

No: 01/TB-HĐQT

*Ca Mau, June 5, 2026*

**NOTICE**

**Convening of the 2026 Annual General Meeting of Shareholders**

To: Shareholders of Ca Mau Water Supply Joint Stock Company.

Enterprise name: CA MAU WATER SUPPLY JOINT STOCK COMPANY.

Headoffice address: No. 204 Quang Trung Street, Hamlet 26, Tan Thanh Ward, Ca Mau Province.

Telephone: 02903 836 723.

Fax: 02903 836 723.

Business code: 2000101918.

Stock symbol: CMW.

Hereby notifies the convention of the 2026 Annual General Meeting of Shareholders, as follows:

**1. Time and venue:**

- Time: At **8:00 a.m**, on **June 29, 2026** (Monday).

- Venue: At the Hall of Ca Mau Water Supply Joint Stock Company (No. 204 Quang Trung Street, Hamlet 26, Tan Thanh Ward, Ca Mau Province).

**2. Meeting agenda:**

*2.1. Approve five reports:*

- Report on production and business results in 2025, and orientation and missions in 2026.

- Report on financial summary in 2025 (audited).

- Report on the performance of the Board of the Directors in 2025, and plan for 2026.

- Report on the appointment of the Deputy General Director of Ca Mau Water Supply Joint Stock Company, 2025 – 2030 term.

- Report on the performance of the Supervisory Board in 2025, and operational orientations in 2026.

*2.2. Approving seven proposals:*

- Proposal regarding the approval of Financial Statements in 2025 (audited).
- Proposal regarding the approval of Plan for profit distribution and dividends in 2025.
- Proposal regarding the approval of Production and Business Plan, and profit distribution in 2026.
- Proposal regarding the approval of salary, remuneration, and bonus in 2025, and plan for 2026
- Proposal regarding the selection of auditing firms for the Financial Statements in 2026.
- Proposal regarding the investment in the construction project of surface water treatment plan at the fresh reservoir and pipeline system in Khanh An Commune.
- Proposal regarding the investment in the construction project of water supply plan and the expansion of Nam Can water supply system.

*2.3. Approving the Charter and internal management regulations of the Company:*

- The Charter of Ca Mau Water Supply Joint Stock Company (*amended in 2026*).
- Internal Regulation on Corporate Governance (*amended in 2026*).
- Regulation on Operations of the Board of Directors (*amended in 2026*).
- Regulation on Operations of the Supervisory Board (*amended in 2026*).
- Regulation on Financial Management.

*Documents for the Annual General Meeting of Shareholders are published on the website at: [www.ctncamau.com.vn](http://www.ctncamau.com.vn)*

**3. Participants and conditions for attendance:**

- Participants: Shareholders of Ca Mau Water Supply Joint Stock Company.
- Conditions for attendance: Upon arrival at the meeting, shareholders are required to bring ID card, power of attorney (for authorized representative), or other relevant documents.

In case of absence, shareholders have the right to authorize nother eligible organization or individual to attend on their behalf (*using the attached form*).

Shareholders shall confirm their attendance (*using the attached form*).

**4. Registration time:**

Please submit your Confirmation Form or Power of Attorney to the Company **no later than June 20, 2026**.

**\* Note:**

(1). This Notice shall serve as a replacement for the Invitation Letter in the event that shareholders have not yet received their invitation.

(2). Should shareholders have any comments regarding the documents of the 2026 Annual General Meeting, please send them in writing to the Company at the above address or via email at [ctycapnuoccamau@yahoo.com.vn](mailto:ctycapnuoccamau@yahoo.com.vn) before **June 20, 2026**.

(3). Shareholders should regularly consult the Company's website for updates regarding the 2026 Annual General Meeting of Shareholders in anticipation of any changes to the meeting agenda (*if any*).

Ca Mau Water Supply Joint Stock Company respectfully announces./.

**Recipients:**

- Company's shareholders (website);
- BOD, EB, SB;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**

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

**CONFIRMATION FORM**

**Regarding the attendance of the 2026 Annual General Meeting  
of Shareholders of Ca Mau Water Supply Joint Stock Company**

To: Ca Mau Water Supply Joint Stock Company.

Full name (Individual/ Organization): .....

.....

ID card No./Business Registration No.: ..... issued on

..... at .....

Contact address: .....

Telephone: .....

Number of shares owned: ..... shares (In writing: .....

.....)

Confirm to participate in the 2025 Annual General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company **at 08:00 a.m on June 29th, 2026**, at No. 204 Quang Trung Street, Hamlet 26, Tan Thanh Ward , Ca Mau Province.

Sincerely./.

*Ca Mau, date..... month ..... 2026*

**SHAREHOLDER**

*(Signed and full name)*

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

**POWER OF ATTORNEY**

**Regarding the attendance of the 2026 Annual General Meeting of  
Shareholders of Ca Mau Water Supply Joint Stock Company**

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To: Ca Mau Water Supply Joint Stock Company.

**1. Authorizing party:**

Name of shareholder (Individual/ Organization):.....  
ID No./ Business Registration Certificate No. :.....  
issued on ..... at .....  
Contact address: .....  
Telephone: .....  
Number of shares owned: ..... shares.  
(*In writing*:.....)

**2. Authorized party:**

Name of individual/ organization:.....  
ID No./ Business Registration Certificate No. :.....  
issued on ..... at .....  
Contact address: .....  
Telephone: .....  
Number of shares authorized: ..... shares.  
(*In writing*:.....)

**3. Authorization contents:**

The authorized party is entitled to represent the authorizing party to attend the 2026 Annual General Meeting of Shareholders of Ca Mau Water Supply Joint Stock Company and exercise all rights and obligations associated with the number of shares authorized.

We take full responsibility for this authorization and commit to strictly comply with the current provisions of the Law and Company's Charter./.

*Ca Mau, day ..... month ..... 2026*

**AUTHORIZED PARTY**

*(Signed and full name)*

**AUTHORIZING PARTY**

*(Signed and full name, sealed (if any))*

**Note:** *Each shareholder can only exercise the right of authorization once. The authorized party is not permitted to delegate their authority to a third party. If the shareholder is an organization, its legal representative must affix his/her signature and seal.*

No: 02 /CTr-HĐQT

*Ca Mau, May 6, 2026*

**AGENDA**  
**The Annual General Meeting of Shareholders in 2026**

<b>No</b>	<b>AGENDA</b>
<b>I</b>	<b>OPENING</b>
1	Registration, hand out documents and voting ballots to shareholders
2	Announce the meeting purposes and introduce delegates
3	Report on the eligibility of attending shareholders
4	Approve: The meeting agenda, Regulations on proposing items for the meeting agenda, Regulations on voting procedures and expressing opinions at the meeting
5	Vote to approve the members of the Chair Committee, the Vote Counting Committee, and the Secretary Committee
<b>II</b>	<b>CONTENTS</b>
1	Report on production and business results in 2025, and orientation and missions in 2026
2	Report on financial summary in 2025 (audited)
3	Report on the performance of the Board of the Directors in 2025, and plan and orientation for 2026
4	Report on the appointment of the Deputy General Director of Ca Mau Water Supply Joint Stock Company, 2025 – 2030 term
5	Report on the performance of the Supervisory Board in 2025, and operational orientations in 2026
6	Proposal regarding the approval of Financial Statements in 2025 (audited)
7	Proposal regarding the approval of Plan for profit distribution and dividends in 2025
8	Proposal regarding the approval of Production and Business Plan, and profit distribution in 2026

No	AGENDA
9	Proposal regarding the approval of salary, remuneration, and bonus in 2025, and plan for 2026
10	Proposal regarding the selection of auditing firms for the Financial Statements in 2026
11	Proposal regarding the investment in the construction project of surface water treatment plan at fresh reservoir and pipeline system in Khanh An Commune
12	Proposal regarding the investment in the construction project of water supply plan and the expansion of Nam Can water supply system
13	Approval of the Charter of Ca Mau Water Supply Joint Stock Company ( <i>amended in 2026</i> )
14	Approval of the Internal Regulation on Corporate Governance of Ca Mau Water Supply Joint Stock Company ( <i>amended in 2026</i> )
15	Approval of Regulation on Operations of the Board of Directors of Ca Mau Water Supply Joint Stock Company ( <i>amended in 2026</i> )
16	Approval of Regulation on Operations of the Supervisory Board of Ca Mau Water Supply Joint Stock Company ( <i>amended in 2026</i> )
17	Approval of Regulation on Financial Management of Ca Mau Water Supply Joint Stock Company
<b>III</b>	<b>DISCUSSION, VOTING, AND CLOSING</b>
1	Discussion and voting the above-mentioned contents
2	Approve the minutes and resolutions of the 2026 General Meeting of Shareholders
3	Closing ceremony

**Recipients:**

- Company's shareholders;
- BOD, SB, EB;
- Archived: VT, TK.

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**

**REPORT**  
**THE BUSINESS AND PRODUCTION RESULTS IN 2025**  
**ORIENTATIONS AND MISSIONS FOR 2026**

**Part 1**  
**BUSINESS AND PRODUCTION RESULTS IN 2025**

**1. Overview**

Ca Mau Water Supply Joint Stock Company (the Company) is a state-owned enterprise with the State holding 71.49% of the charter capital. The Company operates in the sector of clean water production and supply. Currently, it operates with a production capacity of approximately 60,000 m<sup>3</sup>/day and serves nearly 80,000 customers (including households, provincial agencies, and businesses). The pipeline system spans approximately 680 km, with pipe diameters ranging from D42 mm to D400 mm installed across various wards and communes in Ca Mau Province. The Company's primary objectives are to control water security and quality, ensure a safe water supply for the public, and contribute to the socio-economic development of Ca Mau Province.

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

## **2. Operation results:**

### **2.1. Performance against key targets:**

#### *2.1.1. Technical targets:*

- The consumption of water: 17,287,166 m<sup>3</sup>, achieving 98.22% of the plan.
- Water loss rate: 13.81%, reduced by 1.19% compared to the plan.
- Customer development: 2,319 new customers, achieving 115.95% of the plan.
- Water meter replacement: 13,085 units, achieving 100.65% of the plan.
- Non-cash bill payment rate: 60%, achieving 100% of the plan.

#### *2.1.2. Financial targets:*

- Total revenue: 156,248 million VND, achieving 101.72% of the plan.
- Profit before tax: 23,724 million VND, achieving 107.84% of the plan.
- Profit after tax: 18,790 million VND, achieving 106.76% of the plan.
- State budget payable: 38,969 million VND, achieving 129.90% of the plan.
- Dividend payout: 8.76%, achieving 106.70% of the plan.

#### *2.1.3. Profit distribution:*

Profit after tax is distributed according to the following structure:

- Investment and Development Fund: 1.5%, equivalent to 282 million VND.
- Bonus Fund for Managers: 3%, equivalent to 564 million VND.
- Financial Reserve Fund: 3%, equivalent to 564 million VND.
- Bonus and Welfare Fund: 20%, equivalent to 3,758 million VND.
- Dividend payout: 72.5%, equivalent to 13,622 million VND.

*\* Detailed figures of the 2025 business results are presented in the attached Appendix 1.*

### **2.2. Implementation results of labor policy and utilization:**

#### *2.2.1. Labor utilization:*

- Total workforce: **254** persons. Of which:
  - + Chairman of the Board of Directors (full-time) : 01 person.
  - + Head of the Supervisory Board (full-time) : 01 person.
  - + Employees (including the Executive Board) : 252 persons.

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

### *2.2.2. Salaries and state-regulated benefits for employees:*

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

- Planned salary level in 2025: 12.5 million VND/person/month; actual average salary: 13.25 million VND/person/month.

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

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

### *2.2.3. Social welfare:*

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

### **2.3. Internal management:**

- Review, amend, and supplement internal governance regulations and policies to ensure alignment with legal requirements and actual operations.

- Successfully organized the 2025 Annual General Meeting of Shareholders (on June 6, 2025), passing several key resolutions regarding business operations and strategic directions of the Company.

- Enhance occupational safety and fire prevention, foster a disciplined, safe, and united working environment.

### **2.4. Business and production activities:**

- Enhance the application of science and technology in production, digital transformation in accordance to Resolution No.57-NQ/TW of the Political Bureau; manage and invest in renovation, upgrading, expansion of pipeline systems; drill wells to supplement water source; install technological filtration systems at supply stations and plants; conduct flushing of pipelines, storage tanks, and filtration tanks; repair supply stations and offices of affiliated units to ensure stable water supply for the public.

- Strictly adhere to the operational procedures of the Company through rotating shifts, and maintain a safe and continuous water supply for customers.

- Monitor, manage, and conduct handovers before, during, and after operational shifts. Perform regular maintenance of equipment and technology for constant readiness for operations.

- Regularly inspect and monitor operations, exterior hygiene, protection zones, and water intake areas at plants and stations to ensure water security in accordance with current regulations while strictly handling any violations.

- Frequently monitor and update extraction licenses for wells at water plants and stations for timely renewals or new applications. Strengthen the management and control of online monitoring systems (flow rate, water levels, and quality) to ensure compliance with permit requirements.

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

- The ISO/IEC 17025:2017 certified laboratory performs internal testing and contracts external agencies for external testing. Additionally, coordinates with the Ca Mau Center for Disease Control (CDC) to conduct periodic and ad-hoc external testing; ensures that clean water meets quality standards before reaching customers.

- Coordinate with Quality Assurance and Testing Center to conduct meter inspection according to samples, ensure compliance with regulations when installing for customers.

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

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

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

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

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

**2.7. Finance, assets, and information disclosure:**

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

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

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

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

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

- Investment and procurement: Regular procurement is carried out in balance with the Company's monthly revenue, following planned programs or addressing urgent needs to ensure safe and timely water supply for the public. The Executive Board has conducted bidding, direct procurement, and direct contracting for essential operational needs such as water treatment, raw materials, chemicals, construction, technology, well drilling and sealing, water meter replacement, consulting/ non-consulting services, etc. The Executive Board has operated in accordance with resolutions of the 2025 Annual General Meeting of Shareholders, resolutions of the Board of Directors, internal procurement procedure, or the Chairman's directives for urgent tasks. The objective is to maintain a monthly revenue balance, investment efficiency, full, timely, and appropriate supplies tailored to local conditions, a continuous and safe water supply, and sufficient reserves for business demands. Besides, the Company continues to advance operational capital to invest in and repair the Nam Can urban supply system, ensuring safe water services for residents.

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

**2.9. The inspection and supervision over business activities:**

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

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

**2.10. Other tasks:**

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

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

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

## Part 2

### ORIENTATION AND MISSIONS FOR 2026

#### 1. Objectives:

##### *1.1. General objectives:*

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

##### *1.2. Specific objectives:*

- Develop a qualified workforce in fields of automation, information technology, and water network management; gradually standardize the system of job positions, enhance job responsibility, efficiency, and labor productivity.
- Finalize the digital system of management with the aim of data synchronization throughout the Company to serve governance, production, and business activities; deploy management systems for human resources, customers, non-cash bill collection, water network, online monitoring, smart meters, leak detection, and apply new technology in water treatment.
- Strengthen technical management, control water loss through solutions such as network zoning, leak detection, repair, renovation of substandard pipelines, replacement of non-compliant water meters, and handling fraudulent water usage.
- Enhance customer service through the application of information technology (internal call center, customer care apps, Zalo OA, website, social media, etc.). Promptly receive and resolve customer feedback to ensure a safe, stable, and continuous water supply.
- Promote administrative reform in the water supply sector toward simplicity, transparency, and speed to facilitate citizens, organizations, and businesses.
- Continue to carry out investment and procurement items transitioned from 2025 upon arrival of competent authorities, including the handover of Nam Can urban water system, construction of Nam Can water plant and expanding its supply system, construction of surface water treatment plant at the fresh reservoir

and the pipelines in Khanh An Commune, construction of Phan Ngoc Hien supply station, land acquisitions or purchase to build stations at wards and communes, procuring equipment, hiring consulting/ non-consulting services.

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

## **2. Production and business targets in 2026:**

### **2.1. Technical targets:**

- The consumption of water: 17,800,000 m<sup>3</sup>,
- Water loss rate: 14.5%
- Customer development: 2,500 customers.
- Replacement and renovation of water meters: 14,500 units.
- Non-cash bill collection: 70%.

### **2.2. Financial targets:**

- Total revenue: 158,700 million VND.
- Expenditure: 132,775 million VND.
- Profit before tax: 25,925 million VND.
- Profit after tax: 20,740 million VND.
- State budget payable: 35,000 million VND.
- Dividend payout: 9.68%.

### **2.3. Profit distribution:**

- Development and Investment Fund: 1%, equivalent to 207 million VND.
- Bonus Fund of managers: 2.5%, equivalent to 519 million VND.
- Other provisions: 1%, equivalent to 207 million VND.
- Bonus and Welfare Fund: 23%, equivalent to 4,770 million VND, in which the Bonus Fund accounts for 2,862 million VND and the Welfare Fund accounts for 1,908 million VND.
- Dividend: 72.5%, equivalent to 15,037 million VND.

*\* Detailed figures of business targets in 2026 are presented in Appendix 1 as attached.*

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

### **3.1. Labor plan in 2026:**

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

- Total workforce: **262** persons. In which:
  - + Chairman of the Board of Directors (full-time) : 01 person.
  - + Head of the Supervisory Board (full-time) : 01 person.
  - + Employees (including the Executive Board) : 260 persons.

*In which:*

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

### **3.2. Salary plan in 2026:**

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

- Total salary budget: **46,811.4** million VND.

*In which:*

- + Salary budget of the Chairman of the BOD: 843.6 million VND.
- + Salary budget for the Head of the SB: 436.8 million VND.
- + Salary budget for employees (including the Executive Board): 45,531 million VND.

*In which:*

- . The Executive Board : 2,844 million VND.
- . Employees : 42,687 million VND.

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

## **4. Solutions to execute planned targets:**

### **4.1. Internal governance:**

- Review, update, and finalize internal regulations and rules in compliance with law and the actual situation.
- Enhance management efficiency, personnel qualifications, and working environment, and implement all policies and regulations as prescribed.
- Improve the working environment and material and spiritual well-being of employees.
- Effectively execute grassroots democracy regulations and collective labor agreements, strengthen supervision of occupational safety, fire prevention, and labor discipline.

### **4.2. Development and investment:**

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

- Continue to carry out investment and procurement items transitioned from 2025, including the construction of Nam Can water plant and expanding its supply system (estimated value of 80.7 billion VND), the surface water treatment plant at the fresh reservoir and the pipelines in Khanh An Commune (estimated value of 192 billion VND with a split of 50% by the Company and 50% by Duc Hung Company), Phan Ngoc Hien supply station; land acquisitions or purchase to build stations in Tan Thanh, Hoa Thanh, An Xuyen and Ly Van Lam wards, investment in a bottled water plant; procurement of specialized vehicles and equipment; deployment of consulting/ non-consulting services as planned.

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

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

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

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

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

- Continue to advance the business capital of the Company and reimburse from the annual profits of the Nam Can urban supply system to invest in renovation and expansion of water pipelines; develop new customers, replace, upgrade, and relocate expired water meters; upgrade technological systems, water treatment, and drill wells to increase supply capacity, etc., to maintain safe water service for the locals.

During implementation, the Executive Board is authorized to balance the Company's monthly revenue and comply with the issued Process of material procurement to conduct bidding, direct procurement, or direct contracting to serve business operations. This includes investment in water resources, regular

procurement of materials, chemicals, equipment, treatment technology, consulting/non-consulting services, water meter replacement/relocation, pipeline renovation/expansion, the construction and maintenance of wells, technological systems, and generators, etc., all in accordance with the Company's financial and business situations. In case of urgent cases where a safe water supply for the public or local requirements demands immediate action, the Executive Board shall seek direction from the Board of Directors or the Chairman of the Board for timely execution.

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

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

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

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

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

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

***4.4. Customer services:***

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

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

- Integrate AI into the reading of mechanical meters for faster and more accurate data recording, minimizing unnecessary errors. Maintain the installation,

replacement, and relocation of water meters as regulated and ensure convenient, efficient, and precise meter readings.

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

#### ***4.5. Solutions to increase revenue and profit:***

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

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

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

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

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

#### ***4.6. Finance, assets, and accounts payable:***

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

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

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

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

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

#### ***4.7. Information disclosure:***

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

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

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

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

- Maintain periodic and ad-hoc water quality testing at plants, stations, distribution networks, and water sources. As a result, safety parameters such as pH level, turbidity, microbial content, heavy metals, etc. shall comply with national standards, providing customers with a safe, stable, and continuous water supply.

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

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

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

- Regularly inspect and maintain pipeline network, wells, treatment stations, variable frequency drives, submersible pumps, and backup generators. Promptly

detect and resolve incidents so that the system can operate stably, safely, and efficiently.

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

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

#### **4.9. Other tasks:**

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

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

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

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

#### **5. Funding source:**

- Production and business capital of the Company (revenue from water supply, pipeline installation, water disconnection/reconnection services).

- Funds retained from collections made on behalf of the state budget as per current regulations.

- Deprecation funds.

- Other lawful sources.

- Mobilized sources: Short-term, medium-term, or long-term loans from credit institutions and banks aligned with the business plans of the Company (subject to review and consideration of the Board of Directors).

### Chapter 3

## IMPLEMENTATION

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

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

Above is the report on production and business results in 2025, orientations and missions for 2026 of Ca Mau Water Supply Joint Stock Company. Respectfully submit to the General Meeting of Shareholders for consideration, review, and approval.

***Recipients:***

- The GMS;
- BOD, SB, and EB;
- Departments and affiliated units;
- Archived: VT, KHKD.

**GENERAL DIRECTOR**



**Pham Phuoc Tai**



**Appendix 1**  
**SUMMARY SHEET**  
**PRODUCTION AND BUSINESS RESULTS IN 2025**  
**ORIENTATIONS AND MISSIONS IN 2026**

*(Attached to Report No. 33/BC-CNCM dated May 8, 2026 of  
Ca Mau Water Supply Joint Stock Company)*

**I. PERFORMANCE RESULTS AGAINST KEY TARGETS IN 2025**

**1. Technical targets:**

No	Target	Unit	Plan in 2025	Results in 2025	Planned-to-done rate	Note
1	The consumption of water	m <sup>3</sup>	17,600,000	17,287,166	98.22%	
2	Water loss rate	%	15.00	13.81	Reduced by 1.19%	
3	Customer development	Customer	2,000	2,319	115.95%	
4	Water meter replacement	Unit	13,000	13,085	100.65%	
5	Non-cash bill payment	%	60%	60%	100%	

**2. Financial targets:**

No	Target	Unit	Plan in 2025	Results in 2025	Planned-to-done rate	Note
1	Total revenue	Million VND	153,600	156,248	101.72%	
2	Total expense	Million VND	131,600	132,524	100.70%	
3	Profit before tax	Million VND	22,000	23,724	107.84%	
4	Profit after tax	Million VND	17,600	18,790	106.76%	

No	Target	Unit	Plan in 2025	Results in 2025	Planned-to-done rate	Note
5	State budget payable	Million VND	30,000	38,969	129.90%	
6	Divident payout	%	8.21%	8.76%	106.70%	

### 3. Profit distribution:

No	Distribution	Plan in 2025		Implementation in 2025	
		Ratio	Amount (Million VND)	Ratio	Amount (Million VND)
1	Investment and Development Fund	1.5%	264	1.5%	282
2	Bonus Fund for Managers	3%	528	3%	564
3	Financial Reserve Fund	3%	528	3%	564
4	Bonus and Welfare Fund	20%	3,520	20%	3,758
5	Dividends	72.5%	12,760	72.5%	13,622
	<b>Total</b>	<b>100%</b>	<b>17,600</b>	<b>100%</b>	<b>18,790</b>

## II. PRODUCTION AND BUSINESS TARGETS IN 2026

### 1. Technical targets:

No	Target	Unit	Plan in 2025	Results in 2025	Plan in 2026
1	The consumption of water	m <sup>3</sup>	17,600,000	17,287,166	17,800,000
2	Water loss rate	%	15.00	13.81	14.50
3	Customer development	Customer	2,000	2,319	2,500
4	Water replacement meter	Unit	13,000	13,085	14,500
5	Non-cash payment bill	%	60%	60%	70%

**2. Financial targets:**

No	Target	Unit	2025 plan	2025 results	2026 plan	2026 plan/ 2025 result
1	Total revenue	Million VND	153,600	156,248	158,700	101.57%
2	Total expense	Million VND	131,600	132,524	132,775	100.19%
3	Profit before tax	Million VND	22,000	23,724	25,925	109.28%
4	Profit after tax	Million VND	17,600	18,790	20,740	110.38%
5	State budget payable	Million VND	30,000	38,969	35,000	89.81%
6	Divident payout	%	8.21	8.76	9.68	110.50%

**3. Profit distribution:***Unit: Million VND.*

No	Distribution	2025			2026 Plan	
		Ratio	Plan	Result	Ratio	Amount
1	Development and Investment Fund	1.5%	264	282	1%	207
2	Bonus Fund for Managers	3%	528	564	2.5%	519
3	Other provisions	3%	528	564	1%	207
4	Bonus and Welfare Fund	20%	3,520	3,758	23%	4,770
	- Bonus Fund (estimated 60%)	10%	1,760	1,879		2,862
	- Welfare Fund (estimated 40%)	10%	1,760	1,879		1,908
5	Dividend	72.5%	12,760	13,622	72.5%	15,037
	<b>Total</b>	<b>100%</b>	<b>17,600</b>	<b>18,790</b>	<b>100%</b>	<b>20,740</b>

No: 02/BC-HĐQT

*Ca Mau, May 8, 2026*

**REPORT**

**The summary of 2025 audited Financial Statements**

Pursuant to the audited Financial Statements in 2025 of Ca Mau Water Supply Joint Stock Company, issued and disclosed by A&C Auditing and Consulting Co., Ltd, on March 3, 2026.

The Board of Directors of Ca Mau Water Supply Joint Stock Company hereby provides a summary of key indicators from the audited Financial Statements in 2025, as follows:

*Unit: Million VND*

<b>No.</b>	<b>Interperation</b>	<b>Opening balance</b>	<b>Ending balance</b>
<b>A</b>	<b>ASSETS</b>		
<b>I</b>	<b>Current asset</b>	<b>52,573</b>	<b>56,289</b>
	Cash and cash equivalents	1,229	1,460
	Short-term investments	500	500
	Short-term receivables	32,488	33,144
	Inventory	18,356	20,613
	Other short-term assets		572
<b>II</b>	<b>Long-term assets</b>	<b>281,507</b>	<b>270,118</b>
	Fixed assets	207,631	202,738
	Long-term assets in progress	5,125	8,108
	Other long-term assets	68,751	59,272
	<b>Total assets</b>	<b>334,080</b>	<b>326,407</b>
<b>B</b>	<b>RESOURCES</b>		
<b>I</b>	<b>Liabilities</b>	<b>154,416</b>	<b>151,965</b>
	Current liabilities	135,211	133,165
	Non-current liabilities	19,205	18,800

No.	Interperation	Opening balance	Ending balance
<b>II</b>	<b>Owner's equity</b>	<b>179,664</b>	<b>174,442</b>
	Contributed capital	155,349	155,349
	Other capital	24,315	19,093
	<b>Total owners' equity</b>	<b>334,080</b>	<b>326,407</b>
<b>C</b>	<b>CHARTER CAPITAL</b>		
	Charter capital	155,349	155,349
	+ State capital	111,057	111,057
	+ Other shareholder capital	44,292	44,292
<b>D</b>	<b>INCOME STATEMENT</b>		
<b>I</b>	<b>Total revenue</b>	<b>156,248</b>	<b>137,908</b>
	Net revenue from sale of goods and rendering of services	153,213	135,975
	Financial income	6	34
	Other income	3,029	1,899
<b>II</b>	<b>Expenses</b>	<b>132,524</b>	<b>119,598</b>
	Costs of goods sold	92,005	85,284
	Financial expense	2,699	2,185
	Selling expenses	5,723	5,446
	General administration expenses	31,532	26,484
	Other expenses	565	199
<b>III</b>	<b>Net profit before tax</b>	<b>23,724</b>	<b>18,310</b>
<b>IV</b>	<b>Corporate income tax expenses</b>	<b>4,934</b>	<b>4,102</b>
<b>V</b>	<b>Profit after tax</b>	<b>18,790</b>	<b>14,208</b>
<b>E</b>	<b>BASIC FINANCIAL INDICATORS</b>		
<b>I</b>	<b>Asset structure (times)</b>		
	Fixed assets/ Total assets	0.62	0.62
	Current assets/ Total assets	0.16	0.17
<b>II</b>	<b>Capital structure (times)</b>		
	Liabilities/ Total capital	0.46	0.47

No.	Interperation	Opening balance	Ending balance
	Equity/ Total capital	0.54	0.53
<b>III</b>	<b>Liquidity ratio (times)</b>		
	Total assets/ Total liabilities	2.16	2.14
	Current assets/ Current liabilities	0.39	0.42
<b>IV</b>	<b>Profit margin (%)</b>		
	Profit before tax/Revenue	15.18%	13.28%
	Profit after tax/Revenue	12.03%	10.30%
	Profit before tax/Total assets	7.10%	5.61%
	Profit after tax/Total assets	5.62%	4.35%
	Profit after tax/Equity	12.09%	9.15%
<b>V</b>	<b>EXPECTED DIVIDENDS</b>		
	Expected dividends	13,608	10,299
	Dividends/Charter capital	8.76%	6.63%

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

**Recipients:**

- The GMS (Report);
- BODs, SB, EB;
- Archived: VT, TK, KTTV.

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**

No: 03/BC-HĐQT

Ca Mau, May 8, 2026

**REPORT**  
**THE PERFORMANCE OF THE BOARD OF DIRECTORS IN 2025,**  
**THE PLAN AND ORIENTATION IN 2026**

Pursuant to the Securities Law No. 54/2019/QH14 dated November 26, 2019;  
Pursuant to the Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;  
Pursuant to the 2021 Charter of Ca Mau Water Supply Joint Stock Company.

Pursuant to Article 280 of Decree No. 155/2020/ND-CP dated December 31, 2020, detailing the implementation of some articles of the Law on Securities. The Board of Directors (BOD) of Ca Mau Water Supply Joint Stock Company (the Company) reports to the General Meeting of Shareholders (GMS) on the performance in 2025 and the plan and orientation for 2026 as follows:

**I. PERFORMANCE OF THE BOARD OF DIRECTORS IN 2025**

**1. About shareholders:**

TT	Shareholders	Number of shares owned	Percentage of the charter capital
I	<b>Major shareholders</b> ( <i>owning more than 5% of shares</i> )	<b>14,895,300</b>	<b>95.88%</b>
1	State shareholder (Ca Mau Provincial People's Committee)	11,105,700	71.49 %
2	Thu Dau Mot Water Joint Stock Company	3,789,600	24.39%
II	<b>Minority shareholders</b> ( <i>owning less than 5% of shares</i> )	<b>639,600</b>	<b>4.12%</b>
	<b>Total</b>	<b>15,534,900</b>	<b>100%</b>

**2. Members of the Board of Directors:**

No.	Full name	Position	Note
1	Ho Tan Luat	Chairman	Reappointment on June 6, 2025

No.	Full name	Position	Note
2	Pham Phuoc Tai	Member, General Director	Reappointment on June 6, 2025
3	Pham Tan Phong	Member, Deputy General Director	Reappointment on June 6, 2025
4	Tran The Hung	Member	Reappointment on June 6, 2025
5	Le Chanh Huy	Member	Reappointment on June 6, 2025

**3. Remuneration, operating expenses, and other benefits of the Board of Directors and each Board member as prescribed in Clause 3, Article 163 of the Law on Enterprises and the Company's Charter:**

Remunerations and salaries of the Board members are implemented in accordance with Resolution No. 01/NQ-ĐHĐCĐ dated March 25, 2026, of the Board of Directors.

In details:

*Unit: Million VND/person/month.*

No	Position	Remune ration	2025 Planned Salary Level		
			Actual salary as planned	Additional remuneration (from excess profit)	Total
1	Chairman	0	58.9	3.534	62.434
2	Executive members:				
	- General Director;	8	50	3	53
	- Deputy General Director.	8	45	2.7	47.7
3	Non-executive members	8	0	0	0

**4. Summary of meetings, resolutions, and decisions of the Board of Directors**

**4.1. Meetings of the Board of Directors:**

The Board of Directors operates through quarterly meetings and holds extraordinary meetings as required. The meetings are attended by the Supervisory Board as observers and some relevant professional employees.

In 2025, the Board of Directors held seven (07) meetings to approve Board decisions on assessing the Company's business and production performance;

discussing and approving matters within the BOD's authority, including personnel organization and other management tasks; and providing timely instructions and orientations for the Executive Board in directing the Company's operations.

Summary of meeting attendance of the Board of Directors in 2025:

No.	Full name	Position	Number of meetings attended	Attendance rate	Note
1	Ho Tan Luat	Chairman	7/7	100%	
2	Pham Phuoc Tai	Member	7/7	100%	
3	Pham Tan Phong	Member	7/7	100%	
4	Tran The Hung	Member	7/7	100%	
5	Le Chanh Huy	Member	7/7	100%	

#### 4.2. Resolutions and decisions of the Board of Directors:

##### 4.2.1. Resolutions of the BOD:

No.	Date	Content	Approval rate
01	18/02/2025	Re: The payment of severance allowance to Mr. Tran Hoang Khen	100%
02	15/3/2025	Re: The extension of holding the 2025 Annual General Meeting of Shareholders	100%
03	15/3/2025	Re: The approval of contents related to investment, repair, maintenance, consulting, and procurement for business operations	100%
04	06/6/2025	Re: Election of the Chairman of the Board of Directors of Ca Mau Water Supply Joint Stock Company for the 2025 - 2030 term	100%
05	06/6/2025	Re: Approval of the contents of the Board of Directors' meeting dated June 6, 2025	100%
06	06/6/2025	Re: The selection of consultants and construction units	100%
07	06/6/2025	Re: The establishment of a bank credit limit	100%
08	01/7/2025	Re: The approval of the Plan for job responsibility allowance	100%

No.	Date	Content	Approval rate
09	18/8/2025	Re: The approval of contents related to the adjustment of 2025 planned salary and remuneration, and financial activities for the first 06 months, as well as the investment, relocation, renovation, procurement, and digital transformation for business and production operations in 2025	100%
10	04/10/2025	Re: The approval of the contents of the Board of Directors' meeting dated October 4, 2025	100%
11	04/10/2025	Re: The nomination for the appointment process of the Deputy General Director of Ca Mau Water Supply Joint Stock Company, for the 2025 - 2030 term.	100%
12	29/12/2025	Re: The approval of the Plan for business and production in 2026	100%
13	29/12/2025	Re: The approval of contents related to investment, upgrading, expansion, repair, and procurement for business and production operations, and consumption norms for water treatment materials	100%
14	29/12/2025	Re: The approval of the Charter and Internal Regulation on Corporate Governance of Ca Mau Water Supply Joint Stock Company	100%
15	29/12/2025	Re: The approval of contents related to finance, assets, public company, and other matters at the meeting dated December 29, 2025.	100%

*4.2.2. Decision of the BOD:*

Decision No.	Date	Content	Note
01	15/5/2025	Re: The promulgation of the Investment and Procurement Procedures of Ca Mau Water Supply Joint Stock Company	
02	06/6/2025	Re: The appointment of the General Director of Ca Mau Water Joint Stock Company for the 2025 – 2030 term	

<b>Decision No.</b>	<b>Date</b>	<b>Content</b>	<b>Note</b>
03	06/6/2025	Re: The appointment of the Deputy General Director of Ca Mau Water Supply Joint Stock Company for the 2025 – 2030 term	
04	06/6/2025	Re: The appointment of the Chief Accountant of Ca Mau Water Supply Joint Stock Company for the 2025 – 2030 term	
05	06/6/2025	Re: The appointment of the Person in charge of corporate governance and Corporate Secretary for the 2025 - 2030 term	
06	04/10/2025	Re: The promulgation of the Salary Scales for the Executive Board of Ca Mau Water Supply Joint Stock Company	
07	04/10/2025	Re: The promulgation of the Salary and Remuneration Scales for the Board of Directors and the Supervisory Board of Ca Mau Water Supply Joint Stock Company	
08	04/10/2025	Re: The promulgation of the Regulation on Salaries for the Executive Board of Ca Mau Water Supply Joint Stock Company	
09	04/10/2025	Re: The promulgation of the Regulation on Salary and Remuneration for the Board of Directors, the Supervisory Board of Ca Mau Water Supply Joint Stock Company	
10	04/10/2025	Re: The promulgation of the Regulation on Bonuses for the Executive Board, the Board of Directors, and the Supervisory Board of Ca Mau Water Supply Joint Stock Company	
11	04/10/2025	Re: The promulgation of the Regulation on Internal Audit	
12	04/10/2025	Re: The promulgation of the Investment and Procedures of Ca Mau Water Supply Joint Stock Company	
13	20/10/2025	Re: The renaming of the affiliated branch: Ca Mau Water Supply Enterprise 1	
14	20/10/2025	Re: The renaming of the affiliated branch: Ca Mau Water Supply Enterprise 2	

<b>Decision No.</b>	<b>Date</b>	<b>Content</b>	<b>Note</b>
15	20/10/2025	Re: The renaming of the affiliated branch: Phan Ngoc Hien Water Supply Branch	
16	20/10/2025	Re: RThe renaming of the affiliated branch: Cai Doi Vam Water Supply Branch	
17	20/10/2025	Re: The renaming of the affiliated branch: Khanh An Water Supply Branch	
18	20/10/2025	Re: The adjustment of corporate seals for Ca Mau Water Supply Joint Stock Company and affiliated units	

**5. Report on transactions between the Company and its subsidiaries, or companies controlled by the public company with over 50% of the charter capital, and members of the BOD or their related persons; transactions between the Company and companies in which a BOD member acts as a founding member or a manager during the most recent 03 years before the transaction date:**

In 2025, the Company did not have such transactions.

**6. Activities of other sub-committees under the BOD:**

The Company has not yet established any sub-committees under the Board of Directors.

**7. Supervision results over the General Director and Executive Board:**

The supervision of the Board of Directors over the General Director and the Executive Board is conducted regularly, in accordance with the Company's Charter, the Internal Regulations on Corporate Governance, and the Operating Regulations of the BOD. Accordingly, the Board of Directors discusses and evaluates as follows:

- In 2025, the General Director and the Executive Board directed the Company's business and production operations in compliance with the resolutions of the GMS as well as the resolutions and decisions of the BOD; managed finances and optimized operational efficiency. Moreover, demonstrated flexibility in management and operation, issued documents within their authority to ensure smooth operations and the achievement or surpassing of assigned targets.

- Whenever issues arose beyond their authority, the General Director and the Executive Board promptly reported and proposed to the Board of Directors for consideration, which served as a basis for implementation.

- Besides the advantages, the Company also faced numerous challenges; however, the General Director and Executive Board maintained stable operations, ensuring steady employment and income for employees, while strictly complying with current legal regulations and the Company's internal regulations.

### **I. PLAN AND ORIENTATION FOR OPERATIONS IN 2026**

Building on past achievements and overcoming shortcomings in 2025, the Board of Directors, General Director, and Executive Board strive to enhance the governance and operations to meet the targets set by the General Meeting of Shareholders, as follows:

1. Ensure the full and effective implementation of resolutions, policies, and business development strategies approved by the GMS.

2. Timely issue resolutions and decisions regarding corporate governance and management of production and business activities, aiming towards the goal of sustainable development.

3. Strengthen inspection and supervision; proactively monitor and manage progress, and evaluate the performance of tasks assigned by the General Meeting of Shareholders and the Board of Directors.

4. Enhance shareholder relations; maintain comprehensive and transparent information disclosure; and guarantee the lawful rights and benefits of shareholders and investors.

5. Further optimize the organizational structure; improve management capacity; and focus on training, fostering, and developing human resources for each position requirement to fulfill the Company's sustainable development goals.

6. Orient the development of the water supply sector toward safety and sustainability; focus on investing in system upgrades and expansions to increase output, service reach, and water quality for the community.

7. Promote technological integration in the management and operations of the water supply system; progressively deploy digital transformation and automation in network monitoring to reduce water loss and non-revenue water.

8. Proactively develop and implement solutions to protect water sources and ensure raw water security amidst the increasing challenges of climate change, saltwater intrusion, and environmental pollution.

9. Enhance the efficiency of cost management in clean water production; optimize operational processes, and save energy, materials, and chemicals to maintain stable pricing and boost the Company's competitiveness.

10. Enhance water quality control according to applicable regulations; guarantee consistent and uninterrupted clean water supply, satisfying sanitary standards and public health needs.

The above are the primary activities of the Board of Directors of Ca Mau Water Supply Joint Stock Company in 2025 and the plan and orientation for 2026; report to the General Meeting of Shareholders for approval./.

**Recipients:**

- The GMS (report);
- BOD, SB, EB;
- Archived: VT, TK

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Hồ Tân Luật**

No: 04/BC-HĐQT

*Ca Mau, May 08 2026*

**REPORT**

**Regarding the appointment of the Deputy General Director of Ca Mau  
Water Supply Joint Stock Company for the 2025-2030 term**

In response to the requirements for enhancing governance, management efficiency and implementing the development strategy of Ca Mau Water Supply Joint Stock Company (the Company) for the 2025 – 2030 term, it is deemed necessary for the consolidation of the Company’s leadership and management team aiming to meet the demands of production and business development, improve service quality, promote digital technology transformation, and ensure succession, stability, and sustainable growth of the Company.

Based on the Company’s Charter and internal management regulations, and with reference to state regulations, the Board of Directors and the Company’s leadership team have executed the process to appoint the Deputy General Director for the 2025 – 2030 term. The following two (02) candidates have met all the necessary criteria and qualifications for the appointment:

- Mr. **Huynh Thien Tri**, Chief Accountant cum Head of the Accounting and Finance Department, holding the position of Deputy General Director.

- Mr. **Tran Quoc Tuan**, Head of the Business Planning Department, holding the position of Deputy General Director.

- Appointment term: In accordance with the term of the Board of Directors (2025 – 2030).

- Effective date: May 1, 2026.

- The Company carried out information disclosure within the prescribed timeline.

The Board of Directors respectfully reports to the General Meeting of Shareholders./.

**Recipients:**

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

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**



**CA MAU WATER SUPPLY  
JOINT STOCK COMPANY**

**CA M No: 02/BC-BKS**

**THE SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom - Happiness**

*Ca Mau, May 8, 2026*

## **REPORT**

### **THE PERFORMANCE OF THE SUPERVISORY BOARD IN 2025 AND OPERATIONAL ORIENTATIONS IN 2026**

Pursuant to the Law on Enterprises No. 59/2020 dated June 17, 2020,

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

Pursuant to the Operating Regulation of the Supervisory Board, internal regulations of Ca Mau Water Supply Joint Stock Company, and legal provisions;

Pursuant to the results of the production and business activities of Ca Mau Supply Joint Stock Company in 2025;

Pursuant to the 2025 Financial Statements audited by A&C Auditing and Consulting Company Limited – Southwest Branch.

The Supervisory Boards of Ca Mau Supply Joint Stock Company (Company) hereby report to the General Meeting of Shareholders (GMS) on the results of the inspection and supervision of the Company's business activities in 2025, as follows:

#### **I. PERFORMANCE OF THE SUPERVISORY BOARD MEMBERS**

##### **1. Organizational structure**

The Supervisory Board consists of 03 members, including 01 full-time member and 02 concurrent members:

- Ms. Nguyen Thi My Huyen                      - Head;
- Ms. Van Hai Ly                                      - Member;
- Ms. Quach Huynh Huong                      - Member.

##### **2. Activities of the Supervisory Board**

- The Supervisory Board monitored the activities of the Board of Directors and the Executive Board in accordance with the law, the Company's Charter, and the resolutions of the General Meeting of Shareholders.

- Controlled compliance with legal regulations regarding the Company's information disclosure.

- Appraised financial statements as regulated; carefully reviewed and evaluated the systematic, consistency, and appropriateness of accounting, statistics, and reporting activities.

- Reviewed the legality, order, and procedures for issuing internal management documents; simultaneously verified the reasonableness, legality, truthfulness, and level of prudence in the management and operation of the Company's production and business activities.

- Supervisory Board members were consistently proactive and diligent in performing their assigned tasks. During the year, the Supervisory Board organized 06 meetings to discuss and approve key contents: developing work plans, assigning tasks to members, appraising periodic financial statements, and coordinating efforts.

- Attended and contributed opinions at meetings of the Board of Directors and several meetings of the Executive Board regarding organizational solutions for implementing the 2025 business plan.

- Members of the Supervisory Board coordinated with the Executive Board in inspecting affiliated units to promptly rectify deficiencies in management and operations (according to Plan No. 13/KH-CNCM dated November 1, 2025).

- Developed and finalized reports within the functions and duties of the Supervisory Board; coordinated with the Board of Directors to review documents and contents for submission to the GMS as regulated.

### **3. Salaries and remuneration of Supervisory Board members**

Salaries and Remuneration of Supervisory Board members were paid in accordance with Resolution No. 14/NQ-ĐHĐCĐ dated September 25, 2025, of the General Meeting of Shareholders, specifically:

- Salary for the full-time member: 36,400,000 VND/person/month.
- Remuneration for concurrent members: 4,000,000 VND/person/month.

## **II. RESULTS OF INSPECTION AND SUPERVISION OF BUSINESS AND FINANCIAL ACTIVITIES IN 2025**

### **1. Key business performance indicators**

No.	Indicator	Unit	2025 Plan	2025 results	Planned-to-done ratio (%)
1	The consumption of water	Million m <sup>3</sup>	17.6	17.287	98.22
2	Average water loss rate	%	15	13.81	Reduced by 1.19

No.	Indicator	Unit	2025 Plan	2025 results	Planned-to-done ratio (%)
3	Customer development	Customers	2,000	2,319	115.95
4	Water meter replacement and renovation	Set	13,000	13,085	100.65
5	Total revenue	Million VND	153,600	156,248	101.72
6	Net profit after tax	Million VND	17,600	18,790	106.76
7	State budget contribution	Million VND	30,000	38,969	129.90
8	Dividend payment	Million VND	12,760	13,608	106.65
9	Actual salary of employees (person/month)	Million VND	12.5	13.25	106

## 2. Financial Statement 2025

Based on the 2025 Financial Statements audited by A&C Auditing and Consulting Co., Ltd. – Southwest Branch, with the following opinion: “The Financial Statements give a true and fair view, in all material respects, of the financial position of Ca Mau Water Supply Joint Stock Company as of December 31, 2025, as well as its business results and cash flows for the fiscal year then ended, in accordance with Vietnamese Accounting Standards, the Vietnam Enterprises Accounting System and relevant legal regulations regarding the preparation and presentation of financial statements”.

The Supervisory Board has appraised the audited Financial Statements in 2025 and reached a consensus on the following figures:

### 2.1. Balance sheet as of 31/12/2025:

*Unit: Million VND*

No.	Interpretation	Ending balance	Opening balance
<b>A</b>	<b>ASSET (I+II)</b>	<b>334,080</b>	<b>326,407</b>
<b>I</b>	<b>Current assets</b>	<b>52,573</b>	<b>56,289</b>
1	Cash and cash equivalents	1,229	1,460
2	Short-term investments	500	500
3	Short-term receivables	32,488	33,144

No.	Interpretation	Ending balance	Opening balance
4	Inventories	18,356	20,613
5	Other current assets	0	572
<b>II</b>	<b>Non-current assets</b>	<b>281,507</b>	<b>270,118</b>
1	Fixed assets	207,631	202,738
2	Long-term assets in progress	5,125	8,108
3	Other non-current assets	68,751	59,272
<b>B</b>	<b>RESOURCES (I+II)</b>	<b>334,080</b>	<b>326,407</b>
<b>I</b>	<b>Liabilities</b>	<b>154,415</b>	<b>151,965</b>
1	Short-term liabilities	135,211	133,165
2	Long-term liabilities	19,205	18,800
<b>II</b>	<b>Equity</b>	<b>179,664</b>	<b>174,442</b>
1	Contributed capital	155,349	155,349
2	Other capital	24,315	19,093
<b>C</b>	<b>CHARTER CAPITAL</b>	<b>155,349</b>	<b>155,349</b>

## 2.2. Business results:

Unit: Million VND

No	Interpretation	2025	2024	Comparison (%)
<b>1</b>	<b>Total revenue</b>	<b>156,248</b>	<b>137,908</b>	<b>113.30</b>
1.1	Revenue from sales and rendered services	153,213	135,975	112.68
1.2	Financial income	6	34	20.59
1.3	Other income	3,029	1,899	159.45
<b>2</b>	<b>Total expenses</b>	<b>132,524</b>	<b>119,598</b>	<b>110.80</b>
2.1	Cost of goods sold	92,005	85,284	107.88
2.2	Financial costs	2,699	2,185	123.57
2.3	Selling expenses	5,723	5,446	105.08
2.4	General administration expenses	31,532	26,484	119.06
2.5	Other expenses	565	199	283.92

No	Interpretation	2025	2024	Comparison (%)
3	Earnings before interest and tax	23,724	18,310	129.57
4	Corporate income tax	4,934	4,102	120.28
5	Profit after tax	18,790	14,208	132.25

### 2.3. Cash flows:

*Unit: Million VND*

No.	Interpretation	2025	2024
<b>I</b>	<b>Net cash flows from operating activities</b>	<b>40,757</b>	<b>(20,274)</b>
1	Cash receipts from sales of goods, rendering of services, and other revenue	191,309	169,435
2	Cash payments to suppliers of goods and services	(59,408)	(68,698)
3	Cash payments to employees	(36,335)	(31,647)
4	Interest paid	(2,696)	(2,166)
5	Corporate income tax paid	(7,567)	(1,724)
6	Other cash payments from operating activities	5,913	3,274
7	Other cash payments for operating activities	(50,459)	(88,748)
<b>II</b>	<b>Net cash flows from investing activities</b>	<b>(30,379)</b>	<b>(11,063)</b>
1	Cash payments to purchase or construct fixed assets and other long-term	(30,400)	(11,094)
2	Cash receipts from interest, dividends and share profits	21	31
<b>III</b>	<b>Net cash flows from financing activities</b>	<b>(10,609)</b>	<b>10,811</b>
1	Cash receipts from borrowings	55,333	61,055
2	Cash payments for repayment of loan principal	(55,647)	(42,181)
3	Dividends and profits paid to owners	(10,295)	(8,063)
<b>IV</b>	<b>Net cash flow during the period (I+II+III)</b>	<b>(231)</b>	<b>(20,526)</b>
<b>V</b>	<b>Cash and cash equivalents at the end of the period</b>	<b>1,460</b>	<b>21,986</b>
<b>VI</b>	<b>Cash and cash equivalents at the end of the period (IV+V)</b>	<b>1,229</b>	<b>1,460</b>

#### 2.4. Key financial ratios as of December 31, 2025:

No.	Targets	Unit	2025	2024
<b>1</b>	<b>Asset structure</b>			
1.1	Current assets/ Total assets	times	0.62	0.62
1.2	Non-current assets/ Total assets	times	0.16	0.17
<b>2</b>	<b>Capital structure</b>			
2.1	Liabilities/ Total capital	times	0.46	0.47
2.2	Equity/ Total capital	times	0.54	0.53
<b>3</b>	<b>Liquidity</b>			
3.1	Current ratio	times	2.16	2.14
3.2	Quick ratio	times	0.39	0.42
3.3	Cash ratio	times	0.25	0.27
<b>4</b>	<b>Profitability</b>			
4.1	Profit after tax/ Revenue	%	12.03	10,30
4.2	Profit after tax/ Total assets	%	5.62	4,35
4.3	Profit after tax/ Equity	%	12.09	9.15

### 3. Comments and recommendations

#### 3.1. Comments:

- The Company's business activities comply with the Law on Enterprises, the Company's Charter, and other relevant legal regulations.

- Resolutions and decisions were issued in accordance with the law, remained practical and timely, and enhanced efficiency in management and operations.

- The reporting and information disclosure regimes were implemented fully, timely, and in accordance with prescribed forms.

- During the year, the Company proactively reviewed, amended, supplemented, and issued internal documents in line with current legal regulations and the actual situation of the corporation.

- Quarterly, semi-annual, and annual financial statements were prepared and submitted on time; the accounting book system complied with current accounting standards and regimes; the Company fulfilled its obligations to the state budget.

- Business results for 2025 showed revenue growth of 13.30% and profit growth of 32.25% compared to 2024; capital was preserved and increased over the years, demonstrating sustainable development and a sound strategic business direction.

- The Company's water loss rate met the targets set out in Decision No. 2147/QĐ-TTg dated November 24, 2010, by the Prime Minister approving the National program on water loss and water waste prevention through 2025.

- The actual salary in 2025 reached 13.25 million VND/person/month, a 6% increase compared to the annual plan (12.5 million VND/person/month), reflecting increased labor productivity and improved living standards for employees.

- Dividends paid in 2025 increased by 6.65% year-on-year, ensuring the interests of shareholders, including the state-owned capital of 71.49%.

- In 2025, the Company did not make any external capital investments.

### **3.2. Recommendations:**

- Continue to strictly implement the accounting regime, financial supervision, internal control, and independent audit; simultaneously develop effective solutions for cost-saving, revenue assurance, and enhancing operational efficiency.

- Strengthen the management and use of assets, ensure investments for the right purposes and in compliance with regulations, and improve the efficiency of the capital use.

- Monitor and implement adjustments to the issues noted or emphasized by the independent auditing unit.

- Regularly review and systematize governance regulations; timely update, amend, and supplement them in accordance with legal regulations and the Company's operational direction.

- Evaluate the effectiveness of digital transformation and apply science and technology in the management, operation, and business activities of the Company.

## **III. RESULTS OF SUPERVISION OVER CORPORATE GOVERNANCE AND MANAGEMENT**

### **1. Board of Directors**

The Board of Directors organized periodic meetings as regulated. Through these meetings, based on review, discussion, and voting, the Board of Directors issued resolutions and decisions in accordance with the correct procedures and

authority to direct the Executive Board in implementing the business objectives and tasks of the Company.

In addition, the Board of Directors provided comprehensive direction and supervision over the activities of the Executive Board in the implementation of approved resolutions and plans. Simultaneously, the Board of Directors required the General Director to submit periodic and extraordinary reports on the Company's operations and compliance with legal regulations regarding finance, technology, labor, and the environment; thereby promptly proposing solutions to enhance the efficiency of business and production activities during the year.

## **2. Executive Board**

The General Director and the Executive Board, with a high sense of responsibility, have consistently followed, complied with, and promptly implemented the resolutions of the GMS as well as the resolutions and decisions of the Board of Directors; while strictly exercising their rights and obligations in accordance with the Law on Enterprises, the Company's Charter, and the Internal Regulations on Corporate Governance.

Briefing and review meetings were maintained regularly, focusing on evaluating the business and production situation; promptly reviewing and resolving bottlenecks arising in management and administration; and proposing appropriate solutions for timely adjustments to achieve and exceed the planned targets assigned by the General Meeting of Shareholders.

## **IV. EVALUATION OF COORDINATION BETWEEN THE SUPERVISORY BOARD AND THE BOARD OF DIRECTORS, THE GENERAL DIRECTOR, AND SHAREHOLDERS**

The Supervisory Board coordinated with the Board of Directors and the Executive Board in selecting the auditing firm for the 2025 Financial Statements, while discussing and exchanging opinions on issues related to the business and production activities.

The Supervisory Board reaches a consensus with the evaluation of the Board's performance as stated in the Report on the 2025 business and production results of the Board of Directors.

The Board of Directors, the General Director, and the Executive Board have facilitated the Supervisory Board in performing its duties.

The Supervisory Board also regularly notified the Board of Directors of its operational results and consulted with them before submitting reports, conclusions, and recommendations to the General Meeting of Shareholders.

In 2025, the Supervisory Board did not receive any recommendations or requests for inspections over the Board of Directors or the General Director from shareholders

#### **V. OPERATIONAL DIRECTIONS OF THE SUPERVISORY BOARD IN 2026**

Based on the performance of the Supervisory Board in 2025 and the Plan for business and operations in 2026, the Supervisory Board sets forth its operational orientation in 2026 as follows :

- Execute assigned rights and duties honestly and prudently to ensure the legitimate interests of the Company and its shareholders.
- Supervise compliance with the law and the Company's Charter in the direction and administration of the Board of Directors and the Executive Board; monitor the implementation of business plans and the execution of resolutions passed by the Board of Directors and the General Meeting of Shareholders.
- Appraise periodic Financial Statements in accordance with regulations.
- Attend meetings of the Board of Directors and the Executive Board to promptly grasp the Company's operational status, thereby developing and implementing appropriate and effective supervision plans.
- Supervise the Company's internal audit activities (upon request and within authority).

Above is the Report on operations in 2025 and directions in 2026 of the Supervisory Board of Ca Mau Water Supply Joint Stock Company, reporting to the General Meeting of Shareholders for approval./.

***Recipients:***

- The GMS (report);
- BOD, EB;
- Supervisory Board members;
- Archived: VT, TK, BKS.

**On behalf of SUPERVISORY BOARD  
HEAD OF THE BOARD**



**Nguyen Thi My Huyen**

No: 01/TTr-HĐQT

*Ca Mau, May 8, 2026*

**PROPOSAL**

**Regarding the approval of the audited 2025 Financial Statements**

Pursuant to the Law on Enterprises 2020;

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

Pursuant to the 2025 Financial Statements as audited by A&C Auditing and Consulting Co., Ltd, dated March 3, 2026.

The Board of Directors of Ca Mau Water Supply Joint Stock Company respectfully submits to the General Meeting of Shareholders for consideration and approval of the audited 2025 Financial Statements, with key financial indicators as follows.

*Unit: Million VND*

No.	Criteria	Value	Note
1	Total asset	334,080	
2	Liabilities	154,416	
3	Total revenue	156,248	
4	Owners' equity	179,664	
5	Profit before tax	23,724	
6	Undistributed profit after tax	18,790	

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

**Recipients:**

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

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**

No: 02/TTr-HĐQT

*Ca Mau, May 8, 2026*

## **PROPOSAL**

### **Regarding the approval of the Plan for profit distribution and dividend payment in 2025**

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

Pursuant to the Plan for profit distribution approved at the Annual General Meeting of Shareholders on June 06, 2025;

Pursuant to the 2025 audited Financial Statements released by A&C Auditing and Consulting Co., Ltd. on March 3, 2026;

The Board of Directors of Ca Mau Water Supply Joint Stock Company respectfully submits to the General Meeting of Shareholders for approval of the profit distribution and and dividend payment as follows:

#### **1. Report on profit and dividend distribution in 2024**

In implementation of the Resolution of the General Meeting of Shareholders dated June 6, 2025, the Company paid the 2024 dividends with the last registration date being November 24, 2025, and the payment date being December 5, 2025, based on the list of shareholders entitled to cash dividends provided by the Vietnam Securities Depository and Clearing Corporation.

#### **2. Plan for profit distribution in 2025**

*Unit: Million VND*

<b>No.</b>	<b>Criteria</b>	<b>Amount</b>	<b>Note</b>
1	Profit after tax	18,790	
2	Profit distribution		
2.1	Appropriation of 1.5% to the Investment and Development Fund	282	
2.2	Appropriation of 3% to the Financial Reserve Fund	564	
2.3	Appropriation of 3% to the Bonus Fund for Managers	564	

No.	Criteria	Amount	Note
2.4	Appropriation of 20% to the Bonus and Welfare Fund	3,758	
	<i>In which: + Bonus Fund 50%</i>	1,879	
	<i>+ Welfare Fund 50%</i>	1,879	
2.5	Profit for dividend payment 72.5%	13,608	
2.6	Undistributed profit after tax	14	
3	Dividends/ Charter capital	8.76%	

\* **Note:** Regarding the Fund for financial reserve under owner's equity, any unused portion of the appropriated amount shall be added to the Investment and Development Fund of the Company

### 3. Plan for dividend payment in 2025

- Record date for dividend entitlement: November 18, 2026.
- Date of dividend payment: Starting from December 18, 2026.
- Payment method: By cash or bank transfer.
- Notice of dividend payment: No later than 15 days prior to the payment date.
- Declaration of dividends and profits distributed to state capital: In accordance with Circular No. 85/2021/TT-BTC dated October 5, 2021, issued by the Ministry of Finance.
- Deadline for remitting dividends on state capital: In accordance with Circular No. 85/2021/TT-BTC dated October 5, 2021, of the Ministry of Finance, the Resolution of the General Meeting of Shareholders, and the office notice of dividend payment of the Company.
- Location for receiving cash dividends (For non-deposited shareholders): Accounting and Finance Department - Ca Mau Water Supply Joint Stock Company. No. 204 Quang Trung Street, Hamlet 26, Tan Thanh Ward, Ca Mau Province.

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

**Recipients:**

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

On behalf of BOARD OF DIRECTORS  
CHAIRMAN



**Ho Tan Luat**

No: 03/TTr-HĐQT

*Ca Mau, May 8, 2026*

## **PROPOSAL**

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

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

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

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

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

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

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

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

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**

**Recipients:**

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



**Ho Tan Luat**

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# **PRODUCTION AND BUSINESS PLAN FOR 2026**

*Ca Mau, December 29, 2025*

No: 01/NQ-HĐQT

Ca Mau, March 25, 2026

## RESOLUTION

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

*Pursuant to the Enterprise Law No.59/2020/QH14 dated June 17, 2020;  
Pursuant to the Charter of Ca Mau Water Supply Joint Stock Company  
in 2021;*

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

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

### RESOLVES:

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

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

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

In detail:

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

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

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

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

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

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

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

***Recipients:***

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

**On behalf of BOARD OF DIRECTORS  
CHAIRMAN**



**Ho Tan Luat**

No: 12/TTr-CNCM

*Ca Mau, March 23, 2026*

## **PROPOSAL**

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

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

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

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

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

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

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

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

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

## **I- ACTUAL SALARY AND REMUNERATION IN 2025**

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

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

#### **1.1. Salary levels and salary budget:**

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

*In which:*

- Employees and the Executive Board:

+ Actual average headcount: 254.92 persons.

*In which:* The Executive Board : 03 persons.

Employees : 251.92 persons.

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

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

- Chairman of the Board of Directors:

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

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

- Head of the Supervisory Board:

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

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

#### **1.2. Remuneration levels and remuneration budget:**

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

*In which:*

- Non-executive members of the Board of Directors:

+ Number of members : 04 persons.

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

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

- Part-time members of the Supervisory Board:

+ Number of members : 02 persons.

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

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

## **2. Other cases**

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

- Number of members : 01 person.

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

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

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

**II- ACTUAL BONUSES IN 2025**

**1. Bonus budget of the Executive Board and employees:**

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

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

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

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

**Attachments:**

- (1). Explanatory notes on the actual salaries, remuneration, and bonuses in 2025.
- (2). Report on the labor utilization in 2025.

**Recipients:**

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

**GENERAL DIRECTOR**



**Pham Phuoc Tai**

## **PROPOSAL**

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

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

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

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

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

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

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

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

##### **1. Salary levels and salary budget:**

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

*In which:*

- Employees and the Executive Board:

+ Actual average headcount: 260 persons.

- In which:*
- The Executive Board : 05 persons;
  - Employees : 255 persons.
  - + Average salary level : 14,593,300 VND/person/month.
  - + Salary budget : 45,531,096,000 VND/year.
  - Chairman of the Board of Directors (BOD):
    - + Salary level : 70,300,000 VND/month.
    - + Salary budget : 843,600,000 VND/year.
  - Head of the Supervisory Board (SB):
    - + Salary level : 36,400,000 VND/month.
    - + Salary budget : 436,800,000 VND/year.

## **2. Remuneration levels and remuneration budget:**

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

*In which:*

- Non-executive members of the Board of Directors:
  - + Number of members : 04 persons.
  - + Remuneration level : 8,000,000 VND/person/month.
  - + Remuneration budget : 384,000,000 VND/year.
- Part-time members of the Supervisory Board:
  - + Number of members : 02 persons.
  - + Remuneration level : 4,000,000 VND/person/month.
  - + Remuneration budget : 96,000,000 VND/year.

## **3. Salary advance:**

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

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

Unit: Million VND.

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

**\* Reasons for variance:**

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

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

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

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

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

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

## II- OTHER CASES

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

- Number of members : 01 person.
- Remuneration level : 4.000.000 VND/month.
- Remuneration budget : 48.000.000 VND/year.
- Funding source: From the business expenses in 2026 of the Company.

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

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

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

### ***Attachments:***

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

### ***Recipients:***

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

**GENERAL DIRECTOR**



**Pham Phuoc Tai**

## **PRODUCTION AND BUSINESS PLAN IN 2026**

### **Part 1**

### **RESULTS OF PRODUCTION AND BUSINESS IN 2025**

#### **1. Overview:**

Ca Mau Water Supply Joint Stock Company (the Company) is a state-owned enterprise with the State holding 71.49% of the charter capital. The Company operates in the sector of clean water production and supply. Currently, it operates with a production capacity of approximately 60,000 m<sup>3</sup>/day and serves nearly 80,000 customers (including households, provincial agencies, and businesses). The pipeline system spans approximately 680 km, with pipe diameters ranging from D42 mm to D400 mm installed across various wards and communes in Ca Mau Province. The Company's primary objectives are to control water security and quality, ensure a safe water supply for the public, and contribute to the socio-economic development of Ca Mau Province.

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

#### **2. Implementation results:**

##### ***2.1. Performance against planned targets:***

##### ***2.1.1. Technical targets:***

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

*2.1.2. Financial results:*

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

*2.1.3. Profit distribution:*

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

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

## ***2.2. Implementation results of labor policy and utilization:***

### *2.2.1. Labor utilization:*

- Total workforce: 254 persons. Of which:
  - + Chairman of the Board of Directors (full-time) : 01 person.
  - + Head of the Supervisory Board (full-time) : 01 person.
  - + Employees (including the Executive Board) : 252 persons.

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

### *2.2.2. Salaries and state-regulated benefits for employees:*

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

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

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

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

### *2.2.3. Social welfare:*

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

### ***2.3. Internal management:***

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

### ***2.4. Business and production activities:***

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

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

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

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

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

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

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

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

***2.7. Finance, assets, and information disclosure:***

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

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

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

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

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

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

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

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

### ***2.9. The inspection and supervision over business activities:***

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

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

### ***2.10. Other tasks:***

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

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

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

## **Part 2**

### **PRODUCTION AND BUSINESS PLAN IN 2026**

#### **1. Objectives:**

##### ***1.1. General objectives:***

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

##### ***1.2. Specific objectives:***

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

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

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

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

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

## **2. Production and business targets in 2026:**

### **2.1. Technical targets:**

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

### **2.2. Financial targets:**

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

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

### 2.3. Profit distribution:

Unit: Million VND.

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

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

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

#### 3.1. Labor plan in 2026:

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

- Total workforce: 262 persons. In which:

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

*In which:*

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

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

#### 3.2. Salary plan in 2026:

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

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

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

*In which:*

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

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

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

### 4. Solutions to execute planned targets:

#### 4.1. Internal governance:

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

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

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

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

#### ***4.2. Development and investment:***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### ***4.4. Customer services:***

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

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

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

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

#### ***4.5. Solutions to increase revenue and profit:***

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

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

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

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

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

**4.6. Finance, assets, and accounts payable:**

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

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

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

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

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

**4.7. Information disclosure:**

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

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

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

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

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

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

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

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

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

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

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

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

#### ***4.9. Other tasks:***

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

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

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

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

#### **5. Funding source:**

- Production and business capital of the Company (revenue from water supply, pipeline installation, water disconnection/reconnection services).

- Funds retained from collections made on behalf of the state budget as per current regulations.

- Deprecation funds.

- Other lawful sources.

- Mobilized sources: Short-term, medium-term, or long-term loans from credit institutions and banks aligned with the business plans of the Company (subject to review and consideration of the Board of Directors).

### **Part 3**

## **IMPLEMENTATION**

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

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

**\* Attachments:**

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

**Recipients:**

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

**GENERAL DIRECTOR****Pham Phuoc Tai**