

No.: **047** /PIACOM – BC – HDQT

Hanoi, date **14** month **04** 2026



**REPORT**  
**ON THE ACTIVITIES OF THE BOARD OF DIRECTORS**  
**FOR THE PERIOD 2021–2025**  
**AND ORIENTATION FOR THE PERIOD 2026–2030**

*Dear Shareholders and Delegates!*

On behalf of the Board of Directors (BOD), I would like to present the report on the activities of the BOD for 2025 and the period 2021–2025, and to propose certain orientations for the period 2026–2030 of Petrolimex Information Technology and Telecommunication JSC, as follows:

**I. GENERAL CONTEXT**

The period 2021–2025 marked a phase of global economic recovery following the COVID-19 pandemic, while also facing significant challenges such as supply chain disruptions, rising inflation, and geopolitical conflicts. In this context, information technology has emerged as a key driver, accelerating digital transformation, automation, big data, artificial intelligence (AI), and e-commerce, thereby reshaping the global economy.

Against this backdrop, Vietnam has emerged as a bright spot, maintaining macroeconomic stability and achieving strong growth recovery year by year. The IT sector has experienced robust development, contributing significantly to exports and creating high-quality employment. IT enterprises have benefited from policies supporting digital transformation, digital infrastructure development, and the adoption of new technologies across sectors such as banking, healthcare, education, and manufacturing. At the same time, demand for software solutions, cloud computing services, and cybersecurity has increased sharply, opening up sustainable growth opportunities for enterprises in the sector.

While the global economy continues to face various risks and challenges, the Vietnamese Government has made significant efforts to create breakthroughs in economic development, attract foreign investment, maintain macroeconomic stability, ensure major economic balances, and keep inflation under control. In the petroleum sector, enterprises and distributors are facing dual challenges of complying with new regulatory requirements while innovating to remain competitive. Several key customers of the Company are still addressing legacy difficulties from previous periods. The Company continues to identify the Petrolimex ecosystem as its core market foundation, while expanding into both domestic and international markets.

During this period, the Company has achieved positive progress in business operations, investment in product upgrades, and the organization of corporate governance activities





## **II. RESULTS OF THE BOARD OF DIRECTORS' ACTIVITIES**

### **1. Assessment of the Board of Directors' Operations**

#### ***1.1 Operating principles***

- The Board of Directors has strictly adhered to the principle of collective decision-making, with decisions made on a majority basis, and has assigned responsibilities to members according to their respective areas of expertise. In addition to periodic meetings and written resolutions, the Board has maintained regular exchanges with the Supervisory Board to review and oversee the performance of the Company's Board of Management.

- In 2025, the BOD held 4 in-person meetings and conducted 5 written consultations. The Board also convened 1 Annual General Meeting of Shareholders.

- During the period 2021–2025, the BOD organized 20 in-person meetings, conducted 26 written consultations, held 5 Annual General Meetings of Shareholders, and 1 Extraordinary General Meeting of Shareholders.

- The directives, orientations, and decisions of the General Meeting of Shareholders were implemented by the BOD through the Company's Board of Management. Resolutions and decisions of the BOD were executed by the Executive Board, with implementation results duly reported.

#### ***1.2 Direction and supervision***

The BOD has seriously and effectively directed and supervised the activities of the Board of Management, promptly addressed arising issues within its authority to facilitate the efficient management of the Company by the Board of Management. The Chairman of the BOD directly participated in the Technical Council, Salary Council, Emulation and Commendation Council, and Innovation Council; attended specialized meetings on Human Resource Management, Marketing, Digital Transformation, Technology, and monthly briefings in order to work alongside the Board of Management to promptly identify and resolve challenges and obstacles in the implementation of the Company's business operations.

### **2. Assessment by the BOD on the Board of Management's performance**

#### ***2.1 Organization of business operations***

The Company's Board of Management has consistently adhered to the principles of centralization, democracy and hierarchical management; Emphasize individual proactivity and accountability within the leadership team in directing and managing the Company's operations, while ensuring strong coordination and unity on critical matters.

The Director assumes overall responsibility and is accountable before the law, the General Meeting of Shareholders, and the BOD for the results of the Company's management and operations. The Deputy Directors proactively implement assigned tasks and take responsibility for their respective areas as delegated by the Director.

Regarding organizational management: the BOD has provided guidance and direction to ensure that its operations align with business objectives; The Board has also led the review and restructuring of organizational units to better suit the Company's strategic direction.

Under the leadership and direction of the Director, the Board of Management has operated in compliance with governance and management regulations, closely aligned



with the objectives and orientations, and has effectively implemented the business plans assigned by the General Meeting of Shareholders and the BOD.

- Key performance results are as follows:

No.	Indicators	Unit	2021	2022	2023	2024	2025	Average growth rate
1	Total Revenue and other income	VND million	148,596	186,689	119,553	160,014	176,455	4.4%
2	Profit before tax	VND million	17,634	20,280	16,629	18,380	17,035	-0.9%
3	Profit after tax	VND million	14,002	16,035	13,164	13,989	13,527	-0.9%
4	Return on average equity (ROE)	%	24.1	25.6	20.6	20.8	20.4	-4.1%
5	Dividend payout ratio	%	20%	20%	20%	18%	15% <sup>(*)</sup>	-6.9%
6	Investment value	VND million	4,129	1,412	1,244	6,888	12,500	31.9%
7	Average number of employees	Persons	129.4	125.0	122.6	123.0	128.0	-0.3%
8	Average salary	VND million /Person/ Month	20.5	23.0	17.2	23.0	25.6	5.7%
9	Charter capital	VND million	39,000	39,000	39,000	39,000	39,000	-
10	Owner's equity	VND million	63,771	67,985	69,221	72,728	73,718	3.7%

<sup>(\*)</sup>: Proposed for submission to the 2026 Annual General Meeting of Shareholders

- **Overall assessment of performance:**

During the period 2021–2025, the global economy in general and the petroleum market in particular experienced significant volatility due to the impacts of the COVID-19 pandemic, geopolitical conflicts, supply–demand disruptions, fluctuations in the USD exchange rate, and unpredictable interest rate movements. These factors had a substantial impact on domestic petroleum enterprises. However, from 2024 onwards, the domestic petroleum business has gradually stabilized. Along with the implementation of important government policies on petroleum market management, the demand for information technology and software solutions has become increasingly urgent, creating significant opportunities for companies providing software and automation solutions such as PIACOM.

The period 2021–2025 recorded growth in key indicators such as revenue, investment value, average salary, and equity; however, these results remained below the targets set for the period. Charter capital remained at VND 39 billion. Notably, investment value achieved an average annual growth rate of 31.9%, representing the highest growth indicator. The Company ensured dividend payments exceeding the targets approved by the General Meeting of Shareholders each year. Employee income increased at an average rate of 5.7% per year; however, this level remains relatively low



compared to other companies in the sector. Profitability and financial efficiency indicators recorded negative growth, mainly due to market price volatility and the Company's operational orientation.

Business performance by year is summarized as follows:

- 2021: Total revenue and other income reached VND 148,596 million, equivalent to 128.4% of 2020. Service revenue accounted for 49.2% of total sales revenue. Profit before tax reached VND 17,634 million, equivalent to 111.5% of 2020.

- 2022: Total revenue and other income reached VND 186,689 million, equivalent to 125.6% of 2021. Service revenue accounted for 44.7% of total sales revenue. Profit before tax reached VND 20,280 million, equivalent to 115.0% of 2021.

- 2023: Total revenue and other income reached VND 119,553 million, equivalent to 64.0% of 2022. Service revenue accounted for 67.5% of total sales revenue. Profit before tax reached VND 16,629 million, equivalent to 82.0% of 2022.

- 2024: Total revenue and other income reached VND 160,014 million, equivalent to 133.8% of 2023. Service revenue accounted for 58.0% of total sales revenue. Profit before tax reached VND 18,380 million, equivalent to 110.5% of 2023.

- 2025: Total revenue and other income reached VND 176,377 million, equivalent to 110.3% of 2024. Service revenue accounted for 57.5% of total sales revenue. Profit before tax reached VND 17,035 million, equivalent to 92.7% of 2024

## ***2.2 Existing challenges and limitations***

The Company has yet to overcome the seasonal nature of its projects; the market remains significantly dependent on a group of major customers. Business operations require stronger organization and more proactive execution. In addition, the application of management tools in internal operations has not been fully optimized.

## ***2.3 Causes and lessons learned***

These limitations are attributable to the challenging socio-economic conditions both domestically and internationally, as well as internal constraints, including a shortage of high-quality human resources, particularly in management positions and core technical personnel. Accordingly, it is necessary to further strengthen the organization and execution of the Company's business activities in order to enhance overall operational efficiency.

# **III. KEY TASKS FOR 2026 AND ORIENTATION FOR THE PERIOD 2026–2030**

## **1. General context**

The period 2026–2030 is projected to be one in which Vietnam's economy continues to maintain strong and stable growth. Digital transformation, green transition, and the modernization of corporate governance are expected to accelerate across the economy. In particular, within the energy and petroleum sectors, the application of technology, automation, and data-driven management is increasingly becoming a critical factor in enhancing operational efficiency, improving transparency, and optimizing supply chains.



In this context, Vietnam National Petroleum Group (Petrolimex) is actively implementing its strategies on digital transformation, green transition, and governance modernization, including investments in upgrading technology infrastructure, automation across storage facilities, terminals, pipelines, and retail stations, as well as enterprise management platforms. This creates significant opportunities for technology and automation enterprises within the Petrolimex ecosystem, including PIACOM.

Alongside these opportunities, the markets for technology, automation, and digital solutions are becoming increasingly competitive. Rapid technological advancements and rising requirements for system integration capabilities, software development, and high-quality human resources present considerable challenges. This requires PIACOM to continuously enhance its technological capabilities, innovate its business model, and expand its market presence.

On this basis, the period 2026–2030 represents both a critical opportunity for PIACOM to leverage its strengths in experience, technology, and the Petrolimex ecosystem, and a challenge that necessitates strong transformation in strategy, organizational structure, and competitive capabilities to achieve sustainable development and expand into both Petrolimex and non-Petrolimex markets.

## **2. Key objectives and solutions for 2026**

### **2.1 Key targets for 2026**

PIACOM will continue to pursue its strategic orientation of becoming a leading provider of information technology, automation, and digital transformation solutions in the petroleum, oil & gas, and energy sectors in Vietnam. The key targets for 2026 are as follows:

- Sales revenue:  $\geq$  VND 196.6 billion (minimum growth of 12%);
- Profit before tax: VND 17 billion;
- Dividend payout ratio:  $\geq$  15% per annum;
- Average income: VND 27–30 million per person per month;
- Investment value: VND 24.87 billion.

### **2.2 Indicative targets for the business plan for the period 2026–2030**

No.	Indicators	Unit	2026	2027	2028	2029	2030	Average growth rate
1	Sales revenue and service provision	VND million	196,600	220,000	253,000	291,000	335,000	14.3%
2	Non-core market share	%	$\geq 30\%$	$\geq 30\%$	$\geq 35\%$	$\geq 35\%$	$\geq 40\%$	
3	Selling expenses	VND million	49,170	55,100	62,500	70,900	80,500	13.1%
4	Profit before tax	VND million	17,000	14,000	17,000	18,700	20,700	5.0%
5	Dividend payout ratio	%	15%	12%	12%	12%	12%	-5.4%



No.	Indicators	Unit	2026	2027	2028	2029	2030	Average growth rate
6	Average salary	VND million	28.1	30.9	33.1	35.4	37.2	7.2%
7	Average number of employees	Persons	139	145	155	166	176	6.1%
8	Investment value	VND million	24,870	10,800	12,100	12,100	13,900	-13.5%
	<i>of which: Product development investment</i>	VND million	9,870	8,800	10,100	11,600	13,400	7.9%

### 2.3 Solutions and orientation

The Board of Directors continues to closely supervise and direct the Board of Management to successfully implement the 2026 Annual General Meeting of Shareholders and the strategic orientations for the period 2026–2030. The Board will issue specific resolutions and policies to guide and promote business operations, as follows:

#### *a. Solutions for market development*

- Consolidate and expand the market within the Petrolimex ecosystem by actively participating in the Group's digital transformation, green transition, and governance modernization programs, particularly in areas such as storage facilities automation, retail management systems, inventory measurement and management, enterprise management solutions, and IT infrastructure.

- Expand into non-Petrolimex markets, focusing on enterprises in the energy, oil & gas, logistics, industrial, and commercial sectors, with the aim of gradually increasing the proportion of revenue generated outside the Petrolimex ecosystem.

- Restructure business operations by customer segments, including:

- Petrolimex customers;
- Domestic non-Petrolimex customers;
- International market customers.

- Develop integrated solution-based sales capabilities, combining hardware, software, technical services, and operational services to deliver higher added value to customers.

#### *b. Solutions for technology application, innovation and digital transformation; development of the product ecosystem*

- Promote research and application of advanced technologies, particularly in the following areas:

- Industrial automation;
- Cloud-based Software-as-a-Service (SaaS) solutions;
- IoT and smart sensor systems;
- Data analytics and artificial intelligence (AI);



- Smart operation management systems for storage facilities, ports, plants, and gas stations;
- Information security and system protection.
- Develop and standardize PIACOM's technology product and solution ecosystem, focusing on key product groups such as:
  - Petroleum terminal automation system (PTAS);
  - Manufacturing execution system (MES);
  - Enterprise gas station management solution (EGAS);
  - Enterprise resource planning solution (ERP, data platforms, and system integration);
  - IoT and automation solution for the energy and industrial sectors;
  - Technology product and solution ecosystem compliant with Vietnamese and international industry standards.
- Increase investment in R&D to progressively build capabilities for developing proprietary technology products and solutions.
- Accelerate digital transformation within the Company by applying digital management platforms, data-driven solutions, and automation to enhance management efficiency, project implementation, and customer service.

*c. Solutions to enhance corporate governance and management capacity.*

- Further refine the organizational and corporate governance model towards a modern, streamlined, and efficient structure, with clear delineation of functions, duties, and responsibilities across departments.
- Apply advanced management tools, including:
  - KPI systems and management by objectives (MBO);
  - Competency framework CCF and the 3P compensation system;
  - Project management systems;
  - Standardization of processes in line with quality management standards.
- Develop high-quality human resources, with a focus on training technology engineers, solution specialists, project management teams, and managerial staff.
- Strengthen financial governance and internal control mechanisms to ensure efficient resource utilization, enhance risk management capabilities, and improve transparency in corporate operations.

*d. Solutions to strengthen and develop corporate culture*

- Build PIACOM's corporate culture based on professionalism, innovation, and collaboration, fostering a positive working environment that encourages initiative and a strong sense of responsibility.
- Promote the culture of "One PIACOM – One Team – Synergy", enhancing coordination among departments and leveraging collective strength in project implementation and business activities.
- Align corporate culture with the Company's development strategy, encouraging continuous learning, innovation, and adaptability to technological and market changes.



- Emphasize the development of a humane working environment, focusing on people development and improving both the material and spiritual well-being of employees.

*Dear valued Shareholders and Delegates!*

The above presents the Board of Directors' report on its activities in 2025, the operational directions for 2026, and the strategic orientation for the period 2026–2030. On behalf of the Board of Directors, I would like to express our sincere appreciation to our shareholders, partners, and customers for your continued trust and support over the years. We remain committed to making our utmost efforts toward the sustainable development of PIACOM.

*We wish our shareholders and delegates good health, success and happiness!*

**Recipients:**

- Members of BOD, the Supervisory Board;
- Board of Management;
- Shareholders;
- Filed at BOD Office, Administration Dep.

**ON BEHALF OF THE BOARD OF  
DIRECTORS  
CHAIRMAN**



**Tran Ngoc Tuan**







**PROPOSAL**  
**PROFIT DISTRIBUTION PLAN FOR 2025**

*(Submitted to the 2026 Annual General Meeting of Shareholders)*

**I. Principles of profit distribution**

- Pursuant to the Charter of Petrolimex Information Technology & Telecommunication JSC approved by the General Meeting of Shareholders on April 19th, 2021;
- Pursuant to Resolution No. 028/PIACOM-NQ-DHD CD approved by the 2025 Annual General Meeting of Shareholders on April 17th, 2025;
- Pursuant to the 2025 General Financial Statement of Petrolimex Information Technology & Telecommunication Joint-stock Company which has been audited by CPA Vietnam Audit Company Limited;
- Based on the business performance results for 2025,

**II. The proposed distribution plan is as follows:**

**1. Total distributable profit after tax: VND 15,821.1 million**

- 1.1. Accumulated undistributed profit after tax: VND 2,294 million
- 1.2. Profit after tax for 2025: VND 13,527.2 million

**2. Profit distribution details**

**2.1. Dividend distribution for 2025**

- Total dividends: VND 5.850 million, equivalent to VND 1.500 per share.
- Implementation time: Expected in the third quarter of 2026.

**2.2. Allocation to the development investment fund: VND 1.352,7 million.**

**2.3. Allocation to bonus and welfare funds: VND 5,707.7 million.**

**2.4. Allocation to bonus fund for managers and supervisors: VND 714.9 million.**

**3. Accumulated undistributed profit after tax: VND 2.195,8 million**

*(Attached with the table of detailed data)*

**Respectfully submitted to the 2026 GMS for approval.**

**Recipients:**

- Members of BOD, the Supervisory Board;
- Board of Management;
- Shareholders;
- Filed at BOD Office, Administration Dep.

**ON BEHALF OF  
THE BOARD OF DIRECTORS  
CHAIRMAN**

**Tran Ngoc Tuan**



## APPENDIX: PROFIT DISTRIBUTION PLAN IN 2025

No.	Item	Amount (VND million)	Notes
<b>I</b>	<b>Accumulated undistributed profit as of 2024</b>	<b>2,294.0</b>	
<b>II</b>	<b>Profit distribution for 2025</b>		
1	Realized profit in 2025	17,035.2	1=1a+1b
1a	Profit from operating activities	17,035.2	
1b	Unrealized interest on exchange rate difference		
1c	Profit subject to CIT	17,539.8	1c=1+1d
1d	CIT taxable expenses	504.6	
2	Science and technology development fund		
3	CIT in 2025	3,508.0	
3a	From operating activities	3,508.0	3a=1cx20%
3b	CIT from unrealized interest on exchange rate difference		
4	Profit after tax in 2025	13,527.2	4=1-3
4a	Profit from operating activities	13,527.2	
4b	Profit from unrealized interest on exchange rate difference		4b=1b-3b
5	Dividends	5,850	Dividend rate: 15%/year (~8.8% of average equity, and 37.0% of profit after tax for 2025)
	<i>Cash dividends</i>	5,850	
	<i>Stock dividends</i>	-	
6	Development investment fund	1,352.7	6=4a*10%
7	Bonus and welfare funds	5,707.7	Equivalent to 2 months of average salary
8	Bonus fund for managers and supervisors	714.9	Equivalent to 1.5 months of average salary/ remuneration
<b>III</b>	<b>Accumulated undistributed profit</b>	<b>2,195.8</b>	



No. 04 9/PIACOM - BC - HDQT

Hanoi, date 14 month 04 2026



## REPORT

### On the settlement of the Salary and remuneration fund for members of the Board of Directors and the Supervisory Board in 2025

To: The 2026 Annual General Meeting of Shareholders

Pursuant to the Charter of Petrolimex Information Technology and Telecommunication Joint Stock Company approved by the General Meeting of Shareholders on April 19th, 2021;

Pursuant to Proposal No. 080/PIACOM dated December 5th, 2024 on the proposed remuneration scheme for Piacom's management personnel;

Pursuant to Official Letter No. 06/PGCC-HDTV dated January 16th, 2025 of Petrolimex Group Construction and Trading Corporation - JSC on the salary scheme for Piacom's management personnel;

Pursuant to Official Letter No. 46/PGCC-HDTV dated April 4th, 2025 of Petrolimex Group Construction and Trading Corporation - JSC on the salary scheme for Piacom's management personnel;

Based on the business performance results in 2025;

The Board of Directors respectfully submits to the General Meeting of Shareholders for approval the Report on the settlement of the salary and remuneration fund for members of the BOD and Supervisory Board in 2025 as follows:

1. Total salary and remuneration of the BOD in 2025: **VND 1,844.3 million.**
2. Total salary and remuneration of the Supervisory Board in 2025: **VND 252.0 million.**

*(Detailed statement of the finalized salary and remuneration fund for members of the Board of Directors and the Supervisory Board is attached)*

*Respectfully submitted to the 2026 Annual General Meeting of Shareholders for consideration and approval.*

#### Recipients:

- Members of BOD, the Supervisory Board;
- Board of Management;
- Shareholders;
- Filed at BOD Office, Administration Dep.

ON BEHALF OF  
THE BOARD OF DIRECTORS  
CHAIRMAN



Tran Ngoc Tuan





**REPORT  
ON BUSINESS OPERATION RESULTS FOR THE PERIOD 2021–2025  
AND ORIENTATION AND TASKS FOR THE PERIOD 2026–2030  
Part one**

**REPORT ON BUSINESS OPERATION RESULTS FOR THE PERIOD  
2021–2025**

**I. General context**

Dear Shareholders and Distinguished Delegates,

On behalf of the Executive Board of Petrolimex Information Technology And Telecommunication JSC (PIACOM), I would like to present the report on business operation results for the period **2021–2025** and the orientation and tasks for the period **2026–2030**.

**1. Domestic and Global context**

The period 2021–2025 witnessed significant fluctuations in both the global and domestic economies, driven by the impacts of the COVID-19 pandemic, geopolitical conflicts, energy price volatility, and shifts in monetary policies across many countries. These factors have directly affected the business environment of enterprises.

Nevertheless, the Vietnamese economy has maintained macroeconomic stability, controlled inflation, and sustained growth, while actively promoting the national digital transformation program and the application of technology in corporate management.

Against this backdrop, PIACOM has continued to **position the Petrolimex ecosystem as its core market**, while gradually expanding into non-core sectors and international markets. The Company has focused on developing technological solutions to support management and operations in the petroleum and energy sectors, including systems of management software, automation solutions for petroleum storage facilities, petroleum dispatch terminals, and gas stations, as well as IT system services.

In parallel with its business activities, the Company has also intensified investment in research and development, upgraded its technology platforms, and progressively enhanced its corporate governance system in preparation for the next phase of development.

**2. Advantages**

During the past period, PIACOM has benefited from several favorable conditions for development:

- The Vietnamese Government has strongly promoted the **national digital transformation program**, creating opportunities for information technology enterprises to grow.



- The demand for technology applications in the management and operation of the petroleum sector has been increasing.

- PIACOM has received strong support and facilitation from **Vietnam National Petroleum Group (Petrolimex) and partners within the Petrolimex ecosystem.**

- The Company's products and solutions have gradually established their position in the market, particularly in technology solutions for the petroleum sector.

### 3. Challenges

In addition to the advantages, the Company has also faced several challenges:

- The information technology and automation markets have become increasingly competitive, with the participation of both domestic and international enterprises.

- Certain legacy technology products require further upgrades, while next-generation products are still in the investment and development stage.

- Fluctuations in the global economy and the energy market may affect customers' technology investment plans.

## II. Assessment of business performance for the period 2021–2025

### 1. Performance against key targets

No.	Indicators	Unit	2021	2022	2023	2024	2025	Average growth rate
1	Total Revenue and other income	VND million	148,596	186,689	119,553	160,014	176,455	4.4%
2	Profit Before Tax	VND million	17,634	20,280	16,629	18,380	17,035	-0.9%
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4	Return on average equity	%	24.1	25.6	20.6	20.8	20.4	-4.1%
5	Dividend payout ratio	%	20%	20%	20%	18%	15% <sup>(*)</sup>	-6.9%
6	Investment value	VND million	4,129	1,412	1,244	6,888	12,500	31.9%
7	Average Number of employees	Persons	129.4	125.0	122.6	123.0	128.0	-0.3%
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9	Charter Capital	VND million	39,000	39,000	39,000	39,000	39,000	-
10	Owner's Equity	VND million	63,771	67,985	69,221	72,728	73,718	3.7%

(\*): Proposed for submission to the 2026 Annual General Meeting of Shareholders

### 2. Financial indicators



Financial indicators	Unit	2021	2022	2023	2024	2025
<b>1. Profitability Ratios</b>						
- Net Profit Margin (Profit After Tax / Net Revenue)	%	9.5	8.6	11.1	8.8	7.7
- Return on Equity (ROE)	%	24.1	25.6	20.6	20.8	20.4
- Return on Assets (ROA)	%	16.7	18.0	16.2	14.9	13.9
- Operating Profit Margin (Operating Profit / Net Revenue)	%	11.9	10.8	14.0	11.8	9.7
<b>2. Liquidity Ratios</b>						
- General Liquidity ratio	Times	2.48	3.29	3.75	3.56	2.78
- Current ratio	Times	2.15	2.85	3.35	3.07	2.29
- Quick ratio	Times	1.65	2.45	2.97	2.78	2.10
- Cash ratio	Times	0.34	0.70	0.98	0.89	0.82

### 3. Overall assessment of business performance

During the period 2021–2025, the Company's business operations were carried out in the context of significant fluctuations in both the global and domestic economies, driven by the impacts of the COVID-19 pandemic, geopolitical conflicts, energy price volatility, and changes in petroleum market management policies. These factors have directly affected the business environment of enterprises.

In this context, PIACOM has maintained stable business operations while gradually strengthening its long-term development foundation. The Company's key financial indicators have remained at positive levels, its technological capabilities have continued to improve, and its corporate governance system has been progressively enhanced.

During this period:

- Total revenue and other income recorded an average growth rate of **4.4% per year**;
- Profit before tax decreased by **0.9% per year**;
- Investment value achieved an average growth rate of **31.9% per year**, representing the highest growth indicator;
- Liquidity remained at a **safe level**;
- The Company **paid dividends in accordance with resolutions of the General Meeting of Shareholders**;
- Employee income was **gradually improved**.

Overall, the period 2021–2025 marked a phase in which PIACOM both maintained stable business operations and focused on investing in technology, developing products, and enhancing corporate governance capacity. These achievements have established a solid foundation for the Company to enter a new growth phase in the coming years.

### 4. Three key achievements for the period 2021–2025

Based on the results achieved, the period 2021–2025 can be highlighted by three key achievements of PIACOM.

**First, maintaining stable growth and ensuring financial efficiency.** Despite market fluctuations, the Company maintained stable revenue growth and positive



financial performance indicators. The Company's ROE remained above 20% for several years, demonstrating efficient capital utilization and strong financial management capability.

**Second, strengthening technology investment and developing a product ecosystem.** PIACOM focused its resources on investing in core technology platforms and products such as the **new-generation EGAS, ERP, PTAS, and automation solutions for petroleum storage facilities and gas stations.** These investments have gradually contributed to the development of a comprehensive technology ecosystem serving the entire petroleum value chain.

**Third, enhancing governance capacity and developing human resources.** During this period, the Company consolidated its organizational structure, developed its technology workforce, implemented a **3P compensation system linked to performance**, and progressively standardized project management processes. These improvements have enhanced management effectiveness and established a solid governance foundation for the next stage of development.

## **5. Limitations during the period 2021–2025**

**5.1. The business model and sales organization have not kept pace with market development**

- Although the Company has maintained stable business operations during the past period, its business organization model remains relatively traditional and has not yet been structured toward specialization by market, product, and solution.

- Solution-based selling, ecosystem-based sales, and data-driven sales have not been implemented in a synchronized manner, resulting in limited ability to expand into non-core markets.

**5.2 Technology project management has not been standardized across the Company**

- The Company has implemented numerous technology projects in software, ERP, and automation. However, the project management framework has not yet been standardized and consistently applied across the Company.

- The roles and responsibilities of Project managers have not been fully defined, and the control of project progress, costs, and quality still depends significantly on individual experience. This may reduce implementation efficiency and limit scalability.

**5.3 Product development capability and technology human resources need further strengthening**

- In the context of a rapidly evolving technology market, the transition from a project-based delivery model to a product- and platform-based model is still in progress..

- In addition, high-quality technology human resources—particularly system architects and technology project managers—remain insufficient to meet the requirements for the next phase of development.

## **6. Key risks in the upcoming period**

### **6.1 Competition risk in the technology market**

The information technology and automation markets are becoming increasingly competitive, with the participation of numerous domestic and international enterprises.



This may affect the Company's ability to expand its market and maintain its competitive advantages.

## 6.2 Risks in implementing large-scale technology projects

Technology projects in the energy sector are typically large-scale and require coordination among multiple stakeholders. If project management is not fully standardized, risks related to schedule delays and cost overruns may arise.

## 6.3 Technology human resource risks

The market for high-quality technology talent is becoming increasingly competitive. Attracting and retaining skilled technology personnel is a critical factor in ensuring the Company's long-term development capability.

## III. Implementation results of key tasks in 2025

### 1. Business performance in 2025

*Performance against key targets*

*Unit: VND million*

No	Indicators	2025 plan	Actual results		2025 achievement ratio % against	
			2025	2024	2024	2025 plan
<i>A</i>	<i>B</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4=2/3</i>	<i>5=2/1</i>
<b>1</b>	<b>Total Revenue and other income</b>	<b>176,000</b>	<b>176,377</b>	<b>159,934</b>	<b>110.3</b>	<b>100.2</b>
<b>1.1</b>	<b>Revenue from goods and services</b>	<b>175,500</b>	<b>175,553</b>	<b>158,894</b>	<b>110.5</b>	<b>100.0</b>
1.1.1	By product/service	175,500	175,553	158,894	110.5	100.0
	Services	96,000	100,862	92,096	109.5	105.1
	Goods	79,500	74,691	66,799	111.8	94.0
1.1.2	By business segment	<b>175,500</b>	<b>175,553</b>	<b>158,894</b>	<b>110.5</b>	<b>100.0</b>
-	Software & ERP		65,315	61,197	106.7	
-	Automation		74,474	60,225	123.7	
-	System Services		35,764	37,472	95.4	
<b>1.2</b>	<b>Financial income</b>	<b>500</b>	<b>824</b>	<b>1,040</b>	<b>79.2</b>	<b>164.8</b>
<b>2</b>	<b>Profit before tax</b>	<b>17,000</b>	<b>17,035</b>	<b>18,380</b>	<b>92.7</b>	<b>100.2</b>
<b>3</b>	<b>Profit after tax</b>	<b>13,300</b>	<b>13,527</b>	<b>13,989</b>	<b>96.7</b>	<b>101.7</b>
<b>4</b>	<b>Investment</b>	<b>12,500</b>	<b>12,500</b>	<b>6,888</b>	<b>181.5</b>	<b>100.0</b>

- Total revenue and other income reached VND 176,377 million, equivalent to 100.2% of the 2025 plan and 110.3% compared to 2024 actual performance. Profit before tax reached VND 17,035 million, equivalent to 100.2% of the 2025 plan and 92.7% compared to 2024.

- Fixed costs serving business operations increased compared to 2024, including depreciation expenses, office rental expenses, prepaid expense allocations, and allocation of tools and equipment. Salary expenses also increased compared to the same period in 2024. Notably, salary expenses are aligned with the Company's plan to improve employee income in order to retain talent in the highly competitive IT sector,



given that the Company's current salary level is relatively low, at only 66.7% of the industry average.

## **2. Assessment of key tasks in 2025**

### **2.1 Marketing and market development**

- In 2025, the Company continued to implement marketing activities to enhance PIACOM's brand recognition and support business operations.

- Product and technology solution promotion activities were carried out through digital communication channels, industry conferences, and solution showcase programs serving petroleum business management.

- The Company also deployed and put into operation a Customer Relationship Management (CRM) system, initially supporting customer data management and improving sales effectiveness.

- Overall, marketing activities were maintained at a stable level; however, coordination between marketing and sales should be further improved to enhance market development effectiveness.

### **2.2 Technology and product development**

- In 2025, the Company continued to implement numerous technology projects across software and ERP, automation, and system services.

- In addition to routine operational projects, the Company executed several key projects supporting digital transformation and the upgrade of technology infrastructure for clients in the energy and petroleum sectors.

- In parallel with project implementation, the Company continued to research and develop next-generation technology products such as **EGAS II, PTAS, GMES, and next-generation ERP systems**, while also exploring the application of new technologies such as AI in production and operations.

### **2.3 Investment activities**

- In 2025, investment activities continued to be identified as one of the Company's key priorities.

- The 2025 investment plan was approved with a total value of **VND 12,500 million**, representing the highest level of investment to date.

- Investment items focused on the development and upgrading of the Company's core technology products, including management software systems, automation systems, and applications supporting operations at petrol stations.

- Total investment disbursed during the year reached **VND 12,500 million**, achieving **100% of the approved plan**.

### **2.4 Financial management**

- In 2025, the Company continued to exercise strict cost control and ensure financial safety.

- The Company fully recovered the bad debt from Hai Linh, amounting to **VND 1,780 million**. For the receivables from Nam Song Hau and Nam Song Hau Go Cong, with a total value of **VND 2,711 million**, the Company has taken legal measures to protect its interests and recover the outstanding debts in accordance with regulations.

- As of **December 31, 2025**, the Company's inventory value was **VND 7,747 million**, assessed at a safe level.



## 2.5 Corporate governance and human resources

- In 2025, the Company continued to consolidate its organizational structure and enhance its governance capacity.

- The 2025 Annual General Meeting of Shareholders elected **Mr. Truong Duc Chinh** as an Independent Member of the Board of Directors for the 2021–2026 term.

- The Board of Directors appointed **Mr. Nguyen Quang Huy** as Deputy Director of the Company and **Mr. Vu Truong Giang** as Director of the Southern Branch.

- As of the end of 2025, the Company had a total workforce of 134 employees. The average salary reached approximately **VND 25.6 million per person per month**, an increase of approximately **11.3% compared to 2024**.



**Part two**  
**ORIENTATION, KEY TASKS**  
**AND SOLUTIONS FOR THE PERIOD 2026–2030**

**I. Outlook for the global and domestic economic context**

- In the coming period, the global economy is expected to continue its cautious recovery following recent fluctuations. Inflation in many major economies is showing signs of easing, and monetary policies are gradually becoming more stable. However, risks related to geopolitical tensions, energy security, climate change, and technological competition among countries will continue to impact the global business environment.

- Domestically, Vietnam is expected to maintain macroeconomic stability while accelerating national programs on digital transformation, green transition, and growth model innovation. Policies aimed at enhancing transparency in the petroleum market, data governance, and the application of technology in corporate management will continue to be improved.

- For PIACOM, this context presents both **significant opportunities to develop industry-specific technology solutions** and higher requirements in terms of technological capability, governance, and regulatory compliance. Continued investment in product upgrades, enhancement of governance systems, and development of human resources will be key factors in strengthening the Company's competitiveness in the upcoming period.

**II. Orientation and key tasks for 2026**

**1. Development orientation**

- In the coming period, the Company will continue to identify the **Petrolimex market as its core development foundation**, while gradually expanding into both domestic and international markets.

- In addition to strengthening its domestic market position, the Company will focus on developing the Lao market and progressively introducing PIACOM's technology products to international markets through cooperation with partners experienced in global implementation.

- Based on its development strategy in **information technology and automation for the petroleum sector**, the Company will focus on the following key orientations:

- + Promote investment in and further develop a comprehensive technology product ecosystem serving the entire petroleum value chain.
- + Enhance information security and cybersecurity across all technology systems and business operations.
- + Improve corporate governance capacity through human resource development, refinement of the KPI system, and effective implementation of the 3P compensation framework.
- + Strengthen discipline and standardize project management processes to improve the efficiency of technology project implementation.



- + Continue to expand markets, diversify the customer base, and develop a **solution-based sales model** to deliver greater value to customers and enhance the Company's competitiveness.

## 2. Business plan for 2026

In 2026, the Company will continue to pursue its strategic direction of becoming a leading provider of **information technology and automation solutions in the petroleum and energy sectors in Vietnam**.

Key targets for 2026 include:

- **Sales revenue:**  $\geq$  VND 196.6 billion (minimum growth of 12%).
- **Profit before tax:** VND 17 billion;
- **Dividend payout ratio:**  $\geq$  15% per annum;
- **Average income:** VND 27–30 million per person per month;
- **Investment value:** VND 24.87 billion.

### Explanation of the 2026 Profit Plan

The Company's profit plan for 2026 is expected to be equal to the planned target and the actual results achieved in 2025. The primary reason is that the Company is entering a **phase of intensive investment to build a foundation for long-term growth**, specifically:

First, investment costs for business expansion in 2026 are expected to increase significantly compared to previous years. The Company plans to invest approximately VND 15 billion in expanding and renovating office facilities to accommodate workforce growth and improve working conditions. This is a one-off investment specific to 2026 and was not incurred in previous years.

Second, since 2025, the Company has begun to intensify investment in core technologies and key products. In 2026, it plans to continue investing in the development of core products and technologies, particularly in automation, management software, and technology platforms supporting the Company's product ecosystem. These are strategic investments aimed at enhancing competitiveness, expanding market presence, and generating sustainable revenue in the coming period.

Third, the Company is currently in a phase of strong investment in high-quality technology human resources, expanding its technical workforce and adjusting compensation policies to retain and attract top talent. Currently, the Company's average employee income is approximately **VND 25.6 million per person per month**, which remains lower than the market average in Vietnam's IT sector. Therefore, increasing personnel costs is necessary to ensure long-term development capability.

Although profit in 2026 is not expected to increase compared to 2025, these expenditures are **strategic investments in the Company's long-term development foundation**, aimed at enhancing technological capability, strengthening competitiveness, and creating growth momentum for the coming years.

## 3. Key solutions for implementation in 2026

### 3.1 Developing technical and sales teams as growth drivers



The Company will focus on building a highly skilled technical workforce with strong expertise, capable of mastering technologies and implementing large-scale technology systems.

At the same time, the Company will develop a professional sales team with in-depth understanding of products and solutions, capable of delivering value-based consulting and maintaining long-term relationships with customers.

Recruitment, training, and retention of key personnel in areas such as software, ERP, system services, information security, and project management will be prioritized in the coming period.

### **3.2 Restructuring the business model and commercial policies**

The Company will gradually restructure its business organization model toward:

- Clear roles;
- Clear market segmentation;
- Clear product focus;
- Clear responsibilities;
- Clear income structure.

Market development, sales, customer management, and after-sales support functions will be standardized to enhance coordination with technical and implementation teams.

In addition, the Company will develop flexible commercial policies closely aligned with revenue, profit, project quality, and customer satisfaction targets.

### **3.3 Restructuring the software and ERP segment toward a product-based model**

The Company will restructure its software and ERP segment by clearly separating business functions (Business Analysis/Product Management) from technical functions (development and implementation), thereby enhancing specialization and optimizing resource utilization.

Specifically:

- **The Business Analysis (BA) function** will play a central role in understanding customer requirements, standardizing processes, and defining product requirements.

- **The Technical function** will focus on mastering technologies, system development, integration, and product operations.

Through this model, the Company will gradually transition from a **project-based approach to a product- and platform-based model**, laying the foundation for large-scale commercialization and sustainable growth.

### **3.4. Standardizing the project management and implementation model**

The Company will standardize its project management model across the entire organization, ensuring consistent application from sales, contract signing, implementation, acceptance, to operation and warranty.

At the same time, the Company will build a professional project management team with the capability to coordinate across departments and effectively control project schedule, costs, quality, and risks.



Project management tools and supporting technology platforms will continue to be deployed to enhance management efficiency.

### 3.5. Enhancing the 3P compensation system and improving employee income

The Company will continue to fully implement the **3P compensation system (Position – Person – Performance)** to closely link income with job position, individual capability, and work performance.

Through this mechanism, the Company aims to build a transparent and fair working environment, while gradually improving employee income, particularly for key technical and business positions.

### 3.6. Strengthening investment in technology and product development

The Company identifies investment in technology and products as a key factor in enhancing competitiveness and achieving sustainable development.

Investment resources will be prioritized for the following areas:

- Research and development of technology products;
- Upgrading core product platforms;
- Application of new technologies such as AI, data, and automation.

Investment activities will be carried out in **a focused and selective manner, avoiding dispersion of resources**, in order to build long-term technology platforms that create lasting value for both customers and the Company's development.

## III. Orientation of the business plan for the period 2026–2030

### 1. Key targets

No.	Indicators	Unit	2026	2027	2028	2029	2030	Average growth rate
1	Sales Revenue and Service provision	VND million	196,600	220,000	253,000	291,000	335,000	14.3%
2	Non-core market share	%	≥30%	≥30%	≥35%	≥35%	≥40%	
3	Selling expenses	VND million	49,170	55,100	62,500	70,900	80,500	13.1%
4	Profit before tax	VND million	17,000	14,000	17,000	18,700	20,700	5.0%
5	Dividend payout ratio	%	15%	12%	12%	12%	12%	-5.4%
6	Average salary	VND million	28.1	30.9	33.1	35.4	37.2	7.3%
7	Average number of employees	Persons	139	145	155	166	176	6.1%
8	Investment	VND million	24,870	10,800	12,100	12,100	13,900	-13.5%



No.	Indicators	Unit	2026	2027	2028	2029	2030	Average growth rate
	<i>of which: product development</i>	VND million	9,870	8,800	10,100	11,600	13,400	7.9%

## 2. Key solution groups

Based on the current situation and development orientation, the Company will continue to implement key solution groups to achieve its objective of becoming a leading provider of **information technology and automation solutions in the petroleum and energy sectors in Vietnam**.

### 2.1. Business operations

The Company will restructure its business model toward a **customer-, product-, and market-oriented** approach, while strengthening recruitment and development of a high-quality sales force.

The focus will be on maintaining and developing traditional customers within the Petrolimex ecosystem, while strongly expanding into non-core markets, targeting that **by 2030, revenue from outside Petrolimex will account for approximately 40% of total revenue**.

The Company will prioritize the implementation of technology projects supporting Petrolimex Group's digital transformation strategy for the period 2025–2030, while expanding product offerings to international markets such as **Laos, Cambodia, Mozambique**, and other potential markets.

In addition, the Company will continue to expand its customer base in sectors with demand for fuel and energy management, including **PVOIL, petroleum wholesalers, military units, industrial enterprises, and mining companies**, while gradually entering new segments such as **asphalt, chemicals, petrochemicals, and gas**.

At the same time, the Company will strengthen cooperation with domestic and international technology partners to develop solutions and expand market reach.

### 2.2. Technology and product development

During the period 2026–2030, technology and product development will continue to serve as a strategic pillar of the Company.

The Company will further upgrade successfully deployed systems such as **EGAS, ERP, petroleum storage automation solutions, and AGAS system**, while building a digital solution ecosystem covering the entire petroleum value chain.

Technology orientations will focus on:

- Standardizing system architecture based on a platform-based model, moving toward architectures of **microservices, API-first, and cloud-ready**.

- Developing core service platforms for managing customers, contracts, inventory, pricing, payments, and data integration;

- Applying advanced technologies such as **AI, IoT, Cloud Computing, and Big Data** to enhance management efficiency and develop smart products;

- Developing data platforms and analytics systems to support forecasting, operational optimization, and decision-making;



- Continuing research on automation and IoT solutions for equipment monitoring at depots and petrol stations.

Through these orientations, the Company aims to build a **next-generation technology ecosystem for the petroleum sector**, capable of scaling across markets and supporting large-scale commercialization.

### **2.3. Investment activities**

In the coming period, the Company's investment activities will focus on three main areas:

- Investment in the development and enhancement of the Company's core technology products.
- Investment in completing infrastructure and office facilities at Kham Thien in 2026;
- Investment in technology equipment, vehicles, and infrastructure supporting business operations.

Investment activities will be carried out in a **focused and efficient manner, aligned with the Company's long-term development strategy**.

### **2.4. Marketing activities**

Marketing activities will focus on positioning PIACOM as a **leading technology partner in digital transformation for the petroleum and energy sectors**.

The Company will strengthen communication of its core technology solutions through conferences, exhibitions, and technology events both domestically and internationally.

In addition, the Company will standardize multilingual sales materials to support international market expansion and entry into new sectors.

**Digital marketing and online sales** channels will be further developed to reach customers outside the Petrolimex ecosystem and support the objective of increasing non-core revenue.

The Company will also enhance communication and partnership programs with domestic and international technology partners, while gradually developing a software-as-a-service (**SaaS / Subscription**) model to generate stable and sustainable revenue streams.

### **2.5. Internal digital transformation**

The Company will continue to maintain and optimize the operation of its IT infrastructure and internal management platforms to ensure stable operations and information security.

Enterprise management, project management, customer management, and human resource management systems will continue to be integrated and upgraded to enhance governance efficiency and support decision-making.

In addition, the Company will further deploy **Cloud solutions, data backup systems, and information security** measures to ensure system safety and business continuity.

### **2.6. Corporate governance**

#### **a. Human resource development**



The Company will continue to develop a high-quality technical and sales workforce to meet the requirements of business expansion.

Priority will be given to the recruitment, training, and retention of key personnel in **software, ERP, automation, information security, project management, and solution sales.**

#### **b. Standardization of project management and implementation**

The Company will continue to standardize project management processes across the organization and build a professional project management team to enhance the efficiency of technology project implementation.

Project management tools and progress monitoring systems will be deployed to increase transparency and reduce reliance on individuals.

#### **c. Improvement of compensation and benefits mechanisms**

The Company will continue to implement the **3P compensation system (Position – Person – Performance)** to align income with job position, capability, and work performance.

Through this mechanism, the Company aims to build a transparent and fair working environment, improve employee income, and enhance its ability to attract and retain high-quality talent.

### **3. Conclusion**

Based on the results achieved during the period 2021–2025, the Executive Board identifies the period 2026–2030 as a phase of **accelerated development**, focusing on technology investment, market expansion, and enhancement of governance capacity, with the aim of positioning PIACOM as a leading technology enterprise in **information technology and automation for the petroleum and energy sectors.**

*The Executive Board respectfully submits this report to the 2026 Annual General Meeting of Shareholders for consideration and approval.*

#### **Recipients:**

- Members of BOD, the Supervisory Board;
- Board of Management;
- Shareholders;
- Filed at BOD Office, Administration Dep.



**DIRECTOR**

**Nguyễn Van Quy**





**REPORT  
ON THE PERFORMANCE RESULTS OF THE SUPERVORY BOARD  
IN 2025 AND THE PERIOD 2021–2025  
OF PETROLIMEX INFORMATION TECHNOLOGY AND  
TELECOMMUNICATION JSC**

*Dear Shareholders and Delegates!*

In exercising the rights and fulfilling the duties of the Supervisory Board in accordance with the Law on Enterprises, the Charter of Petrolimex Information Technology And Telecommunication JSC, and the Regulations on the Organization and Operation of the Supervisory Board, the Supervisory Board respectfully submits to the General Meeting of Shareholders the report on its inspection and supervisory activities over the Company's operations, as well as its own performance in 2025 and throughout the past term, as follows:

**PART I: ACTIVITIES OF THE SUPERVISORY BOARD**

The Supervisory Board has duly performed its functions and responsibilities in supervising the management and executive activities of the Company, ensuring compliance with the principles of objectivity and integrity, based on the Company's Charter, the Resolutions of the General Meeting of Shareholders (GMS) and the Board of Directors (BOD), as well as applicable laws and regulations. In 2025, the Supervisory Board carried out the following key activities:

- Formulated the inspection and supervision plan for 2025;
- Convened periodic meetings of the Supervisory Board;
- Members of the Supervisory Board proactively fulfilled their assigned duties and regularly reported on their respective areas of responsibility;
- Members of the Supervisory Board attended all meetings of the Board of Directors and provided opinions on relevant matters;
- The Head of the Supervisory Board participated in monthly management meetings to closely monitor business performance and key operational activities, and provided timely input to the Board of Management;
- Conducted direct supervision of the Company's performance on a semi-annual and annual basis in areas including finance and accounting, labor and payroll management, product investment, and business operations;
- Reviewed the 2025 financial statements and prepared relevant materials for the organization of the 2026 Annual General Meeting of Shareholders.





## PART II. INSPECTION AND SUPERVISION RESULTS

### I. Review of the 2025 financial statements

The 2025 financial statements of Petrolimex Information Technology and Telecommunication JSC have been audited by CPA Vietnam Auditing Co., Ltd., with the audit report issued on March 10th, 2026.

Auditor's opinion: The consolidated financial statements for 2025 present a true and fair view, in all material respects, of the Company's financial position, business performance, and cash flows, in compliance with Vietnamese Accounting Standards.

Key financial indicators as presented in the 2025 consolidated financial statements:

No.	Indicators	Unit	31/12/2025
<b>I</b>	<b>Total Assets</b>		<b>115,171</b>
1	Current assets	VND million	94,636
2	Non-current assets	VND million	20,535
3	Goodwill	VND million	
<b>II</b>	<b>Total Capital</b>		<b>115,171</b>
1	Liabilities	VND million	41,453
2	Owner's equity	VND million	73,718
3	Minority shareholder interests	VND million	
<b>III</b>	<b>Liquidity Ratios</b>		
1	Quick ratio	Times	2.1
2	Current ratio	Times	2.3
<b>IV</b>	<b>Capital Structure</b>		
1	Liabilities / Total Capital	%	36
2	Equity / Total Capital	%	64
<b>V</b>	<b>Profitability</b>		
1	Profit before tax	VND million	17,035
2	ROE (Return on equity)	%	20.4
3	ROA (Return on assets)	%	13.9
<b>VI</b>	<b>Earnings per share (EPS)</b>	VND	3,469

The data shows that the Company's financial position remains relatively healthy. The structure of assets and capital has shifted toward an increase in non-current assets, reflecting intensified investment in product development and a rise in liabilities, particularly payables. Total assets and total capital amount to VND 115,171 million, of



which current assets are VND 94,636 million (accounting for 82.2%) and non-current assets are VND 20,535 million (accounting for 17.8%).

In terms of capital structure, equity amounts to VND 73,718 million, representing 64%, while liabilities total VND 41,453 million, accounting for 36%.

Liquidity remains strong, with a current ratio of 2.3 times and a debt-to-equity ratio of 0.56 times.

The Company operates efficiently, with a return on equity (ROE) of 20.4% and a return on assets (ROA) of 13.9%.

## **II. Results of the implementation of GMS Resolutions and key tasks in 2025 and the 2021–2025 term**

### **1. Business performance in 2025**

Total revenue and other income reached VND 176,355 million, equivalent to 100.3% of the annual plan and 110.3% compared to 2024. Of this, revenue from sales and service provision amounted to VND 175,553 million. Revenue generated outside the Petrolimex ecosystem reached VND 35,622 million, accounting for 20.3% of total sales revenue, representing a decrease compared to 2024.

Profit after tax reached VND 13,527 million, equivalent to 101.8% of the annual plan and 96.7% compared to 2024.

The return on charter capital reached 34.7%, while the return on average equity (ROE) reached 20.4%.

#### **• Performance by business segment**

The Company operates across three main business segments:

- Software Services and ERP: Revenue reached VND 65,315 million, equivalent to 106.7% of 2024;
- Automation: Revenue reached VND 74,474 million, equivalent to 123.7% of 2024;
- System Services: Revenue reached VND 35,764 million, equivalent to 95.4% of 2024.

#### **Assessment**

In 2025, the Company successfully achieved its assigned targets. Revenue met the planned growth compared to 2024, while profit remained approximately at the same level as the previous year. This was primarily due to the Company allocating financial resources to improve employee income and to intensify investment in research and development of new products to meet market demand.

Revenue from non-Petrolimex markets decreased compared to 2024, accounting for 20.3% of total revenue, as the Company prioritized meeting demand within the Petrolimex ecosystem.

The return on average equity (ROE) reached 20.4%, representing a decline compared to 2024.

### **2. Business performance in 2021-2025 term**

#### **• Results of Key Performance Indicators**



No.	Indicators	Unit	2021	2022	2023	2024	2025	Average growth rate
1	Total Revenue and Other Income	VND million	148,596	186,689	119,553	160,014	176,455	4.4%
2	Profit Before Tax	VND million	17,634	20,280	16,629	18,380	17,035	-0.9%
3	Profit After Tax	VND million	14,002	16,035	13,164	13,989	13,527	-0.9%
4	ROE (Return on Average Equity)	%	24.1	25.6	20.6	20.8	20.4	-4.1%
5	Dividend Payout Ratio	%	20%	20%	20%	18%	15%(*)	-6.9%
6	Investment Value	VND million	4,129	1,412	1,244	6,888	12,500	31.9%
7	Average Number of Employees	Persons	129.4	125.0	122.6	123.0	128.0	-0.3%
8	Average Salary	VND million/Person/ Month	20.5	23.0	17.2	23.0	25.6	5.7%
9	Charter Capital	VND million	39,000	39,000	39,000	39,000	39,000	-
10	Owner's Equity	VND million	63,771	67,985	69,221	72,728	73,718	3.7%

(\*): Proposed for submission to the 2026 Annual General Meeting of Shareholders

Regarding business performance indicators, the period 2021–2025 recorded modest revenue growth of 4.4% (against a target of 10%), significantly below market potential. Profit remained largely unchanged (target: 10%). Although investment value increased substantially, this improvement was mainly evident in the final year, 2025. The average employee income reached VND 21.9 million per person per month, exceeding the planned orientation; however, it remains relatively low compared to the prevailing salary levels in the technology sector.

Regarding financial indicators, profitability remained at a relatively strong level, with ROE exceeding 20%. However, this ratio has shown a declining trend, as equity increased while business scale grew more slowly relative to operating costs. Liquidity is maintained at a healthy level; nevertheless, the capital and asset structure is expected to undergo significant changes over the next five years due to increasing investment demand, which may impact short-term liquidity.

Financial Indicators	Unit	2021	2022	2023	2024	2025
<b>1. Profitability Indicators</b>						
- Net profit margin (Net profit / Net revenue)	%	9.5	8.6	11.1	8.8	7.7



<b>Financial Indicators</b>	<b>Unit</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
- Return on equity (ROE)	%	24.1	25.6	20.6	20.8	20.4
- Return on assets (ROA)	%	16.7	18.0	16.2	14.9	13.9
- Operating profit margin (Operating profit / Net revenue)	%	11.9	10.8	14.0	11.8	9.7
<b>2. Liquidity Indicators</b>						
- Overall liquidity ratio	Times	2.48	3.29	3.75	3.56	2.78
- Current ratio	Times	2.15	2.85	3.35	3.07	2.29
- Quick ratio	Times	1.65	2.45	2.97	2.78	2.10
- Cash ratio	Times	0.34	0.70	0.98	0.89	0.82

### **III. Activities of the Board of Directors**

#### **1. Activities of the Board of Directors in 2025 and the Period 2021–2025**

##### **1.1. In 2025**

The Company convened the General Meeting of Shareholders on April 17, 2025, at which key matters of the Company were duly approved in accordance with applicable laws. One additional independent member of the BOD was elected, bringing the total number of Board members to five in compliance with the Company's Charter. The Board subsequently reassigned responsibilities in line with the updated composition.

The BOD held four in-person meetings and conducted five written consultations, providing direction and guidance for the Director to implement the business plan and other key tasks.

The BOD operated in accordance with its roles and responsibilities, and the Chairman duly exercised his authority in line with delegated powers. However, as members of the Board serve on a part-time basis, they have not been able to devote sufficient time to their assigned duties

##### **1.2. For the Term 2021- 2025**

During the term, changes in the composition of the BOD occurred in 2023 and 2024, including the replacement of the full-time Chairman and a Board member representing the controlling shareholder (PGCC). The General Meeting of Shareholders elected replacement members, ensuring that the Board maintained the number of members in accordance with the Company's Charter. Responsibilities were duly handed over and reassigned to ensure full coverage of all areas under the Board's functions and duties, and the Board continued to operate in compliance with its roles, delegated authority, and governance framework.

#### **2. Implementation results of the BOD Resolutions and key tasks**

##### **2.1. In 2025**

- Business performance: In 2025, the Company achieved its revenue and profit targets; however, it did not meet the aspiration of exceeding the planned targets, mainly due to delays in business execution during the first three quarters of the year. A notable highlight of 2025 is that the Company successfully completed its investment plan with ambitious targets, developed products aligned with market demand, and significantly improved employee income compared to the previous year. The return on equity (ROE)



remained above 20%, ensuring sufficient resources to meet the committed minimum dividend payout.

- A cash dividend of VND 7,020 million (18% payout ratio) was distributed in accordance with the Resolution of the 2025 Annual General Meeting of Shareholders.

- Implementation of strategic initiatives: Product development investment activities delivered positive results following the strengthening of human resources and the establishment of a Product Research and Development Department. The 3P compensation system was implemented in 2025; however, it encountered several challenges in practical application, particularly in project management and performance management, and has not yet significantly improved productivity and efficiency. The business organization structure has not yet been optimally arranged, with shortages and limitations in human resources.

## **2.2. For the term 2021-2025**

The Company did not fully achieve its targeted average annual growth of 10% in both revenue and profit, nor did it meet the objective of maintaining non-core market share at or above 30%. However, the efficiency of capital utilization remained strong, with ROE consistently above 20%, ensuring sufficient capacity to exceed the planned average dividend payout of 10% per annum.

## **IV. Supervisory results over the Board of Management and other key executives**

In 2025, the Company appointed an additional Deputy Director in charge of production, thereby completing the executive structure with personnel possessing appropriate expertise to oversee all key functional areas. The Director made significant efforts to strengthen collaboration with Vietnam National Petroleum Group and maintain close relationships with traditional external customers to promote business activities. With respect to internal governance and organization, the Company has primarily focused on product investment and strengthening senior personnel. However, comprehensive and systematic organizational restructuring has not yet been fully implemented. As a result, some heads of key departments have not effectively fulfilled their managerial roles or achieved assigned objectives, which has adversely affected productivity and operational efficiency, reduced service quality, and led to missed market opportunities.

## **V. Assessment of the coordination between the Supervisory Board and BOD, BOM, shareholders**

The Company's Board of Management and departments/departments/professional units have provided sufficient information and created favorable conditions for the Supervisory Board to perform its duties. The opinions and recommendations of the Supervisory Board have been duly acknowledged by the BOD and the Director, and have been, and continue to be, implemented.

## **PART III. RECOMMENDATIONS**

The Company's business operations in 2025 remained stable but have yet to achieve breakthrough growth. In 2026 and the years ahead, significant opportunities are anticipated, alongside considerable challenges and uncertainties. To ensure sustainable development, the Company's leadership should focus on the following key areas:



- Continue to build on the initial achievements in product investment, with greater emphasis on strengthening the governance and organization of the R&D Department to fully leverage its potential. Product development should be closely aligned with market demand, ensuring timely completion and quality of products within the investment portfolio;

- Conduct a comprehensive review of the 3P compensation system after one year of implementation, address existing shortcomings, and ensure its effective application in practice as a key tool for project management and overall performance management across the Company. This should be combined with restructuring the production division and optimizing workforce allocation to enhance productivity, improve product quality, strengthen customer trust, and better capture market opportunities;

- Innovate business management practices, from supplier selection and development of business policies to restructuring the sales organization, ensuring broader market coverage, greater responsiveness, and the ability to seize opportunities in a timely manner to expand business scale;

- In the context of volatile global and domestic economic conditions, where small and medium-sized enterprises are more vulnerable financially, the Company should strengthen risk management, particularly in project implementation outside the Petrolimex ecosystem, procurement of materials and equipment, and receivables collection;

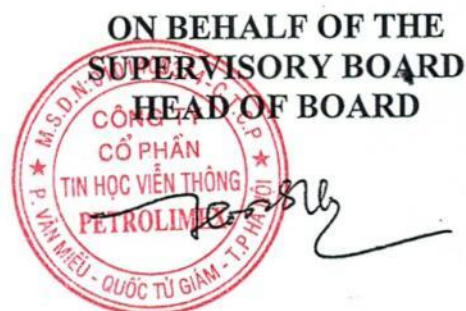
- Enhance cash flow management to ensure sufficient working capital for business operations, especially as the proportion of capital allocated to investment is expected to increase significantly during the 2026–2030 period;

- Continue to address outstanding issues related to receivables and inventory, as repeatedly recommended by the Supervisory Board.

*On behalf of the Supervisory Board, I would like to extend my best wishes to all shareholders and delegates for good health, success, and happiness!*

**Recipients:**

- Members of the Members' Council of PGCC (for reporting);
- BOD, Board of Management of the Company;
- Shareholders;
- Archived: BOD Office, Supervisory Board, Administration Dept.



**Dang Thi Hong Ha**