

**KASATI JOINT STOCK COMPANY**

**ANNUAL REPORT**  
**KASATI JOINT STOCK COMPANY**  
**Year: 2024**

**Ho Chi Minh City, March 17, 2025**



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## **I. General Information**

### *1. Overview*

- Company Name: KASATI Joint Stock Company
- Business Registration Number: 0302826473 (First issued on December 2, 2002, last updated on December 21, 2023, by the Ho Chi Minh City Department of Planning and Investment)
- Charter Capital: 59,920,200,000 VND
- Owner's Investment Capital: 59,920,200,000 VND
- Head Office: 270A Lý Thường Kiệt, Ward 14, District 10, Ho Chi Minh City
- Phone: 08-38655343
- Fax: 08-38655487
- Website: <http://www.kasati.com.vn>
- Stock Code: KST

### *2. Formation and Development History*

- KASATI Joint Stock Company was renamed from Telecommunications – Informatics – Electronics Joint Stock Company (KASATI), which was originally the Information Equipment Repair Enterprise II, established in 1976.
- On October 8, 1985, it was renamed the Scientific Production of Information Equipment Enterprise No.2.
- It officially transitioned into a Joint Stock Company on December 2, 2002, under Company Establishment License No. 470/QĐ-TCBĐ, issued on June 7, 2002, by the General Director of the General Department of Post and Telecommunications, approving the conversion of the Scientific Production Enterprise for Information Equipment II into the Telecommunications – Informatics – Electronics Joint Stock Company.
- The company received Business Registration Certificate No. 0302826473 from the Ho Chi Minh City Department of Planning and Investment, initially granted on December 2, 2002, and updated for the 13th time on December 21, 2023.
- On March 16, 2005, the Hanoi Branch of KASATI was established under Decision No. 09/QĐ-HĐQT by the Chairman of the Board of Directors of KASATI Joint Stock Company.
- The Hanoi Branch received its Business Registration Certificate No. 0302826473-001 from the Hanoi Department of Planning and Investment on June 22, 2005, and the 11th update was registered on July 27, 2023.





- On December 22, 2009, the Da Nang Branch was established under Decision No. 04/QĐ-HĐQT by the Chairman of the Board of Directors of KASATI Joint Stock Company.
- The Da Nang Branch received its Business Registration Certificate No. 0302826473-002 from the Da Nang Department of Planning and Investment on January 8, 2010, and its 2nd update was registered on May 3, 2013.
- On December 29, 2010, KASATI Joint Stock Company (KASATI) was officially listed on the Hanoi Stock Exchange (HNX) under Listing Registration Certificate No. 701/QĐ-SGDHN, issued by the Hanoi Stock Exchange on September 30, 2010, with the stock code "KST".

### *3. Business Sectors and Operating Areas*

#### *❖ Business Sectors:*

- Manufacturing and assembling telecommunications, electronics, IT equipment, and software.
- Installation, maintenance, and support services for telecommunications, IT, and electronic equipment.
- Technology transfer in telecommunications, IT, and electronics.
- Trading of telecommunications, IT, and electronic equipment and materials.
- Providing domestic and international telecommunications and IT public services.
- Construction of telecommunications, IT, and electronic infrastructure.
- Real estate business.
- Construction of residential and industrial buildings.
- Installation, maintenance, and repair of industrial and residential electrical systems, refrigeration systems, telecommunications networks, and computer networks (excluding waste recycling and electroplating at headquarters).
- Repair and decoration of houses (interior and exterior).
- Office and residential leasing services.
- Trading in electrical equipment, generators, air conditioning, and building materials.
- Automobile and motorcycle trading, maintenance, and repair services.
- Leasing network, telecommunications, IT, electrical, and refrigeration equipment.
- Construction consulting (excluding design, supervision, and surveying services).





- Project investment consulting, bidding consultancy, and project management.
- Quality inspection of construction projects (incident assessment and remediation planning).
- Energy-saving solutions for industrial and residential sectors.
- Manufacturing and assembling mechanical products, antenna towers (not conducted at headquarters).
- Commercial brokerage services.
- Warehouse rental services.
- Goods transportation services by automobile.
- Passenger transportation by contract vehicles.
- Internet Service Provider (ISP), Online Service Provider (OSP).
- Designing specialized information and communication systems for civil and industrial projects.
- Supervising the installation of IT and communication equipment.
- Advertising services.
- E-commerce operations.
- Financial support services.
- Packaging services.
- Retail sales in unspecified forms.
- Logistics and customs brokerage services.

❖ **Operating Areas:** Nationwide operations across Vietnam

*Operating Address for Company Headquarters and Branches:*

**Company Headquarter:**

- Address: 270A Ly Thuong Kiet, Ward 14, District 10, Ho Chi Minh City.
- Phone: +84 – 28 – 3865 5343 / 3865 5344
- Fax: +84 – 28 – 3865 2487
- Website: [www.kasati.com.vn](http://www.kasati.com.vn)
- E-mail: [kasati@kasati.com.vn](mailto:kasati@kasati.com.vn)

**Hanoi Branch:**

- Address: 24 Me Tri Broadcasting Collective, Nam Tu Liem, Hanoi.
- Phone: +84 – 24 – 3565 8696 / 3565 8699
- Fax: +84 – 24 – 3565 8697





- E-mail: [kasatihanoi@hn.vnn.vn](mailto:kasatihanoi@hn.vnn.vn)

**Da Nang Branch:**

- Address: 38 Ta My Duat, Son Tra, Da Nang. Phone: +84 – 511 – 3708345
- Fax: +84 – 511 – 3628168
- E-mail: [hoabh.danang@kasati.com.vn](mailto:hoabh.danang@kasati.com.vn)

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

❖ Governance Model:

- General Meeting of Shareholders: The General Meeting of Shareholders is the highest decision-making body of the Company, comprising all shareholders with voting rights, meeting at least once a year. The General Meeting of Shareholders decides on matters stipulated by the Law and the Company's Charter. The General Meeting of Shareholders approves the Company's annual financial reports and the financial budget for the following year, elects, dismisses, and removes members of the Board of Directors and members of the Company's Supervisory Board.
- Board of Directors: Highest management body of the Company, administering the Company between two General Meetings. The members of the Board of Directors are elected by shareholders. The Board of Directors represents the shareholders, has full authority on behalf of the Company to decide on all matters related to the Company's purposes and interests, except for matters under the authority of the General Meeting of Shareholders. The Board of Directors consists of 05 members with a term of five (05) years.
- Board of Supervisors: Agency under the General Meeting of Shareholders, elected by the General Meeting of Shareholders. Currently, the Company's Board of Supervisors consists of 03 members and has a term of 05 years. The Board of Supervisors is responsible for checking the reasonableness and legality in the Company's business operations and financial reports. The Board of Supervisors operates independently from the Board of Directors and the Board of General Directors.
- Board of General Directors: The Company's Board of General Directors consists of the General Director and 02 Deputy General Directors. The General Director is appointed by the Board of Directors, is the person who operates the Company's production and business activities and is responsible to the Board of Directors for the implementation of assigned rights and duties. The Deputy General Directors perform other tasks assigned or authorized by the General Director.

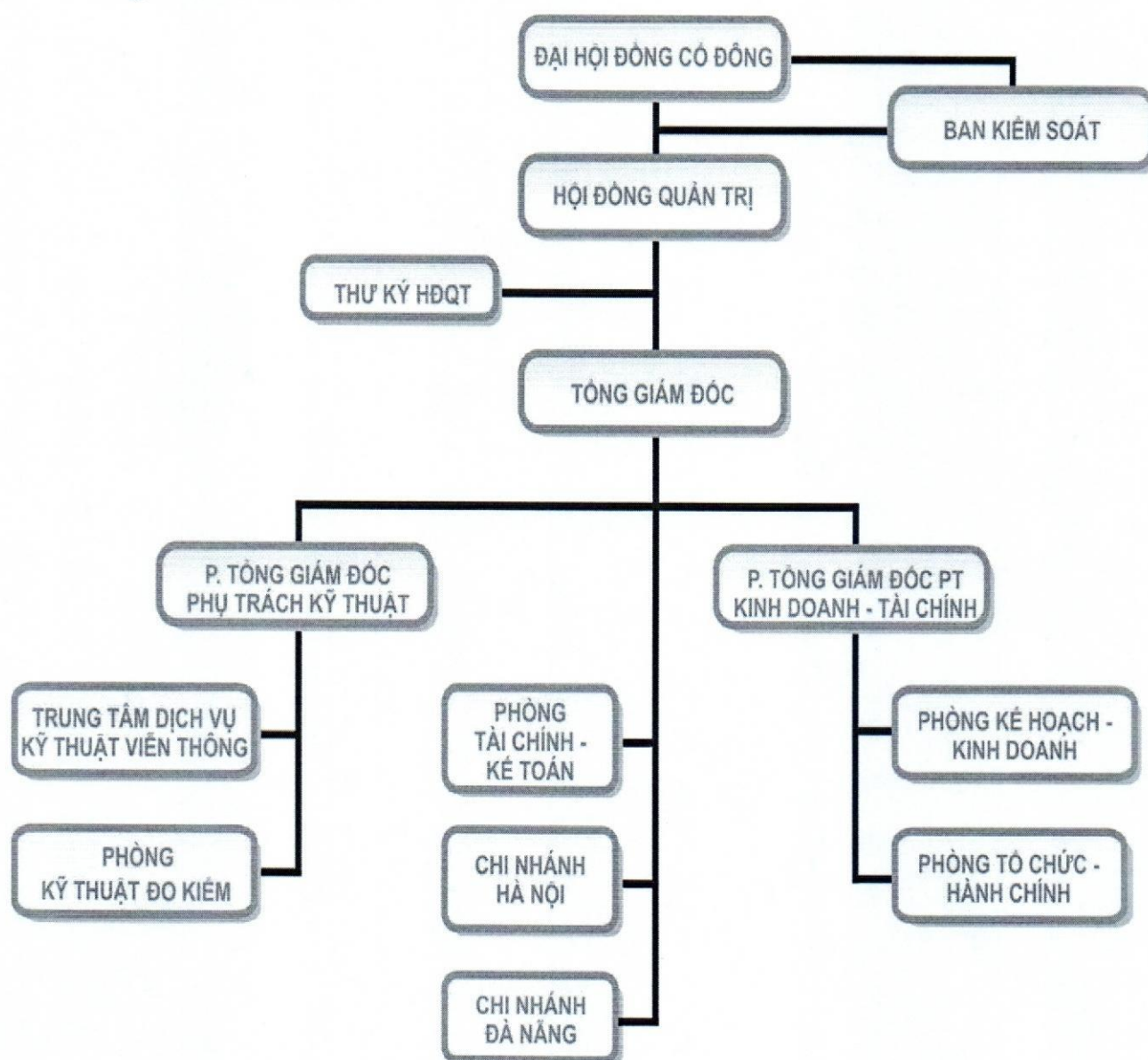




- Departments: Departments that directly manage the Company's work according to their professional functions and receive direct guidance from the Board of General Directors. During the year, the Company had the following departments: Business Planning Department, Financial Accounting Department, Administrative Organization Department, Telecommunication Technical Service Center, Hanoi Branch, Da Nang Branch.

❖ Management Structure

➤ Organizational Chart





➤ *Board of Directors and Supervisory Board*

<b>BOARD OF DIRECTORS</b>	<b>POSITION</b>
Mr. To Hoai Van	Chairman
Mr. Do Quang Khanh	Vice Chairman (Resigned 25/04/2024)
Mr. Le Phuoc Hien	Vice Chairman
Mr. Vu Hoang Ha	Member (Replaced Mr. Do Quang Khanh 25/04/2024)
Ms. Hoang Thi Minh Phuong	Member
Mr. Nguyen Long	Member
<b>EXECUTIVE BOARD</b>	<b>POSITION</b>
Mr. Le Phuoc Hien	General Director
Mr. Nguyen Long	Deputy General Director
Mr. Vo Ngoc Anh	Deputy General Director
<b>SUPERVISORY BOARD</b>	<b>POSITION</b>
Ms. Ho Thi Kim Oanh	Head of Board
Mr. Tran Quang Minh Man	Member
Mr. Le Xuan Bach	Member

❖ **Affiliated companies**

➤ **KASACO Joint Stock Company**

- Address: 270A Ly Thuong Kiet, Ward 14, District 10, Ho Chi Minh City
- Business registration certificate No. 0305339252 issued by the Department of Planning and Investment of Ho Chi Minh City, first registered on November 27, 2007, registered for the 9th change on June 23, 2016.
- KASACO's registered charter capital is 10 billion VND, of which the actual contributed capital up to December 31, 2024 is 10 billion VND.
- As of December 31, 2024, KASATI Joint Stock Company contributed 49% of the total contributed capital (equivalent to VND 4,900,000,000)
- Field of operation: KASACO is currently operating in the following two basic types of services:
  - Inbound: Receiving and answering customer requests via phone about the products and services of the hiring business.





- Outbound: Telemarketing, market research, customer care calls.
- In addition to traditional services, the Company also deploys additional products and services:
  - Consulting services: This is a long-term service, including the following areas: Health, education, finance, telecommunications, information technology, tourism.
  - Customer care marketing services via phone.
    - Market research to launch new products and services.
    - Deploy brokerage services as well as data analysis.

#### 4. *Development strategy*

##### ❖ *Main Objectives*

With the vision of "Becoming a leading company providing Technology - Solutions - Products - Services of Telecommunications and Information Technology in Vietnam", KASATI Joint Stock Company determines the general objective of the Company in the period of 2025-2029 to become a strong Provider and Integrator of Telecommunications and IT solutions on the IoT 4.0 platform specifically as follows:

- Diversify telecommunications products and services with high intellectual content, in order to expand domestic and foreign markets, increase market share of customer groups outside VNPT and large telecommunications corporations.
- Focus on core competencies in the direction of specialization and high technology to create a team of high-quality engineers to cooperate with partners on products and services combining both telecommunications and IT fields.
- Invest resources in developing new services and products with high intellectual and technological content to differentiate products and services from competitors: measuring and optimizing mobile networks, digital content services, consulting on telecommunications network infrastructure design
- Promote cooperation and association with domestic and foreign partners to provide high-tech products and services for the telecommunications, information technology, and electronics markets.
- Build effective training to meet the human resource needs for high-tech products and services through forms of association and cooperation with suppliers and large companies in the world to train experts and specialists in the field of IT & communications. KASATI creates an infrastructure that meets standards, international organizations, suppliers of products and technological equipment provide expert guidance and teaching materials.





- Continue to build and shape the company brand and KASATI cultural environment.

❖ *Medium and long-term development strategy*

- Invest new resources in the IT sector to anticipate new trends in Smart IoT and 4.0 technology. The company's new products and services will be: (1) Hardware such as networks, computers, servers, storage systems, (2) Software such as CRM, ERM, SCM, Cyber security, VNPT IT products, and (3) IT services such as system integration, Core network, VMware. The orientation for 2025 and 2026 is that this sector will account for 50% - 75% of the company's total output.
- Continuing to promote the company's traditional strengths in Core Services. This is a Telecommunication Service including turnkey services such as: survey, design, installation, operation, maintenance, optimization, integration, measurement, etc. With regards to the orientation for 2025 and the next 2 years onwards, this segment will account for 25% - 50% of the total output of the whole company with the average growth rate decreasing over the years.
- Complete land lease applications of 6,500 m2 at the Company's headquarters in 2027
- Average annual revenue from 400-500 billion VND in the period of 2025-2029

❖ *Environmental, social and community goals*

KASATI chooses the development platform to aim at providing technical products and services with high intellectual and technological content, products and services serving the social community to bring safety, happiness and success to customers and society.

5. *Risks Affecting Business Operation*

- The competition in the telecommunications market is highly diverse. Many privatized units within the VNPT Group, which are considered strong competitors, have similar functions, responsibilities, and business sectors as KASATI. As a result, internal industry competition is intense, leading to the risk of declining service prices.
- The rapid advancement of technology means that mobile communication technology and equipment are being upgraded at a fast pace, affecting the payback period for investments in machinery and equipment.
- Network infrastructure products must also adapt to new technologies, becoming more compact, lightweight, and environmentally friendly, which may impact the company's traditional trading sector.
- Limited capital reduces competitiveness and creates difficulties in securing large-scale projects.





- There is a risk of brain drain to competitors and even to partners, as employee salaries in the industry remain relatively low.

## II. Business Operations in the Year

### 1. Business Performance

The company's business results for the fiscal year ending December 31, 2024, based on audited financial statements, are summarized as follows:

Unit: Million VND

No.	Indicator	Unit	2023 Actual	2024 Target	2024 Actual	%Achieved vs Target	%Growth from 2023
1	Revenue	Million VND	179,103	268,000	450,755	168.19%	251.67%
2	Pre-tax Profit	Million VND	7,040	10,000	13,006	130.06%	184.74%
3	After-tax Profit	Million VND	5,560	8,000	10,338	129.23%	185.94%
4	Owner's Equity	Million VND	65,748	67,368	67,368	100.00%	102.46%
5	Share Capital	Million VND	59,920	59,920	59,920	100.00%	100.00%
6	Pre-tax Profit/Revenue	%	3.93%	3.73%	2.89%	77.33%	73.41%
7	After-tax Profit/Owner's Equity	%	8.46%	11.88%	15.35%	129.23%	181.46%
8	After-tax Profit/Share Capital	%	9.28%	13.35%	17.25%	129.23%	185.94%
9	Dividend	%	6.00%	9.00%	10.94%	121.56%	182.33%
10	Salary Fund	Million VND	13,513	20,000	22,563	112.82%	166.97%
11	Fixed Asset Investments	Million VND	1,643	2,000	0	0.00%	0.00%

### ➤ Assessment of Business Performance in 2024

2024 is a successful year for the Company's business activities. The Company's total revenue in 2024 reached 450,755 million VND, equal to 168.19% of the plan and 251.67% compared to 2023. A large part is also come from the contracts signed in 2023 and implemented in 2024 (170 billion). If considering the contracts signed and implemented in 2024, the revenue of 281 billion still exceeds the plan.





The Company's main production and business activities in 2024 will continue to be maintained, including: (1) Services such as survey, design, installation, maintenance, optimization, and testing for mobile networks and transmission networks; (2) Infrastructure construction and (3) Supply of telecommunications equipment, in which for the first time the Company successfully implemented a contract with a large value of over 170 billion, helping the Company gain more capacity to participate in large projects in the future.

The Company's main customers during the year also did not have many changes, including (1) network operators such as: Mobifone, Vinaphone, Viettel, (2) large vendors such as: Ericsson, ZTE, Huawei and (3) Some provincial telecommunications. In 2024, with Viettel network, the Company has not been able to implement any projects, provincial telecommunications also do not have many projects and large-value works, with Mobifone network, the Company still maintains business operations in the Southern region and for the first time implements a microwave project at the Corporation, mainly focusing on VNPT Group. However, in 2024, the Company will continue to be a reseller of Huawei partners in the ManE, DWDM, OLT... segments at VNPT, a Partner of ZTE in the wireless equipment segment at VNPT, a Partner of Ericsson in the core segment at VNPT, thereby helping the Company to have large value contracts.

Regarding the revenue structure in 2024: Installation, maintenance, optimization, measurement, and core activities reached VND 179,415 million (equal to 314.76% of the plan and 362.75% compared to 2023). Commercial revenue reached VND 240,848 million, equal to 133.80% of the plan and 244.03% compared to 2023, revenue from other activities remained close to the plan.

**Revenue Breakdown in 2024. Unit: (Million VND)**

No.	Indicator	Unit	2023 Actual	2024 Target	2024 Actual	%Achieved vs Target	%Growth from 2023
1	Installation, Maintenance, Optimization, Testing	Million VND	49,460	57,000	179,415	314.76%	362.75%
2	Trading	Million VND	98,697	180,000	240,693	133.72%	243.87%
3	Other Activities	Million VND	30,946	31,000	30,647	98.86%	99.03%
<b>Total</b>	<b>Revenue</b>	<b>Million VND</b>	<b>179,103</b>	<b>268,000</b>	<b>450,755</b>	<b>168.19%</b>	<b>251.67%</b>
	Revenue outside VNPT	Million VND	54.976	57.600	67.795	117,70%	123,32%





In total revenue exceeding 450 billion VND, revenue outside VNPT reached nearly 68 billion VND (including financial revenue), accounting for 16% of total revenue, while revenue from VNPT accounted for 84%. Thus, despite low revenue from Mobifone and Viettel, the company secured several large projects with VNPT in the past year.

Pre-tax profit reached 13,006 million VND, equivalent to 130.06% of the target and 185.74% compared to 2023. After-tax profit reached 10,338 million VND, equivalent to 129.23% of the target and 185.94% compared to 2023. Although revenue increased significantly, it was primarily from trading activities, resulting in a very low profit margin.

Regarding the salary fund, the company controlled its increase at a lower rate than profit growth, ensuring optimal results for shareholders. The actual salary fund in 2024 was 22,563 million VND, equivalent to 112.82% of the target and 166.97% compared to 2023.

Regarding dividends, the company plans to pay 10.94%, which is 121.56% of the target and 182.33% compared to 2023. Thus, compared to the initial share capital, the company plans to distribute dividends amounting to 21.88%.

## 2. Organization and Personnel

### ❖ Executive Board List:

#### ➤ Members and structure of the executive board as of the reporting date:

During the year, the Executive Board has 03 members as follows:

No.	Name	Position	Shares with Voting Rights	Percentage (%)
<b>I.</b>	<b>Executive Board</b>			
1	Mr. Le Phuoc Hien	General Director	214.240	3,58%
2	Mr. Nguyen Long	Deputy General Director	23.480	0,39%
3	Mr. Vo Ngoc Anh	Deputy General Director	59.710	0,99%
<b>II.</b>	<b>Chief Account</b>			
4	Ms. Doan Thi Trieu Anh	Chief Account	6.068	0.10%

*Notes: The shareholding data is based on the shareholder list of the company as of September 6, 2024.*

### ❖ Executive Board Resume

#### ❖ Board of Directors

##### 1. Mr. To Hoai Van - Chairman of the Board of Directors





Master's degree in Economics, Computer Engineer. Currently, he is a member of the Board of Directors and also the Deputy CEO of Vietnam Posts and Telecommunications Corporation (CTIN).

2. Mr. Do Quang Khanh - Vice Chairman of the Board of Directors (Resigned on April 25, 2024)

Bachelor's degree in Economics/Insurance, currently the Vice Chairman of the Board of Directors of the company. (In addition, he is also the Deputy CEO of Vietnam Postal Insurance Corporation – PTI).

3. Mr. Le Phuoc Hien - Member of the Board of Directors

Master's degree in Strategic Management/Telecommunications Engineering, Radio and Communication. He has worked at KASATI Joint Stock Company since 2001. Currently, he is a Vice Chairman of the Board of Directors and also the KASATI's CEO.

4. Mr. Vu Hoang Ha - Member of the Board of Directors (Elected to replace on April 25, 2024)

Bachelor's degree in Computer Information Systems, currently a member of the Board of Directors of the company. (In addition, he is also the Director of Vndirect Securities in Ho Chi Minh City branch and the Vice Chairman of the Board of Directors of PTI Insurance Company).

5. Ms. Hoang Thi Minh Phuong - Member of the Board of Directors

Bachelor's degree in Law, currently a member of the Board of Directors of the company. (In addition, she is also a board member of TISA Investment Management JSC and Stockbook JSC).

6. Mr. Nguyen Long - Member of the Board of Directors

Master's degree in Economics, has worked at KASATI Joint Stock Company since 2010, currently the Deputy CEO of the company.

❖ **Executive Board and Chief Accountant**

1. General Director - Mr. Le Phuoc Hien (*See Board of Directors section*)
2. Deputy General Director – Mr. Nguyen Long (*See Board of Directors section*)
3. Deputy General Director – Mr. Vo Ngoc Anh

Telecommunications Engineer, has worked at KASATI Joint Stock Company since 1998, currently the Deputy Generator Director of the company.

4. Chief Accountant - Ms. Doan Thi Trieu Phuoc





Master's degree in Economics, has worked at KASATI Joint Stock Company since 2008, currently the Chief Accountant of the company.

- ❖ Changes in the Executive Board: On April 25, 2024, the General Meeting of Shareholders agreed to accept the resignation of Mr. Do Quang Khanh from the position of Vice Chairman of the Board of Directors at his personal request and simultaneously elected Mr. Vu Hoang Ha as an additional member of the Board of Directors.
- ❖ Number of employees and staff: Summary of policies and changes in policies regarding employees.

**Unit: (Million VND)**

Indicator	Plan 2024	Actual 2024	Actual 2023	%Achieved vs 2024	%Achieved vs 2023
Salary Fund	<b>20.000</b>	<b>22.563</b>	<b>13.513</b>	<b>112,8%</b>	<b>167,0%</b>
<i>Main Headquarter</i>	17.100	19.280	10.978	112,7%	175,6%
<i>Hanoi</i>	1.500	1.568	1.247	104,5%	125,7%
<i>Danang</i>	1.400	1.715	1.288	122,5%	133,2%
Personnel	<b>90</b>	<b>82</b>	<b>75</b>	<b>91,1%</b>	<b>109,3%</b>
<i>Main Headquarter</i>	70	66	60	94,3%	110,0%
<i>Hanoi</i>	10	8	7	80,0%	114,3%
<i>Danang</i>	10	8	8	80,0%	100,0%
Average Salary Cost/Month	<b>18,52</b>	<b>22,93</b>	<b>15,01</b>	<b>123,8%</b>	<b>152,7%</b>
<i>Main Headquarter</i>	20,36	24,34	15,25	119,6%	159,7%
<i>Hanoi</i>	12,50	16,33	14,85	130,7%	110,0%
<i>Danang</i>	11,67	17,86	13,42	153,1%	133,2%
Average Income	<b>15,74</b>	<b>16,00</b>	<b>16,26</b>	<b>101,6%</b>	<b>98,4%</b>
<i>Main Headquarter</i>	17,30	17,16	18,40	99,2%	93,3%
<i>Hanoi</i>	10,63	11,89	15,08	111,9%	78,8%
<i>Danang</i>	9,92	10,93	12,01	110,2%	91,0%

In 2024, the average number of employees across the company was 82, an increase of 7 people compared to 2023. However, the recruitment has not met the plan due to the current business production situation. The salary fund for 2024 was 22.563 million VND, which is 112.8% of the plan and 167.0% compared to 2023. However, the average income of employees reached only 16 million VND per person per month, which is 101.6% of the plan and 98.4% compared to 2023. The lower average income is due to the fact that the salary fund for 2024 will be disbursed in 2025.

The employee benefits policies are still being fully implemented in accordance with legal regulations as well as the company's rules and regulations.





In the coming time, the company will continue to restructure its personnel and focus on recruiting new staff to develop the information technology sector, aligning with the growing trend of digital services and high-value services in the VNPT Group's 4.0 strategy, while reducing staff for traditional services.

### 3. Investment Situation, Project Implementation Status

#### a) Major Investments

In 2024, the investment situation is as follows:

No.	Item	Approved Investment	Actual Implementation	+/-	Note
1	Equipment, machinery for production and business operations	2.000.000.000 VND	0	(2.000.000.000)	
	<b>Total</b>	<b>2.000.000.000 VND</b>	<b>0</b>	<b>(2.000.000.000)</b>	

In 2024, the company did not proceed with the investment plan due to some difficulties in the procedures for the fire protection system investment.

#### b) Affiliate Companies

##### KASACO Joint Stock Company

Indicator	Plan 2024	Actual 2024	Actual 2023	%Achieved vs 2024	%Achieved vs 2023
Revenue	74.000	208.667	152.624	281,98%	136,72%
Profits Before Tax	2.000	588	339	29,40%	173,45%
Profits After Tax	1.600	436	271	27,25%	160,89%

KASACO Joint Stock Company (in which KASATI owns 49% of the shares, corresponding to 4.9 billion VND) primarily provides customer care services for telecom operators and retail companies. In 2024, revenue reached 208,667 million VND, achieving 281.98% of the plan and 136.72% compared to 2023. The significant revenue increase was due to the payment made on behalf of clients for the HCM Business Center (over 148 billion VND in 2024, compared to 101 billion VND in 2023), but the profit did not increase correspondingly due to the per capita profit margin. Profit before tax reached 588 million VND, 29.4% of the plan and 173.45% compared to 2023. In 2024, there was no investment and no remuneration for the Board of Directors. The business results were slightly better than 2023, but still very low compared to the plan. Overall, the business activity has not yet shown an upward development trend. The company is trying to find a partner to transfer its entire shareholding but has not yet found one.





#### 4. Financial Situation

a) Financial situation based on the financial report for the fiscal year ending on December 31, 2024:

As of December 31, 2024, the company's total assets amounted to 217,402 million VND, which is 87.04% of the 2023 total (249,744 million VND). The company's equity, excluding undistributed profits for the current year, is 67,368 million VND, which is 102.46% of the 2023 figure, with charter capital accounting for 59,920.2 million VND.

The return on equity after tax for 2024 is 17.25%, an increase of 85.94% compared to 2023 (which was 9.28%) due to profit growth.

As of December 31, 2024, the company still has 473 million VND in bad debts, which has been fully provisioned (100%). The company will continue to make efforts to recover the entire amount in 2025.

The total value of obsolete inventory is 7,714 million VND. As of December 31, 2024, the company has provisioned 7,570 million VND (98.13% of the total value).

Therefore, as of December 31, 2024, the company's financial situation is quite healthy, with no potential financial risks remaining. All financial indicators are better than in 2023.

#### Basic Financial Indicators for 2024

Indicator	Unit	2024	2023	+/-
1. <i>Asset Structure</i>				
- Long-term assets/Total assets	%	3,86%	3,70%	4,36%
- Short-term assets/Total assets	%	96,14%	96,30%	-0,17%
2. <i>Capital Structure</i>				
- Liabilities/Total capital	%	64,26%	71,45%	-10,06%
- Equity/Total capital	%	35,74%	28,55%	25,19%
3. <i>Liquidity Ratio:</i>				
- Quick ratio	Times	1,42	0,62	130,48%
- Current ratio	Times	1,50	1,35	11,00%
4. <i>Profitability Ratio:</i>				
- Profit before tax/Net revenue	%	2,89%	3,93%	-26,59%
- Net profit/Net revenue	%	2,29%	3,10%	-26,12%





- Net profit/Equity	%	17,25%	9,28%	85,94%
- Net profit/Shareholders' equity	%	15,35%	8,46%	81,46%

### 5. Shareholder Structure, Changes in Owner's Investment Capital

#### a) Shares:

- Total number of shares: 5,992,020
- Type of shares in circulation: Common shares
- Number of freely transferable shares: 5,992,020
- Number of shares restricted from transfer according to legal regulations: 0
- Securities traded abroad, sponsorship for issuance and listing of securities abroad: None.
- Shareholder Structure (according to the company's shareholder list as of September 6, 2024):

No.	Category	Number of Shares	Value (VND)	Percentage (%)
	<b>Total contributed capital</b>	<b>5.992.020</b>	<b>59.920.200.000</b>	<b>100.00%</b>
1	<i>By type of shareholder</i>			
1.1	Institutional shareholders	3.351.890	33.518.900.000	55,94%
1.2	Individual shareholders	2.640.130	26.401.300.000	44,06%
2	<i>By domestic and foreign shareholders</i>			
2.1	Domestic shareholders	5.969.020	59.690.200.000	99.62%
2.2	Foreign shareholders	23.000	230,000,000	0.38%
3	<i>By state and others</i>			
3.1	State shareholders	2.030.000	20.300.000.000	33,88%
3.1	Others	3.962.020	39.620.200.000	66,12%

- *List of Major Shareholders (according to the company's shareholder list as of September 6, 2024):*





No.	Shareholder Name	Voting Shares Owned	Percentage (%)
1	Vietnam Posts and Telecommunications Group	2.030.000	33,88%
2	Vietnam Postal Insurance Corporation	1.276.180	21,30%

b) Changes in the Owner's Investment Capital: No changes.

c) Treasury Stock Transactions: None.

d) Other Securities: None.

### **III. Report and Evaluation from the Board of General Directors**

#### *a. Evaluation of Business Operations*

*(Section II.1. Business Operations Status).*

#### *b. Financial Status*

Asset Situations

*(Section II.4. Financial Status).*

#### *c. Improvements in Organizational Structure, Policies, and Management*

The company has implemented the restructuring of its workforce in a lean and efficient direction, improving the regulations and policies currently applied within the company, ensuring fairness and rationality in salary payments. The company has rebuilt its business operations structure.

Improvements in work methods have been introduced, reducing unnecessary steps and non-value-adding activities or those that are no longer effective, ensuring a high level of professionalism in the working environment.

Plans are assigned based on labor productivity through unit wage rates tied to performance, aiming to enhance cost control and operational efficiency between the head office and branches/centers.

The company implements cost-cutting policies, especially in administrative costs, by minimizing expenses related to workplace organization, office supplies, utilities, tools, business trips, hospitality, and phone bills. Financial resources are concentrated and allocated efficiently, enhancing capital and cash flow management, and cost control to focus funding on business production activities.

The company continues to maintain and shape the KASATI culture through KASATI membership standards, internal conduct rules, relationships with customers, and management standards.



*d. Development Plan for the Future, 2025-2029*

The company will focus on boosting its product offerings based on technological expertise to capture market share, including:

- Joint Venture Manufactured Products: Shelter houses, generator cabinets (for suburban, provincial, remote areas, and islands), and Enclosure cabinets (for urban areas and large cities where deployment is challenging due to resident reactions).
- Self-researched and owned Kasati products: Mobile station monitoring equipment meeting IoT standards.

In addition to manufacturing products, the company will focus on the following strengths:

- Core Telecommunications Services: Kasati's core services, including survey, design, installation, optimization, maintenance, and emergency support for network providers and manufacturers like NEC, Ericsson, Nokia, Huawei, ZTE, etc.
- Value-Added Services: Contact center services through Kasati's subsidiary Kasaco, in which Kasati holds 49% of shares (4.9 billion VND), providing services to VN Post, Viettel, Chợ Mới, EMS, and VNPT, with an average annual revenue of 80 billion VND.
- Telecommunications Trading Products: Kasati is a commercial partner for brands like Huawei, ZTE, and Ericsson.
- IT Equipment Products: Kasati partners with companies such as HPE, Juniper, Cisco, and VMware.

Resources will continuously be trained and updated on new technological trends related to the products and solutions the company targets. There will always be a succession team in place: periodic recruitment to bring in new staff who will work alongside experienced employees for practical learning.

Based on these insights, the Board of General Directors has developed plans for the next two years as follows::

**Plan 2025-2026:****+ Revenue Plan****Unit: Million VND**

No.	Indicator	2025	2026
1	Trade	317.000	320.000
2	Core services	90.000	80.000
3	Other services	30.000	30.000
4	New services and products	50.000	100.000





	<b>Total</b>	<b>487,000</b>	<b>530.000</b>
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**+ Revenue Plan***Unit: Million VND*

No.	Indicator	2025	2026
1	Revenue	487,000	530.000
2	Profit before tax	13,900	14.700
3	Profit after tax	11.100	11,700
4	Shareholders' equity	60,000	60,000
5	Dividend	11%	11%

**IV. Board of Directors' Evaluation of Company Operations***a. Evaluation of Company Activities*

The year 2024 has been a successful production year for the company. In 2024, the company achieved a revenue of 450,755 million VND, which is 168.19% of the planned target and 251.67% compared to 2023. A significant part of this success was driven by contracts signed in 2023 and implemented in 2024 (170 billion VND). When considering only contracts signed and implemented in 2024, the revenue reached 281 billion VND, which still exceeded the set target.

The results of the production and business plan for 2024 of Kasati JSC, as of December 31, 2024, are summarized below (Unit: Million VND):

No.	Indicator	Unit	2023 Actual	2024 Plan	2024 Actual	%Achieved vs Target	%Achieved vs 2023
1	Revenue	Million VND	179,103	268,000	450,755	168.19%	251.67%
2	Profit Before Tax (PBT)	Million VND	7,040	10,000	13,006	130.06%	184.74%
3	Profit After Tax (PAT)	Million VND	5,560	8,000	10,338	129.23%	185.94%
4	Equity Capital	Million VND	65,748	67,368	67,368	100.00%	102.46%
5	Share Capital	Million VND	59,920	59,920	59,920	100.00%	100.00%
6	PBT/Revenue	%	3.93%	3.73%	2.89%	77.33%	73.41%
7	PAT/Equity Capital	%	8.46%	11.88%	15.35%	129.23%	181.46%
8	PAT/Share Capital	%	9.28%	13.35%	17.25%	129.23%	185.94%
9	Dividend	%	6.00%	9.00%	10.94%	121.56%	182.33%
10	Salary Fund	Million VND	13,513	20,000	22,563	112.82%	166.97%
11	Fixed Asset Investment	Million VND	1,643	2,000	-	0.00%	0.00%





The profit before tax reached 13,006 million VND, which is 130.06% of the plan and 184.74% compared to 2023. The profit after tax reached 10,338 million VND, which is 129.23% of the plan and 185.94% compared to 2023. Although revenue increased significantly, it was primarily driven by trading activities, so the profit margin ratio was quite low.

In 2024, the company successfully implemented a project worth over 170 billion VND, which has enabled the company to strengthen its capacity to participate in larger projects in the future.

In 2024, the company continued to be a reseller for Huawei in the areas of ManE, DWDM, OLT... at VNPT, a partner of ZTE in the wireless equipment segment at VNPT, and a partner of Ericsson in the core segment at VNPT, which helped the company secure large-value contracts.

Regarding dividends, the company plans to distribute 10.94%, exceeding the plan by 21.56% and achieving 182.33% compared to 2023 (6%), after allocating 30% of the net profit after tax to the development investment fund to supplement business capital.

Overall, despite the challenges faced by the general economy and the company's specific industry, when compared to other companies in the same sector, the company has performed much better. This is a result of significant effort from the Board of Directors.

*b. Board of Directors' Evaluation of the Company's Management Team*

The Board of Directors highly appreciates the results achieved by the management team in the past year, as follows:

- The management team consistently complies with quarterly reports on the company's business operations and ensures timely reporting as requested by the Board of Directors.
- The management team also regularly reports and seeks guidance from the Board of Directors in cases exceeding the management team's authority.
- Given the market difficulties and the current resources, the Board of Directors highly values the efforts of the management team in achieving the above results.
- The operations of the management team always prioritize the company's interests, ensuring shareholder benefits. Operations and information are transparent.

*c. Plans and Directions of the Board of Directors*

*c.1 Supervision of the Board of Directors over the CEO*

The Board of Directors will continue to regularly supervise and guide the CEO in implementing the company's production and business plan, as well as the investment plan for 2025, specifically as follows:

- Supervise and guide the implementation of the 2025 production and business plan set forth by the Annual General Meeting of Shareholders in 2025.





- Supervise and guide the company's investment activities, including investments in assets for business operations and the supervision of investment effectiveness in affiliated companies.
- Supervise the implementation of the resolutions of the Board of Directors and the General Meeting of Shareholders.
- Supervise the organization of operations and the issuance of the company's regulations and policies.
- Collaborate with the Executive Board to develop short- and medium-term production and business plans.
- Other related activities.

### *c.2 Business Performance Targets for 2025*

From surveys and general analysis of the macro environment and the industry environment, 2025 will be a year with many challenges for the company; however, there are also many business opportunities, based on telecom operators investing in 5G.

Based on the actual figures of the 2024 plan, ongoing and upcoming projects and works, as well as analysis of the company's competitive advantages, resources, and capabilities, Kasati Joint Stock Company has developed its 2025 plan with specific targets as follows:

#### **Business Targets for 2025:**

No.	Target	Unit	Plan 2025	Actual 2024	Plan 2025/ Actual 2024
1	Revenue	Million VND	487,101	450,755	108.06%
2	Profit before tax	Million VND	13,900	13,006	106.87%
3	Profit after tax	Million VND	11,120	10,338	107.56%
4	Owner's Equity	Million VND	67,368	67,368	100.00%
5	Share Capital	Million VND	59,920	59,920	100.00%
6	Profit after tax/Owner's Equity	%	16.51%	15.35%	107.56%
7	Profit after tax/Share Capital	%	18.56%	17.25%	107.56%
8	Dividend	%	11.00%	10.94%	100.55%
9	Salary Fund	Million VND	25,000	22,563	110.80%
10	Investment	Million VND	3,600	-	-

In 2025, although the economy is expected to improve, businesses will still face many challenges. After careful consideration, the company has made great efforts in building the 2025 plan with a revenue target of VND 487 billion, an 8.06% increase compared to 2024. The profit before tax target is VND 13.90 billion (106.87% of 2024), and the profit





after tax target is VND 11.12 billion (107.56% of 2024). This plan reflects a significant effort from the entire company staff to ensure shareholder interests.

Regarding dividends, the projected dividend payout rate for 2025 will be 11%, equivalent to 100.55% of 2024 (10.94%).

For the salary fund, the plan sets a budget of VND 25,000 million with the goal of raising the average employee income to VND 18 million per person per month, gradually aligning with market levels.

### **Investment Plan for 2025**

The company plans an investment budget for 2025 as follows:

No.	Item	Investment	Notes
1	Measurement equipment, other machinery for production	2,000,000,000 VND	
2	Car	1,600,000,000 VND	
	<b>Tổng cộng</b>	<b>3.600.000.000 VND</b>	

- The equipment and machinery will primarily support the deployment of 4G and 5G networks in the near future and the fire protection system for buildings.
- The car replacement is for the outdated Camry.

#### *c.3 Development Orientation for IT Services Combined with Traditional Services:*

With the direction for the development of telecommunication services in the coming years, attention should be paid to service segments with high intellectual value, along with the development of a skilled technical workforce to gradually replace simple installation work.

Amidst the Fourth Industrial Revolution, expected to take place in the middle of the second decade of the 21st century, it is forecast that fields such as telecommunications, physics, biology, etc., will no longer have boundaries. People and everything (products, services, locations, etc.) will be interconnected through Internet-based systems (Internet of Things). This will deeply transform society and the global economy.

To prepare for this trend, the company should have basic human resource development plans to lay the foundation for the growth of products and services in the years to come.

## **V. Coporate Governance**

### *a. Board of Directors*

#### **a) Members and Structure of the Board of Directors:**





➤ *Members and Structure of the Board of Directors:*

The list of members and the structure of the Board of Directors (BOD) of the company as of December 31, 2024, is as follows:

No.	Board Member	Position	Shareholding/Capital Contribution (%)	Notes
1	Mr. To Hoai Van	Chairman of the Board	23.88%	Not holding another position
2	Ms. Hoang Thi Minh Phuong	Board Member	10.65%	Not in management
3	Mr. Le Phuoc Hien	Vice Chairman of the Board	8.59%	Concurrent role as CEO
4	Mr. Nguyen Long	Board Member	5.38%	Concurrent role as Deputy CEO, Information Officer
5	Mr. Vu Hoang Ha	Board Member	10.65%	Not holding another position

b) Subcommittees under the Board of Directors: None.

c) Activities of the Board of Directors:

➤ *Evaluation of the Activities of the Board of Directors*

In 2024, the Board of Directors organized 05 meetings to review, discuss, and approve key matters related to the production and business plan, investments, organizational structure, the Annual General Shareholders' Meeting, and future development directions. Specifically, in 2024, the Board of Directors held meetings related to the company's production, business activities, and investments as follows:

No.	Minutes Number	Meeting Date	Content	Approval Rate
1	01/2024/BB-HDQT	26/01/2024	The Board reviewed and approved the 2023 business performance report and the 2024 business plan of the Company.	100%
2	02/2024/BB-HDQT	28/03/2024	The Board reviewed and approved the 2023 business performance report, the 2024 business plan, and the agenda for the 2024 Annual General Shareholders' Meeting of Kasati Joint Stock Company.	100%
3	03/2024/BB-HDQT	13/08/2024	Approval of the dividend payment date for 2023.	100%
4	04/2024/BB-HDQT	22/08/2024	Approval of the credit limit at MB Bank.	100%
5	05/2024/BB	19/12/2024	Approval of the credit limit at TPBank.	100%





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In summary, in 2024, the Board of Directors of the Company performed its role of supervision and guidance of the General Director's operations in accordance with the Company's Charter and the resolutions of the General Shareholders' Meeting and the Board of Directors. The activities of the Board ensured the interests of shareholders, the benefits of employees within the company, and fulfilled the obligations to the State.

d) Activities of Independent Non-Executive Board Members: None.

e) Activities of Committees within the Board of Directors: None.

f) List of Board Members with Corporate Governance Training Certificates:

No.	Board Member	Position
1	Mr. To Hoai Van	Chairman of the Board of Directors
2	Mr. Vu Hoang Ha	Board Member
3	Mr. Le Phuoc Hien	Vice Chairman of the Board of Directors
4	Ms. Hoang Thi Minh Phuong	Board Member
5	Mr. Nguyen Long	Board Member

*b. Supervisory Board*

a) Members and Structure of the Supervisory Board:

No.	Board Member	Position	Start Date/End Date	Qualification
1	Ms. Ho Thi Kim Oanh	Head of the Supervisory Board	27/04/2021	Bachelor's Degree
2	Mr. Le Xuan Bac	Member	28/04/2023	Master's Degree
3	Mr. Tran Quang Minh man	Member	27/04/2021	Master's Degree

**Meetings of the Supervisory Board**

No.	Board Member	Position	Number of Meetings Attended	Attendance Rate	Voting Rate	Reason for Absence
1	Ms. Ho Thi Kim Oanh	Head of the Supervisory Board	02/02	100%	100%	-
2	Mr. Tran Quang Minh Man	Member	02/02	100%	100%	-
3	Mr. Le Xuan Bac	Member	02/02	100%	100%	-



**b) Activities of the Supervisory Board:**

The Supervisory Board organized 02 meetings, including regular and pre-task meetings, as per the assigned responsibilities.

During the year, the Supervisory Board also participated in meetings with the Board of Directors (BOD). In these meetings, the Supervisory Board and Board of Directors reviewed, discussed, and approved key matters related to the business production plan, investments, organizational structure, the annual general meeting (AGM) plan, amendments to the company's organizational charter, and the company's operating regulations.

The Supervisory Board monitored the company's financial activities.

The Supervisory Board also reviewed the implementation of resolutions from the AGM and BOD, as well as the rules, regulations, and charter established by the company.

The Supervisory Board conducted supervision of the Board of Directors members, the General Director, and other managerial staff.

**c. Transactions, Compensation, and Benefits of the Board of Directors, Executive Board, and Supervisory Board**

- a) Salary, Bonuses, Compensation, and Other Benefits: The compensation for the Board of Directors (HDQT), Supervisory Board (BKS), and Executive Board for 2024, as per the resolution of the Annual General Meeting (AGM) 2024, is as follow:

No.	Name	Position	This Year	Previous Year
			VND	VND
I. Board of Directors			364.200.487	412.238.791
1.	To Hoai Van	Chairman	95.904.863	106.612.619
2.	Do Quang Khanh	Vice Chairman	22.616.000	81.734.674
3	Hoang Minh Phuong	Member	63.940.910	29.502.000
4.	Nguyen Thi Hong Mai	Member		41.576.412
5.	Le Phuoc Hien	Vice Chairman	73.524.894	81.734.674
6.	Nguyen Long	Member	63.940.910	71.078.412
7.	Vu Hoang Ha	Member	44.272.910	
II. Executive Board			1.998.055.000	1.998.055.000





1.	Le Phuoc Hien	General Director	694.019.531	754.000.000
2.	Nguyen Long	Deputy General Director	596.007.000	649.149.000
3.	Vo Ngoc Anh	Deputy General Director	559.513.220	594.906.000

**III. Supervisory Board****343.855.475      360.864.871**

1.	Ho Thi Kim Oanh	Head of Board	279.927.573	289.796.457
2.	Do Ngoc Khanh	Member		20.786.207
3.	Tran Quang Minh Man	Member	31.963.851	35.534.207
4.	Le Xuan Bach	Member	31.963.851	14.748.000

**Total****2.965.806.226      3.212.489.662**

b) Transactions of Internal Shareholders: None.

c) Contracts or Transactions with Internal Shareholders: None.

d) Compliance with Corporate Governance Regulations: The company has adhered to all legal requirements and the company's charter regarding its organization and operations.

**VI. Financial Report**1. *Auditor's Opinion: The entire report is accepted (please refer to the audited financial report for the year 2024 attached).*2. *Audited Financial Report: The audited financial report for the year 2024 is attached.*

Ho Chi Minh City, March 17, 2025

**Confirmation of the Legal Representative of the****KASATI JSC.****On behalf of Board Directors***Lê Phước Hiền*