

No.: **353** /QĐ-CTN

Gia Lai, September **07** , 2026

DECISION

On the Approval of the Development Strategy for the 2026 - 2030 Period

**BOARD OF DIRECTORS BINH DINH WATER SUPPLY
AND SEWERAGE JOINT STOCK COMPANY**

Pursuant to the Law on Enterprises dated June 17, 2020, and the Law amending and supplementing a number of articles of the Law on Enterprises dated June 17, 2025;

Pursuant to Company's Charter dated April 22, 2022;

Pursuant to the Operating Regulations of the Board of Directors dated April 22, 2022;

Pursuant to Proposal No. 22/TTr-CTN dated August 26, 2026, by the Company Director regarding the approval of the Development Strategy for the 2026 - 2030 Period;

Pursuant to the voting results in Meeting Minutes No. 07/BB-HDQT dated September 04, 2026, of the Board of Directors of Binh Dinh Water Supply and Sewerage Joint Stock Company.

HEREBY DECIDES:

Article 1. To approve the Development Strategy for the 2026 - 2030 Period of Binh Dinh Water Supply and Sewerage Joint Stock Company (attached herewith)

Article 2. This Decision takes effect from the date of signing. During the course of implementation, if any adjustments are necessary to align with practical situations, the Executive Board shall be responsible for reporting to the Board of Directors for consideration and decision.

Article 3. The members of the Board of Directors and the Executive Board of Binh Dinh Water Supply and Sewerage Joint Stock Company shall be responsible for the implementation of this Decision./.

Recipients:

- As Article 3;
- Supervisory Board;
- Archive: Office, Secretary.

**ON BEHALF OF
THE BOARD OF DIRECTORS
CHAIRPERSON**



Le Thanh Cuong



BINH DINH WATER SUPPLY AND SEWERAGE JOINT STOCK COMPANY

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DEVELOPMENT STRATEGY FOR THE 2026 - 2030 PERIOD

(Attached to Decision No. 353/QĐ-HDQT dated September 7, 2026, issued by the Board of Directors of Binh Dinh Water Supply and Sewerage Joint Stock Company)

September 2026

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Gia Lai, September 07, 2026

**DEVELOPMENT STRATEGY
BINH DINH WATER SUPPLY AND SEWERAGE JOINT STOCK COMPANY
FOR THE PERIOD 2026 - 2030**

Pursuant to Decree No. 366/2025/ND-CP dated December 31, 2025 of the Government on the management and investment of state capital in enterprises;

Pursuant to Decision No. 2162/QĐ-UBND dated May 20, 2026 of the Gia Lai Provincial People's Committee on assigning tasks and key targets for the Development Strategies for the 2026 - 2030 period of state - owned enterprises for which the Gia Lai Provincial People's Committee acts as the owner's representative;

Pursuant to Notice No. 523/TB-UBND dated June 25, 2026 of the Gia Lai Provincial People's Committee on the conclusions of Mr. Pham Anh Tuan - Member of the Central Committee of the Communist Party of Vietnam, Deputy Secretary of the Provincial Party Committee and Chairman of the Provincial People's Committee, at the meeting on the Development Strategies for the 2026 - 2030 period of state - owned enterprises for which the Provincial People's Committee acts as the owner's representative.

Incorporating the comments of the Department of Finance in Official Letter No. 6786/STC-DNKTTT dated July 8, 2026 and Official Letter No. 6929/STC-DNKTTT dated July 10, 2026; the Department of Construction in Official Letter No. 5510/SXD-HTKT dated July 6, 2026; and the Department of Science and Technology in Official Letter No. 2520/SKHCHN-CN&SHTT dated July 3, 2026, Binh Dinh Water Supply and Sewerage Joint Stock Company (the "Company") has developed and finalized its Development Strategy for the 2026 - 2030 period as follows:

I. OVERVIEW OF THE COMPANY

1. Organizational model

The predecessor of the Company was Quy Nhon Water Plant, established in 1976. The Company was converted into a joint stock company in 2015. Currently, the State holds 51% of the Company's charter capital. The organizational and operational model (*under Point a, Clause 1, Article 137 of the 2020 Law on Enterprises*) consists of the General Meeting of Shareholders, the Board of Directors, the Board of Supervisors and the Director.

- Charter capital: VND 124.108.000.000 đồng, of which:
- State capital: VND 63.295.080.000 đồng, tương ứng 51%.
 - Other shareholders: VND 60.812.920.000 đồng, tương ứng 49%.

2. Business lines and operating areas

Binh Dinh Water Supply and Sewerage Joint Stock Company primarily operates in the production and supply of clean water to customers in the eastern wards and communes of Gia Lai Province, including Quy Nhon Ward, Quy Nhon Nam Ward, Quy Nhon Dong Ward, Quy Nhon Bac Ward, Quy Nhon Tay Ward, Tuy Phuoc Tay Commune, Becamex Industrial Park in Canh Vinh Commune and surrounding areas; Binh Dinh Ward, An Nhon Ward, An Nhon Dong Ward, An Nhon Nam Ward, An Nhon Bac Ward, Tuy Phuoc Commune, Tuy Phuoc Bac Commune and Phu Cat Commune (Water Supply Enterprise No. 1); Bong Son Ward, Tam Quan Ward, Hoai Nhon Ward, Hoai Nhon Nam Ward, Hoai Nhon Tay Ward, Hoai An Commune, Van Duc Commune and Binh Duong Commune (Water Supply Enterprise No. 2).

In addition, the Company undertakes water supply system construction and installation works and trades in water supply materials.

3. Management structure

The Company's organizational structure comprises:

- Board of Directors, Board of Supervisors and Executive Management;
- 05 functional departments: Organization, Administration and Labor & Payroll Department; Accounting and Business Department; Technical Department; Project Management Department; Water Quality Management Department;
- 02 affiliated enterprises: Water Supply Enterprise No. 1 and Water Supply Enterprise No. 2;
- 02 production teams: Water Supply System Inspection, Management and Construction Team and Operations Team.

The total number of employees as of December 31, 2025 was 348, and is currently **345**.

4. Scale of production and management and operation of the water supply system

To ensure a stable water source for supplying customers, the Company continuously maintains stable and compliant operation of its water abstraction activities and strictly manages the operation and maintenance of 56 drilled wells belonging to 13 groundwater abstraction facilities, with a total licensed abstraction capacity of 59,100 m³/day.

The Company currently directly manages and operates 11 water treatment plants with a total designed capacity of 58,150 m³/day, together with 09 booster pumping stations for distributing clean water to customers. In addition, the Company purchases treated bulk water from the Ha Thanh Water Treatment Plant, with a capacity of 29,300 m³/day, operated by Senco Binh Dinh Water Supply One Member Company Limited, and the Quy Nhon Clean Water Plant, with a capacity of 30,000 m³/day (Phase 1), operated by Senco Quy Nhon Water Supply

One Member Company Limited. Accordingly, the total designed water supply capacity provided by the Company to residents, agencies and enterprises within its service area is 117,450 m³/day (*see Appendix 01: Scale of Management and Operation of the Water Supply System*).

Currently, the Company manages water supply pipelines of various types with a total length of 1,859.416 km, of which: Quy Nhon area: 927.567 km, accounting for 49.88% of the total pipeline network managed and operated by the Company; Water Supply Enterprise No. 1: 521.062 km, accounting for 28.02%; Water Supply Enterprise No. 2: 410.787 km, accounting for 22.01%.

The total number of water supply service contracts currently stands at 138,525, including: Quy Nhon area: 86,377 contracts, accounting for 62.35% of the Company's total contracts; Water Supply Enterprise No. 1: 30,537 contracts, accounting for 22.04%; Water Supply Enterprise No. 2: 21,611 contracts, accounting for 15.61%.

II. ASSESSMENT OF OPERATIONAL PERFORMANCE FOR THE 2021 - 2025 PERIOD

1. Assessment of the Context and Challenging Environment

1.1. Advantages and Opportunities

The Company has consistently received regular and timely attention and direction from the Provincial People's Committee, the Department of Construction, the Department of Finance, relevant provincial departments and agencies, and local authorities at all levels in carrying out its clean water production and business activities.

The Company's leadership has many years of experience in the water supply sector and demonstrates strong commitment and a high sense of responsibility in their work. The workforce has professional qualifications, extensive experience, a strong spirit of solidarity and a high level of self - discipline.

The Company has resolutely implemented the restructuring and streamlining of its organizational structure and gradually rearranged its workforce to better align with actual job positions. This has brought about fundamental improvements in working practices, reduced costs and significantly increased labor productivity. The Company has focused its resources on its core business of clean water production and supply, thereby ensuring the provision of water to meet the socio-economic development needs of localities.

As a large-scale unit responsible for the management, exploitation, operation and supply of clean water in the province, the Company faces limited competition within its designated water supply service area. The Company has accumulated extensive experience in water supply operations and has mastered technical processes, maintenance, construction, operation and management of water treatment plants and water supply networks, as well as water loss reduction measures. Accordingly, the Company has ensured continuous and safe water

supply for customers while fostering consensus and close coordination with state management agencies and local authorities.

In recent years, the Company has proactively invested in, installed and effectively operated a SCADA-based monitoring system for the operation of water treatment plants and water supply networks; installed equipment for remote operation of well fields; installed automatic monitoring systems for flow rate, water levels and certain water quality parameters at water abstraction facilities under the licensing authority of the Ministry of Agriculture and Environment; and installed visual surveillance camera systems to ensure security at water treatment plants and well fields. The application of these technologies and equipment has provided strong support for technical analysis, enhanced management capacity, and facilitated the achievement of safe water supply targets and the reduction of water losses.

The Company has also proactively applied, installed and put into operation chemical-free water treatment lines using advanced Dutch technology at water treatment plants, including Phu Tai, Canh Vinh, Tuy Phuoc, Binh Dinh, Nhon Hoa, Dap Da, Binh Duong and Bong Son. At the same time, the Company has established and continuously maintained VILAS 974 Laboratory, accredited by the Ministry of Science and Technology in accordance with ISO/IEC 17025:2017, with the objective of ensuring stable management and control of the quality of treated water discharged from the plants and supplied through the water distribution network, in compliance with QCVN 01-1:2024/BYT – National Technical Regulation on the Quality of Clean Water Used for Domestic Purposes issued by the Ministry of Health, thereby improving water quality and better serving customers.

The Company has paid considerable attention to customer management and customer care. Over the years, the Company has proactively applied software systems such as CRM and BRAVO to manage customer databases, collect information in a timely manner and process information centrally, thereby enabling the Company to respond quickly to customer needs and improve the quality of customer service.

1.2. Difficulties and Challenges

Impacts of the post - COVID-19 period and global instability: The early years of the 2021 - 2025 period were heavily affected by the pandemic, which constrained production and business activities and the implementation of investment projects for network expansion. Global geopolitical instability disrupted supply chains and increased the prices of raw materials and energy, while reducing FDI inflows into local industrial parks, particularly Nhon Hoi Economic Zone and Becamex VSIP Binh Dinh, directly affecting clean water consumption.

Challenges related to raw water sources and climate change: Climate change, prolonged hot weather and extreme weather events have increased the risk of declining water availability during the dry season. The Company's raw water

sources are primarily shallow groundwater sources (less than 30 meters deep) located along major rivers and are therefore highly affected by weather conditions. These sources are susceptible to declining water levels under concentrated abstraction and face potential contamination from domestic wastewater, agricultural and livestock activities, landfills and cemeteries.

The operating capacity of several water treatment plants has approached their design capacity, including Binh Dinh, Nhon Thanh, Dap Da and Binh Duong Water Treatment Plants, reducing local water supply pressure during peak hours or hot weather periods.

Aging and deteriorating technical infrastructure: Some old pipelines that have been in operation for many years have deteriorated and frequently experienced incidents. Due to urban redevelopment and infrastructure improvement works, many pipelines have been buried deeply underground, making management and maintenance more difficult; some pipelines also have small diameters that are no longer suitable for current demand.

Impacts of urban redevelopment and infrastructure improvement: Local authorities have accelerated transportation and urban infrastructure upgrades, requiring the Company to temporarily suspend or reduce water supply in order to relocate pipelines. This has caused hydraulic disturbances and localized water turbidity in certain areas.

2.2. Development of the Pipe Network, Water Treatment Plants and Reduction of Water Loss

2.2.1. Development of Water Sources, Water Treatment Plants and Water Supply Network

During the 2021 - 2025 period, the Company invested in the development of its water supply system as follows:

- **Water source capacity:** The Company drilled and put into operation an additional 21 water extraction wells, corresponding to an increase of 12,920 m³/day in the licensed extraction capacity, bringing the total licensed water extraction capacity to 59,100 m³/day to date.

- **Water treatment plant capacity:** The Company invested in the construction of 02 new water treatment plants (Nhon Hoa and Canh Vinh) and upgraded the capacity of 02 existing plants (Bong Son and Dap Da). As a result, the total water treatment capacity increased by 9,950 m³/day, bringing the total treatment capacity of the Company's water treatment plants to 58,150 m³/day to date.

- **Length of the water supply pipeline network under management:** During the five-year period, the Company organized the installation of an additional 591.328 km of various types of pipelines, bringing the total length of pipelines under management to 1,859.416 km to date.

During the 2021 - 2025 period, the Company consistently and seriously coordinated with investors of water supply infrastructure projects to properly carry out activities from design approval and connection agreements to

monitoring and supervising the construction of water supply pipelines, as well as coordinating the inspection, acceptance and handover of works constructed by external investors. A total of 53 projects, corresponding to a total pipeline length of 143.7 km, were coordinated and received during the period.

(See Appendix 02: Results of Investment in the Development of the Water Supply System for the 2021 - 2025 Period.)

2.2.2. Non - Revenue Water and Water Loss Control

The Company identifies the control of non-revenue water and water losses as one of its key priorities to improve operational and business efficiency, optimize the exploitation of water resources, reduce production costs, and enhance the quality of water supply services.

During the 2021 - 2025 period, the Company focused on implementing a comprehensive range of management, investment, and technological solutions. The SCADA system continued to be invested in, upgraded, and maintained in stable operation, with 92 automatic monitoring points providing continuous monitoring of flow rates, pressure, and operating conditions across the entire water supply system. Based on data collected from the SCADA system, combined with data from bulk water meters and pressure measurement points, the Company proactively analyzed and assessed the operating condition of the network, promptly identifying areas at risk of leakage and water losses for inspection and corrective action.

In parallel, the Company gradually implemented District Metered Areas (DMAs) for network management, invested in electromagnetic meters and pressure and flow monitoring equipment, developed a water supply network database, and replaced old and deteriorated pipeline sections that were prone to frequent incidents. Network pressure management was strengthened in combination with the proper regulation and allocation of water resources among water treatment plants, thereby contributing to reducing the risk of pipeline breakages and improving the stability of the water supply system.

In addition to technical solutions, the Company strengthened inspection and control of water use, customer meter management, and handling of cases of non-compliant water use, while gradually applying digital transformation solutions to the management of water losses and non-revenue water.

As a result of the comprehensive implementation of the above solutions, the Company's water loss rate has consistently remained low and met the development objectives of the water supply sector. In 2025, the water loss rate was 13.87%, lower than the target of below 15% stipulated in Decision No. 2502/QĐ-TTg of the Prime Minister. However, the water loss rate was 0.52 percentage points higher than the planned target, mainly due to the impact of Typhoon No. 13 (Kalmaegi) and prolonged heavy rainfall in November 2025, which caused numerous pipeline breakages and widespread flooding, adversely affecting the management and operation of the water supply system.

(Pursuant to Decision No. 2502/QĐ-TTg dated December 22, 2016 of the Prime Minister approving the revised Orientation for Development of Water Supply in Urban Areas and Industrial Parks in Vietnam through 2025, with a Vision to 2050, under which the rate of non - revenue water and water losses in urban areas is targeted at below 15% by 2025.)

2.3. Effectiveness of Water Supply System Management and Operation and Water Quality Control

The Company regularly monitors water production output, bulk water purchases, and the allocation of water resources among water treatment plants and water supply areas, ensuring continuous 24/7 water supply and maintaining stable flow throughout the distribution pipeline network, with operating pressure generally maintained at 1.5 - 2.0 kg/cm².

To maintain continuous and safe water supply and meet the demand for clean water for residential use, government agencies, businesses, and other customers, the Company regularly and periodically carries out the following activities effectively:

*** Safe Water Supply:**

Implement safe water supply measures and plans to ensure adequate water supply during the summer season in the service area; implement storm and flood prevention measures, inspect and reinforce critical water supply pipelines, and promptly address incidents to restore stable water supply to customers as soon as possible.

Develop periodic technical inspection and monitoring plans for the water supply system; clean and flush water storage tanks and water supply pipelines; carry out periodic flushing and maintenance of wells, water treatment plants, and booster pumping stations to ensure operational capacity.

Participate in the protection, relocation, and connection of water supply systems serving transportation projects, urban improvement projects, and residential areas in localities within the Company's service area.

Water Source Security, Environmental Sanitation and Fire Prevention and Fighting:

- Collect and conduct periodic testing of raw water samples from 50 water extraction wells in accordance with regulations.

- Maintain close coordination between the Company and local authorities to prevent violations affecting water source safety and sanitation.

- Regularly inspect and improve protective facilities and equipment, including fences, lighting systems, security cameras, fire extinguishers, and other supporting equipment. During public holidays and the Lunar New Year, the Company increases security staffing to ensure water source sanitation and security and to maintain timely production and supply of clean water to customers.



- Fully equip offices, production units, warehouses, vehicle garages, pumping stations, water treatment plants, and other facilities with essential equipment and means for fire and explosion prevention and response.

- Occupational safety and industrial hygiene are implemented in compliance with State regulations. As a result, no occupational accidents occurred at the Company during the 2021 - 2025 period.

In ensuring safe water supply, the Company identifies response to natural disasters, storms, and floods as a top priority in order to minimize water supply disruptions and protect infrastructure and assets. The Company therefore regularly implements the following measures:

- Preparedness: Each year, the Company develops detailed emergency response plans for each production unit and water treatment plant. Before the storm and flood season, the Company inspects the safety of backup power systems and high-capacity generators and prepares adequate stocks of spare materials, including pipes, fittings, and water treatment chemicals.

- Response during the rainy and flood season: Strictly maintains a 24/7 technical duty roster, with continuous monitoring of network pressure and urban flooding conditions.

In particular, during the 2025 flood season, the Company was directly affected by a series of severe storms, floods, and widespread inundation in late October and November. Landslides caused significant damage, including breaks and cracks in several major transmission pipelines, resulting in a slight increase in the Company's water loss rate to 13.87% in 2025. The Company's on-site technical teams remained at the affected locations, isolated the damaged areas, and mobilized maximum mechanical resources to carry out repairs and restoration throughout the night. Water pressure and clean water supply were promptly restored to residents as soon as floodwaters receded, while ensuring absolute safety for personnel and plant equipment.

**** Clean Water Quality Monitoring:***

The quality of treated water consistently complies with the requirements of Circular No. 52/2024/TT-BYT dated December 31, 2024 of the Ministry of Health.

The Company maintains the regular operation of the VILAS 974 laboratory, assigns qualified personnel responsible for water quality management, and conducts quality control in accordance with the ISO/IEC 17025 standard. Periodic sampling and testing are carried out at 11 water treatment plants directly managed and operated by the Company, 02 water treatment plants of Senco Binh Dinh Water Supply Company Limited and Senco Quy Nhon Water Supply Company Limited, as well as at points throughout the distribution pipeline network. The Company also conducts periodic flushing of the water supply network and emergency flushing in areas experiencing localized water turbidity.

2.4. Application of Science and Technology and Digital Transformation

To promote the application of science and technology, enhance management capacity and labor productivity, and reduce costs, the Company has implemented digital transformation and applied science and technology in production and operations, specifically as follows:

- During the 2021 - 2025 period, the Company invested in the construction of the Canh Vinh and Nhon Hoa water treatment plants and upgraded and renovated the Phu Tai, Tuy Phuoc, Dap Da, and Bong Son water treatment plants, introducing advanced chemical - free water treatment technology from the Netherlands into operation. The effectiveness of this technology has been demonstrated through the following results:

- + Reduced water treatment chemical costs, thereby reducing production costs;
- + Maintained stable and improved treated water quality, resulting in “cleaner” water as it is not affected by water treatment chemicals;
- + Reduced the amount of sludge generated during the clean water treatment process;
- + Reduced risks and enhanced production safety because the treatment system is enclosed and therefore less affected by external environmental conditions.

For plants with poor-quality raw water, such as Phu Tai, Tuy Phuoc, Binh Dinh, and Dap Da, production costs are approximately 2 - 3% lower than those of conventional water treatment processes. In particular, for the Binh Duong and Nhon Hoa water treatment plants, where the raw water quality is particularly poor, applying a conventional water treatment process instead of chemical-free technology would require approximately 1.5 times higher investment costs and result in production costs increasing by approximately 10 - 15%.

- Installed, configured, and operated the SCADA production management system, with 92 automatic monitoring points installed to monitor pressure and flow throughout the water supply system. The system comprehensively supports flow pressure monitoring, optimal adjustment of water treatment plant capacity, and water source safety control.

- Installed operational surveillance camera systems at clean water treatment plants, booster pumping stations, pressure-regulating pumping stations, and pumping wells. These systems have provided effective support for online management, direction, and operation; early detection and warning of equipment safety risks, tank overflow, or flooding; and timely response to arising incidents, particularly during the rainy and flood season.

- Installed automatic monitoring systems for flow rate, water levels, and certain water quality parameters at water extraction facilities subject to licensing authority of the Ministry of Agriculture and Environment, with data transmitted in real time to the Ministry's management and monitoring center.

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- Implemented automated operation at the Phu Tai Water Treatment Plant's Level II Pumping Station and the Ly Thai To Booster Pumping Station.

- Installed solar power systems at the Nhon Hoi Booster Pumping Station and the Ly Thai To Booster Pumping Station to power clean water supply pumps.

2.5. Customer Management and Customer Service Quality

During the 2021 - 2025 period, the number of water supply service contracts increased by an average of **5,508 contracts per year**, equivalent to an average annual growth rate of **4.6%**, specifically:

No.	Year	Number of Customers	Increase Compared with Previous Year	
			Number	Rate
1	2021	115,698	6,032	5.5%
2	2022	120,597	4,899	4.2%
3	2023	126,747	6,150	5.1%
4	2024	133,112	6,365	5.0%
5	2025	137,206	4,094	3.1%
Average annual increase			5,508	4.6%

The percentage of the urban population receiving water supply services within the Company's service area averaged 94.02%, ranking first among water supply companies in the province.

The Company maintains a dedicated unit to receive and promptly address customers' comments and requests regarding water supply and water quality, as well as water supply connections in residential areas at the request of project investors. Customer inquiries and requests are handled promptly, efficiently, and conveniently.

The Company completed and put into operation the Bravo 8 customer management software, enabling centralized management of the entire customer database, from water service registration and customer management to meter reading, invoice issuance, and customer database monitoring. This has improved the efficiency of customer information management, utilization, and retrieval.

The Company developed and implemented a mobile application for water meter reading and water bill collection, contributing to increased labor productivity, reduced errors during operations, and greater transparency in management.

The Company implemented an electronic water billing system, ensuring data connectivity and reconciliation among the Bravo 8 customer management software, the Sinvoice electronic invoicing system, and the tax authority. This has

contributed to reducing printing and document storage costs and improving the efficiency of data management.

The Company deployed online water supply services through its website and the provincial Public Service Portal, facilitating customers' registration for water supply services and completion of related procedures without having to visit service counters in person.

Simplification of water supply procedures and processes: Water supply service contracts are signed directly at the installation location, helping reduce the time required to process customer requests from five days to within 24 hours from receipt of the application.

Cashless water bill payment: The Company has implemented a range of coordinated solutions to encourage customers to shift their payment habits and improve service quality. Various payment channels have been provided, allowing customers to choose from methods such as automatic bank account deductions (collection authorization) or payment through banking applications, payment at bank collection counters, and payment at the Company's collection counters. Since May 2025, the Company has introduced QR - code water bill payments, marking a significant improvement and delivering outstanding efficiency compared with other payment channels. Accordingly, from September 1, 2025, the Company discontinued in-person collection of water bills at customers' homes. The monthly proportion of customers making cashless water bill payments has remained consistently high, reaching 96.5%.

2.6. Human Resources Development

During the 2021 - 2025 period, Binh Dinh Water Supply and Sewerage Joint Stock Company gradually implemented human resources development solutions in conjunction with organizational restructuring, enhancement of management capacity, and increased application of technology in the management and operation of the water supply system. Human resources development was carried out toward streamlining the workforce and improving the quality of employees to meet the requirements of corporate governance reform and production and business operations.

The Company reorganized and consolidated its organizational structure in line with the streamlining policies of the Party and the State. The number of affiliated units was reduced from 13 to 09. At the same time, employees were assigned and utilized based on job positions, contributing to improved labor productivity and operational efficiency. The total number of employees decreased from 367 at the beginning of 2021 to 348 at the end of 2025, while the Company continued to effectively fulfill its professional tasks and maintain stable operations.

Alongside organizational restructuring, the Company paid attention to professional training and development for its managers and employees to meet the requirements of operating increasingly modern water supply facilities. The capabilities of the technical workforce were gradually enhanced through access to

and effective utilization of technological systems such as SCADA, Bravo 8 customer management software, electronic invoicing systems, Bravo 7 accounting software, and internal management software. The application of technology has enabled employees to improve their professional skills and adopt more digitalized working methods, gradually developing a workforce capable of adapting to the Company's digital transformation process.

In the area of corporate governance, the Company implemented an electronic document management system and applied customer management, accounting, electronic invoicing, and cashless payment software and systems. At the same time, the Company invested in upgrading the SCADA system with 92 flow and pressure monitoring points and gradually automated a number of pumping stations. These results have not only improved management efficiency but also created an environment for managers, engineers, and employees to access new technologies and enhance their professional qualifications and modern management skills.

Overall, during the 2021 - 2025 period, the Company's human resources development achieved positive results, contributing to improved labor productivity, meeting the requirements of operating an increasingly expanded water supply system, and laying a foundation for further digital transformation in the subsequent period.

2.7. Financial Performance and Investment Capital

The Company's production and business performance during the 2021 - 2025 period consistently met and exceeded the planned targets, specifically as follows:

No.	Contents	Unit	2021	2022	2023	2024	2025
I	Output						
1	Water produced	m ³	25,259,361	26,207,553	26,875,253	28,104,477	28,622,364
	<i>Produced</i>	m ³	15,828,283	16,336,219	16,303,748	15,883,617	14,177,586
	<i>Purchased from Senco</i>	m ³	9,431,078	9,871,334	10,571,505	12,220,860	14,444,778
2	Water consumed	m ³	21,864,158	22,686,905	23,277,514	24,352,435	24,651,811
3	Water loss rate	%	13.44	13.43	13.39	13.35	13.87
II	Financial indicators						
1	Total revenue	VND million	226,759	263,964	278,230	290,860	316,935
2	Total expenses	VND million	193,037	207,119	221,842	245,896	269,243
3	Profit before tax	VND million	33,723	56,846	56,388	44,964	47,692
4	Profit after tax	VND million	26,915	45,409	45,021	35,905	38,032
5	State budget contributions	VND million	22,816	30,382	31,312	42,951	31,789
5.1	<i>From business operations</i>	VND million	19,018	25,635	25,615	26,811	24,827

No.	Contents	Unit	2021	2022	2023	2024	2025
5.2	<i>From dividends distributed in respect of the State's capital contribution</i>	<i>VND million</i>	3,798	4,747	5,697	16,140	6,962
	<i>Percentage</i>	<i>%</i>	6.00	7.50	9.00	25.50	11.00

(See Appendix 03: Results of Implementation of the Production and Business Plan for the 2021 - 2025 Period.)

Water consumption increased by an average of 3% per year. By the end of 2025, water consumption reached 24,651,811 m³, equivalent to 67,539 m³/day.

The Company's revenue and profit maintained a stable growth trend over the years, generating retained resources for reinvestment and enhancement of production capacity. Cost management was strengthened through control of production costs, energy savings, optimization of water treatment chemical consumption, and optimization of water treatment plant operating costs. At the same time, the Company effectively managed receivables, ensuring its payment capacity and maintaining financial safety indicators, specifically:

- Total revenue increased continuously from VND 226,759 million in 2021 to VND 316,935 million in 2025, representing an average annual growth rate of 7.65%. Of this, water supply revenue accounted for 96.0%, construction and installation revenue 2.1%, financial income 0.2%, and other income 1.7%.

- Profit before tax increased from VND 33,723 million in 2021 to VND 47,692 million in 2025, representing an average annual growth rate of 12.78%.

- Contributions to the State budget averaged approximately VND 32 billion per year.

Investment capital during the period was primarily mobilized from the Company's equity and loans from the Provincial Development Investment Fund. Capital allocation prioritized urgent projects to expand water supply coverage, increase water treatment plant capacity, renovate and replace deteriorated pipelines, invest in the SCADA system and automatic monitoring equipment, and gradually modernize the management and operation of the water supply system.

In addition to technical infrastructure investment, the Company also allocated funding for digital transformation, including the application of customer management and accounting software, electronic invoicing, electronic office systems, and cashless payment solutions. These investments contributed to improving corporate governance efficiency, reducing administrative costs, enhancing customer service quality, and laying the foundation for the Company's modernization in the subsequent period.

Overall, financial management and investment activities during the 2021 - 2025 period were implemented relatively effectively, ensuring a reasonable balance between the requirements for water supply infrastructure development

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and the Company's capacity to mobilize resources, thereby contributing to stable and sustainable development.

3. Existing issues and limitations

3.1. Corporate Governance Effectiveness

Corporate governance has gradually been reformed; however, the application of modern management methods remains inconsistent. A Key Performance Indicator (KPI) - based performance evaluation system has not yet been implemented. Digital infrastructure for technical management remains primarily at the level of remote monitoring and observation, and a comprehensive automated control system has not yet been deployed across the entire network. A standardized digital database and centralized asset management system have also not yet been fully established.

3.2. Development of the Pipeline Network and Water Treatment Plants and Reduction of Water Loss

The water supply network continues to be expanded, but development remains insufficiently synchronized among different areas. Some pipeline sections have been in operation for many years and experience frequent incidents, resulting in increased repair costs and affecting water supply operations.

The water loss rate showed a slight upward trend toward the end of the period. In 2025, the water loss rate increased to 13.87%, which was 0.52 percentage points higher than the planned target. Maintaining this rate at a stable and sustainable level requires substantial investment resources, continued replacement of aging pipelines, expansion of District Metered Areas (DMAs), and the application of more effective water loss control solutions.

3.3. Effectiveness of Water Supply System Management and Operation and Water Quality Control

Some water supply facilities and operational equipment were invested in many years ago and therefore have relatively low operating efficiency, while operation and maintenance costs remain high. The level of automation among water treatment plants and pumping stations is not uniform. The application of technology to pressure management, flow regulation, and operational monitoring needs to be further improved to enhance operational efficiency and ensure safe water supply.

The effectiveness of investment in and expansion of the water supply pipeline network in some newly developed areas, particularly the former An Nhon Town and former Hoai Nhon Town, remains low. Some urgent water supply investment projects financed by loans have recorded actual water consumption significantly below their designed capacity, for example: Ghenh Rang Ward Area 2: designed capacity of 4,000 m³/day, actual consumption of approximately 250 m³/day; Becamex Industrial Park: designed capacity of 5,900 m³/day, actual consumption of approximately 230 m³/day; Nhon Hoa Ward Water Treatment Plant: designed capacity of 2,900 m³/day, actual consumption of approximately

620 m³/day. This situation has resulted in prolonged capital recovery periods and increased financial pressure on the Company.

The quality and stability of raw water sources at some well fields also remain concerns. Several important well fields have unstable extraction output, including the Bang Chau, Canh Vinh, and Duong Lieu well fields.

3.4. Application of Science and Technology and Digital Transformation

The Company has implemented various digital transformation solutions; however, their application remains inconsistent across different areas. Data among specialized software systems has not yet been fully integrated. The GIS database, asset management system, and data exploitation systems supporting management and operations are still being developed and completed. The digital technology capabilities of some employees remain limited.

3.5. Customer Management and Customer Service Quality

The proportion of customers who do not use or use only a small amount of water remains relatively high. Among newly developed customers, 12.6% do not use water, while 10.5% use only a small amount, adversely affecting clean water revenue.

Customer service quality has gradually improved; however, expanding the number of customers using clean water in some areas remains challenging due to limitations in network infrastructure. Some processes for receiving and handling customer requests need to be further digitized and streamlined to shorten processing times and improve customer satisfaction.

3.6. Human Resources Development

The Company remains short of highly qualified technical personnel, particularly personnel with specialized training in automation, digital technology, and mastery of new technologies, compared with the pace of expansion of its service area.

3.7. Financial Situation and Investment Capital

Significant financial pressure from rising input costs and investment capital requirements: The Company faces considerable pressure from increasing input costs, particularly major cost items such as the cost of purchasing bulk clean water from the Ha Thanh and Quy Nhon Water Treatment Plants, which accounts for approximately 35% of total production and business expenses. Electricity costs have increased by a cumulative more than 17% from 2023 to 2025. Current assets are only sufficient to temporarily cover regular operating needs, while the Company lacks sufficient capital for long-term investment.

4. Causes of existing issues and limitations

4.1. Objective Causes

The severe impact of the COVID - 19 pandemic during the early years of the period, together with global geopolitical developments, disrupted supply chains



and reduced FDI inflows into industrial parks, indirectly affecting the Company's clean water consumption volume.

Climate change has resulted in prolonged hot weather and extreme weather conditions, causing a significant decline in shallow groundwater extraction at riverside well fields, such as the Bang Chau, Canh Vinh, and Duong Lieu well fields, particularly during the dry season.

Climate change, prolonged hot weather, and, in particular, the direct impact of Typhoon No. 13 (Kalmaegi) and prolonged heavy rainfall in November 2025 caused widespread flooding and landslides, resulting in breaks and cracks in major transmission pipelines and directly contributing to the increase in the Company's water loss rate in 2025.

The majority of residents in areas where the water supply network has been expanded, such as wards and communes in the former An Nhon Town and former Hoai Nhon Town, continue to use groundwater from household wells through domestic filtration systems. Many households have not yet had a demand for connection or are concerned about connection costs due to the distance from the main pipelines, while awareness of the benefits of using clean water remains limited.

Many areas have low and dispersed population density, with considerable distances between households, resulting in higher pipeline investment costs per customer, lower water consumption, and prolonged investment capital recovery periods.

Urban improvement and local road upgrading projects require the Company to temporarily suspend water supply or relocate pipelines, resulting in hydraulic disturbances and localized water turbidity. Land clearance and land acquisition for project construction are highly dependent on external factors, often resulting in prolonged implementation schedules.

Market price fluctuations: Electricity prices were repeatedly adjusted upward, including three increases in 2023, one increase in 2024, and one increase in 2025. Together with the high cost of purchasing bulk clean water, these objective factors significantly increased production and business expenses.

4.2. Subjective Causes

The Company has not yet allocated sufficient resources to developing a comprehensive database of the existing pipeline network and standardizing data to serve as a foundation for the application of GIS technology and centralized digital asset management.

The Company's current use of data from the SCADA system for predictive analysis and optimization of automated operations remains limited.

Training and technology transfer for new technologies and access to modern technical methods for experienced employees continue to face difficulties and have not yet kept pace with the rapid development of science and technology.

Market surveys, demand forecasting, and economic efficiency assessments conducted before preparing investment projects for network expansion in certain areas have not always accurately reflected actual water consumption. This has resulted in an imbalance between the designed capacity of water treatment plants and actual customer demand.

III. DEVELOPMENT STRATEGY FOR THE 2026 - 2030 PERIOD

1. Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

1.1. Strengths

The Company is the designated water supply service provider within its defined service area and faces virtually no direct competition from other providers within its operating territory.

Significant remaining water source capacity in key areas: The water treatment plant system in Quy Nhon and surrounding areas has a large designed capacity of 93,200 m³/day, of which approximately 63,000 m³/day is currently being utilized. This available capacity is sufficient to meet development needs through 2030 without significant pressure to make major investments in expanding water sources in this area.

Existing experience and technical infrastructure: The Company has extensive experience in managing pipeline networks and controlling and reducing clean water losses, which have been brought down to a relatively low level of 13.87%.

Strong foundation in digitalization and management technology: The Company has initially and effectively applied specialized software and systems, including Bravo 8 customer management software, the SCADA system, a mobile application for meter reading and water bill collection, and cashless payment solutions.

Good product quality and effective quality control: The Company's laboratory is capable of independently conducting 22 tests meeting the international ISO/IEC 17025:2017 standard, ensuring strict control over treated water quality.

1.2. Weaknesses

High proportion of customers with water connections but low consumption: Approximately 14.8% of total customers who have installed water meters consume very little or no water, resulting in underutilization of the Company's water supply capacity and initial investment costs.

The Company's current assets are only temporarily sufficient to cover regular production and business operations and are insufficient to finance long-term investment.

Network infrastructure at affiliated production units requires upgrading: The service areas managed by Production Unit No. 1 and Production Unit No. 2 still require substantial investment to increase water supply capacity by a combined



14,950 m³/day and expand new transmission pipelines to ensure water supply safety.

Inconsistent level of automation across the system: The current SCADA system remains primarily at the monitoring stage and has not yet been upgraded to fully automated control using dedicated industrial computers to automate PLC-based equipment and processes. Technical network data has also not yet been fully standardized on a GIS platform.

1.3. Opportunities

Strong growth momentum from local development planning: The People's Committee of Gia Lai Province is implementing decisive measures to promote double-digit economic growth. The eastern region (formerly Binh Dinh Province) is oriented toward strong urbanization, increased investment attraction into industrial parks, and tourism development, creating significant growth potential in clean water demand for both domestic and industrial consumption.

Strong support and close direction from the owner: The Company's strategy is directly shaped and supported by the Conclusions of the Chairman of the Provincial People's Committee under Notice No. 523/TB-UBND, providing a favorable legal framework and coordination mechanism with provincial departments, agencies, and local authorities.

Significant potential for customer growth and increased water consumption: Policies promoting the proportion of the urban population using clean water, with an average target of 98.35%, together with the potential to encourage the 14.8% of low-consumption customers to increase their water consumption, represent significant opportunities to accelerate revenue growth at relatively low cost.

Expanded water pricing policy framework: There is a basis for developing and submitting to the competent authorities a roadmap for adjusting clean water tariffs toward a “fully accounted-for and fully cost-reflective” approach for the 2026 - 2030 period, thereby improving profit margins.

1.4. Threats

Significant pressure from rising input costs: The wholesale price of clean water purchased from source plants, including Ha Thanh and Quy Nhon, is expected to increase substantially under the contractual pricing roadmap, with an average increase of up to 15.57% per year. In addition, rising electricity, chemicals, materials, and labor costs will place direct pressure on the Company's profit-before-tax target.

Risks associated with delays in water tariff approval: Adjustments to clean water tariffs depend entirely on appraisal by the relevant departments and agencies and approval by the Provincial People's Committee. Any delay in approving the water tariff roadmap could significantly affect the Company's financial balance.

Challenges in land clearance: Investment in pipeline network development across numerous communes, wards, and urban areas may encounter difficulties

related to compensation, land clearance, and compensation for affected assets, potentially delaying project implementation, disbursement, and construction.

Challenges related to water source security and natural disasters: Climate change is becoming increasingly complex, while the risk of storms and floods may lead to contamination of raw water sources or widespread power outages, affecting the continuity of the Company's 24/7 water production and supply system.

2. Forecast of the Situation and Identification of Advantages and Development Potential

2.1. Situation Forecast

In recent times, the Provincial People's Committee has issued specific action programs to implement socio-economic development and decisively introduced coordinated solutions across various sectors to achieve a double - digit growth rate. In this context, the eastern region of Gia Lai Province (formerly Binh Dinh Province) is expected to maintain stable economic growth, accompanied by strong urbanization and improvements in living standards. The region is also expected to regularly organize events and programs to attract tourists and invest synchronously in infrastructure for industrial parks to attract investment. These factors are expected to increase demand for clean water for both domestic and production purposes, creating significant growth momentum for the water supply sector.

However, the Company's difficulties and challenges in recent years are expected to persist, including the continued upward trend in input costs, such as bulk clean water purchases, electricity, chemicals, materials, and labor costs. The most significant pressure is expected to come from the annual increase in the wholesale price of clean water in accordance with the established pricing roadmap. At the same time, substantial investment capital will continue to be required to develop water treatment plants, expand the consumption network, reduce water losses, improve the efficiency of water supply system management and operation, and enhance customer service quality in accordance with the tasks assigned by the Provincial People's Committee.

2.2. Advantages and Development Potential

The Company has the advantage of being the designated water supply service provider within its defined service area and therefore faces limited competition in terms of operating territory. During the 2026 - 2030 period, new urban areas are expected to be developed within the Company's service area. Policies to attract investment into industrial parks, together with tourism promotion activities, are expected to increase demand for clean water. In addition, the Company has extensive experience in managing the water supply network and controlling water losses, which will continue to be leveraged during the 2026 - 2030 period to further reduce the water loss rate.

In terms of development potential, the Company has identified the following key factors:

- For Quy Nhon wards and surrounding areas: The designed water supply capacity of the water treatment plants is 93,200 m³/day, while the current average volume of clean water supplied to the consumption network is approximately 63,000 m³/day. Based on calculations by the competent authorities and the growth rate of water consumption in recent years, the Company estimates that the existing water treatment plant capacity will be sufficient to meet local socio-economic development needs through 2030. Therefore, in this area, the Company will focus on developing the pipeline network, improving water supply pressure, and enhancing customer service quality.

- For An Nhon and Hoai Nhon wards: The Company has clearly identified water demand in each area and assessed the water production capacity of existing plants. Based on these assessments, the Company will proactively develop plans to increase water supply capacity to ensure adequate supply during the 2026–2030 period.

- Regarding customers who have already been connected but consume little water: This group currently accounts for approximately 14.8% of the Company's total customers. Therefore, in the coming period, the Company needs to strengthen communication and mobilization efforts to help residents understand the benefits of using clean water, thereby increasing water consumption without requiring significant additional investment.

3. Objectives and Key Tasks

3.1. General Objectives and Key Tasks

The Company identifies the 2026 - 2030 period as a period focused on improving the quality of growth by promoting the application of science and technology, digital transformation, and innovation; enhancing labor productivity and total factor productivity (TFP); thereby improving operational efficiency, preserving and developing State capital, and contributing to the achievement of the province's socio-economic development objectives. The Company will implement four major groups of tasks and solutions as follows:

- Focus on researching solutions to reduce water losses: The current water loss rate is 13.87%. The Company strives to reduce the water loss rate to 12% by 2030, equivalent to an average reduction of approximately 0.27 percentage points per year, in accordance with Decision No. 842/QĐ-UBND dated March 12, 2025 of the former Binh Dinh Provincial People's Committee approving the Water Supply Development Scheme of Binh Dinh Province.

- Improve the efficiency of water supply system management and operation: Enhance corporate governance and human resources development; promote the application of science and technology, digital transformation, and productivity improvement; improve capital utilization efficiency, preserve and develop State capital; and protect the environment and promote sustainable development.

- Improve service quality and develop the customer base.

- Financial objectives:

+ Annual water consumption volume is targeted to increase by 3% compared with the immediately preceding year. The volume of bulk water purchased will be determined in accordance with the bulk clean water purchase and sale contracts.

+ For the 2026 - 2030 period, revenue is targeted to grow by 10%. However, the cost of purchasing bulk clean water from the Ha Thanh Water Treatment Plant and Quy Nhon Water Treatment Plant is subject to substantial increases under the bulk clean water purchase and sale contracts, averaging 15.57% per year, which will affect the Company's profit target (see Appendix 04: Summary of Bulk Clean Water Purchase Costs for 2026 - 2030).

+ Based on annual production and business results, the Company will allocate 30% of profit after tax to the Development Investment Fund for investment in expanding production and business activities and supplementing charter capital. The estimated total investment capital from the Development Investment Fund is VND 52,200 million.

Key targets for the 2026 - 2030 period:

No.	Content	2026 - 2030 Period	2026	2027	2028	2029	2030
1	Main output: Clean water (thousand m ³)	136,495	25,710	26,481	27,275	28,093	28,936
2	Revenue (VND million)	2,128,629	348,629	383,500	421,900	464,100	510,500
3	Profit before tax (VND million)	214,400	43,600	40,900	42,000	43,200	44,700
4	Contribution of total factor productivity (TFP), science and technology application, and digital transformation in management, operation, production and business activities to enterprise growth (%)		44	45.5	47	48.5	50

(See Appendix 05: Production and Business Plan for the 2026 - 2030 Period.)

- Invest in technological innovation for clean water treatment; apply science and technology to system management and operation and service delivery; improve service quality; save energy; reduce operating costs; and promote green and sustainable urban development. The Company strives to achieve a contribution of more than 50% from total factor productivity (TFP), science and

technology application, and digital transformation in management, operation, production, and business activities to enterprise growth.

*** Summary of Key Objectives and Targets:**

No.	Indicator	Unit	2025 Status	2030 Target
1	Water loss rate	%	13.87	≤ 12.0
2	Percentage of population receiving clean water within the service area	%	94.02	98.35
3	Urban water supply standard	Liters/person/day	162.7	180
4	SCADA facilities connected for remote control	%	12.5	100
5	Digitized asset data	%	70	100
6	Water supply network managed on the GIS system	%	10	90
7	New investment projects integrated with SCADA and GIS from the design stage	%	Not yet implemented	100
8	Design and as-built documentation digitized	%	Not yet implemented	100

3.2. Specific Tasks and Solutions

3.2.1. Improving Corporate Governance Effectiveness

Continue reviewing, reorganizing, and streamlining the organizational structure in conjunction with restructuring the workforce in accordance with the policies of the Party and the State. The restructuring and streamlining of the organizational structure, as well as human resource training and development, shall be carried out gradually and continuously to ensure stability and continuity. In 2026 and 2027, the Company will focus on organizational arrangements, staffing levels, development of a remuneration system linked to job positions, digital transformation, and training. In 2028, 2029, and 2030, the Company will review the effectiveness of the implemented measures and continue their implementation accordingly.

Improve human resource quality through specialized training, digital skills training, and modern management skills development.

Complete the quality management system and the performance evaluation system (KPI) linked to labor productivity and production and business efficiency. Modernize internal management toward greater transparency and efficiency. Regarding the KPI evaluation framework: develop the framework in 2026 and apply it from 2027; in subsequent years, continue to revise, improve, and regularly

evaluate the KPI framework to ensure that it remains appropriate to the Company's actual operating conditions.

Strengthen the assessment of operational efficiency, investment efficiency, and labor productivity as a basis for continuous improvement.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

3.2.2. Development of the Pipeline Network and Water Treatment Plants and Reduction of Water Losses

Expand the water supply coverage in accordance with urban development plans and meet the socio-economic development requirements within the Company's service area. By 2030, the Company aims to develop approximately 322 km of additional water supply pipelines of various types, including transmission pipelines (Class 1 and Class 2) and distribution pipelines (Class 3). Implement and accelerate water supply network expansion projects within the service area during 2027 - 2029, with the aim of achieving an urban population clean water coverage rate within the Company's service area equal to or higher than the target assigned by the Provincial People's Committee, expected to average 98.35%.

To ensure the effectiveness of the roadmap for reducing water losses, with an average reduction of 0.27 percentage points per year from the current rate of 13.87% to 12% by 2030, the Company will implement the following solutions:

- Continue reviewing the entire existing water supply pipeline system and prepare plans to replace deteriorated pipelines that frequently experience incidents. Prioritize investment resources for water loss reduction projects by allocating at least 30% of total investment capital during 2026–2030 to projects for replacing aging pipelines, upgrading the network, and installing equipment for monitoring, supervision, and water loss control.

- Develop water loss reduction plans for each area and each affiliated unit.

- Continue implementing District Metered Areas (DMAs), installing bulk meters and pressure sensors for online monitoring of the network, while increasing the use of SCADA applications to monitor flow and pressure and detect leaks.

- Invest in and deploy modern leak detection equipment.

- Replace customer water meters that have reached the end of their service life.

- Gradually complete a centralized digital asset management system and establish a standardized water supply network database.

- Complete the water dispatching and source balancing procedures:

- + 2026: Review and complete the operating procedures of the water treatment plants.



+ 2027 - 2028: Complete the hydraulic model to analyze and optimize operating modes and regulate pressure and flow according to water demand in each area.

+ 2029 - 2030: Complete centralized dispatching, expand remote monitoring and control through SCADA, and gradually automate the operation of water treatment plants and pumping stations.

Implementation resources:

- Financial resources: Internal funds, Development Investment Fund, and loans.

- Other resources: The Company's human resources.

3.2.3. Improving the Efficiency of Water Supply System Management and Operation and Water Quality Control

- Annually maintain stable and continuous clean water supply services 24/7, with network pressure maintained at 1.5 - 2.0 kg/cm².

- Annually strictly comply with environmental protection regulations, ensure safe exploitation of groundwater resources, and prevent contamination of well fields.

- During 2026 - 2030: Gradually install and expand solar power systems at pumping stations and water treatment plants to reduce electricity input costs, increase energy self-sufficiency for production, and enhance flexibility in responding to natural disasters and extreme weather conditions:

+ 2026: Install a solar power system at Ly Thai To Booster Pumping Station.

+ 2027: Install a solar power system at Phu Tai Water Treatment Plant.

+ 2028: Install solar power systems at pumping stations and water treatment plants of Water Supply Enterprise No. 1.

+ 2029: Install solar power systems at pumping stations and water treatment plants of Water Supply Enterprise No. 2.

- Annually exploit and use water resources economically and efficiently.

- Annually integrate production and business activities with objectives of green growth, sustainable development, and enhanced corporate social responsibility.

- Regularly and continuously control clean water quality and strengthen quality control to ensure compliance with the water quality parameters prescribed by the Ministry of Health. The roadmap for enhancing the capacity of the Company's laboratory is as follows:

+ By 2028: Register to expand the scope by an additional two (02) testing methods, from the current 22 testing methods.

+ By 2030: Register for the service of "Water Sampling and Sample Preservation".

The above activities and procedures shall be certified by the Quality Accreditation Office as conforming to ISO/IEC 17025:2017 in accordance with applicable regulations.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

3.2.4. Promoting the Application of Science and Technology and Digital Transformation

- Strengthen the application of science and technology in the management, operation, and production of clean water; gradually increase the level of automation of the water supply system, moving toward fully integrated automatic control across the system. Allocate funding to upgrade the SCADA system from monitoring to automatic control using PLC (Programmable Logic Controller), a method that uses dedicated industrial computers to automate machinery and equipment processes. SCADA and automation implementation: in 2026 and 2027, focus on the Quy Nhon area; in 2028, implement the solutions at the two affiliated Water Supply Enterprises.

- Promote digital transformation in corporate governance, customer management, water supply network management, and production operations.

- Digitize customer records and technical records.

- Apply asset management and equipment maintenance software.

- Develop the Water Supply System Asset Management Scheme based on GIS - SCADA: in 2026, collect foundational data; in 2027 - 2028, collect detailed data and operate the system, generating data outputs to support operational decision-making; in 2029 - 2030, continue to complete and improve the system.

2029 - 2030: Establish a smart water supply operations center and invest in monitoring and real-time data transmission systems, centrally integrating data into the overall operations management system to support management, analysis, forecasting, optimization of water supply system operations, and decision-making.

- Research and apply new technologies to save electricity and chemicals, reduce production costs, and protect the environment. Promote the effectiveness of chemical-free water treatment technology. In 2026 - 2027, the Company will implement the project to renovate and increase the capacity of Nhon Thanh Water Treatment Plant from 2,500 m³/day to 5,000 m³/day.

- Encourage scientific research, innovation, technical improvement initiatives, and technology transfer.

- Improve total factor productivity (TFP) through technological innovation, enhancement of corporate governance, optimization of production and business processes, improvement of human resource quality, and more effective utilization of existing resources.



Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

3.2.5. Customer Management and Customer Service Quality

- Annually continue to improve customer service quality and ensure stable and continuous clean water supply 24/7, with stable and safe pressure and flow.

- **2028:** Implement electronic water supply service contracts.

- Establish and operate a professional Customer Care Center during 2027–2029:

+ 2027 - Establish basic infrastructure: Develop and operate a dedicated customer service hotline to ensure continuous receipt and response to customer inquiries.

+ 2028 - Automation and staffing: Deploy a Chatbot to provide automated online support 24/7. Establish a tiered handling process whereby staff directly respond to complex requests in real time or forward them to the relevant specialized department for follow-up.

+ 2029 - Service digitalization and upgraded customer identification: Receive reports of pipeline breaks, requests for new water connections, and inquiries regarding procedures for transferring contracts through the Chatbot. Implement a customer identification solution that automatically displays the customer's complete information and transaction history from the system database upon receiving a call, thereby shortening processing times.

- Annually provide training in digital communication skills and a sense of responsibility for employees, shifting from the mindset of a monopolistic water supplier toward that of a professional and civilized public utility service enterprise.

- Annually strengthen communication and outreach activities to encourage residents to use clean water, thereby increasing the clean water usage rate and consumption volume.

- Annually continue implementing effective solutions and software, including Bravo 8 customer management software; mobile applications for water meter reading and water bill collection; online water supply services through the Company's website and the provincial Public Service Portal; simplification of water supply procedures and processes; and cashless water bill payment.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

3.2.6. Human Resources Development

Focus on training and developing high-quality human resources in water supply system management and operation, automation, information technology,

digital transformation, SCADA, ArcGIS, and modern corporate governance, specifically as follows:

2026 - 2027 (focus on the Quy Nhon area): Organize advanced training and technology transfer programs for existing engineers to master PLC control equipment and upgrade the SCADA system from basic monitoring to full automatic control. Propose selecting approximately 20–30% of existing engineers in the Technical Department and the two affiliated Water Supply Enterprises (approximately 10 people) to participate in supplementary and advanced professional training courses. Estimated training cost: VND 5 - 7 million per person per year.

2027 - 2028 (focus on affiliated Water Supply Enterprises): Continue comprehensive training in infrastructure data digitalization and application of the ArcGIS geographic information system to support the GIS–SCADA-based Network Asset Management Scheme. Engineers at the two affiliated enterprises (approximately 4–6 people) who have completed GIS and SCADA training will take the lead in implementing this work at their respective units, based on the knowledge and practical experience gained from implementation in the Quy Nhon area.

Talent attraction mechanism, implemented in three phases:

2026 - 2027: Develop a special remuneration mechanism (3P salary system, with a target income of VND 10 - 15 million per person per month) and implement scholarships to attract students majoring in Automation and Information Technology.

2027 - 2028: Recruit 3 - 5 experienced high-quality experts and engineers, with an attractive salary mechanism of VND 20 - 40 million per person per month; provide housing or transportation support of VND 3 million per person per month for 24 months.

2029 - 2030: Assign personnel to the Smart Operations Center (IOC) and delegate responsibility for dispatching and operating the water supply system.

Enhance the capabilities of technical staff in network pressure management, flow regulation, water loss control, and optimized system operation to improve the efficiency of asset utilization, specifically:

- Provide specialized training for selected technical staff in District Metered Area (DMA) methodology and online pressure control; train selected technical workers to master and effectively use modern leak detection equipment.

- Strengthen data analysis capabilities: technical staff responsible for water loss management must be capable of extracting and analyzing data from the SCADA system to optimize pressure and flow regulation across the network and quickly identify specific areas where incidents occur so that repair teams can promptly address them.



Build a professional working environment that encourages innovation, promotes technical improvement initiatives, and enhances labor productivity, specifically:

Annually, the Company's Commendation and Rewards Council shall consider and recognize technical improvement initiatives and proposals for production process innovation.

Build a safe working environment, provide adequate protective equipment, and install visual surveillance cameras at water treatment plants and pumping stations; strictly maintain procedures for periodic flushing and maintenance of wells and plants to protect equipment and maintain the Company's record of zero occupational accidents.

Link innovation objectives with growth targets: strive for technical initiatives, total factor productivity (TFP), and digital transformation to contribute more than 50% to the Company's overall growth by 2030.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's existing human resources and additional recruitment.

3.2.7. Financial Situation and Investment Capital

Annually propose a water tariff adjustment roadmap: Develop and submit for approval by the competent authorities a roadmap for adjusting clean water tariffs for the 2026 - 2030 period, ensuring that water tariffs fully and accurately reflect costs while remaining affordable for residents. To achieve the target of annual revenue growth of 10%, the expected annual water tariff increase is 7%.

Annually diversify funding sources:

- Loan capital: Proactively work with credit institutions to obtain long-term loans at preferential interest rates for key projects.
- Annual cost savings: Set annual targets for reducing production and business costs, focusing on three main cost groups:
 - + Electricity costs: Reduce electricity consumption at pumping stations and water treatment plants through optimized operation during off-peak hours and utilization of rooftop solar power systems for self-consumption.
 - + Water treatment chemicals and materials: Apply advanced chemical-free water treatment technology from the Netherlands at water treatment plants to reduce chemical costs, while strictly controlling automatic chemical dosing rates.
 - + Corporate management costs: Increase the application of digitalized business processes to minimize administrative costs and manual paperwork.
- Construction and installation activities: To maintain and increase construction revenue, improve the utilization of experienced technical personnel, make a stable contribution to the Company's revenue, create additional employment opportunities, and improve employee incomes, the Company aims

to participate in bidding and undertake construction and installation works according to the following targets:

- + Construction of water supply systems for households, agencies, and enterprises within the Company's water supply area: 25% of total construction and installation revenue.

- + Undertaking and completing construction works, including pipeline relocation and water supply network renovation to support the province's transport and urban infrastructure expansion projects, as well as auxiliary water supply works for industrial parks and industrial clusters: 75% of total construction and installation revenue.

Strictly manage production and business costs; strengthen cost-saving measures and conserve electricity, chemicals, and materials to improve operational efficiency.

Strengthen financial management, cash flow management, and investment capital utilization efficiency; ensure payment capacity and financial safety, and preserve and develop state capital in the enterprise.

Expected revenue sources to ensure achievement of the planned targets:

- *Water revenue*: This is the Company's principal production and business activity, accounting for 96% of total revenue. Achieving the targeted revenue growth depends primarily on two factors: implementing network expansion solutions and increasing the connection rate to raise average water consumption by 3% per year.

It is expected to increase due to the expectation that 2026 will be the National Tourism Year, while during 2026 - 2030 the province is expected to attract a significant number of domestic and international tourists. Households are also expected to develop and expand their production and business activities, resulting in changes in water use purposes from household consumption to material production and service businesses. In addition, water tariff adjustments are expected to offset increased costs arising from wholesale clean water purchases from Senco.

- *Construction and installation revenue*: The Company will adopt appropriate solutions to undertake construction projects in order to maintain and develop this business activity.

- *Financial revenue*: This activity accounts for only 0.2% of total revenue and therefore has an insignificant impact.

- *Other income*: Other income includes income from drainage and wastewater treatment service charges (3.5%), the portion of domestic wastewater fees retained to cover fee collection activities (10%), and rental income from the Ha Thanh well-field site. Other income is expected to increase by an average of 10% per year due to increases in consumption volume and adjustments to service charges.

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Regarding capital efficiency (ICOR): Invest in expanding the water supply system, modernizing technology, reducing operating costs, saving energy and chemicals, and strictly managing production and business costs.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

3.2.8. Improving Total Factor Productivity (TFP)

Increase the application of technology, automation, and digital transformation to improve the efficiency of utilizing existing capital, labor, and assets.

Focus on improving production processes, management processes, and customer service delivery processes to reduce operating costs and enhance service quality.

Improve human resource quality through specialized training, digital skills training, and modern management skills development.

Strengthen the assessment of operational efficiency, investment efficiency, and labor productivity as a basis for continuous improvement.

Link the objective of improving TFP with targets for reducing water losses, saving energy, increasing labor productivity, improving capital utilization efficiency, and enhancing production and business efficiency throughout the Company.

Roadmap for improving total factor productivity through enhanced efficiency:

2026 - 2027: Develop a system for periodically monitoring productivity and operational efficiency. Key indicators include labor productivity (revenue per employee; value added per employee); capital productivity (value added per fixed asset); equipment efficiency; quality compliance rate; energy costs; and TFP. This will enable management to identify areas that create value and areas that generate waste.

Annually, improve processes and eliminate waste in production and business activities: Research and apply appropriate tools such as 5S - systematic workplace organization to reduce search time and improve operational efficiency; Kaizen - continuous improvement through small but consistently implemented changes; Lean - lean production aimed at eliminating waste; and TPM - improving the effectiveness of machinery and equipment utilization. These tools have the advantage of requiring relatively low investment while often generating rapid improvements.

Annually, innovate technology appropriately and selectively: Prioritize technological innovation in areas with high consumption of materials and resources, unstable quality, heavy dependence on manual labor, or lengthy

processing times. Develop technology innovation plans on a 3 - 5 year cycle rather than making fragmented investments.

Promote digital transformation to improve operational efficiency: In 2028, apply human resource management software; in 2029, deploy ERP or integrated management systems; and in 2030, apply data analytics and automation.

2027 - 2030: Improve human resource quality and management capabilities through long-term capability development. Implement activities such as developing a competency framework, multi-skilling, middle-management training, digital skills development, and productivity improvement training.

The Company strives to achieve an average annual TFP growth rate of 1.5%.

Implementation resources:

- Financial resources: Internal funds.
- Other resources: The Company's human resources.

4. Development Investment Plan

Based on actual clean water demand in each service area, the local socio-economic development plans, the Company's ability to balance available resources, and the need to ensure financial safety, the Company will gradually implement water supply investment projects within its management scope to enhance water supply capacity, service quality, and production and business efficiency. It is expected that clean water demand will develop as follows during the 2025 - 2030 period:

No.	Water Supply Facility	Capacity (m ³ /day)		Forecast Demand by 2030 (m ³ /day)
		2025	2030	
I	Quy Nhon Wards and Becamex Industrial Park Area	93,200	93,200	72,860
1	Phu Tai Water Treatment Plant	31,000	31,000	
2	Ha Thanh Water Treatment Plant	29,300	29,300	
3	Quy Nhon Clean Water Plant	30,000	30,000	
4	Canh Vinh Water Plant	2,900	2,900	
II	Water Supply Enterprise No. 1 Area	12,850	23,800	21,000
1	Tuy Phuoc Water Treatment Plant	2,900	2,900	
2	Binh Dinh Water Treatment Plant	2,900	6,000	
3	Dap Da Water Treatment Plant	1,650	6,000	
4	Nhon Thanh Water Treatment Plant	2,500	6,000	
5	Nhon Hoa Water Treatment Plant	2,900	2,900	
III	Water Supply Enterprise No. 2 Area	9,750	15,000	15,000
1	Bong Son Water Treatment Plant	6,750	10,000	
2	Binh Duong Water Treatment Plant	1,000	2,000	

No.	Water Supply Facility	Capacity (m ³ /day)		Forecast Demand by 2030 (m ³ /day)
		2025	2030	
3	Tang Bat Ho Water Treatment Plant	2,000	3,000	
	Total	115,800	132,000	108,860

* Target by 2030:

- Develop approximately 322 km of additional water supply pipelines, specifically:

+ Invest in a D600 pipeline from National Highway 19 to Ly Thai To Pumping Station, approximately 6.1 km;

+ D300 - 400 pipeline in central Quy Nhon, approximately 2.3 km;

+ D200 - 250 pipeline along Hung Vuong Street, approximately 3.2 km;

+ Invest in branch pipelines, approximately 80.2 km of various pipe sizes;

+ Invest in transmission and distribution pipelines and expand the water supply network within the service area of Water Supply Enterprise No. 1, approximately 105 km of various pipe sizes;

+ Invest in various pipelines within the service area of Water Supply Enterprise No. 2, approximately 125 km of various pipe sizes;

+ Increase the capacity of the water treatment plants of Water Supply Enterprise No. 1 to a total capacity of 23,800 m³/day, an increase of 9,700 m³/day;

+ Increase the capacity of the water treatment plants of Water Supply Enterprise No. 2 to a total capacity of 15,000 m³/day, an increase of 5,250 m³/day.

Continue to invest in expanding the water supply network to residential areas, urban areas, industrial parks, and other areas with demand for clean water in accordance with approved plans.

Invest in upgrading and modernizing the water supply system toward automation, digitalization, and smart management to improve the efficiency of facility utilization, reduce water losses, and save operating costs.

Through these investment projects, the Company aims to improve labor productivity and total factor productivity (TFP), enhance the efficiency of utilizing investment capital, existing assets, and infrastructure, and contribute to improving the quality of growth and the Company's competitiveness. The estimated total investment capital required for the Company's development investment program during 2026 - 2030 is approximately VND 297 billion.

(See Appendix 06: Development Investment Plan for the 2026 - 2030 Period)

*** Summary of Tasks, Solutions, Responsible Departments, Coordinating Departments, and Implementation Timeline:**

No.	Task	Implementation Solution	Lead Department	Coordinating Departments	Timeline
1	Water supply system dispatching	Complete the procedures for system dispatching and water source balancing	Technical Department	02 Water Supply Enterprises, Operations Team	2026 - 2030
1.1	Review and complete operating procedures for water treatment plants				2026
1.2	Complete the hydraulic model to analyze and optimize operating modes and regulate pressure and flow according to water demand in each area				2027-2028
1.3	Complete centralized dispatching; expand remote monitoring and control using SCADA and gradually automate the operation of water treatment plants and pumping stations				2029-2030
2	Water loss reduction	Complete DMA zoning, SCADA, replacement of old pipelines, and leak detection	Technical Department	02 Water Supply Enterprises	Annually
3	Asset management	Xây dựng cơ sở dữ liệu GIS	Accounting and Business Department	Technical Department, 02 Water Supply Enterprises	2026 - 2030
4	Digital transformation	Số hóa hồ sơ kỹ thuật, tích hợp GIS - SCADA	Technical Department	Accounting and Business Department, 02 Water Supply Enterprises	2026 - 2029
5	Water resource management	Quan trắc tự động, truyền dữ liệu khai thác nước	Technical Department	02 Water Supply Enterprises	2026 - 2030

No.	Task	Implementation Solution	Lead Department	Coordinating Departments	Timeline
6	Construction investment	Khảo sát, thiết kế, quản lý các công trình do Công ty làm chủ đầu tư	Technical Department	Project Management Department, 02 Water Supply Enterprises	In accordance with the investment plan
7	Automation	Upgrade SCADA, PLC, and IoT	Technical Department	02 Water Supply Enterprises	2026 - 2030
8	Training	Training in GIS, SCADA, and PLC	Technical Department	Organization, Administration and Labor Affairs Department, 02 Water Supply Enterprises	Annually

(Appendix 07: Specific tasks and solutions for implementation of the Development Strategy for the 2026 - 2030 period)

IV. IMPLEMENTATION ORGANIZATION

To ensure the coordinated and effective implementation and successful achievement of the objectives of the Development Strategy for the 2026–2030 period, Binh Dinh Water Supply and Sewerage Joint Stock Company has agreed on the following implementation approach throughout the Company:

- Communicate and concretize the objectives: The entire Executive Management, functional departments, enterprises, and production teams under the Company shall be responsible for thoroughly understanding the objectives and targets of the Strategy and proactively translating them into action plans, annual business and production plans, and detailed development investment plans.

- Ensure coordinated implementation: Departments and units throughout the Company shall strengthen inter-departmental coordination mechanisms and coordination with affiliated enterprises. Close integration shall be maintained among financial management, infrastructure investment, technical measures, water quality control, and customer care activities in order to optimize the Company's overall resources.

- Promote technology application and digital transformation: The Company shall mobilize all necessary resources to implement comprehensive digital transformation and apply advanced science and technology to system management and operation, thereby improving labor productivity, reducing production costs, and lowering the water loss rate throughout the system.

- Conduct periodic monitoring and evaluation: The Company shall maintain quarterly and annual inspections and monitoring of the progress in achieving the strategic targets. Results shall be promptly evaluated, and emerging difficulties and obstacles identified, so as to advise the Board of Directors on appropriate adjustments and additional solutions in line with the Company's actual conditions and those of the local area.

V. RECOMMENDATIONS

To facilitate the implementation of the Development Strategy for the 2026 - 2030 period, the Company respectfully requests the relevant provincial departments and agencies to strengthen their support for the Company in accordance with Notice No. 523/TB-UBND dated June 25, 2026, issued by the People's Committee of Gia Lai Province regarding the conclusions of Mr. Pham Anh Tuan, Member of the Party Central Committee, Deputy Secretary of the Provincial Party Committee, and Chairman of the Provincial People's Committee, at the meeting on the Development Strategies for the 2026 - 2030 period of state-owned enterprises for which the Provincial People's Committee acts as the owner's representative.

The Company requests the relevant provincial departments and agencies to support the Company in the annual development and appraisal of clean water tariffs based on the principles of accurately and fully reflecting costs while remaining appropriate to the payment capacity of the population.

The Company requests local authorities to continue coordinating effectively in activities including: protecting water source security and water supply facilities; strengthening communication and incorporating programs to disseminate information and encourage residents to use clean water for domestic purposes into regular meetings; and supporting the Company in compensation, assistance, resettlement, and site clearance activities. The Company also requests timely resolution of difficulties and obstacles and the creation of favorable conditions to accelerate the implementation of investment projects undertaken by the Company within the administrative areas of communes and wards.

The foregoing is the Development Strategy Report for the 2026 - 2030 period of Binh Dinh Water Supply and Sewerage Joint Stock Company./.





APPENDIX 01

SCALE OF WATER SUPPLY SYSTEM MANAGEMENT AND OPERATION

(Attached to the Corporate Development Strategy for the 2026 - 2030 Period, dated September 07, 2026 by Binh Dinh Water Supply and Sewerage Joint Stock Company)

1. Water Supply Coverage Area by Administrative Jurisdiction

Currently, the Company's service coverage area is extensive, stretching across the eastern region of Gia Lai Province, specifically comprising:

- Quy Nhon Ward, Quy Nhon Dong Ward, Quy Nhon Tay Ward, Quy Nhon Nam Ward, Quy Nhon Bac Ward, and Nhon Chau Island Commune;
- Becamex Industrial Park (Canh Vinh Commune);
- Portions of Tuy Phuoc Commune (Dieu Tri, Tuy Phuoc, Phuoc Loc areas), Tuy Phuoc Tay Commune (Phuoc An, Phuoc Thanh areas), and Tuy Phuoc Bac Commune (Phuoc Hung area);
- Portions of Binh Dinh Ward (Binh Dinh area);
- Portions of An Nhon Ward (Dap Da, Nhon Hau areas), An Nhon Dong Ward (Nhon Hung, Nhon An areas), An Nhon Nam Ward (Nhon Hoa area), and An Nhon Bac Ward (Nhon Thanh area);
- Portions of Phu Cat Commune (Ngo May, Cat Tan, Cat Trinh areas);
- Portions of Binh Duong Commune (Binh Duong, My Phong, My Loi areas);
- Portions of Hoai An Commune (Tang Bat Ho, An Phong, An Duc areas) and Van Duc Commune (An Thanh area);
- Portions of Bong Son Ward (Bong Son area) and Tam Quan Ward (Tam Quan area);
- Portions of Hoai Nhon Ward (Tam Quan Nam, Hoai Thanh Tay areas), Hoai Nhon Tay Ward (Hoai Hao area), and Hoai Nhon Nam Ward (Hoai Tan area).

2. Production Scale and System Operation Management

To ensure sufficient water sources for supplying customers, the Company consistently maintains stable and compliant water abstraction and strictly manages the operation and maintenance of 56 boreholes at 13 groundwater abstraction facilities, with a total licensed abstraction capacity of 59,100 m³/day.

The Company directly manages and operates 11 water treatment plants with a total designed capacity of 58,150 m³/day, together with 09 booster pumping stations for distributing clean water to customers.

In addition, the Company receives and purchases clean water in bulk from the Ha Thanh Water Treatment Plant, with a capacity of 29,300 m³/day, operated by Senco Binh Dinh Water Supply One Member Company Limited, and the Quy Nhon Clean Water Plant, with a capacity of 30,000 m³/day (Phase 1), operated by Senco Quy Nhon Water Supply One Member Company Limited.

Accordingly, the total designed water supply capacity provided by the Company to residents, agencies, and enterprises within its service area is 117,450 m³/day, broken down as follows:

No.	Area/Water Treatment Plant	Designed Capacity (m ³ /day)	Clean Water Supply Area
1	Quy Nhon Ward Area	93,200	Quy Nhon Ward, Quy Nhon Dong Ward, Quy Nhon Tay Ward, Quy Nhon Nam Ward, Quy Nhon Bac Ward, and Tuy Phuoc Tay Commune
1.1	Phu Tai Water Treatment Plant	31,000	
1.2	Ha Thanh Water Treatment Plant	29,300	
1.3	Quy Nhon Water Plant	30,000	
1.4	Canh Vinh Water Treatment Plant	2,900	Becamex Industrial Park in Canh Vinh Commune and surrounding areas
2	Nhon Chau Water Supply Station	400	Nhon Chau Island Commune (managed and operated by the Company under a service-order contract)
3	Service area of Water Supply Enterprise No. 1	14,100	
3.1	Tuy Phuoc Water Treatment Plant	2,900	Tuy Phuoc Commune
3.2	Binh Dinh Water Treatment Plant	2,900	Binh Dinh Ward, An Nhon Dong Ward, and Tuy Phuoc Bac Commune
3.3	Dap Da Water Treatment Plant	2,900	An Nhon Ward and An Nhon Dong Ward
3.4	Nhon Thanh Water Treatment Plant	2,500	An Nhon Bac Ward and Phu Cat Commune
3.5	Nhon Hoa Water Treatment Plant	2,900	An Nhon Nam Ward
4	Service area of Water Supply Enterprise No. 2	9,750	
4.1	Bong Son Water Treatment Plant	6,750	Bong Son Ward, Tam Quan Ward, Hoai Nhon Ward, Hoai Nhon Nam Ward, and Hoai Nhon Tay Ward
4.2	Binh Duong Water Treatment Plant	1,000	Binh Duong Commune
4.3	Tang Bat Ho Water Treatment Plant	2,000	Hoai An Commune and Van Duc Commune
	Total	117,450	
	<i>Of which:</i>		
	Company - produced water	58,150	(49.51%)
	Water purchased from Senco	59,300	(50.49%)

Currently, the Company manages a total of 1,859.416 km of water supply pipelines of various sizes, including 927.567 km in the Quy Nhon Ward area, 521.062 km under the management of Water Supply Enterprise No. 1, and 410.787 km under the management of Water Supply Enterprise No. 2. The pipelines are classified as follows:

Area	Dn ≤ 75 (Km)	75 < Dn ≤ 300 (Km)	Dn > 300 (Km)
Quy Nhon Ward Area	437.744	440.389	49.434
Water Supply Enterprise No. 1	390.520	130.542	0
Water Supply Enterprise No. 2	331.775	79.012	0
Total	1,160.039	649.943	49.434

The total number of water supply service contracts as of now is 138,525 customers, including 86,377 contracts in the Quy Nhon area, 30,537 contracts in the service area of Water Supply Enterprise No. 1, and 21,611 contracts in the service area of Water Supply Enterprise No. 2.

APPENDIX 02
RESULTS OF INVESTMENT AND DEVELOPMENT OF THE WATER
SUPPLY SYSTEM IN THE 2021 - 2025 PERIOD

(Attached to the Company's Development Strategy for the 2026 - 2030 period, dated September 07, 2025 of Binh Dinh Water Supply and Sewerage Joint Stock Company)

In recent years, the Company has organized the preparation of survey dossiers and applications for water abstraction permits for new well fields and for increasing the abstraction capacity of existing well fields to meet the growing production demand, specifically:

- 2021: Obtained a new water abstraction permit and commissioned the groundwater abstraction well field in An Long Village, Canh Vinh Commune, Van Canh District, Binh Dinh Province (now Canh Vinh Commune, Gia Lai Province), with an abstraction capacity of 2,900 m³/day.

- 2024: Obtained a new water abstraction permit and commissioned the groundwater abstraction well field in the Phu Quang area, Nhon Hoa Ward, An Nhon Town, Binh Dinh Province (now An Nhon Nam Ward, Gia Lai Province), with an abstraction capacity of 2,900 m³/day.

- 2025: Obtained approval to increase the abstraction capacity of the groundwater abstraction well field in the Bang Chau area, An Nhon Ward, Gia Lai Province, from 1,680 m³/day to 2,900 m³/day; and the groundwater abstraction well field in the Nhon Thanh area, An Nhon Bac Ward, Gia Lai Province, from 2,800 m³/day to 3,000 m³/day.

Accordingly, during the 2021 - 2025 period, the Company's water source capacity was increased by 7,220 m³/day, bringing the total licensed water abstraction capacity to date to 59,100 m³/day.

Along with the development of water sources, the Company invested in the construction of new water treatment plants, increased the capacity of existing plants, and expanded the water supply pipeline network as follows:

- Invested in the construction of 04 borehole pumping stations, 1.47 km of raw water pipelines (diameters D150, D200, and D250), and a chemical-free water treatment system with a capacity of 2,900 m³/day under the project to increase the capacity of Bong Son Water Treatment Plant from 3,850 m³/day to 6,750 m³/day, completed and commissioned in 2021;

- Invested in expanding the domestic water supply network in Nhon Hung Ward, An Nhon Town, Binh Dinh Province (now An Nhon Dong Ward, Gia Lai Province), with more than 36.3 km of water supply pipelines of various diameters (D50, D100, and D150), completed and commissioned in 2021;

- Invested in the construction of a clean water supply system for Bui Thi Xuan Industrial Cluster and households in Areas 7 and 8 of Bui Thi Xuan Ward, Quy Nhon City, with more than 18.8 km of water supply pipelines of various diameters (D50, D100, D150, and D250), completed and commissioned in 2022;

- Invested in the construction of 04 borehole pumping stations, 0.6 km of raw water pipelines (diameters D150, D200, and D250), Canh Vinh Water Treatment Plant using chemical-free water treatment technology with a capacity of 2,900 m³/day, and 1.85 km of clean water pipelines (diameter D250) supplying clean water to Becamex VSIP Binh Dinh Industrial, Urban and Service Complex, completed and commissioned in 2022;

- Invested in increasing the capacity of Tuy Phuoc Water Treatment Plant from 1,550 m³/day to 2,900 m³/day, using chemical-free water treatment technology, completed and commissioned in 2022;

- Invested in the construction of 03 borehole pumping stations and 1.22 km of raw water pipelines (diameters D200 and D250) to supplement a raw water source with a capacity of 2,900 m³/day for Phu Tai Water Treatment Plant, completed and commissioned in 2023;

- Invested in the construction of 2.62 km of raw water pipelines (diameter D160) and renovation and capacity expansion of Tang Bat Ho Water Treatment Plant from 600 m³/day to 2,000 m³/day, completed and commissioned in 2022 and 2024;

- Invested in the construction of 05 borehole pumping stations, 1.67 km of raw water pipelines (diameters D100, D150, D200, and D250), Nhon Hoa Water Treatment Plant using chemical-free water treatment technology with a capacity of 2,900 m³/day, and expansion of the domestic water supply network in Nhon Hoa Ward, An Nhon Town, Binh Dinh Province (now An Nhon Nam Ward, Gia Lai Province), with more than 68.6 km of water supply pipelines of various diameters (D50, D100, D150, and D250), completed and commissioned in 2024;

- Invested in the construction of 03 borehole pumping stations, 0.13 km of raw water pipelines (diameters D150 and D200), and a chemical-free water treatment system to increase the capacity of Dap Da Water Treatment Plant to 2,900 m³/day, completed and commissioned in early 2026.

Thus, the total additional length of water supply pipelines developed during the 2021 - 2025 period exceeded 127.5 km, with the following major works:

*** Quy Nhon Wards Area:**

- Replacement of the fiberglass pipeline with a D400 ductile iron pipeline from Dong Da intersection to Nhon Hoi booster pumping station;

- D400 water supply pipeline for Hai Giang Merry Land tourist area;

- D250 ductile iron pipeline to supplement the water supply for Becamex VSIP Binh Dinh Industrial, Urban and Service Complex;

- D225 HDPE pipeline along Tay Son – Ngo Gia Tu Road to strengthen the water supply for the southern area of Quy Nhon City;

- Relocation of water pipelines to facilitate construction of the North–South Expressway (Quy Nhon - Chi Thanh section);

- Installation of a new D225 HDPE pipeline supplying water to Quy Nhon Dong Ward;

- Investment in expanding the water supply network for Long My Industrial Park and Phu Tai Industrial Park.

**** Water Supply Enterprise No. 1 Area:***

- Expansion of the domestic water supply network in Nhon Hung Ward in 2021;

- Installation of HDPE 160-110-63 pipelines in Quang Nghiep Village, Phuoc Hung Commune, Tuy Phuoc District;

- HDPE D110-D63 pipeline supplying water to residential areas from Nhon Thanh No. 2 Primary School, Nhon Thuan area, to the border with Chanh Man, Cat Nhon Commune, Phu Cat District, and to the end of An Loi area;

- HDPE D110-D63 pipeline supplying water to residential areas in Team 5, Phu Thanh area;

- HDPE D110-D63 pipeline supplying water to residential areas in Team 6, Chau Thanh area;

- HDPE D110-D63 pipeline supplying water to Pho An and Hoa Cu areas;

- Installation of additional HDPE D110-D63 pipelines supplying water to residential areas in Ngo May Town, Phu Cat District;

- Installation of new HDPE D160-D110-D63 pipelines supplying water to Lo Ren and Go Dinh residential areas, An Nhon Ward, and the Thanh Nien and Ngo Gia Tu traffic intersection area, Binh Dinh Ward (Dap Da area);

- Installation of a new HDPE D110-D63 pipeline supplying water to An Phong residential area and surrounding areas in Phu Cat Commune;

- D250 ductile iron water supply pipeline connecting Binh Dinh Ward and Nhon Hoa Ward.

**** Water Supply Enterprise No. 2 Area:***

- Water supply pipelines for residential areas along Phan Huy Chu Street, Tan Thanh 1 Quarter, Hoai Hao Ward; Tang Long 1 Quarter and Trung Hoa Quarter, Hoai Thanh Nam Ward; and residential areas along Nguyen Huu Tien Street, Tan Thanh 2 Quarter, Hoai Hao Ward;

- HDPE D110-D63 pipeline supplying water to residents in De Duc 1 Quarter (Phase 2), Hoai Tan Ward, Hoai Nhon Town;

- HDPE D110-D63 pipeline supplying water to residents in Duong Lieu Dong Quarter, Binh Duong Town;

- HDPE D63 pipelines supplying water to residents in Hoai Hao Ward, Hoai Thanh Tay Ward, and Hoai Tan Ward;

- HDPE D110-D63 pipeline supplying water to residents in Thiet Dinh Nam - Thiet Dinh Bac Quarters (Phase 2), Bong Son Ward;

- Expansion of the HDPE D110 and D63 distribution pipeline network in Trung Hoa Quarter, Tam Quan Nam Ward;
 - Expansion of the HDPE D110-D63 distribution pipeline network in Binh Phu Quarter, Hoai Thanh Tay Ward;
 - HDPE D160 pipeline along 3 Thang 2 Street (section from Nguyen Chi Thanh intersection to 26 Thang 3 intersection), Tam Quan Ward;
 - HDPE D110 pipeline along Bui Duc Son Street (section from Le Hong Phong intersection to Pham Thanh intersection), Hoai Hao Ward;
 - HDPE D160-D63 pipeline in Ngoc Son Bac and Ngoc Son Nam Quarters (Phase 1);
 - HDPE D110 pipeline supplying water to Ngoc Son - Hoai Thanh Tay Industrial Cluster, Hoai Thanh Tay Ward, Hoai Nhon Town;
 - HDPE D280 pipeline supplying water to residential areas in Quarter 5, Bong Son Ward, Hoai Nhon Town;
 - Installation of new HDPE D63 pipelines supplying water to residents along branch roads in Tan Thanh 1 and 2 Quarters and Phung Du 1 and 2 Quarters, Hoai Nhon Tay Ward;
 - Installation of new HDPE D63 pipelines supplying water to Tang Long 1 Quarter and Cuu Loi Nam Quarter, Hoai Nhon Ward, and Quarters 1, 3, and 5, Tam Quan Ward;
 - HDPE D63 pipeline supplying water to residents in De Duc 2 and De Duc 3 Quarters, Hoai Nhon Nam Ward.
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APPENDIX 03

BUSINESS PERFORMANCE RESULTS FOR THE PERIOD 2021 - 2025

(Attached to the Company Development Strategy for the period 2026 - 2030

September 7, 2026 of Binh Dinh Water Supply and Sewerage Joint Stock Company)

No.	Content	Unit	2021 - 2025 Period		2021		2022		2023		2024		2025	
			Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
I	Main production & business indicators													
1	Produced water volume	m3	133,319,000	135,069,008	25,291,000	25,259,361	25,626,000	26,207,553	26,460,000	26,875,253	27,136,000	28,104,477	28,806,000	28,622,364
	Self-produced water	m3	79,541,195	78,529,453	15,931,000	15,828,283	15,798,000	16,336,219	16,140,600	16,303,748	16,588,000	15,883,617	15,083,595	14,177,586
	Purchased water from Senco	m3	53,777,805	56,539,555	9,360,000	9,431,078	9,828,000	9,871,334	10,319,400	10,571,505	10,548,000	12,220,860	13,722,405	14,444,778
2	Billed water volume	m3	115,080,000	116,832,823	21,502,000	21,864,158	22,193,000	22,686,905	22,914,000	23,277,514	23,510,000	24,352,435	24,961,000	24,651,811
3	Non-Revenue Water rate	%	13.68	13.5	14.98	13.44	13.40	13.43	13.40	13.39	13.36	13.35	13.35	13.87
II	Financial indicators													
1	Total revenue	VND Million	1,312,800	1,376,748	222,700	226,759	229,500	263,964	265,000	278,230	280,000	290,860	315,600	316,935
2	Profit before tax	VND Million	207,486	239,613	25,900	33,723	34,700	56,846	50,500	56,388	47,600	44,964	48,786	47,692
3	Profit after tax	VND Million	165,989	191,282	20,720	26,915	27,760	45,409	40,400	45,021	38,080	35,905	39,029	38,032
4	State budget contribution	VND Million	153,938	159,250	22,000	22,816	30,000	30,382	30,000	31,312	34,400	42,951	37,538	31,789
5	Average equity	VND Million	746,956	746,956	132,922	132,922	136,075	136,075	140,607	140,607	159,177	159,177	178,175	178,175
6	Average total assets	VND Million	2,209,065	2,209,065	409,776	409,776	424,462	424,462	451,572	451,572	464,875	464,875	458,380	458,380
7	Return on Equity (ROE)	%	22.22	25.61	15.59	20.25	20.40	33.37	28.73	32.02	23.92	22.56	21.90	21.35
8	Return on Total Assets (ROA)	%	7.51	8.66	5.06	6.57	6.54	10.70	8.95	9.97	8.19	7.72	8.51	8.30



APPENDIX 04

SUMMARY OF BULK CLEAN WATER PURCHASE COSTS (2026 - 2030) (Attached to the Company Development Strategy for the period 2026 - 2030 September 2026 of Binh Dinh Water Supply and Sewerage Joint Stock Company)

No.	Year	Water Purchase Cost (VND)				Increase / Decrease vs. Previous Year	
		Ha Thanh Water Treatment Plant	Quy Nhon Water Plant	Total	Proportion of Total Operating Cost (%)	Value (VND)	Percentage (%)
1	2026	57,634,272,000	46,622,822,400	104,257,094,400	34.27	23,052,677,400	28.39
2	2027	60,229,080,000	57,560,186,100	117,789,266,100	34.47	13,532,171,700	12.98
3	2028	62,939,916,000	69,613,384,000	132,553,300,000	34.96	14,764,033,900	12.53
4	2029	65,766,780,000	82,888,090,900	148,654,870,900	35.41	16,101,570,900	12.15
5	2030	68,730,768,000	97,498,800,000	166,229,568,000	35.79	17,574,697,100	11.82
Annual Average		63,060,163,200	70,836,656,680	133,896,819,880	34.98	17,005,030,200	15.57

Of which:

1. Bulk clean water purchase cost from Ha Thanh Water Treatment Plant (2026 - 2030):

Based on Clean Water Purchase Contract No. 692/HD dated Oct 19, 2016 between Binh Dinh Water Supply and Sewerage JSC and Binh Dinh Senco Water One Member Ltd.:

- Purchased volume from 2026 to 2030: 29,300 m³/day, equivalent to 10,548,000 m³/year.
- The unit price in 2026 is VND 5,464/m³ (an increase of 6.5% compared with 2025). From 2027 to 2030, the unit price increases by 4.5% each year compared with the immediately preceding year.

No.	Year	Water Purchase Cost			Increase Compared with the Previous Year (VND)			Remarks
		Volume (m³)	Unit Price (VND/m³)	Total Amount (VND)	Total	Of which:		
						Due to Increased Volume	Due to Increased Unit Price	
1	2026	10,548,000	5,464	57,634,272,000	3,523,032,000	-	3,523,032,000	Unit price increased by 6.5%
2	2027	10,548,000	5,710	60,229,080,000	2,594,808,000	-	2,594,808,000	Unit price increased by 4.5%
3	2028	10,548,000	5,967	62,939,916,000	2,710,836,000	-	2,710,836,000	
4	2029	10,548,000	6,235	65,766,780,000	2,826,864,000	-	2,826,864,000	
5	2030	10,548,000	6,516	68,730,768,000	2,963,988,000	-	2,963,988,000	

2. Cost of purchasing wholesale treated water from Quy Nhon Water Plant for the period 2026 - 2030:

Pursuant to Wholesale Treated Water Purchase and Sale Contract No. 40/HD dated May 16, 2022 between Binh Dinh Water Supply and Sewerage Joint Stock Company and Senco Quy Nhon Water Supply One Member Company Limited:

- Expected purchased volume: 17,920 m³/day in 2026; 20,940 m³/day in 2027; 23,960 m³/day in 2028; 26,980 m³/day in 2029; and 30,000 m³/day in 2030.
- Unit price for the first year (2025): VND 5,819/m³ (excluding value-added tax, natural resources tax, forest environmental service charges, water exploitation right licensing fees, irrigation fees, and other applicable taxes and fees). From 2026 to 2030, the unit price increases by 6.5% each year compared with the immediately preceding year.

No.	Year	Water Purchase Cost						Increase Compared with the Previous Year (VND)		
		Volume		Unit Price (VND/m ³)			Total Amount (VND)	Total	Of which:	
		Volume (m ³)	Volume (m ³ /day)	Total	Contract price	Additional charges			Due to Increased Volume	Due to Increased Unit Price
1	2026	6,540,800	17,920	7,128	6,197	931	46,622,822,400	19,529,645,400	17,057,223,000	2,472,422,400
2	2027	7,643,100	20,940	7,531	6,600	931	57,560,186,100	10,937,363,700	7,857,194,400	3,080,169,300
3	2028	8,745,400	23,960	7,960	7,029	931	69,613,384,000	12,053,197,900	8,301,421,300	3,751,776,600
4	2029	9,847,700	26,980	8,417	7,486	931	82,888,090,900	13,274,706,900	8,774,308,000	4,500,398,900
5	2030	10,950,000	30,000	8,904	7,973	931	97,498,800,000	14,610,709,100	9,278,059,100	5,332,650,000



APPENDIX 05

BUSINESS PRODUCTION PLAN FOR THE PERIOD 2026 - 2030

Attached to the Company Development Strategy for the period 2026 - 2030
(September 7, 2026 of Binh Dinh Water Supply and Sewerage Joint Stock Company)

No.	Content	Unit	Actual 2025	2026/2030 Plan		2026 Plan		2027 Plan		2028 Plan		2029 Plan		2030 Plan	
				Plan figure	Average growth rate	Plan figure	Average growth rate	Plan figure	Average growth rate	Plan figure	Average growth rate	Plan figure	Average growth rate	Plan figure	Average growth rate
I	Key business production indicators														
1	Water produced	m3	28,622,364	156,041,000	2.81%	29,579,000	3.34%	30,372,000	2.68%	31,186,000	2.68%	32,022,000	2.68%	32,882,000	2.69%
	Production	m3	14,177,586	59,443,400	-4.34%	12,464,080	-12.09%	12,154,780	-2.48%	11,866,480	-2.37%	11,600,180	-2.24%	11,357,880	-2.09%
	Purchased from Senco	m3	14,444,778	96,597,600	8.30%	17,114,920	18.49%	18,217,220	6.44%	19,319,520	6.05%	20,421,820	5.71%	21,524,120	5.40%
	+ Ha Thanh Water Treatment Plant	m3	10,574,120	52,870,600	0.00%	10,574,120	0.00%	10,574,120	0.00%	10,574,120	0.00%	10,574,120	0.00%	10,574,120	0.00%
	+ Quy Nhon Water Treatment Plant	m3	3,870,658	43,727,000	23.12%	6,540,800	68.98%	7,643,100	16.85%	8,745,400	14.42%	9,847,700	12.60%	10,950,000	11.19%
2	Water consumed	m3	24,651,811	136,495,000	3.26%	25,710,000	4.29%	26,481,000	3.00%	27,275,000	3.00%	28,093,000	3.00%	28,936,000	3.00%
3	Non-revenue water rate	%	13.87%	12.53%	-2.85%	13.08%	-0.79%	12.81%	-0.27%	12.54%	-0.27%	12.27%	-0.27%	12.00%	-0.27%
II	Financial indicators														
1	Total revenue	VND million	316,935	2,128,629	10.00%	348,629	10.00%	383,500	10.00%	421,900	10.01%	464,100	10.00%	510,500	10.00%
2	Profit before tax	VND million	47,692	214,400	-1.29%	43,600	-8.58%	40,900	-6.19%	42,000	2.69%	43,200	2.86%	44,700	3.47%
3	Profit after tax	VND million	38,032	171,520	-1.22%	34,880	-8.29%	32,720	-6.19%	33,600	2.69%	34,560	2.86%	35,760	3.47%
4	Total planned investment from the Development Investment Fund	VND million		52,200		11,400		10,500		9,800		10,100		10,400	
5	Contribution of total factor productivity (TFP), application of science and technology, and digital transformation in management, operations, production and business activities	%				44		45.5		47		48.5		50	

APPENDIX 06
INVESTMENT PLAN FOR WATER SUPPLY SYSTEM DEVELOPMENT (2026 - 2030)

(Attached to the Company's Development Strategy for the 2026 - 2030 period, dated September 07, 2026,
of Binh Dinh Water Supply and Sewerage Joint Stock Company)

No.	Project, Work or Item	Estimated Total Investment (VND million)	Funding Source	Implementation Period	Expected Benefits
1	Increase the capacity of Binh Dinh Water Treatment Plant to 6,000 m ³ /day	7,500	Equity and loans	2027 - 2029	- Ensure sufficient water supply capacity to serve the local socio - economic development; ensure safe water supply; - Provide a basis for developing the water consumption network, increasing the number of customers, increasing water consumption volume, and increasing revenue.
2	Increase the capacity of Dap Da Water Treatment Plant to 6,000 m ³ /day	8,900		2028 - 2030	
3	Increase the capacity of Nhon Thanh Water Treatment Plant to 6,000 m ³ /day	10,600		2026 - 2028	
4	Increase the capacity of Bong Son Water Treatment Plant to 10,000 m ³ /day	10,500		2027 - 2030	
5	Increase the capacity of Binh Duong Water Treatment Plant to 2,000 m ³ /day	8,200		2027 - 2029	
6	Increase the capacity of Tang Bat Ho Water Treatment Plant to 3,000 m ³ /day	7,500		2028 - 2030	
7	D600 pipeline from National Highway 19 to Ly Thai To Booster Pumping Station	96,000		2025 - 2030	- Increase flow and pressure for the central area of Quy Nhon urban area and Quy Nhon Dong and Quy Nhon Tay Wards; - Ensure safe water supply for the entire water supply system of Quy Nhon urban area, taking into account reserve capacity in the
8	D500-D400-D300 pipeline in central Quy Nhon	21,700		2027 - 2029	
9	D200-D250 pipeline along Hung Vuong Street	9,600		2026 - 2027	
10	D200-D250 pipeline along Lac Long Quan - Au Co Streets	5,100		2027 - 2029	
11	D200 pipeline along Dao Tan Street	5,900		2027 - 2029	

No.	Project, Work or Item	Estimated Total Investment (VND million)	Funding Source	Implementation Period	Expected Benefits
12	D300 pipeline along National Highway 19 (Nhon Hoi - Nhon Ly)	14,600		2028 - 2030	event of incidents or natural disasters.
13	Water supply for Long Thanh and My Loi areas (in coordination with Quy Nhon Tay Ward for investment)	6,600		2027 - 2028	- Expand the network to develop water - consuming customers; meet residents' demand for clean water, contributing to common social benefits; - Ensure water supply service for local socio - economic development.
14	Investment in transmission and distribution pipelines and expansion of the water supply network within the area of Industrial Water Supply Branch No. 1	43,050		2026 - 2030	
15	Investment in transmission and distribution pipelines and expansion of the water supply network within the area of Industrial Water Supply Branch No. 2	41,250		2026 - 2030	
	Total:	297,000			

APPENDIX 07
SPECIFIC TASKS AND SOLUTIONS FOR IMPLEMENTING THE STRATEGY FOR THE PERIOD 2026 - 2030

(Attached to the Company Development Strategy for the period 2026 - 2030
September 7, 2026 of Binh Dinh Water Supply and Sewerage Joint Stock Company)

No.	Task Name	Lead/Supervising Department	Coordinating/Implementing Department	Implementation Measures	Implementation Period
I	Objective				
1	Water consumption volume: average annual growth of 3% (Total for the period: 136,495 thousand m ³)	Executive Board	Accounting and Business Department, Project Management Department, 2 Water Supply Enterprises	Invest in increasing water supply capacity, expanding the water distribution network, developing the customer base, encouraging residents to connect to and use clean water, etc.	Regularly, Annually - Every 5 years
2	Revenue growth of 10% per year (Total for the period: VND 2,128,629 million)	Executive Board	Accounting and Business Department		Regularly, Annually - Every 5 years
3	Average urban population coverage rate of 98.35% within the service area	Executive Board	Project Management Department, Technical Department, 2 Water Supply Enterprises		2026 - 2030 Period
4	Water loss rate: Strive to gradually reduce the rate by an average of 0.27% per year, reaching 12% by 2030.	Executive Board	Technical Department, 2 Water Supply Enterprises	Complete the DMA and SCADA systems, replace old pipes, and detect leaks	Regularly, Annually - Every 5 years
5	Contribution of TFP, science and technology, and digital transformation: The contribution of TFP to the Company's growth reaches over 50% by 2030.	Executive Board	Specialized Departments and 2 Water Supply Enterprises	Asset management using GIS technology, digitization of technical documents, integration with SCADA, etc.	Regularly, Annually - Every 5 years
II	Specific Tasks				
1	Improve corporate governance efficiency				
1.1	Review, reorganize, and streamline the organizational structure; establish staffing levels and develop a new salary mechanism linked to job positions.	Executive Board; Organization, Administration, Labor and Payroll Department	The entire Company	Streamlined organizational structure; promulgation and implementation of the new salary system	- 2026 - 2027: Implementation. - 2028 - 2030: Review of effectiveness
1.2	Develop and officially implement a set of Key Performance Indicators (KPIs) for performance evaluation.	Executive Board; Organization, Administration, Labor and Payroll Department	The entire Company	PI evaluation regulations approved and uniformly implemented	- 2026: Development - From 2027: Implementation and annual revision
2	Development of the water pipeline network and water treatment plants, and reduction of the water loss rate				
2.1	Implement projects to expand the transmission and distribution water supply pipeline network in accordance with urban development plans.	Project Management Department	Technical Department, 2 Water Supply Enterprises	The network is expanded; the average proportion of the urban population using clean water within the service area reaches 98.35%.	2027 - 2030

No.	Task Name	Lead/Supervising Department	Coordinating/Implementing Department	Implementation Measures	Implementation Period
2.2	Review the network system and develop plans to replace old and deteriorated pipelines; prioritize allocating at least 30% of total investment capital during the period to water loss reduction activities.	Technical Department	Project Management Department, 2 Water Supply Enterprises	The pipeline network remains stable; the water loss rate decreases by an average of 0.27% per year, reaching below 12% by 2030.	Regularly (2026 - 2030)
2.3	Implement decentralized management, develop plans and assign water loss reduction targets for each geographical area and each affiliated unit.	Executive Board	Technical Department, 2 Water Supply Enterprises	Specific targets are assigned; accountability of the heads of units is enhanced.	Annually
2.4	Expand District Metered Areas (DMAs), install bulk meters combined with pressure sensors for online monitoring via the SCADA application to control flow and pressure.	Technical Department	Project Management Department, 2 Water Supply Enterprises	The DMA system is completed; data is continuously updated online to the central system.	Regularly (2026 - 2030)
2.5	Invest comprehensively in advanced specialized leak detection equipment; periodically replace customer water meters that have reached the end of their service life.	Technical Department	Accounting and Business Department, 2 Water Supply Enterprises	Equipment is adequately provided; customer water meters ensure accurate measurement.	Annually
2.6	Gradually develop and complete a centralized asset management system on a digital platform and comprehensively standardize the water supply network database.	Accounting and Business Department	Technical Department + Project Management Department, 2 Water Supply Enterprises	The network asset database is comprehensively digitized.	Regularly (2026 - 2030)
2.7	Develop approximately 322 km of additional water supply pipelines of various types.	Project Management Department, Technical Department	Accounting and Business Department, Water Supply Network Engineering, Management and Construction Team, 2 Water Supply Enterprises	Develop additional transmission pipelines (Levels 1 & 2) and distribution pipeline networks (Level 3).	Regularly (2026 - 2030)
3	Improve the efficiency of water supply system management and operations, and control water quality				
3.1	Maintain a stable and continuous clean water supply service 24/7, with network pressure maintained at 1.5 kG/cm ² –2.0 kG/cm ² .	2 Water Supply Enterprises, Operations Team	Technical Department	The system operates safely; water pressure and flow meet requirements.	Regularly (2026 - 2030)
3.2	Control treated water quality to meet QCVN 01-1:2024/BYT; prepare the necessary conditions to register for an expanded scope of testing and ISO/IEC 17025:2017 accreditation for the VILAS 974 Laboratory.	Water Quality Management Department	2 Water Supply Enterprises, Operations Team	100% of clean water meets standards; VILAS 974 is accredited for an additional 2 - 3 testing parameters and sampling activities.	- Quality control: Regularly. - Accreditation expansion: 2028 - 2030.
3.3	Comply with environmental protection regulations; study and apply renewable energy solutions (rooftop solar power at pumping stations and water treatment plants).	Technical Department	2 Water Supply Enterprises, Operations Team	Renewable energy systems are put into operation; electricity costs and carbon emissions are reduced.	Regularly (2026 - 2030)
4	Application of science and technology and digital transformation				

No.	Task Name	Lead/Supervising Department	Coordinating/Implementing Department	Implementation Measures	Implementation Period
4.1	Comprehensively upgrade the SCADA system to automatic control using programmable logic controllers (PLCs) through a phased, rolling implementation approach.	Technical Department	Project Management Department, 2 Water Supply Enterprises	SCADA system upgrade completed; automatic operation and control implemented.	- 2026 - 2027: In the Quy Nhon Area. - 2028: At the 2 affiliated Water Supply Enterprises.
4.2	Fully digitize customer records and technical records; apply specialized software for asset management and strict equipment maintenance.	Accounting and Business Department	Technical Department, 2 Water Supply Enterprises	Records and maintenance procedures fully digitized on the software platform.	Regularly (2026 - 2030)
4.3	Implement the Asset Management Project based on an integrated GIS - SCADA platform.	Technical Department	Project Management Department, 2 Water Supply Enterprises	Digital GIS map of the network integrated with online operational data to support system management.	- 2026: Collection of baseline data.. - 2027 - 2028: Detailed digitization and operation. - 2029 - 2030: Finalization and upgradingn.
4.4	Invest in the development of a Smart Water Supply Operations Center, integrating monitoring systems and real-time data transmission.	Technical Department	Project Management Department, 2 Water Supply Enterprises	Smart Operations Center (IOC) officially put into operation.	2029 - 2030
4.5	Research and apply new technologies to reduce electricity and chemical consumption; increase the contribution of total factor productivity (TFP).	Technical Department	Accounting and Business Department + Project Management Department + Water Quality Management Department, 2 Water Supply Enterprises	- Invest in the project to renovate and increase the capacity of Nhon Thanh Water Treatment Plant from 2,500 m ³ /day to 5,000 m ³ /day;; - TFP index analysis report prepared; raw material consumption norms optimize.	- In accordance with the investment project; - Implemented regularly on an annual basis.
5	Customer management and customer service quality				
5.1	Application of Electronic Water Supply Contracts	Accounting and Business Department	Organization, Administration and Labor Affairs Department	Electronic Water Supply Contracts	2028 - 2030
5.2	Research and development of a centralized Customer Care Center integrated with real-time information reception and payment infrastructure.	Accounting and Business Department	Organization, Administration and Labor Affairs Department; Technical Department	The Customer Care Center becomes operational; improve customer satisfaction.	2027 - 2028
5.3	Promote public awareness of clean water connections; optimize the effectiveness of existing applications (Bravo 8, meter reading app, Public Service Portal, and electronic payment).	Accounting and Business Department	Organization, Administration and Labor Affairs Department; Affiliated Water Supply Enterprises	The number of new water connections increases; the rate of cashless payments reaches a high level.	Annually on a regular basis

No.	Task Name	Lead/Supervising Department	Coordinating/Implementing Department	Implementation Measures	Implementation Period
6	Human Resource Development				
6.1	Strengthen in-depth training in automation, digital technology, renewable energy management, and mastery of advanced water treatment technologies.	Technical Department	Project Management Department, Water Quality Management Department, and 2 Water Supply Enterprises	The workforce is well equipped to meet the requirements of digital transformation and operate modern technologies	Annually (2026 - 2030)
6.2	Encourage and provide appropriate rewards for technical improvement initiatives and projects for innovating production processes.	Organization, Administration and Labor Affairs Department	The entire Company	Implement technical initiatives and innovations to improve the Company's production and business efficiency.	Annually (2026 - 2030)
7	Financial Position and Investment Funding Sources				
7.1	Develop and submit to the competent authorities for approval a roadmap for adjusting clean water tariffs for the 2026–2030 period based on the principles of fully and accurately reflecting costs.	Executive Board, Accounting and Business Department	Technical Department, Water Quality Management Department	The water tariff plan is approved by the Provincial People's Committee.	2026 - 2027
7.2	Engage with credit institutions and commercial banks to arrange long-term loans at preferential interest rates.	Accounting and Business Department	Project Management Department	Long-term loan financing agreements are successfully executed.	In accordance with the investment project schedules
7.3	Closely control production and business expenses; improve the efficiency of utilizing capital, assets, and existing investment resources.	Accounting and Business Department	The entire Company	Cost targets are optimized; asset utilization efficiency is maximized.	Annually on a regular basis
7.4	Fully and timely fulfill obligations to the state budget; ensure the preservation and growth of state capital in the enterprise.	Executive Board	Accounting and Business Department	Financial statements demonstrate the preservation of state capital.	Annually on a regular basis
8	Improve Total Factor Productivity (TFP)				
8.1	Improve the efficiency of utilizing existing capital, labor, and assets	Executive Board	Organization, Administration and Labor Affairs Department; Accounting and Business Department	Periodic productivity and operational efficiency monitoring system	2026 - 2027
8.2	Reduce operating costs and improve service quality	Executive Board	Accounting and Business Department; Operations Team; Water Quality Management Department	Process improvement and elimination of waste in production and business operations	Annually on a regular basis
8.3	Improve the quality of human resources	Executive Board	Organization, Administration and Labor Affairs Department	Long-term capacity development training. Implement activities such as: developing a competency framework; multi-skilling training; middle management training; digital skills development; and productivity improvement training.	2027 - 2030

No.	Task Name	Lead/Supervising Department	Coordinating/Implementing Department	Implementation Measures	Implementation Period
III	Infrastructure Development Investment Plan				
1	Investment in the construction of transmission pipelines (D600 National Highway 19 - Ly Thai To pipeline; D300 - 400 pipelines in central Quy Nhon; D200 - 250 Hung Vuong	Project Management Department, Technical Department	Accounting and Business Department, Water Supply Network Inspection,	Complete and put into operation approximately 11.8 km of large-diameter transmission pipelines, increasing water pressure in the Quy	Implemented in accordance with the investment phases for
2	Investment in the construction of auxiliary branch distribution pipelines and network expansion in the areas of Water Supply Enterprise No. 1 (105 km) and Water Supply Enterprise No. 2 (125 km).	Project Management Department, Technical Department	Accounting and Business Department, 2 Water Supply Enterprises	Complete the installation of approximately 310.2 km of new distribution pipelines of various sizes.	Implemented on a rotating basis annually (2026 - 2030)
3	Implement projects to increase the capacity of water treatment plants under Water Supply Enterprise No. 1 and Water Supply Enterprise No. 2.	Project Management Department	Technical Department, Accounting and Business Department, 2 Water Supply Enterprises	- Water Supply Enterprise No. 1: Increase capacity by 9,700 m ³ /day (reaching a total - Water Supply Enterprise No. 2: Increase capacity by 5,250 m ³ /day (reaching a total capacity of 15,000 m ³ /day).	In accordance with the demand roadmap for 2026 - 2030
IV	Implementation Organization				
1	Supervision and strategic direction	Board of Directors	Executive Board	The Board of Directors provides strategic direction, approves quarterly and annual plans, and supervises the results of the key performance indicators.	Annually on a regular basis
2	Comprehensive management and administration of implementation	Executive Board	Heads of Specialized Departments, Directors of the 2 Water Supply Enterprises	The Director bears overall responsibility to the Board of Directors for translating the strategy into detailed annual action programs for each unit.	Annually on a regular basis
3	Monitoring, consolidating, and urging implementation progress	Executive Board	Accounting and Business Department, Technical Department, Project Management Department	Reporting requirements: On a quarterly basis (before the 25th day of the last month of each quarter) and annually, specialized departments are responsible for collecting data, assessing progress in achieving the targets specified in Sections I and II, and preparing consolidated reports for the Director's approval before submission to the Board of Directors. Deviations shall be promptly identified to recommend appropriate corrective measures.	Annually on a regular basis
4	Technical inspection and control of operational quality	Executive Board	Technical Department, Water Quality Management Department, Project Management Department	Monitor and periodically inspect the operations of the 2 Water Supply Enterprises and 2 Production Teams; prepare monthly reports assessing water supply technical performance and safety	Annually on a regular basis

No.	Task Name	Lead/Supervising Department	Coordinating/ Implementing Department	Implementation Measures	Implementation Period
5	Independent supervision of legal compliance and financial condition	Head of the Board of Supervisors	Members of the Board of Supervisors	Conduct periodic or ad hoc independent inspections and supervision of cash flow management, the use of long-term investment capital, and accounting for the implementation of the strategy; report directly to the General Meeting of Shareholders and the Board of Directors.	Annually on a regular basis