

**CÔNG TY CỔ PHẦN
PHÂN BÓN VÀ HÓA CHẤT DẦU KHÍ TÂY NAM BỘ
SOUTHWEST PETROVIETNAM FERTILIZER AND
CHEMICALS JOINT STOCK COMPANY**

Số/No.: **435** /TNB

V/v kế hoạch SXKD 5 năm 2026-2030
của Công ty cổ phần Phân bón và Hóa chất Dầu khí Tây
Nam Bộ

*2026–2030 Five-Year Production and Business Plan
of Southwest PetroVietnam Fertilizer and Chemicals Joint
Stock Company*

**CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
THE SOCIALIST REPUBLIC OF VIETNAM**

**Độc lập - Tự do - Hạnh phúc
Independence - Freedom - Happiness**

Tp. Cần Thơ, ngày **08** tháng 09 năm 2026
Can Tho City, September **08**, 2026

Kính gửi/To:

- Ủy ban Chứng khoán Nhà nước/The State Securities Commission;
- Sở Giao dịch Chứng khoán Hà Nội /Hanoi Stock Exchange.

1. Tên đơn vị/ *Name of company*: Công ty cổ phần Phân bón và Hóa chất Dầu khí Tây Nam Bộ/ *Southwest Petrovietnam Fertilizer and Chemicals Joint Stock Company*.
2. Mã chứng khoán / *Stock code*: PSW.
3. Trụ sở chính / *Address of headoffice*: 151/18 Trần Hoàng Na, Phường Tân An, Thành phố Cần Thơ / *151/18 Tran Hoang Na, Tan An Ward, Can Tho City*.
4. Điện thoại / *Telephone*: (0292) 3765 080; Fax: (0292) 3765 078
5. Người thực hiện công bố thông tin/*Authorized Representative for Information Disclosure*: **Lê Thanh Tùng**.

Địa chỉ / *Address*: 151/18 Trần Hoàng Na, Phường Tân An, Thành phố Cần Thơ / *151/18 Tran Hoang Na, Tan An Ward, Can Tho City*.

Điện thoại / *Telephone*: (0292) 3765 079 Fax: (0292) 3765 078.

6. Loại thông tin công bố /*Type of Information Disclosure*: ☒ 24h ☐ 72h ☐ Yêu cầu/ *Upon Request* ☐ Bất thường / *Irregular* ☐ Định kỳ / *Periodic*
(Công ty đánh dấu X vào mục cần công bố / *Company to check the appropriate box*) .

Nội dung của thông tin công bố: kế hoạch SXKD 5 năm 2026-2030 của Công ty cổ phần Phân bón và Hóa chất Dầu khí Tây Nam Bộ /*2026–2030 Five-Year Production and Business Plan of Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company*.

7. Địa chỉ Website : <http://www.psw.vn/> đăng tải toàn bộ nội dung công bố.

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Nơi nhận/ Recipients:

- Như trên/As above;
- HĐQT, BKS, BGĐ Công ty;
- Board of Directors, Supervisory Board, Board of Management of the Company;
- P.TCHC, P.TCKT, PKD, BBTWebsite;
- Department of Administrative Procedures, Department of Finance, Department of Sales, BBTWebsite
- Lưu: VT, PHN. ✓

**NGƯỜI THỰC HIỆN CÔNG BỐ
THÔNG TIN / AUTHORIZED
REPRESENTATIVE FOR
INFORMATION DISCLOSURE**

PHÓ GIÁM ĐỐC



Lê Thanh Tùng

Can Tho City, September 07, 2026

RESOLUTION

**Re: Approval of the 2026-2030 Five-Year Business and Production Plan of
Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company**

BOARD OF DIRECTORS

**SOUTHWEST PETROVIETNAM FERTILIZER AND CHEMICALS
JOINT STOCK COMPANY**

Pursuant to the Charter of Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company as approved by the Founding General Meeting of Shareholders on December 29, 2010, and amended on April 25, 2023;

Pursuant to Resolution No. 26-3395/NQ-PBHC dated August 28, 2026, of the Petrovietnam Fertilizer and Chemicals Corporation regarding the approval of the 2026-2030 business and production plan of Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company.

Based on the Minutes of the consultation of the Board of Directors of Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company dated September 7, 2026.

RESOLVED:

Article 1. Approval of the 2026–2030 Five-Year Business and Production Plan of Southwest PetroVietnam Fertilizer and Chemicals Joint Stock Company (PVFCCo-PSW), with the details set out in the attached Appendices.

Article 2. The Company Director is responsible for directing the Company's departments to organize and implement in accordance with current regulations.

Article 3. The Director, Deputy Director, Chief Accountant, and Heads of the Company's departments are responsible for executing this Resolution./.

Recipients:

- Corporation (for reporting);
- As per Article 3 (for implementation);
- BOD, BOS (for information);
- Archived: Office, Board of Directors, PHN.

**ON BEHALF OF THE BOARD
OF DIRECTORS**



Pham Hung

APPENDIX 1
FIVE-YEAR PLAN FOR 2026–2030
OF SOUTHWEST PETROVIETNAM FERTILIZER AND CHEMICAL JOINT
STOCK COMPANY
(Attached to Resolution No. 18 /NQ-TNB dated 07 month 09 year 2026 of the Company's Board of Directors)

I. Development Perspective

Development aligned with efficiency and safety in business and production activities. Establish core values: Innovation, Professionalism, Efficiency, Sharing, and Sustainability:

- Compliance with environmental protection regulations, actively contributing to the community and society.
- Transparent information, harmonizing the interests of shareholders and stakeholders.
- Customer-centric approach, serving customers in the spirit of "treating customers as we wish to be treated."
- Promote solidarity and cooperation; uphold business ethics and corporate culture. Encourage innovation and creativity; dare to think, dare to act, and dare to take responsibility.
- Proactively seize opportunities, adapt flexibly to market fluctuations; enhance competitiveness.

II. Development Objectives

1. General Objectives

- Maintain and increase fertilizer market share in the Mekong Delta region, especially for key products under the Phu My brand. Diversify fertilizer products; gradually complete the ecosystem of agricultural products and services.
- Development of logistics services, agricultural technical services, and input material trade. Gradually participating in the agricultural value chain through enhanced investment activities.
- Building a professional workforce with modern management capabilities, adaptable to a fluctuating business environment.

2. Specific Objectives

2.1 Business Sector

- Urea Market Share: minimum 25%.
- NPK Market Share: minimum 15% for high-quality NPK market share.
- Diversify the Phu My product portfolio (Urea PM, Potassium PM, NPK PM, DAP PM, Phu My Organic, etc.).
- Expansion of chemical business and petroleum-related products.

2.2 Investment Sector

- Research, implement investment or investment cooperation/M&A in the following areas:
 - + Production, processing, and blending of fertilizers and agrochemicals.
 - + Production of inorganic, organic, and microbial fertilizers.
 - + Logistics infrastructure, warehousing, and distribution systems.

- Ensure the progress and efficiency of investment implementation; disburse investment in capital construction according to the proposed plan.

3. Implementation Orientation

3.1 Business Activities

- Continue business of core products Urea Phu My, NPK PM, Potassium PM, DAP PM, NPK 3 colors, Phu My Organic.
- Develop new potential commercial products to increase revenue.

3.2 Investment Development

Focus on researching investment opportunities, investment cooperation, M&A for the following projects:

- Factory for production, processing, packaging, and blending of fertilizers and agrochemicals (production/blending 5,000 tons/year, extraction, packaging 3,000 tons/year): Phase 1: 5,000 tons/year; Phase 2: 8,000 tons/year (post-2030);
- Warehouse combined with store in the Mekong Delta region (1,000 tons/warehouse);
- Retail store system invested by the company (store area 100-200m²).

III. Implementation Solutions

1. Business Solutions:

- Consolidate and develop the distribution system towards streamlining and efficiency; expand customers beyond the traditional system, while promoting direct sales channels to cooperatives, farms, large fields, and farmers.
- Develop flexible, competitive sales policies suitable to market developments; enhance discount programs, promotions, and Phu My Drone services to increase customer value.
- Optimize demand forecasting, inventory management, and logistics capabilities to ensure timely, complete, and efficient supply during peak periods.
- Enhance after-sales service quality, cultivation technical advice, and customer support; regularly collect market information and consumer feedback to promptly adjust business policies.
- Strengthen marketing activities and develop the Phu My brand through communication programs, customer conferences, demonstration models, standard recognition points of sale, and farmer support programs towards sustainable agriculture.
- Coordinate with specialized agencies, institutes, schools, and the agricultural extension system to implement advanced cultivation solutions, enhance product usage efficiency, and affirm brand reputation.
- Develop a professional business and marketing team with expertise in products, markets, and agricultural techniques; implement evaluation, contracting, and remuneration mechanisms linked to work performance.

2. Investment Contribution Solutions

- Review and select investment and capital contribution projects based on financial efficiency, strategic effectiveness, and alignment with the Company's core competencies.
- Prioritize projects that can directly support business activities such as logistics, agricultural services, high-tech agriculture, and end-to-end distribution.
- Adhere closely to the development strategy and orientation of the Corporation, ensuring investments are aligned with long-term objectives.
- Select partners with financial capacity, management experience, and the ability to create synergistic value in the agricultural value chain.

- Conduct comprehensive due diligence prior to investment, clearly identifying the output market, input supply, investment efficiency, and risk management plans.
- Strictly manage cash flow, capital structure, and working capital needs; optimize capital utilization efficiency and ensure financial safety.

3. Organizational Management and Resource Solutions

- Refine the organizational model towards a streamlined, professional structure, clearly delineating functions, responsibilities, and authorities.
- Plan and develop a pool of potential personnel, ensuring succession and meeting development requirements in the new phase.
- Implement selective rotation and concurrent positions to enhance comprehensive management capabilities and develop a multi-skilled workforce.
- Improve the performance evaluation system (KPI) linked to strategic objectives and execution results.
- Develop competitive salary, bonus, and welfare policies linked to productivity, efficiency, and contribution levels.
- Enhance the application of digital technology in enterprise management, sales, finance, and human resources to improve operational efficiency.

4. Training and Science and Technology Solutions

- Develop annual training plans linked to development strategies and the requirements of each job position.
- Strengthen in-depth training on products, sales skills, customer management, and digital technology applications.
- Encourage research and application of scientific and technical advancements in agriculture, crop nutrition, and agricultural services.
- Invest in and develop high-tech agricultural solutions, particularly Phu My Drone services and smart farming support tools.
- Apply information technology in market data analysis, customer management (CRM), and supply chain optimization.

5. Environmental Protection Solutions

- Fully comply with legal regulations on environmental protection in all production, business, and investment activities.
- Promote sustainable agricultural solutions, reduce greenhouse gas emissions, and enhance fertilizer use efficiency.
- Encourage the use of modern technology such as Phu My Drone to reduce material loss and minimize environmental impact.
- Enhance communication and training to raise awareness among employees and customers about environmental protection.
- Integrate environmental criteria into the process of selecting investment projects, partners, and business activities.

APPENDIX 2

KEY TARGETS OF THE FIVE-YEAR PLAN FOR THE 2026–2030 PERIOD OF SOUTHWEST PETROVIETNAM FERTILIZER AND CHEMICAL JOINT STOCK COMPANY

(Attached to Resolution No. /NQ-TNB dated month year 2026 of the Board of
Directors of the Company)

No.	Criteria	Unit	5-Year Plan 2026 - 2030		Average 5-Year Growth
			Total for the 2026-2030 Period	Year 2030	
A	B	C	1	2	3
A	BUSINESS OUTPUT	Thousand Tons	1,688-1,764	384	8%
I	Fertilizers		1,688-1,764	384	
1	Goods Purchased from the Corporation	Thousand Tons	1,415-1,486	316	
1.1	From Production	Thousand Tons	905-950	189	
	- Phu My Urea	Thousand Tons	780-819	160	
	- Phu My NPK	Thousand Tons	100-105	24	11%
	- Other PBSX (Kebo Fertilizer, etc.)	Thousand Tons	25-26	5	
1.2	From commercial sources	Thousand Tons	510-536	127	
	- PM Brand Urea NK	Thousand Tons	40-42	10	
	- NPK (M&A)	Thousand Tons	70-74	19	
	- DAP	Thousand Tons	50-53	10	
	- Phu My Potassium	Thousand Tons	240-252	48	
	- PM Organic	Thousand Tons	110-116	40	
2	The Company's commercial goods	Thousand Tons	273-278	68	
II	Chemicals	Thousand Tons			
1	Goods purchased from the Corporation	Thousand Tons			
2	Commercial goods of the unit	Thousand Tons			
III	New products of the unit		0-0	-	
1	Self-invested production/M&A	Thousand Tons		-	
2	From commercial sources (lime powder, seed rice, etc.)	Thousand Tons	0-0	-	
B	FINANCIAL INDICATORS			-	
1	Total Assets	Billion VND	336-342	336	
2	Owner's Equity	Billion VND	246-251	246	
	Of which: Charter Capital	Billion VND	170	170	
	Participation Rate of the Corporation	%	75	75	
3	Total Revenue	Billion VND	19,900-20,900	4,826	10%
4	Profit Before Tax	Billion VND	109-115	30	12%
5	Profit After Tax	Billion VND	87-92	24	12%
6	Contribution to the State Budget	Billion VND	34-35	9	11%
7	Dividend Distribution Rate	%	The Dividend Distribution Rate shall be specifically approved by the Corporation in accordance with the annual plan.		
8	Net Profit After Tax/Average Total Assets (ROA)	%	5	7	
9	Net Profit After Tax/Average Equity (ROE)	%	8	10	
C	INVESTMENT INDICATORS			-	
1	Investment Execution Value	Billion VND	279	117	
	Including: - Construction and Equipment Investment	Billion VND	279	117	

No.	Criteria	Unit	5-Year Plan 2026 - 2030		Average 5-Year Growth
			Total for the 2026-2030 Period	Year 2030	
	- Financial Investment	Billion VND		-	
2	Disbursement Value	Billion VND	279	117	
	Including: - From Equity Capital	Billion VND	87	12	
	- From Loan Capital	Billion VND	192	105	
D	Labor and Income			-	
1	Labor			-	
1.1	Number of Employees at Period End	Persons	62	62	
1.2	Average Number of Employees	Persons	62	62	
2	Salaries and Income			-	
2.1	Average Income	Million VND/person/month	43	47	
2.2	Average Labor Productivity (Calculated by Revenue)	Million VND/person/month	5,340	6,486	
E	Training and Research			-	
1	Training Implementation	Person-times	1,172	245	
2	Training Implementation Budget	Billion VND	4.3	1	
3	Scientific Research	Topics			
4	Scientific Research Funding	Billion VND			

APPENDIX 3
FIVE-YEAR INVESTMENT PLAN FOR THE 2026-2030 PERIOD OF
SOUTHWEST PETROVIETNAM FERTILIZER AND CHEMICAL JOINT STOCK COMPANY

(Attached to Resolution No. /NQ-TNB dated month year 2026 of the Board of Directors of the Company)

Unit: billion VND

No.	Project Name	Construction Location	Design Capacity	Time		Total Investment	In which		5-Year Plan 2026-2030						Notes
				Commencement	Completion		Owner's equity	Borrowed capital	Investment execution value			Disbursement value			
									Total	Owner's equity	Borrowed capital + others	Total	Owner's equity	Borrowed capital + others	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	Total (I+II+III)					270,0	78,0	192,0	279,3	87,3	192,0	279,3	87,3	192,0	
	- Foreign currency (Million USD)								-	-	-	-	-	-	
	- Local currency (Billion VND)								-	-	-	-	-	-	
I	Construction investment projects (A+B+C)					270,0	78,0	192,0	270,0	78,0	192,0	270,0	78,0	192,0	
A	Group A projects														
B	Group B projects														
C	Group C projects					270,0	78,0	192,0	270,0	78,0	192,0	270,0	78,0	192,0	
3	Projects under investment preparation					270,0	78,0	192,0	270,0	78,0	192,0	270,0	78,0	192,0	
-	Manufacturing plant for production, processing, packaging, blending of fertilizers, agricultural seeds/pesticides, with an initial capacity of 5,000 tons/year and detailed design capacity of 3,000 tons/year: + Phase 1: 5,000 tons/year + Phase 2: 8,000 tons/year (after 2030)					120,0	25,0	95,0	120,0	25,0	95,0	120,0	25,0	95,0	
-	Combined warehouse and store in the Mekong Delta region (1,000 tons/warehouse)					75,0	20,0	55,0	75,0	20,0	55,0	75,0	20,0	55,0	
-	System of retail stores operated by the Company, with an area ranging from 100 to 200 m² per store					75,0	33,0	42,0	75,0	33,0	42,0	75,0	33,0	42,0	
II	Procurement of assets and equipment								9,3	9,3		9,3	9,3	-	
III	Other investments (financial investments)					-	-	-	-	-	-	-	-	-	

