



**ELECTRICAL MECHANICAL EQUIPMENT AND SPARE PARTS JOINT STOCK COMPANY  
(EMESCO)**

**Head Office:** No. 56, Alley 102, Truong Chinh Street, Kim Lien Ward, Hanoi City, Vietnam  
Business Registration Certificate No.: 0100103584 issued by the Hanoi Department of Planning and Investment. The Company was first registered on May 6, 2005, and the latest amendment (10th change) was made on June 29, 2023. •

Telephone: 84-24. 38686150 - Fax: 84-24. 38689682

No.: 129/2026/GM-EMESCO

HaNoi, June 9, 2026

**MEETING INVITATION  
2026 Annual General Meeting of Shareholders**

**To: Shareholders of Electrical Mechanical Equipment and Spare Parts Joint Stock Company**

The Board of Directors of Electrical Mechanical Equipment and Spare Parts Joint Stock Company (EMESCO) respectfully invites our esteemed shareholders to attend the 2026 Annual General Meeting of Shareholders, with the following details and agenda:

1. **Time:** From 8:00 a.m. on June 30, 2026 (Tuesday)
2. **Venue:** The Conference Hall, 2nd Floor, EMESCO Headquarters, No. 56, Alley 102, Truong Chinh Street, Kim Lien Ward, Hanoi City, Vietnam.

3. **Attendees:**

Shareholders holding EMG shares as recorded in the shareholder register as of June 1, 2026.

4. **Meeting Agenda:** As set out in the agenda attached to this Meeting Invitation. Shareholders are kindly requested to review the meeting materials available on the Company's website at: <http://www.emesco.com.vn>

5. **Registration and Confirmation of Attendance:**

For the convenience of the Meeting organization, shareholders are kindly requested to confirm their attendance or authorize a representative to attend the Meeting on their behalf, and send such confirmation/authorization to the Company by mail, fax, email, or telephone no later than **5:00 p.m. on June 29, 2026.**

**-Contact:** Administration & Organization Department (during office hours)

Telephone: (84-24)38686150 - Fax: (84-24)38689682

Email: [congthongtin.emesco@gmail.com](mailto:congthongtin.emesco@gmail.com)

**-Or by postal mail:**

Recipient: Administration & Organization Department – EMESCO Joint Stock Company

Address: No. 56, Alley 102, Truong Chinh Street, Kim Lien Ward, Hanoi City, Vietnam

**Note:** Shareholders are kindly requested to take note of the following:

-When attending the Meeting, shareholders are kindly requested to bring: the Invitation Letter and the Confirmation of Attendance/Proxy Authorization (original copy), along with a valid Citizen Identity Card/Passport for registration procedures.

**Respectfully!**

**Recipients:**

- As addressed;
- Archives (Office, Board of Directors).

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN



Le Van An

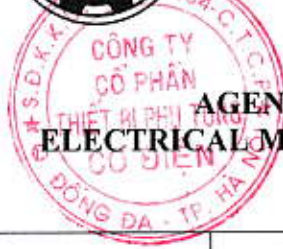


**ELECTRICAL MECHANICAL EQUIPMENT AND SPARE PARTS JOINT STOCK COMPANY (EMESCO)**

Address: No.56, Alley 102, Truong Chinh Street, Kim Lien Ward, Ha Noi City.

Telephone: 84-24. 38686150 - Fax: 84-24. 38689682

Email: [congthongtin.emesco@gmail.com](mailto:congthongtin.emesco@gmail.com) Website: <http://www.emesco.com.vn>



**AGENDA OF THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS  
ELECTRICAL MECHANICAL EQUIPMENT AND SPARE PARTS JOINT STOCK COMPANY  
(JUNE 30, 2026)**

| TIME        | CONTENT  | PREPARED BY   |
|-------------|--|---|
| 08:00-08:30 | Reception of delegates and shareholders  | Organizing Committee  |
| 08:30-08:35 | Opening ceremony and introduction of attending delegates   | Organizing Committee  |
| 08:35-08:40 | Report on Verification of Shareholders' Eligibility to Attend the General Meeting  | Shareholder Eligibility Verification Committee              |
| 08:40-09:00 | - Invitation to the Chairman of the Board of Directors to chair the Meeting;<br>- Introduction of the Secretariat Committee;<br>- Introduction and approval of the Election and Vote Counting Committee;<br>- Approval of the Meeting Agenda and Working Regulations of the General Meeting  | Organizing Committee<br>Presidium<br>Presidium<br>Presidium |
| 09:00-09:45 | Report of the Board of Directors and Management Board on the 2025 business performance and the 2026 business plan;<br>Summary of the 2025 audited financial statements   | Presidium   |
| 09:45-10:05 | Report of the Supervisory Board submitted to the General Meeting of Shareholders   | Supervisory Board   |
| 10:05-10:20 | - Proposal of the Board of Directors on the 2025 after-tax profit distribution plan and the 2026 dividend payment plan;<br>- Proposal of the Board of Directors on the final settlement of remuneration for the Board of Directors and Supervisory Board in 2025 and the remuneration plan for 2026;<br>- Proposal of the Supervisory Board on the Selection of an Independent Auditing Firm to Audit the Company's Financial Statements for Fiscal Year 2026  | Presidium and Supervisory Board                             |
| 10:20-10:45 | Discussion session   | Presidium   |
| 10:45-11:30 | Approval and voting on:<br>- Report of the Board of Directors and Management Board on the 2025 business performance and the 2026 business plan;<br>- Audited 2025 financial statements;<br>- Report on activities of the Supervisory Board;<br>- 2025 after-tax profit distribution plan and 2026 dividend payment plan;<br>- Final settlement of remuneration for the Board of Directors and Supervisory Board in 2025 and remuneration plan for 2026;<br>- Selection of an Independent Auditing Firm to Audit the Company's 2026 Financial Statements. | Presidium<br>Vote Counting Committee                        |
| 11:30-11:50 | Approval of the Meeting Minutes and Resolution   | Secretariat Committee                                       |
| 11:50       | Closing of the General Meeting   | Organizing Committee  |

*Note: Shareholders are kindly requested to review the detailed documents of the 2026 Annual General Meeting of Shareholders posted on the Company's website: [www.emesco.com.vn](http://www.emesco.com.vn)*



*HaNoi, June 09, 2026*

**WORKING REGULATIONS  
ANNUAL GENERAL MEETING OF SHAREHOLDERS 2026  
OF ELECTRICAL MECHANICAL EQUIPMENT AND SPARE PARTS  
JOINT STOCK COMPANY**

**Pursuant to:**

- The Law on Enterprises No. 59/2020/QH14, adopted by the 14th National Assembly of the Socialist Republic of Vietnam on June 17, 2020, and its amendments, supplements, and guiding documents;
- The Law on Securities No. 54/2019/QH14, adopted by the 14th National Assembly of the Socialist Republic of Vietnam on November 26, 2019, and its amendments, supplements, and guiding documents;
- The Charter of Electrical Mechanical Equipment and Spare Parts Joint Stock Company;
- The Internal Regulations on Corporate Governance of Electrical Mechanical Equipment and Spare Parts Joint Stock Company.

**Objectives of the Regulations:**

- To ensure the principles of transparency, fairness, democracy, and compliance with the law;
- To facilitate the organization and conduct of the General Meeting of Shareholders in order to achieve the proposed objectives.

The Chairperson of the 2026 Annual General Meeting of Shareholders of Electrical Mechanical Equipment and Spare Parts Joint Stock Company hereby presents to the General Meeting of Shareholders for approval the Working Regulations of the Meeting as follows:

**I. ORDER OF THE MEETING**

1. Shareholders/proxies attending the Meeting must sit in the correct seats or areas as instructed by the Organizing Committee and comply with the seating arrangements made by the Organizing Committee.

2. No private conversations or use of mobile phones are allowed during the Meeting. All mobile phones must be turned off or set to silent mode.

3. Shareholders/proxies are responsible for attending the General Meeting of Shareholders from the beginning to the end and for exercising their voting rights/obligations on all matters submitted for approval at the Meeting. In cases where a shareholder/proxy must leave the Meeting before its conclusion due to force majeure reasons, he/she must contact the Organizing Committee to submit written opinions on the matters to be voted on at the Meeting. If a shareholder/proxy leaves the Meeting before its conclusion without notifying the Organizing Committee, such shareholder/proxy shall be deemed to have agreed with all matters to be voted on and approved at the Meeting.

## **II. VOTING AND ADOPTION OF MATTERS AT THE MEETING**

### **1. Eligible Voters:**

Shareholders or their authorized representatives holding voting shares (as per the consolidated list of securities holders prepared by the Vietnam Securities Depository and Clearing Corporation (VSDC) as of the record date of June 1<sup>st</sup>, 2026) are entitled to attend the General Meeting of Shareholders.

### **2. Voting Principles:**

All matters requiring voting in the agenda of the General Meeting must be approved through direct voting at the Meeting. Each shareholder shall be issued a voting card stating the shareholder's name, shareholder code, number of voting shares, and bearing the seal of Electrical Mechanical Equipment and Spare Parts Joint Stock Company.

### **3. Voting Method:**

3.1 Shareholders/proxies shall vote on a matter (Agree, Disagree, or No Opinion) by direct voting at the Meeting, as directed by the Chairperson, by raising their Voting Cards.

3.2 When voting to approve a matter presented at the General Meeting of Shareholders, shareholders/shareholder representatives voting "In favor" shall raise their voting cards first.



Similarly, as instructed by the Chairperson, shareholders/proxies who "Disagree" or have "No Opinion" shall raise their Voting Cards in turn.

3.3 The following cases of voting by raising Voting Cards shall be considered invalid:

a) A shareholder/proxy raises their Voting Card in all three voting options ("Agree", "Disagree", and "No Opinion") for the same matter.

b) A shareholder/proxy raises their Voting Card more than once when voting on a matter.

### **III. CONDITIONS FOR APPROVAL OF MATTERS BY SHAREHOLDERS AT THE MEETING:**

1. Each share owned or represented corresponds to one voting right.

2. Except for the matters specified in Section 3 and 4 below, a resolution of the General Meeting of Shareholders shall be approved at the Meeting when more than 50% of the total voting rights of all shareholders/proxies attending and voting at the Meeting vote in favor (either directly or by proxy).

3. For decisions of the General Meeting of Shareholders regarding: (i) the type and total number of shares of each class; (ii) changes in the Company's business lines and fields; (iii) changes to the Company's management and organizational structure; (iv) investment projects or the sale of assets valued at 35% or more of the total assets recorded in the Company's most recent financial statements; (v) reorganization or dissolution of the Company; approval at the Meeting requires that shareholders (directly or by proxy) representing at least 65% of the total voting rights of all shareholders/proxies attending and voting at the Meeting vote in favor.

4. The election of members of the Board of Directors and the Supervisory Board shall be conducted using the cumulative voting method and shall be specifically governed by the Regulations on the Election of Members of the Board of Directors and the Supervisory Board.

### **IV. SPEAKING AT THE MEETING**

#### **1. Principle**

Shareholders/proxies attending the Meeting who wish to speak must register their intended topics using the Speaking Registration Form provided by the Organizing Committee or raise their Voting Card to request permission to speak, subject to the Chairperson's approval.

The registration form will be distributed to each shareholder/proxy upon arrival at the Meeting. Shareholders/proxies submit the registration form to the Meeting Secretariat during the Meeting or during breaks.

To ensure order during discussions, shareholders who register using the Speaking Registration Form will be given priority to speak first. Subsequently, other shareholders may speak by raising their Voting Cards, in the order arranged by the Chairperson.

## **2. Speaking Procedure**

Shareholders/proxies making statements must ensure that:

- Their remarks are brief and focused on the key issues relevant to the approved agenda of the Meeting.

- They do not repeat issues that have already been addressed.

- They do not propose matters beyond their authority or outside the approved agenda of the Meeting.

- Their proposals must not violate the law, pertain to personal matters, or exceed the company's authority in a way that prevents effective implementation.

The Chairperson will arrange for shareholders to speak in the order of registration and will respond to their questions. The Chairperson has the right to remind or request shareholders to focus on key points in order to save time and ensure the quality of discussions.

## **IV. RIGHTS AND RESPONSIBILITIES OF THE CHAIRPERSON**

1. To conduct the Meeting in accordance with the agenda and the rules and regulations approved by the General Meeting. The Chairperson shall operate on the principle of democratic centralism and make decisions based on majority votes.

2. To guide the Meeting in discussing and voting on matters included in the agenda and on related issues arising throughout the Meeting.

3. The Chairperson has the authority to take necessary measures to reasonably and orderly manage the Meeting, in accordance with the approved agenda, while reflecting the will of the majority of participants.

4. The Chairperson has the right to:



- Require all attendees to undergo security checks or other necessary measures;
- Request competent authorities to maintain order during the Meeting; require individuals who do not comply with the Chairperson's management, intentionally disrupt the order, obstruct the normal progress of the Meeting, or fail to comply with security requirements to leave the General Meeting of Shareholders.

5. The Chairperson has the right to postpone the General Meeting of Shareholders, which already has a sufficient number of registered participants, to another time or change the meeting location in the following cases:

- The meeting venue does not have enough convenient seating for all attendees;
- Communication facilities at the venue are inadequate for shareholders to participate, discuss, and vote;
- Attendees behave disruptively or threaten to prevent the Meeting from being conducted fairly and legally.

The postponement shall not exceed 03 days from the originally scheduled opening date.

6. To resolve other issues arising throughout the course of the Meeting.

## **V. RESPONSIBILITIES OF THE MEETING SECRETARIAT**

1. To fully and accurately record all proceedings of the Meeting, including matters approved by shareholders or issues noted for attention during the Meeting.
2. To draft the Minutes of the Meeting and the Resolutions regarding matters approved at the Meeting.

## **VI. RESPONSIBILITIES OF THE VOTE COUNTING COMMITTEE**

1. To determine the voting results of shareholders on matters submitted for approval at the Meeting.
2. To organize the vote counting, prepare the vote counting minutes, and announce the voting results of the General Meeting of Shareholders.
3. To promptly notify the Meeting Secretariat of the voting results for inclusion in the Minutes and the Resolution of the Meeting.

4. To timely report to the Chairperson any issues arising beyond its authority to resolve.

## **VII. MINUTES AND RESOLUTIONS OF THE GENERAL MEETING OF SHAREHOLDERS**

All matters discussed at the General Meeting of Shareholders must be recorded in the Minutes of the Meeting by the Meeting Secretariat.

The Minutes/Resolution of the General Meeting of Shareholders must be read and approved prior to the closing of the Meeting.

The above constitutes the full Working Regulations of the 2026 Annual General Meeting of Shareholders of **Electrical Mechanical Equipment and Spare Parts Joint Stock Company**.

Respectfully submitted to the General Meeting of Shareholders for approval./.

### **Recipients:**

- Shareholders;
- Company website;
- State Securities Commission of Vietnam (SSC), Hanoi Stock Exchange (HNX);
- To be filed: Administrative Records, Board of Directors.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN



Le Van An



**REPORT OF THE BOARD OF DIRECTORS AND THE MANAGEMENT BOARD  
BUSINESS AND PRODUCTION RESULTS IN 2025 AND PLAN FOR 2026**

**PART I**

**BUSINESS AND PRODUCTION PERFORMANCE IN 2025**

**I. GENERAL SITUATION:**

In 2025, the Company's production and business activities were carried out in the context of a gradually recovering economy. The real estate and construction investment markets showed many positive developments; however, significant challenges remained, particularly those related to capital flows, legal procedures, and fluctuations in input costs.

Based on the Resolutions adopted at the 2025 Annual General Meeting of Shareholders, the Board of Directors and the Management Board focused on implementing key tasks in a comprehensive and coordinated manner, including:

- Continuing negotiations with strategic partners to finalize the investment plan for the commercial center project at the Electromechanical Service Center;
- Investing in and effectively operating a 560kWp rooftop solar power system at the Electromechanical Service Center;
- Implementing fire prevention and firefighting works at the Electromechanical Service Center and the Mechanical and Service Enterprise;
- Completing legal procedures for the implementation of the Company's office building project at No. 56, Alley 102 Truong Chinh Street, Hanoi;
- Maintaining maximum utilization of the existing warehouse system;
- Studying the expansion of warehouse investment in Xuan Mai;
- Strengthening debt collection and handling inefficient investments;
- Gradually expanding investment activities into energy, hydropower, and other sectors with long-term stability potential.

Under the direct guidance of the Board of Directors, the Management Board proactively implemented flexible management solutions, maintained strict cost control, retained stable existing customers, and gradually restructured investment activities toward assets capable of generating long-term cash flows.

Thanks to the efforts of all employees, the Company successfully achieved and exceeded the key targets assigned by the General Meeting of Shareholders.

## II. BUSINESS AND PRODUCTION RESULTS:

*Units: 1,000 VND*

| INDICATORS                            | REVENUE           |                   |              | PROFIT            |                   |            |
|---------------------------------------|-------------------|-------------------|--------------|-------------------|-------------------|------------|
|                                       | PLAN              | ACTUAL            | %            | PLAN              | ACTUAL            | %          |
| Company Office                        | 16.209.619        | 20.506.089        | 126,5        | 695.712           | -1.049.312        | -151       |
| Electromechanical Service Cente       | 18.805.143        | 27.245.721        | 145          | 8.253.271         | 11.602.684        | 140,5      |
| Mechanical & Service Enterprise       | 10.286.000        | 11.904.907        | 116          | 4.183.946         | 5.340.555         | 127,6      |
| Rubber & Electromechanical Enterprise | 2.230.000         | 2.688.793         | 120,5        | 26.194            | 80.221            | 306,2      |
| <b>TOTAL</b>                          | <b>47.530.762</b> | <b>62.345.510</b> | <b>131,1</b> | <b>13.159.122</b> | <b>15.974.148</b> | <b>121</b> |

The year 2025 recorded positive growth for the Company in both revenue and operational efficiency.

- Total realized revenue exceeded VND 62 billion, equivalent to 131.1% of the annual plan;
- Profit reached nearly VND 16 billion, equivalent to 121% of the annual target;
- The affiliated units generally achieved and exceeded their assigned targets.

For the Company Office division, the core business operations continued to maintain efficiency. Actual profit before fulfilling obligations under the Court's judgment reached approximately VND 950 million. However, in 2025, the Company was required to make a provision for payment to the State budget related to the dispute with Phuoc An Trading Service and Construction Co., Ltd., amounting to nearly VND 2 billion, resulting in a negative accounting profit for the Office division.

The above results were achieved mainly due to the following factors:

- Maintaining a high warehouse occupancy/utilization rate at affiliated units;
- Proactively adjusting rental prices in line with location advantages and market demand;
- Strengthening cost management and cash flow control;
- Efficiently utilizing existing land resources and infrastructure to improve operational efficiency;
- Putting the rooftop solar power system into operation, thereby creating a stable source of revenue and enhancing asset utilization efficiency.

In the context of limited growth potential in warehouse leasing activities, the Company's proactive expansion into the energy sector and long-term investment areas is considered an appropriate strategic direction to diversify revenue sources and enhance corporate value in the coming period.



### **III. EVALUATION OF KEY AREAS:**

#### **3.1 Assessment of the Board of Directors' Performance**

In 2025, the Board of Directors fully performed its governance, strategic orientation, and supervisory functions in accordance with the law and the Company's Charter.

The resolutions and decisions issued by the Board of Directors were adopted with a high level of consensus and focused on the following key areas:

- Completing legal procedures for investment projects;
- Enhancing the efficiency of existing asset utilization;
- Controlling financial risks;
- Orienting investment expansion into sectors with long-term stability potential;
- Improving the Company's financial capacity and corporate governance capabilities.

The Board of Directors closely monitored market developments and the Government's policy directions in order to promptly make decisions appropriate to the Company's actual operating conditions.

#### **3.2 Assessment of the Management Board's Performance**

##### **1. Management, Investment, and Business Activities**

- Regarding the commercial center project at the Electromechanical Service Center, the Company has signed a memorandum of understanding with a prospective tenant and is currently negotiating with consulting firms to carry out the required legal procedures. The project is expected to commence operations in 2028.
- The 560kWp rooftop solar power system project at the Electromechanical Service Center officially commenced operations in early April 2025. The system is currently operating efficiently and generated significant revenue for the Company in 2025.
- The office building project at No. 56, Alley 102 Truong Chinh Street has substantially completed the key legal procedures, including:
  - + Approval of investment policy by the Hanoi People's Committee;
  - + Approval of the 1/500 detailed master plan;
  - + Approval of the fire prevention and firefighting design appraisal.

The Company is currently completing the application dossier for the construction permit in accordance with applicable regulations.

- The Company completed its capital contribution to Vu Quang Hydropower Joint Stock Company pursuant to Resolution No. 176/2025/NQ-HĐQT dated July 30, 2025 of the Board of Directors, thereby acquiring 22.4% of the company's charter capital. In the near future, this investment is expected to generate a stable and sustainable source of income for the Company.

- With respect to warehouse operations, the warehouse systems at the Electromechanical Service Center and the Mechanical and Service Enterprise maintained 100% occupancy/utilization rates throughout the year.
- Regarding the Rubber and Electromechanical Enterprise, the Company made considerable efforts to seek new customers and successfully leased an additional 4,000 m<sup>2</sup> of warehouse space, enabling the enterprise to initially operate effectively. In 2026, the Company plans to continue investing in the construction of an additional 600 m<sup>2</sup> warehouse for leasing purposes.
- Regarding the dispute with the current warehouse tenant, Phuoc An Trading Service and Construction Co., Ltd., the Company has carried out legal procedures in accordance with applicable laws and will continue handling the matter in compliance with the Court's judgment.
- The Company will continue exploring new business sectors and products aligned with its resources and capabilities in order to diversify revenue streams.

## **2. Finance and Accounting Management:**

- Effectively carrying out inspection and internal control activities; mobilizing financial resources to support investment activities; and balancing and allocating capital sources to meet production, business, and investment project requirements.
- Financial management: Maintaining a proactive approach in financial operations and capital management.
- Strengthening cost management and promoting thrift practices to prevent wastefulness in business and production activities.
- Preparing financial statements in a truthful, accurate, and transparent manner in compliance with accounting standards and applicable accounting regulations.
- The collection of overdue receivables has not yet achieved the expected level of effectiveness.

## **3. Organization, Personnel, Labor and Compensation Management:**

- The Company continued to maintain a stable workforce while ensuring full compliance with salary, insurance, and employee welfare policies.
- At the same time, the Management Board gradually reviewed and streamlined the organizational structure to improve management efficiency and align with the Company's development orientation in the new phase.



## **PART II**

### **BUSINESS AND PRODUCTION PLAN FOR 2026**

#### **I. ASSESSMENT OF ADVANTAGES AND CHALLENGES IN 2026:**

##### **1. Advantages and opportunities in 2026:**

The year 2026 is assessed as a period with many positive changes in the investment environment, particularly in the sectors of real estate, infrastructure, and private economic development.

The Government is focusing on removing legal bottlenecks, reforming investment procedures, and promoting public investment disbursement in order to create new growth momentum for the economy.

Notably, the National Assembly issued Resolution No. 171/2024/QH15 on piloting the implementation of projects facing difficulties related to land management, land use, and construction investment procedures. This Resolution provides an important legal basis for local authorities to address long-standing issues related to delayed projects or projects with complex historical legal factors.

In addition, the Government is also strongly directing the review and resolution of stalled projects, improving the investment environment, and enhancing the efficiency of land use. These developments create favorable conditions for the Company's ongoing and planned projects, particularly:

- The office building project at No. 56, Alley 102 Truong Chinh Street, Hanoi;
- The commercial center project at the Electromechanical Service Center;
- Commercial exploitation projects on existing land funds.

The acceleration of administrative reform and the removal of land-related obstacles by state authorities are expected to shorten the time required for legal completion, thereby enabling the Company to implement investments and exploit assets more efficiently in the near future.

##### **2. Difficulties and challenges in 2026:**

Alongside the above-mentioned favorable conditions, the Company is also facing several substantial and direct challenges.

*First, increasing pressure on project implementation timelines:*

In the context of Hanoi City's intensified review and restructuring of land use in accordance with planning schemes, the land areas currently managed by the Company can no longer continue long-term traditional warehouse operations if they are not developed in line with approved planning.

If project implementation is delayed, the Company may face legal risks related to land recovery or changes in land use purposes, similar to previous cases involving the Company's warehouse facilities in Hai Phong City.

*Second, current financial capacity is not sufficient to simultaneously implement large-scale projects:*

The Company's current equity capital is approximately VND 90 billion, while the estimated total investment for the office building project at Truong Chinh Street and the commercial center project at the Electromechanical Service Center is about VND 1,100 billion.

According to the requirements of the Investment Law and financial capacity regulations applied by credit institutions for real estate project development, enterprises are typically required to provide a minimum of approximately 20% equity participation.

Thus, the equity requirement for these two key projects alone is approximately VND 220 billion, which is many times higher than the Company's current equity scale. This represents a significant pressure and a decisive factor affecting the Company's ability to implement projects in the 2026–2030 period.

Therefore, strengthening financial capacity-particularly equity capital-is no longer an optional strategic orientation but a mandatory requirement for the Company in order to:

- + Meet project implementation conditions;
- + Improve access to credit financing;
- + Enhance negotiation power with strategic partners;
- + Reduce financial risks during investment activities;
- + Ensure proactive execution of development projects.

## **II. ROLE OF THE LEADERSHIP STRUCTURE FOR THE 2026 TERM:**

In the coming period, the Company defines its development orientation as follows:

- Transitioning from a traditional asset exploitation model to a high value-added commercial asset investment and operation model;
- Focusing on developing projects capable of generating long-term cash flows and enhancing corporate value;
- Strengthening cooperation with partners that have strong financial capacity, project development experience, and modern governance capabilities.

Accordingly, the key priorities of the Management Board for the 2026 term will focus on the following tasks:

- Implementing the construction of a modern office building at No. 56, Alley 102 Truong Chinh Street;
- Completing legal procedures and selecting the optimal investment plan for the commercial center project;



- Continuing to expand investment in the energy and hydropower sectors;
- Restructuring capital sources and strengthening financial capacity.

The Board of Directors and the Management Board identify these as prerequisite conditions for realizing the Company's long-term investment strategy.

To ensure the success of upcoming projects, the Company needs to simultaneously study multiple solutions to enhance capital capacity, such as: increasing charter capital through share issuance; cooperating with strategic investors; mobilizing additional medium- and long-term funding; and restructuring assets and cash flows.

Strengthening financial capacity will directly determine the Company's ability to implement strategic projects, while also laying the foundation for sustainable development in subsequent periods.

### III. BUSINESS AND PRODUCTION PLAN FOR 2026:

In light of the identified opportunities and challenges, the Company sets a moderate growth target for 2026 in order to maintain stability and prepare for major investment projects.

The Company will focus on maximizing the utilization of its warehouse and factory leasing assets. It will continue trading in equipment and materials associated with secured investment projects that ensure capital recovery, while prioritizing financial stability and strengthening organizational structure and human resources.

The Company will also proceed with investments in hydropower and real estate projects in accordance with resolutions of the General Meeting of Shareholders and the Board of Directors.

#### 1. Detailed plan by each unit:

*Units: 1.000 VND*

| No. | CONTENT                                 | COMPANY OFFICE | ELECTROMECHANICAL<br>SERVICE CENTER | PRODUCTION &<br>SERVICE ENTERPRISE | RUBBER &<br>ELECTROMECHANICAL<br>ENTERPRISE | TOTAL      |
|-----|---|----------------|-------------------------------------|------------------------------------|---|------------|
| I   | SALES AND SERVICE<br>REVENUE            | 12.150.000     | 19.695.980                          | 10.486.000                         | 2.500.000                                   | 49.209.277 |
| 1   | Warehouse & office leasing<br>revenue   | 2.150.020      | 18.463.880                          | 9.486.000                          | 2.500.000                                   | 32.599.880 |
| 2   | Trading revenue                         | 10.000.000     | 1.232.100                           | 1.000.000                          |   | 12.232.100 |
| II  | MANAGEMENT FEE<br>INCOME                | 4.377.297      |                                     |                                    |   | 4.377.297  |
| III | FINANCIAL INCOME                        | -              |                                     |                                    |   | -          |
| IV  | TOTAL EXPENSES                          | 15.973.207     | 10.747.569                          | 5.920.853                          | 2.496.921                                   | 35.138.551 |
| V   | BUSINESS<br>PERFORMANCE<br>CONTRIBUTION | 554.090        | 8.948.411                           | 4.565.147                          | 3.079                                       | 14.070.727 |

#### 2. Key tasks:

- Selecting a suitable consulting firm to carry out legal procedures for the commercial center project at the Electromechanical Service Center, ensuring progress and compliance with the conditions set out in the signed memorandum of understanding with the partner.
- Completing the fire protection and firefighting (PCCC) system at the Mechanical and Service Enterprise.
- Completing the fire protection and firefighting (PCCC) system at the Electromechanical Service Center.
- In Q3 2026, completing the legal dossier for the renovation and construction project of the Company's office building at No. 56, Alley 102 Truong Chinh Street, Hanoi, and submitting the investment implementation plan to the Board of Directors for approval.
- Fully utilizing 100% of warehouse space, ensuring that all units meet their revenue and profit targets.
- Continuing participation in bamboo plantation investment under the biomass bamboo project of the Parent Corporation.
- Taking advantage of State policies on stable land lease fees to both implement investment projects and continue warehouse leasing operations.
- Accelerating the recovery of overdue debts and divestment from inefficient investments.
- Investing in high-efficiency hydropower projects.
- Engaging in materials trading with a focus on capital safety and profitability.
- Increasing credit limits and equity capital to ensure sufficient investment capacity.
- Recruiting and training personnel to support business operations and investment activities.

#### **IV. IMPLEMENTATION SOLUTIONS**

To achieve stable growth targets in 2026 and thoroughly address critical bottlenecks related to finance, auditing, and project legal matters, the Executive Management Board will focus on implementing the following four strategic solution groups:

##### **4.1. Debt restructuring and financial statement audit resolution**

This is the key solution group and will be decisive in strengthening the Company's credibility, fundraising capability, and legal standing in 2026.

- Focusing on the full resolution of doubtful receivables from related parties:
- Conducting direct meetings and negotiations with representatives of related parties that have outstanding receivables to facilitate debt recovery. The Company has completed the acquisition of 5,100,000 shares in Khanh Khe Hydropower Joint Stock Company (equivalent to 51% of its charter capital), with the corresponding debt offset amounting to VND 51 billion, in accordance with the resolution approved by the 2025 Annual General Meeting of Shareholders.



- Commitment to Partnership Support: To facilitate and alleviate difficulties faced by its partner, the Company commits to transferring back the entire shareholding in Khanh Khe Hydropower Joint Stock Company once the related party has sufficient financial capacity and wishes to reacquire the shares.
- Addressing the Auditor's "Disclaimer of Opinion":
  - Urgently provide the auditing firm with complete documentation and appropriate audit evidence, particularly documents supporting the debt recovery and settlement plan through the share acquisition arrangement described above.
  - Make every effort to issue the audited 2025 Financial Statements as soon as possible in order to remedy the overdue disclosure status and minimize the risk of administrative penalties from the State Securities Commission and the Stock Exchange.
  - Restore the credibility and reliability of the Company's financial statements, thereby rebuilding trust and confidence among investors and strategic partners.

#### **4.2. Project Management, Investment, and Asset Legal Security Solutions**

- Expediting the submission and approval process for key projects:
  - + Immediately after the issuance of the audited 2025 Financial Statements, the Executive Management Board must promptly submit the required applications and initiate legal procedures for the Commercial Center Project at the Electro-Mechanical Service Center. This is an extremely urgent task to avoid the risk of land recovery by the authorities due to project delays, particularly given the annual land-rental payment arrangement.
  - + Evaluate and select qualified consulting firms to carry out the subsequent legal and regulatory procedures, ensuring that the project remains on schedule for commercial operation in 2028, in accordance with the Memorandum of Understanding (MOU) signed with the partner.
- Accelerating the progress of the project at 56 Alley 102 Truong Chinh Street: Concentrate all available resources on completing the application dossier for the construction permit of the Truong Chinh Office Building during the third quarter of 2026.
- Preparing reports and proposals for submission to the General Meeting of Shareholders (GMS): Seek shareholder approval for granting strategic authorization to the Board of Directors to decide on investment and construction plans for the Truong Chinh Project, as well as capital contribution plans for high-efficiency hydropower projects. Such authorization will help streamline administrative procedures, optimize decision-making timelines, and enable the Company to capitalize on market opportunities in a timely manner.
- Completing mandatory technical infrastructure: Fully complete and bring into compliance the fire prevention and firefighting (FPF) systems at the Mechanical Engineering & Services Enterprise and the Electro-Mechanical Service Center, thereby standardizing infrastructure

in line with stringent and non-deferrable regulatory requirements imposed by government authorities.

- Diversifying investment income sources: Continue monitoring and evaluating the performance of the Company's investment holding of 22.4% of the charter capital in Vu Quang Hydropower Joint Stock Company, as well as the bamboo cultivation project under the Corporation's biomass bamboo development program.

#### **4.3. Solutions for Addressing Financial Imbalances and Managing Operating Cash Flow**

- Restructuring the plan to address the equity funding shortfall:
  - Given the requirement for a minimum equity contribution of 20% (approximately VND 220 billion) to simultaneously implement the Company's two major projects, while the planned public share issuance to increase charter capital is currently not feasible due to the adverse audit opinion, the Company will adjust its capital strategy as follows:
    - + Prioritize direct investment partnerships (BCC or joint ventures): Proactively seek collaboration with reputable partners and corporations possessing strong financial capacity and extensive experience in the construction and real estate sectors to jointly develop projects and share funding requirements.
    - + Retain internal financial resources: Submit to the General Meeting of Shareholders (GMS) a proposal not to distribute dividends for fiscal year 2025, thereby retaining accumulated earnings to strengthen equity capital and partially increase charter capital through internal resources.
    - + Negotiate with credit institutions: Engage with banks and other financial institutions to increase short-term credit facilities and restructure medium- and long-term borrowings when conditions permit.
- Optimizing costs and operating expenses: Implement stringent cost management practices, conduct detailed cost analyses for each business plan, and rigorously pursue cost-saving measures to improve profit margins, particularly as growth potential in the Company's traditional warehouse leasing business is gradually reaching its limits.

#### **4.4. Solutions for Optimizing Existing Assets and Human Resources**

- Maintaining full utilization of existing warehouse facilities: Ensure a 100% occupancy rate for the existing warehouse space at the Electro-Mechanical Service Center and the Mechanical Engineering & Services Enterprise.
- Closely monitoring court rulings to fully resolve the warehouse dispute with Phuoc An Trading, Services and Construction Co., Ltd.: Expedite the recovery of amounts payable to the state budget/public funds and secure the clearance of the site, thereby providing clean and legally compliant premises for safe business operations.
- Implementing flexible commercial policies: Take advantage of the Government's stable land-rental policy to effectively control operating costs, while continuously monitoring market



conditions and adjusting rental rates flexibly based on location-specific factors in order to retain long-standing customers.

- Organizational restructuring and human resource development: Streamline the organizational structure across departments to enhance internal oversight efficiency and risk management. Establish competitive and well-structured compensation and remuneration policies to attract high-quality talent capable of supporting the Company's new strategic business areas, including: Real Estate Project Management; Energy Business Development; and Corporate Finance.

The above constitutes the full report on the Company's business and operating results for 2025, as well as its plans and key objectives for 2026, respectfully submitted to the General Meeting of Shareholders for consideration and approval.

Respectfully!

**Recipients:**

- As addressed above;
- Filed at the Office, Board of Directors.

**GENERAL DIRECTOR OF THE COMPANY**



**Nguyen Ngoc Nam**

HaNoi, June 9, 2026

**REPORT OF THE SUPERVISORY BOARD**  
OF ELECTRICAL MECHANICAL EQUIPMENT AND SPARE PARTS JOINT  
STOCK COMPANY TO THE 2026 ANNUAL GENERAL MEETING OF  
SHAREHOLDERS

**To: Dear Shareholders of Electrical Mechanical Equipment and Spare Parts Joint Stock Company**

**Căn cứ:**

- *The Law on Enterprises No. 59/2020/QH14 dated June 17, 2020;*
- *The Charter of Electrical Mechanical Equipment and Spare Parts Joint Stock Company (the "Company");*
- *The Company's audited financial statements for the year 2025 audited by Vaco Auditing Company Limited;*
- *The results of inspection and supervision activities of the Supervisory Board in 2025.*

The Supervisory Board hereby reports to the General Meeting of Shareholders (the "GMS") the results of its inspection and supervision of the Company's operations in 2025 as follows:

**I. The Supervisory Board's Activities in 2025**

**1. Organizational Structure of the Supervisory Board:**

On June 24, 2025, the 2025 Annual General Meeting of Shareholders of the Company elected members of the Supervisory Board for the 2025–2030 term, consisting of the following three members:

- Mrs Le Thi Hang
- Mrs Le Thi Thanh Hang
- Mrs Tran Thu Thuy

At its first meeting, the Supervisory Board elected Mrs. Le Thi Hang as the Head of the Supervisory Board.

**2. Activities of the Supervisory Board during the year:**

The Supervisory Board (the "SB") has carried out its activities in accordance with its functions and duties as prescribed under the Law on Enterprises and the Company's Charter, as follows:

- Supervising compliance with applicable laws and the Company's Charter by the Board of Directors (the "BOD") and the Executive Management in the management and operation of the Company;



- Reviewing the legality, sequence, and procedures for issuing Resolutions and Decisions of the BOD, as well as the implementation status of the resolutions of the General Meeting of Shareholders (the "GMS");

- Examining and reviewing the financial statements;

- Coordinating with the BOD and the Executive Management in the preparation of materials and organization of the 2025 Annual General Meeting of Shareholders, ensuring compliance with applicable laws;

- Supervising compliance with information disclosure regulations applicable to a company whose shares are listed on the UPCoM trading system, and verifying the accuracy and transparency of information disclosed to the Company's shareholders;

- Performing other duties and responsibilities in accordance with the functions of the Supervisory Board.

## **II. Coordination between the Supervisory Board and the Board of Directors, the General Director, and Management Personnel:**

The Supervisory Board has maintained a working relationship and coordination with the Board of Directors (the "BOD"), the Executive Management, and other management personnel based on the principle of serving the interests of the Company and its shareholders, and in compliance with applicable laws, the Company's Charter, and internal regulations.

The Supervisory Board has been invited to attend meetings and has been provided with documents and information in accordance with the Law on Enterprises and the Company's Charter (regarding the Supervisory Board's right to access information), at the same time and through the same methods as members of the Board of Directors.

## **III. Assessment of the Supervisory Board:**

### **1. On the governance activities of the Board of Directors:**

The activities of the Board of Directors (the "BOD") during the year were highly proactive, ensuring comprehensive oversight and management across all aspects of the Company's production and business operations.

The BOD has supervised the Executive Management in the implementation of resolutions of the Annual General Meeting of Shareholders; promptly convened meetings and issued resolutions and decisions within its authority, actively supported the resolution of difficulties and obstacles during implementation, thereby creating favorable conditions for the Executive Management to achieve the Company's business objectives.

In 2025, the BOD discussed and resolved several key matters relating to the Company's operations, including:

- Approval of the extension of the timeline for organizing the 2025 Annual General Meeting of Shareholders, and finalization of the list of shareholders entitled to attend the 2025 AGM;

- Strengthening the management team of the Company: reappointment of the Chief Executive Officer, Deputy Chief Executive Officer, and Chief Accountant of the Company;

- Approval in principle of the rooftop solar power project investment at the Electrical Services Center;

- Approval in principle of the acquisition of shares in Khanh Khe Hydropower Joint Stock Company;

- Approval of the shareholding restructuring of Vu Quang Hydropower Joint Stock Company;

- Approval of changes to the business registration contents and seal specimen of the Mechanical and Service Enterprise in Hanoi, the Rubber and Electrical Mechanical Enterprise in Ha Tay, and the Company's Branch in Dak Lak;

- Approval of the general assignment of functions and duties for the Electrical Services Center in Hanoi;

- Other decisions within the functions and authority of the BOD.

The Supervisory Board assesses that the resolutions and decisions issued by the BOD were properly issued in accordance with procedural and authority requirements, and are consistent with applicable laws and the Company's regulations.

## **2. Management and Operation of the Executive Management:**

In 2025, the Executive Management carried out its activities in an active manner, in compliance with applicable laws and in accordance with the directions of the Board of Directors (the "BOD"), fully and timely implementing the resolutions of the General Meeting of Shareholders (the "GMS"), as well as resolutions and decisions of the BOD and internal governance regulations.

The Executive Management has consistently ensured the optimal utilization of the existing warehouse system capacity for service operations. At the same time, it proactively studied investment plans for warehouse facilities in Xuan Mai to fully leverage the advantages of available land resources. Since the beginning of 2025, the Executive Management has promptly proposed and implemented the rooftop solar power system investment at the Electrical Services Center. This project has initially generated additional revenue, optimized asset utilization efficiency, and enhanced shareholder value.



In addition, in accordance with the orientations approved by the GMS and the BOD, the Executive Management has actively and proactively implemented the Company's development objectives, including expanding investment in the power and energy sector, and gradually transforming the business model to better exploit existing resources, thereby contributing to the Company's long-term sustainable development.

By the end of the financial year, the Executive Management had exceeded the business targets approved at the 2025 Annual General Meeting of Shareholders. In addition, the Company has ensured full compliance with salary, insurance, and employee welfare policies, and has duly and strictly fulfilled its obligations to the State budget.

### **3. Implementation Results of the 2025 Annual General Meeting of Shareholders' Resolutions:**

#### **3.1. Performance of the 2025 business plan targets:**

| No. | Targets                         | Unit        | 2025 Plan | 2025 Actual  | Actual/Plan (%) |
|-----|---------------------------------|-------------|-----------|--------------|-----------------|
| 1   | Revenue (*)                     | VND billion | 47.53     | 62.35        | 131.17%         |
| 2   | Profit before tax               | VND billion | 13.16     | 15.97        | 121.39%         |
| 3   | Dividend                        | %/year      | 15%       | Expected 15% | 100.00%         |
| 4   | Average income per person/month | VND million | 12.00     | 13.50        | 112.50%         |

In 2025, the Company's production and business performance indicators achieved and exceeded the targets approved by the 2025 Annual General Meeting of Shareholders.

(\*) Regarding the Revenue indicator presented above: when preparing the plan for the Head Office, the Company included the "internal remittance source" collected from branches (corresponding to management fees remitted by the branches to the Company). Accordingly, in practice, the actual revenue of the Head Office in 2025 includes this internal management fee amounting to VND 4.17 billion. However, under accounting principles applied in the preparation of the consolidated financial statements of the Company, these internal transactions are eliminated (resulting in a simultaneous reduction of revenue at the Head Office and expenses at the branches). Therefore, the Revenue indicator presented above is higher than the Revenue reflected in the 2025 financial statements by VND 4.17 billion.

#### **3.2. Implementation of other matters:**

Implemented matters:

- Distribution of after-tax profit for 2024 in accordance with the Resolution of the 2025 Annual General Meeting of Shareholders;

- Payment of remuneration to the Board of Directors and the Supervisory Board in accordance with the approved Resolution of the General Meeting of Shareholders;
- Selection of Vaco Auditing Company Limited as the independent auditor to audit the Company's financial statements for the year 2025.

#### **4. Regarding the audited Financial Statements for 2025:**

##### ***4.1. Preparation and audit of the 2025 Financial Statements:***

The Company's Financial Statements for 2025 were prepared in accordance with the applicable accounting standards and accounting regulations. They were audited by Vaco Auditing Company Limited and have been published in full on the Company's official website.

The Supervisory Board agrees with the Financial Statements for the fiscal year ended December 31, 2025, as audited by Vaco Auditing Company Limited, as well as with the auditor's qualified opinion.

The Company's accounting management and bookkeeping practices have been conducted in compliance with Vietnamese Accounting Standards (VAS), the Vietnamese accounting system, and the current regulations of the State.

##### ***4.2. Business Results for 2025 and Certain Financial Indicators:***

###### ***4.2.1. Business Results for 2025:***

- Profit after tax for 2025 amounted to VND 12.36 billion.

The 2025 Annual General Meeting of Shareholders approved a dividend payment plan of 15%, equivalent to VND 4.5 billion. Accordingly, the Company's profit after tax for 2025 is sufficient to cover the planned dividend distribution..

As in recent years, the Company has recognized that its trading business segment no longer generates satisfactory returns. Therefore, it has proactively scaled down this segment and focused on its service business activities. As a result, the profit achieved in 2025 was generated primarily from the service business segment.

In 2025, service revenue not only exceeded the planned target but also recorded a growth of 16.75% compared to 2024, increasing from VND 37.72 billion to VND 44.04 billion. However, profit after tax for 2025 increased only modestly by 2.9% (from VND 12.015 billion to VND 12.36 billion).

The main reason was that the Company incurred an extraordinary expense of VND 1,999,801,105 during the year. This amount represents a payment required under a court ruling, involving the recovery and remittance of funds to the State Treasury in connection with a dispute case between the Company and Phuoc An Trading, Services and Construction Co., Ltd.



#### **4.2.2. Long-term Financial Investments:**

According to the Financial Statements as of December 31, 2025, the Company's long-term financial investments amounted to VND 16.982 billion, including investments in the following companies:

- Vu Quang Hydropower Joint Stock Company: VND 14.382 billion.
- TREs Central Joint Stock Company: VND 2.6 billion.

Status of Investee Companies:

##### **\* Vu Quang Hydropower Joint Stock Company:**

Vu Quang Hydropower Joint Stock Company is the investor of the Vu Quang Hydropower Plant in Ha Tinh Province.

The Vu Quang Hydropower Plant, with a capacity of 4.8 MW and comprising two generating units, officially commenced commercial operations on April 4, 2026.

##### **\* TREs Central Joint Stock Company:**

TREs Central Joint Stock Company was established in 2024 and operates in the cultivation of high-biomass bamboo raw materials. The company is currently developing and expanding concentrated bamboo plantation areas in several provinces in Central Vietnam, including Nghe An, Ha Tinh, and Quang Ngai.

Due to the nature of its business, the company has not yet generated revenue during its initial years of operation. Consequently, indirect administrative expenses incurred to support business activities have not been offset by operating income, resulting in temporary losses during this development phase.

To minimize potential losses and investment risks, while ensuring compliance with the prevailing regulations governing long-term financial investments, the Company has proactively made annual provisions for investment impairment.

As of December 31, 2025, the cumulative provision recognized for this investment amounted to **VND 850 million**.

#### **4.2.3. Liabilities and Management of Accounts Receivable:**

##### **\* Liabilities:**

As of 31 December 2025, the Company's total liabilities amounted to VND 13.67 billion.

Among the Company's liabilities, other short-term and long-term payables increased compared with the balance as of 31 December 2024. This increase was mainly attributable to the recognition during 2025 of (i) an obligation arising from the recovery and remittance of funds to the State Treasury pursuant to a court ruling (as described in Section 4.2.1 – “Business Results for 2025” of this report), and (ii) an advance payment of VND 1 billion received from a business partner.

#### ***\* Management of Accounts Receivable:***

As of 31 December 2025, short-term trade receivables amounted to VND 95.43 billion. Of this amount, VND 77.9 billion represented long-outstanding receivables that have remained unpaid for several years. The entire outstanding balance relates to receivables from related parties (companies whose Chairpersons of the Board of Directors are also members of the Company's Board of Directors).

In order to recover these receivables while simultaneously assisting the related parties in overcoming their financial difficulties, the Board of Directors and representatives of the related parties agreed on a settlement plan in early 2025, which was subsequently approved by the 2025 Annual General Meeting of Shareholders. Under this plan (the "Plan"), the Company would receive 5,100,000 shares, representing 51% of the charter capital, in Khanh Khe Hydropower Joint Stock Company as settlement of the aforementioned receivables. The Plan had not been fully completed during 2025.

However, by the date of preparation and publication of this report, it had been successfully implemented. Accordingly, the Company has acquired ownership of 5,100,000 shares in Khanh Khe Hydropower Joint Stock Company. As a result: The Company's long-term financial investments, specifically investments in subsidiaries, increased by VND 51 billion; Short-term trade receivables decreased by VND 51 billion; and Doubtful receivables from related parties were reduced to VND 26.9 billion.

#### **Implications of the Unrecovered Receivables.**

The prolonged inability to recover the above-mentioned receivables has had the following consequences:

- The Company has suffered significant losses due to the opportunity cost associated with a substantial amount of capital being tied up for many years, thereby limiting its ability to utilize these funds for business operations and investment activities.

- In recent years, the Company's core business activities have been concentrated primarily in the service sector, which does not require substantial working capital. As a result, the Company has maintained a strong level of financial independence and has not experienced cash flow shortages. However, as the Company is currently preparing to implement two key investment projects, the continued inability to fully recover these receivables may pose a challenge and place additional pressure on Management in balancing financial resources and arranging equity funding for future investments.

As of December 31, 2025, the cumulative allowance for doubtful accounts amounted to VND 12.829 billion.

#### **IV. Shareholder Relations:**



The Company paid the 2024 dividend to its shareholders at a rate of 15%, in accordance with the resolution approved by the 2025 Annual General Meeting of Shareholders.

The Company has complied with information disclosure requirements through the prescribed disclosure channels applicable to entities whose shares are registered for trading on the UPCoM market. However, the Company's Financial Statements and Annual Report were not disclosed within the deadlines stipulated under the prevailing regulations governing entities with shares listed for trading on the UPCoM market.

#### **V. Recommendations of the Supervisory Board:**

Based on its assessment of the implementation of the 2025 business plan targets and the Company's business performance during the year, the Supervisory Board makes the following recommendations:

**- Accounts Receivable Management:**

+ The Company should conduct periodic reconciliations of all receivables in accordance with applicable regulations, including long-outstanding receivables for which provisions have already been recognized. This is necessary to ensure that adequate documentation and legal evidence are maintained to support the annual recognition of impairment provisions in compliance with regulatory requirements.

+ Upon reviewing the "Advances to Suppliers" account, the Supervisory Board noted that several balances originated many years ago and that no transactions have occurred between the Company and the respective suppliers for an extended period. The Company is therefore requested to review these balances and develop appropriate measures for their resolution.

- Construction-in-Progress Costs – Emesco Complex Mixed-Use Development Project: The Company has discontinued the "Emesco Complex Mixed-Use Development Project." Prior to its suspension, the Company had accumulated investment costs totaling VND 511 million under this project. Given that the project has been terminated and replaced by the investment project for the construction of a Commercial Center at the Mechanical Services Center, the Supervisory Board recommends that the Company review the related expenditures and adopt an appropriate accounting and management approach.

- Internal Regulations: The Supervisory Board recommends that the Company revise and update its Financial Management Regulations and Internal Expenditure Regulations to ensure alignment with the Company's current operational conditions. Expense categories should be clearly defined and managed in a manner that is reasonable, valid, adequately documented, and fully compliant with applicable laws and regulations.

- Dividend Payment: The Company should make appropriate financial arrangements to ensure the timely payment of the 2025 dividend to shareholders.

The above constitutes the Report of the Supervisory Board on the results of its inspection and supervision of the Company's operations during 2025. We respectfully submit this report to the General Meeting of Shareholders for consideration and approval.

On behalf of the Supervisory Board, I would like to express my sincere appreciation to our valued shareholders, members of the Board of Directors, the Executive Management, and all employees of the Company for their cooperation and support, which enabled the Supervisory Board to effectively perform its duties during the past year.

We wish all delegates good health and wish the General Meeting every success.  
Respectfully submitted!

**ON BEHALF OF THE SUPERVISORY BOARD**  
**Head of the Supervisory Board**

**Recipients:**

- As above;
- Board of Directors;
- Administration Department and Supervisory Board archives.



**Le Thi Hang**



**ELECTRICAL MECHANICAL  
EQUIPMENT AND SPARE PARTS JOINT  
STOCK COMPANY**

No.: 130/2026/T.Tr-BOD

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence – Freedom – Happiness**

*HaNoi, June 9, 2026*

**PROPOSAL**

*Re: Plan for the distribution of after-tax profit for 2025 and the dividend payment plan for 2026*

**To: Shareholders of the Electrical Mechanical Equipment  
and Spare Parts Joint Stock Company**

*-Pursuant to the Law on Enterprises No. 59/2020/QH14 adopted by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;*

*-Pursuant to the Charter of the Electrical Mechanical Equipment and Spare Parts Joint Stock Company;*

*-Pursuant to Resolution No. 142/2025/NQ-DHDCĐ dated June 24, 2025 of the 2025 Annual General Meeting of Shareholders of the Electrical, Mechanical Equipment and Spare Parts Joint Stock Company;*

The Board of Directors of the Electromechanical Equipment and Spare Parts Joint Stock Company respectfully submits to the General Meeting of Shareholders for consideration and approval the plan for the distribution of after-tax profit for 2025 and the dividend payment plan for 2026, as follows:

**I/ Plan for the distribution of after-tax profit for 2025:**

| No.       | Item  | Unit       | Amount                |
|-----------|---|------------|-----------------------|
| <b>I</b>  | <b>After-tax profit</b>   | <b>VND</b> | <b>12.364.229.214</b> |
| <b>1</b>  | Allocation to funds according to the Company Charter, including:  | <b>VND</b> | <b>2.472.845.844</b>  |
|           | - Bonus fund  | VND        | 618.211.461           |
|           | -Welfare fund   | VND        | 618.211.461           |
|           | -Investment and development fund  | VND        | 1.236.422.922         |
| <b>2</b>  | <b>Dividend payment 15%/year</b>  | <b>VND</b> | <b>4.500.000.000</b>  |
| <b>3</b>  | <b>Remuneration for non-concurrent members of the Board of Directors and Supervisory Board</b>                          | <b>VND</b> | <b>688.500.000</b>    |
| <b>4</b>  | <b>Bonus for the Board of Directors and Executive Management (Resolution No. 142/2025/NQ-DHDCĐ dated June 24, 2025)</b> | <b>VND</b> | <b>183.693.162</b>    |
| <b>II</b> | <b>Remaining profit</b>   | <b>VND</b> | <b>4.519.190.208</b>  |

## II/ Dividend Payment Plan for 2026:

1. The expected dividend payment for 2026: 15% per year
2. Form of dividend payment: Cash / Bank transfer

Respectfully submitted to the General Meeting of Shareholders for approval.  
Sincerely, thank you!

**Recipients:**

- As addressed above;
- Filed at the Office, Board of Directors.

ON BEHALF OF THE BOARD OF DIRECTORS

**CHAIRMAN**



**Le Van An**





**ELECTRICAL MECHANICAL  
EQUIPMENT AND SPARE PARTS JOINT  
STOCK COMPANY**

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence – Freedom – Happiness**

No.: 131/2026/T.Tr-BOD

HaNoi, June 9, 2026

**PROPOSAL**

**Re: Finalization of remuneration for the Board of Directors and the Supervisory Board for 2025, and the remuneration payment plan for 2026**

**To: Shareholders of the Electrical Mechanical Equipment and Spare Parts Joint Stock Company**

*-Pursuant to the Law on Enterprises No. 59/2020/QH14 adopted by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020;*

*-Pursuant to the Charter of the Electrical Mechanical Equipment and Spare Parts Joint Stock Company;*

*-Pursuant to Resolution No. 142/2025/NQ-ĐHĐCĐ dated June 24, 2025 of the 2025 Annual General Meeting of Shareholders of the Electrical Mechanical Equipment and Spare Parts Joint Stock Company;*

The Board of Directors of the Electrical Mechanical Equipment and Spare Parts Joint Stock Company respectfully submits to the General Meeting of Shareholders for approval the finalization of remuneration for the Board of Directors and the Supervisory Board for 2025, as well as the remuneration plan for the Board of Directors and the Supervisory Board for 2026, as follows:

**I. Finalization of remuneration for the Board of Directors and the Supervisory Board for 2025:**

**\* Remuneration paid to the Board of Directors and the Supervisory Board:**  
VND 1,296,000,000 per year, including:

1/ Remuneration for the Board of Directors and the Supervisory Board (non-concurrent positions): VND 688,500,000 per year

2/ Remuneration for the Board of Directors and the Supervisory Board (concurrent positions): VND 607,500,000 per year

**\*Bonus for exceeding the 2025 profit target** (10% of the excess of after-tax profit in accordance with Resolution No. 142/2025/NQ-ĐHĐCĐ dated June 24, 2025): VND 183.693.162 (In words: One hundred eighty-three million, six hundred ninety-three thousand, one hundred sixty-two Vietnamese dong)

## II. Remuneration plan for the Board of Directors and the Supervisory Board for 2026:

-Based on the average annual salary of employees in the Company of VND 12,000,000 per person per month, and the remuneration coefficient applied to the positions of members of the Board of Directors and the Supervisory Board as follows:

+ Method of calculation: Remuneration for the Board of Directors and the Supervisory Board = Average salary × Coefficient (H)

Unit: VND

| No.       | Position                           | Number of persons | Coefficient (H)/person | Remuneration Plan for 2026 (VND) |
|-----------|------------------------------------|-------------------|------------------------|----------------------------------|
| <b>I</b>  | <b><u>Board of Directors</u></b>   | <b><u>05</u></b>  | <b><u>3,0</u></b>      | <b><u>864.000.000</u></b>        |
| 1         | Chairman of the Board of Directors | 01                | 2,0                    | 288.000.000                      |
| 2         | Members of the Board of Directors  | 04                | 1,0                    | 576.000.000                      |
| <b>II</b> | <b><u>Supervisory Board</u></b>    | <b><u>03</u></b>  | <b><u>1,5</u></b>      | <b><u>288.000.000</u></b>        |
| 1         | Head of the Supervisory Board      | 01                | 1,0                    | 144.000.000                      |
| 2         | Members of the Supervisory Board   | 02                | 0,5                    | 144.000.000                      |

\*Proposal for bonus rewards exceeding the plan for the Board of Directors and the Executive Management:

If the 2026 annual profit targets are exceeded, 10% of the surplus portion of after-tax profit shall be allocated as a bonus to the Board of Directors and the Executive Management.

Respectfully submitted to the General Meeting of Shareholders for approval.

Sincerely, thank you!

### Recipients:

- As addressed above;
- Filed at the Office, Board of Directors.

ON BEHALF OF THE BOARD OF DIRECTORS

CHAIRMAN



Le Van An



Ha Noi, June 09, 2026

No.: 02 /TTr-SB

## PROPOSAL

**Re: On the Selection of an Independent Audit Firm for the Audit  
of the Company's 2026 Financial Statements**

**To: 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

**Pursuant to:**

- The Law on Securities dated November 26, 2019;
- The Law on Enterprises dated June 17, 2020;
- Decree No. 155/2020/ND-CP dated December 31, 2020 of the Government detailing the implementation of a number of articles of the Law on Securities;
- The Charter of Electrical Mechanical Equipment and Spare Parts Joint Stock Company (the "Company").

The Supervisory Board respectfully submits the following matters to the General Meeting of Shareholders for consideration and approval:

- Approving the list of independent auditing firms that are included in the list of auditing firms approved by the State Securities Commission to audit public-interest entities operating in the securities sector for 2026 (as attached hereto), as updated at the time of selection;
- Authorizing the General Meeting of Shareholders to delegate to the Board of Directors the authority to select an independent auditing firm from the list specified in item (i) to audit the Company's 2026 Financial Statements in accordance with applicable laws and regulations.

Thank you for your attention and support!

**Yours sincerely !**

**Recipients:**

- As stated above;
- Filed with the Supervisory Board.

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



**Le Thi Hang**

**LIST OF AUDITING FIRMS APPROVED TO PROVIDE AUDIT SERVICES  
TO PUBLIC-INTEREST ENTITIES IN THE SECURITIES SECTOR FOR 2026**

*(According to the announcement dated December 3, 2025 issued by the State Securities  
Commission and published on its official website at the following link:*

*[https://ssc.gov.vn/webcenter/portal/ubck/pages\\_r/l/chitit?dDocName=APPSSCGOVVN1620161458](https://ssc.gov.vn/webcenter/portal/ubck/pages_r/l/chitit?dDocName=APPSSCGOVVN1620161458)*)

| No. | COMPANY   |
|-----|---|
| 1   | KPMG Limited (KPMG)   |
| 2   | AASC Auditing Firm Company Limited (AASC)   |
| 3   | A&C Auditing and Consulting Company Limited (A&C)                                       |
| 4   | Moore AISC Auditing and Information Technology Services Company Limited (Moore AISC)    |
| 5   | PricewaterhouseCoopers (Vietnam) Limited (PwC)  |
| 6   | Grant Thornton (Vietnam) Limited (GT)   |
| 7   | AAC Auditing and Accounting Company Limited (AAC)                                       |
| 8   | Southern Auditing and Accounting Financial Consultancy Services Company Limited (AASCS) |
| 9   | PKF-TTG Auditing and Consulting Company Limited (PKF-TTG)                               |
| 10  | RSM Vietnam Auditing & Consulting Company Limited (RSM)                                 |
| 11  | Vietnam Auditing and Valuation Company Limited (VAE)                                    |
| 12  | BDO Auditing Company Limited (BDO)  |
| 13  | Deloitte Vietnam Company Limited (Deloitte)   |
| 14  | VietValues Auditing and Consulting Company Limited (VIETVALUES)                         |
| 15  | International Auditing Company Limited (ICPA)   |
| 16  | Ernst & Young Vietnam Limited (E&Y)   |
| 17  | UHY Auditing and Consulting Company Limited (UHY)                                       |
| 18  | Nhan Tam Viet Auditing Company Limited (NTV)  |
| 19  | AFC Vietnam Auditing Company Limited (AFC)  |
| 20  | VACO Auditing Company Limited (VACO)  |
| 21  | ECOVIS AFA Vietnam Auditing – Valuation and Consulting Company Limited (ECOVIS AFA)     |
| 22  | ASCO Auditing and Valuation Company Limited (ASCO)                                      |
| 23  | NVA Auditing Company Limited (NVA)  |
| 24  | An Viet Auditing Company Limited (An Việt)  |
| 25  | International Auditing and Valuation Company Limited (IAV)                              |
| 26  | Vietnam Auditing and Valuation Company Limited (AVA)                                    |
| 27  | CPA Vietnam Auditing Company Limited (CPA VN)   |
| 28  | FAC Auditing Company Limited (FAC)  |



*HaNoi, June 30 , 2026*

No.: /2026/NQ-DHDCD

**DRAFT RESOLUTION  
OF THE 2026 ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Pursuant to the Law on Enterprises No. 59/2020/QH14 passed by the National Assembly of the Socialist Republic of Vietnam on June 17, 2020, and the guiding documents for its implementation;

Pursuant to the Charter of Electrical mechanical Equipment and Spare Parts Joint Stock Company;

Pursuant to the Minutes No. ....../2026/BB-AGM dated 30/06/2026 of the 2026 Annual General Meeting of Shareholders of Electrical Mechanical Equipment and Spare Parts Joint Stock Company;

**RESOLUTION**

**Article 1:** To approve the Report of the Board of Directors and the Management Board on the 2025 business performance and the 2026 business plan under Report No. 132/2026/BC-EMESCO dated 09/06/2026, with the following key targets:

**a) 2025 business performance results**

*Unit: 1000 VND*

| No. | Indicators                                 | 2025 Plan  | 2025 Actual Performance | Percentage compared to the Plan |
|-----|--|------------|-------------------------|---------------------------------|
| 1   | <b>Total Revenue</b>                       | 47.530.835 | 62.345.509              | 131,17%                         |
| 2   | <b>Profit before tax</b>                   | 13.159.122 | 15.974.148              | 121,39%                         |
| 3   | <b>Average monthly income per employee</b> | 12.000     | 13.500                  | 112,50%                         |
| 4   | <b>Dividend payment</b>                    | 15%        | (Expected)15%           | 100,00%                         |

**b) 2026 Business and Production Plan**

*Unit: 1000 VND*

| No. | Indicators                                 | 2026 Plan  |
|-----|--|------------|
| 1   | <b>Total Revenue</b>                       | 49.209.277 |
| 2   | <b>Profit before tax</b>                   | 14.070.727 |
| 3   | <b>Average monthly income per employee</b> | 12.000     |
| 4   | <b>Dividend payment</b>                    | 15%/year   |

**Article 2:** To approve the Company's audited financial statements for the year 2025 of Electrical Mechanical Equipment and Spare Parts Joint Stock Company

**Article 3:** To approve the Report of the Supervisory Board of Electrical Mechanical Equipment and Spare Parts Joint Stock Company on the results of inspection and supervision activities for the year 2025

**Article 4:** Approval of the 2025 After-tax Profit Distribution Plan and the 2026 Dividend Payment Plan in accordance with Proposal No. 130/2026/T.Tr-BOD dated 09/06/2026 of the Board of Directors, as follows:

**a) Plan for the distribution of after-tax profit for 2025:**

| No.       | Item  | Unit       | Amount                |
|-----------|---|------------|-----------------------|
| <b>I</b>  | <b>After-tax profit</b>   | <b>VND</b> | <b>12.364.229.214</b> |
| <b>1</b>  | Allocation to funds according to the Company Charter, including:  | <b>VND</b> | <b>2.472.845.844</b>  |
|           | - Bonus fund  | VND        | 618.211.461           |
|           | - Welfare fund  | VND        | 618.211.461           |
|           | - Investment and development fund   | VND        | 1.236.422.922         |
| <b>2</b>  | <b>Dividend payment 15%/year</b>  | <b>VND</b> | <b>4.500.000.000</b>  |
| <b>3</b>  | <b>Remuneration for non-concurrent members of the Board of Directors and Supervisory Board</b>                          | <b>VND</b> | <b>688.500.000</b>    |
| <b>4</b>  | <b>Bonus for the Board of Directors and Executive Management (Resolution No. 142/2025/NQ-DHĐCĐ dated June 24, 2025)</b> | <b>VND</b> | <b>183.693.162</b>    |
| <b>II</b> | <b>Remaining profit</b>   | <b>VND</b> | <b>4.519.190.208</b>  |

**b) Dividend Payment Plan for 2026:**

- The expected dividend payment for 2026: 15% per year
- Form of dividend payment: Cash / Bank transfer

**Article 5:** Approval of the Finalization of Remuneration for the Board of Directors and the Supervisory Board for 2025, and the Remuneration Payment Plan for the Board of Directors and the Supervisory Board for 2026 in accordance with Proposal No. 131/2026/T.Tr-BOD dated 09/06/2026 of the Board of Directors, specifically as follows:

**I. Finalization of remuneration for the Board of Directors and the Supervisory Board for 2025:**

**\* Remuneration paid to the Board of Directors and the Supervisory Board:** VND 1,296,000,000 per year, including:

1/ Remuneration for the Board of Directors and the Supervisory Board (non-concurrent positions): VND 688,500,000 per year

2/ Remuneration for the Board of Directors and the Supervisory Board (concurrent positions): VND 607,500,000 per year

**\* Bonus for exceeding the 2025 profit target** (10% of the excess of after-tax profit in accordance with Resolution No. 142/2025/NQ-DHĐCĐ dated June 24, 2025): VND 183.693.162 (In words: One hundred eighty-three million, six hundred ninety-three thousand, one hundred sixty-two Vietnamese dong)

**II. Remuneration plan for the Board of Directors and the Supervisory Board for 2026:**

-Based on the average annual salary of employees in the Company of VND 12,000,000 per person per month, and the remuneration coefficient applied to the positions of members of the Board of Directors and the Supervisory Board as follows:

+ Method of calculation: Remuneration for the Board of Directors and the Supervisory Board = Average salary × Coefficient (H)



| Units: VND |                                    |                   |                        |                                  |
|------------|------------------------------------|-------------------|------------------------|----------------------------------|
| No.        | Position                           | Number of persons | Coefficient (H)/person | Remuneration Plan for 2026 (VND) |
| <b>I</b>   | <b><u>Board of Directors</u></b>   | <b><u>05</u></b>  | <b><u>3,0</u></b>      | <b><u>864.000.000</u></b>        |
| 1          | Chairman of the Board of Directors | 01                | 2,0                    | 288.000.000                      |
| 2          | Members of the Board of Directors  | 04                | 1,0                    | 576.000.000                      |
| <b>II</b>  | <b><u>Supervisory Board</u></b>    | <b><u>03</u></b>  | <b><u>1,5</u></b>      | <b><u>288.000.000</u></b>        |
| 1          | Head of the Supervisory Board      | 01                | 1,0                    | 144.000.000                      |
| 2          | Members of the Supervisory Board   | 02                | 0,5                    | 144.000.000                      |

\*Proposal for bonus rewards exceeding the plan for the Board of Directors and the Executive Management:

If the 2026 annual profit targets are exceeded, 10% of the surplus portion of after-tax profit shall be allocated as a bonus to the Board of Directors and the Executive Management.

Respectfully submitted to the General Meeting of Shareholders for approval.

**Article 6:** Approval of the selection of an independent auditing firm to audit the 2026 Financial Statements in accordance with Proposal No. 02/TT-BKS dated 09/06/2026 of the Supervisory Board.

**Article 7:** Implementation Provisions

This Resolution was approved by the 2026 Annual General Meeting of Shareholders of Electromechanical Equipment and Spare Parts Joint Stock Company and shall take effect from 30/06/2026.

The General Meeting of Shareholders assigns the Board of Directors, the Supervisory Board, and the Management Board of the Company, within their respective authority, functions, and duties, to organize and implement the approved contents on the basis of ensuring the interests of the Company and its shareholders, in compliance with the Company's Charter and the prevailing laws and regulations.

**Recipients:**

- Shareholders;
- Board of Directors, Supervisory Board;
- Management Board;
- State Securities Commission of Vietnam, Hanoi Stock Exchange (for reporting);
- Company's Website;
- Filed at the Administration Office.

**ON BEHALF OF THE GENERAL  
MEETING OF SHAREHOLDERS  
Chairman of the Meeting**

**Chairman of the Board of Directors  
LE VAN AN**