

No.: **403** /TTr-MIE-HĐQT

Ha Noi, June 5th 2026

PROPOSAL

**Regarding the Report on Business and Production Performance in 2025
and the Business and Production Plan for 2026 of The Machines and
Industrial Equipment Corporation**

To: The 2026 Annual General Meeting of Shareholders of
The Machines and Industrial Equipment Corporation


*Pursuant to the Law on Enterprises 2020 and its amendments and
supplements;*

*Pursuant to the Charter on Organization and Operation dated 21 June 2021
and the amended and supplemented versions thereof of Machines and Industrial
Equipment Corporation;*

*Pursuant to Resolution No. 19/NQ-MIE-HĐQT dated May 11, 2026 of the
Board of Directors of Machines and Industrial Equipment Corporation regarding
the approval of documents and the submission to SCIC for approval to serve the
organization of the 2026 Annual General Meeting of Shareholders.*

The Board of Directors of Machines and Industrial Equipment Corporation
respectfully submits to the 2026 Annual General Meeting of Shareholders the
report on the implementation results of the 2025 business and production plan and
the business and production plan for 2026 as follows:

1. Results of implementation of the 2025 business and production plan:
Detailed contents are set out in Appendix I attached hereto
2. Business and production plan for 2026: Detailed contents are set out in
Appendix II attached hereto.

Respectfully submitted to the 2026 Annual General Meeting of Shareholders
for consideration and approval. 

Recipients:

- As above;
- Archived: Admin; BoD.

**ON BEHALF OF THE BOARD OF DIRECTORS
CHAIRMAN**



Tran Quoc Toan



APPENDIX 1
2025 Business performance results
of the Machines and Industrial Equipment Corporation
(Attached to Proposal No 403/Tr-MIE-HDQT dated 05/10/2026)

In 2025, against the backdrop of the continued recovery of the domestic economy, the macroeconomic environment remained generally stable, with GDP growth maintained at a relatively high level. Lending interest rates were commonly maintained within the range of 6.0%–9.0% per annum, lower than in previous periods, while the USD/VND exchange rate was kept within a reasonable band of approximately VND 24,500-25,500 per USD. These favorable conditions supported the Corporation's production and business activities, particularly in controlling financing costs and the costs of imported raw materials.

Nevertheless, the Corporation continued to face numerous challenges, including limitations in technology and equipment, constrained financial resources, the need for further improvement in workforce quality, and increasingly intense market competition. In this context, through proactive and flexible management, together with the strong direction of the Corporation's leadership and the concerted efforts of its subsidiaries and affiliated companies, the Corporation achieved positive business results in 2025, as summarized below:

1. Key performance results:

1.1. 2025 Business Plan under Decision No. 464/QĐ-MIE-HĐQT dated 02 April 2025

• *Parent Company:*

- Total revenue: VND 266.39 billion
- Industrial production value: VND 227.39 billion
- Profit before tax: VND 2.47 billion
- Profit after tax: VND 1.97 billion
- Average monthly income: VND 19.99 million per employee

Adjusted under Decision No. 741/QĐ-MIE-HĐQT dated 22 October 2025:

- Total revenue: VND 262.57 billion
- Industrial production value: VND 212.83 billion
- Profit before tax: VND 2.47 billion
- Profit after tax: VND 1.97 billion
- Average monthly income: VND 19.99 million per employee

• *Consolidated Corporation:*

- Total revenue: VND 1,553.22 billion
- Industrial production value: VND 1,392.62 billion
- Profit before tax: VND 11.46 billion

- Profit after tax: VND 8.91 billion
- Average monthly income: VND 12.93 million per employee

1.2. Actual Performance in 2025

• *Parent Company*

- Total revenue reached VND 281.36 billion, equivalent to 107.2% of the annual plan.

- Industrial production value reached VND 228.39 billion, equivalent to 107.3% of the annual plan; industrial production revenue reached VND 210.33 billion, equivalent to 98.8% of the annual plan.

- Profit before tax reached VND 3.22 billion, equivalent to 130.4% of the annual plan.

- Profit after tax reached VND 2.65 billion, equivalent to 134.5% of the annual plan.

- Average monthly income reached VND 24.71 million per employee, equivalent to 123.6% of the annual plan.

• *Consolidated Corporation:*

- Total revenue reached VND 1,656.36 billion, equivalent to 106.6% of the annual plan.

- Industrial production value reached VND 1,336.29 billion, equivalent to 95.9% of the annual plan; industrial production revenue reached VND 1,314.48 billion, equivalent to 98.7% of the annual plan.

- Profit before tax reached VND 22.41 billion, equivalent to 195.5% of the annual plan.

- Profit after tax reached VND 18.36 billion, equivalent to 206.1% of the annual plan.

- Average monthly income reached VND 14.93 million per employee, equivalent to 115.5% of the annual plan.

1.3. Business Performance of Subsidiaries

Most subsidiaries and affiliated companies successfully fulfilled or exceeded their annual business targets:

- *Hanoi Mechanical Company Limited:* In 2025, export orders from key customers continued to be maintained, including counterweights for Ondo, manhole covers for Hasegawa, motor housings for TOSHIBA, gearbox casings for N.A. Condor, hydropower equipment for VOITH, GLOBAL and GUGLER, rolling mill products for SMS Group (Germany), and 185-ton load-bearing wheels for Gael Force.... However, amid ongoing uncertainties in the global and regional economies and disruptions to supply chains, the Company's total export value reached only USD 3.21 million, equivalent to 53.5% of the annual plan.

In the domestic market, the Company signed a contract with the Hanoi Capital Command for the DC82-ST engine production project and continued executing

orders for crane structures for Vinalift, cast products for THACO, roller pit assemblies and steel rolling line components for Hoa Phat through HCD, casting blanks for X179 and Z125 factories, together with various repair contracts...

- *Quang Trung Mechanical Company Limited*: In recent years, the Company has focused on selecting customers with strong financial capacity and high-value-added mechanical manufacturing requirements. At the same time, it continued to maintain its advantages in product quality and delivery schedules for traditional customers such as Hitachi, Taihei, Hyosung and GE, while actively developing new customers. As a result, the Company secured sufficient contracts to ensure stable employment throughout the year.

By the end of 2025, the Company had achieved or exceeded most of its major performance targets, except for export revenue, which reached only 55.5% of the annual plan due to adverse global economic and geopolitical developments.

- *MECANIMEX Products Export-Import Company Limited*: The Company maintained stable operations in 2025, generating total revenue of VND 141.7 billion, exceeding the annual plan by 23.9%. Revenue was relatively well balanced among trading, service and industrial production activities.

However, profitability remained modest, with profit before tax reaching only VND 0.98 billion. This reflected limitations in production capacity, technology, workforce quality and market development capability. In addition, external factors such as market competition, industry policies and supply chain challenges continued to adversely affect operations.

Overall, while the Company achieved its revenue target, business efficiency remained limited, requiring continued efforts to address internal weaknesses and capitalize on available support mechanisms and policies to improve competitiveness and operational performance in future years.

- *The Vietnam National Complete Equipment and Technics Import - Export Corporation Limited*: No business plan was assigned to the Company in 2025. Although the Company completed the handover and return of premises at its Ho Chi Minh City branch and Hanoi office, additional late-payment charges related to historical land and property lease obligations continued to arise. Consequently, the Company recorded a loss for 2025. Its core business activities were largely inactive, with only limited import-export operations conducted through certain branches.

- *Duyen Hai Mechanical Joint Stock Company*: In recent years, the Company has significantly restructured its product portfolio and market orientation, with an increasing share of export-related orders, including both direct exports and indirect exports through intermediary partners. In 2025, export-oriented products such as Danieli products, Hamada products (Japan), and indirect export products for KongJin accounted for more than 30% of total revenue. This contributed to market diversification and enhanced production value.

- At the same time, the Company continued to maintain its traditional products for the domestic market, notably hydromechanical equipment for hydropower projects, which accounted for 31% of revenue, and rolling mill spare parts and industrial components, which represented the largest revenue segment at 32%. This demonstrates the Company's ability to maintain a balanced presence between the

domestic and export markets, ensuring stable production operations while gradually expanding its international market reach.

Overall, the Company's product portfolio in 2025 showed a positive shift toward a higher proportion of export-oriented products while maintaining its traditional business segments, thereby providing a stable foundation for production and business operations amid continued market volatility.

- *Tools Joint Stock Company No.1*: In 2025, the Company's operations were adversely affected by a range of economic, regulatory and market factors. Changes in management mechanisms, together with additional investments required for fire prevention and environmental protection compliance, increased operating costs and placed significant pressure on financial resources.

At the same time, rising costs of electricity, water, materials and labor, coupled with financing pressures and intense market competition, directly affected business efficiency. Nevertheless, the Company maintained stable operations, preserved employment and gradually adapted to changing market conditions.

Overall, 2025 was a challenging year. Although operational efficiency remained limited, the Company succeeded in maintaining production stability and establishing a foundation for future improvement and development.

2. Production of Key Products

The Corporation's products can be broadly categorized into two principal groups: traditional products and complete equipment and industrial spare parts.

2.1. Traditional Product Group: Machine Tools, Standardized Fasteners, Cutting Tools and Cast Products

This product group comprises machine tools, standardized fasteners, cutting tools, and cast products. The group includes bolts and nuts (standardized fasteners), machine tools, and cast products, with a total production value of approximately VND 261.85 billion, accounting for 19.59% of the Corporation's total industrial production value.

- Standardized fasteners: Production output reached 1,340 tons, equivalent to 84.81% of the annual plan, with a production value of VND 54.80 billion.

- Cutting tools: Production value reached VND 28.05 billion, equivalent to 92.87% of the annual plan.

- Machine tools and metal forming machinery: The principal products were band saw machines and pipe-bending machines, generating a production value of VND 27 billion. This relatively modest contribution reflected Hanoi Mechanical Company Limited's strategic focus on metal structural products.

- Cast products: This category comprises a wide range of high-quality castings exported to European countries, Japan and other international markets. Production value reached approximately VND 152 billion, representing the largest share within the Corporation's traditional product portfolio. Major cast products include motor housings, manhole covers, counterweights and other industrial cast components.

2.2. Complete Equipment and Industrial Spare Parts

During 2025, the Corporation continued implementing contracts for a number of major projects, including the Thai Binh 2 Thermal Power Plant Project, Dau Tieng

Irrigation Project, and hydropower projects such as Tri An, Tra Khuc 2, Nam Emoun, Song Lo 3, Nam Phak, Dak Mi, and Bo Sinh, as well as supplying steel rolling equipment to the Danieli Group.

The Corporation also manufactured and supplied steel structures, machinery components, valve equipment and related products for customers including Douson, HCD, Hamada, KongJin, Taihei, and Degan Gear, together with crane equipment supplied to Vinalift. Regarding the total value of the complete equipment product group, it reached approximately VND 1,017.35 billion, accounting for 76.13% of the industrial production value structure.

Other products include transformer casings and export products. This product group reached a value of VND 57 billion, accounting for 4.26% of the industrial production value structure of the entire Corporation.

3. Financial situation of the Corporation

Most units ensured the provision of capital for their production and business activities. At several subsidiaries, due to objective reasons, they were unable to obtain loans from credit institutions; therefore, the Parent Company implemented support measures to assist these units in maintaining stable production and business operations.

However, at some units, certain financial indicators still show potential risks and are not yet truly safe. In addition, long-standing financial issues have seen little improvement, especially doubtful debts and slow-moving inventories. Overall production and business efficiency remains low compared to equity.

4. Construction investment and asset procurement

4.1. Final settlement of completed projects

None.

4.2. Investment and procurement of new assets

In 2025, the Corporation's investment and asset procurement activities mainly involved the purchase of small and separate equipment items of low value, the construction of items related to environmental requirements as required by competent authorities, and the repair of workshops to ensure stable and continuous production and business operations.

Due to the continued limitations in operating capital, investment and procurement of new assets were carried out cautiously by the units, with careful consideration, calculation and cost savings, on the principle of ensuring that investment capital is used with the highest possible efficiency.

APPENDIX 2
2026 Production and business plan
of Machines and Industrial equipment Coporation
(Attached to Proposal No. ...403/TTr-MIE-HDQT dated .05./..6.. /2026)

1. 2026 production and business plan targets

Based on the macroeconomic situation and factors affecting the Corporation's production and business activities in 2025; and based on the actual capacity of the Corporation and its member units, the Corporation has prepared the 2026 production and business plan as follows:

No.	Indicator	Unit	Parent Company			The Corporation		
			Actual 2025	Plan 2026	Rate	Actual 2025	Plan 2026	Rate
1	Industrial production value	VND billion	228,39	203,24	88,9%	1.336,29	1.296,00	96,9%
2	Total revenue	VND billion	281,36	242,24	86,1%	1.656,36	1.454,17	87,7%
2.1	<i>Industrial production revenue</i>	<i>VND billion</i>	<i>210,33</i>	<i>203,24</i>	<i>96,6%</i>	<i>1.314,48</i>	<i>1.228,50</i>	<i>93,4%</i>
2.2	<i>Other revenue</i>	<i>VND billion</i>	<i>71,03</i>	<i>39,00</i>	<i>54,9%</i>	<i>341,88</i>	<i>225,67</i>	<i>66,0%</i>
3	Profit before tax	VND billion	3,22	3,23	100,3%	22,41	19,37	86,4%
4	Profit after tax	VND billion	2,65	2,57	96,9%	18,36	15,49	84,4%
5	Average income	VND million/month	24,71	24,77	100,2%	14,93	14,89	99,7%

Of which:

1.1. Parent Company

- The decrease in the 2026 revenue plan is mainly due to the decrease in other revenue, namely pure trading revenue.

- Although the revenue plan decreases, the Corporation still strives to ensure that the planned profit before tax for 2026 is equivalent to the actual figure in 2025. The planned profit after tax for 2026 is temporarily calculated after deducting 20% corporate income tax, excluding any increase or decrease factors that may arise under tax laws.

- In the context of difficulties, the Corporation strives to ensure employees' income at a level equivalent to the average level in 2025.

- The Parent Company of the Corporation comprises the MIE Office and 03 dependent branches. The dependent branches only perform orders assigned by the MIE Office; therefore, the Parent Company's revenue is usually similar to the revenue of the MIE Office after eliminating internal factors, specifically as follows:

No.	Contract name	Unit	Contract revenue	Estimated revenue to be realized in 2026
I	Industrial production revenue			203,24
1	Danieli Project	VND billion	17,80	6,70
2	Dau Tieng Irrigation Project	VND billion	5,63	0,12
3	Tra Khuc 2 Hydropower Project	VND billion	139,02	27,01
4	Song Lo 3 Hydropower Project	VND billion	123,55	122,05
5	Nam Phak Hydropower Project	VND billion	7,35	1,04
6	Bo Sinh Hydropower Project	VND billion	46,99	7,92
7	Dak Mi 1 Hydropower Project - 2024	VND billion	131,55	12,63
8	Dak Mi 1A Hydropower Project	VND billion	38,45	25,77
II	Other revenue (services and finance)			39,00
	Total	VND billion		242,24

1.2. Consolidated Corporation

- In line with the Corporation's orientation, the decrease in the 2026 revenue plan is mainly due to the decrease in other revenue, namely pure trading revenue. Hanoi Mechanical One Member Limited Liability Company has the largest scale, and its decrease accounts for the majority of the total decrease in the consolidated figures of the Corporation.

- Regarding profit before tax, in 2025, the consolidated Corporation recorded other profit of nearly VND 5 billion from the real estate transfer by Tools No. 1 Joint Stock Company. This was an extraordinary profit. Excluding this extraordinary factor for comparison, most subsidiaries strive to ensure that profit before tax in 2026 is equivalent to or higher than the actual figure in 2025. Therefore, the 2026 profit before tax, after excluding the extraordinary factor in 2025 for comparison, is equivalent to the actual figure in 2025.

- In the context of difficulties, most subsidiaries strive to ensure employees' income at a level equivalent to the average level in 2025.

Some specific indicators for comparison at subsidiaries are as follows:

No.	Indicator	Unit	Tools No.1 JSC			Duyen Hai Mechanical Company		
			Actual 2025	Plan 2026	Comparison	Actual 2025	Plan 2026	Comparison
1	Total revenue	VND billion	62,06	62,00	-0,06	125,41	115,50	-9,91
1.1	Industrial production revenue	VND billion	46,61	45,26	-1,35	119,52	110,50	-9,02
1.2	Other revenue	VND billion	15,45	16,74	1,29	5,89	5,00	-0,89
2	Profit before tax	VND billion	8,17	3,72	-4,45	1,58	2,20	0,62
3	Average income	VND million/month	17,49	18,95	1,46	14,03	14,55	0,52

No.	Indicator	Unit	Mecanimex Company			Quang Trung Mechanical Company		
			Actual 2025	Plan 2026	Comparison	Actual 2025	Plan 2026	Comparison
1	Total revenue	VND billion	141,73	121,00	-20,73	150,84	135,00	-15,84
1.1	Industrial production revenue	VND billion	54,88	60,00	5,12	104,33	106,00	1,67
1.2	Other revenue	VND billion	86,85	61,00	-25,85	46,51	29,00	-17,51
2	Profit before tax	VND billion	0,98	1,00	0,02	1,66	2,12	0,46
3	Average income	VND million/month	9,28	10,11	0,83	15,79	16,04	0,25

No.	Indicator	Unit	Hanoi Mechanical Company			TechnoImport Company
			Actual 2025	Plan 2026	Comparison	
1	Total revenue	VND billion	1.033,98	940,00	-93,98	No plan assigned
1.1	Industrial production revenue	VND billion	861,37	840,00	-21,37	
1.2	Other revenue	VND billion	172,61	100,00	-72,61	
2	Profit before tax	VND billion	7,90	7,10	-0,80	
3	Average income	VND million/month	15,08	14,21	-0,87	

2. Basis, methodology and grounds for preparation of the 2026 production and business plan

2.1. Orientation to reduce high-risk and inefficient orders

In the context of numerous internal and external adverse factors, maintaining cash flow and ensuring financial stability in 2026 are extremely important for enterprises with limited financial capacity such as the Corporation.

With capital preservation as the top priority, the Corporation's orientation for 2026 is to minimize the execution of high-risk orders, such as pure trading business, which involves large values, payment risks and cash flow risks due to delayed collection from customers while immediate payment must be made to sellers. The Corporation will also refrain from executing orders that result in losses or are inefficient merely for the purpose of generating revenue.

In addition, Hanoi Mechanical One Member Limited Liability Company has the largest scale, and its 2026 plan decreases by nearly VND 100 billion, accounting for nearly 50% of the total decrease in the consolidated value of the entire Corporation. This decrease mainly reflects the reduction of orders with low efficiency, high risks or expected inefficiency.

2.2. Actual production capacity of the Corporation's factories

For industrial production activities, in 2025, most manufacturing plants of the Corporation's subsidiaries operated at or near full capacity. Some plants even achieved their highest revenue and production output in recent years, notably those of Quang Trung Mechanical Company and Duyen Hai Mechanical Company. Therefore, in 2026, in the absence of major investment projects aimed at increasing production capacity and productivity, the planned industrial production output is expected to remain at a level comparable to that of 2025.

In addition, although the Corporation's capital scale is not insignificant, its investment capital is distributed among various subsidiaries. The asset structure of these subsidiaries mainly consists of fixed assets, such as factories, workshops, and machinery (including assets relocated from former production sites), while their working capital remains relatively limited. This situation creates challenges in mobilizing and utilizing capital resources for the implementation of large-scale projects, should such opportunities arise.

2.3. Characteristics of Revenue Recognition in Business Operations

The Corporation's production and business activities are not continuous in nature but are primarily dependent on participation in bidding processes and the execution of specific projects. Project implementation schedules are significantly influenced by project owners, particularly with respect to capital disbursement and project commissioning timelines.

Furthermore, the Corporation operates in the heavy and customized mechanical engineering sector, where production cycles are lengthy and involve multiple stages, including design, fabrication, inspection, acceptance, handover, and payment. As a result, there is often a considerable time lag in revenue recognition. Given these operational characteristics, setting a target for substantial revenue growth within a single planning period cannot be determined with certainty.

2.4. Declining Labor Resources

Human resources are the key factor in generating production output, revenue, and profit.

Entering 2026, the Corporation is facing increasingly intense competition for labor resources, particularly at its manufacturing plants. In practice, not only is it extremely difficult to recruit additional skilled workers, but the Corporation is also experiencing workforce attrition as employees are attracted by competitors offering significantly higher salaries and more attractive benefits.

Examples include major projects developed by large corporations such as Vingroup and Sun Group in the Thuong Tin – Phu Xuyen area (near the plant of Quang Trung Mechanical Company), in Thuan Thanh, Bac Ninh (near the plant of Hanoi Mechanical Company), as well as in Hai Phong and Tu Son, Bac Ninh, where foreign-invested enterprises (FDI companies) continue to expand their operations and actively recruit labor.

In addition, several subsidiaries have a relatively high average workforce age, which affects their ability to adopt new technologies and adapt to increasing work demands as effectively as desired.

3. Implementation Measures

- The Parent Company and its subsidiaries shall strengthen leadership and management efforts to effectively implement the business plan approved by the General Meeting of Shareholders, striving to achieve the highest possible level of performance in 2026 while adopting appropriate management and governance solutions for the Corporation's operations.

- Enhance capital utilization efficiency and continue strengthening management and governance at companies in which MIE holds equity interests in order to improve investment efficiency.

- Develop human resources to improve management capabilities, technical expertise, and foreign language proficiency; implement appropriate salary and remuneration policies based on performance and efficiency. Greater attention shall be given to succession planning, personnel development, and the training and cultivation of future managerial talent.

- Continue promoting cooperation and coordination among member units throughout the Corporation to participate in major bidding packages in sectors such as hydropower, irrigation, thermal power, steel production, and other industrial projects.

- Fully and strictly implement all directives issued by SCIC through its authorized capital representatives.

- Develop a comprehensive restructuring plan for the entire Corporation and submit it to the competent authorities for review and approval before presenting it to the General Meeting of Shareholders for consideration and approval.

- Review the equitization finalization dossiers already prepared to ensure readiness for the equitization settlement process in accordance with the directives of the competent authorities.

