



**40 YEARS OF PECC2**  
VALUE **CREATION**  
*Journey*

ANNUAL REPORT 2024





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# 01 LIST OF ABBREVIATIONS

FS	Financial Statement
SI	Social Insurance
BIM	Building Information Modeling
SB	Supervisory Board
O&E	Officers and Employees
Coaching	Coaching
COD	Commercial Operation Date
PECC2	Power Engineering Consulting Joint Stock Company 2
CPD	Continuing Professional Development
GMS	General Meeting of Shareholders
DPPA	Direct Power Purchase Agreement
EIA	Environmental Impact Assessment
EPC	Engineering, Procurement, and Construction
ERP	Enterprise Resource Planning System
ESG	Environmental, Social, and Governance
EVN	Vietnam Electricity
Pre-F/S	Pre-Feasibility Study
BOD	Board of Directors
IFRS	International Financial Reporting Standards
LNG	Liquefied Natural Gas
PMC	Project Management Consultancy
RAL-BAHP	Regulation on Maximum Allowable Limits of Basic and Hazardous Air Parameters
NTR-DW	National Technical Regulation on Domestic Wastewater
RAMNL	Regulation on Maximum Allowable Noise Levels in Public and Residential Areas
PDP8	National Power Development Plan for 2021 - 2030, with Vision to 2050
Scan to BIM	Data Scanning and Conversion to Building Information Modeling
CEO	Chief Executive Officer
VCCI	Vietnam Chamber of Commerce and Industry



# 02 2024 FINANCIAL HIGHLIGHTS



### MARKET CAPITALIZATION

**2,255,373,911,000 VND**  
AS OF DECEMBER 31, 2024

### DIVIDEND PAYOUT RATIO

**10%**  
OF PAR VALUE

### NET REVENUE

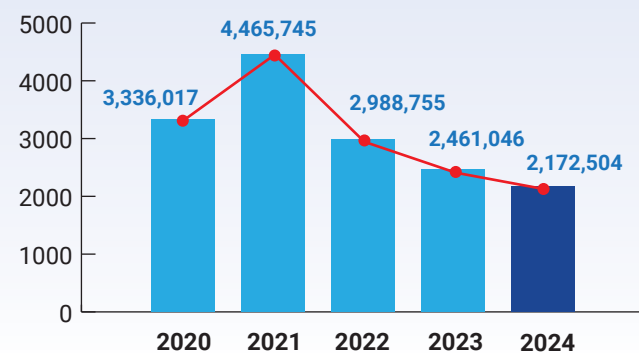
**1,336,237,832,457 VND**  
↑25,9% COMPARED TO 2023

### NET PROFIT AFTER TAX

**64,670,405,839 VND**  
↑21,7% COMPARED TO 2023

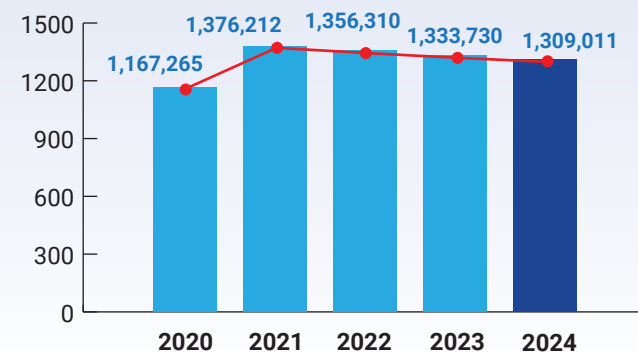
### TOTAL ASSETS

UNIT: MILLION VND



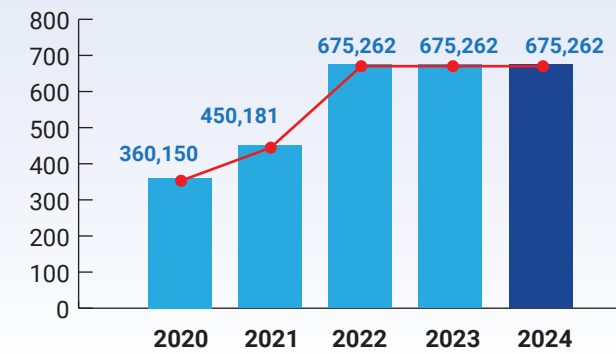
### OWNER'S EQUITY

UNIT: MILLION VND



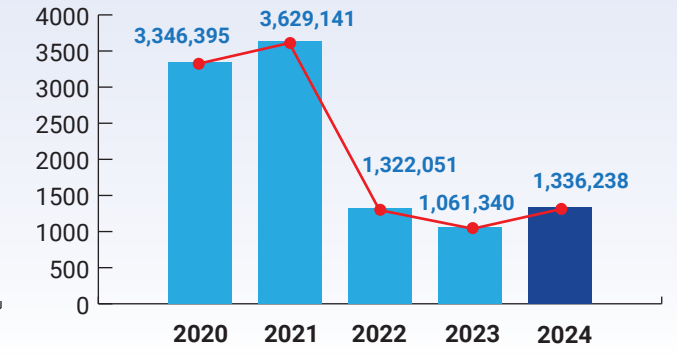
### CHARTER CAPITAL

UNIT: MILLION VND



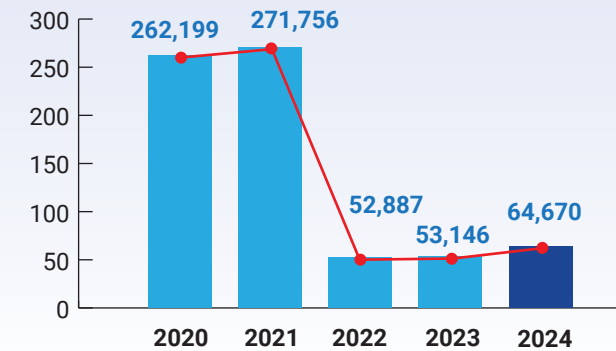
### NET REVENUE

UNIT: MILLION VND



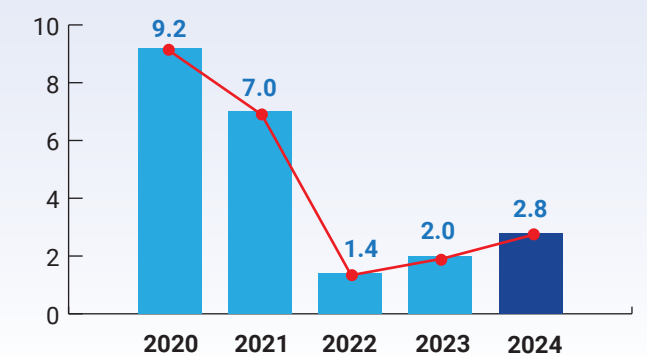
### NET PROFIT AFTER TAX

UNIT: MILLION VND



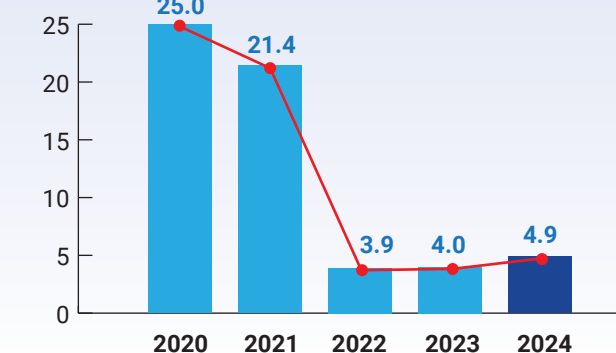
### ROA

UNIT: %



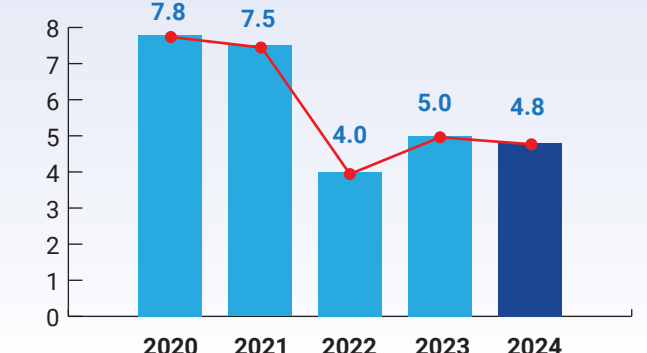
### ROE

UNIT: %



### ROS

UNIT: %





# 03 GENERAL INFORMATION

Full name in Vietnamese

**CÔNG TY CỔ PHẦN TƯ VẤN XÂY DỰNG ĐIỆN 2**

Full name in English POWER ENGINEERING CONSULTING JOINT STOCK COMPANY 2

Abbreviated name PECC2

Business Registration Certificate No: 0300420157 issued for the first time by the Department of Planning and Investment on the 29th of October 2007, registered for the 21st time on the 5th of December 2022

Headquarters 32 Ngo Thoi Nhiem Street, Vo Thi Sau Ward, District 3, Ho Chi Minh City

Business office 45 Street No.2, Truong Tho Ward, Thu Duc City, Ho Chi Minh City

Phone (84.28) 222 16468

Fax (84.28) 222 10 408

Email info@pecc2.com

Website www.pecc2.com

Stock code TV2



POWER ENGINEERING CONSULTING JOINT STOCK COMPANY 2

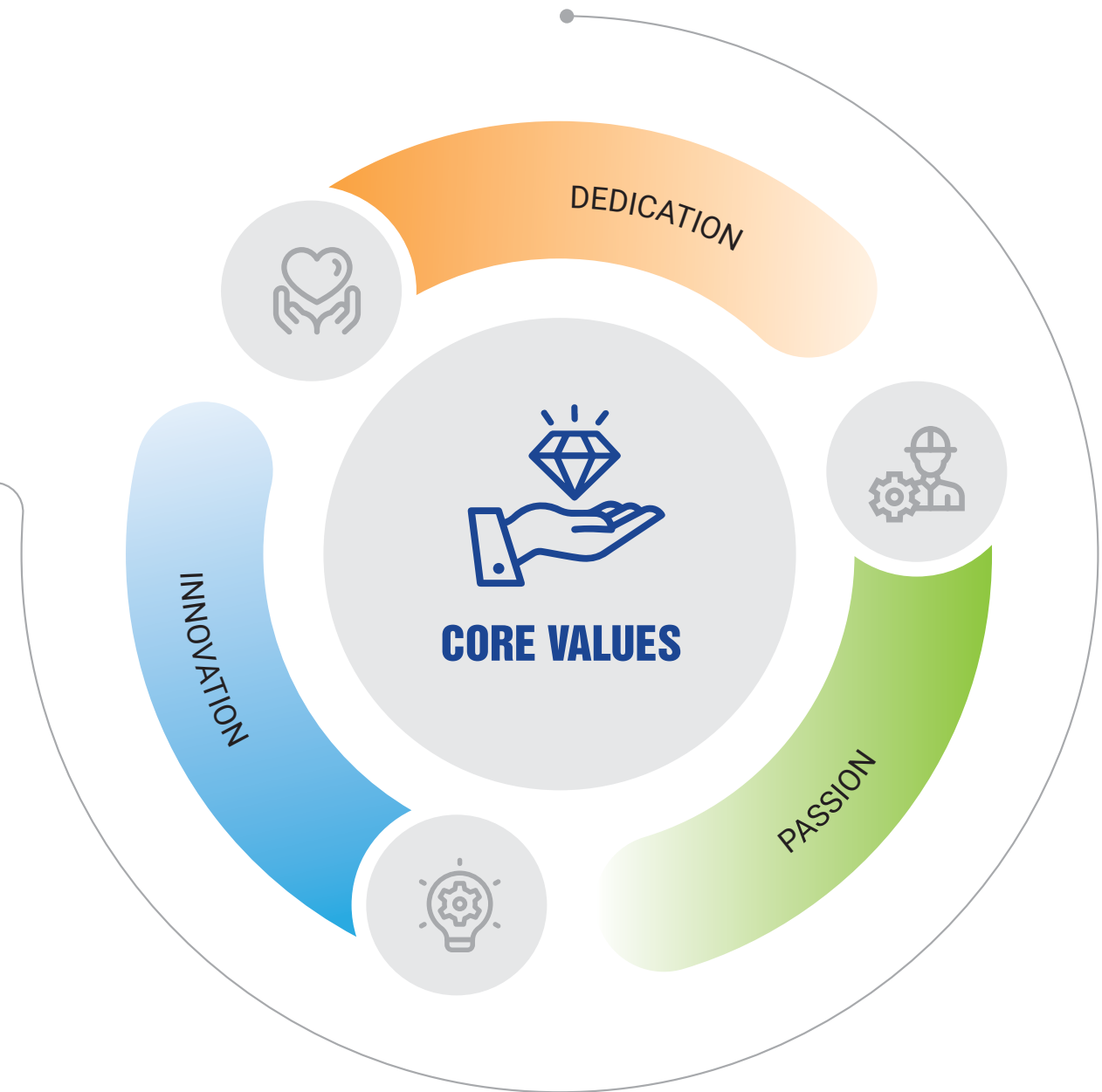
Charter Capital

**675,261,650,000 VNĐ**

Owner's Capital Investment

**1,308,960,151,173 VNĐ**

# 04 VISION, MISSION, CORE VALUES



PECC2 is a strong brand name in energy consulting in the region, with qualified human resources and modern management system, constantly growing in scale and fields of operation, oriented to be a pioneering digital technology enterprise in the energy field.

To provide clients with the best quality products and services to the regional and international standards.

To effectively cooperate with reliable partners; to continuously increase revenue of the Company, benefits of shareholders and income of staff.

To improve continuously production and management processes, modernize technologies to overcome challenges in ever increasing competition.

To train, support and enhance staff performance; to establish a sound remuneration system in an effort to maintain and develop the human resources.

To protect and increase benefits to the community and society as a whole.





# 05 MESSAGE OF THE CHAIRMAN



POWER ENGINEERING CONSULTING JOINT STOCK COMPANY 2



Dear Shareholders, Valued Customers, and Partners,

In 2024, Vietnam's economy achieved a growth rate of 7%, with an increase in energy demand of nearly 10%. This poses a significant challenge for the power sector in ensuring a stable supply, especially as the existing infrastructure faces mounting pressure and the risk of power shortages in several regions during peak periods. In this context, Power Engineering Consulting Joint Stock Company 2 (PECC2) has continuously strived to overcome difficulties with a strong sense of responsibility and proactive innovation while making meaningful contributions to the sustainable development of Vietnam's energy sector.

With the unwavering determination of the company's leadership in governance and operations, along with the collective efforts of all PECC2 employees, corporate management has been further standardized. At the same time, we have adopted a flexible approach to adapt to market fluctuations, strengthen and optimize resources, and create remarkable highlights in this pivotal year of 2024.

On July 1, 2025, PECC2 will proudly celebrate a significant milestone: "40 Years of Creating Value"—a journey marked by resilience and confidence. It is a journey shaped by courageous individuals who dare to think, act, and take on challenges to affirm the company's position as one of Vietnam's leading energy service providers.

PECC2 profoundly appreciates the trust of our valued customers, the support of our esteemed shareholders, the confidence of our respected partners, and the dedication of our employees. We look forward to continuing this journey together and earning your continued trust and support in the years ahead.

Wishing you all good health, happiness, success, and prosperity!

**NGUYỄN CHƠN HÙNG**  
Chairman



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# ESTABLISHMENT AND DEVELOPMENT PROCESS



The Ministry of Electricity transferred a group of engineers and workers to the South to design and construct Tri An Hydropower Plant – the first power project in the South after reunification

**1981**



The Power Investigation and Design Company 2 (PIDC2) was established under The Ministry of Electricity.

**01/07/1985**



The company was renamed Power Engineering Consulting Company 2 (PECC2) according to Decision No. 02/1999/QĐ-BCN of the Minister of Industry.

**01/11/1999**



PECC2 revenue exceeded 1,000 billion VND.

**2016**



PECC2 was awarded the First-Class Independence Medal.

**2015**



PECC2 officially listed shares on the Hanoi Stock Exchange.

**13/10/2009**



The company transformed into the Power Engineering Consulting Joint Stock Company 2 (PECC2), in which Vietnam Electricity (EVN) held 51.26% shares.

**01/11/2007**



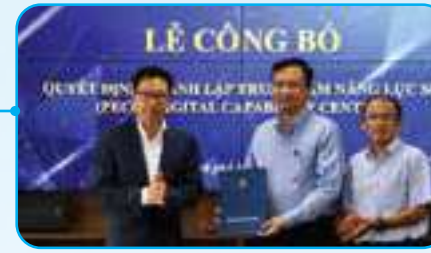
PECC2 opened Representative Office in Myanmar.

**18/05/2017**



PECC2 officially switched to list shares on Ho Chi Minh City Stock Exchange (HOSE).

**06/06/2019**

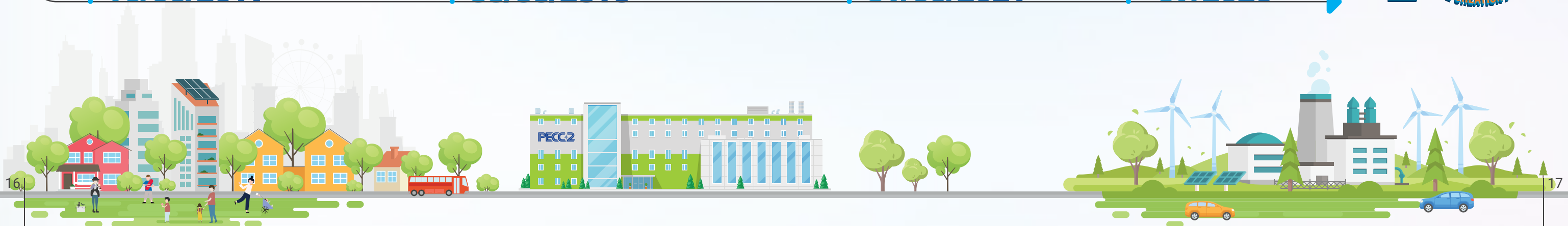


The Digital Capability Center was founded.

**31/03/2021**

40th Anniversary Celebration of the Company

**07/2025**





# BUSINESS LINES



## FOCUS ON THREE KEY AREAS OF CORE BUSINESS

PECC2 prioritizes resource optimization, process standardization, and the adoption of digital technology to enhance operational efficiency and strengthen its competitive advantage. The company continuously expands its service portfolio in energy efficiency, green energy, and energy transition, while proactively integrating renewable energy technologies, including wind power, solar power, biomass, and hydrogen. Furthermore, PECC2 is actively engaged in research and pioneering efforts to explore nuclear power technologies, contributing to the advancement of sustainable energy transformation. To diversify revenue streams, PECC2 has expanded its surveying services into new sectors. Additionally, the company focuses on developing investment consulting, project management, and integrating digital technologies into surveying, monitoring, and Scan-to-BIM solutions. These initiatives optimize costs, enhance project quality, and deliver greater value to clients.

PECC2 focuses on expanding its EPC general contracting, equipment manufacturing, and technical solutions for energy projects, while accelerating the adoption of digital technology to optimize processes and enhance risk management.

- + **EPC General Contracting:** Capitalizing on market opportunities by participating in both domestic and international tenders, while reinforcing risk management, integrating digital technologies, and smart contracts to enhance efficiency. The company continues to strengthen its EPC project management capabilities, with an emphasis on risk mitigation, digitalization, and operational optimization.
- + **Equipment Manufacturing:** Expanding the production of steel structures and auxiliary equipment, while implementing ERP, BIM, and digital transformation initiatives. Additionally, PECC2 fosters commercial partnerships in the industrial equipment sector to enhance market reach.
- + **Power Plant Technical Services:** Delivering operation, maintenance, and performance optimization solutions, developing digital modeling and digital twin systems, and expanding energy management databases to improve operational efficiency.

PECC2 prioritizes investments in clean energy projects, including small hydropower, solar power, wind power, and biomass power, to contribute to the advancement of sustainable energy transition.

### PECC2 SURVEY AND CONSTRUCTION BRANCH (PSC)

📍 45 Dan Chu Street, Binh Tho Ward, Thu Duc City, HCMC, Vietnam  
 ☎ Tel: (028) 3896 5279  
 ✉ Email: psc@pecc2.com

### PECC2 ELECTRO-MECHANICAL BRANCH (PEME)

📍 45 Dan Chu Street, Binh Tho Ward, Thu Duc City, HCMC, Vietnam  
 ☎ Tel: (028) 2221 6468 - Ext: 7000/7300  
 ✉ Email: peme@pecc2.com

### PECC2 POWER PLANT OPERATION & MAINTENANCE BRANCH (POM)

📍 PECC2 Innovation Hub, 45 Street No. 2, Truong Tho Ward, Thu Duc City, HCMC  
 ☎ Tel: (84) 96 9966 079  
 ✉ Email: info.pom@pecc2.com



CONSULTING FOR OVER  
100 POWER SOURCE PROJECTS  
**>25,000 MW**



CONSULTING FOR OVER  
150 SUBSTATIONS  
**>28,000 MVA**



CONSULTING FOR OVER  
450 TRANSMISSION LINES  
**>6,500 KM**



O&M SERVICES PROVISION  
**>4,800 MW**



CONSULTING FOR RENEWABLE  
ENERGY PROJECTS  
**>5,000 MW**



# 2024 HIGHLIGHTS

Achieved profit targets, ensuring income and benefits for all employees of the Company.

Provided consultancy services for survey, design, and author supervision for the 500kV Circuit 3 Transmission Line Project from Quang Trach to Pho Noi, which was successfully energized and put into operation in September 2024 under a challenging schedule.

Provided design consultancy and construction supervision for the Project to Supply Electricity from the National Grid to Con Dao District, Ba Ria – Vung Tau Province. The project is currently progressing through the next phases of the EPC package, aiming for energization in 2025.

Signed a consultancy contract for survey, preparation of Technical Design and Construction Drawing Design and bidding document preparation for the Tri An Hydropower Plant Expansion Project. The first construction phase, Hieu Liem Bridge, commenced on December 29, 2024.

Signed an Operation and Maintenance (O&M) Contract for the Duyen Hai 2 Thermal Power Plant on April 10, 2024, and has successfully ensured safe operations since then.

Took on the operation and maintenance of the Houay LaNge Hydropower Plant in Laos on April 24, 2024.

Successfully held the 2024 Shareholders' General Meeting.

Signed a DPPA (Direct Power Purchase Agreement) cooperation agreement with international brands, marking PECC2's entry into the electricity trading sector.

Successfully organized specialized workshops, including "PECC2 Digital Transformation", the International Conference on "Managing Complex Energy Projects: Challenges and Solutions", and the Workshop on "Applications of Meshing Technology and Potential for Vietnam's Power System".

The Thac Ba 2 Hydropower Project held a completion ceremony for the installation of Unit No. 1 on June 22, 2024, ensuring the target of project completion in Q1/2025. The plant has now entered the trial operation phase.

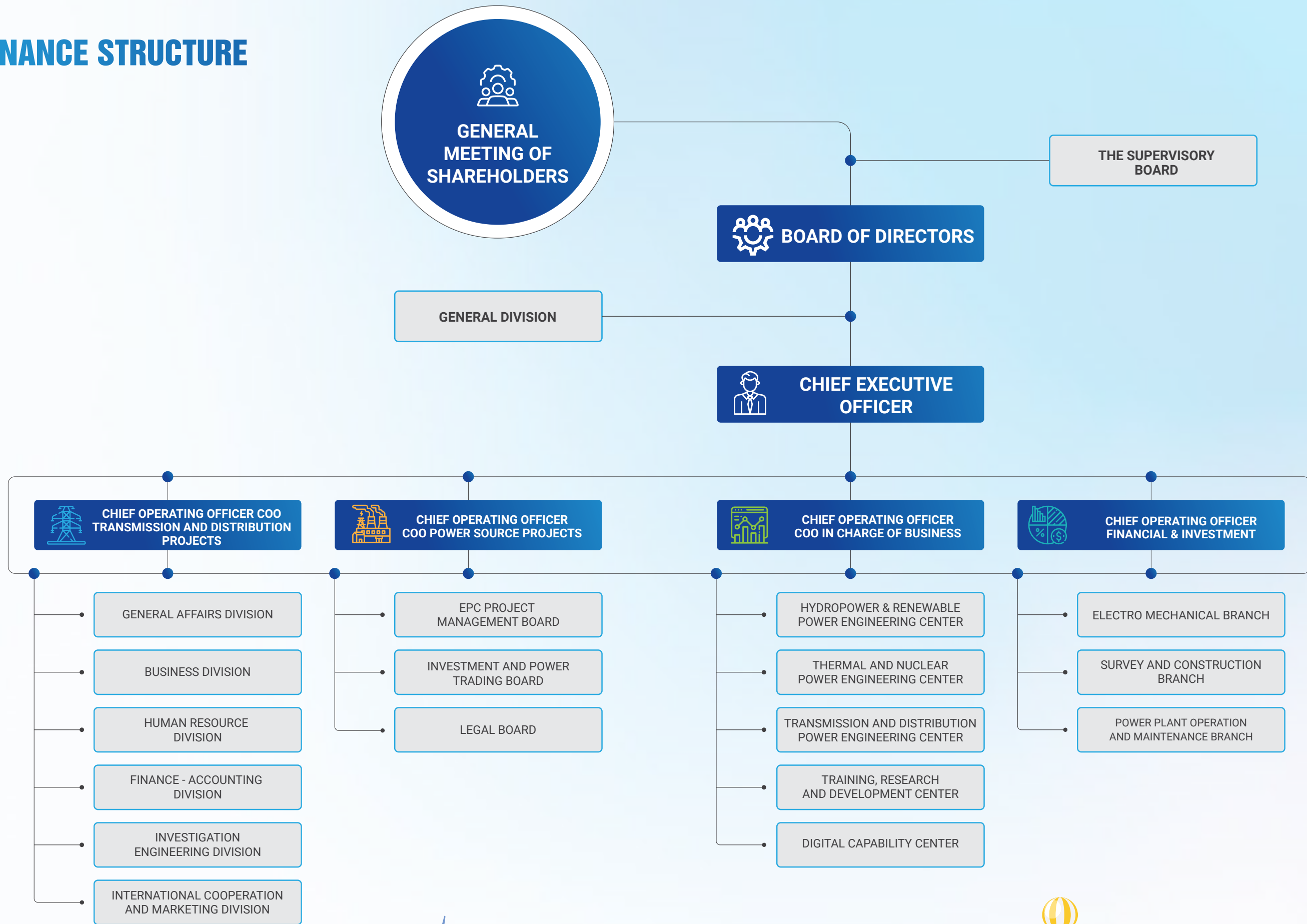
The Hau Giang Biomass Power Plant successfully received reverse power on May 18, 2024. By February 22, 2025, the plant had successfully synchronized Unit No. 2 with the national power grid.

Provided Operation and Maintenance (O&M) services for three solar power plants and one 110kV switching station in Tay Ninh Province for Gunkul on May 16, 2024.





# GOVERNANCE STRUCTURE





## INTRODUCTION TO THE BOARD OF DIRECTORS AND THE SUPERVISORY BOARD



**Mr. Nguyen Chon Hung**

*Chairman of the Board of Directors*

Mr. Nguyen Chon Hung has served as Chairman of the Board of Directors of PECC2 since 2015. With over 25 years of experience in the power construction consultancy sector and nearly 15 years in executive leadership, he has made significant contributions to the company's development and strategic direction. Under his leadership, PECC2 has achieved remarkable milestones and solidified its position in Vietnam's energy industry.

In 2020, he was recognized as one of Ho Chi Minh City's Top 100 Outstanding Entrepreneurs, acknowledging his significant contributions to the city's economic and social development. With a strong commitment and ambition to drive PECC2 forward, he consistently inspires and motivates the leadership team, fostering a positive corporate culture within the company.

**Share ratio: 0.25%**



**Mr. Vo Van Binh**

*Member of the Board of Directors & Chief Executive Officer*

Mr. Vo Van Binh has been a Member of the Board of Directors of PECC2 since 2018. With over 16 years of experience at PECC2, he has held various managerial positions prior to his appointment as Chief Executive Officer in June 2022.

He is recognized as a visionary leader with exceptional management skills and a strong commitment to PECC2's mission. Prioritizing the company's and community's interests, he continuously seeks innovative solutions to enhance PECC2's operational efficiency.

**Share ratio: 0.04%**



**Ms. Pham Lien Hai**

*Member of the Board of Directors & Chief Operation Officer*

Ms. Pham Lien Hai currently serves as a Member of the Board of Directors and Deputy Chief Executive Officer of PECC2. With extensive experience and in-depth expertise in finance, she has made significant contributions to the growth and success of PECC2.

Before assuming this key role, Ms. Pham Lien Hai held various positions at PECC2, including financial specialist, project manager, and senior leadership roles. She not only prioritizes the company's interests but also emphasizes employee development, well-being, and community contributions.

**Share ratio: 0.13%**



**Mr. Nguyen Manh Phat**

*Non-Executive Member of the Board of Directors*

Mr. Nguyen Manh Phat was appointed to the Board of Directors in 2021. He began his career at PECC2 as an engineer and, through dedication, innovation, and strong leadership, quickly advanced through several key management positions.

Throughout his tenure, he has led and participated in numerous significant projects related to the design, consultancy, and management of power infrastructure. Currently, he also serves as the Director of the Thermal and Nuclear Energy Consulting Center in PECC2.

**Share ratio: 0.02%**



**Mr. Dinh Quang Tri**

*Independent Member of the Board of Directors*

Mr. Dinh Quang Tri joined the Board of Directors of PECC2 in June 2022. With over 35 years of experience in the power industry and 15 years in corporate leadership and management, he has led and participated in numerous large-scale energy development projects, ranging from power plants to renewable energy initiatives. Under his supervision and guidance, PECC2 has achieved significant milestones.

**Share ratio: 0%**

## INTRODUCTION TO THE BOARD OF DIRECTORS AND THE SUPERVISORY BOARD



### **Ms. Nguyen Hong Khanh**

*Head of the Supervisory Board*

Ms. Nguyen Hong Khanh was appointed as Head of the Supervisory Board at PECC2 in 2021. With extensive experience in auditing and internal control, she has played a crucial role in ensuring the transparency and operational efficiency of PECC2. Before taking on this position, she held various roles at major companies in the energy and auditing sectors.

**Share ratio: 0.01%**



### **Ms. Tran Thi Viet Ha**

*Member of the Supervisory Board*

Ms. Tran Thi Viet Ha has been a member of PECC2's Supervisory Board since 2020. With deep expertise and a professional approach, she has conducted numerous control and internal evaluation programs, helping the company identify and address issues in a timely manner. Her contributions have enhanced operational efficiency and ensured sustainable growth.

**Share ratio: 0%**



### **Ms. Pham Thi Lan Anh**

*Member of the Supervisory Board*

Ms. Pham Thi Lan Anh was appointed to the Supervisory Board at PECC2 in June 2022, making significant contributions to ensuring the company's transparency and operational effectiveness. Before this role, she gained extensive experience in accounting, auditing, and internal control.

**Share ratio: 0.02%**

## INTRODUCTION TO THE EXECUTIVE BOARD



### **Mr. Nguyen Trong Nam**

*Chief Operation Officer*

Mr. Nguyen Trong Nam has been serving at PECC2 since 1990, beginning his career as an electrical design engineer. Through relentless dedication and extensive expertise accumulated over the years, he has earned the trust of the company and has been entrusted with numerous key leadership positions. To date, he possesses nearly 35 years of experience in power construction consultancy, including 16 years in corporate leadership and executive management.

**Share ratio: 0.07%**



### **Mr. Nguyen Hai Phu**

*Chief Operation Officer*

Mr. Nguyen Hai Phu has been affiliated with PECC2 since 1999, initially joining as an electrical design engineer. Demonstrating exceptional competence, he was progressively appointed to senior positions, including Department Head and Center Director, before assuming the role of Deputy Chief Executive Officer in 2016. With over 25 years of expertise in power construction consultancy, he has spearheaded and contributed to numerous large-scale projects in design, consultancy, and power infrastructure management.

**Share ratio: 0.09%**



### **Ms. Bui Thi Ngoc Ly**

*Chief Accountant*

Ms. Bui Thi Ngoc Ly has been working at PECC2 since 1997 as a financial-accounting specialist. With her in-depth knowledge in economics and accounting, along with her professionalism, she quickly demonstrated her capabilities and was entrusted with many important responsibilities. In 2016, she was appointed as the Chief Accountant of the company. To date, she has accumulated over 28 years of experience in finance and accounting within the power sector.

**Share ratio: 0.04%**

## CHANGES IN THE EXECUTIVE BOARD

In 2024, there were no changes in the Executive Board of PECC2.



## AFFILIATED COMPANIES

### CA MAU INVESTMENT RENEWABLE POWER JOINT STOCK COMPANY

**Address**  
HG1-23 Commercial Quarter and Trade Center, Ward 1, Ca Mau City, Ca Mau Province

**Main Business Line**  
Electricity production and trading

**Charter Capital - Actual contributed capital until 31st December 2022**  
228,885,000,000 VND

**Equity: 25%**

### SON MY RENEWABLE ENERGY JOINT STOCK COMPANY

**Address**  
Hamlet 1, Son My Commune, Ham Tan District, Binh Thuan Province

**Main Business Line**  
Electricity production and trading

**Charter Capital - Actual contributed capital until 31st December 2022**  
87,410,250,000 VND

**Equity: 25%**

### THAC BA 2 INVESTMENT HYDROPOWER JOINT STOCK COMPANY

**Address**  
Residential group 1, Thac Ba town, Yen Binh district, Yen Bai province

**Main Business Line**  
Electricity production and trading

**Charter Capital - Actual contributed capital until 31st December 2022**  
95,382,900,000 VND

**Equity: 45%**



POWER ENGINEERING CONSULTING JOINT STOCK COMPANY 2





# DEVELOPMENT ORIENTATION

*In its journey toward sustainable growth and affirming its position in the energy sector, PECC2 has established a strategic direction centered on adaptability, innovation, and leadership, particularly in the context of digital transformation and globalization. The company is committed to business model breakthroughs, process optimization, workforce quality enhancement, and international partnerships to strengthen its competitive position and deliver outstanding added value.*



## Key Objectives

- 1** Transform PECC2 into a digital technology enterprise in the energy sector by leveraging technology to revolutionize its business model, optimize processes, and enhance productivity and profitability.
- 2** Promote training, coaching, applied scientific research, and digital technology adoption to improve workforce quality.
- 3** Strengthen PECC2's competitive position by creating differentiation, providing digital experiences, and offering high-quality, diverse products and services with exceptional added value.
- 4** Leverage internal strengths while expanding partnerships with domestic and international stakeholders in digital technology and new energy sectors.
- 5** Focus on developing six core business areas: Technical consulting and design; EPC (Engineering, Procurement, and Construction); Surveying and construction services; Mechanical and electrical equipment manufacturing; High-tech services for power plants; Investment in renewable and new energy.

# RISK MANAGEMENT

*In 2024, PECC2 continues to enhance its risk management framework by systematically reviewing, updating, and upgrading risk controls to ensure timely and effective risk mitigation. The company actively monitors emerging risks that could impact business plans, objectives, and strategies. The key risks identified and their corresponding mitigation strategies are as follows:*

## A. MARKET RISKS

Fluctuations in raw material prices and energy demand may impact revenue and profitability, while increased competition from other companies could reduce market share.





# RISK MANAGEMENT (Continued)

## B. LEGAL RISKS

Changes in government regulations or policies—such as new environmental, tax, or renewable energy subsidy policies—may pose challenges to business operations.



### MITIGATION STRATEGIES



Strengthening legal compliance: Regularly updating legal knowledge to ensure adherence and minimize legal risks.



Participating in training programs to keep employees informed about regulatory changes.



Enhancing collaboration with government and industry organizations to mitigate policy impact through cooperative initiatives.

## B. FINANCIAL RISKS



Exchange rate and interest rate fluctuations could increase costs or reduce profits. Cash flow challenges may arise if financial obligations are not met due to inefficient cash management. Additionally, overdue receivables or losses from clients and partners could strain company finances.

### MITIGATION STRATEGIES



Hedging contracts for exchange rate and interest rate risks to mitigate financial volatility.



Tight credit control on receivables to reduce credit risk.



Detailed cash flow planning to ensure liquidity.



Establishing contingency funds to handle unexpected financial situations.



Diversifying funding sources to reduce reliance on traditional bank loans.



Optimizing capital utilization to minimize unnecessary costs.

# RISK MANAGEMENT (Continued)

## D. OPERATIONAL RISKS

Technical failures or disruptions in operations may result from cybersecurity threats and data breaches.



## MITIGATION STRATEGIES

- Upgrading and implementing advanced technologies to enhance efficiency and reduce operational risks.
- Investing in R&D to proactively adopt new technologies.
- Continuous staff training programs to ensure employees master emerging technologies.
- Implementing robust cybersecurity measures such as data encryption, firewalls, and attack detection systems.



## E. ENVIRONMENTAL RISKS

Extreme weather events such as storms, floods, or droughts may disrupt business operations. Increasingly stringent environmental regulations and resource scarcity (e.g., water and energy) could also drive up costs and impact business expansion plans.



## MITIGATION STRATEGIES



Utilizing modern technologies to reduce emissions and optimize resource usage.



Developing renewable energy projects such as solar and wind power.



Establishing disaster preparedness strategies to mitigate potential damages.



Ensuring compliance with environmental regulations and international standards, with regular impact assessments.



Engaging in community-driven environmental protection efforts.



Fostering a corporate culture centered on environmental sustainability.





# 07

## OPERATIONAL OVERVIEW OF THE YEAR

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# 1. BUSINESS OPERATIONS PERFORMANCE

In 2024, the global economy began to recover from the negative impacts of war, yet significant risks remained. Political instability and extreme weather conditions disrupted global supply chains, particularly conflicts in Europe and West Asia, which drove up logistics costs, contributed to rising inflation, and threatened economic downturns.

Although Vietnam has actively implemented economic and social development plans, such as the approval of Power Development Plan VIII and planning initiatives for several provinces, execution progress has faced difficulties due to incomplete policies and legal obstacles.



Facing these common challenges, PECC2 has focused on its core services, including survey and design consulting, while expanding into new markets, investing in potential projects, and achieving positive business results:

## 1.1. POWER CONSTRUCTION CONSULTING

Surveying and consulting services remained a bright spot in PECC2's operations, contributing significantly to fulfilling and exceeding the annual business plan. While not the highest revenue-generating segment, this is the key business that upholds PECC2's reputation and brand in the power industry. Key projects undertaken in 2024 include:



1

**Quang Trach II LNG Power Plant:** Successfully obtained investment policy adjustment approval from the Provincial People's Committee.



2

**Xekong 300MW Power Plant (Laos):** Completed final revisions to the Feasibility Study (FS) and Environmental Impact Assessment (EIA) for submission to Lao authorities.



3

**Houay LaNge Hydropower Plant:** Signed a contract for commissioning and trial operation.



4

**Vung Ang 3 LNG Power Plant, Cong Thanh LNG Power Plant:** Signed consulting contracts for project development.



1.1. POWER CONSTRUCTION CONSULTING (Continued)



5

**500kV Transmission Line (Circuit 3) from Quang Trach (Quang Binh) to Pho Noi (Hung Yen):** Provided survey, design, and author supervision services. The project was successfully energized in September 2024, ensuring stable power supply for northern Vietnam.



6

**500kV Thai Binh Substation:** Completed the feasibility study and technical design phase.



7

**National Grid Connection for Con Dao Island (Ba Ria - Vung Tau Province):** Provided design consulting and construction supervision to ensure stable and secure power supply for Con Dao. The project is in the EPC contracting phase and is expected to be energized in 2025.



8

**Tri An Hydropower Plant Expansion:** Signed a consulting contract for survey, technical design, construction drawings, and bidding documents. The first construction phase—the Hieu Liem Bridge—commenced on December 29, 2024.



9

**Thac Ba 2 Hydropower Plant:** Acted as the Project Management Consultant (PMC). The plant completed the installation of Unit 1 on June 22, 2024, despite delays due to Typhoon Yagi, ensuring project completion by Q1/2025.

1.2. BUSINESS OPERATIONS

In 2024, PECC2's business segment faced significant challenges due to uncoordinated implementation of power development planning, investment bidding requirements for certain projects, incomplete renewable energy pricing mechanisms, and regulatory obstacles related to power business operations. However, the company maintained its focus on business development and achieved several key milestones:



**Hau Giang Biomass Power Plant:** Successfully achieved key milestones, including back-feed power on May 18, 2024, and reaching 1 million safe working hours. The plant is on track for commercial operation in Q1/2025.

Continued warranty obligations for completed EPC projects.



Provided safe and continuous O&M services for 25 solar power plants, 7 rooftop solar projects, 5 wind farms, 1 biomass power plant, and 1 coal-fired power plant.

Signed new O&M contracts for Duyen Hai 2 Thermal Power Plant (April 10, 2024), Houay LaNge Hydropower Plant (Laos, April 24, 2024), and three solar power plants plus a 110kV substation in Tay Ninh (May 16, 2024).



Formed a strategic partnership with H&M Vietnam by signing a Direct Power Purchase Agreement (DPPA), marking a new step for PECC2 in direct electricity trading.

1.3. INVESTMENT



Under the direction of the Board of Directors and Executive Board, PECC2 focused investment activities on renewable energy, hydropower, and biomass projects approved by EVN. Key achievements in 2024 include:



1.

Thac Ba 2 Hydropower Plant, Hau Giang Biomass Power Plant: Supported investors in legal procedures.



2.

Continued collaboration with investors on An Giang Biomass Projects (Nui To I & Nui To II), Tan Thuan Wind Power Phase 3, and An Dong 1 Wind Power Project.



3.

Expanded renewable energy investments, particularly in biomass projects in Vinh Long, Tra Vinh, and Hau Giang.



PERFORMANCE AGAINST PLAN

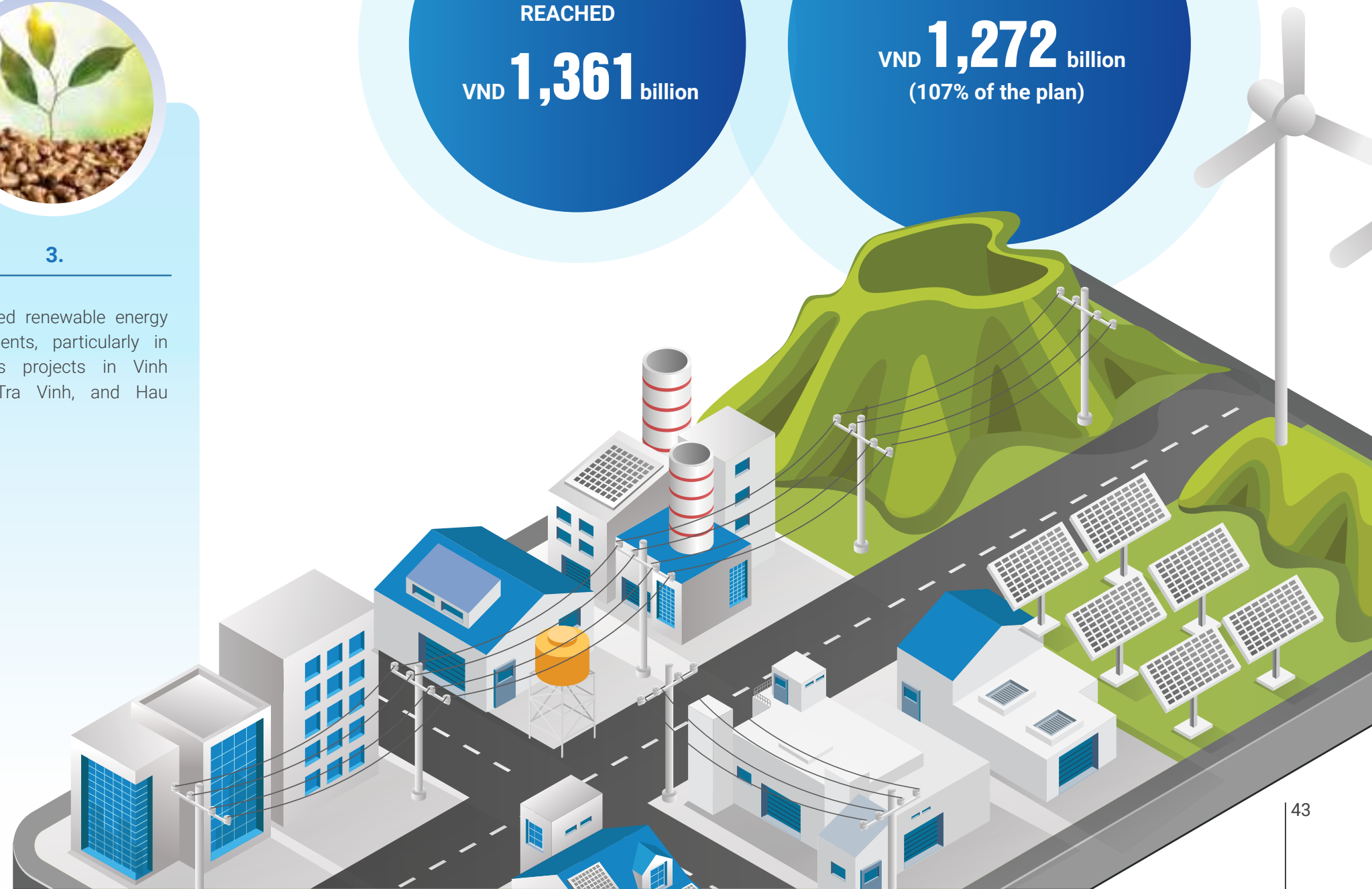
Despite market fluctuations, PECC2 maintained growth momentum and achieved strong financial results through strategic adjustments, cost optimization, and improved operational efficiency.

TOTAL REVENUE IN 2024 REACHED

VND **1,361** billion

SURPASSING THE TARGET OF

VND **1,272** billion  
(107% of the plan)





PERFORMANCE AGAINST PLAN (Continued)

However, certain challenges and limitations remain:

MARKET DEVELOPMENT & JOB ACQUISITION

- Rapid policy changes, while fostering innovation, created difficulties in long-term planning due to local regulatory inconsistencies.
- Competition intensified as thermal and hydropower projects became scarce and experienced slower implementation.
- The legal framework for DPPA contracts remains unclear, deterring investment in renewable energy.
- Regulatory issues hindered implementation of self-consumption solar power policies, limiting new market opportunities.
- Digital services (e.g., BIM and Scan-to-BIM) lacked widespread adoption due to limited investor awareness.
- Expansion into international markets yielded limited success, with ongoing consulting work in Laos facing regulatory hurdles.



MANAGEMENT & WORKFORCE DEVELOPMENT

- Talent shortages persisted in both management and specialized technical roles, leading to work overload for key personnel.
- EPC projects require internationally competent managers, posing a challenge for younger staff, necessitating structured training programs.
- Corporate restructuring remains incomplete due to misalignment between internal policies and EVN regulations.
- Corporate culture and innovation initiatives require greater focus to drive practical applications in business operations.



PERFORMANCE AGAINST PLAN (Continued)



POWER CONSTRUCTION CONSULTING

**1** Transition from traditional energy consulting requires faster adaptation and investment in new technologies.

**2** Private-sector consulting engagements prioritize cost competitiveness over expertise, making it harder to differentiate based on technical quality.



**3** Project delays due to approval bottlenecks and regulatory issues necessitate deeper analysis for future risk mitigation.

INVESTMENT ACTIVITIES

Lengthy EVN approval processes for PECC2's investment contributions led to missed opportunities.

Difficulty in securing capital for projects where PECC2 seeks to be the EPC contractor (e.g., Biomass Tra Vinh, Tan Thuan Wind Power Phase 3, An Dong 1 Wind Power Project).



Despite these challenges, PECC2 remains committed to innovation and sustainable growth, ensuring continued success in the evolving energy sector.



## 2. ORGANIZATION AND HUMAN RESOURCES

### 2.1. WORKFORCE OVERVIEW

As of December 31, 2024, PECC2 had a total workforce of

**1,309**  
employees

**1,101**  
males

**208**  
females



#### WORKFORCE BY EMPLOYMENT TYPE

DIRECT LABOR  
**941**  
employees

INDIRECT LABOR  
**368**  
employees

#### WORKFORCE BY EXPERIENCE

Less than 5 years	<b>122</b> employees
5 – 10 years	<b>418</b> employees
Over 10 years	<b>769</b> employees



### 2.2. HUMAN RESOURCE PROFILE

In response to the ever-evolving energy sector landscape, PECC2 takes pride in its highly skilled workforce, with nearly 1,000 direct labor employees possessing an average tenure of over 10 years. This core team plays a pivotal role in the country's socio-economic development by providing consulting, design, survey, supervision, and construction services for key power supply projects.



PECC2's workforce primarily consists of employees aged 30-50, serving as a vital bridge between the younger generation and seasoned experts. They possess extensive experience, high professional expertise, and the agility to adapt to digital transformation and new technologies. The synergy between youth, flexibility, and seasoned expertise has enabled PECC2 to maintain stability and long-term sustainability in a dynamic and competitive market.

Looking ahead, the management is committed to developing a lean yet highly effective workforce, fostering multi-skilled yet specialized employees, and providing ample opportunities for personnel to maximize their potential.



2.3. POLICIES AND POLICY CHANGES FOR EMPLOYEES



Recognizing that human capital is the cornerstone of corporate reputation and competitiveness, PECC2 prioritizes investments in employee training and skill development. The company has also established clear recruitment criteria to ensure that personnel possess the necessary knowledge, skills, and attitudes required for their roles. Simultaneously, PECC2 continuously enhances the work environment and provides attractive compensation packages to retain top talent.



In 2024, PECC2 implemented a range of improvements in employee benefits, welfare, and workplace conditions, demonstrating its commitment to long-term employee engagement and motivation. Key initiatives included:

- 1 Adjusting base salaries in alignment with market fluctuations and business performance.
- 2 Expanding premium health and accident insurance programs.
- 3 Enhancing various allowances (e.g., meal, transportation, phone, fuel, travel expenses).
- 4 Providing financial support for transportation during public holidays and Lunar New Year.
- 5 Allowing employees to accumulate and flexibly utilize annual leave over a three-year period.
- 6 Establishing a Knowledge Hub and launching Book and English Clubs.

By integrating flexible HR policies, a structured training strategy, and a professional work environment, PECC2 remains committed to building a strong, cohesive, and adaptable workforce ready to embrace future challenges and drive success.





### 3. INVESTMENT AND PROJECT IMPLEMENTATION

#### PROJECTS INVESTED BY PECC2 IN 2024

##### TRÀ VINH BIOMASS POWER PLANT PROJECT (25MW)

Completed feasibility study appraisal and approval; commenced surveying and land clearance compensation processes.



##### THÁC BÀ 2 HYDROPOWER PROJECT (18.9MW)

Completed construction of project components, with COD for Unit 1 expected in March 2025.



##### HẬU GIANG BIOMASS POWER PLANT PROJECT

Completed construction of project components, with COD for Unit 1 expected in March 2025.



#### ASSOCIATED COMPANIES

##### SON MY RENEWABLE ENERGY JSC

Achieved a commercial electricity output of

**76.65** million kWh

with total revenue of

**VND 177.01** billion

##### CA MAU RENEWABLE ENERGY INVESTMENT JSC

Achieved a commercial electricity output of

**176.05** million kWh

with total revenue of

**VND 458.12** billion

##### THÁC BÀ 2 HYDROPOWER INVESTMENT JSC

Currently in the construction phase of the Thác Bà 2 Hydropower Project, with no operational revenue recorded yet.



## 4. FINANCIAL PERFORMANCE



INDICATOR	2023 (VND mil.)	2024 (VND mil.)	2023 (USD) Exchange rate: 24,260	2024 (USD) Exchange rate: 25,055	% Change
Total Assets	2,461,046	2,172,504	101,444,581	86,709,403	-11.7%
Current Assets	1,609,923	1,331,537	66,361,211	53,144,561	-17.3%
Non-current Assets	851,123	840,967	35,083,370	33,564,843	-1.2%
Total Liabilities and Equity	2,461,046	2,172,504	101,444,581	86,709,403	-11.7%
Liabilities	1,127,316	863,493	46,468,089	34,463,916	-23.4%
Owner's Equity	1,333,730	1,309,011	54,976,491	52,245,487	-1.9%
Operating Revenue	1,061,340	1,336,238	43,748,539	53,332,182	25.9%
Operating Profit	64,042	78,112	2,639,801	3,117,621	22.0%
Other Profit	1,466	1,918	60,420	76,551	30.9%
Profit Before Tax	65,507	80,030	2,700,221	3,194,172	22.2%
Profit After Tax	53,146	64,670	2,190,685	2,581,138	21.7%
Dividend Payout Ratio	10%	To be approved by 2025 General Meeting of Shareholders	-	-	-



INDICATOR	2023	2024	% Change
<b>1. Liquidity Ratios</b>			
Current Ratio	1.48	1.59	7%
Quick Ratio	1.41	1.41	-1%
<b>2. Capital Structure Ratios</b>			
Debt to Total Assets	0.46	0.40	-13%
Debt to Equity	0.85	0.66	-22%
<b>3. Operating Capability Ratios</b>			
Inventory Turnover	10.90	10.02	-8%
Total Asset Turnover	0.39	0.58	48%
<b>4. Profitability Ratios</b>			
Net Profit Margin (Net Profit / Net Revenue)	5%	4.8%	-3%
Return on Equity (Net Profit / Owner's Equity)	4%	4.9%	24%
Return on Assets (Net Profit / Total Assets)	2%	2.8%	43%
Operating Profit Margin (Operating Profit / Net Revenue)	6%	5.8%	-3%



## 5. SHAREHOLDER STRUCTURE

### A. SHARES

TOTAL NUMBER OF SHARES

**67,526,165** SHARES

TYPE OF SHARES

**COMMON SHARES**

Number of Shares with Transfer Restrictions: 1,789,194 shares (transfer restriction period is 5 years from July 1, 2020, according to the Regulations on Managing and Distributing Bonus Shares for Employees issued with Decision No. 684/QĐ-PECC2 dated June 16, 2020, by the Board of Directors).

### B. SHAREHOLDER STRUCTURE

The total number of outstanding shares is 67,526,165, held by the following shareholder categories:

Shareholder Name	Number of Shares Held	Percentage (%)
Vietnam Electricity Group (EVN)	34,659,056	51.33
Other Individual Shareholders	32,867,109	48.67
<b>Total</b>	<b>67,526,165</b>	<b>100</b>

#### SHAREHOLDER BREAKDOWN BY DOMESTIC AND FOREIGN OWNERSHIP

Category	Domestic (Shares)	Foreign (Shares)	Total (Shares)
Organizations	35,595,343	5,428,778	<b>41,024,121</b>
Individuals	25,890,633	611,411	<b>26,502,044</b>
<b>Total</b>	<b>61,485,976</b>	<b>6,040,189</b>	<b>67,526,165</b>



### C. CHANGES IN SHAREHOLDER EQUITY

Period	Date	Charter Capital (VND)	Increase (%)	Details
1	05/16/2016	50,987,640,000	15%	Issuance of shares for 2015 dividend payment
2	05/24/2017	58,634,700,000	15%	Issuance of shares for 2016 dividend payment
3	03/19/2018	117,269,400,000	100%	Issuance of shares for 2017 dividend payment
4	09/24/2018	123,131,590,000	05%	
5	06/20/2019	147,756,670,000	20%	Issuance of shares for 2018 dividend payment
6	07/30/2019	240,101,180,000	62.50%	
7	08/12/2020	675,261,650,000	50%	Issuance of shares for 2019 dividend payment
8	07/16/2021	450,181,410,000	25%	Issuance of shares for 2020 dividend payment
9	11/15/2022	675,261,650,000	50%	Issuance of shares for 2021 dividend payment and bonus shares

### D. TREASURY SHARES AND OTHER SECURITIES


None





# 08

## REPORT AND ASSESSMENT BY THE EXECUTIVE BOARD

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# 1. ASSESSMENT OF BUSINESS OPERATIONS PERFORMANCE

## 1.1. BUSINESS PERFORMANCE IN 2024

In 2024, PECC2 continued to face many challenges from the overall economic context, yet still recorded positive results in both business operations and finances. Comparing the set goals with actual results, the company managed to maintain stability and even achieve positive results in some key performance indicators.

### REGARDING TOTAL REVENUE, PECC2 SET A TARGET OF

**VND 1,272 BILLION IN 2024**

The actual result recorded revenue of VND 1.361 billion, equivalent to 107% of the plan, reflecting the company's efforts to maintain and develop business operations despite market fluctuations. This is also a positive sign after the revenue decline in previous years, indicating PECC2's flexibility and adaptability to market conditions.



The results achieved in 2024 show that PECC2 has made steady progress in implementing its sustainable development strategy. Surpassing revenue and profit targets reflects proactive management, business optimization, and financial performance improvement. This lays a strong foundation for the company to maintain growth momentum and continue expanding in the coming years.

## 1.2. KEY ACHIEVEMENTS OF THE COMPANY

2024 marks a period of stability and targeted development for PECC2 in its business field, despite challenges from the market and macroeconomic fluctuations. The company has made significant progress in expanding services, optimizing processes, and enhancing competitiveness.



### EPC Contractor and Equipment Manufacturing Development

PECC2 continues to assert its position as an EPC contractor, constantly improving project management models and applying digital technology to enhance implementation efficiency.



### Business Diversification

Beyond traditional projects, PECC2 has expanded its activities into power generation, operation management, and power plant maintenance. Offering specialized technical services not only helps the company optimize its existing resources but also generates stable revenue streams, ensuring sustainable growth.



### Digital Transformation in Business

The company has significantly advanced the application of digital solutions such as BIM, ERP, and Digital Twin models, which enhance productivity, optimize risk management, and improve service quality. These innovations not only help PECC2 improve business efficiency but also create a competitive advantage in the market.



### Expansion of Partnerships and Markets

PECC2 continues to seek opportunities in both domestic and international markets, particularly in the ASEAN region. Participation in energy projects in Laos, Cambodia, and Myanmar opens up long-term growth prospects and reinforces the company's position in the region.



### Optimization of Power Business Model

The company has made steady progress in developing power business solutions, ranging from direct power purchase agreements (DPPA) to operation management and system maintenance. This not only increases value for customers but also positions PECC2 to capitalize on emerging trends in the energy market.

With a flexible business strategy and an innovative mindset, PECC2 has made key strides in enhancing operational efficiency, diversifying its business areas, and expanding its market presence. These efforts not only help the company sustain its growth momentum but also provide a solid foundation for achieving long-term goals, positioning it as a leader in the energy industry.

## 2. ASSESSMENT OF FINANCIAL PERFORMANCE

In 2024, the Company's financial management was proactive and flexible, ensuring timely capital allocation for production and business activities. This played a vital role in fulfilling the revenue and profit targets for the year, while maintaining healthy cash flows across operations, investments, and financing activities. At the same time, the Company improved its financial safety ratios compared to 2023.



Total assets and total capital in 2024 decreased by 11.7% compared to the previous year. This includes a decline in current assets (-17.3%), accounts receivable from customers (-32.12%), advances to suppliers (-64%), and provision for doubtful debts (-33.28%). These reductions reflect a positive restructuring of assets, increasing liquidity and flexibility in capital usage.

Regarding capital structure, total liabilities decreased by 23.4% while owner's equity decreased slightly by 1.9%. The reduction in liabilities contributed to a more secure debt ratio, bringing it to a safer level compared to 2023.



Financial Ratios: Most financial indicators in 2024 showed improvements over 2023. However, the ratios of after-tax profit to net revenue and operating profit to net revenue slightly declined due to CPI fluctuations and exchange rate impacts in 2024. The Company continues to implement cost control measures, optimize resources, and eliminate waste in its operations.

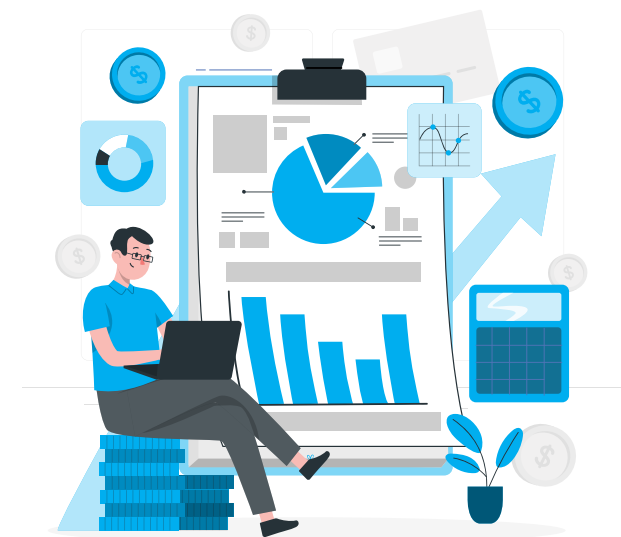
**FINANCIAL ASSESSMENT FOR 2024: THE COMPANY SUCCESSFULLY IMPLEMENTED ITS FINANCIAL STRATEGIES TO ACHIEVE THE 2024 PLAN, THEREBY LAYING A SOLID FOUNDATION FOR THE FINANCIAL POSITION IN 2025—A YEAR ANTICIPATED TO PRESENT BOTH CHALLENGES AND OPPORTUNITIES IN PRODUCTION AND BUSINESS OPERATIONS.**

In terms of business results for 2024, the Company exceeded the total revenue target assigned by the 2024 Annual General Meeting of Shareholders (held on June 13, 2024). The total revenue reached VND 1,360.9 billion, equivalent to 107% of the planned VND 1,271.8 billion. Revenue from sales reached VND 1,336.2 billion, up VND 274.9 billion (+25.9%) compared to 2023. Profit before tax in 2024 reached VND 80.03 billion, an increase of 22.2% compared to 2023.

The growth in revenue, combined with strict cost control measures, enabled the Company to achieve a profit before tax of VND 80.03 billion in 2024, up 22.2% year-over-year.

In 2024, the Company also paid cash dividends for 2023 to shareholders at a rate of 10%, with a total disbursed amount of VND 67.526 billion.


To ensure cash flow for operations throughout 2024, the Company carefully balanced between equity capital and borrowings, while staying aligned with financial safety targets. As a result, the debt-to-equity ratio was successfully reduced from 85% in 2023 to 66% in 2024.








### 3. IMPROVEMENTS IN ORGANIZATIONAL STRUCTURE AND MANAGEMENT POLICIES

After 40 years of development, PECC2 has become a leading Electrical Construction Consultancy unit in Vietnam with a strong reputation in the international market. In addition to outstanding achievements in investment, production, and business activities, PECC2 has consistently prioritized enhancing its organizational structure, management policies, and governance. This has been a crucial task in ensuring the successful implementation of business objectives and the company's strategic direction. In 2024, PECC2 continued to issue new policies and make adjustments to the organizational structure as well as improve its internal mechanisms, as follows:

- 

**Internal Management Process Improvement:** PECC2 focused on refining internal management processes, enhancing corporate governance by eliminating outdated procedures, and progressively digitalizing and integrating these into the PECC2 digital platform. The implementation of ERP solutions is prioritized to unify production and business management systems.
- 

**Strategic Development Plan:** A new strategic development plan for the 2024-2025 period and a restructuring proposal through 2030 was presented to EVN (Vietnam Electricity Group).
- 

**Establishing New Branches:** The proposal to establish a new Branch for Investment and Power Business under PECC2 was developed.
- 

**Streamlining Organizational Structure:** PECC2 has reviewed and restructured the organizational structure to enhance efficiency, leading to the merger and consolidation of several departments. The restructuring reduced the number of units within PECC2 and streamlined responsibilities for quicker decision-making and improved internal collaboration.

The reorganization has initially shown positive results, boosting management efficiency, optimizing human resources, reducing processing times, and improving internal operations.

### 4. FUTURE DEVELOPMENT PLANS

Building on the achievements in production and business, PECC2 looks to the future with key goals for the years ahead. 2025 is considered a pivotal year in shaping the direction for the 2021-2025 development period and laying the foundation for 2030. The company has identified the following main objectives:

- 1** Achieving Business and Financial Targets: Completing the business plan and meeting the revenue and financial goals set by the Annual General Meeting (AGM).
- 2** Supporting Nuclear Power Projects: Assisting investors in developing detailed implementation plans and providing professional consultancy for nuclear power projects.
- 3** Consultancy Services for Electricity Market Participation: Offering consultancy services for clients involved in electricity market participation and executing electricity purchase and sale contracts.
- 4** Improving Employee Income: Increasing the average income for employees.





## 4. FUTURE DEVELOPMENT PLANS (Continued)

### FINANCIAL TARGETS FOR 2025

Vietnam's economy is expected to continue facing ongoing challenges in 2025 due to factors such as global political instability, inflation, supply chain disruptions, and potential global economic downturns. However, Vietnam has opportunities for recovery and growth, particularly in energy diversification, international integration, and the digital economy. The government's GDP growth target of 8% is expected to drive growth in the energy sector by around 12-15%, offering significant opportunities for PECC2 as energy policies and national energy development plans are finalized.

In this context, PECC2 has set a cautious revenue target for 2025, taking into account potential risks:

#### REVENUE TARGET FOR 2025

# 3%

GROWTH OVER THE  
2024 REVENUE TARGET



Financial indicators will continue to be closely monitored to ensure the company's operational effectiveness, with the pre-tax profit target expected not to be lower than 2024, which is set at VND 66 billion.

### OPERATIONAL DIRECTION FOR 2025

Achieving the goals and targets for 2025 is a challenging task, especially in the face of a difficult economic environment. To maintain operations, mitigate risks, and ensure stability, PECC2 needs to be flexible, restructure its operations, and allocate resources efficiently while seizing opportunities. The key focus areas are as follows:

#### a. Focus on Key Projects and Market Research

1

**Key Projects:** PECC2 will focus on completing the electrical connection and commissioning of the Hậu Giang Biomass Power Plant and Thác Bà 2 Hydropower Plant.

2

**Consulting for EVN on New Energy Projects:** Proactively research and provide consulting services to EVN on the development potential of new energy projects, creating new sources of work.

3

**Engagement with Strategic Projects:** PECC2 will engage in the implementation of high-priority national projects, including the Vietnam high-speed railway, nuclear power, and offshore wind power. PECC2 aims to leverage its expertise to provide services in these areas.

4

**Market Research and Targeted Customer Outreach:** PECC2 will analyze markets and identify target sectors for its business strategy. This includes establishing relationships with key customers for electricity trading (both wholesale and retail), as well as providing consultancy services for market participation and managing electricity contracts.

5

**Expanding to New Markets:** Efforts will be made to identify and explore new markets, especially in foreign regions with growing energy demands, such as Laos, the Philippines, Malaysia, and Singapore.

6

**Effective Marketing:** PECC2 will enhance its online presence by developing a user-friendly website, optimizing it for search engines (SEO), and leveraging social media platforms like Facebook and LinkedIn for advertising and outreach to potential customers and partners.



**OPERATIONAL DIRECTION FOR 2025** (Continued)

**b. Developing Human Resources and Improving Work Efficiency**



**Leadership and Personnel Planning:** PECC2 will focus on the strategic development of key personnel, ensuring a sustainable workforce for the company's long-term growth. The company will continue to reform its salary structure to attract and retain top talent.



**Training and Professional Development:** Identifying training needs for different employee groups, PECC2 will establish a comprehensive training program. This will include both specialized and diverse training methods, combining internal and external training opportunities, as well as direct and e-learning formats.



**Technology Integration:** PECC2 will invest in upgrading its IT systems, applying software solutions for automated processes, and integrating more technology into management and production.



**Fostering Company Culture:** Strengthening the corporate culture by raising employee awareness of the company's core values, PECC2 will continue to promote effective cultural activities within the organization.



**Recognition of Employee Achievements:** Evaluation and recognition of employee achievements will be conducted, with activities such as celebrating the company's 40th anniversary to boost morale.



**c. Business Cooperation and Investment Strategy**

New Project Development: PECC2 will continue to research and develop new projects in 2025, including



- 1 Green hydrogen and NH3 production.
- 2 Pumped-storage hydropower.
- 3 Exporting clean electricity to foreign markets.
- 4 Expanding consultancy services for investors and entering the electricity market through DPPA (Direct Power Purchase Agreements).

**Monitoring Energy Plans:** PECC2 will continue to monitor and review the updated Power Development Plan (PDP) and associated implementation strategies to identify new business and investment opportunities.

**International Partnerships:** PECC2 will seek partnerships with domestic and international stakeholders to develop renewable energy projects and explore new business ventures such as port and logistics services.



**OPERATIONAL DIRECTION FOR 2025** (Continued)

**d. Corporate Governance System Development**



Promoting Corporate Values: PECC2 will incorporate its core values – "Service Spirit, Professional Passion, and Innovation" – into all activities within the corporate governance system.



Implementation of Restructuring Plan: The company will implement its 2022-2025 restructuring and development plan, focusing on achieving long-term goals as approved by EVN.



Empowering Leaders: PECC2 will continue to delegate authority to unit leaders, encouraging them to make decisions within their scope of responsibility. This will reduce the burden on higher-level management and foster a more collaborative, team-oriented work culture.



**e. Cost Optimization and Efficiency Improvement**

**Cost Management:** PECC2 will focus on optimizing cost management, preventing waste, and improving cash flow. Regular reviews of cost benchmarks will be conducted to align with business performance.

**Risk Mitigation and Contingency Planning:** A contingency plan will be developed to handle potential risks arising from policy changes or technical issues. The company will balance R&D costs with expected returns and implement a centralized cost management program.

**Enhancing Debt Collection:** Efforts will be made to strengthen cash flow control and implement more effective debt collection mechanisms, especially for high-risk receivables.







# 09

## BOARD OF DIRECTORS' ASSESSMENT OF THE COMPANY'S PERFORMANCE

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# 1. BOARD OF DIRECTORS' ASSESSMENT OF THE COMPANY'S OVERALL PERFORMANCE



**In the year of 2024, PECC2 successfully executed key business activities, including:**

Providing engineering consultancy, supervision, and project management services for critical power projects such as the 500kV Circuit 3 Transmission Line Project, Tri An Hydropower Plant Expansion Project and National Grid Connection Project for Con Dao District.



Completing operation and maintenance (O&M) contracts for major power projects, including Duyen Hai 2 Thermal Power Plant, Houay LaNge Hydropower Plant in Laos, and the 110kV switching station in Tay Ninh.



Expanding research and development efforts in renewable energy solutions, diversifying business operations into sustainable energy and developing smart grid infrastructure thereby contributes to accelerating Vietnam's clean energy transition. Notable activities include signing a strategic partnership agreement with First Solar to strengthen collaboration in the renewable energy sector and signing a cooperation agreement under the DPPA mechanism with H&M....





(Continued)



In addition, PECC2 also exceeded the financial target sets set by General Meeting of Shareholders in 2024, as detailed below:

TOTAL REVENUE REACHED

**1,361**

**BILLION VND**

SURPASSING 107% OF THE PLANNED TARGET

PRE-TAX PROFIT AMOUNTED TO

**80**

**BILLION VND**

EXCEEDING EXPECTATIONS AND INCREASING BY APPROXIMATELY 22% COMPARED TO THE PREVIOUS YEAR

Among these, consulting, supervision and O&M contracts contributed a significant to revenue, with key projects including Tra Vinh Wind Power Plant and Ninh Thuan Solar Power Plant,...



These results highlight PECC2's stable growth trajectory in 2024, with revenue and profit targets achieved as planned. The company successfully expanded its consultancy and project management services in Renewable energy sector, reinforcing its market position. The strong increase in net profit reflects effective cost optimization strategies and service portfolio expansion. However, PECC2 encountered challenges, such as:



1

Intensifying competition in the energy consultancy sector, particularly from international firms with advanced technology.

2

Volatility in raw material prices and capital investment costs, impacting profitability in new projects.

3

Evolving regulatory frameworks for renewable energy, necessitate adaptive and corporate strategies.

Therefore, to sustain long-term growth, PECC2 must focus on:



Enhance technological capabilities, especially in digitalization and artificial intelligence (AI) to improve project operational efficiency.

Expand international collaborations and seek strategic partnerships to enhance service quality and competitiveness.

Develop human resources and invest in specialized training to meet the future growth demands of the energy sector.



## 2. BOARD OF DIRECTORS' ASSESSMENT OF THE EXECUTIVE BOARD'S PERFORMANCE



**1** Ensured the timely and high-quality completion of key contracts.



**2** Enhance financial performance and cost supervision, optimizing operational processes to improve profit margins.



**3** Expand collaboration with international partners in energy consulting and technology.

## 3. ASSESSMENT OF SUSTAINABLE DEVELOPMENT, ENVIRONMENTAL, AND SOCIAL RESPONSIBILITY

In the year 2024, PECC2 achieved many important achievements in promoting sustainable development and integrating ESG criteria into business strategy.



The company has implemented renewable energy projects, with a primary focus wind and solar power plant, significantly mitigating environmental impact. Additionally, biomass power projects and energy storage systems have played a crucial role in reducing carbon emissions.



Socially, PECC2 has created hundreds of new jobs in the renewable energy sector and implemented numerous skill enhancement training programs for employees, with over 500 training sessions conducted throughout years. The company has also actively participated in community support initiatives, such as providing scholarships and improving infrastructure in project areas. Moreover, PECC2 consistently adheres to ethical business standards, contributing to sustainable economic development and enhancing the quality of life for both employees and local communities.



In terms of governance, PECC2 has implemented an advanced risk management system and enhanced transparency in financial disclosure, aligning with IFRS standards. Additionally, the company has integrated ESG criteria into its strategic decision-making processes, ensuring sustainable development and long-term competitiveness in the energy sector.

These activities demonstrate PECC2's strong commitment to fulfilling social responsibility, protecting the environment and contributing to the sustainable development of the community.





## 4. PLANS AND STRATEGIC DIRECTIONS OF THE BOARD OF DIRECTORS



1

Successfully organize the Annual General Meeting of Shareholders 2025 within the prescribed timeframe.

2

Oversee the implementation of the Company's business plan to ensure the achievement of targets set by the General Meeting of Shareholders.

3

Continue revenue and profit growth, setting annual targets higher than previous year.

4

Expand consulting and project management activities, particularly in the fields of renewable energy and smart grids.

5

Invest in digital transformation, applying AI and big data in monitoring and operating power projects.

6

Enhance PECC2's regional position and expand cooperation with international partners in technology and sustainable energy management.







# 10

## CORPORATE GOVERNANCE

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# 1. ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE



The Board of Directors has fully exercised its rights and fulfilled its obligations in accordance with the law, the company's charter, and PECC2's internal regulations. Additionally, leveraging the high level of expertise and extensive managerial experience of its members, the Board has assigned responsibilities based on each member's strengths. This approach has enabled members to maximize their capabilities while closely collaborating with the Executive Board and PECC2 across all areas of the company's operations.



In the year 2024, the Board of Directors organized eight regular meetings. Additionally, BODs conducted voting by written resolution and extraordinary meetings on matters within its authority. All Board members participated fully and voted with a high sense of responsibility, solidarity, and cooperation, carrying out their duties with integrity and diligence for the benefit of shareholders and the Company's overall development.

## NUMBER OF BOARD OF DIRECTORS MEE'



No.	Board Member	Board Member	Date of Appointment / Termination		Number of Meetings Attended	Attendance Rate
			Date of appointment	Date of termination		
1	Mr. Nguyen Chon Hung	Chairman of the BOD	30/06/2022	30/06/2027	08	100%
2	Mr. Vo Van Binh	Member of the BOD	30/06/2022	30/06/2027	08	100%
3	Ms. Pham Lien Hai	Member of the BOD	23/04/2021	23/04/2026	08	100%
4	Mr. Nguyen Manh Phat	Non-Executive Board Member	23/04/2021	23/04/2026	08	100%
5	Mr. Dinh Quang Tri	Independent Member of BOD	30/06/2022	30/06/2027	08	100%



# 1. ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

(Continued)

In the year 2024, the Board of Director issued 59 resolutions concerning business operations, investment activities, organizational and human resource matters and other issues within its decision – making authority.

No.	Resolution Number	Date	Content
1	010802/2024/NQ-HĐQT	08/01/2024	Approval of depreciation framework
2	030101/2024/NQ-HĐQT	01/03/2024	Temporary assignment of business operation management in 2024
3	031201/2024/NQ-HĐQT	12/03/2024	Handover of office space for the PECC2's Operation & Maintenance Branch
4	031203/2024/NQ-HĐQT	12/03/2024	First Board meeting of 2024
5	040101/2024/NQ-HĐQT	01/04/2024	Merger of the Investment and Construction Management Division into the Investment Construction Division
6	040102/2024/NQ-HĐQT	01/04/2024	Extension of the deadline for organizing the 2024 Annual General Meeting of Shareholders
7	040901/2024/NQ-HĐQT	09/04/2024	Extension of the deadline for organizing the 2024 Annual General Meeting of Shareholders
8	042303/2024/NQ-HĐQT	23/04/2024	Second Board meeting of 2024
9	042305/2024/NQ-HĐQT	23/04/2024	Third Board meeting of 2024
10	042601/2024/NQ-HĐQT	26/04/2024	Policy on capital registration in Ben Tre Biomass Power Joint Stock Company
11	051301/2024/NQ-HĐQT	13/05/2024	Project completion of the Office Building for Hau Giang Biomass Power Plant Project
12	051501/2024/NQ-HĐQT	15/05/2024	Merger of the IT Department into the DCC Center
13	051702/2024/NQ-HĐQT	17/05/2024	Utilizing the Reward and Welfare Fund to purchase TV2 shares under the Company's Trade Union's name, creating a stock bonus reserve for employees.
14	052402/2024/NQ-HĐQT	24/05/2024	Fourth Board meeting of 2024
15	062001/2024/NQ-HĐQT	20/06/2024	Contractor selection Plan and Bidding Documents for Auditing Services of the 2024 Financial Statements.
16	062501/2024/NQ-HĐQT	25/06/2024	Approval of the 2023 Salary and Bonus Fund
17	070102/2024/NQ-HĐQT	01/07/2024	Reappointment of Officers
18	071601/2024/NQ-HĐQT	16/07/2024	Adjustment of the Enterprise minimum wage

No.	Resolution Number	Date	Content
19	072501/2024/NQ-HĐQT	25/07/2024	Reappointment of Officers
20	081202/2024/NQ-HĐQT	12/08/2024	Fifth Board meeting of 2024
21	081601/2024/NQ-HĐQT	16/08/2024	Contractor selection plan for Enterprise valuation
22	082301/2024/NQ-HĐQT	21/08/2024	Human resources work at Operation & Maintenance Branch
23	090401/2024/NQ-HĐQT	04/09/2024	Recruitment plan 2024
24	091003/2024/NQ-HĐQT	10/09/2024	Sixth Board meeting of 2024
25	091202/2024/NQ-HĐQT	12/09/2024	Preparation of bidding documents for contractor selection to determine enterprise valuation
26	091601/2024/NQ-HĐQT	16/09/2024	Organizational restructuring and renaming of the Investment & Construction Board to the Investment & Power Trading Board
27	092501/2024/NQ-HĐQT	25/09/2024	Regulations on the delegation of authority for signing and issuing official documents
28	100401/2024/NQ-HĐQT	04/10/2024	Approval of the 2024 salary and bonus fund plan
29	101501/2024/NQ-HĐQT	15/10/2024	Investment Cooperation agreement
30	102902/2024/NQ-HĐQT	29/10/2024	Seventh Board meeting of 2024
31	110101/2024/NQ-HĐQT	01/11/2024	Organizational restructuring of the Office of the Party Committee & Company's Trade Union
32	112501/2024/NQ-HĐQT	25/11/2024	Implementing the collection of shareholders' opinions in writing for amendments and additions to the Company's business lines
33	120501/2024/NQ-HĐQT	05/12/2024	Reappointment of Officers
34	123001/2024/NQ-HĐQT	30/12/2024	Reappointment of Officers
35	050301/2024/NQ-HĐQT	03/05/2024	Directive on the implementation of Signed contracts
36	011501/2024/NQ-HĐQT	15/01/2024	Directive on the Capital representative at companies with contributed capital
37	031205/2024/NQ-HĐQT	12/03/2024	
38	031901/2024/NQ-HĐQT	19/03/2024	
39	032201/2024/NQ-HĐQT	22/03/2024	
40	041201/2024/NQ-HĐQT	12/04/2024	
41	042301/2024/NQ-HĐQT	23/04/2024	
42	042306/2024/NQ-HĐQT	23/04/2024	



# 1. ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE (Continue)

No.	Resolution Number	Date	Content
43	051602/2024/NQ-HĐQT	16/05/2024	Directive on the Capital representative at companies with contributed capital
44	052001/2024/NQ-HĐQT	20/05/2024	
45	052301/2024/NQ-HĐQT	23/05/2024	
46	061202/2024/NQ-HĐQT	12/06/2024	
47	061901/2024/NQ-HĐQT	19/06/2024	
48	062001/2024/NQ-HĐQT	20/06/2024	
49	062002/2024/NQ-HĐQT	20/06/2024	
50	062801/2024/NQ-HĐQT	28/06/2024	
51	062802/2024/NQ-HĐQT	28/06/2024	
52	070101/2024/NQ-HĐQT	01/07/2024	
53	080801/2024/NQ-HĐQT	08/08/2024	
54	091702/2024/NQ-HĐQT	17/09/2024	
55	100201/2024/NQ-HĐQT	02/10/2024	
56	101702/2024/NQ-HĐQT	17/10/2024	
57	102201/2024/NQ-HĐQT	22/10/2024	
58	121701/2024/NQ-HĐQT	17/12/2024	
59	121801/2024/NQ-HĐQT	18/12/2024	

Additionally, in the year 2024, the Board of Directors successfully presided over the Annual General Meeting of Shareholders and conducted one round of written shareholder consultation.

The Board of Directors (BoD) members consistently collaborate closely, keeping each other informed on relevant matters during the execution of their assigned duties. Additionally, the BoD maintains a strong coordination with the Supervisory Board to ensure its operational independence. Meeting invitations and related documents are duly sent to the Supervisory Board in accordance with the same regulations applied to the BoD. Furthermore, the BoD actively listens to the opinions of the Supervisory Board during meetings.



## ACTIVITIES OF INDEPENDENT BOARD MEMBERS

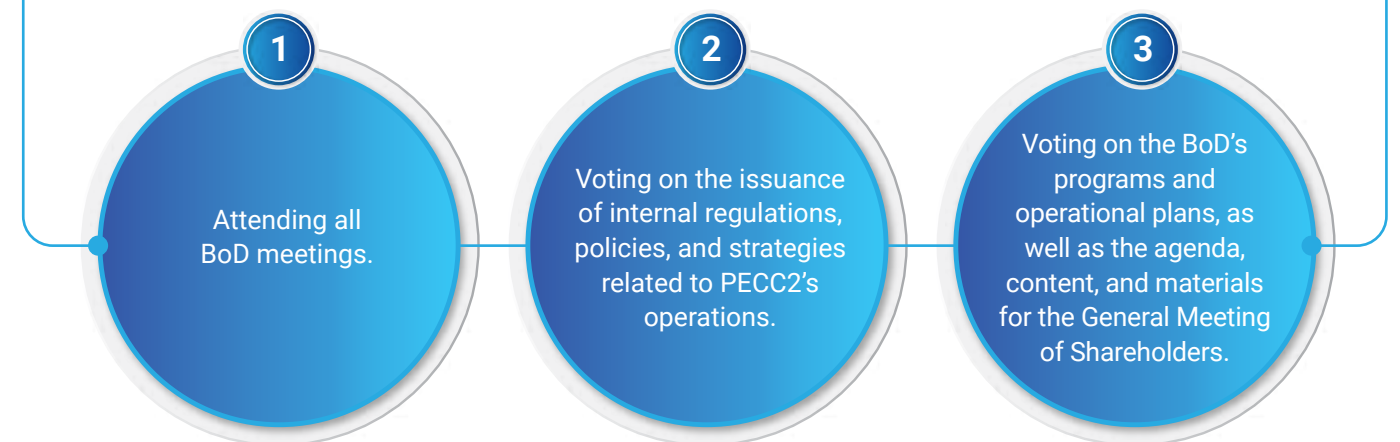
Independent members of the Board of Directors have played a crucial role in providing strategic advisory services and ensuring independent oversight.

The have conducted evaluations of the effectiveness of the Board of Directors and the Executive Board, offering recommendations to enhance transparency and accountability.

The have conducted evaluations of the effectiveness of the Board of Directors and the Executive Board, offering recommendations to enhance transparency and accountability.



Throughout their tenure, Independent Board Members have actively participated in the BoD's activities in full compliance with legal regulations and PECC2's internal policies, specifically:



**By maintaining their independence within the BoD, independent board members have significantly contributed to enhancing the objectivity, transparency, and overall effectiveness of the BoD's decision-making processes.**



## ACTIVITIES OF THE SUBCOMMITTEES WITHIN THE BOARD OF DIRECTORS

### General Affairs Board

“ The General Affairs Board operates under the Board of Directors (BoD). It is responsible for providing advisory support, synthesizing information, and assisting the BoD in executing tasks, plans, and work programs. Additionally, it oversees daily administrative operations and evaluates the adequacy and effectiveness of corporate governance, risk management, and internal control within the company. ”

From its establishment until the end of 2024, the General Affairs Committee has continued to maintain and execute its key responsibilities, including:



**Internal Audit:** Conducting indirect audits through daily operations, reports, and monitoring activities, identifying deficiencies, and proposing corrective measures to enhance operational efficiency.



**Secretarial Duties:** Reviewing documents and materials submitted to the BoD, providing feedback (if necessary) before official submission. Monitoring and ensuring the implementation of BoD directives, following up with relevant departments, reporting execution progress, and ensuring that BoD decisions are effectively carried out.



**Other tasks as directed by the Board of Directors.**

## 2. SUPERVISORY BOARD



### ACTIVITIES OF THE SUPERVISORY BOARD

The Supervisory Board (SB) carries out the following key responsibilities:

Monitoring the prudence and integrity of the Board of Directors (BoD) and the Executive Board in managing business operations in compliance with legal regulations.

Overseeing the implementation of resolutions from the 2024 Annual General Meeting of Shareholders to safeguard shareholders' rights.

Conducting reviews of the semi-annual and annual financial statements for 2024.

Supervising the quality of independent audits in the financial statement auditing process of the Company.



No.	Member of Supervisory Board	Position	Date of Appointment/ Termination		Number of Meetings attended	Attendance rate
			Date of Appointment	Date of Termination		
1	Ms. Nguyen Hong Khanh	Head of the Supervisory Board	23/4/2021	23/4/2026	3/3	100%
2	Ms. Tran Thi Viet Ha	Supervisor	30/6/2022	30/6/2027	3/3	100%
3	Ms. Pham Thi Lan Anh	Supervisor	30/6/2022	30/6/2027	3/3	100%



## SUPERVISORY ACTIVITIES OF THE SUPERVISORY BOARD OVER THE BOARD OF DIRECTORS AND THE EXECUTIVE BOARD

In the year 2024, alongside performing its duties to ensure that the Company's operations comply with the Company's Charter, internal regulations, and relevant legal provisions, the Supervisory Board has focused on the following key activities:



Review of the 2023 Financial Statements and Oversight of Independent Auditors for the 2023 Financial Statements: The Supervisory Board issued Report No. 02/PECC2-BKS on April 15, 2024, regarding the review of PECC2's 2023 Financial Statements.



Report to the 2024 Annual General Meeting of Shareholders on the Supervisory Activities of 2023 and the 2024 Plan, as outlined in Report No. 04/PECC2-BKS dated May 24, 2024.



Selection of an Independent Auditor: Official Letter No. 05/PECC2-BKS dated June 17, 2024, proposing the selection of an independent auditor for the 2024 Financial Statements.



Review of the Financial Statements for the First Half of 2024: The Supervisory Board issued Report No. 10/PECC2-BKS on August 31, 2024.



Review of cost implementation for major ongoing projects of the company.



Overall, the Board of Directors and the Executive Board have effectively implemented the resolutions of the 2024 General Meeting of Shareholders, actively executing measures to fulfill the 2024 Business Plan and distributing dividends to shareholders in accordance with the resolutions.

The Supervisory Board acknowledges that no irregularities have been detected in the activities of the Board of Directors and the Executive Board.

## COORDINATION BETWEEN THE SUPERVISORY BOARD AND THE BOARD OF DIRECTORS, EXECUTIVE BOARD, AND OTHER MANAGEMENT PERSONNEL



The coordination between the Supervisory Board, the Board of Directors, the Executive Board, and other management personnel is carried out in accordance with the Board of Directors' Operational Regulations and the Supervisory Board's Operational Regulations.

Given that all three supervisory members hold concurrent positions, the Company has provided the Supervisory Board with monthly reports on production and business activities to help them monitor the company's operational performance.

## OTHER ACTIVITIES OF THE SUPERVISORY BOARD

In parallel with carrying out its duties to ensure the Company's operations comply with its Charter, internal regulations, and relevant legal provisions, the Supervisory Board in 2024 also focuses on reviewing key areas, including: monitoring and assessing the implementation of the Company's 2024 business and production plan; participating in the Company's 2024 Employee Conference; overseeing the activities of the Board of Directors (BOD), the Executive Board, branches, and managerial personnel in fulfilling their assigned tasks. After each supervisory review, the Supervisory Board reports its findings and recommendations to the BOD and relevant units to safeguard shareholders' interests and enhance internal corporate governance.

Additionally, the Board members proactively conduct research and improve their inspection and supervisory expertise to effectively fulfill their assigned responsibilities.





### 3. TRANSACTIONS, REMUNERATION, AND BENEFITS OF THE BOARD OF DIRECTORS, EXECUTIVE BOARD, AND SUPERVISORY BOARD

#### Share transactions of the Board of Directors, Executive Board and Supervisory Board

No.	Transaction Executor	Relationship with Insider	Share Owned at beginning of period		Share Owned at end of period		Reason for Increase/Decrease (Buy, Sale, Conversion, Bonus, etc)
			Number of shares	Ratio	Number of shares	Ratio	
1	Mr. Nguyen Chon Hung	Chairman of Board	145,795	0.22%	172,095	0.25%	Buy
2	Mr. Nguyen Hai Phu	Deputy CEO	40,510	0.06%	60,010	0.09%	Buy
3	Ms. Nguyen Hong Khanh	Head of the Supervisory Board	10,000	0.01%	4,000	0.01%	Sale
4	Ms. Nguyen Thi Lan Anh	Member of the Supervisory Board	5,088	0.01%	10,288	0.02%	Buy

#### Salaries and Remuneration of the Board of Directors

No.	Full Name	Position	Annual Salary (Million VND)	Annual Remuneration (Million VND)
1	Mr. Nguyen Chon Hùng	Chairman of the Board	486	-
2	Mr. Vo Van Binh	Member of BoD cum CEO	468	-
3	Ms. Pham Lien Hai	Member of BoD cum Deputy CEO	414	-
4	Mr. Nguyen Manh Phat	Member of BoD	-	82.8
5	Mr. Dinh Quang Tri	Member of BoD	-	82.8

#### Salaries of the Executive Board and Other Management Personnel

No.	Full Name	Position	Annual Salary (Million VND)	Annual Remuneration (Million VND)
1	Mr. Nguyen Trong Nam	Deputy CEO	414	-
2	Mr. Nguyen Hai Phu	Deputy CEO	414	-
3	Ms. Bui Thi Ngoc Ly	Chief Accountant	378	-

#### Remuneration of the Supervisory Board

No.	Full Name	Position	Annual Salary (Million VND)	Annual Remuneration (Million VND)
1	Ms. Nguyen Hong Khanh	Chief of the Supervisory Board	-	86.4
2	Ms. Tran Thi Viet Ha	Supervisor	-	82.8
3	Ms. Pham Thi Lan Anh	Supervisor	-	82.8

### 4. EVALUATION OF COMPLIANCE WITH CORPORATE GOVERNANCE REGULATIONS

CORPORATE GOVERNANCE principles according to

**PECC2**'s Internal Governance Regulations





## 4. EVALUATION OF COMPLIANCE WITH CORPORATE GOVERNANCE REGULATIONS (Continued)



In 2024, under the guidance and direction of the Board of Directors and the Executive Board, PECC2 has strictly and systematically implemented corporate governance regulations based on the seven corporate governance principles mentioned above. The company consistently promotes and enhances awareness among managerial staff and employees regarding best corporate governance practices, ensuring that governance regulations are adhered to at all levels, from senior leadership to employees. Below are some key highlights:

### A. Organizational Structure and Personnel

The Board of Directors and the Executive Board of PECC2 comprise highly experienced and specialized members who have carried out their duties in strict compliance with the Company's Charter and the resolutions of the General Meeting of Shareholders. Additionally, the company continuously enhances its governance capabilities through leadership and key personnel training, as well as the adoption of international corporate governance standards.



### B. Legal and Regulatory Compliance

PECC2 has complied with all corporate governance-related legal regulations, ensuring transparency in its operations through information disclosure and the fulfillment of obligations to shareholders.



### C. Risk Management and Sustainable Development:

PECC2 has adopted modern governance methods with a strong emphasis on sustainable development. The company has invested in clean and renewable energy projects in alignment with global trends. Furthermore, it actively engages in corporate social responsibility initiatives, contributing to community development.



### D. Ensuring a Streamlined and Efficient Governance Structure

PECC2 maintains a flexible governance model tailored to the company's scale and operational characteristics. Roles and responsibilities within the governance system are clearly defined, minimizing overlaps and enhancing overall efficiency.





# 11

## SUSTAINABLE DEVELOPMENT REPORT

100 PECC2's ESG Sustainability Policy

106 Sustainability Performance at PECC2

122 PECC2's Sustainability Roadmap



# 1. PECC2'S ESG SUSTAINABILITY POLICY

## 1.1. PECC2'S MESSAGE ON SUSTAINABLE DEVELOPMENT

“ PECC2 DEVELOPS TOWARDS EFFICIENCY AND QUALITY, ENSURING A CLOSE, RATIONAL, AND HARMONIOUS INTEGRATION OF ECONOMIC EFFICIENCY WITH SOCIAL RESPONSIBILITY, RESOURCE PRESERVATION, AND ENVIRONMENTAL PROTECTION; ACTIVELY AND POSITIVELY PARTICIPATING IN SHARED PROGRAMS OF THE GOVERNMENT AND LOCALITIES ON THE ENVIRONMENT AND SOCIETY ”



ECC2 is a leading enterprise providing consulting, design, construction, project management, operation management, and investment services for clean and renewable energy projects in Vietnam. It contributes to promoting energy transition and fulfilling Vietnam's commitment to achieving net-zero emissions by 2050.

PECC2 fosters a workplace culture based on trust, collaboration, and empathy, built upon three core values



The company recognizes that ESG sustainable development enables the realization of long-term benefits:

- Improving operational efficiency and employee performance; reducing costs; conserving energy and efficiently utilizing clean energy.
- Harmonizing the interests of stakeholders, including employees, investors, suppliers, customers, governments, communities, society, and the natural environment.
- Enhancing competitiveness and leveraging the potential for market expansion by integrating ESG aspects into the company's products and services.



With a vision for sustainable development, the company establishes commitments and principles for practice across environmental, social, and governance aspects, implementing specific actions to realize these commitments.



1.2. PECC2'S ESG OPERATIONAL PRINCIPLES

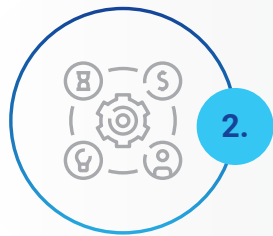
PECC2's ESG policy outlines principles and guidelines to incorporate environmental, social, and governance aspects into decision-making processes, production activities, business operations, and company culture:

# ESG



1.

The company closely monitors major ESG trends impacting its business operations and proactively prepares contingency plans to effectively address emerging risks while seizing new opportunities.



2.

Leveraging its resources and market position, the company implements strategic ESG priorities to create value for itself and its stakeholders.



3.

PECC2 complies with legal and regulatory requirements and ESG standards applicable to its business operations.



4.

The company promotes a workplace environment that is diverse, inclusive, and equitable, prioritizing employee well-being and work-life balance.



5.

PECC2 actively participates in charitable and community development programs to demonstrate its social responsibility.



6.

The company encourages contributions from various stakeholders to gain deeper insights, build trust, and make well-informed decisions that reflect stakeholders' concerns regarding environmental, social, and governance matters.



1.3. COMMITMENTS TO IMPLEMENTATION

1

Environmental Responsibility Commitments

- Fully complying with environmental protection regulations at local, regional, and national levels within the company's areas of operation.
- Efficiently utilizing natural resources, reducing energy consumption, managing waste, advancing towards a circular economy, and mitigating greenhouse gas emissions in business activities.
- Promoting sustainable operations, including surveying, designing, procurement, manufacturing, construction, and operation management, to minimize environmental impacts.
- Encouraging partners and customers to adopt environmental solutions and reduce greenhouse gas emissions throughout the supply chain.

2

Social Responsibility Commitments

**The company focuses on building sustainable relationships with stakeholders, empowering employees, and supporting environmental and social programs by:**

- Establishing a diverse, fair, and inclusive workplace where all employees are valued, respected, and recognized.
- Strengthening workplace health, occupational safety, and food safety standards.
- Ensuring income stability, providing welfare programs, and supporting continuous learning and career development for employees.
- Strengthening partnerships with customers and suppliers committed to implementing ESG practices.
- Organizing programs and activities that engage with local communities in areas where the company operates.



3

Governance Commitments

**The company ensures rigorous oversight, transparency, and risk management across its operations by:**

- Maintaining effective corporate governance through leadership accountability and proactive risk management strategies.
- Upholding professional ethical standards and fostering a culture of honor and integrity.
- Strengthening relationships with stakeholders through transparent communication, proactive engagement, and positive responsiveness.
- Balancing desired profitability with ESG implementation costs when developing business strategies.





## 2. SUSTAINABILITY PERFORMANCE AT PECC2

### 2.1. SUSTAINABLE GOVERNANCE

To provide essential information about PECC2's sustainable business development journey, including its vision, commitments, strategic direction, and key topics adhering to Environmental-Social-Governance (ESG) frameworks and standards, the company published the PECC2 Sustainable Business Development Handbook under the ESG Framework in 2024. This handbook offers guidance for assessing the sustainability level of annual business practices using ESG metrics, enabling the company to evaluate, plan, execute, and promote sustainable business growth.



- ◆ The company also emphasizes the application of ethical standards, including "Honor and Integrity, Fairness and Respect, Responsibility and Transparency," and shared rules of conduct based on PECC2's core values "Spirit of Service, Professional Passion, and Innovative Creativity"- as outlined in the PECC2 Cultural Handbook.
- ◆ PECC2 has established various communication channels such as its bilingual Vietnamese-English website, Facebook fan page, LinkedIn profile, and PECC2 newsletter, regularly updating stakeholders about its products, services, and corporate activities.
- ◆ The organizational structure and operational activities of PECC2's Board of Directors, Executive Board, Supervisory Board, and Internal Audit are strictly aligned with legal and regulatory requirements. Detailed information regarding the governance activities and internal control functions is presented in Section 10: Corporate Governance of this report.



- ◆ PECC2 fully complies with and implements commitments, policies on quality, environment, and occupational health and safety, in line with ISO 9001, ISO 14001, and ISO 45001 certifications, which are issued and maintained annually.

### 2.2. SUSTAINABLE ENVIRONMENT

PECC2 pursues sustainable development objectives while upholding its responsibility to protect the environment, minimize negative impacts, and optimize resource utilization.

#### 01 ENVIRONMENTAL MANAGEMENT, MONITORING, AND IMPACT ASSESSMENT POLICIES



The company has obtained the ISO 14001:2015 international certification for environmental management and conducts an annual environmental protection report.



PECC2 strictly complies with environmental regulations across its operations and projects, with no recorded violations or penalties related to environmental issues.





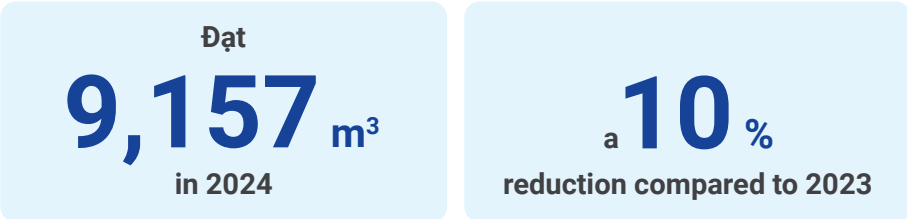
02

EFFICIENT ENERGY AND NATURAL RESOURCE CONSERVATION



Water Resource Conservation

The company utilizes municipal water sources, with consumption progressively decreasing to

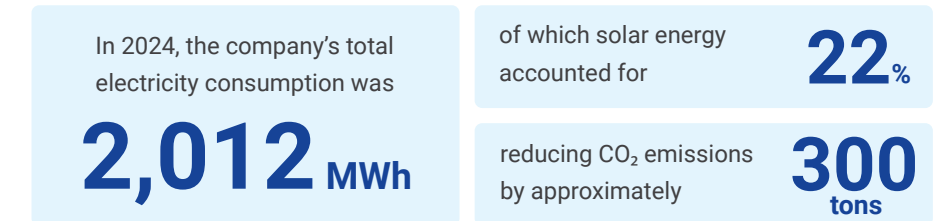


To conserve water, PECC2 has installed automatic shut-off faucets, regulated water flow, and implemented strict monitoring and management measures. Additionally, awareness campaigns have been conducted to encourage responsible water usage.



Energy Efficiency Measures

PECC2 has implemented a rooftop solar power system integrated with battery energy storage to enhance the use of renewable energy and reduce reliance on the national grid, particularly during peak hours.



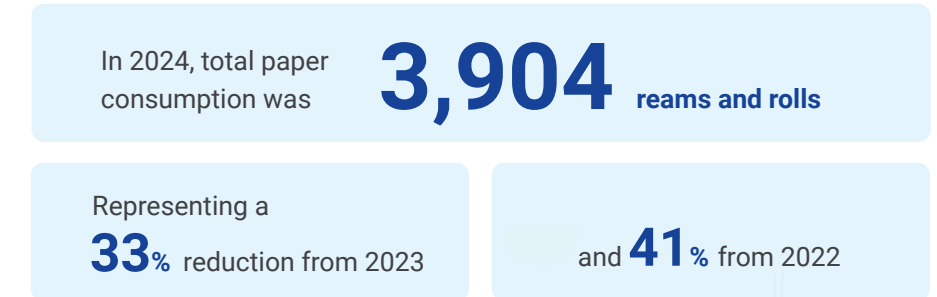
Additional energy-saving initiatives include

- ◆ Establishing scheduled air conditioning operation based on work areas and office hours, requiring prior approval for usage after 8 PM and on weekends.
- ◆ Installing motion sensors to optimize lighting energy consumption.
- ◆ Reducing power usage in unoccupied spaces and maximizing natural light utilization.

The company primarily uses printing paper for documentation purposes.



Material and Resource Management



This significant decrease is attributed to enhanced digitalization, minimized printing, and the adoption of double-sided printing.





**03 WASTE MANAGEMENT**

PECC2 systematically measures, monitors, and reports waste disposal activities to ensure full compliance with environmental management and treatment regulations.

**Wastewater Treatment**

Domestic wastewater is collected and treated within the internal system before being discharged into the city's drainage system.

The wastewater volume in 2024 was **27 m<sup>3</sup> per day**

a nearly **30%** reduction from 2023

The company conducts environmental monitoring four times per year, with analysis results confirming that treated wastewater meets the allowable limits outlined in QCVN 14:2008/BTNMT.



**Solid Waste Treatment**

Household waste is categorized into three groups:



Waste is collected daily by authorized service providers

averaging approximately **2 M<sup>3</sup> PER DAY**



**Waste management initiatives include**

- ◆ Utilizing covered trash bins.
- ◆ Labeling waste bins for proper segregation.
- ◆ Raising awareness to reduce single-use items, such as disposable cups.
- ◆ Promoting the use of reusable products.





### Hazardous Waste Disposal

Hazardous waste (batteries, ink cartridges, fluorescent bulbs, etc.) is sorted, stored separately, and transferred to licensed disposal units once per year.



### Air Emission Control

Dust levels, gaseous emissions, and noise levels are monitored twice per year in compliance with QCVN 26:2010/BTNMT and QCVN 05:2023/BTNMT standards. Monitoring results for 2024 confirm that pollutant levels remain within permissible limits.

Primary sources of pollution include traffic, parking areas, odors from restrooms, waste storage zones, and wastewater treatment facilities.

The company has implemented pollution mitigation measures, such as:

- ◆ Designing efficient ventilation, smoke extraction, and fresh air supply systems.
- ◆ Enhancing greenery within company premises.
- ◆ Regularly watering and cleaning roadways within the office compound.
- ◆ Scheduling daily waste collection during low-traffic hours.

ADDITIONALLY, PECC2 HAS LAUNCHED AND PARTICIPATED IN ENVIRONMENTAL PROTECTION INITIATIVES SUCH AS EARTH HOUR, CAMPUS CLEAN-UP CAMPAIGNS, THE 5S WORKPLACE ORGANIZATION MOVEMENT, AND THE INSTALLATION OF DEDICATED USED BATTERY DISPOSAL BINS. THE COMPANY ACTIVELY COLLABORATES WITH STAKEHOLDERS TO MONITOR AND UPHOLD ENVIRONMENTAL STANDARDS, IMPLEMENTS PERIODIC INSPECTIONS, AND RECORDS FEEDBACK FOR CONTINUOUS IMPROVEMENT.



## 2.3. SUSTAINABLE SOCIETY

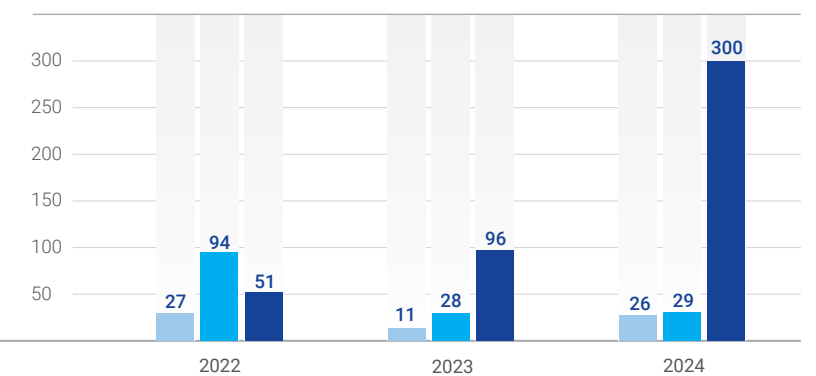
### INVESTMENT IN TRAINING AND PROFESSIONAL DEVELOPMENT

PECC2 continues to implement the PECC2 CPD Career Development Program and integrate information technology into management to enhance employee participation. After three years of implementation, the program attracted 97% of employees in 2024, compared to 75% in 2023 and 68% in 2022.

To improve training effectiveness and foster a learning culture, the company has introduced several initiatives, including the expansion of the PECC2 E-Learning system, the establishment of the "PECC2 Knowledge Space" for reading, and the organization of the PECC2 Book and Knowledge Sharing Club and the English Club.



Number of courses organized in 2022, 2023, 2024



The company also prioritizes raising employee awareness of sustainable development. In 2024, PECC2 introduced the PECC2 Sustainable Business Development Handbook based on the ESG framework, a key resource for ESG awareness training.

Additionally, the PECC2 E-Learning platform offers 25 ESG-related courses across five categories:

- 01 — Overview of Sustainable Development.
- 02 — ESG Policies and Strategies for Enterprises.
- 03 — ESG Implementation, Measurement, and Evaluation.
- 04 — ESG Sustainability Reporting.
- 05 — Successful ESG Implementation in Enterprises.

Employee participation in ESG courses on the E-Learning system reached 419 enrollments in 2024.



## EMPLOYEE WELFARE



**POWER ENGINEERING CONSULTING JOINT STOCK COMPANY 2**

PECC2 designs its salary and bonus system based on job positions, qualifications, and performance while ensuring full compliance with labor laws regarding social insurance contributions. Additionally, the company collaborates with PVI Insurance Corporation to provide exclusive health insurance programs for employees.



## EMPLOYEE BENEFITS AND SUPPORT POLICIES

The company offers various non-salary benefits, including :

Regular health check-ups.

transportation and accommodation support (such as shuttle buses and dormitories for young employees), meal allowances for breakfast and lunch, annual leave travel allowances, business travel support.

team-building events, corporate retreats, and celebrations.

PECC2 also provides full social security benefits, including maternity leave, retirement pensions, severance pay, and occupational health support.

To promote well-being, the company has developed sports facilities and organizes activities such as running and cycling challenges.

As well as celebrations for International Women's Day (March 8) and Vietnamese Women's Day (October 20).



## OCCUPATIONAL HEALTH CARE AND WORKER SAFETY

PECC2 strictly complies with occupational safety regulations. From 2022 to 2024, the company recorded no workplace accidents, traffic accidents, or fire incidents. It also monitors employee health post-medical check-ups and conducts occupational disease screenings annually.





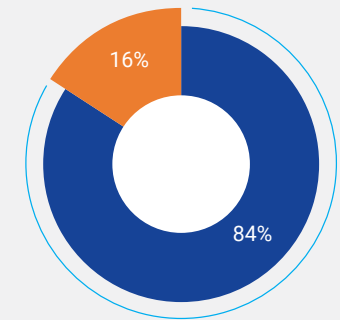
## FOSTERING A DIVERSE, EQUITABLE, AND INCLUSIVE WORK ENVIRONMENT



PECC2 fully complies with human rights and labor rights regulations, including prohibitions on child labor and forced labor while ensuring equal opportunities and non-discrimination. As of December 31, 2024, PECC2 had a workforce of 1,309 employees with diverse backgrounds in education, tenure, gender, and age.

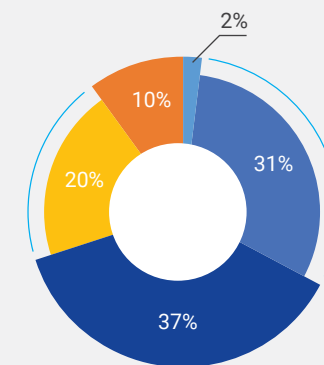
### Gender Distribution

In 2024, male employees accounted for 84% (1,101 individuals), while female employees represented 16% (208 individuals), reflecting an increase in female workforce participation compared to 2023 (82% male, 16% female).



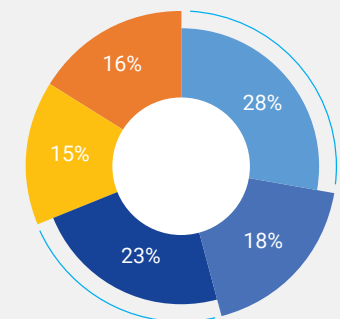
● Male ● Female

### Employee Age Distribution in 2024



● Over 60 years ● 41-50 years  
● 18-30 years ● 51-60 years  
● 31-40 years

### Employee Tenure



● 0-3 years ● 10-20 years  
● 3-5 years ● Over 20 years  
● 5-10 years





## CORPORATE SOCIAL RESPONSIBILITY (CSR) AND COMMUNITY ENGAGEMENT

PECC2 actively engages in social responsibility through various initiatives in communities where it operates:

- Sponsoring five ninth-grade students in Ho Chi Minh City affected by the COVID-19 pandemic from October 2021 until they complete high school (2023-2024 school year: VND 120 million).
- Donating VND 100 million to the Vietnam Fatherland Front in Yen Bai Province for disaster relief following Typhoon Yagi.
- Supporting disadvantaged communities in Gia Lai, Ca Mau, and Binh Phuoc—regions where PECC2 operates power plants.
- Providing financial support of VND 73 million to the Ho Chi Minh City Blind Association and pediatric cancer patients at Oncology Hospital Facility II.
- Assisting war veterans' families in difficult circumstances in Truong Tho Ward, Thu Duc.





2.4. SUSTAINABLE BUSINESS OPERATIONS



PECC2 PROACTIVELY PROMOTES BUSINESS SUSTAINABILITY AND INNOVATION, WITH A FOCUS ON CLEAN ENERGY DEVELOPMENT AND ENVIRONMENTAL PROTECTION.



**RENEWABLE ENERGY PROJECT DEVELOPMENT**

- Acting as the EPC contractor for the Thac Ba 2 Hydropower Plant and providing consulting and supervision services for the Hau Giang Biomass Power Plant.
- Consulting on the expansion of the Tri An Hydropower Plant.
- Expanding operations and maintenance (O&M) services, including for the Houay LaNge Hydropower Plant in Laos and three solar power plants in Tay Ninh.



**INNOVATION, TECHNOLOGICAL ADVANCEMENT, AND CAPABILITY ENHANCEMENT**

- Encouraging research and development (R&D) projects that optimize resources and reduce emissions.
- Implementing new technologies, such as AI-based solar and wind power forecasting and second-generation robotic solar panel cleaning.
- Organizing seminars on sustainable business development, energy project management, digital transformation, and smart grids.
- Strengthening nuclear energy expertise to contribute to Vietnam's nuclear power development program.



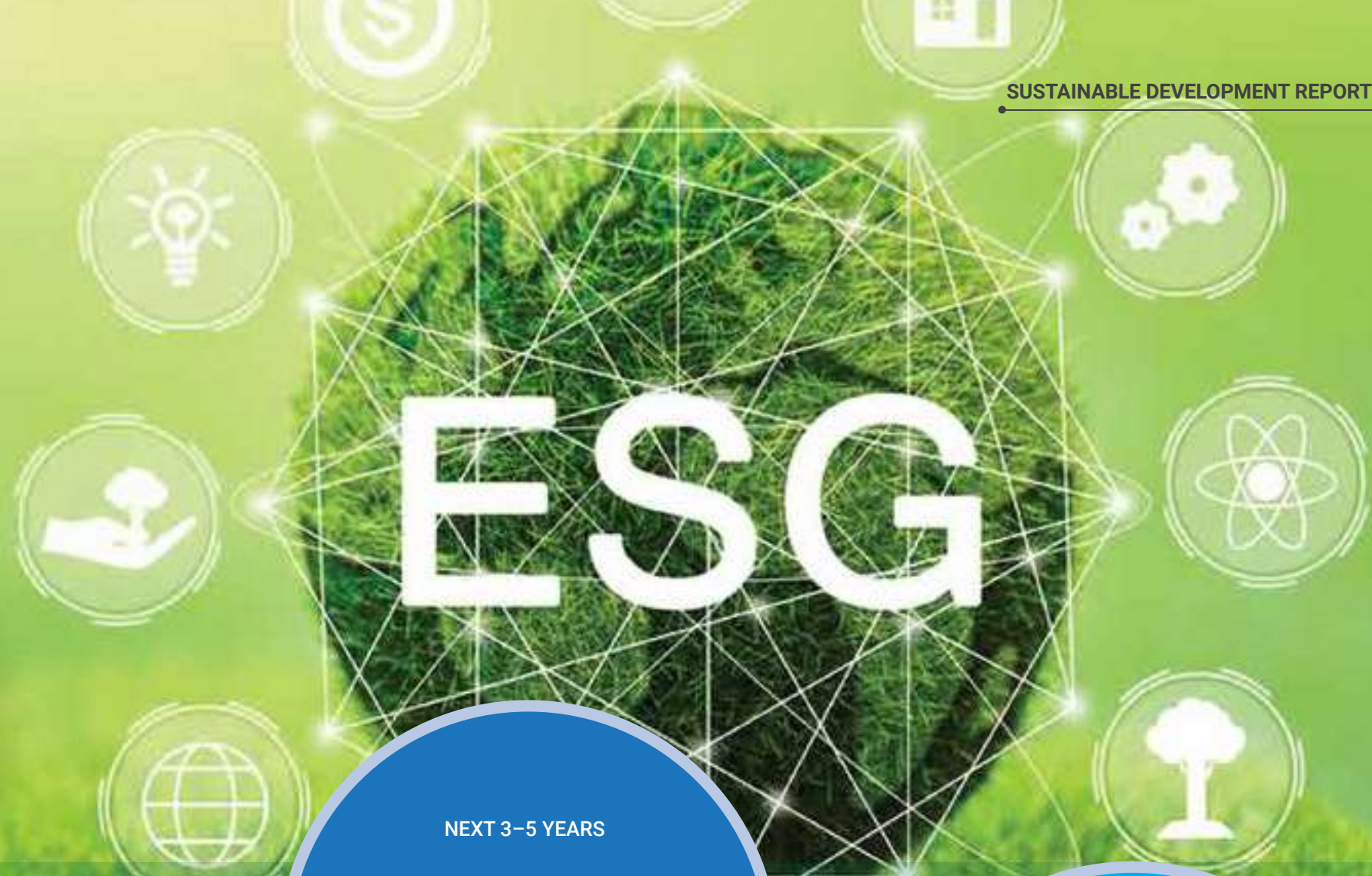
**STRENGTHENING PARTNERSHIPS WITH STAKEHOLDERS**

- Collaborating on renewable energy projects under direct power purchase agreements (DPPA) and self-consumption solar power projects.
- Conducting joint research on improving thermal power plant efficiency, nuclear energy applications, and energy storage technologies.
- Participating in industry conferences and exhibitions to promote the growth of clean energy.





# 3. PECC2'S SUSTAINABILITY ROADMAP



## 3.1. ESG IMPLEMENTATION ROADMAP

PECC2 RECOGNIZES ESG SUSTAINABLE DEVELOPMENT AS A CONTINUOUS AND ITERATIVE JOURNEY THAT REQUIRES MANAGING RISKS AND OPPORTUNITIES WHILE REGULARLY ANALYZING AND ASSESSING THE VALUES THAT MAY IMPACT STAKEHOLDERS.

The proposed ESG implementation roadmap for PECC2 consists of the following phases:

### FIRST 1-2 YEARS

Implementation of fundamental ESG policies. During this initial phase, the PECC2 ESG Reference Framework (PECC2 ESG Framework) will be applied based on the ESG framework outlined in the Guidance Handbook on Corporate Sustainable Business Practices Assessment Tools issued by the Agency for Enterprise Development (under the Ministry of Planning and Investment) in collaboration with USAID.

### NEXT 3-5 YEARS

Adoption of universal ESG policies. In this phase, the company will explore the implementation of appropriate ESG standards.

### AFTER APPROXIMATELY 5-7 YEARS

Comprehensive review and assessment of ESG implementation outcomes to determine whether to adopt the highest ESG policies.

Additionally, on an annual basis, PECC2 will reference the Corporate Sustainability Index issued by the Vietnam Business Council for Sustainable Development (VCCI) to conduct self-assessments and register as a sustainable enterprise.



### 3. PECC2'S SUSTAINABILITY ROADMAP (Continued)



**STEP 1:** Defining ESG Objectives and Implementation Levels The company conducts an initial assessment of its current development status, resources, market position, and business operations to determine the objectives and levels of ESG implementation.

**STEP 2:** Benchmarking the Company's Status Against ESG Standards In the early stages, PECC2 aligns its existing practices with ESG reference frameworks to assess compliance with various criteria, identify gaps, and determine areas for improvement. Over time, the company will transition to evaluating its ESG performance against established ESG standards while actively engaging stakeholders to understand expectations, review capabilities, and prioritize key ESG topics for implementation.

**STEP 3:** Establishing ESG Goals, Measurement Tools, and Evaluation Metrics Based on core competencies and prioritized ESG topics, the company develops an Annual ESG Plan, which includes ESG objectives, programs/initiatives, internal policy adjustments, task assignments, measurement tools, evaluation frameworks, and a self-assessment appendix aligned with the ESG reference framework.

#### 3.2. ESG IMPLEMENTATION PROCESS

PECC2 defines ESG implementation as a five-step process, with steps 2 to 5 performed in iterative cycles:



**STEP 4:** Integrating ESG into Business Operations PECC2 incorporates sustainability into governance and business operations by embedding ESG objectives into corporate strategies. Key solutions include selecting ESG-integrated products/services/markets, implementing sustainable talent management, adopting resource-efficient and environmentally friendly production processes, tracking ESG progress using relevant metrics, and maintaining strong stakeholder engagement.

**STEP 5:** Reporting and Disclosure The company identifies key issues for ESG reporting by: Reviewing and selecting critical issues, risks, and opportunities for disclosure based on: i) PECC2's perspective on material ESG topics; ii) Stakeholder concerns and expectations. Preparing and publishing ESG reports to ensure transparency and accountability in sustainability efforts.





# 12

## **CONSOLIDATED FINANCIAL STATEMENTS**

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# 1. THE COMPANY

Power Engineering Consulting Joint Stock Company 2 (“the Company”) is a shareholding company incorporated under the Law on Enterprise of Vietnam pursuant to the Business Registration Certificate (“BRC”) No. 0300420157 issued by the Department of Planning and Investment (“DPI”) of Ho Chi Minh City on 29 October 2007, and the latest 21th amended BRC issued by the DPI of Ho Chi Minh City on 5 December 2022.

The Company’s shares were listed on the Ho Chi Minh Stock Exchange with trading symbol as TV2 in accordance with the Decision No. 134/QD-SGDHCM issued by the Ho Chi Minh Stock Exchange on 22 April 2019.

The current principal activities of the Company are to consult the power source, thermal power and hydropower; consult the grid projects and survey; execute Engineering, Procurement and Construction (“EPC”) projects; design and manufacture of auxiliary systems of power plants; operate and manage the Power Plant (“O&M”); and invest in power plants, mainly of clean energy such as solar power, wind power, biomass energy, hydropower and gas power plants.

The Company’s head office is located at No. 32, Ngo Thoi Nhiem Street, Vo Thi Sau Ward, District 3, Ho Chi Minh City, Vietnam. The Company has five (5) dependent units including:

- **Main office includes** Main Office, Power Grid Consulting Center, Hydropower Consulting Center, Thermal Power and Nuclear Power Consulting Center and EPC Project Management Board are located at No. 45, Street 2, Truong Tho Ward, Thu Duc City, Ho Chi Minh City, Vietnam
- **Power Engineering Consulting Joint Stock Company 2 – Investigation and Construction Branch** located at No. 45, Dan Chu Street, Binh Tho Ward, Thu Duc City, Ho Chi Minh City, Vietnam
- **Power Engineering Consulting Joint Stock Company 2 - Electro Mechanical Branch** located at No. 45, Street 2, Truong Tho Ward, Thu Duc City, Ho Chi Minh City, Vietnam
- **Power Engineering Consulting Joint Stock Company 2 - Power Plant Operation and Maintenance Branch** is located at No. 45, Street 2, Truong Tho Ward, Thu Duc City, Ho Chi Minh City, Vietnam and
- **Representative office of Power Engineering Consulting Joint Stock Company 2 in Myanmar** is located at 9FL, 192 Kabar Aye Pagoda Road, Bahan Township, Yangon, Myanmar.

## BOARD OF DIRECTORS

The members of the Board of Directors during the year and at the date of this report are:

<b>Mr Nguyen Chon Hung</b>	Chairman
<b>Mr Vo Van Binh</b>	Executive Director
<b>Ms Pham Lien Hai</b>	Executive Director
<b>Mr Nguyen Manh Phat</b>	Executive Director
<b>Mr Dinh Quang Tri</b>	Independent Executive Director

## INTERNAL AUDIT BOARD

The member of the Internal Audit Board during the year and at the date of this report is:

<b>Ms Nguyen Thi Thu Hien</b>	Chief of Internal Audit Board
-------------------------------	-------------------------------

## MANAGEMENT

The members of the Management during the year and at the date of this report are:

<b>Mr Vo Van Binh</b>	Chief Executive Officer
<b>Mr Nguyen Trong Nam</b>	Chief Operating Officer
<b>Mr Nguyen Hai Phu</b>	Chief Operating Officer
<b>Ms Pham Lien Hai</b>	Chief Operating Officer

## BOARD OF SUPERVISION

The members of the Board of Supervision during the year and at the date of this report are:

<b>Ms Nguyen Hong Khanh</b>	Head of Supervisory Board
<b>Ms Tran Thi Viet Ha</b>	Member
<b>Ms Pham Thi Lan Anh</b>	Member

## LEGAL REPRESENTATIVE

The legal representative of the Company during the year and at the date of this report are Mr Nguyen Chon Hung and Mr Vo Van Binh.

Ms Pham Lien Hai, Chief Operating Officer of the Company, is authorised by Mr Nguyen Chon Hung, Chairman, to sign the accompanying financial statements for the year ended 31 December 2024 in accordance with the Letter of Authorisation effective since 13 August 2020.

## AUDITORS

The auditor of the Company is Ernst & Young Vietnam Limited.

The Management of Power Engineering Consulting Joint Stock Company 2 (“the Company”) is pleased to present this report and the financial statements of the Company for the year ended 31 December 2024.



## THE MANAGEMENT'S RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Management is responsible for the financial statements of each financial year which give a true and fair view of the financial position of the Company and of the results of its operations and its cash flows for the year. In preparing those financial statements, management is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue its business.

The Management is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the financial position of the Company and ensuring that the accounting records comply with the applied accounting system. It is also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Management confirmed that it has complied with the above requirements in preparing the accompanying financial statements.

## STATEMENT BY THE MANAGEMENT

The Management of the Company does hereby state that, in its opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2024 and of the results of its operations and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the financial statements.

For and on behalf of the Management:



**PHAM LIEN HAI**  
Chief Operating Officer

Ho Chi Minh City, Vietnam  
28 March 2025

## 2. INDEPENDENT AUDITORS' REPORT

### To: The Shareholders of Power Engineering Consulting Joint Stock Company 2

We have audited the accompanying financial statements of Power Engineering Consulting Joint Stock Company 2 ("the Company"), as prepared on 28 March 2025 and as set out on pages 6 to 52 which comprise the balance sheet as at 31 December 2024, the income statement and the cash flow statement for the year then ended and the notes thereto.

### *The Management's responsibility*

The Company's management is responsible for the preparation and fair presentation of these financial statements of the Company in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to the preparation and presentation of the financial statements, and for such internal control as the Management determines is necessary to enable the preparation and presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements of the Company are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements give a true and fair view, in all material respects, of the financial position of the Company as at 31 December 2024, and of the results of its operations and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to preparation and presentation of the financial statements.



Ernst & Young Vietnam Limited  
Trần Nam Dũng  
Deputy General Director  
Audit Practicing Registration Certificate  
No. 3021-2024-004-1

Ho Chi Minh City, Vietnam  
28 March 2025



**DUONG PHUC KIEN**  
Auditor  
Audit Practicing Registration Certificate  
No. 4613-2023-004-1



### 3. BALANCE SHEET

Unit: VND

Code	ASSETS	Notes	Ending balance	Beginning balance
<b>100</b>	<b>A. CURRENT ASSETS</b>		<b>1,331,536,969,066</b>	<b>1,609,922,985,563</b>
<b>110</b>	<b>I. Cash and cash equivalents</b>	<b>4</b>	<b>199,941,912,365</b>	<b>127,329,031,923</b>
111	1. Cash		77,041,912,365	54,829,031,923
112	2. Cash equivalents		122,900,000,000	72,500,000,000
<b>120</b>	<b>II. Short-term investment</b>		<b>103,000,000,000</b>	<b>145,000,000,000</b>
123	1. Held-to-maturity investments	5	103,000,000,000	145,000,000,000
<b>130</b>	<b>III. Current accounts receivable</b>		<b>839,478,222,076</b>	<b>1,241,292,754,775</b>
131	1. Short-term trade receivables	6	799,975,381,730	1,178,538,447,369
132	2. Short-term advance to suppliers	7	12,423,496,420	34,514,249,084
136	3. Other short-term receivables	8	60,632,683,833	78,529,681,705
137	4. Provision for doubtful short-term receivables	6, 7	(33,553,339,907)	(50,289,623,383)
<b>140</b>	<b>IV. Inventory</b>		<b>155,964,470,035</b>	<b>72,386,965,450</b>
141	1. Inventories	9	155,964,470,035	72,386,965,450
<b>150</b>	<b>V. Other current assets</b>		<b>33,152,364,590</b>	<b>23,914,233,415</b>
151	1. Short-term prepaid expenses	10	7,273,128,469	6,283,542,984
152	2. Value-added tax deductibles	17	25,586,204,459	17,549,195,290
153	3. Tax and other receivables from the States	17	293,031,662	81,495,141
<b>200</b>	<b>B. NON-CURRENT ASSETS</b>		<b>840,967,129,230</b>	<b>851,122,544,747</b>
<b>210</b>	<b>I. Long-term receivable</b>		<b>2,297,171,065</b>	<b>2,073,191,943</b>
216	1. Other long-term receivables	8	2,297,171,065	2,073,191,943
<b>220</b>	<b>II. Fixed assets</b>		<b>428,444,362,593</b>	<b>444,540,426,031</b>
221	1. Tangible fixed assets	11	290,977,761,410	305,166,064,970
222	Cost		543,818,259,662	519,479,651,798
223	Accumulated depreciation		(252,840,498,252)	(214,313,586,828)
227	2. Intangible fixed assets	12	137,466,601,183	139,374,361,061
228	Cost		212,603,701,470	208,489,164,524
229	Accumulated amortisation		(75,137,100,287)	(69,114,803,463)

Unit: VND

Code	ASSETS	Notes	Ending balance	Beginning balance
<b>240</b>	<b>III. Long term asset in progress</b>		<b>5,080,712,032</b>	<b>14,669,869,473</b>
242	1. Construction in progress	13	5,080,712,032	14,669,869,473
<b>250</b>	<b>IV. Long-term investments</b>	<b>14</b>	<b>398,531,657,421</b>	<b>382,473,449,471</b>
252	1. Investment in associates		411,678,150,000	394,037,700,000
253	2. Investment in other entities		47,237,000,600	42,024,050,600
254	3. Provision for diminution in value of long-term investments		(60,383,493,179)	(53,588,301,129)
<b>260</b>	<b>V. Other long-term assets</b>		<b>6,613,226,119</b>	<b>7,365,607,829</b>
261	1. Long-term prepaid expenses	10	6,146,993,538	6,504,235,091
262	2. Deferred tax assets	30.3	466,232,581	861,372,738
<b>270</b>	<b>TOTAL ASSETS</b>		<b>2,172,504,098,296</b>	<b>2,461,045,530,310</b>

Unit: VND

Code	RESOURCES	Notes	Ending balance	Beginning balance
<b>300</b>	<b>C. LIABILITIES</b>		<b>863,493,421,726</b>	<b>1,127,315,847,579</b>
<b>310</b>	<b>I. Current liabilities</b>		<b>836,188,931,219</b>	<b>1,086,718,507,736</b>
311	1. Short-term trade payables	15	363,280,167,041	476,428,962,667
312	2. Short-term advances from customers	16	21,395,630,576	49,677,771,955
313	3. Statutory obligations	17	5,927,699,475	17,249,968,694
314	4. Payables to employees		122,588,639,869	159,890,903,401
315	5. Short-term accrued expenses	18	46,931,800,042	26,607,159,346
318	6. Short-term unearned revenues		358,354,786	358,354,786
319	7. Other short-term payables	19	55,372,475,795	69,269,623,960
320	8. Short-term loans	20	141,024,677,085	206,823,689,835
321	9. Short-term provisions	21	22,806,723,632	26,991,774,239
322	10. Bonus and welfare fund	22	56,502,762,918	26,991,774,239
<b>330</b>	<b>II. Non-current liabilities</b>		<b>27,304,490,507</b>	<b>40,597,339,843</b>
332	1. Long-term advances from customers	16	2,241,081,250	2,241,081,250
337	2. Other long-term liabilities	19	1,558,376,028	1,511,330,028
342	3. Other long-term provisions	21	23,505,033,229	36,844,928,565



### 3. BALANCE SHEET (Continued)

Unit: VND

Code	RESOURCES	Notes	Ending balance	Beginning balance
<b>400</b>	<b>D. OWNERS' EQUITY</b>		<b>1,309,010,676,570</b>	<b>1,333,729,682,731</b>
<b>410</b>	<b>I. Capital</b>	<b>23.1</b>	<b>1,308,960,151,173</b>	<b>1,333,679,157,334</b>
411	1. Share capital		675,261,650,000	675,261,650,000
411a	- Ordinary shares with voting rights		675,261,650,000	675,261,650,000
412	2. Share premium		4,922,641,050	4,922,641,050
414	3. Other owners' capital		12,641,457,169	12,641,457,169
418	4. Investment and development fund		390,822,867,041	380,193,662,909
421	5. Undistributed earnings		225,304,847,713	260,653,058,006
421a	- Undistributed earnings by the end of prior year		160,634,441,874	207,507,037,344
421b	- Undistributed earnings of the year		64,670,405,839	53,146,020,662
422	6. Fund for capital expenditure		6,688,200	6,688,200
<b>430</b>	<b>II. Other fund</b>		<b>50,525,397</b>	<b>50,525,397</b>
431	1. Subsidised fund		50,525,397	50,525,397
<b>440</b>	<b>TOTAL LIABILITIES AND OWNERS' EQUITY</b>		<b>2,172,504,098,296</b>	<b>2,461,045,530,310</b>

HOANG THUY HOAI YEN  
Preparer

BUI THI NGOC LY  
Chief Accountant

PHAM LIEN HAI  
Chief Operating Officer

Ho Chi Minh City, Vietnam  
28 March 2025

### 4. INCOME STATEMENT

Unit: VND

Code	ITEMS	Notes	Current year	Previous year
10	1. Net revenues from sale of goods and rendering of services	24.1	1,336,237,832,457	1,061,339,545,659
11	2. Cost of goods sold and services rendered	25	(1,144,246,633,596)	(852,156,442,184)
20	3. Gross profits from sale of goods and rendering of services		191,991,198,861	209,183,103,475
21	4. Finance income	24.2	19,733,628,845	26,272,282,863
22	5. Finance expenses	26	(15,700,776,760)	(33,075,049,322)
23	In which: Interest expenses		(8,064,985,949)	(6,833,786,084)
25	6. Selling expenses	27	(5,521,830,170)	(1,731,306,963)
26	7. General and administrative expenses	27	(112,390,220,463)	(136,607,451,639)
30	8. Operating profit		78,112,000,313	64,041,578,414
31	9. Other income	28	4,958,494,599	4,511,113,298
32	10. Other expense	28	(3,040,508,923)	(3,045,326,230)
40	11. Other profit	28	1,917,985,676	1,465,787,068
50	12. Accounting profit before tax		80,029,985,989	65,507,365,482
51	13. Current corporate income tax expense	30.1	(14,964,439,993)	(12,842,511,158)
52	14. Deferred tax (expense) income	30.1	(395,140,157)	481,166,338
60	15. Net profit after tax		64,670,405,839	53,146,020,662
70	16. Basic earnings per share	23.5	958	463
71	17. Diluted earnings per share	23.5	958	463

NGUYEN THUY MY DUYEN  
Preparer

BUI THI NGOC LY  
Chief Accountant

PHAM LIEN HAI  
Chief Operating Officer

Ho Chi Minh City, Vietnam  
28 March 2025



## 5. CASH FLOW STATEMENT

Unit: VND

Code	ITEMS	Notes	Current year	Previous year
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>01</b>	<b>Accounting profit before tax</b>		<b>80,029,985,989</b>	<b>65,507,365,482</b>
<i>Adjustments for:</i>				
02	Depreciation of tangible fixed assets and amortisation of intangible fixed assets		48,085,020,293	47,471,722,221
03	(Reversal of provisions) provisions		(27,466,037,369)	24,718,560,774
04	Foreign exchange losses arising from revaluation of monetary accounts denominated in foreign currencies		420,157,282	507,204,761
05	Profits from investing activities		(17,559,517,578)	(23,086,111,735)
06	Interest expenses	26	8,064,985,949	6,833,786,084
<b>08</b>	<b>Operating profit before changes in working capital</b>		<b>91,574,594,566</b>	<b>121,952,527,587</b>
09	Decrease in receivables		416,020,319,753	400,863,090,171
10	(Increase) decrease in inventories		(83,577,504,585)	15,019,200,209
11	Decrease in payables		(187,970,512,253)	(654,707,862,223)
12	Increase in prepaid expenses		(632,343,932)	(2,873,304,276)
14	Interest paid		(8,202,526,131)	(8,937,917,933)
15	Corporate income tax paid		(17,548,149,883)	(11,979,879,549)
16	Other cash inflows for operating activities		-	50,000,000
17	Other cash outflows for operating activities		(16,601,988,216)	(9,092,252,378)
<b>20</b>	<b>Net cash flows from (used in) operating activities</b>		<b>193,061,889,319</b>	<b>(149,706,398,392)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
21	Purchase and construction of fixed assets		(21,303,642,681)	(20,544,575,231)
22	Proceeds from disposals of fixed assets		51,150,000	-

Unit: VND

Code	ITEMS	Notes	Current year	Previous year
23	Payment for bank term-deposits		(75,000,000,000)	(78,000,000,000)
24	Collections from bank term-deposits		117,000,000,000	79,000,000,000
25	Payments for investments in other entity		(22,853,400,000)	(4,122,400,000)
27	Interest and dividend received		13,147,357,528	14,146,864,719
<b>30</b>	<b>Net cash flows from (used in) investing activities</b>		<b>11,041,464,847</b>	<b>(9,520,110,512)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
33	Drawdown of borrowings	20	313,249,256,615	310,400,680,523
34	Repayment of borrowings		(378,955,229,124)	(223,614,947,132)
36	Dividends paid	23.3	(67,791,659,000)	(68,825,600)
<b>40</b>	<b>Net cash flows (used in) from financing activities</b>		<b>(133,497,631,509)</b>	<b>86,716,907,791</b>
<b>50</b>	<b>Net increase (decrease) in cash and cash equivalents for the year</b>		<b>70,605,722,657</b>	<b>(72,509,601,113)</b>
<b>60</b>	<b>Cash and cash equivalents at the beginning of the year</b>		<b>127,329,031,923</b>	<b>198,299,196,901</b>
61	Impact of exchange rate fluctuation		2,007,157,785	1,539,436,135
<b>70</b>	<b>Cash and cash equivalents at the end of the year</b>	<b>4</b>	<b>199,941,912,365</b>	<b>127,329,031,923</b>



**DUONG THI NGOC ANH**  
Preparer



**BUI THI NGOC LY**  
Chief Accountant



**PHAM LIEN HAI**  
Chief Operating Officer

Ho Chi Minh City, Vietnam  
28 March 2025





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