

Appendix IV
ANNUAL REPORT

(Issued together with Circular No. 96/2020/TT-BTC dated November 16, 2020)
of the Minister of Finance

THONG NHAT HA NOI
JOINT STOCK COMPANY

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

Number: *60* /BC-TNHN

Ha Noi, *26* March, 2026

ANNUAL REPORT 2025

To: - State Securities Commission
- Ha Noi Stock Exchange

I. General information

1. General Information

- Trade name: Thong Nhat Ha Noi Joint Stock Company
- Business registration certificate No. 0100100424 issued by the Ha Noi Department of Planning and Investment on December 2, 2005. Sixth amendment registered by the Ha Noi Department of Finance on March 5, 2025.
- Registered capital: 237,000,000,000 VND (Two hundred and thirty-seven billion Vietnamese Dong).
- Address: 10B Trang Thi Street, Hoan Kiem Ward, Ha Noi City
- Phone number: 024 - 3 8572699
- Fax number: 024 - 38572744
- Website: thongnhat.com.vn
- Stock code: TNV
- Formation and development process:

On June 30, 1960, the Ministry of Industry merged the Dan Sinh joint-venture factory and the Thong Nhat Southern Mechanical Engineering Group into the Thong Nhat Bicycle Factory. This met the needs and aspirations of the people and opened a new chapter for the bicycle industry.

On April 8, 1978, the Ha Noi People's Committee issued Decision No. 1221/QD-TC merging the Ha Noi Bicycle Assembly Enterprise and the Thong Nhat Bicycle Factory, and reorganizing them into enterprises under the Ha Noi Bicycle Joint Enterprise. Accordingly, the Thong Nhat Bicycle Factory was officially named



the Thong Nhat Bicycle Enterprise, with the main task of producing bicycle frames and assembling complete bicycles.

In September 1993, Thong Nhat Bicycle Factory was transformed into Thong Nhat Motorcycle and Bicycle Company according to Decision No. 5563/QD-UB dated September 29, 1993, of the Ha Noi City People's Committee.

In October 2004, the Dong Da Motorcycle and Bicycle Company was merged into the Thong Nhat Motorcycle and Bicycle Company according to Decision 7587 dated November 9, 2004, of the Ha Noi People's Committee.

In October 2005, Thong Nhat Motorcycle and Bicycle Company was transformed into Thong Nhat State-owned One-Member Limited Liability Company according to Decision No. 162/2005/QD-UB dated October 18, 2005, of the Ha Noi People's Committee. On December 2, 2005, the Company was granted its initial business registration certificate No. 0100100424 by the Ha Noi Department of Planning and Investment with a charter capital of 120 billion VND.

In 2009, Thong Nhat State-owned One-Member Limited Company inaugurated its bicycle manufacturing plant in the Tu Liem Small and Medium-sized Industrial Cluster, Bac Tu Liem District, Ha Noi, covering an area of 10,000 m².

In January 2011, Thong Nhat State-owned One-Member Limited Company changed its name to Thong Nhat One-Member Limited Company according to Decision No. 287/QD-TN dated January 18, 2011 of the Ha Noi People's Committee.

On January 6, 2012, Thong Nhat One-Member Limited Liability Company was granted its second amended business registration certificate with a registered charter capital of 600 billion VND.

On December 29, 2015, the Ha Noi People's Committee issued Decision No. 7252/QD-UBND approving the enterprise value and equitization plan of Thong Nhat One-Member Limited Company. On June 3, 2016, the company conducted its initial public offering (IPO) at the Ha Noi Stock Exchange with a 100% successful auction result, details as follows:

- Average successful bid price: 10,386 VND/share
- Total number of shares offered for public auction: 3,035,775 shares
- Total number of shares sold: 3,035,775 shares

On February 27, 2017, the company officially successfully transformed into a joint-stock company with the official name Thong Nhat Ha Noi Joint Stock Company, according to Business Registration Certificate No. 0100100424 issued by the Ha Noi Department of Planning and Investment (amendment 4), with a charter capital of VND 237,000,000,000.

For over 60 years of construction and development, with a brand that transcends centuries, Thong Nhat Bicycle Factory - now Thong Nhat Ha Noi Joint Stock Company - has produced and marketed hundreds of thousands of products annually

with eye-catching designs and durable quality, serving customers both domestically and internationally.

Throughout its formation and development, the company has also achieved outstanding accomplishments over the years, as follows:

- Awarded the First Class Labor Medal by the President of Vietnam;
- Awarded a Certificate of Commendation by the Prime Minister;
- Certified by the National Brand Council - Ministry of Industry and Trade as a National Brand (achieving the title 5 out of 7 times, for 10 consecutive years from 2010 - 2020);
- Notably, in 2024, the company won first prize overall in the skilled worker competition organized by the Trade Union of the Industry and Trade sector.
- And many other awards.

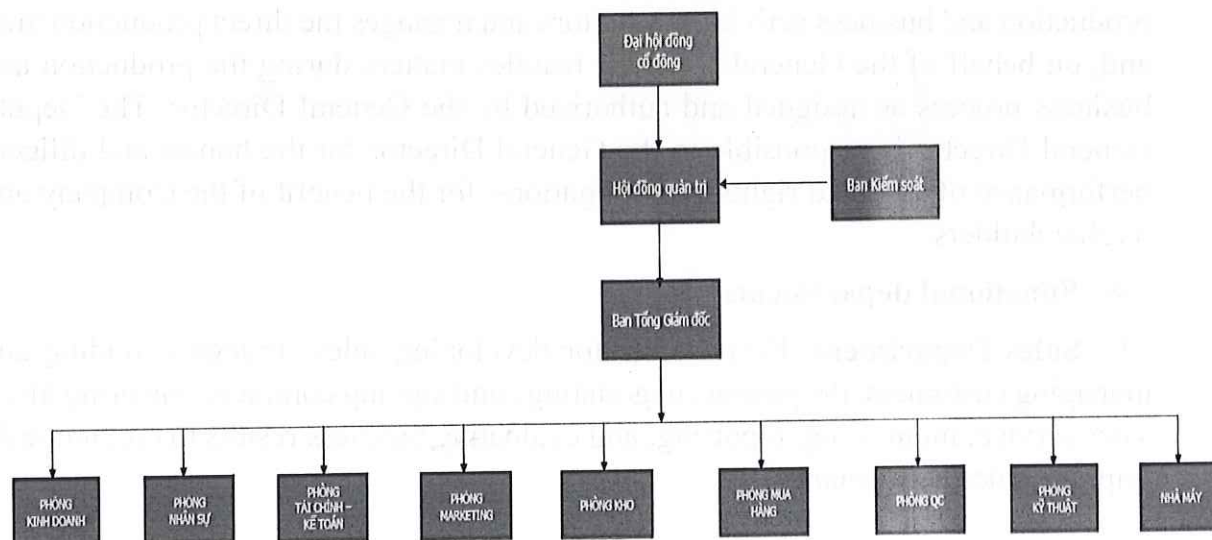
2. Business sector and geographical area

- Main business activity: Manufacturing bicycles and vehicles for people with disabilities.
- Industry code: 3092
- Factory address: Lot A2CN3, Tu Liem Small and Medium Industrial Cluster, Xuan Phuong Ward, Ha Noi City
- Southern address: Lots 2-4-6, Road C, Tan Tao Industrial Park, Tan Tao Ward, Ho Chi Minh City, Vietnam

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

- Management model following model: General Shareholders' Meeting, Board of Member, Supervision Board, and General Director's Board.

- The company's management structure:



❖ **Shareholders ' General Meeting:**

The General Meeting of Shareholders, comprising all shareholders with voting rights, is the highest authority of a joint-stock company, deciding on matters stipulated by law and the company's charter . In particular, shareholders approve the company's annual financial statements and its short-term and long-term development plans.

❖ **Board of Member**

The Company's Board of Member consists of 05 members. The Board of Member (one Chairman and four members) is responsible for: managing the Company, having full authority to act on behalf of the Company to decide on matters related to the Company's purpose and interests, except for matters falling under the authority of the General Meeting of Shareholders. The Board of Member regularly monitors the Company's business operations, internal control activities, and risk management activities.

❖ **Supervision Board (BKS)**

The Supervision Board consists of 03 members and has the following duties: to review annual financial statements, examine specific issues related to financial operations, ensure the legality of the activities of the Board of Member, the General Director, and the company's executives; ensure compliance with resolutions and decisions approved by the General Meeting of Shareholders or at the request of major shareholders; and, on behalf of shareholders, supervise all business, management, and operational activities of the Company.

❖ **Board of Member**

The Board of Member comprises the General Director and the Deputy General Director. The Board of Member is appointed by the Board of Management, is supervised by the Board of Management, and is accountable to the General Meeting of Shareholders, the Board of Management, and the law for the exercise of its assigned rights and obligations.

The Deputy General Director assists the General Director in the operation of production and business activities, monitors and manages the direct production unit, and, on behalf of the General Director, handles matters during the production and business process as assigned and authorized by the General Director. The Deputy General Director is responsible to the General Director for the honest and diligent performance of assigned rights and obligations, for the benefit of the Company and its shareholders.

❖ **Functional departments**

+ **Sales Department:** Responsible for developing sales strategies, finding and managing customers. Proposing , negotiating , and signing contracts ; ensuring after-sales service; monitoring, reporting, and evaluating business results to continuously improve sales performance.

+ **Human Resources Department:** Responsible for recruiting, training, and developing employees; advising on and implementing salary, bonus, and benefits schemes; maintaining a positive work environment; resolving issues related to labor relations; and ensuring compliance with the company's labor laws and regulations.

+ **Finance and Accounting Department:** responsible for managing and overseeing the company's financial activities, including budgeting, cash flow management, accounting, and financial reporting. Ensuring compliance with legal regulations regarding finance and taxation, and providing financial analysis reports to support the company's management in making business decisions.

+ **Warehouse Department:** responsible for managing and storing the company's goods and materials, managing the import and export process, ensuring accuracy and timeliness, and conducting periodic inventory checks to ensure the quantity and quality of goods in the warehouse. Ensure goods are stored properly to prevent damage or loss. Monitor and adjust inventory levels to meet the company's production and business needs. Prepare reports related to the inventory status and propose measures to improve warehouse management.

+ **Marketing Department:** responsible for market research, gathering and analyzing information about the market, competitors and customers, developing marketing plans, building and implementing marketing and advertising campaigns. Building, maintaining, and developing the company's image and brand; managing communication activities, including public relations and social media. Monitor and evaluate the effectiveness of marketing campaigns to continuously improve and optimize them.

+ **The QC Department (Quality Control Department)** is responsible for inspecting and evaluating the quality of raw materials, semi-finished products, and finished products. Monitoring and supervising production processes to ensure compliance with quality standards, identifying and analyzing product defects, finding their causes, and proposing corrective measures.

+ **Purchasing Department:** responsible for searching, evaluating, and selecting reputable suppliers, negotiating contract terms, prices, and purchasing conditions. Monitoring and processing orders, ensuring goods are delivered on time and in good condition. Coordinate with the warehouse department to maintain reasonable inventory levels, avoiding shortages or surpluses. Evaluate supplier performance and the purchasing process to ensure continuity and improvement.

+ **Technical Department:** responsible for tasks related to engineering, technology, machinery, and equipment, ensuring efficient operation of machinery and equipment; proposing solutions to fix technology and machinery-related errors; planning and carrying out machinery and equipment maintenance...

+ **Factory:** Responsible for organizing and implementing production processes to create products that meet the required quality and quantity.

- Subsidiaries and affiliated companies:

+ Detailed information about the Company's joint ventures and affiliated companies is as follows:

Company name: Thong Nhat - Bac Viet Limited Company

Headquarters: Ha Noi

Main business area: Real estate business

Capital contribution: VND 117,025,553,713

Ownership percentage: 30%

4. Development orientation

- The Company's main objectives
 - + Increase revenue, reduce production costs.
 - + Increase brand awareness and loyalty.
 - + Increase efficiency in production processes.
 - + Improve design skills and manufacturing technology.
 - + are being made to find and maintain a dealer network in the North and expand into the Southern market; to promote comprehensive digital transformation with active participation from the leadership, all departments, and employees; and to develop corporate culture, aiming to build a professional, dynamic, and modern working environment for the company.
- Medium and long-term development strategy
 - + Brand rejuvenation
 - + Renovating the bicycle product portfolio.
- The Company's short-term and medium-term sustainable development goals (environment, social, and community) and key programs.

Throughout the years and into 2025, the company has not only focused on production and business activities but has also always been aware of its responsibility to the community, society, and the surrounding environment. For the company, sustainable development of the community and society creates a positive business environment.

Therefore, the company's sustainable development goal is to spread the message of green living, become a national, modern bicycle brand, bringing a green, healthy, and proud Vietnamese lifestyle.

5. Risks

Besides favorable conditions and opportunities, the company also faces risks from:

- Chinese factories manufacture and distribute complete vehicles in Vietnam.
- Chinese surplus goods are flooding the market, especially cheap goods and assembled products of unknown origin.

II. Performance during the year

1. Business and production performance

- The results of business operations for the year are as follows:

INCOME STATEMENT

2025

Unit: VND

TARGETS	This year	Last year
1. Revenue from sales and services	219,768,638,716	182,861,982,691
2. Deductions	169,904,030	140,791,540
3. Net revenue from sales and services (10=01-02)	219,598,734,686	182,721,191,151
4. Cost of goods sold	179,242,764,658	150,320,463,527
5. Gross profit from sales and services (20=10-11)	40,355,970,028	32,400,727,624
6. Financial operating revenue	30,409,146,614	534,800,534
7. Financial costs	3,889,466,163	3,421,091,024
<i>In which: Interest expense</i>	<i>3,889,466,163</i>	<i>3,421,091,024</i>
8. Cost of goods sold	18,004,966,940	12,212,130,933
9. Business management costs	13,632,612,694	12,354,396,848
10. Net profit from business operations {30=20+(21-22)-(25+26)}	35,238,070,845	4,947,909,353
11. Other income	66,726,255	81,019,763
12. Other expenses	855,720,770	717,492,528
13. Other profits (40=31-32)	(788,994,515)	(636,472,765)
14. Total accounting profit before tax (50 = 30 + 40)	34,449,076,330	4,311,436,588
15. Current Corporate Income Tax Expense	1,050,314,420	-
17. Profit after corporate income tax (60 = 50 - 51 - 52)	33,398,761,910	4,311,436,588
17. Basic earnings per share (*)	1,409	182
18. Declining earnings per share (*)	1,409	182

Revenue from various business segments

- The company's main products are bicycles, including street bikes, children's bikes, and sports bikes. The company only provides individual services related to the bicycle business, such as repair, maintenance, and assembly services, to a few

purchasing units. Therefore, service provision accounts for only a very small portion (approximately 0.004% of the company's annual net revenue).

The company's total net revenue in 2025 is VND 219.6 billion, an increase of VND 36.88 billion compared to 2024 (corresponding to a 20.18% increase). The majority of this net revenue comes from the sale of goods and finished products.

In 2025, the company made efforts to find and maintain a dealer network in the North and expand into the Southern market through the distribution channels of AEON, Dien May Xanh, and the Southern dealer network;... as a result, sales in 2025 increased and reached over 219.8 billion VND.

Profitability of business segments

Gross profit structure

Unit: million VND

Gross profit	2024		2025		+/- (%)
	Value	Percentage (% / Gross Profit)	Value	Percentage (% / Gross Profit)	
Gross profit from the sale of goods and finished products	32,304	99.7	40,348	99.98	24.9
Gross profit from providing services	97	0.30	8	0.02	(91.75)
Total	32,401	100	40,356	100	24.55

In 2025, the company's net revenue increased by 20.18%, while the cost of goods sold only increased by 19% (details are presented in the cost structure table), resulting in a 24.9% increase in gross profit from the sale of goods and finished products. This was achieved because the company adjusted the selling prices of goods and finished products to suit market conditions.

The company's gross profit from service provision in 2025 is projected to reach VND 8 million, a decrease of 91.75% compared to 2024. However, service provision accounts for only a very small portion of the company's revenue, so its contribution to the overall gross profit is negligible. In total, the company's gross profit for 2025 is projected to reach VND 40.36 billion, representing a 24.55% increase compared to 2024.

Cost structure

Cost structure

Unit: million VND

Cost factor	2024		2025		% (+/-)
	Value	Value/Revenue (%)	Value	Value/Revenue (%)	
Cost of goods sold	150,320	82.3	179,243	81.6	19
Financial costs	3,421	1.9	3,889	1.8	14
- Including: Interest expense	3,421	1.9	3,889	1.8	14
Cost of goods sold	12,212	6.7	18,005	8.2	47
Business management costs	12,354	6.8	13,633	6.2	10
Other expenses	718	0.4	856	0.4	19
Total	179,025	98	215,626	98	20

The company's total expenses in 2025 are VND 215.626 billion, a 20% increase compared to 2024. The cost of goods sold increased by 19% due to the upward price fluctuations of raw materials in the market.

In 2025, selling expenses increased by 47% as the company was exploring market expansion in the southern region. With the bicycle market becoming increasingly competitive, the company was forced to implement attractive sales policies to attract customers.

Business management costs increased by 10% compared to 2024, mainly due to the company's renovation of office facilities and the purchase of advanced management equipment in 2025.

Regarding the Company's financial expenses, the 14% increase in 2025 compared to 2024 is due to high production and business demand, resulting in higher borrowing levels in 2025 compared to 2024, leading to higher interest expenses.

Market

In 2025, in addition to maintaining existing markets, the company will intensify its efforts to explore and develop new markets, especially in the southern region, with the goal of having Thong Nhat bicycles present in all provinces and cities nationwide.

In addition, the company is constantly improving its product designs, introducing new car models that suit consumer tastes and market demands.

However, due to the lingering effects of the pandemic, a large inventory of cheap bicycles from the Chinese market has flooded into Vietnam, coupled with the continued presence of counterfeit and imitation bicycles, leading to fierce competition in the bicycle market recently. Therefore, in addition to controlling and improving product quality, the company is focusing on marketing activities and developing brand awareness.

Performance compared to plan

Performance compared to plan

Unit: VND

No.	Target	To be implemented by 2025	Plan 2025	% Plan Implementation
1	Net revenue	219,598,734,686	200,000,000,000	110%
2	Profit before tax	34,449,076,330	5,000,000,000	689%

In 2025, the company's pre-tax profit increased significantly due to receiving a share of profits from its affiliated company, Thong Nhat - Bac Viet Co., Ltd. (30 billion VND), along with improvements in technology and machinery in production and business management, efforts to find and maintain a dealer network, close guidance from the Board of Member, and the hard work of staff in all departments. As a result, production and business activities achieved the planned targets.

2. Organization and personnel

- List of Executive Board members:

The list of the Executive Board includes:

Mr. Dinh Vu Minh Viet - Member of the Board of Member, General Director

Mr. Phi Trong Thanh - Member of the Board of Member, Deputy General Director

2.1 Mr. Dinh Vu Minh Viet - Member of the Board of Member, General Director:

- Professional qualifications: Bachelor of Automation - Ha Noi University of Science and Technology; Applied Informatics Engineer - Ha Noi Open University

- Mr. Dinh Vu Minh Viet was born in 1989. In June 2020, he was elected Deputy General Director and a member of the Board of Member. In June 2022, he was appointed General Director of the company and has held the position of Member of the Board of Member and General Director of the company until now.

- Experience:

From June 2013 to June 2015	Staff of the Communications Department - Ha Noi People's Committee - Kinh Te & Do Thi Newspaper
From June 2015 to December 2016	Business Management - Vincommerce Trading and Service Joint Stock Company
From February 2017 to From March 2020 to	Sales Director - Thong Nhat Ha Noi Joint Stock Company Deputy General Director - Thong Nhat Ha Noi Joint Stock
From June 2020 to November 2021	Board Member, Deputy General Director - Thong Nhat Ha Noi Joint Stock Company
From January 2022 to present	Member of the Board of Member, General Director of Thong Nhat Ha Noi Joint Stock Company
Shareholding ratio	79,502 shares, representing 0.33% of the charter capital.
Number of representative shares	6,043,500 shares, representing 25.50% of the charter capital.

2.2 Mr. Phi Trong Thanh - Member of the Board of Member, Deputy General Director

- Qualification: Computer Engineer - Phuong Dong Private University

- Year of birth: 1976

- Experience:

From March 2000 to September 2004	Head of Computer Department - Construction and Development Company - Vietnam Electricity Corporation 1
From January 2006 to December 2010	Sales Director - Lighting Equipment Distribution Company
From January 2011 to January 2012	Deputy Sales Director - MAST Auto Parts Company
From September 2014 to March 2017	Head of Automotive Department at Adayroi e-commerce platform - VinGroup Corporation
From September 2018 to November 2019	Digital Project Management - OPES Digital Insurance Joint Stock Company
From June 2020 to March 2021	Responsible for Operations at Vinfast - VinGroup Corporation
From April 2021 to March 2023	Sales Director - Son Ha Group

From April 2024 to May 2024	Deputy General Director - Thong Nhat Ha Noi Joint Stock Company
From June 2024 to present	Board Member, Deputy General Director of the Company
Shareholding ratio	0 shares, representing 0% of the charter capital

2.3 Mr. Tran Thanh Trung - Chief Accountant

- Professional qualifications: Bachelor of Accounting and Auditing - National Economics University

- Year of birth: 1988

From July 2010 to March 2015 Economist - AASC Auditing Firm Co., Ltd.

From May 2015 to August 2015 Specialist - VinGroup Corporation

From February 2016 to April 2017 Accounting Manager - Tay Ho View Hotel and Tourism Co., Ltd.

From May 2017 to present Chief Accountant - Thong Nhat Ha Noi Joint Stock Company

Shareholding ratio 0 shares, representing 0% of the charter capital.

Number of individual shares represent 4,621,500 shares, representing 19.50% of the charter capital.

-Number of officers and employees. Summary of policies and changes in policies regarding employees.

Average income

Target	2023	2024	2025
Total number of employees (people)	187	166	161
Average income (VND/person/month)	11,407,089	12,630,066	12,061,010

POLICY REGARDING WORKERS

The company always prioritizes building fair labor policies for its employees and creating a cohesive, healthy work environment, enabling staff to maximize their potential and achieve high work efficiency.

In 2025, despite the challenging business environment, the company's leadership continuously researched and improved its labor policies to ensure they were appropriate, fully protected, and that employees' rights were fully guaranteed according to regulations. Simultaneously, attractive incentive policies were

implemented to attract and retain talent to support the company's production and business operations.

3. Investment situation, project implementation status

Unit: VND

Investing in affiliated companies	Year-end number		Beginning of year number	
	Original price	Fair value	Original price	Value reasonable
Thong Nhat - Bac Viet Company Limited	117,025,553,713	-	117,025,553,713	-
Add	117,025,553,713	-	117,025,553,713	-
Headquarters	Voting ratio	Ownership percentage	Main business areas	
Ha Noi	30%	30%	Real estate business	

4. Financial situation

a) Financial situation

Financial situation

Unit: VND

No.	Target	2024	2025	% Increase/Decrease
1	Total asset value	296,997,943,071	352,179,878,854	18.57
2	Net revenue	182,721,191,151	219,598,734,686	20,18
3	Profit from business operations	4,947,909,353	35,238,070,845	612,18
4	Other profits	(636,472,765)	(788,994,515)	23.96
5	Profit before tax	4,311,436,588	34,449,076,330	699.02
6	Net profit after tax	4,311,436,588	33,398,761,910	674.66

b) Key financial indicators:

Financial indicators

No.	Target	Unit	2024	2025
Solvency ratio				

1	Current ratio (Current assets/Current liabilities)	Time	1.38	1.53
	Quick Ratio (Current Assets - Inventory) / Current Liabilities	Time	0.46	0.48
Capital structure indicators				
2	Debt/Total Assets Ratio	%	26.93%	28.9%
	Debt-to-Equity Ratio	%	36.86%	40.64%
Performance indicators				
3	Inventory Turnover Ratio (Cost of Goods Sold / Average Inventory)	Ring	2.12	2.07
	Total asset turnover (Net revenue / Average total assets)	Ring	0.63	0.62
Profitability indicators				
4	Return on Sales (ROS)	%	2.36%	15.21%
	Return on Equity (ROE)	%	1.99%	13.34%
	Return on Assets (ROA)	%	1.45%	9.48%
	Operating Profit Margin / Net Revenue Ratio	%	2.71%	16.05%

5. *Shareholder structure, changes in owner's investment capital.*

a) Share:

Total number of shares: 23,700,000 shares

Type of shares: common shares

Freely transferable shares: 23,700,000 shares

Shares subject to transfer restrictions: 0 shares

b) Shareholder structure:

Ownership structure:

Category	Domestic shareholders			Foreign shareholders		
	Number of shares	Value	Percentage (%)	Number of shares	Value	Percentage (%)
Shareholders owning more than 5% of the voting shares	20,544,225	205,442,250,000	86,684	0	0	0
Other shareholders	3,155,775	31,557,750,000	13,316	0	0	0

Category	Domestic shareholders			Foreign shareholders		
	Quantity share	Value	Percentage (%)	Number of CP	Value	Percentage (%)
1. State Shareholders	10,665,000	106,650,000,000	45	0	0	0
2. Insider shareholders (Board of Member, Management Board, Supervision Board, Chief Accountant)	82,302	823,020,000	0.347	0	0	0
3. Shareholders in the company	11,877	118,770,000	0.050	0	0	0
CBCNV	11,877	118,770,000	0.050	0	0	0
4. Shareholders outside the company	12,940,821	129,408,210,000	54,603	0	0	0
Individual	3,019,396	30,193,960,000	12,740	0	0	0
Organization	9,921,425	99,214,250,000	41,863	0	0	0

6. Company's environmental and social impact report

6.1. Impact on the environment:

Total direct and indirect greenhouse gas (GHG) emissions

The company operates in the mechanical engineering sector, so its production process inevitably impacts the environment (hazardous waste, household waste, etc.). Aware of the need to protect the environment, the company has always adhered to principles of waste collection and treatment, hiring a waste collection and treatment unit to minimize negative impacts on the environment.

Furthermore, the company regularly conducts inspections and monitoring of production processes and waste treatment to promptly assess and improve, ensuring compliance with environmental laws and regulations. In addition, the company

proactively promotes environmental awareness among all employees, providing training to help them classify and handle industrial waste, ensuring hygiene and safety. As a result, each employee understands the importance of environmental protection and their responsibility in minimizing the impact of production activities. The implementation and evaluation of the 5S methodology are also carried out regularly and continuously, ensuring a clean and tidy working environment.

6.2. Raw Material Management:

Each year, the company uses a large quantity of raw materials, with iron and steel being among the main materials used in its production and business operations. Therefore, effective raw material management helps the company save costs, increase profits for the company and its shareholders, and reduce environmental impacts. Although the prices of these raw materials fluctuate constantly, given the current market situation, the company always has plans and quantitative targets for raw materials for each product to tighten spending and avoid waste. At the same time, the company monitors and seeks new sources of raw materials that are of suitable quality and price. Furthermore, the company's Purchasing Department constantly researches and forecasts market trends to promptly understand the situation and develop appropriate strategies and plans for raw material procurement and production.

6.3 . Energy consumption:

Electricity is a crucial and primary energy source in the company's production and business operations. Therefore, the company consistently implements policies and strategies to conserve energy, aiming to minimize costs. Specifically, the company conducts inspections and reviews of its equipment and machinery to carry out regular repairs and maintenance, or replace damaged equipment and machinery. This also helps improve the company's operational efficiency. Furthermore , the company promotes awareness among all employees regarding energy conservation, provides systematic training on the use of production lines, and improves processes to maximize productivity, save time, and reduce electricity consumption by tens of thousands of kWh annually.

6.4 . Water consumption:

Throughout its business operations, the company has always recognized that clean water is an extremely valuable environmental resource and crucial to all of its activities. Therefore, the company has implemented appropriate water usage policies, specifically:

- Regarding domestic water supply: The company encourages and promotes the use of water as economically and rationally as possible among its employees.
- Regarding water used in production: The company also regularly inspects and repairs the pipes and valves of equipment and machinery to minimize losses during production and ensure environmental safety.

6.5 . *Comply with environmental protection laws:*

a) Number of times penalized for violations of environmental laws and regulations: *0 times*

b) Total amount of fines imposed for violations due to non-compliance with environmental laws and regulations:

Because the company complies with environmental laws and regulations , it has not been penalized for violating any environmental regulations.

6.6 . *Policies related to workers*

a) Number of workers, average wage for workers

Average income

Target	2023	2024	2025
Total number of employees (people)	187	166	161
Average income (VND/person/month)	11,407,089	12,630,066	12,061,010

b) Labor policies aimed at ensuring the health, safety, and welfare of workers .

The leadership of Thong Nhat continuously researches and improves its labor policies to ensure that employees' rights are fully protected according to regulations, while also offering attractive incentives to attract and retain talented individuals to serve the company's production and business activities. In addition, the company always prioritizes the mental well-being and health of its employees by organizing annual health check-ups, celebrating International Women's Day (March 8th), Vietnamese Women's Day (October 20th), organizing company trips and tours, and commemorating the company's anniversary. These activities create opportunities to foster camaraderie and enhance the sense of belonging among employees and the company.

c) Worker training activities

The company organizes regular training and development activities to enhance and develop professional skills in each department and operational unit. Simultaneously, the company conducts assessments and evaluations to develop appropriate training programs, improve professional qualifications, and cultivate the skills of all company personnel.

Organize training courses to improve the professional skills of employees.

6.7. *Reports relating to responsibility towards the local community*

Community investment activities and other community development activities, including financial support aimed at serving the community .

The company not only focuses on production and business activities but also cares about its social responsibility towards the surrounding community and locality. The company believes that a stable community is essential for the stability of businesses. Therefore, the company is always proactive in sponsoring programs, actively sharing and providing financial support to disadvantaged individuals and families, and regularly participating in charitable activities to help and contribute to the local community.

6.8. Reports related to green capital market activities as guided by the State Securities Commission: None

III. Report and evaluation by the Board of Member

1. Evaluating business performance results

The company's business performance results for 2025

Unit: VND

Target	Unit	TH2024	KH2025	TH2025	%Increase/ Down compared to 2024	%Increase/ Lower than planned
Net revenue	Billion VND	182,721,191,151	200,000,000,000	219,598,734,686	20,18	9.8
Profit before tax	Billion VND	4,311,436,588	5,000,000,000	34,449,076,330	699.02	588.98
Profit margin before tax/Revenue ratio	%	2.36%	2.5%	15.69%	564.84	527.49
Profit margin before tax VCSH	%	1.99%	2.11%	14.54%	699.02	588.98

In 2025, the company's revenue from the sale of goods and finished products is projected to increase by 20.18%. Gross profit from the sale of goods and finished products is expected to increase by 24.9%, exceeding the planned target.

- The company has made the following progress:

- +) The leadership team has been strengthened.
- +) A more professional management system, with greater adaptability to changing circumstances.
- +) Introducing modern machinery and technology into production contributes to improving product quality.

2. Financial situation

a) Asset situation

Unit: VND

Target	December 31, 2024	December 31, 2025	% Increase/Decrease
Current assets	110.606.109.722	155,310,043,442	40,42
Long-term assets	186,391,833,349	196,869,835,412	5.62
Total assets	296,997,943,071	352,179,878,854	18.58

b) Debt situation

Unit: VND

Target	December 31, 2024	December 31, 2025	% Increase/Decrease
Short-term debt	79,993,100,067	101,776,273,940	27.23%
Long-term debt	-	-	-
Total liabilities	79,993,100,067	101,776,273,940	27.23%

3. Improvements in organizational structure, policies, and management.

The company develops reasonable policies and benefits, along with plans to stabilize employees' income, thereby helping employees feel satisfied, secure in their work, and committed to the company in the long term.

Thong Nhat regularly organizes training and refresher courses to help improve the skills and professional expertise of its employees.

Continue to focus on corporate governance, applying information technology to the management and operational systems to improve management efficiency and save resources.

Investing in and applying science and technology to the production process; repairing and upgrading damaged equipment and machinery to ensure timely response to production needs.

4. Future development plan

Unit: VND

No.	Target	To be implemented by 2025	Plan 2026
1	Total revenue	219,768,638,716	320,000,000,000
2	Total cost	185,319,562,386	309,000,000,000
3	Profit before tax	34,449,076,330	11,000,000,000

5. Report assessing the company's environmental and social responsibility.

a. The assessment relates to environmental indicators (water consumption, energy, emissions).

The company complies with and implements all relevant environmental regulations, and conducts annual water and air pollution analysis as required.

b. Assessment related to employee issues

For employees, in addition to ensuring job security and stable income, the company also fulfills other responsibilities such as providing welfare benefits, health check-ups, and organizing skills competitions.

To ensure long-term employee retention, the working environment is a crucial factor. A positive work environment inspires and motivates employees, enabling them to perform their assigned tasks effectively. Therefore, the company always strives to create a professional, dynamic, and fair working environment because Thong Nhat believes that a harmonious and comfortable work environment allows employees to develop and maximize their creativity and productivity, thereby boosting efficiency and quality. Furthermore, the company provides all necessary equipment and personal protective equipment to ensure employee safety in the workplace and production areas.

c. Assessment related to corporate responsibility towards the local community.

The company is always actively involved in charitable activities, fulfilling its corporate social responsibility to the local community.

Thong Nhat Bicycle Company, in collaboration with the Trade Union of the Industry and Trade Sector, distributed gifts to disadvantaged union members.

In 2025, the company sponsored the following competitions:

+ Sponsoring The Money Verse program

The company also provides free bicycle maintenance services in the West Lake area, attracting a large number of cycling members to participate.

IV. Board of Member' Assessment of the Company's Performance

1. The Board of Member' assessment of the Company's performance, including its environmental and social responsibility.

In 2025, despite still being affected by negative impacts in the micro and macro economies, the company's production and business operations have remained stable, and the company has achieved some positive results. This success is thanks to the close attention and continuous efforts of the leadership and all employees over the past year.

a. Regarding sales activities

- The sales department has intensified market research, especially in the emerging Southern market. They are developing new products to diversify their product range, with the current focus primarily on mid-range and budget-friendly vehicles.
- In addition, we are also strengthening warranty policies and other after-sales policies, and seeking to export to international markets.
- The Marketing department implemented marketing programs that helped the Thong Nhat bicycle brand spread throughout the community and become deeply ingrained in the minds of consumers.
- Research and development team regularly evaluates and continuously launches new products.

b. Regarding purchasing activities:

- The Purchasing Department has built a system of suppliers with guaranteed quality and reasonable prices; sought new sources of raw materials, improved quality standards, and gradually accessed raw material sources that meet export standards to the US and European markets.

c. For the Production Department:

- In 2025, the company will continue to reorganize its warehouses and workshops to ensure they are neat, efficient, and convenient for production. The company will focus on upgrading and repairing outdated machinery and equipment to improve labor productivity, achieving an average of 401 vehicles per day.
- Numerous technological advancements have fundamentally transformed production technology, reducing lead times, increasing productivity, and resulting in higher-quality products.
- Implementing the 5S methodology in production, establishing material consumption standards, arranging machinery, and reorganizing workshop layouts helps improve production processes and increase productivity.

d. For the Human Resources Department:

- The management structure is being gradually restructured towards a more streamlined approach. The company has issued numerous additional regulations, procedures, and rules to improve the quality of management. The leadership and management at all levels are attentive and approachable to employees, listening to and incorporating feedback to continuously improve the management mechanisms and systems.
- Implementing various new policies and welfare benefits ensures employees feel secure in their work and remain committed to the company in the long term.

Simultaneously, the company consistently ensures the correct and full implementation of salary policies and regulations, as well as the full payment of social insurance, health insurance, and unemployment insurance contributions, thereby guaranteeing employee rights. This has enabled the company to attract and retain highly skilled workers, contributing to its sustainable development.

2. The Board of Member' assessment of the performance of the company's General Management Board.

The Board of Member oversees the General Director's management in the operation of the production and business plan to evaluate the effectiveness of production activities and provide timely guidance to ensure the company's growth, efficiency, and sustainable development.

In 2025, the Board of Member and management staff successfully fulfilled their assigned functions and duties. The Board of Member implemented production plans, strengthened cost management, focused on customer care, and improved the management capabilities of all levels of executives, creating a united and cohesive team working towards the goal of creating sustainable and continuously developing corporate value.

3. The plans and directions of the Board of Member.

In 2026, the company's Board of Member outlined the following plans and directions:

The company continues to maintain its bicycle manufacturing operations, actively seeking opportunities for cooperation and business development in related fields based on its existing mechanical engineering foundation. It also continues to implement solutions to recover capital from its investment in Thong Nhat – Bac Viet Co., Ltd. in order to focus resources on its core business.

The Board of Member has determined that strengthening supervision, closely directing activities to ensure financial safety, training human resources, and continuing to invest in machinery and technology to serve production and business, and upgrading the warehouse system will be key factors determining the Company's success.

In parallel, the Board of Member also pays special attention to implementing production and business plans, communication, brand development, improving legal risk management, internal control, and continuously directing the Executive Board to closely monitor environmental protection and occupational safety.

At the same time, the Board of Member decided to continue recovering investment capital from Thong Nhat - Bac Viet Co., Ltd. in order to focus all resources on the Company's main production and business activities in 2026.

V. Corporate Governance

1. Board of Member

a) Members and structure of the Board of Member:

No.	Board of Member	Job title	Number of shares owned/represented	Shareholding ratio
1	Mr. Vu Ngoc Tu	Chairman of the Board	Representatives: 9,879,225	41.684%
2	Mr. Dinh Vu Minh Viet	Board Member, General Director	Ownership: 79,502 Representatives: 6,043,500	0.335% 25.5%
3	Mr. Phi Trong Thanh	Board Member, Deputy General Manager	0	0%
4	Mr. Nguyen Van Tuan	Board Member, Factory Director	500	0.002%
5	Ms. Vu Thi Phuong	Board Member, Deputy Head of Purchasing Department	0	0%

b) Board of Member Subcommittees: (List the Board of Member subcommittees and their members): The company does not establish subcommittees under the Board of Member. The Board of Member assigns responsibilities to its members for each specific area.

c) Board of Member' Activities: Evaluate the performance of the Board of Member, specifying the number of Board of Member meetings, their content, and outcomes.

- In 2025, the company's Board of Member fulfilled its responsibilities and duties as stipulated in the Annual General Meeting of Shareholders' Resolution. The strategic guidance and direction of the Board of Member helped the company develop amidst challenging economic conditions.

- In 2025, the Board of Member held a meeting to address matters within its authority.

- The Board of Member also successfully directed and organized the 2025 Annual General Meeting of Shareholders on June 18, 2025, in person. The Board of Member also closely monitored and directed the implementation of the targets set forth in the 2025 Shareholders' Meeting Resolution;

- In 2025, the Board of Member strengthened its governance, closely supervised and promptly directed the company's production and business activities, and always strived to find effective business and investment methods to improve the company's production and business efficiency;

- The Board of Member has collaborated with the Supervision Board and other departments to effectively fulfill its assigned duties.

Board of Member meetings:

No.	Resolution Number	Day	Meeting agenda	Approval rate	Meeting results
01	01/NQ-TN-HĐQT	March 27, 2025	Extending the date for holding the 2025 Annual General Meeting of Shareholders	100%	Through the extension of the time for holding the 2025 Annual General Meeting of Shareholders.
02	01A/NQ-TN -HĐQT	March 31, 2025	Proposed lease agreement for Tiny Cafe Joint Stock Company at 10B Trang Thi Street	100%	Approval has been granted for the lease of premises at 10B Trang Thi Street to Tiny Cafe Joint Stock Company
03	010425/NQ - HĐQT/TN Bike	April 10, 2025	Borrowing money from Vietnam Foreign Trade Commercial Bank - Ha Thanh Branch	100%	Through borrowing capital from Vietnam Foreign Trade Commercial Bank - Ha Thanh Branch
04	02/NQ-TN-HĐQT	April 17, 2025	Regarding the organization of the 2025 Annual General Meeting of Shareholders: Record date for shareholders: May 8th; Meeting date: June 18th, 2025	100%	Through the organization of the 2025 Annual General Meeting of Shareholders: Record date for shareholders: May 8th; Meeting date: June 18th, 2025
05	02A/NQ-TN-HĐQT	April 23, 2025	Termination of business cooperation with Tiny Cafe Joint Stock Company	100%	Through the termination of business cooperation with Tiny Cafe Joint Stock Company
06	03/NQ-TN-HĐQT	April 29, 2025	Dismissing Mr. Pham Van Minh from the Board of Member and	100%	Through the 2025 General Shareholders' Meeting, it is proposed to dismiss Mr. Pham

No.	Resolution Number	Day	Meeting agenda	Approval rate	Meeting results
			electing one additional member to replace him.		Van Minh from the Board of Member and elect one additional member to replace him
07	04/NQ-TN-HĐQT	May 5, 2025	Dismissing Mr. Vu Ha Nam from the Board of Member and electing one new member to replace him; dismissing Mr. Nguyen Ho Ngoc from the Supervision Board and electing one new member to replace him	100%	Through the 2025 General Shareholders' Meeting, the following decisions are made: to dismiss Mr. Vu Ha Nam from the Board of Member and elect one new member to replace him; to dismiss Mr. Nguyen Ho Ngoc from the Supervision Board and elect one new member to replace him
08	05/NQ-TN-HĐQT	June 3, 2025	Loan options, guarantee issuance, and credit approval at Military Commercial Joint Stock Bank - Trang An Branch	100%	Through loan financing, guarantee issuance, and credit approval at Military Commercial Joint Stock Bank - Trang An Branch
09	06/NQ-TN-HĐQT	September 3, 2025	<ul style="list-style-type: none"> - Policy on investing in infrastructure for the factory at Lot A2CN3, Tu Liem Industrial Cluster, Xuan Phuong, Ha Noi - The plan is to invest in infrastructure and machinery and equipment to support assembly and warehousing for the Southern 	100%	<ul style="list-style-type: none"> - Approved the policy of investing in infrastructure for the factory at Lot A2CN3, Tu Liem Industrial Cluster, Xuan Phuong, Ha Noi. - Through the policy of investing in infrastructure and machinery and equipment to support assembly and warehousing for the Southern Office at Lot

No.	Resolution Number	Day	Meeting agenda	Approval rate	Meeting results
			Office at Lot 31, Street 3, Tan Tao Industrial Park, Tan Tao Ward, Ho Chi Minh City. - Estimated budget for the two aforementioned initiatives		31, Street 3, Tan Tao Industrial Park, Tan Tao Ward, Ho Chi Minh City. - Estimated budget for the two aforementioned initiatives
10	07/NQ-TN-HĐQT	November 30, 2025	- Financial handling of uncollectible accounts receivable from Thien Lam Production, Service & Trading Joint Stock Company: VND 6,178,649,575 - Handling of uncollectible accounts receivable from other parties: VND 1,956,932,543	100%	- Through financial settlement of uncollectible accounts receivable from Thien Lam Production, Service & Trading Joint Stock Company: VND 6,178,649,575 - Through the settlement of uncollectible accounts receivable from other parties: VND 1,956,932,543

d) Activities of independent Board members. Activities of subcommittees within the Board of Member: (evaluate the activities of the subcommittees of the Board of Member, specifying the number of meetings of each subcommittee, the content and results of the meetings : The company does not establish subcommittees of the Board of Member.)

e) List of Board members holding corporate governance training certificates. List of Board members participating in corporate governance programs during the year: None.

f) In October 2024, the company received approval from the Ha Noi Stock Exchange to register its shares for trading. In the future, when corporate governance training courses become available, the company will send its staff to participate in these courses to enhance their corporate governance capabilities.

2. Supervision Board

a) Members and structure of the Supervision Board.

No.	Full name	Position	Ownership percentage share
1	Ms. Nguyen Hong Thuy	Head of the Supervision Board, Deputy Head of the Human Resources Department	0.004%
2	Mr. Chu Van Vuong	Member of the Supervision Board, Head of Human Resources and Quality Control, Person in charge of corporate governance	0.001%
3	Mr. Bui Ngoc Son	Member of the Supervision Board	0%

b) Activities of the Supervision Board.

In 2025, the Supervision Board held 4 meetings:

- The Supervision Board has reviewed and examined the Board of Member' submissions, resolutions, and decisions to implement the resolutions of the 2025 Annual General Meeting of Shareholders, assessing the targets achieved and those not yet met.

- The Supervision Board has inspected and monitored the implementation of the contents of the 2025 General Meeting of Shareholders' Resolution , monitored the business operations and investment activities in 2025, monitored the company's accounting documents and records; the management of accounts receivable and payment capacity; and the management and exploitation of assets, revenue, and expenses to analyze factors affecting business operations and investment. Based on this analysis, timely proposals and recommendations have been made to the company to improve operational efficiency and management, helping the company to develop and improve further.

3. *Transactions, remuneration, and benefits of the Board of Member, the General Management Board, and the Supervision Board.*

a) Salary, bonuses, remuneration, and benefits.

Unit: VND

TT	FULL NAME	TITLE	This year	Last year
I	BOARD OF MEMBER AND THE BOARD OF MEMBER		977,304,173	877,595,365
1	Vu Ngoc Tu	Chairman of the Board	-	-
2	Dinh Vu Minh Viet	Board Member, General Director	382,533,808	385,025,885
3	Phi Trong Thanh	Board Member, Deputy General Director	360,068,885	236,480,885
4	Nguyen Van Tuan	Board Member, Factory Director	117,521,769	-
5	Vu Thi Phuong	Board Member, Deputy Head of Purchasing Department	117,179,712	-
II	SUPERVISION BOARD		423,593,458	438,088,508
1	Nguyen Hong Thuy	Head of the Supervision Board, Deputy Head of the Human Resources Department	191,845,956	200,015,458
2	Chu Van Vuong	Member of the Supervision Board, Head of Human Resources and Quality Control, Person in charge of corporate governance.	221,428,212	223,578,000
3	Bui Ngoc Son	Member of the Supervision Board	-	-

b) Insider trading: none

c) Contracts or transactions with insiders: none

d) Evaluating the implementation of corporate governance regulations:

Based on the business plan of Thong Nhat Ha Noi Joint Stock Company, the Board of Member has directed the strengthening of corporate governance, specifically as follows:

- Ensure that the Company operates in compliance with the law and effectively implements the resolutions of the General Meeting of Shareholders and the resolutions of the Board of Member.

- The Board of Member' oversight of the General Management Board is carried out through exchanges and discussions between the Board of Member and the General Management Board;
- Through periodic or ad hoc reports from the Board of Member on the results and progress of work implementation, difficulties and obstacles encountered, and proposed solutions;
- Collaborate with the Supervision Board in monitoring the activities of the Board of Member.
- Strictly adhere to the Company Charter and the Company's Internal Governance Regulations.

VI. Financial Statements

1. Auditor's Opinion (Excerpt from the auditor's opinion in Independent Audit Report No. 113/BCKT-TC/AVA.NV8 dated January 20, 2026, of Vietnam Auditing and Valuation Company Limited):

"In our opinion, except for the impact of the issue mentioned in the paragraph "Basis for the qualified audit opinion", the financial statements fairly and reasonably reflect, in all material respects, the financial position of Ha Noi Thong Nhat Joint Stock Company as of December 31, 2025, as well as the results of business operations and cash flows for the fiscal year ended on the same date, in accordance with accounting standards, accounting regulations, the Vietnamese corporate accounting system and relevant legal provisions on the preparation and presentation of financial statements."

2. Audited financial statements

The 2025 financial report, audited by Vietnam Auditing and Valuation Company Limited, includes: Balance Sheet; Income Statement; Cash Flow Statement; and Notes to the Financial Statements in accordance with accounting and auditing laws.

The company has submitted its audited financial statements to the State Securities Commission and the Ha Noi Stock Exchange in accordance with regulations and has published the full financial statements on its website: <https://thongnhat.com.vn>.

Recipient:

- As above;
- Saved: Save HR department, accounting department.

CONFIRMATION BY REPRESENTATIVE

COMPANY LAW 

(Signature, full name, and seal)



TỔNG GIÁM ĐỐC
Dinh Vũ Minh Việt