

STEADFAST PATH

ALWAYS STAND FIRMLY
THROUGH EVERY CHALLENGE

CHAPTER 3 OPERATIONAL REPORT IN 2022

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OPERATIONAL SITUATION IN 2022

01 SITUATION OF PRODUCTION AND BUSINESS ACTIVITIES



PVCFC actively deploys a series of demonstration models in the locality

The year 2022 continues to be a turbulent year for the world, especially after the Russian-Ukrainian conflict took place. Increased and prolonged hostilities and Western sanctions against Russia have caused an unprecedented serious energy crisis. The prices of oil, natural gas and world agricultural products increased sharply. Meanwhile, major economies such as the UK, the US, the EU, and Japan... all suffered from a decline in economic growth, and many countries had to raise interest rates to curb inflation. According to statistics only in 2022, the US Federal Reserve (FED) has made 7 interest rate hikes, basically to about 4.25 - 4.5% - the highest level since December 2007 to prevent the world's largest economy fall into recession. In its December 2022 report, credit rating agency Fitch Ratings forecast the world economic growth at 2.6% in 2022 and down to 1.4% in 2023.



The constantly fluctuating world economic and political situation has caused many difficulties and challenges for domestic and foreign businesses. However, on the positive side, the high price of energy and agricultural products also benefits fertilizer manufacturing and trading companies in general and PVCFC in particular. In 2022, with the strategy of "Great adaptability - Strong innovation", on the basis of careful preparation of information technology application, management solutions, corporate culture, PVCFC has effectively implemented the production and business plan in 2022 and achieved a high record, specifically:



Performance of production and business indicators

No,	Indicators	Unit	TH 2021	2022		Ratio	
				Plan	Performance	Comparison (%)	
A	B	C	1	2	3	4=3/2	5=3/1
I OUTPUT INDICATOR							
1 Manufacturing products							
-	Converted Urea	Thousand tons	898.56	900.00	918.08	102%	102%
-	Of which, Urea based Products	Thousand tons	75.25	52.00	45.04	87%	60%
-	NPK	Thousand tons	48.19	120.00	115.03	96%	239%
2 Product consumption							
-	Urea	Thousand tons	750.03	800.00	844.08	106%	113%
-	Products from urea	Thousand tons	68.42	35.00	35.52	101%	52%
-	NPK	Thousand tons	38.39	80.00	83.67	105%	218%
-	Self-trading fertilizer	Thousand tons	161.07	83.00	123.48	149%	77%
II CONSOLIDATED FINANCIAL INDICATORS							
1	Total revenue	VND Billion	10,041.67	14,524.82	16,240.76	112%	162%
2	Profit before tax	VND Billion	1,956.27	3,897.89	4,596.31	118%	235%
3	After tax profit	VND Billion	1,826.12	3,660.63	4,321.08	118%	237%
4	Payments to the state budget	VND Billion	222.41	578.34	679.34	118%	305%
III FINANCIAL INDICATORS OF THE PARENT COMPANY							
1	Total revenue	VND Billion	10,056.63	14,564.62	16,214.03	111%	161%
2	Profit before tax	VND Billion	1,950.55	3,895.74	4,586.06	118%	235%
3	After tax profit	VND Billion	1,821.83	3,659.38	4,313.44	118%	237%
4	Payments to the state budget	VND Billion	196.77	573.91	674.31	117%	343%
5	Ratio profit before tax / charter capital	%	37	74	87	118%	235%
IV INVESTMENT IN BASIC CONSTRUCTION & MS TTB							
1	Total investment	VND Billion	72.58	89.60	85.78	96%	118%
2	Investment funds	VND Billion	72.58	89.60	85.78	96%	118%
-	Equity	VND Billion	72.58	34.60	31.59	91%	44%
-	Other loans	VND Billion	-	55.00	54.19	99%	-

Note: (*) The planned indicators for 2022 are implemented according to the announcement 2022/PVCFC-IR dated December 29, 2022 of PVCFC. These indicators are adjusted to replace the production and business indicators approved in the Resolution of the 2022 annual meeting No. 828/NQ-PVCFC dated April 26, 2022.

REMARKS ON THE PERFORMANCE

REGARDING THE PERFORMANCE OF THE PARENT COMPANY

In 2022, PVCFC completed the indicators assigned by the General Meeting of Shareholders with impressive and especially, the revenue, profit, profit/capital ratio reached the highest record ever:

UREA PRODUCTION OUTPUT REACHED

918.08 THOUSAND TONS

Urea production output reached 918.08 thousand tons, fulfilled 102% of the plan and reached 102% compared to the same period in 2021.

NPK CONSUMPTION VOLUME REACHED

115.03 THOUSAND TONS

This is the first year of commercial production by the NPK workshop and the output reached 115.03 thousand tons, which is 139% higher than the same period in 2021.

UREA CONSUMPTION REACHED

844.08 THOUSAND TONS

Urea consumption reached 844.08 thousand tons, equaling 106% of the plan and reaching 113% compared to the same period in 2021. NPK consumption reached 83.67 thousand tons, marking the penetration into the market. impressive market of NPK Ca Mau in the context of fierce competition with reputable and long-standing NPK business units in the market.

TOTAL CONSOLIDATED REVENUE REACHED

16,240.76 VND BILLION

Total consolidated revenue reached 16,240.76 VND billion, fulfilling 112% of the plan, up 62% over the same period. This is the first year that the Company has fulfilled its revenue indicator of over 16,000 billion with constant efforts in consumption as well as benefiting from the high selling price.

THE CONSOLIDATED PROFIT BEFORE TAX

4,596.31 VND BILLION

The consolidated profit before tax was 4,596.31 VND billion, equaling 118% of the plan, up 162% over the same period. consolidated after tax profit was 4,321.08 VND billion, fulfilling 118% of the plan, up 137% over the same period. This is the highest profit ever of PVCFC due to the increase in revenue, and at the same time the Company implements activities to optimize savings and reduce savings, and is flexible in management activities. Payments to the state budget were 679.34 VND billion, reaching 117% of the plan, up 205% over the same period in 2021.



NPK consumption volume reached 83.67 thousand tons, marking the impressive market penetration of Ca Mau NPK

REMARKS ON THE PERFORMANCE (CONTINUED)

REGARDING PERFORMANCE OF SUBSIDIARY - PETROVIETNAM PACKAGING JOINT STOCK COMPANY (PPC)

PPC has strived to complete the indicators assigned by the parent company: achieving the plan and the same period in terms of packaging production output, timely supply, and quality assurance of packaging for PVCFC.

Besides, PPC is always actively looking for external markets for two product lines of packaging & fertilizer; cooperate with PVCFC to research and apply QR code printing on packaging to control the flow of goods; coordinate research and trial production of new fertilizer lines according to PVCFC's strategic direction.



Ca Mau Fertilizer products with outstanding packaging have been trusted by farmers.



Ca Mau NPK products at the display booth during the 8th Dak Lak Coffee Festival

REVENUE INCREASED BY



8% COMPARED TO THE PLAN

3% OVER THE SAME PERIOD IN 2021

PROFIT BEFORE TAX INCREASED



14% COMPARED TO THE PLAN

4% COMPARED TO THE SAME PERIOD IN 2021

02 ORGANIZATION AND PERSONNEL

EXECUTIVE BOARD OF THE COMPANY

No.	Full name	Position	Number of shares owned at period closing	Shares ownership ratio at period closing
1	Mr. Van Tien Thanh	General Director	30,000	0.005667%
2	Mr. Tran Chi Nguyen	Deputy General Director	1,600	0.000302%
3	Mr. Le Ngoc Minh Tri	Deputy General Director	1,600	0.000302%
4	Mr. Nguyen Tuan Anh	Deputy General Director	0	0.000000%
5	Ms. Nguyen Thi Hien	Deputy General Director	0	0.000000%
6	Mr. Nguyen Thanh Tung	Deputy General Director	5,003	0.000945%
7	Mr. Dinh Nhu Cuong	Chief accountant	2,900	0.000548%

CHANGES IN EXECUTIVE BOARD In 2022, PVCFC has no change in Executive Board personnel.

HR REPORT 2022

PVCFC always upholds the strength of human resources, considering each employee as a valuable asset of the Company. The company is constantly improving the management model, creating an attractive working environment, focusing on building and training human resources with high professional qualifications, good qualities, and promoting personal development. sustainability of the Company.

TỔNG QUAN LỰC LƯỢNG LAO ĐỘNG

As of December 31, 2022

**THE TOTAL NUMBER OF EMPLOYEES
OF THE COMPANY IS**

1,042 PEOPLE



**THE AVERAGE SALARY
IN 2022 IS**

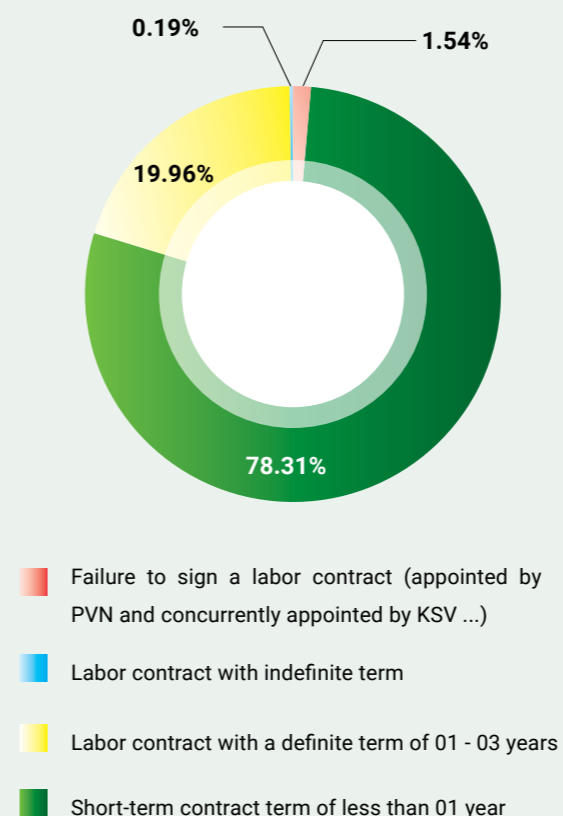
29.76 MILLION VND/
PERSON/MONTH

**THE AVERAGE INCOME
IN 2022 IS**

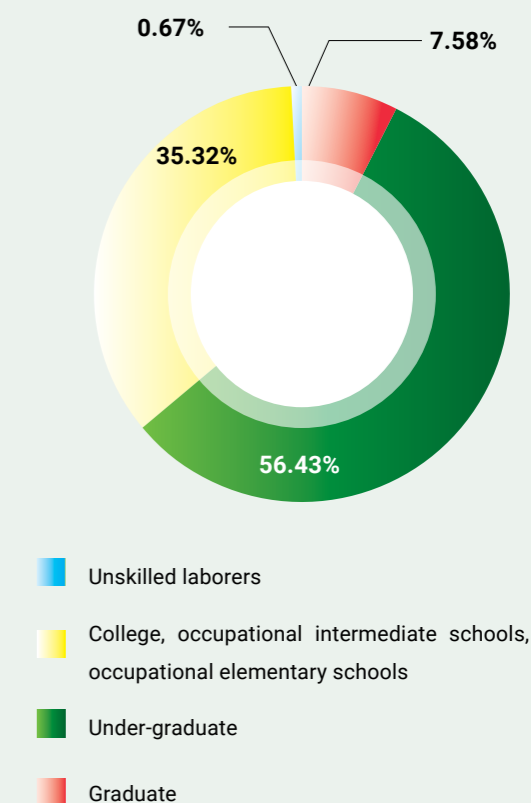
36.53 MILLION VND/
PERSON/MONTH

THE LABOR STRUCTURE OF THE COMPANY IS SHOWN AS FOLLOWS

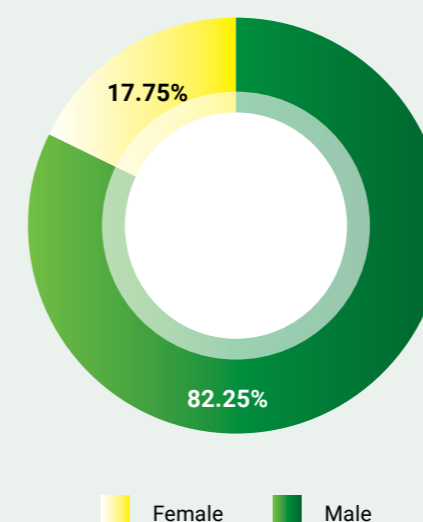
CLASSIFICATION BY TERM OF LABOR CONTRACT



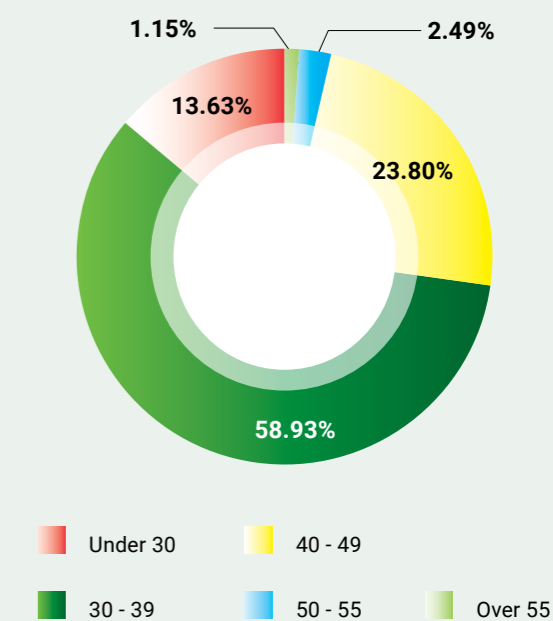
CLASSIFICATION BY LEVEL OF EXPERTISE

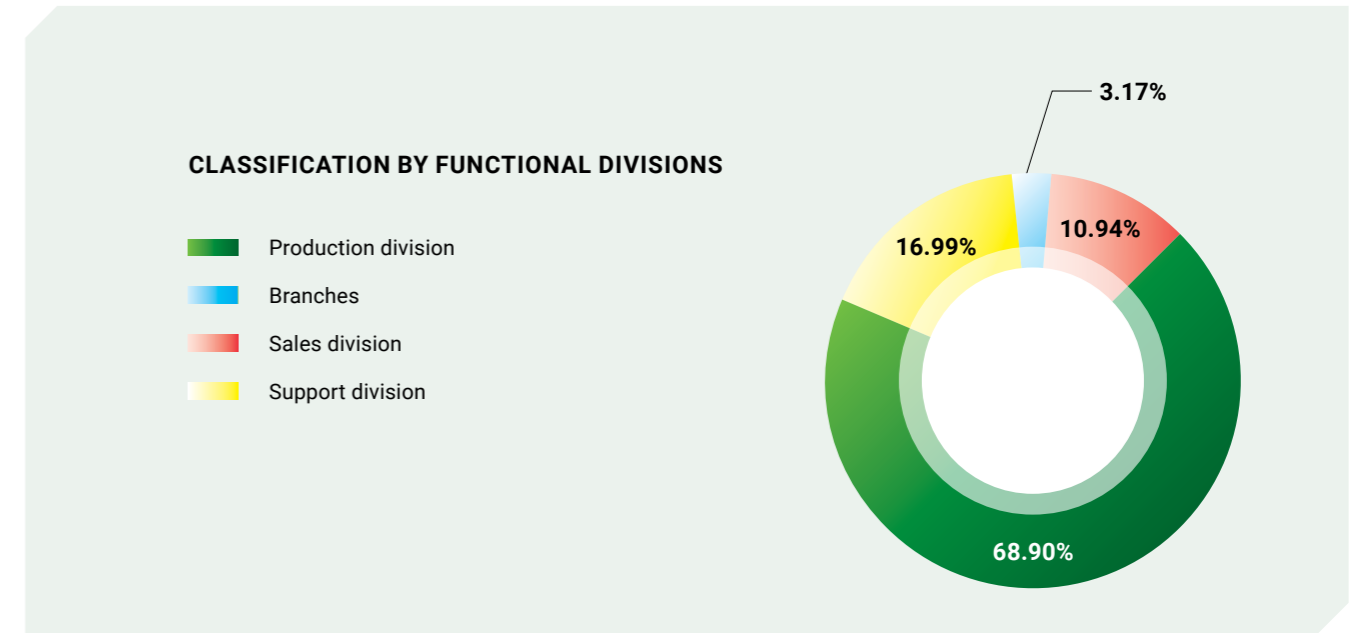
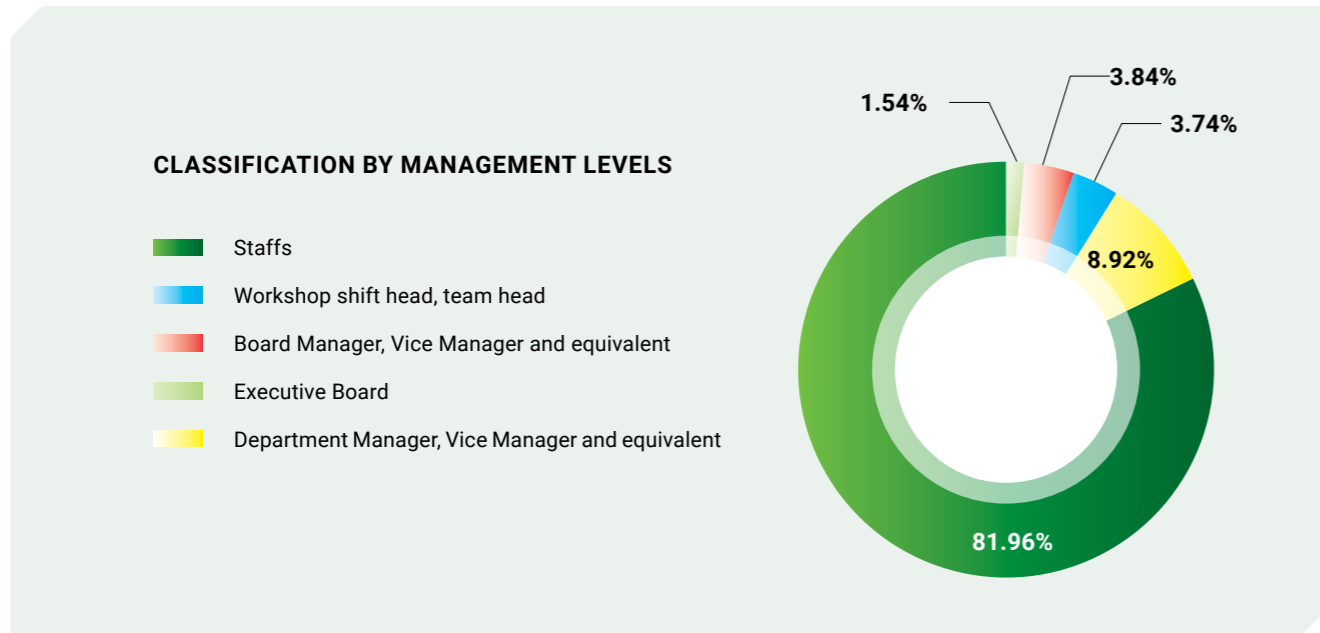


CLASSIFICATION BY GENDER



CLASSIFICATION BY AGE





In 2022, the number of employees increased by 22 people compared to the end of the period in 2021 due to the recruitment of additional missing personnel for departments/units according to the staffing schedule and the need to use labor to serve production and business.

Employees and cadres planning, assessment and classification are carried out in accordance with regulations and processes, stemming from actual needs. The appointed cadres have well promoted their roles and tasks in their new positions, contributing to the construction and development of the Company.



PVCFC's staff at the Review Conference 2022

POLICIES AND BENEFITS FOR EMPLOYEES

Remuneration policy

The salary policy is always perfected by the Company with the goal of creating all conditions for employees to feel secure and stick with the Company for a long time. In 2022, the Company will pay salaries, bonuses, overtime pay, and other allowances in accordance with the regulations on management of salaries and bonuses in accordance with the provisions of the Law, the Group and the provisions of law of the company.



PVCFC Trade Union Congress term 2023-2028

Insurance and benefits policy

The Company implements policies on social insurance, health insurance and unemployment insurance for employees according to current regulations of the State. In 2022, the Company does not owe social insurance, health insurance, unemployment insurance.

Insurance payment	Unit	Year 2020	Year 2021	Year 2022
Social insurance	VND	50,940,330,264	53,532,779,655	55,738,288,840
Health insurance	VND	9,021,022,719	9,547,281,420	9,956,269,170
Unemployment insurance	VND	4,214,046,825	3,910,995,569	2,937,511,100

In addition, the Company also buys in comprehensive health care insurance for employees such as PVI Care, Voluntary retirement insurance, "Postpaid benefits" Life insurance, etc., carry out activities to take care of spiritual life, give gifts, support tough situations for staff and employees, organize cultural exchange programs and sports festivals to create a spiritual playground and create solidarity within the Company.

Holiday regime, Tet holiday

PVCFC arranges employees to take vacations, Tet holidays ... correctly and sufficiently in the number of days, or arrange alternate leave and make-up breaks in accordance with the provisions of the Labor Code.

Maternity

PVCFC fully and promptly implements maternity benefits for female employees, ensuring compliance with regulations on social insurance and health insurance.

Education policy

At PVCFC, the training and development of human resources is always concerned by the Company's leaders in order to create favorable conditions for employees to maximize their inherent potential and increase their engagement with the Company. In 2022, the Company has effectively implemented training courses on management, corporate governance, skills improvement, expertise, corporate culture development, specifically: Professional human resource director, Corporate governance according to good and advanced practices in the world, Environmental - Social - Governance issues of corporate...

Changes in policies for the laborers

In 2022, the Company has made a number of improvements in the field of salary, regimes and policies to serve the Company's human resource development strategy such as: Draft amending and promulgating regulations on management salary, bonus and welfare regime; Employee policy of the Company; Reviewing regulations on salary and bonus for the position of Area Manager, Customer Manager of the Sales Department and promulgated to apply from January 2023.



03 INVESTMENT SITUATION, PROJECT IMPLEMENTATION SITUATION

From the beginning of 2022, after the epidemic response policy was released and travel activities resumed normally, PVCFC has urgently implemented a number of preparations to invest in projects according to the approved list, such as: surveying, selecting site locations to receive transfers in accordance with project requirements, contacting and negotiating with partners, carrying out other necessary legal procedures for the implementation. project...

Basically, the investment indicators of the projects are still low compared to the plan because the site preparation for the project faces many difficulties such as: the real estate market is quiet, transactions are gloomy, the disagreement of planning management of the locality where the project is implemented, resulting in the time extension of granting investment policies, the investment value is large, the project investment location is in a remote locality, the asset purchase valuation faces difficulties, the required legal corridor must be strictly implemented. Therefore, the work of receiving land transfer to implement the project needs to be carried out carefully.



In addition, the items of equipment procurement for network security and administration activities are still carried out according to the plan to ensure continuous and safe operation, improve and digitize management activities, improving labor productivity.

However, the bright lights in investment that should be mentioned are:

COMPLETING THE FINAL SETTLEMENT “PROJECT OF COMPLEX FERTILIZER PRODUCTION FROM MOLTEN UREA 300,000 TONS/YEAR”.

COMPLETED THE TRANSFER OF LAND USE RIGHTS AND WAS GRANTED BY THE LONG AN PROVINCIAL PEOPLE’S COMMITTEE THE DECISION TO APPROVE THE INVESTMENT POLICY OF THE PVCFC RESEARCH AND DEVELOPMENT CENTER PROJECT.

COMPLETING THE INVESTMENT PREPARATION FOR IMPLEMENTATION OF THE PROJECT “EXPANDING RAIN COVER FOR PRODUCT PRODUCTION SYSTEM”.

COMPLETING INVESTMENT PREPARATION “HOUSING PROJECT FOR OFFICIALS AND EMPLOYEES OF CA MAU PVC FERTILIZER JOINT STOCK COMPANY - LC”.

COMPLETING THE FINAL SETTLEMENT AND PUTTING INTO OPERATION “ITEM OF TRANSFORMATION AND SUPPLY OF RAW CO2” TO INCREASE THE RESIDUAL CO2, INCREASING UREA PRODUCTS, CONTRIBUTING TO INCREASE IN REVENUE AND PROFIT.



TOTAL INVESTMENT VALUE IN 2022

85.78 VND BILLION

REACHING **96%** OF THE YEAR PLAN

04 FINANCIAL SITUATION

FINANCIAL SITUATION (CONSOLIDATED)

No.	Financial indicators	Year 2021 (VND billion)	Year 2022 (VND billion)	Comparison (%)
1	The total value of assets	11,072.12	14,166.86	128%
2	Net Revenue	9,869.76	15,924.53	161%
3	Profits from business activities	1,954.50	4,593.15	235%
4	Other profits	1,767.08	3,166.45	179%
5	Profit before tax	1,956.27	4,596.31	235%
6	After tax profit	1,826.12	4,321.08	237%

KEY FINANCIAL INDICATORS

No.	Financial indicators	Unit	Year 2021	Year 2022	Note
1 Indicators of liquidity					
	Short-term payment ratio	Time	2.28	4.04	
	Quick payout ratio	Time	1.59	3.25	
2 Capital structure indicators					
	Liabilities/Total Assets ratio	%	32	25	
	Liabilities/Equity ratio	%	48	34	
3 Performance indicators					
	Inventory turnover	Day	4.67	4.56	
	Net Revenue/Total Assets	%	89.14	112.41	
4 Profitability indicators					
	After tax profit/Net revenue ratio	%	18.50	27.13	
	Profit before tax/Total revenue ratio	%	19.48	28.30	
	After tax profit/Equity ratio (ROE)	%	26.46	47.79	
	After tax profit/Average total assets ratio (ROA)	%	18.46	34.24	



05 SHAREHOLDER STRUCTURE, CHANGE IN OWNER'S INVESTMENT CAPITAL

STOCK INFORMATION AS OF DECEMBER 31, 2022

Par value shares 10,000 VND/share	Total value of shares 5,294,000,000,000 VND	Types of shares in circulation Common shares
Number of freely transferable shares 529.4 million shares	Number of shares restricted to transfer 0 (zero) shares	The company has no securities traded overseas.

SHAREHOLDER STRUCTURE AS OF DECEMBER 31, 2022

No.	Shareholder	Number (person/organization)	Number of shares (shares)	Value at face value (VND)	Ratio
I	Domestic shareholders	20,982	498,451,013	4,984,510,130,000	94.15
1	Organization shareholders	90	409,291,750	4,092,917,500,000	77.31
1.1	Of which: PVN	1	400,023,057	4,000,230,570,000	75.56
1.2	Other	89	9,268,693	92,686,930,000	1.75
2	Individual shareholders	20,922	89,159,263	891,592,630,000	16.84
II	Foreign shareholders	112	30,948,987	309,489,870,000	5.85
1	Institutional shareholders	30	29,240,890	292,408,900,000	5.52
2	Individual shareholders	82	1,708,097	17,080,970,000	0.32
	Total	21,094	529,400,000	5,294,000,000,000	100.00

Information about major shareholders owning more than 5% of charter capital as of December 31, 2022

Name of shareholder	Business registration number/ID card	Address	Number of shares hold (share)	Proportion/capital (%)
Vietnam Oil and Gas Group - PVN	0106000811	18 Lang Ha, Ba Dinh District, Hanoi	400,023,057	75.56
Total			400,023,057	75.56

Changes in owner's investment capital

In 2022, the Company has no change in owner's investment capital.

Treasury shares

Current number of treasury shares: 0 (zero) shares

In 2022, the Company did not conduct treasury stock transactions.

Other Securities

In 2022, the Company did not issue any securities.

REPORT AND ASSESSMENT OF THE BOARD OF GENERAL DIRECTORS

01 SITUATION OF PRODUCTION AND BUSINESS ACTIVITIES

The world entered 2022 with the hope of a “new normal” life after the Covid-19 pandemic, but very soon faced crises in all fields, especially, bringing challenges for the global fertilizer market. Continuous fluctuations in prices, supply and demand have affected countries to varying degrees. However, maintaining a high fertilizer price is also beneficial for fertilizer production and trading enterprises in the world and in Vietnam.

In addition, our country’s economy in the past year has witnessed a strong recovery, creating momentum for businesses to develop and achieve many successes. In that general context, with the strategy of “Great adaptability - Strong innovation”, PVCFC has strived to synchronously deploy proactive, flexible and innovative business solutions to take advantage of opportunities, overcome difficulties, develop breakthroughs with proud production and business results, specifically:

Performance of production and business indicators

In 2022, PVCFC has completed and surpassed the main indicators of the plan, especially the indicator of outstanding growth in revenue and profit, which recorded the highest level ever.

UREA OUTPUT	918.08	THOUSAND TONS	reach	102% of the plan
NPK PRODUCTION	115.03	THOUSAND TONS		

UREA OUTPUT	844.08	THOUSAND TONS	reach	113% of the plan
NPK CONSUMPTION	83.67	THOUSAND TONS		

TOTAL CONSOLIDATED REVENUE REACHED	16,240.76	VND BILLION	fulfilling 112% of the plan, exceeding the indicator revenue in 2025 expected to be 15,000 VND Billion.
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CONSOLIDATED PROFIT BEFORE TAX REACHED	4,596.31	VND BILLION	reach	235% of the plan
CONSOLIDATED AFTER TAX PROFIT REACHED	4,321.08	VND BILLION		



General Director of PVCFC in the event that Ca Mau Fertilizer Plant reached the output milestone of 9 million tons of Urea

Production operation management



The plant maintains safe, stable and efficient operation. On November 22, 2022 Ca Mau Fertilizer Plant reached 9 million tons of Urea output after more than 10 years of commercial operation.



In 2022, the plant underwent a mid-year overhaul (every two years) with more than 3,000 items of equipment, including 13 items of optimization transformation. Medium maintenance in 2022 took place in an urgent, proactive and creative spirit in implementing solutions, execution plans, and medium maintenance takes place in 18 days (including stopping and restarting the machine), saving 18 hours compared to plan. After medium maintenance, the plant’s capacity reached 115% of the design, an increase of 3.4% compared to the same period in 2021.



With efforts in implementing solutions for safe operation - quality - progress - efficiency, along with enhancement the application of science and technology in production, Ca Mau Fertilizer Plant has been recognized by the world leading Haldor Topsoe Technology Copyright Office as the “Top 10% Lowest Energy Plant in the World” and granted by the Copyright Office TOYO Engineering Company (TEC) a certificate of the record of maintaining the Granulation workshop according to TOYO’s chisel technology, with 45 days of continuous and stable operation.



Optimization activities are still identified by PVCFC as an important strategic tip to increase output, optimize fuel resources, and improve product quality. During the year, PVCFC is implementing 10 optimization improvement items such as: liquid separation of the input gas source, optimizing the operation of catalysts and equipment, recovering more energy from exhaust gases..., increase the working efficiency of equipment, increase capacity, increase output, save and reduce gas consumption. The profit value reached more than 209 VND billion.



Service activities in the industry are focused and promoted by PVCFC, of which, signing a cooperation agreement with PVD Tech to improve the quality of maintenance and repair personnel, comprehensively develop maintenance services to a new level as well as improve production and business capacity that belongs to the strength of each party. During the year, PVCFC alternately sent cadres from the fields (control, electrical, mechanical) to participate in supporting services for Thai Binh Thermal Power Plant, Ninh Binh Fertilizer, Nghi Son Refinery, Vung Ang... and has revenue recognized from the services segment.

REPORT AND ASSESSMENT OF THE BOARD OF GENERAL DIRECTORS

01 SITUATION OF PRODUCTION AND BUSINESS ACTIVITIES

1.3 Business management – media marketing

In 2022, fertilizer prices recorded the highest increase ever. However, the long lasting high selling price has led to a decrease in fertilizer demand. It is estimated that domestic demand in the year will decrease by about 20-30% from region to region. Consumption volume was much lower than that of the previous years, causing domestic consumption to face new difficulties and challenges.

Being aware of that situation, PVCFC has made flexible adaptation solutions, on the one hand always ensuring the source of goods for the domestic market, on the other hand, promoting exports to reduce inventory pressure and increase market share, influence in other markets such as India, France, Mexico, Croatia, Bangladesh, Myanmar, Thailand... In general, in terms of market share of Ca Mau Urea, PVCFC still maintains and keeps its market share of Ca Mau Urea in the target market (Southwest, Cambodia, Southeast, Central Highlands and Central and Northern markets). In 2022, PVCFC's export volume was also recorded at a record high level of 410,000 tons (accounting for 50% of consumption volume) and brought about export turnover of 260 million USD.

Thanks to the innovative approach to the market, during the year PVCFC has successfully implemented business management and media marketing, including:

Innovating the way to approach indicator customers in the consumption of NPK and microbial organic products in the direction of reducing the concentration of resources on distribution channels, promoting investment of resources for end consumers, the platform of digitizing business activities and media marketing. Therefore, in 2022, PVCFC has impressively penetrated the market share for Ca Mau NPK products with more than 80 thousand tons of consumption for the first year of commercial operation.

Maximizing application of digital platforms in sales and marketing communications in the context of the impact of the Covid-19 epidemic, unable to directly interact with customers. Exploited platforms such as ERP, Eoffice, DMS, CRM, 2Nong app, etc. have been playing an active role in ensuring smooth and economical business and marketing activities. expense.



1.4 Construction investment activities



Engineers are carrying out expertise supervision at the factory

TOTAL INVESTMENT VALUE IN 2022 WAS

85.78 VND BILLION | REACHING **96%** OF THE YEAR PLAN

In 2022, the Company completed the acceptance and put into operation 02 projects, namely the Project of Production of Complex Fertilizers from Molten Urea with a capacity of 300,000 tons/year and the Project of Transformation and Supply of Raw CO2 at Ca Mau Fertilizer Plant.

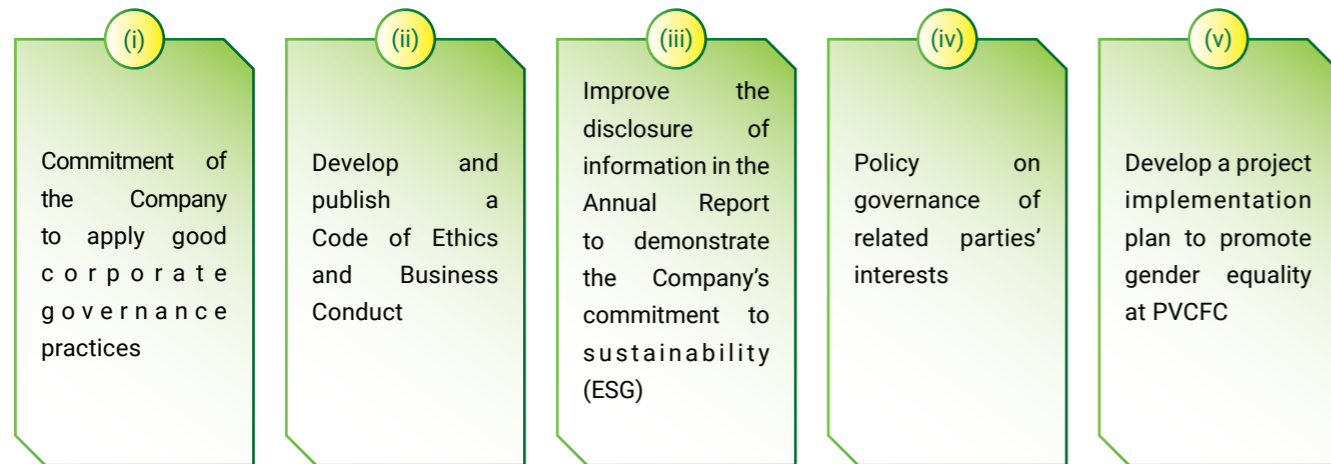
In addition, the Company also implemented a number of other projects such as: Project to expand the rain roof for the production system of Ca Mau Fertilizer Plant; Raw material storage project; Project of Center for application and transfer of high-tech agricultural production technology.



1.5 Other management activities

Governance work

- » PVCFC has upgraded the management system, both in terms of “hardware” and “software” according to international best practices. Taking Innovation - Creativity in research, science and technology improvement, business model transformation as the focus; Oriented to expand domestic and foreign markets, enhance import-export activities and self-trading; Shifting to the step of “Developing Corporate Culture”, expanding to create a community development ecosystem in the locality, as follows:
- » Select Microsoft Azure solution to build Data Warehouse database for the whole Company; Power BI tools for administration; Pi System-OSIsoft solution to build production operation information system and build an ecosystem of technologies for business.
- » Deploy the project of enhancing corporate governance capacity: Establish a project committee to coordinate the implementation of IFC’s recommendations:



PVCFC's Board of Directors in the General Meeting of Shareholders in 2022

The work of organizational management, corporate culture

PVCFC culture has been formed and developed in parallel with the development process of the Company. Undergoing through the process of creating a foundational culture with 7 Habits, taking people as a center, PVCFC increasingly shows the rightness when choosing a core value system with 7 effective habits to operate and develop.

With a sustainable cultural background including core values, rules, management style, business method, behavior and attitude of employees towards each other and to customers, PVCFC has overcome all difficulties and challenges to well complete the tasks of production and business.

In 2022, PVCFC will continue to train and remind leaders and middle-level managers about 7 Habits and additionally train new employees; Organize training programs combining extracurricular activities with the theme “Flexible Adaptation” to exchange and create cohesion, deep understanding and sharing in work.

Restructuring work

PVCFC has proactively prepared necessary works to improve the value of capital and assets: Completing information about PVCFC to publicize and attract foreign investors in the digital space; finding potential investors through foreign consultants; updating the 5-year plan 2021 - 2025, developing and completing the development strategy to 2035, with a vision to 2045 with development goals in line with fluctuations of the economic situation along with energy transition quality, digital transformation... to increase the competitiveness and market value of PVCFC, create a premise for new development steps, attract investors, and implement the divestment of PVN in PVCFC.



OTHER MANAGEMENT ACTIVITIES

Research and development work



PVCFC continuously researches and improves product quality, serving the agriculture industry

- » Completing the research, evaluation and testing of plant groups suitable to the characteristics of specialized NPK products for rice on alluvial and saline soils, which have been included in the group of formulas for production and business; Successfully researching two preparations ANRD-02 and NEB+ on crops and fields, added to the formula set of products registered for circulation.
- » Developing a soil fertility map and recommend fertilizer for rice and fruit trees according to ecological regions in the Mekong Delta; Researching suitable fertilizer lines and nutritional solutions for fruit trees (mango, durian, pomelo, jackfruit) in the ecological area of Dong Thap Muoi acid soil to advise farmers on suitable plant and fertilizer suitable for each region.
- » Continuing to coordinate with domestic and foreign partners: Member Institutes of Vietnam Academy of Science and Technology; Can Tho University; Vietnam Petroleum Institute; Institute of Tropical Biology; Company Agmor Inc (USA), Copyright Neb26... aims to research and develop a line of NPK fertilizers supplemented with substances to improve the efficiency of fertilizer use, including biologically active substances, degrading microorganisms. phosphorus, nitrification inhibitor.
- » In addition, after supplementing the Research Center in Long An, PVCFC focused on operation orientation, planning and subdivision to conduct cultivation and testing to ensure effective exploitation.

Cost management, saving/reduction

PVCFC implements synchronously and flexibly the optimal solutions to save energy and improve the efficiency of the plant, well implements cost management and product cost through the assignment of detailed cost plans. to each department to serve as a basis for controlling, evaluating the implementation, and using reasonable costs.

IN 2022, THE TOTAL SAVINGS/REDUCTION WAS

135.05 VND BILLION | REACHING **243%** OF THE PLAN

Of which, saving of the norm of raw materials and energy was	from management, selling, general production was	from construction investment management was
116.56 VND Billion	18.12 VND Billion	0.37 VND Billion



General Director of PVCFC met with Comrade Tran Quoc Vuong when he visited Ca Mau Gas, Power, Fertilizer Complex



02 ADVANCEMENTS MADE DURING THE YEAR

With the goal of becoming a leading brand in the field of fertilizer production and trading, with the mission of a pioneer in providing plant nutrition solutions on the journey of sustainable development, PVCFC's mark in the past years continued to be effectively promoted in 2022 with typical achievements as follows:

ACHIEVEMENTS IN PRODUCTION AND BUSINESS OPERATION

The year 2022 ends with PVCFC's unprecedented record production and business results, including:

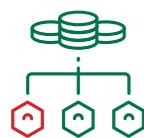
Total revenue reached **VND 16,240.76 billion, up 62%** over the same period in 2021, exceeding the indicator revenue in 2025 expected at VND 15,000 billion.

Ca Mau Fertilizer Plant reached **9 million tons of urea output** after more than 10 years of commercial operation. **NPK plant reached more than 115 thousand tons of NPK output** in the first year of commercial production.



PVCFC's staff on the 12th anniversary of the Company's establishment

PVCFC's export and market expansion has also achieved great success with



PVCFC's official presence in **14** different countries

contributing to the revenue of **260** USD Million

export volume for the first time reached **410** thousand tons (accounting for 50% of consumption volume)

equivalent to about **6.200** VND Billion

ACHIEVEMENTS IN 4.0 TECHNOLOGY APPLICATION AND DIGITAL TRANSFORMATION



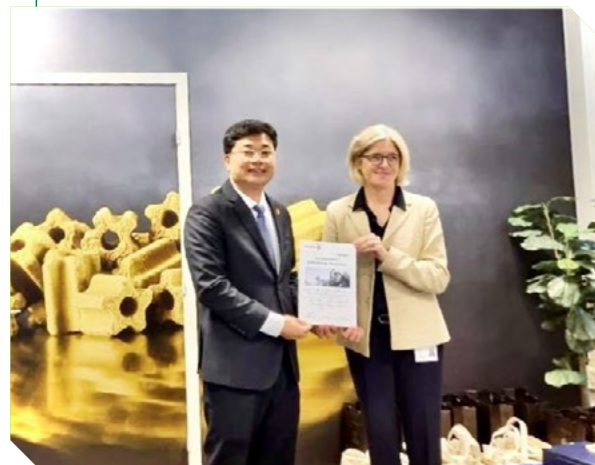
PVCFC's staff in the digital transformation training event 2022

Digital transformation has always been a strategic goal of PVCFC. **Up to now, it can be affirmed that PVCFC is a pioneer in digital transformation in the fertilizer industry,** widely applying scientific achievements to all aspects of the Company's activities including production, business, operation, In the future, PVCFC also aims to become a hi-tech agricultural application enterprise - catch the trend and lead the market.

02 ADVANCEMENTS MADE DURING THE YEAR

ACHIEVEMENTS IN 4.0 TECHNOLOGY APPLICATION AND DIGITAL TRANSFORMATION

- » In terms of production operation, in 2022, PVCFC is honored to be awarded the certificate of achievement by Toyo Copyright (Japan) for successfully repairing and renovating the urea granulation system. Especially, with the maintenance of the granulation cluster for 45 days of continuous operation (the period from February 7, 2022 to March 23, 2022), PVCFC has become the company that maintains the granulation cluster operating continuously and stably in longest time in tropical countries using Toyo's fluidized bed granulation technology.
- » Also in the year, Ca Mau Fertilizer Plant was selected by the leading European copyright holder Haldor Topsoe as one of the "Top 10% of Plants with the lowest energy consumption in the world" and in the group of 10% of the few global manufacturers of high capacity.



PVCFC was honored to be awarded the certificate of achievement by Toyo Copyright (Japan) for the successful repair and renovation of the urea granulation system.

ACHIEVEMENTS IN 4.0 TECHNOLOGY APPLICATION AND DIGITAL TRANSFORMATION

- » In governance, PVCFC promoted and enhanced the application of 4.0 achievements to standardize processes, unify data, firmly connect between internal units, and improve operational efficiency for the Company.
- » In 2022, the Company has deployed an electronic signature application for all employees. Flexible digitized processes, other application systems such as: human resource management, risk management, office administration, webinars, corporate and employee connection, etc. have been carried out in an extremely professional, scientific manner, optimizing the goals that the Company sets for each item.



In the period of 2023 - 2025, PVCFC will continue to consolidate, build databases and connect application systems on the basis of information technology; applying AI, IoT, Machine Learning technologies... to automate work for production and business, promote growth, competitiveness for a more sustainable and prosperous development of the Company.

03 FINANCIAL SITUATION

SITUATION OF ASSETS AND SOURCES OF CAPITAL

Property situation

Property structure	2021		2022	
	Value (VND billion)	Proportion (%)	Value (VND billion)	Proportion (%)
Cash and cash equivalents	427.65	3.86%	2,125.63	15.00%
Inventory	2,204.08	19.91%	2,282.53	16.11%
Fixed assets	3,405.62	30.76%	2,206.85	15.58%
Other assets	5,034.77	45.47%	7,551.85	53.31%
Total assets	11,072.12	100%	14,166.86	100%

PVCFC's total consolidated assets as of December 31, 2022 was VND 14,166.86 billion, an increase of VND 3,094.74 billion compared to the beginning of 2022, including: current assets of 11,624.19 VND billion, an increase of 4,347.90 VND billion compared to the beginning of 2022; Long-term assets were 2,542.67 VND billion, down 1,253.16 VND billion compared to that of the beginning of 2022.

Funding situation

Capital structure	2021		2022	
	Value (VND billion)	Proportion (%)	Value (VND billion)	Proportion (%)
Short-term liabilities	3,186.61	28.78%	2,874.43	20.29%
Long-term liabilities	407.41	3.68%	686.98	4.85%
Equity	7,478.10	67.54%	10,605.45	74.86%
Total funding	11,072.12	100%	14,166.86	100%

Equity of PVCFC as of December 31, 2022 is VND 10,605.45 billion, an increase of VND 3,127.35 billion compared to January 1, 2022 thanks to profits from business activities.

Debt situation



TOTAL CONSOLIDATED LIABILITIES AS OF DECEMBER 31, 2022

3,561.41 VND BILLION

down 32.61 VND billion compared to the beginning of the year, mainly focusing on short-term debt, as follows:

Shorter payable to the vendors was 1,028.47 VND billion, of which: Vietnam Oil and Gas Group 529.07 VND billion, Electricity of Vietnam Oil and Gas Group 57.83 VND billion, Sun Life Insurance Company Limited Life Vietnam 24.57 VND billion, PetroVietnam Fertilizer and Chemicals Corporation - JSC - Petrochemical Trading Branch 23.73 VND billion, Vietnam Petro Freight Logistic & Investment Joint Stock Company 20.71 VND billion, Thuan Phat Transport Joint Stock Company 17.81 VND billion, others 354.75 VND billion.

Other short-term payables were 304.14 VND billion, mainly from potential differences in value, safety bonus fund, margin receipt, short-term deposit, commission expenses for sales, public expenses, etc. union, social security expenses, pay Ca Mau Gas - Electricity - Fertilizer Project Management Board...

04 IMPROVEMENTS IN ORGANIZATIONAL STRUCTURE, POLICIES, MANAGEMENT



PVCFC's Board of Directors in a regular meeting at the Company's headquarters



In 2022, the Company has made a number of improvements in the field of salary, regimes and policies to serve the Company's human resource development strategy such as: Draft amending and promulgating Management Regulations salary, bonus and welfare regime; Employee policy of the Company; Reviewing regulations on salary and bonus for the position of Area Manager, Customer Manager of the Sales Department and promulgated to apply from January 2023.



In addition, the Company also issued a Code of Business Conduct - considered a great step forward, a guideline for all activities of PVCFC, and a ground for PVCFC to develop programs and policies as well as decision making to ensure the correctness in the journey to realize the Company's vision. The application of the Code of Conduct in daily practice also helps PVCFC aim for higher management standards and orient the officers and employees to behave and interact more professionally, contributing to the formation of sustainable competitive advantage for PVCFC.

05 DEVELOPMENT PLAN IN 2023

Entering 2023 with the forecast of many difficulties and challenges for both the world economy in general and Vietnam in particular, However, Vietnam's economy is still considered to have a lot of room for development, Ca Mau Fertilizer Joint Stock Company continues to set out a 2023 plan with the following groups of tasks and solutions:



Overview of Ca Mau Fertilizer Plant

GROUP OF INDICATORS

INDICATOR GROUP TO OPTIMIZE PLANT OPERATIONS

- » Operating Ca Mau Fertilizer Plant ensures efficiency, safety, stability, and optimal capacity. Striving to achieve urea equivalent output of 950 thousand tons, NPK output of 200 thousand tons.
- » Continuing to improve the items of transformation, optimization, capacity enhancement, performance improvement, value creation.
- » Improving and diversifying the use of raw materials, increasing capacity, diversifying products, and improving the distinctive quality of NPK workshops.



NEW PRODUCT RESEARCH AND DEVELOPMENT INDICATOR GROUP

- » Completing and putting Thanh Hoa Research and Development Center into operation of step 1; restructuring, improving R&D capacity.
- » Studying a group of soluble NPK products, Foliar fertilizers.
- » Determining the selection of technology, organic microbiological products, promoting investment cooperation activities.
- » Carrying out cooperation and development of High-tech Agriculture farming solutions for vegetables and fruit trees.



INDICATOR GROUP OF BUSINESS ACTIVITIES

- » Continuing to implement proactive sales policy in regions that are consistent with overall business goals, especially continue to maintain the leading position in target markets
- » Developing and enhancing market share in Southeast & Central Highlands, Cambodia.
- » Completing the brand development strategy, deploying development for product groups and categories; completed the transformation of the brand identity of Ca Mau Fertilizer.
- » Expanding the supply of imported fertilizer materials and products and participating in international fertilizer business.



INDICATOR GROUP OF INVESTMENT COOPERATION TO EXPAND BUSINESS

- » Enhancing investment, improving infrastructure for logistics and proprietary trading activities of the Company.
- » Studying the possibility of investment cooperation with foreign investors in the microbial fermentation plant and microbial fermentation products.
- » Researching and investing in the project of the Urea production plant from Petronas gas source.
- » Making initial investment in industrial gas, learning production technologies and completing feasibility study reports for industrial gas production projects (Nitrogen, Argon) and food CO2 .



INDICATOR GROUP FOR HUMAN RESOURCE DEVELOPMENT

- » Completing the building of human resource capacity framework, initially applying 3P salary.
- » Continuing to train, upgrade and employ a team of experts; Standardizing organizational structure, resources, maintenance and repair activities and expanding service provision to the outsiders.
- » Building a branch of research and development personnel for the chemical industry and control - automation.
- » Training, screening, rotating mid-level officers, assigning tasks and roles in plans and activities to implement the Company's development strategy.
- » Investing in infrastructure and facilities, continue to improve the material, cultural and spiritual life of officers and employees.

INDICATOR GROUP FOR DIGITAL TRANSFORMATION

- » Investing in phase 1 to build a Data Warehouse database and forming a Data Analytics system: Completing the implementation of the Data Platform system; Completing the construction of the intelligent analytical reporting system phase 1 including Sales and Inventory.
- » Continuing to improve SAP ERP, DMS, PI systems Osisoft: Completing the implementation of Human Resource Management (HRM); Completing the implementation of connecting systems with SAP ERP (including DMS, Pi System...); Completing implementation of Osisoft PI system (EPMS production management).
- » Deploying comprehensive network security upgrades throughout the Company.

PVCFC'S INDICATORS FOR 2023**Production indicator**

No.	Indicators	Unit	Plan 2023
1	In term of production		
1.1	Urea converted	Thousand tons	882
	<i>Of which: Urea products</i>	Thousand tons	100
1.2	NPK	Thousand tons	160
2	Business output		
2.1	Urea	Thousand tons	760
2.2	Urea-based products	Thousand tons	100
2.3	NPK	Thousand tons	160
2.4	Self-trading fertilizer	Thousand tons	211

Financial plan

No.	Indicators	Unit	Plan 2023
I	Financial indicators (Consolidated company)		
1	Total revenue	VND Billion	13,458.5
2	Profit before tax	VND Billion	1,460.5
3	After tax profit	VND Billion	1,383.1
II	Financial indicators (parent company)		
1	Total revenue	VND Billion	13,455.5
2	Profit before tax	VND Billion	1,458.2
3	After tax profit	VND Billion	1,381.7
4	Dividend payout ratio/Charter capital	%	16
7	Invest in building construction and MS TTB		
7.1	Total investment	VND Billion	275.2
-	Investment in Construction and Procurement of TTB	VND Billion	275.2
-	Investing capital in member units	VND Billion	
7.2	Investment funds	VND Billion	275.2
-	Equity	VND Billion	85.7
-	Loans and others	VND Billion	189.5

Entering 2023 with the forecast of many difficulties and challenges for both the world economy in general and Vietnam in particular, However, Vietnam's economy is still considered to have a lot of room for development, Ca Mau Fertilizer Joint Stock Company continues to set out a 2023 plan with the following groups of tasks and solutions:

LONG-TERM DEVELOPMENT INVESTMENT PLAN

In 2023, PVCFC has 2 transition projects: "Project of Center for Thanh Hoa Research, Application and Transfer of High-Tech Agricultural Production Technology - PVCFC" and "Project of Expanding Rain Roof System for product release system (02 lines of A/D shipment)" with 2 new projects, 8 investment preparation projects (there are 2 investment preparation projects to be carried forward from 2022, namely the project "Headquarters of work communication station in Ho Chi Minh City" and the project "Long An Break Bulk Warehouse"), an M&A project, specifically as follows:

No.	Category	Investment research purpose	Note
1	Headquarters of work communication station in Ho Chi Minh City	With the development orientation of the Company according to the strategic vision, by 2025, becoming a leading enterprise in the field of fertilizer production and trading in Vietnam and Southeast Asia, PVCFC continues to search for, checking many locations to receive the transfer of premises/assets to serve the project implementation and achieve the set goals.	
2	Green Hydro production project	Optimizing the efficiency of use of input materials of the Fertilizer Plant, contributing to the application of green technology to the existing production lines of the Plant.	Enter the title for research and implementation
3	Plant for the production of liquid fertilizer and soluble fertilizer	Implementing the strategy of diversifying fertilizer products, increasing competitive advantages, expanding value chains, minimizing market risks and ensuring revenue growth indicators according to the Company's long-term business strategy.	Total estimated investment: 400 VND billion
4	Industrial Gas Production Project	Following the strategic goal of diversifying sources of production materials, meeting the demand for increased Urea and Ammonia workshop loads in the future as well as meeting the domestic industrial gas market demand, contributing to improving efficiency. raw material source.	Total estimated investment: 300 VND billion
5	Food CO2 project	Implementing the strategy of diversifying products, optimizing raw materials and plant utilities, contributing to increasing revenue and profit for the Company.	Total estimated investment: 100 VND billion

No.	Category	Investment research purpose	Note
6	Power supply conversion project for Ca Mau Fertilizer Plant	Improving the capacity of the existing power supply system, contributing to proactively using power supplies at competitive costs for production at Ca Mau Fertilizer Plant.	Total estimated investment: 100 VND billion
7	Warehouse project in the Central region	Supplementing and perfecting the warehouse system, helping the Company to be proactive in organizing the implementation of production and business plans and creating favorable conditions in the work of storing and supplying goods, serving as a focal point for delivery serving Central and Central Highlands markets.	Total estimated investment: 200 VND billion
8	Project of additional warehouse 12,000 tons	Completing the logistics warehouse system for the Fertilizer Plant, meeting the needs of storage and preliminary processing of raw materials, combined with additional loading equipment for the NPK workshop.	Total investment: 205 VND billion
9	Housing project for officers and employees	Improving facilities and housing funds for officers and employees, creating the best working environment for officers and employees to make them feel secure in their work, perform well the welfare and personnel work of the Company.	Total investment: 145.97 VND billion
10	M&A project	Improving competitiveness and market advantage in the long term for high quality fertilizer product lines, contributing to increase the value chain and revenue for the Company.	Total estimated investment: 850 VND billion

06 ASSESSMENT REPORT RELATED TO THE COMPANY'S ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

ASSESSMENT RELATED TO ENVIRONMENTAL INDICATORS



Ca Mau Fertilizer Plant always maintains and improves the environmental management system according to ISO 14001:2015 standard

- » PVCFC is currently maintaining and improving the environmental management system according to ISO 14001:2015. In 2022, the environmental indicators satisfied the current standards.
- » In the same year, PVCFC implemented environmental supervision in accordance with its commitment to environmental impact assessment. The discharge parameters always met the provisions of the current Law. Solid waste (domestic waste, ordinary industrial solid waste, hazardous waste) was classified, collected and treated according to regulations.
- » The company has also implemented creative and innovative solutions to save electricity and water, efficient and rational use of energy.

Electricity used in 2022
166,823,210 Kwh

Water consumption used in 2022
1,147,821 m³

ASSESSMENTS RELATED TO EMPLOYEE ISSUES

- » The number of active employees in 2022 was 1,042 people. The average income in 2022 was 36.53 VND million/person/month.
- » PVCFC pays salaries, bonuses, benefits and other policies and regimes in accordance with the provisions of the Law, the Group and the Company's regulations for employees to ensure the good life of the Company's officers and employees.



Human resources, salary and policies



Training and development of human resources

- » Fully understanding the strength of human resources is the focus of the Company's development, PVCFC always focuses on training and developing high-quality and good-quality human resources to meet the increasingly demanding needs of the market and new context. In 2022, the Company implemented training programs on professional skills, expertise skills, management operation skills, corporate culture, etc. for all officers and employees with the number of training sessions in the year 4,478 turns, reaching 209% of the plan.

ASSESSMENT REGARDING CORPORATE RESPONSIBILITY TO THE LOCAL COMMUNITY



PVCFC actively implements social security and community service activities

With the consistent and cross-cutting goal of economic development coupled with an increase in welfare and social security, PVCFC regularly conducts charitable activities, giving gratitude, nurturing human values and contributing to sustainable community development.

In 2022, the Company has spent more than 40 VND billion for social welfare, organized many programs to accompany farmers, sharing the burden with disadvantaged families, supporting education and training activities, building houses of gratitude, developing rural economic infrastructure system, maintaining and promoting the beauty of "mutual love and affection" in the tradition of the Vietnamese nation.

More than **40** VND BILLION
FOR SOCIAL WELFARE

REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT

01 THE BOARD OF MANAGEMENT'S ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF GENERAL DIRECTORS OF THE COMPANY

In 2022, facing global economic, political, and social crises, as well as a complex and unpredictable fertilizer market, PVCFC focused on implementing its business plan and core tasks assigned by the shareholders' meeting. The company implemented many flexible and effective solutions to cope with market changes, achieving notable results, including:

REGARDING THE PRODUCTION-BUSINESS

In the past year, PVCFC proactively responded to market developments, oil price fluctuations, and domestic and global markets. The company achieved its production, sales, revenue, and profit targets as follows:

- » Total revenue reached VND 16,240.76 billion, fulfilling 112% of the plan and increasing by 62% compared to the same period in 2021.
- » Pre-tax profit reached VND 4,596.31 billion, fulfilling 118% of the plan and increasing by 162% compared to the same period in 2021.
- » After-tax profit reached VND 4,321.08 billion, fulfilling 118% of the plan and increasing by 137% compared to the same period in 2021.

REGARDING THE FINANCE AND INVESTMENT

The company optimized the efficiency of capital usage to serve its plans and strategies. PVCFC continued to implement its investment projects according to plan to ensure progress and efficiency.

REGARDING CORPORATE GOVERNANCE

Successfully implementing internal control, enterprise management, risk management, optimizing cost savings, and being proactive and flexible in operational management are important tasks.

To improve efficiency and professionalism in management, the company has strengthened the application of science and technology.

REGARDING OPERATION - PRODUCTION

- » The plant has maintained safe, stable and efficient operation. In 2022, PVCFC successfully carried out the overall maintenance and took on many renovation projects to increase operating capacity at the Ca Mau Fertilizer Plant.
- » » The production volume of urea reached 918,080 tons, achieving 102% of the plan and 102% compared to the same period in 2021. The production volume of NPK reached 115,030 tons, which is 139% higher than the same period in 2021.
- » » The urea consumption volume was 844,080 tons, achieving 106% of the plan and 113% compared to the same period in 2021. The NPK consumption volume also reached an impressive level, recording 83,670 tons.

REGARDING THE HR DEVELOPMENT AND BUILDING CORPORATE CULTURE

In 2022, PVCFC actively implemented training and development activities for high-quality human resources, creating conditions to maximize the potential and talents of the workforce to meet the increasing demands of the fertilizer industry in the context of deep and wide integration on global scale.

Also, in the same year, the company issued the Code of Business Conduct (COC), which is regarded as a successful "handbook" for self-improvement and organizational development, serving as a guiding principle for all activities of PVCFC, contributing to creating its own corporate culture, building a dynamic and engaging working environment that fosters cohesion among all employees of the company.

EVALUATION RELATING TO THE ENVIRONMENTAL AND SOCIAL RESPONSIBILITIES

In 2022, PVCFC has effectively implemented environmental protection activities, applying measures and initiatives in production and business to minimize environmental pollution and respond to climate change.

Fuel and energy are used in a cost-effective and rational manner. All factory waste is strictly controlled and minimized in terms of quantity and quality, meeting the regulated standards before being released into the environment.

Moreover, PVCFC also pioneers in fulfilling social responsibilities through volunteer programs that contribute to the development of education, take care of policy families, support the poor, build new rural areas, and work together for a better quality of life and a more sustainable community.



REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT

02 THE BOARD OF MANAGEMENT'S ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF GENERAL DIRECTORS OF THE COMPANY

Pursuant to the Company's Charter and internal regulations on Corporate governance, the Board of Management has inspected and supervised the activities of the General Director and Executive Board in managing production and business and implementing resolutions of the resolutions of the General Meeting of Shareholders and the Board of Management in 2022, as follows:

SUPERVISING METHOD

- » The Board of Management assigned each member of the Board of Management to be in charge of each specific area and through the Committees, to supervise the General Director and Executive Board in organizing, implementing and executing resolutions of the Board of Management.
- » Attending regular meetings of the Executive Board on business activities and quarterly briefings.
- » The supervision of the activities of the General Director and the Executive Board was carried out regularly and continuously by the Board of Management, ensuring the smooth management of all activities of the Company.



SUPERVISING CONTENT



- » Supervising production and business activities, implementation of Resolutions/Decisions, policies of the Board of Management, the work assurance for employees, labor safety, Covid disease control situation, human rights, salary and bonus regime...
- » Updating and issuing Resolutions, Decisions and Regulations under the authority of the Board of Management in accordance with the new situation and decentralization of management to create favorable conditions for the General Director to implement.
- » Timely support to ensure the effective operation of the General Director, the assisting apparatus for the General Director and the Representative of the contributed capital of the one who has capital contribution at the Company.
- » Reviewing and supervising monthly reports on production and business activities in 2022, financial statements of the first, second, and third quarters of 2022, fourth quarter of 2021 and financial statements of 2021 of the Company.

SUPERVISING RESULTS



- » With the results achieved in 2022, in the situation that the impact of the Covid-19 pandemic has been controlled, the conflict between Russia and Ukraine is still ongoing, the Board of Management discussed and evaluated: General Director The Director and Executive Board managed the production and business activities of the Company flexibly, proposed timely solutions, adapted to the circumstances and exceeded the production and business indicators in an impressive way. objectives, especially revenue and profit indicators, ensuring jobs, ensuring employee health and safety, and maintaining business in a spirit of high responsibility to stakeholders, strictly complying with applicable laws and regulations of the Company.
- » In 2022, the Company did not violate the provisions of the Law on labor safety, human rights, did not use child labor and did not force labor, did not violate the regulations and was not fined on environmental issues planned in the Company's restructuring scheme according to the roadmap set by the National Oil and Gas Group.



03 PLANS AND ORIENTATIONS OF THE BOARD OF MANAGEMENT

REGARDING PRODUCTION AND BUSINESS



PVCFC engineers are working at the production area

- » Assuring production activities of main products such as Urea, NPK, Urea-based new products effectively, stably, safely and optimizing the capacity of plants.
- » Continuing to maximize the consumption of products produced by the Ca Mau Fertilizer Plant Complex and Ca Mau NPK Plant, on the basis of maintaining reasonable inventories and supplying sufficient goods for the domestic market and a part of exports at low peak season, on the basis of a reasonable balance between domestic supply and demand of products.
- » Maintaining and promoting import and export activities to optimize raw materials for NPK plants, and at the same time organizing effective business of self-trading products, in line with market development orientation in each domestic region and Cambodia.

REGARDING EXECUTIVE MANAGEMENT



PVCFC's Board of Directors

- » Completing the management system according to the best corporate governance practices in order to enhance the competitiveness of the Company, thereby contributing to the enhancement of the Company's value in the market.

REGARDING OPTIMIZATION



The team of research experts at PVCFC

- » Researching, implementing and applying projects and programs on optimizing and saving energy and materials that have been tested in practice to further improve efficiency with Urea, NPK production and new product complexes.

REGARDING RESTRUCTURING



General Director of PVCFC at the digital technology training session 2022

- » Continuing to implement the plan in the Company Restructuring Project according to the roadmap prescribed by the Vietnam National Oil and Gas Group.

REGARDING THE BRAND



- » Continuing to invest in and implement marketing campaigns and programs to increase awareness of NPK products in target markets. Accordingly, it is necessary to focus on developing markets, distribution systems, and increasing awareness of Ca Mau NPK in key strategic markets, especially in the Southwest, Southeast and Central Highlands. At the same time, promoting the consumption of organic products under the policy of "nutrition product package" according to the customer segmentation strategy and customer orders to optimize business performance at the points of sale.