

REPORT

**Results of production and business performance in 2025,
Directions, tasks, and business plan for 2026**

**I. RESULTS OF PRODUCTION AND BUSINESS ACTIVITIES IN
2025**

1. Characteristics of the situation in 2025

1.1. Advantages:

- Throughout its operations, the company has always received attention and guidance from the Provincial Party Committee, the Provincial People's Council, the Provincial People's Committee, and various departments, agencies, and organizations of the province.

- The Board of Directors, the General Management Board, and the leaders of the units have decisively managed production and business activities; employees have generally been responsible in performing their assigned tasks; the unity of the staff and workers has made a significant contribution to achieving and exceeding the planned production and business targets.

- The water supply network has been upgraded and replaced in recent years, gradually contributing to stabilizing water quality and controlling water loss. Water treatment plants maintain stable operation, contributing to ensuring good water supply service quality.

- The units have proactively implemented solutions to detect water leaks and repair them promptly, controlling water loss. The work of meter reading, water bill generation, and water fee collection has been organized and carried out by the units, ensuring that the collection rate meets and exceeds the plan.

- The spiritual well-being, salaries, and benefits of officials and employees are fully implemented.

1.2. Difficulties:

- The restructuring of district-level units as stipulated has not been implemented, and the losses of units managed by the Company under the Provincial People's Committee have not been resolved, leading to significant difficulties in financial management.

- The machinery and equipment in the factories have been in operation for over 10 years, leading to an increase in malfunctions and breakdowns.

- In many areas, the water supply network has to be dismantled or relocated to make way for the construction of infrastructure projects and transportation works, which affects repair costs, leads to water loss, and disrupts water supply services.

- District-level units have low customer numbers and low water demand, affecting production and business efficiency.

- Managing the water supply network system faces many difficulties due to its vast area, complex terrain, and the lack of an online pressure and flow monitoring system. As a result, directing the operation of water treatment plants to adapt to changing water demand is often not timely.

- During the year, Typhoon Matmo (Typhoon No. 11) in Thai Nguyen province caused severe and widespread flooding, significantly affecting the office areas of the Company, Enterprise No. 1, Dai Tu Enterprise, and Vo Nhai Enterprise. This resulted in damage to facilities, records, documents, and materials in the warehouse, as well as disruption to the work of several departments and units within the Company.

2. Business performance results for 2025:

2.1. Results of achieving production and business targets:

TT	Content	Unit	2025 Plan	To be implemented in 2025	Comparison of TH/KH in 2025	Comparison of implementation in 2025/2024
1	Commercial water production	m ³	17,380,000	18,301,414	105.3%	107.4%
But	Shareholder area	m ³	16,758,000	17,670,449	105.4%	107.6%
But	Unshared area	m ³	622,000	630,965	101.4%	102.9%
2	Loss rate	%	18.80	18.43	-0.37	-3.30
	Shareholder area	%	18.83	18.33	-0.50	-3.36
	Unshared area	%	17.39	20.77	3.38	-1.93
3	Open new customer network	Household	2,250	2,828	125.7%	126.6%
4	Total revenue	1,000 VND	234,937,344	251,991,346	107.3%	109.3%
5	Pay into the budget.	1,000 VND	6,494,335	6,401,962	98.6%	64.9%
6	Net profit after tax	1,000 VND	246,484	18,459,410	7489.1%	(*)
	Shareholder area	1,000 VND	7,403,379	25,811,543	348.6%	947.6%
	Unshared area	1,000 VND	-7,156,895	-7,352,133	102.7%	100.8%
7	Dividend payout ratio	%	2.78	9.70	348.9%	866.1%
8	Total number of employees	People	450	445	98.9%	99.1%
9	Average income per person per month	1,000 VND	11,500	11,650	101.3%	102.0%

Note: (*) Net profit after tax in 2025 is projected to increase by VND 23,032 billion compared to 2024.

- The main reasons for exceeding the planned commercial water production output are: Water treatment plants successfully implemented their production plans, meeting the demand for clean water in the area; the dry weather in the first six months of the year led to increased water demand from customers compared to previous

years; the increase in the migrant population in the central area of Thai Nguyen province due to the increase in the number of students at several universities and the number of civil servants from Bac Kan province transferring to provincial agencies after the merger; severe flooding in the central area of Thai Nguyen province in early October 2025, resulting in a high demand for post-flood water for sanitation and cleaning; and stable water demand from production units in the Song Cong, Pho Yen, and Diem Thuy - Phu Binh areas, with the addition of new customers. Besides the factors contributing to the increase in commercial water production, a major factor affecting the decrease in commercial water production at Dai Tu Water Supply and Drainage Plant is the increasing and unresolved overlapping of water supply areas.

- The water loss rate decreased by 0.37% compared to the plan and by 3.30% compared to 2024. The main reasons are : Units have proactively and focused on controlling water losses, installing meters to calculate losses on distribution pipelines and tertiary networks to focus on locating leak points; optimizing the operation of production plants; the company has equipped units with additional equipment for listening to and detecting water leaks; old, damaged tertiary network pipelines and steel pipes before meters are gradually replaced annually.

- Total revenue increased due to revenue from clean water products (increased commercial water output and completed construction work) and increased financial revenue (mature savings deposits).

- Profits increased compared to 2024 due to increased total revenue and reduced costs (reduced project interest due to full debt repayment and reduced principal debt; lower USD exchange rate differences at the end of the reporting period leading to reduced interest and exchange rate differences).

2.2. Results of other tasks:

- The company has reorganized its production units to better meet the management and implementation of the company's tasks in the current period. This includes implementing the plan for appointing, reappointing, and transferring key company personnel for the 2025-2030 term; and reorganizing production teams and units at its subsidiaries.

- Customer service and care are maintained effectively, customer feedback is addressed promptly; all customer issues and requests are resolved appropriately in accordance with the water supply contract and regulations. Monthly water bill collection is carried out well by the units, with collection rates consistently meeting or exceeding targets.

- Regarding the management of investment and repair projects: During the year, the company has been implementing 29 projects with a total value of VND 26.975 billion, including: 15 projects with a total value of VND 9.126 billion that

have been finalized; 12 projects with a total value of VND 14.964 billion that are under construction; and 2 projects with a total value of VND 1.192 billion that are undergoing investment preparation procedures.

- Project work: The Thai Nguyen City Water Supply System Development Project continues to carry out the audit of completed projects and settle payments with contractors. The project to invest in, upgrade, and expand the concrete road to the North of Voi Phun Island, Doi Che hamlet, Dai Phuc commune continues; the project to install an automated water resource exploitation monitoring system, valued at VND 1.961 billion, is underway; and investment preparation procedures are being carried out for projects such as: the project to build a water supply pipeline for Song Cong II Industrial Park and Ba Xuyen Industrial Cluster, and the project to build an additional water supply pipeline for the Song Cong Water Plant to serve customers in Ba Xuyen, Bach Quang, Song Cong wards and surrounding areas .

- During the year, Typhoon Matmo (Typhoon No. 11) struck Thai Nguyen province, causing heavy rain and flooding exceeding historical levels. Immediately after the water receded and electricity was restored, affected units implemented measures to overcome difficulties and resume production, providing clean water to customers.

- Maintaining good practices in green, clean, and beautiful environments, ensuring occupational safety and hygiene, and preventing fires and explosions; maintaining security and order, and actively participating in the "All People Protect National Security" movement.

- Ensuring 100% employment for all workers; full payment of social insurance, health insurance, unemployment insurance, and union dues; other employee benefits implemented in accordance with state regulations; full monthly payment of salaries and meal allowances; organizing salary grade promotion examinations for 62 cadres and workers. Taking good care of the material and spiritual well-being of workers ; maintaining cultural and sports activities in accordance with actual conditions to ensure production and business operations. Social and charitable work is actively supported and participated in by workers.

2.3. Existing problems, limitations, and causes:

- Machinery and equipment that have been in use for many years are experiencing increased breakdowns and malfunctions. The procurement of machinery and equipment, especially specialized items for replacement and repair, is slow due to lengthy supplier selection procedures.

- The water supply network in some areas is overloaded and cannot meet the water demand due to the rapid rate of urbanization.

- The overlapping water supply areas in Dai Phuc commune have not been fully resolved because the local authorities have not yet come up with a specific solution.

- The divestment process at the affiliated company has not progressed as planned; the company is currently still carrying out the procedures in accordance with the General Shareholders' Meeting Resolution.

- The restructuring of regional units that have not yet been equitized according to regulations has not been carried out, and the losses of units managed by the Company under the Provincial People's Committee have not been resolved due to the lack of specific guidance and direction from relevant agencies.

II. KEY PLANS, TASKS, AND SOLUTIONS FOR 2026

1. Characteristics of the situation and forecast for 2026

- The domestic economy will continue to be significantly impacted by complex political and economic developments, armed conflicts in various regions of the world, affecting the prices of raw materials, fuels, and foreign exchange rates.

- Existing difficulties and problems at enterprises managed and operated by the Provincial People's Committee have not been resolved, affecting financial plans and the efficiency of production and business operations.

- The machinery and equipment in the manufacturing plants have been in operation for many years, and the damage is increasing, with many existing problems requiring repair or replacement.

- Infrastructure upgrade projects for transportation and drainage systems that are currently underway, as well as new projects scheduled for 2026, will affect water supply network management and water loss control. New construction and replacement of old pipelines will be difficult due to construction sites impacting existing infrastructure.

- Controlling water loss is becoming increasingly difficult due to the pipeline network being located deep beneath concrete and covering a wide geographical area.

- There is still overlapping water supply areas in Dai Phuc commune, and many households still use self-extracted water sources.

- Developing new customers is challenging due to the low population density and the relatively low actual demand for clean water, as households already have their own self-extracted water sources.

2. Production and business plan targets for 2026 :

TT	Content	Unit	To be implemented in 2025	Plan for 2026	Plan for 2026 compared to the actual situation in 2025.
1	Commercial water production	m³	18,301,414	18,800,000	102.7%
	<i>Shareholder area</i>	<i>m³</i>	<i>17,670,449</i>	<i>18,160,000</i>	<i>102.8%</i>
	<i>Unshared area</i>	<i>m³</i>	<i>630,965</i>	<i>640,000</i>	<i>101.4%</i>
2	Loss rate	%	18.43	17.59	-0.84
	<i>Shareholder area</i>	<i>%</i>	<i>18.33</i>	<i>17.56</i>	<i>-0.77</i>
	<i>Unshared area</i>	<i>%</i>	<i>20.77</i>	<i>18:10</i>	<i>-2.67</i>

3	Open new customer network	Household	2,828	2,850	100.8%
4	Total revenue	1,000 VND	251,991,346	255,890,111	101.5%
5	Pay into the budget.	1,000 VND	6,401,962	12,849,508	200.7%
6	Net profit after tax	1,000 VND	18,459,410	9,929,704	53.8%
	Shareholder area	1,000 VND	25,811,543	17,182,283	66.6%
	Unshared area	1,000 VND	-7,352,133	-7,252,579	98.6%
7	Dividend yield	%	9.70	6.44	66.4%
8	Total number of employees	People	445	450	101.1%
9	Average income per person per month	1,000 VND	11,650	11,800	101.3%

Note: The above projected figures are based on an exchange rate of 1 USD = 26,700 VND.

3. Some key tasks and solutions :

- Ensure production and business operations, providing sufficient clean water to meet the needs of the Company's operations in the area; effectively carry out inspection, maintenance, repair, and replacement of machinery and equipment; promptly supply machinery, equipment, and materials for production to units according to plan and in case of unforeseen circumstances. Regularly inspect and monitor the water source protection zone and water quality according to standards ; effectively implement economic and technical norms .

- Continue to improve the quality of water supply network management, carry out repairs to water supply network incidents as quickly as possible to reduce water loss and minimize water supply interruption time; supplement water supply sources for areas with high population density; strengthen solutions in detecting water leaks in the network.

- Focus on developing new customers in areas that already have a water supply network and invest in additional tertiary pipeline networks to expand the customer base.

- Implement new investment and renovation investment procedures in accordance with the Board of Directors' plan.

- Expand the application of advanced digital technology in water bill management and payment services to improve quality and labor productivity.

- We continue to petition the competent authorities to study and implement the restructuring of the unprivatized water production units and resolve the

outstanding losses from previous years to ensure the financial viability of the Company's production and business operations.

- Effectively implement the annual and monthly financial plans. Organize and carry out accounting work in accordance with the Accounting Law and current accounting standards and regulations. Complete all procedures to proceed with the divestment of capital contributions in the affiliated company.

- Proactively approach projects and works related to the water supply sector from investors to find jobs for workers, create stable income, and fulfill obligations to the State .

- Review, supplement, and improve the company's regulations system; strengthen self-inspection of the implementation of labor regulations, rules, and production processes at all units.

- Taking care of the mental well-being and welfare of employees to create more motivation in promoting work efficiency.

The above is the result of the implementation of the 2025 business plan and the plan for key tasks and solutions for 2026, respectfully reported to the Annual General Meeting of Shareholders of Thai Nguyen Clean Water Joint Stock Company./.

Recipient:

- General Shareholders' Meeting;
- Board of Directors; Supervisory Board;
- Board of Directors; Chief Accountant, Secretary General;
- Subordinate units;
- Saved: VT, TCHC.

GENERAL MANAGER



Nguyen Xuan Hoc

Number: 15/BC-HĐQT

Thai Nguyen, April 6, 2026

REPORT
**GOVERNANCE AND OPERATION OF THE COMPANY'S BOARD OF
DIRECTORS IN 2025**

I. INFORMATION ABOUT THE BOARD OF DIRECTORS

1. Information about the members of the Board of Directors:

No.	Board Member	Position	Start date/ No longer available is a member of the Board of Directors	
			Start date	The Day No More
1	Mr. Nguyen Quang Mai	Chairperson	May 29, 2015	
2	Mr. Nguyen Xuan Hoc	Member	June 16, 2020	
3	Mr. Nguyen Ba Quyet	Member	May 29, 2015	June 27, 2025
4	Mr. Nguyen Van Tien	Member	January 12, 2017	
5	Mr. Le Quang Hai	Member	April 21, 2023	
6	Mr. Nguyen Van Nam	Member	June 27, 2025	

2. Remuneration, operating expenses, and other benefits for the Board of Directors and each individual member of the Board in 2025:

2.1. Salaries, allowances, bonuses, remuneration, and other benefits of the Board of Directors

TT	Interpretation	Salary + allowances	Reward	Remuneration	Other expenses (holidays, festivals)	Total
1	Nguyen Quang Mai	But		506,000,000	7,200,000	513,200,000
2	Nguyen Xuan Hoc	390,213,000		110,400,000	7,200,000	507,813,000
3	Nguyen Ba Quyet	5,528,000		67,200,000	5,700,000	78,428,000
4	Nguyen Van Tien	342,113,000		110,400,000	7,200,000	459,713,000
5	Le Quang Hai	306,000,000		110,400,000	7,200,000	423,600,000
6	Nguyen Van Nam	But		43,200,000	1,500,000	44,700,000

2.2. Operating expenses of the Board of Directors: 6,870,770 VND

II. SUMMARY OF BOARD OF DIRECTORS' MEETINGS AND DECISIONS IN 2025

1. Board of Directors Meetings:

No.	Board Member	Number of Board of Directors meetings attended	Meeting attendance rate	Reasons for not attending the meeting.
1	Mr. Nguyen Quang Mai	41/41	100%	
2	Mr. Nguyen Xuan Hoc	41/41	100%	
3	Mr. Nguyen Van Tien	41/41	100%	
4	Mr. Le Quang Hai	41/41	100%	
5	Mr. Nguyen Ba Quyet	22/41	53.7%	He will no longer be a member of the Board of Directors from June 27, 2025.
6	Mr. Nguyen Van Nam	19/41	46.3%	Joining the Board of Directors from June 27, 2025

2. Resolutions/Decisions of the Board of Directors:

No.	Resolution/ Decision Number	Day	Content	Approval rate
1	01/BB-HĐQT	January 20, 2025	1. Approval of the Company's Governance Report for 2024. 2. Assessing the quality of governance for Board of Directors members in 2024. 3. Evaluate the performance of the Supervisory Board members in 2024. 4. Evaluate the quality of management and leadership of the members of the Board of Directors and the Chief Accountant in 2024.	100%
2	01a/BB-HĐQT	January 21, 2025	1. Through Proposal No. 20a/TTr-CTCPNS dated January 15, 2025, from the Board of Directors of the Company regarding the distribution of the 13th month salary for 2024.	100%
3	01b/BB-HĐQT	February 27, 2025	1. Approve Proposal No. 56/TTr-CTCPNS dated February 24, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company regarding the request for	100%

			<p>approval of the investment plan for the Ngo Si Lien Street water supply pipeline project in Song Cong City.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director of the Company, to sign documents, files, and decisions related to the resolutions reached at this Board of Directors meeting.</p>	
4	02/BB-HĐQT	February 28, 2025	<p>1. Approve the 2025 Construction and Repair Investment Plan as proposed by the Board of Directors of Thai Nguyen Clean Water Joint Stock Company in Submission No. 57/TTr-CTCPNS dated February 24, 2025.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes on behalf of the Board of Directors.</p> <p>The Board of Directors is tasked with organizing and implementing investment and construction projects in accordance with current procedures and regulations, ensuring quality, progress, cost-effectiveness, and efficiency.</p>	100%
5	04/NQ-HĐQT	March 4, 2025	<p>1. By finalizing the list of shareholders entitled to attend the 2025 Annual General Meeting and the 2025-2030 term.</p> <p>2. The Board of Directors and the Chairman of the Board of Directors of the Company unanimously agree to authorize Mr. Nguyen Xuan Hoc – Member of the Board of Directors and General Director of the Company – to sign and issue the Resolution and related documents to implement the resolutions of the Board of Directors at this meeting.</p>	100%
6	05/BB-HĐQT	March 10, 2025	<p>1. Approval of the plan for organizing the Annual General Meeting of Shareholders in 2025 and for the 2025-2030 term. The meeting will be held on April 26, 2025 at the office of Thai Nguyen Clean Water Joint Stock Company.</p> <p>2. Assign the Board of Directors and the General Director of the Company to establish an Organizing Committee and assign responsibilities for preparing the documents and conditions for organizing the Annual General Meeting of Shareholders in 2025 and for the 2025-2030 term.</p>	100%

7	06/BB-HDQT	March 25, 2025	<ol style="list-style-type: none"> 1. Approve the agenda for the Annual General Meeting of Shareholders (AGM) in 2025 and for the 2025-2030 term. 2. Review the Draft Rules of Procedure for the Annual General Meeting of Shareholders in 2025 and for the 2025-2030 term. 3. Review the Draft Regulations on the Election of Members of the Board of Directors and the Supervisory Board for the 2025-2030 term. 4. Review Report No. 86a/BC-CTCPNS dated March 25, 2025, from the Board of Directors of the Company on the results of implementing the production and business plan for 2024 and the direction and tasks of the production and business plan for 2025. 5. Review Report No. 07/BC-HDQT dated March 25, 2025, of the Board of Directors on the governance and operation of the Company's Board of Directors in 2024, the results of implementing the production and business plan for the period 2020-2024, and the orientation for the period 2025-2030. 6. Review Report No. 01/BC-BKS dated March 25, 2025, from the Supervisory Board on the Supervisory Board's activities in 2024, and a summary of the audited financial statements for 2024. 7. Review Report No. 02/BC-BKS dated March 25, 2025, from the Supervisory Board on the activities of the Supervisory Board for the 2020-2025 term. 8. Approve Report No. 08/TTr-HDQT dated March 25, 2025, from the Board of Directors of the Company regarding the settlement of remuneration for the Board of Directors and Supervisory Board in 2024 and the plan for paying remuneration to the Board of Directors and Supervisory Board in 2025. 9. Approve Report No. 09/TTr-HDQT dated March 25, 2025, from the Board of Directors of the Company regarding the Profit Distribution Plan for 2024. 10. Approve Report No. 03/TTr-BKS dated March 25, 2025, from the Supervisory Board regarding the selection of an auditing firm for the 2025 financial statements. 11. Approve Report No. 10/TTr-HDQT dated March 25, 2025, from the Company's Board of 	100%
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			<p>Directors regarding the proposal to amend and supplement certain provisions of the Company's Charter.</p> <p>12. Approve Report No. 11/TTr-HĐQT dated March 25, 2025, from the Company's Board of Directors regarding the proposal to issue internal regulations on corporate governance.</p> <p>13. Approve Report No. 12/TTr-HĐQT dated March 25, 2025, from the Company's Board of Directors regarding the proposal to issue the Operating Regulations of the Board of Directors.</p> <p>14. Review Report No. 04/TTr-BKS dated March 25, 2025, from the Company's Supervisory Board regarding the proposal to issue the Regulations on the operation of the Supervisory Board.</p> <p>15. Approve Report No. 13/TTr-HĐQT dated March 25, 2025, from the Company's Board of Directors regarding the nomination of personnel for election as members of the Company's Board of Directors and Supervisory Board for the 2025-2030 term.</p> <p>16. Review the Draft Resolution for the Annual General Meeting of Shareholders in 2025 and the 2025-2030 term.</p> <p>17. Assign Mr. Nguyen Xuan Hoc, Member of the Board of Directors and General Director of the Company, to sign the Notice of Meeting and other documents and materials on behalf of the Board of Directors and Chairman of the Board of Directors to implement the plan for organizing the Annual General Meeting of Shareholders in 2025 and the 2025-2030 term, and to chair the Annual General Meeting of Shareholders in 2025 and the 2025-2030 term.</p> <p>18. Agreement on submitting to the People's Committee of Thai Nguyen province the nomination of a group of representatives for the State's capital stake in Thai Nguyen Clean Water Joint Stock Company for the term 2025 – 2030.</p>	
8	07/BB-HĐQT	March 25, 2025	<p>1. Approve Proposal No. 83/TTr-CTCPNS dated March 20, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company regarding the request for approval of the bidding plan for the Ngo Si Lien Street water supply pipeline project in Song Cong City.</p>	100%

			2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director of the Company, to sign documents, files, and decisions related to the resolutions reached at this Board of Directors meeting.	
9	7a/BB-HDQT	March 26, 2025	<p>1. Through Proposal No. 83a/TTr-CTCPNS dated March 20, 2025, from the Board of Directors of the Company regarding the distribution of remaining salaries for 2024.</p> <p>2. Based on the financial data in the draft Audit Report on the 2024 Financial Statements.</p>	100%
10	08/BB-HDQT	April 4, 2025	<p>1. Approve the plan for selecting contractors for the construction and installation of the water supply pipeline in Nha Tho hamlet, Phuc Triu commune, Thai Nguyen city, as requested in Proposal No. 97/TTr-CTCPNS dated April 2, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p> <p>The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.</p>	100%
11	09/BB-HDQT	April 14, 2025	<p>1. Approve the plan for selecting contractors for the construction project to replace the steel pipes before the water meter, as proposed in Report No. 106/TTr-CTCPNS dated April 11, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Approve the final settlement of investment capital and repair of completed projects in 2024 according to Proposal No. 107a/TTr-CTCPNS dated April 11, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p> <p>The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.</p>	100%

12	10/BB-HĐQT	April 17, 2025	<p>1. Through the 2024 Annual Report.</p> <p>2. The Board of Directors and the Chairman of the Board of Directors authorize Mr. Nguyen Xuan Hoc, Member of the Board of Directors and General Director of the Company, to sign the Report on behalf of the Board of Directors and the Chairman of the Board of Directors.</p>	100%
13	12/NQ-HĐQT	April 25, 2025	<p>1. The date for the Annual General Meeting of Shareholders for the 2025 term and the 2025-2030 term, originally scheduled for April 26, 2025, has been changed to the end of June 2025. The reason for this change is to better incorporate shareholder feedback and prepare the necessary documents for presentation at the General Meeting.</p> <p>2. Cancel the list of securities holders entitled to attend the Company's Annual General Meeting in 2025 and the 2025-2030 term, with the last registration date of March 26, 2025, according to List No. V523/2025-TNW/VSDC-ĐK prepared by the Vietnam Securities Depository and Clearing Corporation on March 28, 2025.</p> <p>Reason for cancellation: Change in the date of the Company's Annual General Meeting of Shareholders for the 2025 term and the 2025-2030 term from April 26, 2025 to the end of June 2025.</p> <p>3. Instruct the General Director of the Company to carry out the procedures for changing the time of the General Meeting of Shareholders in accordance with regulations; direct the incorporation of shareholder opinions, and prepare all necessary documents and conditions for organizing the Company's annual General Meeting of Shareholders for 2025 and the 2025-2030 term, for submission to the Board of Directors for approval.</p>	100%
14	13/BB-HĐQT	May 5, 2025	<p>1. Approve the plan for selecting contractors for the construction and installation of the DN300 pipeline project on Viet Bac road (Luu Xa station area) as proposed in Report No. 122/TTr-CTCPNS dated April 26, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p>	100%

			The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.	
15	15/NQ-HĐQT	May 7, 2025	<p>1. By finalizing the list of shareholders entitled to attend the 2025 Annual General Meeting and the 2025-2030 term.</p> <p>2. The Board of Directors and the Chairman of the Board of Directors of the Company unanimously agree to authorize Mr. Nguyen Xuan Hoc – Member of the Board of Directors and General Director of the Company – to sign and issue the Resolution and related documents to implement the resolutions of the Board of Directors at this meeting.</p>	100%
16	16/BB-HĐQT	May 8, 2025	<p>1. Approve the plan for selecting contractors for the construction and repair of the administrative building of the Song Cong Water Plant and the office building of the Vo Nhai Clean Water Enterprise, as proposed in Report No. 128a/TTr-CTCPNS dated May 5, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p> <p>The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.</p>	100%
17	17/BB-HĐQT	May 26, 2025	<p>1. Approve the agenda for the Annual General Meeting of Shareholders (AGM) in 2025 and for the 2025-2030 term.</p> <p>2. Review the Draft Rules of Procedure for the Annual General Meeting of Shareholders in 2025 and for the 2025-2030 term.</p> <p>3. Review the Draft Regulations on the Election of Members of the Board of Directors and the Supervisory Board for the 2025-2030 term.</p> <p>4. Review Report No. 159/BC-CTCPNS dated May 26, 2025, from the Board of Directors of the Company on the results of implementing the production and business plan for 2024 and the direction and tasks of the production and business plan for 2025.</p>	100%

			unanimously approved by the Thai Nguyen City Party Committee.	
20	20/BB-HĐQT	June 2, 2025	<p>1. Approve the plan for selecting contractors for the construction of the following projects: Supplementary connection of water sources for several areas in Thai Nguyen city and installation of booster pump clusters on the water distribution pipeline for the central area of Tan Phu ward, Pho Yen city, as proposed in Report No. 165/TTr-CTCPNS dated May 30, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p> <p>The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.</p>	100%
21	21/BB-HĐQT	June 16, 2025	<p>1. Through the Submission No. 180/TTr-CTCPNS dated June 13, 2025, from the General Director of the Company, regarding the proposal to amend and supplement certain contents of the Regulations on Emulation and Commendation issued together with Decision No. 12/QĐ-HĐQT dated April 15, 2020, of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is authorized to sign the documents to implement the contents agreed upon in this meeting minutes.</p>	100%
22	22/BB-HĐQT	June 18, 2025	<p>1. Approve Proposal No. 186/TTr-CTCPNS dated June 16, 2025 and Proposal No. 187/TTr-CTCPNS dated June 16, 2025 of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company regarding the plan for selecting contractors for the investment project of water supply pipeline in Diem Thuy Industrial Park and the project for installing an automatic monitoring system for water resource exploitation.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign documents, files, and decisions related to the resolutions reached at this Board of Directors meeting.</p>	100%

23	27/NQ-HDQT	June 27, 2025	1. Mr. Nguyen Quang Mai was elected Chairman of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company for the term 2025 – 2030.	100%
24	27a/BB-HDQT	June 28, 2025	1. Through Proposal No. 206a/TTr-CTCPNS dated June 27, 2025, from the Board of Directors of the Company regarding the selection of an auditing firm for the 2025 financial statements.	100%
25	28/BB-HDQT	July 1, 2025	<p>1. Through Proposal No. 210/TTr-CTCPNS dated June 30, 2025, from the General Director of the Company regarding the payment of salaries to the Board of Directors and the Chief Accountant of the Company.</p> <p>2. Regarding the level and method of remuneration for the Board of Directors and Supervisory Board of the Company.</p> <p>3. The Board of Directors unanimously agrees to authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and concurrently the General Director of the Company, to sign and issue the Board of Directors' resolution on the payment of salaries to the General Director and Chief Accountant of the Company, and the payment of remuneration to the Board of Directors and the Supervisory Board of the Company, in accordance with the resolution of this meeting.</p> <p>4. Approve the assignment of duties to the members of the Board of Directors for the term 2025 – 2030.</p>	
26	29/BB-HDQT	July 1, 2025	<p>1. Approve the Regulations on Non-Cash Payments at Thai Nguyen Clean Water Joint Stock Company as per Proposal No. 14/TTr-KTTC dated July 1, 2025, from the Company's Accounting and Finance Department.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign and issue the Regulations and related documents to implement the resolutions of the Board of Directors at this meeting.</p>	
27	31a/BB-HDQT	July 23, 2025	<p>1. Approval of the Company's Governance Report for the first six months of 2025.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign and issue the Report on the Company's Governance Situation for the first six months of 2025.</p>	

28	32/BB-HĐQT	July 28, 2025	<p>1. Approval of the Contractor Selection Plan for the construction projects: Replacement of steel pipes before water meters for customers in Quang Vinh and Quan Trieu wards - Thai Nguyen city, as per Proposal No. 229/TTr-CTCPNS dated July 23, 2025, and the Investment in Level 3 Water Supply Pipeline - Ninh Huong residential area, Luong Son ward, Song Cong city, Thai Nguyen province and surrounding areas, as per Proposal No. 235/TTr-CTCPNS dated July 25, 2025, from the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.</p> <p>Mr. Nguyen Xuan Hoc, a member of the Board of Directors, is hereby authorized to sign the decision approving the contents agreed upon in these meeting minutes.</p> <p>The Board of Directors is responsible for organizing and implementing the construction project, ensuring it is completed on schedule, meets quality standards, and is cost-effective.</p>	
29	32a/BB-HĐQT	July 31, 2025	<p>1. The General Director is tasked with directing the drafting of a plan for restructuring the organizational apparatus, appointing, dismissing, transferring, and rotating cadres and personnel within the Company, and submitting it to the Board of Directors for review, comments, and approval in August 2025.</p>	
30	32b/BB-HĐQT	July 31, 2025	<p>1. Open a VISA Debit Platinum EMV Business card for the company's existing account at Vietnam Commercial and Industrial Bank - Thai Nguyen Branch to meet work requirements during business operations.</p> <p>Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign documents related to the opening of debit cards as per Proposal No. 28/DN-KTTC dated July 28, 2025, from the Accounting and Finance Department.</p> <p>The debit card, after being opened, was handed over to Mr. Nguyen Quang Mai – Chairman of the Board of Directors of the Company – for management and use in his work, in accordance with the Company's regulations on cashless payments.</p>	
31	33/BB-HĐQT	August 20, 2025	<p>1. Through the Submission No. 255/TTr-CTCPNS dated August 19, 2025, from the General Director of the Company, requesting</p>	

			approval of the plan for restructuring the organizational apparatus, appointing, dismissing, transferring, and rotating cadres and personnel of the Company.	
32	34/NQ-HĐQT	August 21, 2025	<p>1. Reappointing the Board of Directors of Thai Nguyen Clean Water Joint Stock Company for the term 2025 – 2030, comprising the following individuals holding the following positions:</p> <p>(1) Mr. Nguyen Xuan Hoc - Member of the Board of Directors for the term 2025 - 2030, born on March 22, 1971, Bachelor of Economics degree, holds the position of General Director.</p> <p>(2) Mr. Nguyen Van Tien - Member of the Board of Directors, born on April 28, 1969, holds the degree of Economic Engineer - Business Administration, and is the Deputy General Director.</p> <p>(3) Mr. Le Huy Phu, born on July 22, 1983, holds the title of Water Supply and Drainage Engineer and Automation Engineer, and is the Deputy General Director.</p> <p>2. Reappoint Mr. Nguyen Minh Phuong, born on October 30, 1984, with a Bachelor's degree in Accounting, to the position of Chief Accountant of the Company for the term 2025 - 2030.</p>	
33	35/NQ-HĐQT	August 21, 2025	<p>1. Appoint Mr. Le Dinh Phat, born on September 16, 1978, with a Master's degree in Engineering, to the position of Assistant to the Chairman of the Board of Directors.</p> <p>2. Appoint the following individuals as Company Secretaries:</p> <p>(1) Mr. Nguyen Van Nam - Member of the Board of Directors, born on October 16 , 1986 , Bachelor of Law degree .</p> <p>(2) Mr. Le Quang Hai - Member of the Board of Directors , born on April 3 , 1993 , qualification : Construction Engineering Engineer in Transportation Engineering .</p> <p>(3) Mr. Dao Manh Truong , born on March 30 , 1992 , Bachelor of Accounting degree .</p>	
34	36/NQ-HĐQT	August 25, 2025	1. Appoint Mr. Le Dinh Phat, born on September 16, 1978, with a Master's degree in Engineering, to the position of Head of Company Administration.	
35	37/BB-HĐQT	October 20, 2025	1. Approve the proposal outlined in Report No. 316a/TTr-CTCPNS dated October 20, 2025,	

			<p>from the Board of Directors of the Company regarding the adjustment of the Contractor Selection Plan for the package of Supply and Installation of Equipment for the Project on Installation of an Automatic Monitoring System for Water Resource Exploitation.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign documents, files, and decisions related to the resolutions of this Board of Directors meeting.</p>	
36	38/BB-HDQT	October 21, 2025	<p>1. Approve the investment policy for the projects as per the Submission No. 315a/TTr-CTCPNS dated October 17, 2025, from the Board of Directors of the Company, including:</p> <ul style="list-style-type: none"> - Investment in the D110 HDPE pipeline in Trang Hoc, Phu Luong commune, Thai Nguyen province; - Construction of a water supply pipeline to serve the social housing area in Tich Luong ward, Thai Nguyen province; - Repairing the company's administrative building and meeting hall. <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign relevant documents, files, and decisions to implement the next steps in accordance with the law and the Company's Investment and Construction Management Regulations.</p>	
37	39/BB-HDQT	04/11/2025	<p>1. Approve the plan for selecting contractors for the construction of the tertiary water supply pipeline project in Phan Dinh Phung ward and the tertiary water supply pipeline projects in Phan Dinh Phung, Tich Luong, Quyet Thang, and Quan Trieu wards, as per the Submission No. 337/TTr-CTCPNS dated October 31, 2025, from the Board of Directors of the Company.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign relevant documents, files, and decisions to implement the next steps in accordance with the law and the Company's Investment and Construction Management Regulations.</p>	
38	39a/BB-HDQT	November 11, 2025	<p>1. We agree with the content of Report No. 50/TTr-CDCT dated November 5, 2025, from the Trade Union of Thai Nguyen Clean Water Joint Stock Company regarding the plan for organizing the Congress and personnel matters</p>	

			<p>for the Congress of the Trade Union of Thai Nguyen Clean Water Joint Stock Company for the term 2025 – 2030.</p> <p>2. Assign Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to represent the Board of Directors and coordinate with the Executive Committee of the grassroots Trade Union to successfully organize the Trade Union Congress of Thai Nguyen Clean Water Joint Stock Company for the term 2025-2030, in accordance with the guidelines of the higher-level Trade Union.</p>	
39	40/BB-HĐQT	November 24, 2025	<p>1. Through Proposal No. 358/TTr-CTCPNS dated November 18, 2025, from the Board of Directors of the Company regarding the investment policy for the Project to build a water supply pipeline for Song Cong II Industrial Park and Ba Xuyen Industrial Cluster.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign all relevant documents, decisions, and files to implement the next steps in accordance with the law and company regulations.</p>	
40	41/BB-HĐQT	November 25, 2025	<p>1. Approve the plan for selecting contractors for the construction of the D110 HDPE water supply pipeline project in Trang Hoc, Phu Luong commune, Thai Nguyen province, as per the Submission No. 361/TTr-CTCPNS dated November 21, 2025, from the Board of Directors of the Company.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign all relevant documents, decisions, and files to implement the next steps in accordance with the law and the Company's Investment and Construction Management Regulations.</p>	
41	42/BB-HĐQT	November 26, 2025	<p>1. Finalizing the list of shareholders for dividend payment in 2024.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign and issue the Resolution and related documents to implement the Board of Directors' resolution at this meeting.</p>	
42	44/BB-HĐQT	November 27, 2025	<p>1. Approval of the investment plan for the project to dredge the drainage ditch in the area around the Company headquarters and the project to replace the D200 cast iron pipe in the</p>	

			<p>high-rise area (from Y Cu intersection to Song Cong High School).</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign all relevant documents, decisions, and files to implement the next steps in accordance with the law and company regulations.</p>	
43	45/BB-HĐQT	December 8, 2025	<p>1. Approval of the contractor selection plan for the construction of the D225 HDPE pipeline to supplement the water supply for the Ben Oanh area, Phan Dinh Phung ward, Thai Nguyen province, as stated in Proposal No. 377a/TTr-CTCPNS dated December 2, 2025; the dredging of the drainage ditch in the Company's headquarters area as stated in Proposal No. 384/TTr-CTCPNS dated December 5, 2025; and the investment in a pipeline to replace the D200 cast iron pipe in the high-rise area (from Y Cu intersection to Song Cong High School) as stated in Proposal No. 385/TTr-CTCPNS dated December 5, 2025, from the Board of Directors of the Company.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, a member of the Board of Directors and General Director, to sign all relevant documents, decisions, and files to implement the next steps in accordance with the law and the Company's Investment and Construction Management Regulations.</p>	
44	46/BB-HĐQT	December 15, 2025	<p>1. Supplementing information on the change of nationality of the legal representative of Thai Nguyen Clean Water Joint Stock Company.</p> <p>2. Authorize Mr. Nguyen Xuan Hoc, member of the Board of Directors and General Director, to sign the decision and related documents regarding the addition of information on the change of nationality of Mr. Nguyen Quang Mai as per regulations.</p>	

3. Performance results of the Board of Directors and each member of the Board of Directors:

The Board of Directors held its annual General Meeting of Shareholders for 2025 and the 2025-2030 term; and organized Board meetings to consider and decide on matters within its authority. The Board of Directors complied with the law and the Company's Charter regarding the procedures for meetings and resolutions. The Board of Directors discussed and reached consensus on resolutions and decisions related to the Company's production and business activities in accordance with its prescribed authority.

The Board of Directors has closely monitored and promptly directed the Company's Executive Board in the operation of production and business activities and the implementation of resolutions of the General Meeting of Shareholders and the Board of Directors. The divestment process has not been completed due to the valuation process and the search for a divestment consulting firm, but this will not affect the plan and production and business results.

The Board of Directors assessed that each member of the Board had performed their assigned duties well, complied well with the Charter, resolutions of the General Meeting of Shareholders, the Board of Directors, and the Company's regulations .

III. REPORT ON INTERNAL TRANSACTIONS FOR THE YEAR

1. Transactions between the Company and its related parties; or between the Company and major shareholders, insiders, or related parties of insiders: None.

2. Transactions between company insiders, related parties of insiders, and subsidiaries or companies controlled by the company: None.

3. Transactions between the Company and other parties:

3.1. Transactions between the Company and companies in which members of the Board of Directors, members of the Supervisory Board, General Director and other managers have been founding members or members of the Board of Directors, Executive Director in the past three (03) years: The Company enters into a framework contract with Thai Nguyen Clean Water Construction Company Limited (a subsidiary) regarding the construction of a new water network for the Company.

3.2. Transactions between the Company and companies where related parties of Board of Directors members, Supervisory Board members, General Director and other managers are also Board of Directors members or Chief Executive Officers: None.

3.3. Other transactions of the company (if any) that provide material or non-material benefits to members of the Board of Directors, members of the Supervisory Board, directors and other managers: None.

IV. ACTIVITIES OF INDEPENDENT BOARD MEMBERS

The company's Board of Directors does not have any independent board members.

V. ACTIVITIES OF THE AUDIT COMMITTEE UNDER THE BOARD OF DIRECTORS

The company's organizational structure does not include an audit committee reporting directly to the Board of Directors.

VI. ACTIVITIES OF OTHER SUBCOMMITTEES OF THE BOARD OF DIRECTORS

The board of directors does not establish subcommittees.

VII. RESULTS OF MONITORING THE GENERAL DIRECTOR

The Board of Directors supervises the General Director through periodic and thematic reports; through monitoring weekly and monthly financial plans; through

attending key personnel briefings chaired by the General Director; and through directives and operational documents issued by the General Director.

The General Director has led and managed the Company's production and business operations stably, exceeding planned targets, ensuring livelihoods, employment, income, and harmonious and stable labor relations within the enterprise; and has strictly complied with the Company's Charter and resolutions of the General Meeting of Shareholders and the Board of Directors. The Board of Directors assesses that the General Director has successfully fulfilled his assigned responsibilities and duties.

VIII. RESULTS OF MONITORING THE BOARD OF DIRECTORS

The Board of Directors has assigned specific tasks to each member, maintained daily information exchange, and achieved high levels of consensus in leading and directing the Company's production and business activities; led and managed the Company's production and business activities stably, exceeding the set targets; and complied well with the Charter, resolutions of the General Meeting of Shareholders and the Board of Directors. The Board of Directors assesses that the individuals in the Board of Directors have successfully fulfilled their assigned responsibilities and duties.

IX. FUTURE PLANS AND ORIENTATIONS

- The production of clean water and the improvement of the quality of clean water supply services are key priorities.

- Continue to petition the competent authorities to restructure unprivatized water production units to avoid losses, prevent negative impacts on production and business results, and definitively eliminate losses for the State.

- We propose adjusting the price of clean water to a reasonable level, with a clear roadmap and in a timely manner to address major fluctuations affecting the company's business performance. We also suggest establishing a mechanism to subsidize the price of domestic water in the locality to ensure social welfare, encourage people to use clean water, use water resources efficiently, and promote sustainable development.

- Add independent members to the Board of Directors for the 2025-2030 term.

- Innovate the form of contract work to be more effective and suitable for each task.

- Research and implement investment projects and works:

- + Develop and expand the water supply network to improve water quality and extend the water supply area.

- + Invest in tertiary network infrastructure to expand the customer base;

- + Invest in replacing old pipelines and old steel pipes before the meter, and carry out major repairs to damaged and deteriorated fixed assets;

- + Invest in equipment and apply digital technology in the management of water production and services.

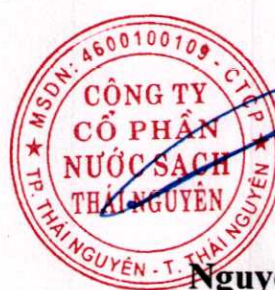
+ Study the planning of the Company's office land area to ensure it aligns with the planning of Thai Nguyen province and the planning of the Cau River Right Embankment Project currently under construction, guaranteeing that it does not affect the Company's core production and business activities. Simultaneously, plan the remaining land area and invest in expansion for multi-purpose use in the Company's long-term development.

The above is the Board of Directors' report on governance and operations for the year 2025 , submitted to the Annual General Meeting of Shareholders in 2026./.

Recipient:

- General Shareholders' Meeting;
- Board of Directors, Supervisory Board;
- Board of Directors;
- Saved: VT, Board of Directors.

**TM. BOARD OF DIRECTORS
TUQ. CHAIRMAN
BOARD OF DIRECTORS MEMBER**



Nguyen Xuan Hoc

**JOINT STOCK COMPANY
THAI NGUYEN CLEAN
WATER**

Number: 01/BC-BKS



**SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness**

Thai Nguyen, April 2, 2026

**REPORT
BKS' ACTIVITIES IN 2025
AND A SUMMARY OF THE AUDITED FINANCIAL STATEMENTS
FOR 2025**

*(At the Annual General Meeting of Shareholders in 2026)
Thai Nguyen Clean Water Joint Stock Company*

To: The General Meeting of Shareholders of Thai Nguyen Clean Water Joint Stock Company

The Supervisory Board of Thai Nguyen Clean Water Joint Stock Company hereby reports to the Annual General Meeting of Shareholders 2026 on the results of the Supervisory Board's activities in 2025 as follows:

1. Members of the Supervisory Board, their activities, remuneration, and operating expenses.

1.1. Members of the Supervisory Board

- | | |
|----------------------|---------------------------|
| - Mr. Vu Khanh Lam | - Head of the Committee . |
| - Ms. Nguyen Thi Mai | - Member . |
| - Ms. Hoang Thi Hue | - Member . |

1.2. Activities of the Supervisory Board

- Organize regular meetings and meetings on an ad hoc basis to implement tasks according to assigned functions, duties, and authority; always adhere to the Company Charter and resolutions of the General Meeting of Shareholders in the performance of duties.

- Regular communication between members of the Supervisory Board, as well as with the Board of Directors and the General Management Board, is essential to ensure that the Company's operations are appropriate and meet the interests of shareholders.

- Review the Company's financial statements, business performance reports, and program plans on a regular basis.

- Provide input to the Board of Directors in proposing the selection of an independent auditing firm to audit the Company's financial statements.

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- Oversee the activities of the Board of Directors, the General Director, and other management personnel of the Company, ensuring they fulfill the functions and responsibilities of each department.

1.3. Remuneration and operating expenses of the Supervisory Board

The total planned remuneration for 2025 is 599,280,000 VND.

In accordance with Resolution No. 24/HĐQT dated June 27, 2025, of the Annual General Meeting of Shareholders for the 2025-2030 term; and Resolution No. 30/NQ-HĐQT dated July 1, 2025, of the Board of Directors of the Company regarding the payment of remuneration to the Board of Directors and the Supervisory Board, the total amount of remuneration paid to the Supervisory Board in 2025 is VND 574,220,000 (*from July 1, 2025, 90% of the remuneration will be paid, the remaining amount will be settled based on the business results of 2025*) .

2. Results of monitoring the Company's production and business activities, financial activities, and implementation of the 2025 General Shareholders' Meeting Resolution.

2.1. Results of monitoring production and business activities:

The Supervisory Board has overseen the organization of production and business activities, assessed the Company's 2025 performance report, and unanimously concluded: In 2025, despite facing many difficulties, under the direction of the Board of Directors and the General Director, the Company successfully implemented and exceeded the main production and business plan targets; the lives and jobs of employees were ensured, income was stable, employee benefits were implemented promptly and in accordance with regulations, and tax payments were made on time.

The key performance indicators for business operations in 2025 all increased compared to the plan, specifically:

TT	Target	Unit	Shareholders' Meeting Plan 2025	Perform 2025	Compare TH and KH (+/-)
1	City water production	m ³	17,380,000	18,301,414	921,414
2	Loss rate	%	18.80	18.43	-0.37
3	Total revenue	1,000 dong	234,937,344	251,991,346	17,054,002

Commercial water output reached 18,301,414 m³, an increase of 921,414 m³ equivalent to 5.3%; the water loss rate was 18.43%, a decrease of 0.37%; total revenue reached VND 251.991 billion, an increase of VND 17.054 billion, equivalent to 7.3%. The projects implemented basically met the requirements,

ensuring clean water quality, flow rate, and water pressure to serve customers and develop new customers.

In 2025, the Company actively collaborated with inspection teams from the Department of Agriculture and Environment, the Center for Disease Control and Prevention of Thai Nguyen province, the Department of Health of Thai Nguyen province, the Fire Prevention and Rescue Police Department of Thai Nguyen province; the external water quality inspection team; and the inspection team on compliance with price laws of the Price Management Department - Ministry of Finance. The inspection teams assessed that the Company basically complied strictly with legal regulations, and through this inspection, the Board of Directors requested relevant departments, units, and individuals to continue reviewing and addressing shortcomings to better implement legal regulations.

2.2. Results of financial activity monitoring

Based on the Company's 2025 financial statements audited by AASC Auditing Firm Co., Ltd., the Supervisory Board has assessed and unanimously agreed to report to the General Meeting of Shareholders as follows:

- We agree with the Company's 2025 financial statements, which were audited by AASC Auditing Firm Co., Ltd.

- The report accurately reflects the financial situation as of December 31, 2025, in accordance with the regulations of the current accounting system, with no material errors occurring in 2025 regarding accounting practices.

According to the audited consolidated financial statements of the entire company, as of December 31, 2025, the key performance indicators for 2025 are as follows:

a) Regarding business results:

TT	Target	Value (billion VND)	Note
1	Total revenue	251,991	
2	Profit after corporate income tax	18,459	

b) Regarding assets:

TT	Target	Value (billion VND)	Note
1	Current assets	115,031	
2	Long-term assets	710,452	
3	Total assets	825,483	

c) Equity: VND 219.409 billion

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d) The Company's key performance indicators for fiscal year 2025 are summarized as follows:

TT	Target	Unit	Plan 2025	Perform 2025	Compare TH and KH (+/-)
1	Total revenue	billion dong	234,937	251,991	17,054
2	Net profit after tax	billion dong	0.246	18,459	18,213
But	Privatization Area	billion dong	7,403	25,811	18,408
But	Areas that have not yet been equitized	billion dong	(7,157)	(7,352)	(0.195)
3	Dividends for privatized companies	%	2.78	9.70	6.92

Net profit after tax reached VND 18,459 billion, an increase of VND 18,213 billion (of which the equitization sector alone achieved a net profit after tax of VND 25,811 billion, an increase of VND 18,408 billion compared to the plan); Dividends paid reached 9.7%, an increase of 6.92% compared to the 2025 plan.

e) Assess the main factors affecting profit and dividend targets as being due to increased revenue and decreased costs, specifically:

- The increase in revenue is due to an increase in commercial water production and an increase in financial operating revenue.

+ Increased commercial water production: Due to the merger of Thai Nguyen and Bac Kan provinces from July 2025, the number of people from Bac Kan province moving to live and work in the center of Thai Nguyen province has increased, leading to increased water demand. This is further influenced by drought in the early months of the year, heavy rains and floods in the later months, and especially the impact of Typhoon No. 11 (Matmo) in October 2025, which caused historical flooding in the center of Thai Nguyen province and some other areas, resulting in widespread flooding lasting 2-3 days. After the floods, the demand for clean water for house and road sanitation was very high, and many areas using well water were contaminated, leading to a sudden increase in commercial water production in October and November.

+ Financial income increased because the company had savings deposits that matured.

- The reduction in production and business costs is due to a decrease in depreciation costs and financial costs:

+ Depreciation costs decreased because some assets had reached the end of their depreciation period (Thai Nguyen City Water Supply and Sanitation Project; Song Cong Town Water Supply Project).

+ Financial costs decreased due to lower interest rates on some water supply projects and a lower exchange rate difference between the USD and the Vietnamese Dong at the end of the reporting period, leading to reduced interest payments and exchange rate differences when repaying the Thai Nguyen City water supply system development project.

2.3 Results of monitoring the implementation of the Annual General Meeting Resolution

- The company has paid the remuneration of the Board of Directors and Supervisory Board for 2025 in accordance with the 2025 General Shareholders' Meeting Resolution.

- The company has successfully met and exceeded its production and business plan targets for 2025.

- The company has selected AASC Auditing Firm Co., Ltd. as the independent auditing firm to audit its 2025 financial statements.

- The company has paid dividends to shareholders for the year 2024.

2.4. Results of monitoring the implementation of other tasks

In 2025, the Board of Directors passed resolutions and decisions on many issues related to the Company's production and business activities, including reviewing financial resources for investment in projects to develop the customer base and reduce the rate of water loss.

3. Results of monitoring the Board of Directors, the General Management Board, management staff, and internal governance.

3.1. Results of monitoring the activities of the Board of Directors

- The Board of Directors has complied with the law and the Company's Articles of Association regarding meeting procedures, the process of convening meetings, recording minutes, and issuing resolutions of the meetings.

- The content of the Board of Directors' resolutions is consistent with the functions, duties, and powers of the Board of Directors, in accordance with the resolutions of the General Meeting of Shareholders, not contrary to the provisions of the law, the Company's Charter, and meets the development requirements and tasks of the Company.

- The Board of Directors has closely monitored and promptly directed the General Director's Office in the operation of production and business activities, and supervised the implementation of resolutions of the Board of Directors and the General Meeting of Shareholders.

- The Supervisory Board has not received any suggestions or complaints from shareholders regarding any misconduct by the Board of Directors in the performance of its duties.

- During the performance of its duties, the Supervisory Board received cooperation and favorable conditions from the Board of Directors to complete its tasks.

3.2. Results of monitoring the activities of the Board of Directors and management staff.

- The Supervisory Board highly appreciates the efforts and endeavors of the Company's Board of Directors in managing production and business operations, and organizing the implementation of resolutions of the Board of Directors and the General Meeting of Shareholders.

- The Supervisory Board did not detect any irregularities in the management and operation of the Board of Directors and other management personnel in the Company.

- The Supervisory Board has not received any complaints or claims related to any member of the Company's Board of Directors.

3.3. Results of monitoring the implementation of the Company's internal governance regulations.

- In 2025, the Board of Directors issued amendments and supplements to several internal management documents of the Company to meet the requirements of the Company's management and development tasks during the current period of innovation and corporate restructuring.

- The Supervisory Board regularly inspects and monitors the implementation of the Company's internal management regulations, the signing and execution of contracts and transactions in accordance with regulations, and conducts inventory checks and inspections of fixed assets, stock, and construction projects of the Company in collaboration with various departments.

- In 2025, the Board of Directors directed and supervised the General Director and the management team in complying with internal management regulations; the General Director made many efforts in organizing and implementing production and business activities, while also performing quite well in internal management, limiting many potential risks and violations. The company restructured its organizational structure and personnel, accordingly announcing the decision to terminate the operations of the Construction and Installation Enterprise Branch; simultaneously establishing new Enterprise Branch No. 3 and the Water Supply Network Repair and Management Enterprise Branch based on the transfer of some functions, tasks, assets, equipment and personnel from the subordinate units; appointing, reappointing, dismissing, rotating personnel and internal labor transfers according to the restructuring plan of the subordinate units approved by the Company's Board of Directors.

4. Conclusion and Recommendations

4.1. Conclusion:

Through the performance of tasks assigned by the General Meeting of Shareholders, in 2025 the Supervisory Board found that the management and operational bodies of the Company had performed their functions, duties, and powers in accordance with the law and the Company's Charter.

4.2. Recommendations:



- Proposals for revising and improving internal management documents:

The Supervisory Board recommends that the Board of Directors review, study, and amend the relevant documents and regulations to suit current practical conditions, ensuring the best possible conditions for production and business operations.

- Recommendation to continue implementing enterprise restructuring:

The Supervisory Board recommends that the Board of Directors work with relevant departments and agencies and requests the Provincial People's Committee to direct the implementation of the restructuring of enterprises in the districts according to Government Decree No. 43/2022/ND-CP dated June 24, 2022, in order to definitively resolve the annual business losses.

- We propose a definitive resolution of the financial and debt issues between the Company and the State :

The Supervisory Board recommends that the Board of Directors continue working with the Provincial People's Committee and relevant provincial departments to definitively resolve the Company's financial difficulties, specifically the amount of money the Company is compensating for losses incurred by state-owned entities, which the Provincial People's Committee is currently entrusting to the Company for management. The cumulative loss as of December 31, 2025, is VND 108.471 billion.

- We propose that the Provincial People's Committee approve the annual adjustment of clean water prices, according to a set schedule.

We request that the People's Committee of Thai Nguyen province consider and approve the adjustment of clean water prices for 2026 and the roadmap for adjusting clean water prices for subsequent years to ensure financial resources for the company and fulfill the commitments of the People's Committee of the province when implementing the project.

The above is the Supervisory Board's activity report for 2025 and a summary of the audited financial statements for 2025. The Supervisory Board respectfully submits this to the General Meeting for approval./.

Recipient:

- As above;
- Save the vehicle, license plate number.

TM. BOARD OF SUPERVISORS
PREFECT

Vu Khanh Lam

Number: 16/TTr - HDQT

Thai Nguyen, April 6, 2026

REPORT

Regarding the settlement of remuneration for the Board of Directors and Supervisory Board in 2025 and the plan for paying remuneration to the Board of Directors and Supervisory Board in 2026.

To: The General Meeting of Shareholders of Thai Nguyen Clean Water Joint Stock Company

Based on the Enterprise Law of 2020;

Based on the Charter of Thai Nguyen Clean Water Joint Stock Company;

Based on the Financial Regulations issued together with Decision No. 147/QĐ-HDQT dated April 10, 2017, of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company;

Based on Resolution No. 24/NQ-ĐHĐCĐ dated June 27, 2025, of the Annual General Meeting of Shareholders for the 2025-2025-2030 term;

Based on Minutes No. 14/BB-HDQT dated April 6, 2026, of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company.

The Board of Directors respectfully submits the following matters to the General Meeting of Shareholders of the Company for approval:

1. Remuneration to be implemented in 2025

- The estimated remuneration for the Board of Directors and the Supervisory Board, as approved by the 2025 Annual General Meeting of Shareholders, is: VND 1,588,080,000 (*In words: One billion five hundred eighty-eight million eighty thousand dong only*).

- The final payment of remuneration to the Board of Directors and the Supervisory Board is: VND 1,667,352,000 (*In words: One billion six hundred sixty-seven million three hundred fifty-two thousand dong*), including:

+ Compensation for completed work as per plan: 1,587,960,000 VND (*In words: One billion five hundred eighty-seven million nine hundred sixty thousand Vietnamese Dong*).

+ Increase/Decrease in remuneration: Based on the Company's internal regulations on governance, the Company's Board of Directors' operating regulations, and the Company's Supervisory Board's operating regulations: If the actual profit increased compared to the plan, the remuneration increased by: VND 79,392,000 (*In words: Seventy-nine million three hundred ninety-two thousand dong*). Specifically:

No.	Interpretation	Number of months	Remuneration amount (VND)
A	Board of Directors		1,038,240,000
1	Nguyen Quang Mai	12	554,400,000
2	Nguyen Xuan Hoc	12	120,960,000
3	Nguyen Van Tien	12	120,960,000
4	Le Quang Hai	12	120,960,000
5	Nguyen Ba Quyet	6	57,600,000
6	Nguyen Van Nam	6	63,360,000
B	Supervisory Board		629,112,000
1	Vu Khanh Lam	12	346,500,000
2	Nguyen Thi Mai	12	194,040,000
3	Hoang Thi Hue	12	88,572,000
	Total		1,667,352,000

2. Compensation Payment Plan for 2026

We propose that the General Meeting of Shareholders approve the remuneration plan for the Board of Directors and Supervisory Board for the year 2026 with the following contents:

2.1. Compensation rates:

We propose that the General Meeting of Shareholders consider increasing the remuneration of the Board of Directors and the Supervisory Board to ensure adequate income, in line with the Company's actual conditions and changes in the minimum wage stipulated by the State. Specifically: The remuneration of the Board of Directors and the Supervisory Board has been in place since 2015 (11 years) and has not been changed, while the State has increased the base salary six times, from VND 1,150,000 to VND 2,340,000, a 203% increase compared to 2015; the State has increased the regional minimum wage eight times, from VND 2,750,000 to VND 4,730,000, a 172% increase compared to 2015 (Appendix attached).

The proposed compensation levels for 2026 are as follows:

TT	Interpretation	Number of months of remuneration	Monthly salary (VND)	Amount (VND)
1	Chairman of the Board of Directors (in charge)	12	57,200,000	686,400,000
2	Board member holding multiple positions	12 x 4	12,480,000	599,040,000
3	Head of the Supervisory Board	12	35,750,000	429,000,000
4	Dedicated Supervisory Board Member	12	20,020,000	240,240,000
5	Members of the Supervisory Board hold concurrent positions.	12	9,126,000	109,512,000
	Total			2,064,192,000

(In words: Two billion sixty-four million one hundred ninety-two thousand Vietnamese Dong only) .

The compensation plan is based on achieving 100% of the 2026 production and business plan.

2.2. Method of remuneration payment:

This is implemented in accordance with the Internal Regulations on Corporate Governance, the Regulations on the Operation of the Board of Directors, and the Regulations on the Operation of the Supervisory Board, as approved by the General Meeting of Shareholders.

2.3. Evaluation of the Board of Directors and the Supervisory Board:

In accordance with the Regulations on the Evaluation of the Board of Directors and the Supervisory Board of the Company.

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

Recipient:

- As above;
- Save VT, Board of Directors.

**TM. BOARD OF DIRECTORS
TUQ. CHAIRMAN
BOARD OF DIRECTORS MEMBER**



Nguyen Xuan Hoc

APPENDIX
REMUNERATION CALCULATION SHEET FOR BOARD OF
DIRECTORS AND SUPERVISORY BOARD

(Attached is Proposal No. 16/TT-HĐQT dated April 6, 2026, from Thai Nguyen
 Clean Water Joint Stock Company)

TT	Interpretation	Number of working days/month	Amount per day	Monthly remunerati on	Annual remuneration
1	BOARD OF DIRECTORS				1,285,440,000
1.1	Chairman of the Board of Directors (in charge)	10	5,720,000	57,200,000	686,400,000
1.2	Board members holding multiple positions (4 people)	5	2,496,000	12,480,000	599,040,000
2	SUPERVISORY BOARD				778,752,000
2.1	Head of the Supervisory Board			35,750,000	429,000,000
2.2	Specialized members of the Supervisory Board			20,020,000	240,240,000
2.3	Members of the Supervisory Board hold concurrent positions.			9,126,000	109,512,000
3	Total remuneration for the Board of Directors and Supervisory Board				2,064,192,000

**THAI NGUYEN WATER JOINT
STOCK COMPANY**

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

Số: 17/TTr- HĐQT

Thai Nguyen, April 6, 2026

SUBMISSION

Re: Profit Distribution Plan for 2025 and Supplement to the Financial Regulation on the Use of Funds

To: The General Meeting of Shareholders of Thai Nguyen Water Joint Stock Company

Pursuant to the Law on Enterprises 2020;

Pursuant to the Charter of Thai Nguyen Water Supply Joint Stock Company;

Pursuant to the Financial Management Regulation of Thai Nguyen Water Supply Joint Stock Company;

Pursuant to Resolution No. 24/NQ-ĐHĐCĐ dated June 27, 2025 of the 2025 Annual General Meeting of Shareholders for the term 2025–2030;

Pursuant to the 2025 audited financial statements audited by AASC Auditing Firm Company Limited;

Pursuant to Minutes No. 14/BB-HĐQT dated April 6, 2026 of the Board of Directors of Thai Nguyen Clean Water Joint Stock Company,

The Board of Directors respectfully submits to the General Meeting of Shareholders for approval the Profit Distribution Plan for 2025 and the supplement to the Financial Regulations regarding the use of funds.

1. Profit Distribution Plan

No.	Item	Unit	Amount
	After-tax profit (corporate income tax) – equitized sector	VND	25,811,543,876
1	Development investment fund (30%)	VND	7,743,463,163
2	Bonus fund (3%)	VND	774,346,316
3	Welfare fund (6.8718%)	VND	1,773,734,397
4	Dividend payment (VND 970/share)	VND	15,520,000,000
5	Dividend rate	%	9.7

- Payment method:

+ Undeposited securities: Cash payment at the Company.

+ Deposited securities: Dividends received at depository members (where custody accounts are opened).

- Dividend level: VND 970/share (equivalent to a dividend rate of 9.7%).

2. Supplement to the Financial Regulation on the Use of Funds

It is proposed to supplement Point b, Article 35 of the Financial Regulation as follows:

2.1. Development Investment Fund:



To be used for investment, expansion of production and business scale, or intensive investment of the Company. Expenditure levels and beneficiaries shall be approved by the Board of Directors or the Chairman of the Board of Directors as a basis for the General Director to implement.

2.2. Bonus and Welfare Funds

- To be used for year-end or ad hoc bonuses for collectives and individuals who have contributed to the Company's business performance.

- Expenditures for construction or repair of the Company's welfare facilities.

- Support for employees' educational and training activities at educational institutions.

- Support for travel expenses during holidays and Tet.

- Expenditures for employees' welfare activities such as culture, arts, sports, etc.

- Expenditures for recuperation, sightseeing, and vacation to restore working capacity for the Board of Directors, Board of Management, and employees, specifically:

- + Board of Directors members: Domestic trips: up to 2 times/year, VND 50,000,000 per trip; Overseas trips: up to 2 times/year, VND 150,000,000 per trip.

- + Board of Management members: Up to 2 times/year, VND 20,000,000 per trip.

- + Employees: To be decided by the Board of Directors and General Director from time to time.

- Funeral expenses:

- + Beneficiaries: Employees, their parents, the Company's partners, and other cases.

- + Minimum level: VND 1,300,000, including wreaths and condolence offerings.

- Emergency hardship allowances for employees.

- Charity activities:

- + Contributions to funds for the poor.

- + Visits and support for families in especially difficult circumstances.

- + Contributions for disaster and epidemic relief.

- + Support for patients with serious illnesses.

- Educational promotion and talent encouragement activities:

- + Contributions to study promotion funds of educational organizations and learning families.

- + Support for educational activities in disadvantaged areas.

- + Support for disadvantaged students with good academic performance.

- + Awards for students achieving high results in national and international competitions.

- Other welfare-related expenditures.

- Expenditure levels and beneficiaries shall be approved by the Board of Directors or the Chairman of the Board of Directors as a basis for the General Director to implement.

- All expenditures must be included in the monthly revenue and expenditure plan approved by the Chairman of the Board of Directors.

Other provisions of the Financial Regulation remain unchanged.

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

Recipients:

- As above;

- Archived at: Administration
Office, Board of Directors.

**ON BEHALF OF THE BOARD OF
DIRECTORS
AUTHORIZED BY THE CHAIRMAN
MEMBER OF THE BOARD OF DIRECTORS**



Nguyen Xuan Hoc



Thai Nguyen, April 2, 2026

Number: 02/TTr-BKS



REPORT

Regarding the selection of an auditor for the 2026 financial statements.

To: The General Meeting of Shareholders of Thai Nguyen Clean Water Joint Stock Company

Based on the 2020 Enterprise Law;

Based on the Securities Law 2019 and its implementing regulations;

Based on the Charter of Thai Nguyen Clean Water Joint Stock Company;

Based on Decision No. 3830/QĐ-BTC dated November 14, 2025, of the Ministry of Finance approving auditing firms and practicing auditors to audit entities with public interest in 2026.

To ensure that the operations of Thai Nguyen Clean Water Joint Stock Company comply with legal regulations, the Supervisory Board respectfully submits to the Annual General Meeting of Shareholders 2026 the following proposal for the selection of an independent auditing firm to audit the Company's financial statements for the fiscal year 2026:

1. Criteria for selecting an independent auditing firm:

firm performing the audit of the Company's financial statements for the fiscal year 2026 must meet all of the following conditions:

- As an independent auditing firm, its function is to audit the financial statements of large-scale public joint-stock companies and companies listed on the stock exchange in accordance with the law;
- There is no conflict of interest when conducting the audit of the Company's financial statements;
- The audit fees are reasonable and commensurate with the content, scope, and timeline of the audit as requested by the Company.

2. Recommendations from the Supervisory Board:

Based on the criteria for selecting independent auditing firms mentioned in Section 1, the Supervisory Board proposes that the General Meeting of Shareholders consider and authorize the Board of Directors to select one independent auditing firm from among the firms approved in Document No. 3830



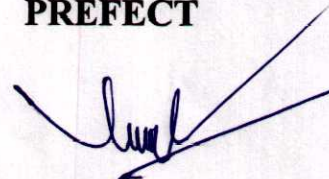
/QĐ-BTC dated November 14, 2025, of the Ministry of Finance to audit the Company's financial statements for the 2026 fiscal year.

Respectfully submitted! ✓

Recipient:

- As above;
- Save the vehicle, license plate number.

**TM. BOARD OF SUPERVISORS
PREFECT**



Vu Khanh Lam



