

Hanoi, June th, 2026



AGENDA
2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS

Venue: Meeting room on the 16th fl., COMA Building, No. 125D Minh Khai Str., Bach Mai Ward, Hanoi City

Time: From 8:00 a.m., June 30th 2026

No.	Time	Details
1	8h00-8h30	Welcome attendants and regist to attend the meeting
2	8h30-8h40	- Opening declaration of the meeting and introduce attendants - Report on shareholders' verification attending the meeting - Introduce and invite the Presidium to chair the meeting
3	8h40-8h50	- Nominate and invite the Secretary to perform their task - Approve members of the Vote Counting committee
4	8h50-9h00	- Report on Agenda and Working Regulations of the Meeting - Approve Agenda and Working Regulations of the Meeting
5	9h00-9h45	Present Reports and Proposals: 1. Report on production and business results for the year 2025 and plan for the year 2026; 2. Report on operation of the Board of Directors (BOD) for the year 2025 and plan for the year 2026; 3. Report on operation of the Supervisory Board (SB) for the year 2025 and plan for the year 2026; 4. Proposal on approval of the audited financial statements for the year 2025; 5. Proposal on approval of the profit distribution plan for the year 2025; 6. Proposal on approval of salary and remuneration paid to the members of BOD and SB for the year 2025 and plan for the year 2026; 7. Proposal on selection of independent audit companies to review and audit financial statements for the year 2026. 8. Proposal on approval of the "Strateric Orientation for Development of the Corporation for the period of 2026-2030". 9. Proposal on approval of modification and addition of the Corporation's Charter; Internal regulations on governance of the Corporation; Operating regulations of the BOD of the Corporation.



6	9h45-10h05	Discussion
7	10h05-10h20	Attendants' opinions
8	10h20-10h50	Electing members of BOD and SB for the term of 2026-2031 1. Approve of the election regulations 2. Presenting the proposal on electing members of BOD and SB for the term of 2026-2031 3. Voting
9	10h50-11h20	Break (The vote counting committee on duty)
10	11h20-11h25	1. The vote counting committee announce the voting results of BOD and SB for the term 2026-2031 2. Approve voting results of BOD and SB
11	11h25-11h40	The first meeting of BOD and SB to elect Chairman of BOD and Head of SB.
12	11h40-11h45	Announce electing results of Chairman of BOD and Head of SB
13	11h45-11h50	Announce the vote counting results for approval of the Reports and Proposals.
14	11h50-12h00	- Approve Minutes of Meeting and Resolution of the GMS. - Closing declaration of the meeting.



Hanoi, June 30th, 2026

**WORKING REGULATIONS OF
THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS OF
CONSTRUCTION MACHINERY CORPORATION JSC.**

**Chapter I.
GENERAL PROVISIONS**

Article 1. Scope and entities of application

1. This regulation is applied to the organization of the 2025 Annual General Meeting of Shareholders (hereinafter referred to as GMS) of Construction Machinery Corporation - Joint Stock Company.

2. This regulation specifically stipulates the rights and obligations of shareholders, participants of the GMS, conditions and procedures for conducting the GMS.

3. Shareholders and participants are responsible for complying with the provisions of this Regulation.

Article 2. Conditions to participate in the GMS

1. Individual shareholders, authorized representatives of shareholders that are organizations named in the List of Shareholders of Construction Machinery Corporation - Joint Stock Company on the Record Date of June 01st, 2026 may directly participate in the GMS or authorize one or some other organizations and individuals to participate in the GMS.

2. Shareholder may authorize in writing under the specified form to attend and vote at the GMS. The authorized representative shall not be allowed to re-authorize to attend the GMS.

Article 3. Conditions for conducting the GMS

The General Meeting shall be conducted when it is participated by a number of shareholders that represent more than 50% of the total number of the votes, according to the List of Shareholders prepared on the Record Date to convene the General Meeting.

**Chapter II.
RIGHTS AND OBLIGATIONS OF PARTICIPANTS AT
THE GENERAL MEETING**

Article 4. Rights of shareholders participating in the GMS



1. To participate in, make comments and vote to approve issues under the authority of the GMS according to the provisions of the 2020 Enterprise Law, relevant legal documents and the Charter of Construction Machinery Corporation -JSC.

2. To be publicly announced by the Organizing Committee of the GMS's Agenda.

3. At registration with Shareholder Eligibility Verification Board, shareholders/ authorized representatives shall receive a Voting Card and Voting Ballot, in which shareholder code, shareholder's full name, number of voting shares are stated and stamped by Construction Machinery Corporation -JSC.

4. The voting value of the Voting Card, Voting Ballot, Election Ballot corresponds to the number of voting shares that are held by a owner or authorized representative attending the GMS out of the total number of voting shares of the owners or authorized representatives those are present at the GMS.

5. Shareholders or authorized representatives attending the meeting who wish to express their opinions must obtain the consent of the Chairman, present briefly and focus on the key contents in accordance with the issues of the approved GMS's agenda, do not propose issues that are not within the GMS's authority or outside the issues of the approved GMS's agenda. Issues that have been raised by previous people must not be raised again to avoid duplication. Shareholders or authorized representatives attending the GMS may also write their questions and send it to the GMS's Secretary.

6. Shareholders or authorized representatives who arrive at the meeting after it is declared open shall be registered and has the right to vote after registration, but the Chairman is not responsible for stopping the meeting and validity of the votes that have been conducted shall remain unchanged.

Article 5. Obligations of shareholders participating in the GMS

1. Shareholders/authorized representatives must submit to the Shareholder Eligibility Verification Board the following documents for registering to attend the GMS:

- Their Citizen Identification Card or other identification documents that can replace Citizen Identification Card.

- Authorization Letter (in case of authorization) or document appointing representative in case shareholder is an organization.

2. To comply with the provisions of this Regulation, the control of the Presidium of the GMS, do not disorder and respect for the working results of the GMS.

Article 6. Shareholder Eligibility Verification Board

1. The Shareholder Eligibility Verification Board comprises 01 Head and some members appointed by the BOD of Construction Machinery Corporation -

JCS.

2. The Shareholder Eligibility Verification Board has the following rights and obligations:

- To check the eligibility of shareholders or authorized representatives participating in the GMS in comparison with provisions of the laws and list of shareholders entitled to participate in the GMS: Check Citizen Identification Card or other identification documents that can replace Citizen Identification Card, Power of Attorney (if any);

- To hand over Voting Cards, Voting Ballots to shareholders or authorized representatives participating in the GMS;

- To report the GMS on result of eligibility verification of shareholders participating in the meeting and is responsible for that result.

3. The Shareholder Eligibility Verification Board is entitled to establish a support division to fulfill its tasks.

Article 7. Presidium of the GMS

1. Presidium of the GMS comprises Chairman assumed by President of the Board of Directors and some other members decided by the BOD and has function to manage the meeting.

2. Rights and obligations of the Presidium:

- a) To manage the GMS according to the ratified GMS's agenda;

- b) To instruct the GMS's participants for discussion;

- c) To propose the issues for the GMS's approval;

- d) To answer the issues raised at the meeting or nominate person to answer;

- đ) To implement necessary and reasonable measures to maintain order during the meeting and adhere to the ratified agenda and serve the majority of the participants;

- e) To request all participants to facilitate inspection and other lawful and reasonable security measures;

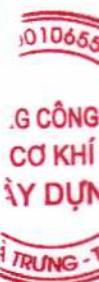
- g) To request a competent authority to maintain order during the meeting; expel those who do not comply with the chair's instructions, deliberately disrupt order, obstruct the meeting progress or disobey security requirements;

- h) To defer the GMS that has a sufficient number of participants or change the meeting location in the following cases:

- One or some participants disrupt the meeting and thus threaten the fairness and legality of the meeting;

- The current meeting location does not have enough seats for all participants;

- Communication devices at the current meeting location are not adequate for



all participant to discuss and vote.

Article 8. Secretary of the GMS

1. The GMS's Secretary is designated by the Presidium.
2. The Secretary performs tasks assigned by the Presidium, including:
 - To record the Minutes of the Meeting, draft Resolutions of the GMS;
 - To receive shareholders' questions;
 - To announce the draft Minutes of Meeting and Resolutions of the GMS and perform other supporting tasks as assigned by the Presidium.

Article 9. Vote Counting Board

1. The Vote Counting Board of the GMS is elected according to the Presidium's proposal. The Vote Counting Board comprises its Head and some other members and some members are not candidates for the Board of Directors/Supervisory Board.

2. The Shareholder Eligibility Verification Board is entitled to establish a support division to fulfill its tasks.

3. The Vote Counting Board has the following duties:

- To instruct shareholders and authorized representatives on how to use Voting Cards, Voting Ballots, Election Ballot.

- To hand over Voting Ballots, Election Ballot; instruct and supervise the voting, electing progress.

- To conduct vote counting, prepare Minutes of vote counting and report voting, , electing results to the GMS.

Chapter III.

MEETING AND VOTING PROTOCOLS

Article 10. Method to conduct the meeting

1. The GMS is expected to take place in ½ day.
2. The GMS shall discuss and vote on each issue on the agenda.

Article 11. Order of the meeting

All shareholders or authorized representatives attending the meeting must comply to the following requirements:

1. To be dressed up;
2. To strictly comply with the arrangement of positions by the Organizing Committee;
3. Do not smoke in the meeting room.
4. To behave in a civilized and polite manner, do not talk privately, do not use

mobile phones during the meeting. All mobile phones must be turned off or not be set to ring.

Article 12. The election is conducted in accordance with the Regulations on the Election of Members of the Board of Directors/Supervisory Board approved by the General Meeting of Shareholders.

Article 13. Voting method to ratify issues at the GMS

1. All issues on the agenda and meeting contents must be discussed and ratified by the GMS by raising a Voting Card or Voting Ballot.

2. Voting method:

a) "Raising a Voting Card" method: This method is used to ratify the following contents: approval of the GMS's agenda, Regulation on operation of the GMS, the Regulations on the Election, Minutes of Meeting and Resolutions of the GMS; election of the Vote Counting Committee.

b) "Voting Ballot" method: Each shareholder and authorized representative is handed over one (01) Voting Ballot showing the number of shares owned or authorized. Votes include affirmative votes, negative votes and abstentions. This method is used to ratify Reports and Proposals at the GMS.

3. The total number of affirmative votes, negative votes and abstentions for each issue shall be announced by the Head of the Vote Counting Board at the GMS.

Article 14. Minutes of the GMS

1. All contents of the GMS must be written by the Secretary in the Minutes of the GMS. The Minutes of the GMS shall contain the following information:

a) The company's name, EID number, headquarter address;

b) Time and location of the GMS;

c) The meeting agenda and content;

d) Full names of the Chairman and Secretary;

đ) Summary of developments of the meeting, comments at the GMS on each issue on the agenda.

e) Quantities of shareholders and votes casted by shareholders that participated in the meeting, the list of subscribed shareholders and shareholders' representatives that participated in the meeting and their votes;

g) Number of affirmative votes on each issue, voting method, numbers of valid votes, invalid votes, affirmative votes, negative votes and abstentions, their ratios to total number of votes of all participants;

h) Ratified decisions and corresponding ratio of affirmative votes;

i) Signatures of the Chairman and Secretary.




2. The minutes of the GMS shall be completed and ratified before the meeting ends.

3. The Chairman and Secretary are joint responsible for accuracy and truthfulness of the Minutes of Meeting.

4. The Resolution, the Minutes of the GMS, the list of registered participants with signatures of shareholders/authorized representatives, power of attorney, all documents enclosed with the Minutes of the GMS (if any) and related documents enclosed with the Invitation to the GMS shall be disclosed as stipulated by the laws on information disclosure on the security market and retained at the Corporation's headquarters.

Chapter IV. IMPLEMENTATION PROVISION

Article 15. This Regulation includes 4 Chapters, 15 Articles and takes effect after ratified by the GMS. Shareholders and participants of the Meeting are responsible for implementing the provisions of this Regulation. 

**FOR THE GMS
CHAIRMAN**



Trinh Nam Hai

Hanoi, June 30th, 2026

**REGULATIONS ON ELECTION OF THE BOD'S AND SB' MEMBERS
OF CONSTRUCTION MACHINERY CORPORATION JSC.
FOR THE TERM OF 2026-2031**

*Based on the Enterprise Law No. 59/2020/QH14, Law No. 03/2022/QH15;
the Securities Law No. 54/2020/QH14, Law No. 56/2024/QH15; the Law on
Management and Investment of State Capital in Enterprises No. 68/2025/QH15;*

Based on the Charter of the Construction Machinery Corporation - JSC;

The 2026 Annual General Meeting of Shareholders of the Construction Machinery Corporation - JSC will elect members of the Board of Directors/Supervisory Board for the term of 2026-2031, including the following contents:

Article 1. Electing conductors

Shareholders or authorized representatives of shareholders (hereinafter referred to as shareholders) with voting rights (according to the list of shareholders finalized by the Securities Depository and Clearing Corporation on June 1, 2026).

Article 2. Standards and Conditions for Members of the Board of Directors/Supervisory Board

1. Standards and conditions for membership in the Board of Directors are stipulated in Clause 1, Article 155 of the Enterprise Law, Clause 4, Article 29 of the Corporation's Charter and the Internal Regulations on Corporate Governance;

1.1 To have full civil capacity and not be subject to the provisions of Clause 2, Article 17 of the Enterprise Law.

1.2 To have professional qualifications and experience in the management and business of the Corporation and are not necessarily shareholders of the Corporation;

1.3 Members of the Board of Directors of the Corporation may simultaneously be members of the Board of Directors of a maximum of five (05) other companies;

1.4 Do not be related to the General Director and other managers of the Corporation; managers or persons with the authority to appoint managers of the Corporation;

1.5 Other standards and conditions as prescribed by law.

2. The standards and conditions for becoming a member of the Supervisory



Board must meet the standards and conditions as prescribed in Article 169 of the Enterprise Law 2020, Clause 2, Article 41 of the Corporation's Charter and the Internal Regulations on Corporate Governance.

2.1 Do not subject to the provisions of Clause 2, Article 17 of the Enterprise Law and do not be under the following cases:

- a) Working in the accounting or finance department of the Corporation.
- b) Being a member or employee of an independent auditing firm that audited the company's financial statements for the three consecutive years prior.
- c) Being a family member of a Board Member, General Director, or other manager of the Corporation; a representative of the State capital in the Corporation; or a representative of the Corporation's capital in other enterprises.
- d) Being a company manager; not necessarily a shareholder or employee of the Corporation.

2.2 Having received training in one of the following majors: economics, finance, accounting, auditing, law, business administration, or a major relevant to the enterprise's business activities;

2.3 Other standards and conditions as prescribed by law.

Article 3. Nomination, candidacy for the Board of Directors/Supervisory Board's members and number of members to be elected

Shareholders or groups of shareholders holding common shares have the right to combine their voting rights to nominate candidates for the Board of Directors/Supervisory Board, specifically:

- Shareholders or groups of shareholders owning from 10% to less than 20% of the total number of common shares may nominate one (01) candidate;
- Shareholders or groups of shareholders owning from 20% to less than 30% of the total number of common shares may nominate a maximum of two (02) candidates;
- Shareholders or groups of shareholders owning from 30% to less than 40% of the total number of common shares may nominate a maximum of three (03) candidates;
- Shareholders or groups of shareholders owning from 40% to less than 50% of the total number of common shares may nominate a maximum of four (04) candidates;
- Shareholders or groups of shareholders owning 50% or more of the total number of common shares may nominate a maximum of five (05) candidates.

Article 4. Documents for participation in the nomination, candidacy for the Board of Directors/Supervisory Board

- Application for nomination/candidacy to the Board of Directors/Supervisory

Board (as the attached form);

- Curriculum vitae completed by the candidate (as the attached form);
- Copy of Citizen Identification Card or Passport and other degrees, diplomas and certificates certifying professional qualifications.
- Other documents related to the standards and conditions of members of the Board of Directors/Supervisory Board according to the Charter and legal regulations.

Nomination and candidacy documents must be submitted to the General Meeting Organizing Committee before 10:00 AM on June 25, 2026, at the following address:

Human Resources Department, Construction Machinery Corporation - JSC

Address: 125D Minh Khai, Bach Mai Ward, Hanoi City. Telephone: 0243 863 1122

Based on the nomination and candidacy applications from shareholders/groups of shareholders running for positions of the Board of Directors/Supervisory Board's members, the General Meeting Organizing Committee shall prepare a list of candidates who meet the requirements as stipulated to be included in the list of candidates for election to the Board of Directors/Supervisory Board for approval at the General Meeting.

Article 5. Ballots and Ballot Recording

- The list of candidates for the Board of Directors/Supervisory Board is arranged alphabetically by name, with full names written on the ballot;
- Ballots are printed uniformly, with the total number of voting shares according to the participation code;
- Shareholders or authorized representatives will receive ballots for both the Board of Directors and the Supervisory Board simultaneously, according to their participation code (ownership and authorization);
- In case of error, shareholders may request the Ballot Counting Committee to exchange the ballot or make corrections;
- Shareholders or authorized representatives must personally write the number of voting rights for each candidate in the blank space corresponding to that candidate on the ballot;
- Valid ballots: Ballots that are printed on the form issued by the Ballot Counting Committee, without any erasures, alterations or additions of content other than what is required for the ballot;
- Invalid ballots include:
 - + Ballots are not issued by the General Meeting Ballot Counting Committee and without the seal of the Construction Machinery Corporation;



+ Ballots with erasures, alterations or additions of candidates not on the list of candidates approved by the General Meeting of Shareholders before voting;

+ Ballots where the total number of votes for certain candidates exceeds the total number of voting rights held by that shareholder (including ownership and proxy);

+ Ballots with an incorrect total number of votes, where the Ballot Counting Committee's recalculation results in a total number greater than the number of voting rights already recorded on the ballot;

+ Ballots with names added to the ballot not on the printed list or with erasures (in case of errors, a new ballot must be issued).

Article 6. Vote Counting Committee, Voting Principles and Vote Counting

1. Vote Counting Committee

- The Vote Counting Committee is nominated by the Chairman and approved by the General Meeting of Shareholders;

- The Vote Counting Committee is responsible for:

+ Introducing the election ballot and guiding the election process and voting methods;

+ Distributing election ballots;

+ Conducting vote counting;

+ Announcing the election results to the General Meeting.

- Members of the Vote Counting Committee shall not be on the list of candidates for the Board of Directors/Supervisory Board.

2. Voting Principles and Vote Counting

- The Vote Counting Committee shall inspect the ballot box in the presence of the shareholders.

- Voting begins when the distribution of election ballots is completed and ends when the last shareholder casts their ballot into the ballot box;

- Vote counting must be conducted immediately after voting ends and in a separate room under the supervision of a shareholder representative;

- The vote counting committee is responsible for preparing the vote counting report, announcing the results to the General Meeting, and, together with the Presiding Committee, resolving any questions or complaints from shareholders (if any);

- After counting, the ballots shall be sealed and may only be opened upon the request of the General Meeting, and shall be kept at the headquarters of the Corporation.

Article 7. Cumulative voting principle, principle of election of Board of Directors/Supervisory Board's members

- Voting for Board of Directors/Supervisory Board's members shall be conducted by secret ballot using the cumulative voting method;

- Voting rights are calculated based on the number of shares owned or represented. The election results are calculated based on the number of voting shares of shareholders attending the meeting.

- In each election, a shareholder representative shall only use one ballot corresponding to the number of shares owned or represented.

- Cumulative voting principle: Shareholders and representatives have the right to allocate all or part of their total votes to one or more candidates on the list approved by the General Meeting, but not exceeding the total number of votes held by that shareholder or representative.

- Election principle:

+ The number of candidates elected to the Board of Directors is 4.

+ The number of candidates elected to the Supervisory Board is 3.

The elected members of the Board of Directors/Supervisory Board are determined by the number of votes received, from highest to lowest, starting with the candidate with the highest number of votes until the required number of members is reached. In the event that two or more candidates receive the same number of votes for the last member of the Board of Directors/Supervisory Board, a re-election will be held among those candidates to select the candidate with the higher number of votes.

Article 8. Preparation and Announcement of the Vote Counting Minutes

- After counting the votes, the Election Vote Counting Committee must prepare the Vote Counting Minutes. The vote counting minutes include: the total number of shareholders attending the meeting, the total number of shareholders participating in the vote, the percentage of voting rights of shareholders participating in the vote compared to the total number of voting rights of shareholders attending the meeting (according to the cumulative voting method), the number and percentage of valid votes, invalid votes, and blank votes; and the total number and percentage of voting rights for each candidate for the Board of Directors/Supervisory Board.



- The full text of the vote counting minutes must be published before the General Meeting.

- Complaints regarding the election and vote counting will be resolved by the meeting chairman and recorded in the minutes of the General Meeting of Shareholders.

Article 9. Implementation Clause

This Regulation consists of 9 Articles, which are read publicly before the General Meeting and take effect immediately after the General Meeting of Shareholders votes to approve it. ↓

**FOR THE BOARD OF DIRECTORS
CHAIRMAN**



Trinh Nam Hai

No: 209 /BC-COMA

Hanoi, June 30th, 2026

REPORT
of the Executive Board on the results of production and business
for the year 2025 and plan for the year 2026

To: General Meeting of Shareholders of Construction Mechanical Corporation - JSC

Pursuant to the Corporation's Charter and Resolution No. 25/NQ-ĐHĐCĐ dated Jun. 26th, 2025 of the 2025 Annual General Meeting of Shareholders, the approved programs and plans, the Executive Board reports the results of production and business for the year 2025 and plan for the year 2026 as follows:

A. RESULTS OF PRODUCTION AND BUSINESS FOR THE YEAR 2025:

I. MAIN INDICATORS

Unit: billion VND

No.	INDICATORS	PLAN (approved by the GMS)		ACHIEVED RESULTS (audited financial statements)		PERCENTAGE OF COMPLETION	
		of the Corp.	of the Parent Co.	of the Corp.	of the Parent Co.	of the Corp.	of the Parent Co.
1	Total production and business value	398.27	152.57	401.09	165.42	101%	108%
2	Revenue	361.73	140.29	330.04	148.44	91%	106%
3	Profit before tax	8.06	5.06	19.24	5.77	239%	114%
	<i>Profit/revenue ratio</i>	<i>0.02</i>	<i>0.036</i>	<i>0.058</i>	<i>0.038</i>		
4	Payment to the budget	35.79	16.86	28.43	12.76	79%	76%
6	Investment value	15.92	1.15	11.35	0.72	71%	63%
5	Average income (<i>million VND/person/ month</i>)	10.17	14.74	11.09	17.40	109%	118%

Overall assessment of production and business operations in 2025: The Corporation continued to maintain marketing, bidding words and negotiated, signed and implemented many contracts and projects with large revenue values such as: the Song Da clean water pipeline project (phase 2), manufacturing steel bridge girders for export, manufacturing and installing pedestrian bridges, fabricating transformer

casings, etc. with a total contract value of nearly VND100 billion. These contracts were executed assuring progress, quality, safety and efficiency, especially in payment matters.

The important indicators regarding production and business value, revenue, profit and average income of the parent company of the Corporation were all exceeded the plan. Only two indicators, budget contributions and investment value, did not meet the plan due to various objective and subjective reasons. The budget contribution target was not met but the parent company paid 100% of land lease fees, VAT and corporate income tax incurred during the year. Simultaneously, some outstanding budget debts were settled (VND 1 billion in land tax debt at COMA1; VND 4.6 billion remaining from the Enterprise Restructuring Fund debt). The subsidiaries also fulfilled their financial obligations, paying all taxes incurred during the year and partially paying outstanding budget debts (such as COMAEL: VND 10.68 billion; COMA Minh Khai: VND 0.78 billion; COMA2: VND 4.74 billion; COMA16: VND 3.9 billion).

II. ASSESSMENT OF PRODUCTION AND BUSINESS ACTIVITIES

1. Tapping into market and searching for jobs:

- In 2025, the Corporation proactively promoted marketing, bidding and job seeking. During the year, the Corporation won bids and signed several contracts with a total value of nearly VND 100 billion, such as: the Song Da clean water pipeline project (Phase 2) worth 32.9 billion VND, manufacturing steel bridge girders for export to the Philippines: 35.9 billion VND, manufacturing and installing pedestrian bridges: 8.6 billion VND, fabricating transformer casings worth over 14 billion VND, etc.

- In addition to traditional customers such as Hitachi Vietnam Company, Dong Anh Electrical Equipment Corporation, Mitsubishi..., in 2025, member units actively and proactively explored and expanded the market and signed new contracts, such as: roof trusses for the Tien Du District Stadium, Bac Ninh Province, supply and transportation of curved elbows and discharge cones for the Ho Bon 2 Hydropower Plant, fabrication of steel structures for golf practice net tensioning pillars, fabrication of steel structures for pedestrian overpasses, fabrication of sewer pipes and molds, etc.

2. Manufacturing and installing/erecting work

- In 2025, the parent company of the Corporation completed construction contracts such as: Fabrication, assembly, inspection and installation of gates, gate guider, hoists and auxiliary equipment - Southern Phnom Penh irrigation system upgrade and renovation project; Supply of materials for fabrication and transportation of equipment and steel structures for the Quang Trach 2 Thermal Power Plant project; Fabrication of repair gate guider, trashrack guider and water intake gate storage for Song Lo 3 Hydropower Plant; Supply and installation of steel roof structures for the HH5 high-rise building project, etc.

- Implementing and executing new contracts according to the contract schedule, meeting the requirements of the Investor as well as traditional partners and customers such as: Fabrication of steel bridge girders for export; Supply of steel pipes and fittings for the Son Tay urban water supply system project; Production of T1-T4 DA bridge girders and pier caps for the interchange connecting Provincial Road 390 in Thanh Ha District, Hai Duong Province, etc.

- In addition to maintaining market share in traditional products such as transformer casings, molds, pipes, cast products and water tanks, etc., subsidiary companies, such as COMA2 and COMAEL have proactively completed ongoing contracts and implemented new contracts, such as: Fabrication and installation of the roof truss for Tien Du District Stadium, Bac Ninh Province; Supply and transportation of curved elbow and discharge cone equipment for Ho Bon 2 Hydropower Plant; Fabrication of steel structures for tensioning nets at the golf practice range (COMA2); fabrication of kingposts and custom mechanical fabrication (COMAEL), etc.

- In general, the projects implemented by the parent company and its subsidiaries assured time schedule, quality, efficiency, good capital recovery and had been highly appreciated by partners and investors for their production capacity.

3. Service business

- The rental business of the office, factory and warehouse of the parent company has been operating stably, with 100% of the available space already rented out, assuring competitive prices and stabilizing revenue for the Corporation. Several subsidiaries, such as COMAEL, COMA16 and Minh Khai Lock also performed well in this area in 2025, fully utilizing existing resources to secure funds for land use fees and improve overall operational efficiency.

- Regarding the business of buying and selling materials and goods: in 2025, the parent company and several subsidiaries have proactively sought partners and suppliers with reasonable prices and reliable sources, assuring timely delivery of the quantity and quality according to signed contracts and strictly managing payments to avoid outstanding debts.

4. Investment work

- Completed the final settlement approval for the Project: Lifting and Conveying Equipment Manufacturing Plant (Phase II) at Quang Minh Industrial Park, updated data and performed accounting and asset depreciation in accordance with regulations.

- Renovated and upgraded the lobbies on floors 1, 2, 14, and 15 of the office building to improve service quality and rental potential; invested in upgrading the website and servers; rearranged the location of document storage areas to assure efficiency, cost-effectiveness and maximum utilization of available space. The final settlement approval for investment capital was completed in accordance with current regulations.

- Instructing member units to review investment items, focusing on investing in the purchase of additional equipment for production such as COMA2 (purchasing some welding machines, semi-automatic cutting machines, etc.) and renovating workshops (COMAEL, COMA Minh Khai and COMA16) to improve working conditions, increase labor productivity and product quality.

5. Economic, accounting, financial and credit work

- In 2025, in addition to maintaining its credit relationship with SHB, the Corporation opened a new credit channel for short-term and long-term working capital loans at Vietcombank, with a signed loan agreement of VND 46.1 billion for a period of 5 years. Simultaneously, The Corporation effectively controlled and regulated cash flow, assuring sufficient capital for production, business and investment activities; restructured loans and maintaining a reasonable credit balance to mobilize capital for production, business and investment activities for the 2026 fiscal year and subsequent years.

- Strictly managed revenue and expenditure according to cash flow to assure normal production and business operations; balanced capital sources to assure the continuous operation of the Corporation; strictly complied with tax payments and invoice issuance; repaid loans at credit institutions for preventing overdue debts; and promptly paid salaries, social insurance and health insurance to employees. There was no salary arrears and no outstanding insurance contributions due during the year. The rights of employees when for health examination and treatment was assured.

- Focused on promptly completing the final settlement and capital recovery for several major projects, such as: Long Bien, An Duong, Nam Hong intersection overpass projects; National Assembly House (package XL-01), etc.

- Worked with tax and insurance agencies on restructuring outstanding debts at COMA1 and COMA15 branches to avoid impacting the overall finances of the Corporation.

- Reviewed and planned in details for debt recovery of the Corporation.

- Implemented orientation and upgrading the management, inspection and control capacity of the Corporation over all subsidiaries, especially Decoimex, Minh Khai Lock, COMA 27, etc., paying attention to financial management, economic contract management, planning and investment.

- Urged to recover outstanding debts from units the Corporation has divested its capital, such as COMA7, COMA10 and COMA18.

6. Investment of Capital Outside the Enterprise

According to the financial statements as of the end of 2025, the Corporation had long-term financial investments totaling VND57.133 billion, accounting for 23.95% of its charter capital. This includes investments in 6 subsidiaries (COMA2, COMA16, Minh Khai, COMAEL, COMA27 and Decoimex) with total amount of

VND45.13 billion; investments in 2 joint ventures/associated companies (COMA17 and Zenner-COMA) with total amount of VND9.833 billion; and investments in 3 other financial investment companies (COMA3, COMA10 and Huong Son) with total amount of VND2.17 billion. However, in recent years, COMA's investments outside the enterprise have yielded very low returns, with only Huong Son Hydropower Joint Stock Company paying dividends annually, notably in 2023-2024, paying dividends totaling 237 million VND...

- The effectiveness of the Corporation's investments outside the enterprise has improved, but remains very low. The business results for 2025 of the companies with capital contributions from the Corporation were as follows:

+ 6 subsidiaries: 4 subsidiaries (COMA2, COMA16, COMA27 and COMAEL) were profitable but with low profit margins; 2 subsidiaries were loss (Minh Khai Lock, Decoimex).

+ 5 affiliated and financial investment companies: 2 companies are profitable (ZENNER - COMA, Huong Son Hydropower); 03 companies incurred losses and temporarily suspended operations (COMA17, COMA10, COMARE).

- In 2025, the Corporation continued to intensify inspection and supervision at units such as COMA2, COMA16, DECOIMEX, Minh Khai Lock and COMA17 to grasp the current situation, operational efficiency, compliance with the law, and adherence to the Corporation's decisions. This allowed for timely correction or the application of appropriate measures to overcome shortcomings and limitations, thereby achieving business goals and plans, improving production and business efficiency, and enhancing the competitiveness of the units.

- The Corporation has fully exercised its rights and obligations as a shareholder in the units in which it holds equity stakes, such as: approving the agenda of the General Meeting of Shareholders and directing the Corporation's representatives in these units to vote on/express opinions on matters within their authority, related to the Corporation's rights and obligations in the process of managing and operating production and business activities at these units in accordance with the law.

7. Restructuring and enhancing corporate governance capacity of the Corporation in the period of 2021-2025

- In 2025, the Corporation completed the transfer of capital contributions in COMA25, COMA9 and COMA-ENG, bringing the total number of units successfully divested by the Corporation to 6 out of 9 units approved in the Corporation's restructuring and corporate governance capacity enhancement project for the period of 2021-2025 (5 units divested entirely, 1 unit divested partially).

- Regarding the settlement of state capital for transfer to joint-stock company:

+ Completed the state capital settlement dossier, drafted the minutes for the transfer of state capital to joint-stock company for consideration and decision by the Ministry of Construction.

+ Continued to reconcile accounts payable, review and finalize dossiers for the reconciliation of accounts payable, especially accounts payable of member units and state budget debts.

+ Review, adjust and propose the Ministry of Construction to issue a document seeking opinions from localities on the land use plan after equitization. Continue to complete the legal documents for the following properties: a 12,000m² area of land in Tay Mo, Nam Tu Liem, Hanoi; a 2,152m² area of land belonging to COMA27 in Lien Ninh, Thanh Tri, Hanoi and the land areas belonging to Decoimex Company in Ho Chi Minh City, according to the land and property arrangement plan approved by the Ministry of Construction.

The Corporation has also submitted a proposal to the Ministry of Construction requesting an adjustment to the divestment schedule for all state-owned capital invested in the Corporation to the period of 2026-2031.

III. EXISTENCES AND LIMITATIONS

Besides the achievements in 2025, the Corporation's production and business activities still had some shortcomings and limitations as follows:

- The operational efficiency of the parent company's main production and business sector (mechanical processing) remained low and numerous related-party transactions within the system resulted in consolidated revenue for the entire Corporation not meeting the planned targets.

- Marketing and job searching works were limited, mainly due to low competitiveness and labor productivity and limited production scale that caused failing to meet the requirements of current large projects. Further investment in upgrading equipment, machinery, and production lines, as well as improving the skills of the workforce in adapting to digital technology was necessary to enhance quality and meet project deadlines, thereby increasing added value for the enterprise.

- The number and value of ongoing contracts at the units remained low, and the construction progress was prolonged over many years, partly contributing to the low output value and revenue, resulting in low efficiency and failure to meet the set plan.

- Recruitment and incentives for skilled mechanical workers faced many difficulties; some units had to recruit unskilled laborers and provide training for a limited period.

- Several projects had completed, put into use a long time ago but have not yet been finalized due to delays in the investor's final settlement or obstacles related to state regulations and policies, such as: Long Bien, An Duong, Nam Hong intersection overpass projects, the investment project to build the headquarters of the Ministry of Foreign Affairs and the National Assembly House (package XL-01), etc.

- The implementation of key tasks of the Ministry of Construction and the Board of Directors related to the restructuring of the Corporation in the period of 2021-2025, capital settlement and divestment of state capital in the Corporation has not met the required time schedule.

B. PRODUCTION, BUSINESS AND INVESTMENT PLAN FOR 2026

I. MAIN INDICATORS

To assure double-digit growth targets as per the Resolution No. 79-NQ/TW, the Corporation develop a production and business plan for the year of 2026 to report to Ministry of Construction and then submit it to the Shareholders' Meeting for ratification, with the following key targets:

Unit: billion VND

No.	INDICATORS	Implemented in the year 2025 (audited)		Planned for the year 2026 (for ratification by GMS)		Percentage of plan for the year 2026 per implementation in the year 2025	
		The Corp.	The Parent Co.	The Corp.	The Parent Co.	The Corp.	The Parent Co.
1	Total production and business value	401.09	165.42	443.27	180.27	111%	109%
2	Revenue	330.04	148.44	406.93	164.81	123%	111%
3	Profit before tax	19.24	5.77	13.54	6.61	70%	115%
	<i>Proffit/Revenue Ratio</i>	0.058	0.038	0.033	0.040		
4	Payment to the budget	28.43	12.76	34.78	13.03	122%	102%
5	Investment value	11.35	0.72	15.80	2.50	139%	347%
6	Average income (<i>million VND/person/ month</i>)	11.09	17.40	12.54	19.28	113%	111%

II. IMPLEMENTATION SOLUTIONS

With the value of contracts carried over from 2025 and the expected work, contracts and projects that the Corporation is currently marketing and bidding on, achieving the targets in the 2026 plan is entirely feasible. However, to overcome the shortcomings of 2025 and prepare for 2026 and subsequent years, the Corporation needs to focus on implementing several tasks in the coming period, specifically:

1. Production and searching the jobs

- To establish a coordination mechanism between the parent company and its subsidiaries in the core business activities, focusing on specialization in the value chain, from bidding and job searching, establishing procedures for production preparation, procuring materials and equipment; construction and project management to minimize management costs, improve project efficiency and increase labor productivity.

- To implement marketing and job searching solutions to assure sufficient work for the 2026 plan and prepare for the period of 2026-2031.

- To focus on construction, assuring time schedule, quality and safety of signed projects; to accelerate final acceptance, payment and capital recovery to generate cash flow for production and business operations.

- To develop a services business plan for, strengthen marketing and customers searching to effectively utilize the Corporation's projects, offices and factories.

- To coordinate with other units in investing in and upgrading production line equipment and technology to ensure the expansion of production scale and increase labor productivity.

2. Investment work

- To continue researching for developing and expanding the service business sector, and continue researching and investing in upgrading workshops and technical infrastructure for warehousing and transshipment services at the parent company and subsidiaries with advantageous locations in Hanoi.

- To research for expanding the production of supporting industrial goods for plastic products at COMA16 Company to increase revenue, stabilize production and improve efficiency.

- To continue investing in upgrading and expanding workshops and technical infrastructure, technological innovation in production, applying advanced technology to the fabrication of steel structures and supporting industrial goods made of steel at COMA2, COMAEL, etc.

- To focus on resolving outstanding issues to expedite the completion of the expanded Housing project of DECOIMEX.

- To invest in office management, data management and production project management systems using AI and appropriate new technologies, as well as meeting the integration progress and participating in major national projects in the future.

3. Financial and credit work

- To continue to work with credit institutions to expand credit limits according to the Financial Plan approved by the Board of Directors, work with the Tax Department and partners to restructure debts to minimize financial costs in order to improve the operating efficiency of the parent company and subsidiaries.

- To intensify debt management and recovery work, focus on reviewing and classifying debts, especially provisions for doubtful debts. To work with debtors to confirm and commit to payment schedules as a basis for recovery and reimbursement of provisions, in order to overcome the owner's negative equity situation, assuring eligibility to participate in bidding and price offering.

- To work with tax and insurance authorities to restructure outstanding debts at COMA1 and COMA15 branches to avoid impacting the overall finances of the Corporation.

- To speed up the completion of final settlement and capital recovery of backlogged projects and ongoing projects, balance reasonable cash flow between

paying off backlogged debts and assuring capital needs for production, business and investment activities.

4. Controlling capital invested outside the enterprise

To intensify the management, inspection and control of the Corporation over its subsidiaries, especially in finance, planning, investment and project implementation. To tightly coordinate between the departments of the Corporation and representatives at the subsidiaries, especially those companies that still incur losses to control and assure the effective operation of the company, contributing to preserving the capital of the Corporation contributed to the companies.

5. Restructuring the Corporation for the period of 2026 - 2031

- To continue to effectively implement the remaining contents of the approved Project "Restructuring and improving corporate governance capability of the Construction Mechanical Corporation - JSC for the period 2021-2025".

- To develop and implement the "Project for development of the Corporation for the period of 2026-2031" in accordance with the directives in Resolution 79-NQ/TW dated 06/01/2026 of the Politburo, with the goal of maintaining stable growth in the main production and business activities, maximizing the exploitation of the Corporation's land and property resources and investing in real estate to accumulate capital and create a foundation for expanding production and supply of supporting industrial goods in subsequent periods.

- To complete the final settlement and transfer of state capital to the joint-stock company. To carry out the divestment of all state capital in the parent company of the Corporation during the period 2026-2031 according to the decision of the competent authority.

The aforesaid is the Report of the Executive Board on the results of production, business and investment in 2025 and the plan for the year 2026. The Executive Board looks forward to receiving the companionship and support of shareholders and all employees to successfully implement the goals of the Production, Business and Investment Plan in 2026.

Sincerely!

Recipients:

- As above stated;
- BOD (for report);
- Executive Board;
- Supervisory Board;
- Archives: Ad. Div.,
Financial & Planning Dept.

TIA

GENERAL DIRECTOR



Dao Duc Tho

No: 210/BC-HĐQT.

Hanoi, June 30th, 2026

**REPORT
of the Board of Directors (BOD) on results of duty performance
for the year 2025 and the term of 2021-2026; plan for the year 2026 and
orientation for the term of 2026-2031**

To: General Meeting of Shareholders of Construction Mechanical Corporation - JSC

I. PERFORMANCE RESULTS FOR THE YEAR 2025

1. Summary of meetings and decisions of the Board of Directors:

In 2025, the Board of Directors held 14 meetings (including joint meetings with the Party Committee) to handle tasks under its authority regarding: construction investment, finance, organization, personnel, restructuring, etc. of the Corporation; evaluate the results of production and business activities each quarter and propose solutions to complete the plan approved by the General Meeting of Shareholders; consider and approve proposals and handle recommendations of the Executive Board related to the production and business activities of the Corporation.

In 2025, the Board of Directors issued 32 resolutions and 25 decisions in the following areas:

- 15 resolutions on organization, personnel, salary;
- 02 resolutions on production and business, finance;
- 02 resolutions on investment, final settlement of investment projects;
- 03 resolutions on divestment from member units;
- 10 resolutions on directing the annual General Meeting of Shareholders of subsidiaries, 2025 internal audit plan and a number of other documents to manage the activities of the Corporation.

The Board of Directors chaired and organized successfully the 2025 Annual General Meeting of Shareholders on 26/6/2025; directed to implement fully, accurately and timely the information disclosure contents in accordance with the provisions of law imposed on public joint stock companies and supervised the implementation of information disclosure in accordance with the provisions of the Law on Enterprises and the Law on Securities.

The resolutions, decisions, programs, plans and implementation solutions of the Board of Directors were issued suitable with actual conditions, meeting the

production and business tasks of the Corporation, aiming at successful implementation of the goals and tasks set by the Corporation.

2. Results of implementing the resolutions of the General Meeting of Shareholders

2.1. Production and business activities

In 2025, the global economic and political situation continued to be complex and unpredictable. Recognizing both advantages and difficulties, as well as opportunities and challenges, right from the beginning of the year, the Board of Directors and the Management Board gave out many timely, flexible and effective solutions, focusing on market exploitation and job seeking, corporate governance and organizing the implementation of the Plan for Restructuring the Corporation for the period of 2021-2025.

As a result, the targets for output value, revenue and profit of the Parent Company all exceeded the plans, specifically:

Unit: billion VND

No.	INDICATORS	PLAN (approved by the GMS)		ACHIEVED RESULTS (audited financial statements)		PERCENTAGE OF COMPLETION	
		of the Corp.	of the Parent Co.	of the Corp.	of the Parent Co.	of the Corp.	of the Parent Co.
A	B	1	2	3	4	5=3/1	6=4/2
1	Total production and business value	398.27	152.57	401.09	165.42	101%	108%
2	Revenue	361.73	140.29	330.04	148.44	91%	106%
3	Profit before tax	8.06	5.06	19.24	5.77	239%	114%
	<i>Profit/revenue ratio</i>	<i>0.02</i>	<i>0.036</i>	<i>0.058</i>	<i>0.038</i>		
4	Payment to the budget	35.79	16.86	28.43	12.76	79%	76%
6	Investment value	15.92	1.15	11.35	0.72	71%	63%
5	Average income (<i>million VND/person/ month</i>)	10.17	14.74	11.09	17.40	109%	118%

2.2. Financial and capital management works

Based on the production and business plan approved by the General Meeting of Shareholders, the Board of Directors approved the financial plan, loan plan, credit limit for the year 2025 and authorized the Executive Board to sign the credit contracts with Vietcombank, SHB to assure financial resources for production, business and investment of the parent company.

The Board of Directors directed the Management Board to enhance financial management, control costs and un-finished products, accelerate final acceptance and payment, liquidation of completed contracts, and cut down on unnecessary

expenses; managed cash flow well, assuring safe, effective, flexible, and proper mobilization and utilization of capital; and pay close attention to managing and strictly controlling receivables to prevent new bad debts arisen.

In debt recovery management, the BOD directed and urged the Management Board to carried out various measures (including legal proceedings) to recover capital from units and outstanding construction projects from previous years, aiming to concentrate financial resources on the production and business operations of the Corporation. Although debt collection still faced many difficulties, positive changes were achieved. The total overdue debt collected in 2025 was approximately VND21.9 billion (including: VND 1.0 billion from COMA18; VND 6.999 billion from VIETRADICO; VND 2.21 billion from COMA7; VND 4.083 billion from Pedestrian Bridge Project; VND 7.636 billion from the Department of Finance refunded the deposit for the Pham Hung project:).

2.3. Investment work

a) Investment work and final settlement of the completed projects

The Board of Directors approved the final settlement of the investment project for the "Construction of warehouses, workshops and technical infrastructure for the lifting equipment manufacturing factory" in Quang Minh Industrial Park to provide data for accounting entries and asset depreciation in compliance with regulations.

The Board of Directors approved the investment policy for repairing, renovating and upgrading the 14th floor of the COMA Office Building to enhance exploitation efficiency, increase rental revenue for the Corporation.

b) Capital invested outside the enterprise

As of December 31st, 2025, the Corporation invested in 06 subsidiaries, 05 joint venture, affiliated companies and companies with financial investments with a total capital contribution value at par value of VND 57.63 billion.

The efficiency of the Corporation's investments outside the enterprise was improved but still low. The production and business results of subsidiaries and the capital investment efficiency of the Corporation in 2025 are detailed as follows:

- Subsidiaries: 04/06 subsidiaries (COMA2, COMA16, COMA27 and COMAEL) were profitable but the profit ratio was low; 02/06 subsidiaries reduced lost (Minh Khai Lock, Decoimex).

- Affiliated and financial investment companies: 02/05 companies were profitable (ZENNER - COMA, Huong Son Hydropower Plant); 03/05 companies (COMA17, COMA10, COMARE) were lost and temporarily suspended.

In 2025, the Corporation continued to strengthen the inspection, supervision and management of subsidiaries (COMA2, COMA16, DECOIMEX, Minh Khai lock, COMA17) to grasp the current situation, operational efficiency, in compliance with the law and the decisions of the Corporation; promptly rectify or apply appropriate measures to overcome shortcomings and limitations to achieve business

goals and plans, improve the efficiency of production and business activities and competitiveness of the subsidiaries.

The Board of Directors directed the Executive Board to fully exercise the rights and obligations of shareholders at the subsidiaries: Approving the content of the General Meeting of Shareholders and directing the Representative of the Corporation to vote/give opinions on the contents under the authority, related to the rights and obligations of the Corporation in the progress of management and operation of production and business at the enterprises in compliance with the provisions of law.

2.4. Organization, personnel and salary work

- Organization and personnel work:

+ Based on functions and duties of the administration division, departments and center of the Corporation, the Board of Directors directed the rearrangement of the organizations and personnel at the Head Office in the direction of innovation, streamlining and efficiency.

+ The Board of Directors considered and approved: the personnel work of COMA28, COMA17, COMA2, COMA27, DECOIMEX, COMA16; established the Internal Audit Committee; results of reviewing and supplementing personnel plan for the Corporation for the term of 2026 - 2031; results of assessment and classification of personnel under the Corporation's management for the year 2024.

- Salary work:

+ The Board of Directors approved of a list of job positions, the system of Salary Scales and Tables and Regulations of the Corporation's Head Office on salary payment; approved the salary levels for leadership and management positions of Construction Machinery Corporation; and passed salary and remuneration paid for the year 2024, salary and remuneration estimated for the year 2025.

+ In 2025, despite many difficulties, the Parent Company fully paid salaries, social insurance, assured rights, benefits and policies for employees. The average income of employees of the Parent Company reached 17.4 million VND/person/month, increasing 21% in comparison with 2024.

2.5. Regarding the implementation of the Project “Restructuring and improving the management capacity of the Corporation for the period of 2021-2025”

The Board of Directors directed the Management Board to focus on implementation of the Project “Restructuring and improving the governance capabilities of the Corporation for the period of 2021-2025” and implemented successfully and efficiently some contents, detailed as follows:

- Completed the transfer of capital contributions of the Corporation at COMA25, COMA9 and COMA-ENG, bringing the total number of units

successfully divested by the Corporation to 6 per 9 units approved in the Plan (5 units fully divested, 01 unit partially divested).

- Completed the state capital finalization dossier for transformation into a joint-stock company and drafted the state capital handover minutes to the joint-stock company to submit to the Ministry of Construction for consideration and decision.

- Continued reviewing and finalizing debt dossiers, especially payables of member units and state budget debts.

- Adjusted and requested the Ministry of Construction to issue a questionnaire survey to local authorities regarding the land use plan after equitization. Continued to finalize legal dossiers for housing and land properties: the 12,000m² land lot at Tay Mo, Nam Tu Liem, Hanoi; the 2,152m² land lot of COMA27 at Lien Ninh, Thanh Tri, Hanoi (former administrative unit) according to the housing and land arrangement plan approved by the Ministry of Construction.

- Proposed to the Ministry of Construction to adjust the plan to fully divest state capital invested in the Corporation to the period of 2026-2031.

2.6. Selection of the Audit Company for auditing the 2025 Financial Statements

Pursuant to the Resolution of the 2025 General Meeting of Shareholders, the Board of Directors approved and selected CPA Vietnam Auditing Company Limited as the auditor of the Corporation's 2025 financial statements.

2.7. Information disclosure: Information disclosure was assured accuracy, timeliness and in compliance with regulations.

3. Results of monitoring the performance of management and execution tasks of the General Director and other executives

Implementing the provisions of the Charter, Internal regulations on the Corporation governance and the Board of Directors' operating regulations on monitoring the performance of management and execution tasks of the General Director and other executives showed that:

- In 2025, the General Director performed well his role in managing, organizing and operating the Corporation's investment and service business activities. In the core business field, the Management Board marketed, signed, and deployed the contracts: Song Da Water Pipeline Project (Phase 2), Manufacturing steel bridge girders for export; Manufacturing and installing pedestrian bridges; Processing and manufacturing transformer shells... with a total value of over VND100 billion; focused on directing and mobilizing all resources to construct and ensure the quality, progress, safety and efficiency of signed packages. The Corporation strengthened its role and function in coordinating inspection and supervision from the planning to the deployment for member units. Some units also signed new contracts such as: COMA2, COMAEL, COMA16, etc. However, the operating efficiency of the core business field of the Parent Company remained low

and generated many related-party transactions within the system, resulting in the consolidated revenue of the entire Corporation, not reaching the planned target.

- The General Director established a democratic and transparent working mechanism, allocating specific tasks to each member of the Management Board to maximize initiative, creativity and accountability in their assigned fields.

- The Management Board actively implemented synchronous, drastic and timely solutions suitable to the Corporation's conditions and market realities. They promptly reported and proposed to the BOD issues arising during production and business operations; therefore, in 2025, the Parent Company exceeded most of the plan targets approved by the 2025 Annual General Meeting of Shareholders.

- The Management Board created favorable conditions and closely coordinated with the Corporation's party organizations in organizing emulation movements for production and business, cultural and sports activities, caring for the material and spiritual life of employees.

The Board of Directors highly appreciates the efforts, determination, and prompt solutions of the Management Board, creating a foundation to gradually steer the Corporation toward stable growth in the following years.

4. Salaries and remuneration of the Board of Directors and the Board of Supervisors in 2025:

The salary and remuneration fund of the Board of Directors for the year 2025 were paid in accordance with the Resolution approved by the 2025 Annual General Meeting of Shareholders and in compliance with the legal stipulations. The results of the implementation of the 2025 salary and remuneration plan of the Board of Directors and the Supervisory Board are as follows:

- Salaries and remuneration of the Board of Directors: VND 1,065.6 million, equal to 100% of the plan

- Salaries and remuneration of the Board of Supervisors: VND 470.4 million, equal to 100% of the plan.

II. GENERAL ASSESSMENT OF THE BOARD OF DIRECTORS' ACTIVITIES IN THE TERM OF 2021-2026

With the assigned powers and duties, the Board of Directors of the Corporation has always promoted solidarity, adhered to the principle of democratic centralism, honesty and prudence, and performed well its role in comprehensive governance and supervision of all activities, maximizing the legitimate rights and interests of the Corporation. The Board of Directors strictly implemented its operational regulations while assuring the leadership of the Corporation's Party Committee through joint meetings and resolutions between the BOD and the Party Committee.

After transforming its operating model into a joint-stock company, the Corporation faced numerous difficulties in production and business, resulting in a decline in output and revenue and multiple consecutive years of ineffective

operation. Therefore, entering the beginning of the period of 2021 - 2026, the Corporation faced many severe challenges: large accumulated losses, negative owner's equity, overdue bank debts moved to Group 5, conditional invoice issuance due to tax enforcement and many former projects with outstanding finalization and capital recovery issues at risk of revenue reduction. On the other hand, the period of 2021-2026 was also an extremely difficult phase for the domestic economy due to the impacts of the Covid-19 pandemic and unpredictable natural disasters. However, with high political determination, the Board of Directors and the Management Board focused on core and key tasks to step-by-step resolve difficulties for the Corporation.

To overcome these constraints, under the close direction of the Ministry of Construction, the Corporation established the "Plan on Restructuring and Improving Corporate Governance Capacity for the period of 2021-2025" with the objectives: stabilizing the general situation of the entire system, enhancing capital utilization efficiency, improving the financial situation, and resolving the negative owner's equity of the Parent Company. With the close leadership of the BOD, the decisiveness of the Management Board and the efforts of all staff and employees, the Corporation successfully implemented the contents of the plan, specifically:

- Restructuring business lines: In the period of 2021-2026 and subsequent periods, the Corporation maintains 03 main areas of operation, specifically: manufacturing and installing steel structures, non-standard equipment and installing synchronized equipment; Investment and business of real estate for lease; manufacturing goods for consumption and supporting industries.

- Organizational restructuring: Carried out organizational arrangements to streamline the apparatus, assuring efficiency, effectiveness and cost reduction.

- Finalized the review, update, amendment and supplementation of the Charter and the internal management regulations system of the Corporation to assure compliance with legal regulations and the practical situation of the Corporation.

- Issued the system of Salary Scales and Tables and Regulations on salary payment based on job positions; reviewed functions, duties and redefined manpower plan for departments to assure management capacity, task fulfillment and management cost reduction.

- Reviewed assets and liabilities, liquidated unused assets, enhanced the management and recovery of debts, especially long-outstanding debts. Finalized legal dossiers and applied legal measures to execute debt recovery. Completed debt reconciliation and signed debt repayment roadmaps with previously divested member units such as COMA3, COMA7, and COMA18.

- Resolved the profit distribution of the Skylight Housing Project with Minh Khai Lock Joint Stock Company.

- Converted the Project for Investment of Lifting equipment manufacture Factory (Phase II) into the project: Construction of warehouses and technical

infrastructure for lease. Currently, the project has been completed and put into operation, contributing to improving the Corporation's business efficiency.

- Divested the Corporation's capital contribution at units according to the divestment list: Fully divested capital at 05 units (COMA5, COMA6, COMA25, COMA9, COMA-ENG) and partially divested capital at COMA17.

Currently, the production and business activities of the Corporation have been maintained stably; consolidated business results have recorded profits for 2 consecutive years (2024, 2025). Employees are fully employed with stable incomes.

III. ORIENTATIONS AND KEY TASKS FOR THE YEAR 2026 AND THE TERM OF 2026-2031

1. Production and business plan indicators for the year 2026:

Unit: billion VND

No.	INDICATORS	Implemented in the year 2025 (audited)		Planned for the year 2026 (for ratification by GMS)		Percentage of plan for the year 2026 per implementation in the year 2025	
		The Corp.	The Parent Co.	The Corp.	The Parent Co.	The Corp.	The Parent Co.
1	Total production and business value	401.09	165.42	443.27	180.27	111%	109%
2	Revenue	330.04	148.44	406.93	164.81	123%	111%
3	Profit before tax	19.24	5.77	13.54	6.61	70%	115%
	<i>Profit/Revenue Ratio</i>	0.058	0.038	0.033	0.040		
4	Payment to the budget	28.43	12.76	34.78	13.03	122%	102%
5	Investment value	11.35	0.72	15.80	2.50	139%	347%
6	Average income (<i>million VND/person/ month</i>)	11.09	17.40	12.54	19.28	113%	111%

2. Production and business indicators for the period of 2026-2030:

Unit: billion VND

No.	INDICATORS	PLAN 2026		PLAN 2027		PLAN 2028		PLAN 2029		PLAN 2030	
		Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.
1	Total production and business value	443.27	180.27	487.60	198.30	956.36	418.13	1,194.99	459.94	1,385.99	505.93
2	Revenue	406.93	164.81	447.62	181.29	872.39	379.42	1,089.62	417.36	1,263.59	459.10
3	Profit before tax	13.54	6.61	13.95	6.81	62.36	25.01	87.10	27.02	104.52	29.22
4	Investment value	15.80	2.50	16.59	2.63	434.66	200.00	620.40	220.00	753.17	242.00

3. Key tasks for the year 2026 and the term of 2026-2031

The year 2026 is the first year entering the new term of 2026-2031 of the Board of Directors. Facing the objective requirements of the renovation process and the strategic orientations of the country and identifying internal difficulties that the Corporation must confront, to complete the production and business plan for 2026 and the entire 2026-2031 term, the Board of Directors and the Management Board continue to promote the spirit of internal solidarity and unity, while actively leveraging internal strengths with the following key tasks:

3.1. Corporate governance work

- To review, amend, and supplement the internal management regulations system of the Corporation in accordance with current regulations, focusing on amending the Charter, Internal Regulations on Corporate Governance and Regulations on: Finance; Investment; Representative Management; Information Disclosure, etc. assuring compliance with the law and enhancing corporate autonomy.

- To fully exercise the rights and obligations of the BOD according to the law, the Charter, Operational Regulations of the BOD and Internal Regulations on Corporate Governance. Promptly issue resolutions and decisions within its authority to guide the general activities of the Corporation in accordance with the Resolution of the GMS and coordinate closely with the Management Board for supervision and handling issues arising during production and business operations.

- To strengthen the supervision and direction of the Executive Board in monthly and quarterly production and business; organize leading and direction of the Corporation to complete the 2026 production and business plan with the targets approved by the General Meeting of Shareholders, setting a premise to complete the plan for the term of 2026-2031.

- To supervise and assure that information is disclosed fully, transparently and promptly in accordance with the regulations of the Hanoi Stock Exchange and the State Securities Commission.

3.2. Production, business and investment managing and directing work

- To direct and supervise the Executive Board in implementing marketing solutions, searching jobs to increase revenue and profit, striving to complete the production and business plan targets for 2025, improving production and business efficiency and preparing works for the period of 2026-2031.

- To focus on construction, assuring progress, quality and safety of signed projects; to promote acceptance, payment and capital recovery to have cash flow for production and business activities.

- To develop service business plans, promote marketing and searching customers to effectively exploit the projects, offices and factories of the Corporation; to reorganize the management and operation of the Corporation's headquarters building in a professional and effective manner.

- To invest in purchasing new office equipment and production management technology equipment, promote the application and development of science and technology, drive innovation and digital transformation to enhance production, business and corporate governance efficiency within the Corporation.

3.3. Organization, personnel, and salary work

- To continue researching and rearranging the organizational structure of the Corporate's headquarters towards streamlining focal points to concentrate management and flexibly operate production and business; enhance the role of the business division, optimize human resource exploitation and use costs effectively from the parent company to subsidiaries, seeking all solutions to increase labor productivity and competitiveness to enhance corporate operational efficiency; To implement procedures to terminate the operations of COMA1 and COMA15 according to the Corporation's restructuring project.

- To search for high-quality personnel to supplement the Corporation's staff. To focus on training and fostering to improve the professional qualifications of cadres, employees and workers.

- To regularly evaluate staff based on their job position, capability and work performance to implement salary and bonus regimes as well as manage and use staff. To establish emulation and reward regulations to promptly motivate and encourage staff to complete their tasks well.

3.4. Financial planning and management work

- To develop production and business plans, budget plans for the 2026 fiscal year; to increase the search for financial resources from credit institutions to borrow capital to serve the production, business and investment of the Corporation; to focus on balancing resources for projects/works in 2026 and the following years; strictly manage assets, capital sources, use capital effectively and transparently.

- To have specific and drastic plans and measures in contract acceptance and settlement; to strengthen cost management to improve operational efficiency. To supervise cash flow management to assure safe and effective capital mobilization, management and use.

- To supervise the management, handling and collection of debts throughout the system, do not allow new bad debts to arise; to pay attention to debt collection to supplement capital for production and business activities; for long-term and doubtful debts, it is necessary to consolidate legal documents and request legal agencies to intervene. To work with tax and insurance agencies to restructure outstanding debts at COMA1 and COMA15 so that they shall not affect the overall finances of the Corporation.

- To strengthen the management of the Corporation's investment capital contributed in companies to assure the highest benefits; to continue to monitor the finances of subsidiaries that have caused loss to limit risks.

3.5. Enterprise restructuring

- To continue to implement the remaining works of the approved Project "Restructuring and improving the management capability of the Corporation for the period 2021-2025".

- To establish and organize the implementation of the "Strategic Orientation for Development of the Corporation for the period off 2026-2031" in the spirit of guidance in Resolution No. 79-NQ/TW dated 06/01/2026 of the Politburo, with the goal of maintaining a stable growth rate in the core business fields, maximizing housing and land resources of the Corporation, investing in real estate business to accumulate capital and creating premises for investment expansion in the manufacturing and supplying sector of supporting industrial goods in subsequent phases.

- To complete the finalization and handover of State capital to the joint-stock company. To carry out reconstruction of the State capital at the Parent Company during the period of 2026-2031 in accordance with decisions from competent authorities.

4. Salary and remuneration of the Board of Directors and the Board of Supervisors for the year 2026:

Total planned salary and remuneration of the Board of Directors and the Board of Supervisors in 2026 is: VND 1,650 million, of which:

- Total planned salary and remuneration of the Board of Directors: VND 1,074 million.

+ Salary of the Chairman of the Board of Directors: VND 53 million/month.

+ Salary of specialized members of the Board of Directors: VND 43 million/person/month

+ Remuneration of concurrent members of the Board of Directors: VND 5 million/person/month

- Total planned salary and remuneration of the Board of Supervisors: VND 576 million, of which:

+ Salary of the Head of the Board of Supervisors: VND 44 million/month

+ Remuneration of concurrent members of the Board of Supervisors: 2 million VND/person/month.

Note: Monthly salary and remuneration levels shall be paid according to the current Salary Payment Regulations of the Parent Company but shall not exceed the salary and remuneration levels approved by the General Meeting.

The above is the report of the Board of Directors on the results of operations in 2025 and the plan for 2026. The Board of Directors looks forward to receiving the companionship and support of shareholders and all employees so that the Board of Directors can well implement the goals set by the 2026 General Meeting of

Shareholders, gradually take the Corporation to sustainable development and ensuring the best interests of shareholders and employees./.

**FOR AND ON BEHALF OF THE BOD
CHAIRMAN**

Recipients:

- As stated above;
- Ministry of Construction;
- The BOD's members;
- Supervisory Board,
Executive Board;
- COMA's Divisions;
- Archives: Ad. Div., BOD.



Trình Nam Hai

No: *21* /COMA-BKS

Hanoi, June 30th, 2026

**REPORT
of the Board of Supervisors on results of duty performance
for the year 2025 and plan for the year 2026**

To: General Meeting of Shareholders of Construction Mechanical Corporation - JSC

Pursuant to the Enterprise Law; the Charter of Construction Machinery Corporation - JSC; Regulations on operation of the Supervisory Board of Construction Machinery Corporation - JSC approved by the General Meeting of Shareholders on 29/6/2021;

The Board of Supervisors (BOS) of the Corporation reports to the General Meeting of Shareholders on its results of duty performance for the year 2025 and plan for the year 2026 as follows:

I. PERFORMANCE RESULTS FOR THE YEAR 2025

1. Personnel structure of the Board of Supervisors:

The Board of Supervisors currently consists of 03 members, of which 01 dedicated member as the Head and 02 concurrent members.

2. Activities of the Board of Supervisors

In 2025, the Board of Supervisors' meetings were held periodically once a quarter to discuss, exchange and review the implementation of works within the Board's functions and tasks according to the provisions of law, the Charter, the Regulations on organization and operation of the Board of Supervisors. The Board of Supervisors fully attended the Board of Directors and the Executive Board's meetings as well as specialized meetings related to the Corporation's production and bussiness, finance, investment, restructure and devestment activities.

The Board of Supervisors fully performed its function of supervision as stipulated by the law, the Corporation's Charter and the BOS's Operation Regulations. The main supervision activities were included:

- Monitoring the implementation of the Resolution of the 2025 Annual General Meeting of Shareholders, compliance with the laws and the Corporation's Charter; monitoring the implementation of the Resolutions and Decisions of the Board of Directors and the Executive Board.

- Monitoring the corporate governance activities of the Board of Directors and management of the Executive Board; Reviewing the legality and procedures for issuing decisions and resolutions of the Board of Directors and the General

Director in compliance with the provisions of law, the Charter and internal governance regulations of the Corporation.

- Monitoring the issuance, implementation of the regulations and procedures of the Corporation and its functional departments and subsidiaries.

- Monitoring the financial, accounting situation, management of capital, assets and liabilities, cash flow, and risk provision; conducting audits of financial statements before submission to the General Meeting of Shareholders;

- Monitoring the information disclosure and update the list of related persons in accordance with the Law on Enterprises. In 2025, COMA disclosed information fully, promptly and in compliance with the provisions of law.

- Monitoring the restructuring, divesting and recovering the outstanding debts; Participating in providing comments on the documents of the General Meeting of Shareholders of the Corporation and subsidiaries.

- Reviewing and submitting to the General Meeting of Shareholders to authorize the Board of Directors to select an independent auditing company to review and audit the 2025 financial statements.

In the year, the Board of Supervisors held 04 quarterly meetings to discuss and review works within its functions and tasks, specifically as follows:

Meeting Session	Number of attending members	Main contents
Session 1 on 09/01/2025	03	Approval of the 2025 work plan of the Board of Supervisors
Session 2 on 10/4/2025	03	Discussion and approval of Report of the Board of Supervisors on the appraisal of the Corporation's 2024 Financial Statements and the management and operation of the Board of Directors and General Director in 2025. Approval of the content of the Draft Report of the Board of Supervisors to be submitted to the 2025 Annual General Meeting of Shareholders
Session 3 on 25/6/2025	03	Discussion and approval of the works completed in the first 6 months of the year and review of semi-annual financial statements.
Session 4 on 08/11/2025	03	Discussion and approval of the works completed in the first 6 months of the year as well as the work plan for the fourth quarter of 2025 of the Board of Supervisors

The Board of Supervisors' activities were conducted independently, objectively and closely aligned with the Corporation's operational realities. The Board of Directors, the Executive Board and relevant functional departments cooperated closely in providing comprehensive information to support the supervisory work. The members of the Supervisory Board fulfilled their responsibilities and successfully complete their assigned tasks.

3. Salaries and remuneration of the Board of Supervisors and each member.

The salaries and remuneration of the Board of Supervisors were implemented according to the levels approved by the General Meeting of Shareholders in Resolution No. 25/NQ-ĐHĐCĐ dated 26/6/2025. Details of salary and remuneration payments in 2025 were as follows:

Full name	Position	Number of months	Paid salaries, remuneration (million VND)
Nguyen Van Son	Head of the Board	12	422.4
Dinh Thi Huong	Member	12	24
Vu Thi Thuy	Member	12	24

II. Results of monitoring the activities of the Board of Directors, General Director and other executives.

Through its monitoring activities, the Supervisory Board observed that the Board of Directors and the Executive Board implemented governance and management activities in 2025 decisively, cautiously, within their authority and in the correct order, closely adhering to the General Shareholders' Meeting Resolution and the directives of the regulatory authorities, despite the Corporation facing numerous financial difficulties, cash flow issues and outstanding debt pressures. These governance and management activities have positively impacted the parent company's business performance, gradually addressing financial backlogs and promoting the restructuring process.

1. Board of Directors

The Board of Directors fully fulfilled its role as the governing body as stipulated by law and the Corporation's Charter. The management approach was clearly shifted from situational handling to systematic, focused and prioritized management of long-term financial risks. Outstanding results in terms of direction and guidance include:

- The Board of Directors held 15 meetings, including regular joint meetings with the Party Committee, expanded meetings with the Corporation's leadership, and sessions to resolve and obtain written opinions from Board members to unanimously direct, resolve, and address difficulties related to the Corporation's production and business activities. These meetings also summarized and evaluated the work performance during the period and set directions and tasks for subsequent periods.

- Timely issuance of Resolutions and Decisions within the proper authority and procedures to support production and business activities; and strict implementation of the Shareholders' Meeting Resolutions. The Board of Directors issued 32 Resolutions and 25 Decisions, including Resolutions and Decisions of the Board of Directors to implement the 2025 General Meeting of Shareholders' Resolution and issues related to organization, personnel, salaries, business, finance, investment, and divestment.

- Directed decisively the restructuring process, increasing the total number of units successfully divested by the Corporation to 6 out of 9 units approved in the Project; simultaneously proposing to the Ministry of Construction to adjust the plan for divesting all state capital to the 2026-2031 period;

- Completed the final settlement documents for state capital transfer to joint-stock companies for approval by the Ministry of Construction;

- Directed the streamlining of the organizational structure, completion of the human resource management system, job position list and salary mechanism to be applied from January 2025;

- Strengthened the role and responsibility of capital representatives in units with contributed capital, linking the responsibility of the representatives to operational efficiency;

- Directed the Executive Board to fully fulfill its tax and insurance obligations to the State and ensure the rights and benefits of employees.

- Established the Internal Audit Subcommittee to assist the Board of Directors in improving and enhancing the effectiveness of the internal control system.

The achievements so far have mainly improved the situation at the parent company; financial risks on the consolidated report and financial imbalances at some subsidiaries still require the Board of Directors to continue its decisive leadership in the coming period.

2. General Director and other executives

The Executive Board has closely followed the Board of Directors' directives, focusing on key operational solutions and addressing long-standing issues effectively and flexibly:

- Strictly controlled cash flow, prioritized the balance of tax obligations, social insurance, salaries and manage payments tightly to prevent the accumulation of new debts.

- Effectively utilized leased assets (offices, factories), maintained an occupancy rate of 98-99% to generate stable cash flow.

- Completed the final settlement of outstanding projects; completing the final settlement of the Lifting and Conveying Equipment Factory Project (Phase II) in Quang Minh.

- Renovated the office building, upgraded IT infrastructure, reorganized storage facilities and directed member units to invest in equipment and renovate factories to improve productivity.

- The Executive Board closely followed the Board of Directors' directives to successfully divest from two units (COMA25 and COMA 9); and continued to urge the recovery of outstanding debts from the units after divestment.

- Established credit relationships with SHB and Vietcombank, signed credit contracts of VND 46.1 billion/5 years, creating a stable source of capital for production, business and investment.

- Recovered bad debts; no overdue credit debts incurred; focused on final settlement and capital recovery at major projects such as: Long Bien, An Duong, Nam Hong overpasses, National Assembly House (package XL-01)...

- Worked with tax and insurance agencies to restructure outstanding debts at branches.

- Proactively sought new projects and signed contracts worth nearly VND 100 billion (Song Da clean water supply pipeline (Phase 2); steel bridge girders for export to the Philippines, pedestrian bridges, transformer casings...).

The operational activities in 2025 showed clear improvements in cash flow management, handling financial backlogs and proactively seeking new projects to create a foundation for the recovery of production and business activities.

III. Results of monitoring the production and business situation and financial situation in 2025 and the period of 2021-2025 of the Corporation

The Board of Supervisors has reviewed the 2025 Financial Statements (FS) of the Parent Company and the Consolidated Financial Statements of the entire Corporation audited by CPA VIETNAM Auditing Company Limited (CPA). The Board of Supervisors basically agrees with the independent audit firm's opinion. Accordingly, except for the impact of the issues mentioned in the "Basis of the qualified audit opinion" section, the combined financial statements and consolidated financial statements fairly and reasonably reflect, in all material respects, the financial position of the Corporation as of 31/12/2025.

Based on the qualified audit opinion on the 2025 financial statements, the Corporation and its subsidiaries need to pay attention to resolving the following key financial issues: the provision for doubtful receivables, inventory valuation, reconciliation and confirmation of accounts receivable/payable balances, handling of pending asset shortages, accounting for tax arrears, late payment penalties, and legal risks related to land obligations at the Decoimex's project.

1. Business results in 2025

1.1. Business results of the Parent Company

According to the audited Financial Statement of 2025 of the Parent Company:

- Sales revenue and service provision reached VND 148.44 billion, achieving 106% of the 2025 plan, an increase of VND 49.76 billion compared to 2024 (excluding income from financial activities: VND 2.4 billion and other income: VND 0.657 billion).

- The parent company's pre-tax profit in 2025 was VND 5.77 billion; after-tax profit was VND 4.2 billion. The parent company continued to operate effectively.

- The parent company's accumulated losses as of 31/12/2025 amounted to VND 237.08 billion, a decrease of VND 4.2 billion compared to 2024. The parent company's short-term assets were VND 159.7 billion lower than its short-term liabilities, and net cash flow from operating activities was -VND 9.2 billion. This indicated that the parent company's operational capacity heavily depended on the recovery of debts and the extension of loans and payables from banks and suppliers.

- Currently, the parent company still faces the risk of losses due to insufficient provision for doubtful receivables, with overdue accounts receivable totaling VND 12.6 billion.

- As of 01/01/2025, the parent company's equity was VND 0.165 billion, and by 31/12/2025, it was VND 1.419 billion. The parent company has gradually replenished its equity capital.

1.2. Consolidated business results of the whole Corporation

As mentioned above, the consolidated financial statements of the entire Corporation have been audited by CPA Vietnam Auditing Company Limited (CPA) with an exception warning about not having made provisions for overdue debts of VND 12.6 billion as doubtful debts, inventory value of VND 14.18 billion. These will be a potential losses that directly affect the production and business results of the Corporation.

- The Corporation's revenue from sales and services reached VND 330.04 billion, achieving 91% of the 2025 plan (an increase of VND 44.28 billion compared to 2024).

- Pre-tax accounting profit was VND 19.23 billion. This was mainly due to the profitable business results of the parent company (VND 5.77 billion); COMAEL (VND 5.14 billion); COMA 2 (VND 0.62 billion); and COMA 16 (VND 0.13 billion).

- The Corporation's accumulated losses on the consolidated financial statement for 2025 amounted to VND 273.28 billion, with short-term assets being VND 218.84 billion lower than short-term liabilities.

- As of 31/12/2025, the total equity of the Corporation was negative (-) VND 26.61 billion, indicating that the Corporation's financial autonomy and ability to offset losses with equity capital exceeded its capacity.

With the qualified opinions raised by the CPA auditors, several issues remain that pose a potential risk of losses for the Corporation: Outstanding assets awaiting processing at COMAEL and Minh Khai Lock amounting to VND 1.98 billion; late payment penalties, tax arrears and fines at COMA2 amounting to VND 9.23 billion and Decoimex.

2. Evaluate key financial indicators:

No.	Indicators	Unit	Of the Parent Company on 31/12/2025	Of the Corporation on 31/12/2025
1	Profitability			
	Return on Equity - ROE	%	529.93	(-)
	Return on Net Sales - ROS	%	2.83	4.42
	Return on Assets - ROA	%	1.30	1.58
	Return on Total Costs - ROC	%	2.58	4.53
2	Solvency			
	General Liquidity Ratio	time	1.01	0.97
	Current Debt Ratio	time	0.53	0.74
	Quick Ratio	time	0.49	0.36
	Long-term Debt Ratio	time	4.47	4.41
3	Degree of financial independence			
	Self-financing ratio	time	0.01	(-)
	Self-financing ratio of long-term assets	time	0.02	(-)
	Self-financing ratio of fixed assets	time	0.03	(-)
4	Capital Structure Indicators			
	Debt/Total Capital (Total Assets) Ratio	time	0.99	1.03
	Debt/Equity Ratio	time	90.42	(-)

Regarding profitability: The indicators reflecting the profitability of the parent company and the Corporation were at a fairly high to relatively high level compared to other businesses in the industry, given the current overall industry context. This showed the parent company's efforts in control and management to increase revenue and reduce costs to generate profits well. However, the parent company's profitability is significantly higher than that of the entire corporation due to some subsidiaries and affiliated companies operating less efficiently, which reduced overall profitability. Therefore, the Corporation needs to take corrective measures and better control the operations of its subsidiaries and affiliated

companies to maintain and increase the overall profitability of the corporation as expected.

Regarding solvency: The indicators showed that the Corporation faced significant difficulties in its solvency, especially in the ability to pay short-term debts and quick payments. The parent company had sufficient overall solvency, but at a low level. The subsidiary units faced significant risks, relying primarily on debt collection, inventory sales and the acceptance of unfinished construction projects. This situation requires prompt remedial action.

Regarding financial independence: The parent company's self-financing ratios were very low; equity only covered a very small portion of long-term assets in particular and the company's total assets in general; the remainder had to be financed from other sources. This indicated that financial independence was almost entirely dependent on borrowed capital and debt.

Regarding capital structure: The debt ratio showed that debt accounts for a very high proportion of total capital, creating an imbalance between borrowed capital and equity capital.

Overall, the Corporation's financial picture in 2025 showed improvement, with business operations experiencing growth and recording positive profits, but the financial foundation remains weak.

3. Regarding the Corporation's investments

- *Regarding financial investment activities:* As of 01/01/2025, the Corporation invested in 06 subsidiaries, 03 joint ventures and affiliated companies and 05 companies with financial investment. As of 31/12/2025, number of the companies was changed into 06 subsidiaries, 05 joint ventures and affiliated companies and companies with financial investment. Most of the companies had small capital scale and were not eligible for listing on the stock exchange. According to the audited financial statements, total value of long-term financial investments of the Parent Company was VND 78.916 billion (original price), as of 31/12/2025, the book value was VND 57.133 billion because the Parent Company made a provision for long-term financial investment depreciation of VND 10.13 billion. Dividends and profits distributed in 2025 were VND 237 million. Dividend and profit rates on total investment value were very low.

Production and business results for the year 2025 of the Parent Company and 04/06 subsidiaries were profitable (COMA 2, COMA 16, COMAEL, COMA 27) but the return on equity is still very low; 02/06 subsidiaries were loss (DECOIMEX, Minh Khai Lock).

Some subsidiaries were financially unbalanced due to negative equity such as COMAEL, COMA27; high debt-to-equity ratio such as COMA2, Decoimex. Some companies still had many potential risks of causing losses due to not having made provisions for bad debts, inventory price reduction, and unfinished costs of many completed and handed-over works/projects that had not been settled.

- *Regarding basic construction investment activities:*

+ The Corporation successfully implemented and put into operation the project "Construction of warehouses and technical infrastructure for the Lifting and Conveying Equipment Manufacturing Plant" in Quang Minh Industrial Park, assuring efficiency for every dollar invested and maximizing the use of available land and area.

+ For units within the Corporation: due to financial difficulties and challenges in finding investment partners and operating workshops and yards, they focused on purchasing additional equipment for production and renovating workshops to improve working conditions for employees, while continuing to wait for opportunities to invest in business cooperation according to the approved roadmap and plan.

4. Regarding management of receivables and payables:

- As of 31/12/2025, the total receivables of the Parent Company were VND 141.43 billion, increased VND 6.14 billion compared to 31/12/2024. However, the total receivables still accounted for 36% of the total asset value and 78% of the short-term asset value.

- The reconciliation of receivables and payables of the Parent Company at 31/12/2025 was relatively complete.

- Taxes and amounts payable to the budget: In 2025, the Parent Company paid VND 8.15 billion (including VAT arising during the year and land tax), by 31/12/2025, the Parent Company still owed the budget VND 76.3 billion (of which penalties for late payment accounted for 56%).

- As of 31/12/2025, the total payables of the Parent Company were VND 388.48 billion, mainly short-term debts:

+ Short-term payables to suppliers were VND 57.66 billion.

+ Short-term cost payables were VND 22.38 billion.

+ Other short-term payables were VND 120.35 billion, of which, the payables related to the Skylight Project were VND 90.56 billion, other payables were VND 29.78 billion.

+ Other short-term loans and debts were VND 26.32 billion, of which: loans from SHB were VND 2.95 billion, VCB were 20.06 billion and others' were VND 3.3 billion.

+ Long-term loans were VND 36.88 billion, mainly from VCB.

Thus, as of 31/12/2025, short-term liabilities were VND 341.24 billion, short-term assets were VND 181.52 billion, short-term liabilities were VND 159.72 billion larger than short-term assets, indicating the risk of imbalance in sources to pay debts, especially in the case of debts due to be paid.

IV. Reviewing the results of the period of 2021-2025

1. General assessment of the Corporation's operations: Some basic indicators from 2021 to 2025 are as followed:

Unit: Billion VND

No.	Indicators	2021	2022	2023	2024	2025
I	The parent company					
1	Total assets	365.80	340.16	347.92	400.52	392.78
2	Owner capital	-29.55	-32.02	-30.51	3.04	4.29
3	Avenue	111.39	77.95	121.90	98.68	148.44
4	Profit before tax	3.72	-2.46	1.51	41.55	5.77
5	Profit after tax	3.72	-2.46	1.51	41.55	4.20
6	Investment value	0.30	3.60	54.00	26.39	0.72
II	The whole corporation					
1	Total assets	977.88	921.82	918.53	897.62	870.18
2	Owner capital	-50.96	-54.69	-77.91	-38.20	-26.61
3	Avenue	372.68	302.89	294.89	285.82	330.04
4	Profit before tax	-1.00	-2.67	-20.99	37.14	19.23
5	Profit after tax	-1.00	-2.67	-23.33	35.72	14.60
6	Investment value	1.87	5.30	56.80	29.86	11.20

Overall assessment: The period of 2021-2025 was extremely difficult for the domestic economy due to the lingering effects of the pandemic and natural disasters. Despite this, the Corporation made efforts and achieved certain results: such as growth in production and business value, stable revenue, consolidated business results from 2024 onwards showing no losses and showing profits, the Parent Company showing profits; and effective investment creating room for the next phase.

Concluding the period of 2021-2025, the projected consolidated revenue for the period was VND 1,586.32 billion, achieving 59% of the assigned plan target; consolidated pre-tax profit reached VND 31.72 billion, achieving 173% of the assigned plan target. Consolidated budget contributions reached VND 180.89 billion, achieving 114% of the assigned plan for the period.

Specifically, the parent company's revenue for the period of 2021-2025 reached VND 558.37 billion, achieving 55% of the assigned plan target; pre-tax profit reached VND 50.09 billion; and contributions to the state budget reached VND 62.47 billion, achieving 116% of the assigned plan for the period.

Due to the negative equity in previous years, the profitability and business efficiency of the Corporation were low. However, the parent company, from 2024 onwards, no longer had negative equity, and its business results were profitable. The return on equity, assets and revenue to generate profit was relatively high, but this was not due to super-profitability, but mainly due to the small average equity size (VND 792 million) after many years of accumulated losses. At the

Corporation level, this indicator has no economic significance for analysis because while after-tax profit was positive, the average equity capital was heavily negative.

The prolonged enforcement of invoice usage by the parent company from 7/2017 to 12/2023 caused the Corporation to fall into a state of cash flow imbalance, inability to repay debts, pay taxes, and other budget contributions, etc. However, the Corporation also tried to fulfill its budget obligations as notified by the Tax Department and on 18/12/2023, the Hanoi City Tax Department issued Decision No. 88350/QD-CTHN-QLN terminating the validity of the Decision on the enforcement of administrative tax decisions by suspending the use of invoices.

2. Evaluation of the Board of Supervisors' Performance in the term of 2021-2026

The term of 2021-2026 was a period of significant transformation for the Corporation, moving from a context of numerous financial obstacles and complex debts to a comprehensive restructuring process in governance, organizational structure, finance, and operational model. Under these conditions, the Board of Supervisors fully and seriously performed its supervisory functions as prescribed; accompanying the Corporation in the settlement of state capital transfers to joint-stock companies, promoting divestment and gradually resolving long-standing financial issues.

Throughout the term, the Board of Supervisors maintained regular supervision, attended governance and management meetings; and conducted thorough audits of all annual financial reports before submission to the General Meeting of Shareholders. The Board of Supervisors' oversight focuses closely on issues such as divestment, debt recovery, inventory management, financial risk control, and ensuring compliance with information disclosure, legal regulations, the Charter and the Corporation's internal governance rules.

The Board of Supervisors' activities had contributed to improving governance quality, increasing financial transparency and stabilizing the system during a period when the Corporation faced numerous challenges.

Through its oversight work throughout 2025 and the term of 2021-2026, the Board of Supervisors recognizes that the Corporation is entering a pivotal phase. Although the parent company's production and business activities have returned to profitability and cash flow is gradually being controlled, the potential risks in the consolidated financial statements remain significant. While the internal governance system had been strongly strengthened by the Board of Directors in 2025, its implementation effectiveness across member units was not uniform.

V. Operational plan of the Board of Supervisors in 2026

In addition to the regular activities of the Board of Supervisors such as supervising the management and operation activities of the Board of Directors, the General Director and other executives; supervising the implementation of the

Resolution of the 2026 Annual General Meeting of Shareholder, periodically appraising the financial statements according to regulations, the Board of Supervisors will focus more on the following issues:

- Supervising the implementation of the "Strategic Orientation for Development of Corporation for the period of 2026-2030", assuring efficiency.
- Supervising the restructuring of production and business activities; the reorganization and streamlining of the organizational structure from the parent company to its subsidiaries.
- Supervising the settlement and transfer of state capital to joint-stock companies.
- Supervising the management and recovery of outstanding debts, preventing of new bad debts and working with relevant authorities to restructure outstanding debts at COMA1 and COMA15 branches.
- Supervising investment in upgrading and purchasing new office equipment to apply information technology in management and operation, serving the digitization of documents and bidding processes.
- Supervising the handling of audit exceptions; the establishment of risk provisions and the balancing of cash flow and financial obligations.
- Supervising the activities of the parent company's capital representatives at the subsidiaries.
- Supervising the amendment and supplementation of the Charter, financial regulations, regulations on the management of capital representatives, and internal governance regulations in accordance with the provisions of Law 68/2025/QH15; review and evaluate COMA's contracts and transactions with related parties.

VI. Recommendations of the Board of Supervisors

To address the major challenges regarding capital structure and payment risks, the Board of Supervisors makes the following recommendations:

- To continue to prioritize the resolution of long-standing bad debts and the release of inventory; fully implement risk provisions as recommended by the auditing firm.
- To strengthen the reconciliation and confirmation of accounts receivable/payable; take decisive measures to limit capital misappropriation by partners.
- To tighten control over the operational efficiency of subsidiaries through their capital representatives, especially for units with poor performance or financial insecurity.
- To develop a plan to rebalance the capital structure to reduce debt pressure, improve internal governance and comprehensive risk management systems.
- To focus on resolving difficulties and obstacles to ensure the completion of the 2026 plan targets and maximize shareholder benefits.

The Board of Supervisors respectfully submits to the 2026 Annual General Meeting of Shareholders for consideration and approval. *shy*

Sincerely!

Recipients:

- As stated above;
- BOD, EB;
- BOS's members;
- Archives: Ad. Div., BOS.

TM

**FOR AND ON BEHALF OF THE BOS
HEAD OF THE BOARD**



Shy

Nguyen Van Son

No. 14/TTr-HĐQT

Hanoi, June 09th, 2026

PROPOSAL
Regarding to approval of financial statements for the year 2025

To. The General Meeting of Shareholders of Construction Machinery Corporation - JSC.

Pursuant to:

- *The Law on Enterprises No. 59/2020/QH14 dated 17/6/2020; Law No. 76/2025/QH15 dated 17/6/2025 amending and supplementing a number of articles of the Enterprise Law;*


- *The Securities Law No. 54/2019/QH14 dated 26/11/2019; Law No. 56/2024/QH15 dated 19/11/2024 amending and supplementing a number of articles of the Securities Law;*

- *The Law on Management and Investment of State Capital in Enterprises No. 68/2025/QH15 dated 14/6/2025;*

- *The Charter of Construction Machinery Corporation - JSC;*

- *The Financial Statements of Construction Machinery Corporation - JSC for the year 2025 audited by Vietnam CPA Auditing Co., Ltd.,*

The BOD hereby would like to propose the General Meeting of Shareholders of the Corporation to consider and approve the audited financial statements of the Construction Machinery Corporation - JSC for the year 2025 (the statements have been posted on the Corporation's website)

The BOD would like to propose for the GMS's respective approval. 

Recipients:

- As stated above;
- Members of the BOD;
- Supervisory Board;
- Management Board;
- Archives: Administration Division,
BOD, Financial & Planning Dept.



**FOR AND ON BEHALF OF THE BOD
CHAIRMAN**



Trinh Nam Hai

No. 15/TTr-HDQT

Hanoi, June 09th, 2026

PROPOSAL
Regarding to approval of profit distribution plan for the year 2025

To. The General Meeting of Shareholders of Construction Machinery Corporation - JSC.

Pursuant to:

- *The Law on Enterprises No. 59/2020/QH14 dated 17/6/2020 and documents on guidelines for the Law on Enterprises;*
- *The Charter of Construction Machinery Corporation - JSC;*
- *The Circular No. 99/2025/TT-BTC dated 27/10/2025 of the Ministry of Finance on guidelines for accounting policies for enterprises;*
- *The Financial Statements of Construction Machinery Corporation - JSC for the fiscal year ended on 31/12/2025 audited by Vietnam CPA Auditing Co., Ltd.,*

According to the rights and obligations stipulated in the Charter of Construction Machinery Corporation - JSC and stipulations of the laws, the BOD hereby would like to propose the General Meeting of Shareholders of the Corporation to approve the profit distribution plan for the year 2025 as follows:

As stated in the Report on production and bussiness result of the Corporation for the year 2025, profit after tax is 4.2 billion Vietnam Dongs but up to 31/12/2025, accumulated loss of the Corporation is 237.08 billion Vietnam Dongs, therefore, the BOD do not prepare the plan for profit distribution as stipulated.

The BOD would like to propose for the GMS's respective approval. ↓

**FOR AND ON BEHALF OF THE BOD
CHAIRMAN**

Recipients:

- As stated above;
- Archives: Administration Division,
BOD, Financial & Planning Dept.



Trình Nam Hai

No. 16/TTr-HĐQT

Hanoi, June 09th, 2026

PROPOSAL

Regarding to approval of salary and remuneration paid for the year 2025, salary and remuneration estimated for the year 2026 of members of the Board of Directors and Supervisory Board

To. The General Meeting of Shareholders of Construction Machinery Corporation - SJC.

Pursuant to:

- The Law on Enterprises No. 59/2020/QH14;
- The Decree No. 248/2025/NĐ-CP of the Government regulating the regime of salary, remuneration and bonus for direct owners' representatives, state capital representatives and controllers in State-owned enterprises.
- The Charter of Construction Machinery Corporation - JSC;

Basing on the production and bussiness result for the year 2025 and production and bussiness plan for the year 2026 of the Corporation,

The BOD hereby would like to propose the General Meeting of Shareholders of the Corporation to consider and approve the salary and remuneration paid for the year 2025, salary and remuneration estimated for the year 2026 of members of the Board of Directors and Supervisory Board as follows:

I. Salary and remuneration paid for members of the Board of Directors and Supervisory Board for the year 2025:

1. Total estimated salary and remuneration for members of the Board of Directors and Supervisory Board for the year 2025 approved by the GMS: 1,536 million VND.

2. Total salary and remuneration paid for members of the Board of Directors and Supervisory Board for the year 2024: 1,536 million VND, detailed as follows:

No.	Position	Plan		Actual payment		Percentage of actual payment to plan (%)
		No. of people	Total salary & remuneration (million VND)	No. of people	Total salary & remuneration (million VND)	
I	Board of Directors		1,065.6		1,065.6	
1	Salary					
1.1	Specialized Chairman	1	508.8	1	508.8	100
1.2	Specialized Member	1	412.8	1	412.8	100
2	Remuneration					
1	Concurrent members	3	144.0	3	144.0	100
II	Supervisory Board		470.0		470.0	

1	Salary					
	Head of the Board	1	422.4	1	422.4	100
2	Remuneration					
	Concurrent members	2	48.0	2	48.0	100
			1,536.0		1,536.0	100

II. Salary and remuneration estimated for members of the Board of Directors and Supervisory Board for the year 2026: 1,650 million VND.

1. Total salary and remuneration estimated for members of the Board of Directors: 1,074 million VND.

2. Total salary and remuneration estimated for members of the Supervisory Board: 576 million VND.

No.	Position	No. of people	Max. salary & remuneration per month (million VND/person)	No. of months per year	Max. total salary & remuneration per year (million VND)
I	Board of Directors				1.074
1	Salary				
1.1	Specialized Chairman	1	53	12	636
1.2	Specialized member	1	43	6	258
2	Remuneration				
	Concurrent members	3	5	12	180
II	Supervisory Board				576
1	Salary				
	Head of the Board	1	44	12	528
2	Remuneration				
	Concurrent members	2	2	12	48
	Total				1.650

Note: Monthly salaries and remuneration will be paid according to the Corporation's current salary regulations but will not exceed the max. total salary and remuneration approved by the General Meeting of Shareholders of the Corporation.

The BOD would like to propose for the GMS's respective approval. 1

**FOR AND ON BEHALF OF THE BOD
CHAIRMAN**

Recipients:

- As stated above;
- Supervisory Board;
- Archives: Admin. Division, BOD, HR Dept.



Trình Nam Hai

No. 17/TTr-BKS

Hanoi, June 09th, 2026

PROPOSAL

**Regarding to selection of the independent audit companies to review and audit
financial statements for the year 2026**

To. The General Meeting of Shareholders of Construction Machinery Corporation - JSC

Pursuant to:

- *The Law on Enterprises No. 59/2020/QH14 dated 17/6/2020;*
- *The Law on Independent Audit No. 67/2011/QH12 dated 29/3/2011 and documents on guidelines for the Law on Independent Audit;*
- *The Charter of Construction Machinery Corporation - JSC,*

The Supervisory Board hereby would like to propose the General Meeting of Shareholders of the Corporation to consider and approve the following contents:

To authorize the BOD to implement necessary procedures for selection of one of the audit companies in the following list to review and audit financial statements of Construction Machinery Corporation - JSC for the year 2026.

1. Vietnam CPA Auditing Co., Ltd (CPA Vietnam)
2. International Audit Co., Ltd (ICPA)
3. UHY Auditing and Consulting Co., Ltd.

The Supervisory Board would like to propose for the GMS's respective approval. *u*

Recipients:

- As stated above;
- BOD;
- Archives: Admin. Div., SB.

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**FOR AND ON BEHALF OF
THE SUPERVISORY BOARD
HEAD OF THE BOARD**



Nguyễn Văn Sơn
Nguyễn Van Son

No. 21 /TTr-HĐQT

Hanoi, June 19th, 2026

PROPOSAL

Regarding the approval of the Orientation for Development of the Construction Machinery Corporation - JSC for the period of 2026 - 2030

To: The General Meeting of Shareholders of the Construction Machinery
Corporation - JSC

Based on the Enterprise Law No. 59/2020/QH14 dated 17/6/2020, Law No. 76/2025/QH5 dated 17/6/2025 amending and supplementing a number of articles of the Enterprise Law No. 59/2020/QH14;

Based on the Law No. 68/2025/QH15 dated 14/6/2025 on the Management and Investment of State Capital in Enterprises;

Based on the Charter of the Construction Machinery Corporation - JSC;

Based on document No. 8914/BXD-QLDN dated 12/6/2026, from the Ministry of Construction regarding provision of opinions on the content to be presented at the 2026 Annual General Meeting of Shareholders of COMA according to its authority.

In order to establish a basis for developing and implementing the "Strategy for Development of Construction Machinery Corporation - JSC for the period 2026 - 2030, with a vision to 2045" to meet the target of annual growth exceeding 10%, the Board of Directors of the Corporation respectfully requests the General Meeting of Shareholders to consider and approve the following contents:

1. Production and business indicators oriented for the period of 2026-2030:

Unit: billion VND

No.	INDICATORS	PLAN 2026		PLAN 2027		PLAN 2028		PLAN 2029		PLAN 2030	
		Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.	Whole Corp.	The Parent Co.
1	Total production & business value	443.27	180.27	487.60	198.30	956.36	418.13	1,194.99	459.94	1,385.99	505.93
2	Revenue	406.93	164.81	447.62	181.29	872.39	379.42	1,089.62	417.36	1,263.59	459.10
3	Profit before tax	13.54	6.61	13.95	6.81	62.36	25.01	87.10	27.02	104.52	29.22
4	Investment value	15.80	2.50	16.59	2.63	434.66	200.00	620.40	220.00	753.17	242.00

2. The General Meeting of Shareholders authorizes the Board of Directors to approve the Orientation for Development of the Corporation for the period of 2026-2030 after the Ministry of Construction provides its opinions on this matter in writing.

The Board of Directors of Construction Machinery Corporation - JSC respectfully submits this to the General Meeting of Shareholders for consideration and approval. ↓

Recipients:

- As stated above;
- BOD's members;
- SB, MB;
- Archives: Administration Division,
BOD, Financial & Planning Dept.



**FOR AND ON BEHALF OF THE BOD
CHAIRMAN**



Trình Nam Hai

