

No.: 47/BC-CNCM

Ca Mau, May 8th, 2025

**REPORT ON
THE RESULTS OF PRODUCTION AND BUSINESS IN 2024 AND
ORIENTATION, MISSION FOR 2025**

Part 1

THE RESULTS OF PRODUCTION AND BUSINESS IN 2024

1. General situation:

Ca Mau Water Supply Joint Stock Company (CAWACO), which operates in the business 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 the 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 enhanced employee income.

2. Results achieved:

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

In detail:

2.1. Results of implementing plan and targets:

2.1.1. Technical targets:

No	Criteria	Unit	2024 Plan	Implemented in 2024	Planned-to-done ratio
1	Commercial water	m ³	17.300.000	17.350.000	100,29%
2	Water loss rate	%	16,00	15,60	Reduced by 0,40
3	New customer development	Set	2.000	2.050	102,5%
4	Replacement of water meters	Set	15.000	15.030	100,2%
5	Online payment	%	50%	48%	96%

2.1.2 Financial targets:

No.	Criteria	Unit	2024 Plan	Implemented in 2024	Planned-to-done ratio	Note
1	Total revenue	VND Million	131.500	137.908	104,87%	
2	Total expenses	VND Million	114.200	119.598	104,73%	
3	Profit before tax	VND Million	17.300	18.310	105,84%	
4	Profit after tax	VND Million	13.840	14.208	102,66%	
5	Payable of state budget	VND Million	28.500	32.716	114,79%	
6	Dividends	%	6,45	6,63	102,79%	

2.1.3. Profit distribution:

No.	Distribution contents	2024 Plan		Implemented in 2024	
		Proportion	Total amount (Million VND)	Proportion	Total amount (Million VND)
1	Investment and development fund	1,5%	207,6	1,5%	213
2	Bonus fund for managers	3%	415,2	3%	426
3	Financial provision fund	3%	415,2	3%	426
4	Bonus and welfare fund	20%	2.768	20%	2.842
5	Dividends	72,5%	10.034	72,5%	10.301
	Total	100%	13.840	100%	14.208

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

According to the business strategy, the Company completed and exceeded the established targets of financial, technical, tax, and fee compliance, following state regulations in 2024. Furthermore, with a rational workforce arrangement, productivity and employee income are expected to increase, contributing to an improved quality of life to motivate employees.

No	Interpretation	Unit	2022 results	2023 results	2024 results
1	Average of labor	Person	232	242	248

No	Interpretation	Unit	2022 results	2023 results	2024 results
2	Commercial water	m ³	16.495.633	16.934.414	17.350.000
3	Water loss rate	%	17,73%	16,00%	15,60%
4	Number of customers	Customer	77.884	80.458	82.373
5	Total revenue	VND Million	110.612	124.281	137.908
6	Profit after tax	VND Million	9.152	11.016	14.208
7	Payable of state budget	VND Million	28.565	26.089	32.716
8	Dividends	%	4,41%	5,14%	6,63%
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	10,9

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 according to assigned duties.

- Regularly update, amend and supplement rules and internal management regulations in a timely manner, in accordance with the specific conditions of the Company.

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

- Salaries: The Company has paid monthly salaries based on job positions and advances salary in accordance with its policies.
- Salary determination methods: The managers evaluate, assess, and categorize employees to determine monthly salaries. Payment timelines comply with the Collective labor agreement signed.

- The planned average salary for 2024 is 10.5 million dong/person/month, while the actual average salary for 2024 is 10.9 million dong/person/month (due to exceeding the production and business targets).

- Other policies (according to state and Company's regulations): Fully implemented in regulations.

2.2.3. About social security:

- Employee welfare is a matter of special concern. The Company supports employees with illnesses, periodic health examinations, sightseeing tours, uniforms, workwear, Tet and holiday gift-giving, etc.

- The Company also supports and nurtures Vietnamese Heroic Mothers, donates to war invalids, builds charity houses and rural transportation, supports flood relief, delivers water tanks to families in difficult circumstances 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, investment, upgrading and expanding pipelines, drilling wells 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 ensure a safe and continuous customer 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 hygiene and protection zones, water intake areas at water plants, and stations. Ensure the security of water sources in accordance with regulations and strictly handle any violations.

- Monitor and update water extraction permits for wells to carry out renewals and new submissions timely. Strengthening 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, it cooperates with third-party units and the Center for Disease Control of Ca Mau City to perform External Quality Assessments (EQA) to maintain water quality as prescribed standards.

- Collaborate with the Quality Assurance and Testing Center to calibrate water meters as models when installing to ensure compliance with regulations.
- Water loss prevention is a main concern with synchronized solutions implemented to reduce loss rates by 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 the 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 tax, fee, insurance, dividend, and state budget contribution regulations.
- Ensure compliance with independent audit regime and timely submission of required reports.
- Disclose periodic and extraordinary information promptly in accordance with regulations.

2.7. Investment, procurement, and construction projects for business and production:

- Investment and procurement: Regular purchases are balanced according to the monthly capital of the Company, procurement as planned, or urgent investment and procurement to promptly serve the water supply needs. The Executive Board conducts bidding, direct procurement, and simplified contractor appointments for materials, equipment, and chemicals; construction investment; technology, wells drilling and plugging, meter replacement, consulting, non-consulting services, etc.

The Executive Board has implemented these activities in accordance with the Resolution of the 2024 Annual General Meeting of Shareholders, the Resolution of the BODs, the Procurement process, or the directions of the Chairman of the Board for routine or urgent tasks. This aims to ensure sufficient and timely supply of the correct types of materials and equipment suitable for local conditions, no interruption, safe water supply, and contingency planning to promptly meet needs in production and business. In addition, the Company continues to advance capital for investment and repair works of the water supply system in the Nam Can urban area to maintain safe supply.

- The Company implemented the construction of numerous water supply projects in line with local urban development needs. The completed projects include: renovating, upgrading, and expanding the supply network; investing in new technologies to reduce water loss; drilling wells for additional resources; plugging unused boreholes; flushing filter tanks and replacing filter gravel; repairing station buildings and offices of units; and maintaining and servicing boreholes, generators, and pump control cabinets to increase exploitation capacity and water quality in Ca Mau City and districts.

2.8. 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 giving, providing water tanks, etc.

- Implement social security policies in the province based on initiatives of authorities, organizations, 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

ORIENTATION AND MISSION IN 2025

1. Objectives:

1.1. General objectives:

- The quality of water supplied to customers continues to improve, following 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, online contracts, 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, etc.

- Develop a plan for customer service and management, 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:

ur	Items	Unit	2024 Plan	Implemented in 2024	2025 Plan
1	Commercial water	m ³	17.300.000	17.350.000	17.600.000
2	Water loss rate	%	16,00	15,60	15,00
3	Customer development	Person	2.000	2.050	2.000
4	Replacement & renovation of meters	Set	15.000	15.030	13.000
5	Online payment	%	50%	50%	60%

2.2. Financial targets:

No	Items	Unit	2024 Plan	Implemented in 2024	2025 Plan
1	Total revenue	VND Million	131.500	137.908	153.600

No	Items	Unit	2024 Plan	Implemented in 2024	2025 Plan
2	Total expense	VND Million	114.200	119.598	131.600
3	Profit before tax	VND Million	17.300	18.310	22.000
4	Profit after tax	VND Million	13.840	14.208	17.600
5	Payable of state budget	VND Million	28.500	32.716	30.000
6	Dividend	%	6,45	6,63	8,21

2.3. Profit distribution:

Unit: VND Million.

No	Distribution content	2024			2025 Plan	
		Prop.	Plan	Results	Prop.	Total
1	Investment and development fund	1,5%	207,6	213	1,5%	264
2	Bonus fund for managers	3%	415,2	426	3%	528
3	Financial provision fund	3%	415,2	426	3%	528
4	Bonus and welfare fund	20%	2.768	2.842	20%	3.520
5	Dividend	72,5%	10.034	10.301	72,5%	12.760
	Total:	100%	13.840	14.208	100%	17.600

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

3.1. Labor 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 : 06 people.
- + Head of the Supervisory Board : 01 person.
- + Employees : 261 people.

(Refer to Labor Plan as attached)

3.2. Salary Plan for 2025:

- Based on the 2024 production and business results and the 2025 production targets for revenue, profit, and labor productivity, the Company has developed the planned 2025 salary fund for managers and employees. This plan was approved by the People's Committee of Ca Mau province (the owner's representative agency) as stated in Dispatch No. 1598/UBND-KT dated March 6, 2025, specifically as follows:

The total wage fund: 41.985 VND million.

+ Average salary for managers and Head of the Supervisory Board (SB): 31,178 VND million/person/month.

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

+ Remuneration for BODs members: 6 million/person/month.

+ Remuneration for SB members: 3 million/person/month

(Refer to Salary Plan as attached)

- Based on Decree No. 44/2025/ND-CP; Circular No. 03/2025/TT-BNV; and the increased business targets for revenue, profit, and labor productivity in 2025, the Board of Directors and the Executive Board will adjust the 2025 Salary Plan and planned salary fund and remuneration for the BODs members, supervisors, the Executive Board, and employees in 2025 (with the adjustment effective from January 1, 2025).

- Once the owner's representative agency provides its opinion, the Company will implement the regulations accordingly. Monthly, the Company will provisionally advance 93% of salaries, remuneration, etc., for payment to the BODs members, supervisors, the Executive Board, and employees. At the end of the year, based on the actual results of production and business targets, the Company will finalize the actual salary payments in accordance with regulations.

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 and Ca Mau City water supply station, bottling plant, specialized vehicles, equipment, and consulting/non-consulting services.

- Invest in land, build water stations, expand supply services, and purchase materials, equipment, technologies, and chemicals to meet production and business demands.

- Invest and install water filtering equipment; 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, clean up or plug wells, replace or relocate expired water meters, etc., by Company's regulations.

- Procure two new specialized vehicles for repair, maintenance, and services, as the current vehicles are deteriorating (over 15 years of use), and repair costs are high.

- Acquire one 16-seater Ford Transit vehicle for operational purposes.

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

- Continue to advance business capital from Ca Mau Water Supply Joint Stock Company and repay it using the annual profits of the Nam Can Urban Area Water Supply System. The funds will be used to invest in the renovation and expansion of water pipelines, customer development, replacement, upgrading, and relocation of expired water meters, technology systems, water treatment, and well drilling - all aimed at maintaining safe and reliable supply for residents.

During implementation, the Executive Board shall balance capital sources and follow the Procurement Procedures to carry out bidding, direct purchasing or simplified contract appointments for production and business: water resource investment, regular procurement, materials, chemicals, equipment, water treatment technologies, consulting and non-consulting services, replacement, upgrading, or relocation of water meters, renovation and expansion of water pipelines, construction and maintenance of wells, technologies, generators, well plugging, etc., in accordance with the Company's business conditions.

In urgent cases, to ensure safe water supply, serve the local population, or meet local authority requirements, the Executive Board is authorized to seek guidance from the Board of Directors or the Chairman for timely decision-making and implementation.

5. The implementation of operational targets:

5.1. Internal management:

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

- Continue reviewing, revising, and supplementing rules, processes, policies, internal corporate governance regulations in compliance with laws and the Company's actual operating conditions.

- Build a qualified workforce to meet the demands of organizational orientations.

- Create favorable conditions and a positive working environment for employees, improving their well-being. 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 rules, processes, policies, internal corporate governance regulations and legal requirements in terms of labor safety, fire prevention, etc., at all units of the Company.

5.2. Investment, equipment applications and technologies:

- Apply science and technology in business management and production to optimize operational processes, management to maintain 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 four new testing parameters.

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

5.4. Water loss prevention in supply systems:

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

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

- Collaborate with the Department of Fire Prevention and Control to determine the water volume needed for firefighting activities and drills. Conduct technical inspections or maintenance of fire hydrants in Ca Mau city and town centers of districts. Moreover, work with local authorities and relevant agencies to recover debts from customers using the Company's services.

5.5. Customer service and management:

- Develop professional customer service teams to solve customer feedback; utilize digital transformation for customers to connect 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 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 water usage needs of residents 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 work, assets, 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 work, wages, and 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 standardized installations of heights and positions for ease of access and to shorten the time for reading.

- 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.

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

- The Company pays employees based on their job position, individual capabilities, and work performance, with the aim of encouraging them to enhance their responsibility, productivity, and actively contribute to the business operations.

- The Executive Board conducts monthly evaluations of employees' performance based on feedback and ratings (A, B, C) provided by their peers and direct leaders. These evaluation results serve as the basis for salary and bonus payments in accordance with the Company's regulations, ensuring fairness, transparency, and alignment with each employee's job responsibilities and contributions. At the end of the year, based on the achievement of production and business targets, the Company will allocate and finalize actual salary payments as per the applicable regulations.

- In cases where an employee repeatedly receives a performance rating of B or C without significant improvement or in cases of prolonged recurrence, the

Company will take appropriate disciplinary actions or consider terminating the labor contract based on its internal rules, regulations, and applicable laws, to maintain workplace discipline and enhance overall work efficiency.

- Implement social welfare policies within the province.
- Continue to make provisions for doubtful debts related to customers with overdue water bills for which the Company has already suspended services; review, reconcile, and handle outstanding receivables and payables; payments to the state budget and other debts from the pre-equitization period.
- Dispose of long-unused or obsolete assets, materials, supplies, tools, and scrap in accordance with regulations, through reuse, liquidation, or destruction.
- Continue reviewing and adjusting norms and unit prices for activities such as water treatment, repair, operation, and customer management to align with actual conditions and operational requirements.
- Research solutions to adjust water billing cycles to calendar months and provision electricity expenses in the relevant accounting period.
- Apply the depreciation and allocation periods for certain types of assets, tools, and equipment according to Decision No. 22/2024/QĐ-UBND dated July 18, 2024, issued by the Ca Mau Provincial People's Committee, which regulates depreciation timeframes and rates for urban clean water infrastructure assets in the province.
- Carry out the disposal of long-stored records and documents in accordance with applicable regulations.
- Continue preparing documentation and procedures to obtain short-, medium-, and long-term loans from banks and credit institutions to support business operations.
- The Executive Board continues to balance monthly cash inflows and develop budget forecasts for the water resource investment, the procurement of materials, supplies, chemicals, equipment, treatment technology, consulting and non-consulting services, replacement and relocation of water meters, renovation and expansion of water pipes, construction and maintenance wells, technology, generators, etc., for water supply or urgent needs, following Company regulations.

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 2025 Business Plan, as approved by the Annual General Meeting of Shareholders, shall be implemented by the Executive Board based on their assigned functions and responsibilities, ensuring the principle of publicity and transparency with all affiliated units. In case of any difficulties or obstacles, it is advisable to promptly seek guidance for resolution.

For investment, construction, procurement, consulting, non-consulting, water treatment, well drillings projects that exceed regulatory thresholds or fall outside the 2025 Plan but are deemed urgent, the General Meeting of Shareholders authorizes the Board of Directors or the Chairman of the Board to provide timely guidance to the Executive Board to ensure safe and uninterrupted water supply services for customers. For other cases, the Executive Board is permitted to balance available funding and proceed immediately, ensuring that business operations continue effectively, and targets are met as planned.

(Note: The data in this report has been audited and replaces Report No. 05/BC-CNCM dated January 17, 2025.)

Above are the Report on the results of production and business performance in 2024 and orientations, missions for 2025 of Ca Mau Water Supply Joint Stock Company./.

GENERAL DIRECTOR

Recipients:

- Annual General Meeting of Shareholders;
- Owner (replacing reports);
- BODs, SB, EB;
- Departments and branches;
- Archived: VT, KHKD, iO.



Pham Phuoc Tai