

No.: 03 /TTr-HĐQT

*Ca Mau, January 17<sup>th</sup>, 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
<b>I</b>	<b>Production and business</b>		
1	Commercial water	Million m <sup>3</sup>	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
<b>II</b>	<b>Profit distribution</b>	<b>%</b>	<b>100</b>
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
<b>III</b>	<b>Salary and remuneration fund</b>	<b>Million VND</b>	<b>42.033</b>

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 <sup>3</sup>	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
	<b>Total</b>	<b>100%</b>	<b>13.840</b>	<b>100%</b>	<b>15.120</b>



#### 2.1.4. Comparision 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 <sup>3</sup>	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 aiming 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 <sup>3</sup>	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
	<b>Total:</b>	<b>100%</b>	<b>13.840</b>	<b>15.120</b>	<b>100%</b>	<b>17.600</b>



### **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 ( $\text{NH}_4^+$ ) 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 17<sup>th</sup>, 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
<b>I</b>	<b>Managers</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>5,29</b>
<b>II</b>	<b>Employees</b>	<b>246</b>	<b>11</b>	<b>5</b>	<b>252</b>	<b>248</b>
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
	<b>Total (I + II):</b>	<b>252</b>	<b>11</b>	<b>06</b>	<b>257</b>	

- 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 17<sup>th</sup>, 2024  
of Ca Mau Water Supply Joint Stock Company)*

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### **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	
	<b>Total</b>	<b>254</b>	<b>34.705</b>	

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
<b>I</b>	<b>Board of Directors</b>		
1	Chairman	36	State capital representative
<b>II</b>	<b>Executive Board</b>		
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	
<b>III</b>	<b>Supervisory Board</b>		
1	Head of the SB	30	
<b>IV</b>	<b>Employees</b>	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	
	<b>Total</b>	<b>06</b>	<b>112</b>	

### 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	
	<b>Total</b>	<b>268</b>	<b>41.769</b>	

**4.1.2. Salary levels of managers and employees:**

No	Positions	Salary levels (Million VND/month)	Note
<b>I</b>	<b>Board of Directors</b>		
1	Chairman	36	State capital representative
<b>II</b>	<b>Executive Board</b>		
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	
<b>III</b>	<b>Supervisory Board</b>		
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)
<b>IV</b>	<b>Employees</b>	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	
	<b>Total</b>	<b>05</b>	<b>264</b>	

**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**