

Số: 149/CBTT-PLVĐ

Hà Nội, ngày 19 tháng 3 năm 2025

Kính gửi:

- Ủy ban Chứng khoán Nhà nước
- Sở Giao dịch Chứng khoán Thành phố Hồ Chí Minh
- Quý cổ đông

Công ty: CÔNG TY CỔ PHẦN PHÂN LÂN NUNG CHÁY VĂN ĐIỀN

Mã chứng khoán: VAF

Địa chỉ: Đường Phan Trọng Tuệ, xã Tam Hiệp, huyện Thanh Trì, TP. Hà Nội

Mã số doanh nghiệp: 0100103143

Điện thoại: 0243.6884489

Fax: 0243.6884277

Người đại diện theo pháp luật: Văn Hồng Sơn – Tổng Giám đốc

Loại thông tin công bố: 24 giờ; 72 giờ; bất thường; theo yêu cầu; định kỳ

Nội dung báo cáo và công bố thông tin: Báo cáo thường niên năm 2024 được lập theo quy định tại Thông tư 96/2020/TT-BTC ngày 16/11/2020 của Bộ Tài chính hướng dẫn về việc công bố thông tin trên thị trường chứng khoán.

Thông tin này được công bố trên trang thông tin điện tử của Công ty tại đường dẫn vandienfmp.vn/tin-co-dong.

Công ty chúng tôi xin cam kết thông tin được báo cáo và công bố trên đây là đúng sự thật và hoàn toàn chịu trách nhiệm trước pháp luật về nội dung thông tin đã báo cáo và công bố.

Tài liệu kèm theo:

- Báo cáo thường niên năm 2024 của Công ty cổ phần Phân lân nung chảy Văn Điền (bản tiếng Việt và bản Tiếng Anh).

Nơi nhận:

- Như kính gửi;
- HĐQT, BKS (b/c);
- Người được UQCBTT;
- Lưu Thư ký, VT.

**NGƯỜI ĐẠI DIỆN THEO PHÁP LUẬT
TỔNG GIÁM ĐỐC**



Văn Hồng Sơn



**VAN DIEN FUSED MAGNESIUM
PHOSPHATE FERTILIZER JSC**

SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness

No.: 150/BC-PLVĐ

Hanoi, day 19 Month 03 year 2025

ANNUAL REPORT 2024

To:

- The State Securities Commission of Vietnam;
- The Hochiminh Stock Exchange.

I- General Information

1- General Information:

- Trading name: Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company;
- Business Registration Certificate No. 0100103143; first registered on December 29, 2009, and last amended (9th amendment) on March 3, 2022;
- Charter capital: 376,653,480,000 VND (three hundred seventy-six billion, six hundred fifty-three million, four hundred eighty thousand VND);
- Owner's capital (as of December 31, 2018): 376,653,480,000 VND (three hundred seventy-six billion, six hundred fifty-three million, four hundred eighty thousand VND);
- Address: Phan Trong Tue Street, Tam Hiep Commune, Thanh Tri District, Hanoi City, Vietnam;
- Telephone: 0243.6884489/6885174;
- Fax: 0243.6884277;
- Website: vandienfmp.vn;
- Stock code: VAF.

Establishment and development process:

- From 1963 to 2009: A state-owned enterprise under the Vietnam National Chemical Group;
 - From 01/01/2010 to present: A large-scale public joint-stock company;
 - Listed on Hochiminh Stock Exchange (HOSE):
 - + Effective listing date: May 21, 2015;
 - + Official trading date: June 23, 2015.
- 2- Business lines and locations of the business:

- Business lines (Specify major lines of business or products and services which account for more than 10% of the total revenue in the last 02 years): Manufacturing and trading of fused phosphate fertilizer and NPK fertilizers;

- Location of business (Specify major locations of business which account for more than 10% of the total revenue in the last 02 years): Domestic market.

3- Information about governance model, business organization and managerial apparatus:

3.1- Governance Model:

- General Meeting of Shareholders;
- Board of Directors;
- Board of Supervisors;
- General Director.

3.2- Legal Representative: General Director.

3.3- Subsidiaries, associated companies: None

4- Development orientations:

4.1- Main objectives of the Company:

Sustainable development, ensuring a balance between the interests of the State, shareholders, and employees.

4.2- Development strategies in medium and long term:

- Emphasizing the importance of human resources;
- Focusing on investment in science and technology, continuously improving labor productivity, machinery and equipment efficiency, product quality, and ensuring workplace safety and environmental protection;

- Increasing production capacity to 500,000 tons of fused phosphate fertilizer per year and 200,000 tons of NPK fertilizer per year;

- Producing new products to meet market demand;
- Maintaining and expanding the domestic market while gradually expanding into international markets.

4.3. Corporate objectives with regard to corporate environment, society and community Sustainability:

- Complying with environmental regulations and raising awareness among employees to improve environmental conditions;
- Actively participating in and supporting social and charitable activities;
- Ensuring stable employment, income, improved working conditions, employee well-being, and compliance with labor policies.

5- Risks:

- Risks related to government policies and regulations: Government policies and regulations in the agriculture and fertilizer sectors (e.g., planning, agricultural restructuring, taxation, import-export regulations, counterfeit fertilizer control, etc.) significantly impact the company's business operations;

- Natural disaster risks: Natural disasters can reduce the demand for fertilizers and decrease farmers' ability to invest in fertilizers;

- Agricultural price risks: A decline in agricultural product prices can lower the demand for fertilizers and reduce farmers' willingness to invest in fertilizers.

- Epidemic risks: Disease outbreaks may disrupt business operations and, in severe cases, even force temporary production shutdowns to contribute to epidemic prevention and control efforts.

- Conflict and war risks: Political and social instability, armed conflicts between countries in the region or worldwide, may disrupt supply chains, cause shortages of essential raw materials for production, and create difficulties in product distribution.

II- Operations in the 2024

1. Situation of production and business operations:

1.1- Challenges:

Since the beginning of the year, the fertilizer industry, including Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company, has remained affected by the escalating Russia-Ukraine conflict. This has led to shortages of raw materials and fuel, pushing up input material costs and increasing production expenses. The prices of key raw materials, such as Apatite ore and Serpentine ore, have remained high.

The shrinking agricultural land due to industrialization, along with changes in crop structure, has impacted the selling prices and consumption of the company's products, particularly NPK fertilizers, where sales volumes have declined sharply.

The recruitment of workers for production became increasingly difficult, with an insufficient number of hires. Additionally, newly recruited employees lacked experience and required time for adaptation and training, which significantly affected production and business operations.

Financial pressure intensified, as the company was required to make immediate payments for essential production materials such as coal and electricity (which previously had deferred payment options). Furthermore, mandatory expenses such as social insurance, health insurance, trade union fees, land taxes, and transportation costs put additional strain on the company's financial resources.

1.2- Advantages:

The company has over 60 years of experience in fertilizer production, with a team of skilled and experienced employees. Investments in science and technology from previous years have continued to yield positive results. The company's products maintained high quality, a strong brand reputation, and were trusted by consumers as well as highly regarded by government authorities. They were well-suited to the soil conditions and crop varieties across the country.

In previous years, the company undertook numerous investment projects, improved working conditions for employees, enhanced product quality, and upgraded machinery and equipment, all of which proved effective.

The company maintained the quality of its products and services in both domestic and export markets. Its strong brand reputation was recognized by various domestic and international organizations, as evidenced by numerous awards and honors.

1.3. Key business and production indicators in 2024

Given the challenges mentioned above, the company implemented the following key measures:

- Strengthened the executive management team;
- Stabilized employee morale;
- Maintained a minimal stock of raw materials and fuel for production;
- Reduced production and business costs;
- Invested in scientific and technical advancements, upgraded machinery and equipment to increase productivity, ensure product quality, and reduce labor dependency;
- Developed and marketed new products in response to market demand;
- Enhanced marketing efforts, expanded and developed the consumption market;
- Established a flexible sales mechanism tailored to market conditions and customer segments.

Through these measures, the company achieved the following business targets in 2024:

| No. | Indicator | Unit | 2023 Actual | 2024 Plan | 2024 Actual | Percentage (%) | |
|-----|------------------------------------|------|-------------|-----------|-------------|------------------------|---------------------------|
| | | | | | | Actual 2024/ Plan 2024 | Actual 2024 / Actual 2023 |
| A | B | C | 3 | 4 | 5 | 6=5/4 | 7=5/3 |
| 1 | Production output | Ton | 237,773 | 222,000 | 283,629 | 128 | 119 |
| - | Phosphate fertilizers of all kinds | Ton | 208,151 | 190,000 | 253,532 | 133 | 122 |
| - | NPK fertilizers of all kinds | Ton | 29,622 | 32,000 | 30,097 | 94 | 102 |
| 2 | Consumption output | Ton | 217,688 | 222,000 | 271,919 | 122 | 125 |
| - | Phosphate fertilizers of all kinds | Ton | 188,449 | 190,000 | 243,401 | 128 | 129 |

| | | | | | | | |
|---|-------------------------------|-------------|----------|----------|----------|-----|-----|
| - | NPK fertilizers of all kinds | Ton | 29,239 | 32,000 | 28,518 | 89 | 98 |
| | Export | | 9,739 | 16,000 | 1,828 | 11 | 19 |
| | Van Dien phosphate fertilizer | Ton | 9,739 | 15,000 | 1,828 | 12 | 19 |
| | Van Dien NPK fertilizer | Ton | | 1,000 | - | | |
| 3 | Total revenue | Billion VND | 1,027.53 | 1,087.20 | 1,266.53 | 116 | 123 |
| 4 | Pre-tax profit | Billion VND | 76.03 | 51.191 | 76.12 | 149 | 100 |

2- Organization and Human resource:

2.1- List of the Board of Management:

| No. | Full name | Position | Shareholding Percentage (%) | Note |
|-----|------------------|-------------------------|-----------------------------|---|
| 1 | Van Hong Son | General Director | 0.04 | |
| 2 | Pham Quang Trung | Deputy General Director | 0.01 | |
| 3 | Tran Thang | Deputy General Director | | |
| 4 | Nghiem Duc Toan | Deputy General Director | 0.026 | Appointed Deputy General Director from 18/09/2024 |
| 5 | Nguyen Thi Sen | Bachelor of Accounting | | |

2.2- Brief resume:

| | |
|----------------------------|--|
| 1. Mr. Van Hong Son | |
| Sex: | Male |
| Date of birth: | August 14, 1965 |
| ID: | 040065000270 issued on April 27, 2021 in Hanoi |
| Nationality: | Vietnam |
| Nation: | Kinh |

| | |
|------------------------------------|--|
| Hometown: | Dien Ngoc Commune, Dien Chau District, Nghe An Province |
| Permanent address: | No. 30, alley 160/9/14 Phan Trong Tue street - Thanh Tri - Hanoi. |
| Contact Phone Number: | 0243 6884489 / 0984 690 790 |
| Educational level: | 10/10 |
| Professional qualifications: | Mechanical Engineer, Bachelor of Politics |
| Employment History | Position and place of work |
| + From 1990 to 03/2000: | Mechanical Engineer, Mechanical and Electrical Department, Habac Nitrogenous Fertilizer & Chemicals Joint Stock Company |
| + From 04/2000 to 09/2000: | Engineer at the Blast Furnace, Drying & Grinding, and Electromechanical Workshops of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 10/2000 to 08/2001: | Deputy Head of Technical Department, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 09/2001 to 11/2002: | Deputy Manager, Manager of Electromechanical Workshop, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 12/2002 to 29/06/2016: | Deputy Head of Technical Department, Head of Technical Department, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 30/06/2016 to 14/09/2018: | Deputy General Director of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company. |
| + From 15/09/2018 to 13/11/2018: | Deputy General Director in charge of the Board of Directors of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company. |
| + From 14/11/2018, to present: | General Director of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Legal violations: | None |
| Debts to the Company: | None |
| Related benefits with the Company: | None |

| | |
|--------------------------------|-------------------|
| 2. Mr. Pham Quang Trung | |
| Sex: | Male |
| Date of birth: | November 30, 1966 |

| | |
|------------------------------------|---|
| ID: | 038066000189 issued on March 17, 2016 in Hanoi |
| Nationality: | Vietnam |
| Nation: | Kinh |
| Hometown: | Vinh Minh Commune, Vinh Loc District, Thanh Hoa Province |
| Permanent address: | Van Dien Phosphate Collective, Thanh Tri District, Hanoi City |
| Contact Phone Number: | 0243 6884489/ 0916880303 |
| Educational level: | 10/10 |
| Professional qualifications: | Mechanical engineer |
| Employment History | Position and place of work |
| + From 1993 to 1995: | Mechanical engineer of Blast Furnace workshop, Drying and grinding workshop of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company. |
| + From 1996 to 2005: | Deputy Manager of Blast Furnace Workshop |
| + From 2005 to 2010: | Blast Furnace Workshop Manager |
| + From 12/2010 to 03/2012: | Deputy General Director of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company. |
| + From 04/2012 to 20/01/2015: | Member of Board of Directors, Deputy General Director of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 21/01/2015 to present: | Deputy General Director of Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Legal violations: | None |
| Debts to the Company: | None |
| Related benefits with the Company: | None |

| | |
|--------------------------|---|
| 3. Mr. Tran Thang | |
| Sex: | Male |
| Date of birth: | April 17, 1985 |
| ID: | 033085001542 issued on July 10, 2020; Department of Criminal Police on Social Order |
| Nationality: | Vietnam |
| Nation: | Kinh |

| | |
|------------------------------------|---|
| Hometown: | Thanh Giang Commune, Thanh Chuong District, Nghe An Province |
| Permanent address: | 1504, CT10, Duc Giang, Long Bien district, Hanoi city |
| Contact Phone Number: | 0243 6884489/ 0985131485 |
| Educational level: | 12/12 |
| Professional qualifications: | Master of Business Administration, Electrical Technology Engineer |
| Employment History | Position and place of work |
| + From 09/2007 to 09/2008: | Officer, Student Affairs Department - College of Industrial Economics |
| + From 09/2008 to 09/2010: | Officer, Labor Organization Department - Vietnam Electrical Equipment Corporation |
| + From 09/2010 to 07/2019: | Specialist of Human Resources Department - Vietnam National Chemical Group |
| + From 09/2019 to 06/2020: | Specialist of the Secretariat of the Board of Members - Vietnam National Chemical Group |
| + From 06/2020 to 09/2020: | Deputy Head of the Secretariat of the Board of Members - Vietnam National Chemical Group |
| + From 09/2020 to 08/2021: | Deputy Head, Head of Secretariat of the Board of Members - Vietnam National Chemical Group |
| + From 08/2021 to 08/2023: | Head of the Secretariat of the Board of Members - Vietnam National Chemical Group |
| + From 12/08/2023: | Deputy General Director - Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Legal violations: | None |
| Debts to the Company: | None |
| Related benefits with the Company: | None |

| | |
|-------------------------------|--|
| 4. Mr. Nghiem Duc Toan | |
| Sex: | Male |
| Date of birth: | May 27, 1980 |
| ID: | 024080019037 issued on December 8, 2021, Department of Administrative Police on Social Order |
| Nationality: | Vietnam |

| | |
|---|---|
| Nation: | Kinh |
| Hometown: | Nga An commune, Nga Son district, Thanh Hoa |
| Permanent address: | TT 12 Van Phu Urban Area, Phu La Ward, Ha Dong District, Hanoi |
| Contact Phone Number: | 0243 6884489 / 00968 919198 |
| Educational level: | 12/12 |
| Professional qualifications: | Chemical Engineering Technologist; Hydraulic Engineer |
| Employment History | Position and place of work |
| + 07/2003 - 09/2004 | Engineer of Tuyen Quang Hydropower Project Management Board - Song Da Corporation |
| + 10/2004 - 06/2005 | Engineer of Vietnam Construction and Investment Joint Stock Company |
| + 07/2005 - 11/2011 | Specialist, Deputy Manager, Head of Technical Planning Department, Cavico KTM&XD Company |
| + 12/2011 - 10/2015 | Head of Technical Planning Department, Xuan Hong Company |
| + 11/2015 - 02/2016 | Employee of Ha Thanh Auto Corporation |
| From 03/ 2016 - present: working at Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company | |
| + 03/2016 - 02/2019 | Material Engineer; Technical Department Technician |
| + 03/2019 - 04/2021 | Deputy Technical Manager |
| + 05/2021 - 03/2022 | Deputy Head of Technical Department |
| + 04/2022 - 09/17/2024 | Head of Engineering |
| + from 18/09/2024 to present | Deputy General Director and Head of Technical Department |
| Current job position: | Deputy General Director and Head of Technical Department, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Legal violations: | None |
| Debts to the Company: | None |
| Related benefits with the Company: | None |

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|-------------------------------|--------|
| 5. Mrs. Nguyen Thi Sen | |
| Sex: | Female |

| | |
|------------------------------------|---|
| Date of birth: | January 15, 1973 |
| ID: | 164248169, issued on August 14, 2013, in Ninh Binh |
| Nationality: | Vietnam |
| Nation: | Kinh |
| Hometown: | Truong Yen commune, Hoa Lu district, Ninh Binh province |
| Permanent address: | P912 No.4 - Phap Van urban area, Hoang Liet Ward, Hoang Mai, Hanoi |
| Contact Phone Number: | 0243 6884489 / 0912 467 709 |
| Educational level: | 12/12 |
| Professional qualifications: | Bachelor of Accounting |
| Employment History | Position and place of work |
| + From 12/1992 to 09/2014: | Accountant, Ninh Binh Phosphate Fertilizer Joint Stock Company |
| + From 10/2014 to 11/2015: | Accountant, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 12/2015 to 01/2019: | In charge of accounting and Head of the administrative team of the Project Management Board for the construction of "Van Dien NPK and Fused Phosphate Fertilizer Factory" in Zone B of Bim Son Industrial Park, Thanh Hoa (belonging to Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company). |
| + From 02/2019 to 02/2019: | Deputy Head of Finance and Accounting Department, Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 03/2019 to 12/2019: | Deputy Head of Finance and Accounting Department; In charge of accounting at Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| + From 01/2020 to present: | Head of Finance and Accounting Department; In charge of accounting at Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Current job position: | Head of Finance and Accounting Department; In charge of accounting at Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company |
| Legal violations: | None |
| Debts to the Company: | None |
| Related benefits with the Company: | None |

2.3- Changes in the Board of Management in 2024:

The Company appointed Mr. Nghiem Duc Toan as Deputy General Director of the Company from September 18, 2024.

2.4- Average number of staffs in 2024: 344 people.

2.5- Brief information and changes in the employee's policies:

- Recruit workers to support business and production activities; provide training and skill enhancement for employees;

- Implement employees' recommendations, creative ideas, and innovative improvements in business and production operations;

- Ensure employment and income; ensure benefits for employees according to regulations; improve working conditions, enhance cultural and spiritual life for employees.

3- Investment activities, project implementation in 2024:

3.1. Major investments

a. Investment project to build Van Dien NPK and Fused Phosphate Fertilizer Factory in Bim Son, Thanh Hoa.

Regarding the recovery of project investment costs according to the Court's judgment in Judgment No. 03/2022/KDTM-ST dated September 5, 2022 of the People's Court of Bim Son Town: In compliance with the Court's judgment, the Company has implemented the enforcement of Judgment No. 03/2022/KDTM-ST; Accordingly, HUD4 Investment and Construction Joint Stock Company has returned and compensated Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company for damages totaling 75,935,953,728 VND.

The Company continued to sue HUD4 Investment and Construction Joint Stock Company for compensation for all project investment costs, damages and investment opportunities during the project investment process from 2013 to present (except: land rental amount and value related to the overlapping land leveling area that has been resolved by the court in Judgment No. 03/2022/KDTM-ST); The total compensation claim value is: 43,882,954,104 VND.

Regarding the project review and re-evaluation: The Company has selected Chemical Industry Design Joint Stock Company (CECO) to re-evaluate the project's effectiveness; accordingly, CECO has issued a project re-evaluation report and proposed 03 investment implementation phase options for the Company to choose from. The Company has hired a unit to review the project re-evaluation report. Currently, it is waiting for the competent authority to approve the investment plan.

Regarding the value of implementation so far:

- Project implementation value in 2024 : 536.755 million VND

- Accumulated implementation up to December 31, 2024 : 100,529 million VND

b. Investment project to purchase equipment for production and business:

In 2024, the Company implemented two investment projects for the procurement of production equipment, which were carried over within the representative's authority, with a total value of 584,8 million VND and 01 investment preparation item of 530 million VND, specifically:

- New investment in purchasing equipment for production:
- + Purchase of a wheel loader, worth 488 million VND.
- + Bomb calorimeter (heat determining machine), value 96.8 million VND.
- Investment preparation items: Investment and renovation of fire protection system at Van Dien Fused Magnesium Phosphate Fertilizer Joint Stock Company.
- Realized value by December 31, 2024: 1,114.8 million VND

3.2. Subsidiaries, associated companies: none.

4- Financial situation:

4.1- Financial situation:

| No. | Indicator | Unit | 2024 | 2023 | % Increase/decrease |
|-----|---------------------------------|-------------|----------|----------|---------------------|
| 1 | Total asset | Billion VND | 1,072.00 | 660.53 | 162.3% |
| 2 | Net revenue | Billion VND | 1,220.27 | 1,001.61 | 121.8% |
| 3 | Profit from business activities | Billion VND | 76.07 | 55.01 | 138.3% |
| 4 | Other profits | Billion VND | 0.04 | 21.01 | 0.2% |
| 5 | Profit before tax | Billion VND | 76.12 | 76.03 | 100.1% |
| 6 | Profit after tax | Billion VND | 60.90 | 63.20 | 96.4% |
| 7 | Payout ratio | % | 10.0% | 10.0% | |

Note: The expected dividend payment for 2024 is 10.0%; the official rate will be approved at the 2025 Annual General Meeting of Shareholders.

4.2- Main financial indicators:

| No. | Indicators | 2024 | 2023 | Note |
|-----|---|------|------|------|
| 1 | Solvency ratio | | | |
| | + Current ratio | 1.86 | 3.73 | |
| | <i>Short term Asset/Short term debt</i> | | | |
| | + Quick ratio | 1.07 | 0.83 | |
| | <u>Short term Asset - Inventories</u> | | | |
| | <i>Short term Debt</i> | | | |
| 2 | Capital structure Ratio | | | |

| No. | Indicators | 2024 | 2023 | Note |
|-----|--|------|-------|------|
| | + Debt/Total assets ratio | 0.52 | 0.24 | |
| | + Debt/Owner's Equity ratio | 1.07 | 0.31 | |
| 3 | Operation capability Ratio | | | |
| | + Inventory turnover | | | |
| | + Cost of goods sold/Average inventory | 2.16 | 1.93 | |
| | + Net revenue/ Average Total Assets | 5.43 | 4.55 | |
| 4 | Profitability | | | |
| | + Profit after tax/ Net revenue Ratio | 5.0% | 6.3% | |
| | + Profit after tax/ total capital Ratio | 12% | 12.8% | |
| | + Profit after tax/ Total assets Ratio | 2% | 2.8% | |
| | + Profit from business activities/ Net revenue Ratio | 6.2% | 5.5% | |

5- Shareholders structure, change in the owner's equity as of December 31, 2024:

5.1- Shares:

- Total number of shares: 37,665,348 shares;
- Type of shares: Common shares;
- Number of shares restricted from transfer: 0 shares;
- Number of freely transferable shares: 37,665,348 shares.

5.2- Shareholder structure:

a- According to major shareholders (holding more than 5% of charter capital):

| No. | Shareholder Name | Address | Business Registration Number | Holding ratio (%) |
|-----|---------------------------------|--------------------------------------|------------------------------|-------------------|
| 1 | Vietnam National Chemical Group | 1A Trang Tien, Hoan Kiem, Hanoi | 0100100061 | 67.056% |
| 2 | Hoang Ngan Company Limited | 02 Vu Duy Thanh, Bich Dao, Ninh Binh | 2700271351 | 24.467% |
| 3 | Other shareholders | | | 8.477% |
| | Total | | | 100% |

5.3- Change in the owner's equity:

- Owner's equity as of December 31, 2023: VND 376.653 billion;
- Owner's equity as of December 31, 2024: VND 376.653 billion.

5.4- Stock issuance status: None.

5.5- Transaction of treasury stocks: none

5.6- Other securities: none

6. Environment-Social-Governance (ESG) Report of the Company in 2024:

6.1. Environmental impact:

6.1.1. Total direct and indirect GHG emissions:

| No. | Emission source | Unit | Volume | CO ₂ emission factor (tons of CO ₂ /unit) | CO ₂ emissions (tons) |
|-----|-----------------|-------------|-----------|---|----------------------------------|
| 1 | Charcoal | Ton | 54,772.95 | 2.88 | 157,746.10 |
| 2 | Diesel oil | 1000 liters | 326.25 | 2.73 | 890.66 |
| 3 | Gasoline | 1000 liters | 8.65 | 2.408 | 20.83 |
| 4 | Gas | Ton | 7.19 | 2.88 | 20.71 |
| 5 | Electricity | 1000 kWh | 11,406.5 | 0.722 | 8,235.49 |
| | Total | Ton | | | 166,913.79 |

6.1.2. Initiatives and measures to reduce greenhouse gas emissions

To save costs, reduce fuel consumption and reduce greenhouse gas emissions into the environment, the company always pays attention and devotes resources to changing equipment and more advanced technology. In the past, the initiatives and measures the unit has been using to reduce greenhouse gas emissions include:

- Plant additional trees and take care of them in the company's premises to ensure they are always green;
- Replace all types of light bulbs with energy-saving LED bulbs;
- Enhance management and optimize production organization; install and replace capacitors near electrical loads; upgrade equipment, prioritize the replacement of energy-labeled electrical devices; install inverters for necessary loads; develop and implement regular maintenance plans for all equipment to reduce coal and electricity consumption;
- Replace underloaded motors with appropriately powered motors to save electricity;
- Strengthen management, research technological improvements, and insulate blast furnaces to reduce coal consumption in phosphate fertilizer production;

- Utilize hot air from blast furnace exhaust gases to preheat the air to over 220°C before feeding it into the blast furnace, saving coal at the Blast Furnace Workshop.

- The initiative "Research on equipment technology for building insulated furnaces to ensure productivity and improve efficiency in blast furnace production" implemented since August 2024 at blast furnaces has contributed to stabilizing production, improving working conditions for workers, increasing income, increasing productivity (over 11.3 tons/hour), reducing electricity consumption (0.226 tons/TBTP), and reducing greenhouse gas emissions.

6.2. Management of raw materials:

a. Total amount of raw materials used to produce and package the Company's main products and services during the year:

| No. | Raw material type | Unit | Consumption in 2024 |
|-----|-------------------|------|---------------------|
| 1 | Apatite Ore | ton | 157,951.76 |
| 2 | Seceptin Ore | ton | 73,044.08 |
| 3 | Sandstone Ore | ton | 22,465.89 |
| 4 | Coal | ton | 54,772.95 |
| | Total | ton | 308,234.68 |

b. The percentage of recycled materials used in the production of the Company's main products and services in 2024: 56,415 tons of fine ore were pelletized, completely eliminating solid waste. A total of 47,684.48 tons were utilized, accounting for 15.47% of the total raw materials used in production.

6.3. Energy consumption in 2024:

a. Energy consumption - directly and indirectly:

- Types of fuel consumed:

| No. | Fuel type | Unit | Volume | Intended use |
|-----|------------|-------|-----------|--|
| 1 | Coal | ton | 54,772.95 | Used for fused phosphate fertilizer production |
| 2 | Diesel oil | liter | 326.25 | Used for operating transportation vehicles, service machines, and generators |
| 3 | Gasoline | liter | 8.65 | Used for automobile operation |
| 4 | Gas | kg | 7.19 | Used for welding, cutting metal, cooking |

- Power consumption

| No. | Description | Unit | Unit price (VND) |
|-----|-------------|------|------------------|
| 1 | Electricity | kWh | 11,406,500 |

| | | | |
|---|--------------------------------------|---------|---|
| 2 | Electricity price (specify 3 prices) | VND/kWh | Peak: 3,314 Off-peak: 1,184 Average: 1,809 From 11/10/2024 electricity price increases Peak: 3,474 Off-peak: 1,241 Average: 1,896 |
| 3 | Electricity cost | VND | 24,151,539,420 |

b. Energy savings through initiatives of efficiently using energy:

| No. | Section | Energy Efficiency Solutions | |
|-----|---|--|--|
| | | Solutions | Results |
| 1 | Lighting system for office areas, production units, and security. | Replace faulty 50W compact bulbs with 30W LED bulbs; maintain repair/replacement of energy-saving lights | Replaced 200 20W, 30W LED bulbs. Electricity savings in 2024 were about 11,000 kWh, Cost savings were equivalent to 23.35 million VND. |
| 2 | Production lines | Enhance management and optimize production organization; upgrade equipment in the blast furnace and drying-grinding areas, ...; improve equipment productivity and production efficiency; reduce electricity consumption per unit. | Saved 1.68 kWh per ton of product (compared to the standard), equivalent to 420,000 kWh, or approximately 882 million VND per year. |
| 3 | Fuel savings in transportation for production and distribution | Enhance vehicle management; establish regular and periodic maintenance plans; Maintaining cameras to monitor the journey of external transport vehicles, reducing fuel consumption. | Saved 38.900 liters of diesel per year (compared to the standard), equivalent to 766.7 million VND per year. |
| 4 | Phosphate melting furnace system | Strengthen management, research and improve blast furnace technology and equipment to reduce coal quotas. | Saved 0.004 tons of coal/ton of product (compared to the norm), equivalent to 956 tons of coal, equivalent to 4.97 billion VND/year |

c. The report on energy saving initiatives (providing products and services to save energy or use renewable energy); report on the results of these initiatives:

- Lighting system: Replaced all 50W compact fluorescent bulbs with 30W LED bulbs, 36-40W fluorescent tubes with 20W LED tubes. In 2024, replaced about 200 bulbs of all types, saving about 11,000kWh of electricity; equivalent to 23.35 million VND;

- Production lines: Enhanced management and optimized production organization; upgraded equipment in the blast furnace area (by installing insulation), drying, and grinding areas; improved equipment productivity, increased production efficiency, and reduced coal and electricity consumption compared to planned benchmarks:

+ Reduced coal norm from 0.240 tons/ton of product to 0.236 tons/ton of product, saving 0.004 tons/ton of product compared to the norm, equivalent to 956 tons of coal, saving costs equivalent to 4.97 billion VND;

+ Reduced the electricity consumption benchmark from 49 kWh/ton of product to 47.32 kWh/ton, achieving a savings of 1,68 kWh/ton compared to the benchmark, equivalent to 420,000 kWh and a cost savings of 882 million VND per year.

- Fuel energy savings in transportation for production and consumption: The Company strengthened the management of vehicles; developed and implemented a regular and periodic maintenance plan, and installed cameras to monitor the journey of external transportation vehicles. Fuel consumption was reduced compared to the norm. In 2024, 38,900 liters of diesel were saved, equivalent to a cost savings of 766.7 million VND.

- Upgrading the feeding system for blast furnaces: The Company manufactured three shuttle cars equipped with electronic Loadcell scales and electric motors to weigh materials from the hopper, replacing manual pushing. This improvement enhanced working conditions for employees and reduced production costs by eliminating 19 labor positions. In 2023, it generated a benefit of 2.10 billion VND.

- Manufactured and installed a conveyor system to transport Ab from the raw material yard to the blast furnace Ab hopper, reducing costs related to fuel, transportation vehicles, and Ab pressing by minimizing fine material generation. In 2023, this initiative generated an estimated benefit of 350 million VND.

- The initiative "*Research on equipment technology for building insulated furnaces to ensure productivity and improve efficiency in blast furnace production*" applied from August 2024 at blast furnaces has contributed to stabilizing production, improving working conditions for workers, increasing income, increasing productivity (over 11.3 tons/h), reducing DMT (0.226 T/TBTP).

6.4. Water consumption in 2024:

a. Water supply and amount of water used:

- Self-exploited groundwater: average 504 -:- 712 m³ /day and night. In 2024, the total amount of exploited water is 240,209 m³.

- License for water exploitation and use of underground water; License No. 107/GP-BTNMT dated June 29, 2021 of the Ministry of Natural Resources and Environment.

b. Percentage and total volume of water recycled and reused.

Currently, all industrial wastewater, domestic wastewater and part of rainwater have been treated by recirculation, so all wastewater has been eliminated; no wastewater is discharged into the environment; saving about 07 -:- 09 million m³ of water each year.

6.5. Compliance with the law on environmental protection:

As a fertilizer manufacturer in the capital city of Hanoi, the Company always prioritizes environmental protection. The Company has implemented the following comprehensive measures:

- Strictly comply with environmental regulations of the State and Hanoi city.
- The environmental impact report (EIA) has been approved by competent authority; currently completing application for environmental license.
- Comply with legal regulations in periodic environmental monitoring and continuous automatic emission system monitoring (online monitoring), the Company has completed the installation of a continuous automatic groundwater monitoring system at three wells (G1, G2, G3) and well 4 used for water level monitoring.

- Continuously innovate environmental monitoring, management and education measures.
- Continuously invest in science and technology to ensure and improve the environment.

a. Number of times fined for non-compliance with environmental laws and regulations:
None.

b. Total amount of fines imposed for non-compliance with environmental laws and regulations: None.

6.6. Policies related to employees:

a) Number of employees (as of December 31, 2024): 344 people;

+ Average wages of workers in 2024: 18.16 million VND/person/month;

+ Salary payment method: Mid-month advance salary payment from the 18th to the 20th of each month; Final salary payment from the 8th to the 15th of the following month;

+ Monthly, quarterly, and yearly, based on the production and business situation and other economic and social factors, to motivate employees to work, bringing high efficiency in production on the basis of the salary fund, the Company pays additional money according to salary.

b) Labor policy to ensure health, safety and welfare for workers:

- Recruit workers to supplement production and business; provide training and skill enhancement for workers;

- Implement employees' recommendations, creative ideas, and innovation initiatives in business and production operations;

- Ensure stable employment and income; comply with labor policies and regulations; improve working conditions and enhance employees' cultural and social well-being.

+ Working hours: 8 hours/day; 5 to 6 days/week.

Working hours follow standard office hours, starting at 7:30 AM and ending at 4:15 PM, with a 45-minute lunch break from 11:30 AM to 12:15 PM.

Workers in the production line work in shifts: shift 1 starts at 7:00 and ends at 15:00; shift 2 starts at 15:00 and ends at 23:00; shift 3 starts at 23:00 and ends at 7:00; During the shift, they take turns to take a break for meals.

+ Sick leave, maternity leave, nursing leave: Implemented according to social insurance law

+ Leave regimes, regimes for female employees, employees with young children: Implemented according to the provisions of the Labor Code and guiding documents of the State. From July 2024, the company will implement a support program for employees (both male and female) with young children of preschool and kindergarten age (from 6 months to 72 months old), each child 100,000 VND/month.

+ Provided with full personal protective equipment.

+ Bonus and welfare policy:

(i) Bonuses: Based on the level of work completion of employees, based on the annual bonus source deducted to calculate bonuses for each person.

(ii) Other benefits: In addition to enjoying benefits according to the Labor Code and Social Insurance Law, employees are entitled to 2 meals per shift and annual tours and vacations according to the Company's regulations.

(iii) Funeral and wedding regimes are implemented according to internal spending regulations.

(iiii) Annual health check-up.

c) Employee training:

- The Company will pay 100% of the tuition fees to serve the Company's production and business tasks.

- Employees who go to school according to job requirements and are sent by the Company will receive salary for the days they go to school according to the Company's salary regulations.

- Employees who go to school not sent by the Company, or in occupations not required by the Company, must pay for their own expenses and time.

- If employees go to school to improve their professional qualifications to serve their work, depending on the financial capacity of the Company, the Company will support a part of the cost.

6.7. Report on responsibility for local community:

In 2024, the company contributed VND 328.4 million to social work, charity, and welfare initiatives through various funds, including the Fund for Victims of Agent Orange, the Fund for the Poor, and the Welfare Fund of the Vietnam National Chemical Group. Additionally, the company donated VND 200 million to support the construction of Truong Sa through the Vietnam National Chemical Group.

6.8. Report on green capital market activities under the guidance of the ssc: None.

III- Reports and assessments of the Board of Management

1- Assessment of operating results:

a - In addition to the challenges mentioned above, in 2024, the company's production and business activities were significantly affected by the escalating military conflict between Russia and Ukraine, labor shortages, lack of transportation means, and shortages of raw materials and fuels. Furthermore, complex weather patterns caused by global warming and climate change severely impacted Vietnam's economy, particularly in the northern provinces (such as Typhoon No. 3) and the central provinces from Nghe An to Phu Yen. These factors also had a considerable impact on the company, specifically:

- + Human resources for production were difficult to recruit;

- + Input materials were difficult to purchase, and prices were very high due to difficulties in goods circulation. Transportation services and costs were excessively high due to constantly fluctuating fuel prices. The State tightened regulations on the transportation of overloaded goods, vehicle registration, and inspection, etc.;

The above factors made the production and consumption of the company's products very difficult. In order to sell products, the company had to implement appropriate mechanisms, such as increasing product prices to avoid losses while simultaneously increasing sales discounts, leading to reduced business efficiency.

b- With the above difficulties, the company implemented various appropriate measures to fulfill the 2024 business and production plan assigned by the General Meeting of Shareholders, specifically as follows:

- Stabilized employee morale through practical actions such as ensuring job security, salaries, and bonuses; strictly complying with state policies and regulations for employees. The company paid attention to resolving employees' concerns promptly, avoiding dissatisfaction caused by intermediate processes. It also enhanced employee ownership and strengthened supervision of production and business activities. Continuous improvements were made to machinery and equipment to improve working conditions and the overall environment.

- Focused on training: Provided theoretical and vocational training for workers, on-the-job and practical training for each position. Experienced employees guided new hires to help them quickly grasp technological processes and improve their skills. Regular training sessions on occupational safety, fire prevention, and workplace security were conducted to ensure safe and efficient production.

- Strengthened management and organizational measures:

- + Reorganized the structure and improved management based on streamlining principles, ensuring the right person for the right job, and enhancing staff quality and work efficiency. The company also conducted training and retraining programs to improve human resource capabilities to meet production and business requirements.

- + Continued developing, amending, and supplementing internal regulations and policies to align with the company's actual operations.

- + Produced and maintained a sufficient fertilizer inventory according to market demand, ensuring reasonable stock levels to optimize capital efficiency and maintain product quality.

- + Strictly managed the procurement of materials and fuel to ensure quality and cost-effectiveness, while enhancing control over warehouse inventory and product quality.

- Continued investing in scientific and technical advancements:

+ Optimized blast furnace operations and technology to increase productivity and quality, minimized furnace shutdowns, reduced coal consumption, and ensured environmental compliance.

+ Further mechanized production processes and implemented technical innovations to increase productivity, lowered production costs, improved working conditions, ensured environmental protection, and maximized product recovery.

- Promoted market expansion and sales strategies:

+ Increased investment in market development, expanded the sales agent network, and ensured a timely and adequate supply of goods. The company discontinued the practice of selling products on credit for an entire crop cycle (as done in previous years). Sales policies, pricing strategies, and inventory transfer schedules were adjusted to enhance competitiveness and maximize efficiency. Special emphasis was placed on increasing direct shipments to customer warehouses in the South to reduce storage costs and optimize inventory management.

+ Invested strategically in advertising and promotional activities through mass media channels (newspapers, magazines, banners, and signage at retail locations and distribution outlets).

+ Collaborated with research institutions such as the Vietnam Academy of Agricultural Sciences, the National Agricultural Extension Center, and provincial agricultural departments to establish experimental models for crops including tea, rice, sugarcane, pineapple, and oranges. The company also organized customer conferences, technical workshops, and field seminars to share expertise and provide technical guidance on fertilizer use across the Northern, Central, and Southern regions.

+ Deployed market staff to the Central, Southern, and Central Highlands regions to monitor trends, assess market conditions, and expand the sales agent network.

+ Diversified transportation strategies by partnering with multiple logistics providers to prevent dependency on a single entity and ensured the timely and efficient transfer of goods.

c- The Company's achievements:

Despite numerous difficulties, under conditions where not only domestic fertilizer manufacturing and trading enterprises but also import-export companies were significantly affected by the Russia-Ukraine conflict, the company successfully achieved its 2024 business and production plan. This was a remarkable accomplishment in the context of many domestic fertilizer businesses experiencing a severe decline in business efficiency.

Other progress achieved in 2024:

- The level of production technology was improved; machinery and equipment were basically invested in, renovated, and repaired to meet requirements, increase production efficiency, improve working conditions for workers, and enhance the environment. In particular, the company's capacity to manufacture and install machinery and equipment was improved;

- Many technical innovations were applied in production, contributing to reducing production costs, lowering prices, and increasing product competitiveness;

- Traditional domestic and foreign consumption markets were maintained in a context of fierce competition;

- Fully implemented policies to ensure jobs, income, improve working conditions for workers in the context of the domestic fertilizer industry facing many difficulties, with many businesses having to stop or reduce operations.

2-Financial situation

2.1- Assets:

The Company's equity and assets as of December 31, 2024:

| No. | Indicator | Unit | 31/12/2024 | 31/12/2023 |
|-----|--------------------------------|---------|------------|------------|
| 1 | Owner's Equity | billion | 517.329 | 504.902 |
| 2 | Owner's investment capital | billion | 376.653 | 376.653 |
| 3 | Development investment fund | billion | 77.474 | 57.251 |
| 4 | Other capital under equity | billion | 3.281 | 3.281 |
| 5 | Undistributed profit after tax | billion | 60.895 | 63.198 |
| 6 | Total assets | billion | 1,071.997 | 660.530 |

Assets were invested and used for the right purposes, promoting the efficiency of the assets.

The Company's capital efficiency in 2024 is assessed through financial indicators, specifically as follows:

| No. | Indicator | 31/12/2024 | 31/12/2023 |
|-----|-------------------------------|------------|------------|
| 1 | Return on Equity | 12% | 12.5% |
| 2 | Profit after tax/Total assets | 5.7% | 9.6% |

The indicators for evaluating the efficiency of capital use in 2024 were lower than in 2023 (because in 2023, the Company had a profit of nearly VND 21 billion from other income due to the sale of assets on the land of the Thai Binh project. However, if calculating only the profit from business activities in 2024 on total assets, it was almost equal to that of 2023). The Company still preserved and used capital effectively.

As of December 31, 2024, the Company had a bank deposit balance of VND 168.8 billion; a bank deposit of VND 230 billion with a term of 3 to less than 12 months (interest rate from 4 – 4.5%/year); and a 12-month term deposit of VND 165.68 billion (interest rate from 4.7 – 4.8%/year).

| No. | Indicator | Unit | 31/12/2024 | 31/12/2023 |
|-----|---|---------|----------------|---------------|
| 1 | Cash | billion | 0.411 | 0.300 |
| 2 | Non-term bank deposits | billion | 168.800 | 66.782 |
| 3 | Bank deposits with terms not exceeding 3 months | billion | 230.000 | 20.000 |
| 4 | 12-month bank deposit | billion | 165.680 | 0.000 |
| | Total | | 564.891 | 87.082 |

Accounts receivable:

| No. | Indicator | Unit | 31/12/2024 | 31/12/2023 |
|-----|---------------------------------------|----------------|------------|------------|
| | Total receivables | billion | 12.428 | 23.837 |
| 1 | Accounts receivable | billion | 1.870 | 21.967 |
| 2 | Prepayment to seller | billion | 7.553 | 2.939 |
| 3 | Short-term loan receivable | billion | | |
| 4 | Other receivables | billion | 4.866 | 0.825 |
| 5 | Provision for doubtful debts | billion | (1.861) | (1.894) |
| | Some basic indicators | | | |
| 1 | Doubtful debt/total receivables ratio | | 14.97% | 7.95% |
| 2 | Accounts receivable turnover | | 652.552 | 45.596 |
| | (=Net revenue/ receivable balance) | | | |

Accounts receivable were mainly sales proceeds. The Company managed its debts in accordance with the Company's regulations and rules.

Doubtful debts as of December 31, 2024, were VND 1,861 billion. In 2024, no additional bad debts arose. The Company made provisions and took measures to recover debts, such as filing a lawsuit with a competent court.

Apart from this debt, the Company did not have any other bad debts or uncollectible assets that affected the Company's financial situation.

2.2- Debt Payable:

Accounts Payable:

| No. | Indicator | Unit | 31/12/2024 | 31/12/2023 |
|----------|--|----------------|----------------|----------------|
| | Total liabilities | billion | 550.815 | 155.628 |
| A | Short-term debt | billion | 550.123 | 147.706 |
| 1 | Short-term trade payables | billion | 17.458 | 44.261 |
| 2 | Short-term Customer Prepayments | billion | 33.227 | 31.602 |
| 3 | Taxes and other payments to the State budget | billion | 2.033 | 14.357 |
| 4 | Employee Payables | billion | 24.082 | 13.828 |
| 5 | Short-term Accrued Expenses | billion | 5.098 | 2.996 |
| 6 | Other short-term payables | billion | 452.596 | 28.542 |
| 7 | Short-term unearned revenue | | - | - |
| 8 | Short-term payables provision | billion | 12.752 | 10.423 |

| | | | | |
|----------|-------------------------------------|----------------|--------------|--------------|
| 9 | Short-term loans and finance leases | | 0.231 | 0.231 |
| 10 | Bonus and welfare fund | billion | 2.646 | 1.465 |
| B | Long-term debt | billion | 0.692 | 7.922 |
| 1 | Other long-term payables | | 0.692 | 7.922 |

The Company's financial situation ensures the ability to pay due debts, with no overdue debts; specifically, the general assessment criteria are as follows:

| * Debt Payment Capability | 31/12/2024 | 31/12/2023 |
|--------------------------------------|-------------------|-------------------|
| - Total liabilities/Total assets: | 0.513 | 0.244 |
| - Current Ratio: | | |
| (Current assets/Current liabilities) | 1.93 | 3.73 |
| * Debt to Equity Ratio: | 1.063 | 0.293 |

The company has sufficient current liquidity.

The Company's Debt/ Equity ratio as of December 31, 2024: 1.06 times is within the safe ratio according to State regulations.

During the year, the Company exported Phosphate Fertilizer products, the currency used in this transaction was foreign currency; however, export revenue accounted for a low proportion of the Company's total revenue (about 0.9% of total revenue), so the risk from exchange rates was very low.

3- Improvements in organizational structure, policies, and management:

In 2024, the Company continued to innovate its salary payment methods, increased employees' actual monthly income, and improved their living standards.

4- Development plans in future:

4.2.1. Continue to implement improvements in organizational structure, policies and management such as:

- Strengthen training and appoint qualified staff;
- Strengthen management and operation at all stages of the production and business process;
- Continue to develop and perfect management regulations;
- Strictly manage the procurement process of materials;
- Produce and store an adequate amount according to the plan and market demand; minimize inventory as much as possible;
- Promote technological improvements in blast furnaces; mechanize and rationalize production processes, apply technical innovations to enhance production efficiency, improve working conditions for workers, and ensure environmental protection;
- Continue researching and producing new products, improving packaging designs to meet market demand;

- Strengthen market development and sales both domestically and internationally.
- Continue to streamline the investment and construction department.

4.2.2. Production and business plan for 2025:

* Assessment of production and business situation in 2025:

a. Difficulties and advantages:

- Difficulties: In addition to the difficulties that continue to affect in 2024; in 2025, the Company's production and business situation will face many difficulties due to labor shortage, high prices of main raw materials (coal, Apatite ore, gasoline, etc.), transportation costs remain high, unusual weather changes are unfavorable for agricultural production, and competition in the fertilizer market is increasingly fierce.

- Advantages: The Company has nearly 60 years of experience in fertilizer production, with a team of skilled and experienced employees. Investments in scientific and technological advancements from previous years continue to yield positive results. Additionally, the Company's fertilizer products have a well-established brand and are trusted by consumers.

b. Production and business plan for 2025:

- Total revenue: **1,295.620** billion VND;
- Profit before tax: **60,540** billion VND;
- Total production volume: **265,000** tons of various fertilizers.
- Total sales volume: **255,000** tons of various fertilizers

c. The company implements some solutions as follows:

- Strengthen management, improve staff quality, and conduct training and retraining programs to enhance human resources, meet the Company's production and business requirements.

- In addition to the Company's main product, fused phosphate fertilizer, research and produce new types of fertilizers to meet market demands and support business activities, such as premium phosphate fertilizer, organic mineral fertilizers, high-nutrient NPK fertilizers, and specialized liquid fertilizers for fruit trees, flowers, and ornamental plants to support organic clean farming.

- Continue to research, improve and renovate machinery and equipment to increase productivity, product quality and improve working conditions for workers;

- Expand into new markets in the North, Central, Central Highlands & South, striving to develop 2 to 3 new agents each year.

- Research appropriate policy mechanisms to maintain the market and increase NPK fertilizer consumption in the Southern region, and increase phosphate fertilizer consumption in the Northern region.

- Improve advertising activities to promote brands, images, products... Apply 4.0 technology to advertise on Facebook, Google, advertise on the websites of some newspapers close to farmers in the Industry and Trade sector (NNVN Newspaper, Industry and Trade Magazine...), integrate advertising links through the Company's main website.

- Research and implement the next phase of the relocation investment project to ensure efficiency and sustainable development.

- Regarding construction investment: For the new factory investment project, the Company actively searches for and leases land to proceed with further investment activities.

5. Explanation of the Board of Management for auditor's opinions (In case the auditor's opinions are not unqualified): None.

6. Assessment Report related to environmental and social responsibilities of the Company:

a. *Assessment concerning the environmental indicators (water consumption, energy, emissions, etc.).*

With the measures and results achieved in sections 6.1 -:- 6.4 part II above; in 2024, the Company successfully improved its environmental performance, meeting and exceeding permissible standards. Water and energy consumption, as well as waste treatment, remained at an efficient and advanced level compared to other companies producing similar products. This contributed to environmental protection, improved working conditions for employees, resource conservation, and cost savings in production.

b. *Assessment concerning the labor issues:*

In 2024, to compensate for the labor shortage, the company diversified many recruitment channels. During the year, 81 new employees were recruited, 49 employees transferred to sign contracts, but during the year, 51 employees also terminated their contracts;

With the current workforce, the Company is still in a state of labor shortage leading to many difficulties in arranging to serve the production and business plan. The number of new employees is still inexperienced, not yet adapted to the job requirements, and needs time for training.

c. *Assessment concerning the corporate responsibility for the local community:*

The Company remains a leading unit in Thanh Trì District in social and charitable activities, actively contributing to local and Vietnam National Chemical Group's social and charitable funds. The Company also plays an active role in maintaining security, safety, and social order in the region.

IV- Assessments of the Board of Directors on the Company's operation in 2024

1- Assessments of the Board of Directors on the Company's operation:

In the early months of 2024, the domestic fertilizer production and business sector continued to face numerous difficulties due to several factors. Electricity prices and the costs of certain domestic materials remained high, as they had at the end of 2023. These included the prices of coal, Apatite ore, Serpentine ore, and sandstone, which led to increased production input costs. Additionally, the supply of 23% quality Apatite ore became increasingly scarce, resulting in a decline in ore quality compared to previous periods, causing significant challenges for production. Furthermore, recruiting labor for production remained difficult, and newly hired workers lacked experience, requiring time for adaptation and training.

However, with synchronous and positive solutions in all aspects of organization, production and business; the Company's operations in 2024 were stable, achieving good efficiency and business results, specifically:

- Organization: Consolidated personnel, elected additional members to the Supervisory Board for the 2020-2025 term.

- Labor: Met production and business demands.

- Management: Implemented strict, scientific, and practical management aligned with business operations.

- Technology: Continued improvements and advancements.

- Production: Maintained stability, enhanced cost reduction, and increased labor productivity.

- Market & Sales: Maintained and expanded market presence.

- Finance & Accounting: Complied with state and company regulations; maintained a healthy financial position.

- Internal Audit: Implemented as required.

- Investment & Construction: Provided timely machinery and equipment for production and business activities.

- Responsibility to Employees, Environment, and Society: Ensured employment and income, complied with state regulations on employee benefits and environmental standards, and actively participated in social and charitable programs.

- Implementation of the 2024 Business Plan: In 2024, the Company remained united and strived to stabilize and sustain business operations. As a result, business performance was excellent, achieving and surpassing the targets set by the General Meeting of Shareholders.:

| No. | Indicator | Unit | 2023 Actual | 2024 Plan | 2024 Actual | Percentage (%) | |
|-----|------------------------------------|------|-------------|-----------|-------------|------------------------|---------------------------|
| | | | | | | Actual 2024/ Plan 2024 | Actual 2024 / Actual 2023 |
| A | B | C | 3 | 4 | 5 | 6=5/4 | 7=5/3 |
| 1 | Production output | Ton | 237,773 | 222,000 | 283,629 | 128 | 119 |
| - | Phosphate fertilizers of all kinds | Ton | 208,151 | 190,000 | 253,532 | 133 | 122 |
| - | NPK fertilizers of all kinds | Ton | 29,622 | 32,000 | 30,097 | 94 | 102 |
| 2 | Consumption output | Ton | 217,688 | 222,000 | 271,919 | 122 | 125 |
| - | Phosphate fertilizers of all kinds | Ton | 188,449 | 190,000 | 243,401 | 128 | 129 |

| | | | | | | | |
|---|-------------------------------|-------------|----------|----------|----------|-----|-----|
| - | NPK fertilizers of all kinds | Ton | 29,239 | 32,000 | 28,518 | 89 | 98 |
| | Export | | 9,739 | 16,000 | 1,828 | 11 | 19 |
| | Van Dien phosphate fertilizer | Ton | 9,739 | 15,000 | 1,828 | 12 | 19 |
| | Van Dien NPK fertilizer | Ton | | 1,000 | - | | |
| 3 | Total revenue | Billion VND | 1,027.53 | 1,087.20 | 1,266.53 | 116 | 123 |
| 4 | Pre-tax profit | Billion VND | 76.03 | 51.191 | 76.12 | 149 | 100 |

2- Assessment of Board of Directors on Board of Management's performance:

In 2024, the Board of Management successfully fulfilled its duties in managing and operating the Company in line with the directions and guidance of the Board of Directors. Their efforts contributed to the achievement and surpassing of the business targets set by the General Meeting of Shareholders for 2024. The Board of Directors particularly acknowledges the Board of Management's dedication and close supervision in maintaining stable and efficient business operations despite significant market fluctuations in the fertilizer industry, continuous adjustments and increases in input material prices, and ensuring the effective preservation and growth of capital.

3- Plans and orientations of the Board of Directors in 2025:

After reviewing the Company's operations in 2024 and forecasting the situation in 2025, the Board of Directors directed the General Director to develop the Company's production and business plan for 2025 to submit to the General Meeting of Shareholders for approval, specifically as stated in Section 4.b, Part III above.

To implement the proposed plan, the following solutions need to be implemented:

a- Continuously improve the effectiveness and efficiency of the Board of Directors' operations on the basis of strict compliance with the provisions of the Law and the Company; ensure maximum facilitation and promote the capacity of the management and executive staff;

- Strengthen coordination with the Board of Supervisors to improve the effectiveness of controlling the Company's operations;

- Continue to supplement and improve the internal management document system, as a basis for all activities of the Company, ensuring that all activities of the Company continue to be improved with the goal of sustainable development;

- Continue to improve the management and operation staff to meet the increasing demands of production and business activities;

- Check, review and evaluate the Company's construction investment and projects.

2- The Board of Directors orients, directs and supervises the Board of Management to perform the following key tasks:

- Strengthen personnel management; improve management practices based on the principle of streamlining the workforce appropriately; enhance the quality of personnel and work efficiency; train and retrain to improve human resource quality to meet the Company's production and business requirements in the new context;

- Maintain a high level of focus, apply flexibility, and align closely with actual conditions in management and operations;

- Focus on developing and maintaining the consumer market;

- Prioritize human resources; implement measures and policies to recruit, attract, and retain employees for long-term commitment, ensure sufficient labor supply for the Company.

- Apply technical innovation initiatives, improve labor productivity, reduce production costs, and lower product prices;

- Develop new products; consolidate and expand domestic and foreign markets;

- Implement projects to ensure efficiency;

- Ensure environmental hygiene and labor safety according to State regulations.

- Implement employee welfare policies properly, ensure stable jobs and income, improve working conditions, support, and participate in social and charitable activities initiated by local authorities and organization.

V- Corporate governance

1- Board of Directors:

a- Members and structure of the Board of Directors:

| No. | Full name | Position | Personal/Representative Shareholding Ratio (%) | BOD positions at other companies |
|-----|-------------------|-----------------------------------|--|---|
| 1 | Phung Ngoc Bo | Chairman of the Board | - Personal ownership: 0 - Representative ownership:27.06 | |
| 2 | Van Hong Son | Members of the Board of Directors | - Personal ownership: 0.04 - Representative ownership:15.04 | |
| 3 | Tran Thang | Members of the Board of Directors | - Personal ownership: 0 - Representative ownership:25 | |
| 4 | Nguyen Ngoc Thach | Members of the Board of Directors | - Personal ownership: 0.36 - Representative ownership:24.46 | Chairman of the Board of Members of Hoang Ngan Company Limited. |

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| | | | | Address: Vu Duy Thanh, Bich Dao, Ninh Binh. |
| 5 | Pham Thi Hoang Yen | Independent Board Member | - Personal ownership: 0 - Representative ownership:0 | |

Note:

- Members from item 1 to item 3 represent the major shareholder, Vietnam National Chemical Group.;

- Member of section 4 represents the major shareholder, Hoang Ngan Co., Ltd;

- Member item 5: Independent member of the Board of Directors.

- The number and structure of the Company's Board of Directors are as follows:

+ Quantity: 5 members;

+ Structure: 4 members representing major shareholders; 01 Independent Board Member.

b- Subcommittees of the Board of Directors: None

c- Activities of the Board of Directors:

In the context of difficulties in the domestic fertilizer production and business industry in general and the Company in particular; to improve the efficiency of the Company's management activities and implement the 2024 production and business plan assigned by the General Meeting of Shareholders; the BOD has shown determination, solidarity and consensus, regularly organized meetings (during the year, 8 official meetings were held and 17 times to collect members' opinions in writing). The Resolutions and Decisions of the BOD focus on the following issues:

- Submit to the General Meeting of Shareholders to elect additional personnel for the Board of Supervisors for the 2020-2025 term;

- Amend and supplement the Company's Regulations in accordance with current regulations of the Law, the Company's Charter and in accordance with the actual operations;

- Direct and supervise the Company's operations such as finance and accounting, product consumption, cost reduction in production, business and construction investment; resolving the existing problems of the investment project to build " Van Dien NPK and Fused Phosphate Fertilizer Factory in Bim Son, Thanh Hoa".

- Review and promptly resolve proposals from the Board of Management;

* Resolutions, Decisions, Notices of the Board of Directors in 2024:

| No. | Resolution/Decision No. | Date | Content |
|-----|-------------------------|------------|--|
| 1 | 01/NQ-HDQT | 03/01/2024 | <ul style="list-style-type: none"> - Approved the policy of continuing to sue HUD4 Investment and Construction JSC. - Approved the implementation of the implementation of the first-instance civil judgment No. 03/2022/KDTM-ST dated 05/09/2022 of the People's Court of Bim Son town. - Approved the "Set of consumption norms of main materials, raw materials and energy in the production of major products" of the Company. - Approved the policy of signing a contract with the unit that is a related person according to the content of Report No. 720/TTr-PLVD dated 26/12/2023. - Approve the policy of signing a contract with the unit that is a related person according to the content of Report No. 722/TTr-PLVD dated 26/12/2023. - Approved the policy of signing contracts with the purchase and sale of raw materials for production with a few companies of Vietnam National Chemical Group. |
| 2 | 02/QD-HDQT | 03/01/2024 | Decision regarding the approval of a policy to enter a consumption contract for the year 2024 with the relevant units |
| 3 | 03/QD-HDQT | 03/01/2024 | Decision on signing an advertising contract in 2024 with related units. |
| 4 | 04/QD-HDQT | 03/01/2024 | Decision on signing a fertilizer warehouse lease contract in 2024 with related units. |
| 5 | 05/QD-HDQT | 03/01/2024 | Decision on the signing of contracts for purchase and sale of raw materials for production. |
| 6 | 06/QD-HDQT | 03/01/2024 | Decision on the promulgation of the "Code of consumption norms of main materials, raw materials and energy in the production of Phosphate Fertilizer". |
| 7 | 09/NQ-HDQT | 26/01/2024 | <ul style="list-style-type: none"> - Record production and business data and results in 2023; agree with the plan with the production and business plan in the first quarter of 2024. - Approve the investment plan in 2024. - Approve the plan to repair fixed assets in 2024. - Approve the labor recruitment plan in 2024. |
| 8 | 10/QD-HDQT | 26/01/2024 | Decision on approving the investment plan in 2024. |

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| 9 | 11/QD-HDQT | 26/01/2024 | Decision on approving the fixed asset repair plan in 2024. |
| 10 | 12/QD-HDQT | 26/01/2024 | Decision on approving the labor recruitment plan in 2024. |
| 11 | 13/NQ-HDQT | 07/02/2024 | - Approving the legal consultancy unit to carry out legal procedures to initiate a lawsuit against HUD4 Investment and Construction JSC. |
| 12 | 15/NQ-HDQT | 26/02/2024 | - Convening the 2024 Annual General Meeting of Shareholders. - Assign the General Director to prepare documents for the General Meeting, submit them to the Board of Directors for consideration and approval to send to shareholders. |
| 13 | 18/QD-HDQT | 06/03/2024 | Decision on signing contracts with related persons in 2024: Approving the policy for the General Director to sign the Fertilizer Warehouse Lease Contract in 2024 and the Fertilizer Transportation Contract in 2024 with Hoang Ngan Co., Ltd. |
| 14 | 21/NQ-HDQT | 25/03/2024 | - Approve the salary fund to be implemented in 2023. - Approve the establishment of the Committee to examine the eligibility of delegates to attend the 2024 Annual General Meeting of Shareholders. - Approve the program and documents for the 2024 Annual General Meeting of Shareholders. |
| 15 | 22/QD-HDQT | 25/03/2024 | Decision on approving the salary fund to be implemented in 2023. |
| 16 | 23/QD-HDQT | 25/03/2024 | Decision on the establishment of the Committee to examine the eligibility of delegates to attend the 2024 Annual General Meeting of Shareholders. |
| 17 | 24/QD-HDQT | 25/03/2024 | Decision on approving programs and documents for the 2024 Annual General Meeting of Shareholders. |
| 18 | 35/NQ-HDQT | 27/03/2024 | Resolution on the unanimous proposal to the Company's Party Committee to consider and give opinions on the policy of appointing the Company's leaders. |
| 19 | 37/QD-HDQT | 27/03/2024 | Decision to promulgate the Regulation on personnel work of the Company. |

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| 20 | 40/NQ-HDQT | 10/04/2024 | <ul style="list-style-type: none"> - Approved Report No. 83/TTr-PLVD dated 04/4/2024, etc., the authority to decide on the payment of allowances and work coefficients and allowances concurrently with the title of Secretary and Person in Charge of Corporate Administration. - Approved the change in the content of the Annual General Meeting of Shareholders on the plan to pay remuneration of the Board of Directors and the Board of Supervisors in 2024. - Approved the draft program and documents amending and supplementing the organization of the Annual General Meeting of Shareholders in 2024. |
| 21 | 41/QD-HDQT | 10/04/2024 | Decision on approving the draft program and documents amending and supplementing the organization of the 2024 Annual General Meeting of Shareholders. |
| 22 | 44/ND-HDQT | 17/04/2024 | <ul style="list-style-type: none"> - Promulgate a plan to review and supplement the planning on leadership and management cadres for the 2021-2026 period and the 2026-2031 period. - Approved the draft Report on the plan for profit distribution and dividend payment in 2023. |
| 23 | 52/NQ-HDQT | 15/05/2024 | <ul style="list-style-type: none"> - Record production and business data and results in the first quarter of 2024 and agree with the production and business plan in the second quarter of 2024. - Authorize the amendments and supplements to the Regulation governing grassroots personnel within the workplace. - Approve the amendments and supplements to the Regulation governing grassroots personnel within the workplace. - Approve the promulgation of the Regulation on Management of initiative activities; applying inventions and useful solutions to production and business and remuneration paid to authors. - Approve the payment of dividends in 2023 in cash. |
| 24 | 53/QD-HDQT | 15/05/2024 | Decision on the payment of dividends in 2023 in cash. |
| 25 | 57/QD-HDQT | 28/05/2024 | Decision on promulgation of the amendments and supplements to the Regulation governing grassroots personnel within the workplace. |

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| 26 | 58/NQ-HDQT | 29/05/2024 | <ul style="list-style-type: none"> - Approve the work coefficient and allowances concurrently with the titles of Secretary and Person in Charge of Corporate Administration. - Decision on termination and liquidation of Contract No. XL-GD1-03/PLVD-DABS signed on 15/3/2018 (Package "Fence, gate (28,29)"). - Approve the promulgation of the Regulation on Financial Management of the Company. - Through the reward for managers, the Company's Board of Management. |
| 27 | 59/QD-HDQT | 29/05/2024 | Decision on rewarding managers and the Board of Management of the Company in 2023. |
| 28 | 60/QD-HDQT | 29/05/2024 | Decision on termination and liquidation of Contract No. XL-GD1-03/PLVD-DABS signed on 15/3/2018 for the implementation of the bidding package "Fences and gates (28,29)". |
| 29 | 61/QD-HDQT | 29/05/2024 | To decide on the work coefficient and part-time allowances of the Secretary and the Person in charge of the Company's administration. |
| 30 | 62/QD-HDQT | 29/05/2024 | Decision on promulgation of the Regulation on Financial Management of the Company. |
| 31 | 65/QD-HDQT | 20/06/2024 | Failing to approve Report No. 179/TTr-PLVD dated 10/06/2024 on approving the agreement on the schedule of payment for judgment enforcement; Continue to implement judgment enforcement in accordance with law. |
| 32 | 66/NQ-HDQT | 25/06/2024 | <ul style="list-style-type: none"> - Approve the promulgation of the Regulation on salary increase and grade promotion of the Company. - To approve the promulgation of the Regulation on management of major repairs of the Company's fixed assets. - To approve the promulgation of the Regulation on Construction Management and Investment of the Company. |
| 33 | 67/QD-HDQT | 27/06/2024 | Decision on the promulgation of the Regulation on salary increase and grade promotion of the Company. |
| 34 | 68/QD-HDQT | 27/06/2024 | Decision on the promulgation of the Regulation on construction management and investment of the Company. |

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| 35 | 69/QD-HDQT | 27/06/2024 | Decision on the promulgation of the Regulation on management of major repairs of the Company's fixed assets. |
| 36 | 71/NQ-HDQT | 08/07/2024 | <ul style="list-style-type: none"> - Approving the results of the selection of the service provider "Audit of the reviewed financial statements for the first 6 months of 2024 and the financial statements of 2024. - Approve the change of the base salary in the system of scales and payrolls as prescribed. + The Board of Directors shall collect the opinions of employees through the Executive Committee of the Company's Trade Union on the change of the base salary in the salary scale and salary system. |
| 37 | 72/QD-HDQT | 08/07/2024 | Decision approving the results of the selection of the service provider "Audit of the reviewed financial statements for the first 6 months of 2024 and the financial statements for the year 2024. |
| 38 | 75/NQ-HDQT | 16/07/2024 | <ul style="list-style-type: none"> - Record production and business data and results in the second quarter of 2024 and agree with the production and business plan in the third quarter of 2024. - Regarding the contents related to the Bim Son project (cassation, judgment enforcement and lawsuit for damages): It is proposed that the Board of Management actively follow the implementation and comply with the Resolutions/Decisions of the Board of Directors and in accordance with the provisions of law. - Regarding the re-evaluation of the effectiveness of the Bim Son project: Request the Board of Management to accelerate the progress and complete the re-evaluation of the project to report to the Board of Directors for consideration and decision according to its competence. - Approve the policy of appointing the Company's leaders from on-site human resources in the Company's planning. |
| 39 | 76/QD-HDQT | 16/07/2024 | Decision on the policy of appointing the Company's leaders: Approving the policy of appointing 01 Deputy General Director and Chief Accountant of the Company from on-site human resources, in the Company's planning. |

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| 40 | 77/QD-HDQT | 22/07/2024 | Decision on signing contract addendums with related persons in 2024. - Approve the policy for the General Director to sign an appendix to the freight contract in 2024 with Hoang Ngan Co., Ltd. |
| 41 | 79/QD-HDQT | 29/7/2024 | Decision on promulgation of the system of salary scales, payrolls and salary allowances of the Company |
| 42 | 81/NQ-HDQT | 19/8/2024 | - To approve the promulgation of the Regulation on management of remuneration and bonuses for the Company's managers. - Approve the appointment of officials to participate in foreign delegations. |
| 43 | 82/QD-HDQT | 19/8/2024 | Decision on sending officials to participate in foreign missions |
| 44 | 83/QD-HDQT | 19/8/2024 | Decision on promulgation of the Regulation on management of remuneration and bonuses for managers of the Company. |
| 45 | 85/NQ-HDQT | 23/8/2024 | Approve the fulfillment of the obligation to enforce Judgment No. 03/2022/KDTM-ST dated 05/09/2022 of the People's Court of Bim Son town. |
| 46 | 87/NQ-HDQT | 10/9/2024 | Approve the following contents: - Establishment of a bidding expert team and an appraisal team in the process of contractor selection. - Approving the plan for selecting additional contractors (investment preparation stage); estimate of bidding packages and selection of contractors to implement bidding packages. |
| 47 | 88/QD-HDQT | 10/9/2024 | Decision on approving the plan for selection of additional contractors (investment preparation stage); estimate of bidding packages and selection of contractors to implement bidding packages. |
| 48 | 89/QD-HDQT | 10/9/2024 | Decision on the establishment of the bidding expert team and the appraisal team in the process of contractor selection. |

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| 49 | 91/NQ-HDQT | 18/9/2024 | <p>Approve the following contents:</p> <ul style="list-style-type: none"> - Approve the policy for the General Director to sign an appendix to the fertilizer storage lease contract in 2024. - Appointment of Mr. Nghiem Duc Toan, Member of the Executive Committee of the Party Committee, Head of Technical Department, to hold the position of Deputy General Director of the Company. - Approving the results of reviewing and supplementing the planning of personnel for the Company's leaders and managers in the period of 2021-2026 and the period of 2026-2031 of the Company. - Through the initiation of a lawsuit against HUD4 Investment and Construction JSC; approving the hiring of a legal consultancy unit to carry out the lawsuit. |
| 50 | 92/QD-HDQT | 18/9/2024 | Decision on the appointment of Deputy General Director of the Company. |
| 51 | 93/QD-HDQT | 18/9/2024 | Decision on approving the policy for the General Director to sign an appendix to the fertilizer warehouse lease contract in 2024. |
| 52 | 94/QD-HDQT | 19/9/2024 | Decision approving the initiation of a lawsuit against HUD4 Investment and Construction JSC; approving the hiring of a legal consultancy unit to carry out the lawsuit. |
| 53 | 95/QD-HDQT | 19/9/2024 | Decision approving the results of reviewing and supplementing the Company's planning for leadership and management personnel for the period of 2021-2026 and the period of 2026-2031 of the Company. |
| 54 | 97/NQ-HDQT | 15/10/2024 | <p>Approve the following containers:</p> <ul style="list-style-type: none"> - To approve the promulgation of the "Regulation on recruitment and signing of labor contracts". - To approve the promulgation of the "Internal Expenditure Regulation". - Approve the work coefficient for Mr. Nghiem Duc Toan - Deputy General Director of the Company. |
| 55 | 98/QD-HDQT | 15/10/2024 | Decision on the work coefficient for Mr. Nghiem Duc Toan - Deputy General Director of the Company. |
| 56 | 99/QD-HDQT | 15/10/2024 | Decision to promulgate the "Regulation on recruitment and signing of labor contracts". |
| 57 | 100/QD-HDQT | 15/10/2024 | Decision on promulgation of the "Regulation on internal spending". |

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| 58 | 103/ND-HDQT | 17/12/2024 | <p>Approve the following containers:</p> <ul style="list-style-type: none"> - To approve the establishment of the Economic and Technical Council; - Approve the policy of signing a consumption contract in 2025 with a unit with a turnover of $\geq 30\%$ of the total asset value recorded in the Company's latest financial statements. |
| 59 | 104/QD-HDQT | 17/12/2024 | Decision on the establishment of the Economic and Technical Council. |
| 60 | 105/ND-HDQT | 18/12/2024 | <p>Approve the following containers:</p> <ul style="list-style-type: none"> - Approving the market investment plan in 2025; - Approving the policy of signing a coal lump 2a.4 purchase and sale contract to serve production in 2025; - Approve the policy of signing a contract for purchase and sale of raw materials for production; - To apply the initiative "Research on technology of insulation furnace construction equipment to ensure productivity and improve efficiency in blast furnace production"; - Unify the re-elected personnel to participate in the proxy level for the term 2025-2030 of the Party Committee of Van Dien Fused Magnesium Phosphate Fertilizer JSC |
| 61 | 106/QD-HDQT | 18/12/2024 | Decision to approve the market investment plan in 2025. |
| 62 | 107/QD-HDQT | 18/12/2024 | Decision to sign a coal purchase and sale contract with Vietnam National Coal and Mineral Industries Holding Corporation Limited |
| 63 | 108/QD-HDQT | 18/12/2024 | Decision to sign a contract for purchase and sale of raw materials for production. |
| 64 | 109/QD-HDQT | 18/12/2024 | Decision on the application of the initiative "Research on technology of insulation furnace construction equipment to ensure productivity and improve efficiency in blast furnace production"; |
| 65 | 110/QD-HDQT | 18/12/2024 | Decision on signing a contract with a unit with a turnover of $\geq 30\%$ of the total value of assets stated in the latest financial statement of the Company. |
| 66 | 111/QD-HDQT | 18/12/2024 | Decision on the unification of re-elected personnel to participate in the 2025-2030 term of the Company's Party Committee. |

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| 67 | 114/NQ-HDQT | 31/12/2024 | <p>Approve the following containers:</p> <ul style="list-style-type: none"> - To approve the re-appointment of the Person in charge of the Company's administration Company Secretary; - To approve the labor recruitment plan in 2025; - Approve the signing of a fertilizer warehouse lease contract with Southern Chemical Import and Export Joint Stock Company; |
| | | | <ul style="list-style-type: none"> - Agree on the policy of contents related to the project in Bim Son: + Assign the General Director to carry out the promotion, work and negotiate with HUD4 Investment and Construction JSC to lease land for the project. + Assign the Board of Management to carry out relevant tasks to implement the restart of the project. |
| 68 | 115/QD-HDQT | 31/12/2024 | Decision on signing a contract for renting a fertilizer warehouse in 2025. |
| 69 | 116/QD-HDQT | 31/12/2024 | Decision on the appointment of the Person in charge of the Company's administration Company Secretary. |
| 70 | 117/QD-HDQT | 31/12/2024 | Decision on approving the labor recruitment plan in 2024. |

d- Activities of independent non-Board of Management members: Properly perform the duties, responsibilities and powers of an independent Board member in accordance with the provisions of law and the Company's regulations.

e- Activities of subcommittees in the Board of Directors: none

f- List of Board of Directors members attending training courses: None

2- Board of Supervisors:

2.1. Information about Supervisory Board members:

| No. | Members of Board of Supervisors | Position | The date becoming to be the member of the Board of Supervisors | Qualification |
|-----|---------------------------------|----------------------------------|--|------------------------|
| 1 | Nguyen Thi Mach | Head of the Board of Supervisors | 25/04/2022 | Bachelor of Accounting |
| 2 | Nguyen Thi Van Hoa | Member | 23/04/2024 (Dismissed) | Bachelor |
| 4 | Nguyen Xuan Long | Member | 23/04/2024 (Appointed) | Bachelor |
| 3 | Nguyen Thi Son | Member | 28/6/2020 | College |

2.2. Activities of the Board of Supervisors:

| No. | Members of Board of Supervisors | Number of Meetings attended | Attendance Rate | Reason for Absence |
|-----|---------------------------------|-----------------------------|-----------------|---|
| 1 | Nguyen Thi Mach | 3/3 | 100% | |
| 2 | Nguyen Thi Van Hoa | 1/3 | 33% | Dismissal as Controller from April 23, 2024 |
| 3 | Nguyen Xuan Long | 2/3 | 67% | Elected as Controller from 23/04/2024 |
| 4 | Nguyen Thi Son | 3/3 | 100% | |

In 2024, the Board of Supervisors held meetings to deploy work and conduct activities in accordance with the provisions of the Enterprise Law, the Company Charter and legal provisions, specifically:

- Check compliance with the implementation of the Resolution of the General Meeting of Shareholders;
- Control compliance with the Company's Charter, Regulations and internal regulations;
- Control the implementation of production and business plans;
- Control financial accounting work, review semi-annual financial reports and 2024 financial reports;
- Check the management of product selling prices, consumption, signing of product sales contracts, purchasing of input materials for production and business, debt management, material consumption, etc.;
- Check the construction work;
- Check the implementation of information disclosure;

3- Transactions, remuneration and benefits of the Board of Directors, Board of Management and Supervisory Board:

a/ Salary, rewards, remuneration and benefits:

| No. | Full name | Position | Remuneration (D) | Salary (D) | Bonus (D) | Total (D) |
|----------|------------------------------------|-----------------------|------------------|------------|------------|-------------|
| I | Board of Directors' members | | | | | |
| 1 | Phung Ngoc Bo | Chairman of the Board | 85,500,000 | | 31,000,000 | 116,000,000 |
| 2 | Nguyen Ngoc Thach | Board Member | 73,500,000 | | 26,800,000 | 100,300,000 |

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|---|--------------------|--|------------|-------------|------------|-------------|
| 3 | Pham Thi Hoang Yen | Independent Board Member | 73,500,000 | | 26,800,000 | 100,300,000 |
| II Board of Directors' members/ Board of Management' members | | | | | | |
| 1 | Van Hong Son | Member. Board of Directors, General Director | 73,500,000 | 792,002,626 | 50,000,000 | 915,502,626 |
| 2 | Pham Quang Trung | Deputy General Director | | 542,185,605 | 21,200,000 | 563,385,605 |
| 3 | Tran Thang | Board Member, Deputy General Director | 73,500,000 | 442,025,922 | 25,700,000 | 541,225,922 |
| III Board of Supervisors | | | | | | |
| 1 | Nguyen Thi Mach | Head of Supervisory Board | | 447,982,410 | 27,400,000 | 475,382,410 |
| 2 | Nguyen Thi Van Hoa | Controller | 12,000,000 | | 15,920,000 | 27,920,000 |
| 3 | Nguyen Thi Son | Controller | 45,000,000 | | 18,420,000 | 63,420,000 |
| 4 | Nguyen Xuan Long | Controller | 33,000,000 | | 2,500,000 | 35,500,000 |
| IV Chief Accountant | | | | | | |
| 1 | Nguyen Thi Sen | Accounting Manager | | 461,816,345 | 21,200,000 | 483,016,345 |

b- Share transactions by internal shareholders and related persons, major shareholders in 2024: None.

c- Contracts or transactions with internal shareholders, related persons, major shareholders in 2024:

| No. | Name of organization/ individual | Relationship with the Company | Contract with Van Dien Fused Magnesium |
|-----|----------------------------------|-------------------------------|--|
| | | | |

| | | | Phosphate Fertilizer Joint Stock Company |
|---|---------------------|--|---|
| 1 | HOANG NGAN CO., LTD | Major shareholder/Related person of Mr. Nguyen Ngoc Thach - member of the Company's Board of Directors | 1- Freight services 2- Warehouse rental service. |

d. Implementation of corporate governance regulations: Implemented in accordance with current regulations.

VI. Audited financial statements for 2024

(Attached).

**CONFIRMATION BY THE COMPANY'S
LEGAL REPRESENTATIVE**

GENERAL DIRECTOR

(Signature, full name and seal)

Van Hong Son