



ANNUAL REPORT

2024





SUSTAINABLE VALUE  
PROGRESSING FORWARD



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ABBREVIATION

BOD	Board of Directors
BOS	Board of Supervisors
BOM	Board of Management
CAGR	Compound annual growth rate
CAR	Capital adequacy ratio
CASA	Current Account Saving Account
CD	Certificate of Deposit
CIR	Cost to income ratio
CPI	Consumer Price Index
DEG	Deutsche Investitions- und Entwicklungsgesellschaft
FMO	The Dutch Entrepreneurial Development Bank
GSM	General Shareholders Meeting
ECB	European Central Bank
ESG	Environmental, Social, Governance
ESMS	Environment social management system
Fed	The US Federal Reserve
RB	Retail Banking
EB	Enterprise Banking
FI	Financial Institution Banking
HOSE	Hochiminh Stock Exchange
HNX	Hanoi Stock Exchange
IAM	Identity and Access Management
IFC	International Finance Corporation
IMF	International Monetary Fund
LC	Letter of Credit
LDR	Loan-to-deposit ratio
MTLT	Short-term capital for medium and long-term loans ratio
NIM	Net interest margin
SBV	State Bank of Vietnam
NPL	Non-performing loan
ROA / ROAA	Return on Assets / Return on Average Assets
ROE / ROAE	Return on Equity / Return on Average Equity
SDGs	Sustainable Development Goals
SME/SMEs	Small-Medium Enterprises
TOI	Total operating income
STM	Smart Teller Machine

“2024 has been a year of challenges. Navigating through market volatilities while maintaining growth is a testament to MSB’s unwavering commitment to sustainable values. At the same time, it underscores our dedication to fostering and expanding these values for our clients, shareholders, partners, employees, and the broader community. With a strong foundation in place, we firmly believe that MSB will continue to strengthen its position as a trusted companion, a reputable partner, and a well-being organization that delivers tangible benefits and unlocks opportunities for a brighter, more prosperous future.”

-Mr. Tran Anh Tuan, MSB Chairman-



# MESSAGE FROM MSB CHAIRMAN

*Dear Esteemed Shareholders,*

The year 2024 concluded with remarkable accomplishments, not only reflected in robust financial growth but also in non-financial goals towards the environment - society, sustainable development. These achievements are the testament to our sensible long-term strategy, and at the same time, affirming MSB's high commitment to realizing environmental - social - governance goals. With the support of shareholders, customers, partners, and the efforts of nearly 7,000 employees, we believe that we will make outstanding strides in the journey to create a sustainable future, developing MSB into a leading financial institution in the region.

One of MSB's most significant milestones in 2024 was the successful transformation of its core banking system from BDS Silverlake to T24 Transact - a state-of-the-art core banking platform designed to position MSB as a pioneer in digital banking in Vietnam. This marks one of the largest and most complex technology investments in the Bank's history. Simultaneously, with strategic assistance from globally renowned consulting firms such as McKinsey and BCG, MSB has been driving multiple large-scale transformation initiatives, including the Digital Factory, Digital Banking Platform, Magnet & Digital Marketing, digitalization of the credit approval journey, operational transformation, enterprise data transformation, risk management for straight-through processing, digital sales infrastructure, post-approval digitalization, digital ecosystem, and loyalty programs. These initiatives are laying a solid foundation for MSB to enhance operational efficiency, optimize costs, and unlock new opportunities for digital financial products and services, ultimately enhancing client satisfaction, strengthening business performance as well as realizing our financial inclusion goal.

MSB views sustainable development as a long-term strategic and operating principles, always consider the impact of business activities on society and the environment. We have proactively embedded ESG (Environmental, Social, Governance) standards into our banking operations. By optimizing processes, enhancing employee expertise in sustainability, and expanding green financial solutions, MSB is dedicated to minimizing environmental impact and actively supporting Vietnam's national carbon reduction agenda. Our commitment aligns with the Government's ambition to achieve net-zero emissions by 2050.



We have also launched community support initiatives, with a strong focus on developing financial products tailored to the needs of individual and corporate clients, particularly small and medium enterprises. MSB consistently upholds social responsibility while safeguarding the interests of clients, shareholder investment and optimize value with partners.

Over the past five years, MSB has actively driven digitalization, maintained strict financial management principles, and demonstrated flexibility in adjusting business activities while implementing effective risk control measures. As a result, the Bank has consistently achieved remarkable growth. The total assets have surpassed VND 320 trillion, increasing more than 1.8 times compared to 2020 and nearly 20% year-on-year from 2023, bringing the annual compound growth rate to 16.02%, primarily fueled by Loans to Customers expansion. The compound annual growth rate (CAGR) of Loans to Customers from 2020 to 2024 reached 22.13%, with a credit growth rate of 18.25% in 2024 for the banking sector alone - outpacing the industry average of over 15%. The Bank's total operating income (TOI) also experienced a breakthrough during this period, almost doubling in 2024 compared to 2020. The five-year CAGR exceeded 18.62%, with net interest income accounting for approximately 70% of TOI. The profit before tax recorded significant progress, standing at nearly VND 6,904 billion in 2024 - an increase of over 18% compared to 2023, surpassing the target set by the General Shareholders Meeting. This figure is also more than 2.73 times higher than in 2020, with an impressive CAGR of over 28.61% during the period.

A significant milestone in 2024 was MSB's charter capital increase to VND 26,000 billion, reinforcing our financial strength, expanding our operational scale, and enhancing our competitiveness. This reinvestment from profits positioned MSB to withstand market fluctuations while demonstrating shareholders' confidence in MSB's potential future.

Looking ahead to 2025, we anticipate continued economic challenges for the economy as a whole and businesses in particular. Considering market dynamics and internal capabilities, MSB has outlined strategic plan being relatively positive compared to the general market. We will remain focused on our core strategies to sustain growth momentum and solidify our competitive edge in the financial sector. Our priorities include accelerating digital transformation, refining technological

infrastructure to enhance customer experience, increase employee productivity and introducing innovative financial solutions aligned with evolving market trends.

MSB will remain committed to enhancing risk management, optimizing capital and asset management, and ensuring the widespread application of ESG principles across all banking operations. Green development initiatives, community support, and the promotion of sustainable financial activities will continue to be integral to our long-term growth strategy in the years ahead.

With the unwavering dedication of our employees, the trust of our shareholders, and the support of our clients, we are confident that MSB will continue to thrive, create lasting value, and make meaningful contributions to economic growth and community prosperity.

On behalf of the Board of Directors, I kindly extend my deepest gratitude to our Esteemed Shareholders, Clients, Partners, and Employees for your steadfast support and trust in MSB. Your contributions serve as a vital source of motivation for us to forge ahead, strengthen our market position, and fulfill our commitment to sustainable development in all our endeavors.

Sincerely,

On behalf of the Board of Directors

A handwritten signature in blue ink, consisting of stylized initials and a surname, likely 'TA Tuan'.

**Tran Anh Tuan**  
Chairman of the Board of Directors



# MESSAGE FROM CEO

*Dear Our Valued Clients, Partners, and Shareholders,*

Despite a string of erratic swings in the domestic and global markets in 2024, MSB used its strong potential to find chances in the face of difficulties. The Bank maintained its strong growth momentum and accomplished a number of noteworthy accomplishments throughout its operations, while navigating risks and unusual changes.

By the end of the fiscal year, MSB's consolidated TOI had reached VND 14,218 billion, reflecting a nearly 16% increase compared to the previous year. Net interest income grew by over 11.5%, exceeding VND 10,200 billion. Meanwhile, non-interest income accounted for nearly 28% of total revenue, primarily derived from service activities and foreign exchange trading. These results underscore the bank's strategic efforts to optimize its income structure towards sustainability, lessen reliance on credit, and enhance profitability in its key areas of strength.

MSB also recorded strong growth in mobilization, with customer deposits at the end of year reaching VND 154,600 billion, up 16.8% year-on-year. This growth was the result of digital projects, flexible policies in product development. Adhering to the strategy of diversifying funding sources while ensuring cost-effective capital and risk management, MSB had over 50% of term deposits coming from individual customers, nearly 70% of non-term deposits coming from individuals and Small-Medium Enterprises (SMEs) - MSB's strategic customer base with high "sustainability". As a result, MSB built a solid foundation for credit growth, with the consolidated credit balance exceeding VND 176,493 billion. Notably, the parent bank's credit growth alone reached 18.25%, surpassing the industry average of 15.08% by 20%. This momentum contributed significantly to increasing total assets to nearly VND 320,148 billion as of December 31, 2024, marking an approximate 20% rise compared to the end of 2023.

Aligned with its customer-centric banking strategy and an increasingly expanding customer base, MSB successfully maintained a Current Account Saving Account (CASA) ratio of 26.42% in 2024, 4th highest in the banking market. This was the foundation that contributed to maintaining its net interest margin (NIM) at a robust level of 3.57%, despite rising input interest rates.

By the end of the fiscal year, MSB reported an accumulated pre-tax profit of over VND 6,904 billion, reflecting a growth of more than



18% compared to 2023 and surpassing the target of VND 6,800 billion set for shareholders. Additionally, the bank's customer base expanded to 6.2 million.

Recognizing risk management as a cornerstone of stability, MSB has consistently prioritized strengthening its balance sheet, with a focus on secured retail lending expansion, conducting prudent risk assessment, and allocating resources to low-volatility sectors and secured loans. The Bank remains fully compliant with the operational safety regulations set by the State Bank of Vietnam, maintaining the consolidated capital adequacy ratio (CAR) according to Basel II of 12.31%, loan-to-deposit ratio (LDR) of 72.24% (well below the regulatory ceiling of 80%) and short-term capital ratio for medium- and long-term lending (MTLT) of 28.27%. Despite a challenging economic environment, MSB has effectively managed its non-performing loan (NPL) ratio, reducing separate and consolidate NPL to 1.83% and 1.9%.

Remaining true to its commitment to sustainable development and integrating business operations with environmental responsibility, MSB will continue to advance its green banking strategy in 2024, placing strong emphasis on risk management and corporate governance. The Bank has introduced a green classification framework to support credit granting, which will serve as a foundation for steering green financial initiatives and products. This approach aims to increase the proportion of green assets on the Bank's balance sheet, further reinforcing MSB's role in fostering an efficient green financial market. These efforts highlight MSB's active contribution to environmental preservation and climate change mitigation, aligning with the national goal of achieving net-zero emissions by 2050.

By maintaining operational efficiency and customer satisfaction through convenient products and services, and integration of ESG principles into its business strategy, the Bank has earned numerous prestigious domestic and international accolades, including "Best Bank for ESG in Vietnam 2024" by Euromoney Magazine, a ranking among the Top 500 Largest Companies by Total Revenue by Fortune Southeast Asia, the "Top Value Banking Award" by Mastercard, and a place in the "Vietnam's 50 Best-performing Companies", as announced by Nhip Cau Dau Tu Magazine, among other notable achievements.

The remarkable achievements in 2024 are a testament to MSB's solid foundation, strategic investments, and the bank's ability to

innovate, be flexible and the experiences in operation and implementation. Challenging times have also served as a test of resilience and adaptability, enabling the bank to draw valuable lessons, refine products - services, and processes for greater efficiency and alignment with market needs. These strengths shape a crucial foundation for MSB to step into 2025 with confidence, embrace a brighter and more optimistic future, and keep going forward on the journey to creating lasting value and "reaching new heights" alongside its clients, shareholders, partners, and the broader community.

Despite anticipated fluctuations and challenges, MSB remains resolute in pursuing ambitious growth targets for 2025. Our goal is to increase total assets to VND 350,000 billion, reflecting a 9% rise from 2024, boost outstanding credit to VND 212,000 billion (an 18% increase), and achieve a pre-tax profit of VND 8,000 billion, an 16% growth compared to the previous year. We will continue to manage NPL below 3%, while raising our charter capital to VND 31,200 billion to align with the Bank's expanding scale.

As we enter 2025, MSB is poised to embark on a new phase of development, enhancing both the quality and scale of our operations, while reaffirming our mission of "For a More Convenient Life," built upon a strong foundation of sustainable values cultivated over the years. With this vision, MSB will continue to identify new growth drivers, transforming challenges into opportunities, and leading the way in innovative banking solutions to provide greater convenience and balanced benefits for our stakeholders.

We are looking forward to your continued trust and support.

Wishing you good health, success, and happiness!

Best regards,



**Nguyen Hoang Linh**  
CEO





Trading name:

- Bank name in Vietnamese:  
**NGÂN HÀNG  
THƯƠNG MẠI CỔ PHẦN  
HÀNG HẢI VIỆT NAM**
- Bank name in English:  
**VIETNAM MARITIME  
COMMERCIAL JOINT  
STOCK BANK**
- Trading name: MSB
- Abbreviated name: MSB



Business registration  
certificate:

Number 0200124891, originally issued by the Department of Planning and Investment of Hanoi city on July 1, 2005 (transferred from Business Registration Certificate No. 055501 originally issued by the Economic Arbitration - now known as the Department of Planning and Investment of Hai Phong City on March 10, 1992)



Charter capital:

**VND 26,000,000,000,000**  
In words: **Twenty-six trillion dong**  
The new charter capital is based on Decision No. 2238/QĐ-NHNN issued by the Governor of the State Bank on October 8, 2024, amending the charter capital content in the License for Establishment and Operation of Vietnam Maritime Commercial Joint Stock Bank.



Head office address:

- No. 54A Nguyen Chi Thanh, Lang Thuong Ward, Dong Da District, Hanoi, Vietnam
- Tel: (024) 3771 8989
- Fax: (024) 3771 8899
- Website: [www.msb.com.vn](http://www.msb.com.vn)



Stock code:

**MSB**



Business lines:

Currency trading, credit and financial services, currency, and banking.



Business areas:

As of December 31, 2024, MSB operates 260 branches and transaction offices across 51 provinces and cities nationwide. The Bank's core markets are Hanoi and Ho Chi Minh City, where deposits and loans account for 49% - 58% in Hanoi and 20% - 22% in Ho Chi Minh City. Notably, Hanoi remains the primary business hub, contributing 67% of MSB's total revenue.



## VISION

BECOMING  
A BANK WHICH  
EVERYONE  
WANTS TO JOIN  
AND NO ONE  
WANTS TO LEAVE

## MISSION

FOR A MORE CONVENIENT LIFE

### CUSTOMER-CENTRIC

MSB places customers at the core of every decision and action.



### CREATIVITY

MSB continuously innovates, embraces changes, and fosters new ideas.



### RESPONSIBILITY

MSB is committed to doing the right thing, seeing tasks through to completion, and working toward shared goals.



## CORE VALUES



### EFFICIENCY

MSB is goal-oriented and determined to generate lasting value.



### HUMANITY

MSB values others, fosters a positive environment, and contributes to the well-being of employees and the community.



MEDIUM- AND LONG-TERM DEVELOPMENT STRATEGY

In 2024, economic growth remains stable, yet inflationary pressures, the State Bank’s monetary policies, and the ongoing trend of international financial integration present both challenges and opportunities. The banking sector is undergoing a rapid digital transformation, intensifying competition between traditional banks and fintech firms. Moreover, there is an increasing focus on risk management, adherence to international standards such as Basel II and Basel III, and a commitment to sustainable development through ESG practices. In this environment, MSB must adopt a flexible strategy that leverages market opportunities, technological advancements, and the growing financial needs of customers, all while ensuring long-term, sustainable growth.

Our strategic planning integrates short-term objectives with a medium- to long-term vision, ensuring adaptability to technological progress, emerging trends, and the broader economic landscape.

SHORT TERM

MSB's primary focus in the short term is to strengthen its operational foundation, expand market share, and enhance business efficiency. Key priorities include Accelerating digital transformation, optimizing the product portfolio, enhancing client experience, while strengthening risk management, and improving operational capacity, including:

- Expanding the client base (with a particular emphasis on individual and SME clients); implementing attractive incentive programs designed to attract new customers while introducing personalized initiatives that maximize benefits for loyal clients.
- Enhancing digital banking capabilities, by introducing new features and integrating payment platforms and e-wallets.
- Promoting digital transformation and enhance customer experience through AI and Big Data applications, improve credit processes and enhance customer information security to minimize risks.

MEDIUM TERM

MSB will prioritize expanding its financial ecosystem, driving comprehensive digitalization, and optimizing its business model to strengthen competitive advantages. Specifically:

- Sustainable profit growth & financial ecosystem expansion: Collaborating with Fintech insurance and securities companies to offer integrated services such as investment accounts, digital insurance, and flexible savings solutions.
- Developing a "Super App" Platform that provides comprehensive financial solutions, and enhances customer engagement through exclusive loyalty programs.
- Applying advanced technologies in financial transactions and international payments.

LONG TERM

MSB aims to become one of Vietnam’s leading banks while expanding its presence in the international market. Its long-term strategy is centered on developing a new-generation digital banking model, harnessing advanced technology, and expanding its financial ecosystem in accordance with international standards. Simultaneously, the bank remains committed to sustainability, positioning "greening" as a key objective by embedding ESG criteria into its operations. These initiatives serve as the foundation for strengthening MSB’s reputation, enhancing financial capacity, and fostering strategic partnerships to solidify its position in both the regional and global banking landscape, specifically:

- Developing a comprehensive digital banking ecosystem, offering multi-channel and multi-regional products and services.
- Strengthening integration with international payment networks and enhance remittance services for overseas Vietnamese clients.
- Enhancing MSB’s global presence by collaborating with strategic partners.
- Committing to sustainable development in accordance with ESG standards by investing in green banking, reducing carbon emissions, and offering sustainable financial products such as green bonds and preferential credit packages for ESG-focused businesses, providing access to banking services to all communities, and realizing the goal of financial inclusion.

SUSTAINABLE DEVELOPMENT GOALS

With a commitment to sustainable growth, MSB, like other institution and businesses, recognizes that long-term business success requires a long-term strategy. Sustainable development cannot be achieved by focusing solely on short-term objectives without considering broader environmental and social impacts, as well as the overall benefits for stakeholders. Building on this perspective, beyond its core business goals, which remain a priority each year, MSB is progressively developing a comprehensive sustainable development strategy and integrating these factors into the bank’s overall business plan, with a particular emphasis on environmental factors and the impact of climate change. It aligns with Vietnam’s national commitment to achieving net-zero carbon emissions by 2050, follows global greening trends, and ensures adaptability in an evolving business landscape. To sustain long-term growth while balancing economic, environmental, and social objectives, MSB will assess the significance of sustainable development goals and actively drive initiatives that establish a solid foundation for its long-term strategy.

SHORT TERM

MSB is actively collaborating with international entities with ample experience to:

- Increase the proportion of green capital and credit in its balance sheet.
- Improve environmental and social risk management tools.
- Develop a business strategy that integrates medium- and long-term sustainable development criteria.
- Strengthen the capacity and awareness of all employees regarding sustainable development.
- Seek suitable partners and mobilize cooperative resources to support the Bank throughout the green transformation process, facilitating the implementation of initiatives and ideas that drive sustainable development.

MEDIUM TERM

MSB aims to:

- Conduct research, implement and closely monitor achieved results to effectively adjust medium- and long-term business strategies in alignment with sustainable development trends in both domestic and international markets.
- Research and develop green credit products that support sustainable development, to expand the Bank’s portfolio of products and services tailored to customers and the broader economy in this sector.
- Develop resources and frameworks to assess climate change risks impacting banking operations, serving as a basis for implementing adaptive measures aligned with international standards.
- Enhance specialized tools, organizational models, and capabilities to produce reports in compliance with international disclosure standards, particularly for environmental, social, and climate change-related factors.

LONG TERM

Guided by its vision to be a leader in sustainable development, MSB will proactively pursue ambitious goals, with a strong focus on the following initiatives:

- Delivering comprehensive financial solutions to support customers in their "green" and "sustainable" transitions, striving to become the leading bank in Vietnam for such solutions while expanding the scale of these offerings beyond the domestic market.
- Expanding financial inclusion by making banking services universally accessible while upholding long-term social responsibilities.
- Achieving net-zero carbon emissions in internal operations ahead of extending this goal to its supplier network and credit portfolio, in alignment with Vietnam’s 2050 national sustainability roadmap.

This initiative will reinforce MSB’s position as a pioneering bank in sustainable development. The Bank will strive to realize its commitment to supporting the Government’s action plan to combat climate change and contribute to safeguarding a greener future for future generations while ensuring benefits for all stakeholders, guided by the principles of Transparency – Fairness – Humanity.

In terms of internal governance, MSB prioritizes creating an ideal working environment that fosters a green lifestyle, empowers employees to advance their careers, and enhances overall well-being and happiness.

- In short, MSB remains steadfast in its commitment to regulatory agencies, customers, partners, employees, and investors, specifically:
- Customers always feel happy and satisfied with the convenience and benefits received when using MSB's products and services
  - Employees always feel happy, motivated to do their best work and expand their careers at MSB
  - Partners/Suppliers feel secure and confident, wish to cooperate and connect long-term with MSB for the benefit and development of both parties;
  - Regulatory authorities achieve governance and compliance goals, navigation policies are supported with effective implementation and peace of mind in ensuring the operational safety of the system;
  - MSB achieve sustainable profit growth and help shareholders always believe in MSB's sustainable and breakthrough development



## MILESTONES

MSB was established in 1991 in Hai Phong City. As the first joint stock commercial bank in Vietnam, MSB has been a pioneer in modernization and application of technology to banking services and activities. After nearly 34 years of development and transformation, with a charter capital of VND 26,000 billion and a team of approximately 6,700 highly qualified employees, MSB has become one of the prestigious banks in Vietnam, an effective capital transfer channel providing comprehensive banking and financial solutions to all customers in the economy.

Since 2022, in response to market dynamics, MSB has embarked on a new phase of development, with a focus on digitalization and sustainable growth. Digital transformation is regarded as the key growth driver, serving as the primary channel to attract customers, enhance long-term engagement, and establish a foundation for cost optimization. Moreover, MSB also takes into account the harmony between profit growth with risk management, and environmental and social factors to ensure the benefits of all stakeholders.



**1991**  
Officially established in Hai Phong City and was the first licensed commercial joint stock bank in Vietnam with a charter capital of **VND 40 billion**



**2005**  
Relocated head office to Hanoi City



**2007**  
Registered as a public company with the State Securities Commission



**2010 - 2012**  
• Signed a strategic consulting agreement with McKinsey  
• Received **Third-Class Labor Medal** from the President of Vietnam



**2015**  
Merged to Mekong Development Join Stock Commercial Bank & acquired TFC



**2018**  
• Successfully piloted Basel II  
• Signed a consulting agreement with McKinsey for new growth phase (2018-2023)



**2019**  
• **Changed the bank's brand identity** from Maritime Bank to MSB  
• Moody's upgraded credit rating



**2020**  
• Completed 3 pillars of **Basel II**  
• Listed on HSX  
• Launched TNEX digital bank



**2021**  
• Signed a 15-year Banca distributing cooperation contract with Prudential.  
• Moody's upgraded credit rating  
• MSB stock was in **VN Diamond, VNFinlead's portfolios**  
• Adopted Basel III



**2022**  
• Launched 8 fully digitalized customer journeys  
• Established the Sustainable Development Committee  
• Signed a green credit agreement worth **USD30 million** with Proparco

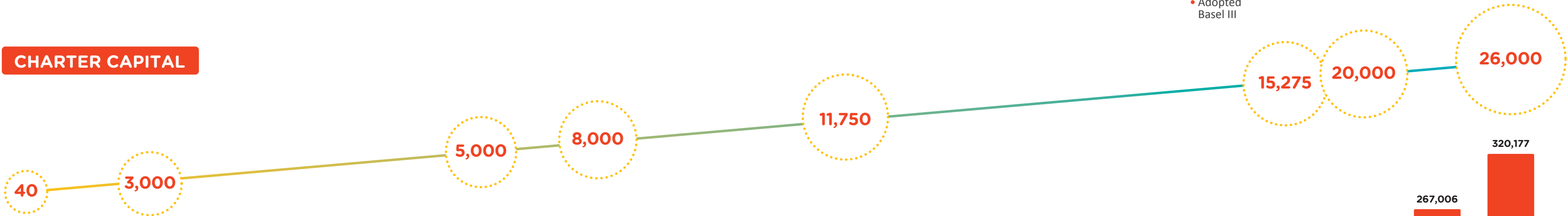


**2023**  
• Signed a Letter of Intent worth **USD100 million** with FMO.  
• Launched the first Sustainable Development Report, independent of the Annual Report.

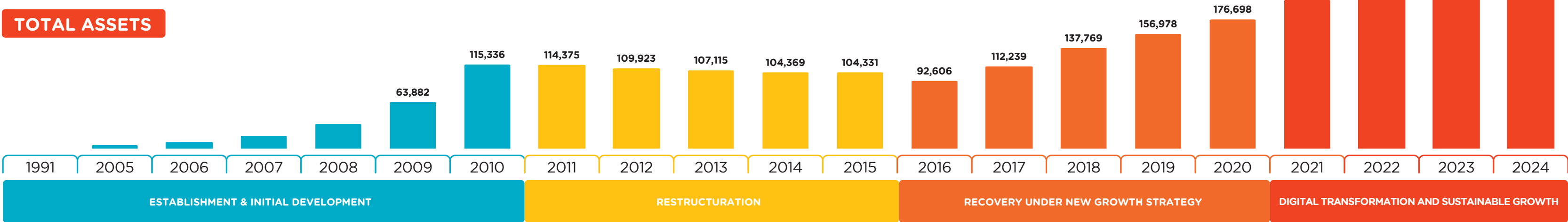


**2024**  
• **Top 500 Fortune Southeast Asia.**  
• Modernize core banking system.  
• Issue Green taxonomy; update ESMS.

## CHARTER CAPITAL



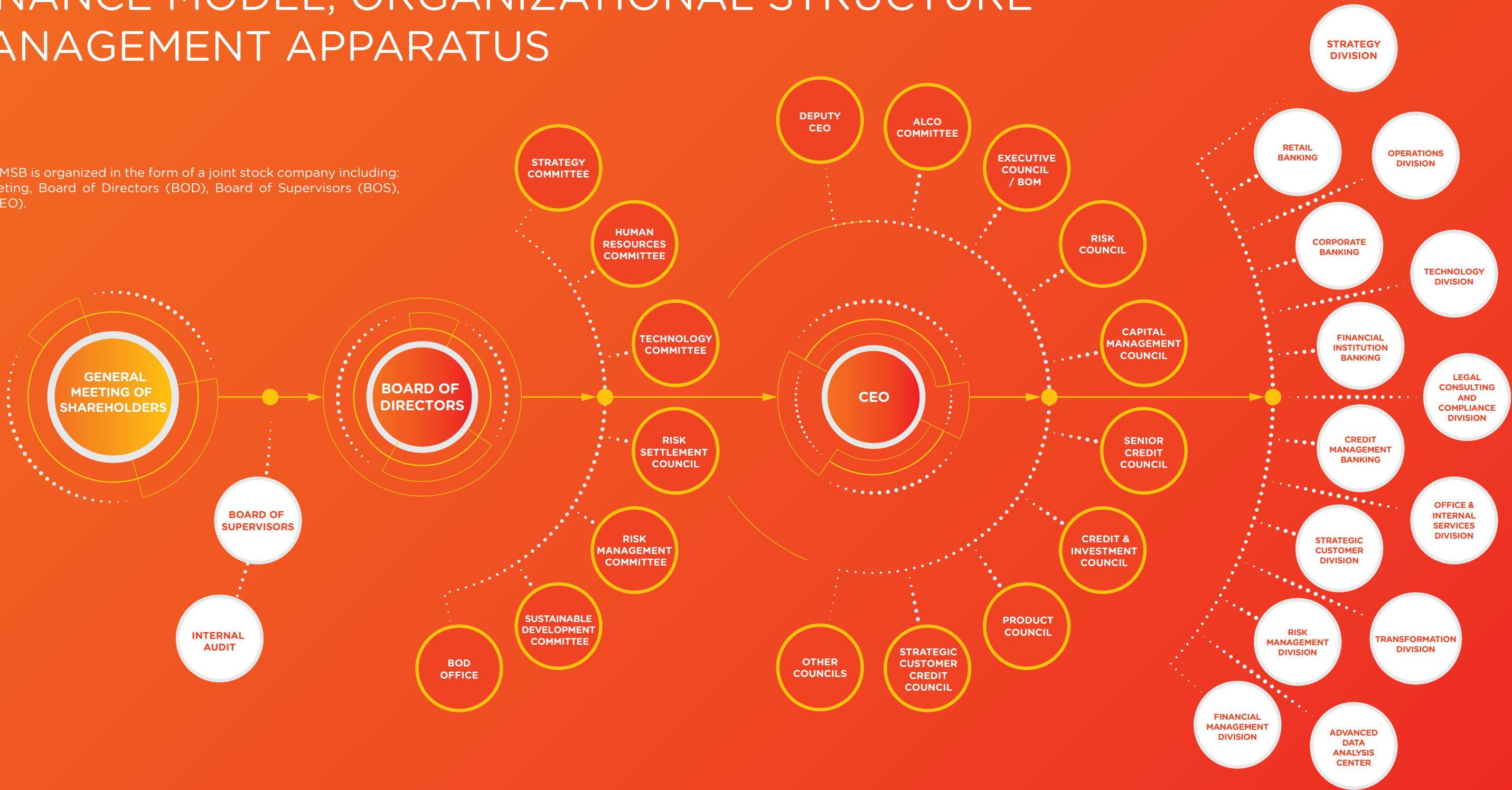
## TOTAL ASSETS





# GOVERNANCE MODEL, ORGANIZATIONAL STRUCTURE AND MANAGEMENT APPARATUS

The governance model of MSB is organized in the form of a joint stock company including: General Shareholders Meeting, Board of Directors (BOD), Board of Supervisors (BOS), Chief Executive Officer (CEO).





• **General Shareholders Meeting**

The General Shareholders Meeting includes all shareholders with voting rights and is the highest competent body, deciding on important issues of MSB according to the provisions of law and the Charter. The General Shareholders Meeting operates through annual meetings, extraordinary meetings and collects shareholders' written opinions.

• **Board of Directors**

The BOD is the governing body of MSB, with full authority on behalf of MSB to decide to implement the rights and obligations of MSB, except for issues being under the authority of the General Shareholders Meeting.

The BOD establishes Committees and affiliated units to advise the BOD in bank management, implementing strategies and business plans; ensuring effective, safe and targeted development. The Committees and affiliated units include: Risk Management Committee, Risk Settlement Council, Human Resources Committee, Strategy Committee, Technology Committee, Sustainable Development Committee, Office of the BOD.

The BOD appoints 01 (one) person in charge of bank administration, concurrently serving as Company Secretary to support corporate governance.

• **Board of Supervisors**

The BOS performs internal audit, controls and evaluates compliance with the law, internal regulations, Charter and Resolutions, and decisions of the General Shareholders Meeting and the BOD.

The BOS has a supporting department and Internal Audit Department which can use MSB's resources, and hire experts and organizations to perform their tasks.

• **Chief Executive Officer – Board of Management**

The CEO is the legal representative and highest executive of MSB, manages the bank's daily business. CEO is supervised by the BOD and the BOS, takes responsible before the BOD and the law for exercising rights and duties in accordance with the law and MSB's Charter.

Staffs and units assisting the CEO include Deputy CEOs, Chief of CEO's Office, Directors of Divisions and Professional Councils. The Professional Councils consists of: Asset-Liability Committee (ALCO), BOM, Risk Management Council, Capital Management Council, Credit and Investment Council, Product Council, Senior Credit Council, Strategic Customer Credit Council and other Councils. Units directly under the CEO include: RB, Enterprise Banking, FI, Credit Management Banking, Strategic Customer Division, Risk Management Division, Financial Management Division, Strategy Division, Operations Division, Technology Division, Legal Consulting and Compliance Division, Digital Transformation Division, Office & Internal Services Division, Advanced Data Analysis Center.

MSB has appointed a Chief Accountant, which fully meets the standards and conditions prescribed under Article 54 of the Law on Accounting 2015 and complies with Article 42 of the Law on Credit Institutions 2024.

The Bank's organizational structure is strategically designed to maintain a sharp separation between business and support functions: Specialized banking units focus on business activities, growth, and customer development, while support units are responsible for key functions such as operations, technology, and risk management.

**2024 also marks a shift in MSB's governance model and business organization towards Sustainable Development.** Adopting a policy of structural streamlining, reducing reporting intermediaries for faster operation and business support, while optimizing costs and prioritizing the interests of shareholders and customers, the BOD has strategically outsourced activities related to Marketing, Communications, and Corporate Culture to external resources. This approach allows MSB to focus on core banking competencies while optimizing costs for Marketing, Communications, and Corporate Culture initiatives.

Furthermore, MSB's governance model remains robust, ensuring an effective integration of sustainable development goals within the Bank's overall growth strategy, specifically, as follows:

• **Board of Directors**

- Providing general direction on the business strategy, incorporating sustainable development standards
- Approving objectives and action plans aligned with the strategy and market developments in the short, medium, and long term.

• **Sustainable Development Committee**

- Advising the BOD, CEO, and BOM on integrating sustainable factors (Environment - Society - Governance) into the bank's operations, develop an overall strategy that incorporates sustainable development factors, ensuring the bank's commitment to partners and stakeholders and positioning MSB as a pioneer in sustainable development activities.
- Providing short-, medium-, and long-term strategic directions for MSB, and outline feasible action, training, and communication plans.

• **Chief Executive Officer and Board of Management**

- Developing and submit action plans to the BOD to achieve sustainable development goals.
- Ensuring the implementation and execution of the plans to meet the set sustainable development goals.
- Overseeing and urge the implementation of the Bank's plans, ensuring the smooth and sustainable system operation and the highest quality of customer service.

• **Functional Departments and Divisions:** Perform actions to fulfill the sustainable development plan following the directions set by the CEO and BOM.

• **Staff:** Perform specific daily tasks related to the bank's sustainable development goals.



**SUBSIDIARY: TNEX Finance Company Limited (TNEX Finance)**

TNEX Finance Company Limited (formerly known as FCCOM) was established with a mission to deliver reliable and convenient financial solutions through innovative products and exceptional services. Led by a seasoned team of experts and advised by global sector leaders, TNEX Finance's mission goes beyond simply providing fast and dependable financial products, but being a bridge that empowers customers to realize their dreams of a sustainable and prosperous future.

• Address: **Technical Floor, Thang Long Office Block - Thang Long Tower, No. 98, Nhan Chinh Ward, Thanh Xuan District, Hanoi**

• Charter Capital: **VND 500,000,000,000** (Five hundred billion VND)

• MSB's Ownership Ratio in the Subsidiary: **100%**

• Main business lines:

**1. Mobilizing funds under the forms of:**

- Receiving deposits from entities;
- Issuing deposit certificates, promissory notes, bills of exchange, and bonds to raise capital from entities;
- Borrowing from both domestic and foreign credit institutions and financial entities as per the Law on State Bank Vietnam and the State Bank's guidelines
- Borrowing from the State Bank via refinancing as prescribed by the Law on the State Bank of Vietnam and the State Bank's guidelines

**2. Providing credit under the forms of:**

- Providing consumer credit, including installment loans, consumer loans, and issuing credit cards
- Discounting, rediscounting negotiable instruments and other valuable papers.

**3. Other activities:**

- Opening accounts at the State Bank and maintaining a deposit balance not lower than the required reserve limit;
- Opening payment accounts at commercial banks and foreign bank branches;
- Opening accounts at foreign banks in compliance with foreign exchange laws;
- Opening deposit accounts and loan management accounts for customers;
- Contributing capital and purchasing shares as per the law and State Bank's guidelines;
- Conducting business and providing foreign exchange services in the domestic market, within the limit under State Bank's regulations;
- Acting as an insurance agent;
- Providing consulting services in banking, finance, and investment;
- Participating in bidding for Treasury bills, State Bank bills, and other valuable papers in the monetary market;
- Receiving entrusted funds from the Government, entities, and individuals to provide consumer credit under State Bank's regulations;
- Purchasing and selling Government bonds;
- Depositing and receiving deposits from credit institutions and foreign bank branches as prescribed by law.

The network of transaction points nationwide includes: 1 branch in Ho Chi Minh City, 1 representative office in Phu Yen, and 22 service introduction points across 18 provinces and cities nationwide.



MSB SHAREHOLDING INFORMATION



CHARTER CAPITAL

26 TRILLION VND

(as of December 31, 2024)  
equivalent to a total of 2.6 billion common shares, fully listed and traded domestically on the Ho Chi Minh Stock Exchange. The specific details are as follows:

- Total number of outstanding shares:

2,600,000,000 shares
- Total number of registered securities:

2,600,000,000 shares
- Total number of listed securities:

2,600,000,000 shares
- Number of treasury shares:

0 shares
- Number of freely transferable shares:

2,560,192,032 shares
- Number of restricted shares (\*):<sup>1</sup>

39,807,968 shares

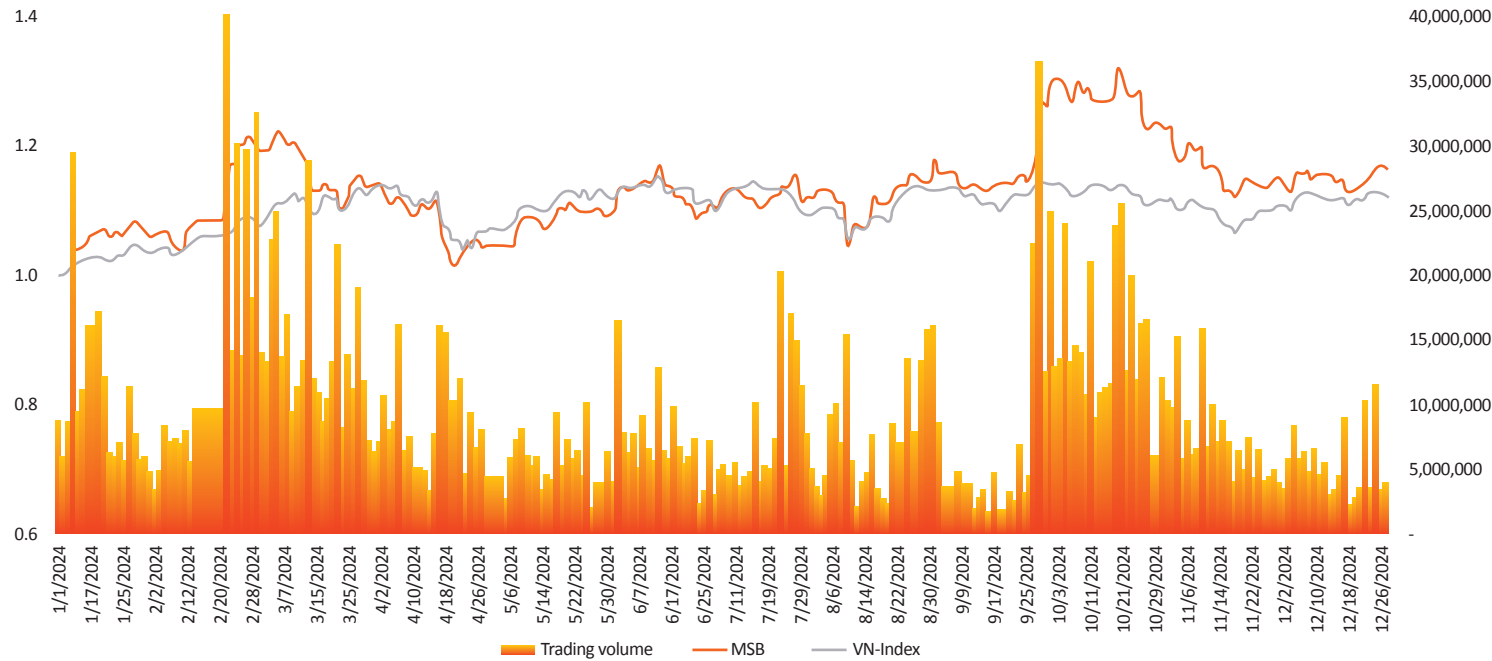


THE BANK'S CAPITALIZATION

30,29 TRILLION VND

(as of December 31, 2024)  
reflecting a 16.5% increase compared to the end of 2023.

MSB's share price grew by 16.5%, rising from VND 10,000 per share to VND 11,650 per share, following an adjustment due to the issuance of shares to pay a 30% dividend in 2024. The average daily trading volume reached 9,146,962 shares per session. In comparison to the VN-Index, the Ho Chi Minh Stock Exchange's representative index rose from 1,129.93 points on December 31, 2023, to 1,266.78 points on December 31, 2024, marking a growth of 12.11% in 2024, which was lower than the growth in MSB's share price.



Stock price chart comparing the fluctuations of MSB stock and the VN-Index from January 1, 2024 to December 31, 2024

<sup>1</sup> Under the provisions of Clause 1, Article 64, Law on Credit Institutions No. 32/2024/QH15 dated January 18, 2024, individual shareholders and organizational shareholders whose representatives of capital contributions at the credit institution are members of the Board of Directors, members of the Board of Supervisors, and CEO of the credit institution are not allowed to transfer their shares during their tenure. These restricted shares include ESOP shares issued in 2022 and shares pledged by shareholders.

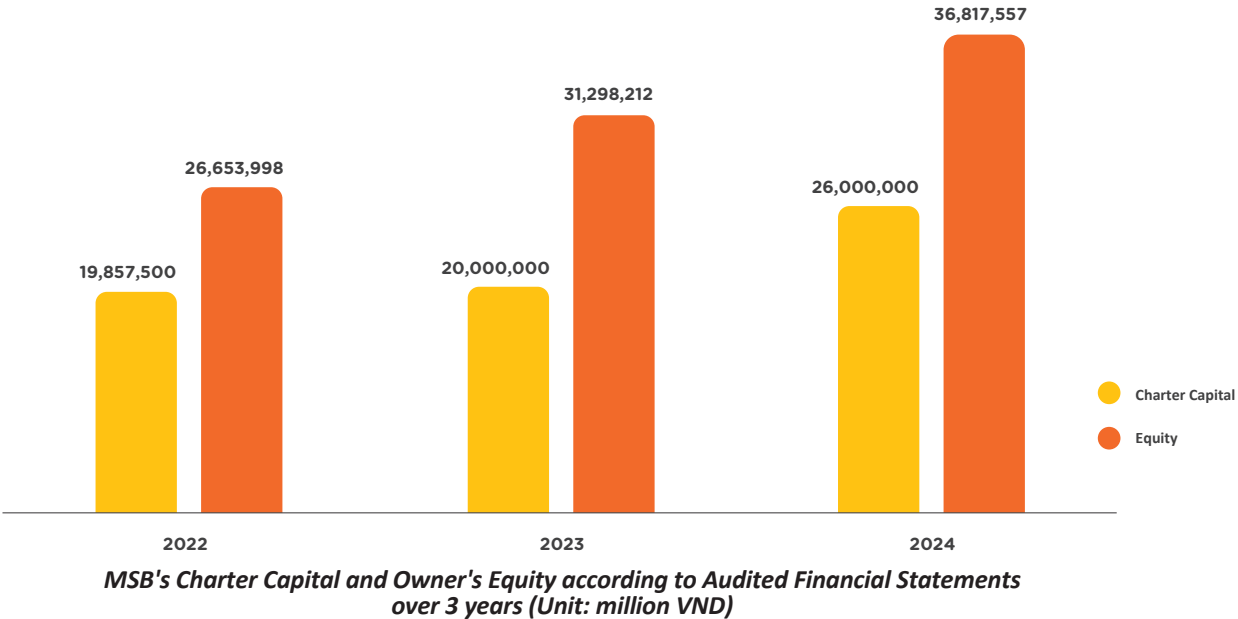
SHAREHOLDER STRUCTURE

As of December 31, 2024, MSB has a total of 42,605 shareholders, reflecting a growth of over 25% compared to the end of 2023. Additionally, the bank's capitalization has risen by 16.5% compared to the previous year. The bank's shareholder structure is outlined in the table below:

Type of shareholder	Total number of shareholders	Ownership percentage (%)
Domestic shareholders, in which	42,463	72.53
• Individual	42,336	48.72
• Entity	127	23.81
Foreign shareholders, in which	142	27.47
• Individual	108	3.34
• Entity	34	24.13
TOTAL	42,605	100

Among them, Vietnam Posts and Telecommunications Group (VNPT) stands as the Bank's major shareholder, holding 157,254,977 shares, which represents 6.048% of the charter capital. MSB also has 6 state shareholders, collectively owning 166,404,343 shares or 6.4% of the charter capital. In compliance with the Law on Credit Institutions, MSB maintains its foreign ownership at a level not exceeding 30%. As of December 31, 2024, the Bank has 142 foreign shareholders, including 108 individuals and 34 foreign entities, who together hold 27.47% of the charter capital.

CHANGES IN EQUITY





Further to the Resolution of the 2024 General Shareholders Meeting (No. 32/NQ-ĐHĐCĐ dated April 23, 2024), the Bank successfully completed the increase of its charter capital from VND 20,000 billion to VND 26,000 billion through the issuance of shares for dividend payment. The approval documents have been fully disclosed as follows:

- On June 5, 2024, MSB’s BOD issued Resolution No. 12.01/2024/NQ-HĐQT on approval of the implementation of the charter capital increase in 2024.
- On June 25, 2024, the State Bank of Vietnam issued Document No. 5229/NHNN-TTGSNH on approval of MSB's increase in charter capital by an additional VND 6,000 billion via the issuance of shares for dividend payment.
- On July 24, 2024, the State Securities Commission issued Official Dispatch No. 4585/UBCK-QLCB on reporting documents for MSB’s share issuance for dividend payment.
- On August 19, 2024, MSB issued Notice No. 1499/TB-SGDHCM on the deadline for registration to receive dividends in shares on August 29, 2024
- On September 12, 2024, MSB issued Report No. 8579/2024/CV-TGDĐ5 on the results of the share issuance for dividend payment to the State Securities Commission
- On September 13, 2024, the State Securities Commission of Vietnam issued Document No. 5910/UBCK-QLCB on receipt of the reporting document on MSB’s share issuance results
- On October 1, 2024, VSDC issued Document No. 73/2020/GCNCP-VSDC-4, certifying the registration of the fourth change of securities for MSB, with a total of 2.6 billion shares registered
- On October 8, 2024, the Ho Chi Minh City Stock Exchange issued Decision No. 571/QĐ-SGDHCM on approval of the modification in listing registration with a total of 2.6 billion shares listed for MSB.
- On October 8, 2024, the State Bank of Vietnam issued Decision No. 2238/QĐ-NHNN, on modification of the charter capital under MSB’s Establishment and Operation License, bringing the Bank’s new charter capital to VND 26,000 billion.

The increase in equity capital to VND 26,000 billion was successfully completed in October 2024, in accordance with the Resolution of the 2024 General Shareholders Meeting. All newly issued shares, representing a 30% increase compared to the charter capital of VND 20,000 billion at the end of 2023, were immediately made available for trading, with no transfer restrictions, except for certain internal personnel of the Bank who shall comply with the Law on Credit Institutions regarding in-office shareholding.

MSB did not engage in any transactions related to treasury shares in 2024, maintaining a treasury share balance of 0 shares.

Following the charter capital increase in 2024, MSB has recorded the following changes in owner’s equity, as outlined in the audited financial statements as of December 31, 2024:

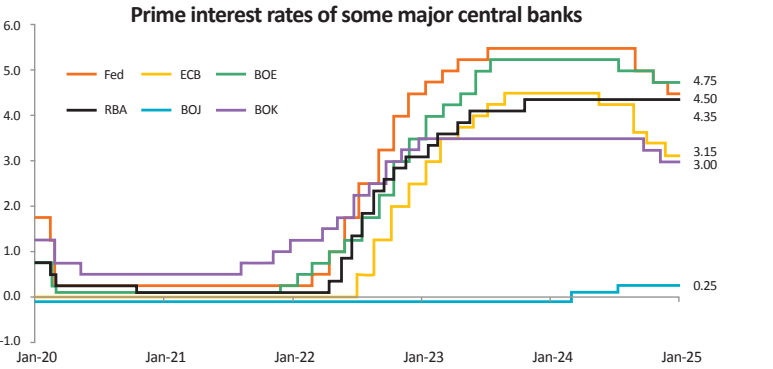
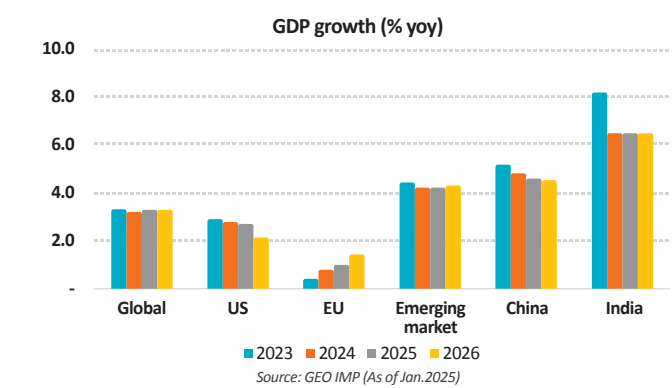
Unit: million VND		Separate		Consolidated	
		2024	2023	2024	2023
	EQUITY	36,891,341	31,365,617	36,817,557	31,298,212
1	Capital of Credit Institutions	26,034,068	20,034,068	26,034,068	20,034,068
	Charter capital	26,000,000	20,000,000	26,000,000	20,000,000
	Investment capital for basics construction and purchase of fixed assets	608	608	608	608
	Capital surplus	33,460	33,460	33,460	33,460
	Treasury shares	-	-	-	-
	Preferred shares	-	-	-	-
2	Credit Institution Fund	3,285,169	2,587,378	3,288,026	2,589,959
3	Undistributed Profits/ Accumulated Losses	7,572,104	8,744,171	7,495,463	8,674,185

# BOARD OF MANAGEMENT'S 2024 BUSINESS PERFORMANCE REPORT



MACROECONOMIC LANDSCAPE

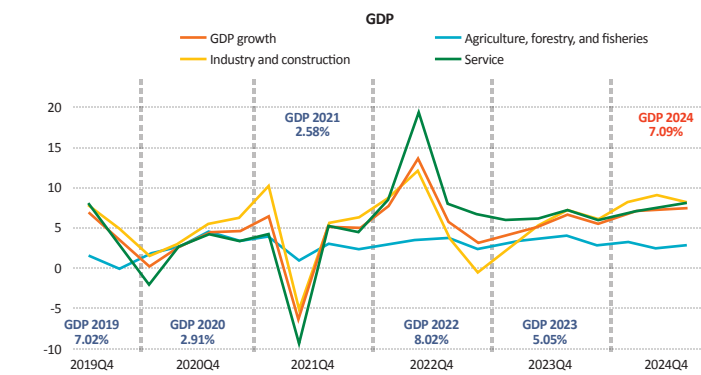
In 2024, despite escalating political instability and geopolitical tensions, the global economy maintained a relatively stable growth trajectory. According to the International Monetary Fund (IMF), global GDP was projected to expand by 3.2%. However, economic recovery remained uneven across regions. In the United States, robust household consumption and expansionary fiscal policies fueled strong economic growth. In contrast, the European economy experienced a more sluggish recovery due to the prolonged effects of the energy price shock and ongoing geopolitical uncertainties. Meanwhile, China - the world’s second-largest economy - achieved a growth rate of 5%, meeting the target set by the Chinese government, yet, challenges in the real estate sector and weak consumer demand persisted. Global inflation was expected to continue its downward trend to 5.8% in 2024 compared to an average of 6.7% in 2023. The easing of inflationary pressures enabled central banks to implement interest rate reductions and adopt more accommodative monetary policies. The US Federal Reserve (Fed) implemented three rate cuts in 2024, bringing the benchmark interest rate down to 4.25%–4.5%. Similarly, the European Central Bank (ECB) implemented four rate cuts, lowering the deposit facility rate to 3%.



Amidst a complex and volatile global economic and political landscape, Vietnam’s economy demonstrated a resilient recovery with an amazing array of highlights. GDP growth for the year exceeded 7.09%, supported by the stability of the agriculture, forestry, and fishery sectors, the strong rebound of industrial and construction activities, and the dynamic transformation of the services sector. Export activity remained a solid

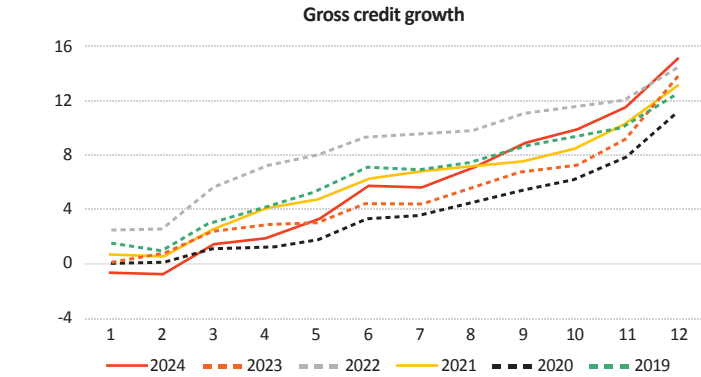
foundation of economic growth, with total import-export turnover reaching USD 786 billion in 2024, generating a trade surplus of USD 24.7 billion.

Foreign Direct Investment inflows in 2024 stood at USD 38.2 billion, while disbursed capital amounted to USD 25.35 billion, marking a 9.4% year-on-year increase - the highest level in many years. Inflation remained well under control, with the average Consumer Price Index (CPI) at 3.63%, significantly below the initial 4%-4.5% target range. However, structural bottlenecks persisted, including sluggish public investment disbursement and subdued consumer demand. As of December 31, 2024, public investment disbursement only reached 70.3% of the planned allocation, and total retail sales of goods and consumer services recorded a 9% year-on-year growth, still trailing pre-COVID-19 levels.



The 2024 real estate market has shown clear signs of recovery, yet continues to grapple with challenges such as surging land prices and a significant supply-demand imbalance. The simultaneous enactment and taking effect of three new laws governing land, housing, and real estate business is a key milestone in the sector’s legal framework reform and refinement, which is expected to serve as a catalyst for market growth.

Meanwhile, the banking sector encountered multiple headwinds due to weakened domestic demand, a rising trend in bad debt and the real estate market has not recovered as expected. However, with flexibility in applying macro policies, the State Bank made many adjustments and orientations to best support capital sources for the economy and control exchange rates in the context of many foreign currencies losing value sharply. End of 2024, credit growth exceeded 15% as planned, while interest rates stayed at low levels to help business recovery.



INFORMATION ABOUT GLOBAL AND INDUSTRY TRENDS IN SUSTAINABLE DEVELOPMENT

In 2024, geopolitical conflicts, natural disasters, storms, and floods have underscored the critical need for global action and cooperation in advancing the Sustainable Development Goals (SDGs) by 2030 and transitioning toward net-zero carbon emissions by 2050.

Amid global efforts to accelerate green growth initiatives and commitments, Vietnam has earned high recognition from the United Nations and the international community for its endeavors to achieve SDGs. According to the United Nations' 2024 report, Vietnam has emerged as a standout performer, climbing from 88th out of 149 countries in 2016 to 54th out of 166 countries in 2024. Notably, Vietnam’s Sustainable Development Index reached 73.32 points, exceeding the global average and showing improvement over the previous year’s ranking. Within South East Asia, Vietnam ranks second only to Thailand.

The United Nations has recognized Vietnam for its outstanding achievements in several key SDGs including SDG1 (End poverty in all its forms everywhere), SDG4 (Ensure inclusive and equitable quality education), SDG11 (Make cities and human settlements inclusive, safe, resilient and sustainable), SDG12 (Ensure sustainable consumption and production patterns), and SDG13 (Take urgent action to combat climate change and its impacts).



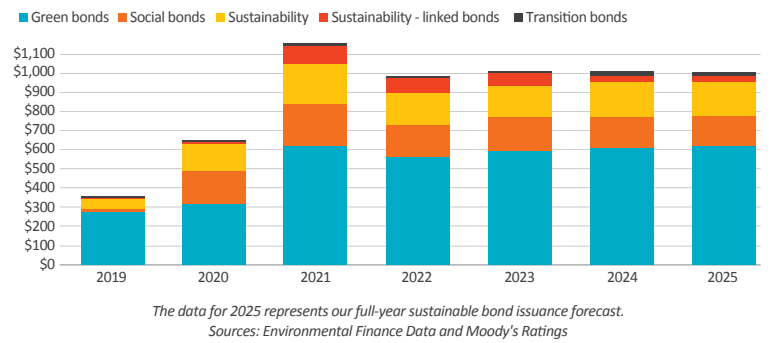
Among countries with similar income levels, Vietnam has demonstrated impressive performance. Vietnam has actively expanded international relations, reinforcing its role as a proactive and responsible member of the United Nations. A wide array of agreements on free trade agreements and upgraded diplomatic ties with strategic partners have been entered. Domestically, both the government and local authorities have launched comprehensive policies to mobilize resources and involvement of all economic

sectors, social organizations, development partners, and the business community to complement state budget resources in realizing SDGs. Furthermore, ministries, sectors, and localities have proactively integrated the SDGs into existing national programs and projects.

However, Vietnam still faces significant challenges in the early stage of alignment with global green growth trends, including lack of financial resources, particularly for remote and disadvantaged areas; weak coordination across governmental levels and sectors, low engagement from businesses, social organizations, and communities in resource mobilization and direct implementation of SDGs; insufficient support and incentive policies for green economy investment and green transformation, particularly in leveraging private capital to finance the national sustainable development plan; gaps in reporting, monitoring,

and evaluation systems to track progress on sustainable development and green transformation goals, slow data collection and processing, lagging behind international standards; and limited public and corporate awareness. To advance its sustainable development goals, Vietnam needs significant international support - not only in terms of financing but also in capacity-building, expertise, and technology transfer. In this context, the banking sector plays a pivotal role in this process, serving as the primary intermediary for channeling international capital in alignment with global sustainability commitments. The Bank will act as the extended arm of the Vietnamese Government, spearheading the implementation of strategic initiatives, reporting framework standardization, and commitments to national carbon emission reduction and green transformation.

For the finance sector alone, in recent years, sustainable finance has emerged as a key global issue, particularly as countries intensify their efforts to promote green economies in response to climate change.

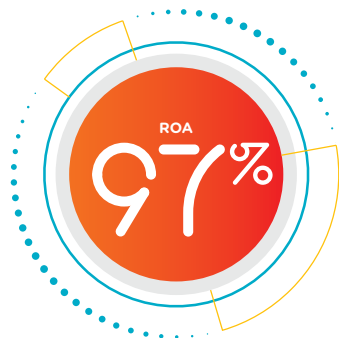


In Vietnam, ESG - a framework to measure the corporate sustainability performance and responsibility from environmental, social, and governance perspectives - has evolved from an emerging trend into a long-term development objective across various industries, particularly the banking sector. According to the Global Progress 2024 report by the Sustainable Banking and Finance Network, published on April 16, 2024, Vietnam ranks prominently within the second tier of countries making significant strides in establishing and implementing sustainable finance frameworks, anchored in three key pillars: green credit, ESG integration, and climate risk management.

The banking sector, as a critical pillar of the economy, serves as a key capital channel to sustain economic growth and development. In recent years, to advance the national strategy on green growth, the State Bank of Vietnam (SBV) has systematically introduced solutions to promote green credit and green banking following a well-defined roadmap. SBV has steered these initiatives through sectoral development strategies, national green banking development schemes, credit institution system restructuring schemes, and sustainable development action plans that are closely aligned with the national green growth objectives and Vietnam’s commitments at international forums.

Credit institutions have actively developed internal plans, refined criteria, and enhanced processes to expand investment in environmentally friendly projects. As a result, by the end of 2024, 50 credit institutions had engaged in green credit extension, with a total outstanding loan balance of nearly VND 680,000 billion, representing 4.5% of the system-wide loan portfolio. The average annual growth rate of green credit reached 22%, surpassing the general rate of the economy.

2024 HIGHLIGHTS



Successfully fulfilled and surpassed shareholder commitments regarding total asset growth and pre-tax profit (double-digit growth), while making significant progress in enhancing asset quality and strengthening risk management, thereby attracting investor interest and increasing market capitalization by over 16%. The Bank has liquidated all debt-assigned assets related to vessels, contributing to a rise in ROA, reaching 97% by the end of 2024.



Successfully migrated the core banking system from BDS Silverlake to the cutting-edge T24 Transact platform – one of the most technically advanced banking systems available today. This marks MSB’s largest and most complex technology investment to date, serving as a cornerstone of the Bank’s strategic development, with digitalization as the primary growth driver.



MSB’s total customers grew by over 17%, rising from 5.2 million at the end of 2023 to nearly 6.2 million by December 31, 2024. Digital transformation at Retail Banking recorded many positive results when more than 90% of new customers used services on digital channels.



Initiated the implementation of engagement banking platform, aiming to unify individual applications into a single, integrated system for greater efficiency. This strategic transformation enables MSB’s digital platform to deliver a seamless banking experience, enhancing client engagement, streamlining product offerings, accelerating feature development, and optimizing service costs.



Introduced an internal green taxonomy in early 2024, providing a structured framework for specialized banking units to develop green credit products, identify environmentally responsible clients, and green loans; piloted a VND 3,000 billion green credit solution package within the same year.



Officially joined the Alliance for Green Commercial Banks supported by the IFC, with the goal of advancing green banking practices, unlocking fresh business opportunities, and accelerating the green transformation of economies.



Proudly recognized with various prestigious awards, including:

- “Best ESG Bank in Vietnam 2024” awarded by Euromoney Magazine
- “Vietnam Best Places to Work” awarded by Anphabe
- “Top 10 Companies in Financial Sector with the Best Annual Report” within the Listed Companies 2024 (VLCA) Voting, organized by the HOSE, HNX, and Investment Newspaper.
- “Top Value Banking Award” presented by Mastercard, acknowledging MSB as the bank delivering the best value through incentive programs and superior services.
- Earned a spot in the Fortune Southeast Asia 500 by total revenue, standing alongside leading financial institutions from seven Southeast Asian countries, including UOB (Singapore), Maybank (Malaysia), and Bangkok Bank (Thailand).

BUSINESS RESULTS FOR 2024

Despite fluctuations in interest rates and exchange rates in both domestic and international markets, MSB delivered robust growth across key financial metrics:

TOTAL ASSETS  
~ VND  
**320,148**  
billion  
20% increase  
compared to 2023

PROFIT BEFORE TAX  
VND  
**6,904**  
billion  
18% increase  
compared to 2023

NPL BANK ONLY  
**1.83%**  
CONSOLIDATE  
**1.9%**  
GREEN CREDIT  
TOTAL CUSTOMER LOAN  
VND  
**5,165**  
billion

TOTAL OPERATING INCOME  
VND  
**14,218**  
billion  
16% increase  
compared to 2023

CREDIT GROWTH  
(SEPARATE)  
**18.25%**  
outperforming  
the industry average  
of 15.08%

CASA RATIO  
**26.42%**

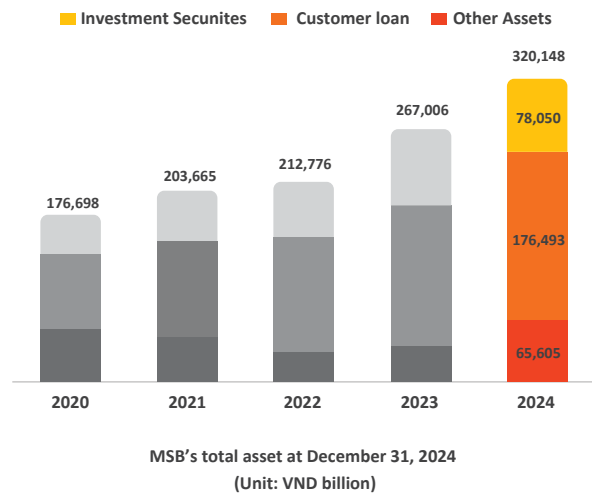
EARNING ASSETS/  
TOTAL ASSETS  
**~97%**  
2023: 95%



# JOURNEY TO BE A BANKING LEADER

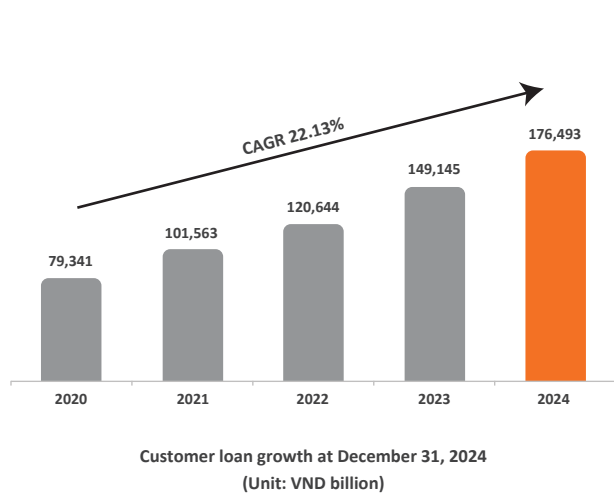






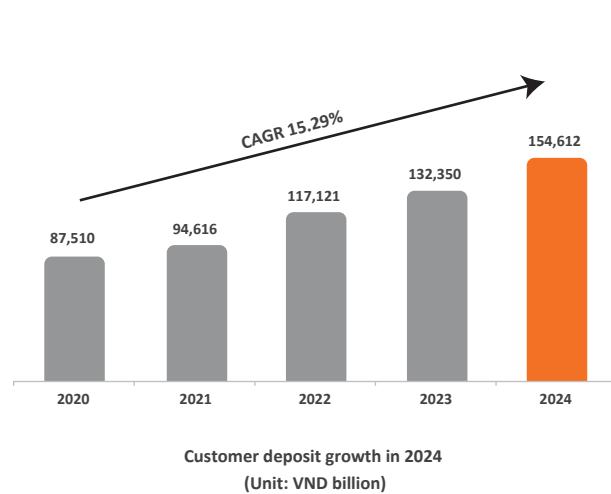
## TOTAL ASSETS

MSB's total assets surpassed VND 320,148 billion, marking an increase of more than 1.8 times compared to 2020 and nearly 20% growth compared to 2023. This resulted in a CAGR of 16.02%, primarily fueled by strong customer loan expansion. Notably, this growth rate outpaces the banking sector's average, largely driven by MSB's credit limit allocated by the State SBV among the highest in the industry. The investment securities segment also recorded an outstanding 73.11% growth year-over-year, with the portfolio predominantly comprising Government bonds and Credit Institution bonds.



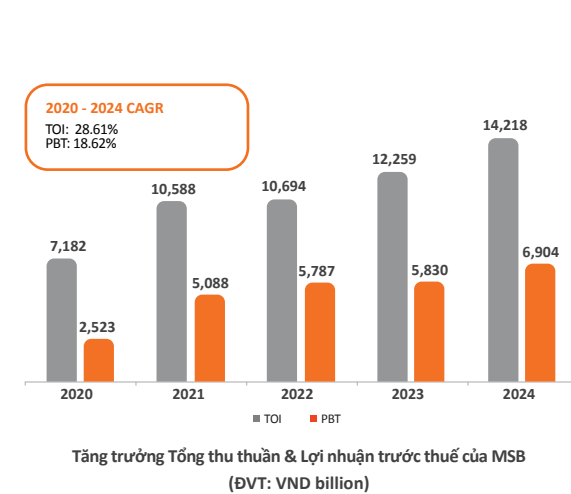
## LOANS TO CUSTOMERS

In 2024, MSB had been granted a credit growth limit of 18.25% and successfully reached this threshold by December 31, 2024, surpassing the industry average (~15%). The Bank consistently ranked among those with the highest credit growth limits, backed by its strong credit rating within the banking system. By meeting key criteria such as capital adequacy, liquidity, a high-quality client base, disbursement in alignment with the Government's directions, strict regulatory compliance, and support for competent authorities in market operations, the Bank recorded a CAGR of 22,13% in customer loan from 2020 to 2024, with a well-balanced distribution across individual, SME, and large enterprise segments.



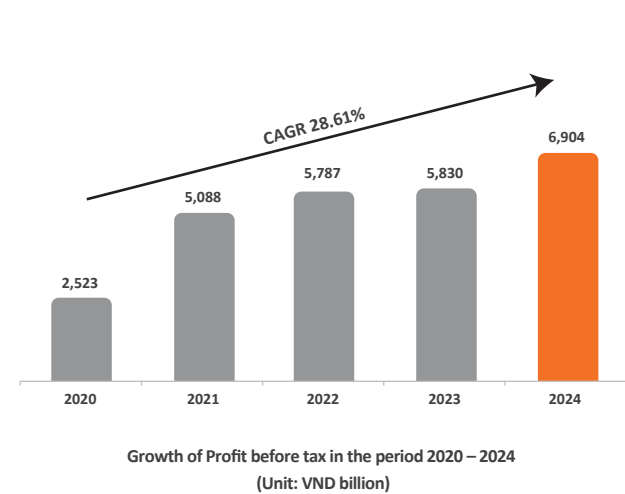
## CUSTOMER DEPOSITS

In 2024, MSB's customer deposits grew by nearly 17%, with non-term deposits reaching VND 41,000 billion as of December 31, 2024. Significant strides have been made in enhancing deposit products and e-banking platforms, aligning with market trends and evolving client needs. In response to interest rate fluctuations throughout the year, MSB effectively managed its capital mobilization channels, ensuring strong liquidity, and maintaining financial safety indicators exceeding regulatory requirements while successfully controlling funding costs, optimizing NIM.



## TOTAL OPERATING INCOME

MSB's TOI witnessed a breakthrough growth during the 2020-2024 period, nearly doubling compared to 2020. The Bank achieved a CAGR of over 18.62%, with NIM contributing the largest portion, accounting for approximately 70% of total TOI. Following its strategic direction, MSB aims to increase the share of non-interest income to around 30% of total TOI, leveraging on diversified fee-based revenue streams from a wide range of products and services tailored to customer needs.



## PROFIT BEFORE TAX

MSB's profit before tax achieved significant growth, with a remarkable increase of over 18.42% in 2024 compared to 2023 and more than 2.73 times higher than in 2020, resulting in an annual compound growth rate exceeding 28.61% during this period. Since 2020, the Bank has made substantial investments in digitalization projects, gradually yielding tangible results reflected in improved financial indicators: optimized operating costs, enhanced employee performance, and superior technology systems and digital platforms that effectively attract clients. MSB's outstanding growth, surpassing the industry average, has earned high recognition from investors and international partners. These achievements affirm the bank's well-executed business strategy amid a period of significant volatility in both domestic and global markets.



ACHIEVEMENTS AFTER FIVE YEARS OF DIGITAL TRANSFORMATION & AGILE STRATEGIES IN RESPONSE TO MARKET DYNAMICS

PROFIT BEFORE TAX 2024:

6,904 VND billion  
Grew 18.42% compared to 2023

Sustain positive growth momentum, and deliver robust business performance with an average profit growth rate exceeding 28%.

TOTAL ASSET 2024:

320,148 VND billion  
Increased ~20% compared to 2023

Total assets maintain steady growth, averaging a 15% annual increase over the past five years.

TOTAL CUSTOMERS:

6,2 million  
Increased by over 17%, from 5.2 million at the end of 2023

Customer base has been expanding

DIGITAL CHANNEL REVENUE:

10% TOI

By the end of 2024, MSB has fully digitized 14 client journeys and partially digitized 45 others. Internally, 117 processes have been fully digitized, with an additional 67 undergoing partial digitalization.

RISK MANAGEMENT:

Basel II  
Basel III  
Move towards the finalization of Basel IV

Risk management capacity and credit model according to the market's leading modern standards.

DIGITALIZATION & ADVANCED ANALYTICS

MSB is at the forefront of digital transformation, striving to become a leading digital platform bank that delivers an exceptional client experience. The bank has made substantial investments in technology and digitalization, exemplified by the development of the MSB mBank digital banking application, which offers personalized and convenient financial services.

APPLY

AI & Big Data  
to improve services and decision-making

Promote cashless payment solutions; upgrading advanced information security and safety methods to promptly prevent cybersecurity risks for users, minimize financial, protect and optimize the profitability for customers.

EXTENSIVE TRANSACTION NETWORK &

PROMOTING DIGITALIZATION

MSB operates a widespread network across 51 provinces and cities with 260 transaction points and 285 ATMs. MSB branches are now gradually shifting from traditional services (in-person transactions, statement printing, savings deposits, etc.) to digital services (online banking applications, mobile transactions, QR Code payments, etc.). Several MSB branches have integrated advanced technologies, enabling transactions through modern ATMs, self-service kiosks, and "digital branches" that allow clients to conduct banking activities online without visiting a counter. Key services such as online loans, remote account opening, and automated personal financial management are becoming the primary focus of branch development. This comprehensive digital transformation enhances the Bank's ability to effectively monitor operational, financial, and credit risks from the outset of client relationships while optimizing costs to improve operational profitability.

Through strategic efforts, agile business direction, and the power of digital transformation, MSB is steadily progressing toward its vision of becoming "A bank that everyone wants to join and no one wants to leave." The Bank has set an ambitious goal to achieve a market capitalization of USD 12 billion by 2028, with a targeted profit of USD 1 billion.



CORE PERFORMANCE INDICATORS OF THE BANK FOR THE 2020 – 2024 PERIOD

(AUDITED CONSOLIDATED NUMBERS)

Scale (VND billion)	2020	2021	2022	2023	2024
Total assets	176,698	203,665	212,776	267,006	320,148
Loans to Customers	79,341	101,563	120,644	149,145	176,493
Investment securities	55,845	48,257	31,554	37,897	65,605
Customer deposits	87,510	94,616	117,121	132,350	154,612
CASA ratio (%)	29.29%	35.84%	31.16%	26.54%	26.42%
Equity	16,875	22,038	26,654	31,298	36,818
Charter capital	11,750	15,275	19,858	20,000	26,000
Business performance (VND billion)	2020	2021	2022	2023	2024
Net interest income	4,822	6,216	8,322	9,189	10,243
Non-interest income	2,361	4,372	2,371	3,070	3,975
Operating expenses	3,586	3,932	4,428	4,812	5,230
Provisions	1,073	1,568	479	1,617	2,084
Profit before tax	2,523	5,088	5,787	5,830	6,904
Profit after tax	2,011	4,035	4,616	4,644	5,519
Profitability (%)	2020	2021	2022	2023	2024
Return on Equity - ROE	12.62%	19.82%	18.44%	15.56%	15.97%
Return of Assets - ROA	1.21%	2.10%	2.31%	1.88%	1.85%
NIM	3.35%	3.63%	4.50%	3.98%	3.57%
Fee income/TOI	11.43%	27.14%	10.40%	13.03%	9.52%
Cost to income ratio (CIR)	49.17%	37.14%	41.39%	39.26%	36.75%
Capital adequacy ratio (%)	2020	2021	2022	2023	2024
CAR	10.16%	11.52%	12.31%	12.76%	12.31%
CAR Tier 1	11.06%	11.89%	12.68%	12.98%	12.81%
Equity/Total assets	9.55%	10.82%	12.53%	11.72%	11.50%
Liquidity (%)	2020	2021	2022	2023	2024
Customer loans/ Total assets	44.90%	49.87%	56.70%	55.86%	55.13%
Loan-to-deposit ratio (LDR)	62.32%	65.02%	68.77%	67.55%	72.24%
Short-term capital for medium and long-term loans (MTLT)	26.20%	21.42%	23.57%	24.87%	28.27%
Asset quality	2020	2021	2022	2023	2024
Non-performing loan ratio (individual NPL)	1.62%	1.15%	1.21%	1.94%	1.83%



REPORT AND ASSESSMENT OF THE BOARD OF MANAGEMENT

2024 – COLLECTIVE EFFORTS TO NAVIGATE MARKET FLUCTUATIONS

In 2024, the global economy approached pre-pandemic levels, with GDP growth projected at 3.2% and CPI at 5.8%. However, growth constrained by geopolitical tensions, divergent economic policies, and the adverse effects of climate change. Amid these challenges, developing economies - particularly those in the ASEAN region, including Vietnam - have played an increasingly pivotal role in the global growth cycle.

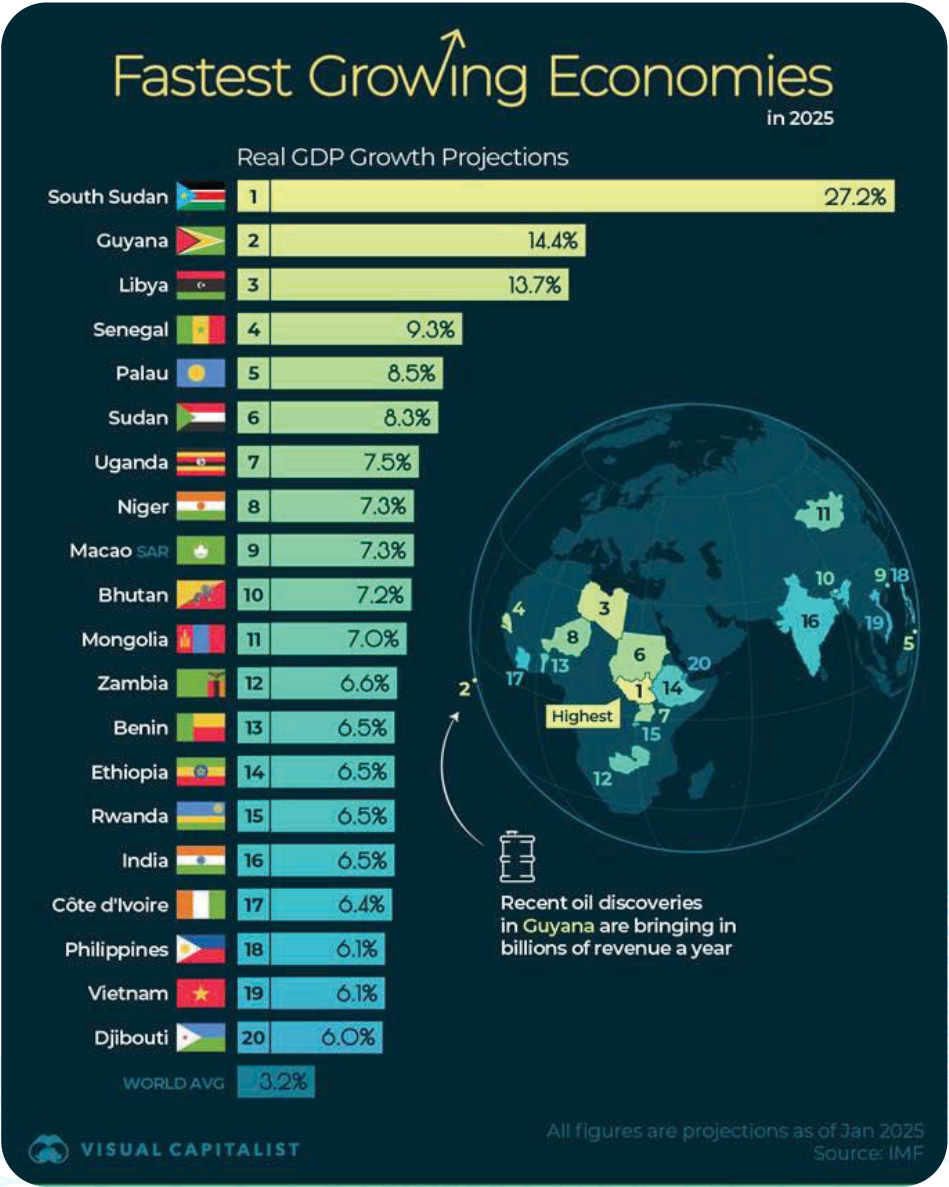
Vietnam has sustained its growth momentum as a developing economy, driven by stable exports, increasing foreign investment inflows, and effective domestic consumption support measures, particularly in sectors such as manufacturing, tourism, and related industries, which have benefited significantly from the Government’s strong push for public investment. As a key pillar of the economy, the banking sector has achieved significant milestones, including the effective management of interest rates, and exchange rates, and the implementation of flexible monetary policies. Banks has actively expanded their product and service portfolios by enhancing digital banking solutions, introducing international payment options to facilitate exports, performing interest rate support policies to aid business recovery, and offering sustainable credit products aligned with green finance principles. Furthermore, banks were prioritizing investments in advanced risk management tools and the digitalization of client identification processes, all of which play a crucial role in driving economic growth in 2024.

According to the State Bank, as of December 31, 2024, the economy's credit growth reached 15.08%, exceeding the 13.71% recorded in 2023. Notably, the legal framework for the financial market underwent significant advancements, fostering the sustainable and secure development of Vietnam's financial system.

In 2025, according to the forecast of the IMF, Vietnam is among the 20 fastest growth economies. Economic institutions and government forecasts project Vietnam's GDP growth to range between 6.7% and 8%, driven by strong investment inflows and sustained momentum in trade and consumption. The national public investment plan is set to reach a record high, increasing by 17% compared to 2024. Meanwhile, the State Bank of Vietnam targets credit growth of approximately 16%, reinforcing its role as the key capital channel for the economy. The primary drivers of credit growth in 2025 are expected to be accelerated public investment disbursement, the recovery domestic real estate market, and continued growth in consumer credit.

Amidst an evolving macroeconomic landscape with unpredictable fluctuations, MSB has been steadfast in leveraging its core strengths, drawing on its management expertise and agile responsiveness. This approach enabled the Bank to maintain its stability, drive sustainable growth, enhance product and service quality, expand its client base, seize business opportunities, and successfully achieve its financial targets as committed to shareholders. MSB concluded 2024 with promising performance outcomes, reflected not only in financial indicators but also in qualitative achievements, including enhanced risk management, operational safety, liquidity, streamlined processes, cost optimization, and increased competitiveness. The Bank remains committed to transparent governance, ensuring compliance with regulatory requirements while aligning with international operational standards.

Furthermore, 2024 marked a year in which MSB reinforced its endeavors toward sustainable development and integration of Environmental and Social factors into its business strategies, operational plans, and financial products to ensure the balanced interests of all stakeholders.



MSB'S BUSINESS MODEL

Guided by the mission "For a More Convenient Life," MSB delivers products catered to individual needs and tailored to specific financial capacities and goals of each client. We are committed to fostering sustainable value across all client segments, from large and mid-sized corporations, small and medium-sized to microenterprises, while supporting individual clients, advancing financial inclusion, and making banking services accessible to all. With this approach, MSB aspires to become "the Bank that everyone wants to join and no one wants to leave."

MSB operates under a vertical business model, known as "Bank in Bank," which has been developed and optimized in collaboration with McKinsey since 2010. This structure enables each specialized division - Retail Banking (RB), Enterprise Banking (EB), Financial Institution Banking (FI), and Credit Management Banking - to be managed as a standalone bank, which has been proven highly effective for MSB’s adoption of new product policies and business processes.

MSB has strategically identified individual clients and SMEs as its core customer segments, recognizing their substantial contribution to its credit portfolio and their strong, stable credit growth over time. By the end of 2024, total credit extended to these segments represented nearly 70% of MSB’s total Loans to Customers, marking a 28% increase from 2023. For large enterprises, MSB prioritizes partnerships with industry leaders, allocating over 30% of its total loan portfolio to this segment.

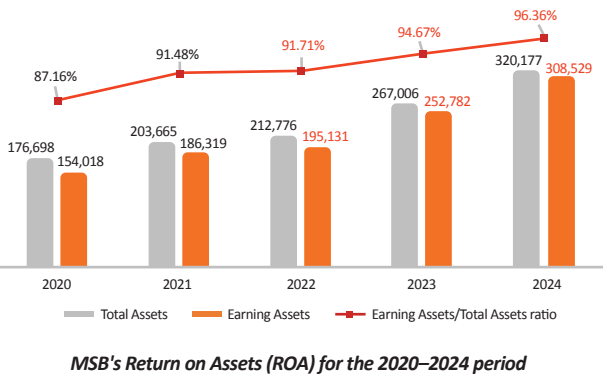
In the interbank market, MSB has established itself as a market maker in government bonds, securities trading, derivatives, and foreign exchange transactions. The synergy between its retail, corporate, and interbank operations strengthens MSB’s position as a dynamic and efficient financial institution with a high growth rate, consistently delivering sustainable value to all stakeholders.

SCALE OF OPERATIONS

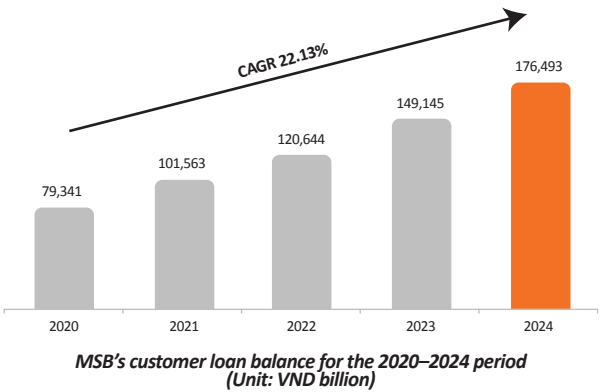
TOTAL ASSETS AND CREDIT GROWTH

As of December 31, 2024, MSB's total assets reached VND 320,148 billion, marking a 19.91% increase compared to 2023. This growth was primarily driven by Loans to Customers, which accounted for 55% of total assets. Additionally, the bond investment segment made a significant contribution, with a total value of VND 65,605 billion, up 73.11% year-over-year. Notably, approximately 65% of this bond portfolio comprised Government bonds, while nearly 34% from credit institutions and just 1% was corporate bonds. Among MSB’s total bond holdings, corporate bonds accounted for just over VND 900 billion - lower than the VND 1,525 billion recorded at the end of 2023 - and continued to follow a downward trajectory in the future.

Earning assets witnessed a remarkable improvement in 2024, increasing by nearly 97% compared to 2023, reflecting enhanced efficiency in asset utilization over the years. As part of its strategic commitment, MSB successfully liquidated all debt-assigned assets related to vessels in 2024, thereby supporting the improvement of the Bank’s asset quality, bringing the closing balance with debt-assigned assets to approximately VND 59 billion, a sharp decline from VND 1,115 billion in the previous year.

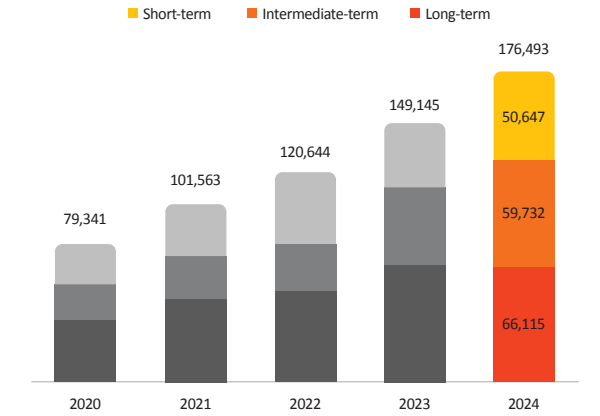


In 2024, MSB achieved an impressive credit growth rate of 18.25% (bank only), surpassing the industry's average, with the total outstanding Loans to Customers reaching VND 176,493 billion.



The share of individual clients and SMEs in MSB’s total outstanding credit balance continued to rise, making up approximately 70% of the total loan portfolio, in line with the Bank’s strategic direction. Specifically, outstanding credit for individual clients accounted for nearly 27%, while SME clients represented close to 43%, with annual growth rates of 11.6% and 28.4%, respectively. Meanwhile, large corporate clients contributed around 30% of the portfolio, achieving a growth rate of over 16% in 2024.

Short and medium-term loans accounted for 71,3% of MSB’s loan portfolio. Based on its risk appetite and market dynamics, MSB adopted flexible lending strategies at each stage, optimizing capital utilization while ensuring liquidity and operational stability.

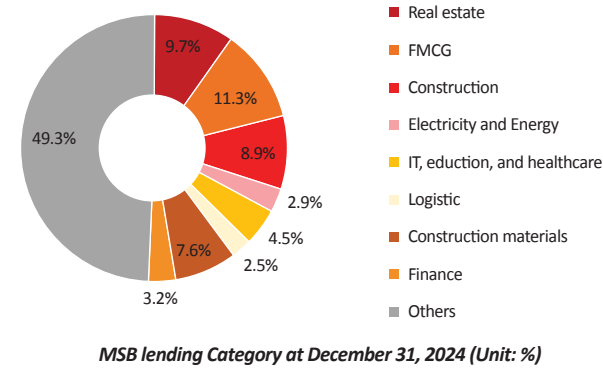


The loan portfolio was well-balanced across key economic sectors, with a strategic focus on manufacturing, light industry, consumer markets, real estate, and construction (including contracting and construction material trading). Amid the challenges businesses have faced in recent years, bad debt risk emerged as a widespread concern across the market in the second and third quarters of 2024. Adhering to a prudent risk appetite, MSB boosted secured credit extensions to long-standing clients with strong credit histories. MSB also employed a comprehensive suite of risk management tools and robust post-disbursement monitoring.

Over the past three years, MSB has actively promoted green and social credit, with a strategic focus on the education, healthcare, and technology sectors to support sustainable development goals, expand financial inclusion, and enhance comprehensive banking services. By the end of 2024, the Bank’s total outstanding loans for green credit reached VND 5,165 billion, representing nearly 3% of its total loan portfolio.

The green credit portfolio was primarily directed toward key sectors such as renewable energy, clean energy, sustainable transportation, resource recycling and reuse, sustainable water management in urban and rural areas, and other environmentally friendly initiatives.

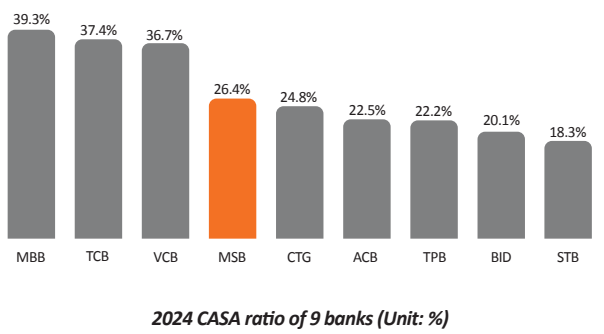
In MSB’s retail banking lending portfolio, home loans constituted approximately 45% of total retail credit, followed by consumer loans and business loans.



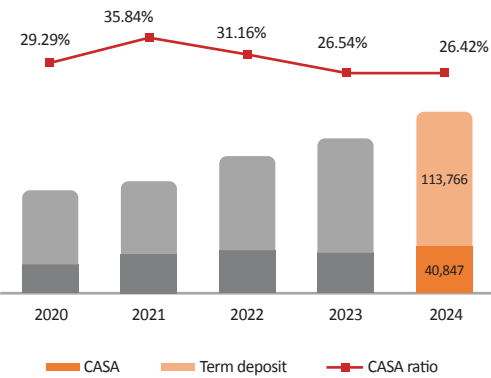
CAPITAL AND CUSTOMER DEPOSITS

MSB maintained a well-diversified capital allocation strategy aimed at optimizing capital costs. In 2024, customer deposits grew by 16.82%, achieving a CAGR of 15.29% over the five-year period from 2020 to 2024, reaching a total of VND 154,612 billion as of December 31, 2024. With its flexible deposit products and stable customer category, MSB has deployed deposit products with digital factors, successfully shortened the time of customer transactions through mobile platforms and internet Banking, ensuring diversification of mobilized sources.

In order to ensure the ability to mobilize capital effectively, MSB has diversified the source of mobilization, developed products suitable to the market demand and maintained competitive interest rates, focused on the capital cost structure in balance sheet of the bank's asset.



In terms of maturity structure, MSB held nearly VND 114,000 billion in term deposits and approximately VND 41,000 billion in non-term deposits, achieving robust double-digit growth rates of 17% and 16.3%. The CASA ratio reached 26.42% in 2024, securing MSB’s position as the fourth highest in the industry, helped MSB to reduce capital mobilization costs. The allocation of CASA deposits among individual customers, large enterprises, and SMEs has evolved in line with MSB’s strategic direction. Notably, CASA from SMEs and individual clients accounted for over 68% of the bank’s total CASA deposits.



In 2024, MSB successfully raised its charter capital to VND 26,000 billion through a 30% stock dividend issuance, bringing total equity to over VND 36,818 billion - an increase of 17.64% compared to 2023. This capital expansion supported the Bank in achieving key strategic objectives, including:

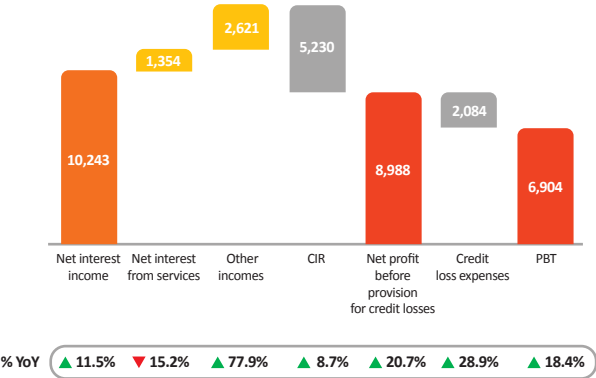
- Improving competitiveness based on the size and financial capacity, ensure good risk management standards according to international standards. Higher chartered capital also helps MSB to improve ranking with credit rating organizations, interbank partners, organizations and foreign shareholders/investors ...
- Increasing capital for business (core activities) and items that need to be invested and upgraded such as technological projects, human resource training, facilities investment, sustainable development strategy/green banks ... that MSB is pursuing.



BUSINESS PERFORMANCE RESULTS

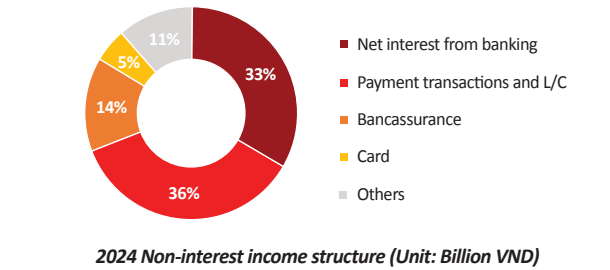
TOTAL OPERATING INCOME

In 2024, MSB's TOI reached VND 14,218 billion, reflecting an annual growth of nearly 16%. Net interest income for the year exceeded VND 10,243 billion, while non-interest income amounted to VND 3,975 billion. This included a contribution of over VND 1,354 billion from fee services and a net profit of more than VND 1,055 billion from foreign exchange trading.



Thanks to the growth of credit in the year, effective managing bad debts and low-cost capital structure, despite the many preferential loan interest rates for customers following the direction of the Government, MSB still reached a net interest rate increased by 11.5% compared to 2023.

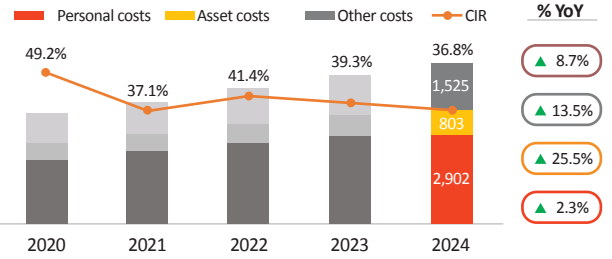
Among non-interest income streams, foreign exchange trading remained a key highlight. MSB's foreign exchange revenue was driven by premium services tailored to both corporate and individual clients, leveraging competitive exchange rates and accurate market forecasts. This is the service segment that MSB expects to have many breakthroughs in the future. Fee service income decreased compared to 2023 mainly due to Bancassurance activities, regarding the fluctuations of policies and markets of this activity in 2024.



OPERATING COSTS

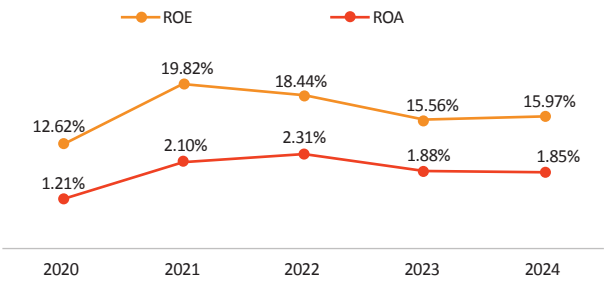
In 2024, MSB effectively controlled its operating expenses and improved cost efficiency, lowering the CIR to 36.75%, down from nearly 40% in the previous year. Digital transformation projects and process optimization initiatives have significantly reduced operational time and costs, enhancing overall productivity.

Personnel expenses accounted for over 55% of MSB's total operating costs in 2024, reflecting a 2.3% increase compared to 2023. MSB's workforce expanded from 6,308 employees at the end of 2023 to 6,678 employees by December 31, 2024. Other operational expenses totaled over VND 1,500 billion, covering advertising, promotions, and the engagement of experts and consultants to support MSB's daily operations. With the continued advancement of process digitalization and the full capacity of digitalization projects, MSB anticipates a reduction in the CIR to 30%.



PROFIT AND PROFITABILITY

In 2024, MSB's pre-tax profit reached VND 6,904 billion, marking an 18.42% increase from 2023 and surpassing the target of VND 6,800 billion set by the General Shareholders Meeting. After fulfilling tax obligations, MSB reported a profit after tax of VND 5,519 billion, and basic earnings per share (EPS) stood at VND 2,123 per share. The profitability ratios over the 12-month period, including ROA and ROE, reached 1.85% and 15.97%, respectively, at the end of 2024.

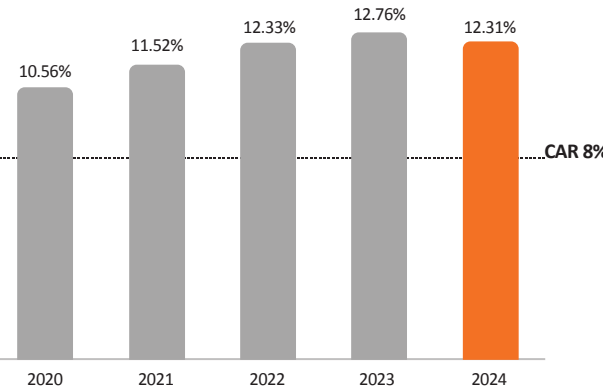




RISK MANAGEMENT

CAPITAL ADEQUACY RATIO

In 2024, MSB continued reporting to stakeholders in compliance with Basel II standards while advancing the development of high-level risk management frameworks aligned with Basel III and Basel IV. The Bank's risk management tools were upgraded to support the digitization of client processes, particularly for individual and SME clients.



Regarding CAR management, over recent years, MSB has standardized credit risk assessment models and risk-weighted asset calculations, integrating them from the disbursement planning stage into each specialized banking. MSB regularly assessed large clients or other client groups receiving disbursements to ensure compliance with their commitments, which enabled MSB to effectively manage credit risks, enhance capital adequacy control, and maintain CAR consistently above the industry average.

By the end of 2024, MSB's consolidated CAR, calculated in accordance with Circular 41/2016/TT-NHNN, reached 12.31%, well above the regulatory minimum of 8%.

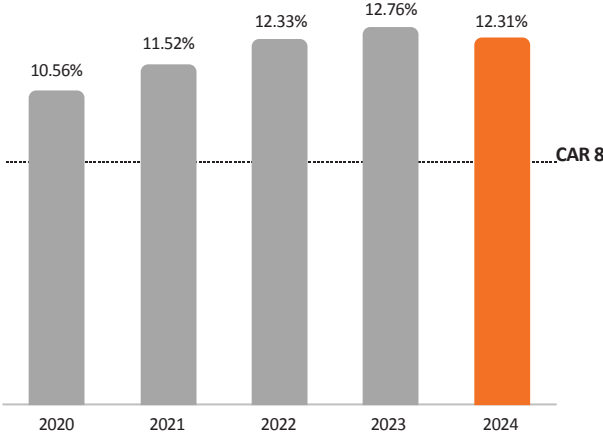
LIQUIDITY

With total outstanding loans exceeding VND 176,000 billion, MSB's loan-to-total-assets ratio was approximately 55.13%. Key liquidity indicators, including the LDR and the short-term funding for MTLT ratio, were maintained at 72.24% and 28.27%, remaining comfortably within regulatory thresholds of 85% and 30%. In recent years, MSB has strategically expanded its medium- and long-term funding portfolio through partnerships with leading international financial institutions such as Proparco, the OPEC Fund, and Standard Chartered Bank. Furthermore, the Bank is now working with key global partners to mobilize capital aligned with sustainable development criteria, ensuring long-term growth.

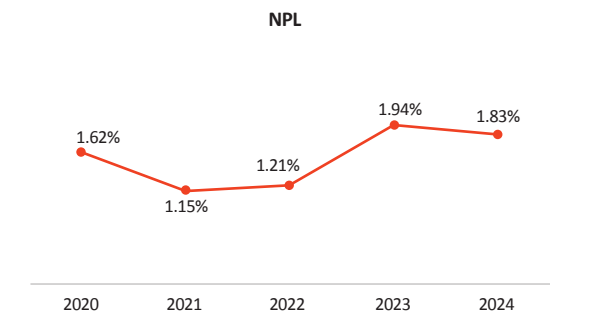
ASSET QUALITY AND BAD DEBT RATIO

MSB has been one of the pioneer banks in Vietnam to apply Basel II since the end of 2014, and is currently developing tools to apply Basel III and Basel IV in risk management. At the end of 2024, MSB's consolidated CAR calculated according to Circular 41/2016/TT-NHNN reached 12.31%, much higher than the required 8%.

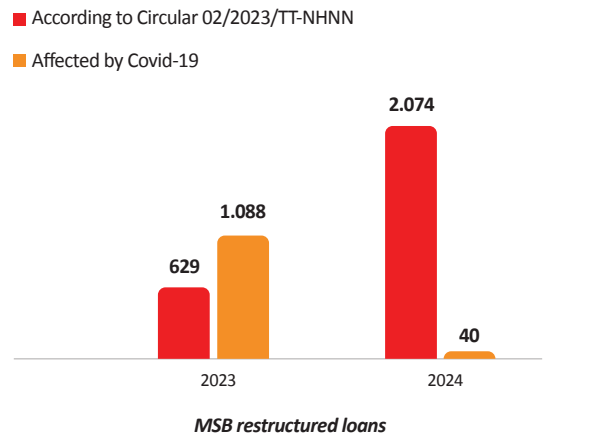
Since 2021, MSB has paid dividends through issuing new shares to shareholders from retained earnings. This supports increasing competitive scale while strengthening CAR. MSB's equity/total assets ratio in 2024 was 11.5%.



MSB has proactively implemented a range of tools and measures to control problem loans, enhance debt collection, and optimize resolution strategies across all specialized banking segments. The Bank has constantly conducted portfolio reviews to identify high-risk clients, taken early actions and intervention, strengthened early-warning mechanisms. MSB has also implemented debt restructuring, debt collection and settlement. The NPL ratio for the banking sector - calculated under Circular 11/2021/TT-NHNN - stood at 1.83% as of December 31, 2024, improving from 1.94% in 2023, underscoring the bank's risk management efficiency.



As of December 31, 2024, the outstanding balance of debts restructured repayment terms according to Circular 01/2020/TT-NHNN, Circular 02/2023/TT-NHNN and amendments - supplements of the State Bank of Vietnam were VND 40 billion and VND 2,074 billion. The proportion of MSB's restructured loans relative to its total loan book remained notably lower than the industry average.



In order to strengthen risk management, MSB - along with other banks - has proactively increased its credit provisions. By the end of 2024, MSB's total loan provisions reached VND 3,026 billion, representing a 28.07% increase compared to 2023. The bank's loan loss coverage ratio reached 64.4% at the end of 2024, higher than in 2023 and ensuring compliance because MSB's loan portfolio is mostly loans with large collateral values compared to the loan value, demonstrating the bank's tight risk appetite.

Moody's credit rating agency has released a rating report and press release evaluating MSB's business performance and risk management in 2024. According to the latest credit rating update on February 23, 2024, Moody's assigned MSB a stable outlook, with ratings maintained through December 31, 2024, despite market fluctuations.

Moody's rating at February 23, 2024	
Outlook	Stable
Counterparty Risk Rating	Ba3
Bank Deposits	B1
Baseline Credit Assessment	b2
Adjusted Baseline Credit Assessment	b2
Counterparty Risk Assessment	Ba3(cr)
Issuer Ratings	B1





## PERFORMANCE OF CORE BUSINESS SEGMENTS



## BANKING SERVICES PROVIDE TO RETAIL CUSTOMERS



In 2024, MSB's RB segment delivered strong performance and achieved key milestones. The total scale of RB expanded by 8%, with demand deposits growing by 25% and term deposits rising by 5%. Demand deposits accounted for 18% of total retail segment mobilization - a notable achievement given the challenging economic environment – underscoring the stability and sustainable expansion of MSB's RB operations.

Retail loan disbursement volume grew by 76% year-over-year. In the same year, MSB expanded its partnerships with various real estate distributors and established comprehensive collaborations with strategic partners to extend its products and services to a broader client base (Projects under Vingroup: Vinhomes Ocean Park 1, 2, 3, Vinhomes Vu Yen, Vinhomes Smart City, Vinhomes Mong Cai, Grand Park) as well as other developments such as Phu Quy, Cara River Park, Topaz Elite, Lux City, and A Dong Xanh...)

In terms of customer growth and number of accounts, the number of newly opened accounts saw a significant improvement, with the activation rate of new accounts increasing by 54% compared to 2023. This positive indicator reflected clients' growing trust in MSB's banking services.

Digital transformation initiatives in RB yielded significant positive outcomes, with over 90% of new clients utilizing services through digital channels. Beyond enhancing client convenience, digitalization efforts were also comprehensively integrated into operational processes and sales channel management. Notably, more than 2,500 sales personnel were equipped with specialized applications on their devices, streamlining daily sales activities, improving team efficiency, and elevating service quality.

From these bases, non-interest income also recorded substantial growth, with revenue from foreign exchange trading rising by 90% and fee income from premium digital accounts surging by over 100%.

In order to ensure sustainable growth in the coming years, MSB's retail segment not only prioritized financial expansion but also integrated environmental and social responsibility into its strategic development. The RB remained committed to fostering environmentally friendly initiatives and advancing financial inclusion. Key efforts include supporting the adoption of green technology, providing financing solutions for environmentally conscious projects, expanding client reach through digital platforms, extending banking services to underserved and remote communities, offering tailored financial products for students and patients by collaborating with hospitals, and promoting transformation to minimize the environmental footprint of its banking operations. In 2024, the RB collaborated closely with the entire bank system to accelerate the implementation of the Paperless Project, achieving a 72% digitalization rate - surpassing the initial target by 3%. Additionally, fully digitized internal processes accounted for 36% of total operations. Alongside these advancements, the RB dedicated to developing financial services oriented social criteria, creating favorable conditions for vulnerable client segments, enhancing quality of life, and fostering sustainable community development (through the interest rate support program for clients affected by Typhoon Yagi).



OUTSTANDING RETAIL BANKING PRODUCTS AND SERVICES IN 2024

"Continuous Profitability" Journey with MSB Accounts

During the 2024–2025 period, MSB was steadfast in its goal of acquiring 3 million new clients, with CASA as its core product, seamlessly connecting values to savings deposits, credit, foreign exchange, and investment solutions.



MSB’s payment accounts empowered clients to achieve their financial goals through three key benefits:

- + **Absolute security:** Advanced three-layer security technology, ultra-fast facial recognition, and compliance with the State Bank’s security and client authentication regulations ensure maximum protection.
- + **Seamless convenience:** Fully digital transactions that are fast and effortless, personalized account numbers to enhance personal branding, and one-touch payments via Apple Pay using international debit cards.
- + **Enhanced value:** An outstanding daily interest feature on payment accounts, offering returns significantly higher than traditional demand deposits.

By focusing on the decisive implementation of new account opening campaigns tailored to strategic client segments, MSB successfully attracted nearly 1 million new retail clients in 2024. This achievement lays a solid foundation for the bank to reach its target of 3 million cumulative new clients by 2025.

Foreign currency trading and international money transfer services for retail customers

Amid deepening international integration, the Vietnamese community studying, living, and working abroad continued to expand, now estimated at over 5.3 million people, which led to a significant demand for foreign currency transactions and international money transfers.

With a strategic focus on innovation and service excellence, MSB’s foreign currency trading and international money transfer services achieved remarkable success. In 2024, net revenue from foreign currency trading increased by 1.5 times compared to 2023, while transaction volume doubled - clear evidence of MSB’s superior service quality. Backed by a team of dedicated professionals, MSB has successfully retained existing clients, built trust with new clients, and firmly positioned itself as a top choice for foreign currency-related banking services. These achievements not only stem from the Bank’s strong management capabilities but also its unwavering commitment to delivering comprehensive, convenient, and secure financial solutions.

Card product highlights in 2024

In 2024, MSB achieved remarkable achievements in developing financial products and services while maintaining a strong focus on delivering long-term value to clients and the community. One of the key highlights was the launch of the Mastercard Family card line in September 2024. Designed to support "family builders," this card fosters a solid and sustainable foundation in health, education, and well-being, enabling clients to realize their aspirations for a happy family and a prosperous future by offering an industry-leading 30% cashback in the education sector.

Additionally, MSB took the lead in integrating Apple Pay’s one-touch payment feature for both Mastercard and Visa cards, while also streamlining the digital experience with a pre-approved online credit card application process that takes just three minutes - enhancing convenience and optimizing client experience.



Beyond technological advancements, MSB focused on enhancing product offerings, including Signature credit cards and digital debit cards. A major milestone was the World Elite premium credit card being recognized among the Top 5 "Best Product Design" selections, affirming MSB’s innovation and sophistication in product development. Moreover, the seamless integration of Garmin Pay and Google Pay, alongside Samsung Pay, has completed the full suite of four TAP-to-PAY solutions across all devices for MSB cardholders. The milestone of 10,000 cards issued in November demonstrated MSB’s strong market expansion and unwavering commitment to providing convenient financial solutions for its clients.

In December, MSB was honored with two prestigious awards from Mastercard, i.e. "Top Value Banking Award 2024" and "The Caring

Product 2024" for its MSB Family card. These accolades acknowledged the Bank's unwavering efforts in delivering innovative financial solutions while making meaningful impacts on the community.

Milestones in insurance product launching

Aligned with its sustainable development strategy and committed to enhancing client access to comprehensive financial protection solutions, in 2024, RB took a proactive approach by flexibly designing tailored insurance packages and implementing new initiatives to ensure compliance with regulatory frameworks. These efforts not only reinforced legal adherence but also empowered clients to make informed decisions and secure personalized protection based on their needs and financial capacity. A wide array of strategic actions were successfully introduced, including audio recording of advice sessions for investment-linked insurance products to enhance transparency and client confidence; expanding insurance transaction counters to 100 branches, ensuring a qualified advisory team by maintaining an adequate number of certified insurance consultants, launching Pru-An Tam Bao Tin (Credit Life) to provide financial security for borrowers, and enforcing strict controls to prevent coercive insurance sales practices.

In addition, the RB enhanced the quality of its consulting services, placing a strong emphasis on needs-based selling to develop a robust bancassurance (banca) model. As a result, non-credit activities saw a clear and effective monthly shift throughout the year. A key indicator of this success was the increase in the proportion of credit fee-paying clients relative to total clients, rising from 35% in 2023 to 45% in 2024.

By the end of 2024, MSB has delivered over 6,000 gifts to life insurance policyholders under various life insurance promotion programs. Clients who enrolled in life insurance policies - beyond receiving incentives from RB and insurance partners - also gained access to premium healthcare solutions from renowned providers such as Vinmec, eDoctor, and CarePlus.

In addition, MSB, in collaboration with its insurance partner Prudential, has successfully disbursed insurance benefits to 2,168 clients, with a total payout amounting to 31.6 billion dongs. Notably, the largest individual claim reached 1.4 billion dongs. These figures underscored MSB’s and Prudential’s unwavering commitment to a client-centric approach, ensuring that all activities prioritize attentive service, deliver exceptional experiences, and provide comprehensive financial support tailored to clients' needs.

Tailored solutions for customer segments

• Priority customer segment

Over the past year, RB reached a significant milestone by expanding its priority client base by 30% compared to 2023, adding more than 19,000 new clients. This accomplishment reflected MSB’s constant efforts in fostering long-term client relationships and building stronger trust.

To further enhance its offerings, the RB introduced two exclusive and sophisticated solution packages tailored for priority client groups. The "Prosperity" Solution Package designed specifically for business

owners not only addresses financial needs but also provided exceptional privileges, including high credit limits, advanced digital banking services, and premium black cards - empowering clients to optimize costs while enjoying a luxurious lifestyle. The "Essence" Solution Package crafted for senior executives offered special design, from support for dream home purchases to exclusive transaction fee incentives and premium account numbers, demonstrating MSB’s commitment to personalized and sophisticated banking services.

These initiatives not only reaffirmed MSB’s progress and sustainable development in retail banking for 2024 but also served as a solid foundation for further expansion in 2025 and beyond.

• Segment of Clients with salary-based and business-based income

Retail Banking launched several innovative solutions to better cater to the diverse financial needs of clients across different segments, specifically:

- “MSB Family - Nurturing the future, gaining the benefit of happiness” designed for special clients who connected MSB with their families. This product provides up to 30% cashback on essential spending categories, including health, education, and mental development, helping clients build a more secure future for their families.
- Voice Box – An optimal solution for business household owners. The product was officially launched in September 2024 and garnered significant client interest. This is a time-saving and cost-effective tool for business owners. When integrated with revenue management software, it enables clients to remotely manage chain stores anytime, anywhere, while tracking the sales performance of each individual store.
- In December 2024, MSB upgraded the sound notification feature for balance changes via its app and web platform. As a pioneering digital market innovation, this feature will help clients transform their phones into convenient financial management tools.

The solution was strategically designed with clear client segmentation, specifically targeting those with business-generated salaries and incomes, ensuring tailored services that met the unique needs of each group. Each product was developed with a client journey-centric approach, ensuring a seamless and uninterrupted user experience.

Additionally, the RB continued to drive digital transformation in solution design, with a strategic focus on streamlining the client experience journey, reducing operational costs, and creating differentiated products and services, thereby strengthening MSB's competitive edge. The Bank also did research on and implemented solutions that aligned with environmentally friendly consumption trends and support social initiatives, reinforcing its commitment to sustainable development strategy.

Beyond traditional banking channels, MSB also expanded its client outreach through digital platforms and collaborator networks to accelerate its comprehensive financial strategy, ultimately benefiting a broad and diverse client base.



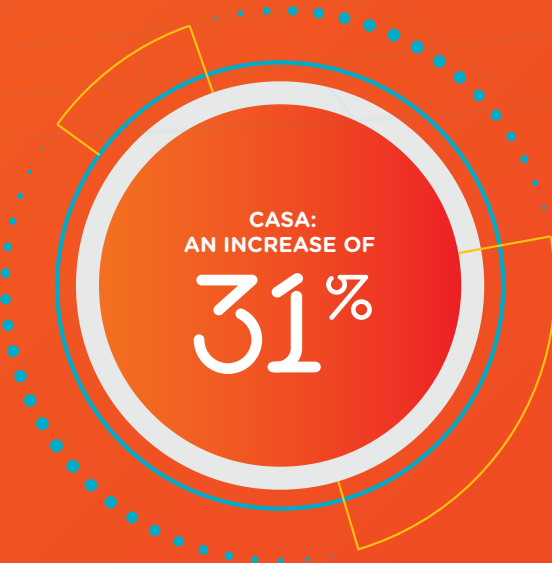
# ORIENTATIONS FOR 2025

In 2024, despite economic and political uncertainties, RB achieved significant progress in both quality and quantity, laying a solid foundation for sustainable growth in 2025.

With the Vietnamese economy projected to grow by 8% in 2025, Retail Bank proactively analyzed market fluctuations, evaluating economic scenarios, developing sustainable strategies, and integrating environmental and social factors into banking operations. By leveraging its internal strengths and ability to capitalize on market opportunities, RB outlined ambitious goals for 2025, including:



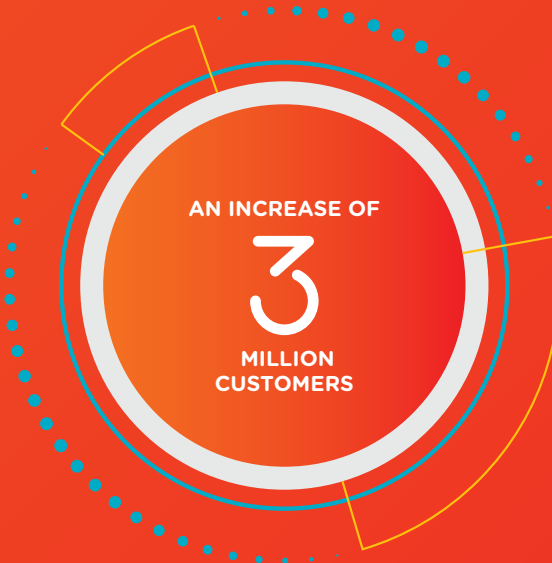
Total net revenue growth: Expected to increase by 25% compared to 2024, driven by the expansion of core products and a more diverse range of services.



CASA: Targeted a 31% increase to enhance capital mobilization and maintain financial stability.



Profit growth: Projected at 28%, supported by a strategy to boost net interest income, attract new customers, and promote sustainable banking initiatives.



Retail Banking aims to achieve a significant milestone of 3 million clients by the end of 2025, driven not only by deposit and profit-generating products but also through lending services and other digital banking solutions. These ambitious targets not only reinforce MSB’s financial strength but also highlight its commitment to sustainable development and integration of economic growth with social responsibility, laying the groundwork for the long-term sustainable expansion of MSB’s Retail Banking sector in 2025 and beyond.

BANKING SERVICES SERVED FOR CORPORATE CUSTOMERS



In 2024, the international and domestic economic landscape remained challenging, with businesses experiencing a difficult year due to declining aggregate demand and unpredictable financial market developments. The banking sector was also significantly affected, requiring adaptive and flexible strategies to respond effectively.

In response to these challenges, MSB demonstrated proactive adaptability and agility, ensuring not only business growth but also strong support for clients in navigating market fluctuations. As a key economic pillar and a leading financial service provider for corporate clients, MSB Corporate Bank achieved remarkable results, including:

OUTSTANDING CORPORATE CREDIT INCREASED BY  
**14%**

compared to 2023

CAPITAL MOBILIZATION GREW BY  
**22%**

compared to 2023

ACQUIRED NEARLY  
**5,000**  
NEW CORPORATE CLIENTS

bringing MSB's total corporate client base to nearly 100,000.

OUTSTANDING PRODUCTS AND SERVICES OF ENTERPRISE BANKING

Digital transformation has been the catalyst in shifting operational and business approach, facilitating the widespread adoption of cashless payments. MSB is among the leading credit institutions in developing innovative digital solutions tailored for corporate clients, aiming to enhance client experience and meet evolving market demands, including:

M-Smart Account Solution

The M-Smart Account is a specialized payment account package designed for corporate clients, offering diverse payment features and multiple incentives to help businesses reduce costs, save time, and optimize resources. M-Smart was implemented by MSB from 2021 to 2024, with continuous annual upgrades and enhancements to optimize user experience and strengthen client engagement through practical benefits for their business operations. Notably, in 2024, the solution incorporated additional incentives, not only from the Bank but also from a broader ecosystem of strategic partners such as Zalo and Giaohangtietkiem, supporting clients in the digital transformation of their business activities.

International money transfer solutions through foreign payment intermediaries

In 2024, the Corporate Bank implemented tailored solutions for institutional clients, specifically domestic and international payment intermediaries, to support the growth of cross-border payment transfer services for online e-commerce transactions in compliance with Vietnam’s legal framework.

With the rapid and dynamic growth of cross-border e-commerce, new international money transfer channels are increasingly being recognized and licensed in various countries, international money transfer services are no longer the exclusive domain of traditional banking institutions. In response to this shift, the EB Division focused on rolling out cross-border payment solutions tailored to specific client groups, including both domestic and foreign payment intermediaries. Simultaneously, it initiated a strategic project to develop new international payment channels that align with evolving client needs and emerging trends in the global e-commerce landscape.

M-Power unsecured credit solution package

SMEs can easily access bank capital without the need for collateral, with loan limits of up to 15 billion dong, equivalent to 45% of the enterprise’s revenue. The entire M-Power loan process is fully digitalized, covering all stages - from business plan development, document submission, and application tracking to approval, disbursement, Telegraphic Transfer Reimbursement payments, and foreign currency sales. This seamless online platform ensures a fast, convenient, and cost-efficient borrowing experience for businesses. With an approval time of just three days, M-Power enables enterprises to secure timely capital support, allowing them to seize existing business opportunities.



M-Supreme comprehensive credit solution package

M-Supreme comprehensive credit solution package offers a full-scale online credit solution with a loan limit of up to 200 billion dong, covering up to 280% of the secured asset's value and a term of up to seven years. With diverse financing options such as short-term loans, overdrafts, guarantees, Letters of credit (LC), and other financial products, M-Supreme effectively caters to the capital needs of enterprises across all industries.

M-Flash instant credit solution package

M-Flash is an innovative instant credit solution designed to provide businesses with immediate access to funding, leveraging an AI-powered automated system for rapid information processing only in 4 minutes. With a maximum limit of 5 billion dong, M-Flash offers instant capital to address short-term liquidity needs and free businesses from worries of interrupted operations. Featuring a fast and straightforward process, clients can seamlessly apply and finalize their applications entirely online.

M-Flash MISA solution package

On December 2, 2024, MSB and MISA Joint Stock Company (MISA) successfully integrated the M-Flash solution into the MISA Lending loan connection platform. This integration enabled businesses using MISA accounting software to easily access unsecured loans of up to 5 billion dong. The launch of this new digital financial solution marked a significant milestone in the partnership between MISA and MSB. Moving forward, both parties aimed to explore and expand collaboration in new areas to enhance synergies and further improve the client experience.

Enhancing the Corporate client credit journey

- **Online disbursement:** Shifting 90% of corporate clients and 90% of VND disbursement transactions to its electronic banking platform (Internet Banking). By utilizing digital signatures, clients can complete transactions without visiting a branch or submitting paper documents. This feature supports multiple financial activities, including loan disbursement, foreign currency trading, domestic and international payments, and LC transactions.
- **Online LC/Guarantee:** Enabling clients to submit issuance requests via Internet Banking in a streamlined and efficient manner.
- **Early repayment service:** Offering businesses with greater flexibility in managing loan costs.



Guided by the "Customer-Centric" strategy, MSB consistently endeavored to understand, develop, and provide customized financial solutions to tailor to the needs of businesses, support them in navigating challenges, and drive sustainable development.

Over the years, MSB has designed and launched specialized products and business programs for small and medium-sized enterprises, dedicated policies for large corporate clients, and customized solution packages for various industries.

- **Credit Program for Small and Medium-Sized Enterprises** (Designed for businesses with annual revenues ranging from 10 billion dong to 1,000 billion dong): Featuring a flexible financing structure, facilitating access to unsecured short-term financing of up to 200 billion dong, including a maximum loan of 100 billion dong and/or short-term financing up to 280% of the collateral value.
- **Flexible Mortgage Credit Solution Package:** Offering loan limits of up to 30 billion dong with quick approval, simple procedures, a limit maintenance period of up to 36 months, and a financing ratio of over 110% of the collateral value, ensuring timely disbursement.
- **Medium-and Long-term Financing Solution:** Medium- and long-term financing solution provides financing for up to 80% of capital needs for investment activities, supporting businesses from the early stages of their projects throughout the project's lifecycle. MSB accepts mortgages on assets formed from loan capital, grants a grace period of up to 24 months, and structures loan terms based on the project lifecycle and payback period.
- **Export Financing Solution:** Export financing solution supports businesses in fulfilling export orders by disbursing funds immediately upon contract/order signing or receipt of an export LC. The maximum financing rate reaches up to 90% of the remaining LC payment value.

- **Financing solutions based on output plans, allowing customers to execute their business plans** with funding of up to 80% of the output plan's value. MSB can provide financing based on projected output contracts/orders or immediately after the customer receives a notice of winning the bid.

- **Output-based Financing Solution:** Out-put financing solution enables businesses to execute their business plans with a financing rate of up to 80% of output value. Notably, MSB can provide funding based on expected output contracts/orders or immediately after clients receive a contract award notification.

- **Green Credit Solution Package for Sustainable Development:** Green Credit Solution Package for Sustainable Development facilitates access to capital with preferential incentives for businesses in renewable energy, green transformation projects, environmental protection, and sustainable development, MSB launched a 3,000 billion dong preferential interest rate credit package in 2024. Enterprises that meet MSB's green classification criteria and hold international certifications for green products are eligible for interest rate support.

Additionally, MSB developed a Cash Flow Collection and Payment Service to maximize convenience by leveraging a deep understanding of business realities, helping businesses optimize cash flow management and streamline operations. Through this initiative, MSB achieved significant milestones in fostering strategic partnerships and collaborations, establishing itself as a key financial partner for businesses across various sectors, including commodity trading, finance, and pharmaceuticals.



In 2024, aligning with global sustainable development goals, MSB outlined a strategic roadmap to gradually reduce and phase out high-carbon-emission sectors from its credit portfolio and shift its focus towards financing low-emission industries and businesses, reinforcing its commitment to environmental protection.

Corporate Banking prioritized resources to support enterprises that integrate sustainable standards into their operations, actively contributing to Vietnam's green growth strategy. The Bank's financing focus includes key green-certified sectors, such as energy, transportation, water supply and drainage, agriculture, forestry, fisheries, and textiles. As of December 31, 2024, MSB disbursed VND 977 billion in green credit to 19 corporate clients under its Green Credit Solution Package. However, due to the Bank's overall credit balance growth rate exceeding 18% and some clients repaying loans during the year, MSB's total outstanding balance in green credit at the end of the accounted for nearly 3% of the Bank's total outstanding loans, equivalent to 5,165 billion dong.

## GOALS AND ORIENTATIONS FOR 2025



In 2025, MSB, and EB in particular, will continue to prioritize digitalization as a key growth driver, significantly enhancing the "digital quality" in product and service development for corporate clients. Furthermore, the EB Division will further its research, design, and upgrade of financial solutions to enhance the client experience, with the following specific initiatives:

### DIGITALIZE THE PRODUCT AND CUSTOMER SERVICE PROVISION JOURNEY

- Making significant investments in technology infrastructure through the adoption of the Digital Banking Platform from Backbase. This new platform will enhance the client experience, providing a more consistent and seamless service while enabling MSB to deploy innovative, transformative solutions.
- Being the first bank to offer a digital end-to-end credit solution, allowing clients to manage every step of the process online, from loan registration and contract signing to loan disbursement, ensuring a superior digital experience.

- Developing and digitizing the client journey for secured Quickloan, adjust and "smooth" the client journey for super-fast unsecured credit, parallel credit, and comprehensive credit products. This strategy aims to enhance credit client satisfaction across digital channels by offering fast, user-friendly services with improved access, making it easier for clients to manage their credit needs online.
- Launching digital marketing campaigns aimed at attracting new clients, while also cross-selling and upselling higher-value products to existing clients.
- Running sales campaigns for credit products through digital channels.
- Further advancing digital cash flow management solutions, and application of technology to facilitate cashless collection and payment for corporate clients at MSB.

### CONTINUE ITS BUSINESS STRATEGY ON KEY INDUSTRIES AND SECTORS, DEVELOP SPECIALIZED SOLUTIONS BASED ON DEEP CLIENT INSIGHTS

- For corporate clients in general: Focus on developing 2 key products that bring profitable benefits to corporate clients on idle CASA: Certificate of Deposit (CD) and Automatic Investment Payment Account (PA).
  - Develop an automated mechanism for purchasing, selling, and transferring CDs, offering competitive interest rates on idle funds
  - Develop an automated investment feature on Internet Banking with CD purchasing, selling, and transferring process
  - Support product launch with a targeted marketing campaign to effectively communicate the advantages of product policies
- Continue enhancing credit programs for small and medium-sized enterprises, while formulating tailored policies for medium and large corporate clients with appropriate financing structures aligned with their business models and needs such as output-based or cash flow-based financing without requiring additional collateral.

- Further expand and refine specialized financial solutions for industries and sectors, including manufacturing support, consumer goods trading, construction, pharmaceuticals and medical equipment, logistics, electrical equipment, telecommunications, information technology, wood processing, textiles, as well as agricultural and aquatic products.
- Maintain a development trajectory in line with the Bank's sustainable growth orientation by prioritizing resources and preferential policies for green credit initiatives; incentive policies for projects that promote environmental and social improvements, sustainable development, and women-owned SMEs.
- Adopt and implement initiatives under the Sales Transformation Project and the Non-Credit Model. The EB division will assess and survey business units on key initiatives, including Sales Architecture, Super RM, the Non-Credit Model, and the Sales Funnel.





## INTERBANK – FINANCIAL INSTITUTION BANKING



The FI was responsible for managing and developing specialized banking products and services tailored to financial institutions, public financial organizations, fund management companies, insurance firms, and securities companies. Additionally, FI formulated and executed plans related to foreign currency transactions, securities, derivative financial instruments, interbank market operations, and government bonds.

As MSB's representative unit, FI played a crucial role in establishing, maintaining, and strengthening relationships with both domestic and international financial institutions. This effort supported the Bank's overall business activities while positioning FI as a pioneer in accessing capital and technical assistance in alignment with MSB's sustainable development strategy.

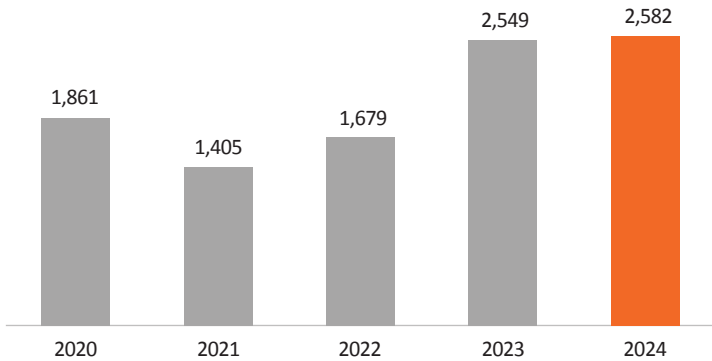
In 2024, despite challenging market conditions, FI's core business segments continued to achieve encouraging results. Recognition from both domestic and international organizations, through a series of prestigious awards, further reinforced FI's market standing and underscored MSB's strong position in the financial sector.



FOREIGN EXCHANGE AND DERIVATIVES TRADING ACTIVITIES OPERATIONS

2024 was marked by significant and unpredictable fluctuations in both international and Vietnamese foreign exchange markets, posing challenges for business operations in this sector. However, leveraging its long-standing position as a key market maker in the interbank sector, MSB consistently maintained impressive transaction volumes and strengthened its reach, actively engaging with most partners in Vietnam as well as numerous prestigious international counterparts.

As a testament to these achievements, MSB was honored with two prestigious awards, i.e. "Top 3 Banks with the Largest Transaction Revenue" and "Top 3 Most Active Banks" on the electronic trading platform announced by the London Stock Exchange (LSEG).



MSB's derivatives trading revenue in the period 2020 - 2024 (Unit: USD million)

In 2024, MSB successfully developed and launched the FX Dealing Platform, an automated foreign currency trading system designed to enhance client experience, improve operational efficiency, and minimize risks for MSB.

For banknote market operations, the development of additional online reporting and management tools significantly enhanced cash management activities, optimizing cost efficiency related to cash holdings and ensuring a stable cash supply across MSB's entire network and the interbank market.

In 2024, despite a market contraction compared to 2023, MSB distinguished itself by introducing treasury services for banks without dedicated treasury operations. This initiative further underscores MSB's efforts in affirming its position as a leading provider of dynamic cash foreign currency services in the Vietnamese market.

In derivatives trading, MSB was a prominent market maker in currency swap products, as evidenced by its ranking among the Top 3 banks offering the most competitive pricing in the market for three consecutive years, as recognized by the Vietnam Bond Market Association (VBMA).

With a client-centric approach and a commitment to delivering superior products, MSB achieved double sales growth in 2024 for its portfolio of traditional derivative products, including forwards, foreign exchange swaps, single-currency interest rate swaps (IRS), and dual-currency interest rate swaps (CCS) compared to 2023. Looking ahead to 2025, MSB aims to develop and promote green derivatives products tailored for corporate clients utilizing green banking services. This initiative aligns with the broader goal of sustainable development, benefiting both the Bank and businesses in general trend of economy.

LIQUIDITY MANAGEMENT AND CURRENCY TRADING OPERATIONS

In 2024, the interbank monetary market experienced significant volatility, with the sharp rise in the USD/VND exchange rate exerting the greatest pressure on national monetary policy. To balance the dual objectives of stabilizing exchange rates and interest rates, the SBV actively employed open market operations to regulate and restore market stability. Upon policy adjustments, the highly sensitive interbank money market is prone to fluctuations, often experiencing sudden spikes and drops in interest rates.

Amid this challenging environment, MSB took prompt measures to develop adaptive investment strategies, responding flexibly to each market phase. While capitalizing on profitable opportunities, MSB also prioritized expanding transaction volumes with a diverse range of partners, reinforcing its reputation as a trusted bank in the market. As a result, currency trading activities delivered outstanding performance, with MSB's interbank currency trading volume reaching 155% of the set target, reflecting a 135% growth compared to 2023. Profits from currency trading made a significant contribution to the Bank's overall pre-tax earnings, establishing interbank currency trading as one of MSB's most dynamic and impactful business activities, further strengthening its market position and credibility.

In 2024, MSB also accelerated digital transformation in liquidity management, enhancing liquidity reporting systems and integrating balance reporting with its new core banking system. The Bank focused on optimizing the quality and proportion of highly liquid assets to better navigate liquidity challenges. Furthermore, MSB continued to diversify funding sources, aiming to optimize costs while effectively supporting both business operations and liquidity management. As a result, MSB consistently met the State Bank's liquidity safety thresholds and adhered to strict internal regulations on maturity mismatches.

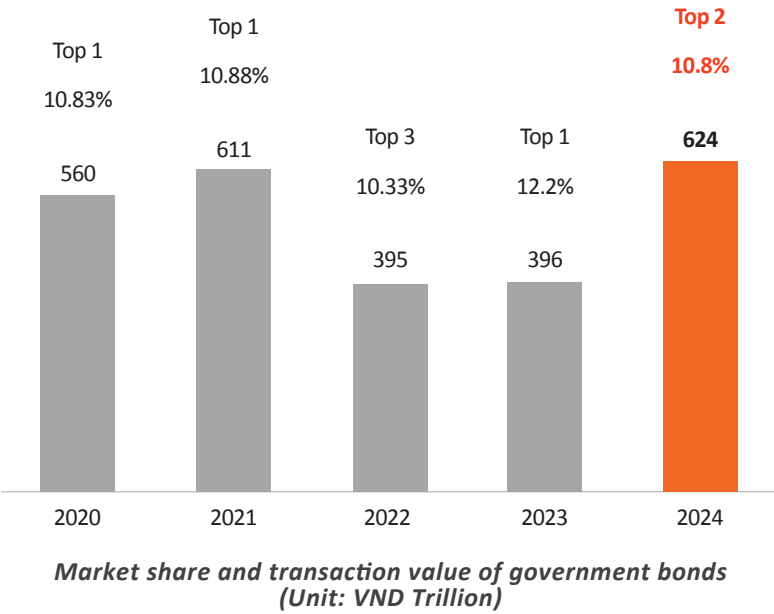




GOVERNMENT BOND (G-BOND) TRADING

In 2024, MSB further solidified its position in the government bond (G-Bond) market, ranking second in trading revenue with a total volume of 624,000 billion dong, capturing a 10.83% market share. G-Bond trading activities not only made a significant contribution to the Bank's overall business performance but also played a crucial role in ensuring the safety and sustainability of its investment portfolio.

MSB remained focused on optimizing its government bond (G-Bond) portfolio, balancing liquidity requirements while ensuring optimal profitability amid market volatility. All G-Bond transactions adhere to principles of transparency and strictly comply with the regulations of the State Bank of Vietnam and other regulatory authorities, reinforcing MSB's role in fostering a healthy Vietnamese financial market.



Building on its track record of excellence, MSB's government bond business continued to receive prestigious recognition in 2024 from regulatory authorities for its outstanding performance, specifically:

**Certificate of merit from the Ministry of Finance**

- "The Most Active Market Maker on the Secondary Market" (marking its 15th consecutive year receiving this recognition and high praise from the Ministry of Finance).

**Hanoi Stock Exchange (HNX) Rankings**

- Top 2 Bond Trading Member (accounting for over 10% of total market trading share).
- Top 2 Proprietary Trading Member
- Top 2 Outright Trading Member
- Top 2 Repo Trading Member

**Awards from the Vietnam Bond Market Association (VBMA)**

- Best Outright Market Maker
- Market Maker Offering Outright Prices for the Most Terms
- Market Maker Offering Best Repo
- Market Maker with the Second-Highest Repo Turnover.

ISSUANCE AND INVESTMENT IN VALUABLE PAPERS (VP) ISSUED BY CREDIT INSTITUTIONS

Over the year, MSB achieved remarkable growth in the issuance of valuable papers (VP). Throughout the year, the Bank successfully performed multiple issuances of certificates of deposit and bonds with diverse tenors ranging from 1 to 5 years. The total issuance volume in 2024 was more than doubled compared to the previous year, significantly enhancing MSB's operational safety ratios and enabling the Bank to mobilize medium- and long-term capital at optimal costs. As of December 31, 2024, MSB's outstanding VP balance increased by 2.36 times compared to the end of 2023, with approximately 80% of the issuance consisting of bonds with terms between 12 months and 5 years. Alongside its issuance activities, MSB also expanded its investment and trading of VP issued by credit institutions (CIs), achieving strong growth in 2024. By year-end, the total investment portfolio value of CI-issued VP had increased by 1.7 times compared to the same period in 2023. Beyond business performance, MSB continued to play an active role in improving the legal framework for the market, aiming to enhance transparency and efficiency. Additionally, as one of the first members of the Hanoi Stock Exchange (HNX)'s special trading platform for individual corporate bonds, MSB actively participated in trading on HNX, contributing to the overall development of Vietnam's bond market.

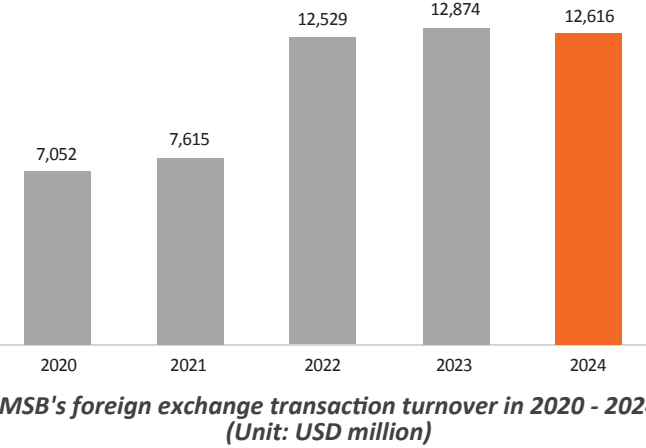
INITIATIVES IN PIONEERING DIGITALIZATION IN VALUABLE PAPERS PRODUCTS AND SERVICES

In 2024, MSB continued to solidify its market position by continuously enhancing existing offerings such as Custody and Supervision Banking Services and Fund Management, while also introducing the "Flexible Profit" CD. Developed on a cutting-edge digital platform, this product delivers an optimized experience characterized by convenience, security, and efficiency for clients. This initiative exemplifies MSB's commitment to leveraging advanced technology to address evolving financial needs and elevate service quality.

The successful execution of product innovations and digitalization strategies in 2024 enabled MSB to not only achieve stable revenue growth from service fees but also significantly expand its client base. This progress paves the way for exceptional growth through innovative solutions and effective cross-selling strategies. These remarkable accomplishments reaffirm MSB's commitment to enhancing client value, leading the digital transformation trend, and continuously optimizing business performance.

FOREIGN EXCHANGE TRADING OPERATIONS IN MARKET 1

In 2024, amid the banking sector's numerous challenges and intense competition, MSB's foreign exchange trading activities with clients remained a key pillar of its comprehensive development strategy. Facing market pressures, MSB prioritized a series of strategic initiatives to enhance product and service quality, ensuring both market share retention and sustainable growth.



MSB's primary focus was on developing flexible products and solutions tailored to the diverse needs of both individual and corporate clients. Beyond offering traditional foreign exchange products, the Bank actively promoted cost- and time-optimized solutions, particularly for import-export businesses and clients with international money transfer needs. By striving to provide customized products for specific client segments, MSB enabled effective exchange rate risk management and maximized business opportunities.

Simultaneously, MSB continued to invest in digitalization and transaction system enhancements. Leveraging a modern technology platform, clients can perform foreign exchange transactions swiftly, securely, and conveniently through online channels such as digital banking applications and Internet banking. The integration of smart technology not only elevated the user experience but also improved operational efficiency and reduced costs.

Another key pillar of MSB's strategy was developing a team of highly experienced and knowledgeable professionals. Through continuous training programs, the Bank enhanced consulting and client service capabilities, enabling its staff to provide expert guidance on financial strategies and exchange rate risk management tailored to clients' practical needs.

Additionally, MSB prioritized the expansion of its international payment network and the diversification of its product offerings. The Bank not only strengthened partnerships with major global financial institutions but also actively collaborated with payment intermediaries to extend its partner network, thereby accessing to a wider range of potential clients.

Thanks to these efforts, MSB continued to affirm its position in the foreign exchange business, strengthening its reputation among clients for exceptional service quality and reinforcing its status as a top choice in this field in Vietnam.

INITIATIVES FOR STRENGTHENING AND EXPANDING THE FINANCIAL INSTITUTION CLIENTS

Ensuring compliance with regulatory standards and safety ratios remained MSB’s top priority in its business operations. Therefore, the Bank constantly earned strong recognition for its credibility and operational efficiency from both domestic and international organizations. As of December 31, 2024, MSB’s network of correspondent banks expanded to nearly 400 banks across 55 countries, with total trade finance limits exceeding US\$2 billion (converted).

With an extensive correspondent banking network and ample credit limits, MSB efficiently and promptly catered to the diverse needs of its clients in international payments, trade finance, foreign exchange trading, and derivative products.

To maintain and expand its correspondent banking network, MSB actively participated in the annual conference of the Society for Worldwide Interbank Financial Telecommunication (SWIFT) over the years. Notably, at the SIBOS Conference held from October 21-24, 2024, in Beijing, China - chaired by the State Foreign Exchange Reserve Management Department (SRF) of the SBV as Chairman of VIETSWIFT - MSB was honored to be the only private commercial joint-stock bank to successfully co-host a joint exhibition booth under the banner of the "STATE BANK OF VIETNAM." The booth featured the theme: "Green Credit - Green Growth - 'Net-Zero' Emissions Target by 2050," alongside three state-owned commercial joint-stock banks (VCB, BIDV, and

VietinBank). This marked MSB’s prime opportunity to showcase its brand at the SIBOS Conference for the first time, which had been fully leveraged to elevate its brand recognition in the financial and technology sectors while expanding its reach to potential clients. As Beijing is a key economic and financial hub, SIBOS 2024 also facilitated high-level discussions between MSB and senior executives from leading banks based in China, including ICBC, China Construction Bank, and China CITIC Bank, with the goal of exploring opportunities to enter the fast-evolving Chinese financial technology market. Additionally, MSB actively engaged with partners and explored cutting-edge financial and technological innovations such as AI, blockchain, and cross-border payment solutions to develop market-responsive products and services.

In line with its sustainable development strategy, MSB proactively sought discussions on securing medium- and long-term capital sources while leveraging technical support, training programs, and industry seminars to enhance its ESG capabilities. These efforts have captured strong interest and collaboration opportunities from leading global banks, including Standard Chartered Bank, Commerzbank, MUFG, ANZ, and J.P. Morgan Chase, as well as renowned international development financial institutions such as the World Bank (under the VSUEE project), ADB (supporting ESMS system development in Trade Finance), IFC, FMO, DEG, and Norfund. The funding will be allocated to support small and medium enterprises (SMEs), women-led businesses, and green

projects focused on climate change adaptation, contributing to Vietnam’s sustainable socio-economic development.

For the client segment comprising insurance and securities companies, MSB prioritized enhancing service quality, advancing digitalization, and continuously upgrading its comprehensive service package, including centralized account, cash flow management, domestic and international payments, collection and disbursement services, and identity account solutions. Deposit products, foreign exchange transactions, interest rate derivatives (IRS, AIRS), exchange rate derivatives (CCS), as well as loans, overdrafts, guarantees, and credit commitments were designed with streamlined and convenient procedures to promptly address client needs. Additionally, certain traditional products were enhanced with online transaction features to optimize time and cost efficiency for clients, such as international money transfers, domestic foreign currency transfers between accounts, guarantee issuance, and foreign currency trading. As a result, MSB earned the trust of leading domestic insurance and securities firms, positioning itself as their primary banking partner and a key collaborator in their long-term business development strategies.

For the public financial institution segment, leveraging the trust of the State Bank, the Ministry of Finance, and various ministries and government agencies, MSB actively participated in serving ODA-funded

projects of the Ministry of Health, the Ministry of Education and Training, the Ministry of Agriculture and Rural Development, the Ministry of Natural Resources and Environment, and the Ministry of Science and Technology. MSB contributed to a diverse range of nationwide projects spanning transportation, healthcare, education, agriculture, and environmental sustainability, such as the Ben Luc - Long Thanh Expressway Development Project, the Education and Human Resources Training for Healthcare System Reform Project, the Environmental Development and Urban Infrastructure Adaptation to Climate Change Project in Dong Hoi (Quang Binh) and Hoi An (Quang Nam), and the Banking Sector Development and Health Enhancement Project...

MSB was also among the first joint-stock commercial banks to collaborate with the State Treasury in advancing the application of modern information technology in state budget collection and payment. By implementing multi-channel budget collection services and electronic bilateral payment solutions, MSB enables businesses and individuals to pay taxes and fees swiftly and accurately within minutes. Furthermore, MSB partnered with leading hospitals and educational institutions, such as Viet Duc University Hospital, Hanoi Medical University, and Bach Mai Hospital, to modernize the collection of hospital fees and tuition, which provides patients and students with multiple convenient payment options.



CORRESPONDENT BANKS



## NON-LIFE INSURANCE PRODUCT AGENCY OPERATIONS

Over the past 10 years, the non-life insurance market has consistently grown at a rate approximately twice that of GDP, maintaining an average annual growth rate of 10-15%.

However, the economic downturn during the 2022-2023 period led to a decline in the non-life insurance market, posing significant challenges in 2024. In the first half of the year, the market showed signs of recovery, driven by positive macroeconomic developments. However, in the latter half, the lingering effects of Typhoon Yagi and ongoing economic difficulties impacted non-life insurance activities in general and MSB's non-life insurance agency operations in particular.

Internally, 2024 marks a pivotal year for MSB in finalizing its information technology system and regulatory framework to comply with the Law on Credit Institutions, ensuring adherence to legal requirements for banks engaged in non-life insurance agency activities. The development of an IT system for monitoring non-life insurance reports facilitates the application of technology in delivering product and service information to clients and serves as the foundation for MSB to further promote and implement digital bancassurance solutions.

Non-life insurance revenue in 2024 recorded a slight increase compared to 2023. Although this revenue did not grow strongly but MSB still successfully upheld its credit risk insurance policy, backed by strong client consensus on prioritizing asset protection and risk mitigation for borrowers at MSB.

The impact of Typhoon Yagi resulted in many MSB clients, whose assets were mortgaged, receiving compensation from insurance and non-life insurance providers. This played a crucial role in helping MSB maintain a safe credit portfolio, lower the bad debt ratio, and enhance debt recovery capabilities by ensuring prompt management and settlement of insurance claims in coordination with insurers.



# RISK MANAGEMENT – FOUNDATION OF “SUSTAINABLE VALUE –PROGRESSING FORWARD”

In 2024, MSB remained committed to implementing effective risk management strategies to safeguard capital, drive sustainable growth, and ensure operational stability. Risk management is a key pillar of MSB's long-term development strategy, reinforcing its reputation and fostering trust among clients, shareholders, and partners.

MSB constantly enhanced its processes, policies, data infrastructure, and systems to strengthen risk management effectiveness.

MSB leveraged advanced technologies to enhance risk management capabilities. Automated risk management systems enhanced the Bank's ability to analyze and forecast potential risks, enabling departments to make timely and well-informed decisions. Additionally, MSB continued to explore artificial intelligence (AI) and machine learning to further improve risk assessment and classification processes.

Additionally, the Bank integrated risk management into its business planning by forecasting key portfolio-level indicators, including expected outstanding loans by rating, risk-weighted assets (RWA), CAR, NPL ratio, and provisioning requirements to ensure that business development was consistently aligned with risk management principles and the Bank's overarching strategic objectives.



CREDIT RISK MANAGEMENT

MSB continuously and proactively enhanced its Credit Risk Management policy, lifting barriers in operational processes to improve credit granting efficiency while maintaining independence and objectivity in appraisal and approval. MSB placed a strong emphasis on assessing and analyzing clients' debt repayment capacity, strengthening loan classification and monitoring, and implementing credit risk prevention measures through predictive default models and appropriate credit risk provisioning.

In 2024, the Straight-through Processing (STP) lending project continued to finalize the lending process automation process, integrating CIC data sources, scoring, and ranking systems for select approval journeys of individual and corporate clients. MSB launched M-Flash and M-Flash MISA, offering unsecured loans of up to 5 billion dong, which enabled corporate clients to experience a fully digital lending process with approval times as short as 4 hours (compared to traditional processes that take days or weeks) and retail clients to have online credit cards issued within 3 minutes.

The Digi-Lending platform was seamlessly integrated with satellite systems, MSB’s core systems, and third-party partners, significantly expanding digital capabilities in credit and credit risk management. This initiative drives a comprehensive and unified digital transformation for both corporate and individual lending journeys.

SOCIAL AND ENVIRONMENTAL RISK MANAGEMENT (SERM)

MSB recognized green growth and sustainable development as an inevitable and irreversible trend for both the economy and the banking sector. Since its implementation in 2023, MSB’s SERM system has effectively mitigated risks associated with social and environmental factors in its credit portfolio. Beyond risk control and restriction of credit extension to industries and businesses with high social and environmental risks, MSB established mechanisms to promote financing for green, environmentally friendly, and low-carbon sectors. As part of this commitment, in January 2024, MSB introduced an updated list of green sectors in its credit activities, serving as a strategic foundation for developing green financial programs and products, and increasing the proportion of green assets in MSB’s portfolio. The SERM system and the list of green sectors acted as a cornerstone for MSB to realize the goal of “Sustainable value – Progressing forward”.

MARKET AND LIQUIDITY RISK MANAGEMENT

Entering 2024, leveraging a robust governance foundation that has been sustainably built over the years and significantly reinforced in 2022–2023 amid domestic and global market fluctuations, MSB's BOD remained devoted to a strategy of full compliance with advanced market and liquidity risk management standards set and updated by the Basel Committee. This included integrating expanded regulations on Intraday liquidity risk management and a comprehensive suite of liquidity monitoring tools into the periodic liquidity risk management framework, while standardizing the classification and separation of the trading book and banking book

portfolios in line with international standards, ensuring accurate measurement and determination of capital requirements for market risk and interest rate risk in banking.

Furthermore, drawing on insights from domestic and international market risk events since 2022, MSB placed a strong emphasis on managing market and liquidity risks in close correlation with other risk categories, including credit risk, counterparty risk, concentration risk, operational risk, reputational risk, and legal risk. This approach was grounded in recognizing the increasingly significant synergistic effects of information dissemination via social media and the ease of fund movements through digital banking channels. Accordingly, MSB proactively developed theoretical foundations and gradually built quantitative models to forecast the impact of these risks on market and liquidity risk. These efforts serve as a basis for consolidating and expanding the assumptions used in scenario analysis and periodic stress testing, thereby contributing to the early and effective reinforcement of capital and liquidity contingency plans under normal business conditions.

OPERATIONAL RISK MANAGEMENT AND INFORMATION SECURITY

MSB continued to be the market leader in aligning with international standards on operational risk management and information security, relying entirely on internal resources.

In 2024, the Bank successfully implemented key initiatives, including chip-based citizen identification authentication, multi-factor authentication, and the latest technologies to prevent fraudulent accounts. MSB has also integrated its system with the Ministry of Public Security’s C06 and A05 Departments, as well as the State Bank of Vietnam’s SIMO system, significantly reducing operational and fraud-related risks. Additionally, the newly deployed core banking system further strengthened risk mitigation across system architecture, operations, and security. MSB took a proactive approach to safeguard its operations by regularly conducting response drills for major system disruptions, strengthening defenses against cyberattacks, scanning for and eliminating fraudulent websites, and assisting clients at risk of information security breaches. The Bank also constantly monitored and addressed accounts and transactions with abnormal activity while enhancing digital channel applications to bolster security and fraud prevention.

Looking ahead to 2025, MSB will implement the VNeID authentication project, upgrade its operational risk management software, automate monitoring and alerts for unusual transactions, prioritize the prevention of credit fraud and disruptions to critical systems, and perform drills for adverse scenarios.





ORGANIZATION STRUCTURE AND HUMAN RESOURCES

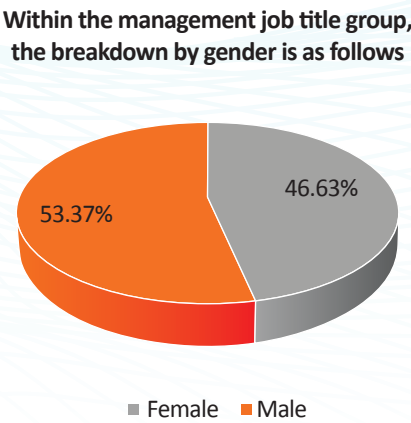
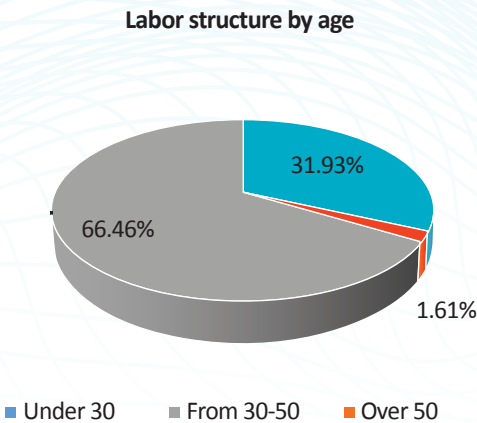
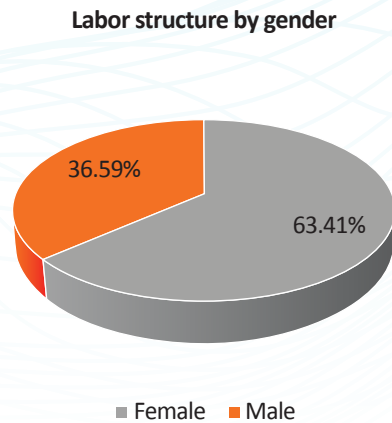
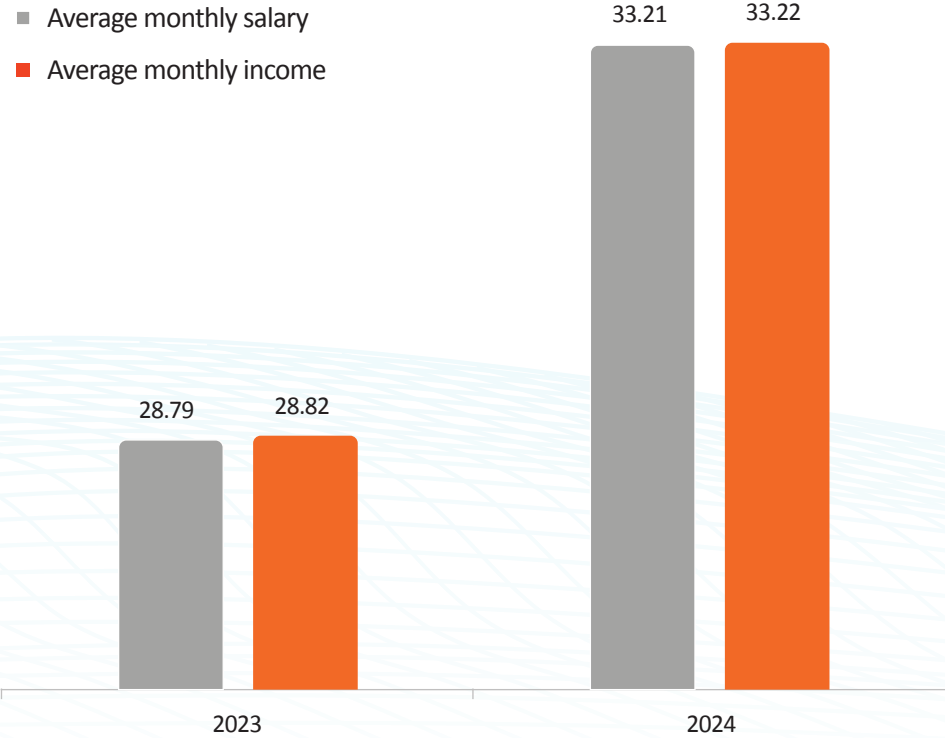
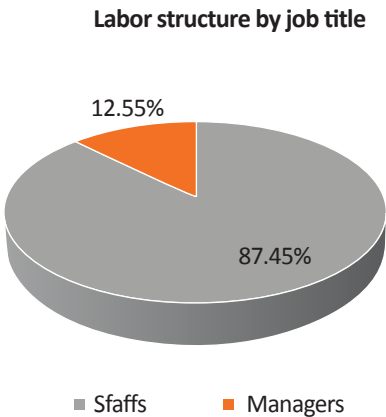
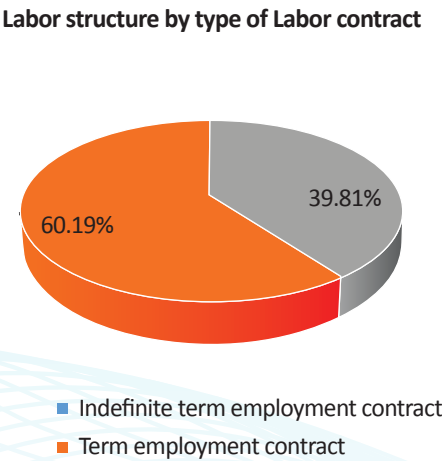
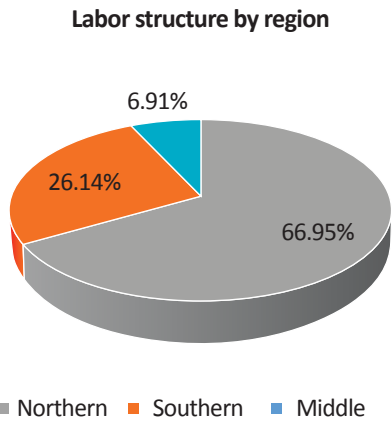
HUMAN RESOURCES AND EMPLOYEES

AVERAGE TOTAL NUMBER  
OF EMPLOYEES IN 2024

6,693

PERCENTAGE OF EMPLOYEES COVERED BY MANDATORY INSURANCE  
OVER THE TOTAL NUMBER OF EMPLOYEES SUBJECT TO PAYMENT

100%











HUMAN RESOURCE MANAGEMENT ACTIVITIES

EMPLOYER BRANDING ACTIVITIES

COMPARISON OF CHANGES IN EMPLOYER BRANDING ACTIVITIES  
IN 2023 AND 2024

						
	Award	Promotion Strategy	Recruitment Technology	Candidate Experience	Talent capturing	Outcomes
2023	Top 100 Best Places to Work in Vietnam First-time recognition in the "Medium Enterprises" category	Participated in job fairs at select universities, focusing on recruitment for the Technology group	Utilized basic online platforms for candidate profile management	Conventional recruitment process with a performance-driven focus	Focus on general recruitment, no specific policies for each field issued	8% increase in candidate applications compared to 2022
2024	Top 100 Best Places to Work in Vietnam – Recognized for the second consecutive year in the "Large Enterprises" category	<ul style="list-style-type: none"><li>Launched "RM Vision" (Client Relations) and "Future Valuer" (Valuation) programs</li><li>Signed cooperation agreements with the Banking Academy and Foreign Trade University</li></ul>	Upgraded to an AI-integrated platform for automated screening, competency assessment suggestions, and enhanced data extraction	<ul style="list-style-type: none"><li>Tailored engagement at every touchpoint</li><li>Comprehensive support from application to onboarding</li><li>Transparent, professional, and positive interactions</li></ul>	<ul style="list-style-type: none"><li>Clear strategic focus on Technology, Digital Transformation, and Risk Management</li><li>Increased investment in internal training and leadership development</li></ul>	16% increase in candidate applications compared to 2023
Changes and Significance	Reinforce MSB's sustainable positioning and enhance long-term employer reputation.	Specialize in strategy, target key industry groups, and expand training collaborations.	Optimize recruitment processes, improving efficiency, accuracy, and time management.	Shape unique identity, and attract high-potential candidates through innovative and tailored services.	Attract top-tier professionals and build a pipeline of specialized future leaders.	Validate the effectiveness of MSB's strategy and readiness for long-term sustainable growth.

The year 2024 marked a significant transformation in MSB's strategy for attracting and developing talent. As a testament to its ongoing commitment to fostering an exceptional workplace environment, MSB was proud to be recognized in the "Top 100 Best Places to Work in Vietnam 2024 – Large Enterprise Category" by Anphabe for two consecutive years. Acknowledging the critical role of human resources in realizing its growth objectives, MSB put a strong emphasis on:

**1 Enhancing employer brand positioning**  
MSB actively engaged with the community to showcase its dynamic and innovative corporate culture, emphasizing human capital development. Beyond participating in job fairs at leading universities, MSB took a proactive approach to talent acquisition through specialized recruitment programs. Notably, the "RM Vision" program targets client relations candidates, while the "Future Valuer" program focuses on valuation professionals. Additionally, the D-Innovation Program No. 06 continued to identify and attract top technology and digital talents. MSB also expanded its academic partnerships, engaging in cooperation discussions with the Banking Academy and Foreign Trade University, Hanoi to develop a high-quality talent pipeline.

**2 Leveraging technology in recruitment**  
MSB upgraded its online recruitment platform, integrating AI-driven solutions for profile screening and candidate competency assessment. This technological advancement streamlined the hiring process, enabling faster and more efficient candidate access.

**3 Personalizing the candidate experience**  
MSB emphasized delivering a professional and transparent recruitment process and ensuring a positive experience for candidates at every stage. From application and interview to onboarding, candidates receive comprehensive support, reinforcing MSB's reputation as an employer of choice.

**4 Attracting high-quality talent**  
MSB prioritized the recruitment of highly skilled and experienced professionals, particularly in key fields such as technology, digital transformation, and risk management. The Bank systematically invested in internal training and leadership development programs in order to build a strong leadership pipeline.

The results achieved in 2024 highlighted the effectiveness of MSB's recruitment strategy, with a 16% increase in job applications compared to 2023. With a high-caliber workforce, MSB is well-positioned to adapt to market shifts and drive sustainable long-term growth.





WELFARE POLICY

At MSB, “Humanity” is one of the five core values, guided by the principle that “Happy employees will strive to satisfy clients.” With this philosophy, MSB has recognized that its employees are the most valuable asset and the cornerstone of sustainable development.

MSB has dedicated to cultivating a safe and supportive work environment, allowing employees to work with confidence, enhance productivity, and achieve their full potential. The Bank continuously enhanced its diverse remuneration policies, ensuring a balanced and optimized benefits structure that aligned the interests of both MSB and its employees.

In 2024, MSB strategically positioned its compensation framework to remain market-competitive while ensuring internal equity. The Bank was dedicated to implementing specialized policies to attract and retain key and high-potential personnel, thereby fostering a stable, high-quality workforce that supports its digital transformation and strategic business objectives.

MSB remained proactive in updating, evaluating, and refining its policies to align with evolving human resource trends and mitigate the impact of natural disasters or unforeseen events. Notable examples are the Bank’s policy encouraging employees to use public transport, promoting environmental sustainability and extension of support to families of employees severely affected by Typhoon Yagi. These initiatives highlighted MSB’s adaptability and corporate social responsibility.

A significant milestone in 2024 was the completion of the Performance Management Regulation, a tool upgraded from the regular work quality assessment process. This regulation ensured work progress, quality, and goal achievement while fostering a culture of responsibility, creativity, and initiative among employees. Its application was expected to boost labor productivity, establish a professional and equitable work environment, and drive the Bank’s long-term sustainable growth.

In addition, MSB constantly upheld gender equality in human resource management with fair recruitment practices and enhanced welfare policies for female employees by integrating of benefits under the state regulations and those tailored by the Bank. Notably, MSB guaranteed job security for employees returning from maternity leave, ensuring they can resume their previous roles, fosters a supportive work environment by providing flexible work arrangements and career development opportunities, and empowering female employees to fully realize their potential.

Overall, MSB's human resource strategy and policies in 2024 were meticulously developed, refined, and enhanced to not only attract and retain talent but also to promote comprehensive employee development. These efforts aimed to build a strong, engaged institution that is well-prepared to meet future business demands.



Standard regime

MSB consistently adheres to labor laws and ensures full implementation of employee benefits, including social insurance, health insurance, unemployment insurance, occupational accident and disease insurance, as well as 24/24 accident insurance.



Salary and bonus policy

All MSB employees receive salaries and benefits in accordance with the Salary and Bonus Regulations and the Collective Labor Agreement. Compensation for the highest management levels, including the BOD and the BOS, is determined by the resolutions of the Annual General Shareholders Meeting.



Insurance and healthcare

MSB consistently prioritizes employee health protection by implementing the following policies:

- Provide periodic health check-ups with comprehensive screening options at reputable hospitals, with an average cost of 1.5 million dong per person.
- Health insurance: Under the "MSB Care" program, employees are provided with comprehensive health insurance, with increasing benefits each year. Specifically: For management positions: Coverage of up to 1.5 billion dong per person; Other positions: Average coverage of 300 million dong per person.
- Employees are entitled to annual leave to recharge and restore their work performance.
- A medical room is maintained for employees and a dedicated functional room for female employees raising young children, ensuring a supportive work environment.



Benefits/Perks

Allowances and Rewards:

- Meal, travel, telephone, and makeup allowances
- Bonuses for Tet and holidays
- In-kind toxic allowances
- Work performance bonus for the year
- Travel allowance for Employees using buses and trains for daily commuting, contributing to reducing traffic congestion, pollution, and personal costs.

Life benefits:

- Cultural, artistic, and sports activities
- Gifts for employees' children on occasions like Children’s Day (June 1), Mid-Autumn Festival, back-to-school day, and for students achieving excellent academic results.
- In addition, MSB staff will be entitled to additional benefits such as paid leave on their birthdays and One extra seniority leaves beyond what is mandated by labor laws.

Policies for Female Employees

- Gifts for female employees on the occasion of March 8, 20/10
- Maternity allowance
- Additional maternity leaves beyond what is mandated by labor laws.
- Maternity policy: MSB applies a maternity leave policy for employees (both male and female) in compliance with the provisions of the Labor Law and additional reward policies, welfare, health insurance and increased insurance. At the same time, the employees are entitled to be assessed for annual emulation, periodic salary increases, and work performance as a basis for deciding related bonuses and welfare regimes

Support Regime for Employees Affected by Natural Disasters:

In response to the damage caused by Storm No. 3 (Yagi) in the North, the Bank promptly implemented support measures to assist affected employees and their families. Depending on the extent of the damage, the level of support provided to each employee ranges from 2 million to 10 million dong.



Additional incentives, support, and benefits to enhance employee engagement

- Flexible working hours for staff at the Head Office
- Three late/early leave allowances per month, with a maximum of paid 4.5 hours/month to help staff better balance work and family life.
- Preferential loan policies for employees.
- Special leave for male employees whose wives give birth.

DIGITIZING HUMAN RESOURCE SERVICE JOURNEYS

In 2024, the "Digitizing Human Resource Service Journeys" project continued to be implemented to enhance the employee experience. The digitalized human resource service journeys encompassed processes such as labor contract renewal review, post-probation assessments, vocational training, personnel record storage, labor contract liquidation, transfers, mobilizations, re-appointments, digital labor contract signing, and human resource planning. These improvements significantly enhanced work efficiency, reduced flaws, and enabled employees to manage related tasks more easily and quickly.

TRAINING PROGRAMS

In 2024, MSB continued to make substantial investments in capacity building, training programs to enhance employee qualifications while cultivating a new generation of successors. These training initiatives are designed to align closely with MSB's digital transformation strategy, with a strong emphasis on staying updated with the latest technology trends.

The programs on enhancing digital capabilities included:

- M.Digi Leaders project, developed in collaboration with McKinsey. Key outcomes: 25 digital leaders successfully completed the program; a total of 39 training courses were conducted through various formats, including centralized learning, group training, executive leadership and expert-sharing sessions, as well as individualized coaching and mentoring based on a structured roadmap. The program delivered 1,391 total training hours, with an average of 49.67 hours per participant. The M. Digi leaders project received an average rating of 4.3/5.
- The training programs “Digital Transformation at MSB”, “Agile & Scrum”, and “Data Analysis” have been implemented for all MSB employees.
- Specialized training programs, including “Artificial Intelligence – GenA.I” (03 classes), “Systems Thinking” (05 classes), “Innovation Forum” (05 classes), and “Data Storytelling” (03 classes), have been delivered for the leadership, management, and talents (Talentpool).



Capacity development training programs have been extensively rolled out, featuring 44 training courses and 02 projects, engaging 1,200 leaders and managers. Details are as follows:

Capacity development training group

Typical content of key training courses

Senior leadership

- 01 project: Leading the Way
- 4 training courses: Servant Leadership (02 courses), CEO Excellence Program 2024, MBA
- Number of participants: 130
- Average rating: 4.7/5

Leading The Way

Developing a competency framework and a structured training roadmap for leaders at Band 8 and above.

Servant leadership

- Case studies of exemplary Servant Leadership in practice.
- The significance of Servant Leadership in a service-driven economy.
- Concept of the Servant Leadership.
- The “Servant Leadership” model.
- Commitment from MSB leaders to embody and promote Servant Leadership principles

CEO Excellence Program 2024

A unique training experience designed to enhance leadership excellence by mastering the six core responsibilities of a CEO:

- Developing strategic direction and long-term vision.
- Strengthening collaboration with the BOM
- Engaging effectively with shareholders and key stakeholders.
- Fostering organizational cohesion and alignment.
- Building high-performance teams.
- Managing individual effectiveness

Bank-wide leadership

- 01 project consisting of 13 courses: M.Digi Leader
- 05 training courses, including Generative AI, Servant Leadership - Alliance Competition (04 courses)
- Number of participants: 333
- Average rating: 4.6/5

Generative A.I

- Gaining insights into Generative AI (GenAI) and its emerging role in the modern banking sector.
- Analyzing practical applications of GenAI within the banking sector.
- Hands-on guidance on leveraging AI tools to enhance work efficiency.
- Wrap-up and action plan

Bank-wide leadership and experts

- 20 courses
- Number of participants: 737 turns
- Average rating: 4.6/5

M.Manager

- Systems Thinking
- Innovation Forum
- Planning and Execution Management
- Employee Coaching and Mentoring

M.Expert

- Kỹ năng huấn luyện kèm cặp

Team Leader Capacity Building Program

- Team Leader Persona
- Teamwork Skills

Leadership & Management Training Program for Departments and Specialized Banking Division

- 64 courses
- Number of participants: 1,236
- Average rating: 4.6/5

- "RB Ways" Series targeting Band 5 and above employees at Headquarter RB.
- EB Hub Head Planning
- Leadership Skill Development for Middle-level Managers in EB: Enhancing coaching and employee motivation skills.
- Training Series on mindset and work methodologies: Agile, Scrum, and Design Thinking
- Product Manager Program designed for Product Owners

Talentpool

- 02 courses
- Number of participants: 51 turns
- Average rating: 4.5

- Generative A.I

- The training format and quality of internal trainers have been continuously diversified and enhanced to accommodate different learner levels (basic/advanced) and various delivery methods (online/in-person). As a result, the evaluation scores for internal trainers' courses have improved, now matching the level of outsourced trainers at 4.67/5.

- Average annual training time: 136 hours for managers and 126.7 hours for staff.



## ORIENTATIONS FOR 2025

In 2025, MSB will devote itself to streamlining its banking structure to optimize workflows, enhance productivity, and increase staff specialization, thereby generating new training and development opportunities for employees and improving overall work efficiency and transparency. Additionally, MSB will emphasize capacity gap analysis and assessment to identify critical skills and competencies required for workforce development. Based on these insights, the Bank will design targeted training, development, and promotion programs, ensuring long-term sustainability for both employees and the organization.

Beyond its strategic focus on streamlining operations and career development, building a competitive compensation system will be further promoted in 2025. The development of a competitive compensation system will be driven by a transparent and performance-based evaluation mechanism, ensuring that assessment criteria are closely linked to salary, bonuses, and benefits. By ensuring fairness and incentivizing employee contributions, MSB aims to attract, retain, and motivate top talent, fostering a high-performance, dynamic work environment.

Regarding enhancing employer branding in 2025, MSB is committed to elevate its employer brand to new heights by implementing the following key initiatives:

- **Developing a Comprehensive Communication Strategy:** Strengthen brand communication campaigns across digital platforms, social media, and traditional media channels, and focus on promoting MSB's core values and corporate culture.
- **Implementing innovative recruitment programs:** Further implement annual recruitment programs while introducing specialized hiring initiatives tailored for different industry groups, prioritize technology and digital transformation talent acquisition to align with the evolving market landscape.
- **Expanding partnerships with educational institutions:** Strengthen collaborations with top universities and academies nationwide, and expand international partnerships to attract young, high-potential talent from a global talent pool.
- **Enhancing candidate experience:** Invest in advanced recruitment technologies to personalize the hiring journey from application to onboarding, and organize online and in-person networking events, sharing sessions, and seminars to connect candidates with MSB's leadership.
- **Maintaining prestigious employer awards:** Sustain a strong presence in the "Top 100 Best Places to Work in Vietnam" rankings, strive for additional industry-recognized employer branding awards to reinforce MSB's reputation.
- **Building an engaged MSB talent community:** Foster internal engagement through corporate culture initiatives that emphasize collaboration, creativity, and innovation, organize exclusive employee engagement programs, empowering staff as brand ambassadors to enhance MSB's public image.

MSB expects to successfully establish a strong and reputable employer brand, attracting and retaining high-quality talent, thereby contributing to the Bank's long-term sustainable development.

In 2025, MSB will focus on enhancing employee training with the following key initiatives:

- Continue to organize a diverse range of training courses to enhance employees' professional expertise and management capabilities.
- Conduct a thorough review to guarantee that 100% of managers receive training aligned with the established training framework, corresponding to their band and titles.



Expected training course

Capacity development training group

SENIOR LEADERSHIP (03 COURSES)

- Project: “Enhancing Capacity for Leaders from Band 8 and Above” (Leading The Way) will be launched with 3 Leadership Forums, 3 Strategy Workshops, 2 International Conferences/Forums to collaborate with global organizations, Group Projects and one-on-one coaching sessions
- “Leadership Image and Style Building” Program
- Developing an AI Application Strategy

BANK-WIDE LEADERSHIP (BAND 7): 04 COURSES

- Inspire to lead changes
- Strategic vision
- Generative A.I
- Finance for non-finance

BANK-WIDE MANAGEMENT (BAND 5, BAND 6): 06 COURSES

- Management persona
- Planning and execution management
- Optimum delegation skills
- Motivating and engaging teams
- Coaching and mentoring skills
- Innovation Forum

BANK-WIDE SPECIALISTS (BAND 5, BAND 6): 01 COURSE

- Systems thinking
- Coaching and mentoring skills

SYSTEM-WIDE E-LEARNING TRAINING FOR MANAGERS AND SPECIALISTS

- Systems thinking
- Coaching and mentoring skills

CAPACITY DEVELOPMENT OF THE MANAGEMENT FOR EACH SPECIALIZED BANKING DIVISION/DEPARTMENT/UNIT

Retail Banking

- Enhancing credit capacity for the business management (BM).
- Developing a comprehensive roadmap, implementing focused training for BM, and preparing a checklist for the Regional Director to guide BMs in training their sales teams.
- Implementing product training for the sales staff through regional training sessions.

Corporate Banking

- Improving the capacity of the management team of band 5 and above: Sales management; Leading by example; Team motivation and encouragement

Digital Transformation Division

- Product Manager Program for Product Owners
- NEO Leaders Program for middle managers (band 5-6)
- Train the trainer
- Sponsoring international certification courses/exams for key positions: Project manager, Scrum master, Tester

Technology and Risk Management Division

- Building competency framework and training framework by position

TALENTPOOL: 2 COURSES

- Embedded finance and Open banking
- Innovation Forum



CORPORATE CULTURE

MSB is committed to evolving into a strong and sustainable enterprise to effectively execute its 2024-2028 business strategy. To achieve this, the Bank prioritizes strengthening its corporate culture by shifting from a "People - Results" orientation to a "People - Innovation" approach. This transformation is driven by internal cultural development initiatives and community value creation.

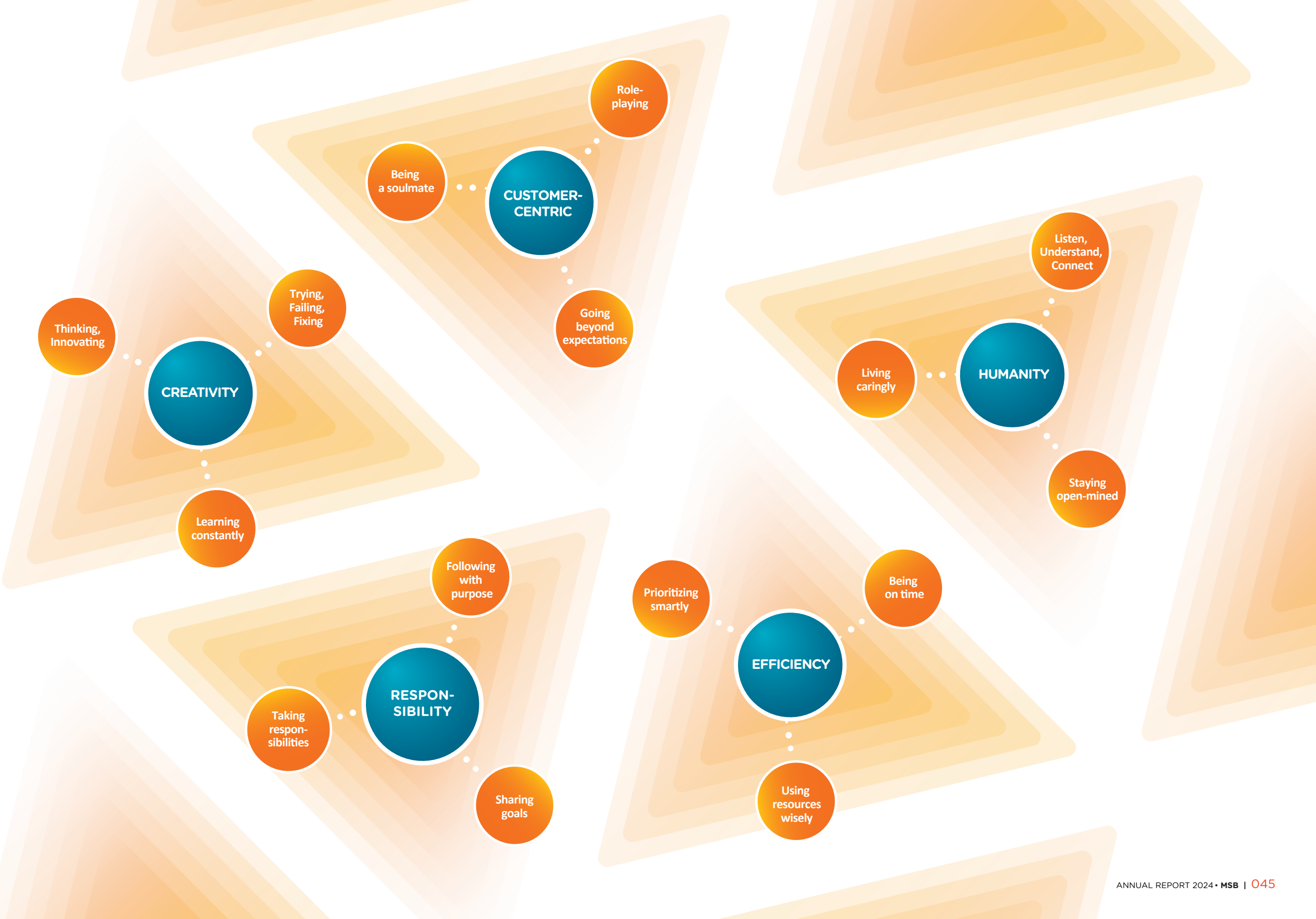
“ 2024 marked a transformative journey of MSB where the Bank did not just embrace the sustainable development movement but embedded five core values “Client-centricity – Innovation – Responsibility – Efficiency – Humanity” into daily operations through 15 behavioral standards, ensuring they create positive, tangible impacts on employees and the organization as a whole. ”



After a year of dedicated implementation, MSB’s new cultural foundation took deep root, bringing remarkable changes across the organization. A comprehensive array of cultural dissemination training programs was conducted, achieving an outstanding participation and completion rate of 99.56% among staff. The MSB Corporate Culture Department continuously enhanced these initiatives, introducing in-depth cultural seminars at major branches and specialized sessions for middle management, strengthening engagement and connection between leaders and employees.

2024 marked a pivotal shift in MSB’s collective awareness of corporate culture, with the entire system embracing a shared responsibility for its implementation. The Executive Board played a pioneering role, actively championing cultural campaigns, fostering clubs, and leading community-driven initiatives. Meanwhile, 176 Cultural Ambassadors extended MSB’s cultural influence to every province and city within the network, reinforcing unity and spreading MSB’s values across the country.

The shifting from a "people - results" to a "people - innovation" culture was vividly reflected in MSB’s thriving club activities and cultural competitions. A sense of belonging and purpose has flourished among employees, with M-Runs, M-Music, and M-Happy clubs experiencing unprecedented growth. These clubs not only strengthened internal bonds but also contributed significantly to the community. Outstanding achievements such as 99.52% of employees actively participating in running events organized by M-Runs, over 700 million dongs contributed to the M-Happy charity fund by internal staff, the successful execution of six “Happiness for Children” charity initiatives, and 67% of leaders engaging in performances at major M-Music events collectively served as a powerful source of inspiration across the entire bank.





## M-RUNS club activities



## M-MUSIC club activities



## “Happiness for children” journey



Resonating from the continuous - comprehensive - effective implementation, MSB's corporate culture evolved into a driving force for business growth, seamlessly integrating various sales support initiatives within the cultural competition program under the message "Joining Hands with the Frontline." This initiative not only fostered a spirit of cooperation and solidarity among nearly 6,700 employees but also had a significant impact on sales competition programs nationwide. By blending corporate culture with business objectives, MSB successfully enhanced employee engagement, strengthened teamwork, and boosted overall sales performance.

Thanks to consistent and strategic cultural development, MSB's cultural maturity level significantly advanced from 3/6 in 2023 to 5/6 by September 2024, as per BlueC's survey.

Further implementing the 2023–2025 cultural strategy in support of MSB's 2024–2028 strategic goals, in 2025, the Bank will further enhance its cultural dissemination with a sharper, more in-depth approach, placing a strong emphasis on the core value of "Client Respect". Simultaneously, MSB will drive a comprehensive action plan to accelerate cultural transformation toward a human-centric and innovation-driven environment, shaping a distinct identity for MSBers through the following initiatives:



Strengthening cultural integration within MSB by developing advanced training programs that emphasize open dialogue, collaborative knowledge sharing, and the application of creative and innovative tools to seamlessly embed corporate culture into employees' daily lives.



Promoting the annual cultural theme centered around the message "Respect for Clients" and the behavioral standard "Exceeding Expectations." This initiative aims to cultivate MSB's cultural identity by fostering a client-centric mindset across all levels—both internally and externally - ensuring that every interaction and decision aligns with the goal of delivering exceptional service. By doing so, MSB seeks to reinforce its brand reputation, enhance market positioning, and drive business performance.



Advancing cultural transformation under the "People – Innovation" framework by defining a clear portrait of MSB's workforce that aligns with the bank's strategic direction. This will guide employees in adopting behaviors consistent with the core competency model, reinforcing MSB's five fundamental values - particularly "Humanity" and "Creativity". The goal is to foster an inspiring and fulfilling workplace that not only empowers employees but also contributes positively to the broader community.





## INVESTMENT AND IMPLEMENTATION OF PROJECTS

### TECHNOLOGY PROJECTS

Continuing to pursue MSB's strategic goals, the vision 2024 – 2028 has been established. Initially, MSB determined profit growth indicators, digital transformation targets through channel integration and increasing the percentage of clients, and the number of products/services on digital channels with a client-centric orientation; At the same time, promoted internal transformations to ensure the set strategic goals. Along with the support from the world's leading consulting units such as McKinsey and BCG, MSB has been implementing about 10 major transformation programs such as modernization of the core banking system (Core Banking), Client Journey (CJ) according to products and services on CASA and lending, etc. Digital Channel (DC), Business Process Management (BPM), Client Data Platform (CDP/Marketing Technology – Martech), Digital Sales, Straight-through Processing (Risk STP), Enterprise Data Transformation (Enterprise Data Transformation - EDT), Operation Transformation, Digital Ecosystem and Loyalty Program. These projects aim to comprehensively transform the modern technology platform to meet the strategic growth goal, bringing MSB back to the market-leading banking group.

For the Core Banking upgrade project, MSB successfully operated the new core banking platform in mid-2024 and continued to refine and upgrade the system in phase 2. For the Digital Channel (DC) focus program for individual and corporate clients, MSB has officially launched the project, aiming to meet the mission of transforming DC into a true business channel, not just a digital product. This orientation is implemented through the pillar goals of diversifying features, increasing outstanding experience, and improving performance and security on digital channels. DC in the

future is expected to become a digital bank capable of replacing traditional transaction channels through an omnichannel platform.

For the client journey transformation project (including individual and corporate clients, applicable to 2 strategic product and service segments, namely demand deposits and loans), MSB has streamlined the client journey from access to successful product and service registration in an optimal direction and meeting Circular 50/2024/TT-NHNN on safety and security for the provision of online services in the banking industry. At the same time, MSB also complies with the identification of chip-based citizen IDs according to Circulars 17/2018/TT-NHNN and 18/2027/TT-NHNN; "smoothing" the journeys for loan products and services.

Regarding the project to improve digital marketing capabilities, based on the development of a comprehensive platform, leveraging the power of 360-degree data on real-time client behavior, MSB applied MarTech technology to increase traffic, sales opportunities, and client numbers through digital channels; enhanced the user experience across omnichannel based on continuous feedback.

In addition, MSB has been implementing the enterprise data transformation program to strongly transform the centralized data platform; strengthen data governance energy, data analysis capacity and improve data culture.

Along with the sharp increase in digitalization content in products and services, risk management programs on the direct approval flow have been supporting digital transformation journeys in fast and accurate decision-making based on risk measurement models and risk management policies. In other words, the system assists banks in making decisions based on models and data. In 2024, MSB completed the main components of the digital transformation journey for loan initiation flows through the post-approval journey digitalization (BPM) program.

### REALIZING THE OVERALL DIGITAL TRANSFORMATION STRATEGY, MSB AIMS TO

- **Increase engagement, reduce client churn, increase lifetime client value**
- **Increase cross-selling of the bank's products with the group's partner ecosystem as well as external partners**
- **Enhance client understanding by collecting and analyzing loyalty data**
- **Increase new client referrals and generate quality client sources, while reducing the cost of acquiring new users through client loyalty.**

From the above orientation, MSB is gradually completing the sales transformation project by completing a single platform for the frontline force including RB, EB and MSB's product-service distribution agency models to support the sales force to be able to perform all daily tasks one by one easily.

In addition to major and focused transformations, MSB continues to make small and medium-sized transformations for 2 business segments and technology platforms. For the business segment, MSB has successfully integrated Visa and MasterCard cards with Apple Pay and Google Pay; and promote the upgrade of payment solution platforms through the partner ecosystem. For the support sector, MSB continues to transform the ERP platform, mobile connect platform (Mobile Connect) and Lowcode for internal services.

For technology platform transformation, MSB has been completing about 10 core technology platforms including M-Connect application, new generation ATM, Single API Platform; Kafka; ECM, electronic identification (e-KYC); IAM; Lowcode and RPA.

In addition, in 2024, MSB invested in and upgrade the necessary capabilities for information safety and security as well as strengthened technology infrastructure capacity in a hybrid orientation between cloud technology and on-premises data storage; continued to improve and upgrade the technology management model, developed software and modern labor tools.

IN 2025, THE TECHNOLOGY DIVISION AIMS TO ACHIEVE THE FOLLOWING KEY GOALS:

COMPLETE  
the upgrade of  
the core bank

PHASE 2 AND CONTINUE TO  
SUPPORT PROFESSIONAL UNITS  
WHEN PROBLEMS ARISE, ENSURING  
THE STABILITY OF TRANSACTIONS  
AND OPERATIONS OF MSB

PROMOTE AND IMPLEMENT  
ACCORDING TO THE ROADMAP  
strategic  
transformation  
PROGRAMS AND  
SMALL AND MEDIUM-SIZED  
transformation  
projects

TO SERVE BUSINESS GOALS IN THE  
2024-2028 PERIOD

PERFECT AND BUILD  
a big  
data platform

WITH THE ABILITY TO ENABLE  
INTELLIGENT MINING AND  
ANALYSIS, SERVING LENDING  
DECISION-MAKING AND  
SUPPORTING DIGITAL BUSINESS

INVEST IN RESEARCH, APPLY AND  
EXPAND STEP BY STEP THE  
INTRODUCTION OF  
artificial  
intelligence (AI)/  
machine learning (ML)  
INTO DIGITAL TRANSFORMATION  
AND AUTOMATION; FORM A  
COMPLETE AI/ML PLATFORM

DIGITALIZATION PROJECTS

Following the banking digitalization strategy, in 2024, MSB implemented a wide array of large projects and brought positive initial results:

DIGITAL FACTORY PROJECT

With the goal of fully digitizing the journey to improve client experience, applying advanced analytics for decision-making to optimize operational efficiency and minimize risks, and promote digital culture, in 2024, the project digitized the following journeys:

- Credit card journey (Individual clients) from registration to disbursement, card issuance to new customers
- The credit journey of clients in the business segment (Business Owner - BO, Small Business - SBO, Micro Enterprises - SSE) from screening clients applying for loans to approval for new and existing clients
- The journey of pre-approval for overdraft refinancing and business limits. Clients can receive information and register quickly via digital channels
- The mortgage loan journey has been digitized from registration to loan approval for 100% of products
- Completion of the development and implementation of the journey of opening and using payment accounts by electronic means in compliance with the regulations of the State Bank
- Completion of the development and implementation of the journey of collecting and updating biometric data to enhance safety and security when transacting online on the MSB mBank application
- Launch of new products with non-stop profitability; Launch of a lucky number account with a diverse and tailor-made number store for each client

CORE BANKING MODERNIZATION PROJECT

Replace Silverlake's core banking systems with the new T24 Transact solution with many superior features which would help increase system security, processing speed, and accuracy while enhancing the client experience. In 2024, MSB successfully upgraded the new Core Banking system, officially using the Core T24 system at all branches, transaction offices and related professional units across the bank from May 2, 2024. Subsequently, the Core system continued to be "smoothed" and developed with new integrated flows according to business requirements. In addition, the project also continued to deploy the T24 Data Lifecycle Management module to automatically manage historical data and closed data at a low-cost private infrastructure, dedicating resources to new data, frequently generating transactions, with the benefits of optimizing resource use and increasing the transaction processing speed of the T24 system.



DIGITAL CHANNEL PROJECT

Develop a stable digital channel platform, ensure scalability and high reliability; build a new platform for RB, EB and digital applications; unify client experience on journeys and channels.

In 2024, the project significantly contributed to improving client satisfaction, achieving over 70% satisfaction for individual clients and 90% satisfaction for corporate clients on the mobile banking and internet banking platforms. Building on these successes, the project aims for breakthroughs in 2025 in launching new mobile banking applications, transitioning clients from the old platform to a new, more modern and user-friendly platform.





MAGNET & DIGITAL MARKETING PROJECT

Build a comprehensive infrastructure, leverage the power of real-time and 360-degree client data client, and apply marketing technologies to attract, engage, and retain users through innovative and personalized experiences.

In 2024, the project completed the procurement of 3 client data (CDP), campaign management (CMP) and client experience management (CXM) platforms, as well as implemented digital marketing programs to help attract nearly 200,000 new individual clients, exceeding the set plan. It is expected that in 2025, Magnet & Digital Marketing will continue to promote activities and implement 110 digital marketing campaigns to attract more than 400,000 new clients, doubling compared to 2024.

BPM RISK PROGRAM

Develop a single Digi-lending platform for the entire credit journey from borrowing to collateral management and operational processes. The platform was conveniently integrated with satellite systems and axis systems at MSB, helping to rapidly expand digital capabilities for the credit sector and credit risk management, implement comprehensive and unified digital transformation for the loan journeys of all MSB clients.

In 2024, the project achieved a number of positive results:

- Digitization of 100% of the retail credit journey. The rate of transferring applications from the old approval system to the new approval system Digi-Lending reached 100%
- Digitization of 49 documents equivalent to 801 credit product codes
- Deployment of the Digi-lending system throughout Retail Banks from May 2, 2024, helping labor productivity increase by 14%, average approval time reduced by 16.3%, labor productivity increased by 12% compared to before
- Digi-lending user satisfaction at 90% for 02 consecutive quarters since the large-scale deployment
- Successful integration of Digi-Lending with more than 15 satellite systems at MSB

It is expected that in 2025, the project will continue to improve with more outstanding features to help increase client experience, gradually develop core competencies, towards fully exploiting the strengths of the Digi-lending platform.





OPERATIONS TRANSFORMATION PROJECT

Towards the long-term goals of perfecting the support service model, complete the channel integration and multi-channel, in which the focus is on digital channels and automated channels, focusing on digitization and automation of non-credit service and operation activities to increase labor productivity and increase operational efficiency.

Last year, the project supported clients to easily access and send requests through digital channels including websites, mobile apps, Zalo, and Facebook.

Internally, the project helped digitize 100% of the process of receiving, processing and responding to requests for tracing, support, and complaints; build a personal client consulting support flow for agents on the operation system of the Contact Center, helping agents to quickly catch up with work with guaranteed quality. This is the premise to switch to an operating model with flexible and optimal personnel, especially during peak periods.

In 2025, the project will continue to digitize the processes of receiving, processing and responding to advanced tracing and complaint support requests to achieve strategic goals; leading the transformation and upgrade of all 247-money transfer and VietQR payment services of MSB to NAPAS's 2.0 technical standards.



ENTERPRISE DATA TRANSFORMATION PROJECT

Aim for long-term goals such as building a centralized data platform, strengthen data management and analysis capabilities, and improve data analysis capabilities.

The Enterprise Data Transformation Project piloted the capacity to provide client insights based on big data technology with the integration and development of batch and real-time data streams on the bank's core platform, preparing for the deployment of a centralized data platform in 2025. In terms of data governance, the project implemented centralized metadata management (Metadata) capabilities, completing Metadict – Centralized Metadata Management System.

In the coming year, the project will continue to complete the implementation of a centralized data platform, and at the same time deploy a new technology platform to help centrally manage metadata, including data dictionaries of critical systems/applications and a unified portfolio of business terms across the bank.



RISK STP – STRAIGHT-THROUGH PROCESSING PROJECT

Design processes, policies, integrate and digitize processes on risk models and risk approvals, develop real-time environments; build and upgrade risk management models and standard workflows.

- Automate the screening of interested clients, pre-approval for digitization projects.
- The automatic credit rating system is 100% human-free, reducing the implementation time from 30-45 minutes to 3 minutes.
- Automate credit portfolio reports, identify early warnings, and potential risks.

The project has helped reduce human involvement in monthly operations by 90% since the official adoption of automated flow. Operating 100% online, the approval of cards for individual clients is processed super-fast within 10 minutes. In particular, in just 18 days from 10/12/2024 to 28/12/2024, the project has reached the milestone of issuing over 1,000 super speed cards to clients. In addition, the project has deployed more automatic appraisal and approval capacity for corporate clients within 4 hours, helping to client boost the acquisition of new clients and facilitate cross-selling opportunities for a comprehensive suite of corporate credit products.

It is expected that the project will continue to improve the system of individual client rating models and upgrade the product flow of corporate clients to a new platform in 2025.



DIGITAL SALES PLATFORM PROJECT

Develop a single platform for the sales force to conveniently integrate with other digital platforms of banks and partners, thereby helping to improve sales performance, develop sales team capacity and quickly expand sales channels for MSB.

The year 2024 stood out as a milestone of project completion and exceptional progress beyond expectations. Notably, the daily utilization rate of the digital sales platform surpassed 95%. User satisfaction steadily improved across quarters, reaching over 95% in the fourth quarter. This platform empowered 100% of MSB's managers to effectively oversee daily sales activities, while more than 90% of sales staff successfully achieved their sales funnel targets.

In the coming time, the project will deploy new technology research teams to apply to sales activities, especially the application of AI to sales support services.

BPM OPS PROGRAM

Digitize MSB's credit operations in the most advanced way in the market today and bring a good experience to clients; build a post-approval operation platform to ensure that business processes can be implemented, at the same time, increase the ability to expand features and processes; expand products/operations on clients' digital channels and reduce the touch point of the sales force; develop process improvements in the operation flow and move towards partial/full automation.

The project completed the digitization of the collateral process, and at the same time integrated operations into the system, helping to increase the internal utilization rate on new digitization flows to over 95%.

The project aims to complete the integration of the banking core system with the rest of the operations in 2025, including 17 types of collateral and 17 commercial finance business flows.

DIGITAL ECOSYSTEM AND LOYALTY PROGRAM PROJECT

Realize the overall digital transformation strategy for MSB to increase client engagement, reduce churn rate, increase client lifetime value; increase cross-selling of MSB's products and strategic/external partner ecosystem; enhance client understanding by collecting and analysis of loyalty data; strengthen the introduction of new clients and create a source of quality clients for the bank, and aim to reduce the cost of attracting new clients thanks to loyal clients.

The project started implementation in August 2024 and was completed with the items of policy planning and system platform development. In 2025, the project will officially launch a loyalty program for all individual and corporate clients.

Alongside the projects launched in 2024 and earlier, MSB is set to officially introduce the Asset 360 project, a digital transformation initiative for valuation and collateral management. This project aims to develop a comprehensive digital platform for valuation operations, integrating seamlessly with other systems to synchronize data and collateral features across the entire credit granting process at MSB. Asset 360 will centralize and manage the entire portfolio and collateral data across the Bank system to achieve seamless cross-functional management, while establishing a digital platform, digitalizing valuation workflows, and enhancing valuation quality management capabilities to improve the experience for both clients and internal users.



ENVIRONMENTAL AND SOCIAL IMPACT REPORT

In 2024, the frequency of extreme weather events such as floods, droughts, and storms escalated, affecting approximately 20 million people. These climate-related disasters caused over 229 billion USD in damages and resulted in 2,000 fatalities. Among the most devastating were Hurricanes Milton and Helene in the U.S, which caused damages up to 115 billion USD and claimed 320 lives. In Vietnam, Typhoon Yagi (Storm No. 3) in September 2024 caused significant destruction, with economic damages estimated at around VND 40,000 billion, 353 deaths and missing persons, 1,900 injuries, and severe disruptions to infrastructure, agriculture, and daily life.

Amid these increasingly complex climate challenges, international conferences and seminars stressed the urgent need for action to reduce greenhouse gas emissions, with a target of a 50% reduction by 2030. The COP29 conference, held in Baku, Azerbaijan, made several key agreements, including commitments from developed nations to provide at least 300 billion USD annually to developing countries by 2035 to support climate change mitigation and adaptation. The conference also reached a consensus on creating a global carbon market, encompassing country-to-country trading and a carbon credit mechanism, facilitating the fulfillment of global emission reduction commitments. Another significant initiative from the conference was the establishment of the Baku Global Climate Transparency Platform (BTP), designed to improve transparency and information sharing on progress toward climate goals. Additionally, a program supporting National Adaptation Plans (NAPs) for least-developed countries was approved to help enhance resilience to climate change. In response to the global imperative to accelerate climate action, Vietnam - one of the country’s most vulnerable to the negative impacts of climate change - aligned its national programs and plans with international efforts. The Vietnamese Government, through various ministries and departments, outlined strategies and roadmaps for industries and economic organizations with significant environmental impacts, focusing on sectors that require investment to mitigate these effects. The banking sector has been identified as a key player in this transition, as it indirectly influences climate change



through capital flows. In partnership with the Vietnamese Government, banks actively proposed and implemented measures to support green transformation, reporting their progress to the State Bank of Vietnam in alignment with the country’s broader goals for sustainable development.

“ *MSB is committed to accompanying the Government of Vietnam in the process of responding to climate change, towards the goal of achieving net zero emissions by 2050. The Bank is focused on driving growth by seizing new opportunities and quickly adapting to the conflicting spikes in the economic situation, climate change, and changing consumer behavior. When consistent with the mission of creating sustainable value for stakeholders, balancing economic development and socio-environmental development goals, MSB is confident to commit to consistency in vision and mission in business strategy integrated with sustainable development criteria.* ”

In 2024, MSB made a change in its sustainable development, starting with the appointment of Mr. Vo Tan Long – a member of the BOD as the new Chairman of the Sustainable Development Committee (SDC). Mr. Vo Tan Long and Mr. Nguyen Hoang Linh – Member of the BOD, CEO of MSB, Vice Chairman of the Rural Development Committee and other members made many important decisions in 2024 towards reducing greenhouse gas emissions, actively supporting the green transition, etc., such as:

- Promulgation of the Green taxonomy list in February 2024
- Issuance of a green credit package worth VND 3,000 billion for corporate clients in February 2024
- Signing of an agreement with S&P Global to support and consult on greenhouse gas inventories in November 2024
- Becoming the first Vietnamese member of the Green Banking Alliance established by IFC and the Hong Kong Monetary Authority
- Negotiation with PwC on the signing of a consultancy contract to integrate sustainability elements into MSB's business strategy and roadmap for the implementation of MSB's sustainability initiatives
- Contract negotiation with IFC for consulting support to build a sustainable financial framework

MSB's sustainability activities, although only the beginning of a long journey, were also been recognized and appreciated by independent organizations, specifically some of the Bank's awards received during the year as follows:

**BEST BANK FOR ESG  
VIETNAM 2024  
VOTED BY EUROMONEY MAGAZINE**



**VIETNAM 100 BEST PLACE TO WORK  
2024 - LARGE ENTERPRISES  
ACCORDING TO ANPHABE'S RANKING**



With sustainable governance structure, Sustainable Development Committee, with the participation of 2 Board of Director members and key Board of Management members, is responsible for direction of sustainable development activities of the bank, promoting bank's business in considering ESG impacts

Continuing to improve transparency standards in reporting, MSB released the Sustainable Development Report 2024 for the 3rd time, demonstrating the bank's commitment to promoting the improvement of governance activities, bringing positive value to the economy, clients, and shareholders while always considering environmental and social impacts. MSB's independent sustainability report not only reflects the bank's business activities over the past year, but also clarifies the economic, environmental and social impacts that the bank creates, and contributes to community development. MSB's Sustainability Report is made annually and according to the accounting year, starting from January 1, 2024 and ending on December 31, 2024, published on a reference basis according to the Global Reporting Initiative (GRI - Global Reporting Initiative), issued by the Global Sustainability Standards Board (GSSB) in 2016 and adjusted in 2021. The report also refers to the 17 Sustainable Development Goals of the United Nations (17 Sustainable Development Goals) to represent MSB's 2024 sustainable development contributions.

*Part 10 of MSB's 2024 Annual Report is excerpted from the Bank's Independent Sustainability Report. For more detailed information on MSB's sustainability results, please refer to MSB's 2024 Sustainability Report (independent report).*

**Contact information:**  
*For comments or related questions on sustainable development issues, please send to:*  
**Investor Relations Management Department**  
**Email:** [ir@msb.com.vn](mailto:ir@msb.com.vn)  
**Phone:** (024) 3771 8989  
**Address:** 29th Floor, ROX Building, 54A Nguyen Chi Thanh, Lang Thuong Ward, Dong Da District, Hanoi.



SUSTAINABLE DEVELOPMENT ORIENTATION

On the basis of consistent commitments on sustainable development with stakeholders, the Bank's BOD always pays attention to and promotes the implementation of initiatives towards:

1

CHANGING THE BANK'S ASSET STRUCTURE: INCREASING THE PROPORTION OF MOBILIZED CAPITAL AND CREDIT ACCORDING TO THE CRITERIA OF "GREEN" AND "SUSTAINABLE DEVELOPMENT"

2

DEVELOPING PRODUCTS AND SEIZING NEW BUSINESS OPPORTUNITIES TO DOMINATE THE MARKET, PIONEERING IN PROVIDING "GREEN" PRODUCTS, "GREEN" FINANCIAL SERVICES, AND PRODUCTS TO SUPPORT "GREEN TRANSFORMATION"

3

BUILDING RESOURCES AND INTERNATIONAL STANDARD ORGANIZATIONAL MODELS IN RISK MANAGEMENT, ESPECIALLY RISKS RELATED TO CLIMATE CHANGE

4

PERFORMING UNIVERSALIZATION OF BANKING SERVICES, DIGITIZATION OF PRODUCTS AND SOLUTIONS TO REALIZE THE GOAL OF FINANCIAL INCLUSION

5

OPTIMIZING 3 PLATFORMS OF "DIGITALIZATION", "RISK MANAGEMENT" AND "PEOPLE - CULTURE" TO ENSURE A BALANCE OF ECONOMIC, ENVIRONMENTAL, SOCIAL, AND GOVERNANCE OBJECTIVES

6

AIMING TOWARDS NET ZERO CARBON EMISSIONS AS DIRECTED BY THE GOVERNMENT OF VIETNAM IN 2050

MSB understands that the sustainability orientation will affect the bank's structure in all aspects and therefore, policies/solutions to realize the operational strategy need to be applied in a planned, consistent, roadmap and continuous improvement. This process will help MSB improve its image as a professional, reputable bank, capable of supporting clients comprehensively, in accordance with the domestic context and the higher requirements of the international market. MSB will strive for banking activities to

contribute positively and strongly to the sustainable development of the community, create value for the future, towards a better and more prosperous life; thereby preserving a greener world for the next generation. This is also the mission that MSB has committed to accompanying and supporting the Government in implementing international commitments on climate change response and sustainable development.

BANK GOVERNANCE

At MSB, we identify the "G" (Corporate Governance) in ESG as the most important element playing a key role in ensuring that the Bank always operates transparently, compliantly and responsibly. This is not only decisive for the sustainable development of MSB but also affects our competitiveness and reputation in the context that business environment is increasingly innovating and integrating. In order to realize MSB's commitments to sustainable development, we understand that the bank itself needs to have an effective and scientific G platform. G is not only an independent factor, but also a bridge between environmental (E) and social (S) factors. An effective governance strategy will support the bank in fulfilling its commitment to protecting the environment and adding value to the community.

MSB always ensures compliance with corporate governance regulations in accordance with Vietnamese law, and actively applies good practices on "G" in the world and in the region to enhance governance efficiency for the whole system. The Bank also focuses on communication and training to raise the awareness of managers and employees about best corporate governance practices.

MSB's Governance - Executive Structure always ensures diversity in gender and professional qualifications, members of the BOD and the BOM all have extensive experience in working and managing in the fields of finance - banking, risk management and technology. In addition, MSB always strives to understand and receive opinions from shareholders and stakeholders. Reporting is focused on and continuously upgraded in terms of compliance and transparency standards. In the dialogue with stakeholders, all bank staff, all levels, especially leaders actively exchange and answer all questions in the most satisfactory, timely and dedicated manner through effective communication channels, including online meetings, seminars, exchange events, etc. This helps to strengthen the cohesion between the bank and stakeholders, and demonstrates MSB's commitment to accountability.







**SOCIAL AND ENVIRONMENTAL RISK MANAGEMENT**

At MSB, risk management is one of the three strategic foundations and is invested and focused. The Bank identifies risk management as a fundamental component of every business process, coordinated at all levels, and continuously upgraded towards effective internal control. With a relatively tight risk appetite, risk management processes are concretized and integrated into all business activities.

MSB applies social and environmental risk management regulations to all loans assessed and approved by the bank from June 1, 2023. This system is built, updated and upgraded continuously by the bank with the support of experienced international organizations.

In 2024, has conducted social - environmental risk assessment for:

- 84,619 loans out of a total of 134,487 loan applications (including short, medium and long-term loans); of which, 145 medium- and long-term loans related to 37 projects or loans that have reached the limit in value and term have been fully implemented by the MSB's Environmental and Social Risk Management Department (ESDD). The total outstanding loans for these 145 loans reached VND 31,415 billion, of which more than VND 601 billion was in the green credit portfolio.
- Accumulated outstanding loans: VND 207,056 billion.

**Social and environmental risk management methods at MSB**





STAKEHOLDER ENGAGEMENT

In 2024, MSB closely implemented the engagement with stakeholders in sustainable development.

Customers

- In 2024, MSB welcomed 1 million new clients, bringing its total client base to over 6 million individuals and organizations who showed a relatively high level of satisfaction with the Bank's services, products, and product approval process. Client satisfaction was further evidenced by 20,784 interactions and 333 client posts on Facebook praising MSB staff, as well as 2,843 compliments received via phone and email.
- According to the Government's request to support businesses, MSB implemented programs to reduce lending interest rates and debt restructuring in accordance with the guiding documents of management agencies and closely accompanies clients. MSB's total Loans to Customers in 2024 reached VND 176,493 billion, allocated to individual clients and SMEs by nearly 70%, up 10% compared to 2023.
- Invested in resources and information technology solutions to ensure security and safety for client systems and assets. In 2024, the total expenditure on digitalization and information technology projects according to schedule was 665.4 billion VND.
- With the digitization processes implemented by the Bank and experienced international partners such as BCG, McKinsey, and MSB, many client journeys were digitized, shortened in time and procedures so that users had a better experience when using the product.
- MSB promoted research and development, offers preeminent, personalized, trendy products and solutions and meets the needs of clients. The highly appreciated and attractive products brought a number of prestigious awards to MSB such as "Top Value Banking Award" or "Excellent Family Product" honoring the MSB Mastercard Family card announced by Mastercard...

State management agencies

- MSB complied with legal regulations, operational safety indicators meet the requirements applicable to credit institutions, large-scale public companies and listed companies.
- Supported and provided complete and prompt information in reports, research projects, draft policy documents, periodic inspections/at the request of the State Bank.
- Strictly implemented the policies of the management agency in each period to achieve economic and social goals (reducing interest rates, growing credit within the granted limits, supporting clients in debt structure/classification, supporting "green" growth, etc.)
- Participated in contributing opinions to legal documents and national and macro plans.

Shareholders, investors

- Successfully organized the Annual General Shareholders Meeting in April 2024. The number of shareholders of MSB increased by more than 25%, from 34,015 at the end of 2023 to 42,605 shareholders on 31/12/2024.
- Meetings of investors and shareholders as required and regularly announce quarterly business results, answered questions and provided information on strategies and plans for each period of the year.
- Attended seminars for foreign investors organized by foreign securities companies and banks, meet investors as required.
- Promptly notified and disclosed information to investors and shareholders through MSB's website (Investor section) and through the Stock Exchange, Securities Commission, Vietnam Securities Depository and Clearing Corporation.
- Assigned personnel in charge of work related to shareholders to promptly support requests.

Employees

- Organized online exchange sessions between employees and the BOM.
- Supported for staff affected by Typhoon No. 3 (Typhoon Yagi).
- Organized periodic team-building activities to connect employees.
- Organized courses to improve capacity and orientation for career development.
- Developed diverse welfare policies and clear career paths, improve the human experience in the digital environment through the HRIS system... This is the basis for MSB to be honored in the "Top 100 Best Workplaces in Vietnam".
- Used an internal telephone system to connect all employees; promote cultural activities, clubs, events, health care, spirituality, etc.
- Applied programs and initiatives to orient a green lifestyle and work-life balance.

Partners

- MSB fully implemented commitments with partners and suppliers. The client/partner information review (KYC) processes are transparent, complete and accurate by the bank. Agreements and contracts are gradually being standardized in the direction of sustainable development.
- The Bank actively exchanged information, was transparent in information disclosure, shared domestic and international trends, current difficulties and future risks, accompanies in handling arising issues to ensure the rights and obligations of the parties; fully calculated the risks when implementing current jobs and anticipate future needs, aiming to balance benefits for 2 parties.
- By the end of 2024, MSB had spent nearly VND 2,472 billion on outsourcing suppliers to serve banking activities. In which, more than 60% was spent on domestic suppliers. The Bank also had partnerships with more than 600 international financial institutions in interbank operations.

Community

- Joined hands to contribute nearly 15 billion dong to charity programs with a series of activities such as building schools, sponsoring houses of gratitude, organizing mid-autumn festivals for poor children, sharing difficulties due to natural disasters, storms and floods in Yagi, etc.

Communication

- Information about products and services was fully published on the Bank's website and at branches and transaction offices as prescribed by law.
- Information about business activities, major project plans of the bank, news about business results, General Shareholders Meeting, etc. was fully posted on mass media channels.
- The number of news articles from active distribution sources was about over 2,250, the total number of news articles about MSB on the market was 23,921 (According to the 2024 Plus Screen Report). On social media channels, MSB had nearly 441,656 discussions, an emotion index of 0.56/1 (According to data from Younet Media)





Sustainable Development Goals – SDGs

Economic



Achievements in 2024

Creation of economic value

- Net revenue from operations (TOI): **VND 14,218 billion**
- Profit before tax: **VND 6,904 billion**
- Profit after tax: **VND 5,519 billion**
- Net profit from foreign exchange business: **VND 1,056 billion**

Allocation of economic value

- Dividend Rate: **30%**
- ROE Profitability: **15.97%**
- Operating costs: **VND 5,230 billion**
- Employee salary and benefits: **VND 2,902 billion**

Indirect economic impact

- Pay **VND 1,784 billion** into the State Budget
- Sponsor **VND 4,879 billion** for activities for community development
- Create jobs for **6,678 workers**

Sustainable finance

- Total credit balance: **VND 176,493 billion**, of which **VND 5,165 billion** for the green credit sector for 131 clients

Environment



Compliance with environmental laws

- No violations of the law on waste and wastewater
- No environmental incidents or disputes

Emissions management

- Electricity consumption: **9,361,613 kWh/year**
- Water consumption: **150,106 m³/year**
- Total solid waste: **126.8 tons/year**

Efficient use of resources

- Save **34.8 tons** of printing paper compared to 2023.
- Complete client experience journeys, digital personnel

CO<sub>2</sub> emissions<sup>2</sup>

- Total CO<sub>2</sub> emissions: **10,927 tons of CO<sub>2</sub>/year**
- CO<sub>2</sub> emissions in scope 1<sup>3</sup>: **4,756 tons of CO<sub>2</sub>/year**
- CO<sub>2</sub> emissions in scope 2<sup>4</sup>: **6,171 tons of CO<sub>2</sub>/year**

Society



Compensation and benefits

- **100%** satisfied employees with compensation and benefits
- The average salary for female employees is: **23.5 million VND/month**
- The average salary for male employees is: **29 million VND/month**
- More than **VND 15 billion** was used for MSB's community support activities in 2024
- For insurance activities, MSB delivered over **6,000 gifts** to clients through life insurance promotions, clients can enjoy health care solutions from reputable brands. MSB coordinates with Prudential to pay insurance benefits to **2,168 clients** with a total payment of up to **VND 31.6 billion**

Training and development

- **44 training courses** corresponding to 2 projects for 1,200 leaders/managers attending
- **136 hours** of training on average for managers

- **126.7 hours** of average employee-level training
- The content of the innovative training courses focused on improving digital capacity and artificial intelligence in addition to the Bank's annual training courses on operations, information security, money laundering prevention, etc. For details, see Section 7.3.

Diversity and equality

- **46.63%** of women in management
- **63.41%** percentage of female employees
- **66.46%** of employees were between the ages of 30 – 50, nearly **32%** of employees were under the age of 30.

**Labor relations:** 100% of employees participated in collective bargaining agreements

<sup>2</sup> CO<sub>2</sub> emissions: calculation by S&P Global, For more detailed information on MSB's sustainability results, please refer to MSB's 2024 Sustainability Report (independent report).

<sup>3</sup> Scope 1: Direct emissions which are emissions from sources at facilities owned or controlled by the company: Stationary Emissions, Mobile Emissions, Refrigerants

<sup>4</sup> Scope 2: Indirect emissions which are emissions from purchased external power generation consumed at company-owned or controlled production facilities: from electrical equipment.

ENERGY SAVING AND WASTE MANAGEMENT POLICIES

Although operating in the field of banking and finance, MSB is committed to contributing to the journey of building a sustainable future, preserving and creating a positive impact on the earth, and ensuring the living environment for future generations. MSB is gradually taking measures to save energy and manage waste more effectively:

Applicable management measures			
Saving			
Energy (electricity and other types of energy from fossil fuels)	<ul style="list-style-type: none"><li>• Electricity<ul style="list-style-type: none"><li>- Control the temperature of the air conditioning system in accordance with the weather.</li><li>- Design workspaces that make optimal use of natural light.</li><li>- Control the use of electrical appliances to suit the needs of use and disconnect appliances when not necessary.</li><li>- Set opening and closing hours to optimize the system of posters, images, media and advertising in office areas and signage at branches.</li><li>- Select equipment with the right capacity to scale and with energy-saving labels.</li><li>- Periodically inspect, maintain and clean machinery and equipment.</li><li>- Propagate and raise awareness for employees in the economical use of electricity.</li></ul></li><li>• Energy from other fossil fuels (mainly gasoline and oil for official vehicles):<ul style="list-style-type: none"><li>- Implement energy norm management, evaluate operational efficiency to optimize efficiency.</li><li>- For fuel-using machinery, MSB periodically maintained to ensure operational performance.</li><li>- At the same time, employees were encouraged to have a reasonable plan to use official vehicles, choose transportation in accordance with their needs, and strengthen online activities to reduce the need for business trips and gasoline consumption.</li></ul></li></ul>	Recycling/ Reusing	Disposal and treatment
Conventional solid waste	<ul style="list-style-type: none"><li>• Save paper, encourage email work exchange, digitize processes</li><li>• Norms for the use of stationery; using office printing paper produced from sustainable forest management certified materials (Forest Stewardship Council certified)</li><li>• Limit the use of 1-time plastics, plastic bags</li></ul>	<ul style="list-style-type: none"><li>• Large assets such as tables, chairs, cabinets, and computers when they fail are liquidated according to the process, not disposed of with other wastes</li><li>• Double-sided printing</li><li>• Reuse of packaging and containers</li><li>• Stop using plastic water bottles in meetings with clients and partners</li></ul>	<ul style="list-style-type: none"><li>• Waste solid is sorted at the source, collected daily by sanitation staff</li><li>• The collected waste is transferred to a qualified outsourcing unit for treatment in accordance with the law</li></ul>
Wastewater	<ul style="list-style-type: none"><li>• Save water in the toilet area (internal communication, posting notices)</li></ul>	<ul style="list-style-type: none"><li>• Not applicable</li></ul>	<ul style="list-style-type: none"><li>• Have a system for collecting and treating domestic wastewater to ensure environmental regulations</li></ul>
Emissions	<ul style="list-style-type: none"><li>• Apply fuel consumption norms to means of transport; use of vehicles that meet emission standards</li><li>• Use the generator only in case of malfunction or necessity</li><li>• The air conditioning system follows modern technology, saving energy. The air conditioning system is turned off after working hours, only maintained in the necessary areas</li></ul>	<ul style="list-style-type: none"><li>• Not applicable</li></ul>	<ul style="list-style-type: none"><li>• Periodically maintain, repair, and replace vehicles and equipment to optimize performance</li><li>• Apply exhaust gas purification technology that meets environmental standards for generators</li></ul>
Hazardous waste	<ul style="list-style-type: none"><li>• Replace fluorescent lights with energy-efficient and environmentally friendly LED lights</li></ul>	<ul style="list-style-type: none"><li>• Encourage more ink injections for printers and photocopiers instead of replacing them to limit emissions to the environment</li></ul>	<ul style="list-style-type: none"><li>• Classify at source, collect and store according to regulations</li><li>• The collected waste is transferred to a qualified outsourcing unit for treatment in accordance with the law</li></ul>



SOCIAL ACTIVITIES

Throughout the construction and development journey, MSB has always actively demonstrated its responsibility to the community through social security programs, aiming to build the beauty of corporate culture, and at the same time promote the tradition of "The leaves protect tattered ones ", promoting sustainable social development. Holding the role and position as an organization in the "backbone" of the economy, MSB is committed to upholding the spirit of mutual affection and accompanying the people in accordance with its motto.

From that orientation, in 2024, MSB implemented many volunteer programs, aiming to share difficulties with people across the country.

Notably, on September 10, sharing with the losses of people in the Northern provinces after Typhoon Yagi, MSB donated 1 billion dong to support people affected by Typhoon No. 3.

On October 5, the Bank contributed VND 10 billion to join hands to eliminate temporary and dilapidated houses for poor and near-poor households across the country in response to the call of the Prime Minister. Also, during this time, MSB donated 60 million VND to finance the construction of houses for the disadvantaged people in Khanh Hoa Province. This activity was a humanitarian gift representing the generosity that MSB wanted to share with the locality, in order to encourage local residents to strive for a secure livelihood and have more motivation to improve their living conditions.

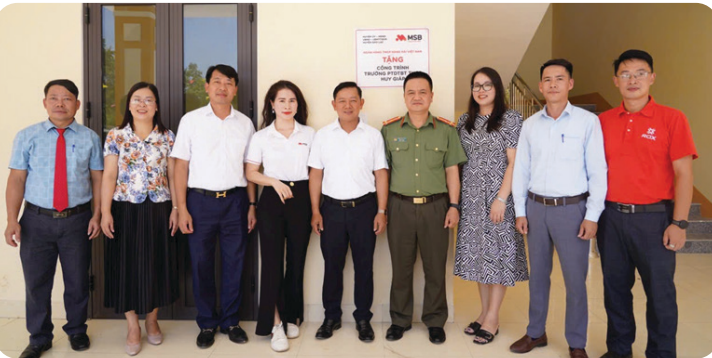


In addition, MSB also focused on the field of education funding, contributing to creating a quality learning environment and better development conditions for future generations.

Accordingly, the Bank donated more than VND 2.4 billion to build a row of 4 classrooms for students at Pung Bon School, belonging to Huu Khuong Primary Boarding School for Ethnic Minorities, Tuong Duong District, Nghe An Province. Along with the new classrooms, MSB also donated 1 borehole to the school to provide a convenient source of domestic water, umbrellas to cover the rain and sun for teachers and students in common activities and 20 gifts for students in difficult circumstances, motivating them to overcome difficulties, maintain faith on the journey of knowledge discovery.



In September 2024, MSB and the People's Committee, Department of Education and Training of Bao Lac District, Cao Bang Province held the inauguration ceremony and opening of the new school year at Huy Giap Junior High School for Ethnic Minorities - a project built with a funding of VND 2 billion from the Bank. These activities aimed to create a safe, spacious and effective learning environment for students to nurture their dream of conquering letters, and at the same time contribute to promoting innovation in local education.



The year 2024 also marked a significant milestone for the M-Happy Club which established with the mission of enhancing the human experience and promoting humanitarian values within the community. With the theme of "Living to Care", MSB garnered the collective contributions of over 6,000 staff members for the "Happiness for Children" program. In 2024, this charitable journey reached 11 schools nationwide, particularly in mountainous regions such as Lai Chau and Lao Cai, as well as remote areas like Quang Tri and Thua Thien Hue. The program awarded hundreds of scholarships, along with providing essential facilities, equipment, and school supplies. These efforts aimed to inspire students, teachers, and school staff to overcome challenges and remain motivated in their pursuit of academic, teaching, and professional excellence.



TOTAL SPONSORSHIP  
MORE THAN  
VND 1.3 BILLION  
OVER  
~VND15  
BILLION  
TOTAL MSB  
SPENDING FOR  
CHARITY PROJECTS

- 01

LA VAN CAU  
PRIMARY SCHOOL

Thanh Dong  
Hamlet, Thanh Tan  
Commune, Tay  
Ninh City, Tay Ninh  
Province.
- 02

HO THI KY A  
PRIMARY SCHOOL

Xom So Hamlet,  
Ho Thi Ky  
Commune, Thoi  
Binh District, Ca  
Mau Province.
- 03

CHAI VILLAGE  
SCHOOL

Chai Village, Ta  
Long Commune,  
Dakrong District,  
Quang Tri  
Province.
- 04

KIM DONG  
PRIMARY AND  
SECONDARY  
SCHOOL

Thuong Nhat  
Commune, Nam  
Dong District,  
Thua Thien Hue  
Province.
- 05

HERMANN  
GMEINER GO VAP

697 Quang Trung,  
Ward 12, Go Vap  
District, Ho Chi  
Minh City.
- 06

NOONG QUANG  
KINDERGARTEN

Khoen On  
Commune, Than  
Uyen District, Lai  
Chau Province.
- 07

JUNIOR HIGH  
SCHOOL OF TA  
GIA COMMUNE

Ta Gia Commune,  
Than Uyen  
District, Lai Chau  
Province.
- 08

PUNG BON  
SCHOOL

belonging to Huu  
Khuong Primary  
School for Ethnic  
Minorities - Huu  
Khuong  
Commune, Tuong  
Duong District,  
Nghe An Province.
- 09

DONG SON  
PRIMARY SCHOOL

Ha Hoa District,  
Phu Tho Province.
- 10

DONG LAM  
PRIMARY SCHOOL

Ha Hoa District,  
Phu Tho Province.
- 11

TA THANH  
KINDERGARTEN

Pao Mao Phin  
village, Ta Thanh  
commune,  
Muong Khuong  
district, Lao Cai  
province.

MAIN ACTIVITIES



GIVING SCHOLARSHIPS (175  
SCHOLARSHIPS), GIFTS IN  
CASH AND KIND (ABOUT  
400 SCHOLARSHIPS)



FACILITY RENOVATION:  
RENOVATING CLASSROOMS,  
BUILDING NEW KITCHENS, ETC.



PROVIDING EQUIPMENT FOR  
STUDYING AND BOARDING  
ACTIVITIES (TV, REFRIGERATOR,  
RICE COOKER, WATER  
PURIFIER, ETC.)



DONATING RICE AND  
SPONSORING IMPROVED MEALS



ACTIVITIES OF SUBSIDIARY

THE JOURNEY OF CREATING VALUE AND LEADING INNOVATION IN THE FINANCIAL SECTOR

Throughout its journey of growth and development, TNEX Finance takes pride in being a trusted partner of leading brands such as VNPT, Datanest, Zalo, Ant, Shopee, VNPost, etc. In 2024, TNEX Finance continued to lead in financial technology (Fintech) by introducing TBoss - a specialized loan product designed exclusively for sellers on e-commerce platforms. This innovative financial solution not only helps store owners navigate financial challenges but also empowers them with opportunities for expansion in the highly competitive e-commerce landscape.

This marked a significant milestone in TNEX Finance’s path toward sustainable growth, reinforcing its vision of becoming a leading financial institution - pioneering breakthroughs in products and technology while driving comprehensive prosperity for the community.

PIONEERING THE APPLICATION OF TECHNOLOGY IN THE FINANCIAL SECTOR

Beyond offering traditional financial services, TNEX Finance leveraged advanced fintech solutions to enhance accessibility to loans, eliminating the complex approval processes often associated with conventional banks.

BREAKTHROUGH, CLIENT-CENTRIC FINANCIAL SOLUTIONS

As a pioneer in digital transformation, TNEX Finance develops consumer loan solutions that are convenient, secure and optimize client experience. Highlights include:

- **Optimal client experience:** Transparent and simple loan process, clear interest rate information.
- **Advanced technology:** Applying artificial intelligence (AI) and machine learning (Machine Learning) to personalize loan products and optimize benefits.
- **Top-notch security:** Uses two-factor authentication (2FA), data encryption to protect client assets and information.



Total assets



Total outstanding loans



Total net revenue



Profit before tax



OUTSTANDING ADVANTAGES IN THE MARKET

TNEX Finance offers unique competitive advantages, including:

- Superior processing speed: Automated approval process, completed in minutes.
- Diverse accessibility: Serving clients with no credit history or unstable income, especially students and newcomers.

EMPOWERING THE YOUNGER GENERATION, ORIENTING THE FUTURE

- TNEX Finance is committed to bringing outstanding value and putting the young generation at the center of all actions. With a long-term vision, TNEX Finance believes that every client deserves access to the best opportunities to unlock their potential and realize their financial dreams.
- TNEX Finance is not only a financial company – but also a reliable partner, a companion on the journey to create comprehensive prosperity for the community and society.

CONSTANTLY EXPANDING, AFFIRMING ITS POSITION

2024 marked a strong step forward for TNEX Finance when expanding its referral service (POS) network to serve nearly 11,700 local clients. In addition, TNEX Finance also launched new and diverse loan products: Super-fast consumer loans, ordinary consumer loans, "Spend now, pay later" limit loans and loan products for sellers on e-commerce platforms.

By the end of 2024, with 500 billion dong of charter capital, TNEX Finance recorded growth in scale according to indicators such as:

STRATEGIC OBJECTIVES AND ORIENTATIONS IN 2025

BUSINESS ENVIRONMENT – OPPORTUNITIES AND CHALLENGES

WORLD AND VIETNAM ECONOMIC OUTLOOK IN 2025

Entering 2025, a new era of dynamic development is emerging - an era of national rise. The Government is actively realizing its aspirations for progress through unprecedented decisions. The year 2025 is expected to be a period of substantial growth for the Vietnamese economy, driven by numerous advantages and opportunities. The political leadership is being further consolidated, with the streamlining of the Government apparatus underway in the first quarter of 2025, while institutional bottlenecks are being addressed to create momentum for a robust economic breakthrough. The economy is projected to grow strongly, with a target growth rate of 8% in 2025. Public investment disbursement is being vigorously promoted, and industrial production and exports are forecast to continue on a high-growth trajectory. Vietnam stands as one of the country to benefit from the ongoing US-China trade tensions. In particular, the country's flexible and agile diplomatic strategies have proven effective, positioning Vietnam as a potential leader in key industries such as chip manufacturing and AI technology. Additionally, the lower global interest rate environment, particularly following the Fed's anticipated rate cuts, is expected to

alleviate pressures on exchange rates and domestic interest rates. However, significant concerns remain, particularly regarding the possibility of a second term for President Trump. His policies - such as increasing trade tariffs, reducing corporate taxes in the US, limiting immigration, preserving the USD's dominance, encouraging cryptocurrency activities, and intensifying oversight of currency manipulation - could lead to higher inflation in the US and globally. As a result, the Fed's interest rate reduction strategy may not unfold as quickly or as strongly as previously expected. Conversely, the ECB and other central banks may need to continue their interest rate reduction efforts in response to a complex economic and political environment, marked by high crisis risks. Geopolitical risks, including ongoing tensions in Russia-Ukraine, the Middle East, and Taiwan, are expected to persist and have the potential to escalate, causing fluctuations in commodity prices, disrupting supply chains, and impeding global economic growth. Furthermore, unpredictable threats such as climate change, natural disasters, and epidemics continue to pose significant risks. These challenges present major obstacles for the Vietnamese economy as a whole and for the banking sector in particular.



INSTITUTIONS, POLICIES AND BUSINESS ENVIRONMENT ARE BEING INTENSIVELY PERFECTED AND SYNCHRONIZED



INVESTMENT IN INFRASTRUCTURE AND HIGH TECHNOLOGY IS BEING STRONGLY ORIENTED AND FOCUSED



RISKS RELATED TO CLIMATE CHANGE, GEOPOLITICAL TENSIONS, TRADE WARS, AND CURRENCY WARS REMAIN EVER-PRESENT

DEVELOPMENT STRATEGY

In the period of 2024 – 2028, MSB is consistent with the vision of "Becoming a bank where everyone wants to participate and no one wants to leave". This vision is built on 4 pillars and 3 core strategic foundations.

4 PILLARS

- 1

Differentiated client value positioning: Focus on specific target segments, provide total solutions and detailed advice to help clients achieve their desires.
- 2

Multi-channel and optimized distribution network: Focus on in-depth development, select key areas to concentrate resources to effectively exploit and maximize market potential. The bank is gradually shifting to digital channels to increase client attraction and experience.
- 3

Efficient and stable sales force: Combine to improve the quality of the sales team and apply systems, tools, and digitalization.
- 4

Expanding partnerships and ecosystems: Cooperate with partners, build an ecosystem to bring clients outstanding and optimal product - service chains and incentives, and at the same time improve linkages and development potential for MSB and partners.

3 PLATFORMS

- 1

Digitalizing, streamlining from a-z and advanced analytics: Streamlining the system of policies, documents, and processes; automating document drafting; data management throughout, applying big data analysis in decision-making; implementing digitalization according to the "Agile" models and "Agile@scale"(\*).
- 2

Risk management: Pioneering standardization according to Basel III; building and developing a reliable decision-making system with an appropriate scoring model; proactive risk management.
- 3

Organization, people and culture: A working environment that understands clients, is creative and highly professional; nurturing, attaching and rewarding talents; a culture of respect, transparency and efficiency; promote trust and achievement.

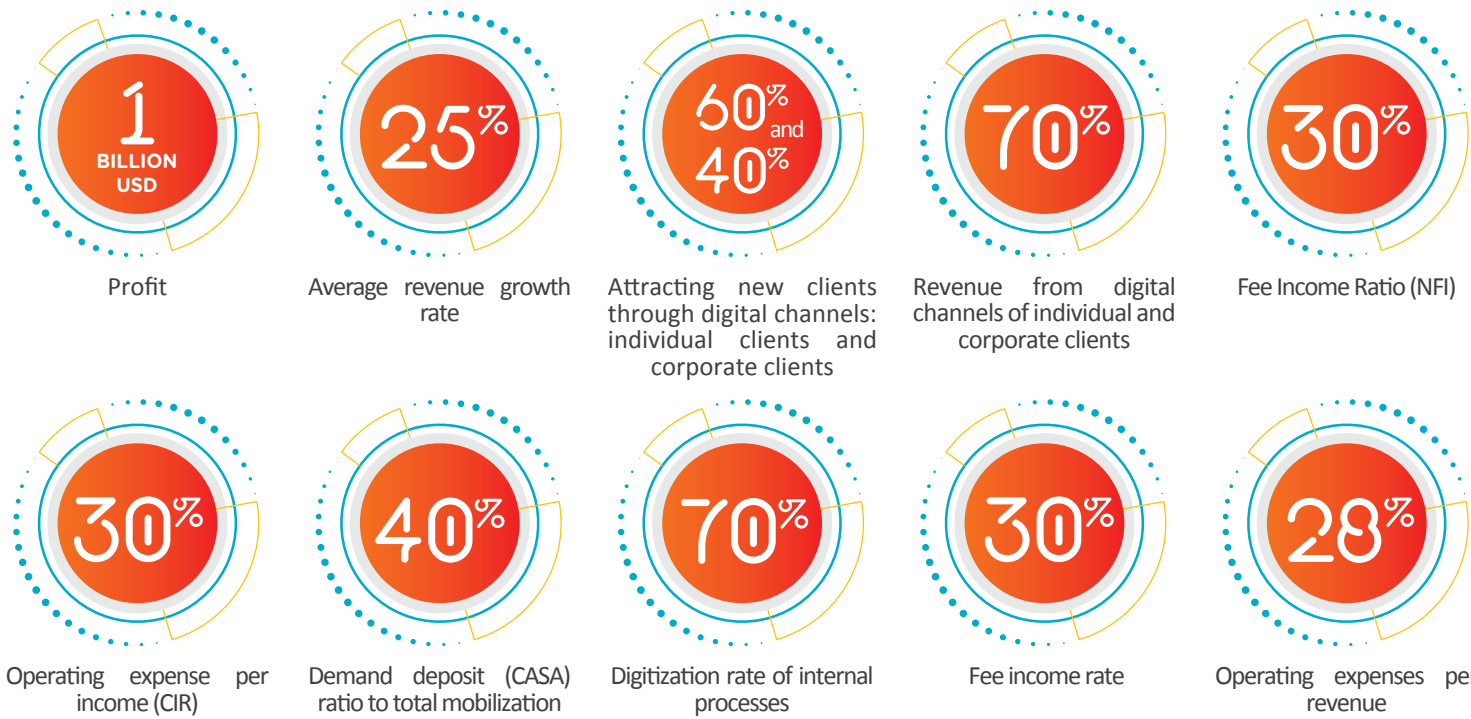
(\*) Agile: It is an implementation approach aimed at quickly adapting and responding to changes, where research – experimentation – and application are conducted simultaneously and continuously.  
Agile@scale: The deployment of Agile on a large scale.



Also in this period, MSB orients:

- Main development areas: Based on the analysis of internal potential along with assessments and forecasts of the macroeconomic situation, MSB identifies retail as the key segment of the strategy. In addition, the small and medium enterprises (SMEs) segment will also be the main engine that brings profits and growth to the bank with large revenue and number of clients.
- With the goal of sustainable growth: MSB aims to develop, expand market share and improve brand position, digitize and innovate business models, optimize product portfolios and improve client experience.
  - **Strongly developing the individual client segment** with a focus on young clients (Gen Z, Millennials) with high demand for digital financial services.
  - **Expanding distribution channels:** Combining traditional channels (branches, transaction offices) with digital channels (digital banking, mobile banking).
  - **Enhancing digital media campaigns:** Omnichannel marketing, focusing on client experience on digital platforms.
  - **Cooperating with strategic partners:** Combining with fintech, insurance companies, and e-commerce to expand the financial ecosystem.
  - **Focusing on developing a digital banking platform** with features such as online account opening, electronic identification (eKYC), and completely paperless transactions.
- **Provide multi-channel client support:** Integrate AI chatbots, smart call centers, and 24/7 client support via digital platforms.
- **Enhance cybersecurity:** Ensure data safety and secure online transactions; apply AI and data for credit assessment, fraud detection, and bad debt warnings.
- In addition, MSB also focuses on business support activities towards excellent service experience for clients such as:
  - Focusing on investing in the development of digital technology systems, big data analysis to understand client needs
  - Developing a digital ecosystem to help integrate diverse payment solutions resonates with more benefits for clients
  - Digitizing the client experience by applying biometric technology to ensure maximum security and convenience for clients
  - Processing automation and application of AI technology to improve transaction processing speed for clients
  - Developing human resources, strengthen training, develop skills, competencies, and professional qualifications to serve a better client experience.
  - Investing in improving client experience with a new modern branch and transaction office model towards the friendliest and most convenient for clients when coming to transact.

STRATEGIC GOAL TO 2028: DIGITAL CHANNELS ARE THE MAIN DRIVER OF GROWTH



FINANCIAL GOALS

With the momentum coming from the manageable business results of 2024, the Bank has considered the unpredictable factors of the domestic and international context, the resilience of each industry, on that basis to come up with a consolidated

business plan as below. These financial targets will be submitted to the Annual General Shareholders Meeting scheduled to take place in April 2025:

Unit: billion VND

NO.	INDICATOR	2024 IMPLEMENTATION	2025 PLAN	2025 PLAN/2024 IMPLEMENTATION
1	Total assets	320,148	350,000	109%
2	Capital mobilized in market I and capital-raising bonds	175,823	202,000	115%
3	Credit balances (including outstanding loans to credit institutions and individuals, investment in corporate bonds) <sup>(*)</sup>	177,394	212,000	120%
4	Consolidated bad debts (groups 3-5)	1.9%	<3%	-
5	Profit before corporate income tax	6,904	8,000	116%
6	Charter capital	26,000	31,200	120%
7	The dividend distribution rate by issuing shares from the accumulated profits until 31/12/2024 and after setting up funds in accordance with the law (% at par value) <sup>(**)</sup>	30% <sup>(*)5</sup>	20% <sup>(**)</sup> 6	67%

<sup>5</sup> Depends on the credit growth limit of the State Bank.

<sup>6</sup> According to the Resolution approved by the 2024 Annual General Shareholders Meeting, the Bank has paid dividends in shares at the rate of 30% from undistributed profits as of December 31, 2023 after deducting funds in accordance with the law, this dividend has been paid in 2024 and increased MSB's charter capital to VND 26,000 billion. With the expected profit generated in 2024 along with the remaining profit, the Board of Directors will submit to the General Shareholders Meeting for approval the plan to distribute dividends from profits that can be used to pay dividends at the rate of 20% in shares to increase charter capital to VND 31,200 billion, the implementation time in 2025 depends on the development of the market situation and business activities of MSB.

# EVALUATION BY THE BOARD OF DIRECTORS ON BANKING ACTIVITIES

## EVALUATION OF THE BOARD OF DIRECTORS ON THE BANK'S ACTIVITIES

In 2024, despite facing numerous fluctuations, the BOD highly valued the tireless dedication of all employees, under the close and flexible management of the CEO and the BOM. These collective efforts enabled MSB to achieve positive business results, successfully meeting several key objectives set by the General Shareholders Meeting and the BOD, specifically as follows:

- Total assets reached over VND 320,000 billion, an increase of nearly 20% compared to 2023.
- Total net income from operations reached VND 14,218 billion, up nearly 16% compared to 2023.
- The capitalization as of December 31, 2024 reached VND 30,290 billion, up 16.5% compared to the end of 2023.

With the goal of promoting business activities, expanding scale, aiming for sustainable growth, ensuring the highest standards of risk management requirements and creating a competitive position at home and abroad, in 2024, MSB successfully increased its charter capital from VND 20,000 billion to VND 26,000 billion through the issuance of shares to pay dividends to existing shareholders.

Along with that, in order to promote business activities, develop products, and expand the service supply network, MSB signed comprehensive cooperation agreements with many strategic partners such as Best Way Corporation (FinFan), PropertyGuru Vietnam Joint Stock Company (PGVN), MISA Joint Stock Company, Ngan Luong Intermediate Payment Gateway Joint Stock Company. In addition to positive business results, the BOD also recognized the efforts of all MSB employees on the journey of developing products and services, spreading MSB's corporate culture, and enhancing the brand with a series of extremely prestigious awards including: Third Prize at Sercurity Bootcamp 2024 - Information Security & Security Expert Community Event in Vietnam; 02 awards from Mastercard International Card Organization are "Top Value Banking Award" – honoring the top most valuable bank in the market and "MSB Mastercard Family Card – excellent family product"; Consolation Prize at the contest "Green Bank for Green Life" in 2024 organized by the Vietnam Banking Trade Union. In addition, MSB is honored to be in the Top 50 most effective business companies in Vietnam in 2024; 02 consecutive years in the Top 100 Best Workplaces in Vietnam. Notably, in December 2024, MSB was honored to receive a Certificate of Merit from the Ministry of Finance, honoring organizations that have made outstanding contributions to the 15-year development of the Government Bond market.

On the journey of realizing the sustainable development strategy, in the context of increasing climate change, MSB has affirmed its position as one of the pioneering banks in Vietnam in building and

implementing products and services, programs, initiatives, etc. directly related to this issue. MSB affirms its position as a bank that is responsible to the community and society by being consistent with its mission to create the best values for clients, shareholders and society, and ensuring that stakeholders receive comprehensive support to realize sustainable growth goals.

## EVALUATION OF THE BOARD OF MANAGEMENT ON THE BANK'S ACTIVITIES

In the face of unpredictable fluctuations in the financial market in 2024, the CEO and members of the BOM of MSB made great efforts in the governance and administration of MSB in accordance with the content of the Resolution of the General Shareholders Meeting and the direction of the BOD. In July 2024, the Law on Credit Institutions 2024 came into effect with many changes in the direction of stricter and more transparent, the BOM was very proactive, creative and promptly improvised in the administration work, while still ensuring strict compliance with the provisions of the law and the Bank's Charter.

The BOD actively participated in regular meetings with the BOM to review reports and assess MSB's business performance. These meetings served as a platform to monitor the implementation progress of the Board's Resolutions and Decisions, ensuring that any challenges encountered would be addressed promptly to achieve optimal results. Additionally, the BOM continuously updated the information about global economic and political developments, as well as factors leading to market fluctuations, and requested Departments and Divisions to provide regular operational reports, enabling the Board to formulate timely strategies and action plans for the next phase towards the established business plan targets.

In the second half of 2024, in the context of many challenges and difficulties in the banking industry, with tightening requirements from State management agencies, in parallel with supporting and creating conditions for clients to overcome the consequences of Typhoon No. 3 (September 2024), the CEO and the BOM actively researched and implemented business strategic orientations to ensure the completion of sector-wide targets set by the Government and the State Bank. The BOM also implemented a wide array of flexible management solutions, applied digital transformation according to the trend, in parallel with the principle of upholding sustainable development factors, bringing value to the community, improving MSB's operational efficiency, and striving to complete the best possible goals of the 2024 plan set by the General Assembly of shareholders and the BOD.



PLANS AND ORIENTATIONS OF THE BOARD OF DIRECTORS

In the period of complicated economic, political and social situations in the country and internationally, the BOD has successfully directed and implemented the targets entrusted by the General Shareholders Meeting, specifically as follows:

Unit: billion VND

NO.	INDICATOR	2024 PLAN	2024 IMPLEMENTATION	2024 IMPLEMENTATION /2024 PLAN
1	Total assets	280,000	320,148	114%
2	Capital mobilized in market I and bonds raised capital	178,900	175,823	98.3%
3	Credit balances (including outstanding loans to credit institutions and individuals, investment in corporate bonds)	178,200	177,394	99.5%
4	Consolidated bad debts (groups 3-5)	<3%	1.9%	Achieved plan
5	Profit before corporate income tax	6,800	6,904	101.5%
6	Remuneration, expenses of the BOD and BOS of Supervisors	24.5	16.89	68.9%
7	Charter capital	26,000	26,000	100%
8	Dividend payout/bonus share distribution ratio (%/par value) from profit	30%	30%	100%

Along with the financial targets, the BOD also focused on:

- Governance with a focus on sustainable development goals: Commit to supporting the Vietnamese Government’s objective of achieving net-zero carbon emissions by 2050, MSB ensures that its governance and operational systems adhere to compliance principles and exceed applicable legal standards. The Bank consistently balances development goals with social and environmental responsibilities. By adopting and integrating best international governance practices, MSB has laid the groundwork for a sustainable development governance framework, encompassing a comprehensive system of charters, regulations, policies, and internal legal documents. This framework fosters a fair working environment with abundant growth opportunities for all employees, regardless of gender, background, or position. Looking ahead, MSB will intensify efforts to align daily operations with environmental protection and climate change mitigation standards. The Bank will focus on supporting green transformation initiatives for clients, incorporating environmental and social risk assessments into business activities, and advancing emission reduction strategies. By doing so, MSB aims to achieve sustainable growth and position itself as a trusted partner for businesses embracing the "green" transition in line with the Government’s strategic direction.
- The Sustainable Development Committee needs to continue to promote its capacity and responsibility in developing sustainable development strategies and processes; coordinate with relevant Committees and units to integrate sustainable development strategies with the Bank’s medium and long-term business plans.
- Continuing to improve technology management capacity, digital transformation: Transform advanced technology platforms in line with the Bank’s overall business strategy to increase flexibility, promptly meet changing needs in business, create motivation to promote the capacity of sales units, transform the way of operation and business in the direction of digitalization. Along with that, a number of other activities are also promoted such as building a whole-of-line data management framework, standardizing and enhancing metadata, building a centralized data platform for the whole store, and at the same time developing and automatically operating analytical reports for business.
- The management and diversification of capital sources, ensure the safety of the Bank’s operations, as well as have a stable source of capital for investment and loan growth; develop credit on the principle of prudence, quality and safety assurance, reduce credit risk provisioning costs, increase income from recovery of risk-treated debts; optimize operating costs through streamlining and digitizing processes and products from clients to internal processes and services.
- Client development follows a general strategic orientation that has been established, in which, resources are concentrated to maximize growth for the core portfolio segment of individual clients (S&T) and small and medium enterprises (SMEs). In addition, research and develop maximum client support models on the basis of focusing on 05 main focuses, including: understanding clients, exploiting the chain and ecosystem, improving sales performance, streamlining and digitization, applying Big Data and advanced analytics.
- Continuing to apply Basel III international standards, IFRS, improve digital risk management strategies, improve risk control efficiency, and at the same time strengthen asset quality, strengthen security and safety systems to protect banks from potential risks; step by step improve the ESG (Environmental-Social-Governance) risk management system according to international standards towards the goal of stable, green and sustainable growth.

# BANK GOVERNANCE

## OVERVIEW

With the mission "For a more convenient life", associated with the goal of sustainable development, the BOD always focuses on governance, the goal of building a professional, effective and law-abiding management system. MSB always ensures compliance with the provisions of the law for a credit institution and regulations on corporate governance; At the same time, proactively absorbs progressive governance practices in the world with the goal of promoting and improving management practices, raising awareness of managers and all employees about compliance with laws and internal governance standards. MSB aims to become a bank with corporate governance standards that exceed compliance levels, meet higher criteria as prescribed by current laws, apply best international governance practices with the goal of sustainable development.

With the commitment to accompany the Government of Vietnam in the process of reducing net carbon emissions to zero by 2050, MSB's system management and operation are always based on the highest governance principle of always putting the interests of shareholders and clients first; at the same time, consider the harmony between development goals and responsibility to society and the environment to ensure the health, professionalism and sustainable growth of a credit institution.

## INVESTOR RELATION ACTIVITIES

### 2024 HIGHLIGHTS OF MSB STOCK

- The Bank's capitalization grew by 16.5% in 2024, from VND 26,000 billion to VND 30,290 billion, higher than the growth rate of VN-Index (12.11% in 2024). MSB ranked 37<sup>th</sup> in terms of capitalization on the Ho Chi Minh City Stock Exchange and in the top 10 banking stocks with the best value growth in 2024.
- The bank successfully increased its charter capital from VND 20,000 billion to VND 26,000 billion through a 30% share dividend distribution, making it one of the leading credit institutions in the banking industry in terms of dividend payouts to shareholders.
- The number of shareholders grew from 34,015 at the end of 2023 to 42,605 as of December 31, 2024, marking an increase of over 25%. Notably, the number of individual shareholders rose by more than 8,500, reflecting the Bank's expanding stock reach.
- The highest closing (adjusted) price of MSB shares of the year was 13,200 VND/share on October 17, 2024.
- The average trading volume per session in 2024 reached 9,146,962 shares, up 29% compared to 7,094,209 shares/session in 2023.
- It was the stock net bought by foreign investors despite an overall net selling trend in the market, where foreign investors divested approximately VND 90,000 billion on the Ho Chi Minh Stock Exchange in 2024.

### INVESTOR RELATION ACTIVITIES IN 2024

Since its listing on the Ho Chi Minh City Stock Exchange on December 23, 2020, MSB has consistently prioritized resource investment and the enhancement of corporate governance standards, adhering to the principles of transparency in information disclosure. All activities were designed to safeguard the interests of shareholders and stakeholders. Investor relations efforts were continuously innovated and standardized in line with best practices, ensuring full compliance with the obligations of a listed and large public company while maximizing value for investors and shareholders.

- MSB constantly ensured transparency in information disclosure: The Bank strictly complied with information disclosure regulations as outlined in Circular No. 96/2020/TT-BTC, issued by the Ministry of Finance on November 16, 2020, along with relevant regulations governing stocks, bonds, and specialized laws applicable to credit institutions. In 2024, MSB updated its information disclosure regulations and internal reporting processes in alignment with amended and supplementary legal requirements. Through digitalization initiatives in internal processes and its commitment to international environmental, social, and governance (ESG) standards, as well as sustainable development criteria, MSB actively supported shareholders and investors in accessing timely and effective information. This ensured that stakeholders can fully exercise their rights and obligations under the law, further enhancing the Bank's reputation and market position. MSB disclosed all periodic, ad-hoc, and on-request information through multiple channels, including the electronic information portals of the State Securities Commission, Ho Chi Minh City Stock Exchange, and Vietnam Securities Depository and Clearing Corporation, as well as online financial and news platforms, mass media, press releases, and the bank's official website (<https://www.msb.com.vn/>).
- The Investor Relations Department, in coordination with the Shareholder Management Department (BOD Office), served as an effective and open communication bridge between MSB and its shareholders. In April 2024, MSB successfully held its Annual General Shareholders Meeting. The BOD and the BOM provided thorough responses regarding shareholders' rights to vote, contribute opinions, and ask questions regarding the Bank's operations, adhering to principles of transparency and equity. The assigned tasks from the previous General Shareholders Meeting were reported in detail. Key activities from the past year were reviewed, evaluated, and explained, while the operating plan for the upcoming period was presented to collect Shareholders' feedback. To enhance shareholder and investor engagement in the digital age, MSB regularly organized online and offline meetings with bilingual materials. These sessions engaged a broad audience, including investors, shareholders, securities analysts, investment funds, professional investors, and media representatives. Additionally, every quarter, the Bank published business results and addressed inquiries regarding its operations, strategic direction, and macroeconomic developments impacting the banking sector. On-demand investor meetings and Investor Conferences hosted by leading financial institutions such as SSI and Citigroup also served as a channel facilitating direct engagement between MSB's senior management and domestic and international investors. As a result of these proactive investor relations efforts, in 2024, MSB expanded its shareholder base to over 42,600, with a notable increase in domestic and foreign investment fund shareholders. This served as a driving force for the Bank to enhance investor relations activities in 2025, aligning with sustainable development standards in banking governance, especially the commitments to upholding shareholder rights and benefits.



- Implementing the Resolution of the Annual General Shareholders Meeting, MSB increased its charter capital to VND 26,000 billion through the payment of stock dividends at the rate of 30% in 2024. Procedures with the regulatory agency to be licensed to increase charter capital, information related to the capital increase and related procedures after completing the capital increase are all announced by MSB on time on the Bank's website (Investor section) and through information channels of the State Securities Commission. The Ho Chi Minh City Stock Exchange and the Vietnam Securities Depository and Clearing Corporation, ensuring compliance and transparency of information. Since its listing, MSB has paid dividends to shareholders quite regularly and is one of the credit institutions with the highest dividend payout among banks.
- In order to standardize internal governance, the Investor Relations department is also the main contributor in the process of developing MSB's GRI Sustainability Report in the last two years. Integrating sustainable development factors into all banking activities is one of MSB's long-term strategies that is currently being actively promoted.

#### ORIENTATIONS FOR INVESTOR RELATION ACTIVITIES IN 2025

Towards the goal of sustainable development, ensuring that environmental, social, and governance criteria are fully considered in the bank's operational orientation, investor relations activities will continue to be focused and strengthened. Improving the efficiency of communication, expanding the scale and channels of access to investors, transparency in information disclosure, ensuring data quality, digitizing processes, and applying best practices are the goals of investor relations activities.





INTRODUCTION OF THE BOARD OF DIRECTORS, THE BOARD OF SUPERVISORS AND THE BOARD OF MANAGEMENT

MR. TRAN ANH TUAN

M.A – Griggs University  
Chairman

Mr. Tran Anh Tuan has been involved in the management and operation of MSB since 2007, holding key positions such as Vice Chairman of the BOD and CEO. Since February 2012, he has served as the Chairman of MSB.



MR. NGUYEN HOANG LINH

M.A - Hanoi University of Science  
and Technology  
Member of the BOD, CEO

With over 26 years of experience in banking and finance, Mr. Nguyen Hoang Linh has held leadership roles at PVcomBank, Western Bank, Viet A Bank, etc. He has been with MSB for over 20 years, serving in crucial positions such as Director of MSB Ho Chi Minh, Deputy CEO, and CEO of RB. Since March 2020, he has been the CEO of MSB, and in September 2020, he was elected as a member of the BOD.



BOARD OF DIRECTORS

MEMBERS AND STRUCTURE OF THE BOARD OF DIRECTORS

The BOD of MSB consists of 7 members, including 01 independent member and 06/07 non-executive members. The composition of the BOD ensures diversity in gender and professional qualifications, all members have extensive experience in working and managing in the fields of finance - banking, risk management and technology. The 2024 General Shareholders Meeting also elected Mr. Vo Tan Long as a member of the BOD, dismissing Ms. Nguyen Thi Thien Huong – Vice Chairwoman of the BOD.

MR. TRAN XUAN QUANG

M.A - Southern California University  
for Professional Studies  
Standing Vice Chairman

Joining MSB in 1993, Mr. Tran Xuan Quang has held various roles, including Director of Transaction Department, Deputy CEO in charge of Corporate & Individual Clients, Deputy CEO and CEO of EB, Deputy CEO and Director of Strategic Management Division. In April 2016, he was elected as a member of the BOD of MSB. From 04/2023 to now, he has held the position of Standing Vice Chairman of MSB.



MR. NGUYEN HOANG AN

B.A – Banking Academy  
Vice Chairman of the BOD

He joined MSB in 1991 and held positions such as Head of Credit Department, Director of Thanh Xuan Branch, Director of Hanoi Branch, Deputy CEO of MSB. From 05/2018 until now, he is the Vice Chairman of MSB.



MS. NGUYEN THI THIEN HUONG

M.A – University of Hawaii, Manoa  
Vice Chairwomen  
(from 1/1/2024 – 23/4/2024)

She has extensive experience in the banking industry. From 1995 to 2016, she worked at Techcombank and held key positions such as Head of Securities Investment and Projects Department, Head of Credit Department, Deputy CEO and Standing Member of the Risk Audit Committee. From May 2018 until April 2024, she has served as Vice Chairwoman of MSB.



MS. LE THI LIEN

Ph.D – California Miramar University  
Member of the Board of Directors

From 2007 to 2012, she was Chairwomen of the BOD, capital representative of VNPT at the Bank and Head of Investment and Capital Management Department, Vietnam Post and Telecommunications Group. From 2012 to 2017, she held positions such as Head of Investment and Capital Management Department, Deputy Head of Finance and Strategy Department of Vietnam Post and Telecommunications Group. From 05/2018 to 4/2022, she was an independent member of the MSB BOD. From 04/2022 until now, she is a member of the BOD of MSB.



MR. VO TAN LONG

Ph.D - Saint Petersburg  
Electrotechnical University  
Member of the Board of Directors

He has held key personnel positions at prestigious domestic and international organizations such as: CEO of PricewaterhouseCoopers Consulting Co., Ltd. (PwC); Director of Digital Transformation of PwC Vietnam Co., Ltd.; Director of Digital Banking Services Division, Director of Information Technology Division of VPBank; CEO of IBM Vietnam Co., Ltd. He joined MSB at the end of 2023 and assumed the role of Chairman of the Technology Committee. From April 2024 until now, he has been elected as a member of the BOD of MSB. At the same time, Mr. Long is also the Chairman of the Sustainable Development Committee.



MR. TA NGOC DA

B.A - University of Economics  
Ho Chi Minh City  
Independent Board Member

He joined MSB in 2010 and held positions such as Deputy CEO and Director of the Ho Chi Minh Centralized Credit Processing Center; Deputy CEO of Credit Approval Division, Deputy CEO of Risk Management Division, Deputy CEO in charge of administration. From 04/2022 until now, he has been an independent member of the BOD of MSB.





SHAREHOLDING RATIO OF MEMBERS OF THE BOARD OF DIRECTORS

	1	2	3	4	5	6	7	8
Full name	Mr. Tran Anh Tuan	Mr. Tran Xuan Quang	Mr. Nguyen Hoang An	Mr. Nguyen Hoang Linh	Ms. Le Thi Lien	Mr. Vo Tan Long	Mr. Ta Ngoc Da	Ms. Nguyen Thi Thien Huong
Position	Chairman	Standing Vice Chairman	Vice Chairman	Member of the BOD - CEO	Member of the BOD	Member of the BOD (appointed on 23/4/2024)	Independent Member of the BOD	Vice Chairwomen (dismissed on April 23, 2024)
Number of shares	21,901,262	322,186	440,278	492,128	828,049	0	156,917	92,274 (Data as of April 23, 2024)
Ownership ratio <sup>7</sup>	0.84%	0.01%	0.02%	0.02%	0.03%	0%	0.01%	0.005% (Data as of April 23, 2024, calculated on the total charter capital of VND 20,000 billion)
Management titles held by members of the BOD at other companies	None	<ul style="list-style-type: none"><li>• Vice Chairman /CEO of ROX Group Joint Stock Company</li><li>• Chairman of Family Mart Vietnam Joint Stock Company</li><li>• Chairman of ROX Key Holdings Joint Stock Company</li></ul>	None	None	Chairman of ROX Asset Joint Stock Company	None	<ul style="list-style-type: none"><li>• Chairman of Smart Solutions Information Technology Company Limited</li><li>• Chairman of Intelligent System Information Technology Company Limited</li><li>• Member of the BOD of ROX Living Joint Stock Company</li></ul>	None

<sup>7</sup> Based on charter capital of VND 26 trillion

SUBCOMMITTEES OF THE BOARD OF DIRECTORS

Risk Management Committee

Member	Position
<b>Mr. Tran Xuan Quang</b> Permanent Vice Chairman of the BOD	President
<b>Mr. Ta Ngoc Da</b> Independent Member of the BOD	Voting Member
<b>Ms. Le Thi Lien</b> Member of the BOD	Voting Member
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Voting Member
<b>Mr. Do Thanh Cong</b>	Voting Member
<b>Mr. Ha Duyen Tien</b>	Voting Member
<b>Ms. Nguyen Thi Thu Hang</b> Chief Finance Officer	Non-voting member

Strategy Committee

Member	Position
<b>Mr. Tran Anh Tuan</b> Chairman	President
<b>Mr. Tran Xuan Quang</b> Permanent Vice Chairman of the BOD	Permanent Vice Chairman
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Vice President
<b>Mr. Vo Tan Long</b> Member of the BOD	Vice President
<b>Ms. Dinh Thi To Uyen</b> Deputy CEO/Chief Strategy Officer	Member
<b>Mr. Nguyen Tien Duc</b> Chief Risk Officer	Member

Personnel Committee

Member	Position
<b>Mr. Tran Anh Tuan</b> Chairman	President
<b>Ms. Nguyen Thi Bich Huyen</b>	Permanent Vice Chairman
<b>Mr. Tran Xuan Quang</b> Permanent Vice Chairman of the BOD	Member
<b>Ms. Le Thi Lien</b> Member of the BOD	Member
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Member
<b>Mr. Nguyen Ngoc Cuong</b> Chief Human Resource Officer	Member

Technology Committee

Member	Position
<b>Mr. Vo Tan Long</b> Member of the BOD	President
<b>Mr. Tran Xuan Quang</b> Permanent Vice Chairman of the BOD	Member
<b>Mr. Ta Ngoc Da</b> Independent Member of the BOD	Member
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Member
<b>Mr. Nguyen Phi Hung</b> Deputy CEO	Member
<b>Mr. Nguyen Quoc Khanh</b> Chief Technology Officer	Member
<b>Ms. Dinh Thi To Uyen</b> Deputy CEO/Chief Strategy Officer	Member
<b>Ms. Nguyen Thi Thu Hang</b> Chief Finance Officer	Member
<b>Mr. Le Minh Loan</b> Cyber Security Expert	Member
<b>CEO of Specialized Banking and Directors of Divisions/Departments</b>	Member

Risk Handling Commitee

Member	Position
<b>Ms. Le Thi Lien</b> Member of the BOD	President
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Vice President
<b>Mr. Nguyen Tien Duc</b> Chief Risk Officer	Voting Member
<b>Ms. Nguyen Thi Thu Hang</b> Chief Finance Officer	Voting Member
<b>Mr. Do Thanh Cong</b>	Voting Member
<b>Mr. Ha Duyen Tien</b>	Voting Member
<b>CEO of Specialized Banks or Directors of Blocks/Boards</b>	Non-voting member
<b>Director of Credit Risk Management of Specialized Banking, Risk Management Division</b>	Non-voting member

Sustainable Development Committee

Member	Position
<b>Ms. Nguyen Thi Thien Huong</b> Vice Chairwoman of the BOD (until April 23, 2024) <b>Mr. Vo Tan Long</b> Member of the BOD (from April 23, 2024)	President
<b>Mr. Nguyen Hoang Linh</b> Member of the BOD/CEO	Vice President
<b>Ms. Nguyen Huong Loan</b> Deputy CEO/Head of FI	Member
<b>Ms. Nguyen Thi Thu Hang</b> Chief Finance Officer	Member
<b>Ms. Dinh Thi To Uyen</b> Deputy CEO/Chief Strategy Officer	Member
<b>Mr. Nguyen Tien Duc</b> Chief Risk Officer	Member
<b>CEO of a specialized banking or Director of the Division/Department directly managing clients</b>	Member



ACTIVITIES OF THE BOARD OF DIRECTORS

In 2024, MSB's BOD convened seven meetings with the participation of Board members, Supervisory Board members, and the CEO. Additionally, the Board held specialized working sessions to discuss, provide directions, and align on key matters within the MSB system. The Board also conducted 269 rounds of written opinion collection from its members on matters within its authority. All meetings and consultations were conducted in compliance with the prescribed procedures, ensuring adherence to legal provisions and the Bank's Charter regarding participant eligibility and voting processes.

In order to consolidate the senior management apparatus, the 2024 Annual General Shareholders Meeting elected Mr. Vo Tan Long as a member of the BOD. The BOD also appointed Mr. Tran Xuan Quang to hold the position of Standing Vice Chairman of the BOD and approved the content of work assignment to members of the BOD in accordance with each professional field. The participation of members of the BOD in 2024 is as follows:

No.	Member of the BOD	Number of BOD Meetings Attended	Meeting Attendance Rate	Reasons for not attending the meeting
1	Mr. Tran Anh Tuan	07	100%	
2	Mr. Tran Xuan Quang	07	100%	
3	Mr. Nguyen Hoang An	07	100%	
4	Mr. Nguyen Hoang Linh	07	100%	
5	Ms. Le Thi Lien	07	100%	
6	Mr. Vo Tan Long	05	100%	Appointed on 23/04/2024
7	Mr. Ta Ngoc Da	07	100%	
8	Ms. Nguyen Thi Thien Huong	02	100%	Dismissed on 23/04/2024

ACTIVITIES OF INDEPENDENT MEMBERS OF THE BOARD OF DIRECTORS

In 2024, the independent members of the BOD effectively fulfilled their role and responsibilities by collaborating with other Board members to provide direction, oversight, and guidance to subordinate units, the CEO, and the BOM. Actively participating in the Risk Management

Committee (as mandated by the Law on Credit Institutions 2024) and the Technology Committee (as assigned by the Chairman of the Board), the independent Board members contributed insights, engaged in discussions, and made decisions on the bank-wide risk management and technology policies, thereby supporting the stability of MSB's operations. Additionally, the independent Board member diligently fulfilled their duty of reporting to the General Shareholders Meeting on their activities and providing an independent assessment of the Board's performance, in compliance with the Law on Securities.

ACTIVITIES OF THE SUBCOMMITTEES OF THE BOARD OF DIRECTORS

According to the assigned authority, the Assisting Committees under the BOD successfully carried out specific tasks in 2024, as follows:

Risk Management Committee (RMC)

In 2024, the Risk Management Committee held nine meetings and approved ten proposals for comments via email, strictly adhering to the functions and responsibilities assigned by the BOD. During these meetings, the Committee focused on discussing reports and topics while reviewing proposals to provide advice and recommendations to the BOD and the CEO, specifically:

- Approve 12 periodic risk portfolio reports and 03 compliance monitoring reports
- Discuss18 topics/reports on risk management, in which the topics/reports revolve around the business model and operation of risk management: Improving awareness, promoting the risk management culture of line 1; Reviewing and updating the list of key industries/fields of large corporate clients; the topic of Risk management for subsidiaries; Report on the quality of the client portfolio of small and medium-sized enterprises and individual clients; exchange the mechanism of supervisory members at the Credit Approval Councils; Thematic Report on Debt Collection...
- Advise and recommend to the BOD 14 proposals for approval and issuance of documents under its authority, including the Credit Risk Management Framework Regulations, credit rating models, approval authority, Component risk management regulations, etc.
- Review and recommend to the CEO 10 proposals for approval of the amendments to policies/programs/products the CEO's authority, including Regulation on credit extension of specialized banks, programs/solutions of segments with contents exceeding the scope of the Regulation on Credit Extension, Regulation on Collateral, as well as exception mechanisms designed to support business growth.
- Issue 07 directions on actions regarding business models and risk management operation models, debt portfolio management, and debt recovery policies...

During the year, the Committee also agreed to assign tasks to each of its member, participated in in-depth counseling, orientation and full-time consulting in each field in order to further promote the role of the RMC assigned by the BOD.

Strategy Committee (SC)

In 2024, SCSC conducted 03 face-to-face meetings, presenting 06 key reports with specific contents as follows:

- Evaluation of SC's operating mechanism: SCSC agreed on the main contents of the year's discussion focusing on 3 areas including: Business strategy; the effectiveness of the implementation of the strategy, the efficiency of the implementation of transformation projects/strategic projects and the adjustment of the Operation Regulation of the SC to suit the operation situation.
- Banking Industry Digital Transformation Report: Providing a panoramic view of the digital transformation of the entire banking industry in the Vietnamese market, including the opportunities, potentials and challenges of the digitalization process; at the same time, assess the level of digital transformation of MSB and other banks to set out appropriate digital transformation orientations.
- Updates of digital transformation initiatives: Assess the impact of ongoing digital transformation programs on MSB's business results and set new development goals for 2024.
- Report on the implementation of the strategy and key strategic indicators of MSB: Periodically monitor the key strategic indicators to evaluate the implementation of the strategy of professional units, thereby promptly identifying difficulties and proposing solutions to handle them in a timely manner.
- Report on the progress and results of transformation programs: Evaluate all strategic programs through an overall dashboard, showing objectives and key results (OKRs) for effective governance.
- Report on retail credit growth plans and solutions, client growth plans and solutions of RB and EB. In the context that the indicators in the Balanced Scorecard (BSC) are showing signs of slowing down, RB and EB reported to SC solutions to promote growth in the coming time.
- In addition, SC was also periodically updated via email on BSC's key strategic indicators and the results of digital transformation programs through a set of OKRs.
- With the role of advising and recommending to the BOD on the strategic orientation and actions to be taken to successfully implement the strategy, SC directed professional units to closely monitor the transformation programs across the Bank, provide guidelines on methods to improve the operating model in response to the rapidly evolving transformation of clients, market and economy.

Personnel Committee (PC)

In 2024, the HR Committee received and processed over 100 personnel-related applications and provided advisory support to the BOD and the Chairman on matters concerning the Bank's organizational structure, ranking and title systems, employee policies, and personnel arrangements to align with the business environment and optimize organizational resources. Additionally, the Committee held meetings on

regular basis to discuss and reach consensus on critical issues, including the positioning of the overall HR strategy for the 2024–2027 period, salary payment strategy, planning and rotation policies for senior management, and progress updates on key projects. Furthermore, the Committee performed personnel procedures for management positions and statutory titles under the authority of the BOD and the Chairman, as well as other tasks assigned by the Chairman of the BOD.

Technology Committee (TC)

In 2024, the Technology Committee held 04 periodic meetings:

- The meeting in the first quarter of 2024 with the main contents including: Results of the implementation of the conclusion of the meeting in the fourth quarter of 2023; updates of capacity changes according to the Enterprise Architecture Framework (EA); Report on Technology health metrics; Report on Technology Transformation metrics; Topic on Information Security (Ransomware); updates of project progress and portfolio; Report on the use of the technology investment budget in 2024 as approved.
- In addition to the main meeting sessions, the TC also organized 05 thematic reports to address problems in a timely and effective manner: Report on the core banking project on the official plan to come into operation (golive); Thematic reports on AI/ML; Thematic reports on Cloud Operation model and Cloud maturity; Topic on Business capability landscape update; Report on the results of the Agile Centre of Excellence (Agile COE) at the Digital Factory Block.
- The meeting of the second quarter of 2024 with the main contents including: Report on the results of the implementation of the conclusions of the first quarter of 2024; Report on capacity change according to the Enterprise Architecture Framework; Report on Technology Health Index and Key Technology Transformation; Report on the update on the progress of the implementation of the Resolution on Technology Investment 2024; Report on project progress and list of technology investment projects.
- In addition to the main meeting sessions after the second quarter of 2024, the People's Committee held 02 thematic meetings to report to the TC on the Core Banking transformation project and the improvement of the IT Delivery Speed index.
- The meeting of the third quarter of 2024 reported the following contents: Update on the progress of implementing actions accumulated from Q1/2024; Report on the Technology Health Index and Technology Transformation Index; updates on changes related to the Enterprise Architecture Framework and related risks in technology and business; Report on the progress of the project implemented in the whole row and by portfolio (Portfolio).

- In addition to the main meeting sessions after the third quarter of 2024, the TC also held a meeting on the thematic report on the technology budget investment plan in 2025 and the topic of human resource indicators (Employee capability fulfillments gap and Employee Satisfactions).



- The meeting session for the fourth quarter of 2024 is scheduled to take place in the first week of January 2025 with the following items: Report on the progress of budget implementation in 2024, new and transitional investment plans according to the 2025 portfolio; Other reporting contents are similar to the previous quarter with minor improvements according to identification and comments.

**Sustainable Development Committee (SDC)**

At the end of 2024, a year with a strong trend of sustainable development not only in the international financial market but also in Vietnam's banking industry, MSB also focused resources on research, cooperation with experienced partners to promote and implement initiatives in business activities, etc. operating towards sustainable development goals in the short and medium term. Outstanding activities of the People's Committee in 2024 included:

- Organizing 4 meetings in 4 quarters with the participation of at least 5/6 members of the Committee at each meeting with members of the BOM, leaders of Blocks/Departments/Departments.
- Updating to the members of the BOD and the Bank's BOD on the trend of sustainable development at the international and domestic scales and outstanding events/economic policies that affect the progress of realizing the net zero carbon emission target.
- Coordinating sustainable development activities in each quarter, organize consultation with Committee members for short-term goals in the following quarters to achieve the best results.
- SDC implemented notable key action plans, including the development of a Sustainable Development Strategy, the establishment of a carbon emission calculation system for banking activities, and the update of environmental and social risk management policies. Additionally, the Committee has worked to mobilize "green" capital and funds that meet sustainable development criteria from international partners, joined the Green Banking Alliance (founded by IFC and the Hong Kong Monetary Authority), developed and piloted green credit products, strengthened MSB's commitment to environmental and social standards with stakeholders, and promoted green living habits across the entire bank through training initiatives.

The activities of SDC were highly regarded by international lending partners, foreign business partners, consulting firms, and MSB's clients. The Committee meticulously and thoroughly drafted and considered action plans and orientation for 2025 and the medium term to ensure effective and cost-efficient implementation, and bring value for stakeholders while aligning with Vietnam's national commitment to achieving net-zero emissions by 2050.

**TRAINING ON BANKING MANAGEMENT FOR MEMBERS OF THE BOARD OF DIRECTORS**

In 2024, with the objective of aligning training activities with MSB's strategic direction in the new era - particularly its digital

transformation strategy - MSB's training programs focused on disseminating knowledge, skills, and working methodologies suited to the Bank's level of digital maturity. A key highlight was the M.Digi Leaders program, developed in collaboration with a renowned international consulting partner, aimed at enhancing the digital capabilities of selected digital leaders. Additionally, the program's participants actively transferred knowledge by delivering "Innovation" training sessions to lower-level management, ensuring widespread capability building across the institution. Keeping pace with market trends, cutting-edge topics such as "Generative Artificial Intelligence" were swiftly integrated into the training roadmap for MSB's senior leadership, including all members of the BOD.

In particular, this was the year when the spirit of "Servant Leadership" was considered the core of management and executive activities at MSB. Accordingly, all members of the BOD, the BOM, and other senior leaders of MSB went through a series of training journeys on this topic. The journey marked by an event is within the framework of MSB's corporate culture emulation campaign. For the first time, members of the BOD and the BOM became lecturers, sharing the content of "Leadership and service" for management teams at all levels. This was considered an extremely memorable activity in MSB's development journey and continued to be strongly spread in the working environment.

In addition to MSB's internal training programs, members of the BOD continuously enhanced their management and leadership capabilities through international training courses. In September 2024, Mr. Tran Xuan Quang, Permanent Vice Chairman of the MSB BOD, participated in the CEO Excellence Training Program 2024, organized by McKinsey & Company's Center for Leadership Development in Rome, Italy. This prestigious program focused on innovation, creativity, intellectual development, and emotional control, equipping leaders with the skills to maximize their management effectiveness and successfully navigate business challenges amid the complexities of the global economy.

On the journey of Digital Transformation, members of the BOD were also constantly innovating and improving their leadership capacity in the digital era. On the path of digital transformation, the MSB BOD is committed to continuous innovation and enhancing leadership capabilities in the digital era. In early 2025, the Board developed a training roadmap to strengthen the management and operational competencies of senior leaders, with a particular focus on digital management skills, exploring new perspectives on management strategies, and applying AI technology to enhance operational efficiency.

Besides, as part of the 2025 training plan, the MSB BOD will also nominate independent Board members to participate in the 2025 BOD Summit, organized by the Vietnam Independent Directors Association (VNIDA), scheduled for October 2025. This annual conference presents a valuable opportunity for business leaders to connect with top experts from Vietnam and around the world, gaining new insights into strategy and innovation to help organizations navigate economic challenges and achieve sustainable success.





BOARD OF SUPERVISORS

MEMBERS AND STRUCTURE OF THE BOARD OF SUPERVISORS

MS. PHAM THI THANH

Head of the Board of Supervisors



Ms. Pham Thi Thanh used to hold many important positions such as: Deputy Director of the State Bank of Ha Tay Province (formerly); Deputy Director of the General Control Department of the State Bank of Vietnam; Member of the BOD, Head of the BOS of the Bank for Social Policies. She joined the BOS of MSB in April 2009 as a member of the BOS. Since September 2009, she has held the position of Head of the BOS of MSB.

MS. CHU THI DAM

Member of the Board of Supervisors



Ms. Chu Thi Dam has 28 years of experience in the banking and finance industry. She joined MSB in September 2008 and previously held the position of Head of Internal Audit Department. Since February 2012, she has held the position of member of the BOS of MSB.

MS. LE THANH HA

Member of the Board of Supervisors



Ms. Le Thanh Ha joined MSB in 1991 and held leadership positions in departments such as Accounting, Client Service, Capital Management, Investment and Foreign Currency Trading - Financial Market Division, Banking and Financial Institutions. Since February 2012, she has held the position of member of the BOS of MSB.

LIST OF OWNERSHIP PERCENTAGE OF VOTING SHARES AND OTHER SECURITIES OF THE BOARD OF SUPERVISORS

List of voting shareholding ownership percentage

No.	Full name	Gender	Position	Number of voting shares held (shares)	Ownership Percentage
1	Pham Thi Thanh	Female	Head of Department	305,830	0.010%
2	Chu Thi Dam	Female	Dedicated Member	184,548	0.007%
3	Le Thanh Ha	Female	Dedicated Member	310,225	0.010%

List of ownership percentage of other securities

No.	Full name	Gender	Position	Other stock codes	Number of voting shares held (shares)	Ownership Percentage
1	Ms. Chu Thi Dam	Female	Dedicated Member	MBB	5,750	0.000094%
				ACB	15,000	0.000335%
				TCB	15,000	0.000212%
				TPB	3,400	0.000128%
				VIB	6,000	0.000201%
				VND	6,250	0.000410%
				VPB	8,400	0.000105%
3	Ms. Le Thanh Ha	Female	Dedicated Member	MBB	3,729	0.000052%
				TN1	1,170	0.0023%
				VIE	2,000	0.039%

ACTIVITIES OF THE BOARD OF SUPERVISORS

In 2024, the BOS held 05 meetings. The main content of the meetings was to update the business activities of MSB, key resolutions issued by the BOD, directions and regulations of the State Bank for the operation of credit institutions in general and for MSB in particular...; thereby agreeing on the tasks that need to be focused on in the process of supervising business activities, directing the internal audit to closely follow the requirements of the State Bank; remote supervision and direct audit of the Bank's key business activities; report to the BOD and the CEO for a number of potentially risky activities to have solutions to correct and improve quality, ensure that MSB operates safely, efficiently and in compliance with the provisions of law.

The meetings reached the consensus and consensus of all members of the BOS, which is the premise for the BOS to successfully complete the work according to regulations, contributing to the stable and sustainable development of the Bank.



BOARD OF MANAGEMENT

MEMBERS OF THE BOARD OF MANAGEMENT

MR. NGUYEN HOANG LINH

M.A - Hanoi University of Science and Technology  
Chief Executive Officer,  
Member of the Board of Directors



With over 26 years of experience in the banking and finance sector, Mr. Nguyen Hoang Linh has held many important positions in Vietnamese banks such as member of the BOD, CEO at PVCombank; CEO at Western Bank; acting CEO at Vietnam Asia Bank, etc. He has dedicated to MSB for more than 20 years and been tasked with many key roles such as Ho Chi Minh Branch Manager, Deputy CEO cum Head of Strategy Division, Deputy CEO cum Head of RB. In March 2020, he was elected as CEO. In September 2020, he was elected to the BOD for the term of 2018-2021. Since 2021, Mr. Nguyen Hoang Linh has become the leader of “Digital Factory” project and digital transformation activities.

MR. NGUYEN THE MINH

M.A – ESCP and Paris Dauphine University  
Deputy Chief Executive Officer,  
Head of Enterprise Banking



With 27 years of experience in the banking and finance sector, Mr. Nguyen The Minh has held key leadership positions at several prestigious banks, including Director of MME and Director of the North at HSBC Vietnam, as well as Senior Director of Corporate & Financial Projects at Calyon Vietnam. Since April 2015, he has served as Deputy CEO of MSB and CEO of Large EB. In January 2019, he was appointed as Deputy CEO of MSB and Head of EB.

MR. NGUYEN PHI HUNG

M.A – Asian Institute of Technology  
Deputy Chief Executive Officer



With over 21 years of experience in the banking and finance sector, Mr. Nguyen Phi Hung has held senior leadership positions at both domestic and international financial institutions, including Citibank Hanoi, Global Petroleum Joint Stock Commercial Bank, and Petrolimex Joint Stock Commercial Bank, etc. He has been with MSB for more than 7 years, serving as Deputy CEO - Chief Operating Officer. On October 30, 2023, he was officially appointed as Deputy CEO of MSB.

MS. NGUYEN HUONG LOAN

M.A – Sorbonne University Paris 1  
Deputy CEO, Head of Financial  
Institution Banking



Ms. Nguyen Huong Loan joined MSB in 2009 as Deputy CEO cum Head of Treasury Division. Prior to that, she held senior leadership positions at leading credit institutions such as Techcombank and PGBank. Currently, she serves as Deputy CEO of MSB and Head of FI. In this role, she is responsible for overseeing all business activities with financial institutions, including relationship management and the provision of products and services for financial institution clients, such as insurance companies, securities firms, fund management companies, and public financial institutions.

MS. NGUYEN THI MY HANH

M.A – University of Applied Sciences and Arts of Northwestern Switzerland  
Deputy Chief Executive Officer,  
Head of Retail Banking



Ms. Nguyen Thi My Hanh has 23 years of experience in the banking and finance industry, including 17 years at MSB, where she has held various management positions, such as Director of Sales and Distribution Channel Center, Director of Business Development Management Center, Director of Region 1, and Head of the Capital Mobilization Department. Additionally, she served as Deputy Director of the Business Development Center at VietinBank’s Retail Division. In January 2020, she was appointed Deputy Head of RB. Since December 2020, she has held the position of Head of RB, and from April 2022, she has concurrently served as Deputy CEO of MSB and Head of RB.

MS. DINH THI TO UYEN

Deputy Chief Executive Officer,  
Chief Strategy Officer



Ms. Dinh Thi To Uyen has 27 years of experience in marketing and communications, having held senior leadership positions at both domestic and international organizations, including Marketing & Brand Director at Techcombank, Marketing & Business Development Director at British Petroleum, and Head of Marketing at Shell Gas Vietnam. She joined MSB in May 2015 as Head of Marketing & Communications Division. In February 2020, she was transferred and appointed as Chief Strategy Officer, and since April 2022, she has served as Deputy CEO and Chief Strategy Officer.



BOARD OF MANAGEMENT

MEMBERS OF THE BOARD OF MANAGEMENT

MR. BUI DUC QUANG

Head of Credit Management Banking



Mr. Bui Duc Quang has more than 24 years of experience in the field of law, including 09 years of working in the banking industry. Previously, he held the position of Director of Debt Processing for Individual Clients – International Commercial Joint Stock Bank (VIB); Director of Proceedings, Member of the Advisory Council – TNG Group. At MSB, he used to hold the position of Director of Proceedings Management and Debt Trading, Deputy Director in charge of Credit Management Division, Chairman of MSB AMC and held the position of Acting Director of Credit Management Division since January 2020. Since July 2020, Mr. Quang has been appointed as Head of the Credit Management Banking.

MS. LE CAM THUY

M.A - Singapore Institute of Management Development  
Chief Risk Officer  
(January 1, 2024 – April 14, 2024)



Ms. Le Cam Thuy has over 16 years of experience in the banking and finance industry, including more than 12 years at MSB, where she has been entrusted with key management roles such as Deputy Director of Risk Management and Director of Risk Analysis & Modeling. Additionally, she served as Director of the Risk Management Department at SHB. Leveraging her extensive experience and deep understanding of MSB's risk management system, she was appointed as Chief Risk Officer in March 2022.

MR. NGUYEN TIEN DUC

Chief Risk Officer (from April 15, 2024)



Mr. Nguyen Tien Duc joined MSB in 2007 and has held several key managerial positions, including Deputy Head of EB, Director of EB Distribution Channel Center, Director of Credit Risk Management Department, and Director of the North Credit Risk Management Center. With his deep expertise in credit risk management and extensive experience in directly overseeing business units, Mr. Duc was appointed as Chief Risk Officer in April 2024.

MS. NGUYEN HA THANH

M.A - Asian Institute of Technology  
Chief Operating Officer



Ms. Nguyen Ha Thanh has 29 years of experience working at prestigious banking and financial institutions in Vietnam, holding key positions such as Deputy Director of Operations at Techcombank, Deputy CEO – Director of Operations at Morgan Stanley Gateway (MSGS) Securities Company, Deputy CEO – Director of Operations at Royal International Securities (IRS), and Director of Credit Risk Management Services at Citibank. Since late December 2020, she has been with MSB, serving as Chief Operating Officer.

MS. NGUYEN THI THU HANG

Chief Finance Officer



Ms. Nguyen Thi Thu Hang has worked at MSB for 24 years, holding several senior leadership positions in the bank's financial management, including Deputy Chief Finance Officer, Director of the Financial Management Center, Head of the Finance Department, Head of the Budget Planning Department. With her extensive experience and deep understanding of MSB's financial system, she has been appointed as Chief Finance Officer since April 2020.

MR. NGUYEN QUOC KHANH

Ph.D. – Western Sydney University  
Chief Information Officer



Mr. Khanh has 25 years of experience in the field of information technology, with nearly 16 years in senior leadership roles, including Deputy Head of Information Technology Center at Vietcombank, Deputy CEO cum Chief Information Officer at PVCombank, Deputy CEO in charge of information technology at PetroVietnam Finance Corporation, Deputy Head of Information Technology under Preparatory Board at PV Bank, Technical Manager at FPT Software, etc. Notably, Mr. Khanh served as Chief Information Officer at MSB from May 2009 to October 2013, making significant contributions. In April 2020, he officially returned to MSB and has resumed the position of Chief Information Officer.

INFORMATION ON PERSONNEL CHANGES OF THE BOARD OF MANAGEMENT IN 2024

On April 14, 2024, MSB dismissed Ms. Le Cam Thuy from holding the position of Director of Risk Management Division. The Bank rotated and appointed Ms. Thuy to hold the new position of Deputy Head of RB in order to consolidate the leadership apparatus and bring new impetus to the development of the Specialized Bank.

Mr. Nguyen Tien Duc was appointed as Chief Risk Officer, replacing Ms. Le Cam Thuy from April 15, 2024. This promotion aimed to improve the efficiency of risk management activities through new improvements.

BOARD OF MANAGEMENT

MEMBERS OF THE BOARD OF MANAGEMENT

MR. NGUYEN NGOC CUONG

Master - National Economics University  
Chief Human Resource Officer



Mr. Nguyen Ngoc Cuong joined MSB in 2007 and held various managerial positions from 2009 to 2012 such as Head of Human Resource Management, Head of Talent Development Strategy Department, Deputy Head of Pay and Remuneration. In 2012, he worked at M-Talent Human Resource Management Joint Stock Company as Head of HR Strategy Center and then Deputy CEO of M-Talent in 2015. He has been appointed Chief Human Resource Officer at MSB since January 2020.

MS. LAI THANH MAI

Head of Legal and Compliance Division



Ms. Mai has 28 years of experience in legal consulting and compliance in banking operations. She joined MSB in 1997 and has held several key positions, including Head of the Legal Department, Head of the BOD Secretariat, and Head of the Legal and Compliance Division. Since January 2019, she has served as Head of the Legal and Compliance Division.

MR. DUONG NGOC DUNG

M.A - Hanoi Foreign Trade University  
Head of Marketing and Communications Division



Mr. Duong Ngoc Dung has more than 23 years of experience in marketing, communications, and branding. He has held significant positions at prestigious banks and financial institutions in Vietnam, including Director of Marketing and Communications at Hong Leong Bank Vietnam, Director of Marketing and Communications at International Bank (VIB), Director of PR and Marketing at Viet Capital Bank and Viet Capital Securities Company, Director of Marketing and Business Development at Sao Bac Dau Joint Stock Company. Since February 2020, he has been with MSB, serving as Head of Marketing and Communications Division.

MR. NGUYEN VIET SON

M.A. – University of California Miramar  
Head of Strategic Client Division



Mr. Nguyen Viet Son has many years of experience in the banking and finance sector, holding managerial positions at various credit institutions, including Deputy Head of Credit - Investment Department at Vietnam Export Import Commercial Joint Stock Bank, Director of Hai Duong Branch and Director of Corporate Client Region 1 at Vietnam Maritime Commercial Joint Stock Bank, Deputy CEO at Saigon - Hanoi Bank Laos Limited. In December 2022, he officially returned to MSB and assumed the position of Head of the Strategic Customer Division.

MS. NGUYEN THU TRANG

Head of Office & Internal Services Division



Ms. Nguyen Thu Trang has over 17 years of experience at MSB, holding several senior leadership positions, including Permanent Vice Chairwoman of the Human Resources Committee, Chief Resource Officer, Chief of Office, Deputy Head of the CEO's Assistant. In June 2023, she was transferred and appointed as Head of MSB Office and Internal Services Division. Additionally, Ms. Trang has held various roles at the multi-industry corporation TNG Holdings Vietnam, including Director of Human Resources at TNG Holdings Vietnam, Chairman of TNS Holdings Trading and Service Joint Stock Company, Chairman and CEO of TNTalent Human Resources Management Joint Stock Company.

MS. PHUNG THUY NHUNG

Chief Accountant



Ms. Phung Thuy Nhung joined MSB in 2011 and has held various management positions in the Financial Management Division, including Director of Performance Management of Financial Institutions Bank, Director of Performance Management of Large Corporate Bank, Director of Financial Management and Planning, Director of the Accounting Management Center. Since February 2021, she has served as Chief Accountant of MSB and Director of the Accounting Management Center, where she is responsible for managing and directing the development, guidance, and implementation of accounting policies and standards across the system, ensuring compliance with MSB's regulations and the law.





## TRANSACTIONS, REMUNERATION AND BENEFITS OF THE BOARD OF DIRECTORS, THE BOARD OF MANAGEMENT AND THE BOARD OF SUPERVISORS

### SALARIES, BONUSES, REMUNERATION AND BENEFITS

The salaries, bonuses and remuneration of the BOD, the BOS and the CEO shall comply with the Salary Regulation of MSB and the Resolution approving the Annual General Shareholders Meeting in 2024.

Details of the salaries, bonuses, remuneration and benefits of the BOD, the BOS and the CEO are listed at *the explanation No.43 – Related Party Transactions*, under Audited consolidated financial statements 2024 being attached in this Annual Report.

### INSIDER STOCK TRADING

Details of insider share transactions are provided in Appendix 7 – Insiders’ and related parties’ transactions on MSB shares, under MSB’s Corporate Governance Report 2024 <sup>8</sup>.

### CONTRACTS OR TRANSACTIONS WITH INSIDERS

Details of contracts or transactions with insiders are provided in Appendix 03 – Transactions between MSB and related parties, or between MSB and major shareholders, insiders, and related parties of insiders, under MSB’s 2024 Corporate Governance Report.

### IMPLEMENTATION OF REGULATIONS ON CORPORATE GOVERNANCE

MSB always focuses on implementing strict and adequate corporate governance regulations in accordance with the law and towards international governance standards, associated with the principles of sustainable development:

- MSB's governance is always based on the principle of governance that complies with and meets the criteria higher than the current law. Specifically, MSB always strictly abides by the principles of information disclosure that is complete, accurate, and transparent and in the preparation/submission of accurate and timely reports as prescribed to competent State agencies.
- Internally, by constantly learning and applying international best practices with the goal of sustainable development, MSB has initially completed the development of a sustainable development governance framework including a system of charters, regulations, etc. regulations and legal documents

applied internally, in order to provide a fair working environment with rich development opportunities for all employees, regardless of gender, starting point or position. This is also the foundation to reduce the rate of personnel fluctuations at the Bank.

- MSB's governance also prioritizes the alignment between development goals and its responsibility to society and the environment. The bank is particularly committed to integrating environmental protection and climate change prevention into its daily operations. MSB is dedicated to supporting all client groups in achieving comprehensive and sustainable financial outcomes, aiming to be a trusted partner for domestic and international businesses in the "green trend."
- With the goal of building a sustainable development strategy and process integrated with the Bank's medium and long-term business plan, in 2024, MSB has implemented outstanding action plans such as: Plan to build a Sustainable Development Strategy; build a system for calculating carbon emissions of banking activities; update policies on socio-environmental risk management; mobilize "green capital" and capital with sustainable development criteria from international partners; become a member of the Green Banking Alliance (established by IFC and the Hong Kong Monetary Authority); build and test green credit products; sign commitments on MSB's environmental-social-governance criteria with stakeholders; training "green living" habits for the whole store...

The Law on Credit Institutions 2024 was approved by the National Assembly and takes effect from July 1, 2024, completing regulations on improving the requirements for governance, administration, and information transparency of related persons, creating an important legal corridor to help the system of credit institutions operate stably, transparency and close to international standards, ensuring the safety, health and sustainable development of the banking industry. The BOD, the BOS, and the BOM of MSB have directed the implementation of the Law on Credit Institutions 2024 across the Bank system, focusing on reviewing and developing internal documents as well as perfecting tools and systems to support compliance with the new regulations on governance. In addition, MSB always complies with the regulations applicable to listed companies at the request of the State Securities Commission, the Ho Chi Minh City Stock Exchange, and the Vietnam Securities Depository and Clearing.

<sup>8</sup> <https://www.msb.com.vn/vi/nha-dau-tu/bao-cau-quan-tri.html>



#### General assessment of MSB's implementation of corporate governance

- MSB ensured the rights of shareholders: Shareholders are treated fairly and equally, and are given the best conditions to exercise their rights according to regulations, including the right to attend the General Shareholders Meeting, express opinions, access information, access and interpret relevant information. In 2024, MSB shareholders will receive stock dividends at the rate of 30%.
- MSB fully and diligently implemented management reports, discloses transparent information according to regulations.
- MSB strengthened the role and responsibility of the BOD in corporate governance activities as reflected in the Charter and Corporate Governance Regulations as well as participation in MSB's governance activities throughout 2024.

Oriented to 2025, MSB will continue to ensure governance activities in accordance with the law, and at the same time have a plan to gradually approach the best governance practices in the region and the world such as the Asean Corporate Governance Scorecard, Corporate Governance Principles according to best practices. As a credit institution and listed company, MSB is researching and developing a roadmap to meet and comply with the provisions of the Law on Credit Institutions and the Law on Securities, ensuring harmony and meeting the highest interests of shareholders, investors, as well as well performing their roles and responsibilities to society and the community.





# OPERATION NETWORK

51   
PROVINCES, CITIES

260   
BRANCHES/  
TRANSACTION OFFICES

281   
ATMs

7   
STMs



- |    |                 |    |                  |
|----|-----------------|----|------------------|
| 1  | An Giang        | 27 | Kien Giang       |
| 2  | Ba Ria Vung Tau | 28 | Kontum           |
| 3  | Bac Lieu        | 29 | Lang Son         |
| 4  | Bac Giang       | 30 | Lao Cai          |
| 5  | Bac Ninh        | 31 | Lam Dong         |
| 6  | Ben Tre         | 32 | Long An          |
| 7  | Binh Duong      | 33 | Nam Dinh         |
| 8  | Binh Dinh       | 34 | Ninh Binh        |
| 9  | Binh Phuoc      | 35 | Ninh Thuan       |
| 10 | Binh Thuan      | 36 | Nghe An          |
| 11 | Ca Mau          | 37 | Phu Tho          |
| 12 | Can Tho         | 38 | Phu Yen          |
| 13 | Da Nang         | 39 | Quang Binh       |
| 14 | DakLak          | 40 | Quang Nam        |
| 15 | Dong Nai        | 41 | Quang Ngai       |
| 16 | Dong Thap       | 42 | Quang Ninh       |
| 17 | Gia Lai         | 43 | Tay Ninh         |
| 18 | Ha Nam          | 44 | Thai Binh        |
| 19 | Ha Noi          | 45 | Thai Nguyen      |
| 20 | Ha Tinh         | 46 | Thanh Hoa        |
| 21 | Hai Duong       | 47 | Tien Giang       |
| 22 | Hai Phong       | 48 | Ho Chi Minh City |
| 23 | Hau Giang       | 49 | Tra Vinh         |
| 24 | Hue             | 50 | Vinh Long        |
| 25 | Hung Yen        | 51 | Vinh Phuc        |
| 26 | Khanh Hoa       |    |                  |

# Vietnam Maritime Commercial Joint Stock Bank

## Consolidated financial statements For the year ended 31 December 2024

### Vietnam Maritime Commercial Joint Stock Bank General Information

#### THE BANK

Vietnam Maritime Commercial Joint Stock Bank (“the Bank”) is a joint stock commercial bank incorporated and registered in the Socialist Republic of Vietnam on 08 June 1991 under Banking Operating License No. 0001/NH-GP issued by the State Bank of Vietnam (“SBV”), which was amended in accordance with Decision No. 2238/QĐ-NHNN dated 08 October 2024 with the operating duration of 99 years. The Bank is operating under Business Registration Certificate No. 0200124891 with the 26<sup>th</sup> amended Business Registration dated 13 January 2023.

The current principal activities of the Bank are to perform banking services including mobilizing and receiving short, medium and long-term deposits from organizations and individuals; making short, medium and long-term loans to organizations and individuals based on the nature and capability of the Bank’s capital; conducting foreign exchange transactions; international trade finance services; discounting of commercial papers, bonds and other valuable papers; conducting payments and treasury services; performing capital contributions, share purchases, securities investments and other banking services as approved by the SBV.

#### Location and operational network

The Bank’s Head Office is located at 54A Nguyen Chi Thanh Street, Lang Thuong Ward, Dong Da District, Hanoi, Vietnam.

As at 31 December 2024, the Bank has one (01) Head Office, sixty-two (62) branches, one hundred and ninety-eight (198) transaction offices nationwide (as at 31 December 2023, the Bank has one (01) Head Office, sixty-two (62) branches, two hundred and one (201) transaction offices nationwide).

#### BOARD OF DIRECTORS

Members of the Board of Directors of the Bank during the year and at the date of this report are as follows:

<i>Name</i>	<i>Position</i>
Mr. Tran Anh Tuan	Chairman
Mr. Tran Xuan Quang	Vice – Chairman (Appointed on 23 April 2024)
	Member (Until 22 April 2024)
Ms. Nguyen Thi Thien Huong	Vice – Chairman (Disappointed on 23 April 2024)
Mr. Nguyen Hoang An	Vice – Chairman
Mr. Nguyen Hoang Linh	Member
Ms. Le Thi Lien	Member
Mr. Vo Tan Long	Member (Elected on 23 April 2024)
Mr. Ta Ngoc Da	Independent Member

#### BOARD OF SUPERVISION

Members of the Board of Supervision of the Bank during the year and at the date of this report are as follows:

<i>Name</i>	<i>Position</i>
Ms. Pham Thi Thanh	Head of the Board of Supervision
Ms. Chu Thi Dam	Member
Ms. Le Thanh Ha	Member



EXECUTIVE COUNCIL

Members of the Executive Council of the Bank during the year and at the date of this report are as follows:

Name	Position
Mr. Nguyen Hoang Linh	Chief Executive Officer
Mr. Nguyen Phi Hung	Deputy Chief Executive Officer
Ms. Nguyen Huong Loan	Deputy Chief Executive Officer - Head of Financial Institution Banking Division
Mr. Nguyen The Minh	Deputy Chief Executive Officer - Head of Corporate Banking Division (Disappointed on 11 January 2025)
Ms. Nguyen Thi My Hanh	Deputy Chief Executive Officer - Head of Retail Banking Division
Ms. Dinh Thi To Uyen	Deputy Chief Executive Officer - Head of Strategy Division (Disappointed on 11 January 2025)
Mr. Hoang Viet Phuong	Head of Corporate Banking Division (Appointed on 11 January 2025)
Mr. Vu Ngoc Bong Lai	Head of Strategy and Innovation Division (Appointed on 06 February 2025)
Mr. Bui Duc Quang	Head of Credit Management Banking Division
Ms. Nguyen Thi Thu Hang	Head of Financial Management
Mr. Nguyen Quoc Khanh	Chief Technology Officer
Mr. Nguyen Ngoc Cuong	Chief Human Resources Officer
Ms. Lai Thanh Mai	Head of Legal and Compliance Division (Disappointed on 11 January 2025)
Ms. Dinh Thi Kim Anh	Head of Legal and Compliance Division (Appointed on 11 January 2025)
Mr. Duong Ngoc Dung	Chief Marketing Officer (Disappointed on 11 January 2025)
Ms. Nguyen Ha Thanh	Chief Operating Officer
Mr. Nguyen Tien Duc	Chief Risk Officer (Appointed on 15 April 2024)
Ms. Le Cam Thuy	Chief Risk Officer (Disappointed on 15 April 2024)
Mr. Nguyen Viet Son	Head of Strategic Corporate Banking Division (Disappointed on 11 January 2025)
Ms. Nguyen Thu Trang	Head of Office and Internal Services Division (Disappointed on 11 January 2025)

LEGAL REPRESENTATIVE

The legal representative of the Bank during the year and at the date of this report is Mr. Nguyen Hoang Linh – Chief Executive Officer.

AUDITORS

The auditors of the Bank are Ernst & Young Vietnam Limited.

Vietnam Maritime Commercial Joint Stock Bank  
Report of Executive Council

Executive Council of Vietnam Maritime Commercial Joint Stock Bank is pleased to present this report and the consolidated financial statements of the Bank and its subsidiary (“the Bank”) as at 31 December 2024 and for the year then ended.

EXECUTIVE COUNCIL’S RESPONSIBILITY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Executive Council of the Bank is responsible for ensuring that the consolidated financial statements give a true and fair view of the consolidated financial position of the Bank and its subsidiary, the consolidated results of their operations and their consolidated cash flows for the year. In preparing these consolidated financial statements, Executive Council is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures be disclosed and explained in the consolidated financial statements; and
- prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Bank and its subsidiary will continue their business.

Executive Council of the Bank is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the consolidated financial position of the Bank and its subsidiary and ensuring that the accounting records comply with the applied accounting system. Executive Council is also responsible for safeguarding the assets of the Bank and its subsidiary and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Executive Council confirmed that it has complied with the above requirements in preparing the accompanying consolidated financial statements.

STATEMENT BY EXECUTIVE COUNCIL

Executive Council of the Bank does hereby state that, in its opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Bank and its subsidiary as at 31 December 2024, the consolidated results of their operations and their consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Accounting System for Credit Institutions and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

For and on behalf of Executive Council:



Mr. **Nguyen Hoang Linh**  
Chief Executive Officer  
Hanoi, Vietnam

28 March 2025

INDEPENDENT AUDITORS’ REPORT

Reference: 12801180/66982110-HN



To: The Shareholders of  
Vietnam Maritime Commercial Joint Stock Bank

We have audited the accompanying consolidated financial statements of Vietnam Maritime Commercial Joint Stock Bank (“the Bank”) and its subsidiary, as prepared on 28 March 2025 and set out on pages 6 to 72, which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statement of profit or loss and the consolidated cash flow statement for the year then ended and the notes thereto.

Executive Council’s responsibility

Executive Council of the Bank is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Vietnamese Accounting Standards, Vietnamese Accounting System for Credit Institutions and the statutory requirements relevant to the preparation and presentation of consolidated financial statements, and for such internal control as Executive Council determines is necessary to enable the preparation and presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

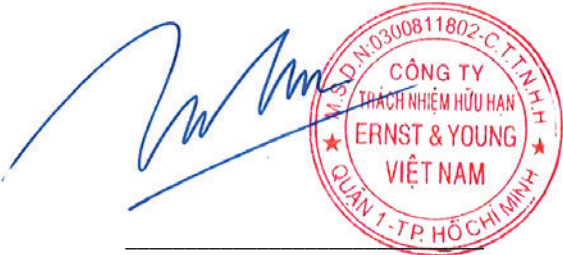
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Bank’s preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of the Bank and its subsidiary as at 31 December 2024, and of the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Accounting System for Credit Institutions and the statutory requirements relevant to preparation and presentation of consolidated financial statements.

Ernst & Young Vietnam Limited



Vu Tien Dung  
Deputy General Director  
Audit Practising Registration Certificate No. 3221-2025-004-1

Hanoi, Vietnam  
28 March 2025



Tran Thi Thu Hien  
Auditor  
Audit Practising Registration Certificate No. 2487-2023-004-1



	Notes	31 December 2024 VND million	31 December 2023 VND million
ASSETS			
Cash, gold and gemstones	5	1,203,088	939,629
Balances with the State Bank of Vietnam (“SBV”)	6	5,494,784	4,589,199
Due from banks	7	60,936,150	61,149,694
Placements with other credit institutions (“CIs”)		54,249,986	51,384,709
Loans to other CIs		6,686,164	9,764,985
Loans to customers		173,467,381	146,782,639
Loans to customers	9	176,493,451	149,145,386
Provision for credit losses of loans to customers	10	(3,026,070)	(2,362,747)
Investment securities	11	65,569,856	37,880,373
Available-for-sale securities		65,604,781	37,897,490
Provision for investment securities		(34,925)	(17,117)
Long-term investments	12	12,030	10,036
Other long-term investments		17,049	10,036
Provision for long-term investments		(5,019)	-
Fixed assets		432,744	402,736
Tangible fixed assets	13	232,437	202,533
Cost		746,188	661,129
Accumulated depreciation		(513,751)	(458,596)
Intangible fixed assets	14	200,307	200,203
Cost		666,076	630,943
Accumulated amortization		(465,769)	(430,740)
Other assets	15	13,032,056	15,251,532
Receivables	15.1	7,481,076	8,480,027
Interest and fee receivables	15.2	4,897,832	5,065,400
Other assets	15.4	710,611	1,749,755
- In which: Goodwill	16	5,142	15,124
Provision for other assets	15.5	(57,463)	(43,650)
TOTAL ASSETS		320,148,089	267,005,838

	Notes	31 December 2024 VND million	31 December 2023 VND million
LIABILITIES			
Borrowings from the Government and the SBV	17	9,203,519	1,012,533
Deposits and borrowings from the Government and the SBV		9,203,519	1,012,533
Due to banks	18	92,189,465	85,553,514
Deposits from other CIs		59,769,136	54,484,312
Borrowings from other CIs		32,420,329	31,069,202
Customer deposits	19	154,612,451	132,350,131
Derivative financial instruments	8	730,128	263,356
Valuable papers issued	20	21,210,596	8,991,415
Other liabilities		5,384,373	7,536,677
Interest and fee payables	21.1	2,831,095	3,813,157
Other payables and liabilities	21.2	2,553,278	3,723,520
TOTAL LIABILITIES		283,330,532	235,707,626
OWNERS’ EQUITY			
Capital		26,034,068	20,034,068
- Charter capital		26,000,000	20,000,000
- Capital expenditure fund		608	608
- Share premium		33,460	33,460
Reserves		3,288,026	2,589,959
Retained earnings		7,495,463	8,674,185
TOTAL OWNERS’ EQUITY	23	36,817,557	31,298,212
TOTAL LIABILITIES AND OWNERS’ EQUITY		320,148,089	267,005,838





	Notes	2024 VND million	2023 VND million
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Interest and similar receipts		18,910,323	16,726,536
Interest and similar payments		(9,420,255)	(8,202,883)
Net fee and commission receipts		1,292,558	1,564,653
Net receipts from trading of foreign currencies, gold and securities		1,346,695	1,551,505
Other operating expenses		(977,759)	(962,895)
Recoveries from bad debts previously written-off		1,341,826	169,516
Payments of operating and personnel expenses		(4,362,140)	(3,819,039)
Corporate income tax paid	34	(1,224,944)	(1,396,341)
<b>Net cash flows from operating activities before changes in operating assets and liabilities</b>			
		<b>6,906,304</b>	<b>5,631,052</b>
<b>Changes in operating assets</b>			
Decrease in due from banks		(51,345,762)	(31,720,103)
Increase in trading securities		3,078,821	114,974
Decrease in derivative financial instruments		(27,707,292)	(6,903,477)
Increase in loans to customers		-	446,344
Utilization of provision to write off (loans to customers, securities, long-term investments and other receivables)		(27,348,305)	(28,504,837)
Decrease in other assets		(1,407,413)	(738,829)
		2,038,427	3,865,722
<b>Changes in operating liabilities</b>			
Increase/(Decrease) in borrowings from the Government and the SBV		<b>48,588,650</b>	<b>48,074,233</b>
Increase in due to banks		8,190,986	(2,027)
Increase in customer deposits		6,635,952	35,179,354
Increase/(Decrease) in valuable papers issued (excluding valuable papers issued for financing activities)		22,262,320	15,229,350
Increase in derivative financial instruments		12,219,181	(2,608,098)
(Decrease)/Increase in other liabilities		466,772	263,356
Utilization of reserves		(1,186,529)	12,298
		(32)	-
<b>Net cash flows from operating activities</b>			
		<b>4,149,192</b>	<b>21,985,182</b>

	Notes	2024 VND million	2023 VND million
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of fixed assets		(149,963)	(120,062)
Proceeds from disposal of fixed assets		42,107	503
Payments for disposal of fixed assets		(1)	-
Dividends distributed from long-term investments and capital contributions		-	1,631
Proceeds from investment, capital contribution in other units		(7,014)	-
<b>Net cash flows used in investing activities</b>			
		<b>(114,871)</b>	<b>(117,928)</b>
<b>Net cash flows during the year</b>			
		<b>4,034,321</b>	<b>21,867,254</b>
<b>Cash and cash equivalents at the beginning of the year</b>			
		<b>56,913,537</b>	<b>35,046,283</b>
<b>Cash and cash equivalents at the end of the year</b>			
	36	<b>60,947,858</b>	<b>56,913,537</b>

Prepared by:



Ms. **Nguyen Bao Ngoc**  
Financial Reporting Manager

Hanoi, Vietnam  
28 March 2025

Reviewed by:



Ms. **Do Thi Tuyen Nhung**  
The person in charge of accounting



Mr. **Nguyen Hoang Linh**  
Chief Executive Officer

1. THE BANK INFORMATION

Vietnam Maritime Commercial Joint Stock Bank (“the Bank”) is a joint stock commercial bank incorporated and registered in the Socialist Republic of Vietnam.

The Bank was established in accordance with Banking Operating License No. 0001/NH-GP issued by the State Bank of Vietnam (“SBV”) on 08 June 1991, which was amended in accordance with Decision No. 2238/QĐ-NHNN dated 08 October 2024 with the operating duration of 99 years. The Bank is operating under Business Registration Certificate No. 0200124891 with the 26th amended Business Registration dated 13 January 2023.

The current principal activities of the Bank are to perform banking services including mobilizing and receiving short, medium and long-term deposits from organizations and individuals; making short, medium and long-term loans to organizations and individuals based on the nature and capability of the Bank’s capital; conducting foreign exchange transactions; international trade finance services; discounting of commercial papers, bonds and other valuable papers; conducting payments and treasury services; performing capital contributions, share purchases, securities investments and other banking services as approved by the SBV.

**Charter capital**

As at 31 December 2024, charter capital of the Bank was VND 26,000,000 million (31 December 2023: VND 20,000,000 million).

**Location and operational network**

The Bank’s Head Office is located at 54A Nguyen Chi Thanh Street, Lang Thuong Ward, Dong Da District, Hanoi, Vietnam.

As at 31 December 2024, the Bank has one (01) Head Office, sixty-two (62) branches, one hundred and ninety-eight (198) transaction offices nationwide (as at 31 December 2023, the Bank has one (01) Head Office, sixty-two (62) branches, two hundred and one (201) transaction offices nationwide).

**Subsidiary**

As at 31 December 2024, the Bank had one (01) subsidiary as follows:

No.	Company name	Enterprise Registration Certificate	Business sector	% owned by the Bank
1	TNEX Finance Company Limited (“TNEX FINANCE”)	No. 0301516782 initially issued on 01 December 2010 and amended for the 8 <sup>th</sup> time on 01 February 2024 by the Hanoi Department of Planning and Investments	Other financial activities	100%

**Employees**

Total number of employees of the Bank as at 31 December 2024 was 6,678 persons (as at 31 December 2023: 6,308 persons).

2. ACCOUNTING PERIOD AND ACCOUNTING CURRENCY

**2.1 Fiscal year**

The Bank’s fiscal year starts on 01 January and ends on 31 December.

**2.2 Accounting currency**

The currency used in the preparation of the consolidated financial statements of the Bank is Vietnam dong (“VND”). For purpose of preparing the consolidated financial statements as at 31 December 2024, all amounts are rounded to the nearest million and presented in VND million. The presentation makes no impact on readers’ view of the consolidated financial position, consolidated operational results and consolidated cash flows of the Bank and its subsidiary.

3. ACCOUNTING STANDARDS AND SYSTEM

**3.1 Statement of compliance**

Executive Council of the Bank confirms that the accompanying consolidated financial statements have been prepared in accordance with Vietnamese Accounting Standards, Vietnamese Accounting System for Credit Institutions and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

**3.2 Basis of preparation**

The consolidated financial statements of the Bank are prepared in accordance with the Accounting System applicable to Credit Institutions required under Decision No. 479/2004/QĐ-NHNN issued on 29 April 2004; Circular No. 10/2014/TT-NHNN dated 20 March 2014; Circular No. 22/2017/TT-NHNN dated 29 December 2017; and Circular No. 27/2021/TT-NHNN dated 31 December 2021 amending and supplementing Decision No. 479/2004/QĐ-NHNN; the financial reporting regime applicable to credit institutions required under Decision No. 16/2007/QĐ-NHNN dated 18 April 2007; Circular No. 49/2014/TT-NHNN amending and supplementing a number of articles of Decision No. 16/2007/QĐ-NHNN and the chart of account system for Credit Institutions issued in connection with Decision No. 479/2004/QĐ-NHNN by the Governor of the State Bank of Vietnam; Decree No. 93/2017/ND-CP dated 07 August 2017; Circular No. 16/2018/TT-BTC dated 07 February 2018 on guidelines for financial regulations applied to credit institutions and Vietnamese Accounting Standards issued by the Ministry of Finance as per:

- Decision No. 149/2001/QĐ-BTC dated 31 December 2001 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series No. 1);
- Decision No. 165/2002/QĐ-BTC dated 31 December 2002 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series No. 2);
- Decision No. 234/2003/QĐ-BTC dated 30 December 2003 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series No. 3);
- Decision No. 12/2005/QĐ-BTC dated 15 February 2005 on the Issuance and Promulgation of Six Vietnamese Accounting Standards (Series No. 4); and
- Decision No. 100/2005/QĐ-BTC dated 28 December 2005 on the Issuance and Promulgation of Four Vietnamese Accounting Standards (Series No. 5).

The accompanying consolidated financial statements have been prepared using accounting principles, procedures and reporting practices generally accepted in Vietnam. Accordingly, the accompanying consolidated financial statements and their utilization are not designed for those who are not informed about Vietnam’s accounting principles, procedures and practices and furthermore are not intended to present the consolidated financial position, results of consolidated operations and consolidated cash flows in accordance with accounting principles and practices generally accepted in countries other than Vietnam.

Items that are not presented in these consolidated financial statements regarding the financial reporting regime for credit institutions as required by Decision No. 16/2007/QĐ-NHNN dated 18 April 2007, Circular No. 49/2014/TT-NHNN dated 31 December 2014 and Circular No.27/2021/TT-NHNN dated 31 December 2021 issued by the SBV indicate nil balance.

**3.3 Basis of assumptions and uses of estimates**

The preparation of the consolidated financial statements requires Executive Council of the Bank to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent liabilities. These estimates and assumptions also affect the income, expenses and the resultant provision. Such estimates are necessarily based on assumptions involving varying degrees of subjectivity and uncertainty and actual results may differ resulting in future changes in such estimates and assumptions.

**3.4 Basis of consolidation**

The consolidated financial statements comprise the financial statements of the Bank and its subsidiary for the year ended 31 December 2024.

Subsidiary are fully consolidated from the acquisition date, on which the Bank obtains control and continue to be consolidated until the Bank terminates the control.

The financial statements of the Bank and its subsidiary are prepared for the same reporting period, using consistent accounting policies.

All intra-company balances, income and expenses and unrealized gains or losses resulting from intra-company transactions are eliminated in full. Non-controlling interest represents the portion of net results of operations and net assets are not owned, by the Bank and are presented separately in the consolidated statement of profit or loss and within equity in the consolidated statement of financial position.



4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

4.1 **Changes in accounting policies and disclosures**

The accounting policies adopted by the Bank in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the Bank’s consolidated financial statements for the year ended 31 December 2023, except for changes due to the modifications in regulations as follows:

*Law on Credit Institutions No. 32/2024/QH15 (“Law on Credit Institutions”) and Circular No. 21/2024/TT-NHNN regulating letter of credit operations and related business activities (“Circular 21”) takes effect from 01 July 2024.*

According to the Law on Credit Institutions and Circular 21, letter of credit operations are defined as a form of credit granting through the issuance, confirmation, negotiation of payment or reimbursement of letter of credit. According to the transitional provisions of the Law on Credit Institutions and Circular 21: “Contracts, agreements, commitments and other transactions related to letters of credit signed and agreed before the effective date of Circular 21, banks and customers shall continue to implement and monitor until validity period expires and the obligations of related parties have been fulfilled. Amendments, supplements and extensions to contracts, agreements, commitments and other transactions are made only if the content of the amendments, supplements and extensions are in accordance with the provisions of Circular 21”. The Bank has made accounting recognition in accordance with these transitional conditions.

*Circular No. 31/2024/TT-NHNN regulating the classification of assets in the operations of commercial banks, non-bank credit institutions, and foreign bank’s branches (“Circular 31”) takes effect from 01 July 2024.*

Circular 31 replaces the regulations related to debt classification in Circular No. 11/2021/TT-NHNN (“Circular 11”) on classification of assets, amounts and methods of establishing risk provisions, use of provisions for management of risks arising from operations of credit institutions and foreign bank’s branches. The main modifications of Circular 31 impact on the estimation of provisions are as follows: supplementing the principles of debt classification for debts arising from letter of credit transactions, outright purchase transactions without recourse of documents presented under letters of credit and other transactions.

*Decree No. 86/2024/ND-CP regulating amounts and methods of establishing risk provisions, use of provisions for management of risks arising from operations of credit institutions and foreign bank’s branches and cases in which credit institutions allocate forgivable interest (“Decree 86”) is issued and takes effect from 11 July 2024.*

Decree 86 replaces the regulations related to risk provisioning in Circular 11.

The Bank non-retrospectively adopts the regulations of the Law on Credit Institutions No. 32/2024/QH15, Circular 31, Decree 86 and Circular 21 from the effective date of these documents.

*Circular No. 06/2024/TT-NHNN amending and supplementing a number of articles of Circular No. 02/2023/TT-NHNN providing instructions for credit institutions and foreign branch banks on debt rescheduling and retention of debt category to assist borrowers in difficulties takes effect from 18 June 2024.*

Amending Clause 2, Article 4 as follows: The obligation to repay principal and/or interest arises during the period from the effective date of this Circular to 31 December 2024. Amending Clause 8, Article 4 as follows: The restructuring of debt repayment terms for customers according to the provisions of this Circular shall be implemented from the effective date of this Circular to 31 December 2024.

*Circular No. 53/2024/TT-NHNN regulating the restructuring of debt repayment terms by credit institutions and foreign bank branches for customers facing difficulties due to impact and damage caused by storm No. 3, floods, landslides after storm No. 3 ("Circular 53") takes effect on 04 December 2024.*

Circular 53 applies to credit institutions, foreign bank branches and customers facing difficulties due to impact and damage caused by storm No. 3 in 26 provinces and cities. Customers are considered for debt restructuring if they have outstanding principal debts incurred before 07 September 2024, with the obligation to repay debts from 07 September 2024 to 31 December 2025 and are assessed to be able to repay debts after restructuring. The implementation period of the structure lasts until 31 December 2025, with a maximum debt repayment period of 31 December 2027. The Bank shall consider and decide on the structure, classify debts, establish risk provisions and monitor interest receivable for the structured debt in accordance with the provisions of Circular 53 and Decision No. 1510/QĐ-TTg regulates asset classification, provisioning levels, provisioning methods, and the use of provisions to address risks related to the debts of customers affected by storm No. 3 takes effect on 04 December 2024.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.2 **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand, gold, balances with the SBV, demand deposits and placements with other credit institutions with an original maturity of three months or less from the transaction date, securities with recovery or maturity of three months or less from date of purchase which can be converted into a known amount of cash and do not bear the liquidity risk as at the date of these consolidated financial statements.

4.3 **Due from banks**

Due from banks are disclosed and presented based on the principal balance at the end of the fiscal year.

The classification of credit risk for due from banks is implemented in accordance with Circular 31.

The provision for credit losses for due from banks is implemented in accordance with Decree 86. Accordingly, the Bank makes specific provisions for placements with (except for current accounts at other domestic CIs and foreign bank’s branches in Vietnam) and loans to other CIs according to the policy stated in *Note 4.5*.

According to Decree 86, the Bank is not required to make a general provision for due from banks.

4.4 **Loans to customers and debts purchased**

Loans to customers are presented at the principal amounts outstanding at year end.

Provision for credit losses of loans to customers is accounted and presented in a separate line in the consolidated statement of financial position.

Short-term loans have maturity of less than or equal to one year from disbursement date. Medium-term loans have maturity from one to five years from disbursement date. Long-term loans have maturity of more than five years from disbursement date.

Debts purchased are disclosed at cost which is the purchase price of the debts.

Loan classification is made according to Circular 31 and provision for credit losses is made according to Decree 86 as presented in *Note 4.5*.

4.5 **Classification, level and method for making provision for credit losses**

*Debt classification*

The classification of due from banks (except for current accounts), direct and entrusted investments in unlisted corporate bonds, loans to customers, debts purchased, Usance Payable At Sight Letter of Credit and entrustments for credit granting (collectively called “debts”) is made in compliance with Article 10 of Circular 31.

*Specific provision*

Specific provision as at 31 December is made based on the principal balance less discounted value of collaterals multiplied by provision rates which are determined based on the debt classification results as at 31 December. The specific provision rates for each group are presented as follows:

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.5 Classification, level and method for making provision for credit losses

Specific provision (continued)

Group		Description	Provision rate
1	Current	(a) Current debts are assessed as fully and timely recoverable for both principals and interests; or (b) Debts are overdue for a period of less than 10 days and assessed as fully recoverable for both overdue principals and interests, and fully and timely recoverable for both remaining principals and interests.	0%
2	Special mention	(a) Debts are overdue for a period of 90 days or less, other than those specified in Point (b) of Loan Group 1; or (b) Undue debts whose repayment terms are restructured for the first time	5%
3	Sub- standard	(a) Debts are overdue for a period of between 91 days and 180 days; or (b) Undue debts whose repayment terms are extended for the first time; or (c) Debts which interests are exempted or reduced because customers do not have sufficient capability to repay all interests under credit contracts; or (d) Debts under one of the following cases which have not been recovered in less than 30 days from the date the bank signs the debt recovery document (hereinafter referred to as the date of recovery decision): • Debts made incompliance with Clause 1, 3, 4, 5, 6 under Article 134 of Law on Credit Institutions; or • Debts made incompliance with Clause 1, 2, 3, 4 under Article 135 of Law on Credit Institutions; or • Debts made incompliance with Clauses 1, 2, 5, 9 under Article 136 of Law on Credit Institutions. (e) Debts are required to be recovered according to regulatory inspection conclusions; or (f) Debts are required to be recovered as follows the before-due recovery decision of the Bank due to customers’ breach of the agreement with the Bank but still outstanding with an overdue for a period of less than 30 days from the date of recovery decision; or (g) At the request of the SBV based on regulatory inspection, supervision results and relevant credit information.	20%
4	Doubtful	(a) Debts are overdue for a period of between 181 days and 360 days; or (b) Debts whose repayment terms are restructured for the first time but still overdue for a period of less than 90 days under that restructured repayment term; or (c) Debts whose repayment terms are restructured for the second time; or (d) Debts are specified in Point (d) of Loan Group 3 and overdue for a period of between 30 days and 60 days after decisions of recovery have been issued; or (e) Debts are required to be recovered according to regulatory inspection conclusions but still outstanding with an overdue period up to 60 days since the recovery date as required by regulatory inspection conclusions; or (f) Debts are required to be recovered as follow the before-due recovery decision of the Bank due to customers’ breach of the agreement with the Bank but still outstanding with an overdue for a period of 30 to 60 days from the date of recovery decision; or (g) At the request of the SBV based on regulatory inspection, supervision results and relevant credit information.	50%
5	Loss	(a) Debts are overdue for a period of more than 360 days; or (b) Debts whose repayment terms are restructured for the first time but still overdue for a period of 90 days or more under that first restructured repayment term; or (c) Debts whose repayment terms are restructured for the second time but still overdue under that second restructured repayment term; or (d) Debts whose repayment terms are restructured for the third time or more; or (e) Debts are specified in Point (d) of Loan Group 3 and overdue for a period of more than 60 days after decisions on recovery have been issued; or (f) Debts are required to be recovered under regulatory inspection conclusions but still outstanding with an overdue period of more than 60 days since the recovery date as required by regulatory inspection conclusions; or (g) Debts are required to be recovered as follow the before-due recovery decision of the Bank due to customers’ breach of the agreement with the Bank but still outstanding with an overdue for a period of more than 60 days from the date of recovery decision; or (h) Debts of credit institutions under special control as announced by the SBV, or debts of foreign bank branches whose capital and assets are blocked. (i) At the request of the SBV based on regulatory inspection, supervision results and relevant credit information.	100%

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.5 Classification, level and method for making provision for credit losses (continued)

Specific provision (continued)

If a customer has more than one debt with the Bank and any of the outstanding debts are classified into a higher risk group, the entire remaining debts of such customer should be classified into the corresponding higher risk group.

When the Bank participates in a syndicated loan as a participant, except for the case where the Bank provides a syndicated loan with entrusted capital from a third party that this third party commits to be responsible for any risks occurred, it should classify loans (including syndicated loans) of the customer into a higher of the risk group assessed by the leading bank and by the Bank.

If a customer is classified by the Bank into the risk group which is lower than the risk group provided by Credit Information Center (“CIC”), the Bank is required to adjust the risk group of such customer following the risk group provided by CIC.

The Bank also applies regulations on rescheduling the repayment term and keeping the debt group unchanged for loans that meet the requirements of Circular No. 01/2020-TT-NHNN (“Circular 01”) issued by the SBV on 13 March 2020, Circular No. 03/2021-TT-NHNN (“Circular 03”) dated 02 April 2021, Circular No. 04/2021-TT-NHNN (“Circular 04”) dated 05 April 2021 and Circular No. 14/2021-TT-NHNN (“Circular 14”) dated 07 September 2021 amending and supplementing several articles of Circular 01 issued by the SBV, providing for credit institutions and foreign bank branches to restructure the repayment term, exempt or reduce interest and fees, maintaining the debt group to support customers affected by the Covid-19 epidemic, and Circular No. 06/2024-TT-NHNN (“Circular 06”) dated 18 June 2024 amending a number of articles of Circular No. 02/2023-TT-NHNN (“Circular 02”) issued by the SBV providing instructions for credit institutions and foreign branch banks on debt rescheduling and retention of debt category to assist borrowers in difficulties. For the debt balance of which repayment term is restructured, interest is exempted or reduced, the group of overdue debts remains unchanged according to the restructured term, and the Bank restructures the repayment term and keeps the same debt group, according to current regulations, the Bank shall classify debts in accordance with Circular 31 and make provision for risks in accordance with Decree 86.

From 01 January 2024, based on regulations of the SBV regarding risk provisioning in the operations of credit institutions, the Bank makes provision for all outstanding loans and off-statement of financial position commitments of customers, including outstanding loans which the repayment term is restructured, interest is exempted or reduced, and debt classification is retained under Circular 03.

The Circulars providing instructions for credit institutions and foreign branch banks on debt rescheduling, exemption or reduction of interest and fees, retention of debt category to assist borrowers affected by Covid-19 pandemic require the Bank to make specific provisions for customers whose outstanding balances are restructured, repayment terms, interest exemption and reduction are classified into two types of debt as follows: (1) debt classification remains the same as before the restructuring, interest exemption and reduction; (2) debt classification according to the State Bank's regulations on debt classification in credit institutions' operations. In case the difference in the amount of provision that needs to be made by type of debt (2) compared to type of debt (1) is positive, the Bank will make additional specific provisions as follows:

Additional provision	Deadline
At least 30% of the additional specific provision	By 31 December 2021
At least 60% of the additional specific provision	By 31 December 2022
100% of the additional specific provision	By 31 December 2023

From 24 April 2023, the Bank applied policies to restructure the repayment term but retain the debt classification for assisting customer with difficulties in operating activities and customers with debt repayment difficulties to meet requirement of Circular 02, which is amended and supplemented by Circular 06 and issued by the SBV, providing instructions for credit institutions and foreign branch banks on debt rescheduling and retention of debt category to assist borrowers in difficulties.



4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.5 Classification, level and method for making provision for credit losses (continued)

Specific provision (continued)

Accordingly, the Bank is allowed to restructure the repayment term for these debts and retain the debt classification as follows:

<i>Disbursement date</i>	<i>Overdue status of debts</i>	<i>Due/overdue date</i>	<i>Debt classification retention</i>
Before 24 April 2023	In due or overdue for a period of 10 days since the due date	From 24 April 2023 to 31 December 2024	Retain the latest debt classification as before the overdue date or the date that interest obligation was exempted/reduced

From 26 December 2024, the Bank applied policies to restructure the repayment term but retain the debt classification for debts that meet the conditions of Circular 53 to support customers facing difficulties due to impact and damage caused by storm No. 3, floods, landslides after storm No. 3. Accordingly, the Bank is allowed to restructure the repayment term for these debts and retain the debt classification as follows:

<i>Disbursement date</i>	<i>Overdue status of debts</i>	<i>Due/overdue date</i>	<i>Debt classification retention</i>
Before 07 September 2024	In due or overdue for a period of 10 days since the due date	From 07 September 2024 to 31 December 2025	Retain the latest debt classification as before the overdue date or the date that interest obligation was exempted/reduced

The Bank makes specific provisions for customers whose debt repayment term is restructured and debt classification is retained by following formula:  
 $C = A - B$   
In which:  
C: Additional specific provision;  
A: Specific provision made for customer’s outstanding loan balance according to Circular 31’s debt classification (retention of debt category is not applicable);  
B: Specific provision made for the restructured loan balance and specific provision made for the remaining loan balance of customer according to Circular 31’s debt classification.

Additional specific provision (C) is made at the date of the financial statements to ensure the minimum provision as follows:

- As of 31 December 2023: At least 50% of the specific provision;
- As of 31 December 2024: 100% of the specific provision.

For outstanding debts after being restructured in terms of repayment period, exempted or reduced interest, and remained loan group but being overdue according to the repayment schedule and being not further rescheduled regarding current regulations, the Bank shall classify debts in accordance with Circular 31 and make provision for risks in accordance with Decree 86.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.5 Classification, level and method for making provision for credit losses (continued)

General provision

According to Decree 86, general provision as at 31 December is made at 0.75% of total outstanding loans as at 31 December for debts from Group 1 to Group 4 except for the following cases:

- Placements with other CIs, foreign bank branches in Vietnam and foreign CIs;
- Loans to and purchases of valuable papers issued by other CIs, foreign bank branches in Vietnam;
- Promissory notes and bills; certificates of deposit, bonds issued by other CIs and foreign bank branches; and
- Repurchases of government bonds.

Bad debts written off

According to Decree 86, loans to customers are written off against the provision if they are classified in Group 5 or if the borrower is a dissolved, bankrupt organization or individual who is dead or missing.

4.6 Securities held for trading

Securities held for trading include equity securities acquired and held for the purpose of trading. Equity securities are initially recognized at cost at the purchase date and subsequently presented at cost.

Securities held for trading are subject to impairment review at the end of fiscal year. Provision for diminution in value of securities is made when the carrying value is higher than the market value in compliance with Article 5, Circular No. 48/2019/TT-BTC issued by the Ministry of Finance on 08 August 2019 (“Circular 48”) amended and supplemented according to the provisions of Article 1, Circular No. 24/2022/TT-BTC issued by the Ministry of Finance on 07 April 2022 ("Circular 24"). Provision is recognized in “*Net gains/(losses) from trading securities*” on the consolidated statement of profit or loss.

In case securities are not listed on the stock exchanges or not registered for the unlisted public company market (hereinafter referred to as “unlisted securities”), the Bank determines the amount of provisions based on the separate financial statements of economic entities receiving capital contribution at the same time as the Bank’s annual reporting date, provision for each investment is calculated by the following formula:

Provision for each investment

=

Proportion of actual chartercapital contribution (%) of the Bank at the economic entity receiving contributed capital at the time of provisioning

x

Actual investment capital of owners of the economic entity receiving contributed capital at the time of provisioning

–

Owners’ equity of the economic entity receiving contributed capital at the time of provisioning

Gains or losses from sales of securities held for trading are recognized in the consolidated statement of profit or loss. Securities held for trading are derecognized when the rights to receive cash flows from these securities are terminated or the Bank transfers substantially all the risks and rewards of ownership of these securities.

4.7 Available-for-sale securities

Available-for-sale securities include debt and equity securities that are acquired by the Bank for investment and available-for-sale purposes, not regularly traded but can be sold whenever there is a benefit. For equity securities, the Bank is also neither the founding shareholder nor the strategic partner and does not have the ability to make certain influence on establishing and making the financial and operating policies of the investees through a written agreement on assignment of its personnel to the Board of Directors/ExecutiveCouncil.

Debt securities are recognized at par value at the purchase date. Accrued interest (for debt securities with interest payment in arrears) and deferred interest (for debt securities with interest payment in advance) are recognized in a separate account. Discount/premium which is the difference between the cost and the amount being the par value plus (+) accrued interest (if any) or minus (-) deferred interest (if any) is also recognized in a separate account.





Vietnam Maritime Commercial Joint Stock Bank NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued) as at 31 December 2024 and for the year then ended		B05/TCTD-HN	Vietnam Maritime Commercial Joint Stock Bank NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued) as at 31 December 2024 and for the year then ended		B05/TCTD-HN
4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)			4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)		
4.15 Business combinations and goodwill			4.20 Payables and accruals		
Business combinations are accounted for using the cost method. The cost of a business combination is measured as the fair value of assets given, equity instruments issued by the acquirer in exchange for control of the acquiree and liabilities incurred or assumed at the date of business combination plus any cost directly attributable to the business combination. Identifiable assets and liabilities and contingent liabilities assumed in a business combination of the acquiree are measured initially at fair value at the date of business combination.			Payables and accruals are recognized for amounts to be paid in the future for goods and services received, whether or not billed to the Bank.		
Goodwill acquired in a business combination is initially recognized at cost being the excess of the cost the business combination over the acquirer’s interest in the net fair value of the acquiree’s identifiable assets, liabilities and contingent liabilities. If the cost of a business combination is less than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the consolidated statement of profit or loss. After initial recognition, goodwill is recognized at cost less any accumulated amortization. Goodwill is amortized on a straight-line basis over a period of ten (10) years.			4.21 Capital and reserves		
4.16 Borrowings from the Government and the SBV			4.21.1 Ordinary shares		
Borrowings from the Government and the SBV are recognized at cost.			Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of ordinary shares are recognized as a deduction from share premium in equity.		
4.17 Due to banks, customer deposits and valuable papers issued			4.21.2 Share premium		
Due to banks, customer deposits and valuable papers issued are presented at the principal amounts outstanding at the end of the year.			On receipt of capital from shareholders, the difference between the issuance price and the par value of the shares is recorded as share premium in equity.		
At the date of initial recognition, expenses for bond issuance are deducted from principal amount of the bonds. The Bank then allocates these expenses into “Interest and similar expenses” on straight-line basis according to the terms of the valuable papers.			4.21.3 Treasury shares		
4.18 Derivatives			When shares recognized as equity are repurchased, the amount of the consideration paid, which includes directly attributable costs, net of tax effects, is recognized as a reduction from equity. Repurchased shares are classified as treasury shares under equity. When treasury shares are sold for reissue subsequently, cost of the reissued shares is determined on a weighted average basis. Any difference between the amount received and the cost of the shares reissued is presented within share premium.		
The Bank enters in currency forward contracts and swap contracts to facilitate customers to transfer, modify or mitigate foreign exchange risk or other market risks, and also for the business purpose of the Bank.			4.21.4 Reserves		
Currency forward contracts			(i) Bank’s reserves: Reserves are for specific purposes and appropriated from net profit after tax of the Bank at prescribed rates as below:		
Currency forward contracts are commitments to settle in cash on a pre-determined future date based on the difference between pre-determined exchange rates, and the notional amount of the contracts. Currency forward contracts are recognized at nominal value at the transaction date and are revalued periodically. Gains or losses from revaluation are recognized in “Impact of exchange rate fluctuation” under “Owners’ equity” and will be transferred to the consolidated statement of profit or loss at the maturity date or at year end.			• Supplementary charter capital reserve: 10% of net profit after tax and does not exceed charter capital;		
Swap contracts			• Financial reserve: 10% of net profit after tax;		
Swap contracts are commitments to settle in cash on a pre-determined future date based on the difference between pre-determined exchange rates and the notional principal amount of the contracts or commitments to settle interest based on a floating rate or a fixed rate calculated on the notional amount and in a given period. Swap contracts are revalued periodically. Gains or losses from revaluation are recognized in “Impact of exchange rate fluctuation” under “Owners’ equity” and will be transferred to the consolidated statement of profit or loss at the maturity date or at year end.			• Bonus and welfare funds are appropriated according to the Decision approved in the General Meeting of Shareholders;		
Differences in interest rate swaps are recognized in the consolidated statement of profit or loss on an accrual basis.			• Other reserves: are to be made upon current regulations and Decision approved in the General Meeting of Shareholders.		
4.19 Foreign currency transactions			(ii) Subsidiary’s reserves		
According to accounting system of the Bank, all transactions are recorded in original currencies. Monetary assets and liabilities denominated in foreign currencies are translated into VND using exchange rates ruling at the consolidated statement of financial position date (Note 49). Income and expenses arising in foreign currencies during the year are translated into VND at rates ruling at the transaction dates. Foreign exchange differences arising from the translation of monetary assets and liabilities are recognized in the “Impact of exchange rate fluctuation” under “Owners’ equity” and will be transferred to the consolidated statement of profit or loss at year end.			• TNEX Finance Company Limited (“TNEX FINANCE”): According to Law on Credit Institutions and Decree No. 93/2017/ND-CP, TNEX FINANCE is required to make statutory reserves before distribution of profits similar to the Bank.		
			4.22 Classification for off-statement of financial position commitments		
			Credit institutions shall classify guarantees, letters of credit (except for the case specified in Point n, Clause 1, Article 1 of Circular 31), payment acceptances and irrevocable loan commitments with specific effective date (generally called “off- statement of financial position commitments”) for management and monitoring of credit quality as follows the classification policy applied for debts as stated in Note 4.5. According to Decree 86, the Bank is not required to make provision for off-statement of financial position commitments.		
			4.23 Recognition of income and expenses		
			Interest income and expenses		
			Interest income and expenses are recognized in the consolidated statement of profit or loss on an accrual basis. Accrued interest income from debts which are classified into Group 2 to 5 in compliance with Circular 31 and debts retained in Group 1 in compliance with Circular 01, Circular 02, Circular 03, Circular 04, Circular 14, Circular 06 and Circular 53 will not be recognized in consolidated statement of profit or loss. Suspended interest income is reversed and monitored off-statement of financial position and recognized in the consolidated statement of profit or loss upon actual receipt.		

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.23 Recognition of income and expenses (continued)

Fee and commission income and expenses

Fee and commission income are recognized in the consolidated statement of profit or loss when the services are performed.

Fee and commission expenses are recognized in the consolidated statement of profit or loss when these expenses are incurred.

Income from investment activities

Income from securities trading is recognized based on differences between selling price and cost of securities sold.

Cash dividend is recognized in the consolidated statement of profit or loss upon formation of cash dividend right.

Dividend paid in the form of common shares, bonus shares and right shares for existing shareholders, shares distributed from retained earnings are not recognized as an increment in investment value or income of the Bank. Only the quantity of shares is updated.

Dividends received in connection with the year before the investment is made are recognized as a decrease in carrying amount of the investment.

Income/expenses from debt trading

Income from debt trading is determined by the difference between the price of debts purchased or sold and their book value.

Book value of debts purchased and sold is the book value of the principal, interest and related financial obligations (if any) of debts recorded in the statement of financial position or off the statement of financial position at the date of debt purchase or sale; or the book value at the date of writing-off of debts; or the book value of debts written off previously at the date of debt purchase and sale.

Debt purchase and sale price are the sum of money to be paid by a debt purchaser to a debt seller under a debt purchase and sale contract.

4.24 Corporate income tax

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from (or paid to) the taxation authorities – using the tax rates and tax laws applied and enacted at the consolidated statement of financial position date.

Current income tax is charged or credited to the consolidated statement of profit or loss except when it relates to items recognized directly to equity, in this case the current income tax is also recognized in equity.

Current income tax assets and liabilities are offset when there is a legally enforceable right for the Bank to offset current tax assets against current tax liabilities and when the Bank intends to settle its current tax assets and liabilities on a net basis.

The Bank’s tax reports are subject to examination by the tax authorities. Since the application of tax laws and regulations to many types of transactions is susceptible to varying interpretations, amount reported in the consolidated financial statements could be changed at a later date upon final determination by the tax authorities.

Deferred tax

Deferred tax is provided on temporary differences at the consolidated statement of financial position date between the tax base of assets and liabilities and their carrying amount for the financial reporting purposes.

Deferred tax payables are recognized for temporary taxable differences.

Deferred tax assets are recognized for all deductible temporary differences, deductible amounts carried over subsequent periods of taxable losses and unused tax credits when it is probable that there will be sufficient taxable profit to use deductible temporary differences, taxable losses and tax credits. Deferred tax assets and deferred tax liabilities are determined on the basis of expected tax rate applied when assets are recovered, or liabilities are settled and on the basis of tax rate and tax laws which effective at year end.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

4.25 Employee benefits

4.25.1 Post-employment benefits

Post-employment benefits are paid to retired employees of the Bank by the Social Insurance Agency which belongs to the Ministry of Labor, Invalids and Social Affairs. The Bank is required to contribute to these post-employment benefits by paying social insurance premium to the Social Insurance Agency at the rate of 17.5% of an employee’s basic monthly salary, salary-related allowance and other supplements. Other than that, the Bank has no further obligation relating to post-employment benefits.

4.25.2 Voluntary resignation benefits

The Bank has the obligation, under Article 46 of the Vietnam Labor Code No.45/2019/QH14 effective from 01 January 2021, to pay allowance arising from voluntary resignation of employees, equal to one-half month’s salary for each year of employment up to 31 December 2008 plus salary allowances (if any). From 01 January 2009, the average monthly salary used in this calculation is the average monthly salary of the latest six-month period up to the resignation date. Accordingly, working time at the Bank to calculate severance allowance is the total actual working time at the Bank minus (-) the time the employee has participated in unemployment insurance in accordance with the law regarding unemployment insurance, and the working time that has been paid off by employers for severance allowance.

4.25.3 Unemployment insurance

According to Circular No. 28/2015/TT-BLDTBXH providing guidelines for Article 52 of the Law on Employment and Decree No. 28/2015/ND-CP dated 12 March 2015 of the Government providing guidelines for the Law on Employment in term of unemployment insurance, the Bank is required to contribute to the unemployment insurance at the rate of 1% of salary and wage fund of unemployment insurance joiners and deduct 1% of monthly salary and wage of each employee to contribute to the unemployment insurance fund.

4.26 Related parties

Parties are considered to be related parties of the Bank if a party has the ability, either directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operating decisions, or when the Bank and other parties are under common control or under common significant influence. Related parties can be enterprises or individuals, including close family members of individuals who are related parties.

4.27 Segment report

A segment is the separate unit of the Bank which participates in providing relevant products and services (segments categorized by business sectors) or providing products and services in a certain economic environment (segments categorized by geographical regions). Each segment bears unique risks and gains different benefits. The fundamental segment report form of the Bank is based on business sectors.

4.28 Earnings per share

The Bank presents basic earnings per share for ordinary shares. Basic earnings per share amounts are calculated by dividing net profit or loss after tax for the year attributable to ordinary shareholders of the Bank (after adjusting for the bonus and welfare fund) by the weighted average number of ordinary shares outstanding during the year.

If the shares issued during the year only change the number of shares without changing the total equity, the Bank will adjust the weighted average number of ordinary shares currently circulated to the prior year presented on the consolidated financial statements, resulting in a corresponding adjustment of the opening balance of the basic earnings per shares.

4.29 Offsetting

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset financial assets against financial liabilities or vice-versa, and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.



5. CASH, GOLD AND GEMSTONES

	31 December 2024 VND million	31 December 2023 VND million
Cash in VND	874,429	734,824
Cash in foreign currencies	326,950	203,287
Gold	1,709	1,518
	<b>1,203,088</b>	<b>939,629</b>

6. BALANCES WITH THE STATE BANK OF VIETNAM (“SBV”)

	31 December 2024 VND million	31 December 2023 VND million
Balances with the SBV		
- In VND	4,666,137	3,277,068
- In foreign currencies	828,647	1,312,131
	<b>5,494,784</b>	<b>4,589,199</b>

Balances with the SBV include current account and compulsory reserves. In accordance with the SBV’s regulations, as at 31 December 2024, the Bank is required to maintain certain cash reserve with the SBV in the form of compulsory reserves, as follows:

- Reserves are computed at 3.00% and 1.00% of customer deposits in VND with original maturities of less than 12 months and from 12 months respectively;
- Reserves are computed at 8.00% and 6.00% of customer deposits in foreign currencies with original maturities of less than 12 months and from 12 months respectively.

7. DUE FROM BANKS

	31 December 2024 VND million	31 December 2023 VND million
<b>Placements with other CIs</b>	<b>54,249,986</b>	<b>51,384,709</b>
Demand deposits with other CIs	14,735,986	13,813,935
- In VND	13,640,176	12,674,755
- In foreign currencies	1,095,810	1,139,180
Term deposits with other CIs	39,514,000	37,570,774
- In VND	39,260,000	29,200,000
- In foreign currencies	254,000	8,370,774
<b>Loans to other CIs</b>	<b>6,686,164</b>	<b>9,764,985</b>
In VND	6,556,772	9,374,123
In foreign currencies	129,392	390,862
	<b>60,936,150</b>	<b>61,149,694</b>

In which, balance of term deposits with other CIs with an original maturity of three (“3”) months or less as at 31 December 2024 is VND 39,514,000 million.

7. DUE FROM BANKS (continued)

Interest rates of due from banks at the end of the year are as follows:

	31 December 2024 % per annum	31 December 2023 % per annum
Term deposits in VND	3.05 - 5.90	2.05 - 4.50
Term deposits in foreign currencies	4.50	4.50 - 5.40
Loans in VND	4.60 - 7.00	3.70 - 10.40
Loans in foreign currencies	4.60 - 6.26	4.27 - 7.35

Analysis of outstanding due from banks by quality at the end of the year are as follows:

	31 December 2024 VND million	31 December 2023 VND million
Current	46,200,164	47,335,759
	<b>46,200,164</b>	<b>47,335,759</b>

8. DERIVATIVE FINANCIAL INSTRUMENTS

	Total contract nominal value (*) VND million	Total carrying value (**)		
		Assets VND million	Liabilities VND million	Net realizable value VND million
<b>As at 31 December 2024</b>				
<b>Derivative financial instruments</b>				
Forward contracts	67,839,697	-	(67,298)	(67,298)
Swap contracts	222,988,861	-	(662,830)	(662,830)
	<b>290,828,558</b>	-	<b>(730,128)</b>	<b>(730,128)</b>
<b>As at 31 December 2023</b>				
<b>Derivative financial instruments</b>				
Forward contracts	62,703,812	-	(43,307)	(43,307)
Swap contracts	158,208,872	-	(220,049)	(220,049)
	<b>220,912,684</b>	-	<b>(263,356)</b>	<b>(263,356)</b>

(\*) Total contract value is translated using exchange rates at the contract value date.

(\*\*) Total carrying value is the net value translated using exchange rates at the statement of financial position date.





Vietnam Maritime Commercial Joint Stock Bank

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as at 31 December 2024 and for the year then ended

10. PROVISION FOR CREDIT LOSSES OF LOANS TO CUSTOMERS

	31 December 2024 VND million	31 December 2023 VND million
General provision	1,301,625	1,105,035
Specific provision	1,724,445	1,257,712
	<u>3,026,070</u>	<u>2,362,747</u>

Changes in provision for credit losses of loans to customers in 2024 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
Opening balance	1,105,035	1,257,712	2,362,747
Provision charged	196,590	1,874,292	2,070,882
Bad debts written off	-	(1,407,413)	(1,407,413)
Other decreases	-	(240)	(240)
Other increases	-	94	94
Closing balance	<u>1,301,625</u>	<u>1,724,445</u>	<u>3,026,070</u>

Changes in provision for credit losses of loans to customers in 2023 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
Opening balance	898,256	532,665	1,430,921
Provision charged	206,779	1,437,329	1,644,108
Bad debts written off	-	(709,288)	(709,288)
Other decreases	-	(3,185)	(3,185)
Other increases	-	191	191
Closing balance	<u>1,105,035</u>	<u>1,257,712</u>	<u>2,362,747</u>

11. INVESTMENT SECURITIES

11.1 Available-for-sale securities

	31 December 2024 VND million	31 December 2023 VND million
Debt securities	65,604,781	37,897,490
Government bonds	42,993,384	22,572,105
Debt securities issued by other local CIs	21,711,012	13,800,000
Debt securities issued by local economic entities	900,385	1,525,385
Provision for available-for-sale securities	(34,925)	(17,117)
General provision	(6,540)	(11,440)
Specific provision	(28,385)	(5,677)
	<u>65,569,856</u>	<u>37,880,373</u>

• Government bonds have terms ranging from 5 years to 30 years with interest rates ranging from 2.10% p.a. to 8.80% p.a.

• Debt securities issued by other local CIs have terms ranging from 1 year to 10 years with interest rates ranging from 3.90% p.a. to 8.60% p.a.

• Bonds issued by local economic entities have terms ranging from 5 years to 10 years with interest rates ranging from 8.90% p.a. to 11.00% p.a.

11.2 Changes in provision for available-for-sale securities

Changes in provision for credit losses of investment securities in 2024 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
Opening balance	11,440	5,677	17,117
Provision charged/(reversed)	(4,900)	22,708	17,808
Closing balance	<u>6,540</u>	<u>28,385</u>	<u>34,925</u>

Changes in provision for credit losses of investment securities in 2023 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
Opening balance	19,345	-	19,345
Provision charged/(reversed)	(7,905)	5,677	(2,228)
Closing balance	<u>11,440</u>	<u>5,677</u>	<u>17,117</u>

11.3 Analysis by quality of debt securities classified as credit risk bearing assets according to Circular 31

	31 December 2024 VND million	31 December 2023 VND million
Current	21,207,012	14,921,000
Special mention	376,000	376,000
Substandard	-	28,385
Loss	28,385	-
	<u>21,611,397</u>	<u>15,325,385</u>

12. LONG-TERM INVESTMENTS

	31 December 2024 VND million	31 December 2023 VND million
Investments in economic entities	17,049	10,036
Provision for long-term investments	(5,019)	-
	<u>12,030</u>	<u>10,036</u>

13. TANGIBLE FIXED ASSETS

	<i>Buildings and structures VND million</i>	<i>Machines and equipment VND million</i>	<i>Means of transportation VND million</i>	<i>Office equipment VND million</i>	<i>Others VND million</i>	<i>Total VND million</i>
<b>Cost</b>						
Opening balance	28,589	454,358	91,171	81,419	5,592	661,129
Additions	-	79,855	-	17,683	-	97,538
Disposal	(4,209)	(2,233)	(1,150)	(4,887)	-	(12,479)
Closing balance	24,380	531,980	90,021	94,215	5,592	746,188
<b>Accumulated depreciation</b>						
Opening balance	13,941	294,749	77,469	71,354	1,083	458,596
Depreciation during the year	525	51,719	2,736	9,956	1,092	66,028
Disposal	(2,603)	(2,233)	(1,150)	(4,887)	-	(10,873)
Closing balance	11,863	344,235	79,055	76,423	2,175	513,751
<b>Net book value</b>						
Opening balance	14,648	159,609	13,702	10,065	4,509	202,533
Closing balance	12,517	187,745	10,966	17,792	3,417	232,437

Cost of fully-depreciated tangible fixed assets in use as at 31 December 2024 is VND 324,855 million (as at 31 December 2023 is VND 311,425 million).

14. INTANGIBLE FIXED ASSETS

	<i>Land use rights VND million</i>	<i>Computer software VND million</i>	<i>Others VND million</i>	<i>Total VND million</i>
<b>Cost</b>				
Opening balance	52,233	556,624	22,086	630,943
Additions	34,374	18,051	-	52,425
Disposal	(17,292)	-	-	(17,292)
Closing balance	69,315	574,675	22,086	666,076
<b>Accumulated amortization</b>				
Opening balance	-	418,187	12,553	430,740
Amortization during the year	909	31,283	2,837	35,029
Closing balance	909	449,470	15,390	465,769
<b>Net book value</b>				
Opening balance	52,233	138,437	9,533	200,203
Closing balance	68,406	125,205	6,696	200,307

Cost of fully-amortized intangible fixed assets in use as at 31 December 2024 is VND 243,025 million (as at 31 December 2023 is VND 164,409 million).

15. OTHER ASSETS

15.1 Receivables

	<i>31 December 2024 VND million</i>	<i>31 December 2023 VND million</i>
Internal receivables	77,120	76,338
External receivables	7,132,010	8,232,333
Construction in progress	271,946	171,356
	<b>7,481,076</b>	<b>8,480,027</b>

15.1.1 Internal receivables

	<i>31 December 2024 VND million</i>	<i>31 December 2023 VND million</i>
Advances for operations	68,02	70,099
Embezzled, deficient, lost money, assets awaiting settlement	1,944	2,571
Other advances and receivables	7,152	3,668
	<b>77,120</b>	<b>76,338</b>

15.1.2 External receivables

	<i>31 December 2024 VND million</i>	<i>31 December 2023 VND million</i>
Receivables of credit nature	5,785,959	4,001,159
Receivables from trade finance activities	25,971	2,657,177
Other advances and receivables	1,222,015	1,349,650
Advances for processing of foreclosed assets	69,669	174,454
Interest subsidy receivables from State Budget	25,381	45,438
Tax receivables from State Budget	3,015	4,455
	<b>7,132,010</b>	<b>8,232,333</b>

15.1.3 Construction in progress

	<i>31 December 2024 VND million</i>	<i>31 December 2023 VND million</i>
Advances for purchase of fixed assets	157,195	86,778
Repair of fixed assets	114,751	84,578
	<b>271,946</b>	<b>171,356</b>

15.2 Interest and fee receivables

	<i>31 December 2024 VND million</i>	<i>31 December 2023 VND million</i>
Interest receivables from deposits	27,384	25,898
Interest receivables from investment securities	1,208,103	971,532
Interest receivables from credit activities	3,272,745	3,598,525
Interest receivables from derivative financial instruments	282,803	424,144
Other interest receivables	106,797	45,301
	<b>4,897,832</b>	<b>5,065,400</b>



Vietnam Maritime Commercial Joint Stock Bank				B05/TCTD-HN		Vietnam Maritime Commercial Joint Stock Bank				B05/TCTD-HN					
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)						NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)									
as at 31 December 2024 and for the year then ended						as at 31 December 2024 and for the year then ended									
15. OTHER ASSETS (continued)						16. GOODWILL									
15.3 Deferred tax assets				31 December 2024 VND million		31 December 2023 VND million		2024 VND million				2023 VND million			
Opening balance				-		50		Total value of goodwill				99,823			
Deferred tax assets related to tax-deductible temporary differences				-		(50)		Amortization period (year)				10			
Closing balance				-		-		Value of accumulated amortized goodwill at the beginning of the year				84,699			
								Value of unamortized goodwill				15,124			
								Goodwill amortized during the year				(9,982)			
								Goodwill amortized during the year				(9,982)			
15.4 Other assets				31 December 2024 VND million		31 December 2023 VND million		Total value of unamortized goodwill at the end of the year				5,142			
Materials and tools				43,405		29,496						15,124			
Prepaid expenses awaiting allocation				603,334		589,639						25,106			
Foreclosed assets awaiting resolution				58,730		1,115,496									
Goodwill				5,142		15,124									
				710,611		1,749,755									
15.5 Provision for other assets				31 December 2024 VND million		31 December 2023 VND million									
Provision for credit receivables				13,581		-									
- General provision				13,581		-									
Other provision				43,882		43,650									
				57,463		43,650									
Changes in provision for receivables from finance trade activities in 2024 are as follows:															
				General provision VND million		Specific provision VND million		Total VND million							
Opening balance				-		-		-							
Provision charged				13,581		-		13,581							
Closing balance				13,581		-		13,581							
Changes in other provision during the year are as follows:															
				2024 VND million		2023 VND million									
Opening balance				43,650		40,068									
Provision reversed				(8)		(70)									
Bad debts written off				-		(29,541)									
Other increases				240		33,193									
Closing balance				43,882		43,650									

17. BORROWINGS FROM THE GOVERNMENT AND THE STATE BANK OF VIETNAM (“SBV”)				31 December 2024 VND million		31 December 2023 VND million	
Borrowings from the SBV				9,202,986		1,011,561	
Borrowings according to credit profile				999,972		999,972	
Discounting, rediscounting of valuable papers				8,194,415		-	
Borrowings for Banking and Settlement System Modernization Project				8,599		11,589	
Deposits from the State Treasury				533		972	
Deposits in VND				533		972	
				9,203,519		1,012,533	
18. DUE TO BANKS				31 December 2024 VND million		31 December 2023 VND million	
Deposits from other CIs				59,769,136		54,484,312	
Demand deposits				14,141,416		13,292,684	
- In VND				13,832,612		12,936,882	
- In foreign currencies				308,804		355,802	
Term deposits				45,627,720		41,191,628	
- In VND				43,438,205		40,881,510	
- In foreign currencies				2,189,515		310,118	
Borrowings from other CIs				32,420,329		31,069,202	
In VND				24,467,402		11,880,021	
In foreign currencies				7,952,927		19,189,181	
				92,189,465		85,553,514	
Interest rates of due to banks at year end are as follows:				31 December 2024 % per annum		31 December 2023 % per annum	
Term deposits from other CIs in VND				2.80 - 5.80		2.00 - 4.50	
Term deposits from other CIs in foreign currencies				4.40 - 4.60		5.00 - 5.10	
Borrowings from other CIs in VND				4.15 - 4.79		2.00 - 4.99	
Borrowings from other CIs, financial institutions in foreign currencies				4.47 - 5.30		5.13 - 6.53	

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19. CUSTOMER DEPOSITS

19.1 Analysis of customer deposits by type of deposits

	31 December 2024	31 December 2023
	VND million	VND million
Demand deposits	38,536,725	33,317,559
Demand deposits in VND	34,990,350	29,490,769
Demand deposits in foreign currencies	3,546,375	3,826,790
Term deposits	113,765,922	97,229,772
Term deposits in VND	111,380,422	95,434,641
Term deposits in foreign currencies	2,385,500	1,795,131
Deposit for specific purposes	739,362	361,807
Deposit for specific purposes in VND	313,266	307,283
Deposit for specific purposes in foreign currencies	426,096	54,524
Margin deposits	1,570,442	1,440,993
Margin deposits in VND	1,500,875	1,376,826
Margin deposits in foreign currencies	69,567	64,167
	154,612,451	132,350,131

Interest rates of customer deposits at year end are as follows:

	31 December 2024	31 December 2023
	% per annum	% per annum
Demand deposits in VND	0.00 - 0.50	0.00 – 0.50
Term deposits in VND	0.50 - 6.50	0.50 – 5.20
Demand deposits in foreign currencies	0.00	0.00
Term deposits in foreign currencies	0.00	0.00

19.2 Analysis of customer deposits by type of customers

	31 December 2024		31 December 2023	
	VND million	%	VND million	%
Deposits from economic entities	75,407,762	48.77	56,762,543	42.89
Deposits from individuals	79,204,689	51.23	75,587,588	57.11
	154,612,451	100.00	132,350,131	100.00

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20. VALUABLE PAPERS ISSUED

	31 December 2024	31 December 2023
	VND million	VND million
Certificates of deposit	4,410,596	2,091,415
Ordinary bonds	16,800,000	6,900,000
	21,210,596	8,991,415

Details of terms of valuable papers issued by par value at year end are as follows:

	Ordinary bonds	Certificate of deposit	Total
	VND million	VND million	VND million
Up to 12 months (Up to 366 days)			
- In VND	-	2,950,000	2,950,000
From 12 months to 5 years (From 366 - 1826 days)			
- In VND	15,800,000	1,460,596	17,260,596
More than 5 years (More than 1826 days)			
- In VND	1,000,000	-	1,000,000
Closing balance	16,800,000	4,410,596	21,210,596

21. OTHER LIABILITIES

21.1 Interest and fee payables

	31 December 2024	31 December 2023
	VND million	VND million
Interest payables for deposits	1,994,144	2,767,659
Interest payables for valuable papers issued	407,159	276,163
Interest payables for borrowings from other CIs	157,260	326,168
Interest payables for derivative financial instruments	272,532	443,167
	2,831,095	3,813,157

21.2 Other payables and liabilities

	31 December 2024	31 December 2023
	VND million	VND million
Internal payables	1,011,977	1,357,884
External payables	1,514,351	2,337,402
Bonus and welfare fund	26,950	28,234
	2,553,278	3,723,520



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21. OTHER LIABILITIES (continued)				23. OWNERS' EQUITY AND RESERVES			
21.2 Other payables and liabilities (continued)				23.1 Statement of changes in equity			
21.2.1 Internal payables				Unit: VND million			
	31 December 2024	31 December 2023					
	VND million	VND million					
Payables to employees	685,275	828,508					
Dividend payables	6,408	6,409					
Excessive funds and assets awaiting settlement	1,259	1,628					
Suspended interests of foreclosed assets	3,730	13,261					
Other internal payables	315,305	508,078					
	1,011,977	1,357,884					
21.2.2 External payables							
	31 December 2024	31 December 2023					
	VND million	VND million					
Escrow accounts awaiting settlement	30,885	51,775					
Tax payables to State Budget	805,440	670,804					
Payables relating to fund transferring	251,194	185,572					
Receivables from sales of debts, collaterals or utilization of collaterals	15,956	275,326					
Other external payables	410,876	1,153,925					
	1,514,351	2,337,402					
22. TAXES AND OTHER OBLIGATIONS TO THE STATE BUDGET							
Unit: VND million							
	Opening balance	Movements during the year					
		Payables	Paid				
Receivables from the State Budget	(4,455)	1,481	(41)				
Corporate income tax	(4,455)	1,481	(41)				
Payables to the State Budget	670,804	1,918,947	(1,784,311)				
Value added tax	11,858	137,859	(137,863)				
Corporate income tax	607,130	1,382,984	(1,224,903)				
Other taxes	51,816	395,576	(419,017)				
Other payables	-	2,528	(2,528)				
	666,349	1,920,428	(1,784,352)				
23.2 Capital							
		31 December 2024	31 December 2023				
		shares	shares				
Number of registered shares		2,600,000,000	2,000,000,000				
Number of shares issued		2,600,000,000	2,000,000,000				
Common shares		2,600,000,000	2,000,000,000				
Number of outstanding shares		2,600,000,000	2,000,000,000				
Common shares		2,600,000,000	2,000,000,000				
Face value per share		10,000	10,000				
The list of major shareholders owning shares of 5% or more of the Bank's charter capital is as follows:							
		31 December 2024	31 December 2023				
		Number of	Number of				
		common shares	common shares				
		%	%				
Vietnam Posts and Telecommunications Group		157,254,977	6.05			120,965,367	6.05
Vietnam Posts and Telecommunications Group operates in the form of a one-member limited liability company owned by the State according to Decision No. 955/QĐ-TTg dated 24 June 2010 of the Prime Minister and Business Registration Certificate of One Member Limited Liability Company No. 0100684378 issued by the Hanoi Department of Planning and Investments on 17 August 2010.							





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31. INCOME FROM CAPITAL CONTRIBUTION, SHARE PURCHASE				34. CORPORATE INCOME TAX (“CIT”) EXPENSES (continued)			
	2024	2023		Current CIT expenses during the year are estimated as follows:	2024	2023	
	VND million	VND million			VND million	VND million	
Dividends received from capital contribution, share purchase	-	1,631					
Income from capital contribution, share purchase	-	1,631					
32. OPERATING EXPENSES							
	2024	2023					
	VND million	VND million					
Tax payments and other fees	92,586	87,993					
Personnel expenses	2,901,850	2,838,027		Profit before tax	6,903,842	5,829,910	
- Salaries and allowance	2,523,672	2,498,722		Adjustments			
- Salary-related allowance	228,952	215,854		- Non-deductible expenses	7,226	4,793	
- Subsidies	59,741	59,186		- Non-taxable income	(31)	(1,631)	
- Others	89,485	64,265		- Movements of temporary differences	(126,987)	(36,420)	
				- Non-taxable consolidated adjustments (Goodwill, disposal of assets)	9,982	9,730	
Asset expenses	803,478	639,932					
- Depreciation and amortization	101,057	100,262		Taxable income incurred during the year	6,794,032	5,806,382	
- Repair and maintenance costs	138,192	116,921		Include:			
- Rental expenses	514,184	374,173		- Income from operating activities	6,794,032	5,806,382	
- Tools and supplies	42,943	37,186		Tax rate	20%	20%	
- Insurance fees	7,102	11,390					
Administrative expenses	1,317,058	1,150,713		Current CIT expenses	1,358,806	1,161,277	
- Per diem	82,903	65,405		Include:			
- Hiring experts and consultants	180,452	139,080		- CIT expenses from operating activities	1,358,806	1,161,277	
- Others	1,053,703	946,228		Adjustments of prior periods CIT expenses	25,659	24,369	
Insurance expenses for customer deposits	109,952	95,736					
Provision charged/(reversed) (excluding provision for on- and off-statement of financial position credit risks; provision for diminution in value of securities)	5,011	(70)		CIT incurred during the year	1,384,465	1,185,646	
	5,229,935	4,812,331		CIT paid in previous years	-	(7,165)	
33. CREDIT LOSSES EXPENSES							
	2024	2023		CIT must be paid during the year	1,384,465	1,178,481	
	VND million	VND million		CIT payable at the beginning of the year	602,675	820,535	
Provision charged for loans to customers	2,070,882	1,644,108		CIT paid during the year	(1,224,944)	(1,396,341)	
Provision charged/(reversed) for other credit risk-bearing assets	13,581	(27,362)					
	2,084,463	1,616,746		CIT payable at the end of the year	762,196	602,675	
34. CORPORATE INCOME TAX (“CIT”) EXPENSES				Deferred CIT expenses	-	50	
Since 01 January 2016, the Bank had the obligation to pay corporate income tax (“CIT”) at the rate of 20% of taxable profits according to Circular No. 78/2014/TT-BTC which became effective from 02 August 2014.							
Current CIT payables are determined based on taxable income of the current year. Taxable income differs from the one reported in the consolidated statement of profit or loss since taxable income excludes incomes which are taxable or expenses which are deducted in prior years due to the differences between the Bank’s accounting policies and the tax regulations. It also excludes tax exempted income and non-deductible expenses. The current CIT payable of the Bank is calculated based on the statutory tax rates applicable at the end of the year.				35. BASIC EARNINGS PER SHARE			
				The calculation of basic earnings per share for 2024 is based on the net profit attributable to ordinary shareholders of the Bank.			
					2024	2023	
						(restated)	
				Net profit after tax attributable to ordinary shareholders (VND million)	5,519,377	4,644,214	
				Weighted average number of ordinary shares (shares) (*)	2,600,000,000	2,600,000,000	
				Basic earnings per share (VND/share)	2,123	1,786	
				The weighted average of ordinary shares outstanding in 2023 is adjusted for comparison purpose because the Bank increases its charter capital in 2024 through the issuance of shares to pay dividends at the rate of 30%.			

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36. CASH AND CASH EQUIVALENTS			39. CONTINGENT LIABILITIES AND COMMITMENTS		
Cash and cash equivalents included in the consolidated cash flow statement comprise the following amounts on the consolidated statement of financial position:					
	31 December 2024	31 December 2023		31 December 2024	31 December 2023
	VND million	VND million		VND million	VND million
Cash and cash equivalents	1,203,088	939,629	Credit guarantees	183,030	31,980
Balances with the SBV	5,494,784	4,589,199	Foreign exchange commitments	479,800,332	343,840,786
Demand deposit with other CIs	14,735,986	13,813,935	- Spot foreign exchange commitments - buy	11,749,712	11,263,221
Placements with other CIs with original terms of 3 months or less	39,514,000	37,570,774	- Spot foreign exchange commitments - sell	11,751,127	11,255,288
	60,947,858	56,913,537	- Cross currency swap contracts	456,299,493	321,322,277
37. ASSETS, VALUABLE PAPERS USED FOR MORTGAGE, DISCOUNT AND REDISCOUNT			Letters of credit	3,135,897	7,555,360
37.1 Assets, valuable papers received for mortgage, discount and rediscount			- Letters of credit	3,545,336	7,865,215
	31 December 2024	31 December 2023	Less: Margin deposits	(409,439)	(309,855)
	VND million	VND million	Other guarantees	24,893,161	21,686,263
Immovables	209,077,832	141,598,463	- Settlement guarantees	4,330,878	3,343,207
Movables	17,799,754	10,667,281	- Contract performance guarantees	5,784,610	5,332,633
Valuable papers	65,194,457	56,394,481	- Bid guarantees	1,512,805	913,928
Other assets	223,282,461	268,115,355	- Other guarantees	14,248,401	12,934,764
	515,354,504	476,775,580	Less: Margin deposits	(983,533)	(838,269)
37.2 Assets, valuable papers used for mortgage, discount and rediscount			Other commitments	20,300,893	11,326,397
	31 December 2024	31 December 2023	40. UNCOLLECTED INTERESTS AND FEE RECEIVABLES		
	VND million	VND million		31 December 2024	31 December 2023
Valuable papers	35,140,683	11,737,000		VND million	VND million
	35,140,683	11,737,000	Uncollected loan interest	1,516,069	1,445,389
38. EMPLOYEES' REMUNERATIONS			Uncollected securities interest	28,791	643,691
	2024	2023	Uncollected receivable fees	59	59
	VND million	VND million		1,544,919	2,089,139
I. Total average number of employees (person)	6,693	6,731	41. BAD DEBTS WRITTEN OFF		
II. Employees' remuneration				31 December 2024	31 December 2023
1. Total salary fund and bonus	2,667,187	2,325,588		VND million	VND million
2. Total income	2,668,472	2,327,667	Principal of the bad debts written off under monitoring	5,022,894	5,615,707
3. Average monthly salary	33.21	28.79	Interest of the bad debts written off under monitoring	10,484,253	10,001,777
4. Average monthly income	33.22	28.82	Other bad debts written off	31,979	31,980
				15,539,126	15,649,464
42. OTHER ASSETS AND DOCUMENTS				31 December 2024	31 December 2023
				VND million	VND million
Other assets kept nominally			Other assets kept nominally	16,648,260	17,789,628
Assets under operating leases			Assets under operating leases	-	4,892
Other valuable documents being preserved			Other valuable documents being preserved	77,854,670	65,882,342
				94,502,930	83,676,862



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43. RELATED PARTY TRANSACTIONS

Related party transactions include all transactions undertaken with other parties to which the Bank is related. A party is considered to be related if the party has ability to control or to influence other parties in making decision of financial policies and operational activities. A party is related to the Bank if:

(a) Directly, or indirectly through one or more intermediaries, the party:

Controls, is controlled by, or is under common control with, the Bank (including parents and subsidiary);

Has an interest in the Bank that gives it significant influence over the Bank;

Has joint control over the Bank.

(b) The party is a joint venture in which the Bank is a venture or an associate;

(c) The party is a member of the key management personnel of the Bank;

(d) The party is a close member of the family of any individual referred to in (a) or (c); or

(e) The party is an entity that is controlled, jointly controlled or significantly influenced by, or for which significant voting power in such company resides with, directly or indirectly, any individual referred to in (c) or (d).

Details of significant balances with related parties at the end of the year are as follows:

	31 December 2024	31 December 2023
	Receivables/(Payables)	Receivables/(Payables)
	VND million	VND million
<b>Vietnam Posts and Telecommunications Group (“VNPT”) – Major shareholder</b>		
Demand deposits	(6,607)	(3,638)
Term deposits	-	(1,555,000)
Interest payables	-	(21,864)
<b>ROX Group JSC – Related party of members of the Board of Directors</b>		
Demand deposits	(8,515)	(3,588)
Term deposits	(760)	-
Interest payable	(2)	-
Loans	35	48
<b>FamilyMart Vietnam JSC – Related party of members of the Board of Directors</b>		
Demand deposits	(705)	(381)
Loans	17	13
<b>ROX Key Holdings JSC – Related party of the Board of Directors</b>		
Demand deposits	(12,738)	(20,735)
Term deposits	-	(203,000)
Interest payables	-	(42)
<b>ROX Asset JSC – Related party of the Board of Directors</b>		
Demand deposits	(449)	(336)
Loans	-	9
<b>ROX Living JSC - Related party of the Board of Directors</b>		
Demand deposits	(437)	(2,086)
Loans	5	15
<b>Members of the Board of Directors, Board of Management, Board of Supervision and related individuals</b>		
Demand deposits	(60,977)	(549,608)
Term deposits	(13,085)	(87,950)
Loans	273,116	202,192
Other receivables	2,010	1,311
Interest and other payables	(645)	(4,672)

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43. RELATED PARTY TRANSACTIONS (continued)

Details of significant transactions with related parties during the year are as follows:

	2024	2023
	VND million	VND million
<b>VNPT – Major shareholder</b>		
Interest expenses on deposits	(73,698)	(164,886)
Term deposits	-	1,714,560
Term deposits withdrawal	1,555,000	2,609,560
<b>ROX Group JSC – Related party of members of the Board of Directors</b>		
Interest expenses on deposits	(14)	(6)
Fee income	8	38
Interest income from loans	20	1
Term deposits	760	-
<b>FamilyMart Vietnam JSC – Related party of members of the Board of Directors</b>		
Interest expenses on deposits	(2)	(1)
<b>ROX Key Holdings JSC – Related party of the Board of Directors</b>		
Interest expenses on deposits	(36)	(47)
Interest income from loans	2	-
Fee and other income	54	-
Term deposits withdrawal	203,000	-
Term deposits	-	203,000
<b>ROX Asset JSC – Related party of the Board of Directors</b>		
Interest expenses on deposits	(1)	(3)
<b>ROX Living JSC – Related party of the Board of Directors</b>		
Interest expenses on deposits	(3)	-
Fee income	2	-
<b>Members of the Board of Directors, Board of Management, Board of Supervision and related individuals</b>		
Remunerations of the Board of Directors	(11,395)	(12,454)
- Mr. Tran Anh Tuan	-	-
- Mr. Tran Xuan Quang	(2,838)	(2,827)
- Ms. Nguyen Thi Thien Huong	(806)	(3,230)
- Mr. Nguyen Hoang An	(2,952)	(2,936)
- Ms. Le Thi Lien	(1,879)	(1,869)
- Mr. Vo Tan Long	(1,328)	-
- Mr. Ta Ngoc Da	(1,592)	(1,592)
Remunerations of the Board of Supervision	(5,496)	(5,071)
Salaries of the Chief Executive Officer	(11,532)	(11,404)
Interest income from loans	22,274	19,262
Interest expenses on deposits and valuable papers issued	(19,469)	(39,211)
Fee income and other income	364	252

44. SEGMENT REPORT

44.1 Business segment report

Operating results by business segments in 2024 are as follows:				
	Banking and finance VND million	Others VND million	Offsetting intercompany transactions VND million	Total VND million
I. Income	47,694,851	-	(18,052,427)	29,642,424
1. Interest income	36,733,616	-	(18,052,359)	18,681,257
2. Fee and commission income	1,834,861	-	(68)	1,834,793
3. Income from other operating activities	9,126,374	-	-	9,126,374
II. Expenses	(38,696,570)	-	18,042,445	(20,654,125)
1. Interest expenses	(26,490,552)	-	18,052,359	(8,438,193)
2. Depreciation expenses	(101,057)	-	-	(101,057)
3. Expenses directly related to operating activities	(12,104,961)	-	(9,914)	(12,114,875)
Operating results before provision for credit losses	8,998,281	-	(9,982)	8,988,299
Credit loss expenses	(2,084,463)	-	-	(2,084,463)
Operating results by segments	6,913,818	-	(9,982)	6,903,836

Assets and liabilities by business segments as at 31 December 2024 are as follows:				
	Banking and finance VND million	Others VND million	Offsetting intercompany transactions VND million	Total VND million
III. Assets	323,795,539	-	(3,647,450)	320,148,089
1. Cash on hand	1,203,088	-	-	1,203,088
2. Fixed assets	432,744	-	-	432,744
3. Other assets	322,159,707	-	(3,647,450)	318,512,257
IV. Liabilities	286,286,048	-	(2,955,516)	283,330,532
1. External liabilities	1,514,352	-	-	1,514,352
2. Internal liabilities	1,011,977	-	-	1,011,977
3. Other liabilities	283,759,719	-	(2,955,516)	280,804,203

44.2 Geographical segment report

	Northern VND million	Central VND million	Southern VND million	Total VND million
I. Operating results by segment				
1. Total income	22,624,864	925,406	6,092,154	29,642,424
2. Total operating expenses	18,984,935	672,345	3,081,302	22,738,582
Profit before tax	3,639,929	253,061	3,010,852	6,903,842
II. Assets	255,551,362	9,809,116	54,787,611	320,148,089
III. Liabilities	220,722,150	9,679,589	52,928,793	283,330,532

45. CONCENTRATION OF ASSETS, LIABILITIES AND OFF-STATEMENT OF FINANCIAL POSITION ITEMS BY GEOGRAPHICAL REGIONS

	Credit granting (loans to customers and other CIs) VND million	Fund mobilized (deposits from customers and deposits from other CIs) VND million	Credit commitments VND million	Derivative instruments (Total contract nominal value) VND million	Trading and investment securities VND million
Domestic	183,179,615	213,910,058	28,212,088	290,828,558	65,604,781
Overseas	-	471,529	-	-	-
Total	183,179,615	214,381,587	28,212,088	290,828,558	65,604,781

46. RISK MANAGEMENT POLICIES

The Bank’s business goal is to be a multi-functional financial institution. Accordingly, the Bank provides a variety of products and services to its customers in order to achieve the above goal and at the same time ensure the expected profit. The utilization of financial instruments, including fund mobilization (customer deposits and valuable papers issued) and investments of these funds in high-quality assets, which is the core of the Bank’s activities, helps it achieve its profit goal but also incur risks that need to be managed closely. The Bank manages its risks through the use of limits in order to proactively managing risks and implementing preventive measures/tools in order to reduce risks. Through holding a large proportion of high-quality financial instruments, the statement of financial position structure of the Bank is adequate to avoid significant exposures within the scope of its operations and manage its liquidity position.

In managing credit risk, the Bank has fully issued and effectively applied documents on credit risk management with details on lending policies, procedures and implementation instructions standardizing the Bank’s credit activities. Liquidity risks are controlled and managed through management instruments for liquidity risks such as holding a high proportion of assets as a large base of cash and cash equivalents in the form of Nostro accounts, balances with the SBV, placements with other CIs and especially highly liquid valuable papers. The risk-weighted ratios are also used to manage the Bank’s liquidity. The Bank frequently assesses its interest rate gaps, compares them with those in domestic and international markets, and then applies appropriate adjustments timely. In addition, the effective implementation of a number of the Bank’s risk management has been enhanced by the deployment of the Centralized Capital Management and the Centralized Payment System, in which the Bank’s capital and payment transactions are solely performed by the Head Office. This helps monitoring the Bank’s funds movements more effectively, efficiently, and reduces possible errors and unnecessarily complexities.

46.1 Credit risk

Credit risk is the risk that results in the Bank’s loss because its customers or counterparties default on their contractual obligations or fail to fulfil their committed obligations.

The Bank has maintained an appropriate risk management policy to ensure these following basic principles:

- establish appropriate risk managing environment;
- operate under healthy credit granting procedure;
- maintain appropriate credit managing, measuring, supervising procedure; and
- ensure adequate control on credit risk.

The Bank conducts approval procedure through many levels to ensure that a loan is reviewed independently; concurrently, loan approval is based on credit limits delegated to competent authorities. Besides, the model of credit approval with the participation of Credit Committee to ensure the credit approval activity is centralized with the highest quality.



46. RISK MANAGEMENT POLICIES (continued)

46.1 Credit risk (continued)

The maximum level of credit risks (exclusive of collaterals or other measures of credit risk mitigation)

The maximum exposures to credit risk relating to asset groups, which are equivalent to their carrying values (excluding provision) in the consolidated statement of financial position, are listed below:

	<i>Not impaired</i> <i>VND million</i>	<i>Impaired without</i> <i>provision</i> <i>VND million</i>	<i>Impaired with</i> <i>provision</i> <i>VND million</i>	<i>Total</i> <i>VND million</i>
Due from banks	46,200,164	-	-	46,200,164
Loans to customers	169,618,675	1,825,195	5,049,581	176,493,451
Debt securities issued by local CIs and economic entities	21,207,012	376,000	28,385	21,611,397
Other credit risk- bearing assets	1,810,771	4,001,159	-	5,811,930
<b>Total</b>	<b>238,836,622</b>	<b>6,202,354</b>	<b>5,077,966</b>	<b>250,116,942</b>

46.2 Market risk

46.2.1 Interest rate risk

Interest rate risk is the risk of adverse fluctuations in interest rates on income, assets, liabilities and off-statement of financial position commitments of the Bank, arising from:

- Differences between the period of fixing new interest rate or redefining interest rate;
- Changes in relationship between interest rates of various financial instruments with the same maturity date;
- Changes in relationship between interest rates at different maturities;
- Influences from interest rate options, products with interest rate options elements.

The Bank maintains an interest rate risk management policy that ensures the following principles:

- Complying with the regulations of the SBV and its internal regulations on the internal control system over interest rate risk management;
- Periodically measuring; Strictly monitoring and controlling potential interest rate risks in the Bank's key business operations (including assets, liabilities and off-statement of financial position commitments); thereby fully implementing measures to balance assets-liabilities structure; and/or preventive measures to minimize the Bank’s exposures against adverse fluctuations in market interest rates;
- Establishing minimum interest rate risk management limits on the interest rate re-pricing period; sensitivity; change in net interest and similar income and change in economic value of owners’ equity based on stress test results in normal scenarios and adverse scenarios.

Principles for classifying and measuring interest rate risk status through the gap of interest rate re-pricing period of Asset; Liabilities items located on and off-statement of financial position meet the following contents:

- Interest-sensitive items (assets, liabilities) are those whose income/expenses/prices change when interest rates change;
- Non-interest bearing items (non-interest rate sensitive) include but are not limited to: cash, gold, silver, gemstones, balances with the SBV, securities held for trading, premiums, discounts, interest and fees receivable, long-term investments, fixed assets, investment securities (equity securities), other assets, other non-interest-bearing debt and overdue portion of asset items;
- Overdue indicators of asset items are cash flows that are overdue and/or classified as Group 2 or higher according to CIC;
- Interest-sensitive items are allocated to periods on the report based on the actual interest rate re-pricing period of each transaction arising in the item;
- The actual term used for determining interest rate is the period of time (number of days) from the end of the accounting period until the interest rate re-adjustment date (the interest rate re-pricing date) or the due date/partial due date according to the contract of the financial assets and liabilities, whichever comes first. Details are as follows:

46. RISK MANAGEMENT POLICIES (continued)

46.2 Market risk (continued)

46.2.1 Interest rate risk (continued)

- + Items that are sensitive to interest rates but whose interest rate re-pricing period cannot be specifically determined (deposits/demand deposits from CIs, economic entities and individuals, overdrafts, credit cards) will be recorded in the period closest on report (up to 1 month);
- + Items with floating interest rate: the actual interest rate re-pricing term is calculated from the end of the accounting period until the interest rate re-pricing date or maturity date/partial due date according to the contract, whichever comes first;
- + The interest-sensitive items of other assets and liabilities which have fixed interest rate: the actual interest rate re-pricing term is calculated from the end of the accounting period until maturity date/partial due date according to the contract.

The interest rates set by the Bank for loans to customers and customer deposits by currencies are presented in *Note 9* and *Note 19*, respectively.

<i>Unit: VND million</i>									
	<i>Overdue</i>	<i>Non-interest bearing</i>	<i>Interest re-pricing period</i>						<i>Total</i>
			<i>Up to 1 month</i>	<i>1 – 3 months</i>	<i>3-6 months</i>	<i>6-12 months</i>	<i>1 – 5 years</i>	<i>Over 5 years</i>	
<b>Assets</b>									
Cash, gold and gemstones	-	1,203,088	-	-	-	-	-	-	1,203,088
Balances with the SBV	-	5,494,784	-	-	-	-	-	-	5,494,784
Due from banks (*)	-	269,747	50,431,017	7,891,063	1,808,736	535,587	-	-	60,936,150
Loans to customers and debts purchased (*)	6,874,777	-	56,982,169	48,294,111	30,353,710	14,972,305	17,645,789	1,370,590	176,493,451
Investment securities (*)	404,385	4,543,585	-	996,000	5,200,000	13,710,000	6,153,490	34,597,321	65,604,781
Long-term investments (*)	-	17,049	-	-	-	-	-	-	17,049
Fixed assets	-	432,744	-	-	-	-	-	-	432,744
Other assets (*)	41,489	10,605,778	6,037	1,793,591	3,600	26,372	130,172	482,480	13,089,519
<b>Total assets</b>	<b>7,320,651</b>	<b>22,566,775</b>	<b>107,419,223</b>	<b>58,974,765</b>	<b>37,366,046</b>	<b>29,244,264</b>	<b>23,929,451</b>	<b>36,450,391</b>	<b>323,271,566</b>
<b>Liabilities</b>									
Borrowings from the Government and the SBV	-	-	8,203,547	-	-	999,972	-	-	9,203,519
Due to banks	-	-	81,181,990	8,471,808	2,318,667	217,000	-	-	92,189,465
Derivative financial instruments	-	-	62,068	6,227,932	(3,046,489)	(1,152,184)	(1,361,199)	-	730,128
Customer deposits	-	-	60,574,132	25,504,219	38,154,127	25,815,862	4,564,099	12	154,612,451
Valuable papers issued	-	-	91,096	-	3,950,000	-	17,169,500	-	21,210,596
Other liabilities (*)	-	5,379,453	1,606	3,313	1	-	-	-	5,384,373
<b>Total liabilities</b>	<b>-</b>	<b>5,379,453</b>	<b>150,114,439</b>	<b>40,207,272</b>	<b>41,376,306</b>	<b>25,880,650</b>	<b>20,372,400</b>	<b>12</b>	<b>283,330,532</b>
<b>On-statement of financial position interest sensitivity gap</b>	<b>7,320,651</b>	<b>17,187,322</b>	<b>(42,695,216)</b>	<b>18,767,493</b>	<b>(4,010,260)</b>	<b>3,363,614</b>	<b>3,557,051</b>	<b>36,450,379</b>	<b>39,941,034</b>
<b>Off- statement of financial position commitments have an impact on the interest rate sensitivity of assets and liabilities (net)</b>	<b>-</b>	<b>-</b>	<b>1,829,638</b>	<b>13,659,104</b>	<b>(1,694,563)</b>	<b>(832,476)</b>	<b>2,738,000</b>	<b>(11,999,500)</b>	<b>3,700,203</b>
<b>On and off statement of financial position interest sensitivity gap</b>	<b>7,320,651</b>	<b>17,187,322</b>	<b>(40,865,578)</b>	<b>32,426,597</b>	<b>(5,704,823)</b>	<b>2,531,138</b>	<b>6,295,051</b>	<b>24,450,879</b>	<b>43,641,237</b>

(\*) balances of these items do not include risk provision

46. RISK MANAGEMENT POLICIES (continued)

46.2 Market risk (continued)

46.2.2 Currency risk

Currency risk is the risk that the value of financial instruments will fluctuate due to fluctuations in foreign exchange rates.

The Bank is incorporated and operates in Vietnam with VND as its reporting currency. The major currency of its transaction is also VND. Asset - liability structure of the Bank includes different foreign currencies such as USD, EUR, JPY,... which is the cause of currency risk.

The Bank maintains a currency risk management policy that ensures the following principles:

- Complying with the regulations of the SBV and its internal regulations on the internal control system over foreign exchange risk management;
- Measuring on a daily basis; strictly monitor and control foreign exchange risks on the basis of ensuring compliance with established limits (in accordance with the SBV’s regulations) on foreign currency positions; potential profit/loss; concentration levels by currency which are based on stress test results in normal scenarios and adverse scenarios.

	<i>EUR equivalent VND million</i>	<i>USD equivalent VND million</i>	<i>Other foreign currencies equivalent VND million</i>	<i>Total VND million</i>
<b>Asset</b>				
Cash, gold and gemstones	13,144	275,433	40,082	328,659
Balances with the SBV	1,130	827,517	-	828,647
Due from banks (*)	69,278	1,193,107	216,817	1,479,202
Derivative financial instruments	61,105	319,649	-	380,754
Loans to customers and debts purchased (*)	10,239	9,107,456	805	9,118,500
Other assets (*)	164	152,066	4,791	157,021
<b>Total assets</b>	<b>155,060</b>	<b>11,875,228</b>	<b>262,495</b>	<b>12,292,783</b>
<b>Liabilities</b>				
Borrowings from the Government and the SBV	-	8,599	-	8,599
Due to banks	26,587	10,390,566	34,093	10,451,246
Customer deposits	106,992	6,191,385	129,161	6,427,538
Derivative financial instruments	-	-	673,141	673,141
Other liabilities (*)	10,554	535,437	66,068	612,059
<b>Total liabilities and owner’s equity</b>	<b>144,133</b>	<b>17,125,987</b>	<b>902,463</b>	<b>18,172,583</b>
<b>FX position on statement of financial position</b>	<b>10,927</b>	<b>(5,250,759)</b>	<b>(639,968)</b>	<b>(5,879,800)</b>
<b>FX position off-statement of financial position</b>	<b>532</b>	<b>1,604,318</b>	<b>704,381</b>	<b>2,309,231</b>
<b>Total FX position on, off-statement of financial position</b>	<b>11,459</b>	<b>(3,646,441)</b>	<b>64,413</b>	<b>(3,570,569)</b>

(\*) balances of these items do not include risk provision

46. RISK MANAGEMENT POLICIES (continued)

46.3 Liquidity risk

Liquidity risk is the risk that the Bank will not be able to meet its financial obligations as they fall due, or the risk that the Bank has to pay cost higher than the average cost of the market under the Bank’s internal regulations in order to meet those obligations.

The Bank has maintained a liquidity risk management policy that ensures the following principles:

- Complying with the regulations of the SBV and its internal regulations on the internal control system over liquidity risk management. It has outstanding organizational structure of 3 lines of defense; in which the first line is managed in parallel by 02 functions: Balance Sheet Management (BSM) and Asset Liability Management (ALM) on a daily basis;
- Always maintaining a portfolio of highly liquid assets which are managed according to market value and ability to convert into cash to ensure liquidity required under normal and stressed conditions;
- Managing and monitoring intraday liquidity; identifying funding sources and ability to mobilize these sources to meet daily payment needs; forecasting situations that cause abnormal changes in liquidity during the day and implementing timely and effective handling measures;
- Always focus on diversifying funding sources, ensuring ability to access the active market and understanding the correlation of credit risk, market risk and other key risks that impact on the its liquidity;
- Establishing liquidity risk management limits in accordance with the SBV’s regulations and issue a contingency funding plan (CFP) based on the results of a liquidity stress test in a normal scenarios and adverse scenarios;
- Using internal fund transferring price and liquidity premium component (Liquidity Premium) in the internal fund transfer pricing mechanism (FTP) flexibly to regulate liquidity and term structure in each period.

Principles for classifying and measuring liquidity risk status through the maturity table of assets and liabilities recorded on the statement of financial position as follows:

- The maturity terms of assets and liabilities represent the remaining period of assets and liabilities as calculated from the consolidated financial statements date to the maturity date/partial maturity date in accordance with contractual terms and conditions.
- The following assumptions and conditions are adopted in the analysis of maturity of the Bank’s assets and liabilities:
  - Balances with the SBV including compulsory reserves are considered highly liquid and can be transferred immediately within 1 month;
  - The maturity of securities is calculated based on investment purposes:
    - + Securities held for trading; available-for-sale securities, which are listed on the stock exchanges or registered on the unlisted stock market, are considered highly liquid and can be transferred immediately within 1 month;
    - + Other types of investment securities are allocated based on the contractual maturity date of each kind of securities;
- The maturity of fixed asset investments, capital contribution and share purchase are considered long-term because these investments do not have specific maturity date;
- The maturity of due from banks, due to banks, loans to customers and customer deposits are based on the contractual maturity date/partial maturity date. The actual maturity date can be adjusted from contractual term when the contract is extended. In fact, demand and term deposits of customers may be rotated, and therefore, lasting beyond the original maturity date;
- The maturity of loans to customers from debts purchased is determined based on the due date of the loan contract as prescribed;
- The maturity of derivative contracts (Swap, Forward) is determined based on the contractual term of the transaction net basis of clearing between cash inflows and outflows;
- The maturity of other assets and other liabilities is classified according to the payment characteristics of each item.
- For assets and liabilities whose expected payment date/due date cannot be determined, the Bank determines the maturity date according to the conservatism principle. Accordingly, it is considered long-term (over 1 year) for cash inflows and short term (less than 3 months) for cash outflows.



46. RISK MANAGEMENT POLICIES (continued)

46.3 Liquidity risk (continued)

Classification of assets and liabilities according to the original term prescribed in contracts or in the issuance term is as follows:

Unit: VND million

	Overdue		Current					Total
	Above 3 months	Up to 3 months	Up to 1 month	1-3 months	3-12 months	1-5 years	Above 5 years	
<b>Assets</b>								
Cash, gold and gemstones	-	-	1,203,088	-	-	-	-	1,203,088
Balances with the SBV	-	-	5,494,784	-	-	-	-	5,494,784
Due from banks (*)	-	-	50,431,021	7,941,310	2,356,247	207,572	-	60,936,150
Loans to customers and debts purchased (*)	4,721,242	2,153,535	9,937,247	23,606,160	45,939,510	57,206,737	32,929,020	176,493,451
Investment securities (*)	28,385	376,000	-	5,106,605	16,699,010	6,797,460	36,597,321	65,604,781
Long-term investment (*)	-	-	-	-	-	-	17,049	17,049
Fixed assets	-	-	-	-	-	-	432,744	432,744
Other assets (*)	40,055	1,434	349,113	2,575,200	1,361,501	1,555,856	7,206,360	13,089,519
<b>Total assets</b>	<b>4,789,682</b>	<b>2,530,969</b>	<b>67,415,253</b>	<b>39,229,275</b>	<b>66,356,268</b>	<b>65,767,625</b>	<b>77,182,494</b>	<b>323,271,566</b>
<b>Liabilities</b>								
Borrowings from the Government and the SBV	-	-	8,203,547	-	999,972	-	-	9,203,519
Due to banks	-	-	80,413,003	7,801,468	2,648,550	1,326,444	-	92,189,465
Derivative financial instruments	-	-	20,827	94,123	532,793	82,385	-	730,128
Customer deposits	-	-	60,105,504	25,680,904	64,162,145	4,663,776	122	154,612,451
Valuable papers issued	-	-	91,096	-	3,950,000	17,169,500	-	21,210,596
Other liabilities (*)	-	-	2,150,982	867,310	1,617,342	746,648	2,091	5,384,373
<b>Total liabilities</b>	<b>-</b>	<b>-</b>	<b>150,984,959</b>	<b>34,443,805</b>	<b>73,910,802</b>	<b>23,988,753</b>	<b>2,213</b>	<b>283,330,532</b>
<b>Net liquidity gap</b>	<b>4,789,682</b>	<b>2,530,969</b>	<b>(83,569,706)</b>	<b>4,785,470</b>	<b>(7,554,534)</b>	<b>41,778,872</b>	<b>77,180,281</b>	<b>39,941,034</b>

(\*) balances of these items do not include risk provision

47. SUPPLEMENTARY DISCLOSURE OF FINANCIAL ASSETS AND LIABILITIES

On 06 November 2009, the Ministry of Finance issued Circular No. 210/2009/TT-BTC providing guidance for the adoption in Vietnam of the International Financial Reporting Standards on presentation and disclosures of financial instruments (“Circular 210”) with effectiveness from financial years beginning on or after 01 January 2011.

The Circular 210 only regulates the presentation of financial statements and disclosures financial instruments, therefore, the below definitions of financial assets, financial liabilities and other relating definitions are applied solely for the preparation of this note. The Bank’s assets, liabilities and equity are still recognized and recorded in accordance with Vietnamese Accounting Standards, Vietnamese Accounting System for Credit Institutions and statutory requirements relevant to preparation and presentation of the consolidated financial statements.

47. SUPPLEMENTARY DISCLOSURE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Financial assets

Financial assets of the Bank within the scope of Circular 210 comprise placements with other credit institutions, loans to customers and other credit institutions, account receivables and other financial assets under currency derivative contracts.

According to Circular 210, financial assets are classified appropriately, for the purpose of disclosures in the notes to the consolidated financial statements as one of the below items:

- **Financial asset at fair value through profit or loss**  
Is a financial asset that meets either of the following conditions:
  - It is classified as held-for-trading. A financial asset is classified as held for trading if:
    - + It is acquired or incurred principally for the purpose of reselling or repurchasing it in the short term;
    - + There is evidence of a recent actual pattern of short-term profit-taking; or
    - + It is a derivative (except derivative that is a financial guarantee contract or effective hedging instrument).
  - Upon initial recognition, the entity categorizes the financial asset as such reflected at fair value through profit or loss.
- **Held-to-maturity investments**  
Non-derivative financial instruments with fixed or determinable payments and fixed maturity period that the Bank intends and are able to hold until maturity, except:
  - The financial assets which were initially recognized were placed in the recognition group at fair value through profit or loss;
  - Financial assets that have been classified as available-for-sale; or
  - Financial assets that meet the definition of loans and receivables.
- **Loans and receivables**  
Loans and receivables are non-derivative financial instruments with fixed or identifiable payments and not listed on the market, with the exceptions of:
  - The amounts that the Bank intend to sell immediately or in a near term, which are classified as assets held for trading, and those that the Bank upon initial recognition, categorizes as at fair value through profit or loss;
  - The amounts categorized by the entity as available-for-sale upon initial recognition; or
  - The amounts whose holders cannot recover most of the initial investment value not due to credit quality impairment and which are categorized as available-for-sale.
- **Available-for-sale financial assets**  
Available-for-sale assets are non-derivative financial instruments determined as available for sale or not classified as:
  - Loans and receivables;
  - Held-to-maturity investments;
  - Financial assets recognized at fair value through profit or loss.

Financial liabilities

Financial liabilities of the Bank under the Circular 210 consist of due to banks, valuable papers issued and other financial payables and other payables under currency derivative contracts.

According to Circular 210, financial liabilities are classified appropriately, for the purpose of disclosure in the notes to the consolidated financial statements, into one of the following categories:

- **Financial liability at fair value through profit or loss**  
Financial liability recognized at fair value through profit or loss is a financial liability that satisfies either of the following conditions:
  - It is classified as held-for-trading. A financial liability will be classified as held-for-trading if:
    - + It is acquired or incurred principally for the purpose of selling or repurchasing it in the near term;
    - + There is an evidence that such instrument is traded for the purpose of gaining short-term profits; or
    - + It is a derivative financial instrument (except derivative financial instruments identified as financial guarantee contracts or effective hedging instruments).
  - Upon initial recognition, the Bank categorizes the financial liability as such reflected at fair value through profit or loss.
- **Financial liabilities at amortized cost**  
Financial liabilities that are not classified as at fair value through profit or loss are classified as at amortized cost.

47. SUPPLEMENTARY DISCLOSURE OF FINANCIAL ASSETS AND LIABILITIES (continued)

Determine the fair value of financial instruments

The fair value of cash and short-term deposit is equivalent to their carrying value due to short-term maturity of these items.

Offsetting of financial assets and liabilities

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, the Bank has an enforceable legal right to offset the recognized amounts and the Bank has an intention to settle on a net basis or the realization of the assets and settle the liabilities is made simultaneously.

The table below summarizes the carrying amount and fair value of financial assets and liabilities of the Bank as at 31 December 2024:

	Carrying value						
	Fair value through profit or loss	Held-to-maturity	Loan and receivables	Available-for-sale	Amortize cost	Total	Fair value
	VND million	VND million	VND million	VND million	VND million	VND million	VND million
Cash, gold and gemstones	1,203,088	-	-	-	-	1,203,088	1,203,088
Balances with the SBV	-	-	5,494,784	-	-	5,494,784	(*)
Due from banks	-	-	60,936,150	-	-	60,936,150	(*)
Loans to customers and debts purchased	-	-	176,493,451	-	-	176,493,451	(*)
Available-for-sale securities	-	-	-	65,604,781	-	65,604,781	(*)
Other long-term investments	-	-	-	17,049	-	17,049	(*)
Other financial assets	-	-	12,167,819	-	-	12,167,819	(*)
	<u>1,203,088</u>	<u>-</u>	<u>255,092,204</u>	<u>65,621,830</u>	<u>-</u>	<u>321,917,122</u>	
Borrowings from the Government and the SBV	-	-	-	-	9,203,519	9,203,519	(*)
Due to banks	-	-	-	-	92,189,465	92,189,465	(*)
Customer deposits	-	-	-	-	154,612,451	154,612,451	(*)
Derivative financial instruments	730,128	-	-	-	-	730,128	(*)
Valuable papers issued	-	-	-	-	21,210,596	21,210,596	(*)
Other financial liabilities	-	-	-	-	3,866,709	3,866,709	(*)
	<u>730,128</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>281,082,740</u>	<u>281,812,868</u>	

(\*) The fair value of these financial assets and liabilities cannot be determined because there is no specific guidance on determination of fair value under Vietnamese Accounting Standards and Accounting System.


48. EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE

There has not been any matter or circumstance that has arisen since the statement of financial position date that has affected or may significantly affect the operations of the Bank, the results of its operations or the state of affairs of the Bank that requires disclosure in the consolidated financial statements.

49. EXCHANGE RATES OF APPLICABLE FOREIGN CURRENCIES AND GOLD AGAINST VIETNAM DONG AT YEAR END

	31 December 2024	31 December 2023
	VND	VND
USD	25,400	24,228
EUR	26,578	26,930
GBP	32,534	30,940
CHF	28,305	28,833
JPY	161	172
SGD	18,747	18,399
CAD	17,950	18,380
AUD	15,876	16,630

Prepared by:



Ms. **Nguyen Bao Ngoc**  
Financial Reporting Manager

Reviewed by:




Ms. **Do Thi Tuyet Nhung**  
The person in charge of accounting

Approved by:



Mr. **Nguyen Hoang Linh**  
Chief Executive Officer



Hanoi, Vietnam  
28 March 2025





**Vietnam Maritime Commercial Joint Stock Bank**

54A Nguyen Chi Thanh Street, Dong Da District, Hanoi

Tel: (024) 3771 8989 • Fax: (024) 3771 8899

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