

No: 03/TTr-HĐQT

Ca Mau, May 8, 2026

PROPOSAL

Regarding the approval of the 2026 Plan for business and operation and profit distribution

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

Pursuant to the Resolution No. 09/NQ-ĐHĐCĐ dated June 6, 2025, of the General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company;

Pursuant to the 2025 business results and the projected performance for 2026 of Ca Mau Water Supply Joint Stock Company;

The Board of Directors of Ca Mau Water Supply Joint Stock Company respectfully submits to the General Meeting of Shareholders for approval of the 2026 Plan for business and operation with the following contents:

No.	Criteria	Unit	2026 Plan
I	Business Plan		
1	Commercial water	Million m ³	17.8
2	Revenue	Million VND	158,700
3	Profit before tax	Million VND	25,925
4	Profit after tax	Million VND	20,740
5	Payable of state budget	Million VND	35,000
II	Profit distribution	%	100
1	Investment and Development Fund	%	1
2	Bonus Fund for Managers	%	2.5
3	Other provisions	%	1
4	Bonus and Welfare Fund	%	23
	- Bonus Fund (60% as planned)	%	13.8
	- Welfare Fund (40% as planned)	%	9.2
5	Dividends	%	72.5

Respectfully submits to the General Meeting of Shareholders for consideration and approval./.

Attachments: *The Business and Production Plan in 2026 and appendixes.*

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**

Recipients:

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



Ho Tan Luat

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PRODUCTION AND BUSINESS PLAN FOR 2026

Ca Mau, December 29, 2025

No: 01/NQ-HĐQT

Ca Mau, March 25, 2026

RESOLUTION

Regarding the approval of actual salary, remuneration, bonus in 2025 and the adjustment of salary and remuneration plan in 2026

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

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

*Pursuant to Minutes No.02/BB-HĐQT dated March 25, 2026, of the
Board of Directors of Ca Mau Water Supply Joint Stock Company;*

The Board of Directors of Ca Mau Water Supply Joint Stock Company.

RESOLVES:

Article 1. Approve Proposal No.12/TTr-CNCM dated March 23, 2026, of the General Director of Ca Mau Water Supply Joint Stock Company regarding the approval of actual salary, remuneration, and bonus for 2025 (*attached Proposal*)

The Board of Directors voted in favor: 05/05 members, equivalent to 100%

Article 2. Approve Proposal No.13/TTr-CNCM dated March 23, 2026, of the General Director of Ca Mau Water Supply Joint Stock Company regarding the adjustment of salary and remuneration plan for 2026 (*attached Proposal*).

In detail:

Total planned salary budget and remuneration budget for 2026 (after adjustment): **47,291,496,000 VND**. In which:

- Total salary budget : 46,811,496,000 VND.
- Total remuneration budget : 480,000,000 VND.

The Board of Directors voted in favor: 05/05 members, equivalent to 100%

Article 3. The Executive Board of Ca Mau Water Supply Joint Stock Company shall carry out procedures for the final settlement and payment of the actual salaries in 2025. The Board of Directors shall complete the necessary procedures to submit the salary and remuneration plan for 2026 of Ca Mau

Water Supply Joint Stock Company to the General Meeting of Shareholders for approval in accordance with regulations.

Article 4. The Board of Directors and the Executive Board of Ca Mau Water Supply Joint Stock Company are responsible for the implementation of this Resolution.

This Resolution takes effect from the date of signing, and certain contents (related to salary, remuneration of employees) at Resolution No.12/NQ-HĐQT dated December 29, 2025, of the Board of Directors of Ca Mau Water Supply Joint Stock that are no longer consistent with this Resolution are hereby repealed./.

Recipients:

- As Article 4;
- Supervisory Board;
- Departments and units;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS
CHAIRMAN**



Hồ Tan Luat

No: 12/TTr-CNCM

Ca Mau, March 23, 2026

PROPOSAL

Regarding the approval of actual salaries, remuneration, and bonuses in 2025

Pursuant to the Law on Management and Investment of State Capital in Enterprises No. 68/2025/QH15 dated June 14, 2026;

Pursuant to Decree No. 248/2025/NĐ-CP dated September 15, 2025, of the Government regulating the salary, remuneration, and bonus policies for direct owner representatives, state capital representatives, and supervisors in state-owned enterprises:

Pursuant to Official Dispatch No. 01868/UBND-KTTH dated August 5, 2025, of the People's Committee of Ca Mau Province regarding the planned salary and remuneration budget for employees, the Executive Board, the Chairman of the Board of Directors, and the Supervisory Board of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 14/NQ-ĐHĐCĐ dated September 25, 2025, of the Board of Directors of Ca Mau Water Supply Joint Stock Company regarding the approval of the adjusted salary and remuneration plan in 2025;

Pursuant to Resolution No. 10/NQ-HĐQT dated October 4, 2025, of the Board of Directors regarding the approval of contents of the Board of Directors' meeting on October 4, 2025;

Pursuant to the Financial Statement in 2025 audited by A&C Auditing and Consulting Co., Ltd – Southwest Branch;

Pursuant to the actual production and business operations of Ca Mau Water Supply Joint Stock Company.

The Executive Board of Ca Mau Water Supply Joint Stock Company (the Company) submits to the Board of Directors for consideration and approval the actual salaries, remuneration, and bonuses in 2025 of the Company and management remuneration for the Nam Can urban water supply system, as follows:

I- ACTUAL SALARY AND REMUNERATION IN 2025

1. Actual salary and remuneration in 2025 of Ca Mau Water Supply Joint Stock Company

Total actual salary and remuneration budget in 2025: **43,432,896,000 VND.**

1.1. Salary levels and salary budget:

Total actual salary budget in 2025: **42,952,896,000 VND.**

In which:

- Employees and the Executive Board:

+ Actual average headcount: 254.92 persons.

In which: The Executive Board : 03 persons.

Employees : 251.92 persons.

+ Average salary level : 13,645,026 VND/person/month.

+ Salary budget : 41,740,680,000 VND/year.

- Chairman of the Board of Directors:

+ Salary level : 62,434,000 VND/month.

+ Salary budget : 749,208,000 VND/month.

- Head of the Supervisory Board:

+ Salary level : 38,584,000 VND/month.

+ Salary budget : 463,008,000 VND/month.

1.2. Remuneration levels and remuneration budget:

Total actual remuneration budget in 2025: **480,000,000 VND.**

In which:

- Non-executive members of the Board of Directors:

+ Number of members : 04 persons.

+ Remuneration level : 8,000,000 VND/person/month.

+ Remuneration budget : 384,000,000 VND/year.

- Part-time members of the Supervisory Board:

+ Number of members : 02 persons.

+ Remuneration level : 4,000,000 VND/person/month.

+ Remuneration budget : 96,000,000 VND/year

2. Other cases

2.1. Remuneration of the Person in charge of corporate governance cum Corporate Secretary:

- Number of members : 01 person.

- Remuneration level : 4,000,000 VND/month.
- Remuneration budget : 48,000,000 VND/year.
- Funding source: From the production and business expenses in 2025 of the Company.

2.2. Remuneration of non-executive managers of Nam Can urban water supply system:

- Number of members : 04 persons.
- Remuneration budget : 229,680,000 VND/year.
- Funding source: From the management expenses of the Nam Can urban water supply system.

II- ACTUAL BONUSES IN 2025

1. Bonus budget of the Executive Board and employees:

No	Content	Unit	Amount
1	Bonus budget of the Executive Board	VND	210,675,000
2	Bonus budget of employees	VND	1,879,047,745
	Total		2,089,722,745

2. Bonuses of the Chairman of the Board of Directors and the Head of the Supervisory Board:

No	Position	Unit	Amount
1	Chairman of the Board of Directors	VND	93,651,000
2	Head of Supervisory Board	VND	57,876,000
	Total		151,527,000

Respectfully submits to the Board of Directors for consideration and approval./.

Attachments:

(1). Explanatory notes on the actual salaries, remuneration, and bonuses in 2025.

(2). Report on the labor utilization in 2025.

Recipients:

- BOD;
- SB, EB;
- Archived: VT, TCNS, KTTV.

GENERAL DIRECTOR



Pham Phuoc Tai

PROPOSAL

Regarding the approval of the adjusted salary and remuneration plan in 2026

Pursuant to Decree No. 248/2025/NĐ-CP dated September 15, 2025, of the Government regulating the salary, remuneration, and bonus for direct owner representatives, state capital representatives, and supervisors in state-owned enterprises;

Pursuant to Official Dispatch No. 2111/UBND-KTTH dated February 11, 2026, of the People's Committee of Ca Mau Province on the 2026 production and business plan of Ca Mau Water Supply Joint Stock Company;

Pursuant to Resolution No. 12/NQ-HĐQT dated December 29, 2025, of the Board of Directors of Ca Mau Water Supply Joint Stock Company regarding the approval of the 2026 production and business plan;

Pursuant to the actual production and business operations of Ca Mau Water Supply Joint Stock Company.

Based on the audited Financial Statement in 2025 and the final settlement data of the actual salary budget in 2025, the Executive Board of Ca Mau Water Supply Joint Stock Company (the Company) respectfully submits to the Board of Directors for consideration and approval the adjustment of 2026 salary and remuneration of the Company, as well as the management remuneration for the Nam Can urban water supply system, as follows:

I- PLANNED SALARY AND REMUNERATION IN 2026 OF CA MAU WATER SUPPLY JOINT STOCK COMPANY

Total planned salary and remuneration budget in 2026: **47,291,496,000 VND.**

1. Salary levels and salary budget:

Total planned salary budget in 2026: **46,811,496,000 VND.**

In which:

- Employees and the Executive Board:

+ Actual average headcount: 260 persons.

In which: The Executive Board : 05 persons;
Employees : 255 persons.

+ Average salary level : 14,593,300 VND/person/month.

+ Salary budget : 45,531,096,000 VND/year.

- Chairman of the Board of Directors (BOD):

+ Salary level : 70,300,000 VND/month.

+ Salary budget : 843,600,000 VND/year.

- Head of the Supervisory Board (SB):

+ Salary level : 36,400,000 VND/month.

+ Salary budget : 436,800,000 VND/year.

2. Remuneration levels and remuneration budget:

Total planned remuneration budget in 2026: **480,000,000 VND.**

In which:

- Non-executive members of the Board of Directors:

+ Number of members : 04 persons.

+ Remuneration level : 8,000,000 VND/person/month.

+ Remuneration budget : 384,000,000 VND/year.

- Part-time members of the Supervisory Board:

+ Number of members : 02 persons.

+ Remuneration level : 4,000,000 VND/person/month.

+ Remuneration budget : 96,000,000 VND/year.

3. Salary advance:

Based on the planned salary level approved by the Board of Directors, the Company shall advance 93% of the planned salary level for monthly payment. At the end of the year, based on the production and business results (after the Financial Statements are audited), the Company will conduct the final settlement of the actual salary budget in accordance with the regulations.

4. Variance between the 2026 planned salary budget approved by the Board of Directors in Resolution No. 12/ NQ-HĐQT dated December 29, 2025, and the 2026 planned salary budget after the final settlement of the actual 2025 salary budget:

Unit: Million VND.

Content	2026 planned salary budget approved by the BOD	2026 planned salary budget after the final settlement of the actual 2025 salary	Variance
Employees and the Executive Board	47,214,000,000	45,531,096,000	- 1,682,904,000
+ <i>Employees</i>	44,370,000,000	42,687,096,000	- 1,682,904,000
+ <i>The Executive Board</i>	2,884,000,000	2,884,000,000	0
Chairman of the BOD	843,600,000	843,600,000	0
Head of the SB	436,800,000	436,800,000	0

*** Reasons for variance:**

- 2026 planned salary budget approved by the Board of Directors: The figures for this salary plan were formulated based on the estimated production and business results for 2025.

- 2026 planned salary budget after the final settlement of the actual 2025 salary: The figures for this salary plan are actual numbers, formulated based on the audited 2025 Financial Statements.

- Factors resulting in the reduction of the planned salary budget: Total actual expenses for 2025 increased compared to estimated figures, particularly the increase in non-salary expenses.

+ The increase in non-salary expenses led to a decrease in labor productivity and the actual average salary of employees compared to the estimated figures, which reduced the planned average salary of employees.

+ Planned average salary of employees: 19,950,000 VND/person/month.

+ However, during the management and leadership of business operations, the Executive Board will proactively implement measures to reduce reasonable expenses to ensure that the average income of employees meets the salary plan approved by the competent authorities.

II- OTHER CASES

1. Remuneration of the Person in charge of corporate governance cum Secretary of the Board of Directors:

- Number of members : 01 person.

- Remuneration level : 4.000.000 VND/month.

- Remuneration budget : 48.000.000 VND/year.

- Funding source: From the business expenses in 2026 of the Company.

2. Remuneration for part-time managers of the Nam Can urban water supply system:

- Number of members : 06 persons.
- Average remuneration level : 5,121,667 VND/person/month.
- Remuneration budget : 368,760,000 VND/year.
- Funding source: From the management expenses of the Nam Can urban water supply system.

Respectfully submits to the Board of Directors for consideration and approval./.

Attachments:

- (1). *Explanatory notes of the 2026 planned salary and remuneration.*
- (2). *Report on labor utilization in 2026.*

Recipients:

- BOD;
- SB, EB;
- Archived: VT, TCNS, KTTV.

GENERAL DIRECTOR



Pham Phuoc Tai

PRODUCTION AND BUSINESS PLAN IN 2026

Part 1

RESULTS OF PRODUCTION AND BUSINESS IN 2025

1. Overview:

Ca Mau Water Supply Joint Stock Company (the Company) is a state-owned enterprise with the State holding 71.49% of the charter capital. The Company operates in the sector of clean water production and supply. Currently, it operates with a production capacity of approximately 60,000 m³/day and serves nearly 80,000 customers (including households, provincial agencies, and businesses). The pipeline system spans approximately 680 km, with pipe diameters ranging from D42 mm to D400 mm installed across various wards and communes in Ca Mau Province. The Company's primary objectives are to control water security and quality, ensure a safe water supply for the public, and contribute to the socio-economic development of Ca Mau Province.

In 2025, the Company's operations faced numerous adverse impacts from climate change, rising tides, prolonged extreme weather, and a decline in the quantity and quality of raw water. However, under the timely guidance of the Party Committee, the Board of Directors, and the Executive Board, along with the solidarity and efforts of the entire workforce, the Company proactively implemented synchronized solutions to overcome challenges and exceed nearly all targets set by the 2025 Annual General Meeting of Shareholders. Growth remained high according to registered targets, while labor productivity and employee income increased for stable living conditions. The workforce is united, committed, and secure in their roles, contributing to the achievements of 2025 and development goals in 2026.

2. Implementation results:

2.1. Performance against planned targets:

2.1.1. Technical targets:

No	Target	Unit	Plan in 2025	Estimated results in 2025	Planned-to-done ratio	Note
1	The consumption of water	m ³	17,600,000	17,600,000	100%	
2	Water loss rate	%	15.00	15.00	100%	
3	Customer development	Person	2,000	2,150	107.50%	
4	Water meter replacement	Unit	13,000	13,000	100%	
5	Non-cash bill payment rate	%	60%	60%	100%	

2.1.2. Financial results:

No	Target	Unit	Plan in 2025	Estimated results in 2025	Planned-to-done ratio	Note
1	Total revenue	Million VND	153,600	155,022	100.93%	
2	Total expense	Million VND	131,600	131,582	99.99%	
3	Profit before tax	Million VND	22,000	23,440	106.55%	
4	Profit after tax	Million VND	17,600	18,752	106.55%	
5	State budget payable	Million VND	30,000	33,922	113.07%	
6	Dividend payout	%	8.21	8.75	106.58%	

2.1.3. Profit distribution:

No	Distribution	Plan in 2025		Estimated results in 2025	
		Ratio	Amount (Million VND)	Ratio	Amount (Million VND)
1	Investment & Development Fund	1.5%	264	1.5%	281
2	Bonus Fund for Managers	3%	528	3%	563

No	Distribution	Plan in 2025		Estimated results in 2025	
		Ratio	Amount (Million VND)	Ratio	Amount (Million VND)
3	Financial Reserve Fund	3%	528	3%	563
4	Bonus and Welfare Fund	20%	3,520	20%	3,750
5	Dividends	72.5%	12,760	72.5%	13,595
	Total	100%	17,600	100%	18,752

2.2. Implementation results of labor policy and utilization:

2.2.1. Labor utilization:

- Total workforce: 254 persons. Of which:

- + Chairman of the Board of Directors (full-time) : 01 person.
- + Head of the Supervisory Board (full-time) : 01 person.
- + Employees (including the Executive Board) : 252 persons.

- The Company arranges and utilizes workforce based on job positions, ensuring the maximum capacity of each, clear and non-overlapping task assignments. The organizational structure is regularly reviewed and adjusted to enhance productivity and operational efficiency.

2.2.2. Salaries and state-regulated benefits for employees:

- Salaries are paid based on job positions and performance evaluation, ensuring fairness and transparency:

- Planned salary level in 2025: 12.5 million VND/person/month; actual average salary: 13.8 million VND/person/month.

- The Company implements social insurance, health insurance, unemployment insurance, and other welfare benefits in accordance with regulations.

- Salaries and bonuses are paid on time, strictly following the collective labor agreement and internal regulations.

2.2.3. Social welfare:

The Company collaborates closely with the Trade Union and Youth Union to take care of the material and spiritual lives of employees. It fully implements social security policies, participates in community activities and charity, and supports poor households and welfare recipient families, demonstrating corporate social responsibility.

2.3. Internal management:

- Review, amend, and supplement internal governance regulations and policies to ensure alignment with legal requirements and actual operations.
- Successfully organized the 2025 Annual General Meeting of Shareholders (on June 6, 2025), passing several key resolutions regarding business operations and strategic directions of the Company.
- Enhance occupational safety and fire prevention, foster a disciplined, safe, and united working environment.

2.4. Business and production activities:

- Enhance the application of science and technology in production, digital transformation in accordance to Resolution No.57-NQ/TW of the Political Bureau; manage and invest in renovation, upgrading, expansion of pipeline systems; drill wells to supplement water source; install technological filtration systems at supply stations and plants; conduct flushing of pipelines, storage tanks, and filtration tanks; repair supply stations and offices of affiliated units to ensure stable water supply for the public.
- Strictly adhere to the operational procedures of the Company through rotating shifts, and maintain a safe and continuous water supply for customers.
- Monitor, manage, and conduct handovers before, during, and after operational shifts. Perform regular maintenance of equipment and technology for constant readiness for operations.
- Regularly inspect and monitor operations, exterior hygiene, protection zones, and water intake areas at plants and stations to ensure water security in accordance with current regulations while strictly handling any violations.
- Frequently monitor and update extraction licenses for wells at water plants and stations for timely renewals or new applications. Strengthen the management and control of online monitoring systems (flow rate, water levels, and quality) to ensure compliance with permit requirements.

2.5. Management of water quality, measuring equipment and water loss:

- The ISO/IEC 17025:2017 certified laboratory performs internal testing and contracts external agencies for external testing. Additionally, coordinates with the Ca Mau Center for Disease Control (CDC) to conduct periodic and ad-hoc external testing; ensures that clean water meets quality standards before reaching customers.
- Coordinate with Quality Assurance and Testing Center to conduct meter inspection according to samples, ensure compliance with regulations when installing for customers.

- Water loss prevention remains a core and ongoing task with various synchronized solutions applied, such as enhancing management, network zoning, leak detection, utilization of materials and technologies to reduce the water loss rate in accordance with regulations of the Government.

2.6. Application of technology in digital transformation and customer service:

- Enhance digital transformation in accordance with Resolution No.57-NQ/TW of the Political Bureau, apply customer management software, install smart meters, utilize online recording of water meters, non-cash bill payment, online invoices, etc., to simplify the management and bring convenience for customers.

- Develop the customer service app and official website so that customers have easy access to information and services of the Company, such as water quality, supply issues, bill payments, requests for repairs, meter installation, etc. Currently, the Company is monitoring and handling customers' complaints via CaMau-G on time, even on holidays and weekdays

- Strictly comply with administrative procedures in the water supply sector to give the best advantages to customers in installing, repairing, upgrading, and replacing water meters; the paperwork is processed within a stipulated timeline to ensure a safe, continuous water supply to customers.

2.7. Finance, assets, and information disclosure:

- Strictly implemented regulated practices of accounting, financial supervision, internal auditing, revenue and expenditure management, cost savings, salary payment, financial settlement and planning, and transparency in financial operations.

- Make good use of fixed assets, materials, tools, and equipment in production and business.

- Comply with regulations of tax, fee, insurance, dividend, and state budget payable.

- Disclose information periodically or ad hoc, ensuring timeliness and compliance with regulations.

2.8. Investment, procurement, and projects serving production and business:

- Investment and procurement: Regular procurement is carried out in balance with the Company's monthly revenue, following planned programs or addressing urgent needs to ensure safe and timely water supply for the public. The Executive Board has conducted bidding, direct procurement, and direct contracting for essential operational needs such as water treatment, raw materials, chemicals,

construction, technology, well drilling and sealing, water meter replacement, consulting/ non-consulting services, etc. The Executive Board has operated in accordance with resolutions of the 2025 Annual General Meeting of Shareholders, resolutions of the Board of Directors, internal procurement procedure, or the Chairman's directives for urgent tasks. The objective is to maintain a monthly revenue balance, investment efficiency, full, timely, and appropriate supplies tailored to local conditions, a continuous and safe water supply, and sufficient reserves for business demands. Besides, the Company continues to advance operational capital to invest in and repair the Nam Can urban supply system, ensuring safe water services for residents.

- The Company focuses on water supply projects that align with urban development needs. Projects already executed include: social housing and resettlement areas, renovation, upgrading, and expansion of supply network, investment in new technologies to reduce water loss, drilling additional wells to supplement water source, water treatment, sealing unused wells, flushing filtration tanks, replacing filter media, repairing stations and offices of affiliated units, maintenance of wells, generators, and pump control panels to increase their capacity and water quality.

2.9. The inspection and supervision over business activities:

Regularly conduct inspections regarding compliance with internal regulations and legal requirements, monitor water quality and network pressure, replace expired water meters, coordinate with local authorities to handle fraud and water loss, maintain efficient and lawful operations.

The Supervisory Board and the Executive Board collaborate to develop periodic, ad-hoc, monthly, and quarterly plans to inspect management practices at affiliated units. Meetings are then organized to evaluate operational results, promptly analyze any existing shortcomings or limitations, propose corrective solutions (if any), and direct the appropriate adjustments to ensure the fulfillment of assigned growth targets.

2.10. Other tasks:

The Company collaborates closely with the Party Committee, the Trade Union, and the Youth Union to implement political activities, launch emulation movements, and care for the material and spiritual well-being of the employees. Additionally, the Company organizes various social and charitable activities, spreading the spirit of humanitarian and community responsibility. The Company also coordinates with local authorities and competent agencies to maintain a stable and timely water supply to residential areas, resettlement zones, and new urban areas, aligning with provincial urban infrastructure and socio-economic development plans.

The Company provides the subsidy of water price for social policy families under the Resolution No. 28/NQ-HĐND dated December 6, 2023, of the Provincial People's Council, ensuring these subsidies reach the correct recipients fully and promptly.

In general, in 2025, the Ca Mau Water Supply Joint Stock Company has already implemented the production and business plan effectively, completed and exceeded almost all material targets, maintained stable growth, increased financial efficiency, stabilized employees' well-being, and enhanced the Company's reputation. However, several ongoing tasks will be transitioned to 2026, striving to pursue growth objectives and sustainable development.

Part 2

PRODUCTION AND BUSINESS PLAN IN 2026

1. Objectives:

1.1. General objectives:

- Ensure a safe, uninterrupted, stable water supply, meet the ever-increasing demands of the public and the socio-economic development of Ca Mau Province.
- Foster digital transformation in management, operation, inspection, and customer care, aiming for a smart corporate model.
- Enhance administration and labor productivity, save operational expenses, optimize resources, protect water resources, and the environment.
- Improve reputation, status of the Company in the field of clean water supply, serving the interests of the community, and ensuring the health of users.

1.2. Specific objectives:

- Develop a qualified workforce in fields of automation, information technology, and water network management; gradually standardize the system of job positions, enhance job responsibility, efficiency, and labor productivity.
- Finalize the digital system of management with the aim of data synchronization throughout the Company to serve governance, production, and business activities; deploy management systems for human resources, customers, non-cash bill collection, water network, online monitoring, smart meters, leak detection, and apply new technology in water treatment.
- Strengthen technical management, control water loss through solutions such as network zoning, leak detection, repair, renovation of substandard pipelines, replacement of non-compliant water meters, and handling fraudulent water usage.

- Enhance customer service through the application of information technology (internal call center, customer care apps, Zalo OA, website, social media, etc.). Promptly receive and resolve customer feedback to ensure a safe, stable, and continuous water supply.

- Promote administrative reform in the water supply sector toward simplicity, transparency, and speed to facilitate citizens, organizations, and businesses.

- Continue to carry out investment and procurement items transitioned from 2025 upon arrival of competent authorities, including the handover and investment of Nam Can water supply plant, U Minh fresh reservoir, construction of Phan Ngoc Hien supply station, land acquisitions or purchase to build stations at wards and communes, procuring equipment, hiring consulting/ non-consulting services, ensuring compliance with regulations and efficiency.

- Execute synchronously and effectively the 2026 production and business targets in line with the Company's strategic direction as well as the socio-economic growth orientation of the province.

2. Production and business targets in 2026:

2.1. Technical targets:

No	Target	Unit	Plan in 2025	Estimated results in 2025	Plan in 2026
1	The consumption of water	m ³	17,600,000	17,600,000	17,800,000
2	Water loss rate	%	15.00	15.00	14.50
3	Customer development	Person	2,000	2,150	2,500
4	Water meter replacement	Unit	13,000	13,000	14,500
5	Non-cash bill payment rate	%	60%	60%	70%

2.2. Financial targets:

No	Target	Unit	Plan in 2025	Estimated results in 2025	Plan in 2026	2026 plan/ 2025 results
1	Total revenue	Million VND	153,600	155,022	158,700	102.37%

No	Target	Unit	Plan in 2025	Estimated results in 2025	Plan in 2026	2026 plan/ 2025 results
2	Total expense	Million VND	131,600	131,582	132,775	100.91%
3	Profit before tax	Million VND	22,000	23,440	25,925	110.60%
4	Profit after tax	Million VND	17,600	18,752	20,740	110.60%
5	State budget payable	Million VND	30,000	33,922	35,000	103.18%
6	Dividend payout	%	8.21	8.75	9.68	110.63%

2.3. Profit distribution:

Unit: Million VND.

No	Distribution	2025			Plan in 2026	
		Ratio	Plan	Estimated results	Ratio	Amount
1	Development and Investment Fund	1.5%	264	281	1%	207
2	Bonus Fund for Managers	3%	528	563	2,5%	519
3	Other provisions	3%	528	563	1%	207
4	Bonus and Welfare Fund	20%	3,520	3,750	23%	4,770
	- Bonus Fund (estimated 60%)	10%	1,760	1,875		2,862
	- Welfare Fund (estimated 40%)	10%	1,760	1,875		1,908
5	Dividend	72.5%	12,760	13,595	72,5%	15,037
	Total	100%	17,600	18,752	100%	20,740

* Other provisions are made in accordance with Circular No. 99/2025/TT-BTC of the Ministry of Finance. This provision is part of the owner's equity; if it is not fully utilized, the remaining balance shall be transferred to the Development and Investment Fund as prescribed.

3. Targets for labor utilization and salary budget in 2026:

3.1. Labor plan in 2026:

- The Company continues to enhance organizational structure and assign personnel properly to leverage individual strengths and optimize labor productivity and operational efficiency.

- Total workforce: 262 persons. In which:

- + Chairman of the Board of Directors (full-time) : 01 person.
- + Head of the Supervisory Board (full-time) : 01 person.
- + Employees (including the Executive Board) : 260 persons.

In which:

- . The Executive Board : 05 persons.
- . Employees : 255 persons.

- The Labor Plan in 2026 is attached as **Appendix 1**.

3.2. Salary plan in 2026:

- Based on the business results in 2025, the completion of targets, and increased labor productivity, the Company determines the planned salary budget in 2026 as follows:

- Total salary budget: **48,494** million VND. In which:

- + Salary budget of the Chairman of the BOD: 843.6 million VND.
- + Salary budget for the Head of the SB: 436.8 million VND.
- + Salary budget for employees (including the EB): 47,214 million VND.

In which:

- . The Executive Board : 2,844 million VND.
- . Employees : 44,370 million VND.

- Total remuneration budget: **528** million VND.

- The Salary Plan in 2026 is attached as **Appendix 2**.

4. Solutions to execute planned targets:

4.1. Internal governance:

- Review, update, and finalize internal regulations and rules in compliance with law and the actual situation.

- Enhance management efficiency, personnel qualifications, and working environment, and implement all policies and regulations as prescribed.

- Improve the working environment and material and spiritual well-being of employees.

- Effectively execute grassroots democracy regulations and collective labor agreements, strengthen supervision of occupational safety, fire prevention, and labor discipline.

4.2. Development and investment:

- Foster the technological application and digital transformation in accordance with Resolution No.57/NQ-TW in the administrative, business, and water supply.

- Continue to carry out investment and procurement items transitioned from 2025, such as Nam Can water supply plant, U Minh surface water plant, Ngoc Hien supply station, land acquisitions or purchase to build stations in Tan Thanh, Hoa Thanh, An Xuyen, and Ly Van Lam ward, bottled water plant, specialized vehicles and equipment, consulting/ non-consulting services.

- Invest in expanding the supply network, purchase and request land allocations for the construction of new water stations, drill wells, upgrade pipelines, and renovate substandard infrastructure. Collaborate with local authorities to renovate and develop supply infrastructure to serve the public in a timely manner. Simultaneously, procure materials, equipment, technology, and chemicals for business activities to maintain the stable, safe, and efficient operation of the water supply system.

- Invest in and install modern equipment and technology: water treatment systems, monitoring systems for water level, flow, quality, network pressure, SCADA, variable frequency drives, smart meters, leak detection devices, solar energy, etc.

- Execute consulting/ non-consulting services for land procedures, extraction permits, project formulation, surveys, design, price appraisal, specialized software, insurance, and more.

- Renovate and repair offices, plants, stations; maintain electrical and mechanical equipment, generators, pumps, and control cabinets according to regulations.

- Hand over the water supply system from the Provincial People's Committee (if any), ensure safe and efficient operation.

- Continue to advance the business capital of the Company and reimburse from the annual profits of the Nam Can urban supply system to invest in renovation and expansion of water pipelines; develop new customers, replace,

upgrade, and relocate expired water meters; upgrade technological systems, water treatment, and drill wells to increase supply capacity, etc., to maintain safe water service for the locals.

During implementation, the Executive Board is authorized to balance the Company's monthly revenue and comply with the issued Process of material procurement to conduct bidding, direct procurement, or direct contracting to serve business operations. This includes investment in water resources, regular procurement of materials, chemicals, equipment, treatment technology, consulting/non-consulting services, water meter replacement/relocation, pipeline renovation/expansion, the construction and maintenance of wells, technological systems, and generators, etc., all in accordance with the Company's financial and business situations. In case of urgent cases where a safe water supply for the public or local requirements demands immediate action, the Executive Board shall seek direction from the Board of Directors or the Chairman of the Board for timely execution.

4.3. The organization of operations and the management of production and business:

- Continue the inspection and supervision of water quality at plants, stations, and across the pipeline systems following the current technical standards, and enhance internal and external testing to control the quality of water supplied to customers as regulated.

- Expand the coverage of online monitoring via cameras, quality sensors, signal transmission equipment, and SCADA systems; install additional pressure sensors to supervise flow pressure and promptly detect and address incidents. At the same time, strictly enforce regulations on protecting the water intake zone and maintaining the stability and security of the water supply.

- Continue implementing network zoning and installation of master meters to monitor and control water loss rate and provide specific response plans; proactively conduct leak detection, timely repairs, and pressure adjustment to minimize loss, reduce cost, and prevent the waste of water resources.

- Synchronize types of materials and equipment across the entire supply system; replace water meters that fail to meet technical requirements or expire, and utilize plastic seals with QR codes to update customer information instead of traditional sealing methods.

- Strengthen communication to raise customer awareness regarding proper usage of water, water savings, and

4.4. Customer services:

- Continue to refine a professional customer care team to handle customer feedback promptly. Expand customer service channels (mobile apps, the Company's website, etc.), allowing customers easy access to information on water quality, supply incidents, bill payment, requests for repairs and meter installation, etc.

- Periodically survey customer demand and establish network expansion plans to meet water usage needs.

- Integrate AI into the reading of mechanical meters for faster and more accurate data recording, minimizing unnecessary errors. Maintain the installation, replacement, and relocation of water meters as regulated and, ensure convenient, efficient, and precise meter readings.

- Implement mandatory cashless bill payment for urban areas; simultaneously, encourage customers in remaining areas to use this method via banking, e-wallets, and mobile apps for the best convenience and towards ending door-to-door collection.

4.5. Solutions to increase revenue and profit:

- Focus on effectively tapping into the existing customer base while aggressively developing new customers in social housing projects, residential areas, urban zones, industrial clusters, and public facilities. Strengthen communication efforts to encourage customers to switch from self-extracted water sources to centralized clean water, thereby increasing connection rates, consumption volume, and stable revenue.

- Implement resolute solutions to reduce non-revenue water and control expenses; focus on network zoning, leak detection and repair, renovation and replacement of degraded pipelines; optimize operations to save electricity, water treatment chemicals, and costs of regular repairs, contributing to enhanced business efficiency.

- Strengthen the management of meter reading, bill collection, invoices, and accounts receivable. Closely control meter readings, determine accurate usage purposes, maintain proper, full, timely bill collection, reduce bad debt, increase capital utilization, and cash flow of the Company.

- Refine corporate governance towards transparency and efficiency, and enhance the quality of forecasting, planning, and operations. Link the responsibilities of unit heads to the achievement of revenue and profit targets. Utilize existing resources to strive for meeting and exceeding the 2026 production and business plan.

- Develop and exploit auxiliary services in the water supply sector, such as installation, relocation, replacement, and verification of water meters, repair, and technical consultancy services. Standardize procedures and service prices, diversify income sources beyond water sales, contributing to increased revenue and profit for the Company.

4.6. Finance, assets, and accounts payable:

- Continuously update and adhere to accounting standards and functions of financial management and internal control. Supervise revenue, expenditures, and liabilities; develop plans for finance and salary; implement cost-saving solutions, accelerate account settlements, and ensure the transparent disclosure of business results in accordance with regulations.

- Effectively manage and utilize capital, assets, materials, and tools; make use of internal capital and flexibly utilize loan sources.

- Strictly comply with tax law, conduct full and timely declaration and payment of taxes, fees, insurances, dividends, and other obligations to the state budget.

- Concentrate investment capital on essential projects that support production and business. Focus on investment in modern technology, research management measures; apply science and technology, and increase labor productivity.

- Continue to review and handle inventories, goods, materials, and scrap that are no longer suitable for use through disposal, liquidation, or write-offs as regulated.

4.7. Information disclosure:

- Conduct periodic or extraordinary information disclosure in accordance with the law and the Company's Charter.

- Ensure publicity and transparency, meet the requirements of bilingual (Vietnamese - English) documentation and disclosure for public companies.

4.8. Supervision and inspection of the implementation of production and business:

- The Supervisory Board often conducts supervision and inspection over the compliance with law and internal regulations of the Company at affiliated units; promptly detects and rectifies existing shortcomings and limitations for stable and enhanced operations.

- Maintain periodic and ad-hoc water quality testing at plants, stations, distribution networks, and water sources. As a result, safety parameters such as pH

level, turbidity, microbial content, heavy metals, etc. shall comply with national standards, providing customers with a safe, stable, and continuous water supply.

- Regularly monitor water pressure at plants, stations, and bottleneck points across the network for timely operational adjustments to maintain a stable and continuous water supply that meets customer demand.

- Verify water usage purposes and customer categories for regulatory adjustments. This helps reduce revenue loss while ensuring fairness, transparency, and a balance of interests between customers and the Company.

- Organize timely inspection and replacement of water meters that are expired or technically non-compliant. The primary goal is to standardize the meter system, installation heights, and positions to facilitate fast, convenient, and accurate meter reading.

- Regularly inspect and maintain pipeline network, wells, treatment stations, variable frequency drives, submersible pumps, and backup generators. Promptly detect and resolve incidents so that the system can operate stably, safely, and efficiently.

- Closely coordinate with local authorities and competent agencies to inspect, monitor, detect, and handle cases of fraudulent or non-compliant water usage for the legitimate rights of both the Company and consumers.

- On a monthly and quarterly basis, the Executive Board organizes meetings to evaluate business results, analyze the causes of any difficulties or limitations, thereby proposing corrective measures and providing timely direction to fulfill all assigned tasks.

4.9. Other tasks:

- Coordinate with the Party Committee to build and develop the organization, ensuring the alignment between political orientation and the Company's operations. Foster a united, democratic, and transparent working environment, while maintaining performance evaluation and resolving arising issues.

- Collaborate with the Trade Union and Youth Union to spread legal policies, internal rules, and regulations of the Company. Launch emulation movements that encourage employees to propose technical innovations and cost-saving initiatives. care for the well-being of employees, organize charitable activities, etc.

- Continue to actively participate in social, charitable, and humanitarian activities; demonstrate the corporate social responsibility, spreading humanitarian values and positive corporate status to the public.

- Provide the subsidy of water price for social policy families under the Resolution No. 28/NQ-HĐND dated December 6, 2023, of the Provincial People's Council, ensuring these subsidies reach the correct recipients fully and promptly.

5. Funding source:

- Production and business capital of the Company (revenue from water supply, pipeline installation, water disconnection/reconnection services).
- Funds retained from collections made on behalf of the state budget as per current regulations.
- Deprecation funds.
- Other lawful sources.
- Mobilized sources: Short-term, medium-term, or long-term loans from credit institutions and banks aligned with the business plans of the Company (subject to review and consideration of the Board of Directors).

Part 3

IMPLEMENTATION

Upon approval of the competent authority, the Executive Board shall proceed with the implementation of this Plan in accordance with its assigned functions and duties, ensuring the principles of publicity, transparency, and efficiency throughout the Company. Affiliated units are responsible for strict implementation and must proactively develop detailed plans to materialize targets and missions tailored to their practical conditions. Any issues or difficulties arising beyond authority, the Executive Board shall report to the Board of Directors for consideration and directions.

In case of projects of investment, construction, procurement, consulting/non-consulting services, water treatment, well drillings, etc., that exceed prescribed limits or fall beyond the 2026 production and business plan but are deemed urgent to serve customers, the General Meeting of Shareholders authorizes the Board of Directors and the Chairman of the Board to direct the Executive Board to ensure a safe and continuous water supply. For other cases, the Executive Board is permitted to balance monthly revenue and proceed immediately with direct contracting for the timely execution of operations and fulfilment of the assigned plans.

*** Attachments:**

- *Appendix 1: Labor Plan in 2026*
- *Appendix 1: Salary Plan in 2026;*
- *Appendix 1: Production and business plan in 2026 of Nam Can Water Supply and Environment.*

Recipients:

- Ca Mau Provincial People's Committee;
- BOD;
- SB, EB;
- Department and affiliated units;
- Archived: VT, PKHKD, iO.

GENERAL DIRECTOR**Pham Phuoc Tai**

**CA MAU WATER SUPPLY
JOINT STOCK COMPANY**

THE SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

LABOR PLAN IN 2026

*(Attached to Plan No. 15/KH-CNCM dated December 26, 2025
of Ca Mau Water Supply Joint Stock Company)*

1. Basis for plan formulation:

- Decree No. 248/2025/NĐ-CP dated September 15, 2025, of the Government regulating the salary, remuneration, and bonus policies for direct owner representatives, state capital representatives, and supervisors in state-owned enterprises.

- Charter and internal management regulations of Ca Mau Water Supply Joint Stock Company.

- The production and business operations of Ca Mau Water Supply Joint Stock Company.

2. Objectives:

- To meet the requirements of labor utilization, production, and business strategies of the Company.

- To arrange and assign labor appropriately according to the qualifications, skills, and strengths of employees and the job needs of units to optimize labor utilization.

3. Assessment of labor utilization in 2025:

3.1. Number of employees:

- Total workforce: **254** persons. In which:

- | | |
|--|----------------|
| + Chairman of the Board of Directors (full-time) | : 01 person; |
| + Head of the Supervisory Board (full-time) | : 01 person; |
| + Employees (including the Executive Board) | : 252 persons. |

Details:

No	Total employees	Staff quantity in 2024	New recruits	Staff turnover	Expected labor force at 31/12	Average staff in 2025
I	Chairman of the Board of Directors (BOD)	1	0	0	1	1
II	Head of Supervisory Board (SB)	1	0	1	1	1
III	Employees (including the Executive Board)	255	4	6	252	255
1	The Executive Board (EB)	3			3	3
1	Human Resource Department (Dept.)	16		2	15	15
2	Accounting and Finance Dept	9			9	9
3	Business Planning Department	43	2	1	38	42
4	Water Quality Management Dept	19			23	21
5	Technical Department	13			14	13
6	Ca Mau Water Supply Enterprise Mau 1	34			33	34
7	Ca Mau Water Supply Enterprise Mau 2	36	1	1	36	36
8	Construction & Electromechanical Enterprise	17	1	1	18	17
9	Song Doc Water Supply Branch	15			14	15
10	Tran Van Thoi Water Supply Branch	5			5	5
11	Khanh An Water Supply Branch	11			11	11
12	Thoi Binh Water Supply Branch	7			7	7
13	Cai Doi Vam Water Supply Branch	8			8	8
14	Dam Doi Water Supply Branch	7		1	6	7
15	Cai Nuoc Water Supply Branch	6			6	6
16	Phan Ngoc Hien Water Supply Branch	6			6	6
	TOTAL (I + II + III)	257	4	7	254	

- Average number of workers actually employed in 2025
 - + Chairman of the BOD (full-time) : 01 person;
 - + Head of the SB (full-time) : 01 person;
 - + Employees (including the EB) : 255 persons.

3.2. Qualifications and training:

3.2.1. Qualifications:

- Employees (including the Executive Board):
 - + Postgraduate : 04 persons (1.59% of total employees);
 - + Undergraduate : 109 persons (43.25% of total employees);
 - + Vocational education : 45 persons (17.86% of total employees);
 - + Skill labor : 17 persons (6.75% of total employees);
 - + Unskilled labor : 77 persons (30.55% of total employees).

3.2.2. Training:

Professional and skill training: 18 courses, with a total of 321 participants.

3.3. Labor structure:

3.3.1. Gender:

- Female workers : 43 persons (17.06% of total employees);
- Male workers : 209 persons (82.94% of total employees).

3.3.2. Direct and indirect employees:

- Indirect employees : 73 persons (28.97% of total employees);
- Direct employees : 179 persons (71.03% of total employees).

3.3.3. Employee turnover:

- Number of staff departures: 06 persons (2.38% of total employees).

3.4. Labor utilization efficiency:

3.4.1. Strengths:

- Increased labor productivity: The Company arranges and assigns personnel based on job positions; completes and exceeds annual business targets.

- Effective labor utilization: Employees are selected and deployed in alignment with their expertise, skills, capabilities, strengths, and job requirements.

- Low turnover rate: Employee departures primarily consist of older workers with failing health who voluntarily resign, or those reaching retirement age.

- Labor law compliance: The Executive Board collaborates with the Trade Union to promote and educate on occupational health and safety, organize

training courses, and provide protective equipment tailored to job roles. There have been no occupational safety accidents during the year.

3.4.2. Weakness:

- Management and supervision capabilities of some unit-level leaders remain limited; a lack of leadership skills results in suboptimal performance of employees.

- The quality of human resources has not yet met the demands of the current situation, particularly the adaptation abilities to new technologies.

- Labor training and development have not achieved high efficiency; there is a lack of periodic professional training programs, with efforts often restricted to addressing urgent, short-term needs.

4. Labor plan in 2026:

4.1. Total workforce:

The Labor Plan in 2026 is formulated based on the labor utilization in 2025 and operational scale, organizational structure, job positions, and requirements of volume, quality, and missions of Production and Business Plan in 2026, specifically:

The planned average number of employees for 2026: **262** persons.

In which:

- Chairman of the BOD (full-time) : 01 person;
- Head of the SB (full-time) : 01 person;
- Employees (including the EB) : 260 persons.

Of which:

- + The Executive Board : 05 persons
- + Employees : 255 persons

(Note: An increase of 2% compared to the average number of actual employees in 2025, equivalent to 05 persons).

4.2. Labor development and training:

In 2026, according to the production and business requirements, the Company shall provide long-term and short-term training programs, as well as courses of professional or technical skill development for employees. This aims to upgrade their expertise, increase labor productivity, meet the requirements of job positions, and contribute to the sustainable development of the Company.

5. Implementation:

Upon the approval of the competent authority, the Executive Board shall collaborate with the Trade Union to implement this plan in compliance with regulations of the Company and law./.

HR DEPARTMENT

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 IN 2026

*(Attached to Plan No. 15/KH-CNCM dated December 26, 2025
of Ca Mau Water Supply Joint Stock Company)*

1. Basis for plan formulation:

- Decree No. 248/2025/NĐ-CP dated September 15, 2025, of the Government regulating the salary, remuneration, and bonus policies for direct owner representatives, state capital representatives, and supervisors in state-owned enterprises.
- Charter and internal management regulations of Ca Mau Water Supply Joint Stock Company.
- The job-position-based salary scale and payroll system, alongside the Regulations on Salaries and Bonuses for Employees of Ca Mau Water Supply Joint Stock Company (first amendment and supplement) in 2024.
- The production and business operations of Ca Mau Water Supply Joint Stock Company.

2. Objectives:

- To establish a planned salary level that aligns with the financial capacity and operational efficiency of the Company.
- To ensure salary levels accurately reflect the value of the job and the contributions of both managers and employees to the Company.
- To maintain full compliance with regulations regarding minimum wage, statutory social insurance, and other benefits as prescribed by law and Company regulations.

3. Actual salary and remuneration budget in 2025 (estimated)

3.1. Salary budget and salary levels in 2025:

3.1.1. Salary budget of managers and employees:

No	Content	Estimated implement in 2025		Note
		Quantity (person)	Amount (Million VND)	
1	Salary budget for the Chairman of the Board of Directors (BOD)	01	777.48	
2	Salary budget for the Head of the Supervisory Board (SB)	01	480.48	
3	Salary budget for employees (including the Executive Board)	255	43,724	
	- The Executive Board (General Director, Deputy General Director, and Chief Accountant)	03	1,765	
	- Employees	252	41,959	
	Total	257	44,982	

Salary budgets of the Chairman of the BOD and Head of the SB (full-time) include: Actual salary as planned and additional salary provision derived from the excess of actual profit over the planned profit (estimated actual profit reaching 106.55%).

3.1.2. Salary levels for managers and employees:

No	Position	Planned salary levels in 2025 (Million VND/month)	Estimated actual salary levels in 2025 (Million VND/month)	Note
I	Board of Directors			
1	Chairman	58.9	64.7	State representatives
II	Supervisory Board			
1	Head of the Board	36.4	40	
II	Employees (including the Executive Board)	13	14.2	Average salary level
1	General Director	50	55.5	State representatives
2	Deputy General Director	45	49.9	State representatives

No	Position	Planned salary levels in 2025 (Million VND/month)	Estimated actual salary levels in 2025 (Million VND/month)	Note
3	Chief Accountant	37,5	41,6	
4	Employees	12,5	13,8	

3.2. Remuneration budget and remuneration level in 2025:

3.2.1. Remuneration budget:

No	Position	Estimated implemented in 2025		Note
		Quantity (person)	Amount (million VND)	
1	Board of Director members	4	384	
2	Supervisory Board members	2	96	
3	Person in charge of corporate governance and Secretary of the BOD	1	48	
	Total	07	528	

3.2.2. Remuneration level:

No	Position	Remuneration level (Million VND/month)	Note
1	Board of Director members	8	
2	Supervisory Board members	4	
3	Person in charge of corporate governance and Secretary of the BOD	4	

4. Salary and remuneration plan in 2026:

Based on the business results in 2025 and expected business targets in 2026, labor utilization in 2025 and labor plan in 2026, and the requirements of job quantity and quality for managers and employees, the Company formulates plan for salary and remuneration budget in 2026, as follow:

4.1. Salary budget and salary levels in 2026:

4.1.1. Salary budget of managers and employees:

No	Content	Plan in 2026		Note
		Quantity (person)	Amount (million VND)	
1	Salary budget for the Chairman of the BOD	01	843.6	
2	Salary budget for the Head of the SB	01	436.8	
3	Salary budget for employees (including the Executive Board)	260	47,214	
	- <i>The Executive Board (General Director, Deputy General Director, and Chief Accountant)</i>	05	2,844	
	- <i>Employees</i>	255	44,370	
	Total	262	48,494	

4.1.2. Salary levels for managers and employees:

No	Position	Salary level (million VND/month)	Note
I	Board of Directors		
1	Chairman	70.3	State representatives
II	Supervisory Board		
1	Head of the Board	36.4	
III	Employees (including the Executive Board)	15.13	Average salary level
1	General Director	60	State representatives
2	Deputy General Director	48	State representatives
3	Deputy General Director	45	Not state representatives
4	Chief Accountant	39	
5	Employees	14.5	

4.2. Remuneration budget and remuneration level in 2026:

4.2.1. Remuneration budget of managers and employees:

No	Position	Plan in 2026		Note
		Quantity (person)	Amount (million VND)	
1	Board of Director members	4	384	

No	Position	Plan in 2026		Note
		Quantity (person)	Amount (million VND)	
2	Supervisory Board members	2	96	
3	Person in charge of corporate governance and Secretary of the BOD	1	48	
	Total	07	528	

4.2.2. Remuneration levels for managers and employees:

No	Position	Remuneration levels (million VND/month)	Note
1	Board of Director members	8	
2	Supervisory Board members	4	
3	Person in charge of corporate governance and Secretary of the BOD	4	

5. Implementation:

- The Company pays salaries and remuneration to managers and employees in accordance with the job-position-based salary scale and payroll system, as well as the regulations on salary and bonus payments. Payment deadlines shall strictly follow the Collective Labor Agreement.

- Based on the planned salary budget approved by the competent authority, the Company shall advance 93% on a monthly basis to pay salaries to managers and employees. At the end of the year, based on production and business results, the Company shall perform a final settlement of the actual salary budget in accordance with regulations and distribute the remaining balance (if any) to managers and employees within the prescribed timeline.

- Upon the approval of the competent authority, the Executive Board collaborate with the Trade Union to implement this Plan in compliance with Company regulations and the law./.

HR DEPARTMENT



Le Nhan Quyen

TRADE UNION



Tran Quoc Tuan

GENERAL DIRECTOR



Pham Phuoc Tai