the Annual General Meeting of Shareholders on June 25, 2024;

Pursuant to the 2024 Financial Statements of Ca Mau Water Supply Joint Stock Company audited by the A&C Auditing and Consulting Co., Ltd. issued on March 6, 2025;

The Board of Directors of Ca Mau Water Supply Joint Stock Company respectfully propose to the General Meeting of Shareholders for the approval of profit and dividend distribution in 2024.

Specifically:

1. Profit distribution plan for 2024:

Unit: Million dong.

No	Criteria	Amount	Note
1	Profit after tax	14.208	
2	Profit distribution		
2.1	Appropriation for Investment and development fund 1,5%	213	
2.2	Appropriation for Financial reservation fund 3%	426	
2.3	Appropriation for Bonus fund for managers 3%	426	
2.4	Appropriation for Bonus and welfare fund 20%	2.842	
	<i>In which: + Bonus fund 50%</i>	<i>1.421</i>	
	<i>+ Welfare fund 50%</i>	<i>1.421</i>	
2.5	Dividend distribution 72,5%	10.301	
2.6	Ratio of Dividend / Share capital	6,63%	

*** Note:**

If an amount remains unused in the financial reservation fund, it will be transferred to the Investment and development fund.

- Following the Resolution of the Annual General Meeting of Shareholders issued on June 25, 2024, the Company has paid dividends for 2023 with the last registration date of December 4, 2024, and the payment date of December 25, 2024, according to the list prepared by Vietnam Securities Depository and Clearing Corporation.

2. Plan for dividend distribution:

- Time of payment: Following Clause 4, Article 135 of the 2020 Law on Enterprises (within 6 months from the end of the Annual General Meeting of Shareholders).

- Time for closing the list of shareholders receiving dividends: November 5, 2025.

- Time for dividend payment: December 5, 2025 (using the list of shareholders receiving cash dividends prepared by Vietnam Securities Depository and Clearing Corporation on the last registration date of November 5, 2025).

- Payment method: Cash or transfer.

- Notification of dividend payment: At least 15 days before the payment date.

- Declaration of dividends and profits for the state capital: In compliance with Circular 85/2021/TT-BTC dated October 5, 2021, by the Ministry of Finance.

- Time of dividend payment for state-owned capital: As stipulated in Circular 85/2021/TT-BTC dated October 5, 2021 by the Ministry of Finance.

- Place to perform dividend payment in cash (for shareholders without deposited securities): Accounting and Finance Department - Ca Mau Water Supply Joint Stock Company. Address: No. 204, Quang Trung Street, Quarter 3, Ward 5, Ca Mau City, Ca Mau Province.

(Note: The data in this proposal has been audited and replaces Proposal No. 02/TTr-HĐQT dated January 17, 2025).

The Board of Directors of Ca Mau Water Supply Joint Stock Company respectfully propose to the General Meeting of Shareholders for consideration and approval./.

Recipients:

- General Meeting of Shareholders
- Owner (replacing reports);
- BOD, SB, and EB;
- Archived: VT, TK, KTTV.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No.: 03 /TTr-HĐQT

Ca Mau, January 17th, 2025

PROPOSAL

**Regarding the approval of Plan for production and business activities,
profit distribution and salary fund in 2025**

Pursuant to the 2021 Charter of Ca Mau Water Supply Joint Stock Company (the Company);

Pursuant to Resolution No. 06/NQ-ĐHĐCĐ dated June 25, 2024 of the General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company;

Pursuant to business and production results in 2025 and forecast for 2025.

The Board of Directors of Ca Mau Water Supply Joint Stock Company propose to the General Meeting of Shareholders for approval of Plan for production and business, salary fund, and profit distribution in 2025, as follows:

No	Criteria	Unit	Plan for 2025
I	Production and business		
1	Commercial water	Million m ³	17,6
2	Revenue	Million VND	153.600
3	Profit before tax	Million VND	22.000
4	Profit after tax	Million VND	17.600
5	Payable of tax and fees	Million VND	30.000
II	Profit distribution	%	100
1	Development and investment fund	%	1,5
2	Bonus fund for managers	%	3
3	Financial provision fund	%	3
4	Bonus and welfare fund	%	20
5	Dividends	%	72,5
III	Salary and remuneration fund	Million VND	42.033

No	Criteria	Unit	Plan for 2025
1	Salary fund for managers	Million VND	2.316
2	Salary fund for Supervisory Board	Million VND	303
3	Salary fund for employees	Million VND	39.150
4	Remuneration fund	Million VND	264

Attached documents: Business and Production Plan in 2025 and attached appendices.

The Board of Directors respectfully propose to the General Meeting of Shareholders for consideration and approval./.

**On the behalf of BOARD OF DIRECTORS
CHAIRMAN**

Recipients:

- The GMS;
- BOD, SB, EB;
- Archived: VT, TK, KHKD.



Ho Tan Luat

PRODUCTION AND BUSINESS PLAN FOR 2025

Part 1

THE RESULTS OF PRODUCTION AND BUSINESS IN 2024

1. General situation:

Ca Mau Water Supply Joint Stock Company (CAWACO) with the business in line of water production and supply strives to ensure safe and continuous water usage to serve the residents in central areas of Ca Mau districts and city.

In recent years, the market economy has faced many difficulties due to epidemics, climate change, and saline intrusion, which have greatly affected the Company's production and business. However, with the efforts of the managers and employees, the Company has overcome challenges, completed and exceeded the planned targets with higher performance in the following year compared to the previous year, and enhance employee income.

2. Results achieved:

Thanks to the solidarity of managers and employees and the guidance of the Board of Directors, the Company have completed assigned missions.

In details:

2.1. Results of implementing plan and targets:

2.1.1. Technical targets:

No	Items	Unit	2024 Plan	2024 estimated implementation	Estimated performance compared to plan (%)	Note
1	Commercial water	m ³	17.300.000	17.350.000	100,29%	
2	Water loss rate	%	16,00	15,60	Reduced by 0,40	

No	Items	Unit	2024 Plan	2024 estimated implementation	Estimated performance compared to plan (%)	Note
3	New customer development	Set	2.000	2.000	100%	
4	Replacement of water meters	Set	15.000	15.000	100%	
5	Online payment	%	50%	50%	100%	

2.1.2 Financial targets:

No	Items	Unit	2024 Plan	2024 estimated implementation	Estimated performance compared to Plan (%)	Note
1	Total revenue	VND Million	131.500	134.500	102,28%	
2	Total expenses	VND Million	114.200	115.600	101,23%	
3	Profit before tax	VND Million	17.300	18.900	109,25%	
4	Profit after tax	VND Million	13.840	15.120	109,25%	
5	Payable of state budget	VND Million	28.500	28.500	100%	
6	Dividends	%	6,45	7,05	109,30%	

2.1.3. Profit distribution:

No	Distribution content	2024 Plan		Estimated implementation 2024	
		Proportion	Total amount (Million)	Proportion	Total amount (Million)
1	Investment and development fund	1,5%	207,6	1,5%	226,8
2	Bonus fund for managers	3%	415,2	3%	453,6
3	Financial provision fund	3%	415,2	3%	453,6
4	Bonus and welfare fund	20%	2.768	20%	3.024
5	Devidend	72,5%	10.034	72,5%	10.962
	Total	100%	13.840	100%	15.120

2.1.4. Comparison of 2024 targets and the results of consecutive years:

According to business strategy, the company will complete and exceed the established targets in areas such as financial, technical, tax, and fee compliance in accordance with state regulations in 2024. Furthermore, with a rational workforce arrangement, both productivity and employee income are anticipated to increase, contributing to an improved quality of life to motivate employees.

No	Interpretation	Unit	2022 results	2023 results	2024 estimated
1	Average of labor	Person	232	242	248
2	Commercial water	m ³	16.495.633	16.934.414	17.350.000
3	Water loss rate	%	17,73%	16,00%	15,60%
4	Number of customers	Customer	77.884	80.458	82.373
5	Total revenue	VND Million	110.612	124.281	134.500
6	Profit after tax	VND Million	9.152	11.016	15.120
7	Payable of state budget	VND Million	28.565	26.089	28.500
8	Dividends	%	4,41%	5,14%	7,05%
9	Average planned salary (person/month) of labor	VND Million	8,9	8,9	10,5
10	Implement salary (person/month) of labor	VND Million	8,9	9,7	11,4

2.2. Results of policy implementation and labor utilization:

2.2.1. Labor utilization:

- Total workforce: **257 employees**. In which:
 - + Managers : 05 people;
 - + Employees : 252 people (226 employees with indefinite-term labor contracts and 26 employees with definite-term labor contracts).
- Based on customer development needs and annual business strategy objectives, labor requirements are allocated appropriately for each stage across the departments and subordinate units. Tasks are assigned clearly and transparently, avoiding overlap and ensuring work is handled as per assigned duties.

- Regular updates, amendments, additions to internal rules and regulations are promptly carried out to suit the company's specific conditions.

2.2.2. Salaries and implementation of state-regulated benefits for employees

- Salaries: The company has paid monthly salaries based on job positions and salary advances in accordance with company policies.

- Salary determination methods: The company's leadership evaluates, assesses, and categorizes employees to determine monthly salaries. Payment timelines comply with the collective labor agreement.

- The planned average salary for 2024 is 10.5 million dong/person/month, while the actual average salary for 2024 is 11.4 million dong/person/month (due to exceeding the production and business targets).

- Other policies (according to the regulations of state and company): Fully implemented in regulations.

2.2.3. About social security:

- Employee welfare is a matter of special concern. The company support employees with illnesses, periodic health examinations, sightseeing tours, uniforms, workwear, holidays and Tet's gifts, etc.

- The Company also supports and nurtures Vietnamese Heroic Mothers, donates to war invalids, builds charity houses and rural transportation, supports flood relief and school supplies, and commemorates the province's traditional days, etc.

2.3. Solutions for production and business activities:

- Enhance the application of science and technology in production, management and investment, upgrading and expanding pipeline, drilling well to increase supplement sources, installing filter systems, cleaning pipelines and tanks, and maintaining facilities to ensure a stable supply for the public.

- Adhere strictly to the Company's operational procedures with rotational shifts to serve customers a safe and continuous supply.

- Monitor and manage operations before, during, or after shifts. Regularly perform maintenance and upkeep of equipment and technology, always ensuring readiness for operation.

- Regularly inspect and supervise operations, environmental hygien and protection zones, water intake areas at water plants and stations. Ensure the

security of water sources in accordance with regulations and, at the same time, strictly handle any violations.

- Monitor and update water extraction permits for wells to timely carry out renewals and new submissions. Strengthen the management and control of online monitoring systems (flow and water levels) per regulatory requirements.

2.4. Solutions for water quality management, measuring devices, and loss prevention:

- The ISO/IEC 17025:2017-compliant laboratory conducts internal quality checks. At the same time, cooperate with third-party units and the Center for Disease Control of Ca Mau City to perform External Quality Assessment (EQA) to maintain water quality as prescribed standards.

- Collaborate with the Quality Assurance and Testing Center to calibrate water meters when installing to ensure compliance with regulations.

- Water loss prevention is a main concern with synchronized solutions implemented to reduce loss rates per government guidelines.

2.5. Digital transformation and customer service:

- Utilize customer management software, install smart meters, apply online water consumption recording, online payment and online invoicing to optimize management processes for improved customer satisfaction.

- Develop customer service channels, such as mobile apps and websites. These are crucial elements for customers to access information on water quality, supply problems, payments, repair requirements, and meter installation, etc. Currently, the Company is following to solve customer feedback through CaMau-G platform, even holidays within the prescribed time.

- Strictly implement administrative procedures in the water supply sector to facilitate meter installations, repairs, and upgrades within the regulated timeframes, ensuring safe and continuous water supply.

2.6. Finance, asset, and information disclosure:

- Comply with accounting standards, financial supervision, and internal control; manage revenues and expenditures efficiently, prepare budgets, process payroll, and maintain financial transparency.

- Effectively utilize fixed assets, materials, tools, and equipment in production and business activities.

- Adhere to regulations of tax, fee, insurance, dividend, and state budget contribution.
- Ensure compliance with independent audit regime and timely submission of required reports.
- Disclose periodic and extraordinary information promptly in accordance to regulations.

2.7. Other activities:

- The Party Committee collaborates closely with the Board of Directors to direct unions and other organizations to achieve outstanding performance.
- Collaborate with the Grassroots Trade Union and the Youth Union to support rural construction, gift givings, providing water tanks, etc.
- Implement social security policies in the province based on initiatives of authorities, organizations and local communities, etc.

In general, despite the challenges, the company successfully implemented its production and business plan, exceeding set targets through the collective efforts of the Board of Directors and employees in 2024. However, there is still some unfinished work that will carry over into 2025.

Part 2

PRODUCTION AND BUSINESS PLAN FOR 2025

1. Objectives:

1.1. General objectives:

- The quality of water supplied to customers continues to improve, using the motto **“Quality first, customer first.”**
- Utilize modern equipment and technologies in production and business activities to maintain a safe and uninterrupted water supply.
- Enhance the Company’s reputation and position in providing clean water, serving public interests, and ensuring community health.

1.2. Specific objectives:

- Develop a skilled workforce by job positions suitable for the production and business requirements.
- Establish a management and operational system for production and business activities, including human resource management, customer management, online payment, water network management, Scada system, online monitoring, smart meters, filtering technology, and leak detection equipment taining toward the general development of the Company’s goal.
- Strengthen technical management, prevent losses and leakage through measures such as applying district meter area (DMA), checking connection points, detecting leaks for timely repairs, renovating degraded pipelines, meter replacement, and water fraud detection,...
- Develop a plan for customer service, expand support channels, solve feedback and requirements, and ensure a safe and continuous water supply for customer needs.
- Implement the 2025 production and business targets approved by the relevant authorities.

2. Production and business plan indicators for 2025:

2.1. Technical targets:

No	Items	Unit	2024 Plan	2024 Estimate implementation	2025 Plan
1	Commercial water	m ³	17.300.000	17.350.000	17.600.000
2	Water loss rate	%	16,00	15,60	15,00

No	Items	Unit	2024 Plan	2024 Estimate implementation	2025 Plan
3	Customer development	Person	2.000	2.000	2.000
4	Replacement & renovarian of meters	Set	15.000	15.000	13.000
5	Online payment	%	50%	50%	60%

2.2. Financial targets:

No.	Items	Unit	2024 Plan	2024 estimated implementation	2025 Plan
1	Total revenue	VND Million	131.500	134.500	153.600
2	Total expense	VND Million	114.200	115.600	131.600
3	Profit before tax	VND Million	17.300	18.900	22.000
4	Profit after tax	VND Million	13.840	15.120	17.600
5	Payable of state budget	VND Million	28.500	28.500	30.000
6	Dividend	%	6,45	7,05	8,21

2.3. Profit distribution:

Unit: VND Million.

No	Distribution content	2024			2025 Plan	
		Proportion	Plan	Estimated implementation	Proportion	Total
1	Investment and development fund	1,5%	207,6	226,8	1,5%	264
2	Bonus fund for managers	3%	415,2	453,6	3%	528
3	Financial provision fund	3%	415,2	453,6	3%	528
4	Bonus and welfare fund	20%	2.768	3.024	20%	3.520
5	Dividend	72,5%	10.034	10.962	72,5%	12.760
	Total:	100%	13.840	15.120	100%	17.600

3. Targets for labor utilization and wage fund plan for 2025:

3.1. Labor utilization plan for 2025:

- The orientation of labor planning is an important part to ensure efficient utilization of human resources towards the annual goals.

- The Company continues to optimize its organizational structure and personnel align with capabilities, strengths, and business operational requirements.

- Total workforce: 268 employees. In which:

+ Management : 6 people.

+ Head of the Supervisory Board : 1 person.

+ Employees : 261 people.

- Refer to the attached Labor utilization plan.

3.2. Salary plan for 2025:

- Based on the 2024 production and business results that specifies exceeding targets and increasing labor productivity, the Company establishes the Salary plan for 2025.

The total wage fund: **41.769** VND million. In which:

+ Average salary for managers and Head of the Supervisory Board:
31,554 VND million

+ Average salary for employees: 12,5 VND million.

- Refer to the attached Salary plan for 2025.

4. Investment, procurement, and advisory activities for 2025:

- Continue investment and procurements activities in 2024, such as Nam Can water plant, U Minh surface water factory, Ngoc Hien water supply station, water supply station of Ca Mau City, head office, bottling plant, specialized vehicles, equipment, and consulting/non-consulting services.

- Invest in lands, build water station, expand supply services, purchase materials, equipment, technologies, and chemicals for production and business demands.

- Invest and install water filtering equipments; monitor water levels, flow, quality, and supervise network pressure; SCADA systems, inverters, water meters (mechanical and smart), detection devices, and solar energy solutions.

- Conduct consulting and non-consulting activities for exploitation licenses, insurance, land procedures, investment projects, surveys, valuation, and specialized software development.

- Renovate the head office and water supply stations, maintain technological equipment, control cabinets, submersible pumps, and electric generators, and clean up well bores by Company's regulations.

- Obtain the water supply systems assigned by the People's Committee of Ca Mau province.

During implementation, the Executive Board will balance the capital to ensure investments and procurements align with the Company's production and business conditions. In urgent cases requiring safe water supply or serving the public, the Executive Board will seek approval from the Board of Directors for decision-making.

5. Operational plan implementation:

5.1. Internal management:

- Continue to apply organizational and human resource strategies aligned with the Company's development needs and sustainable production objectives.

- Review, amend, and supplement regulations to comply with current legal provisions and the Company's practical conditions.

- Build a qualified workforce to meet the demands of an organization's orientations.

- Create favorable conditions, a positive working environment and improve well-being for employees. Moreover, ensure full compliance with labor policies and regulations.

- Implement grassroots democracy regulations and collective labor agreement in accordance with the law.

- Strengthen the inspection and supervision of compliance with internal regulations and law in terms of labor safety, fire prevention, etc., at all units of the Company.

5.2. Investment, equipment applications and technologies:

- Applying science and technology in production to optimize operational processes, ensure stable supply with consistent quality across all areas.

- Focus on investing in supply stations to enhance water sources and expand networks in potential areas; at the same time, upgrade and renovate

degraded pipelines. Besides, coordinate with local authorities to gather information on construction planning, land-use planning, water demands, and urban renovation to invest in development proactively.

- Develop plans to take over water supply systems assigned by the People's Committee of Ca Mau province. Proposing for the People's Committee about investment in a surface water plant at U Minh Reservoir.

5.3. Water quality and safety:

- Strengthen the management and inspection of water quality at factories, supply stations, and pipeline networks to meet local technical standards. Increase the frequency of internal tests for Group A at the Company's ISO/IEC 17025:2017-certified laboratory. Additionally, hire qualified units to conduct external tests for Groups B and C. Ensure quality water supply to customers.

- Fully equipped with monitoring devices, cameras, and signal transmitters to enhance inspection and supervision of operations, external sanitation, and sanitary protection zones of water intake areas at factories and supply stations to ensure water security and adherence to regulations.

- Reassess the certified ISO/IEC laboratory and collaborate with consultants to plan upgrades, adding three new testing parameters.

- Installing water treatment filter tank system, treatment technology system for Ammonium (NH_4^+) and other indicators exceeding the permissible limit.

5.4. Water loss prevention in supply systems:

- Carry out district meter area (DMA) and install master meters to monitor the loss rate in each area; enhance leak detection and timely pipe repairs; check for fraudulent water use; and regulate pressure appropriately based on customer demand. Aim to reduce the Company's water loss rate to 15% by 2025, as per the Decision 2147/QĐ-TTg dated November 24, 2010.

- Continue standardizing materials and equipment across the water supply system, replacing water meters that do not meet technical standards or have expired calibration periods. Strengthen public awareness to encourage proper usage and prevent wastage of water resources.

- Collaborate with the Department of Fire Prevention and Control to determine the water volume needed for firefighting activities and drills. Conduct technical inspections or maintenance of fire hydrants in Ca Mau city and town

centers of districts. Moreover, work with local authorities and relevant agencies to recover debts from customers using the Company's services.

5.5. Customer service and management:

- Develop professional customer service teams to solve customer feedback; utilize digital transformation connect customers with Company's service. Additionally, expand customer service channels (mobile apps, websites, etc.) for customers to access information on water quality, supply problems, payments, repair requirements, and meter installation, etc.

- Resolve cases where multiple meters are installed at a single address or customers use dual water sources with one from the Company for the wrong purposes. Manage meters of over 15 mm (including post-meter systems), eliminate fictitious customers from the records, and address cases of non-usage for over three months.

- Build a brand image that is trustworthy, environmentally responsible, and socially conscious through organizing events, educational programs on water conservation and protection; conduct advertising and marketing activities to enhance the Company's reputation and brand position in the water supply industry.

5.6. Customer development and billing management:

- Regularly survey residents' water usage needs to forecast demand and plan network expansions accordingly. Invest in necessary pipelines to develop new customers within the Company's resources.

- Continue installing, replacing, or relocating water meters per regulations to ensure accurate and efficient meter recordings. Optimize the use of smart recording applications that automatically transmit data to reduce errors and improve efficiency.

- Promote cashless water payments through banks, e-wallets, and mobile apps. Establish payment points at supply units, stations, and remote residential areas for customer convenience, aiming to eliminate in-home bill collections.

- Regularly coordinate with banks and payment agencies to reconcile cross-check, and settle water bill payments collected and transferred to the Company. Confirm balances with collection agencies by the fiscal year-end.

5.7. Financial works, asset, and information disclosure:

- Strictly implement updated accounting standards, financial management and inspection, internal control, and expense monitoring. Additionally, monitor revenue and expenditure, accounts payable; develop plans for financial works, wages, cost-saving measures; accelerate settlement processes; and transparently disclose business operation results in compliance with regulations.

- Efficiently manage and utilize fixed assets, capital, materials, and tools to support production and business activities.

- Comply with tax laws, ensuring timely and full declarations and payments of taxes, fees, insurance, dividends, and other state budget obligations.

- Conduct accounting and independent auditing regime; periodic report and disclose information in compliance with regulations on the Company's operations.

- Utilize the existing capital while flexibly managing funds base on the principle of efficiency and repayment. When internal sources are insufficient to meet the capital needs for business operations, external capital mobilization (including short-term and long-term loans) shall be taken into consideration.

- Concentrate on capital for investment on essential production projects. In addition, invest in modern technology and management solutions to improve labor productivity.

- Promptly handle assets, goods, inventory, and scrap unutilized for disposal or liquidation as per regulations increase inventory turnover. Simultaneously, implement new purchases to improve utilization and reduce repair costs which enhance business effectiveness.

5.8. Inspection and supervision:

- Regularly inspect and monitor all units' compliance with legal and Company's regulations to promptly address issues and maintain stable business.

- Continuously examine water quality at both the source and pipeline network to meet safety standards, including pH levels, turbidity, bacteria, and harmful substances.

- Monitor water pressure at plants, supply stations, and distribution points to adjust operations for safe, uninterrupted delivery.

- Review water usage purposes and customer categories to ensure accurate classification, reduce revenue loss, maintain fairness and harmony between customers and the Company.

- Examine and replace expired or technically inadequate meters to meet standardize installations of heights and positions for ease of access and to shorten the time for readings.

- Inspect pipelines, wells, treatment stations, inverters, pumps, and backup generators for timely maintenance to maintain stable operations.

- Collaborate with local authorities to address fraudulent water usage.

- Monthly or quarterly, the Executive Board will evaluate the performance of all units and provide specific directives to achieve targets effectively.

5.9. Other activities:

- Collaborate with the Party Committee to build and develop organizational structures, ensuring alignment between political orientation and business operations while fostering a transparent and democratic working environment.

- Combine with the Grassroots Trade Union and Youth Union to promote laws, Company's rule and regulations, encourage innovative ideas for production improvement and cost-saving, support employee welfare, and engage in charitable activities.

- Support social welfare policies within the province.

6. Capital:

- Revenue from business activities (water bill, lateral pipe installation for water supply, and other services).

- Depreciation funds.

- Other legitimate sources.

- Mobilized capital: short-term or medium and long-term loans must be suitable with production and business plan of the company as approved by the Board of Directors.

Part 3

IMPLEMENTATION ORGANIZATION

The competent authorities have approved the 2025 Production and Business Plan. The Executive Board shall organize to implement this Plan following the principles of transparency and openness to affiliated units. In case of difficulties or obstacles, ensure to promptly reported for further instruction.

Should any investment or procurement project surpass the assigned limit or fall outside the scope of the 2025 Plan but is considered crucial, the Executive Board will seek approval from the Board of Directors or the Chairman of the Board for prompt execution to ensure safe and uninterrupted water supply to customers./.

*** Attachments:**

- *Appendix 1: Labor Plan for 2025;*
- *Appendix 2: Salary Plan for 2025.*

Recipients:

- People's Committee of Ca Mau Province;
- Board of Directors;
- Supervisory Board, Executive Board;
- Departments, Dependent Units;
- Archived: Document, Business Planning department, iO.

GENERAL DIRECTOR



Pham Phuoc Tai

**CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

THE SOCIALIST REPUBLIC OF VIETNAM
Independence-Freedom-Happiness

LABOR PLAN FOR 2025

*(Attached to Plan No. 02/KH-CNCM dated January 17th, 2025
of Ca Mau Water Supply Joint Stock Company)*

1. Foundation of Labor Plan:

- Decree No. 53/NĐ-CP dated June 31, 2024 of the Government regulating on management of labor, salary, remuneration and bonuses by joint-stock companies with State controlling stakes;
- Circular No. 28/2016/TT-BLĐTBXH dated September 1, 2016, of the Ministry of Labor – Invalids and Social Affairs guiding the implementation of regulations on labor, salary, compensation, and bonus for companies whose shares and capital contributions controlled by the State;
- The Charter and Internal management regulations of Ca Mau Water Supply Joint Stock Company;
- The production and business activities of Ca Mau Water Supply Joint Stock Company.

2. Objectives:

- Labor utilization is fulfilled in alignment with the Company's production and business strategy.
- Labor shall be assigned based on the employees' expertise, skills, capabilities, and strengths, ensuring effective labor utilization in various units.

3. Assessment of the labor situations in 2024:

3.1. Workforce (estimated implementation):

- Total workforce (as of November 30, 2024): **257 employees**. In which:
 - + Managers : 5 people;
 - + Employees : 252 people.

In details:

No	Total workforce	Staff quantity in 2023	New recruits	Staff quitting or retiring	Estimated labor force at 31/12	Average work-force in 2024
I	Managers	6	0	1	5	5,29
II	Employees	246	11	5	252	248
1	Human Resources Department	16	1	1	16	15
2	Accounting & Finance Dept	9			9	9
3	Business Planning Department	43	2	1	43	43
4	Water Quality Management Dept	20			19	19
5	Technical Department	11	1		13	13
6	Ca Mau Water Supply Unit 1	31	2		34	33
7	Ca Mau Water Supply Unit 2	36	1	1	36	36
8	Electrical Installation Unit	19		2	17	17
9	Song Doc Branch	15			15	15
10	Tran Van Thoi Branch	5			5	5
11	U Minh Branch	10	1		11	11
12	Thoi Binh Branch	6	1		7	7
13	Phu Tan Branch	8			8	8
14	Dam Doi Branch	6	1		7	6
15	Cai Nuoc Branch	6			6	6
16	Ngoc Hien Branch	5	1		6	5
	Total (I + II):	252	11	06	257	

- Average workforce in 2024:

+ Managers : 5,29 people;

+ Employees : 248 people.

3.2. Qualifications and Training:

3.2.1. Qualifications:

- Managers:

+ Master's Degree : 03 people (60% of total employers);

+ Bachelor's Degree : 02 people (40% of total employers).

- Employees:

- + Master's Degree : 02 people (0,79% of total employees);
- + Bachelor's Degree : 99 people (39,29 % of total employees);
- + College and Intermediate : 49 people (19,44 % of total employees);
- + Skilled labor : 22 people (8,73% of total employees);
- + Unskilled labor : 80 people (31,75 % of total employees).

3.2.2. Training:

- Political training: 04 people. In which:

- + Advanced level : 02 people;
- + Intermediate : 02 people.

- Professional training: 12 classes with 89 participants.

3.3. Employees structure:

3.3.1. Gender:

- Woman : 41 people (16,27 % of total employees);
- Man : 211 people (83,73 % of total employees).

3.3.2. Indirect and direct employees:

- Indirect employees : 67 people (26,59 % of total employees);
- Direct employees : 185 people (73,41 % of total employees).

3.3.3. Employee turnover rate:

- Number of employee turnover: 5 people (1,98% of total employees).

3.4. Labor utilization efficiency:

3.4.1. Strengths:

- High labor productivity: The Company efficiently arranges and assigns employees in accordance with job positions, achieving and surpassing the annual targets for 2024. Moreover, the quality of work has significantly improved.

- Utilize human resources effectively: Employees are selected and assigned based on their expertise, skills, strengths, and job requirements.

- Low turnover rate: Mainly older employees with poor health conditions voluntarily resign.

- Compliance with labor laws: The Executive Board and Grassroots Trade Union has disseminated information on occupational safety and hygiene,

organized training sessions, and provided protective equipment as required. As a result, no labor safety incidents occurred throughout the year.

3.4.2. Weaknesses:

- The proportion of older employees is high due to the inheritance of labor from the previous stage of development.
- Training activities are still challenging due to the lack of policies applicable to joint-stock companies.
- Modern infrastructure and equipment are limited, failing to meet the usage demands

* **Conclusion:** The Company's efforts to organize and assign employees based on job positions have improved labor utilization efficiency in 2024. The Company will maintain this approach while making necessary adjustments to align with its sustainable development goals for 2025.

4. Labor Plan for 2025:

4.1. Total workforce:

The Labor Plan for 2025 is developed according to the 2024 labor utilization, including operational scale, organizational structure, job positions, and requirements for fulfilling the production and business targets in 2025. Specifically:

Total planned workforce for 2025: **268** employees.

In which:

- Managers : 06 people;
- Head of the Supervisory Board : 01 person;
- Employees : 261 people.

(**Note:** The total workforce is estimated to grow 3.5% by 2025 compared to the average labor in 2024, equivalent to 09 additional employees).

4.2. Training and Development:

To meet the production and business requirements for 2025, the Company will organize both short-term and long-term training programs, workshops, and courses to enhance professional expertise and improve the skills of its workforce. These initiatives aim to strengthen employees' expertise, improve workplace performance, and contribute to the Company's sustainable development.

5. Implementation:

Upon approval by the competent authority, the Executive Board and the Grassroots Trade Union will implement this Plan under the Company's regulations and applicable laws./.

**HUMAN RESOURCES
DEPARTEMENT**

**GRASSROOTS
TRADE UNION**

GENERAL DIRECTOR




Le Nhan Quyen




Tran Quoc Tuan



Pham Phuoc Tai

**CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

THE SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom - Happiness

SALARY PLAN FOR 2025

*(Attached to Plan No. 02/KH-CNCM dated on January 17th, 2024
of Ca Mau Water Supply Joint Stock Company)*

1. Foundation of Salary Plan:

- Decree No. 53/NĐ-CP dated June 31, 2024 of the Government regulating on management of labor, salary, remuneration and bonuses by joint-stock companies with State controlling stakes;
- Circular No. 28/2016/TT-BLĐTBXH dated September 1, 2016 of the Ministry of Labor – Invalids and Social Affairs providing guidance on the implementation of regulations on labor, salary, compensation and bonus for companies whose shares and capital contributions controlled by the State;
- The Charter of Ca Mau Water Supply Joint Stock Company (the Company);
- The salary systems in accordance with job positions and Regulations on salary, bonuses for employees working at Ca Mau Water Supply Joint Stock Company (first amendment and supplement) in 2024;
- Production and business activities of the Company.

2. Objectives:

- To develop a planned salary level in accordance with financial capacity, production and business results of the Company.
- To ensure the salary system that reflects the labor productivity and the contribution of employees and managers to the Company.
- To comply with regulations on minimum wage, social insurance and other labor policies as prescribed by Company's regulations and law.

3. The fund for implemented salaries and remuneration in 2024 (estimated):

3.1. The salary fund and salary level in 2024:

3.1.1. The salary fund for managers and employees:

No.	Contents	Estimated implementation in 2024		Note
		Quantity (person)	Total amount (million VND)	
1	Salary fund for managers	06	2.267	
1.1	- Managers serving as State capital representatives	03	1.373	
1.2	- Managers not serving as State capital representatives	03	894	
2	Salary fund for employees	248	32.438	
	Total	254	34.705	

The salary fund for managers (full-time) includes: implemented salary as planned and addition payment due to increased profit compared to planned one (estimated profit achieved of 105.89%).

3.1.2. The salary levels for managers and employees in 2024:

No.	Positions	Salary level (Million VND/month)	Note
I	Board of Directors		
1	Chairman	36	State capital representative
II	Executive Board		
1	General Director	35	State capital representative
2	Deputy General Director	33	State capital representative
3	Deputy General Director	30	Not State capital representative
4	Chief Accountant	29	
III	Supervisory Board		
1	Head of the SB	30	
IV	Employees	10,9	Average salary

3.2. The remuneration fund in 2024:

3.2.1. The remuneration fund:

No.	Positions	Estimated implementation in 2024		Note
		Quantity (person)	Total amount (million VND)	
1	Board of Directors members	3	52	
2	Supervisory Board members	2	36	
3	Corporate Secretary and Person in charge of Corporate Governance	1	24	
	Total	06	112	

3.2.2. Remuneration level:

No.	Positions	Remuneration level (Million VND/month)	Note
1	Board of Directors members	3,6	
2	Supervisory Board members	1,5	
3	Corporate Secretary and Person in charge of Corporate Governance	2	

* **Note:** The salary and remuneration funds is calculated based on the actual number of months managers and employees working for the Company.

4. Plan for salary and remuneration funds in 2025:

Given the production and business results in 2024 and plans for 2025; assessment of the labor force in 2024 and projections for 2025; requirements for work volume and performance of managers, employees, the Company have established Plan for salary and remuneration funds in 2025 as follow:

4.1. Salary funds and levels in 2025:

4.1.1. Salary funds of managers and employees:

No.	Contents	Plans for 2025		Note
		Quantity (person)	Total amount (Million VND)	
1	Salary funds for managers	06	2.316	
1	- Managers serving as State capital representatives	03	1.248	
	- Managers not serving as State capital representatives	03	1.068	
2	Salary fund for Supervisory Board	01	303	

No.	Contents	Plans for 2025		Note
		Quantity (person)	Total amount (Million VND)	
3	Salary funds for employees	261	39.150	
	Total	268	41.769	

4.1.2. Salary levels of managers and employees:

No	Positions	Salary levels (Million VND/month)	Note
I	Board of Directors		
1	Chairman	36	State capital representative
II	Executive Board		
1	General Director	35	State capital representative
2	Deputy General Director	33	State capital representative
3	Deputy General Director	30	Not State capital representative
4	Chief Accountant	29	
III	Supervisory Board		
1	Head of the SB	30	Applied until the end of 2020 – 2025 term (at the time of the 2025 General Meeting of Shareholders)
2	Head of the SB	20,5	Applied for new office term (2025 – 2030)
IV	Employees	12,5	Average salary

4.2. Remuneration funds and levels in 2025

4.2.1. Remuneration funds for managers and employees:

No.	Positions	Plans for 2025		Note
		Quantity (person)	Total amount (Million VND)	
1	Board of Directors members	2	144	
2	Supervisory Board members	2	72	

No.	Positions	Plans for 2025		Note
		Quantity (person)	Total amount (Million VND)	
3	Corporate Scretary and Person in charge of Corporate Governance	1	48	
	Total	05	264	

4.2.2. Remuneration levels for managers and employees:

No.	Positions	Remuneration levels (Million VND/month)	Note
1	Board of Directors memebbers	6	
2	Supervisory Board memebbers	3	
3	Corporate scretary and Person in charge of Corporate Governance	4	

5. Implementation:

- The Company distributes salaries and remuneration based on the Salary systems in accordance with job positions and Regulations on salary, bonuses for managers and employees; complies with the salary payment deadline as described in the Collective Labor Agreement.

- Given the planned Salary fund approved by the competent authorities, the Company advances 93% monthly to pay salaries for managers and employees. At the end of the year, according to the production and business results, the Company will make a final settlement of the salary fund as regulated and the remaining amount (if any) within the prescribed period.

- The Executive Board coordinates with the Grassroots Trade Union implement this Salary Plan in accordance with regulations of the Company and laws after it is approved by the competent authorities./.

**HUMAN RESOURCE
DEPARTMENT**

**GRASSROOTS
TRADE UNION**

**GENERAL
DIRECTOR**




Tran Quoc Tuan



Pham Phuoc Tai

Le Nhan Quyen

No: 04 /TTr-HĐQT

Ca Mau, January 17, 2025

PROPOSAL

On approving the salary and remuneration for the Board of Directors and the Board of Supervisors in 2024 and the Plan for 2025

Pursuant to Circular No. 28/2016/TT-BLĐTBXH dated September 1, 2016, issued by the Ministry of Labor, War Invalids, and Social Affairs, providing guidance on labor, salaries, remuneration, and bonuses for companies with state-owned shares or capital;

Pursuant to the 2021 Charter of Ca Mau Water Supply Joint Stock Company;

Pursuant to the production and business results of Ca Mau Water Supply Joint Stock Company in 2024 and the Plan for 2025,

The Board of Directors of Ca Mau Water Supply Joint Stock Company (the Company) reports on the payment of remuneration, salaries for members of the Board of Directors (BOD) and the Supervisory Board (SB) in 2024 and propose to the General Meeting of Shareholders for consideration and approval of the remuneration and salary plan for 2025 as follows:

1. Payment of salaries, remuneration, and other expenses for members of Board of Directors and Supervisory Board in 2024:

1.1. Remuneration and salaries:

Unit: Million/person/month.

No	Position	Remuneration	Salary levels		
			Implemented salary as planned	Additional payment (due to increased profit)	Total
I	Board of Directors				
1	Chairman (full-time)	0	36	3,6	39,6
2	Executive members				
	- General Director	0	35	3,5	38,5
	- Deputy General Director	0	33	3,3	36,3

No	Position	Remuneration	Salary levels		
			Implemented salary as planned	Additional payment (due to increased profit)	Total
3	Non-executive members	3,6	0	0	0
II	Supervisory Board				
1	Head of the Board (full-time)	0	30	3	33
2	Members	1,5	0	0	0

1.2. Other expenses:

Besides remuneration and salaries, full-time managers, including Chairman of the BOD, Executive members of the BOD, and the Head of Supervisory Board, receives additional bonuses as stipulated in Resolution No. 06/2024/NQ-DHĐCĐ dated June 25, 2024, of the General Meeting of Shareholders.

2. Plan for payment of remuneration, salaries, and other expenses for members of the BOD and SB in 2025:

2.1. Remuneration and salaries:

Unit: Million/person/month.

No.	Position	Remuneration	Salaries
I	Board of Directors		
1	Chairman (full-time)	0	36
2	Executive members:		
	- General Director	0	35
	- Deputy General Director	0	33
3	Non-executive members	6	0
II	Supervisory Board		
1	Head of the Board (full-time)		
	- Office term 2020 – 2025	0	30
	- Office term 2025 - 2030	0	20,5
2	Members	3	0

2.2. Other expenses:

Based on the Company's business performance and profit distribution in 2025, full-time managers, including Chairman of the BOD, Executive members of the BOD, and the Head of Supervisory Board, can receive additional bonuses as stipulated in the Resolution of the General Meeting of Shareholders.

The Board of Directors respectfully propose to the General Meeting of Shareholders for consideration and approval./.

Recipients:

- General Meeting of Shareholders;
- BOD, SB, EB;
- Archived: VT, TK.

On behalf of BOARD OF DIRECTORS**CHAIRMAN****Ho Tan Luat**

No: 05 /TTr-HĐQT

Ca Mau, January 17, 2025

PROPOSAL

Regarding the selection of an audit firm for the 2025 Financial Statements

Pursuant to the Law on Enterprises 2020;

Pursuant to Decree No. 155/2020/NĐ-CP dated December 31, 2020, of the Government, detailing the implementation of specific provisions of the Securities Law;

Pursuant to the 2021 Charter of Ca Mau Water Supply Joint Stock Company.

The Board of Directors of Ca Mau Water Supply Joint Stock Company (the Company) respectfully propose to the General Meeting of Shareholders for approval of selecting an independent audit firm to audit the Financial Statements for 2025.

Specifically:

1. Criteria for selecting the audit firm:

The independent audit firm must meet the criteria as follows:

- Being a reputable auditing firm licensed to operate in Vietnam, and approved by the State Securities Commission to conduct audits for public companies;
- A team of auditors possessing strong professional expertise and extensive experience, enabling them to meet the requirements of the Company's operations and public interest entities in Vietnam. Ensure audit of Financial Statements according to Vietnamese accounting standards and system.
- Having no conflict of interest in performing the audit of the Company's Financial Statements;
- Having a responsibility to cooperate with the Company in responding to inquiries or providing an explanation as required by shareholders and competent authorities;
- The service price is reasonable and appropriate to the content, scope, and schedule required by the Company.

2. Proposed selection of independent audit firm:

Following the above criteria, the Board of Directors respectfully propose to General Meeting of Shareholders the list of independent audit firms for approval and authorize the Executive Board to select, negotiate, and sign a contract with one of the three firms to audit the 2025 Financial Statements.

Specifically:

(1). A&C Auditing and Consulting Co., Ltd.

Address: No. 02, Truong Son Street, Ward 2, Tan Binh District, Ho Chi Minh City.

(2). Sao Viet Auditing Co., Ltd.

Address: No. 386/51, Le Van Sy Street, Ward 14, District 3, Ho Chi Minh City.

(3). Chuan Viet Auditing and Consulting Co., Ltd.

Address: No. 33, Phan Van Khoe Street, Ward 13, District 5, Ho Chi Minh City.

The Board of Directors respectfully propose to the General Meeting of Shareholders for consideration and approval./.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**

Recipients:

- General Meeting of Shareholders;
- BODs, SB, and EB;
- Archived: VT, TK.



Ho Tan Luat

PROPOSAL

The election of the Board of Directors and the Supervisory Board Office term 2025-2030

Pursuant to the Law on Enterprises 2020;

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company issued in 2021.

As the end of the 2020 – 2025 terms, the Board of Directors of Ca Mau Water Supply Joint Stock Company (the Company) respectfully propose to the General Meeting of Shareholders the election of the Board of Directors and the Supervisory Board for the 2025 – 2030 terms as follows: .

1. Office term:

Office term: Five (05) years (2025 – 2030), from the date of the 2025 General Meeting of Shareholders to the 2030 Annual General Meeting of Shareholders.

2. Structure and amount:

- Board of Directors:

+ Structure: At least one-third (1/3) of the total members of the Board of Directors must be non-executive members.

+ Number of members: 5 members.

- Supervisory Board:

+ Structure: More than half (1/2) of the members must reside permanently in Vietnam.

+ Number of members: 3 members.

3. Standard, condition, and procedure:

Comply with the provisions of the Law in Enterprise, the Company's Charter, and the Internal Corporate Governance Regulations.

The Board of Directors respectfully propose to the General Meeting of Shareholders for consideration and approval.

Attached: List of nominated and self-nominated candidates for the Board of Directors and the Supervisory Board for the office term 2025-2030./.

Recipients:

- General Meeting of Shareholders;
- BODs, SB, EB;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

**CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

No: 04 /DS-HĐQT

THE SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Ca Mau, May 15, 2025

**LIST OF CANDIDATES NOMINATED FOR ELECTION OF ADDITIONAL MEMBERS OF THE
BOARD OF DIRECTORS, SUPERVISORY OF CA MAU WATER SUPPLY JOINT STOCK
COMPANY, OFFICE TERM 2020-2025**

No.	Full name	Date of birth	Qualification	Address	Individuals/ Organization introduces and nominate	Note
I	Board of Directors' members					
3	Ho Tan Luat	07/10/1970	Master of Hydraulic Construction; Hydraulics Engineering	Ward 5, Ca Mau City, Ca Mau Province	State shareholder (People's Committee of Ca Mau province)	Decision 768/QĐ- UBND dated April 22, 2025
1	Le Chanh Huy	03/01/1982	Construction Engineer	Ho Phong Ward, Gia Rai Town, Bac Lieu Province	Board of Directors of Ca Mau Water Supply Joint Stock Company	Resolution No. 12/2024/NQ- HĐQT dated October 19, 2024

No.	Full name	Date of birth	Qualification	Address	Individuals/ Organization introduces and nominate	Note
5	Pham Phuoc Tai	09/10/1974	Master of Economics; Construction Engineer	Ward 5, Ca Mau City, Ca Mau Province	State shareholder (People's Committee of Ca Mau province)	Decision 768/QD- UBND dated April 22, 2025
4	Pham Tan Phong	10/01/1978	Master of Economic Management; Engineer of Irrigation - Hydroelectricity - Water Supply and Drainage Construction.	Ward 5, Ca Mau City, Ca Mau Province	State shareholder (People's Committee of Ca Mau province)	Decision 768/QD- UBND dated April 22, 2025
2	Tran The Hung	05/9/1977	Master of Laws; Bachelor of Business Administration	Chanh Nghia Ward, Thu Dau Mot City, Binh Duong Province	Thu Dau Mot Water Joint Stock Company	Resolution/NQ-HĐQT dated.....
II Supervisory's members						
1	Nguyen Thi My Huyen	27/5/1981	Bachelor of Economics	Ward 2, Ca Mau City, Ca Mau Province	Board of Directors, Board of Supervisors of Ca Mau Water Supply Joint Stock Company	Resolution No. 12/2024/NQ- HĐQT dated October 19, 2024
2	Quach Huynh Huong	25/11/1981	Bachelor of Science in Business Administration	Ward 1, Ca Mau City, Ca Mau Province	Board of Directors, Board of Supervisors of Ca Mau Water Supply Joint Stock Company	Resolution No. 12/2024/NQ- HĐQT dated October 19, 2024

No.	Full name	Date of birth	Qualification	Address	Individuals/ Organization introduces and nominate	Note
3	Van Hai Ly	21/3/1982	Bachelor of Accounting	Ward 7, Ca Mau City, Ca Mau Province	Board of Directors, Board of Supervisors of Ca Mau Water Supply Joint Stock Company	Resolution No. 12/2024/NQ- HĐQT dated October 19, 2024

Note: Full name arranged in alphabetical order, A, B, C.

*** Attachments:**

(1). Curriculum vitae for the Board of Directors, office term 2020 - 2025 of Mr. Le Chanh Huy, Mr. Tran The Hung, Mr. Ho Tan Luat, Mr. Pham Tan Phong, and Mr. Pham Phuoc Tai.

(2). Curriculum vitae for the Board of Supervisors, office term 2020 - 2025 of Ms. Nguyen Thi My Huyen, Ms. Quach Huynh Huong, and Ms. Van Hai Ly.

Recipients:

- Company Shareholders (on Website);
- BOD, SB, Executive Board of the Company;
- Related parties;
- Archived: Office, Secretary.

**ON BEHALF OF BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No: 02 /QĐ-HĐQT

Ca Mau, June 6, 2025

DECISION

**Re: Appointment of General Director of
Ca Mau Water Supply Joint Stock Company for the 2025 – 2030 term**

**THE BOARD OF DIRECTORS OF CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company;

Pursuant to Decision No. 768/QĐ-UBND dated April 22, 2025 of the People's Committee of Ca Mau Province regarding the re-appointment of the representatives of state capital at Ca Mau Water Supply Joint Stock Company;

Pursuant to Decision No. 05/QĐ-HĐQT dated March 22, 2023 of the Board of Directors of Ca Mau Water Supply Joint Stock Company promulgating the Regulation on Organization and Personnel Management of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 05/NQ-HĐQT dated June 6, 2025 of the Board of Directors of Ca Mau Water Supply Joint Stock Company.

RESOLVES:

Article 1. Appoint **Mr. Pham Phuoc Tai**, representative of state capital, member of the Board of Directors to hold the position: General Director of Ca Mau Water Supply Joint Stock Company.

Term of appointment: 2025 - 2030.

Article 2. Mr. Pham Phuoc Tai shall exercise his rights and obligations in accordance with the Charter, regulations and rules of Ca Mau Water Supply Joint Stock Company, and relevant state regulations.

Salary and other regimes shall comply with the current regulations of Ca Mau Water Supply Joint Stock Company.

Article 3. The Executive Board, the Head of the Human Resources Department, Head of departments and units under of Ca Mau Water Supply

Joint Stock Company, affiliated units and Mr. Pham Phuoc Tai are liable for the implementation of the Resolution.

This Resolution takes effect from the date of signing./.

Recipients:

- As Article 3;
- BOD, SB of the Company;
- Information disclosure as required;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No: 03 /QĐ-HDQT

Ca Mau, June 6, 2025

DECISION

**Re: Appointment of Deputy General Director of
Ca Mau Water Supply Joint Stock Company for the 2025 – 2030 term**

**THE BOARD OF DIRECTORS OF CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company;

Pursuant to Decision No. 768/QĐ-UBND dated April 22, 2025, of the People's Committee of Ca Mau Province regarding the re-appointment of the representatives of state capital at Ca Mau Water Supply Joint Stock Company;

Pursuant to Decision No. 05/QĐ-HDQT dated March 22, 2023, of the Board of Directors of Ca Mau Water Supply Joint Stock Company promulgating the Regulation on Organization and Personnel Management of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 05/NQ-HDQT dated June 6, 2025, of the Board of Directors of Ca Mau Water Supply Joint Stock Company.

RESOLVES:

Article 1. Appoint **Mr. Pham Tan Phong**, representative of state capital, member of the Board of Directors, to hold the position: Deputy General Director of Ca Mau Water Supply Joint Stock Company.

Term of appointment: 2025 - 2030.

Article 2. Mr. Pham Tan Phong shall exercise his rights and obligations in accordance with the regulations and rules of Ca Mau Water Supply Joint Stock Company, and relevant state regulations.

Salary and other regimes shall comply with the current regulations of Ca Mau Water Supply Joint Stock Company.

Article 3. The Executive Board, the Head of the Human Resources Department, Head of departments and units under of Ca Mau Water Supply Joint

Stock Company, affiliated units and Mr. Pham Tan Phong are liable for the implementation of the Resolution.

This Resolution takes effect from the date of signing./.

Recipients:

- As Article 3;
- BOD, SB of the Company;
- Information disclosure as required;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No: 04 /QĐ-HĐQT

Ca Mau, June 6, 2025

DECISION

**Re: Appointment of Chief Accountant of
Ca Mau Water Supply Joint Stock Company for the 2025 – 2030 term**

**THE BOARD OF DIRECTORS OF CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company;

Pursuant to Decision No. 05/QĐ-HĐQT dated March 22, 2023, of the Board of Directors of Ca Mau Water Supply Joint Stock Company promulgating the Regulation on Organization and Personnel Management of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 05/NQ-HĐQT dated June 6, 2025, of the Board of Directors of Ca Mau Water Supply Joint Stock Company.

RESOLVES:

Article 1. Appoint **Mr. Huynh Thien Tri**, to hold the position: Chief Accountant of Ca Mau Water Supply Joint Stock Company.

Term of appointment: 2025 - 2030.

Article 2. Mr. Huynh Thien Tri shall exercise his rights and obligations in accordance with the regulations and rules of Ca Mau Water Supply Joint Stock Company, and relevant legal regulations.

Salary and other regimes shall comply with the current regulations of Ca Mau Water Supply Joint Stock Company.

Article 3. The Executive Board, the Head of the Human Resources Department, Head of departments and units under Ca Mau Water Supply Joint Stock Company, affiliated units and Mr. Huynh Thien Tri are liable for the implementation of the Resolution.

This Resolution takes effect from the date of signing./.

Recipients:

- As Article 3;
- BOD, SB of the Company;
- Information disclosure as required;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat

No: 05 /QĐ-HĐQT

Ca Mau, June 6, 2025

DECISION

**Re: Appointment of Person in charge of Corporate Governance cum
Secretary of the Board of Directors of the term 2025 - 2030**

**THE BOARD OF DIRECTORS OF CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company;

*Pursuant to Decision No. 05/QĐ-HĐQT dated March 22, 2023, of the
Board of Directors of Ca Mau Water Supply Joint Stock Company promulgating
the Regulation on Organization and Personnel Management of Ca Mau Water
Supply Joint Stock Company;*

*Pursuant to Resolution No. 05/NQ-HĐQT dated June 6, 2025, of the Board
of Directors of Ca Mau Water Supply Joint Stock Company.*

RESOLVES:

Article 1. Appoint **Mrs. Le Nhan Quyen** to hold the position: Person in charge of Corporate Governance cum Secretary of the Board of Directors of Ca Mau Water Supply Joint Stock Company.

Term of appointment: 2025 – 2030.

Article 2. Mrs. Le Nhan Quyen shall exercise her rights and obligations in accordance with the Charter, regulations and rules of Ca Mau Water Supply Joint Stock Company, and other relevant provisions.

Salary and other regimes shall comply with the current regulations of Ca Mau Water Supply Joint Stock Company.

Article 3. The Board of Directors, Executive Board of Ca Mau Water Supply Joint Stock Company, affiliated organizations and individuals, and Mrs. Le Nhan Quyen are liable for the implementation of the Resolution.

This Resolution takes effect from the date of signing./.

Recipients:

- As Article 3;
- Supervisory Board;
- Information disclosure as required;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Ho Tan Luat