

# ANNUAL REPORT

## 2025

### I. GENERAL INFORMATION

#### 1. General information

Public company name : Xuan Minh Hydropower Joint Stock Company  
Head office address : 2nd floor, Hydropower Plant Management Building, Trung Chinh Hamlet,  
Thuong Xuan Commune, Thanh Hoa Province.  
Phone : 0237.3555099 Fax: 0237.3555069  
Email : [thuydienxuanminh@gmail.com](mailto:thuydienxuanminh@gmail.com)  
Registered capital : 150,000,000,000 VND  
Stock ticker symbol : XMP  
Exchange : UPCOM

#### 2. Formation and development process

On December 28, 2008, the Xuan Minh hydropower project was officially approved by the People's Committee of Thanh Hoa province for survey and feasibility study in document No. 5869/UBND-CN.

On April 22, 2010, the Minister of Industry and Trade issued Decision No. 1938/2010/QĐ-BCT "Approving the supplementary planning of the Ma River hydropower cascade", approving the inclusion of the Xuan Minh Hydropower project in the downstream area of the Chu River, the lower cascade of the Cua Dat hydropower project, into the planning, including 02 generating units with an installed capacity of 15 MW in Xuan Cam Commune, Thuong Xuan District, Thanh Hoa Province.

May 2015: The People's Committee of Thanh Hoa province approved the plan for Xuan Minh Hydropower Joint Stock Company to be the investor for the Xuan Minh hydropower project in Thuong Xuan district. The project commenced on September 8, 2016, and was completed and put into operation on September 22, 2018, six months ahead of schedule. The project was highly praised by the departments and agencies of Thanh Hoa province for its progress, quality, security, labor safety, and environmental sanitation.

On October 13, 2020, the Company was approved as a public company according to Official Letter No. 6116 /UBCK-GSDC of the State Securities Commission.

Currently, the company operates under Business Registration Certificate No. 2802200078 issued by the Department of Planning and Investment of Thanh Hoa province on October 3, 2014, amended on March 20, 2020, with a paid-up charter capital of VND 150 billion.

#### 3. Industry and geographical area of business

Main business activity: Production, transmission, and distribution of electricity.

Business location: The hydroelectric power plant is located in Thuong Xuan Commune, Thanh Hoa Province.

#### 4. Information about the governance model, business organization, and management structure.

Governance model: Joint-stock company.

The management structure includes: the General Shareholders' Meeting, the Board of Directors, the Supervisory Board, and the General Management Board.

## 5. Development orientation

***Boost investment in hydropower, renewable energy, and other sectors that are efficient and offer quick returns:*** The successful organization of investment, construction, and operation management of the Xuan Minh Hydropower Plant by the Company over the past period has helped build a team of experienced and highly skilled managers and engineers, and has created a certain reputation with state management agencies, credit institutions, and domestic and foreign partners. This has facilitated the expansion of investment in the hydropower sector and serves as a basis for implementing renewable energy projects and other projects in the future.

***Seeking and expanding sources of funding to meet investment and development needs :*** The investment in the construction and operation of the Xuan Minh Hydropower Plant is a highlight that has enabled the Company to build strong relationships with domestic and international credit institutions, securing long-term loans with reasonable costs from the World Bank, SHB, etc. Therefore, in the future, the Company will continue to diversify its financial sources and manage its financial operations flexibly and efficiently to obtain financing for development at the most reasonable interest rates.

***Continue to improve management and operations; utilize personnel and management models to suit the company's development reality:*** In the future, as the company's scale increases, it is necessary to study the appropriate use of personnel, while simultaneously improving the company's management and governance model to avoid risks and minimize errors in production and business operations. Furthermore, the company needs to develop training programs/plans to enhance management skills, professional expertise, foreign language skills, etc., for its employees to meet the demands of increasingly deep economic integration.

## 6. Risks

- **General risks :** Xuan Minh Hydropower Joint Stock Company is directly affected by interest rate risk and legal risk.

***Interest Rate Risk :*** The Company's investment activities are primarily financed by bank credit, accounting for approximately 70% of total investment capital. Therefore, fluctuations in market interest rates can increase financial costs and affect the Company's business performance. In 2025, the global and domestic economies still harbor many uncertainties, and monetary policy is managed cautiously to control inflation and stabilize the macroeconomy. This causes credit interest rates to fluctuate in each period. The Company maintains a structure of short-term and long-term loans that is appropriate to its production and business needs, while continuing to work with credit institutions to optimize capital costs.

***Legal Risks :*** The Company's business operations are governed by the current legal system, including the Enterprise Law, the Securities Law, the Electricity Law, and other related legal documents. The legal systems in these areas are continuously being revised and improved to meet the requirements of socio-economic development and international integration. Changes in mechanisms, policies, or legal regulations may affect the Company's management, operations, and business strategy. The Company always considers compliance with the law as one of its key principles. The Company regularly updates its knowledge of new legal regulations and reviews its internal processes to ensure full compliance with current regulations.

- **Specific risks:**

***Risks from the trend of developing new energy sources:*** Currently, the national power system is being developed with diverse types of power sources such as hydropower, thermal power, wind power, solar power, and other renewable energy sources. However, according to the orientation in the Power Development Plan VIII and related adjustments, hydropower remains one of the important power sources in the national power structure. According to the plan, the total capacity of hydropower

sources (including small and medium-sized hydropower and pumped storage hydropower) is expected to reach approximately 29,346 MW by 2030. Therefore, in the medium and long term, hydropower will continue to play a stable role in the national power system. Thus, the risks from alternative energy products to the Company's operations are currently assessed as insignificant.

**Weather Risks:** Natural conditions are the biggest risk factor for the operation of hydropower plants. The plant's electricity output depends primarily on the water flow into the reservoir. In the event of prolonged droughts or reduced rainfall during the rainy season, lower-than-designed water levels in the reservoir will directly impact electricity production and the company's revenue. Conversely, extreme weather events such as heavy rains, flash floods, or landslides can affect infrastructure, roads, and plant facilities, resulting in repair costs or disruptions to production. Furthermore, during the initial operating phase, the company must maintain significant fixed costs such as depreciation and interest expenses, while electricity production is highly dependent on climate conditions and annual rainfall. This can put pressure on achieving planned revenue and profit targets. To mitigate this risk, the company regularly monitors forecasts from the National Center for Hydrometeorology and Meteorology, and develops optimal reservoir operation plans and power generation schedules to adapt to fluctuations in hydrological conditions.

**Risks in equipment operation:** During plant operation, technical incidents or equipment failures may occur and affect power generation. To mitigate these risks, the Company has developed and implemented rigorous technical management procedures such as planning regular equipment maintenance and repair, conducting frequent inspections of facilities, and preparing spare parts and equipment to ensure continuous and safe production. The policy of establishing a reserve for major repairs of fixed assets aims to proactively secure financial resources for maintenance, ensuring stable operation while limiting cost fluctuations between production and business periods.

**Other Risks :** In addition to the specific risks inherent in production and business operations, the Company may also be affected by force majeure risks such as earthquakes, natural disasters, storms, floods, fires, wars, epidemics, terrorism, or other uncontrollable events. If these risks occur, they can cause damage to property and people, as well as impact the Company's production and business operations and those of other businesses in the economy as a whole. The Company always develops preventative measures and response plans to minimize potential losses.

## II. OPERATIONAL SITUATION DURING THE YEAR

### 1. Business and production performance

Target	TH 2024	Plan 2025	TH 2025	%TH/KH
Revenue	71,857	70,673	80,741	114%
Expense	53,051	51,751	51,678	100%
Profit before tax	18,806	18,922	29,063	154%
<b>Net profit after tax</b>	<b>17,799</b>	<b>17,972</b>	<b>27,785</b>	<b>155%</b>

### 2. Organization and personnel

- **Board of Directors**

No.	Board Member	Position	Date of commencement/cessation of membership on the Board of Directors
1	Mr. Trinh Nguyen Khanh	Chairman of the Board	Appointment effective March 28, 2025
2	Ms. Nguyen Thi Thanh Thuy	Board of Directors	Appointment effective March 28, 2025
3	Mr. Pham Van Minh	Board of Directors	Appointment effective March 28, 2025
4	Mr. Nguyen Thanh Phuong	Board of Directors	Appointment effective March 28, 2025
5	Ms. Phung Thi Thu Huyen	Board of Directors	Appointment effective March 28, 2025

• **Supervisory Board**

No.	Member of the Supervisory Board	Position	Start date/No longer TV BKS
1	Ms. Nguyen Minh Hieu	Head of the Supervisory Board	Appointment effective March 28, 2025
2	Ms. Nguyen Thuan Huyen	Member	Appointment effective March 28, 2025
3	Mr. Tran Xuan Ninh	Member	Appointment effective March 28, 2025
4	Ms. Dinh Thi Hanh	Member	The term expires on March 28, 2025.
5	Mr. Nguyen Ho Ngoc	Member	The term expires on March 28, 2025.

• **Board of Directors**

No.	Member of the Board of Directors	Position	The day it started/is no longer TV Board of Directors
1	Mr. Pham Quang Minh	General Director	Appointment effective October 4, 2024
2	Mr. Pham Tien Luat	Deputy General Manager	Appointment effective August 1, 2021
3	Ms. Dinh Thuy Lam	Chief Accountant	Appointed effective December 1, 2015

• **Executive Board Resumes**

**a. Mr. Pham Quang Minh – General Director**

Full Name : **PHAM QUANG MINH**  
 Sex : Male  
 Date of birth : January 2, 1980  
 Citizen Identification Number : License number 030080002925 issued by the Department of Administrative Management of Social Order on May 7, 2021.  
 Nationality : Vietnam  
 Ethnicity : Kinh  
 Contact address : P704, Vinaconex 7 Building, Group 14, Cau Dien Ward, Nam Tu Liem District, Hanoi  
 Educational level : 12/12  
 Professional qualifications : Master of Economic Management  
 Work experience :

From July 2004 to October 2014 : Deputy Head of the Economic and Investment Department, VCP P&C Joint Stock Company

From November 2014 to September 2018 : Deputy Director of Xuan Minh Hydropower Joint Stock Company

From October 2018 to February 2020 : Director of Xuan Minh Hydropower Joint Stock Company

March 2020 - present : Director of Bai Thuong Hydropower Joint Stock Company

From March 2020 to present : General Director of Xuan Minh Hydropower Joint Stock Company

Current position at the Company : General Director of the Company

Positions currently held in other organizations : General Director of Nam La Hydropower Joint Stock Company  
Director of Bai Thuong Hydropower Joint Stock Company

Ownership of securities by individuals and related parties in a public company : - Personal ownership: 0 shares, representing 0% of the Company's total shares.  
- Representative ownership: 0 shares, representing 0% of the Company's total shares.  
- Related party ownership: 0 shares, representing 0% of the Company's total shares.

Debts to publicly traded companies : No

Remuneration and other benefits received from a public company. : According to company regulations

The interests of the company are in conflict with the company's interests. : No

**b. Mr. Pham Tien Luat – Deputy General Director**

Full Name : **PHAM TIEN LUAT**

Sex : Male

Date of birth : December 16, 1978

Citizen Identification Number : 038078028491 issued by the Department of Administrative Management of Social Order.

Nationality : Vietnam

Ethnicity : Kinh

Contact address : Tho Xuong Commune, Tho Xuan District, Thanh Hoa Province

Educational level : 12/12

Professional qualifications : Automation Engineer

Work experience :

From July 2001 to April 2005 : Technical staff at Lam Son Sugar Corporation - Tho Xuan - Thanh Hoa

From May 2005 to August 2007 : Lecturer – Department of Refrigeration Engineering – Faculty of Processing – Nha Trang Fisheries University (now Nha Trang University) – Nha Trang City – Khanh Hoa Province

From August 2007 to December 2008 : He joined Cua Dat Hydropower Joint Stock Company (now VCP P&C Joint Stock Company). I was sent for training at Hoa Binh Hydropower Plant, where I served as the class leader for the operation workers' class.

From December 2008 to March 2010 : Technical staff at the Equipment and Technology Department of Cua Dat Hydropower Joint Stock Company (now VCP P&C Joint Stock Company)

From April 2010 to January 2012 : Foreman of the Electrical and Automation Workshop at Cua Dat Hydropower Plant, VINACONEX P&C Joint Stock Company (now VCP P&C Joint Stock Company)

From January 2012 to December 2018 : He served as Deputy Director of Cua Dat Hydropower Plant and concurrently as Workshop Manager of the Electrical and Automation Department at VINACONEX P&C Joint Stock Company (now VCP P&C Joint Stock Company).

From January 2018 to present : Director of Cua Dat Hydropower Plant, VCP P&C Joint Stock Company

Current position at the Company : Deputy General Manager

Positions currently held in other organizations : Director of Cua Dat Hydropower Plant, VCP P&C Joint Stock Company

Ownership of securities by individuals and related parties in a : - Personal ownership: 0 shares, representing 0% of the Company's total shares.  
- Representative ownership: 0 shares, representing 0% of the Company's total shares.

public company: - Related party ownership: 0 shares, representing 0% of the Company's total shares.  
 Debts to publicly traded companies : No  
 Remuneration and other benefits : According to company regulations  
 received from a public company.  
 The interests of the company are in : No  
 conflict with the company's  
 interests.

**c. Ms. Dinh Thuy Lam - Chief Accountant**

Full Name : **DINH THUY LAM**  
 Sex : Female  
 Date of birth : February 23, 1983  
 Citizen Identification Number : License number 038183021390 issued by the Department of Administrative Management of Social Order on April 21, 2021.  
 Nationality : Vietnam  
 Ethnicity : Kinh  
 Contact address : P2105, HH2B, Ecolake View Apartment Complex, 32 Dai Tu Street, Hoang Mai District, Hanoi  
 Educational level : 12/12  
 Professional qualifications : Master of Business Administration  
 Work experience  
 From September 2006 to September 2015 : Staff of the Finance and Accounting Department of PetroVietnam Power Engineering Services Joint Stock Company  
 From October 2015 to present : Chief Accountant of Xuan Minh Hydropower Joint Stock Company  
 Current position at the Company : Chief Accountant  
 Positions currently held in other organizations : Chief Accountant of VCP Electromechanical Joint Stock Company  
 Ownership of securities by individuals and related parties in a public company : - Personal ownership: 0 shares, representing 0% of the Company's total shares.  
 - Representative ownership: 0 shares, representing 0% of the Company's total shares.  
 - Related parties own 400,114 shares, representing 2.67% of the Company's total shares.  
*Ms. Ha Thi Can – Relationship: biological mother, SLCP holds 32,000 shares, accounting for 0.21% of the company's total shares.*  
*Ms. Dinh Thai Ha – Relationship: Older sister, SLCP holds 149,400 shares, representing 1.00% of the company's total shares.*  
*Mr. Pham Bao Long – Relationship: Brother-in-law, SLCP holds 218,714 shares, accounting for 1.46% of the company's total shares.*  
 Debts to publicly traded companies : No  
 Remuneration and other benefits : According to company regulations  
 received from a public company.  
 The interests of the company are in : No  
 conflict with the company's  
 interests.

• **Labor policy**

As of December 31, 2025, the total number of employees is 23, with the following labor structure:

TT	Labor structure	Number of workers	Percentage (%)
-	University and postgraduate	13	57
-	College	04	17

TT	Labor structure	Number of workers	Percentage (%)
-	Intermediate level	04	17
-	They have received training at vocational technical schools.	00	00
-	Unskilled labor	02	09
	<b>TOTAL</b>	<b>23</b>	<b>100</b>
	<b><i>In there:</i></b>		
-	Indirect labor	06	26
-	Direct labor	17	74
-	Male	20	87
-	Female	03	13

Employees working at the Company are entitled to all benefits and rights as stipulated by law: Labor Law, Health Insurance Law, Unemployment Insurance, and other state regulations related to the rights and benefits of employees.

The company pays salaries to employees in accordance with state regulations and the company's salary policy. Salaries and bonuses paid to employees are based on business performance, job title, and the salary system stipulated by the state and the company, aiming to encourage employees to be proactive and creative in fulfilling their assigned tasks. When changing jobs or positions, employees receive salaries based on the new job or position.

of company employees during the period 2023-2025 :

- 2023: VND 15,718,260 per person per month
- 2024: VND 17,394,000/person/month
- 2025: VND 18,200,840/person/month

(The above income level includes salary, allowances, and sales bonuses. This income level is at the average level compared to other businesses in the same industry and location.)

In addition to their base salary, employees also receive allowances such as: attendance allowance, telephone allowance, lunch allowance, site allowance; or supplementary salary based on the results of completing production and business plans for each production period.

Employees always have opportunities to be appointed to management positions based on their individual abilities. The company encourages and funds employees to pursue further education and skill development both domestically and internationally.

### 3. Financial situation

#### a. Financial situation

Target	2025	2024	Completion rate in 2025 compared to 2024 (%)
Total asset value	368,019,944,817	384,093,066,573	95.82
Net revenue	80,620,254,891	71,497,768,393	112.76
Profit from business operations	29,252,367,825	19,031,916,622	153.70
Other profits	(189,041,767)	(225,856,239)	83.70
Profit before tax	29,063,326,058	18,806,060,383	154.54
Net profit after tax	27,784,721,681	17,799,970,782	156.09
Dividend payout ratio	10% (expected)	8%	125% (expected)

**b. Key financial indicators**

Target	2025	2024	Note
<b>1. Solvency ratio</b>			
Current ratio = Current assets / Current liabilities	0.2040	0.1685	
+ Quick Ratio = (Current Assets - Inventory) / Current Liabilities	0.1703	0.1390	
<b>2. Capital structure indicators</b>			
+ Debt/Total Assets Ratio	0.4918	0.5499	
+ Debt/Equity Ratio	0.9677	1.2219	
<b>3. Performance indicators</b>			
Inventory Turnover Ratio = Cost of Goods Sold / Average Inventory	14,7611	14, 2006	
Total asset turnover = Net revenue / Average total assets	0.2144	0.1861	
<b>4. Profitability Indicators</b>			
+ Net Profit Margin/Net Revenue Ratio	0.3446	0.2490	
+ Net Profit/Equity Ratio	0.1486	0.1030	
+ Operating Profit Margin/Net Revenue Ratio	0.3628	0.2662	

**III. MANAGEMENT BOARD EVALUATION REPORT**
**1. Evaluating business performance results**

**Production target:** Production reached 73,990,000 kWh, exceeding the plan by 23% (60,178,673 kWh) and increasing by 19% compared to 2024 (62,266,698 kWh). Reason: Favorable hydrological conditions and increased water inflow into the reservoir helped to exceed expectations for electricity generation.

**Revenue target:** Revenue reached VND 80.62 billion, exceeding the plan by 15% (VND 70.34 billion) and increasing by 13% compared to 2024 (VND 71.50 billion). Reason: Increased electricity generation led to increased revenue.

**Cost indicators:** Expenses incurred amounted to **VND 51.67 billion**, lower than planned by VND 0.73 billion and down 2% compared to 2024 (VND 52.51 billion). Of this, production costs increased by 4% compared to the plan, due to repair and reinforcement costs for the drainage channel embankment after the flood. Interest expenses decreased significantly (10%) compared to the plan, due to optimal early principal repayment and the fact that actual interest rates did not increase compared to the planned scenario.

**Profit target:** Net profit after tax reached **VND 27.78 billion**, exceeding the plan by 55% (VND 17.97 billion) and increasing by 56% compared to 2024 (VND 17.79 billion). The growth was mainly due to increased revenue in line with production volume, while effectively controlling costs.

**Financial assessment:** In 2025, positive business results helped the Company maintain a stable cash flow, ensuring the fulfillment of long-term principal and interest repayment obligations as committed. Principal repayments during the year reached VND 64.06 billion. Outstanding loans as of December 31,

2025 were VND 173.16 billion (down from the beginning of the year), of which outstanding loans at SHB amounted to VND 140.45 billion.

### Future development plan

In the coming period, the company will focus on:

- **Optimizing power generation operations**, improving equipment stability and plant performance.
- **Promote the application of modern management tools** such as BSC, improve the efficiency of Bravo; maintain 5S and implement Kaizen improvements to increase productivity and reduce waste.
- **Enhance internal training** (Bravo, minor repairs, waste removal procedures, operational safety) to improve the capabilities of on-site personnel.
- **Proactively implement solutions to optimize financial costs**, including reviewing debt structure, optimizing repayment schedules, and working with credit partners to reduce interest expenses.

## IV. BOARD OF DIRECTORS EVALUATION REPORT

### 1. Board of Directors' assessment of the Company's performance.

2025 marks the seventh year of commercial operation for the Xuan Minh hydropower plant. Despite the complex hydrological conditions over the years, power generation has been relatively efficient compared to actual flow rates, and machinery and equipment have operated safely and stably.

The Board of Directors has directed the executive team to strive to achieve the set production and business targets and maintain stability, effectively controlling cash flow.

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

The management board and all employees have made efforts to implement production and business activities, manage and operate the project effectively, and regularly provide timely and appropriate suggestions and solutions to the Board of Directors to increase revenue and maximize profits for the company.

The management team is a united group, serious in their work, proactive and creative in management and operations, and compliant with the law, the company's charter, and the resolutions of the General Meeting of Shareholders and the Board of Directors.

### 3. The plans and directions of the Board of Directors

Strengthen management capacity and develop comprehensive strategies and solutions to enhance production capacity.

Continue to refine the regulatory system, providing a legal basis for the Executive Board to implement its assigned tasks.

Continue to improve the organizational structure and consolidate and streamline the management model to suit the scale of the Company's operations in the coming period.

## V. TRANSACTIONS, REMUNERATION, AND BENEFITS OF THE BOARD OF DIRECTORS, GENERAL MANAGEMENT BOARD, AND SUPERVISORY BOARD

### a. Salary, bonuses, and other benefits

Board Member	Job title	Income	Note
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Trinh Nguyen Khanh	Chairman of the Board	60,000,000	
Nguyen Thi Thanh Thuy	Board Member	48,000,000	
Phung Thi Thu Huyen	Board Member	48,000,000	
Nguyen Thanh Phuong	Board Member	48,000,000	
Pham Van Minh	Board Member	48,000,000	
<b>Total compensation in 2025</b>		<b>252,000,000</b>	

Supervisory Board	Job title	Income	Note
Nguyen Minh Hieu	Head of the Supervisory Board	27,000,000	Appointment dated March 28, 2025
Nguyen Thuan Huyen	Member	18,000,000	Appointment dated March 28, 2025
Dinh Thi Hanh	Head of the Supervisory Board	9,000,000	Term ends on March 28, 2025
Nguyen Ho Ngoc	Member	6,000,000	Term ends on March 28, 2025
Tran Xuan Ninh	Member	24,000,000	
<b>Total compensation in 2025</b>		<b>84,000,000</b>	

Board of Directors	Job title	Income	Note
Pham Quang Minh	General Director	725,400,454	
Pham Tien Luat	Deputy General Manager	48,000,000	Dual role
<b>Total salary in 2025</b>		<b>773,400,454</b>	

**b. Insider stock transactions:** *None occurred.*

## VI. FINANCIAL REPORT

### 1. Auditor's opinion:

"In our opinion, the financial statements fairly and reasonably reflect, in all material respects, the financial position of Xuan Minh Hydropower Joint Stock Company as of December 31, 2025, as well as the results of business operations and cash flow for the fiscal year ended on the same date, in accordance with the Vietnamese Accounting Standards, the Vietnamese Enterprise Accounting System, and relevant legal regulations concerning the preparation and presentation of financial statements."

Công ty TNHH Hãng Kiểm toán AASC



**Đỗ Mạnh Cường**  
Phó Tổng Giám đốc  
Giấy chứng nhận đăng ký hành nghề  
kiểm toán số: 0744-2023-002-1  
Hà Nội, ngày 26 tháng 02 năm 2026

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**Hoàng Đức Anh**  
Kiểm toán viên  
Giấy chứng nhận đăng ký hành nghề  
kiểm toán số: 4876-2024-002-1

## 2. Audited financial statements

AASC Auditing Firm Co., Ltd. has been selected to audit the 2025 financial statements of Xuan Minh Hydropower Joint Stock Company, based on Decision No. 03/2025/ QD -HDQT dated June 17, 2025, of the Company's Board of Directors.

The audited financial statements for 2025 include: Balance Sheet; Income Statement; Cash Flow Statement; and Notes to the Financial Statements, all audited by AASC Auditing Firm Co., Ltd.

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



**TỔNG GIÁM ĐỐC**  
*Phạm Quang Minh*

