

*Hanoi, March 19, 2025***REPORT OF THE CHIEF EXECUTIVE OFFICER  
BUSINESS PERFORMANCE IN 2024 & BUSINESS OBJECTIVES FOR 2025****I. BUSINESS PERFORMANCE REPORT FOR 2024****1. Economic and Market Situation**

In 2024, the global situation continued to be complex and unpredictable, with numerous risks and uncertainties. Military conflicts escalated, and strategic competition among major countries became increasingly intense. Additionally, natural disasters and extreme weather conditions severely impacted the lives of people and socio-economic development in many countries. However, the global economy gradually stabilized as global trade improved, inflationary pressures eased, financial market conditions continued to loosen, and the labor market showed positive recovery.

In Vietnam, under the leadership of the Party, the proactive, flexible, decisive, and effective administration of the Government, and the close coordination of ministries and local authorities, the country's socio-economic situation in 2024 continued to show a clear recovery trend. Growth gradually improved month by month and quarter by quarter, inflation remained below target, major economic balances were ensured, and results in many key sectors met or exceeded targets, making Vietnam a bright spot in economic growth both in the region and globally. According to the General Statistics Office, Vietnam's economy in 2024 was estimated to grow by 7.09%, surpassing the National Meeting's target of 6.5-7%.

Regarding the insurance sector in general and the non-life insurance industry in particular, 2024 was a year full of challenges: Legal risks remained unresolved, significantly affecting the development of insurance enterprises, while unpredictable natural disasters occurred. In September 2024, Typhoon No. 3 - Yagi caused severe economic damage, particularly impacting non-life insurance companies.

However, with strong growth in the early months of the year, post-disaster recovery measures, and insurance policies, the Vietnamese insurance market still achieved significant results, contributing to macroeconomic stability and social security.

**- Revenue scale data of market players in 2024:**

+ According to the Insurance Association of Vietnam (IAV), the total market-wide non-life Direct insurance premium in 2024 reached VND 79,348 billion, reflecting **a growth of 15.1%**. Of this, PJICO recorded revenue of **VND 4,396.5 billion**, a growth of 9.3%, capturing a **5.5% market share**.

+ In terms of market share and scale in 2024: PVI recorded VND 13,326 billion (16.8%), Bảo Việt VND 10,457 billion (13.2%), Bảo Minh VND 5,961 billion (7.5%), MIC VND 5,034 billion (6.3%), BIC VND 4,870 billion (6.1%), PJICO VND 4,396.5 billion (5.5%), and VBI VND 4,159 billion (5.2%).

+ In 2024, PJICO rose to the 6<sup>th</sup> position in the market, holding a 5.5% market share in direct insurance premium, ranking just after BIC and ahead of VBI.

**2. General Business Performance of PJICO in 2024**

In 2024, the insurance market in general and PJICO in particular faced many difficulties and challenges. Remaining steadfast in its business development goal of "*safety, efficiency, and sustainability*," PJICO successfully overcame challenges and fulfilled the tasks assigned by the BOD for 2024:

*Firstly*, in 2024, PJICO comprehensively achieved all targets approved by the AGM, specifically:

- ✓ Total revenue reached **VND 5,279 billion** - *surpassing the VND 5,000 billion milestone for the first time*, reflecting an **8.9%** growth and achieving **110.7%** of the BOD's assigned target for 2024. Direct insurance premium reached **VND 4,396.5 billion**, growing by **9.3%** and fulfilling **109.3%** of the BOD's assigned target for 2024.
- ✓ Profit before tax was **VND 291.2 billion**, achieving **100.8%** of the target, growing by **2.6%** compared to 2023. As a result, in 2024, PJICO remained among the top-performing companies in the market in terms of operational efficiency.

*Secondly*, in 2024, PJICO continued to enhance financial management and risk management to prevent incidents affecting the company's financial situation.

*Thirdly*, in 2024, PJICO advanced its digital transformation strategy in line with the corporate vision, successfully implementing multiple IT projects to enhance management, governance, and sales operations while diversifying sales channels to improve customer experience.

*Fourthly*, in 2024, PJICO continued to be rated "B++" (Good) for financial strength by A.M. Best, a leading global credit rating agency, with a stable outlook. The issuer credit rating was "bbb" (Good), and the National Scale Rating (NSR) was "*aaa.VN*" - the highest rating in Vietnam.

*Fifthly*, PJICO continued to improve employee welfare, increase staff income, and participate in numerous social welfare activities to contribute to the community.

*Beyond achieving all five BOD-assigned tasks, in 2024, PJICO also executed several key initiatives and attained significant milestones:*

- ✓ Successfully rebranded and launched a new corporate identity on June 21, 2024, ensuring a synchronized update across all platforms, including signage, mobile applications, websites, and internal documents.
- ✓ Acquired a new headquarters for PJICO Phu Yen, with operations stabilizing in September 2024.
- ✓ Despite facing the catastrophic Yagi typhoon, which severely impacted non-life insurance companies, PJICO not only promptly and fully compensated affected customers but also continued to allocate additional provisions to strengthen its Risk Provision Fund. This effort positioned PJICO among *the top in the market in terms of financial capacity* and commitment to customers.

### **3. 2024 Business Performance by Line of Business, Distribution Channel, and Activity**

#### + Motor Vehicle Insurance:

The motor vehicle insurance is the core of business with 100% coverage across member units, accounting for **37.3%** of PJICO's direct insurance premium. PJICO's motor vehicle gross written premium revenue in 2024 reached **VND 1,639 billion**, achieving **104.7%** of the annual target and growing by **6.5%** compared to 2023.

- ✓ *Automobile gross written premium revenue reached VND 1,573 billion, growing by 6.7% year-over-year and achieving 104.9% of the target. Retained claims stood at*



VND 888.8 billion, accounting for 57.4% of retained revenue, down 4.6% compared to 2023.

- ✓ *Motorcycle gross written premium revenue reached VND 65.3 billion, growing by 3.4% year-over-year and achieving 99.8% of the target. Retained claims stood at VND 2.7 billion, accounting for 4.2% of retained revenue, up 0.4% compared to 2023.*

+ Marine Insurance:

Marine insurance accounted for **15.8%** of PJICO's direct insurance premium, with **81.3%** coverage across member units. PJICO's 2024 revenue for this line reached **VND 696.8 billion**, achieving 108.6% of the annual target and growing by **5.5%** compared to 2023.

- ✓ *Cargo gross written premium revenue reached VND 395.6 billion, achieving 108.4% of the annual target and decreasing by 0.2% compared to the previous year. Retained claims stood at VND 9.8 billion, accounting for 3.4% of retained revenue, down 0.8% year-over-year. Among this, gross written premium revenue from Vietnam National Petroleum Group (including the Group Office and subsidiaries) reached VND 284.3 billion, down VND 18.8 billion or 6.2% compared to 2023, accounting for 71.9% of total revenue; other cargo gross written premium revenue reached VND 111.2 billion, growing by 19.3% compared to 2023, accounting for 28.1% of total revenue.*
- ✓ *Ship gross written premium revenue reached VND 301.1 billion, achieving 108.9% of the annual target and growing by 14.2% year-over-year. Retained claims stood at VND 50.6 billion, accounting for 45.3% of retained revenue, up 12.1% compared to 2023.*

+ Health Insurance

Health insurance accounted for 15.2% of PJICO's direct insurance premium and had 100% coverage across member units. PJICO's 2024 revenue reached **VND 666.2 billion**, achieving **143.9%** of the target and growing by **55.9%** compared to 2023, including:

- ✓ *Other personal gross written premium revenue reached VND 580.2 billion, growing by 66.5% and achieving 151.9% of the target. Retained claims stood at VND 223.1 billion, accounting for 61.2% of retained revenue, down 10.3% compared to 2023.*
- ✓ *Student-teacher gross written premium revenue reached VND 85.9 billion, growing by 8.9% and achieving 106.1% of the target. Retained claims stood at VND 26.8 billion, accounting for 32.4% of retained revenue, up 0.2% year-over-year.*

+ Fire, Property, and Miscellaneous Insurance

This line accounted for **25.5%** of PJICO's direct insurance premium and had 100% coverage across member units. PJICO's 2024 revenue reached **VND 1,122 billion**, achieving **109.9%** of the target and growing by **8%** compared to 2023.

- ✓ *Fire and property gross written premium revenue reached VND 969.1 billion, growing by 5.7% and achieving 107.4% of the target. Retained claims stood at VND 114.6 billion, accounting for 33.2% of retained revenue.*
- ✓ *Miscellaneous gross written premium revenue reached VND 153.6 billion, growing by 19.1% and achieving 128% of the target. Retained claims stood at VND 3.3 billion, accounting for 3.7% of retained revenue.*

+ Aviation Insurance

Aviation insurance accounted for 2.1% of PJICO's direct insurance premium. Aviation gross written premium revenue in 2024 reached **VND 93.2 billion**, achieving **106%** of the target, down **10.9%** compared to 2023.

+ Project and Engineering Insurance

- This line accounted for 4.1% of PJICO's direct insurance premium and had 100% coverage across member units. Revenue in 2024 reached **VND 178.2 billion**, achieving **73%** of the target and decreasing by **27.8%** compared to 2023. Retained claims stood at **VND 22.4 billion**, accounting for **31.8%** of retained revenue.

+ Bancassurance and Petrolimex Agent Channels

- Direct insurance premium through bancassurance in 2024 reached **VND 538.7 billion**, achieving **107.7%** of the target, growing by **14.1%** compared to 2023. PJICO currently partners with 14 out of 39 domestic banks.

- Direct insurance premium through Petrolimex agent channels in 2024 reached **VND 191.8 billion**, achieving **101%** of the target, growing by **14.1%** year-over-year.

+ Brokerage Channel

PJICO currently collaborates with 22 out of 29 insurance brokerage firms.

Direct insurance premium through brokers in 2024 reached **VND 597.7 billion**, growing by **57.2%** compared to 2023, with revenue excluding health insurance products reaching **VND 306.3 billion**, achieving **109.4%** of the target and growing by **9.4%** compared to 2023.

+ Individual Agent Channel

Direct insurance premium through individual agents in 2024 reached **VND 748.9 billion**, growing by **4.4%** compared to 2023.

+ Reinsurance Activities

Reinsurance ceded in 2024 reached **VND 1,524 billion**, with reinsurance commission income at **VND 318 billion** and reinsurance claims received at **VND 330.8 billion**.

Reinsurance assumed in 2024 reached **VND 214 billion**, achieving **111%** of the assigned target; reinsurance claims paid amounted to **VND 132.2 billion**.

+ Financial Investment Activities:

With the objective of arranging reinsurance efficiently, economically, and ensuring financial security according to the plan approved by the BOD, in 2024, PJICO successfully renewed fixed reinsurance contracts for major business lines: Marine; Fire, Engineering, and Miscellaneous. The terms and conditions, as well as the capacity of reinsurers, were implemented in compliance with the regulations of the Ministry of Finance.

In 2024, PJICO entered into a reinsurance cession contract for the Healthcare Insurance product group, enabling PJICO to expand its market share in the healthcare insurance sector. Additionally, PJICO strengthened control over reinsurance policies through operational software, minimizing the risk of unreported insurance policies and identifying services with terms and conditions beyond PJICO's guidelines. The company also updated and issued the Reinsurance Notification Guidelines for 2024 under Decision No. 1142/PJICO-QD-TGD dated December 29, 2023.

+ Financial Investment Activities

- Revenue from financial activities and office leasing in 2024 reached **VND 299.5 billion**, of which: Financial activity revenue amounted to **VND 283.2 billion**, achieving



**134.1%** of the annual target and decreasing by 0.1% compared to 2023. This generated a profit of approximately **VND 220 billion** for PJICO, with profit from reserve fund investment reaching around VND 125 billion.

- ✓ Deposit investment revenue reached VND 196.5 billion, achieving 120.3% of the annual target.
- ✓ Non-deposit financial investment revenue amounted to VND 86.7 billion, achieving 180.7% of the annual target, including: Bond revenue: VND 26.8 billion; Dividend and capital contribution revenue: VND 54.9 billion; and Investment trust revenue: VND 5 billion.
- ✓ Office leasing revenue reached VND 16.2 billion.

- The application of new cash flow management regulations, automated fee collection via designated accounts, and eliminating outstanding fees at intermediary institutions optimized investment cash flow.

- The implementation of suitable loan programs allowed PJICO to proactively manage claim payments and reinsurance transactions, ensuring timely payments to partners without maintaining excess non-term deposits at banks. The average deposit investment interest rate was **5.13%** per annum, with a spread of 0.3% to 1.9% per annum on a total loan amount of VND 1,143.5 billion. Effective cash flow management eliminated the need to maintain non-term deposits for claim payments, averaging VND 50 billion, resulting in additional profits of **VND 7.7 billion** for PJICO in 2024.

#### **4. Risk Management and Governance**

In fulfilling the second task assigned by the BOD to strengthen risk management and achieve the business goal of "*safety, efficiency, and sustainability*," PJICO actively focused on specific risk management initiatives:

##### + *Financial Accounting, Debt Management, and Bad Debt Recovery*

- Strengthened guidance and support for units in cost control, document verification, and invoice management to ensure financial security for PJICO and its units. Successfully implemented and launched nationwide the project to review input invoices using Akabot, combined with amendments to financial management regulations, strictly enforcing ***cashless payments*** to mitigate risks associated with invoice management in the digital transformation era.

- Officially launched the FTS 3.0 management accounting module to enhance labor productivity, support units, and PJICO in cost and profit control, improving business efficiency.

- Enhanced debt management at the unit and policy levels:

+ Issued official documents to each unit at the time of the 2023 year-end settlement and for each quarter of 2024, providing guidance on handling outstanding debts for specific cases and policies.

Recovered and settled bad debts totaling **VND 31.1 billion** in 2024, achieving 103.6% of the annual target set by the BOD (BOD's 2024 target: VND 30 billion).

##### + *Human Resources, Labor, and Salaries*

- PJICO's Headquarters successfully implemented the BOD's resolution on the restructuring plan for the headquarters, completing Phase I of the plan.

- Developed and executed a company-wide reward and recognition program for 2024, utilizing a reward fund of **VND 5 billion** from the BOD's 2023 budget.

+ Other Governance and Management Activities

- Promoted investment and upgrades in infrastructure and facilities nationwide to ensure stability and create motivation for sustainable development across all units.

- Conducted comprehensive inspections and audits of business operations, financial management, and compliance at member units; urged units to implement post-audit recommendations.

- Regularly conducted follow-up audits at key locations to enhance auto claims assessment processes; reviewed operational, financial, and cost management procedures to mitigate risks.

- Proactively reviewed and updated quality management systems and ISO documentation for operational departments; regularly updated and disseminated relevant legal documents and regulatory changes affecting the business.

- Efficiently handled customer complaints via the Customer Service Call Center; carried out marketing, advertising, and multi-channel branding campaigns to promote PJICO's products and services.

**5. Digital Transformation**

Carrying out the third task assigned by the BOD to promote digital transformation in line with PJICO's strategy, various IT projects have been implemented, including:

- Acceptance and gradual implementation of the digital transformation strategy consulting project at PJICO for the period 2023-2028;

- Successful nationwide go-live of the project to review input invoices using Akabot, combined with amendments to the Financial Management Regulations to strictly apply cashless transactions, thereby mitigating risks related to input invoices across the system in alignment with the digital transformation trend;

- Successful implementation and completion of the Management Accounting module within the FTS accounting software, enabling cost calculation and efficiency assessment at the level of individual insurance policies, customers, customer groups, and business segments;

- Deployment of the new BTXCG - ESCS software from January 1, 2024, and the implementation of the Healthcare - ESCS claims processing software from July 1, 2024;

- Continued implementation of infrastructure virtualization solutions (Private Cloud); workstation and application virtualization solutions (VDI);

- Ongoing deployment of the sales app integrated with a dedicated collection and disbursement system to optimize cash flow, along with the issuance of an Online Fund Transfer Process applicable nationwide, integrating automated accounting, invoicing, and fee collection. This serves as a crucial tool for business development, aligned with digital transformation trends, effective risk management, cash flow optimization, and enhanced customer experience;

- Development of the BI Management Reporting System, which will be continuously updated and refined to meet business production requirements and real-time conditions;

- Survey and development of the reinsurance module within the FTS accounting software, successfully going live on January 1, 2025;



- Implementation of a new brand identity system uniformly across all platforms, including signage, apps, websites, documents, and internal procedural materials.

## **6. Maintaining and Sustaining International Credit Ratings and Enhancing Service Quality**

Carrying out the fourth task assigned by the BOD to maintain and sustain PJICO's financial credit rating from the world's leading credit rating agency, A.M. Best:

- In 2024, PJICO continued to be rated by A.M. Best, a leading global financial credit rating agency, with a financial strength rating of "B++" (Good), a stable outlook, an issuer credit rating of "bbb" (Good), and a National Scale Rating (NSR) of *"aaa.VN"—the highest level in Vietnam.*

## **7. Party Affairs, Unions, Community Activities, Employee Welfare, and Other Operations**

The achievements in 2024 regarding Party affairs, unions, community activities, employee welfare, and income enhancement initiatives for employees:

- In addition to allocating payroll budgets based on annual revenue, allowing units to independently manage monthly salary payments, and implementing incentive programs to encourage sales performance, PJICO has undertaken various employee welfare initiatives. These include transportation allowances during holidays, performance bonuses, general welfare benefits, profit-sharing salaries, and collective salaries for units.

- PJICO has actively participated in community welfare activities, contributing a total sponsorship amount of approximately VND 4.8 billion. Notably, it donated VND 1.4 billion to support provinces/localities in overcoming the aftermath of Typhoon No. 3 – Yagi, of which VND 800 million was contributed by employees.

## **II. BUSINESS OBJECTIVES FOR 2025**

### **1. Basis and Orientation of the 2025 Business Plan**

- Based on the global and Vietnamese economic and market conditions.  
- Based on the seven business objectives for the 2024-2029 period approved at the 2024 Annual AGM:

*(1). Business activities focused on "safety, efficiency, and sustainability," including:*

- + Maintaining an average annual direct insurance premium growth of at least 3-5%.*
- + Maintaining an average annual profit before tax growth of 3%.*
- + Ensuring an annual dividend payout of at least 8% of charter capital in cash.*

*(2). Seeking and continuing to expand business operations in key, high-growth potential areas such as Hanoi, Ho Chi Minh City, and other provinces to capitalize on market expansion opportunities.*

*(3). Maintaining and improving international credit ratings.*

*(4). Developing and implementing the Digital Transformation Strategy for the 2024-2030 period with a vision for 2040.*

*(5). Developing and implementing the Brand Recognition Strategy for the 2024-2030 period with a vision for 2040.*

*(6). Researching and formulating a sustainable development strategy according to ESG standards.*

*(7). Continuing to seek investment in PJICO's headquarters in Hanoi with a scale appropriate to future growth prospects, aligning with corporate resources and financial capacity.*

## **2. Favorable Conditions and Challenges Affecting Business Activities in 2025**

PJICO develops its 2025 business plan based on the following factors:

- The global economy continues to face numerous challenges and difficulties.
- Ongoing challenges in the non-life insurance market, with intense competition from insurance companies striving to capture and maintain market share, such as VNI, BSH, BIC, and MIC.
- Domestic restructuring and streamlining of governmental and organizational structures, leading to significant personnel changes, which impact the execution of the 2025 business plan with partners and customers.
- Unresolved legal risks and increasing, unpredictable natural disaster risks.
- Unprecedented rapid development of new technologies, posing significant challenges for business execution while IT costs continue to rise.
- The average bank deposit interest rate in 2025 remains low, at around 4.6 - 5%.
- Marine Insurance: Direct insurance premium in 2024 grew by 5.5% compared to 2023. If there are no fluctuations in revenue from major customers such as Vietnam National Petroleum Group, PJICO expects marine gross written premium revenue in 2025 to be equivalent to 2024.
- Motor Vehicle Insurance: As a core business line with a high proportion of revenue, it faces significant difficulties due to weak market demand and increasing cost competition among insurers. With a planned cost reduction of up to 5% of revenue for this line, revenue in 2025 is expected to remain unchanged from 2024.
- Health Insurance: Direct insurance premium in 2024 reached VND 666.2 billion, growing by 55.9% compared to 2023, accounting for approximately 15.2% of total direct insurance premium. Due to high loss ratios in this line, PJICO will maintain a reasonable proportion to ensure business efficiency. The company projects health gross written premium revenue in 2025 to be equivalent to 2024.
- Fire, All Risks, and Property Insurance: Current regulations allow insurers to adjust premiums by 25%. Given the competitive market landscape (BSH, VNI, and the involvement of DB Insurance from Korea), maintaining market share and revenue growth is challenging. PJICO targets a 2% revenue growth for this segment in 2025 compared to 2024.
- Engineering Insurance: As a non-renewable business line, PJICO expects a 2% revenue growth in 2025 compared to 2024.
- Aviation Insurance: In 2025, PJICO will not participate in insuring Vietnam Airlines' fleet project, leading to an expected 26% decrease in direct insurance premium compared to 2024.

## **3. 2025 Business Plan Targets**



Based on detailed analysis, alignment with the 2025 business plan, and the seven business objectives for 2024-2029 set by the Board of Directors (BOD), PJICO proposes the following consolidated financial business plan for 2025 for approval by the AGM:

**3.1. Revenue:**

- *Direct insurance premium : VND 4,400 billion, equivalent to 2024 actual performance.*

- *Inward reinsurance premium: VND 214 billion.*

- *Financial investment revenue: VND 220 billion.*

- *Rental revenue from office leasing: VND 15 billion.*

**3.2. Profit Before Tax:**

2025 profit before tax target: **VND 306 billion** (*increase 5% compared with 2024*). Aim to attain a profit before tax growth of 8% over the results of 2024.

**3.3. Dividend Distribution:** 12% of charter capital in cash.

**III- KEY SOLUTIONS FOR 2025**

In 2025, PJICO will continue striving comprehensively to achieve the assigned targets. To meet these objectives, all employees across the organization will work collectively to implement the following key solutions:

**1. Solutions for Each Direct Insurance Business Line**

Continuing to adhere to the goal of safe, sustainable and effective development, PJICO continues with key solutions in 2025.

+ *Policy Solutions:*

Continue implementing the 2024 policies with adjustments, increasing salary costs and reducing sales management expenses by approximately 5% of actual revenue for the motor vehicle insurance line.

Allocate salary funds equivalent to the “*Sustainable Revenue Growth Promotion*” program for technical insurance and the “*Stable Core Revenue*” program for Property-All Risks insurance to allow business units more flexibility.

Develop a health insurance program based on safety, efficiency, and sustainability, adjusting sales expenses and salary allocations for each policy and customer.

Strengthen financial management regulations, strictly implementing cashless payments to mitigate legal risks.

Continue procurement and issuance of promotional items, customer vouchers, and debt notifications, allocating up to 1% of actual revenue (excluding brokered revenue) for business expenses.

+ *Intermediary Channel Promotion Solutions:*

Enhance the sales app as an essential tool for sales personnel, serving as a primary connection for partners and intermediary sales channels. Develop an automated fee collection program with Vietcombank (VCB) integrated with accounting software to improve cash flow management and customer experience.

Strengthen customer relationships and implement periodic care programs for major partners such as Petrolimex, Toyota, Vinfast, Hyundai, EVN, PVN, and Vinacomin to stabilize revenue.

Implement sales contests and Bancassurance management strategies tailored to market conditions.

Establish customized policies for each banking partner and expand collaborations with new banks.

+ Digital Insurance Channel Promotion Solutions:

Integrate solutions advised by SFMI, leveraging technology and media strategies to boost revenue from digital insurance channels in alignment with PJICO's digital transformation strategy.

Establish PJICO Digital Insurance Branch to develop and manage digital insurance business activities.

+ Business Line and Unit-Specific Solutions:

Analyze the decline in revenue proportion for each insurance line and customer group, restructuring core and potential products to enhance PJICO's competitiveness.

Continuously update and issue flexible pricing models and underwriting guidelines for 2025. Implement performance-based competition models across business units, providing direct support to weaker-performing locations through focused sales meetings and strategies tailored for each region.

## **2. Reinsurance Operations Solutions**

- Regarding the implementation of the reinsurance program: Develop a project for the reinsurance module that synchronizes direct insurance and reinsurance operations while ensuring the management requirements for reinsurance activities. This will lead to the comprehensive completion of the Reinsurance Module on the FTS 3.0 software to support management and operational needs.

- Expand and explore new reinsurance markets such as China, South Korea, and Japan to increase capacity and maximize support for direct insurance operations in an increasingly competitive market with large-scale services.

## **3. Financial Investment Operations Solutions**

In 2025, PJICO will continue implementing automatic fee collection and disbursement programs via VCB Bank for all distribution channels while deploying appropriate loan programs to optimize cash flow management and enhance the efficiency of deposit investments.

Closely monitor market developments, regularly review the financial investment portfolio, and select appropriate times to propose divestment plans to the leadership. This includes selling underperforming stocks or those that have met expected profit targets. The goal is to exceed the assigned revenue plan.

## **4. Management and Risk Governance Solutions**

+ Financial Accounting, Debt Management, and Bad Debt Recovery Solutions

- Continue enhancing guidance and support for units in cost control, invoice verification, and strict implementation of non-cash payment methods to ensure financial security for PJICO and its units.

- Maintain efficient operation of the FTS 3.0 management accounting module to improve labor productivity, support cost and profit control, and enhance business efficiency.

- Strengthen debt control efforts, handling and recovering bad debts:

- Continue implementing the automatic fee invoicing program for fuel station agents, corporate agents, and direct business channels to minimize insurance premium receivables.



- Deploy an automated debt reminder reporting system, with a particular focus on overdue contracts with automatic termination clauses in case of non-payment. This will ensure timely debt collection and handling, especially for policies involving reinsurance ceded premiums.

- Rigorously review expired insurance debts for resolution based on recommendations from the State Audit Office and independent auditor PwC. Recover and handle bad debts and doubtful debts to exceed the targets set by the BOD, further strengthening receivables management and bad debt recovery efforts.

- Revise PJICO's existing Debt Management Regulations to align with legal requirements and the practical management situation.

+ Human Resources and System Solutions

- Focus on staff training and capacity building; revise relevant regulations, procedures, and policies to align with the organizational model and practical requirements; establish a standardized performance evaluation system across PJICO.

- Implement an HR management software system to meet personnel management requirements.

+ Other Governance Solutions

- Establish a centralized health insurance claims center to control health insurance claim ratios, enhance post-sales service quality, and improve business efficiency.

- Continue ensuring accurate, complete, and timely motor vehicle claims assessments; maintain strict control over motor vehicle insurance claim ratios to enhance post-sales service quality and business efficiency.

- Promote and integrate the significance of the new corporate brand identity among employees, agents, collaborators, customers, partners, and the public.

**5. Digital Transformation and IT Application Solutions**

- Fully integrate IT into sales operations by enhancing multi-channel solutions, such as multi-channel platforms for banking and fuel station distribution channels.

- Continuously update and refine the BI reporting system to support business operations and adapt to market conditions.

- Implement the reinsurance module in the FTS system to optimize business efficiency for each insurance policy.

- Continue digitizing processes and data to create a fully digital environment and improve labor productivity.

To implement these initiatives effectively, seamless connectivity and robust infrastructure must be ensured to prevent disruptions and disconnections.

**6. Maintaining International Credit Ratings and Enhancing Service Quality**

- Combine business development solutions, financial capacity strengthening, and risk control to maintain and uphold the international credit rating assigned by A.M. Best, a leading global financial credit rating agency, in 2025.

- Continue maintaining the ISO 9001:2015 Quality Management System and update and issue ISO procedures to align with PJICO's restructuring model.

**7. Continuing Party, Union, and Community Activities; Enhancing Employee Welfare and Other Operations**

2025 marks a year of enthusiastic efforts across PJICO to celebrate its 30<sup>th</sup> anniversary (June 15, 1995 – June 15, 2025). On this occasion, PJICO will also launch a new brand identity aligned with its business orientation for the next 5-10 years.

Therefore, all employees are encouraged to uphold the 30-year tradition and strive for comprehensive success in the 2025 business plan and subsequent years as assigned by the BOD and approved by the General Meeting of Shareholders

  
**CHIEF EXECUTIVE OFFICER**



**Nguyễn Thi Hương Giang**