



# **GOLDEN FIELDS GROW** **TRUST ALWAYS GLOWS**

## **2024 Performance report and BOM assessment**

- 32** Market overview
- 34** PVFCCo value chain - 2024 performance
- 36** 2024 business performance report
- 38** Production and business statistics for the corporation's leading products over 2014-2024 period
- 40** Investment overview, project implementation, and strategic development outcomes
- 42** 2024 financial indicators
- 44** Human resources management
- 50** Shareholder structure, changes in owner's equity
- 52** BOM's assessment report



MARKET OVERVIEW

INTERNATIONAL MARKETS

In 2024, global economic and political instability persisted, with escalating conflicts in Europe and the Middle East prolonging uncertainty in energy and commodity markets. Rising oil and gas prices have fueled inflation across multiple countries. The USD's significant strengthening has heightened import pressures, especially in developing economies like Vietnam. Despite challenges, global trade reforms have strengthened international commerce, fostering production recovery and a modest growth in commodity trade volume. However, escalating geopolitical risks will remain a barrier to stable and sustainable economic growth.

Most global conflicts, disruptions, and risks significantly affect fertilizer production and business operations: Intense competition, fragmentation in major economies, supply chain restructuring, high costs, and currency risks in emerging markets. Additionally, political shifts in key markets have adversely affected

the market. Conversely, improved fertilizer affordability and higher agricultural product prices have significantly strengthened farmers' investment capacity.

According to the International Fertilizer Association (IFA), global fertilizer demand in 2024 is projected to reach 203.6 million tons, a 3% increase (5.8 million tons) from 2023. This includes a 2.2% rise in (N) demand to 115.6 million tons, a 3% increase in (P<sub>2</sub>O<sub>5</sub>) to 48 million tons, and a 6% growth in (K<sub>2</sub>O) to 40 million tons. The recovery in fertilizer demand is driven by improved affordability following a decline in prices from their record high in May 2022. In 2024, global urea prices exhibited less volatility than in 2023, averaging 1-12% (USD 4-47/ton) lower than the previous year, depending on the region. Prices stood at USD 349/ton FOB in Southeast Asia, USD 320/ton FOB in the United States, USD 327/ton FOB in the Middle East, and USD 357/ton FOB in Egypt.

DOMESTIC MARKETS

In addition to challenges such as exchange rate volatility and high non-performing loans, climate change has adversely affected business operations. However, positive signals have emerged from agriculture, investment, and consumption, which are increasingly contributing to economic growth.

In 2024, despite challenging weather conditions, agricultural production sustained positive growth, meeting domestic and export demand. In 2024, rice cultivation expanded to 7.13 million hectares, an increase of 12,000 hectares from 2023. Grain output totaled 47.87 million tons.

In 2024, Vietnam's total fertilizer demand grew by approximately 16% year-over-year, reaching 10.54 - 10.86 million tons. Potassium saw the highest growth rate, driven by its relatively lower cost among major fertilizers and a downward price trend. To partially meet rising



Rice cultivation in 2024 reached

**7,130,000**

hectares, an increase of 12,000 hectares from 2023

demand, domestic fertilizer production (Urea, DAP, and NPK) increased by about 9% from 2023, reaching 5.75 million tons.

In 2024, fertilizer prices in Vietnam and globally were more stable than in 2023, generally trending downward except for DAP. Rising demand provided price support, but supply recovery exerted pressure on transaction prices. Potassium saw the most significant decline, followed by other fertilizers, while DAP prices increased slightly.

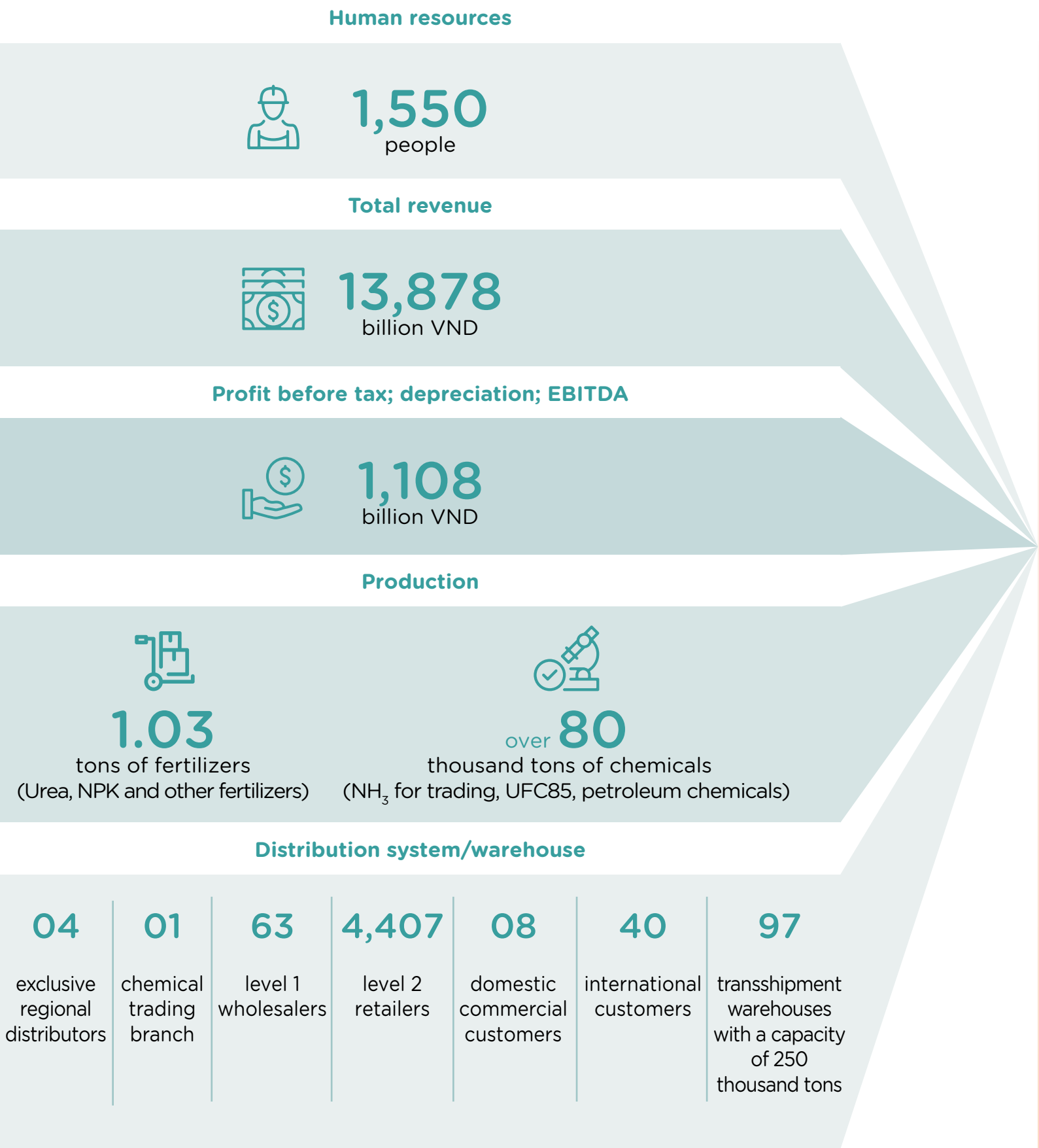
On average, in Ho Chi Minh City and the Southwest, Ca Mau/Phu My Urea prices declined by VND 23-225/kg (-1%) compared to 2023. Imported Urea prices fell by VND 407-1,040/kg (down 4-9%), while Ninh Binh/Ha Bac Urea prices increased by VND 11-190/kg (up 1-2%).

2025 MARKET OUTLOOK

In 2025, fertilizer consumption in Vietnam is expected to grow at a slower pace than in 2024. According to AgroMonitor, demand is projected to rise by 4-8% year-over-year, reaching approximately 11-12 million tons. Meanwhile, domestic fertilizer production is anticipated to remain relatively stable, estimated at around 5.6-5.7 million tons.

In this context, the Corporation's manufacturers and distributors successfully achieved their business targets for 2024. The details are as follows.

PVFCCo VALUE CHAIN - 2024 PERFORMANCE



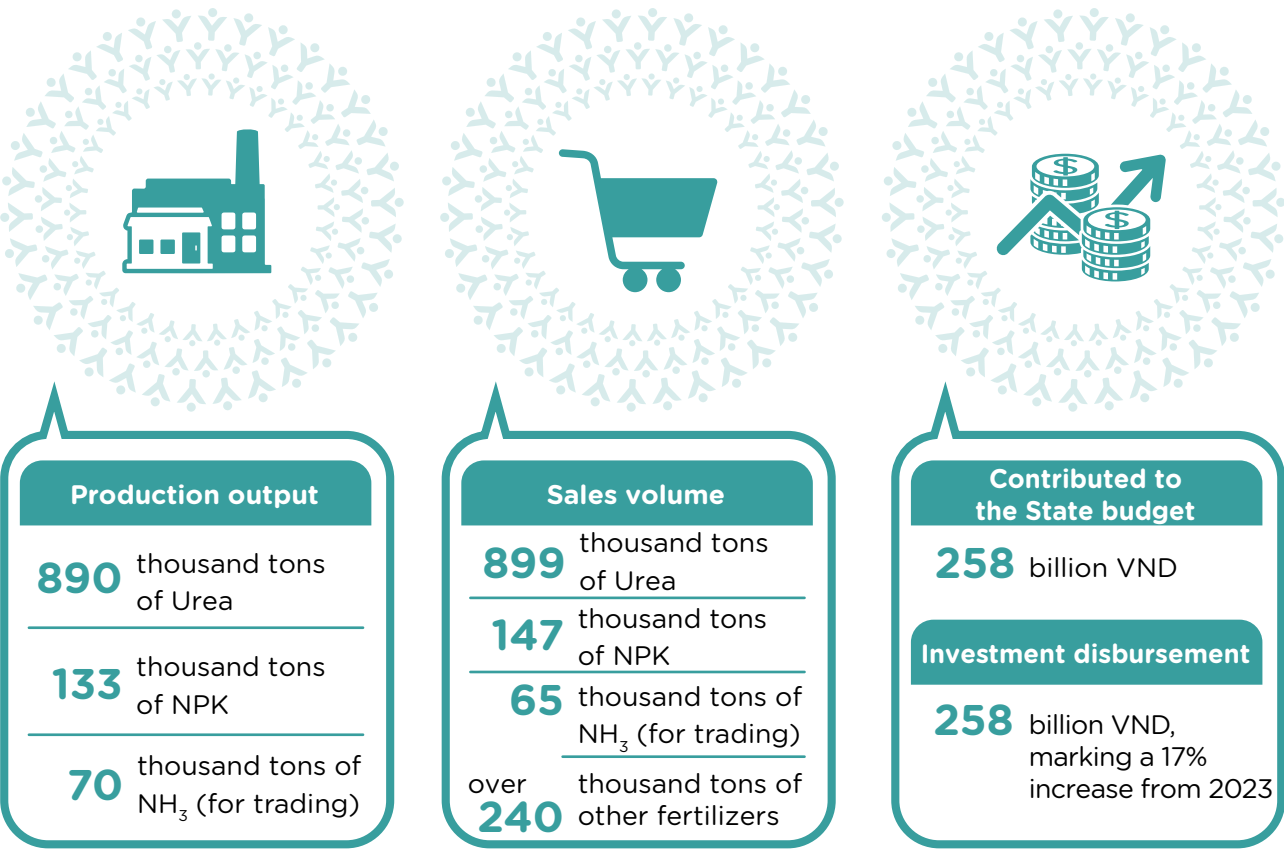
2024 BUSINESS PERFORMANCE REPORT

TO ENHANCE GOVERNANCE, BUSINESS OPERATIONS, AND ENTERPRISE OPTIMIZATION, PVFCCo IS IMPLEMENTING ITS UPGRADED ERP SYSTEM - ENCOMPASSING PRODUCTION AND COST MANAGEMENT (OPM & GMF), FINANCIAL ACCOUNTING MANAGEMENT (FIN), AND SUPPLY CHAIN MANAGEMENT (SCM) - FOR FULL INTEGRATION ACROSS THE CORPORATION, EFFECTIVE 1 JANUARY 2025.

OUTSTANDING FACTORS AND TARGETS IN PRODUCTION AND BUSINESS OPERATIONS IN 2024

Against the backdrop of 2024, PVFCCo persisted in capitalizing on various advantageous factors. These included the esteemed reputation of the Phu My fertilizer brand and the expansive geographical reach of its distribution network. Operations at the Phu My Fertilizer Plant remained steadfastly stable, operating at high-capacity levels with ample gas supply. Financial health remained robust, bolstering both production and business endeavors; High domestic agricultural prices, expanded export markets, and export restrictions on fertilizers in certain countries have fostered favorable conditions for PVFCCo's fertilizer business.

Despite favorable conditions, PVFCCo's 2024 operations face challenges from rising input gas prices and exchange rates, escalating production costs. Additionally, misaligned VAT and Urea export tax policies further increase financial pressures, while adverse weather and natural disasters continue to disrupt agricultural production. The prolonged operation of machinery and equipment presents inherent risks to the production process. Amid a complex landscape of opportunities and challenges, PVFCCo has achieved notable performance benchmarks:

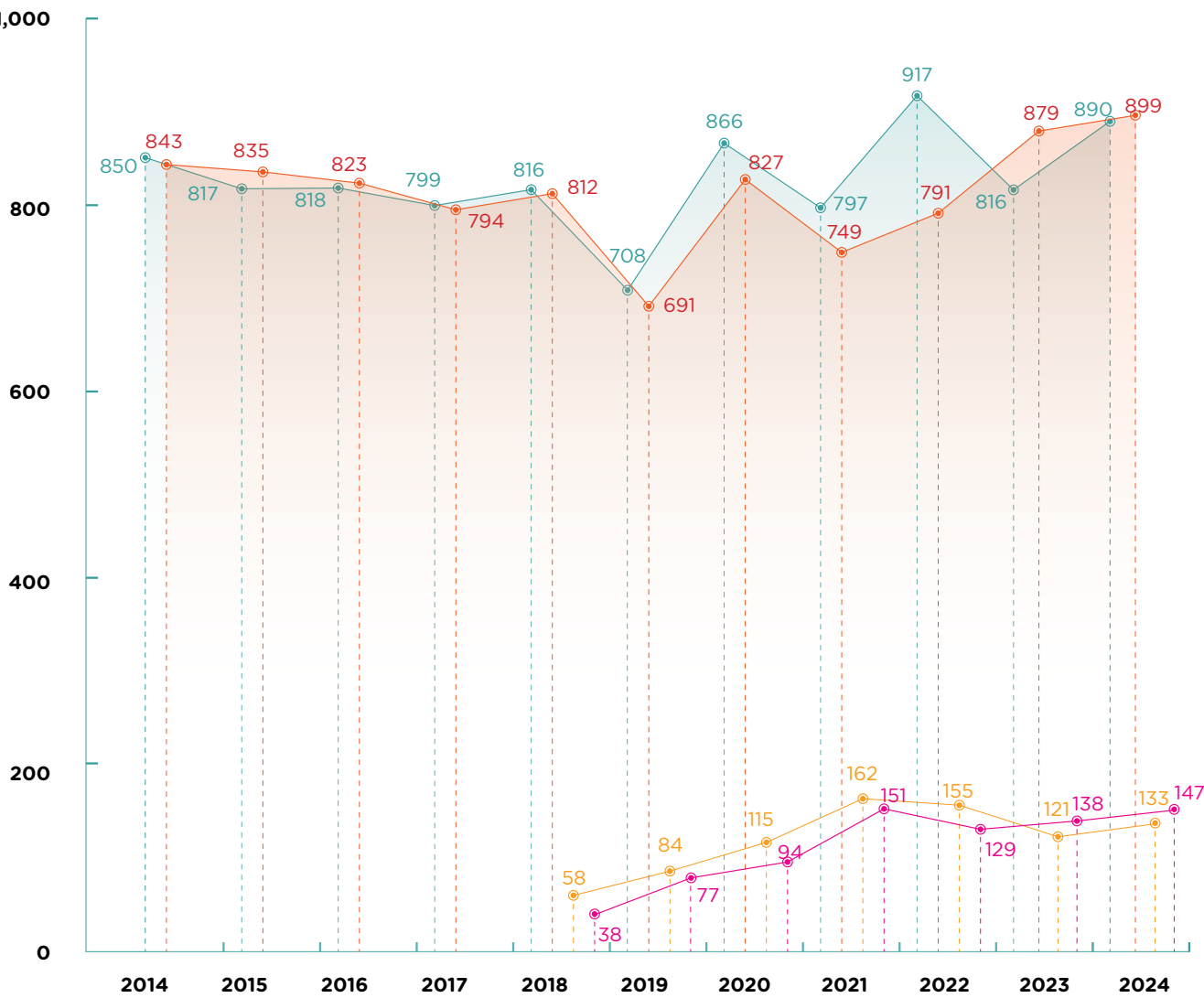


SUMMARY ON BUSINESS PERFORMANCE IN 2024

No.	Item	Unit	Actual 2023	Plan 2024	Actual 2024	Ratio compared with 2023 (%)	Plan completion rate (%)
A	B	C	1	2	3	4=3/1	5=3/2
1	Production output						
1.1	Phu My Urea	Thousand tons	815.55	850.00	889.50	109%	105%
1.2	UFC 85	Thousand tons	12.22	12.50	11.61	95%	93%
1.3	NPK	Thousand tons	121.14	143.10	133.39	110%	93%
1.4	Other fertilizers (produced by the factory)	Thousand tons	6.98	4.00	8.54	122%	214%
1.5	NH <sub>3</sub> (for trading)	Thousand tons	54.68	65.50	70.12	128%	107%
2	Sales volume						
2.1	Phu My Urea	Thousand tons	878.73	870.00	898.67	102%	103%
2.2	NPK	Thousand tons	137.76	143.10	147.15	107%	103%
2.3	Other fertilizers (produced by the factory)	Thousand tons	7.91	5.00	10.47	132%	209%
2.4	Other fertilizers	Thousand tons	265.51	260.00	229.81	87%	88%
2.5	UFC 85	Thousand tons	9.06	8.50	9.14	101%	108%
2.6	NH <sub>3</sub> (for trading)	Thousand tons	63.54	65.00	65.37	103%	101%
2.7	CO <sub>2</sub>	Thousand tons	44.04	45.00	56.40	128%	125%
2.8	Chemicals	Thousand tons	1.54	0.79	1.57	102%	200%
3	Consolidated financial indicators						
3.1	Total revenue	Billion VND	14,037.79	12,755.00	13,878.08	99%	109%
3.2	Profit before tax	Billion VND	690.97	660.00	669.33	97%	101%
3.3	Profit after tax	Billion VND	529.82	542.00	554.27	105%	102%
3.4	Budget payable (paid)	Billion VND	565.36	263.00	257.68	46%	98%
4	Parent company's financial indicators						
4.1	Owner's equity	Billion VND	11,374.47	10,316.00	10,996.45	97%	107%
4.2	In which: Charter capital	Billion VND	3,914	5,479.00	3,914.00	100%	71%
4.3	Total revenue	Billion VND	12,092.66	11,534.00	12,472.02	103%	108%
4.4	Profit before tax	Billion VND	708.78	611.00	615.03	87%	101%
4.5	Profit after tax	Billion VND	568.74	509.00	517.61	91%	102%
5.6	Ratio of Profit after tax/ Charter capital	%	15%	9%	13%	91%	142%
4.7	Budget payable	Billion VND	502.93	240.00	236.36	47%	98%
4.8	Investment						
4.8.1	Investment disbursement	Billion VND	219.74	666.15	257.92	117%	39%
	Capex	Billion VND	102.45	223.13	17.65	17%	8%
	Equipment procurement	Billion VND	117.29	443.02	240.27	205%	54%
	Capital investment	Billion VND					
4.8.2	Capital investment source	Billion VND	219.74	666.15	257.92	117%	39%
	Owner's equity	Billion VND	219.74	666.15	257.92	117%	39%
	Loans and others	Billion VND					

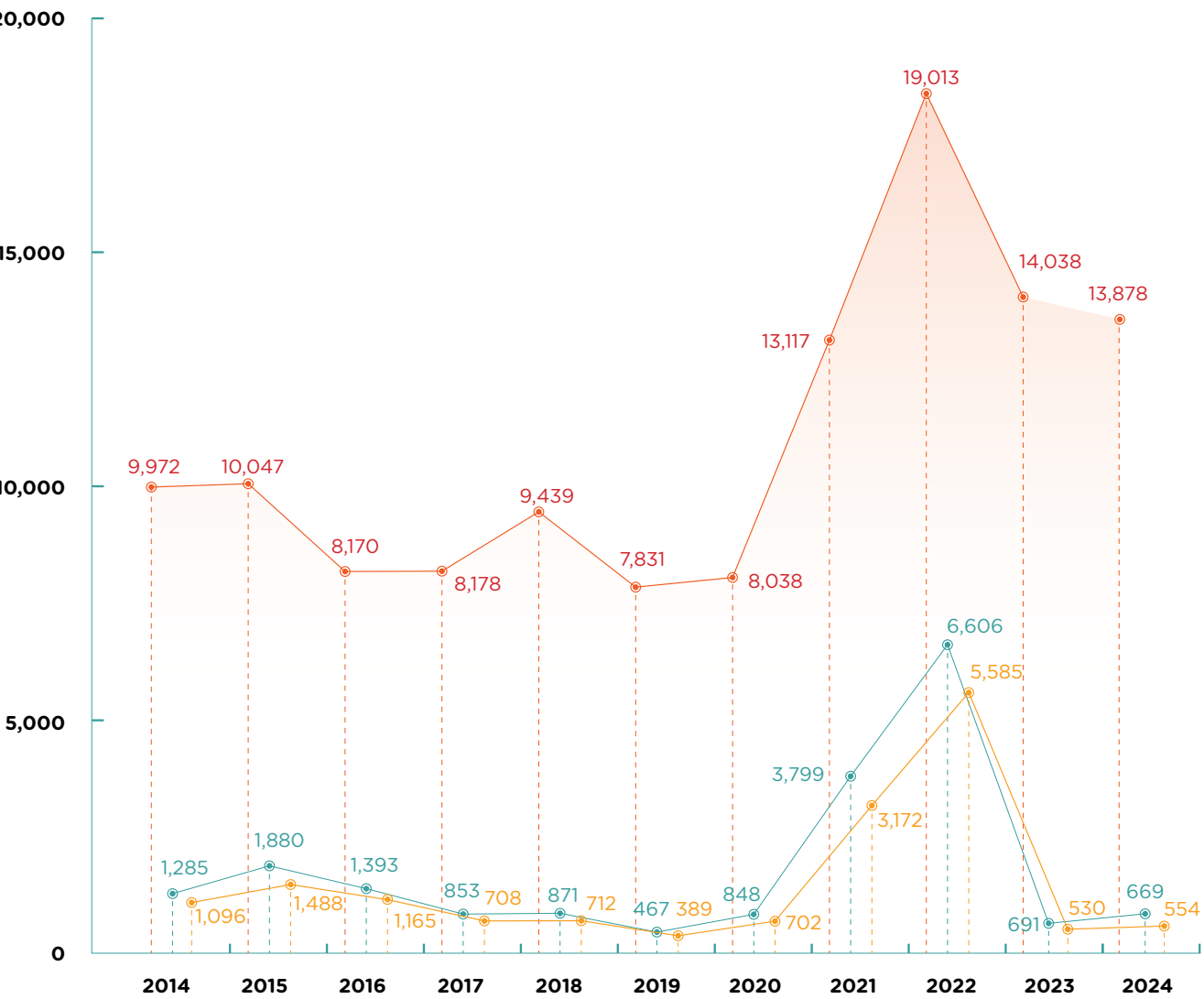
PRODUCTION AND BUSINESS STATISTICS FOR THE CORPORATION'S LEADING PRODUCTS OVER 2014-2024 PERIOD

PRODUCTION AND SALES TARGETS (THOUSAND TONS)



●	Urea Production
●	Urea Consumption
●	NPK Production
●	NPK Consumption

CONSOLIDATED FINANCIAL INDICATORS (VND BILLION)



●	Revenue
●	Profit before tax
●	Profit after tax



INVESTMENT OVERVIEW, PROJECT IMPLEMENTATION, AND STRATEGIC DEVELOPMENT OUTCOMES

INVESTMENT PROJECTS PLANNED IN 2024

- 01 **The NH<sub>3</sub> Revamp - Phu My NPK Complex:** The Corporation has approved the Project financial Settlement under Decision No. 24-393/QĐ-PBHC, dated 14 October 2024.
- 02 **Melamine project:** Already completed feasibility study report. Given the significant total investment, the Corporation remains committed to thoroughly assessing the project's feasibility.
- 03 **Hydrogen Peroxide (H<sub>2</sub>O<sub>2</sub>) Production Plant Project:** The Feasibility Study Report has been updated for appraisal and approval by the competent authorities. The Corporation has also completed and submitted the Environmental Impact Assessment Report, 1/500 Planning Dossier, and Investment License to the relevant state agencies.
- 04 **Project for Recovering Ar, H<sub>2</sub> and N<sub>2</sub> from Off-Gas at the NH<sub>3</sub> Revamp - Phu My NPK Complex (Plant):** The Feasibility Study is currently in preparation.
- 05 **DEF/AdBlue Project:** The Feasibility Study is currently in progress.
- 06 **Investment in H<sub>3</sub>PO<sub>4</sub> Storage Tank for the NPK Plant:** The Feasibility Study is being finalized for submission to the State management agency for basic design appraisal.
- 07 **Effluent Handling Unit (EHU) for the NPK Plant:** Currently under construction, with completion and handover expected by May 2025.
- 08 **Construction of new office and canteen at Phu My Fertilizer Plant:** Construction survey completed; master plan preparation underway for submission to the competent authority for approval.
- 09 **Construction of NPK bagged NPK product Conveyor System:** Feasibility study examination completed; feedback obtained from the Fire Prevention and Fighting Police Department of Ba Ria - Vung Tau Province on the fire prevention and fighting plan; Feasibility study appraisal in progress.
- 10 Other investment and procurement projects are being implemented as planned.



INVESTMENT AND PROCUREMENT DISBURSEMENT SITUATION IN 2024

According to the 2024 plan, total capital for investment in construction and procurement was VND 666 billion. PVFCCo disbursed over VND 258 billion, achieving 39% of the plan according to the actual progress, an increase of 17% compared to 2023.

PERFORMANCE OF SUBSIDIARIES AND AFFILIATED COMPANIES

No.	Transaction	Equity to total charter capital ratio	Total invested capital (billion VND)	Charter capital (billion VND)	Profit after tax (billion VND)	PAT to charter capital ratio	2023 dividend (billion VND)
I	Investment in subsidiaries		386.25	515.00	66.01		31.58
1	PVFCCo North	75.00%	90.00	120.00	9.90	8.25%	7.20
2	PVFCCo Central	75.00%	75.00	100.00	27.72	27.72%	10.50
3	PVFCCo SE	75.00%	93.75	125.00	18.94	15.15%	7.50
4	PVFCCo SW	75.00%	127.50	170.00	9.45	5.56%	6.38
II	Investment in associated companies		680.90	2,487.80	(898.94)		1.82
1	PVFCCo Packaging	43.34%	18.20	42.00	7.40	17.62%	1.82
2	VNPOLY	25.99%	562.70	2,165.11	(704.07)	-32.52%	-
3	PVC Mekong	35.63%	100.00	280.69	(0.27)	-0.10%	
III	Other long-term investments		20.50	396.35	(33.50)		0.32
1	PAIC	8.50%	3.60	42.35	4.10	9.69%	0.32
2	Ut Xi Aquatic Products Processing Corporation	6.78%	16.90	354.00	(37.60)	-10.62%	
TOTAL			1,087.66	3,399.15	(664.43)	-	33.72

**Note:** PVC Mekong has only prepared the financial statements for the first quarter of 2024. The Corporation has made provisions for 100% of capital contributions to the following companies: VNPOLY, PVC Mekong and Ut Xi.

2024 FINANCIAL INDICATORS

CONSOLIDATED FINANCIAL PERFORMANCE

Unit: billion VND

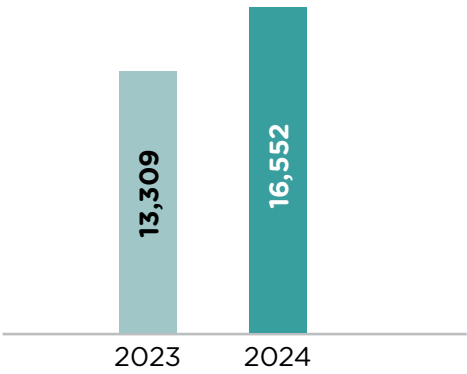
Item	31/12/2023	31/12/2024	% Increase (Decrease)
TOTAL ASSETS	13,309	16,552	24%
Current assets	9,565	13,220	38%
Non-current asset	3,744	3,333	-11%
TOTAL RESOURCES	13,309	16,552	24%
LIABILITIES	1,764	5,372	205%
OWNER'S EQUITY	11,545	11,180	-3%
• Charter capital	3,914	3,914	0%
TOTAL REVENUE	14,038	13,878	-1%
TOTAL COST	13,349	13,211	-1%
INTEREST	51	48	-6%
EBIT	739	715	-3%
PROFIT BEFORE TAX	691	669	-3%
PROFIT AFTER TAX	530	554	5%
• Profit after tax of minority shareholders	10	17	59%
• Profit after tax of parent company	519	538	4%

FINANCIAL INDICATORS

Item	2023	2024
<b>Liquidity ratios</b>		
Current ratio	6.44	2.54
Quick ratio	5.16	2.21
<b>Solvency ratios</b>		
Total debt/total assets	13%	32%
Total debt/total equity	15%	48%
<b>Operational capacity ratios</b>		
Inventory turnover	4.12	6.37
Net revenue/total assets	0.88	0.90
<b>Profitability ratios</b>		
Net profit after tax/Net revenue	3.9%	4.1%
ROE	4.1%	4.9%
ROA	3.4%	3.7%
EPS	1,030	1,078

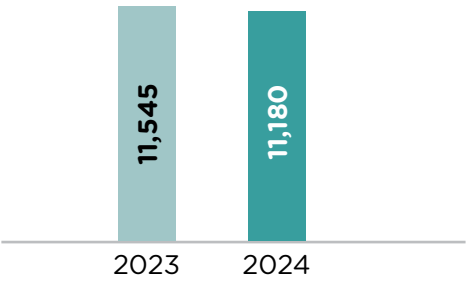
TOTAL ASSETS

Unit: billion VND



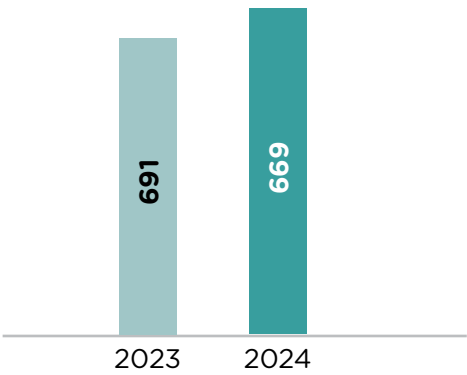
OWNER'S EQUITY

Unit: billion VND



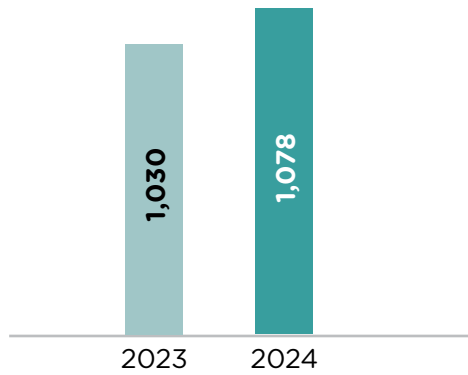
PROFIT BEFORE TAX

Unit: billion VND



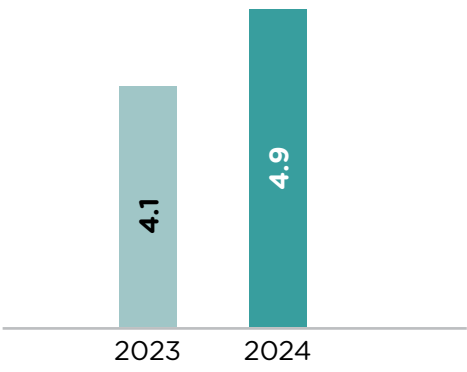
EPS

Unit: billion VND



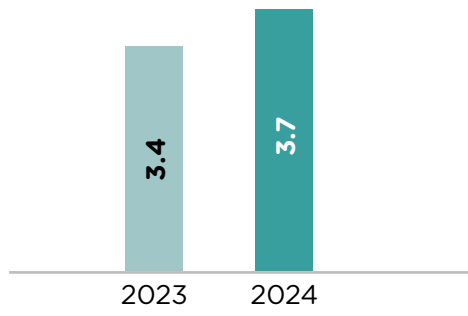
ROE

Unit: %



ROA

Unit: %



# HUMAN RESOURCES MANAGEMENT

## BOARD OF MANAGEMENT



Mr. PHAN CONG THANH

**Position:** President and CEO

**DOB:** 1974

**Qualifications:** Engineer, Master of Chemical Engineering Technology



Ms. TRAN THI PHUONG THAO

**Position:** Vice President

**DOB:** 1970

**Qualifications:** Bachelor of Economics in International Trade



Mr. DAO VAN NGOC

**Position:** Vice President

**DOB:** 1977

**Qualifications:** Master of Business Administration, Refinery and Petrochemical Engineer



Mr. TA QUANG HUY

**Position:** Vice President

**DOB:** 1978

**Qualifications:** Chemical Engineer



Mr. VO NGOC PHUONG

**Position:** Vice President

**DOB:** 1978

**Qualifications:** Bachelor of Finance (Money and Credit)



Mr. VU AN

**Position:** Vice President

**DOB:** 1977

**Qualifications:** Doctor of Chemical Engineering



Mr. LE HONG QUAN

**Position:** Chief Accountant

**DOB:** 1971

**Qualifications:** Master of Economics



HUMAN RESOURCES MANAGEMENT (CONTINUED)

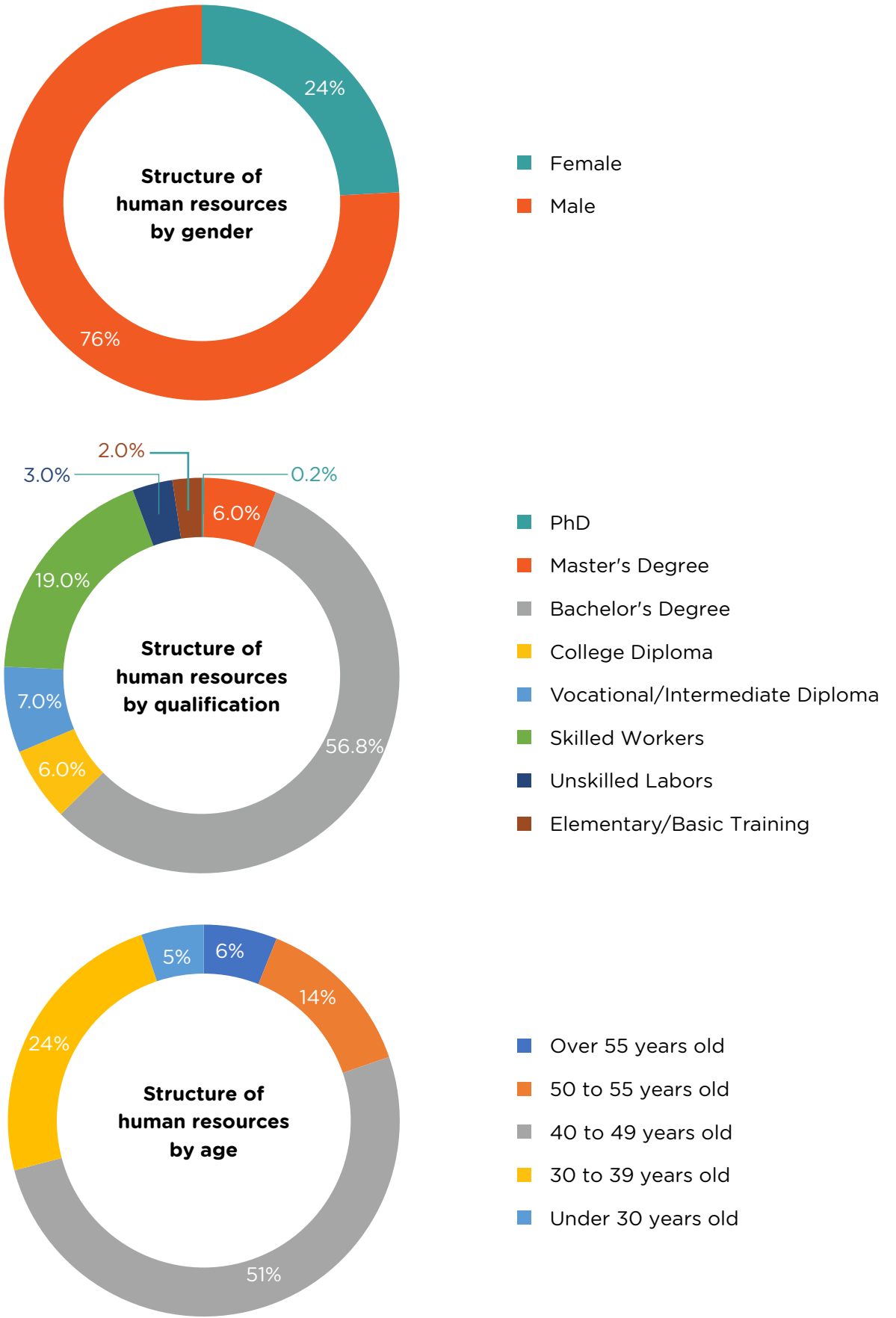
HUMAN RESOURCE REPORT IN 2024



The Corporation's entire workforce, as of 31 December 2024 (including the parent firm and its subsidiaries)

1,550 people

No.	Item	2023		2024	
		Parent company	Entire Corporation	Parent company	Entire Corporation
1	Beginning balance	1,287	1,520	1,303	1,544
2	Ending balance	1,303	1,544	1,309	1,550
3	Human resources structure by gender				
	Female	286	374	289	377
	Male	1,017	1,170	1,020	1,173
4	Human resources structure by qualifications	1,303	1,544	1,309	1,550
	PhD	3	3	3	3
	Master's Degree	62	88	63	91
	Bachelor's Degree	684	868	696	880
	College Diploma	90	94	88	92
	Vocational/Intermediate Diploma	103	112	101	109
	Skilled Workers	278	291	275	288
	Unskilled Labors	48	53	46	50
	Elementary/Basic Training	35	35	37	37
5	Human resources structure by age	1,303	1,544	1,309	1,550
	Over 55 years old	68	76	86	94
	50 to 55 years old	178	203	188	212
	40 to 49 years old	686	776	691	793
	30 to 39 years old	299	398	282	371
	Under 30 years old	72	91	62	80
	Oldest Age	61	61	61	61
	Youngest Age	23	23	23	23
	Average Age	43	43	43	43
6	Human resources structure by employment contract type	1,303	1,544	1,309	1,550
	Indefinite-term Contract	1,213	1,431	1,217	1,425
	Fixed-term Contract (12 - 36 months)	87	110	90	122
	Fixed-term Contract (under 12 months)	3	3	2	3
	Project-based Contract	0	0	0	0
	Probationary/Training Contract	3	3	2	3



# HUMAN RESOURCES MANAGEMENT (CONTINUED)

## LABOR POLICY

Amid Vietnam’s economic challenges in 2024, the Corporation remained committed to sustaining employee policies in line with the previous year.



### EMPLOYEE POLICY

In 2024, following the implementation of the Salary policy improvement project, the Corporation officially adopted the 3P salary structure. This policy ensures market-aligned compensation, mitigating the risk of losing highly skilled employees and supporting the Corporation’s sustainable growth. The 3P salary framework enhances competitiveness in attracting top talent while fostering employee motivation, commitment, and long-term engagement.

The Corporation’s Employee policy, effective 1 January 2009, is reviewed and revised annually to align with operational needs. It provides comprehensive welfare benefits for all employees and incentives for highly qualified professionals. Beyond complying with social, health, and accident insurance regulations, the Corporation offers additional retirement insurance and PVI Care health insurance, underscoring its commitment to employee well-being and a sustainable work environment.

maintenance, and troubleshooting. The Corporation has introduced an E-Learning platform to enhance flexibility and efficiency in training, with content and curriculum development currently in progress.

Safety training and legal updates are conducted as scheduled in the training plan.

Training has enhanced knowledge and skills in both expertise and management, broadened strategic awareness in planning and goal setting, improved workforce quality, and contributed to increased productivity.



### TRAINING POLICY

Recognizing human resources as essential to stable and sustainable development, the Corporation prioritizes policy development and training initiatives to enhance employees’ professional qualifications and skills.

Facing significant challenges in production and business, the Corporation is restructuring and optimizing its operations, requiring continuous workforce development. Human resource training and development remain a key priority for PVFCCo’s Management.

In accordance with the policy to enhance training for manager positions, PVFCCo, alongside delegating staff to Group-organized programs, has conducted courses to strengthen leadership capabilities, update knowledge, and disseminate new technological trends. These

initiatives target the Corporation’s managers, PVN capital representatives, and personnel in Group-managed positions.

PVFCCo implements training programs on AI applications and technology-driven sales to accelerate digital transformation. Professional training courses are conducted as planned to ensure employees receive continuous skill development and stay updated on emerging technological trends. Additionally, PVFCCo’s experts, technical staff, and production managers participate in advanced training programs, international API certification exams, and global fertilizer technology seminars.

Internal training plays a key role in developing technical staff and skilled workers while facilitating knowledge sharing on operations,



### PVFCCo CORPORATE CULTURE

In 2024, PVFCCo made significant efforts to enhance its corporate culture. To strengthen its framework of directives, regulations, and policies, the Corporation collaborated with partners to develop a revised corporate culture handbook and film, incorporating relevant updates. Completion is expected in 2025.

Alongside issuing directive documents, the Corporation has refined corporate culture communication through visually engaging displays, including standees, wooden boards, and digital screens, fostering a modern work environment. It also leverages digital platforms such as the website, Facebook, YouTube, and Zalo OA for broader engagement. Additionally, the Corporation has developed software to evaluate corporate culture implementation and collect employee feedback.

The Corporation continues to integrate corporate culture training with extracurricular activities, reinforcing its core values **“Pioneering - Creativity - Professionalism - Efficiency - Sharing”**. Team-building initiatives further strengthen PVFCCo’s cultural development, earning strong employee support. In collaboration with the Trade Union, Youth Union, and Veterans Association, the Corporation promotes holistic self-improvement across physical, intellectual, emotional, and spiritual aspects. Additionally, it actively encourages employee participation in Oil and Gas Culture Week and related contests, including: **“I Love PetroVietnam”**, **“PetroVietnam in Me”** photo contest, and **“PetroVietnam Pride”** video competition, with many individuals and teams receiving recognition.

## SHAREHOLDER STRUCTURE, CHANGES IN OWNER’S EQUITY

### SHARES



Total number of shares of the Corporation:

391,400,000 shares

all of which are common shares.



**Outstanding shares:** As end of 2024, the total number of outstanding shares of the Corporation is

391,334,260 shares

(excluding 65,740 treasury shares).

### CHANGES IN OWNER’S EQUITY

In 2024, the Corporation had no change in owner’s equity.

### TREASURY SHARES



As start of 2024, the total number of treasury shares is

65,740 shares

In 2024, there were no transaction during the year



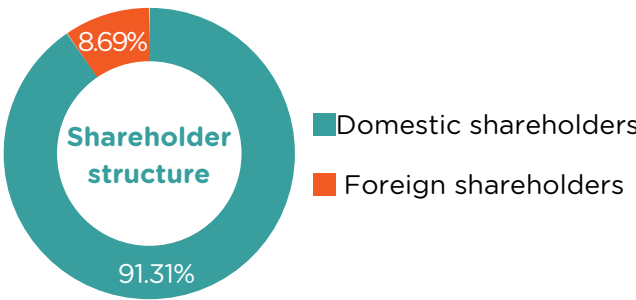
Total treasury shares as of 31 December 2024

65,740 shares

### NUMBER OF SHARES AND SHAREHOLDERS

As of 17 March 2025, based on the shareholder list issued by the Vietnam Securities Depository & Clearing Corporation, the **total outstanding shares amount to 391,334,260**, held by **17,750 shareholders**.

### SHAREHOLDERS’ STRUCTURE



#### Domestic shareholders:

#### Detailed information on domestic shareholder structure:

Shareholders	Quantity	Number of shares	Proportion of outstanding shares
Legal entities	77	261,708,038	66.86%
Individuals	17,198	94,386,838	24.12%
Total	17,275	356,094,876	90.98%

#### Detailed information on major domestic shareholders:

No.	Shareholders’ name and address	Main business lines	Number of shares held	Proportion of outstanding shares
1.	<b>Vietnam Oil and Gas Group</b>  Address: 18 Lang Ha Street, Ba Dinh District, Hanoi.  State-Owned Corporation  Website: www.pvn.vn	<ul style="list-style-type: none"><li>Discover, develop, process, store and transport oil, gas and other related services locally in Vietnam as well as internationally. Supply material and equipment for oil and gas industry. Distribute and trade oil, gas and petrochemical products;</li><li>Invest in production and trading of electricity, biofuel and renewable energy;</li><li>Ancillary businesses pertaining to oil, gas and energy industries.</li></ul>	233,204,253	59.59%

#### Foreign shareholders:

#### Detailed information on foreign shareholder structure:

Shareholders	Quantity	Number of shares	Proportion of outstanding shares
Legal entities	60	34,106,382	8.71%
Individuals	415	1,133,002	0.29%
Total	475	35,239,384	9.00%

#### Detailed information on major foreign shareholders: None



# BOM'S ASSESSMENT REPORT

## ASSESSMENT ON PERFORMANCE

Considering the assessed business and production performance in 2024, as presented in the preceding sections, and in accordance with the assignments and targets approved by the General Meeting of Shareholders, the Board of Management of PVFCCo affirms that the Corporation's timely, coordinated, and adaptive implementation of strategic measures has been instrumental in achieving its production and business objectives for 2024, as outlined below:

### Production

Thanks to the practice of periodic maintenance, the Corporation maintained stable and safe production operations in 2024. The review, adjustment, and application of the requirements were clearly effective, as total energy consumption of production progress in 2024 was lower than targets, and overall fuel, energy savings in the production sector reached VND 284 billion. In particular, there were numerous measures to increase the quality and output of NPK.

Phu My Fertilizer Plant achieved a production output of 850,000 tons of Urea 19 days in advance, the whole year's output reached 889,501 tons, 5% higher than the plan. Project settlement for NH<sub>3</sub> Revamp - Phu My NPK Complex has been approved. The project has been completed and put into stable operation. In 2024, the project complex continued to contribute nearly VND 2,400 billion in revenue, equivalent to 17% of the total revenue of the Corporation.



**Phu My Fertilizer Plant achieved a production output of 850,000 tons of Urea 19 days in advance, the whole year's output reached**

**889,501 tons**

**↑ 5% compared to the plan**



### Sales, marketing and product research



**PVFCCo has successfully traded nearly**

**1.3 million tons of fertilizers**

**and over 132 thousand tons of chemicals.**

The business model and sales policy have been gradually refined to align with the fertilizer market in 2024. In particular, the Corporation has announced its new brand name and image for the purposes of repositioning and enhancing brand identity, demonstrating innovation, building trust and increasing market reach. Flexible and appropriate changes have enabled brand and market share of Phu My Urea to maintain a stable position in the fierce competitive domestic fertilizer market and gradually realize the goal of dominating foreign markets. The Corporation exported 164 thousand tons of Phu My Urea in 2024. Furthermore, it has established a market presence with the quality of Phu My NPK, Potassium, and DAP, and continues to expand chemical production and business activities. The Corporation has strategically enhanced transportation, distribution, sales, and inventory policies to optimize business performance and expand its customer markets.

As a result, the Corporation has successfully traded nearly 1.3 million tons of fertilizers, including 899 thousand tons of Phu My Urea, 147 thousand tons of Phu My NPK, and 240 thousand tons of other fertilizers, along with over 132 thousand tons of chemicals.

### Capital construction investment and procurement projects



**Total disbursement for investment and procurement projects is over**

**258 billion VND**

BOM’S ASSESSMENT REPORT (CONTINUED)

ASSESSMENT ON PERFORMANCE


Organization, human resources, human resource development and restructuring

To drive innovation and development, the Corporation has established new functional divisions, including the Legal Compliance Division and the Digital Transformation and Information Technology Division, increasing the total number of divisions under the office division to 10 as of December 2024. The Corporation has restructured the job function matrix, redefining departmental and unit responsibilities and issuing corresponding regulations on accountability, aligned with the organizational and personnel framework.

Additionally, the Corporation has reviewed and refined regulations and processes on decentralization and coordination to enhance its internal document system, thereby improving administrative efficiency.

As part of the Salary Improvement Project, PVFCCo has restructured its job title system and salary scale accordingly. The Corporation has also reviewed and adjusted performance assessments, compensation, and benefits to better align with employee capabilities and performance outcomes. These changes have fostered employee innovation and enhanced talent retention within the Corporation.

Additionally, PVFCCo has revised the Competency Framework and Dictionary Manual to enhance performance assessment, serving as a foundation for employee training and capability development programs.




To drive innovation and development, the Corporation has established new functional divisions, including the Legal Compliance Division and the Digital Transformation and Information Technology Division

Safety-Health & Environment Policies


Security, safety, fire prevention, and rescue were always appreciated and strengthened by the business units, especially during holidays, Tet, etc. As a result, in 2024 the Corporation did not have any accidents happen affecting labor safety, production and business activities

Limitations and solutions, details as follows:




Business

The fertilizer industry faces increasing challenges, including price volatility, slowing economic growth, and the impacts of climate change. Therefore, enhancing market analysis and forecasting is essential to capitalize on opportunities and optimize business efficiency.



Restructuring

Restructuring has reached certain conclusion; however, the management structure is still cumbersome and does not satisfy our expectations. The restructuring project for the next stage has been submitted to the proper authorities for approval.



Capital Contribution to Associated Companies

The objective of divestment from affiliated enterprises is outlined as follows: Divestment from VNPOLY, PVC Mekong, Ut Xi Seafood Joint Stock Company, and others has not been executed. These companies continue to report poor performance, leading to a decline in the Corporation’s investment capital.



BOM’S ASSESSMENT REPORT (CONTINUED)

FINANCIAL ANALYSIS

Assets and Capital

Total assets according to PVFCCo’s consolidated financial statements as of 31 December 2024 were VND 16,558 billion, an increase of 24% compared to the beginning of the year (VND 16,558/13,309 billion). PVFCCo’s cash and cash equivalents decreased by 19% compared to the beginning of the year (VND 1,005/1,242 billion), short-term financial investments increased by 76% compared to the beginning of the year (VND 9,464/5,385 billion).

Liabilities

- As of 31 December 2024, PVFCCo’s payables amounted to VND 5,372 billion, reflecting a 205% increase from the beginning of the year (VND 5,372/1,764 billion), primarily comprising a short-term loan of VND 3,422 billion for working capital. The Corporation optimized idle funds through a six-month deposit at an interest rate of approximately 4%/year and secured a short-term loan (under six months) at an interest rate of about 3.6%/year.
- Total liability to total assets ratio and total liability to equity ratio increased compared to those of 2023, but the current ratio and quick ratio in 2023 remained higher than 1. This demonstrates a good capacity to pay debts, and the Corporation is not under any pressure on due debt, ensuring good production and business activities.
- Given the closing balance of Cash and Cash equivalents of VND 1,005 billion, there is sufficient funding for manufacturing, trading and investment projects as planned.

Profitability

PVFCCo’s profitability ratios, including ROE and ROA, increased over the same period, primarily due to higher profit after tax in 2024 compared to 2023.



ORGANIZATIONAL, POLICY, AND MANAGEMENT ENHANCEMENTS

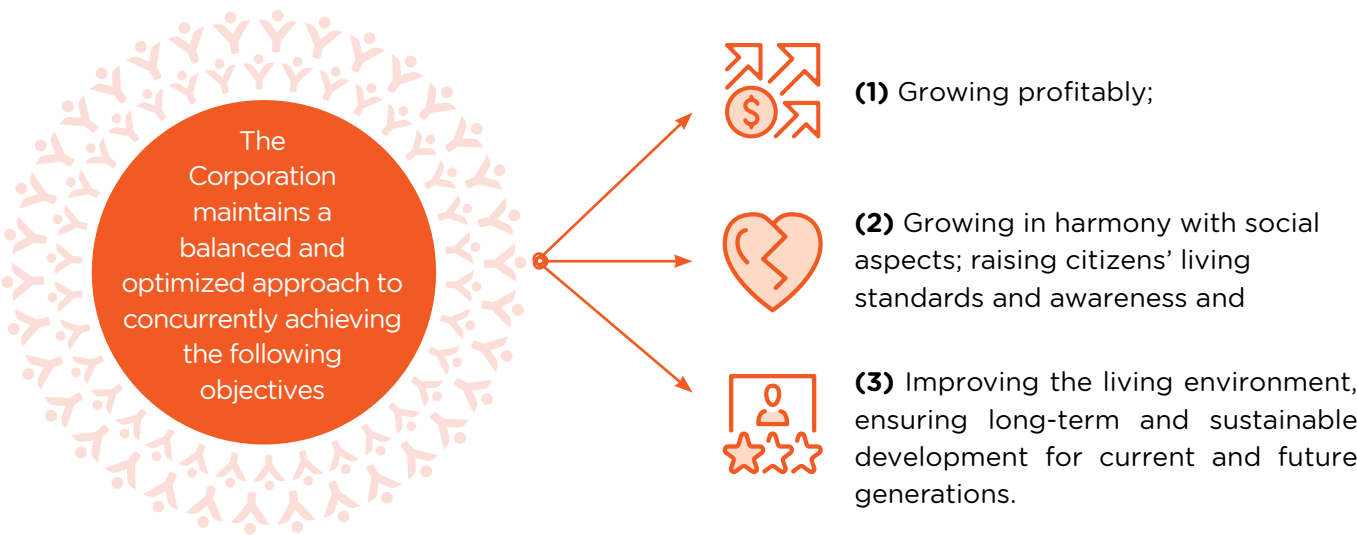
The Corporation has developed and executed a restructuring plan and roadmap for the 2021-2025 period. This includes ongoing review, adjustment, and updating of department/unit functions and tasks. Additionally, efforts are underway to enhance internal regulations, risk management, and salary policies, while accelerating the digital transformation journey.

DEVELOPMENT PLAN FOR THE FUTURE

Board of Management is executing strategic development plans, including mid-term production and business plans approved by General Meeting of Shareholders and Board of Directors.

MAKING ASSESSMENTS ON ENVIRONMENTAL, STAFF AND SOCIAL RESPONSIBILITIES

PVFCCo is a producer and distributor of fertilizer and chemicals. It is inextricably linked to agriculture, farmers, and rural Vietnam (the region accounts for 70 percent of the total population of Vietnam). In the past 20 years of developing, the business orientation “developing the enterprise integrated with environmental protection and social responsibility” has been preserved and developed by generations of employees as an asset and a cultural beauty of the enterprise.



In 2024, PVFCCo implemented strategic initiatives to drive sustainable development, supporting the national sustainability agenda and contributing to societal progress.

For comprehensive information on environmental, labor, and community responsibilities, please refer to Chapter 4 - Sustainability Report, pages 88.