

No.: 3405/NQ-PVCFC

Ca Mau, December 27<sup>th</sup>, 2023

**RESOLUTION**  
**Approving the 2024-2026 Three-Year Operations Plan**  
**of Board of Directors of PetroVietnam Ca Mau Fertilizer Joint Stock Company**

**BOARD OF DIRECTORS**  
**PETROVIETNAM CA MAU FERTILIZER JOINT STOCK COMPANY**

*Pursuant to Charter and Operation Regulation of the Board of Directors of PetroVietnam Ca Mau Fertilizer Joint Stock Company, as approved by the General Meeting of Shareholders;*

*Based on conclusions of the Board of Directors as stipulated in Meeting Minutes no. 13/BB-PVCFC-2023 dated December 25<sup>th</sup>, 2023.*

**RESOLVED:**

**Article 1.** Approving the 2024-2026 Three-Year Operations Plan of the Board of Directors of PetroVietnam Ca Mau Fertilizer Joint Stock Company. For further details, refer to the attached Appendix.

**Article 2.** Members of the Board of Directors are tasked with assigning Board duties and organizing tasks in line with the Operations Plan, working closely with the Board of General Directors to ensure the plan is executed effectively and in compliance with existing regulations.

**Article 3.** Members of the Board of Directors, Board of General Directors, Head of Committees/Offices, units within PetroVietnam Ca Mau Fertilizer Joint Stock Company are to carry out this Resolution./.

**C/c:**

- As Article 3;
- Company's Party Committee (to report);
- Supervisory Board;
- Filed: Archive, BOD.

**FOR BOARD OF DIRECTORS  
CHAIRMAN**

*(Singed & Sealed)*

**Attachment:**

- Appendix: BOD's 2024-2026 Three-Year Operations Plan.

**Trần Ngọc Nguyễn**

## APPENDIX

### 2024-2026 THREE-YEAR OPERATIONS PLAN OF BOARD OF DIRECTORS PETROVIETNAM CA MAU FERTILIZER JOINT STOCK COMPANY

*(Issued under Resolution no. 3405/NQ-PVCFC dated December 27<sup>th</sup>, 2023  
of the Board of Directors of PetroVietnam Ca Mau Fertilizer Joint Stock Company)*

#### A. PLAN FOR CONVENING MEETINGS

No.	Meeting	Anticipated content	Anticipated time
<b>I. YEAR 2024</b>			
1	January regular meeting	<ul style="list-style-type: none"><li>- Estimation of implementation effort of the production and business plan for January 2024 and implementation effort of the 2024 production and business plan as approved by the Board of Directors;</li><li>- Implementation of development strategy to 2035, orientation to 2045;</li><li>- Approval of the Financial statements for Q4/2023;</li><li>- Preparation for the 2024 Annual General Meeting of Shareholders;</li><li>- Orientation program for new Board members.</li><li>- Implementation status of the Company's restructuring scheme;</li><li>- Implementation status of investment projects.</li><li>- Risk management report for 2023;</li><li>- Internal audit report for 2023;</li><li>- Approval of Bylaws/regulations that fall within the authority of the Board of Directors and processing of proposals and recommendations from the General Director during the month.</li></ul>	January 2024
2	February regular meeting	<ul style="list-style-type: none"><li>- Estimation of production and business results in February 2024 and plan for March 2024;</li><li>- Completion of development strategy to 2035, orientation to 2045.</li><li>- Review of the audited 2023 Financial statements.</li><li>- Preparation status for the 2024 Annual General Meeting of Shareholders and preparation of the 2023 annual report.</li><li>- Office utilization plan in District 7, HCM.</li><li>- Approval of Bylaws/regulations that fall within the authority of the Board of Directors and processing of proposals and recommendations from the General Director during the month.</li></ul>	February 2024
3	Q1 meeting	<ul style="list-style-type: none"><li>- Preliminary summary of Q1 - Start of Q2 tasks;</li><li>- Preparation for convening the 2024 Annual General Meeting of Shareholders;</li></ul>	March 2024

No.	Meeting	Anticipated content	Anticipated time
		<ul style="list-style-type: none"> <li>- Status of capital redemption at Korea-Vietnam Fertilizer Co., Ltd.;</li> <li>- Establishment of corporate governance system according to best practices and action program for the ASEAN Corporate Governance Scorecard (ACGS) Award by 2025;</li> <li>- Discussion of the Board of Directors' operations plan for 2025;</li> <li>- Review and finalization of system of internal management documents and processing of proposals, recommendations from the General Director during the month.</li> </ul>	
4	April regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in April 2024; plan for May 2024;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> <li>- Review of the Financial statements for Q1/2024;</li> <li>- Approval of agenda, documents for convening the General Meeting of Shareholders.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	April 2024
5	May regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in May 2024 and plan for June 2024;</li> <li>- Implementation status of the Sustainable Development Report (ESG);</li> <li>- Implementation status of general investment projects across the entire Company.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	May 2024
6	Q2 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q2 - Start of Q3 tasks;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> <li>- Implementation status of Corporate governance projects according to best practices.</li> </ul>	June 2024
7	July regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in July 2024 and plan for August 2024;</li> <li>- Review of the Financial statements for Q2/2024, and the examined semi-annual financial statements;</li> <li>- Implementation status of PVCFC Corporate Culture Development Projects.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	July 2024
8	August regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in August 2024 and plan for September 2024;</li> <li>- Preparation for development of the 2025 Production and business plan;</li> <li>- Implementation status of general investment projects across</li> </ul>	August 2024

No.	Meeting	Anticipated content	Anticipated time
		<p>the Company.</p> <ul style="list-style-type: none"> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	
9	Q3 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q3 - Start of Q4 tasks;</li> <li>- Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;</li> <li>- Review and finalization of system of internal management documents;</li> <li>- Implementation status of conclusions of inspection, audit teams (if any)</li> </ul>	September 2024
10	October regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2024 and plan for November 2024;</li> <li>- Review of the Financial statements for Q3/2024;</li> <li>- Implementation status of training courses for Board of Directors members in 2024 and Training plan for Board of Directors members in 2025;</li> <li>- Implementation of the 2024 Production and business plan (adjust if necessary)</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	October 2024
11	November regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2024 and plan for November 2024;</li> <li>- Review of the List of key points for the Board of Directors' periodic inspection/review for the year 2025;</li> <li>- Development status of the 2025 Production and business plan.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	November 2024
12	Q4 meeting	<ul style="list-style-type: none"> <li>- Summary of production and business performance in 2024 and the 2025 Production and business plan;</li> <li>- Summary of development and implementation of the Company's strategy;</li> <li>- Summary of implementation status of Corporate governance projects according to best practices;</li> <li>- Report on the Board of Directors' activities in 2024 (including Committees activities);</li> <li>- Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	December 2024
<b>II. YEAR 2025</b>			
1	January regular meeting	<ul style="list-style-type: none"> <li>- Estimation of implementation effort of the production and business plan for January 2025 and implementation effort of the 2025 Production and business plan as approved by the Board of Directors;</li> </ul>	January 2025

No.	Meeting	Anticipated content	Anticipated time
		<ul style="list-style-type: none"> <li>- Approval of the Financial statements for Q4/2023;</li> <li>- Preparation for the 2024 Annual General Meeting of Shareholders;</li> <li>- Risk management report for 2024;</li> <li>- Internal audit report for 2024;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	
2	February regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in February 2025 and plan for March 2025;</li> <li>- Review of the audited 2024 Financial statements;</li> <li>- Preparation status for the 2025 Annual General Meeting of Shareholders, Preparation of the 2024 annual report and sustainable development report;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	February 2025
3	Q1 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q1- Start of Q2 tasks;</li> <li>- Preparation for convening the 2025 Annual General Meeting of Shareholders;</li> <li>- Implementation status of investment projects across the Company.</li> <li>- Discussion of the Board of Directors' operations plan for 2026;</li> <li>- Review of corporate governance system according to best practices and action program for the ASEAN Corporate Governance Scorecard (ACGS) Award by 2025;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	March 2025
4	April regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in April 2025; plan for May 2025;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> <li>- Review of the Financial statements for Q1/2025;</li> <li>- Approval of agenda, documents for convening the General Meeting of Shareholders.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	April 2025
5	May regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in May 2025 and plan for June 2025;</li> <li>- Implementation status of PVCFC Corporate Culture Development Projects.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	May 2025
6	Q2 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q2 - Start of Q3 tasks;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> </ul>	June 2025

No.	Meeting	Anticipated content	Anticipated time
		<ul style="list-style-type: none"> <li>- Implementation status of Corporate governance projects according to best practices.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	
7	July regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in July 2025 and plan for August 2025;</li> <li>- Review of the Financial statements for Q2/2025, and the examined semi-annual financial statements;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	July 2025
8	August regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in August 2025 and plan for September 2025;</li> <li>- Preparation for development of the 2026 Production and business plan;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	August 2025
9	Q3 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q3 - Start of Q4 tasks;</li> <li>- Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;</li> <li>- Review and finalization of system of internal management documents;</li> <li>- Implementation status of conclusions of inspection, audit teams (if any)</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	September 2025
10	October regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2025 and plan for November 2025;</li> <li>- Review of the Financial statements for Q3/2025;</li> <li>- Implementation status of training courses for Board of Directors members in 2025 and Training plan for Board of Directors members in 2026;</li> <li>- Implementation of the 2025 Production and business plan (adjust if necessary)</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	October 2025
11	November regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2025 and plan for November 2025;</li> <li>- Review of the List of key points for the Board of Directors' periodic inspection/review for the year 2026;</li> <li>- Development status of the 2026 Production and business plan.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	November 2025
12	Q4 meeting	<ul style="list-style-type: none"> <li>- Summary of production and business performance in 2025 and the 2026 Production and business plan;</li> </ul>	December 2025

No.	Meeting	Anticipated content	Anticipated time
		<ul style="list-style-type: none"> <li>- Summary of development and implementation of the Company's strategy;</li> <li>- Summary of implementation status of Corporate governance projects according to best practices;</li> <li>- Report on the Board of Directors' activities in 2025 (including Committees activities);</li> <li>- Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;</li> </ul>	
<b>III. YEAR 2026</b>			
1	January regular meeting	<ul style="list-style-type: none"> <li>- Estimation of implementation effort of the production and business plan for January 2026 and implementation effort of the 2026 Production and business plan as approved by the Board of Directors;</li> <li>- Approval of the Financial statements for Q4/2025;</li> <li>- Preparation for the 2026 Annual General Meeting of Shareholders;</li> <li>- Risk management report for 2025;</li> <li>- Internal audit report for 2025;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	January 2026
2	February regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in February 2026 and plan for March 2026;</li> <li>- Review of the audited 2025 Financial statements.</li> <li>- Preparation status for the 2026 Annual General Meeting of Shareholders, Preparation of the 2025 annual report and sustainable development report;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	February 2026
3	Q1 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q1- Start of Q2 tasks;</li> <li>- Preparation for convening the 2026 Annual General Meeting of Shareholders;</li> <li>- Discussion of the Board of Directors' operations plan for 2027;</li> </ul>	March 2026
4	April regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in April 2026; plan for May 2026;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> <li>- Review of the Financial statements for Q1/2026;</li> <li>- Approval of agenda, documents for convening the General Meeting of Shareholders.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	April 2026
5	May regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in May 2026 and plan for June 2026;</li> <li>- Implementation status of general investment projects across</li> </ul>	May 2026

No.	Meeting	Anticipated content	Anticipated time
		<p>the Company.</p> <ul style="list-style-type: none"> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	
6	Q2 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q2 - Start of Q3 tasks;</li> <li>- Implementation status of the Board of Directors Resolutions;</li> <li>- Implementation status of Corporate governance projects according to best practices.</li> </ul>	June 2026
7	July regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in July 2026 and plan for August 2026;</li> <li>- Review of the Financial statements for Q2/2026, and the examined semi-annual financial statements;</li> <li>- Implementation status of PVCFC Corporate Culture Development Projects.</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	July 2026
8	August regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in August 2026 and plan for September 2026;</li> <li>- Preparation for development of the 2026 Production and business plan;</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	August 2026
9	Q3 meeting	<ul style="list-style-type: none"> <li>- Preliminary summary of Q3 - Start of Q4 tasks;</li> <li>- Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;</li> <li>- Review and finalization of system of internal management documents;</li> <li>- Implementation status of conclusions of inspection, audit teams (if any)</li> </ul>	September 2026
10	October regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2026 and plan for November 2026;</li> <li>- Review of the Financial statements for Q3/2026;</li> <li>- Implementation status of training courses for Board of Directors members in 2026 and Training plan for Board of Directors members in 2027;</li> <li>- Implementation of the 2026 Production and business plan (adjust if necessary);</li> <li>- Processing of proposals and recommendations from the General Director during the month.</li> </ul>	October 2026
11	November regular meeting	<ul style="list-style-type: none"> <li>- Estimation of production and business results in October 2026 and plan for November 2026;</li> <li>- Review of the List of key points for the Board of Directors' periodic inspection/review for the year 2026;</li> <li>- Development status of the 2026 Production and business</li> </ul>	November 2026



No.	Meeting	Anticipated content	Anticipated time
		plan. - Processing of proposals and recommendations from the General Director during the month.	
12	Q4 meeting	- Summary of production and business performance in 2026 and the 2027 Production and business plan; - Summary of development and implementation of the Company's strategy; - Summary of implementation status of Corporate governance projects according to best practices; - Report on the Board of Directors' activities in 2026 (including Committees activities); - Implementation status of the Board of Directors and General Meeting of Shareholders' Resolutions;	December 2026

## B. TOPICS

No.	Topic name	Anticipated time
<b>I. YEAR 2024</b>		
1	Keep up to date with the fertilizer industry, global and Vietnam's economy	January 2024
2	Enterprise Value Map (EVM)-Linking strategy to PVCFC's value	February 2024
3	M&A deal of Korea-Vietnam Fertilizer Factory (KVF)	March 2024
4	Plan and strategy formulation	April 2024
5	Sustainable development, action programs for ASEAN Corporate Governance Scorecard (ACGS) Award	July 2024
6	Digitalization and cyber security	August 2024
7	Marketing strategy	October 2024
<b>II. YEAR 2025</b>		
1	Keep up to date with the fertilizer industry, global and Vietnam's economy	January 2025
2	Urea and NPK factory production technology.	February 2025
3	Investment projects	March 2025
4	Human resource development strategy	July 2025
5	Corporate governance according to best practices	August 2025
6	Internal control system, risk management	October 2025
7	Production, Optimization	November 2025
<b>III. YEAR 2026</b>		
1	Keep up to date with the fertilizer industry, global and Vietnam's economy	January 2026
2	Legislation, System of internal management documents	April 2026
3	Research and development, New products	July 2026
4	Finance accounting	August 2026
5	Internal audit	October 2026

### C. PLAN FOR REGULAR TASK IMPLEMENTATION

No.	Content	Task	Anticipated time
1	Organize extraordinary Board of Directors meetings	Resolve tasks that fall within the authority of the Board of Directors	Based on actual situation
2	Gather written opinions from the Board of Directors	Board of Directors member shall discuss and adopt Resolutions and Decisions by reviewing records, documents and submitting written opinions	Based on actual situation
3	Manage and supervise operations for the General Director, executive apparatus and Representative of the PPC company	<ul style="list-style-type: none"> <li>- Attend and give direction in important meetings of the Executive Board and periodic meetings of the company</li> <li>- Monitor and understand the production and business management process, through reports and documents of the Executive Board/Representatives</li> <li>- Provide direct guidance and feedback to the Executive Board/Representatives on critical issues encountered in the course of production and business management.</li> </ul>	Regularly
4	Supervision - inspection of capital management, production and business activities of the Board of Directors for the Executive Board	Work in tandem with the Supervisory Board to inspect, supervise the management and use of capital for the Executive Board regarding implementation of investment projects, operating costs, factory operations, maintenance and repair, and procurement.	Regularly
5	Evaluate the performance of the Board of Directors, Committees and Board Members	<ul style="list-style-type: none"> <li>- Evaluate operational efficiency according to Construction Regulations</li> <li>- Solutions to improve the operational efficiency of the Board of Directors, Committees and individual members</li> </ul>	Yearly
6	Collaborate with the Supervisory Board to engage with the Independent Auditor, jointly review and approve Quarterly, Semi-annual, and Annual financial statements	<ul style="list-style-type: none"> <li>- Review and evaluate Quarterly, Semi-annual, and Annual financial statements</li> <li>- Address shortcomings (if any), reach agreement with the Independent Auditor; Organize meetings for the Independent Auditor to present reports to the Board of Directors and Supervisory Board prior to the official release.</li> <li>- Approve the content of the financial statements</li> </ul>	Quarterly/yearly
7	Work in tandem with the Supervisory Board to supervise and inspect departments/units within the Company (Implemented by Internal Audit Committee)	Carry out inspections according to the Supervisory Board's operations plan	As outlined by the Supervisory Board's initiatives

No.	Content	Task	Anticipated time
8	Evaluate the implementation of the main targets of the Annual Plan: Revenue, Cost, Earnings, Investment (capital, procurement, projects); etc.	Assess the current implementation status against the Board of Directors' assigned plan, and identify solutions to enhance efficiency in the upcoming period	Quarterly/Board of Directors meetings
9	Investment in key projects and factory optimization projects	Monitor, direct, expedite the implementation of key projects and factory optimization projects	According to actual requirements and at the discretion of the Board of Directors

*\* Note:*

- *The outlined plan is subject to quarterly review, adjustment, and additions;*
- *Based on work requirements, appropriate meeting contents and agenda shall be added at the time of meeting.*
- *Topics outlined in section B shall be incorporated into the regular monthly meetings. Alternatively, separate seminars may be organized based on actual situation./.*