

No: /BC-NSBG

Bac Giang, date month 3 year 2025



REPORT
BUSINESS OPERATIONS OF THE EXECUTIVE BOARD

Bac Giang Clean Water Joint Stock Company operates under the joint-stock company model. Throughout its operations, the Company consistently adheres to the policies and guidelines of the Party and the State's direction, particularly the local socio-economic development programs. These initiatives are closely aligned with the Company's functions and business activities, ensuring efficient leadership and management of production and business operations.

I. BUSINESS OPERATIONS IN 2024

1. Advantages and Challenges.

1.1. Advantages.

The Company consistently receives attention and guidance from the Provincial Party Committee, the People's Committee of the province, relevant departments, the People's Committees of the city, Luc Nam district, and local wards and communes. The employees maintain a strong sense of unity, responsibility, and discipline. The business operates under favorable conditions, including: A steadily growing customer base, Clean water as an essential commodity for every household, Extensive experience in water production and distribution, enabling the Company to optimize operations and ensure service quality.

1.2. Challenges

In 2024, the Company also faced several challenges, including:

- Raw water sources (Thuong River and Luc Nam River) are at constant risk of pollution due to untreated wastewater discharge, environmental pollution from various sources such as engine oil from barges and boats, illegal waste dumping, and household wastewater from riverside residents. Additionally, natural disasters such as Typhoon No. 3 and flooding have significantly affected water quality, leading to abnormal changes, including a sharp increase in turbidity.

- Customer development and market expansion have become increasingly challenging as the provincial government has designated water supply zones for multiple service providers. Moreover, potential expansion areas are mainly in rural regions where residents still prefer using well water, resulting in a low demand for clean water.

- Investment challenges: Expanding into rural areas requires extensive pipeline infrastructure, leading to high investment costs. Additionally, the

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process of obtaining construction permits from various authorities is time-consuming, causing delays in project implementation compared to planned schedules.

- Global economic fluctuations have affected domestic businesses and foreign enterprises operating in Vietnam. Consequently, the production scale of businesses, including those that are Company clients, has declined, directly impacting the Company's water supply volume.

- Some employees still exhibit low awareness and responsibility, occasionally violating the Company's internal regulations and policies.

2. Business Performance in 2024

2.1. Leadership and Management in Task Implementation.

Immediately following the Employee Conference, the Party Committee and the Executive Board directed departments to effectively fulfill their functions and responsibilities in water production, business operations, and investment in expanding the water supply network. These efforts contributed to maintaining the brand reputation of Bac Giang Clean Water Joint Stock Company in an increasingly competitive business environment.

Monthly briefing meetings were held to assess the overall progress of the Company's operations, evaluate the performance of each department, and develop strategies and solutions for the following month. Issues and recommendations from various departments were addressed promptly to ensure smooth task execution.

Human Resources Management: The Company's operational model was refined in accordance with the Enterprise Law, the resolutions of the General Meeting of Shareholders, and the Company's internal management regulations.

The management directed business operations to ensure efficiency across three core areas: clean water production, clean water sales, and investment in expanding the water supply network.

The Company strictly complied with government policies, regulations from relevant ministries, and directives from the Provincial Party Committee and the People's Committee of Bac Giang Province.

The Party Committee and the Executive Board conducted meetings with specialized departments to evaluate business performance, customer development, investment projects, measures to prevent water loss, pipeline replacement initiatives, network management, and operational efficiency. Additionally, employees were educated about the Company's challenges and encouraged to collaborate in overcoming obstacles, enhancing productivity, and reducing costs.

The Company also organized visits and knowledge-sharing sessions on water production and business operations, such as an exchange and learning conference with Hawaco Joint Stock Company at the Bac Giang Water Treatment Plant.

The Executive Board strictly adhered to agreements between employers and employees, ensuring 100% of employees participated in social insurance

programs. In 2024, salary adjustments and promotions were granted to 40 employees, while 52 employees were approved for salary raises and promotions in 2025.

Occupational Safety and Fire Prevention: The Company annually conducts training sessions on occupational safety, hygiene, and fire prevention for all employees. Workplace regulations are clearly displayed at production sites, and warning signs are installed at ongoing construction areas to ensure compliance and safety.

Corporate Social Responsibility: The Company actively contributed to charitable funds for the underprivileged, disaster relief funds, education support funds, and storm and flood prevention initiatives, with a total contribution of 577.6 million VND.

Collaboration Between Management and Unions: The coordination between the administration and labor unions was effectively maintained, with management providing optimal conditions for union activities. As a result, in 2024, the Company's Trade Union was recognized as "Meeting Performance Standards Well," while the Youth Union achieved the rating of "Outstanding Performance."

2.2. Clean Water Production

Recognizing that the Company's top priority is to organize effective business operations to ensure stability, sustainability, and growth, all production processes and procedures are strictly implemented. These processes are conducted under close supervision and frequent inspections by the assigned management team, factory supervisors, shift leaders, and team leaders. The Bac Giang Water Plant and the Doi Ngo Water Supply Enterprise must consistently meet three key criteria: quality, flow rate, and pressure.

Over the past year, the Bac Giang Water Plant and the Doi Ngo - Luc Nam Water Supply Enterprise have strictly followed production regulations and procedures. As a result, 100% of water samples were monitored and assessed by the Bac Giang Provincial Center for Disease Control and the Institute of Occupational Health Sciences, meeting the Local Technical Standards on Clean Water Quality for Domestic Use according to QCDP 01:2021/BG. The Bac Giang Department of Health has approved the Company's declaration of water quality compliance for both the Bac Giang Water Plant and the Doi Ngo - Luc Nam Water Supply Enterprise.

To further strengthen water quality control, the Company has invested in additional laboratory equipment for the Chemical Analysis Department to enhance quality monitoring. The Technical - Materials Department has been instructed to work closely with the Chemical Analysis Department to promptly address issues related to raw water quality, especially during the September flood season. A chlorine station has been built at the raw water pumping station to improve water treatment efficiency and reduce chemical usage.

Pipeline flushing from the treatment facility to the booster station has been carried out using sponge ball technology. Additionally, regular and serious maintenance of machinery and equipment has been implemented, ensuring that

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all malfunctions are promptly addressed to maintain the highest level of safety and operational efficiency in the water supply system.

The Company has proactively adjusted operations to reduce peak-hour electricity consumption and respond to fluctuations in raw water quality, thereby optimizing electricity costs while ensuring effective and safe water treatment. Pump pressure adjustments have been made according to weather conditions and water demand throughout the day, reducing power consumption, minimizing excess network pressure, and lowering water losses for the Company.

The Company consistently prioritizes raw water quality monitoring. Every day, employees are deployed to patrol the Thuong River by boat to inspect both upstream and downstream areas of the raw water pumping station, promptly detecting any abnormalities that may cause water pollution.

The Company has also implemented an operational process for integrating two water sources into the distribution network, ensuring that the quality of water supplied by DNP-Bac Giang into the Company's network is continuously monitored according to regulations.

The Company strictly adheres to the guidelines outlined in the "Safe Water Supply Handbook" to prevent, mitigate, and resolve potential hazards and incidents throughout the production and distribution process. This ensures the delivery of safe and clean water to customers, contributing to an improved quality of life for the community.

2.3. Clean Water Business Operations.

The Company has now successfully completed water supply coverage for 16 wards and communes in Bac Giang City, as well as Nghia Trung Commune - Viet Yen and Ngoc Ly Commune - Tan Yen. Currently, the Company is continuing to expand its water supply network in these areas.

In Doi Ngo Town, Luc Nam District, the Company has taken over the management of certain areas, including Ha Phu 12 Hamlet, Thanh Gia 1-2 Hamlet, Dong Thinh Hamlet, Dai Lam Hamlet, Trai Quan Hamlet, and Phu Yen 1 Hamlet. Additionally, the installation in Phu Yen 2-3 Hamlet and Pham Kha, Dong Thinh Hamlet has been completed and will be put under management soon.

As of December, 2024, the Company manages 74,188 connections (including Bac Giang City and Doi Ngo Town). Customer service has been a key focus, with multiple solutions implemented to enhance convenience, such as simplifying and streamlining the meter installation process, providing customer notifications via Zalo and SMS, and enabling bill payments through bank transfers, ViettelPay, and Payoo. To date, the percentage of customers making cashless payments has reached 90.5%, an increase of 28.5% compared to 2023. The Company has also adopted electronic invoicing, improved the flexibility of meter reading and monthly billing, and ensured timely resolution of customer inquiries through direct communication and various media channels such as the Company's Facebook page and urban feedback platforms. These efforts have enhanced customer convenience, trust, and satisfaction in using the Company's water services.

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The Company has implemented a zoned water supply system from two different water sources to ensure stable flow and water quality across different areas.

Additionally, the Company has closely collaborated with construction teams to upgrade pipelines and expand the customer base. Coordination with local authorities has been strengthened to manage the water supply system effectively, especially during road, alley, and sidewalk renovations. When the Company receives pipeline systems from other projects where locations are unclear or difficult to maintain in the future, it proactively replaces substandard pipelines and improves existing infrastructure.

Pipeline cleaning has been conducted using sponge ball technology, ensuring optimal water quality post-maintenance. As of now, 100% of pipelines with a diameter of D100 or larger have been cleaned.

Network management has been reinforced, ensuring the timely detection and repair of leaks to meet customer water demand. The Company has also improved its oversight of water meters and network valves, focusing on accurate meter readings, timely billing, and ensuring full compliance with banking and financial regulations.

2.4. Water Loss Prevention Efforts.

Water loss remains a significant challenge for water supply projects nationwide. Therefore, the Company has made substantial investments in loss prevention initiatives, prioritizing digital transformation to gradually replace manual processes. Data is now aggregated and analyzed using specialized software, yielding practical benefits such as: Major pipelines have been equipped with smart bulk meters, which provide accurate daily readings and automatically update a shared Company database, enabling prompt identification and resolution of issues; Advanced data filtering techniques allow the Company to track customer water usage history, identify irregularities, and conduct targeted inspections and monitoring.

Results::

- Merged 27 pipeline sections and installed 140 bulk meters to monitor water loss rates. The Company also issued a bulk meter reading policy, ensuring timely detection of leaks.
- Identified and repaired 302 leaks in the water supply network.
- Detected 12 customers accessing water without passing through a meter.
- Verified and inspected 7,323 water meters of various types.
- Replaced 3,687 expired meters or those failing inspection, ensuring they were substituted with high-accuracy, durable water meters.
- Equipped the team with leak detection devices, successfully developed an acoustic amplifier, and upgraded correlator-based sound leak detection technology.

*** Business Performance Results in 2024.**

- **Bac Giang City Area.**

No.	Indicators	Unit	2023	2024			Comparis on year 2023 %
				Plan	Actual	Compar ison%	
1	Revenue from Water	Billion VND	167.795	174.5	175.059	100.32	104.33
2	Clean Water	Million m ³	17.234	17.805	18.021	101.21	104.57
	- Company's Water Supply	Million m ³	8.520	9.091	9.863		
	- DNP's Water Supply	Million m ³	8.714	8.714	8.158		
3	Commercial Water Volume	Million m ³	15.446	16.157	16.120	99.77	104.36
4	Technological Water Loss	%	1.90	1.9	1.2	- 0.7	- 0.7
	Network Water Loss	%	10.37	10.2	10.55	+ 0.35	+ 0.18
5	Customer Growth	Connect ion	2,555	2,000	2,498	124.9	97.77

- Luc Nam Area:

No.	Indicators	Unit	2023	2024			Comparis on year 2023 %
				Plan	Actual	Compar ison%	
1	Revenue from Water	Billion VND	6.066	6.500	7.035	108.23	115.97
2	Raw Water Volume	Thousand m ³	719.5	771	866	112.32	120.36
3	Clean Water Volume	Thousand m ³	700.3	748	832	111.23	118.81
4	Commercial Water Volume	Thousand m ³	621.7	668	734	109.88	118.06
	Technological Water	%	2.67	03	3.94	+ 0.94	+ 1.27

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5	Loss						
	Network Water Loss	%	11.3	12	11.73	- 0.27	+ 0.43
6	Customer Growth	Connecti on	296	800	1,643	205.38	555

2.5. Construction, Installation, and Investment Activities.

Aligned with the Company's overall objectives and the urban and economic development trends of Bac Giang City and neighboring districts, the leadership team developed an investment plan at the beginning of 2024 with a projected value of 21 billion VND.

Results: The actual investment reached 24.12 billion VND, achieving 114.85% of the annual target.

Details:

- Renovation of the Treatment Facility construction 0.83 billion VND
- Industrial water supply system for Lang Cao Industrial Cluster 0.9 billion VND
- Water supply system for Ngoc Ly Commune 2.2 billion VND
- Remaining water supply systems for Nghia Trung and Que Nham Communes 3.5 billion VND
- Water supply system for Tam Di - Tien Nha Communes 7 billion VND
- Replacement of water meters, network zoning, and assessment of water loss and leakage 3.9 billion VND
- Renovation, upgrading, and repair of water supply pipelines 3.9 billion VND
- Purchase of an excavator 1.89 billion VND

All construction projects were completed in compliance with technical standards and timelines. The investments have proven effective, and procurement of materials and equipment was conducted in accordance with State regulations.

2.6. Key Financial Indicators.

The Company has effectively managed its financial operations, fulfilled its obligations to the State budget, and ensured internal settlements are carried out in compliance with regulations.

Quarterly, semi-annual, and annual financial reports have been prepared in full accordance with regulations. These reports have been audited by an independent audit firm selected by the General Meeting of Shareholders and submitted to regulatory authorities, while also being publicly disclosed on the Company's website.

No.	Indicators	Unit	2023	2024			YoY Comparison %
				Plan	Actual	Comparison %	
1	Total Revenue	Billion VND	175.598	180	182.23	101.24	103.78
2	Profit Before Tax	Billion VND	15.311	14	14.89	106.36	97.25
3	Profit After Tax	Billion VND	11.716	11.2	11.48	102.5	97.99
4	State Budget Contributions	Billion VND	17.401	17.5	18.176	103.86	104.45
5	Social Insurance Payments	Billion VND	6.950	07	7.142	102.03	102.76
6	Average Income	Million VND	11	11	11	100	100

2.7. Implementation of Employee Welfare Policies.

The Company places great emphasis on salary, bonus policies, and employee benefits. Workforce allocation has been managed efficiently to ensure that 100% of employees have stable and regular employment with secure incomes. Salary policies have been implemented in compliance with Decree 74/2024/ND-CP, which regulates regional minimum wages. In 2024, the Company's average income per employee reached 11 million VND per month. Salaries have been paid in full and on time, with no outstanding wage obligations. The Company has fully contributed to social insurance for all employees, with a total payment of 7,142,123,669 VND in 2024.

The Company has strictly followed annual performance evaluation and reward processes, ensuring fairness and transparency.

Exceptional performance bonuses were awarded to 08 teams and 01 individual, with a total reward amount of 85 million VND distributed throughout the year.

Employees in all departments have been fully equipped with protective gear as per regulations.

The work environment has been continuously upgraded, with investments in essential equipment to support professional operations and improve working conditions. Key infrastructure enhancements include: Construction of new office buildings for management teams, Installation of air conditioning systems in water management units, Construction of a new canteen at the Treatment Plant – Water Factory...

I. OVERALL ASSESSMENT.

1. Achievements

In 2024, the Party Committee, Board of Directors, and Executive Board focused on developing practical and effective programs, plans, and business targets. With the concerted efforts of all functional departments and the entire workforce, the Company successfully achieved its objectives, including: Ensuring water production met quality, flow rate, and pressure standards while optimizing chemical usage in water treatment for cost-effectiveness and efficiency; Seamless coordination with DNP Company in bulk water purchasing; Significant improvements in water loss prevention and revenue protection efforts, leading to highly effective results; Successful execution of renovation and investment projects at the water plant and within the distribution network, ensuring compliance with quality and technical standards; Revenue exceeding planned targets, while maintaining capital preservation and business growth; Full compliance with tax obligations and ensuring employee benefits and stable incomes, fostering trust and confidence in the Company's leadership.

The new chlorine dosing station at the raw water pumping station, completed in 2024, has significantly enhanced water treatment stability and safety, particularly during the dry season.

The construction of a new kitchen at the Treatment Plant has improved workplace conditions and enhanced living standards for employees working on-site.

The water supply investment projects for Nghia Trung and Ngoc Ly Communes have been recognized as highly effective and have received strong community support.

The water supply project for Tam Di and Tien Nha Communes (Luc Nam District), which is part of the Company's long-term water supply strategy, was implemented on schedule and in accordance with planned progress.

With the integration of two water sources into the supply network, the Company has ensured sufficient pressure for all customers, allowing 100% of users to receive direct water supply without the need for booster pumps.

The Company's leadership promptly directed production operations and assigned on-duty personnel to oversee and respond to the complex developments of Typhoon No. 3 and subsequent flooding. Departments and teams worked in close coordination to address incidents within the water supply system, including: Managing and treating water quality during periods of high turbidity; Implementing rapid emergency response measures to mitigate disruptions; Ensuring a balance between flood prevention efforts and maintaining continuous business operations, allowing for the fastest possible restoration of clean water supply to customers.

2. Existing Challenges

2.1. Existing Challenges.

Despite the achievements, the Company still faces several challenges and limitations, including:

- Departments have not kept up with policy changes and regulatory updates in a timely manner. As a result, their advisory role to the leadership team has not

been fully effective, particularly in addressing employee benefits and entitlements, which have not been resolved promptly or satisfactorily.

- The supervision and enforcement of professional tasks by department heads and deputies have not been sufficiently rigorous. There is a lack of timely monitoring and evaluation of task completion within their respective departments.

- Customer Service:

- + Some employees have not made sufficient efforts to improve their expertise, leading to difficulties in addressing customer inquiries, particularly regarding monthly water usage readings and water quality. Additionally, there have been delays in receiving and handling customer complaints.

- + A number of employees in water management units have demonstrated low responsibility levels, failing to analyze and evaluate monthly water meter readings. As a result, unauthorized water usage has gone undetected for extended periods and was only identified by other departments.

- The construction of the new Company headquarters has not yet commenced. While a consulting firm has been selected to develop the project plan, various administrative procedures must still be completed in compliance with State regulations, causing delays.

- The Construction Enterprise has not maintained strict oversight of on-site execution. Specifically, Installation Team No. 4 failed to meet technical standards, resulting in delays and material wastage.

2.2. Causes of Challenges

Objective Causes:

- Protection of the Thuong River raw water source cannot be achieved by the Company alone; it requires intervention from local authorities. Although the Company has reported this issue to the Provincial People's Committee for direction, no significant improvements have been observed.

- Raw water quality in the Thuong River experiences sharp fluctuations in key parameters during the dry season due to wastewater discharge, while the replenishment of upstream water is insufficient. Meanwhile, the water treatment technology at the plant still follows traditional methods.

- Construction of the new headquarters has been delayed due to complex approval procedures and zoning regulations, which require multiple administrative steps.

- Communication and dissemination of tasks to employees have not been conducted regularly.

- Some major industrial customers have reduced their water consumption compared to the previous year.

Subjective Causes:

- The Company's leadership has not been proactive or assertive enough in working with relevant authorities to enhance the protection of the Thuong River water source.

- Some department and unit leaders have not been strict enough in addressing employee violations. Instead of enforcing corrective actions, they have only issued reminders, failing to create motivation for employees and fostering accountability among those who made mistakes.

- Communication and task dissemination to employees have not been conducted consistently.

- Some employees have not actively studied or kept up with new regulations. Their awareness and sense of responsibility in performing assigned tasks remain low.

III. BUSINESS PLAN IN 2025

1. Business Outlook.

In 2025, given the challenging economic conditions forecasted both domestically and globally, with an increased risk of short-term recession, the clean water production and business sector is expected to face the following difficulties:

- Large industrial customers are operating at minimal capacity or halting production, leading to a decline in clean water demand and sales.

- Customer expansion efforts face growing challenges as water supply zoning has been allocated to multiple service providers in surrounding areas. New supply areas are expected to be mainly rural regions, which involve large-scale investments, long construction periods, and low water consumption demand.

- Increasing competition from other water supply companies, particularly in industrial zones.

- Rising production costs due to: Declining raw water quality, with increasing organic content and ammonium levels, leading to higher chemical usage in water treatment; Fluctuations in material and equipment prices for the water supply sector.

2. Business Targets in 2025.

2.1. Objectives

- Ensure safe and reliable water supply for customers in Bac Giang City, Doi Ngo Town, and surrounding areas.

- In Bac Giang City: Continue expanding the water supply network and renovating aging pipelines to enhance operational efficiency at Bac Giang Water Plant and reduce water loss rates.

- In Luc Nam Area: Further develop and expand the water supply network, increase the capacity of Doi Ngo Water Supply Enterprise, and strengthen network management by identifying and addressing factors contributing to network and technological water losses.

- Preserve capital investment from the State and shareholders, ensuring compliance with all financial obligations to the government.

- Uphold full employee benefits, including salaries, bonuses, insurance, recreational activities, and social welfare programs.

2.2. Financial Indicators

No.	Indicators	2024 Actual	2025 Target	Growth Rate (Increase/ Decrease)
1	Total Revenue	182.23 billion VND	195 billion VND	+ 7 %
2	Profit Before Tax	14.89 billion VND	17.5 billion VND	+ 17.5 %
3	Profit After Tax	11.48 billion VND	14 billion VND	+ 21.95 %
4	State Budget Contributions	18.176 billion VND	19 billion VND	+ 4.53 %
5	Social Insurance Payments	7.142 billion VND	7.3 billion VND	+ 2.21 %
6	Average Monthly Income per Employee	11 million VND	11.5 million VND	+ 4.55 %

2.3 Business and Production Targets

No.	Indicators	Unit	2024 Actual	2025 Target	Growth Rate (Increase/Decrease)
Bac Giang City Area					
1	Revenue from Water	Billion VND	175.059	193.000	+ 10.2 %
2	Clean Water	Million m ³	18.021	18.300	+ 1.55%
	- Company's Water Supply	Million m ³	9.863	10.100	+ 2.40%
	- DNP's Water Supply	Million m ³	8.158	8.200	+ 0.51%
3	Commercial Water Volume	Million m ³	16.120	16.500	+ 2.36%
4	Water Loss Rate				
	+ Technological Loss:	%	1.2	1.5	0
5	+ Network Loss:	%	10.55	10.55	0
	Customer Growth	Connection	2,498	1,800	- 27.94%
Doi Ngo - Luc Nam Town					
1	Revenue:	Billion VND	7.035	7.500	+ 6.6%
2	Raw Water	Thousand m ³	866	910	+ 5.08%
3	Clean Water	Thousand m ³	832	873	+ 4.93%
4	Commercial Water Volume	Thousand m ³	734	770	+ 4.9 %

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5	Commercial Water Volume				
	+ Technological Loss:	%	3.94	03	- 0.94 %
	+ Network Loss:	%	11.73	12	+ 0.27 %
6	Customer Growth	Connection	1,643	1,000	- 39.14%

2.4. Investment Activities.

Based on the Company's business development plan and the clean water demand in Bac Giang City and surrounding areas.

The Company has developed an investment plan of 18,55 billion VND

Including:

- Renovation of Luc Nam Raw Water Pumping Station 1.5 billion VND
- Continued construction of the water supply system in Ngoc Ly Commune. 1.65 billion VND
- Continued construction of the water supply system in Tam Di and Tien Nha Communes, including Phu Yen 1, 2, 3 Hamlets; Pham Kha Hamlet; Trai Dang; Bac Binh; and Tien Nha.. 6.5 billion VND
- Replacement of water meters and network zoning for water loss assessment. 4.9 billion VND
- Renovation, upgrading, and maintenance of pipelines. 02 billion VND
- D300 Industrial Pipeline on Tran Hung Dao Street. 0.5 billion VND
- Renovation of the Treatment Area and Booster Pump Station of Bac Giang Water Plant 0.5 billion VND
- Construction of the Company's office headquarters 01 billion VND

3. Implementation Solutions.

Based on the business performance in 2024 and the 2025 business plan, the Company's leadership has outlined the following solutions to successfully implement the 2025 business plan:

3.1. Water Production

- Strengthen management, monitoring, and strict compliance with the Safe Water Supply Handbook to ensure safe water production while maintaining flow rate, pressure, and water quality standards for customers.

- Maintain regular monitoring of wastewater discharges into the Thuong and Luc Nam Rivers, promptly detecting and reporting any pollution risks to the relevant authorities.

- Continue researching and applying effective treatment solutions to ensure the production of clean water, especially when raw water parameters fluctuate abnormally.

- Invest in and adopt new technologies at water plants to improve water quality and labor productivity. Strengthen maintenance and inspection of machinery at Bac Giang Water Plant and Doi Ngo Water Supply Enterprise.

- Water quality testing must strictly follow national and local standards, including QCVN 08-MT:2023/BTNMT (surface water quality) and QCĐP 01:2021/BG (clean water quality for domestic use in Bac Giang Province).

- Maintain close coordination with the Department of Natural Resources and Environment to develop solutions for reducing wastewater discharge into the Thuong River.

3.2. Business Operations.

- Ensure adequate and high-quality water supply to customers. Enhance customer service by: Resolving customer inquiries promptly; Promoting cashless payments through online banking, digital wallets, and automated payment channels; Introducing new convenient customer services, such as online meter installation registration; Using Zalo and SMS notifications to provide timely information to customers; Enhancing staff training programs, including professional skills, communication techniques, and customer service improvements.

- Optimize the use of existing water supply infrastructure and customer management software to improve water loss prevention. Strengthen water supply security for Bac Giang City, surrounding areas, and Doi Ngo - Luc Nam Town.

- Enforce strict compliance with water meter regulations to track water distribution accurately, minimize water loss, and conduct regular inspections of abnormal water consumption patterns. Verify that the water pricing structure is correctly applied based on customer categories and usage purposes to ensure fairness among all customers.

- Review and update regulations on water meter management, ensuring compliance with the General Meter Management Policy. Continue pipeline cleaning using sponge ball technology.

- Enhance network flow and pressure control through automation and real-time monitoring.

- Cooperate with local authorities and project management boards to develop the customer base in Tan Yen District, Viet Yen District, and Doi Ngo Town. Work closely with city contractors during infrastructure upgrades to align water network improvements with road and alley renovations.

- Maintain zoned water supply management between DNP Company and Bac Giang Clean Water Joint Stock Company, coordinating with the water plant to monitor DNP Company's water quality.

3.3 Water Loss Prevention and Revenue Protection.

- Strengthen network monitoring and pipeline inspections, ensuring immediate repairs for leaks or damages. Apply correct water pricing based on customer usage categories.

- Conduct mandatory water meter inspections, focusing on large-capacity meters and replacing outdated meters.
- Continue network zoning and installation of bulk meters to evaluate and implement solutions for reducing water loss.

3.4. Investment Activities.

- Ensure all investment activities comply with State regulations, prioritizing cost-effectiveness and efficiency.
- Strengthen supervision and accountability among project supervisors and construction team leaders.
- Ensure construction teams adhere to project timelines, technical specifications, and occupational safety standards.
- Conduct post-construction evaluations to assess contractor performance and derive lessons for improvement.
- Implement the Company headquarters construction project.
- Expand the capacity of Doi Ngo - Luc Nam Water Supply Enterprise.

3.5. Other activities

- Review and update the internal management regulations to align with operational needs, seeking Board approval. Adjust the organizational structure to enhance operational efficiency.
- Enforce cost-saving measures by reducing unnecessary expenses.
- Continue digital transformation initiatives, as directed by the Provincial People's Committee, to optimize human resources, reduce costs, and increase productivity.
- Implement workplace safety training programs, including occupational safety, emergency first-aid procedures, and fire prevention drills.
- Strengthen internal monitoring to enhance accountability across all departments.
- Improve the monthly performance evaluation process to ensure fairness and eliminate generalized or equalized assessments. Performance reviews must be objective, measurable, and aligned with individual contributions to encourage employee motivation and accountability.
- Enhance employee training and development, including: Participating in industry training programs organized by business associations and regulatory agencies; Inviting expert instructors for specialized training; On-the-job training to improve technical skills, customer service, and knowledge of new industry regulations and policies.
- Promote knowledge-sharing and collaboration with other water supply companies to exchange best practices in management, operations, and technological innovation.
- Develop departmental operating procedures to enhance productivity, support business objectives, and ensure compliance with legal and regulatory requirements.

- Collaborate with Bac Giang Newspaper and Provincial Radio & Television Station to raise public awareness and confidence in using the Company's clean water services.

- Strengthen managerial responsibility across all levels, requiring department heads and employees to continuously update their knowledge of regulations and policies. Enforce strict compliance with company policies and legal requirements, including the prohibition of alcohol consumption during working hours and adherence to traffic safety laws.

- Reinforce the role of labor unions and employee organizations, encouraging initiatives that promote healthy workplace competition. Implement structured performance evaluations after each competition cycle to measure progress and identify areas for improvement.

This report outlines the 2024 business performance and the 2025 business plan. The Board of Directors, Executive Board, and all employees of Bac Giang Clean Water Joint Stock Company are committed to successfully achieving the 2025 business objectives.

Recipients:

- Company Shareholders;
- Board of Directors (BoD), Supervisory Board (SB), Executive Board (EB);
- Archives: Administration Office and General Meeting Records.

DIRECTOR

Tran Dang Dieu