

Hanoi, January 26, 2026

REPORT ON CORPORATE GOVERNANCE
(Year 2025)

To: - The State Securities Commission of Vietnam
- Hanoi Stock Exchange

- Name of the listed company: MELIN STEEL JOINT STOCK COMPANY
- Head office address: Administrative Area No. 8, Vinh Phuc Ward, Phu Tho Province, Vietnam
- Telephone: (0211) 2479553 Fax: (0211) 2479553
- Email/Website: <http://melinsteel.vn/>
- Charter capital: VND 150,000,000,000 (One hundred fifty billion Vietnamese dong)
- Stock code: MEL
- Stock exchange: HNX
- Corporate governance model: General Meeting of Shareholders, Board of Directors, Supervisory Board, and General Director

I. Activities of the General Meeting of Shareholders:

Information on meetings and resolutions/decisions of the General Meeting of Shareholders (including resolutions adopted by the General Meeting of Shareholders through written consultation):

No.	Resolution/Decision Number	Date	Content
	01/2025/NQĐHĐCĐ-MEL	28/04/2025	Resolution of the 2025 Annual General Meeting of Shareholders
1	04/2024/NQĐHĐCĐ-MEL	17/07/2024	Resolution on the 2024 Annual General Meeting of Shareholders

II.

Activities of the Board of Directors:

1. Information on members of the Board of Directors (BOD):

No.	Member of the BOD	Position	Start/End Date of BOD Membership	
			Date of Appointment	Date of Dismissal
1	Lê Thi Hương Giang	Chairwoman of the Board of Directors	28/04/2025	
2	Pham Quang	Member of the BOD – General Director	28/04/2025	

3	Bach Thi Ngoc Thuy	Member of the Board of Directors	28/04/2025	
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2. Meetings of the Board of Directors:

No.	Member of the BOD	Position	Number of BOD Meetings Attended	Attendance Rate	Reason for Absence
1	Lê Thị Hương Giang	Chairwoman of the BOD	04	100%	—
2	Phạm Quang	Member of the BOD – General Director	04	100%	—
3	Bạch Thị Ngọc Thúy	Member of the BOD	04	100%	—

During 2025, at meetings of the Board of Directors, Board members who are Directors regularly reported on the implementation of production and business activities in accordance with the approved plans, the execution of resolutions of the General Meeting of Shareholders, and at the same time proposed matters for the Board of Directors' consideration.

3. Supervisory Activities of the Board of Directors over the Executive Board:

During 2025, the Board of Directors regularly supervised the activities of the Board of Management and management staff in the performance of assigned duties and achievement of set objectives through periodic meetings held throughout the year. Accordingly, all activities of the Board of Management were closely monitored to ensure compliance with the Law on Enterprises, the Law on Securities, the Company's Charter on organization and operation, and the resolutions of the General Meeting of Shareholders.

4. Activities of the subcommittees under the Board of Directors: None

5. Resolutions/Decisions of the Board of Directors in 2025

No.	Resolution/Decision Number	Date	Content
1	2001/2025/NQ-BOD	20/01/2025	Approval of Q4/2024 business performance results and Q1/2025 plan implementation
2	0603/2025/NQ-BOD	06/03/2025	Approval of loan from VietinBank – Quang Minh Branch
3	1504/2025/NQ-BOD	15/04/2025	Approval of Q1/2025 business performance results and Q2/2025 plan implementation
4	02/2025/NQ-BOD	28/04/2025	Approval of the election of the Chairwoman of the BOD for the 2025–2030 term

5	1208/2025/NQ - BOD	12/08/2025	Approval of the borrowing of capital from Agribank, My Dinh Branch
6	1509/2025/NQ - BOD	15/09/2025	Approval of the borrowing of capital from MB Bank, SGD3 Branch.

III. Supervisory Board (Year 2025)

1. Information on Members of the Supervisory Board:

No.	Member of the Supervisory Board	Position	Start/End Date of Membership
1	Đỗ Thị Xuân Kiệm	Head of the Supervisory Board	28/04/2025
2	Nguyễn Mạnh Hải	Member of the Supervisory Board	28/04/2025
3	Chu Đức Khương	Member of the Supervisory Board	28/04/2025



2. Meetings of the Supervisory Board

No.	Member of the Supervisory Board	Position	Meetings Attended	Attendance Rate	Reason for Absence
1	Đỗ Thị Xuân Kiệm	Head of the Supervisory Board	3/3	100%	—
2	Nguyễn Mạnh Hải	Member of the Supervisory Board	3/3	100%	—
3	Chu Đức Khương	Member of the Supervisory Board	3/3	100%	—

3. Supervisory Activities of the Supervisory Board over the Board of Directors, Executive Management, and Shareholders:

❖ Supervision of the Board of Directors:

The Board of Directors (BOD) implemented the Resolutions of the General Meeting of Shareholders passed at the Annual General Meeting. The BOD held regular quarterly meetings to address matters within its authority in accordance with the law and the Resolutions of the General Meeting of Shareholders.

Throughout 2025, the resolutions of the Board of Directors focused on guiding and overseeing the implementation of the Company's production and business plan.

The format of the meetings, content, meeting minutes, resolutions, decisions, and official documents issued by the BOD were in compliance with the Law on Enterprises and the Company's Charter.

❖ **Supervision of the Executive Board:**

The Executive Board has complied with legal regulations in management and operations, as well as in transactions, in accordance with the Company's Charter and the Resolutions of the General Meeting of Shareholders. These efforts aim to achieve the set objectives and strategies while ensuring the interests of shareholders.

❖ **Supervision of Shareholders:**

The Company has effectively fulfilled its information disclosure obligations in accordance with current regulations, ensuring timeliness and accuracy.

4. Coordination between the Supervisory Board and the Board of Directors, Executive Board, and Other Management Personnel:

During 2025, the Supervisory Board was fully provided with information on the decisions of the Board of Directors and the Board of Management, and at the same time received support and facilitation to serve its inspection and supervision activities. The Board of Directors and the Supervisory Board maintained regular information exchange on matters related to the Company's strategic orientation, closely adhering to their assigned duties.

5. Other activities of the Supervisory Board: None

IV. Executive Management of the Company:

No	Member of the Executive Board	Date of Birth	Professional Qualification	Date of Appointment
1	Mr. Phạm Quang	07/10/1970	Engineer	29/06/2020
2	Mr. Lê Hồng Minh	09/11/1995	Bachelor of Economics	28/06/2022

V. Chief Accountant

Full Name	Date of Birth	Professional Qualification	Date of Appointment
Mr. Nguyễn Thế Giang	24/08/1980	Bachelor of Economics	Appointed on 27/05/2024


VI. Corporate Governance Training

The Company continues to provide full support for staff to participate in training programs to enhance their knowledge of corporate governance, organized by competent authorities.

VII. List of Related Persons of the Listed Company and Transactions Between Related Persons and the Company

1. List of Related Persons of the Company:

No.	Name of Organization/Individual	Securities Trading Account (if any)	Position in the Company (if any)	ID/Passport No.*, Date of Issue, Place of Issue	Registered Address / Contact Address	Start Date as Related Person	End Date as Related Person	Reason
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I BOARD OF DIRECTORS								
1	Lê Thị Hương Giang	059C636363	Chairwo man of the Board					
2	Phạm Quang	058C523388	Member of BOD – General Director					
3	Bạch Thị Ngọc Thúy		Member of the Board					
II BSUPERVISORY BOARDAN								
1	Đỗ Thị Xuân Kiệm		Head of the Superviso ry Board					
2	Nguyễn Mạnh Hải		Member of the Superviso ry Board					
3	Chu Đức Khương		Member of the Superviso ry Board					
III EXECUTIVE BOARD								
1	Phạm Quang	058C523388	Member of BOD – General Director					

2	Lê Hồng Minh		Deputy General Director					
3	Nguyễn Thế Giang		Chief Accountant					

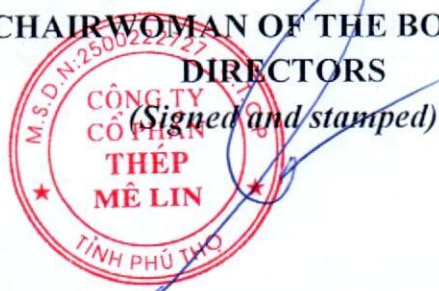
2. Transactions between the company and its related persons; or between the company and major shareholders, insiders, and persons related to insiders: **None**
3. Transactions between insiders of the listed company or persons related to insiders and subsidiaries or entities controlled by the listed company: **None**
4. Transactions between the company and other parties:
- 4.1. Transactions between the company and any company in which a member of the Board of Directors, a member of the Supervisory Board, or the General Director/Director has been or is currently a founding member, or a member of the Board of Directors, or the General Director/Director within the past three (03) years (as of the reporting date): **None**
- 4.2. Transactions between the company and companies in which related persons of members of the Board of Directors, members of the Supervisory Board, or the General Director/Director are members of the Board of Directors or serve as General Director/Director: **None**
- 4.3. Other transactions of the company (if any) that may bring material or non-material benefits to members of the Board of Directors, members of the Supervisory Board, or the General Director/Director: **None**

VIII. Share transactions of internal persons and their related persons (Report for 2025)

1. List of insiders and related persons of insiders: Attached in the appendix
2. Transactions by insiders and related persons involving shares of the listed company: **None**

IX. Other Notable Issues: None

CHAIRWOMAN OF THE BOARD OF DIRECTORS



LÊ THI HƯƠNG GIANG

List of Insiders and Related Persons of Insiders
(Attached to the Report on Corporate Governance) Semi-Annual 2025)

MELIN STEEL JOINT STOCK COMPANY

MEL

Company Name:

Stock Code:

No.	Stock Code	Full Name (*)	Securities Trading Account (if any)	Position in the Company (if any)	Relationship to Insider	Identification Document (*) (Citizen ID/Passport/Business Registration Certificate)			Registered Address / Contact Address	Number of Shares Held at Period End	Ownership Ratio at Period End	Notes (regarding absence of ID Number and other remarks)
						ID Number (*)	Date of Issue	Place of Issue				
1	2	3	4	5	6	7	8	9	10	11	12	13
1	MEL	Lê Thị Hương Giang		Chairwoman of the Board of Directors						6.750.000	45%	
1,01	MEL	Lê Quý Nho			Biological father of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,02	MEL	Đặng Thị Tuất			Biological mother of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,03	MEL	Lê Hồng Minh			Son of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,04	MEL	Lê Minh Quang			Son of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,05	MEL	Lê Thanh Tùng			Younger brother of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							

1,06	MEL	Hoàng Thị Vũ Thủy			Sister-in-law of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,07	MEL	Lê Anh Tuấn			Younger brother of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
1,08	MEL	Nguyễn Diệu Linh			Sister-in-law of Ms. Le Thi Huong Giang – Chairwoman of the Board of Directors.							
2	MEL	Phạm Quang		Thành viên HĐQT – Tổng Giám đốc						818.000	5,45%	
2,01	MEL	Nguyễn Thị Tòng			Biological mother of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,02	MEL	Lê Thanh Hà			Wife of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,03	MEL	Phạm Lê Hà Linh			Daughter of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,04	MEL	Phạm Lê Nhật Anh			Daughter of Mr. Pham Quang – Member of the Board of Directors, General Director.							

2,05	MEL	Phạm Lê Minh Anh			Daughter of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,06	MEL	Phạm Hùng			Older brother of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,07	MEL	Nguyễn Thị Hoa			Sister-in-law of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,08	MEL	Phạm Thị Huyền Mai			Older sister of Mr. Pham Quang – Member of the Board of Directors, General Director.							
2,09	MEL	Cao Phúc Trung			Brother-in-law of Mr. Pham Quang – Member of the Board of Directors, General Director.							
3	MEL	Lê Hồng Minh			Deputy General Director.						1.500.000	10%
3,01	MEL	Lê Thị Hương Giang			Biological mother of Mr. Le Hong Minh – Deputy General Director.							
3,02	MEL	Lê Hồng Sơn			ChatGPT said: Biological father of Mr. Le Hong Minh – Deputy General Director.							
3,03	MEL	Lê Minh Quang			Younger sibling of Mr. Le Hong Minh – Deputy General Director.							

4	MEL	Bạch Thị Ngọc Thúy		Member of the Board of Directors.								
4,01	MEL	Vũ Minh Giang			Husband of Ms. Bach Thi Ngoc Thuy – Member of the Board of Directors.							
4,02	MEL	Vũ Mạnh Hà			Son of Ms. Bach Thi Ngoc Thuy – Member of the Board of Directors.							
4,03	MEL	Vũ Minh Thắng			Son of Ms. Bach Thi Ngoc Thuy – Member of the Board of Directors.							
5	MEL	Đỗ Thị Xuân Kiệm		Head of the Supervisory Board.						1.800	0,01%	
5,01	MEL	Nguyễn Kim Chi			Daughter of Ms. Do Thi Kiem – Head of the Supervisory Board.							
5,02	MEL	Nguyễn Kim Thu			Daughter of Ms. Do Thi Kiem – Head of the Supervisory Board.							
5,03	MEL	Đỗ Xuân Thanh			Older brother of Ms. Do Thi Kiem – Head of the Supervisory Board.							
5,04	MEL	Đỗ Xuân Hạ			Younger brother of Ms. Do Thi Kiem – Head of the Supervisory Board.							

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6	MEL	Nguyễn Mạnh Hải		Member of the Supervisory Board.						1.050	0,01 %	
6,01	MEL	Đồ Thị Hy		Biological mother of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
6,02	MEL	Nguyễn Thị Hiền		Wife of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
6,03	MEL	Nguyễn Văn Hưng		Son of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
6,04	MEL	Nguyễn Gia Linh		Daughter of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
6,05	MEL	Nguyễn Thị Thảo		Older sister of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
6,06	MEL	Nguyễn Văn Thuận		Older brother of Mr. Nguyen Manh Hai – Member of the Supervisory Board.								
7	MEL	Chu Đức Khương		Member of the Supervisory Board.						1.575	0,01%	
7,01	MEL	Trịnh Thị Hồng Quyền		Wife of Mr. Chu Duc Khuong – Member of the Supervisory Board.								
7,02	MEL	Chu Đức Châu Long		Son of Mr. Chu Duc Khuong – Member of the Supervisory Board.								
7,03	MEL	Chu Đức Thắng		Older brother of Mr. Chu Duc Khuong – Member of the Supervisory Board.								

7,04	MEL	Ngô Thị Lý			Sister-in-law of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,05	MEL	Chu Thị Cảnh			Older sister of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,06	MEL	Nguyễn Văn Bán			Brother-in-law of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,07	MEL	Chu Thị Huệ			Older sister of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,08	MEL	Phạm Thanh Trúc			Brother-in-law of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,09	MEL	Chu Thị Huyền			Older sister of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,1	MEL	Ngô Xuân Trường			Brother-in-law of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,11	MEL	Chu Đức Cường			Older brother of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
7,12	MEL	Trịnh Thị Hương			Sister-in-law of Mr. Chu Duc Khuong – Member of the Supervisory Board.							
8	MEL	Nguyễn Thế Giang		Chief accountant						700	0,01%	



8,01	MEL	Nguyễn Thế Hải			Son of Mr. Nguyen The Giang - Chief Accountant							
8,02	MEL	Nguyễn Thế An			Son of Mr. Nguyen The Giang - Chief Accountant							
8,03	MEL	Dương Thị Kiều Oanh			Wife of Mr. Nguyen The Giang - Chief Accountant							
8,04	MEL	Nguyễn Thế Đệ			Father of Mr. Nguyen The Giang - Chief Accountant							
8,05	MEL	Đàm Thị Nhâm			Mother of Mr. Nguyen The Giang - Chief Accountant							
8,06	MEL	Nguyễn Thanh Thủy			Older sister of Mr, Nguyen The Giang - Chief Accountant							
8,07	MEL	Nguyễn Kim Ngân			Sister of Mr. Nguyen The Giang - Chief Accountant							
8,08	MEL	Nguyễn Thế Hải Quỳnh			Younger brother of Mr. Nguyen The Giang - Chief Accountant							