

# **ANNUAL REPORT**

**Hanoi Education Investment and Development  
Joint Stock Company  
Reporting Year 2025**



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## **I. GENERAL INFORMATION**

### **I.1. General information**

- Trading name: Hanoi Education Investment and Development Joint Stock Company (HEID).
- Business registration certificate no.: 0102222393 (*5<sup>th</sup> amendment*) dated May 8<sup>th</sup>, 2023, issued by the Hanoi Department of Planning and Investment.
- Charter capital: VND 150,000,000,000.
- Owner's capital: VND 150,000,000,000.
- Office address: HEID Office Building, Alley 12 Lang Ha, Giang Vo Ward, Hanoi City.
- Telephone: 024.3512.39.39                      Website: [www.heid.vn](http://www.heid.vn)
- Securities code: EID.
- Establishment and development process (*Date of establishment, time of listing, and development milestones since the establishment until now*):
  - + 2007: Hanoi Education Investment and Development Joint Stock Company was established with an initial charter capital of VND 80,000,000,000 according to the Business registration certificate issued by the Hanoi Department of Planning and Investment no. 0103016836, dated April 17<sup>th</sup>, 2007.
  - + 2009: The Company's shares have the securities code EID and have been listed on the Hanoi Stock Exchange since August 11<sup>th</sup>, 2009.
  - + 2010: In June 2010, the company's charter capital was increased to VND 150,000,000,000.

### **I.2. Business lines and locations of the business:**

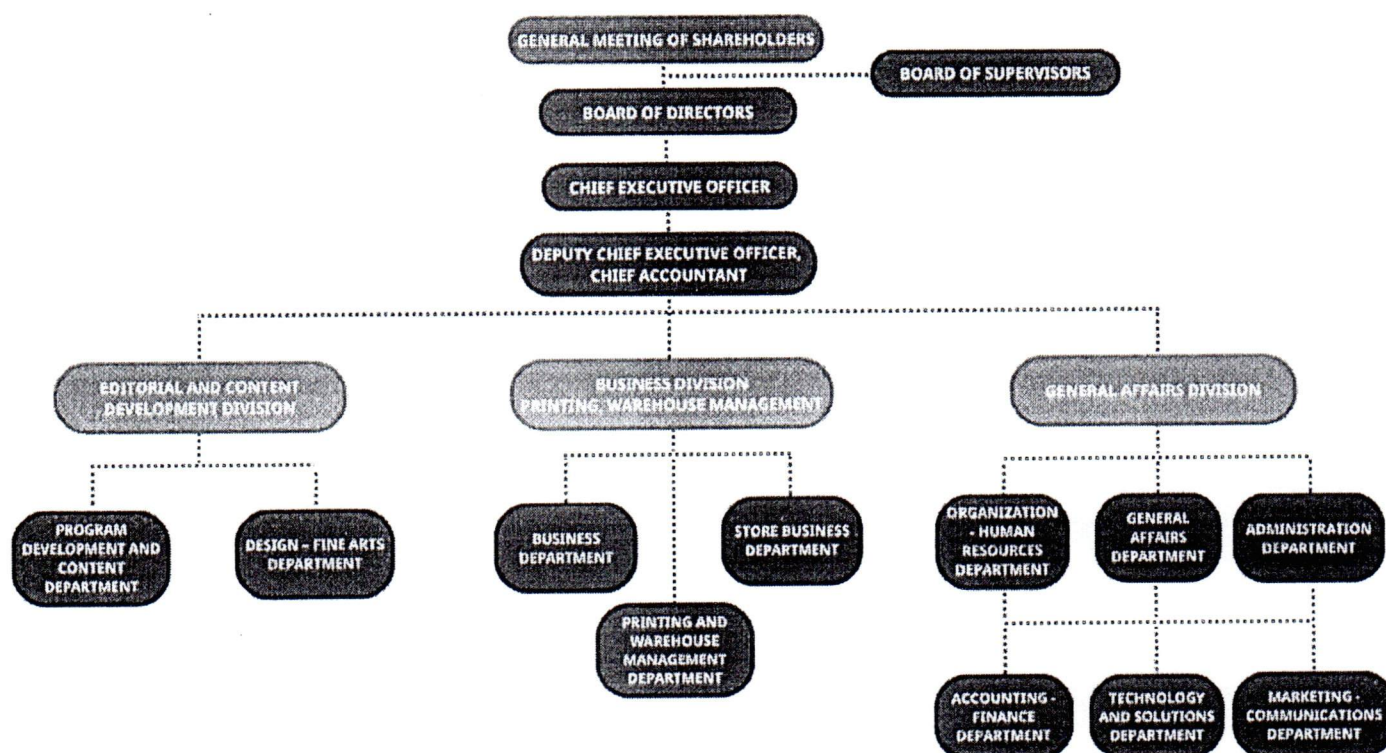
- Main business lines: Organization of manuscript development and publication of textbooks, supplementary books, and reference books.
- Main location of business: within the territory of Vietnam.

### **I.3. Information about governance model, business organization and managerial apparatus.**

- Governance model: Hanoi Education Investment and Development Joint Stock Company operates in accordance with the Law on Enterprises under the Parent Company – Subsidiary – Affiliated Joint Stock Company model.



- Organizational structure:



- Subsidiaries and affiliated companies:

N o.	Company Name	Address	Main business lines	Charter capital (billion VND)	Paid-in charter capital (billion VND)	Ratio own (%)
I	Subsidiary company					
1	Hong Ha Thanh Cong Limited Company	K3B, Alley 6A Thanh Cong Street, Giang Vo Ward, Hanoi	Office leasing	110	110	100
2	Education Translated Book and Dictionary Joint Stock Company	No. 25 Han Thuyen Street, Hai Ba Trung Ward, Hanoi City, Vietnam	Translation, compilation, copyright exploitation, and publishing – distribution of dictionaries, reference books, handbooks, and educational materials	03	2.67	89



3	Lang Son Book – School Equipment Joint Stock Company	No. 91 Le Loi Street, Dong Kinh Ward, Lang Son Province	Trading in textbooks and reference books; wholesale of books, newspapers, and general stationery.	03	1.98	66
<b>II Affiliated company</b>						
1	Ha Tay Books and School Equipment Joint Stock Company	No. 72 Ba Trieu Street, Quang Trung Ward, Hanoi City, Vietnam	Trading in textbooks; manufacturing and trading teaching and learning equipment; printing and distribution of educational and cultural publications, etc.	20.5	9.5	46.34

#### **I.4. Development orientations**

##### **I.4.1. Main objectives of the Company**

- Maintain stable production and business operations, and fully fulfill political tasks within the Vietnam Education Publishing House (VEPH) system.

- Achieve targets on revenue, profit, and dividend targets in accordance with the Resolutions of the General Meeting of Shareholders (GMS).

- Organize the production and supply of products serving teaching and learning, and promote technology application and digital transformation in management, production, and business operations.

- Develop new products and services, especially digital learning materials and educational ecosystems, to enhance added value and competitiveness.

- To preserve and develop shareholders' capital; while ensuring employees' rights, income, and a stable working environment.

##### **I.4.2. Development strategies in medium and long term**

Strictly comply with the Law on Enterprises, the Law on Securities (and guiding Decrees and Circulars), Regulations of the Hanoi Stock Exchange (HNX), Tax regulations, other relevant laws, and the Company's Charter; implement resolutions of the GMS and the Board of Directors (BOD).

Maintain and develop the HEID brand and the VEPH brand through product quality, service quality, competitiveness, social responsibility, and partnership development.

Maintain an appropriate organizational structure and workforce to effectively implement political and business tasks approved by the GMS; Establish a flexible governance model adaptable to changes; restructure the organization toward streamlining and reducing intermediary layers; redefine HEID's strategies and core values in a synchronized and comprehensive manner in line with the new context and VEPH's

orientation.

Focus on fulfilling textbook distribution tasks of VEPH; develop and enrich digital learning resource repositories and digital content products for LMS platforms; cooperate with educational institutions and technology enterprises to co-develop and effectively exploit new products, thereby reducing risks, improving workforce quality, and increasing revenue.

Invest in and develop synchronized products, software, tools, and solutions supporting teaching, learning, and English assessment in line with the 2018 General Education Curriculum, national standards, and international standards.

Diversify sales channels through both traditional and technology-based methods; regularly survey and collect customer feedback to continuously improve products and services in line with market needs.

Enhance management and operational efficiency, ensuring transparency, professionalism, and accountability.

Implement performance-based compensation policies.

Carry out comprehensive digital transformation across all company activities; apply technology, especially artificial intelligence (AI), to improve management, production, and business efficiency in line with overall societal, educational, and VEPH trends.

#### **I.4.3. Sustainable development goals (*environment, social, and community*) and key short-term and medium-term programs of the Company.**

- Focus on developing the company's core business areas.

- The company adheres to and applies State environmental protection standards, prioritizes the use of natural products and materials, conserves raw materials, and actively encourages employees to use recycled products to minimize negative impacts on the environment in its production and business activities.

- Fulfilling social and community responsibilities, working together with the government to implement programs supporting school library book collections; donating gifts and books to children from disadvantaged families, supporting the education sector, supporting scholarship funds, and supporting other Educational programs...

- Provide teachers with free or low-cost teaching materials.

- Support families facing particularly difficult circumstances in the area.

### **I.5. Risks**

#### **I.5.1. Environmental Risks**

HEID's production processes for creating its products do not cause negative impacts on the environment. However, the main inputs for publishing include paper and printing ink, both of which require the use of large amounts of chemicals for processing, thereby indirectly affecting the environment. In addition, the production process also requires



significant amounts of fuel such as electricity, water, gasoline, and oil... As demand continues to increase, the consumption of these energy sources also rises accordingly.

Recognizing the importance of environmental protection and aiming toward sustainable development, HEID prioritizes the use of recycled materials and encourages production units to apply resource-saving measures that minimize environmental impact.

### **I.5.2. Natural disaster and epidemic risks**

The severe consequences caused by Typhoon Wipha (Storm No. 3) resulted in damage to infrastructure in many Northern and North Central provinces (offices, stores, warehouses, and books being flooded and damaged), and generated additional costs for book distribution companies and local students' families; leading to shortages of textbooks and learning materials and difficulties in settling outstanding debts.

### **I.5.3. Economic Risks**

The Company faces numerous risks arising from domestic and international macroeconomic fluctuations, which directly affect the efficiency of its production and business operations.

- First, inflationary pressure and global economic volatility increase input costs such as raw materials, printing, transportation, and logistics, thereby affecting the Company's profit margins.

- Second, State management policies, particularly the implementation of a unified set of textbooks nationwide from the 2026–2027 academic year, together with the policy of merging ministries and agencies, restructuring subordinate units, and organizing a two-tier local government system, along with changes in the education sector (especially the policy of reducing textbook prices), have reduced revenue. At the same time, these changes have also generated adjustment costs, affecting business efficiency and leading to inventory buildup due to changes in book content.

- Third, dependence on partners within the supply chain (especially printing and book supply units) poses risks related to production schedules and inconsistent supply, leading to increased warehousing and transportation costs and prolonged debt collection periods.

- Fourth, the increasingly intense competitive environment, especially in the field of educational books and digital learning materials, with the participation of many domestic and international enterprises, creates significant pressure on the Company's market share and competitiveness.

In addition, factors such as policy changes, bidding mechanisms, fluctuations in market demand, as well as risks from counterfeit and pirated goods, may adversely affect the Company's revenue, reputation, and business operations.

### **I.5.4. Legal risks and imposition of mechanisms from the supplying entity**

The ongoing restructuring and streamlining of the administrative apparatus is being implemented urgently and decisively by central authorities to build a lean, efficient system



and avoid overlap and waste. Changes in administrative boundaries and local governance structures may affect the Company's supply chain and product distribution.

Frequent changes in policies and regulations require HEID to continuously adjust its production and business plans, proactively update information, and adopt appropriate strategies and decisions to meet market demand, maintain stability, and achieve sustainable development.

VEPH is the publishing entity and the focal point for the distribution of textbooks and workbooks. When entering into and implementing contracts with VEPH, the sales mechanism applied to HEID is determined by VEPH. Although this mechanism contributes to generating revenue and profit for the Company, it also entails certain risks. Specifically, the requirement for early ordering while lacking sufficient data on market demand may lead to forecasting inaccuracies. In addition, delivery schedules depend on VEPH's printing plans, which may cause delays, thereby increasing inventory pressure and affecting business efficiency.

Furthermore, in the process of distributing products published by VEPH, as VEPH operates both under the model of a state-owned enterprise and as a publishing house, it must strictly comply with regulations on bidding and publishing management. This results in passivity and delays in product supply and implementation of tasks, significantly affecting the progress and flexibility in delivering products and services for HEID and from HEID to its partners and customers.

#### **I.5.5. Risks related to specific industries**

- The illegal printing and piracy of paper publications have caused significant damage to HEID's reputation and distribution volume in 2025. In addition to coordinating with authorities to detect and prevent such violations, HEID also participates in and organizes conferences and specialized seminars on anti-piracy and copyright protection to exchange views and seek effective solutions.

## **II. OPERATIONAL IN THE YEAR**

### **II.1. Situation of production and business operations**

TT	Indicator	2025 Plan (VND billion)	2025 Actual (Parent Company) (VND billion)	% of Plan Achieved (Parent Company vs Plan)	% of Plan Achieved (Parent Company vs 2024)	2025 Actual (Consolidated) (VND)
1	<b>Total revenue</b> <i>(Net Revenue + Financial Revenue + Other Income)</i>	942	1,049.1	111.4%	92.8%	<b>1,065.3</b>

TT	Indicator	2025 Plan (VND billion)	2025 Actual (Parent Company) (VND billion)	% of Plan Achieved (Parent Company vs Plan)	% of Plan Achieved (Parent Company vs 2024)	2025 Actual (Consolidated) (VND)
2	Profit before tax	70	73.2	104.6%	85.9%	80.8
3	Dividend	15%				
4	Earnings per share					4,248

✓

Maintain and ensure retained earnings, and supplement funds for production development investment, etc...

## II.2. Organization and Human resource

### II.2.1. List of the Board of Management:

**Mr. Le Thanh Anh** - Member of the BOD, CEO of the Company

Full name:	Le Thanh Anh
Sex:	Male
Date of birth:	November 21 <sup>st</sup> , 1974
Permanent address:	My Dinh Ward, Nam Tu Liem District, Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	Bachelor of Economics
Summary of work experience:	
From 2005 to 2021:	Head of the Planning and Finance Department; Head of the BOS; Chief Accountant; Deputy CEO of Vietnam Education Publishing House  Member of the BOD, CEO of Hanoi Education Investment and Development Joint Stock Company
From 2021 to the present:	Chairman of Hong Ha - Thanh Cong One Member Company Limited
Number of shares:	The number of shares held by individuals is 43,500 shares, representing 0.29% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None



**Ms. Duong Thi Viet Ha - Member of the BOD, Deputy CEO**

Full name:	Duong Thi Viet Ha
Sex:	Female
Date of birth:	September 28 <sup>th</sup> , 1977
Permanent address:	Vinhomes Thang Long, Nam An Khanh, Hoai Duc, Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	Graduated with a major in Accounting – Hanoi University of Finance and Accounting. Master in Business Administration
Summary of work experience:	
From May 2007 to April 2018:	Member of the BOD, Chief Accountant of Hanoi Education Investment and Development Joint Stock Company
From April 2018 to present:	Member of the BOD, Deputy CEO of Hanoi Education Investment and Development Joint Stock Company
Number of shares:	The number of shares held by individuals is 22,200 shares, representing 0.15% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None

**Mr. Nguyen Duy Hung** - Member of the BOD, Deputy CEO

Full name:	Nguyen Duy Hung
Sex:	Male
Date of birth:	March 1 <sup>st</sup> , 1976
Permanent address:	Xuan Dinh Industrial and Residential Urban Area, Bac Tu Liem District, Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	PhD in Cultural Studies
Summary of work experience:	
January 2003 – November 2015:	Lecturer, Faculty of Arts, Hanoi National University of Education
December 2015 – October 2016:	Deputy Director, Center for Application and Development of Arts – National University of Art Education
October 2016 – April 2018:	Dean, Faculty of Culture and Arts – National University of Art Education
May 2018 – October 2020:	Deputy Head of Marketing Department – Vietnam Education Publishing House
October 2020 – May 2021:	Deputy CEO, Southern Education Investment and Development Joint Stock Company
June 2021 – present:	Deputy CEO, Hanoi Education Investment and Development Joint Stock Company
Number of shares held:	The number of shares held by the individual is 0 shares, representing 0% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None

**Mr. Pham Quoc Cuong - Deputy CEO**

Full name:	Pham Quoc Cuong
Sex:	Male
Date of birth:	January 11 <sup>th</sup> , 1981
Permanent address:	C4 Giang Vo Collective Area, Ba Dinh, Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	Master in Business Administration
Summary of work experience:	
2006 - 2007	Editor; Copyright Specialist, Translation and Copyright Center, Vietnam Education Publishing House
2008 to present:	Head of Business Department; Head of Editorial Department; Deputy Director; Director of Education Book and Dictionary Joint Stock Company
June 2021 – present	Deputy CEO, Hanoi Education Investment and Development Joint Stock Company
Number of shares held:	The number of shares held by the individual is 0 shares, representing 0% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None



**Mr. Vu Quang Thai - Deputy CEO**

Full name:	Vu Quang Thai
Sex:	Male
Date of birth:	January 28 <sup>th</sup> , 1979
Permanent address:	Finance Center Area, Dich Vong, Cau Giay, Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	Master of Science in Finance and Banking
Summary of work experience:	
May 2007 to December 2020	Accountant in charge; Chief Accountant, Ethnic Books Joint Stock Company
January 2021 - present:	Deputy CEO, Hanoi Education Investment and Development Joint Stock Company
Number of shares held:	The number of shares held by the individual is 0 shares, representing 0% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None

**Ms. Nguyen Thanh Binh - Chief Accountant**

Full name:	Nguyen Thanh Binh
Sex:	Female
Date of birth:	January 13 <sup>th</sup> , 1983
Permanent address:	Golden Palace Building – Me Tri Thuong – Nam Tu Liem District - Hanoi
Nationality:	Vietnam
Ethnicity:	Kinh
Educational level:	12/12
Qualifications:	Bachelor of Accounting - Academy of Finance Master in Business Administration
Summary of work experience:	
November 2007 to present:	Accountant; Deputy Head of Accounting and Finance Department; Chief Accountant of Hanoi Education Investment and Development Joint Stock Company
Number of shares:	The number of shares held by individuals is 2,500 shares, representing 0.017% of the charter capital.
Legal violations:	None
Conflict of interest with the Company:	None
Other securities issued by the Company	None

## II.2.2. Changes in the Board of Management

None.

## II.2.3. Number of staffs. Brief information and changes on the employee's policies.

As of December 31<sup>st</sup>, 2025, the Company has 143 employees. Of these:

- Number of male employees: 53 persons.
- Number of female employees: 90 persons.
- Average working age: 40.2 years.

*The labor force structure by skill level is as follows:*

- PhD : 3 persons
- Master's : 30 persons  
degree
- Bachelor's : 90 persons  
degree
- Other : 20 persons

## II.3. Investment activities, project implementation

### II.3.1. Major Investments.

The Company did not undertake any major investments during the year.

### II.3.2. Subsidiaries and affiliated companies.

#### *\* Investing in Subsidiaries:*

- **Hong Ha Thanh Cong Limited Company** (*the entity assigned to operate and manage the HEID building*).

- + Ownership ratio: 100% of charter capital (charter capital: VND 110 billion)
- + Operation: 100% capacity utilization
- + Revenue: 18.3 billion VND (*Net Revenue + Financial Revenue + Other Income*)
- + Profit before tax: 8.3 billion VND

#### **- Lang Son Book – School Equipment Joint Stock Company:**

- + Ownership ratio: 66% of charter capital (charter capital: VND 3 billion)
- + Revenue: 42.5 billion VND (*Net Revenue + Financial Revenue + Other Income*)
- + Profit before tax: 0.7 billion VND



**- Educational Dictionary and Translation Book Joint Stock Company:**

- + Ownership ratio: 89% of charter capital (charter capital: VND 3 billion)
- + Revenue: 0.061 billion VND (*Net Revenue + Financial Revenue + Other Income*)
- + Profit before tax: - 3.8 million VND

**\* Investing in Affiliated Companies:**

**Ha Tay Books and School Equipment Joint Stock Company (The ownership ratio 46.34% of charter capital)**

**In 2025, Ha Tay Books and School Equipment Joint Stock Company recorded:**

- + Revenue: 177 billion VND (*Net Revenue + Financial Revenue + Other Income*)
- + Profit before tax: 6.8 billion VND
- + Dividend (*expected*): 13%

**II.4. Financial situation**

**II.4.1. Financial Situation**

*Unit: VND*

Indicators (Consolidated Financial Statements)	2024	2025	% change
Total assets	668,414,975,850	663,639,159,636	-0.7
Net revenue	1,131,644,313,733	1,045,811,786,872	-7.6
Profit from operating activities	95,943,103,797	80,510,179,692	-16.1
Other profit	62,998,526	271,038,913	330.2
Profit before tax	96.006.102.323	80,781,218,605	-15.9
Profit after tax	75,683,766,746	63,498,392,286	-16.1
Payout ratio	39.64%		

(\*) The dividend rate of 2025 is 17%, which is expected to be submitted by the BOD to the 2026 Annual GMS for approval.

**II.4.2. Major financial indicators:**

Target	2024	2025
1. Solvency ratio		
+ Current ratio:	2.89	3.87
Short term Asset/Short term debt		

Target	2024	2025
+ Quick ratio: <u>Short term Asset - Inventories</u> Short term Debt	2.41	3.36
<i>2. Capital structure indicators</i>		
+ Debt/Total Assets Ratio	0.31	0.26
+ Debt/Equity Ratio	0.45	0.34
<i>3. Operation capability Ratio</i>		
+ Inventory turnover: Cost of goods sold/Average inventory	8.49	9.50
Net revenue/ Average Total Assets	1.69	1.58
<i>4. Profitability</i>		
+ Profit after tax/ Net revenue Ratio	0.067	0.061
+ Profit after tax/ total capital Ratio	0.164	0.129
+ Profit after tax/ Total assets Ratio	0.113	0.096
+ Operating Profit Margin / Net Revenue Ratio	0.085	0.077

## II.5. Shareholders structure, change in the owner's equity.

### II.5.1. Shares:

- Total number of common shares: 15,000,000 shares.
- Number of outstanding shares: 15,000,000 shares.  
Common stock: 15,000,000 shares.  
Preferred stock: 0 shares.
- Number of freely transferable shares: 15,000,000 shares.
- Number of restricted shares: 0 shares.
- Number of treasury shares: 0 shares.

### II.5.2. Shareholder structure:

According to the consolidated list of securities holders attached to electronic document no. VNMEETVSDE012487/VSDEIDXX dated March 18<sup>th</sup>, 2026, from the Vietnam Securities Depository and Clearing Corporation to finalize the list for the 2026 Annual General Meeting of Shareholders, the company has a total of 1,164 shareholders, with the following structure:

No.	Shareholders	Quantity	Number of shares owned	Proportion (%)
<b>I</b>	<b>Shareholders by ownership ratio</b>	<b>1,164</b>	<b>15,000,000</b>	<b>100</b>
1	Major shareholders	3	8,435,200	56.2
2	Minority shareholders	1,161	6,564,800	43.8
<b>II</b>	<b>Domestic and foreign shareholders</b>	<b>1,164</b>	<b>15,000,000</b>	<b>100</b>
<b>1</b>	<b>Domestic shareholders</b>	<b>1,132</b>	<b>13,180,698</b>	<b>87.9</b>
-	Domestic organizations	7	6,796,414	45.3
-	Domestic individuals	1,125	6,384,284	42.6
<b>2</b>	<b>Foreign shareholders</b>	<b>32</b>	<b>1,819,302</b>	<b>12.1</b>
-	Foreign organizations	9	924,100	6.1
-	Foreign individuals	23	895,202	6
<b>III</b>	<b>State-owned shareholders and other shareholders</b>	<b>1,164</b>	<b>15,000,000</b>	<b>100</b>
1	State-owned shareholders			
2	Other shareholders	1,164	15,000,000	100
<b>IV</b>	<b>Treasury stock</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>			<b>15,000,000</b>	<b>100</b>

Official Letter No. 1082/UBCK-PTTT of the State Securities Commission dated March 10<sup>th</sup>, 2023, stipulates that the maximum foreign ownership ratio of Hanoi Education Investment and Development Joint Stock Company is 0% of charter capital.

**II.5.3. Change in the owner's equity:** None.

**II.5.4. Transaction of treasury stocks:** None.

**II.5.5. Other securities:** None.



## **II.6. Environment-Social-Governance (ESG) Report.**

### **II.6.1. Environmental Impact**

Environmental protection is a sustainable development goal of a nation. Industrial production is causing greenhouse gas emissions to increase rapidly. To minimize negative impacts on the environment, the Company always prioritizes the use of clean fuels and modern equipment (*office equipment, vehicles*) to minimize harmful effects on the environment, especially greenhouse gas emissions.

### **II.6.2. Management of raw materials**

Currently, the Company's main activity is publishing educational products (*textbooks, supplementary books, reference books, etc.*) using paper and ink. Although not directly involved in printing, the Company is always conscious of environmental protection by using materials (printing paper) from reputable suppliers with guaranteed quality, as well as selecting printing houses that use modern technology and machinery to minimize negative impacts on the environment during the production process.

### **II.6.3. Energy consumption**

Ensuring a stable power supply for operating machinery and equipment in the office is a prerequisite for efficient business operations. However, the company's staff and employees are always conscious of using electricity efficiently and economically to avoid waste.

### **II.6.4. Water consumption**

The Company's water supply is sourced from the Hanoi City water system. Wastewater from the Company's offices is strictly controlled, ensuring that the treated water meets environmental safety standards through a wastewater treatment system that complies with environmental safety standards.

### **II.6.5. Compliance with the law on environmental protection**

Over the years, demonstrating a high sense of responsibility towards the environment and the community, the Company has strictly complied with environmental regulations and ensured the full collection of waste generated during its operations.

### **II.6.6. Policies related to employees**

The salary, bonus, and benefits policies comply with legal regulations and are fundamentally aligned with the company's development. Full and timely payment to employees is guaranteed.

Fully implement social insurance, health insurance... for employees.

Periodic health check-ups are organized for employees; study and field trips are arranged in conjunction with review and summary meetings.

Various activities are organized to maintain and strengthen trust, engagement, and internal solidarity among employees.



### II.6.7. Report on responsibility for local community

HEID continues to be committed to effectively and responsibly fulfilling its responsibilities to the education sector and society through the following activities:

- Providing scholarships and support for disadvantaged students: contributing to encouraging students to strive in their studies, especially in remote and underprivileged areas.

- Supporting Departments of Education in localities affected by storms and floods: organizing support activities including cash, textbooks, and learning materials to help students and educational institutions in provinces such as Cao Bang, Thai Nguyen, Nghe An, Ha Giang, Lang Son, and Dien Bien quickly stabilize, rebuild, and return to school.

- Donating books to school libraries: textbooks, workbooks as needed, and other unsold but still valuable books, thereby continuing to promote knowledge, spread reading culture, and foster a spirit of sharing within schools.

### II.6.8. Reporting related to green capital market activities as guided by the State Securities Commission.

Currently, the Company has not yet engaged in green capital market activities. However, HEID closely monitors developments in this area and will actively participate when directed by the State Securities Commission and when suitable to HEID's characteristics.

## III. REPORT AND ASSESSMENTS BY THE BOARD OF MANAGEMENT

### III.1. Assessment of operating results

**\* Financial targets for 2025:**

No.	Target	2025 Plan (VND billion)	2025 Actual (Parent Company) (VND billion)	% of Plan Achieved (Parent Company vs Plan)	% of Plan Achieved (Parent Company vs 2024)	2025 Actual (Consolidated) (VND)
1	Total revenue ( <i>Net revenue + Financial revenue + Other income</i> )	942	1,049.1	111.4%	92.8%	1,065.3
2	Profit before tax	70	73.2	104.6%	85.9%	80.8
3	Dividends	15%				
4	Earnings per share					4,248

Maintain and ensure retained earnings, and supplement funds for production development investment, etc...

**\* Other investments and business activities:**

2.1 Investing in Subsidiaries:

- Hong Ha Thanh Cong Limited Company (*the entity assigned to operate and manage the HEID building*).

+ Ownership ratio: 100% of charter capital (charter capital: VND 110 billion)

+ Operation: 100% capacity utilization

+ Revenue: 18.3 billion VND (*Net Revenue + Financial Revenue + Other Income*)

+ Profit before tax: 8.3 billion VND

- Lang Son Book – School Equipment Joint Stock Company:

+ Ownership ratio: 66% of charter capital (charter capital: VND 3 billion)

+ Revenue: 42.5 billion VND (*Net Revenue + Financial Revenue + Other Income*)

+ Profit before tax: 0.7 billion VND

- Educational Dictionary and Translation Book Joint Stock Company:

+ Ownership ratio: 89% of charter capital (charter capital: VND 3 billion)

+ Revenue: 0.061 billion VND (*Net Revenue + Financial Revenue + Other Income*)

+ Profit before tax: - 3.8 million VND

2.2 Investing in Affiliated Companies:

Ha Tay Books and School Equipment Joint Stock Company (The ownership ratio 46.34% of charter capital)

In 2025, Ha Tay Books and School Equipment Joint Stock Company recorded:

+ Revenue: 177 billion VND (*Net Revenue + Financial Revenue + Other Income*)

+ Profit before tax: 6.8 billion VND

+ Dividend (*expected*): 13%

2.3 Other investments:

- Contribute capital to Hanoi Education Publishing Services Joint Stock Company (The ownership ratio is 4.85% of the Company's charter capital), dividend (*expected*): 15%



## **III.2 Financial Situation**

### **III.2.1. Asset**

The Company's total assets in 2025 decreased by 0.7% compared to 2024. Accounts receivable for the year were VND 34,691 million, an increase of 26.5% compared to 2024. Total revenue in 2025 decreased by 7.5% compared to 2024. In the end of 2025, there were still some overdue receivables, but they have not been classified as bad debts, as the related counterparties still have a high ability to repay. At the same time, the Company has made prudent provisions for these overdue receivables.

### **III.2.2. Debt Payable**

The current debt situation is experiencing the following fluctuations:

- The Company's short-term debt at the end of 2025 was VND 154,200 million, a decrease of VND 52,409 million (equivalent to 25.4%) compared to the same period in 2024. In 2025, the Company will continue to maintain investments in several affiliated companies and subsidiaries.

- The Company's long-term debt at the end of 2025 was VND 15,735 million, an increase of nearly VND 14,438 million compared to the same period in 2024.

## **III.3. Improvements in organizational structure, policies, and management**

In 2025, the Company implemented a comprehensive set of solutions to improve its organizational structure, policies, and management practices towards a streamlined, efficient, and adaptable system. Specifically, the Company reviewed and reorganized the organizational structure and personnel in several units, while also outlining a restructuring plan for the 2025-2030 period to optimize resources and enhance operational efficiency.

Business mechanisms and policies continue to be refined towards greater flexibility, including discount policies, customer support, and a 3P-based salary and bonus system, contributing to motivating employees and boosting product consumption.

Management and operational efficiency have been strengthened through the improvement of internal financial, auditing, and legal regulations; tightening financial management, cash flow, and risk control; and promoting the application of technology, digital transformation, and optimization of operating systems, contributing to enhanced management capacity and ensuring the stable and sustainable development of the Company.



### III.4. Production and Business Plan for 2026

No.	INDICATOR (PARENT COMPANY)	UNIT	PLAN 2026	% PLAN 2026 VS ACTUAL 2025
I	Total revenue ( <i>Net revenue + Financial revenue + Other income</i> )	VND billion	891	84.9%
II	Profit before tax	VND billion	39	53.3%
III	Dividend	%	At least 10%	58.8%

### III.5. Explanation of the Board of Management for auditor's opinions

In the Consolidated financial statements for 2025, the independent auditor, AASC Auditing Firm Co., Ltd., issued an unqualified opinion, therefore, the HEID of the Board of Management (BOM) has no further explanation to provide.

### III.6. Assessment Report related to environmental and social responsibilities

#### III.6.1. Assessment concerning the environmental indicators

In 2025, HEID complied with regulations of competent authorities regarding responsibilities and activities for environmental protection.

#### III.6.2. Assessment concerning the labor issues

HEID always pays attention to, focuses on, and ensures the best working conditions and income for employees. The Company fully implements social insurance regimes, welfare policies, and organizes various collective activities to enhance employee cohesion and long-term attachment to the Company.

#### III.6.3. Assessment concerning the corporate responsibility for the local community

In 2025, HEID demonstrated its corporate responsibility toward the community and society by participating in various charitable activities, contributing to spreading the spirit of mutual support, sharing, and assistance to those in difficult circumstances.

## IV. ASSESSMENTS OF THE BOARD OF DIRECTORS ON THE COMPANY'S OPERATION IN 2025

### IV.1. Assessments of the Board of Directors on the Company's operation

In 2025, the Vietnamese economy continued to be affected by global economic fluctuations, particularly inflationary pressure and geopolitical instability in certain regions of the world. Fuel prices and logistics costs remained at high levels, leading to increases in many input costs, directly affecting the production and business activities of enterprises.



In that context, the Vietnam Education Publishing House (VEPH) implemented a policy to reduce textbook prices, including English books invested in and distributed by the Company, while also reducing the discount rates for distribution units, including the Company. This policy helped share difficulties with parents and students and was consistent with the Government's social welfare orientation; however, it also reduced revenue and generated additional costs and workload related to price adjustments and relabeling of books.

In addition, VEPH – the unit responsible for organizing printing and supplying textbooks to the Company – faced difficulties in implementing printing production bidding procedures in accordance with regulations, resulting in inconsistent supply progress across regions and time periods. This affected the Company's sales plans, increased transportation and warehousing costs, prolonged receivables collection periods, and led to a rise in outstanding receivables.

VEPH reduced textbook prices, including English books invested in and distributed by the Company, and simultaneously reduced the margin enjoyed by distribution intermediaries such as HEID to ease the burden on students' families. This led to decreased revenue and increased workload related to relabeling old book prices.

VEPH, the unit organizing printing and supplying textbooks to HEID, encountered difficulties due to bidding requirements for printing production, resulting in unsynchronized supply schedules. This affected HEID in terms of sales volume, transportation costs, warehousing, and receivables collection (delays and significant increases).

The educational book market, especially English books, has become increasingly competitive with the participation of many domestic and international publishers and educational organizations. This requires the Company to continue investing in the development of supplementary products, applying technology, and improving service quality to enhance the learning experience and maintain competitiveness.

In addition, the situation of illegal printing and distribution of counterfeit textbooks remains prevalent due to high profits. This poses a major challenge for the Company in protecting its brand, revenue, and legitimate rights.

Despite facing many difficulties and challenges, with the close direction of the BOD, the flexible management of the BOM, the efforts of all employees, and the support of shareholders, the Company has completed and exceeded the production and business targets approved by the 2025 Annual General Meeting of Shareholders.

#### **IV.2. Assessment of Board of Directors on Board of Management s performance**

The BOD acknowledges and highly appreciates the efforts, solidarity, and responsibility of the CEO and the BOM in managing and operating the Company. In the context of increasingly fierce market competition and many unfavorable factors from the business environment, the BOM has been proactive, flexible, and creative in organizing



and implementing tasks, contributing to the completion and exceeding of the plan targets approved by the GMS.

The BOM has conducted business operations in accordance with the strategic direction of the BOD; at the same time, it has strengthened internal governance, controlled risks, optimized costs, and improved the efficiency of resource utilization. Financial, accounting, investment, and cash flow management have been carried out rigorously, ensuring the financial security of the Company.

Throughout its operations, the BOM has fully complied with all legal regulations, the Company's Charter, the Internal Governance Regulations, the Resolutions of the General Meeting of Shareholders and the BOD, as well as the regulations of Vietnam Education Publishing House Co., Ltd. for its member units.

#### **IV.3. Plans and orientations of the Board of Directors**

Based on a comprehensive assessment of the context and influencing factors, the BOD identifies the orientation and key tasks for 2026 as focusing on stabilizing operations, improving governance efficiency, and proactively transforming the business model toward flexible adaptation to market trends.

The Company focuses on fulfilling production and business targets in accordance with the Resolution of the General Meeting of Shareholders; at the same time, it fully and promptly performs the task of textbook distribution as assigned, ensuring adequate and timely supply without shortages or delays.

Proactively implement solutions to enhance capacity in organizing production, bidding, and supply; strengthen control over progress, quality, costs, and risks throughout the entire value chain to meet nationwide implementation requirements.

Focus on expanding the business market in both depth and breadth, specifically:

- Depth: developing products with core values, improving content quality and added value;
- Breadth: increasing production volume, expanding the consumer market, and diversifying the product portfolio.

Promote the restructuring of the product portfolio, develop the learning materials ecosystem, focusing on supplementary materials, digital content, and new products and services; at the same time, continue to prioritize maintaining and developing traditional printed books as an important foundation of the Company's business activities.

Promote the development and investment in technology products, enhance the application of technology, accelerate digital transformation, and gradually integrate artificial intelligence into production, business, and governance activities.

Strengthen corporate governance capacity, improve the governance system toward transparency and efficiency; enhance management capacity, internal control, and risk management.



Promote cooperation with educational partners and technology enterprises to leverage resources, improve product quality, expand markets, and increase business efficiency.

At the same time, focus on brand building, human resource development, and creating a professional working environment; preserve and develop capital, ensure the rights of shareholders and employees, and aim for stable and sustainable development in the coming period.

## V. CORPORATE GOVERNANCE

### V.1. Board of Directors

#### V.1.1. Members and structure of the Board of Directors:

No.	Full name	Job title	Day of appointment	Date of dismissal/ The date ceasing to be the member of the BOD	Ownership percentages of voting shares	Job title at Other companies
1	Nguyen Chi Binh	Chairman of the BOD	March 31 <sup>st</sup> , 2022	April 9 <sup>th</sup> , 2025	0%	- Deputy CEO of Vietnam Education Publishing Company Limited - Chairman of the BOD of Book and Educational Equipment Joint Stock Company of Ho Chi Minh City
2	Tran Van Que	Chairman of the BOD	April 9 <sup>th</sup> , 2025		0%	
3	Le Thanh Anh	Member of the BOD and CEO	March 31 <sup>st</sup> , 2022		0.29%	Chairman of Hong Ha Thanh Cong Limited Company
4	Duong Thi Viet Ha	Member of the BOD and Deputy CEO	March 31 <sup>st</sup> , 2022		0.15%	
5	Nguyen Duy Hung	Member of the BOD and Deputy CEO	March 31 <sup>st</sup> , 2022		0%	

No.	Full name	Job title	Day of appointment	Date of dismissal/ The date ceasing to be the member of the BOD	Ownership percentages of voting shares	Job title at Other companies
6	Nguyen Thi Ngoc Linh	Member of the BOD	April 21 <sup>st</sup> , 2023		0%	

**V.1.2. The committees of the Board of Directors:** None.

**V.1.3. Activities of the Board of Directors:**

In 2025, regular quarterly and extraordinary meetings were held to promptly implement the directives of the BOD. Resolutions issued by the BOD received high levels of consensus and agreement from the members.

**Meeting agenda:**

No.	Day	Content	Resolution Number	Approval Rate
1	January 03 <sup>rd</sup> , 2025	Business performance results in 2024	-	100%
2	February 07 <sup>th</sup> , 2025	Approval of the organization of the 2025 Annual GMS	01/NQ-HĐQT	100%
3	March 19 <sup>th</sup> , 2025	Approval of the draft documents for the 2025 Annual GMS	02/NQ-HĐQT	100%
4	April 08 <sup>th</sup> , 2025	Approval of the Report on the organization of the 2025 Annual GMS	03/NQ-HĐQT	100%
5	April 09 <sup>th</sup> , 2025	Approval of the election of the Chairman of the BOD for the 2022 - 2027 term	05/NQ- HĐQT	100%
6	May 22 <sup>nd</sup> , 2025	<ul style="list-style-type: none"> <li>- Approval of the results of production and business activities for the first 5 months of 2025 and the key tasks for the remaining 7 months of 2025.</li> <li>- Approval of the salary mechanism plan applicable to the Company for the following</li> </ul>	06/NQ-HĐQT	100%

No.	Day	Content	Resolution Number	Approval Rate
		positions: Chairman of the BOD, Members of the BOD, Head of the BOS, and full-time Members of the BOS.  - Approval of the remuneration plan for the BOD and the BOS in 2025 and the Plan for the reward fund allocation for the BOD, the BOM and the BOS in 2025.		
7	June 20 <sup>th</sup> , 2025	Approval of the selection of independent auditing firm, AASC Auditing Firm LLC, to provide audit and review services for the 2025 Financial Statements of Hanoi Education Investment and Development JSC.	07.1/NQ-HĐQT	100%
8	July 02 <sup>nd</sup> , 2025	- Approval of the policy on additional capital injection to support production and business activities in 2025;  - Approval of the issuance volume plan and order quantities for educational publications (EPs) supplied by VEPH for the 2026-2027 academic year;  - Approval of the plan for the printing and issuance volumes of EPs invested in and editorially organized by HEID for the 2026–2027 academic year, serving as the basis for determining publishing management fees payable in accordance with VEPH’s regulations.	-	100%
9	July 24 <sup>th</sup> , 2025	- Approval of the issuance plan, volume data, and orders for EPs of VEPH and HEID, and the estimated publishing fees payable to VEPH for the 2026–2027 academic year;  - Approval of the borrowing credit limit targets to meet production and business needs in 2025.	08/NQ -HĐQT	100%



No.	Day	Content	Resolution Number	Approval Rate
10	August 28 <sup>th</sup> , 2025	<ul style="list-style-type: none"> <li>- Approval of the policy on the arrangement and reorganization of the organizational structure and personnel of certain departments and the orientation for the Company's restructuring for the period 2025-2030;</li> <li>- Approval of the salary and bonus payment regulations for 2025;</li> <li>- Assignment of duties of the members of the BOD;</li> <li>- Approval of contracts and transactions between Hanoi Education Investment and Development Joint Stock Company and its related parties in 2025.</li> </ul>	09/NQ - HĐQT	100%
11	December 30 <sup>th</sup> , 2025	Approval of the appropriation to the salary contingency reserve fund and the science, technology, innovation, and digital transformation development fund.	10.1/NQ - HĐQT	100%
12	December 30 <sup>th</sup> , 2025	<ul style="list-style-type: none"> <li>- Approval and issuance of the Company's Financial Management Regulations;</li> <li>- Approval of the Proposal on "Organizing internal audit activities and developing, improving the internal legal compliance system";</li> <li>- Approval of the Proposal on the "Issuance plan and order volume data for textbooks and workbooks purchased from the VEPH for the 2026-2027 academic year";</li> <li>- Approval of the 2025 year-end performance review report;</li> <li>- Approval of contracts and transactions between Hanoi Education Investment and Development Joint Stock Company and its related parties in 2026.</li> </ul>	10.2/NQ - HĐQT	100%

No.	Day	Content	Resolution Number	Approval Rate
13	December 30 <sup>th</sup> , 2025	Approval of the Proposal on “Proposing the policy for the implementation of the production and issuance of new products in accordance with the General education curriculum and the unified nationwide textbook set”.	10.3/NQ - HDQT	80%
14	December 30 <sup>th</sup> , 2025	Approval of the Proposal on “Consultation on the transfer of textbooks for subjects for which Hanoi Education Investment and Development Joint Stock Company serves as the focal entity for editorial organization and publication”, in accordance with the directions of the Government and the Ministry of Education and Training in the forthcoming period.	10.4/NQ - HDQT	100%

#### **V.1.4. Activities of the Board of Directors independent members**

In 2025, all independent members of the BOD will fully participate in all Board meetings and submit their voting ballots on time regarding decisions/issues within the BOD's authority, ensuring transparency, objectivity, control of conflicts of interest, and protection of the interests of the Company and its shareholders.

#### **V.1.5. The list of members of the Board of Directors possessing certificates on corporate governance. The list of members of the Board of Directors participating in corporate governance training programs in the year**

Currently, members of the BOD, BOS, and BOM continuously update and comply with legal regulations on corporate governance.

### **V.2. Board of Supervisors**

#### **V.2.1. Members and structure of the Board of Supervisors:**

No.	Full name	Job title	Percentage of voting shares
1	Nguyen Thi Thu Hong	Head of the BOS	0%



No.	Full name	Job title	Percentage of voting shares
2	Ta Thi Thanh Huyen	Member of the BOS	0%
3	Phan Duc Minh	Member of the BOS	0%

### V.2.2. Activities of the Board of Supervisors:

#### Board of Supervisors members and activities:

- The BOS consists of 03 members who hold dual roles:
  - + Ms. Nguyen Thi Thu Hong – Head
  - + Ms. Ta Thi Thanh Huyen – Member
  - + Mr. Phan Duc Minh – Member
- The BOS has carried out the following activities:
  - + Organize regular and extraordinary meetings.
  - + Attend regular BOD meetings when invited.
  - + Attend the 6-month, 9-month, and year-end review meetings for 2025.
  - + Participate in monthly asset and cash fund inventories.
  - + Review the company's periodic quarterly financial statements and quarterly summary reports on business performance.
  - Review the correspondence and reports from the audit unit.
  - + Review of the 2025 financial statements.
  - + Monitor the Company's compliance with information disclosure regulations as required by law.
  - + Other activities within the scope of responsibility and authority of the BOS.
- In 2025, the BOS held 06 regular meetings (in person and online) to discuss professional work and activities of the BOS.

#### Summary of Board of Supervisors meetings

The BOS held a meeting:

- + Review the financial statements for the first six months of 2025 and related issues.
- + Discuss and consider the opinions of independent auditors and the assessment of the 2025 financial statements, and unanimously approve the BOS' report to be submitted to the 2026 Annual General Meeting of Shareholders.



In addition, throughout the year, the members of the BOS regularly exchange opinions on the Company's activities to ensure that their duties are fulfilled effectively.

### **V.3. Transactions, remunerations and benefits of the Board of Directors, Board of Management and Board of Supervisors**

#### **V.3.1. Remuneration:**

<b>No.</b>	<b>JOB TITLE</b>	<b>REMUNERATION (VND/month)</b>
1	Chairman of the BOD	14,000,000
2	Member of the BOD cum CEO	14,000,000
3	Member of the BOD	11,200,000
4	Head of the BOS	7,000,000
5	Member of the BOS	4,200,000
6	BOD Secretary	5,600,000

#### **V.3.2. Share transactions by internal shareholders: None**

#### **V.3.3. Contracts or transactions with internal shareholders:**

- Contract with Vietnam Education Publishing House:

✓ Publishing partnership agreements:

- + 165/HDLK/2023/NXBGD-HEID signed on October 24<sup>th</sup>, 2023
- + 166/HDLK/2023/NXBGD-HEID signed on October 24<sup>th</sup>, 2023
- + 38/HDLK/2023/NXBGDVN-HEID signed on December 26<sup>th</sup>, 2023
- + 05/HDLK/2024/NXBGDVN-HEID signed on January 25<sup>th</sup>, 2024

✓ Contract No. 17/HDKT-2024 regarding the lease of facilities.

✓ Contracts for the purchase and sale of textbooks, teaching materials, and workbooks under the 2018 General Education Program for the 2025-2026 school year:

- + Economic contract for the purchase and sale of textbooks under the 2018 General Education Program for the 2025-2026 school year, No. 02/2025/NXBGDHN-CTDTHN dated August 2<sup>nd</sup>, 2024, and contract appendices No.

02/2025/NXBGDHN-CTDTHN/PL01 dated August 6<sup>th</sup>, 2024;

02/2025/NXBGDHN-CTDTHN/PL02 dated April 17<sup>th</sup>, 2025.

+ Economic contract for the purchase and sale of textbooks and teaching materials under the 2018 General Education Program for the 2025-2026 school year, No. 04/2025/NXBGDHN-CTDTHN dated August 2<sup>nd</sup>, 2024, and contract appendix number 04/2025/NXBGDHN-CTDTHN/PL01 dated April 17<sup>th</sup>, 2025;

- Contract with Hong Ha Thanh Cong Limited Company: Contract No.

012/2023/HD/HHTC-HEID dated February 1<sup>st</sup>, 2023, regarding: Leasing of premises on floors 4, 5, 6, 8, and 10 at HEID Office Building, Lane 6A, Thanh Cong Street, Giang Vo Ward, Hanoi City. ✓

#### **V.3.4. Assessing the Implementation of regulations on corporate governance:**

The company has operated in accordance with the law and its governance regulations.

### **VI. CONSOLIDATED FINANCIAL STATEMENTS**

#### **1. Opinions of AASC Auditing Firm Company Limited**

In our opinion, the Consolidated Financial Statements give a true and fair view, in all material respects, of the financial position of Ha Noi Education Development and Investment Joint Stock Company as at 31 December 2025, its operating results and its cash flows for the year then ended in accordance with the Vietnamese Accounting Accounting Standards, Vietnamese Corporate Accounting System and the statutory requirements relevant to the preparation and presentation of Consolidated Financial Statements.

#### **2. The consolidated financial statements have been audited**

The full text of the audited financial statements for 2025 has been published on the websites of the State Securities Commission, Hanoi Stock Exchange and posted on the website: <https://heid.vn/>.

#### **CONFIRMATION BY THE COMPANY'S LEGAL REPRESENTATIVE**

CHIEF EXECUTIVE OFFICER ✓  
  


**Le Thanh Anh**

