

# ANNUAL REPORT

**Reporting year: 2025**



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## **I. GENERAL INFORMATION**

### **1. General information**

- Trading name: VIWACO Joint Stock Company
- Business registration certificate No. 0101624050 first issued by Hanoi Department of Planning and Investment on March 17, 2005, registered for the 9th amendmen on August 29, 2025.
- Charter capital: 479,999,950,000 VND (Four hundred seventy-nine billion nine hundred ninety-nine million nine hundred fifty thousand Vietnamese Dong)
- Owner's investment capital: 479,999,950,000 VND (Four hundred seventy-nine billion nine hundred ninety-nine million nine hundred fifty thousand Vietnamese Dong)
- Address: 1st Floor, Building 17-T7, Trung Hoa Nhan Chinh Urban Area, Yen Hoa Ward, Hanoi City
- English name: VIWACO JOINT STOCK COMPANY
- Abbreviation: VIWACO., JSC
- Tax code: 0101624050
- Head office: 1st Floor, Building 17-T7, Trung Hoa Nhan Chinh Urban Area, Yen Hoa Ward, Hanoi City.
- Phone: (84.4) 6251 1520/ (84.4) 6251 1523
- Fax: (84.4) 6251 1524
- Website: viwaco.vn
- Stock code: VAV
- Company Branches:
  - Branch name: VIWACO Joint Stock Company Branch – Electromechanical Center
  - Branch address: Substation area D, lane 9 Khuat Duy Tien street, Thanh Xuan Bac ward, Thanh Xuan district, Hanoi city

### **2. Business sectors and locations:**

- Water exploitation, treatment and supply;
- Manufacture of plastic products, concrete and products from cement and plaster, casting of iron and steel and metal components
- Manufacture of measuring, testing, navigation and control equipment, watches, electronic components, communication equipment, consumer electronics products, computers and computer peripherals
- Manufacture of motors, generators, electric transformers, electric distribution and control equipment, cables, optical cables, other electric and electronic cables, electric wires of all kinds, other electrical equipment
- Manufacture of other pumps, compressors, taps and valves,
- Electrical equipment repair
- Installation of industrial machinery and equipment



- Production, distribution of steam, hot water, air conditioning and ice production
- Drainage and wastewater treatment
- Construction of all kinds of houses
- Construction of railway and road works
- Construction of public works. Details: ...
- Construction of other civil engineering works.
- Real estate business, land use rights owned by the owner, user or lessee, consulting, brokerage, real estate auction, land use rights auction
- Architectural and engineering activities and related technical consultancy. Details: ...

### **Formation and development process**

On December 22, 2004, the Hanoi People's Committee issued Document No. 4755/UB\_KH&DT, approving the project to establish a Joint Stock Company to receive and distribute part of the clean water from the Da River Surface Water Plant Construction Project. Therefore, the Clean Water Investment, Construction and Trading Joint Stock Company was established according to the agreement dated February 1, 2005 between Vietnam Construction Import-Export Corporation VINACONEX, Hanoi Clean Water Trading Company and VIGLAFICO Fiberglass Pipe Joint Stock Company. In 2015, the Clean Water Investment, Construction and Trading Joint Stock Company changed its name to VIWACO Joint Stock Company.

On March 17, 2005, Clean Water Investment, Construction and Trading Joint Stock Company (now VIWACO Joint Stock Company) was established under Business Registration Certificate No. 0101624050 issued by the Department of Planning and Investment of Hanoi City with the charter capital of the Company upon establishment being 40,000,000,000 VND (Forty billion VND) with the respective capital contributions of the parties as follows:

#### **➤ Founding shareholders**

- Vietnam Construction and Import-Export Corporation (VINACONEX) contributes 51% of charter capital equivalent to VND 20,400,000,000 (Twenty billion four hundred million dong)
- Hanoi Clean Water Trading Company contributes 30% of charter capital equivalent to 12,000,000,000 VND (Twelve billion VND)
- VINACONEX Fiberglass Pipe Joint Stock Company contributes 15% of charter capital equivalent to VND 6,000,000,000 (Six billion VND)
- **Other individuals and legal entities:** contribute 4% of charter capital equivalent to VND 1,600,000,000 (One billion six hundred million VND)

On August 29, 2022, the Company was granted a business registration certificate No. 0101624050 (9th amendment) by the Hanoi Department of Finance with a charter capital of 479,999,950,000 VND (Four hundred seventy-nine billion nine hundred ninety-nine million nine hundred fifty thousand Vietnamese Dong).



Implementing the direction of the Hanoi People's Committee in Document No. 2215/UBND-GT dated March 18, 2009. Clean Water Investment, Construction and Trading Joint Stock Company has officially received the clean water business area in the Southwest of Hanoi from Hanoi Clean Water Company since April 1, 2009 (including five parts: handover scope, assets, human resources, customer management, and technology). Scope of clean water consumption area from the Da River Surface Water Plant: The North is limited by Road 32 - Pham Hung Road (VDD Road) - Tran Duy Hung Road - Lang Road. The West and South are the boundaries of Hanoi City with former Ha Tay Province.

➤ **Development stages**

- From March 2005 to March 2009: The Company implemented the construction and put into use the Project to invest in building a water supply system for the Southwest area of Hanoi City with a total investment of 263 billion VND.
- March 2009: The Company received the Southwest water supply system from Hanoi Clean Water One Member Co., Ltd. in the form of capital contribution and financial leasing with a total asset value of 93 billion VND.
- April 2009: The Company received water from Song Da Clean Water Plant (now Song Da Clean Water Investment Joint Stock Company - stock code VCW) to supply domestic and production water for the Southwest area of Hanoi City.
- From April 2009 to April 2013: The company implemented the expansion of the water supply network for the areas of Dinh Cong, Dai Kim, Thinh Liet, and Dai Tu.
- From April 2013 to January 2014: The company expanded the water supply network for Thanh Liet commune, Thanh Tri district with a total investment of 21.2 billion VND.
- From April 2013 to March 2014: The company expanded the water supply network for 04 communes: Xuan Phuong, Dai Mo, Tay Mo and Trung Van commune (Trung Van village), Tu Liem district, Hanoi city with a total investment of about 114 billion VND.
- From 2017-2018, the Company expanded the water supply network to the communes of Huu Hoa, Ta Thanh Oai, Tam Hiep and Van Dien Town (west of National Highway 1A), Thanh Tri District (Adjusted in 2018) with a total investment of about 184 billion VND.
- Currently, the Company has been supplying about 180,000 customers with a water supply capacity of about 250,000 m<sup>3</sup>/day

➤ The company's capital increase process

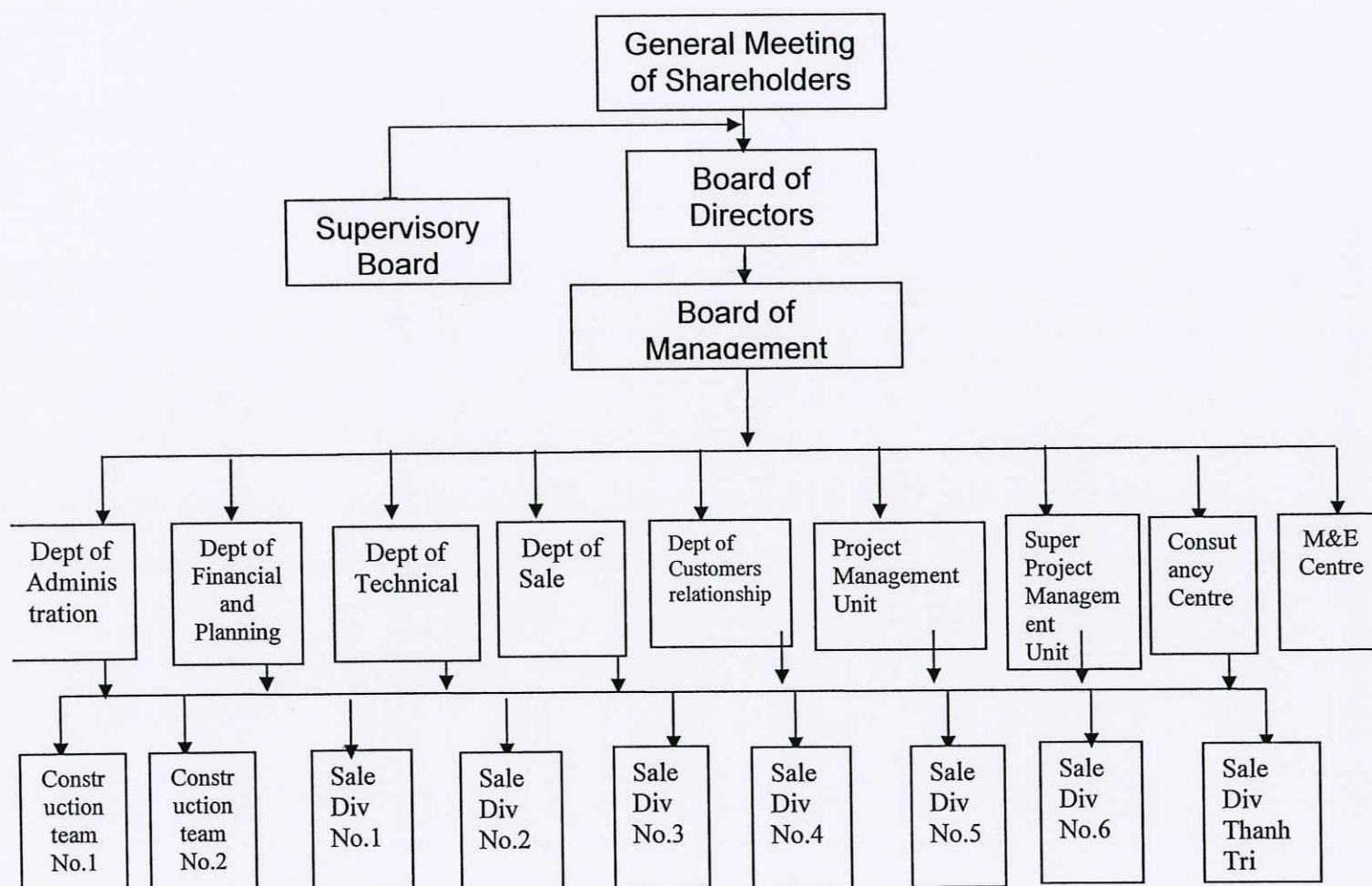
Time	Time	Increased charter capital	Charter capital after increase
1	April 26, 2007	40,000,000,000	80,000,000,000
2	October 30, 2018	80,000,000,000	160,000,000,000
3	January 6 2022	160,000,000,000	320,000,000,000
4	August 29, 2025	159,999,950,000	479,999,950,000

### 3. Information on governance model, business organization and management apparatus

#### Management model:

- The General Meeting of Shareholders has the highest authority in the Company.
- Board of Directors: consists of 03 members
- Supervisory Board: consists of 03 members
- Board of Management: consists of 05 members (01 General Director and 04 Deputy General Directors)

#### Organizational chart:





**a. General meeting of shareholders**

The General Meeting of Shareholders is the highest decision-making body of the Company. The Annual General Meeting of Shareholders is held once a year, usually from March to April each year. The Annual General Meeting of Shareholders has the right to discuss and approve the following issues:

- Annual audited financial statements;
- Report of the Board of Supervisors on the Company's business results, performance of the Board of Directors and General Director;
- Self-assessment report on the performance of the Board of Supervisors and Performance report of the Board of Directors;
- The Company's annual production and business plan;
- Dividend level for each share of each type;
- And the issues are recorded in the Company Charter.

**b. Board of Directors**

The Board of Directors of the Company shall have 03 members. The term of office of the Board of Directors shall be five (05) years. The term of office of a member of the Board of Directors shall not exceed five (05) years. A member of the Board of Directors may be re-elected for an unlimited number of terms.

The Company's business activities and affairs must be under the management or direction of the Board of Directors. The Board of Directors has full authority to decide on all matters relating to the Company's interests on behalf of the Company, except for matters under the authority of the General Meeting of Shareholders.

The rights and obligations of the Board of Directors are stipulated by law, the Charter, the internal regulations of the Company and the decisions of the General Meeting of Shareholders. Specifically, the Board of Directors has the following rights and obligations:

- Decide on the Company's development strategy;
- Propose the type of shares and total number of shares authorized to be offered;
- Decision to offer new shares within the number of shares authorized to be offered; decision to raise additional capital in other forms;
- Decide on investment plans and investment projects within the authority and limits prescribed by law.
- Decide on market development, marketing and technology solutions;
- Approve purchase, sale, loan, lending and other contracts with a value equal to or less than 35% of the total asset value recorded in the Company's most recent financial report, except for transactions under the authority of the General Meeting of Shareholders;
- Approve contracts and transactions with a value of less than 35% of the total value of the enterprise's assets recorded in the most recent financial report. In this case, the Company's representative signing the contract must notify the members of the Board of Directors and the Supervisory Board of the entities



related to that contract or transaction; and at the same time, attach a draft contract or the main content of the transaction. The Board of Directors decides to approve the contract or transaction within 15 days from the date of receipt of the notice; members with related interests do not have the right to vote.

- The Board of Directors shall appoint, dismiss and remove the General Director, Deputy General Directors; Chief Accountant and other managers under the management authority of the Board of Directors. The Board of Directors may decide or authorize the General Director to decide on salaries and other benefits for these positions.
- Propose to the General Meeting of Shareholders to approve the remuneration of members of the Board of Directors and members of the Board of Supervisors;
- Deciding on the organizational structure, internal management regulations of the Company, deciding on the establishment of subsidiaries, branches, representative offices and capital contribution and purchase of shares of other enterprises;
- Report on production and business performance, organizational situation and other related issues periodically or suddenly as required by the State and the company's General Meeting of Shareholders and be responsible for the authenticity of these reports.
- Submit annual financial settlement report to the General Meeting of Shareholders;
- Recommend the level of dividends to be paid, decide on the time limit and procedures for paying dividends or handling losses arising during the business process;
- Decide on the offering price of the Company's shares and bonds; value contributed capital assets other than Vietnamese currency, freely convertible foreign currency, or gold;
- Approve the agenda and content of documents for the General Meeting of Shareholders, convene the General Meeting of Shareholders or carry out procedures to ask for opinions for the General Meeting of Shareholders to pass decisions;
- Decision to buy back no more than 10% of the shares sold;
- Proposing the reorganization or dissolution of the Company;
- Members of the Board of Directors have the right to request the General Director, Deputy General Director of the Company, and managers of other units in the Company to provide information and documents on the financial situation and business activities of the Company and of the units in the Company;
- Be responsible to the General Meeting of Shareholders for management violations, violations of the Charter, violations of the law, causing damage to the Company.
- Other rights and obligations as prescribed in the Company Charter.
- **The Board of Directors for the 2026-2030 term includes:**



- |                       |   |
|-----------------------|---|
| 1. Mr. Duong Van Mau  | Chairman (Appointed on March 27, 2025)              |
| 2. Mr. Nguyen Huu Toi | Member (Appointed on March 27, 2025)                |
| 3. Mr. Lu Chi Linh    | Non-executive Member (Appointed on March 27, 2025 ) |

**c. Board of Supervisory**

The Supervisory Board shall have three (3) members, nominated by the Shareholders and elected by the General Meeting of Shareholders for a term equal to that of the Board of Directors. The members of the Supervisory Board shall have a degree in finance or accounting. The Supervisory Board shall appoint one of the members of the Supervisory Board as the Head of the Supervisory Board.

**The Board of Supervisors has the following rights and duties:**

- Check the reasonableness and legality in management and operation of business activities, in accounting records and financial reports;
- Review the Company's annual financial statements; examine each specific issue related to the Company's management and operations when deemed necessary or by decision of the General Meeting of Shareholders, at the request of shareholders or groups of shareholders owning more than 10% of common shares;
- Regularly inform the Board of Directors about the results of activities and consult the Board of Directors before submitting reports, conclusions and recommendations to the General Meeting of Shareholders;
- Report to the General Meeting of Shareholders on the accuracy, honesty and legality of recording, keeping documents and preparing accounting books, financial statements and other reports of the Company; the honesty and legality in managing and operating the Company's business activities;
- Propose measures to supplement, amend and improve the organizational structure, management and operation of the Company's business activities;
- Do not disclose Company secrets.

**The Board of Supervisors for the 2026-2030 term includes:**

- |                               |   |
|-------------------------------|---|
| 1. Ms. Nguyen Thi Quynh Trang | Head of the Board (Appointed on March 27, 2025) |
| 2. Ms. Tran Thi Kim Oanh      | Member (Appointed on March 27, 2025)            |
| 3. Mr. Pham Thanh Binh        | Member (Appointed on March 27, 2025)            |

**d. Board of Management**

The Company shall establish a Board of Management, under which the management apparatus shall be responsible to the Board of Directors. The Board of Management shall include the General Director, Deputy General Directors and Chief Accountant, Financial Director and other management officers appointed by the Board of Directors. The General Director and Deputy General Directors, members of the Board of Management may concurrently be members of the Board of Directors.

The General Director heads the Board of Management of the Company, is the person who runs the daily business of the Company; is supervised by the Board of Directors; is responsible to the Board of Directors and before the law for the implementation of assigned rights and duties.



***The General Director of the Company has the following rights and duties:***

- Decide on matters related to the Company's daily business without requiring a decision from the Board of Directors;
- Organize the implementation of the Board of Directors' resolutions;
- Organize the implementation of the Company's business plan and investment plan;
- Proposing plans for organizational structure and internal management regulations of the Company;
- Appoint, dismiss, remove management positions in the Company: except for positions under the authority of the Board of Directors;
- Decide on salaries and allowances (if any) for employees in the Company, including managers under the appointment authority of the General Director.
- Sign contracts according to the Board of Directors' delegation in accordance with the provisions of law. For some specific contracts as prescribed by the Board of Directors, before signing the contract, the General Director must submit an economic plan to the Board of Directors and may only implement it after this plan has been approved.
- Report to the Board of Directors on the Company's operations and business results; provide complete documents as requested by the Board of Directors, and prepare documents for Board of Directors meetings.

**- Board of Management includes:**

1. Mr. Nguyen Huu Toi	General Director
2. Mr. Dinh Hoang Lan	Deputy General Director
3. Mr. Cao Hai Thap	Deputy General Director
4. Mr. Dinh Huu Canh	Deputy General Director
5. Mr. Do Xuan Tien	Deputy General Director

**e. Departments and functional offices**

- Responsible for advising and implementing strategies according to management functions, effectively supporting the Board of Management and being responsible to the Board of Management for the honest implementation of assigned rights and obligations, for the benefit of the Company and shareholders. Including:

- Administrative Organization Committee
- Finance and Planning Department
- Technical Department
- Sale Department
- Customer Relations Department
- Project Management Unit
- Key Project Management Unit
- Consulting Center
- VIWACO Joint Stock Company Branch – Electromechanical Center



- Recording Blocks and Construction Teams

#### 4. Development orientation

##### ***a. Clean water production and business:***

- Ensure safe, continuous 24-hour water supply, always maintain adequate pressure and ensure clean water quality according to prescribed standards.

- Invest in renovating the entire water supply system, invest in new technology, apply advanced science and technology to manage and monitor the network, reduce the loss rate, improve the quality of water supply services. Strive to achieve an effective water loss rate, lower than the average of companies in the industry.

- Continue to expand the water supply area within the scope assigned by the Hanoi People's Committee. Some areas expected to develop in the coming years: communes in Thanh Oai district, Hanoi.

##### ***b. Design consulting field:***

Continue to proactively exploit markets outside the Company in the field of water supply and drainage.

##### ***c. Construction and installation field***

Continue to participate in bidding for projects outside of Vietnam Construction and Import-Export Joint Stock Corporation, especially participating in projects with foreign corporations as general contractors that require strict quality and progress requirements.

#### 5. Risks

Because VIWACO Company uses the Da River surface water source provided by Song Da Clean Water Investment Joint Stock Company as its main source, it will depend on the water supply capacity of this company.

## II. PERFORMANCE IN THE YEAR

### 1. Production and business situation

*Unit: billion VND*

TT	Indicators	Plan 2025	Actual 2025	Actual 2025 compared to Plan 2025
1	Total revenue and income	1082.7	1141	105%
2	Total profit after tax	98.6	180.2	183%
3	Investment development	896.3	353.4	39%
4	Dividend (%)	8%	12%	-

(\*)Source: 2025 Business Plan and Audited Financial Statements for 2025.

## 2. Organization and personnel

### 2.1 Board of Management

#### **Mr. Nguyen Huu Toi : *Member of Board of Directors - General Director***

+ Professional qualification: Construction Economics Engineer

Number of shares VIWACO Joint Stock Company is holding : 0 shares

#### **Mr. Dinh Hoang Lan : *Deputy General Director***

+ Professional qualifications: Precision machine engineering, mechanical engineering

+ Number of shares VIWACO Joint Stock Company is holding : 4,200 shares

#### **Mr. Cao Hai Thap : *Deputy General Director***

+ Qualification: Bachelor of Economics

+ Number of shares VIWACO Joint Stock Company is holding : 43,200 shares

#### **Mr. Dinh Huu Canh : *Deputy General Director***

+ Qualification: Mechanical Engineer

+ Number of shares VIWACO Joint Stock Company is holding : 0 shares

#### **Mr. Do Xuan Tien : *Deputy General Director***

+ Professional qualification: Information technology engineer

+ Number of shares VIWACO Joint Stock Company is holding : 0 shares

### 2.2 Number of staff

***The total number of employees in the Company as of December 31, 2025 is 213 people. Of which:***

+ University and postgraduate level: 121 people

+ College, secondary school: 21 person

+ Professional production team: 71 people

#### ***- Training, salary and allowance policy:***

The human factor is always valued by the Company, always supplemented, trained to improve professional qualifications regularly. Inheriting and promoting that tradition, our Company always considers human resources as the top priority. The Company has many policies to stabilize and improve the spiritual and material life of employees with specific activities such as:

- **Working regime:** The Company implements the labor regime according to the 2012 Labor Code and regulations of the Law.

The Company always focuses on creating the best working conditions and environment for its employees. The Company always provides adequate and modern equipment for work and labor protection equipment. In addition, the Company regularly improves the working environment, creating conditions for employees to promote autonomy and responsibility for each assigned task, and focuses on building corporate culture.

- **Salary, bonus and allowance policy for employees:** With a reasonable income distribution policy, employees who do more complex jobs, require higher professional qualifications, larger scale and higher work efficiency will be ranked higher in salary.



In recent years, the average income of the Company's employees has been stable, averaging over 8 million VND/person/month every year. In addition, the Company has a bonus policy to encourage employees to strive in their work, specifically as follows:

- Bonus based on completion of production and business plan.
- Special rewards for individuals and groups that excellently complete assigned tasks.
- Reward for achieving emulation titles.

**Other benefits:** In addition to salary and bonus, employees at VIWACO also enjoy other allowances and subsidies according to their salary depending on their position, working capacity of each person and the Company's performance. Insurance policies such as Social Insurance, Health Insurance, Unemployment Insurance for employees are well implemented by the Company. Health care for employees, especially female employees, is of great concern. The Company organizes annual health check-ups for employees, subsidies for those in particularly difficult circumstances, and retirement benefits for retirees. In addition, cultural, artistic, sports, sightseeing, vacation activities, etc. are regularly organized to help all employees bond with each other; at the same time, improve knowledge about culture, economics, politics - society ... to build a labor force that is not only good at expertise but also always cares about society and the community.

### 3. Investment situation, project implementation situation:

In 2025, the Company implemented a number of projects to upgrade the water supply network according to the plan approved by the 2025 General Meeting of Shareholders with an estimated implementation volume of about 106.7 billion VND.

### 4. Financial position

Unit: million VND

TT	Target	2024	2025	% increase/decrease
1	Total asset value	1,113,980	1,325,096	119%
2	Equity	713,498	855,284	120%
3	Net revenue	1,071,342	1,120,418	105%
4	Profit after tax	230,404	180,185	78%
5	Dividend payout ratio (cash)	12%	12%	

(Source: VIWACO's audited financial statements for 2024 and 2025)

### 5. Shareholder structure, changes in owner's capital

**5.1 Shares**

STT	Content	Detail	Proportion
1	Stock code	VAV	
2	Par value	10,000 VND/share	
3	Person in charge of publishing information	Mr. Tran Manh Hung Chief Financial Officer cum Chief Accountant	
4	Total shares outstanding	47,999,995 shares	100%
5	Type of shares	Popular	

**5.2 Shareholder structure**

STT	Shareholder structure	Share	Proportion
1	Vietnam Construction and Import-Export Corporation	24,480,000	51%
2	Hanoi Clean Water Company Limited	11,377,320	23.70%
3	Song Da Clean Water Investment Joint Stock Company	7,244,100	15.09%
3	Other Shareholders	4,898,575	10.21 %

**5.3 Changes in owner's equity:** none**5.4 Treasury stock transactions:** none**5.5 Other securities:** none**III. REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT****1. Business performance results in 2025***Unit: Billion VND*

Target	Plan 2025	Actual 2025	Actual 2024	Actual 2025 vs.	
				Plan 2025	Actual 2024
-Total Revenue and Income	1082.7	1141	1085	105%	105%
- Profit after corporate income tax	98.6	180.2	230.4	183%	78%
- Investment development	896.3	353.4	106.7	39%	331%
- Dividends	12%	12%	12%	-	-

*(According to audited financial report 2025)*



In 2025, the Company's core business of providing clean water continued to operate stably and efficiently, with key performance indicators meeting and exceeding the targets set by the 2025 AGM. Specifically, the Company's clean water production and revenue in 2025 reached 83.5 million m<sup>3</sup> and VND 1,103 billion, achieving 103% and 104% of the assigned plan, respectively. The Company continued to maintain effective control over operating costs and water loss rates, contributing to business results exceeding 83% of the plan, with post-tax profit exceeding VND 180 billion, despite a 31% increase in input water purchase prices from Song Da Water Investment Joint Stock Company in 2025. The dividend payout ratio for shareholders is expected to be 12% in cash, after having issued a 50% stock dividend in 2025.

The actual value of development investment in 2025 reached 39% of the plan, including the water supply system project for 11 communes in Thanh Oai District, which was implemented on schedule according to the two-phase plan: 2024–2025 and 2026–2027. Other minor renovation and repair projects were also largely carried out as planned, ensuring the objective of providing water to the local population

## 2. Business plan for 2026

In 2026, the Company will build a production and business plan with a cautious orientation, focusing on the main task of ensuring safe water supply, meeting customer needs, specifically as follows:

### a. The key targets for the 2025 plan:

Unit: billion  
VND

Target	Actual 2025	Plan 2026	% Change
- Total revenue and income	1141	1124	99%
- Profit after tax	180.2	119.5	66%
- Development investment (*)	353.4	365.5	103%
- Dividend rate	12%	12%	

### b. Solutions to implement the 2026 plan

#### \* Clean water business operations:

This is the Company's core business, accounting for over 95% of total revenue. Since the Company's water supply coverage has been nearly fully developed in recent years, the main objective remains focused on network maintenance and renovation, as well as improving customer management efficiency to increase water output and revenue. In addition, the Company plans to continue working with certain partners to take over new water supply systems and areas, aiming to expand production and customer base, thereby laying the foundation for growth in the coming years.

In 2026, the purchase price of input water from supplying units is expected to fluctuate. The Company has been and continues to work closely with relevant authorities and supplying units to negotiate input water prices, ensuring adequate water supply for customers while balancing the interests of the supplying entities.

#### \* Construction Activities:

As this activity complements the Company's main business, in 2026, Viwaco aims to maintain construction production and revenue at a low level, in line with the mechanical growth rate of customers installing water meters.



### \* Development Investment Activities

Since the water supply area is nearly fully covered, the Company will continue to focus on repairing, supplementing, and renovating the water supply network to reduce losses and improve operational efficiency. In addition, the Company plans to work with certain partners to take over new water supply systems and areas in order to increase output and expand the customer base.

The key focus in 2026 will be the continued investment in two projects: the "Construction of the Main Water Supply Pipeline for Thanh Oai District Water System, Hanoi City" and the "Construction of the Water Supply Network for 11 Communes in Thanh Oai District, Hanoi City," to provide water to the communes of Thanh Oai District in accordance with the water service agreement signed with the Department of Construction and the investment plan approved by the AGM.

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

### 1. The Company's business performance results in 2025:

Unit: billion

VND

Indicators	Plan 2025	Actual 2025	Percentage compared to Plan
- Total revenue and income (billion VND)	1,082.7	1,141	105%
- Profit after corporate income tax (billion VND)	98.6	180.2	183%
- Investment development	896.3	353.4	39%
- Dividends	8%	12%	-

In 2025, under the strategic leadership of the Board of Directors (BOD), the Board of Management (BOM), and the dedicated efforts of all employees, the Company's Revenue and Profit After Tax exceeded the set targets. Business efficiency improved significantly due to comprehensive measures implemented by the BOD and BOM, including restructuring management processes, enhancing labor productivity, and focusing on water loss reduction to maximize revenue and profitability.

The organizational structure remained stable and was further consolidated to meet business demands. The living standards of employees were maintained, ensuring a stable workforce committed to the Company's sustainable development.

### 2. Board of Directors' assessment of the performance of the company's Board of Management

In 2025, the personnel of the Board of Management remained stable, comprising one General Director and four Deputy General Directors.



Led by the General Director, the Board of Management operated the company's production and business activities in compliance with legal regulations, the Company's Charter, internal governance regulations, and business registration requirements. The members of the Board of Management are experienced, competent, well-qualified, and highly responsible. The General Director effectively implemented the Resolutions and Decisions of the Board of Directors in a timely manner, established a transparent working mechanism, and assigned specific responsibilities to each member, enabling them to maximize their proactiveness, creativity, and accountability in their assigned areas. As the legal representative of the company and the highest executive authority, the General Director successfully fulfilled his assigned duties.

The Board of Management held regular weekly meetings with the Chief Accountant, department directors, and heads of company units. Additionally, specialized meetings were conducted to address emerging issues promptly. The General Director frequently met and consulted with the Chairman of the Board of Directors to ensure timely decisions for directing all business activities.

- Financial and accounting activities, including cash flow management, were effectively and transparently handled, ensuring no overdue debts.
- The clean water business achieved its planned revenue and profit targets, ensuring an adequate water supply for residents while fulfilling the political tasks assigned by the City People's Committee.
- Shareholder relations and information disclosure continued to be well maintained.
- The Board of Management effectively coordinated with the company's Party organizations and trade unions to organize employee engagement activities and improve workers' material and spiritual well-being. The company also supported the development of Party and trade union organizations. Overall, company employees and Party members have a stable mindset and confidence in the leadership's plans and strategies.
- Employee income remained stable, fostering job satisfaction, unity, and determination to complete all assigned tasks.
- Investment in upgrading the water supply network was prioritized, enhancing water distribution in high-demand areas, reducing water loss, and increasing company revenue.

The "Thanh Oai District Clean Water Supply System Investment Project" has been actively implemented, with the 2025 completed value reaching VND 275 billion.

### **3. SOME ORIENTATIONS FOR THE BOARD OF DIRECTORS' ACTIVITIES IN 2026**

In 2026, facing new opportunities and challenges, a highly volatile global environment, rising lending interest rates, fluctuations in oil prices affecting the overall price level of the economy, and evident inflation risks... all of which impact the Company's business operations to some extent. With the determined efforts of the entire Management Board and employees, the Board of Directors has identified several key tasks to be undertaken as follows:

- i. Direct and coordinate with the Board of Management to work with relevant departments, agencies, and water suppliers to negotiate input water prices, ensuring



a stable water supply for customers while balancing the interests of all water supply units.

- ii. Focus on directing, coordinating, and supervising the Board of Management in implementing solutions to successfully achieve the 2026 business plan approved by the General Meeting of Shareholders; develop management and operational scenarios to minimize difficulties that may impact the company's business operations.
- iii. Strongly reform corporate governance, thinking, and work style at all levels; actively restructure the organization and workforce; implement a salary payment mechanism and employee benefits policy in accordance with company regulations.
- iv. Manage and utilize cash flow scientifically, flexibly, and in compliance with regulations to ensure financial security; continue strengthening debt collection efforts and finalizing outstanding construction projects.
- v. Apply scientific and information technology advancements in business and network management to enhance operational efficiency. Focus on completing the procurement, development, and upgrade project for the management software system based on GIS (Geographic Information System) to put it into operation.
- vi. Implement the construction of two projects: "Construction of the main water supply pipeline for the water supply system in Thanh Oai District, Hanoi" and "Construction of the water supply network for 11 communes in Thanh Oai District, Hanoi." Ensure timely execution as soon as road excavation permits are granted, to provide water supply to residents as planned.
- vii. Continue to fulfill corporate social responsibility effectively.

## V. CORPORATE GOVERNANCE

### 1. Board of Directors

a) Members and structure of the Board of Directors

- **The Board of Directors for the 2026-2030 term includes:**

- |                         |                           |
|-------------------------|---------------------------|
| 1. Mr. Duong Van Mau    | Chairman                  |
| 2. Mr. Nguyen Huu Toi   | Member - General Director |
| 3. Mr. Truong Tien Hung | Non-executive member      |

Mr. Mau and Mr. Toi represent 51% of the voting rights of the parent company Vinaconex, Mr. Hung represents 23.7% of the voting rights of the major shareholder, Hanoi Clean Water One Member Co., Ltd.

b) Subcommittees of the Board of Directors : none .

c) Activities of the Board of Directors in year 2025

The Company's Board of Directors has a compact structure of 3 members, including 2 members of the major shareholder VINACONEX, so all management and direction activities or consultations are very focused and highly unified. The Board of Directors has successfully completed the tasks assigned by the General Meeting of Shareholders, operating in compliance with the law, the Company's Charter and the Board of Directors' Regulations, ensuring the role of comprehensive management



and direction of the Board of Management in operating production and business, preserving and developing the Company's capital.

In 2025, the Board of Directors met or approved by ballot, and during the year, the following Decisions and Resolutions were issued:

1	188/QĐ-VIWACO-HĐQT	January 18, 2025	Approval of the purchase of an excavator to serve production and business activities
2	245/QĐ-VIWACO-HĐQT	January 23, 2025	Approval of the credit provider selection plan for the project "Construction of the water supply pipeline for the domestic water system in Thanh Oai District, Hanoi City and the project to build domestic water supply systems for 11 communes in Thanh Oai District, Hanoi City."
3	01/NQ-VIWACO-HĐQT	January 23, 2025	Agreement on the time and venue for the 2025 Annual General Meeting of Shareholders
4	03/2025/NQ-HĐQT	April 15, 2025	Payment of 2024 dividends in cash
5	921/2025/QĐ-VIWACO-HĐQT	April 15, 2025	Approval of the feasibility study report for the project to renovate and replace the DN600 pipeline on Le Quang Dao and Le Duc Tho streets (section from Me Tri street to Tran Huu Duc street), Nam Tu Liem District, Hanoi City (adjusted in 2025)
6	06/NQ-VIWACO-HĐQT	June 25, 2025	Approval of the implementation plan for stock issuance to pay 2024 dividends
7	07/NQ-VIWACO-HĐQT	July 9, 2025	Finalization of the list of shareholders eligible to receive share dividends
8	08/NQ-VIWACO-HĐQT	August 14, 2025	Amendment of the Company Charter in accordance with the new charter capital after the capital increase
9	05/NQ-VIWACO-HĐQT	November 12, 2025	Approval in principle of the reappointment of Mr. Cao Hai Thap as Standing Deputy General Director
10	2788/QĐ-VIWACO-HĐQT	November 18, 2025	Reappointment of Mr. Cao Hai Thap as Standing Deputy General Director.
11	06/2025/NQ-HĐQT	December 16, 2025	Approval of borrowing capital for the Project on renovation and replacement of the DN600 pipeline on Le Quang Dao and Le Duc Tho streets (section from Me Tri Street to Tran Huu Duc Street), Nam Tu Liem District, Hanoi City (2025 adjustment)



## **2. Board of Supervisors**

### **a ) Members and structure of the Board of Supervisors**

Board of Supervisors' personnel remain unchanged, including:

- Ms. Nguyen Thi Quynh Trang - Head of Supervisory Board
- Mr. Pham Thanh Binh - Controller
- Ms. Tran Thi Kim Oanh - Controller

### **b ) Activities of the Board of Supervisors**

In 2025, the Supervisors and the Board of Supervisors conducted inspections and supervision of compliance with legal provisions, the Charter of organization and operation and internal regulations of the Company in the management and operation of production and business activities of the Board of Directors and the Executive Board, specifically as follows:

- Evaluate the performance of the Board of Directors, Executive Board, review the financial statements and business performance results of the Company in 2025; Approve the Reports/Submissions of the Board of Supervisors to the 2025 Annual General Meeting of Shareholders.
- Coordinate with the Board of Directors and the Executive Board of the company in organizing the Company's 2025 Annual General Meeting of Shareholders.
- Support the company in selecting an independent auditor to review and audit the Company's 2025 Financial Statements.
- Review the legality and procedures for issuing Resolutions and Decisions of the Board of Directors and General Director of the Company, in compliance with the provisions of the Law and the Company Charter.
- Monitor and evaluate the activities of the Board of Directors, Executive Board, and business results in 2025; review quarterly and annual financial reports to assess the truthfulness and reasonableness of financial data, compliance with Vietnamese standards and corporate accounting regimes and current legal regulations;
- Attend and give opinions at meetings of the Board of Directors, supervise the implementation of resolutions of the Annual General Meeting of Shareholders, resolutions/decisions of the Board of Directors.
- Monitor compliance with the company's information disclosure regulations in accordance with the provisions of law;
- Perform other tasks according to functions and duties.

## **3 . Transactions, remuneration and benefits of the Board of Directors, Executive Board and Supervisory Board**

### **a ) Salary, bonus, remuneration, benefits**

Income includes salaries , remuneration, bonuses and other benefits enjoyed by members of the Board of Directors, Board of General Directors and Board of Supervisors during the year as follows:



Name	Position	Unit : VND	
		Income	
		This year	Last year
<b>Board of Directors</b>			
Mr. Duong Van Mau	Chairman	600,000,000	600,000,000
Mr. Nguyen Huu Toi	Member cum General Director	360,000,000	360,000,000
Mr. Truong Tien Hung	Member until 27 March 2025	90,000,000	360,000,000
Mr. Lu Chi Linh	Member from 27 March 2025	270,000,000	-
<b>Board of Management</b>			
Mr. Dinh Huu Canh	Deputy General Manager	900,673,721	869,970,000
Mr. Cao Hai Thap	Deputy General Manager	945,282,934	950,060,000
Mr. Do Xuan Tien	Deputy General Manager	913,873,721	869,970,000
<b>TOTAL</b>		<b>4,079,830,376</b>	<b>4,010,000,000</b>
<b>Supervisory Board</b>		<b>600.000.000</b>	<b>600.000.000</b>

b ) Insider stock transactions : none

c ) Contracts or transactions with insiders

Related party	Relationship	Transactions	Unit: VND	
			Current year	Previous year
Song Da Water Invesment Joint Stock Company	Shareholder	Purchases of clean water	503,128,848,421	364,660,544,820
		Dividends payable	29,942,280,000	5,795,280,000
		Dividends paid in cash	29,942,280,000	5,795,280,000
		Sales of clean water transmission	-	15,930,600
Vietnam Construction and Import - Export Joint Stock Corporation	Parent Company	Dividends payable	182,784,000,000	19,584,000,000
		Dividends paid	182,784,000,000	19,584,000,000
		Sales of clean water	2,570,652,600	-
		Lending interest	-	3,693,936,985
		Office rental fee	-	1,994,421,818
		Royalty fee payable	250,000,000	250,000,000
Vietnam Urban Services and Investment	Affiliate	Sales of clean water	12,010,968,000	11,611,245,758
		Office service fee	101,517,818	96,525,818
		Car parking fee	58,000,007	36,666,667

Joint Stock Company		Other services fee	29,326,600	230,197,128
Hanoi Clean Water One Member Limited Company	Shareholder	Dividends paid	47,026,256,000	9,101,856,000
		Assets lease payments	2,106,205,328	2,106,205,328
		Purchases of clean water	3,593,344,000	4,094,160,452
Vietnam Construction Joint Stock Company No.12	Associate of Parent company	Sales of clean water	257,962,200	276,804,500
		Construction fee for contract package	2,356,158,181	
Ly Thai To Education One Member Company Limited	Affiliate	Revenue from construction work	-	416,068,519
		Sales of clean water	407,173,500	386,710,500
Vietnam Construction Joint Stock Company No. 1	Affiliate	Sales of clean water	47,468,000	47,620,000
VIMECO Joint Stock Company	Shared key management personnel	Revenue from construction work	38,449,074	-
Vinaconex Construction One Member Company Limited	Affiliate	Sale of clean water	5,984,000	-



## VI . AUDITED FINANCIAL STATEMENTS

### 1. Audit opinion

The financial statements give a true and fair view, in all material respects, of the financial position of the Company as at 31 December 2025, and of the results of its operations and its cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Enterprise Accounting System and the statutory requirements relevant to preparation and presentation of the financial statements.

### 2 . Audited financial statements

The 2025 financial report has been audited, approved for release on March 31, 2026 and published on the Company's website on March 31, 2026.

*Hanoi, April 20th, 2026*

**COMPANY REPRESENTATIVE**



KT. TỔNG GIÁM ĐỐC  
PHÓ TỔNG GIÁM ĐỐC  
*Cao Hải Cháp*