

HUE WATER SUPPLY JOINT STOCK COMPANY

Head Office: 103 Bui Thi Xuan street, Thuan Hoa ward, Hue city, Vietnam

Phone: +84.234-381555 Fax: +84.234-3826580

Website: huewaco.com.vn Email: info@huewaco.com.vn



HueWACO

2025 ANNUAL REPORT

**“FOR COMMUNITY HEALTH
AND SUSTAINABLE DEVELOPMENT”**

INDEX

A. GENERAL INFORMATION	2
1. Overall information	2
2. Establishment and development history	2
3. Business lines and location	4
4. Information on governance model, business organization and management apparatus	6
5. Development orientation	8
6. Possible risks	9
B. PERFORMANCE IN 2024	11
1. Business operations	11
2. Organization and personnel	11
3. Project investments and implementation	24
4. Financial status	24
5. Shareholder structure, changes in owner's capital	25
6. Report on the Company's environmental and social impacts	26
C. REPORT OF THE BOARD OF EXECUTIVES	29
1. Assessment on production and business performance	29
2. Financial status	29
3. Improvements in organizational structure, policies, and management	30
4. Future development plan	30
D. BOARD OF DIRECTORS' ASSESSMENT ON THE COMPANY'S PERFORMANCE	31
1. Board of Directors' assessment on the Company's operations	31
2. Board of Directors' assessment on the performance of the Board of Executives	31
3. Plan and orientation of the Board of Directors	31
E. CORPORATE GOVERNANCE	34
1. Board of Directors	34
2. Report of the Supervisory Board	36
3. Transactions and remuneration of the Board of Directors, Supervisory Board and Board of Executives	37
4. Assessment on the implementation of corporate governance regulations	38
F. FINANCIAL REPORTS	39
1. Auditor's Opinion on Financial Statements	39
2. Audited financial statements	39

A. GENERAL INFORMATION

1. Overall information

- Trading name: **HUE WATER SUPPLY JOINT STOCK COMPANY**
(Abbreviation: HueWACO; English name: Hue Water Supply Joint Stock Company)
- Business registration certificate number: 3300101491.
- Charter capital: 876,000,000,000 VND.
- Address: 103 Bui Thi Xuan street, Phuong Duc ward, Thuan Hoa district, Hue city.
- Phone number: +84.234.3815555.
- Fax number: +84.234.3826580
- Email: info@huewaco.com.vn
- Website: www.huewaco.com.vn
- Hue Water Supply Joint Stock Company was listed on UPCOM on July 27, 2018.
- Stock code: HWS (UPCOM)
- Listed stock volume: 87,600,000 shares.

2. Establishment and development history

- In 1909, Hue Water Plant was established, formerly known as Thua Thien Hue Water Supply Joint Stock Company. With a designed capacity of 2,500m³/day; and a total length of about 15km of distribution pipeline from D50 to D400 of about 15km.

- In late 1925 and early 1926, Hue Water Plant was upgraded and expanded, installing an additional 20km of cast iron pipes from D50 to D300, increasing the total length of the distribution pipeline to 54km and increasing the water supply capacity to 3,700 m³/day.

- The period from 1946 to 1975 saw limited development of Hue Water Plant, with production even halting at times due to the aftermath of the war. In 1956, Da Vien Water Treatment Plant was completed and put into operation, providing water to the city with a designed capacity of 9,600 m³/day.

- After 1975, Van Nien Water Treatment Plant, Da Vien pumping station and Quang Te water treatment area were restored and renovated. An additional 58 km of pipelines were constructed, providing clean water to Thuy Duong Fiber Factory, Song Huong Refrigeration Factory, and others. As a result, the total production capacity increased from 9,600 m³/day in 1976 to 30,000 m³/day in 1990.

- From 1993 to 2003, with funding from the French FRF loan (ODA) and counterpart

capital, the Company expanded the Hue water supply system. This included the construction of a new water treatment plant with a capacity of 27,500 m³/day (phase I at Quang Te II), Van Nien II pumping station with a capacity of 120,000 m³/day, and the installation of an additional 170 km of French-made ductile iron pipes. Da Vien Plant was renovated and upgraded to a capacity of 12,000 m³/day, while Quang Te I Plant's capacity was increased from 20,000 to 30,000 m³/day.

- In 2004, the Company successfully implemented the project to upgrade Tu Ha Plant from 4,000 to 12,000m³/day.

- In December 2005, Thua Thien Hue Water Supply and Drainage Company was transformed into Thua Thien Hue Construction and Water Supply State-Owned One-Member Limited Company.

- In June 2005, the Company launched the first phase of Hoa Binh Chuong water supply system project, providing water to the three communes of Phong Hoa, Phong Binh and Phong Chuong.

- In 2009, marking its 100th anniversary, the Company completed the project to increase the capacity of Quang Te II Water Plant from 27,500m³/day to 82,500m³/day. At the same time, it was awarded the Second-Class Independence Medal, announced safe water supply across the entire province, and was recognized by the World Health Organization as the first company in Vietnam to announce safe water supply.

- In 2012, the Company built and put into operation Loc An and Loc Tri Plants, using advanced and modern technology to supply water to Phu Loc Town and 5 neighboring communes.

- In 2014, marking its 105th anniversary, 5 years of announcing safe water supply, and 10 years since the establishment of Bach Ma Bottled Water Enterprise, the Company announced ISO 14001 certification and signed a sub-loan agreement of 35.16 million USD with ADB and the Ministry of Finance. At the same time, it inaugurated Phong Thu Plant, which became the first safe and delicious water supply plant of the Company.

- In 2015, the Provincial People's Committee approved Decision No. 1509/QĐ-UBND on the Adjustment of the Water Supply Master Plan for Thua Thien Hue Province to 2020, with a vision to 2030.

- On December 19, 2016, the General Shareholders' Meeting established Thua Thien Hue Water Supply Joint Stock Company. On January 1, 2017, it officially began operating under the joint-stock company model.

- On December 21, 2017, the Company was granted the Securities Registration Certificate No. 232/2017/GCNCP-VSD by the Vietnam Securities Depository Center (VSD), with a total

of 87,600,000 registered shares.

- In 2018, the Company officially listed 87.6 million shares of HueWACO for trading on the Upcom market at the Hanoi Stock Exchange, with the stock code HWS.

- In 2019, marking its 110th anniversary, the Company inaugurated the Hue City Water Supply Project 2011-2015, with a vision to 2020 as part of the Vietnam Water Sector Development Program funded by an ADB loan. The project included the installation of 722 km of pipelines ranging from DN50 to DN1200; expanding water supply to 31 wards and communes, including 8 new communes. It increased water pressure across the entire network to 2.0-2.5 kg/cm², benefiting over 260,000 connections with nearly 1 million people (82% of the province's population).

- In 2020-2021, the Company implemented the Van Nien Water Treatment Plant project with a capacity of 120,000 m³/day (phase 1: 60,000 m³/day) and the Thuong Long Water Treatment Plant project with a capacity of 2,000 m³/day, supplying water to 5 communes in the mountainous area of Nam Dong district.

- On December 24, 2021, the Company held the 2021 Extraordinary General Shareholders' Meeting, during which it approved the resignation of Board member Mr. Truong Cong Nam who retired as of December 1, 2021. The meeting also elected Mr. Le Quang Minh as a new member of the Board of Directors. Furthermore, the Board of Directors appointed Mr. Le Quang Minh as the Chairman of the Board and authorized him as the legal representative of HueWACO in accordance with the Company's Charter.

- In 2022, the Company successfully held the 2022 Annual General Shareholders' Meeting and implemented the development strategy for the 2022-2026 period; On August 30, 2022, the Company inaugurated the Thuong Long Water Treatment Plant with a capacity of 2,000m³/day, located in Thuong Long commune, Nam Dong district.

- In 2023, the Company successfully held the 2023 Annual General Shareholders' Meeting and approved the HueWACO Overall Development Strategy to 2030, with a vision to 2045. On September 18, 2023, the Company officially commenced commercial operation of the Van Nien Water Treatment Plant Project with a capacity of 120,000 m³/day (phase 1: 60,000 m³/day).

- In 2024, the Company successfully held the 2024 Annual General Shareholders' Meeting. It also inaugurated and officially put into operation the Van Nien Water Treatment Plant with a capacity of 120,000 m³/day (Phase 1: 60,000 m³/day), to ensure the water supply capacity meets demand. HueWACO successfully carried out its business operationis in 2024, achieving and surpassing all targets set for the year, compared to both the planned goals and the same period in 2023. The Prime Minister approved Decision No. 108/QĐ-TTg on the

General Urban Master Plan for Thua Thien Hue to 2045, with a vision to 2065 (including water supply).

- In 2025: Successfully inaugurated and put into operation 8 out of 9 standardized Customer Service Centers, aligned with 9 retail Customer Management Areas (CMAs) - equivalent to 9 water supply service zones; Production and business activities were implemented in a synchronized and efficient manner, with most assigned targets and tasks largely achieved; The Company also advanced the Digital Customer Service initiative while progressively implementing its digital transformation roadmap, aiming to become a fully digital enterprise by 2030; In addition, the Company achieved positive results in disaster prevention, response, and recovery efforts, effectively mitigating the impacts of severe flooding during 2025.

3. Business lines and location

3.1. Business lines

No	INDUSTRY NAME	INDUSTRY CODE
1	Water exploitation, treatment and supply. <i>Details: Production and trading of clean water.</i>	3600 (main)
2	Production of non-alcoholic beverages, mineral water. <i>Details:</i> - Production of bottled purified drinking water; - Production of alkaline ionized drinking water; - Production of Ganoderma drink.	1104
3	Wholesale of beverages. <i>Details:</i> - Bottled purified water business; - Alkaline ionized water business; - Lingzhi beverage business.	4633
4	Manufacture of other fabricated metal products not elsewhere classified. <i>Details: Manufacturing machinery, materials and equipment for the water industry.</i>	2599
5	Wholesale of other machinery, equipment and spare parts. <i>Details:</i> - Trading in mechanical processing products, machinery, materials and equipment for the water industry; - Carry out business cooperation, act as distributor, representative, and agent for materials, equipment, and technology products related to the Company's production and business activities .	4659
6	Other professional, scientific and technical activities not elsewhere classified.	7490

No	INDUSTRY NAME	INDUSTRY CODE
	<i>Details: Establish investment projects for urban and rural water supply and drainage works.</i>	
7	Architectural activities and related technical consultancy. <i>Details:</i> - Design of urban and rural water supply and drainage works. - Consulting on civil, industrial and technical infrastructure projects. - Design of civil, industrial and technical infrastructure works. - Consulting on technology transfer to reduce water without revenue. - Consulting on water treatment technology transfer. - Consulting on transferring IT applications in the field of water supply.	7110
8	Management consulting activities. <i>Details:</i> - Consulting on urban and rural water supply and drainage projects. - Consulting, safe water supply transfer.	7020
9	Production of building materials from clay. <i>Details: Production of construction materials.</i>	2392
10	Wholesale of other construction materials and installation equipment. <i>Details: construction materials business.</i>	4663
11	Renting of machinery, equipment and other tangible goods. <i>Details: Rental of machinery, equipment and vehicles for construction of water supply and drainage works.</i>	7730
12	Information technology services and other services related to computers. <i>Details: building information technology in the field of water supply and drainage.</i>	6209
13	Other production not elsewhere classified. <i>Details: Manufacturing water treatment technology.</i>	3290
14	Technical testing and analysis. <i>Details:</i> - Check the quality and reliability of the cold water meter. - Water quality testing service.	7120
15	Growing vegetables, beans, flowers and ornamental plants <i>Details:</i> - Growing all kinds of vegetables - Growing beans of all kinds - Growing flowers and ornamental plants	0118
16	Growing fruit trees <i>Details:</i> - Growing other fruit trees - Growing oranges, tangerines and other citrus fruits	0121
17	Construction of other civil engineering works.	4299

No	INDUSTRY NAME	INDUSTRY CODE
	<i>Details:</i> - Construction of urban and rural water supply and drainage works. - Construction of civil, industrial and technical infrastructure works.	
18	Other remaining business support service activities not elsewhere classified <i>Details: Import and export of materials, machinery and equipment specialized in water supply and drainage.</i>	8299
19	Labor supply and management <i>Details: Subleasing skilled workers with high technical expertise in the field of water supply of the Company.</i>	7830
20	Basic chemical production <i>Details: Production of Javen for water disinfection</i>	2011
21	Installation of water supply and drainage systems, heating and air conditioning systems <i>Details: Construction and installation of fire prevention and fighting systems (Installation, repair, maintenance, operation and management of fire hydrants to serve fire fighting work when a fire or explosion occurs)</i>	4322

3.2. Business location

The Company is currently mainly managing the water supply system, supplying and trading clean water for consumption, production and business needs in the entire Hue city area.

4. Information on governance model, business organization and management apparatus

4.1. Governance model and management structure diagram

- Management model: Hue Water Supply Joint Stock Company is organized and operated under the Joint-Stock Company model, in compliance with the Charter of organization and operation of Hue Water Supply Joint Stock Company. Accordingly, the organizational and management structure include:

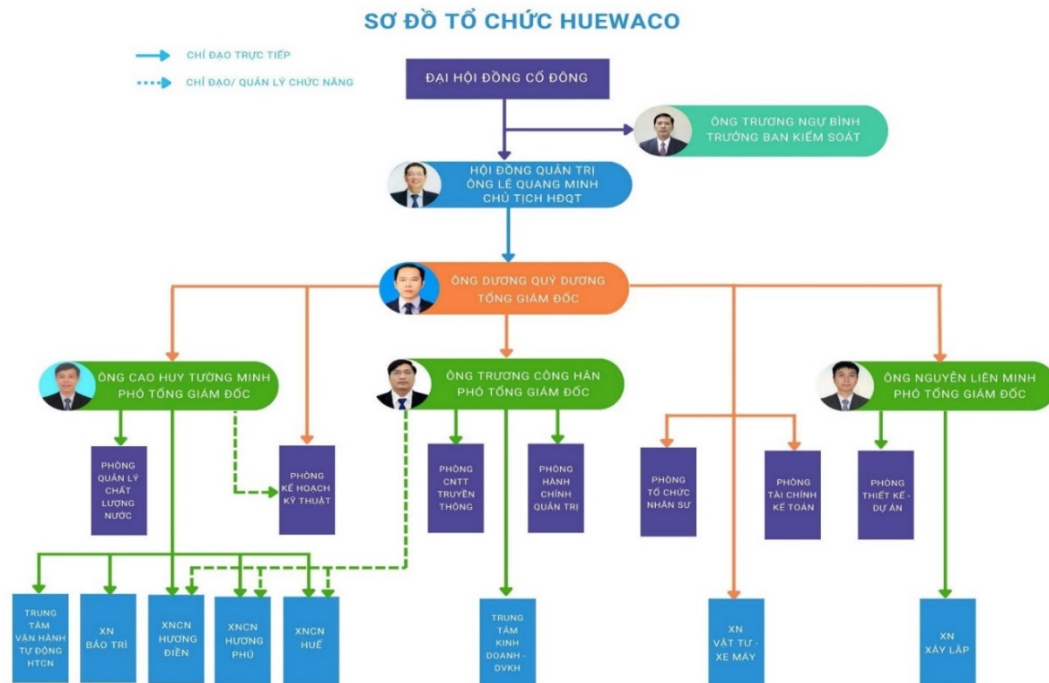
- + General Shareholders's Meeting;
- + Board of Directors;
- + Supervisory Board;
- + Board of Executives;

+ 7 departments and specialized units; including: Company Office, Finance - Accounting Department, Planning - R&D Department, Technical Department, Organization - Human Resources Department, Design - Project Department and Water Quality Management Department.

+ 8 Branches (Enterprises, Centers), including: Huong Giang Water Supply Enterprise, Huong Dien Water Supply Enterprise, Huong Phu Water Supply Enterprise, Construction Enterprise, Maintenance Enterprise, Materials - Vehicles Enterprise, Automatic Water Supply System Operation Center and Business - Customer Service Center.

+ Subsidiaries and affiliated companies: None.

- Organizational and management structure of the Company:



- **General Shareholders' Meeting (GSM):** The highest authority in the Company, responsible for making decisions on all important matters in accordance with Law on Enterprise and the Company's Charter. The General Shareholders' Meeting approves long-term investment policies for the development of the Company, determines the capital structure, and elects the management and operational bodies of the Company.

- **Board of Directors (BOD):** The Company's management body, elected by the General Shareholders' Meeting. The BOD has full authority to decide on all matters related to the Company's objectives and interests, except those within the decision-making scope of the General Shareholders' Meeting. The current BOD consists of 05 members, including 1 Chairman and 4 members. The BOD has the following main responsibilities:

+ The Company's business operations and activities must be managed or directed by the Board of Directors. The Board of Directors has full authority to exercise all rights on behalf of the Company except for those rights assigned to the General Shareholders' Meeting;

- + The BOD supervises the activities of the Board of Executives and other managers involved in the day-to-day business operations of the Company;

- + Each member is assigned to supervise specific area of the Board of Executives' activities and the Company's management structure;

- + The rights and responsibilities of the Board of Directors are defined by law, the Company's Charter, internal regulations and decisions made by the General Shareholders' Meeting.

- **Supervisory Board:** The Supervisory Board is elected by the General Shareholders' Meeting. It consists of 03 members, with a term of office not exceeding 5 years, and members can be re-elected for an unlimited number of terms. The Supervisory Board has rights and obligations as specified in Article 170 of the Law on Enterprises and the Company's Charter, and the decisions made by the General Shareholders' Meeting.

- **Board of Executives:** The Board of Executives of the Company consists of the General Director and Deputy General Directors, all of whom are appointed by the Board of Directors. Currently, the Company has a General Director, 3 Deputy General Directors and a Chief Accountant, and all members work full-time for the Company.

The main responsibilities of the General Director and Deputy General Directors are:

- + Implementing the Resolutions of the GSM and the BOD.
- + Presenting the annual business plan to the BOD for approval and execute the approved annual business plan of the GSM and BOD.
- + Making decisions on the appointment, dismissal, removal, reward, discipline, employment contracts, salary levels and other benefits for employees within the Company, except for positions under the authority of the Board of Directors, Chairman of the Board of Directors, or the legal representative as specified.

- **Departments and specialized units:** The departments and operational units are responsible for advising and assisting the Board of Directors and the Board of Executives. The heads of these departments are appointed by the General Director based on the delegation approved by the BOD. Specialists and staff members in these departments carry out tasks assigned by their respective department heads.

5. Development orientation

5.1. Key objectives

- Breakthrough in Organizational Structure and Personnel: Human resources are the golden key to success with a focus on maximizing collective ownership and empowerment.

- Breakthrough in Management and Operations: Achieve effective management of operations, risk management and regularly review, amend and update regulations, procedures, technical-economic standards, and modern technological solutions with continuous innovation.

- Breakthrough in Infrastructure, Plants and Equipment: Continuously modernize facilities, plants and equipment with operations based on digital technology platforms.

5.2. Implementation of 5 key strategic solutions

- Restructure Human Resources and focus on training.

- Enhance Water Quality and Ensure Safe Water Supply in association with water security, build a Water Operations Center and a Customer Service Center on a digital platform to deliver flawless services.

- Achieve Breakthrough Revenue Growth based on the existing strengths to boost revenue, reduce costs, and operate more efficiently.

- Execute Investment Projects as Planned to ensure the highest possible efficiency.

- Balance Stakeholder Interests: Harmonize the interests of shareholders, employees, and the community to ensure sustainable development.

5.3. Becoming a digital enterprise prior to 2027

The Company sets the objective of becoming a digital enterprise prior to 2027 within the framework of Hue's digital government and smart city development, focusing on the implementation of three core pillars:

- First pillar – **Digital Customer Services:** Enhancing customer experience through digital platforms and innovating customer satisfaction assessment regarding water quality and HueWACO's services based on TWO-WAY INTERACTION, thereby improving service quality and moving toward service excellence.

- Second pillar – **Smart and Automated Water Supply Operations:** Ensuring safe and secure water supply while promoting cooperation, technology transfer, and knowledge exchange with both domestic and international partners, guided by the principle of **TECHNOLOGY – AUTOMATION – SMART WATER SYSTEMS.**

- Third pillar – **Digital Governance:** Developing a digital management system with the objective that all governance activities are fully executed on a **DIGITAL PLATFORM.**

6. Possible Risks

6.1. Environmental risks

Climate change, extreme weather, and unusually prolonged heatwaves have led to a decline in water quality and increased saltwater intrusion. Heavy rainfall lasting for several months, deep cold, and frequent storms and floods are becoming more common. Meanwhile, infrastructure

remains inadequate, with many plants that have been invested in over the years now becoming outdated, with insufficient capacity and small storage tanks. This makes it difficult to maintain water security, creating a high risk of potential failures.

Additionally, water sources are increasingly polluted due to untreated waste and sewage from residential areas, livestock farms, and industrial plants discharging directly into rivers.

6.2. Specific risks

Revenue Loss and Water Leakage Risk: The clean water supply system through the company's underground pipeline network carries a significant risk of water leakage. This issue is caused by aging pipes that are worn out or broken, the use of inappropriate pipe materials, water misuse, or the overlap of infrastructure investments such as roads, telecommunications, and other utilities, which increase the risk of pipeline failures. Water leakage is often hard to detect, and repair work is typically challenging and costly due to the underground system being located beneath residential buildings and public infrastructure, leading to financial losses for the Company.

In addition, the water supply service area is vast, covering urban, rural, coastal, and mountainous regions. This makes it difficult to manage the system effectively and reduce non-revenue water rates. Additionally, maintaining and repairing the system requires significant investment in capital.

Most rural water supply projects are in serious disrepair. To ensure synchronized and effective operation, substantial investment is needed to upgrade and renovate these facilities to ensure safe water supply.

Climate change poses a risk of depleting water sources, affecting the stability and quality of raw water reserves. Electricity costs particularly make up a significant portion of production costs, and with rising electricity prices, the cost of operations is increasing.

6.3. Risks from War and Price Volatility

In the context of increasing global uncertainties, particularly geopolitical conflicts and price fluctuations in international markets, the Company's operations are subject to significant impacts. Wars and regional tensions disrupt supply chains and drive up transportation and raw material costs. These factors place pressure on the Company's production and business operations, requiring proactive adaptation and enhanced risk management capacity in the current period.

6.4. Other possible risks

In addition to the risks that could continuously affect the Company's operations, there are also unforeseen risks such as natural disasters, fires, epidemics, and workplace accidents. While these events are rare, if they occur, they could result in significant damage to assets, harm to personnel and have a major impact on the Company's production and business activities.

B. PERFORMANCE IN 2025

1. Business Operations in 2025

In 2025, the Company has made continuous efforts to overcome many difficulties and challenges in order to achieve the targets set in the Resolution of the 2025 GSM.

Unit: Million m3 – Billion dong

No.	Target	Unit	Actual 2025	Compared to 2024 implementation		Compared to 2025 plan	
				Actual 2024	Actual2025/ Actual2024	Plan 2025	Actual2025/ Plan2025
1	Commercial water production	Mil.m3	72,33	72,01	100,44%	71,16	101,64%
2	Total revenue + other income	billion dong	676,66	690,09	-1,95%	717,45	94,32%
2.1	Clean water revenue	billion dong	628,90	619,32	1,55%	669,05	94,00%
2.2	Other revenue	billion dong	47,76	70,77	-32,51%	48,39	98,69%
3	Profit before tax	billion dong	160,23	155,02	3,37%	160,00	100,15%
4	Profit after tax	billion dong	142,08	134,99	5,26%	141,70	100,27%
5	Total assets	billion dong	1.945,56	1.957,17	-0,59%	1.963,88	99,07%
6	Charter capital	billion dong	876,00	876,00	0,00%	876,00	100,00%
7	Submit budget	billion dong	156,20	157,69	-0,94%	152,35	102,53%

2. Organization and personnel

2.1. List of Executive Board

- Introduction of the Board of Directors

No.	Full Name	Position	Number of shares owned (Common stock)	Ownership ratio (%)
1	Mr. Le Quang Minh	Chairman of the Board	<i>Representative ownership: 31,278,300 shares (People's Committee of Hue city)</i>	35.71%
2	Mr. Duong Quy Duong	Board Member; General Director	<i>Personal ownership: 45,200 shares</i>	0.05%
			<i>Representative ownership: 15,332,500 shares</i>	17.50%

No.	Full Name	Position	Number of shares owned (Common stock)	Ownership ratio (%)
			<i>(People's Committee of Hue city)</i>	
3	Mr. Truong Cong Han	Board Member; Deputy General Director	<i>Personal ownership: 69,300 shares</i>	<i>0.08%</i>
			<i>Representative ownership: 8,586,200 shares (People's Committee of Hue city)</i>	<i>9.80%</i>
4	Mr. Vuong Dinh Nam	Board Member; Chief Accountant	<i>Representative ownership: 6,133,000 shares (People's Committee of Hue city)</i>	<i>7.00%</i>
5	Mr. Nguyen Trong Hieu	Board Member	<i>Representative ownership: 2,500,000 shares (DNP Hawaco Joint Stock Company)</i>	<i>2.85%</i>

- Introduction of the Board of Executives

No.	Full name	Position	The start/ termination date of membership	
			Date of Appointment	Date of Dismissal
1	Mr. Duong Quy Duong	General Director	17/06/2022	
2	Mr. Truong Cong Han	Deputy General Director	09/01/2023	
3	Mr. Cao Huy Tuong Minh	Deputy General Director	30/05/2023	
4	Mr. Nguyen Lien Minh	Deputy General Director	30/05/2023	
5	Mr. Vuong Dinh Nam	Chief Accountant	17/06/2022	

- Summary of BOD and Executive Board Members' Profiles

Mr. Le Quang Minh - Chairman of the Board of Directors

Full name	Le Quang Minh
Year of birth	March 1, 1971
Professional qualifications	Master of Economics - Hue University of Economics

Position at the Company	Chairman of the Board of Directors
Positions at other companies	None
Number of shares held	Personal ownership: 0 shares
	Representative ownership: 31,278,300 shares (<i>People's Committee of Thua Thien Hue province</i>)
Work history	- From November 1993 - July 2004: Specialist, Inspector level 1, Member of the Party Inspection Committee of the Department of Finance and Prices of Thua Thien Hue, term 2003 - 2005. - From August 2004 to January 14, 2005: Worked at the Corporate Finance Department, Department of Finance. From December 1, 2004, Deputy Chief Inspector of Finance - Prices, Department of Finance. - From January 15, 2005 - 2006: Specialist of General Department, Provincial People's Committee Office; Secretary of Party Cell I, Provincial People's Committee Office. - From 2006-2007: Deputy Head of General Department of Provincial People's Committee Office; Secretary of Party Cell I, Member of the Party Executive Committee of Provincial People's Committee Office. - From 2007 to May 4, 2015: Head of General Department of the Provincial People's Committee Office; Secretary of the Economic General Department Party Cell, Member of the Party Committee of the Provincial People's Committee Office. - From May 5, 2015 to February 28, 2019: Vice Chairman of the Board of Management, Director of the Investment and Development Fund and Credit Guarantee for Small and Medium Enterprises of Thua Thien Hue Province. - From March 1, 2019 - November 30, 2021: Vice Chairman of the Management Board, Director of the Thua Thien Hue Provincial Development Investment Fund; Secretary of the grassroots Party Cell of the Thua Thien Hue Provincial Development Investment Fund. - December 1, 2021 – March 31, 2025: Member of the Executive Committee of the Party Committee of the State Agencies & Enterprises Bloc (From September 30, 2022); Secretary of the Company's Party Committee, term 2020 – 2025 (From October 17, 2022); Chairman of the Board of Directors of Thua Thien Hue Water Supply Joint Stock Company.

	- From April 1, 2025 – present: Secretary of the Company's Party Committee, term 2025 – 2030; Chairman of the Board of Directors of Hue Water Supply Joint Stock Company.
--	---

Mr. Duong Quy Duong – Board Member, General Director

Full name	Duong Quy Duong
Year of birth	October 22, 1978
Professional qualifications	Master of Business Administration - Hue University of Economics; Bachelor of English – Hue University of Foreign Languages
Position at the Company	Member of Board of Directors, General Director of TT.Hue Water Supply Joint Stock Company.
Positions at other companies	None
Number of shares held	Personal ownership: 45,200 shares
	Representative ownership: 15,332,500 shares (<i>People's Committee of Hue city</i>)
Work history	- From October 2000 – November 2003: Staff of Organization and Administration Department, Thua Thien Hue Water Supply and Drainage Company. - From December 2003 – December 2007: Deputy Head of Administration and Legal Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From 01/2008 – 02/2011: Deputy Head of Labor and Wage Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From March 2011 - September 2014: Head of Labor and Salary Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From October 2014 - December 2016: Head of Human Resource Development Training Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From January 2017 - June 2020: Member of the Board of Directors, Deputy General Director of TT.Hue Water Supply Joint Stock Company. - From June 2020 - June 17, 2022: Deputy Secretary of the Company's Party Committee, Term 2020 - 2025 (<i>Until March 2022</i>) ; Member of the Board of Directors, Deputy General Director of TT.Hue Water Supply Joint Stock Company.

	- From June 17, 2022 - March 31, 2025: Deputy Secretary of the Company's Party Committee, terms 2020-2025 and 2025-2030; Vice President of the Thua Thien Hue Provincial Business Association; Member of the Board of Directors, General Director of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Deputy Secretary of the Company's Party Committee, terms 2025-2030; Member of the Board of Directors, General Director of Hue Water Supply Joint Stock Company.
--	---

Mr. Truong Cong Han – Board Member, Deputy General Director

Full name	Truong Cong Han
Year of birth	May 30, 1982
Professional qualifications	Master of Business Administration - Hue University of Economics; Water Supply and Drainage Engineer
Position at the Company	Deputy General Director of the Company
Positions at other companies	None
Number of shares held	Personal ownership: 69,300 shares
	Representative ownership: 8,586,200 shares (<i>People's Committee of Hue city</i>)
Work history	- From 07/2004 - 05/2007: Staff of Administrative Organization Department and Planning Department of Thua Thien Hue Water Supply and Drainage Company. - From June 2007 - September 2008: Deputy Head of Planning Department, Thua Thien Hue Construction and Water Supply LLC. - From October 2008 - May 2010: Head of Planning Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From June 2010 - November 2014: Deputy Secretary of the Party Committee (term 2010 - 2015); Member of the Executive Committee of the Vietnam Youth Union; Delegate of the Hue City People's Council term 2011 - 2016. - From December 2014 - December 2016: Deputy Director of Hue City Construction and Water Supply One Member Co., Ltd.

	- From January 2017 - June 2020: Deputy Secretary of the Company's Party Committee (Term 2015 - 2020); Member of the Board of Directors, General Director of TT.Hue Water Supply Joint Stock Company. - From June 2020 - June 17, 2022: Party Secretary of the Company, Term 2020 - 2025; Member of the Board of Directors, General Director of TT.Hue Water Supply Joint Stock Company; Delegate of the People's Council of TT. Hue Province, term 2021 - 2026. - From June 17, 2022 - August 31, 2023: Deputy Secretary of the Company Party Committee, Term 2020 - 2025, Vice Chairman of the Board of Directors of TT.Hue Water Supply Joint Stock Company - From September 1, 2023 - March 31, 2025: Deputy Secretary of the Company's Party Committee, terms 2020-2025 and 2025-2030; Member of the Board of Directors; Deputy General Director of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Deputy Secretary of the Company's Party Committee, terms 2025-2030; Member of the Board of Directors; Deputy General Director of Hue Water Supply Joint Stock Company.
--	--

Mr. Cao Huy Tuong Minh - Deputy General Director (*since May 30, 2023*)

Full name	Cao Huy Tuong Minh
Year of birth	October 18, 1970
Professional qualifications	Mechanical engineer
Position at the Company	Deputy General Manager
Positions at other companies	None
Number of shares held	Personal ownership: 5.600 shares
	Representative ownership: 0 shares
Work history	- From 11/1993-05/1994: Business engineer at Truong Tuyen Company Limited - Ho Chi Minh City. - From June 1994 to August 1994: Land surveyor (contract) at the Land Technical Center of Thua Thien Hue province - From September 1994 to June 1995: Maintenance staff, Electromechanical workshop, Thua Thien Hue Province Water Supply and Drainage Company.

	- From 07/1995-07/2001: Technical staff, Water Supply and Drainage Company of Thua Thien Hue province. - From August 2001 to July 2008: Head of Technical Department, Thua Thien Hue Water Supply One Member Co., Ltd. - From August 2008 to November 2011: Head of Network Management and Water Distribution Department, Thua Thien Hue Water Supply One Member Co., Ltd. - From December 2011 to July 2013: Deputy Head of Thua Thien Hue Water Supply Project Management Board, ADB loan, Thua Thien Hue Water Supply One Member Co., Ltd. - From 08/2013-06/2022: Business at home. - From July 4, 2022 - May 30, 2023: Technical Assistant to the Chairman of the Board of Directors, Thua Thien Hue Water Supply Joint Stock Company. - From May 30, 2023 - March 31, 2025: Deputy General Director of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Deputy General Director of Hue Water Supply Joint Stock Company.
--	---

Mr. Nguyen Lien Minh - Deputy General Director (*since May 30, 2023*)

Full name	Nguyen Lien Minh
Year of birth	May 19, 1981
Professional qualifications	Master of Water Management in France, Master of Architecture
Position at the Company	Deputy General Manager
Positions at other companies	None
Number of shares held	Personal ownership: 395,900 shares
	Representative ownership: 0 shares
Work history	- From 2003 - 2005: Worked at Japan Airport Design Consulting Company in Ho Chi Minh City. - From 2005 - 2009: Worked at Ho Thieu Tri and Associates Architecture Co., Ltd., Ho Chi Minh City - From 2009 - 2012: Worked at Lien Hoa Trading Co., Ltd. - From 03/2012 – 06/2013: Design Department Staff, TT-Hue Construction & Water Supply One Member Co., Ltd.

	- From 07/2013 – 10/2013: Deputy Project Management Board, TT-Hue Construction and Water Supply One Member Co., Ltd. - From October 2013 - May 2023: Manager of Design - Project Department, TT-Hue Water Supply Joint Stock Company. - From May 30, 2023 - March 31, 2025: Member of the Company's Party Committee, terms 2020-2025 and 2025-2030; Deputy General Director of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Member of the Company's Party Committee, term 2025-2030, Deputy General Director of Hue Water Supply Joint Stock Company.
--	---

Mr. Vuong Dinh Nam – Board Member, Chief Accountant (since June 17, 2022)

Full name	Vuong Dinh Nam
Year of birth	April 24, 1981
Professional qualifications	Master of Economic Management – Hue University of Economics; Bachelor of Accounting – Danang University of Economics and Business Administration
Position at the Company	Member of Board of Directors, Chief Accountant and Head of Finance - Accounting Department of TT.Hue Water Supply Joint Stock Company.
Positions at other companies	None
Number of shares held	Personal ownership: None
	Representative ownership: 6,133,000 shares (<i>People's Committee of Thua Thien Hue province</i>)
Work history	- From November 2003 - November 2004: Trainee officer at the Inspectorate of the Department of Finance of Thua Thien Hue. - From November 2004 – November 2007: Inspector of Thua Thien Hue Department of Finance. - From November 2007 – June 2015: Inspector of Thua Thien Hue Department of Finance. - From June 2015 - October 2016: Head of the Control Board of the Development Investment Fund and Credit Guarantee for Small and Medium Enterprises of Thua Thien Hue province. - From October 2016 - February 2019: Chief Accountant of the Development Investment Fund and Credit Guarantee for Small and Medium Enterprises of Thua Thien Hue province.

	- From March 2019 - June 2022: Chief Accountant of Thua Thien Hue Provincial Development Investment Fund. - From June 2022 - March 31, 2025: Member of the Executive Committee and Standing Committee of the Company's Party Committee, term 2020-2025 (from November 21, 2022) and term 2025-2030; Member of the Board of Directors and Chief Accountant of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Member of the Executive Committee and Standing Committee of the Company's Party Committee, term 2025-2030; Member of the Board of Directors and Chief Accountant of Hue Water Supply Joint Stock Company.
--	--

Mr. Nguyen Trong Hieu - Member of the Board of Directors (since May 30, 2023)

Full name	Nguyen Trong Hieu
Year of birth	01/12/1973
Professional qualifications	PhD of Business Administration
Position at the Company	Member of the Board of Directors
Positions at other companies	Chairman of Board of Directors – DNP Hawaco Joint Stock Company Vice Chairman of Board of Directors – Hung Yen Clean Water Joint Stock Company
Number of shares held	Ownership: 0% Representative: 2,500,000
Work history	From 2017 - May 16, 2024: Member of the Board of Directors - Soc Trang Water Supply Joint Stock Company From 2019 - present: Chairman of Board of Directors - DNP Hawaco Joint Stock Company From 2021 - present: Vice Chairman of the Board of Directors - Hung Yen Clean Water Joint Stock Company From 2020 - present: Member of the Board of Directors - Son La Water Supply Joint Stock Company From 2024 - present: Member of the Board of Directors - Bac Giang Water Supply Joint Stock Company

- Introduction of the Supervisory Board (SB)

No.	Full Name	Position	Number of shares owned (Common stock)	Ownership ratio (%)
1	Mr. Truong Ngu Binh	SB Head	Private ownership: 332,897	0.38%
2	Mrs. Tran Thi Be	SB Member	Private ownership: 90,100	0.10%
3	Ms. Dao Thi Hoang Oanh	SB Member	Representative ownership: 0	0%

- Summary of the SB Members' profiles

No.	Full name	Date of birth	Position	Position held in other organizations	Professional qualifications	Work history
1	Mr. Truong Ngu Binh	October 20, 1973	SB Head	None	Bachelor of Business Administration	- From August 1992 - April 1996: Pipeline Construction Worker, Thua Thien Hue Water Supply and Drainage Company, - From May 1998 – December 2005: Planning Department Officer, Thua Thien Hue Water Supply and Drainage Company. - From 01/2006 – 12/2007: Deputy Head of Construction Management Department, Hue City Construction and Water Supply One Member Co., Ltd. - From 01/2008 – 09/2008: Deputy Head of Labor, War Invalids and Legal Affairs Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From October 2008 – March 2011: Head of Labor and Salary Department, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From March 2011 – February 2013: Deputy Director of

No.	Full name	Date of birth	Position	Position held in other organizations	Professional qualifications	Work history
						Construction Enterprise, Thua Thien Hue Construction and Water Supply One Member Co., Ltd. - From March 2013 – November 2013: Head of Customer Service Department, Thua Thien Hue Construction and Water Supply LLC. - From November 2013 - May 30, 2023: Head of Administration - Management Department, Thua Thien Hue Water Supply Joint Stock Company. - From May 30, 2023 - March 31, 2025: Member of the Party Committee Executive Board of NK Company 2020-2025 and Member of the Standing Committee of the Party Committee of NK Company 2025-2030; Head of the Supervisory Board of Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Member of the Executive Board of the Company's Party Committee, NK 2025-2030, Head of the Supervisory Board of Hue Water Supply Joint Stock Company.
2	Mrs. Tran Thi Be	September 17, 1971	SB Member	None	Bachelor of Finance and Accounting - Ho Chi Minh	- From 08/2000 – 02/2003: Vehicle Team & Material Supply Staff, Hue City Water Supply and Drainage Company. - From 03/2003 – 06/2010: Accounting Department Staff, Hue City Construction and Water Supply One Member Co., Ltd.

No.	Full name	Date of birth	Position	Position held in other organizations	Professional qualifications	Work history
					City University of Finance and Accounting	- From 07/2010 – 02/2012: Deputy Head of Tu Ha Water Supply Branch, TT. Hue Construction and Water Supply One Member Co., Ltd. - From 03/2012 – 02/2013: Head of Tu Ha Water Supply Branch, TT. Hue Construction and Water Supply One Member Co., Ltd. - From 03/2013 – 10/2013: Deputy Head of Customer Service Department, TT. Hue Construction and Water Supply One Member Co., Ltd. - From 11/2013 – 05/2014: Deputy Director of Hue Water Supply Enterprise, Hue City Construction and Water Supply One Member Co., Ltd. - From June 2014 – August 2015: Director of Huong Phu Water Supply Enterprise, Hue City Construction and Water Supply One Member Co., Ltd. - From August 2015 - January 2022: Director of Bach Ma NUDC Enterprise, Hue City Water Supply Joint Stock Company. - From February 2022 - December 2022: Director of Materials - Motorcycles - Bach Ma Enterprise, Thua Thien Hue Water Supply Joint Stock Company. - From January 2023 - present: Member of the Party Committee

No.	Full name	Date of birth	Position	Position held in other organizations	Professional qualifications	Work history
						Executive Board of Hue Water Supply Company for the terms 2020-2025 and 2025-2030; Director of the Materials and Vehicles Enterprise, Hue Water Supply Joint Stock Company. - From June 17, 2022 - March 31, 2025: Member of the Supervisory Board of Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Member of the Supervisory Board of Hue Water Supply Joint Stock Company.
3	Mrs. Dao Thi Hoang Oanh	May 25, 1985	SB Member	Staff of Hawaco Electromechanical Company Limited	Bachelor of Economics - National Economics University, Hanoi	- From 2009 - 2015: General Accountant, Techmate Joint Stock Company; - From 2015 - 2018: Chief Accountant of Sao Bac Trading and Service Joint Stock Company - From 2019 - present: Employee of Hawaco Electromechanical Company Limited. - From June 17, 2022 - March 31, 2025: Member of the Supervisory Board of Thua Thien Hue Water Supply Joint Stock Company. - From April 1, 2025 - present: Member of the Supervisory Board of Hue Water Supply Joint Stock Company.

2.2. Number of staff

Number of employees

No.	Criteria	Number 2023 (people)	Number 2024 (people)	Increase, decrease 2024/2023 (%)
I	By Education level			
1	Postgraduate degree	22	26	18,18
2	University degree	206	215	4,37
3	College and Vocational Training	102	101	-0,98
4	Elementary and Skilled Workers	140	130	-7,14
5	Unskilled labor	38	36	-5,26
II	By labor type			
1	Direct labor	279	279	0
2	Indirect labor	229	229	0
III	By gender			
1	Male	374	377	0,80
2	Female	134	131	-2,24
IV	By age			
1	Under 25	4	4	0
2	From 25-35	77	76	-1,30
3	Over 35	427	428	0,23
V	By length of service at the Company			
1	From 0-2 years	42	24	-42,86
2	From 2-5 years	21	46	119,05
3	From 5-10 years	63	48	-23,81
4	Over 10 years	382	390	2,09
*	Total	508	508	0

- Human resources policy

Build breakthrough goals in organizational structure and human resources

The Company continued to review and update annual human resource planning to ensure the timely development of a pipeline for leadership and management positions, aligned with Party committee planning and in accordance with the Company's operational realities and strategic objectives. Complete the documentation for supplementary Party committee planning for the 2025–2030 term, as well as branch committee planning for the 2025–2027 term. At the

same time, develop plans for staff rotation and reassignment in line with the approved human resource planning.

Accordingly, the Company implemented restructuring measures, including revising, supplementing, and adjusting the functions and responsibilities of departments. The Chief Accountant no longer concurrently holds the position as the Manager of the Finance and Accounting Department, instead overseeing and directing all finance and accounting activities of the Company. The Planning and Technical Department was reorganized into two separate departments: the Planning and Research & Development Department and the Technical Department. The Administration and General Affairs Department was merged with the Information Technology and Communications Department to form the Company Office. Water production functions at seven water treatment plants namely Phong Thu, Tu Ha, Hoa Binh Chuong, Phu Bai, Loc An, Loc Tri, and Chan May (with capacities of 2,000 m³/day or higher) - previously under three water supply enterprises were transferred to the Automated Operations Center. In addition, the organizational structure, functions, and responsibilities of the three water supply enterprises were restructured in line with the 09 CMA model, aligned with the city's two-tier administrative framework.

The Company carried out 172 personnel actions, including 65 appointments and 57 reappointments. In addition, transfers and reassignments were implemented for 3 key managers, 25 team leaders, and 22 staff members. These efforts contributed significantly to organizational consolidation, streamlined restructuring, enhanced advisory functions, and improved the quality, efficiency, and professionalism of the Company's management and operations.

The Company also continued to review and update its annual personnel planning to ensure timely development of leadership and management succession pipelines, aligned with Party committee planning and the Company's strategic objectives. It completed the supplementary planning dossiers for the Party Committee for the 2025-2030 term and for sub-committees for the 2025-2027 term. In parallel, personnel rotation and reassignment plans were developed in alignment with the approved human resource planning.

Recruitment Policy: Recruitment continued to be conducted in a transparent and widely publicized manner across various media channels, with the development of an examination database involving relevant professional departments. The Company successfully attracted 15 high-quality personnel, including 10 engineers, 4 bachelor's degree holders, and 1 college graduate, while also implementing post-probation evaluations.

Human Resource Training and Development: The training and development of key personnel and young staff have been consistently prioritized and regularly implemented to build a team of managers and young employees with sufficient capability, intellect, and resilience to continuously contribute to the sustainable growth of HueWACO (30 training courses were conducted, with approximately 1,000 employee participations).

Working hours policy: The company operates with a standard work schedule of 8 hours per day and 40 hours per week.

Remuneration Policy: Employee compensation is implemented in accordance with the Company's Salary and Income Regulations, taking into account the overall business performance of each department/division and the individual employee's contribution based on job performance.

In 2025, the average monthly income reached 18.3 million VND per employee, an increase of 0.9 million VND (approximately 5.2%) compared to 2024. The steady growth in average income, in line with the Company's business performance, has contributed to employee stability, stronger engagement, and increased contributions to the Company's development.

Reward and Recognition Policy: The reward policy is implemented in accordance with the Company's Emulation and Commendation Regulations, ensuring the principles of transparency, democracy, and fairness, and closely linked to the achievement of key tasks, major objectives, and departmental performance targets. In addition to periodic rewards on a monthly, quarterly, and annual basis, the Company places strong emphasis on innovation in emulation and commendation by introducing ad hoc and thematic rewards, thereby further promoting emulation movements and enhancing labor productivity.

Employee benefits: The Company fully complies with statutory regulations by contributing to Social Insurance, Health Insurance, and Unemployment Insurance for employees in accordance with applicable government policies.

Employee welfare and well-being:

The Company consistently and effectively implements initiatives to understand employees' needs and aspirations, including surveys on satisfaction with Company policies and benefits. By closely monitoring employees' circumstances, both professionally and personally, the Company provides timely support and care, including assistance for employees in difficult situations, appreciation for retirees, longevity celebrations for employees' parents aged 80 and above, and recognition for employees with new homes. Monthly birthday celebrations for employees are also maintained. The Company ensures support policies for employees affected by occupational accidents, occupational diseases, and health issues, as well as providing care for family-related events. Recreational activities and rewards are organized for employees' children on International Children's Day. Regular health check-up programs are continuously improved to enhance the effectiveness of medical care and disease prevention. Notably, since 2022, the Company has fully funded participation in PVI health insurance packages for medical examination and treatment at international hospitals for all employees and extended beneficiaries. The Company also fully complies with policies on Health Insurance, Social Insurance, Occupational Accident and Disease Insurance, and other related benefits. Annual provision of labor protection equipment and cash allowances is ensured, along with in-kind compensation for employees working in hazardous conditions.

The Company continues to promote sports and physical training movements among employees, maintains various sports clubs, and actively develops cultural and artistic activities, including the annual “HueWACO Family Day”.

In addition, the Company effectively organizes annual travel and vacation programs for employees and their families during public holidays, contributing to the recovery of working capacity and improvement of both material and spiritual well-being. In 2025, a total of 12 such tours were organized.

3. Investment and project implementation

In 2025, the Company continued to implement Phase 2 of the Van Nien Water Treatment Plant Project with a capacity of 120,000m³/day, along with upgrading Loc An and Phong Thu Water Treatment Plants; and renovating Sia 3000m³ pressure regulating tank; Phu Bai and Tu Ha Reservoirs, among others.

In addition, HueWACO is also carrying out the Rural Water Supply Project for Thua Thien Hue province for the period 2021-2025, which covers the districts of A Luoi, Nam Dong, Phu Loc, Phu Vang, Phong Dien, Quang Dien, and the town of Huong Tra.

4. Financial situation

4.1. Financial situation

No.	Target	Unit	2025	2024	(%) 2025/ 2024
1	Net revenue	Mil.VND	668.488	670.180	-0,25%
2	Gross profit	Mil.VND	292.324	293.394	-0,36%
3	Insurance and management costs	Mil.VND	83.589	81.871	2,10%
4	Profit before tax	Mil.VND	160.235	155.016	3,37%
5	Profit after tax	Mil.VND	142.081	134.986	5,26%
6	EPS	VND	1.350	1.283	5,26%

In 2025, the Company’s sales revenue and service provision reached 668.49 billion VND, equivalent to a 0.25% decrease compared to the same period. Of this, revenue from clean water production and business activities accounted for 628.90 billion VND, while revenue from other activities reached 47.76 billion VND.

The net profit after tax was 142.08 billion VND, representing a 5.26% increase from the previous year, which corresponds to an earnings per share (EPS) of 1,350 VND/share.

Selling expenses and administrative expenses for 2025 amounted to 12.50% of net revenue.

4.2. Key financial indicators

No.	Indicators	Unit	2024	2025	(+/-) 2025 vs 2024
1	Liquidity ratio				
	- Current payment ratio	time	1,76	2,00	0,24
	- Quick payment ratio	time	1,54	1,74	0,20
	- Cash payment ratio	time	0,84	1,05	0,21
2	Capital structure indicators				
	- Debt/total assets ratio	%	44,59%	42,40%	-2,19%
	- Debt/equity ratio	%	80,48%	73,61%	-6,87%
3	Performance indicators				
	- Inventory turnover	ring	6,50	5,93	-0,58
	- Total asset turnover	ring	0,34	0,34	0,00
4	Profitability ratio				
	- Profit after tax ratio/ Net revenue	%	20,14%	21,25%	1,11%
	- Profit after tax/Equity ratio	%	12,45%	12,68%	0,23%
	- Profit after tax coefficient/ Total assets	%	6,90%	7,30%	0,41%
	- Gross profit ratio/ Net revenue	%	43,78%	43,73%	-0,05%

- Liquidity: The company's current ratio in 2025 is greater than 1, ensuring its ability to meet short-term debts obligations.

- Capital structure: Debt/total assets ratio and debt/equity ratio both decreased compared to the same period in 2024.

- Operational Efficiency: The inventory turnover ratio has improved in 2025, demonstrating the Company's continued effectiveness in managing and optimizing inventory. Additionally, the total asset turnover ratio has shown a slight increase compared to 2024, indicating better utilization of assets.

- Profitability: In 2025, through efforts to drive revenue growth and control costs, the Company's profit margin has remained strong, reflecting its ability to sustain profitability.

5. Shareholder structure, changes in owner's capital

5.1. Shares

As of December 31, 2025, the number of shares of the Company is as follows:

Registered charter capital: 876,000,000,000 VND

Total number of issued and listed shares: 87,600,000 VND

Share type: 1 right/share

Number of treasury shares: 217,000 shares

Common shares, par value: 10,000 VND/share

5.2. Shareholder structure

(According to the list of shareholders as of July 28, 2025)

No.	Shareholder name	Number of shares	Ownership ratio
1	Major shareholder ($\geq 5\%$)	61,330,000	70.01%
	- Domestic	61,330,000	70.01%
	- Foreign	0	0.00%
2	Other shareholders ($\leq 5\%$)	26,053,000	29.74%
	- Domestic	25.135.100	28,69%
	- Foreign	917.900	1,05%
3	Treasury stock	217,000	0.25%
Total		87,600,000	100.0%

- List of major shareholders

No.	Shareholder name	Number of shares	Ownership ratio
1	People's Committee of Hue city	61,330,000	70.01%

5.3. Changes in owner's capital

Capital increase history: Since transitioning to a joint-stock company on January 1, 2017, the Company has not made any changes to the owner's investment capital. Therefore, the charter capital remains unchanged at 876,000,000,000 VND.

6. Report on the company's environmental and social impacts

6.1. Environmental impact

Throughout its business operations, the Company places great emphasis on managing and mitigating any factors that may impact the environment.

The Company ensures that all project undergo environmental impact assessments and have their environmental impact reports reviewed and approved. Furthermore, the Company strictly adheres to all environmental regulations, fulfilling all reporting commitments and obligations as required.

6.2. Material Management

The materials used in the production of clean water include various chemicals for water treatment, such as lime, sodium hypochlorite, and PAC (Poly Aluminium Chloride), in accordance with standards for drinking water.

The Company strictly adheres to waste disposal regulations to minimize its environmental impact. In 2025, the Company implemented a sludge treatment system using a sludge dewatering machine at its two major plants, Van Nien and Quang Te. The dewatered

and dried sludge is then collected and transported for disposal in compliance with environmental regulations.

6.3. Energy consumption

The Company uses the main energy source from the national grid to serve production and business; in addition, to ensure safe and continuous water supply, the Company uses additional diesel fuel to operate generators when there is a problem with the grid. However, since 2018, the Company has aimed to use renewable energy sources such as solar power and hydropower at gravity-fed factories to diversify the energy sources used and contribute to reducing environmental impacts with green energy sources. In addition, the Company has coordinated with external professional units to conduct energy audits throughout the Company to control and effectively implement solutions to reduce electricity consumption.

6.4. Water consumption

Water plays a dual role as both a raw material input and the final product for the Company. The Company primarily sources surface water from the Huong, Bo, and O Lau Rivers, among others. Through processes such as sedimentation, filtration, and disinfection, the Company produces clean water that meets the requirements for drinking and industrial use, in compliance with the national standards QCVN 01-1:2018 and the local regulation QCDP 01:2022/TT-H. The Company is committed to the responsible and sustainable extraction of water resources. It ensures full compliance with all necessary permits for the extraction and use of surface water, safeguarding water resources and supporting the long-term sustainable development of the Company.

6.5. Compliance with environmental protection laws

Throughout its business operations, the Company places great emphasis on managing and mitigating any factors that may impact the environment.

- All investment projects undergo thorough evaluation and approval of environmental impact assessments, and the Company fully complies with reporting commitments as required by environmental regulations.

- The Company has not faced any penalties for violations of laws or environmental regulations.

- The total amount of fines for violations due to non-compliance with laws and environmental regulations: None.

6.6. Employee-related policies

- All employees are provided with full and timely health insurance and social insurance coverage. Labor regulations and collective agreements are signed with the trade union and approved by higher authorities.

- The company's grassroots trade union creates a source of funding for employees who need loans from the mutual support fund, which is contributed monthly by the employees.

6.7. Corporate Social Responsibility

With a focus on sustainable development, HueWACO not only prioritizes the interests of the Company but also cares about community issues and social benefits. The Company understands that its growth contributes to the development of the local community and society, and that the support of the local community drives the Company to work even harder in the future. HueWACO is committed to ensuring that all its activities aim to improve the lives of the community, ensuring everyone has access to clean and safe water. In recent years, the Company has organized various community activities, including charitable donations, support for flood-affected communities, and assistance for employees facing difficult situations.

In addition to its business efforts, in 2025, HueWACO has actively participated in and achieved great results in social charity work, honoring contributions to society, supporting the poor, and helping those affected by natural disasters. The total value of these activities in 2025 amounted to hundreds of millions of VND.

C. REPORT OF THE BOARD OF EXECUTIVES

1. Assessment of business performance

In 2025, the Company made continuous efforts to overcome challenges and successfully met or exceeded the targets set in the 2025 General Shareholders' Meeting Resolution (detailed data can be found in section B.1). Throughout the year, the Company fully complied with regulations, policies and laws in areas such as taxation, credit, insurance, environmental protection, labor, salary, financial systems, accounting, auditing, and financial reporting.

2. Financial situation

2.1. Asset situation

(Unit: VND)

No.	Target	31/12/2025	31/12/2024	Difference	
				(+/-)	(%)
A	CURRENT ASSETS	525.288.439.437	468.368.679.618	56.919.759.819	12,15%
I	Cash and cash equivalents	188.601.680.184	141.063.076.907	47.538.603.277	33,70%
II	Short-term financial investments	86.647.390.768	81.162.254.424	5.485.136.344	6,76%
III	Short-term receivables	158.769.902.368	161.812.852.988	-3.042.950.620	-1,88%
IV	Inventory	69.033.592.747	57.937.053.083	11.096.539.664	19,15%
V	Other current assets	22.235.873.370	26.393.442.216	-4.157.568.846	-15,75%
B	LONG-TERM ASSETS	1.420.271.002.525	1.488.802.872.412	-68.531.869.887	-4,60%
I	Long-term receivables	174.024.000	174.024.000	0	0,00%
II	Fixed assets	1.245.117.985.966	1.313.442.001.427	-68.324.015.461	-5,20%
III	Cost of unfinished construction	158.862.575.832	157.994.623.977	867.951.855	0,55%
IV	Other long-term assets	16.116.416.727	17.192.223.008	-1.075.806.281	-6,26%
*	Total assets	1.945.559.441.962	1.957.171.552.030	-11.612.110.068	-0,59%

2.2. Debt situation

(Unit: VND)

No.	Target	31/12/2025	31/12/2024	Difference	
				(+/-)	(%)
I	Short-term debt	262.145.877.951	265.770.299.743	-3.624.421.792	-1,36%

No.	Target	31/12/2025	31/12/2024	Difference	
				(+/-)	(%)
1	Payable to Seller	27.520.012.951	27.454.623.326	65.389.625	0,24%
2	Buyer pays in advance	11.368.855.825	10.466.490.072	902.365.753	8,62%
3	Taxes and other payables to the State	6.019.925.547	4.922.585.304	1.097.340.243	22,29%
4	Payable to workers	26.893.012.500	23.795.368.500	3.097.644.000	13,02%
5	Cost to Pay	6.529.185.509	5.236.732.340	1.292.453.169	24,68%
6	Other short-term payables	97.199.426.724	113.185.678.659	-15.986.251.935	-14,12%
7	Short-term loans and finance leases	61.783.444.640	60.349.728.702	1.433.715.938	2,38%
8	Provision for short-term payables	9.377.535.400	10.425.157.900	-1.047.622.500	-10,05%
9	Welfare reward fund	15.454.478.855	9.933.934.940	5.520.543.915	55,57%
II	Long-term debt	562.778.887.404	606.964.800.824	-44.185.913.420	-7,28%
*	Total Liabilities	824.924.765.355	872.735.100.567	-47.810.335.212	-5,48%

3. Improvements in organizational structure, policies, and management

- Operating principles: Work is carried out according to planned schedules, tasks are addressed through established processes, and operations are conducted based on regulations, rules and technical standards.

- Enhancing Executive Capacity: Each member of the Executive Board is increasingly accountable for managing their respective areas. Responsibilities are aligned with the authority of department heads, linking these to cost allocation, and holding them accountable for the department's human resources and wages based on work performance. The quality of internal control and inspection processes is strengthened, ensuring tasks are performed in accordance with the responsibilities delegated by the Board of Directors.

- Restructuring Human Resources: The Company has undertaken a human resources restructuring to create a streamlined, efficient, and robust operational model that aligns with the Company's goals and development strategy for the 2025-2027 period, with a forward-looking vision for 2026-2030.

4. Future development plan

- Ensure Safe Water Supply: Maintain a safe water supply, focusing on providing clean and safe water, securing water resources, and ensuring sustainable development that adapts to climate change.

- Enhance Human Resources: Strengthen human resources efforts by fostering a high-quality workforce, improving customer services, and aiming for excellence in service delivery.
- Increase Employee Awareness: Launch initiatives to promote productivity, quality, and innovation in working methods and management practices. Encourage employees to embrace new thinking, creativity, and enhance work efficiency.
- Continuous Research and Innovation: Commit to ongoing scientific and technological research and innovation. Focus on breakthrough goals related to infrastructure, plants, and equipment, leveraging Industry 4.0 technologies.
- Expand Business Activities: Promote the production and business of potential products to create breakthroughs in revenue, beyond the clean water business, based on initiatives and technologies led by HueWACO.

D. BOARD OF DIRECTORS' ASSESSMENT OF THE COMPANY'S PERFORMANCE

1. Board of Directors' assessment of the Company's operations

In 2025, the Company focused on the comprehensive and synchronized implementation of its production and business activities, ensuring a stable, safe, and continuous supply of clean water to residents and organizations across the service area. Notably, during the historic flooding in late October and early November caused by severe storms and heavy rainfall, despite significant challenges such as raw water incidents (including raw water pipeline failures and sudden increases in turbidity) and power outages, water production at all treatment plants across the city was maintained to meet demand. The quality of treated water supplied to the distribution network consistently complied with QCVN 01-1:2018/BYT standards, with uninterrupted water supply ensured for 100% of critical facilities in the city.

Key production and business performance indicators for 2025 are as follows: Billed water volume reached 63.50 million m³, representing a slight increase of 0.55% compared to 2024. Revenue from water supply operations totaled 628.90 billion VND, achieving 94.0% of the annual plan and increasing by 9.59 billion VND (up 1.55%) year-on-year. Profit before tax reached 160.23 billion VND, meeting 100.15% of the plan and increasing by 5.22 billion VND (up 3.37%) compared to 2024. Profit after tax amounted to 142.08 billion VND, achieving 100.27% of the plan and increasing by 7.10 billion VND (up 5.26%) year-on-year. Contributions to the State budget totaled 156.20 billion VND, decreasing by 1.49 billion VND (down 0.94%) due to reductions in debt recognition and asset leasing. The Company also completed dividend payments for 2024 in accordance with the Law on Enterprises No. 59/2020/QH14 on August 28, 2025.

The Company continued to promote customer development and expand access to clean water services. In 2025, 6,904 new customer connections were installed, bringing the total number of connections across the city to 317,594. As a result, the clean water coverage rate reached 97.70%, ensuring reliable water supply even under prolonged heatwaves, climate change impacts, and extreme weather conditions.

Service quality indicators remained a key focus, with a strategic shift toward a customer-centric service approach. Customer care activities were further enhanced through the implementation of two key strategic initiatives: the Digital Customer Service program and the development of standardized customer service centers aligned with the reorganization of the city's administrative structure. By the end of 2025, the non-cash payment rate across the Company reached 90.08%, representing an increase of 3.58% compared to the previous year.

2. Board of Directors' assessment of the performance of the Board of Executives

With a strong sense of responsibility towards the shareholders and employees of the Company, the Board of Directors (BOD) has successfully fulfilled its legal obligations in overseeing the General Director's (GD) performance, ensuring the effective implementation of resolutions and decisions made by the BOD. The BOD has played an active role in the management and operations of HueWACO through the following activities:

- Regularly organize, chair, and participate in meetings of the Board of Directors and the

Board of Executives to direct, evaluate the implementation situation, consider solutions, inspect and supervise ... production and business activities, construction investment, finance, organization, personnel, and company restructuring.

- Regularly exchange and discuss with the Board of Executives during the implementation of Resolutions and Decisions of the General Shareholders' Meeting and the Board of Directors.

- In 2025, the Board of Directors established 01 inspection team to monitor the operations of affiliated units: The inspection team was established under Decision No. 50/QD-HWS dated September 15, 2025, which mandated the inspection and supervision of the activities of the Company's units.

3. Plan and direction of the Board of Directors

- To achieve the 2026 performance targets, the Board of Directors will continue to direct and govern the Company's operations based on three breakthrough objectives and five key strategic solutions.

- The Company will continue to review and assess its organizational structure and the functions and responsibilities of various departments to implement restructuring, aiming to build a "Lean - Agile - Strong" operating model aligned with its development strategy for the 2025–2030 period.

- The Company will further strengthen corporate governance and operational management, with a focus on implementing its development strategy toward 2030, with a vision to 2045. This includes the rollout of key sub-strategies in Finance, Business, Human Resources, and Technology.

- The Company will accelerate the implementation of the three core pillars of a Digital Enterprise, striving to become a fully digital enterprise before 2027 within the framework of Hue's digital government and smart city development. These three pillars include:

- First pillar - **Digital Customer Services:** Enhancing customer experience through digital platforms and innovating customer satisfaction assessment based on two-way interaction, thereby improving service quality and moving toward service excellence.
- Second pillar - **Smart and Automated Water Supply Operations:** Ensuring safe and secure water supply while strengthening cooperation, technology transfer, and knowledge exchange with domestic and international partners under the guiding principle of **TECHNOLOGY - AUTOMATION - SMART WATER SYSTEMS**.
- Third pillar - **Digital Governance:** Developing a fully digital management system in which all governance processes are executed on a **DIGITAL PLATFORM**.

- The Company will continue to optimize costs by streamlining operational processes, applying advanced and green technologies in production, and strengthening cost control through performance-based allocation, procurement, and auction mechanisms. Key cost components such as electricity and chemicals will be optimized, while cash flow management and capital efficiency will be enhanced. Greater emphasis will also be placed on risk management, particularly risks related to safe water supply (including climate change and

environmental factors), as well as financial and market risks, with the overarching objective of maintaining effective control.

- Implementation of key performance targets for 2026:

The Company will continue to maintain stable growth and achieve its 2026 targets as approved, with key indicators including: commercial water output of 64.73 million m³ (up 1.18%), total revenue of 642.60 billion VND (up 4.97%), outstanding receivables maintained below 0.8%, and a non-cash payment rate exceeding 95.0%. The Company will also continue to refine and implement its development strategy toward 2030, with a vision to 2045, alongside the ongoing execution of the HueWACO Digital Enterprise initiative.

The Company will effectively implement and manage major investment projects, including Phase 2 of the Van Nien Water Treatment Plant (capacity of 120,000 m³/day), Phase 2.2 of the Smart Operation Center project, and medium-term public investment projects for the 2021-2025 period transitioning into 2025-2030. In addition, the Company will propose new investments such as Loc Thuy Water Plant (22,000 m³/day) and Loc Bon Water Plant, and upgrade key facilities including Loc An Plant and major reservoirs such as Sia (3,000 m³), Phu Bai, and Tu Ha.

E. CORPORATE GOVERNANCE

1. Board of Directors

1.1. Board of Directors members

No.	Full Name	Position
1	Mr. Le Quang Minh	Chairman of the Board of Directors
2	Mr. Duong Quy Duong	Member of the Board of Directors
3	Mr. Truong Cong Han	Member of the Board of Directors
4	Mr. Vuong Dinh Nam	Member of the Board of Directors
5	Mr. Nguyen Trong Hieu	Member of the Board of Directors

1.2. Evaluation of the Board of Directors' performance

With the timely and thorough guidance from the Board of Directors, and the efforts of the Board of Executives along with the solidarity and unity of all employees, the Company has gradually overcome existing challenges and ensured the completion of the production and business plan in accordance with the Resolutions of the Board of Directors.

In 2025, the Board of Directors, the Board of Executives, and the Supervisory Board closely coordinated in the management and operation of the Company. The resolutions issued by the Board of Directors received strong consensus. The collaboration between the Board of Directors, the Board of Executives, and the Supervisory Board was carried out in a stringent and appropriate manner.

Board of Directors meetings:

No.	Board Member	Position	Date of commencement/no longer a member of the Board of Directors	Number of Board of Directors meetings attended	Meeting attendance rate	Reason for not attending
1	Mr. Le Quang Minh	Chairman of Board of Directors	24/12/2021	4/4	100%	
2	Mr. Duong Quy Duong	Board of Directors	01/01/2017	4/4	100%	
3	Mr. Truong Cong Han	Board of Directors	01/01/2017	4/4	100%	
4	Mr. Vuong Dinh Nam	Board of Directors	17/06/2022	4/4	100%	
5	Mr. Nguyen Trong Hieu	Board of Directors	30/05/2023	3/4	75%	Absent with reason

- Resolutions/Decisions of the Board of Directors:

No.	Resolution Number/ Decision	Time	Content	Approval
1	1/QĐ-HWS	03/01/2025	Assignment of performance targets for the 2025 Business and Production Plan	100%
2	2/NQ-HĐQT	20/01/2025	Task assignment for the members of the Executive Board	100%
3	4/QĐ-HĐQT	20/01/2025	Job assignment of Corporate Governance Officer and Company Secretary	100%
4	5/KH-HĐQT	17/02/2025	Board of Directors Meeting Plan for the first quarter of 2025	100%
5	6/Ctr-HĐQT	17/02/2025	Board of Directors Meeting Agenda for the first quarter of 2025	100%
6	8/BB-HĐQT	19/02/2025	Meeting Minutes of the Board of Directors for the first quarter of 2025	100%
7	9/NQ-HĐQT	24/02/2025	Organizing the 2025 Annual General Meeting of Shareholders	100%
8	10/QĐ-HĐQT	26/02/2025	Establishment of the Water Production Scheduling Committee	100%
9	11/BB-HĐQT	26/02/2025	Excerpt from the Minutes of the Board of Directors Meeting Regarding the Evaluation of the State Capital Representative in 2024	100%
10	12/Ctr-HĐQT	24/04/2025	Agenda of 2025 Annual General Meeting of Shareholders.	100%
11	13/QC-HĐQT	24/04/2025	Working Regulations and Voting Rules of the 2025 Annual General Meeting of Shareholders	100%
12	14/TTr-HĐQT	24/04/2025	The 2024 Business Performance and the 2025 Business and Investment Plan Orientation	100%
13	15/BC-HWS	24/04/2025	BOD activities in 2024 & Operational Orientation and Plan for 2025	100%
14	16/BC-HĐQT	24/04/2025	Summary the 2024 Financial Statement and profit distribution, finance project for 2025	100%
15	17/TTr-HĐQT	24/04/2025	Salary and Remuneration Policies for Members of the Board of Directors, Members of the Supervisory Board, Corporate Governance Officers and Secretaries, and Company Employees	100%

No.	Resolution Number/ Decision	Time	Content	Approval
16	18/BC-BKS	24/04/2025	Report of the Supervisory Board submitted to the 2025 Annual General Meeting of Shareholders	100%
17	19/TTr-BKS	24/04/2025	Re: Approval of the selection of the auditing firm for the 2025 Financial Statements	100%
18	20/BC-ĐDPVNN	25/04/2025	Report on the verification of shareholders' eligibility to attend the 2025 Annual General Meeting of Shareholders	100%
19	21/BB-ĐHĐCĐ	25/04/2025	Minutes of the 2025 Annual General Meeting of Shareholders	100%
20	22/NQ-HĐQT	25/04/2025	Approval of Matters within the Jurisdiction of the General Meeting of Shareholders	100%
21	23/BC-NĐDVNN	28/04/2025	Report on the organization and implementation of the 2025 Annual General Meeting of Shareholders	100%
22	24/NQ-HĐQT	07/05/2025	Approval of the Salary for the Chairman of the Board of Directors, Head of the Supervisory Board, and Executive Management of Hue Water Supply Joint Stock Company in 2025	100%
23	25/KH-HĐQT	09/06/2025	Board of Directors Meeting Plan for the second quarter of 2025	100%
24	26/PGQCV	09/06/2025	Agenda of the Board of Directors Meeting - Q2/2025	100%
25	27/BB-HĐQT	20/6/2025	Meeting Minutes of the Board of Directors for the second quarter 2025	100%
26	28/NQ-HĐQT	20/6/2025	Approval of the Medium-term Investment Plan during 2025-2027	100%
27	29/NQ-HĐQT	20/6/2025	Approval of CMA-based management model	100%
28	30/NQ-HĐQT	20/6/2025	Approval of the targets for executing the focal working plan for the first 6 months of 2025	100%
29	31/NQ-HĐQT	20/6/2025	Approval of the revisions on Regulations, Procedures, and Policies of the Company	100%
30	32/NQ-HĐQT	20/6/2025	Approval of the Policy on Allocating Counterpart Funding for the Rural	100%

No.	Resolution Number/ Decision	Time	Content	Approval
			Water Supply Project during 2021-2025 at Hue Water Supply Joint Stock Company	
31	33/QĐ-HĐQT	23/06/2025	Approval of the Investment Policy for the DN600 Phu Xuan - Tu Ha Pipeline Project	100%
32	34/QĐ-HĐQT	23/06/2025	Approval of the Investment Policy for the DN600 To Huu - Phu Bai International Airport Pipeline Project	100%
33	35/NQ-HĐQT	27/06/2025	Distribution of 2024 Dividends in Cash	100%
34	36/NQ-HĐQT	01/07/2025	Distribution of 2024 Dividends in Cash	100%
35	37/QĐ-HĐQT	01/07/2025	Regulation on the new organizational model of the Water Supply Enterprises and the functions and duties of the new CMAs	100%
36	38/QĐ-HĐQT	01/07/2025	Amendment and supplementation of the organizational structure of Huong Giang Water Supply Enterprise	100%
37	39/QĐ-HĐQT	01/07/2025	Amendment and supplementation of the organizational structure of Huong Phu Water Supply Enterprise	100%
38	40/QĐ-HĐQT	01/07/2025	Amendment and supplementation of the organizational structure of Huong Dien Water Supply Enterprise	100%
39	41/BB-HĐQT	28/07/2025	Minutes of the Board of Directors meeting on reviewing responsibilities and drawing lessons for individuals with shortcomings and limitations as stated in Conclusion No. 865/KL-TTr dated July 7, 2025 issued by the Chief Inspector of Hue City	100%
40	42/QĐ-HĐQT	29/07/2025	Amendment of the Internal Expenditure Regulation issued together with Decision No. 12/QĐ-HĐQT dated January 25, 2024 of the Board of Directors	100%
41	43/BC-HĐQT	30/07/2025	Report on Corporate Governance for the first 6 months of 2025 for disclosure to the State Securities Commission of Vietnam (SSC) and APED	100%

No.	Resolution Number/ Decision	Time	Content	Approval
42	44/BC-HĐQT	30/07/2025	Report on Corporate Governance for the first 6 months of 2025	100%
43	45/QĐ-HĐQT	30/07/2025	Re: Assignment of production and business targets for the last 6 months of the year to the Smart Water Supply Operation Center	100%
44	46/QĐ-HĐQT	30/07/2025	Re: Assignment of production and business targets for the last 6 months of the year to CMAs under Huong Giang Water Supply Enterprise	100%
45	47/QĐ-HĐQT	30/07/2025	Re: Assignment of production and business targets for the last 6 months of the year to CMAs under Huong Phu Water Supply Enterprise	100%
46	48/NQ-HĐQT	30/07/2025	Re: Assignment of production and business targets for the last 6 months of the year to CMAs under Huong Dien Water Supply Enterprise	100%
47	49/KH-HĐQT	12/09/2025	Plan for the Board of Directors Meeting - Q3/2025	100%
48	50/Ctr-HĐQT	12/09/2025	Agenda of the Board of Directors meeting - Q3/2025	100%
49	51/QĐ-HĐQT	15/09/2025	Decision on the establishment of the Board of Directors' Inspection and Supervision Team for 2025	100%
50	52/BB-HĐQT	18/09/2025	Minutes of the Board of Directors Meeting - Q3/2025	100%
51	53/QĐ-HĐQT	30/09/2025	Regulation on procurement of assets, materials, and goods	100%
52	54/QĐ-HĐQT	15/10/2025	Regulation on borrowing limits at the Company	100%
53	55/KH-HĐQT	19/12/2025	Plan, Agenda, and Invitation Letter for the Board of Directors Meeting - Q4/2025	100%
54	56/KH-HĐQT	19/12/2025	Agenda of the Board of Directors Meeting - Q4/2025	100%
55	57/BB-HĐQT	24/12/2025	Minutes of the Board of Directors Meeting - Q4/2025	100%
56	58/NQ-HĐQT	31/12/2025	Re: Approval of loan borrowing for the implementation of the Sia Pressure Regulating Transfer Station Project	100%

- Independent Board Member: None

1.3. Subcommittees: None

1.4. Training on corporate governance

In 2025, members of the Board of Directors, Supervisory Board, and Board of Executives continued to be provided with opportunities to attend short-term and long-term training programs on management, finance, and other specialized fields.

2. Report of the Supervisory Board

2.1. Assessment on the Supervisory Board's performance

The Board of Directors has consistently facilitated the Supervisory Board's participation in all Board meetings and monthly management meetings. The Board of Directors and the Executive Management have maintained close coordination and have always created favorable conditions for the Supervisory Board to effectively fulfill its duties.

Annual meetings of the Supervisory Board:

No,	Board Member	Position	Number of meetings attended	Proportion	Reason for not attending
1	Mr. Truong Ngu Binh	Head of Supervisory Board	4/4	100%	
2	Mrs. Tran Thi Be	Member	4/4	100%	
3	Mrs. Dao Thi Hoang Oanh	Member	4/4	100%	

The Board of Directors has consistently facilitated the participation of the Supervisory Board in all BOD meetings and monthly coordination meetings. The Board of Directors and the Executive Board have closely collaborated and continuously supported the Supervisory Board in fulfilling its responsibilities.

2.3. Board of Supervisors' performance report for 2025

In 2025, the Supervisory Board performed its functions, duties, and authority in full compliance with its Operating Regulations. It regularly monitored the Company's operations, conducted inspections and oversight of financial activities and financial statements, and evaluated compliance with applicable laws by members of the Board of Directors and the Board of Executives. During the year, the Supervisory Board participated in the 2025 inspection and supervision program of the Board of Directors in accordance with Decision No. 51/QĐ-HWS dated September 15, 2025, regarding the inspection and supervision of affiliated units, including flood and storm prevention and control activities at subsidiaries and centers.

The Supervisory Board also coordinated with the Board of Directors in implementing the 2025 external relations plan and jointly reviewed and developed the 2026 external relations plan.

2.4. Recommendations of the Supervisory Board on the strategic direction in 2026

The Company will continue to pursue its development orientation based on three breakthrough objectives and five key strategic solutions. In 2026, the focus will be on implementing the following key priorities:

- Accelerating infrastructure and technology development: Continuing investments in modern facilities, water treatment plants, and equipment operating on digital platforms, with key projects including Phase 2 of the Van Nien Water Treatment Plant (capacity of 120,000 m³/day); proposed investments in Loc Thuy (22,000 m³/day) and Loc Bon Water Plants; upgrades to Loc An Plant and major reservoirs such as Sia (3,000 m³), Phu Bai, and Tu Ha; and construction of key transmission pipelines, including D600 along National Highway 1A (Hue bypass - Hue to Tu Ha), D600 Vo Van Kiet (Hue to Phu Bai), and DN800 Road 3 in Hue.

- Enhancing organizational and human resource restructuring: Continuing to improve workforce planning, training, rotation, and appointments to align the organizational model with operational realities. The Company will strengthen competitive recruitment to attract highly qualified personnel and ensure alignment with the organizational structure and development orientation for the 2025-2027 period. Notably, competitive selection for leadership and management positions will be implemented in 2026 in line with the Company's human resource planning toward 2030.

- Strengthening governance framework: Continuing to operate in accordance with structured planning, while reviewing and refining internal regulations, procedures, policies, and technical-economic norms, in parallel with further streamlining and integrating the organizational structure across functional areas.

- Advancing the HueWACO Digital Enterprise initiative: With strong commitment and decisive implementation, focusing on:

- + Digital Customer: Enhancing two-way interaction, improving service quality, and enabling comprehensive customer segmentation and management.

- + Smart Operations: Completing the centralized automated operation system for water production across all plants (central, northern, southern, and smaller facilities), combined with research and application of advanced water treatment technologies. Implementing the HueWOC initiative (pilot establishment of a dedicated project team), with a target completion within 2026–2027, alongside efforts to reduce Non-Revenue Water (NRW).

- + Digital Governance: Further advancing digital management and operations, particularly in production dispatching across three key areas - water production, workforce allocation linked to performance-based compensation, and resource management - ensuring efficient and sustainable operations.

- Expanding technical services and technology transfer: Promoting outsourcing and consultancy services, as well as the transfer of water treatment technologies to water supply companies nationwide, leveraging HueWACO's innovation initiatives to enhance water quality and move toward safe and sustainable water supply.

3. Transactions and remuneration of the Board of Directors, Board of Supervisors and Board of Executives

3.1. Remuneration of the Board of Directors, Supervisory Board and Board of Executives

The Board of Directors has presented to the General Shareholders' Meeting for consideration and approval of the remuneration levels for the members of the Board of Directors, the non-executive members of the Supervisory Board and the Company Secretary for 2024, as follows:

- Board of Directors member (non-professional), NQT: 3 million VND/person/month;
- Non-professional Supervisory Board member, Secretary: 2 million VND/person/month.

3.2. Transaction of shares of Insiders and Managers to Insiders: Appendix 1.

3.3. Transactions and contracts of the Company with stakeholders: Appendix 2.

4. Assessment of implementation of corporate governance regulations

The Company's governance is always ensured in compliance with the law, the Company's charter, and internal regulations, ensuring smooth operations while pursuing objectives that serve the common interests of the Company and its shareholders. This approach also creates all conditions necessary for effective supervision of the Company's activities.

The Board of Directors has diligently implemented the resolutions of the General Shareholders' Meeting in a decisive and appropriate manner. The Board actively studies and considers shareholder consultations to develop reasonable strategies that meet shareholders' expectations regarding business operations, ultimately delivering results and profits for the Company and its shareholders.

F. FINANCIAL REPORTS

1. Auditor's Opinion on Financial Statements

In the 2025 Audited Financial Statements, the auditor of Chuan Viet Auditing and Consulting Company Limited gave an unqualified opinion based on:

According to note V.10 “Cost of unfinished basic construction”, including:

- For some projects arising before 2022, the Company does not track each project in detail with a balance as of December 31, 2025 of VND 24,056,136,226.

Except for the impact (if any) of the matter stated in “Basis for qualified audit opinion”, the financial statements have reflected fairly and fairly, in all material respects, the financial situation of Hue Water Supply Joint Stock Company as at December 31, 2024, as well as the results of business operations and cash flows for the fiscal year ended on the same day, in accordance with Vietnamese accounting standards, the Vietnamese corporate accounting regime and legal regulations related to the preparation and presentation of financial statements.

2. Audited financial statements

Details of separate financial statements and consolidated financial statements of Hue Water Supply Joint Stock Company have been disclosed on the website: www.huewaco.com.vn, under the Investor Relations section./.

Recipients:

- State Securities Commission (for reporting);
- Hanoi Stock Exchange (for reporting);
- Member of Board of Directors, Supervisory Board;
- Filed: Office, Planning, R&D Dept.

Confirmation of the Company's legal representative CHAIRMAN OF THE BOARD OF DIRECTORS

Le Quang Minh

In case of any discrepancies between the Vietnamese version and the foreign language version of the report, the Vietnamese version shall prevail.

**APPENDIX 1. TRADING IN SHARES BY INSIDERS AND
INSIDER'S RELATED PERSONS**

STT	Person/Organization performing the transaction	Insider Relations	Number of shares owned at the beginning of the period		Number of shares owned at the end of the period		Reason for increase, decrease (buy, sell, bonus,...)	Transaction time
			Number of shares	Rate (%)	Number of shares	Rate (%)		
1	Cao Huy Tuong Minh		0	0	5,600	0.006	Buy stocks	June 2025
2	Truong Nu Nhu Ngoc		452,800	0.52	42,400	0.048	Sell stocks	September 2025

APPENDIX 2. TRANSACTIONS AND CONTRACTS OF THE COMPANY WITH STAKEHOLDERS

STT	Item	Contract Number	Date of contract	Goods price
	DNP HAWACO JOINT STOCK COMPANY			
1	DN15 ITRON Water Meter – Class C	522	16/04/2025	248,400,000
2	DN15 ITRON Water Meter – Class C	522	16/04/2025	21,274,000
3	DN15 ITRON Water Meter – Class C	678	12/05/2025	1,242,000,000
4	Brass Valve DN20–27 Muller	688	13/05/2025	977,831,800
5	DN15 ITRON Water Meter – Class C	741	19/05/2025	2,182,458,600
6	Automatic Reading Module for Itron Meters	755	20/05/2025	660,000,000
7	PAC Coagulant Powder (India)	923	10/06/2025	475,200,000
8	Electromagnetic Flow Meter DN150 (Battery) Aigner	924	10/06/2025	2,988,073,000
9	PAC Coagulant Powder (India)	1167	04/07/2025	466,560,000
10	DN15 ITRON Water Meter – Class C	1265	17/07/2025	4,277,350,800
11	DN15 ITRON Water Meter – Class B	1266	17/07/2025	93,530,160
12	DN15 ITRON Water Meter – Class B	1266	17/07/2025	5,139,200
13	Angle Valve DN20–27 Muller	1274	18/07/2025	156,240,700
14	Angle Valve DN20–27 Muller	1348	25/07/2025	679,871,500
15	DN15 ITRON Water Meter – Class B	1426	01/08/2025	203,128,560
16	DN15 ITRON Water Meter – Class B	1426	01/08/2025	13,008,600
17	Angle Valve DN20–27 Muller	1428	01/08/2025	489,456,000
18	PAC Coagulant Powder (India)	1441	04/08/2025	449,280,000
19	DN20 ITRON Water Meter – Class 2	1566	19/08/2025	79,758,000
20	DN20 ITRON Water Meter – Class 2	1615	25/08/2025	57,348,000
21	Electromagnetic Flow Meter DN50 (Battery) Aigner	1626	28/08/2025	2,025,221,400
22	PAC Coagulant Powder (India)	1653	29/08/2025	483,840,000
23	Angle Valve DN20–27 Muller	1734	12/09/2025	286,907,400
24	PAC Coagulant Powder (India)	1816	19/09/2025	483,840,000
25	PAC Coagulant Powder (India)	1857	23/09/2025	760,320,000
26	Electromagnetic Flow Meter DN50 (Battery) Aigner	1858	23/09/2025	358,074,000
27	DN15 ITRON Water Meter – Class C	1896	30/09/2025	2,308,878,000
28	DN20 ITRON Water Meter – Class 2	1902	02/10/2025	636,795,000
29	Angle Valve DN20–27 Muller	1935	06/10/2025	886,845,132
30	PAC Coagulant Powder (India)	2180	10/11/2025	345,600,000

STT	Item	Contract Number	Date of contract	Goods price
31	PAC Coagulant Powder (India)	2192	12/11/2025	345,600,000
32	Angle Valve DN20–27 Muller	2248	18/11/2025	960,081,012
33	Angle Valve DN20–27 Muller	2261	18/11/2025	-9,799,920
34	PAC Coagulant Powder (India)	2259	19/11/2025	259,200,000
35	PAC Coagulant Powder (India)	2292	24/11/2025	483,840,000
36	PAC Coagulant Powder (India)	2296	25/11/2025	293,760,000
37	Refined Salt (India)	2296	25/11/2025	175,500,000
38	Refined Salt (India)	2296	25/11/2025	175,500,000
39	Refined Salt (India)	2296	25/11/2025	169,000,000
40	Refined Salt (India)	2296	25/11/2025	143,000,000
41	Refined Salt (India)	2296	25/11/2025	182,000,000
42	Refined Salt (India)	2296	25/11/2025	182,000,000
43	Refined Salt (India)	2296	25/11/2025	143,000,000
44	Refined Salt (India)	2296	25/11/2025	182,000,000
45	Refined Salt (India)	2296	25/11/2025	182,000,000
46	Refined Salt (India)	2296	25/11/2025	182,000,000
47	Refined Salt (India)	2296	25/11/2025	182,000,000
48	Refined Salt (India)	2296	25/11/2025	65,000,000
49	Refined Salt (India)	2296	25/11/2025	182,000,000
	TOTAL			28,819,910,944