




One heart  
One mind

For over

Three pioneering  
decades



32 years of growth stand as a testament to SHB's unwavering commitment to sustainability, prudence, and adaptability - accompanying the nation, boldly pioneering and leading the market forward.





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## 1. VISION, MISSION AND CORE VALUES

### Vision

#### By 2028, SHB aims to become

- The Most Efficient Bank
- The Most Preferred Digital Bank
- The Leading Retail Bank
- The primary provider of financial services to strategic corporate customers with a green supply chain, value chain and ecosystem

#### Vision toward 2035

- SHB will become a modern retail bank
- A green bank
- A top-tier digital bank in the region

### Mission

Emerging as the foremost destination for dependable financial solutions, we prioritize empathy and customer insight at every step of our customers' journey. Our approach integrates a sophisticated and comprehensive range of products and services, blending modern innovation with timeless principles. We are dedicated to adding value to even the smallest requirements of each customer, ensuring their needs are met with excellence and care.

Establishing an optimal workplace culture where every employee is regarded as an integral part of the organization, valued, continuously trained, and fully engaged in driving both the Bank's growth and their own personal success.

Ensuring shareholder rights are safeguarded and delivering lasting value through an alternative strategy emphasizing sustainable and efficient growth.





## 1. VISION, MISSION AND CORE VALUES

Over the past 32 years, SHB has remained true to its core values - principles that guide every action and decision. These six values form the foundation of our brand philosophy and corporate culture, earning the trust of shareholders, partners, customers, employees, and the wider community:

### 6 CORE VALUES

#### HEART

At SHB, **HEART** is at the core of everything we do. It represents the spirit that drives us - the foundation of excellence that shapes all other human qualities. Guided by this, we serve our shareholders, partners, customers, employees, and society with sincerity and purpose.

#### FAITH

**FAITH** means unwavering belief in our goals. We trust in our own abilities and strengths, in each other, and in the vision of our Board and leadership. This belief fuels our journey toward a new era of national growth.

#### TRUSTWORTHINESS

**TRUSTWORTHINESS** is the basis of every relationship. At SHB, earning and maintaining trust is essential to our reputation. It's how we build strong, lasting partnerships in the financial market.

#### KNOWLEDGE

We view **KNOWLEDGE** as a combination of understanding, skills, and continuous learning. In today's digital age, our people are committed to growing their expertise and reaching international standards of excellence.

#### WISDOM

**WISDOM** guides us in navigating complexity and making sound decisions. At SHB, we turn knowledge into action - transforming challenges into opportunities and delivering meaningful results.

#### GREATER HEIGHTS

After more than three decades of growth, SHB has reached **GREATER HEIGHTS**, standing among Vietnam's top five private joint-stock commercial banks. Looking ahead, we are determined to pursue even bolder goals. By 2035, our vision is to become a modern retail bank, a green bank, and a top-tier digital bank in the region.

## 2. THE BOARD OF DIRECTORS

# The board of Directors

### Mr. Do Quang Hien

*Board Chairman*

Mr. Do Quang Hien, born in 1962, graduated as a Radio Physics Engineer from Hanoi University. He has a rich professional background and extensive experience.

He served at SHB and was elected Vice Chairman of the Board of Directors from 2005 to 2008. Since 2008, he has held the position of Chairman of the Board of Directors at SHB.

With four decades of experience in business management, finance, and banking, he has held prominent roles including Chairman and CEO at T&T Group Joint Stock Company, Saigon - Hanoi Securities Joint Stock Company, and Saigon - Hanoi Insurance Joint Stock Company. Prior to that, he contributed his expertise to organizations such as Hanoi Radio & Television Broadcasting, Hanoi Electronics Company (Hanel), and the National Institute of Technology Research.

In addition to his corporate roles, Mr. Do Quang Hien holds numerous key positions:

- Chairman of Hanoi Association of Small and Medium Enterprises (Hanoisme);
- Vice Chairman of Vietnam Association of Small and Medium Enterprises (Vinasme);
- Member of the Central Committee of the Vietnam Fatherland Front;
- President of Hanoi National University Businessmen Alumni Club.

Throughout his illustrious career, he has been honored and recognized for his outstanding contributions to various fields:

- First-Class Labor Medal in 2019, Second-Class in 2013, Third-Class in 2008, awarded by the President of the Socialist Republic of Vietnam;
- “Asia Pacific Entrepreneurship Awards 2017”, honored by Enterprise Asia magazine;
- “Honorary Doctor” in Russia;
- “Outstanding Capital Citizen 2018” awarded by Hanoi People’s Committee;
- “Emulation Individual” awarded by Hanoi People’s Committee in 2001;
- Title “Portrait of Bach Thai Bui” awarded by the Ministry of Industry in 2008;
- “Outstanding Vietnamese Businessman” awarded by Hanoi People’s Committee for many years;
- Recognized by the Council of Science and Innovation - Hanoi People’s Committee for contributions to social innovation, along with many other Certificates of Merit.



# The board of Directors



**Mr. Do Quang Vinh**

*Board Vice Chairman cum Deputy CEO*

Mr. Do Quang Vinh, born in 1989, obtained a Master's degree in Finance and Business Administration from the University of East Anglia, London.

Mr. Do Quang Vinh has been employed at SHB since 2011. From April 2023, he has served as the Vice Chairman of the Board of Directors.

With 14 years of experience in banking and finance, he currently holds multiple key positions at SHB, including Vice Chairman of the Board of Directors, Deputy CEO and Chief Digital Banking officer.

He also serves as Chairman of the Board of Directors at Saigon - Hanoi Securities Joint Stock Company (SHS) and Chairman of the Board of Directors at Saigon - Hanoi Insurance Corporation (BSH).

He was honored with the "Asia Pacific Entrepreneurship Awards in Financial Services" in 2022 by Enterprise Asia magazine.



**Mr. Thai Quoc Minh**

*Board Member*

Mr. Thai Quoc Minh, born in 1960, holds a Master's degree in Business Administration from Edith Cowan University, Australia.

He has served as a Member of the Board of Directors since 2017;

With 41 years of experience in the banking and finance sector, Mr. Thai Quoc Minh has held various notable positions:

Member of the Board of Directors of Unitel Telecommunications Infrastructure Development and Technology Joint Stock Company;

Vice Chairman of the Board of Directors of Vinaconex Trade Development Joint Stock Company;

Member of the Board of Directors of Vinaconex - Viettel Joint Stock Finance Company;

Vice Chairman of the Board of Directors of Vietnam Expressway Services Joint Stock Company.



**Ms. Ngo Thu Ha**

*Board Member and CEO*

Ms. Ngo Thu Ha, born in 1973, holds a PhD in economics and has 31 years of experience in the banking and finance sector. She is a member of CPA Australia and was honored as the “Asian Entrepreneur of the Year” at the 2024 Asia Pacific Enterprise Awards (APEA).

Since 2008, Ms. Ngo Thu Ha has been a part of SHB. She assumed the role of CEO from September 2022 and continues to serve in that capacity. Additionally, she was elected as a member of the Board of Directors of SHB in April 2023.

From 2011 to August 2022, Ms. Ngo Thu Ha served as Deputy CEO of SHB. Concurrently, she held various other significant roles within the Bank:

- Chief Financial Officer;
- Member of the Board of Directors of SHS;
- Member of the Board of Members of SHBFinance;
- Director of SHB Finance and Planning Department;
- Director of SHB AMC;



**Mr. Pham Viet Dan**

*Board Member*

Mr. Pham Viet Dan, born in 1974, holds a Master's degree in Business Administration in Banking and Finance from ULB University (Université Libre de Bruxelles), Belgium. He was elected as a member of the Board of Directors in April 2023.

With 23 years of experience in the banking and finance industry, Mr. Pham has spent 8 years at SHB, where he has held several key positions, including Chief Risk Officer from September 2016 to September 2022 and member of the Board of Members of SHBFinance.

Additionally, he held significant positions at other major banks such as Vietnam Import-Export Commercial Joint Stock Bank (Eximbank) and HSBC Vietnam Bank Limited.



# The board of Directors



**Mr. Do Van Sinh**

*Independent Board Member*

Mr. Do Van Sinh, born in 1961, holds a PhD in economics from the Ho Chi Minh National Academy of Politics. He has served as an Independent Member of the Board of Directors since April 2022;

Mr. Do Van Sinh has 39 years of management experience in finance and has held several senior positions, including:

- Head of the Financial Planning Department and Deputy CEO of Vietnam Social Insurance;
- Member of the 14th National Assembly for the 2016-2021 term;
- Standing Committee Member of the Economic Committee of the 14th National Assembly from July 2016 to July 2021.

# The board of Supervisors



**Mr. Pham Hoa Binh**

*Head of Board of Supervisors*

Mr. Pham Hoa Binh, born in 1961, obtained a Bachelor of Economics degree, majoring in Finance - Credit from the Banking Academy.

He has been with SHB since 2006 and has held the position of Head of the Board of Supervisors since 2012.

With 35 years of experience in banking and finance, he has held several key positions, including:

- Head of SHB Internal Audit Committee;
- Member of SHB Board of Supervisors;
- Chief Internal Auditor at SHB;
- Chief Inspector of the State Bank Can Tho branch;
- Deputy Director of Saigon Industry and Trade Joint Stock Commercial Bank - Can Tho branch;



**Ms. Le Thanh Cam**

*Full-time member*

Ms. Le Thanh Cam, born in 1967, holds a Master's degree in Business Administration from Pacific Western University in the US and a Bachelor's degree in Banking and Finance from the National Economics University.

She has been a part of SHB since 2013 and has served as a full-time member of the Board of Supervisors since 2020.

With 35 years of experience in the banking and finance sector, she has held various significant positions, including:

Deputy Chief Internal Auditor;  
Director of ABBANK Treasury and Foreign Exchange Trading Division;  
Deputy Director of Risk Management Division at Maritime Bank;  
Director of Internal Audit at Maritime Bank.



**Mr. Vu Xuan Thuy Son**

*Full-time member*

Mr. Vu Xuan Thuy Son, born in 1981, earned a Bachelor's degree in Banking and Finance from The National Economics University. He has been employed at SHB since 2011 and has served as a full-time member of the Board of Supervisors since April 2022.

During his tenure at SHB, Mr. Vu Xuan Thuy Son held various positions within the Internal Audit Department:

Deputy Head (August 2012 to June 2016);

Deputy Chief Internal Auditor (July 2016 to April 2022);

With 22 years of experience in the banking and finance sector, he brings valuable expertise to his current role.

# The Board of management and Chief Accounting officer



**Ms. Ngo Thu Ha**

*Board Member and CEO*

Ms. Ngo Thu Ha, born in 1973, holds a PhD in economics and has 31 years of experience in the banking and finance sector.

Ms. Ngo Thu Ha has been a part of SHB since 2008. She assumed the role of CEO from September 2022 and continues to serve in that capacity. Additionally, she was elected as a member of the Board of Directors of SHB in April 2023.

From 2011 to August 2022, Ms. Ngo Thu Ha served as the Deputy CEO of SHB. Concurrently, she held various other significant roles within the organization:

- Chief Financial Officer;
- Member of the Board of Directors of SHS;
- Member of the Board of Members of SHB Finance;
- Director of SHB Finance and Planning Department;
- Director of SHB AMC.

**Mr. Do Quang Vinh**

*Board Vice Chairman cum Deputy CEO*

Mr. Do Quang Vinh, born in 1989, obtained a Master's degree in Finance and Management from the University of East Anglia, London.

Since 2011, Mr. Do Quang Vinh has been working at SHB. He was appointed Deputy CEO in October 2021 and elected Vice Chairman of the Board of Directors in April 2023.

With 14 years of experience in banking and finance, he previously held key positions at various financial institutions, including Chairman of the Board of Members – Saigon - Hanoi Commercial Joint Stock Bank Finance Company Limited; the Director of Financial Investment at T&T Group. He is currently the Chairman of the Board of Directors at both Sai Gon – Ha Noi Insurance Corporation (BSH) and BVIM Fund Management JSC.



**Mr. Do Duc Hai**

*Deputy CEO*

Mr. Do Duc Hai, born in 1982, earned a Bachelor's degree in Banking and Finance from the National Economics University.

He has been with SHB since 2012 and was appointed Deputy CEO since January 2021. With 21 years of experience in the banking and finance sector, Mr. Do Duc Hai served as the Head of Corporate Banking Department and Branch Manager at Habubank, prior to its merger with SHB.

He also served as Board Vice-Chairman and Deputy CEO, Director of the Van Phuc Branch, Chief Investment Banking Officer, Chief Corporate Banking Officer; Chairman of the Board of Directors and Chairman of the Executive Committee of two subsidiary banks: Saigon - Hanoi Laos Single-Member Limited Liability Bank and Saigon - Hanoi Cambodia Single-Member Limited Liability Bank.



**Mr. Le Dang Khoa**

*Deputy CEO*

Mr. Le Dang Khoa, born in 1974, holds a Master's degree in Business Administration from the National Economics University.

He has been with SHB since his appointment as Deputy CEO in March 2009, a position he continues to hold. Additionally, he serves as Chief Treasury Officer.

Previously, Mr. Le Dang Khoa served as Director of Treasury & Foreign Exchange Division at VIB, gaining 25 years of experience in banking and finance.



# The Board of management and Chief Accounting officer



**Ms. Ninh Thi Lan Phuong**

*Deputy CEO*

Ms. Ninh Thi Lan Phuong, born in 1974, earned a Master's degree in Banking and Finance from the Banking Academy.

She has been a part of SHB since 2007 and was appointed Deputy CEO in June 2012. Additionally, since February 2016, she has served as the Chair of the Board of Members of SHB AMC.

With 30 years of experience in finance and banking, she has held several significant positions, including:

- Chief Operation Officer;
- Chief Accountant;
- Head of Treasury Customer Service Department;
- Deputy Head of SHB Accounting Department;

**Mr. Nguyen Huy Tai**

*Deputy CEO*

Mr. Nguyen Huy Tai, born in 1974, holds a Bachelor's degree in Credit Finance from the Banking Academy and a Bachelor's degree in Law from Hanoi Law University. He has been with SHB since 2007 and currently serves as Deputy CEO and Director of SHB Hanoi Branch since February 2013.

Throughout his career, Mr. Nguyen Huy Tai has held various significant positions:

Chief Problematic Debt Management and Resolution Officer;

Branch Manager at Bac A Bank;

With 30 years of experience in banking and finance, he brings extensive expertise to his current roles at SHB.



**Ms. Ngo Thi Van**

*Chief Accounting Officer*

Ms. Ngo Thi Van, born in 1980, graduated with a major in Auditing and holds a Master's degree in Business Administration from the National Economics University.

She has been with SHB since 2008 and was appointed as Chief Accounting Officer and Director of Accounting Department in 2014.

With 22 years of experience in accounting, finance, and banking, she has held several significant positions, including:

- Deputy Director of Finance and Accounting Department at SHB;
- Head of Finance and Accounting Department at SHB.

## Executive team



**Mr. Nguyen Dinh Duong**

*Chief Internal Auditor*

Mr. Nguyen Dinh Duong, born in 1977, holds a Master's degree in Business Administration, a Bachelor's degree in Law, and a Bachelor's degree in banking and finance.

He joined SHB in 2007 and currently serves as Chief Internal Auditor, a position he has held since 2016. Additionally, he has been a Member of the Board of Directors and Chairman of the Audit Committee of SHB Laos since 2015, and Vice Chairman of the Board of Directors of SHB Laos since 2022.

With 26 years of experience in banking and finance, Mr. Duong has held several key positions, including Head of Internal Audit Department, Head of SHB Problem Debt Management and Handling Department, and Head of the Board of Supervisors of SHS.



**Mr. George Asgari**

*Chief Transformation Officer and  
Chief Digital Officer*

Mr. George Asgari, born in 1973, holds a Postgraduate degree in Business and Innovation from York St. John University, UK and a Bachelor of Aeronautical Engineering from the United States Air Force Academy, USA.

With over 25 years of international experience as a C-suite executive and transformation specialist, he is leading the execution of SHB's transformation and digitalization plan.

Mr. Asgari held numerous senior leadership positions at world-leading financial and technology corporations including: Regional Vice President and Head of Strategic Architecture Practice; Japan + APAC (Salesforce, Australia); Group CTO - Digital Wealth Management and Insurance (HSBC, Hong Kong); Global Director - Financial Services Industry Solutions (SAP, Germany); APAC CTO - Retail, Wealth & Institutional Banking (ANZ Banking Group) and other leading technology corporations such as IBM, Microsoft, and Google Asia.



**Mr. Dinh Ngoc Dung**

*Chief Corporate Banking Officer*

Mr. Dinh Ngoc Dung, born in 1976, holds a Master's degree from the National Economics University.

He joined SHB in 2012 and currently serves as the Chief Corporate Banking Officer as of July 18, 2024.

With 21 years of experience, Mr. Dung has demonstrated his expertise in the banking and finance sector. He previously served as Director of the Credit Underwriting Center at SHB.



**Mr. Vu Tuan Anh**

*Chief Credit Officer*

Mr. Vu Tuan Anh, born in 1982, holds a Bachelor's degree in Foreign Economics from the Foreign Trade University.

He joined SHB in 2014 and currently serves as Chief Credit Officer since January 17, 2023.

With 21 years of experience, Mr. Vu has held various positions, showcasing his expertise and dedication to the banking and finance industry. He has previously served as the Acting Chief Corporate Banking Officer and held the role of Director at SHB Ham Long Branch and SHB Hanoi.



**Mr. Dong Xuan Hoa**

*Acting Director of MKT and Branding Division*

Mr. Dong Xuan Hoa, born in 1977, brings 21 years of experience in communications and brand development to his role.

He joined SHB in 2022 and serves as Deputy Chief Communication Officer as of January 2024.

Prior to SHB, Mr. Hoa worked for Vietnam Investment Review and held notable positions, including Head of Communications at leading banks and organizations such as VP Bank.



**Nguyen Thi Thuy Phuong**

*Chief Operations Officer*

Ms. Nguyen Thi Thuy Phuong, born in 1978, holds a Master's degree in Finance and Banking from Paris Dauphine University and ESCP Europe.

She joined SHB in 2007 and has served as Chief Operations Officer since August 1, 2024.

With over 23 years of experience, Ms. Phuong has held key leadership roles, including Director of SeABank Payment Center, Director of SHB International Banking Center, and Deputy Chief Operations Officer.







### 3. General information

#### 3.1 Overview of SHB

■ <b>Trading name:</b>	
- Full name in Vietnamese:	Ngân hàng TMCP Sài Gòn – Hà Nội
- Full name in English:	Saigon Hanoi Commercial Joint Stock Bank
- Abbreviation in English:	SAHABANK
■ <b>Business registration certificate number:</b>	1800278630 issued by Hanoi Department of Planning and Investment.
- First registration:	on December 10, 1993
- 35rd amendment:	on July 02, 2024
■ <b>Charter capital:</b>	VND 36,629,085,000,000
■ <b>Owners' equity:</b>	VND 58,067,344,000,000
■ <b>Address:</b>	No 77 Tran Hung Dao, Hoan Kiem Dist, Hanoi City.
■ <b>Phone:</b>	(024) 3942 3388
■ <b>Fax:</b>	(024) 3941 0944
■ <b>Website:</b>	www.shb.com.vn
■ <b>Ticker code:</b>	SHB

#### 3.2. SHB Development Timeline

Saigon - Hanoi Commercial Joint Stock Bank (SHB), formerly Nhon Ai Rural Commercial Joint Stock Bank, was established in 1993 in Can Tho City. In 2006, SHB officially changed its name to Saigon - Hanoi Commercial Joint Stock Bank, relocated its headquarters to Hanoi, and listed its shares on the Hanoi Stock Exchange in 2009. As of December 31, 2024, SHB had established a network of 587 domestic and international transaction offices across 50 provinces and cities. The Bank's total assets reached VND 747 trillion, ranking it among the five largest private commercial joint stock banks in Vietnam.

## 13.11.1993

##### **Date of establishment:**

SHB was established on November 13, 1993, under Decision No. 214/QĐ-NH5 and Operating License No. 0041-NH/GP issued by the State Bank of Vietnam, under the original name of Nhon Ai Rural Commercial Joint Stock Bank. The Bank's business registration certificate, No. 1800278630, issued by the Department of Planning and Investment of Hanoi City, was amended for the 34th time on September 20, 2024.

## 20.04.2009

##### **Date of listing:**

SHB was listed on the Hanoi Stock Exchange under Decision No. 399/QĐ-SGDHN, with trading commencing on April 20, 2009.

1993



November 13, 1993: SHB was established in Can Tho as Nhon Ai Rural Commercial Joint Stock Bank with a charter capital of VND 400 million, focusing on serving the agricultural and rural sectors.

2005



2005: A historic meeting with the Chairman of Nhon Ai Rural Commercial Joint Stock Bank led to businessman Do Quang Hien becoming a major shareholder, gaining the trust to lead the Bank.

2006



2006: The Bank transitioned into an urban commercial joint stock bank and was renamed Saigon - Hanoi Commercial Joint Stock Bank (SHB), with a charter capital of VND 500 billion.

2007



2007: Two state-owned corporations, Vietnam National Coal and Mineral Industries Group and Vietnam Rubber Group, became strategic shareholders, with their representatives joining the Board of Directors for the 2007-2014 term, further enhancing SHB's reputation.

2008



2008: SHB moved its headquarters to Hanoi, marking a key turning point, and increased its charter capital to VND 2,000 billion.

2009



2009: SHB was among the first three banks to be listed on the Hanoi Stock Exchange.

2011



Charter capital increased to nearly VND 5,000 billion.

Continuing to be one of the leading joint stock commercial banks with strong growth and high profitability in the system.

SHB was awarded the Third-Class Labor Medal by the President of the Socialist Republic of Vietnam on its 18th anniversary.

2012



Implementing a strategy to extend presence in the region:

In February 2012, SHB opened a branch in Cambodia with a total investment of USD 37 million.

In September 2012, SHB opened a branch in Laos with a charter capital of over USD 5 million.

Following the policy of restructuring the banking industry:

SHB pioneered the merger with Hanoi Housing Bank (Habubank), a long-established financial institution in Vietnam. SHB assumed all payments and managed the associated debts for many years, contributing to the stabilization of the domestic banking and financial system and enhancing Vietnam's reputation internationally.

2013



On the occasion of its 20th anniversary, SHB was awarded the Second-Class Labor Medal from the President of the Socialist Republic of Vietnam.

Proudly affirming its role as a partner in national development, SHB has financed trillions of VND for many key national projects.

2014



SHB became the exclusive strategic financial partner of Manchester City in Indochina, enhancing the global presence and reputation of the Vietnamese brand.

2016



SHB officially launched wholly owned subsidiary banks in Laos and Cambodia, further expanding its regional presence.

In line with the Government and the State Bank of Vietnam's strategy and policies on restructuring weak credit and financial institutions, SHB completed the merger with Vinaconex - Viettel Consumer Finance Company and established SHB Consumer Finance Company, thereby completing its comprehensive financial ecosystem and expanding its consumer retail network.

SHB and FC Barcelona signed a strategic co-branding partnership agreement, elevating the SHB brand alongside globally renowned football clubs.



2018



SHB celebrated its 25th anniversary and was awarded the Second-Class Labor Medal for the second time from the President of Vietnam.

Successfully brought the Premier League Trophy to Vietnam, offering local fans a rare opportunity to view the prestigious championship trophy and contributing to promoting the image of Vietnam and its people to the world.

Strengthened its prestige by signing strategic cooperation agreements with two major international financial institutions – the International Investment Bank (IIB) and the International Bank for Economic Cooperation (IBEC) – unlocking new development opportunities and promoting bilateral trade between Eastern European countries and Vietnam.

2019



SHB became the first financial partner of Amazon – the global e-commerce giant – turning its sincere aspiration of supporting Vietnamese businesses in reaching the international market into reality.

2020



Demonstrating its commitment to supporting Small and Medium Enterprises (SMEs), SHB signed a comprehensive cooperation agreement with Vinasme to assist its member businesses. SHB also signed an onlending framework agreement with the Small and Medium Enterprise Development Fund (SMEDF) to support innovative start-ups and SMEs operating within industry clusters and value chains. These initiatives have been actively maintained and further promoted in subsequent years.

2021



Increase charter capital to VND 26,674 billion, affirming solid financial capacity.

In response to the needs of foreign investors, SHB transferred its stock listing from the Hanoi Stock Exchange (HNX) to the Ho Chi Minh City Stock Exchange (HOSE), strengthening its market position and meeting transparent governance standards in line with both domestic and international practices.

As part of its strategy to enhance financial capital quality, SHB signed an agreement to divest 100% of its stake in SHBFinance to Krungsri Bank (Thailand) – a member of the MUFG Group – thereby achieving capital gains while significantly reducing financial risks.

To strengthen international cooperation with leading partners, SHB engaged Boston Consulting Group (BCG) – one of the world's top three strategic consulting firms – as its strategic advisor for business development.

# 2022



In alignment with the Government's policies and global development trends, SHB, T&T Group, Vietnam Airlines, and Vietnam Railways Corporation (VNR) entered into a comprehensive strategic cooperation agreement on August 12, 2022.

Advancing its strategy of strengthening partnerships with leading national corporations, SHB signed cooperation agreements with Vietnam Airlines, Vietnam Railways Corporation, Vietnam National Textile and Garment Group (Vinatex), Vietnam Posts and Telecommunications Group (VNPT), and others.

SHB increased its charter capital to VND 30,674 billion, maintaining its position among the top 5 largest private joint stock commercial banks in terms of charter capital.

# 2023



SHB solemnly celebrated its 30th anniversary and was awarded the Third-Class Labor Medal by the State President.

SHB shares were included in the VN30 Index – comprising Vietnam's most prominent stocks. The Bank continued to increase its charter capital to VND 36,194 billion, rising to become one of the Top 4 largest private commercial banks in terms of charter capital.

SHB once again demonstrated its leading position by meeting IFC's stringent standards, officially signing a USD 120 million Loan Agreement with the International Finance Corporation (IFC) and joining IFC's Global Trade Finance Program (GTFP) with an initial trade finance guarantee limit of USD 75 million.

Further strengthening its international reputation, SHB signed a Memorandum of Understanding (MOU) with Busan Bank (a member of BNK Financial Group, Korea) to establish a partnership across multiple areas, particularly corporate banking, digital banking, and investment banking, fostering socio-economic development in both Vietnam and South Korea.

Expanded its network with the addition of 5 branches and 25 transaction offices, bringing the total number of domestic and international locations to 571.

# 2024

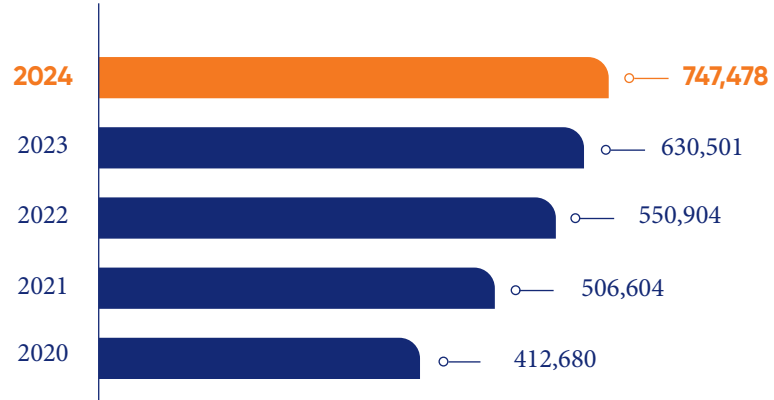


Building on the momentum of 2023, SHB is channeling its resources toward executing a bold and comprehensive transformation strategy. The Bank has set a strategic vision of becoming "the most efficient bank, the most favored digital bank, the premier retail bank, and the primary provider of financial products and services to strategic private and State corporate customers with a green supply chain, value chain and ecosystem".

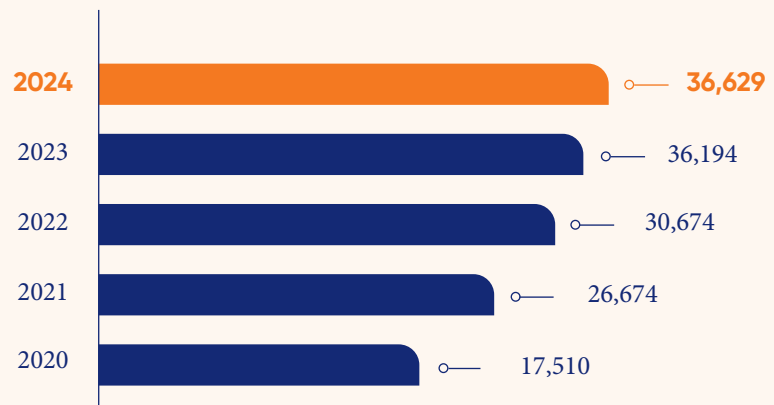
SHB increased its charter capital to VND 36,629 billion, laying a strong foundation for sustainable growth and consolidating its position among the Top 5 largest private commercial banks.

# Key Performance Figures from 2019 to 2024

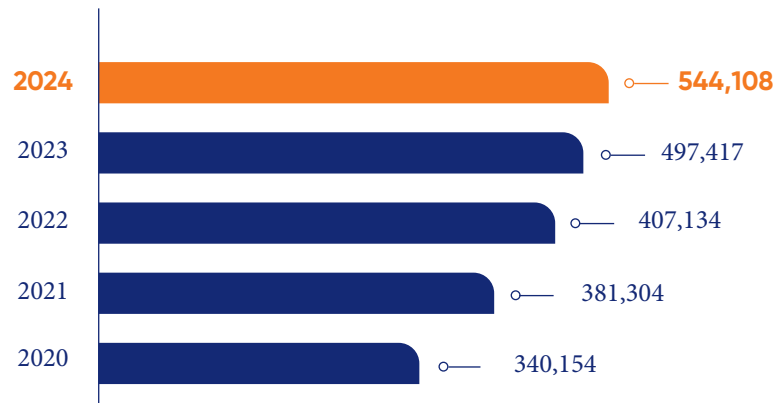
TOTAL ASSETS  
**747,478**  
(VND billion)



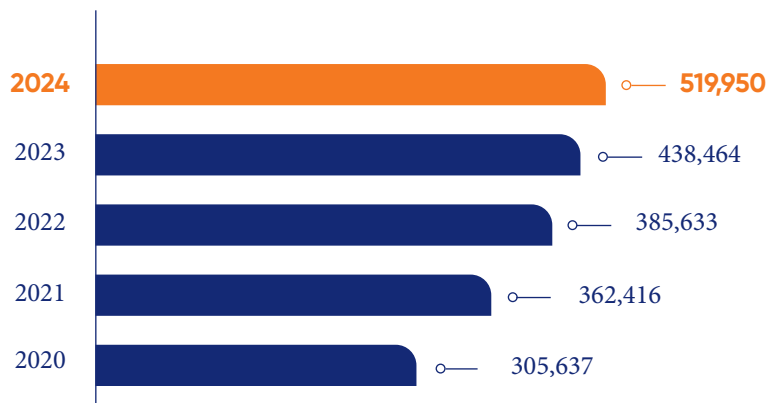
CHARTER CAPITAL  
**36,629**  
(VND billion)



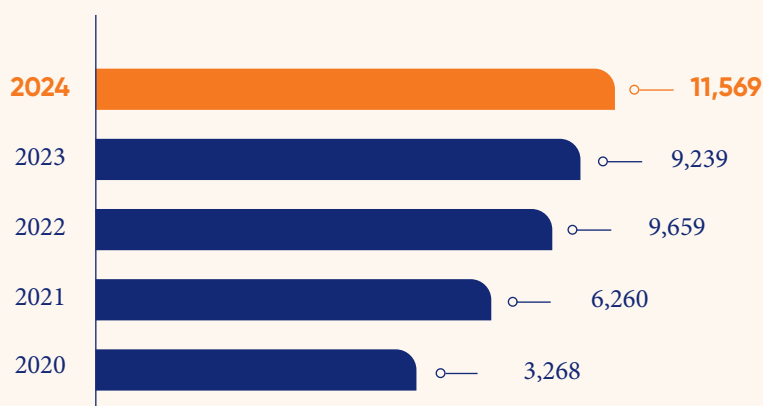
TOTAL DEPOSITS  
**544,108**  
(VND billion)



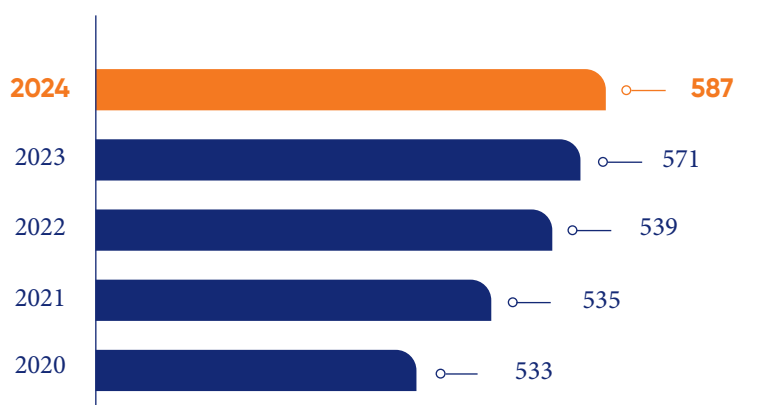
**TOTAL LOANS**  
**519,950**  
(VND billion)



**PRE-TAX PROFIT**  
**11,569**  
(VND billion)



**Number of  
transaction offices**  
**587**  
(Transaction offices)



## 4. Business lines and network

### 4.1. Business lines

**SHB continually innovates and tailors its financial products and services to meet the evolving needs of customers and shifting market trends.**

SHB operates as a commercial bank in accordance with applicable law, regulations issued by the State Bank of Vietnam, and Operating license No. 115/GP-NHNN issued by the State Bank of Vietnam on November 30, 2018, which has been amended multiple times, the most recent under Decision No. 1669/QĐ-NHNN dated September 7, 2023. The Bank operates under Business registration certificate No. 1800278630 dated December 10, 1993, and registered for its 35th amendment by the Department of Planning and Investment of Hanoi City on July 2, 2024, as follows:

#### Capital mobilization:

Accepts demand deposits, term deposits, savings deposits, and other forms of deposits; issues certificates of deposit, promissory notes, treasury bills, and bonds; borrows from the State Bank of Vietnam through refinancing; and receives deposits and loans from domestic and foreign credit institutions, bank branches, and financial institutions;

#### Credit extension:

Provides credit in various forms including loans; discounting and rediscounting of negotiable instruments and other valuable papers; bank guarantees; credit card issuance; and domestic factoring.

#### Payment and treasury services:

Opens payment accounts for customers; offers domestic payment services; organizes internal payments and participates in the national interbank payment system; provides cash management, asset management, and safekeeping services; and offers locker and safe deposit rentals.

#### Consulting:

Provides banking and financial consultancy; corporate finance advisory; and consulting on mergers, acquisitions, divestments, and investments.



Buys and sells treasury bills, negotiable instruments, government bonds, State Bank bills, and other valuable papers on the money market; engages in transactions involving government and corporate bonds.

#### Foreign exchange:

Provides trading and services in both domestic and international markets; offers currency brokerage services.

#### Trust services:

Provides trusteeship, agency, and custodial services related to banking, insurance, and asset management.

#### Derivative products:

Offers commodity derivatives, government bond futures, and interest rate derivatives.

Provides securities depository services.

#### Other services:

Includes gold bar trading, debt purchasing, e-wallet services.





## 4.2. Business network

SHB's expanding reach and network

- As of December 31, 2024, SHB continued its strategic expansion efforts, growing its network to 587 transaction points across 50 provinces and major cities in Vietnam. These locations are strategically selected to serve regions with strong economic growth potential.
- Internationally, SHB has established a presence in three Southeast Asian countries: The Lao People's Democratic Republic (Vientiane, Champasack, Savanakheth), The Kingdom of Cambodia (Phnom Penh, Kampong Thom, Nehru,...), and Myanmar.

*(For further information, please refer to the "Transaction office network" section on page 174)*

## 4.3. Governance model, business model and organizational structure

### 4.3.1. Governance model:

SHB consistently prioritizes refining and innovating of its organizational structure to ensure governance is modern, streamlined, compliant, and efficient. This aligns with its strategic goal of becoming the most efficient bank, the most favored digital bank, the premier retail bank, and the primary provider of financial products and services to strategic private and state-owned corporate customers within a green supply chain, value chain and ecosystem.

### 4.3.2. Organizational structure

To optimize and focus resources on business development, SHB has streamlined its organizational structure, refining the roles and responsibilities of divisions, departments, and centers in a professional, effective, and comprehensive manner across the entire system.

SHB's governance structure comprises the General Meeting of Shareholders, Board of Directors, Board of Supervisors, and Chief Executive Officer, in accordance with the provisions of the Law on Credit Institutions 2024, specifically Article 40 concerning the governance structure of credit institutions.

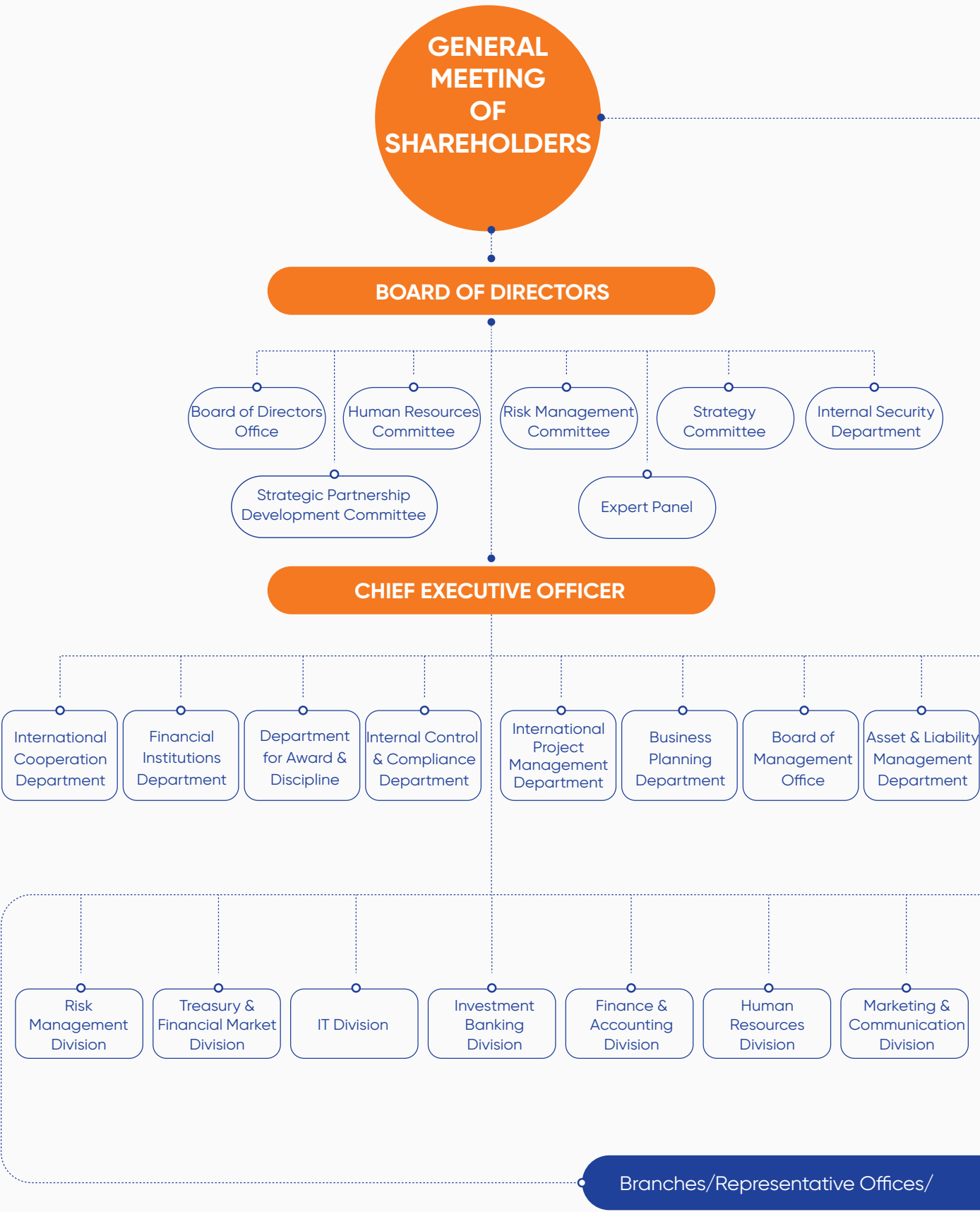
The General Meeting of Shareholders is the highest authority within the Bank.

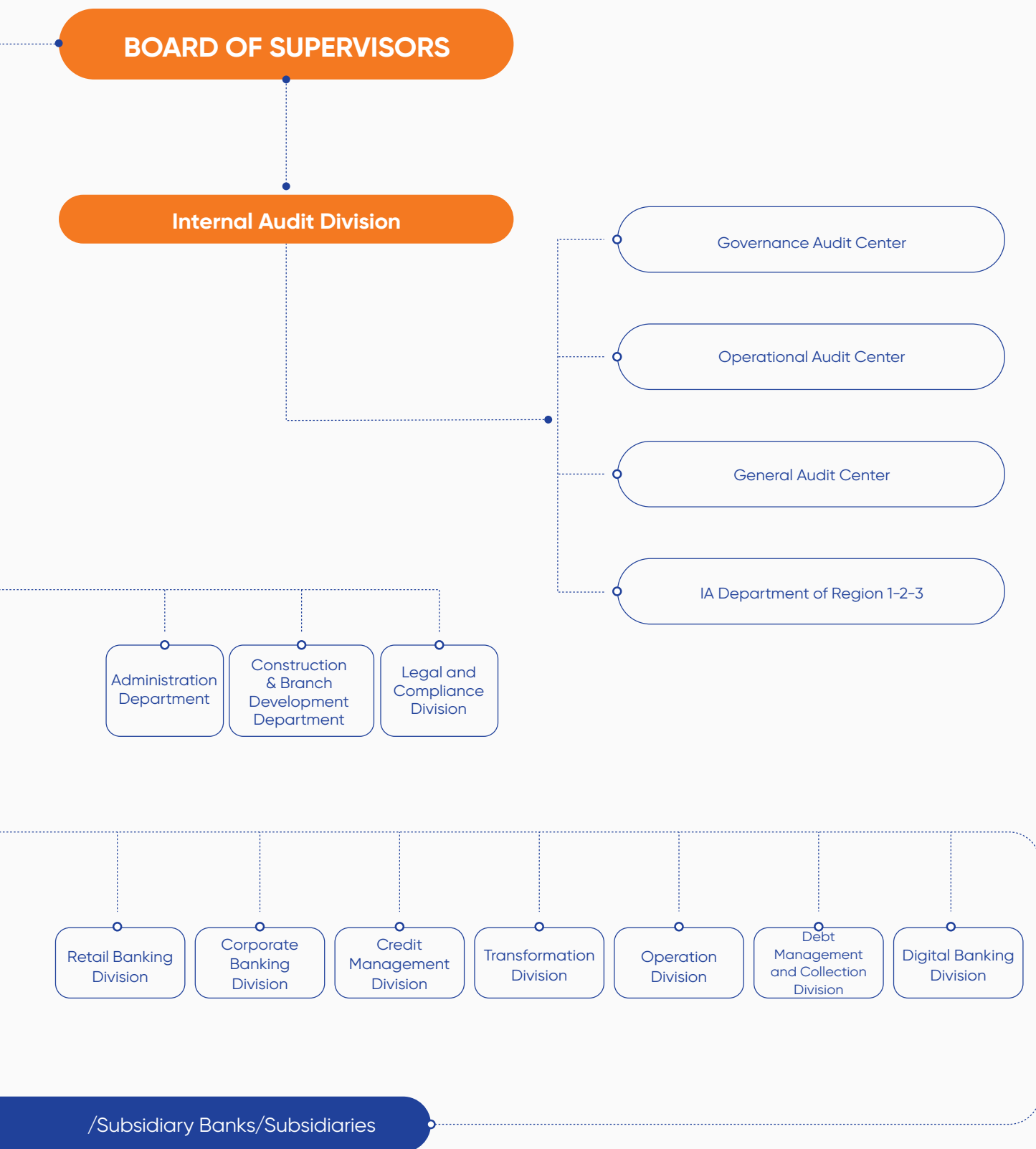
The Board of Directors serves as the highest governing body, with members elected by the General Meeting of Shareholders.

Committees, boards, and professional offices are established by the Board of Directors to perform tasks and exercise powers delegated by the Board, including the Human Resources Committee, Risk Management Committee, Strategy Committee, Board of Directors Office, and Internal Security Committee.

SHB encompasses both the Bank and its subsidiaries. The Bank includes units at the Head Office, branches, and transaction offices. The Head Office consists of divisions, departments, centers, and offices reporting to the Chief Executive Officer.

# SHB Organizational Chart





### 4.3.3. Subsidiaries and affiliated companies

Company name	Address	Main business areas	Contributed charter capital	SHB's capital contribution	Holding Ratio
<b>I. SUBSIDIARIES</b>					
<b>Domestic subsidiaries</b>					
SHB Asset Management Single-Member LLC (SHAMC)	14th floor, 169 Nguyen Ngoc Vu building, Cau Giay, Hanoi	Debt management and asset exploitation	VND 20 billion	VND 20 billion	100%
<b>Foreign Subsidiaries</b>					
Saigon - Hanoi Laos Single-Member Limited Liability Bank	Lanexang Road, Hatsadytai Village, Chanthabuly District, Vientiane Capital, Lao People's Democratic Republic.	Finance, banking	VND 1,158 billion	VND 1,158 billion	100%
Saigon – Hanoi Cambodia Single-Member Limited Liability Bank	Building No. 107, Norodom Avenue, Boeng Rang Ward, Doun Penh District, Phnom Penh, Cambodia	Finance, banking	VND 1,749 billion	VND 1,749 billion	100%
<b>II. AFFILIATE COMPANIES</b>					
SHB Finance Single-Member LLC (SHB Finance)	GELEX Building, 52 Le Dai Hanh Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi City	Finance, banking	VND 1,000 billion	VND 500 billion	50%



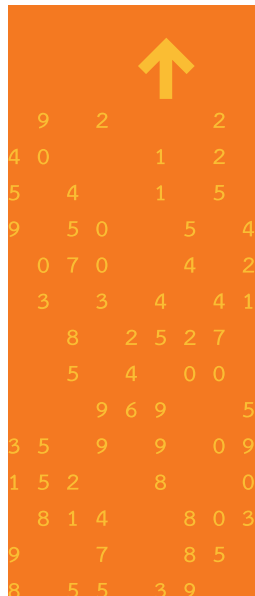




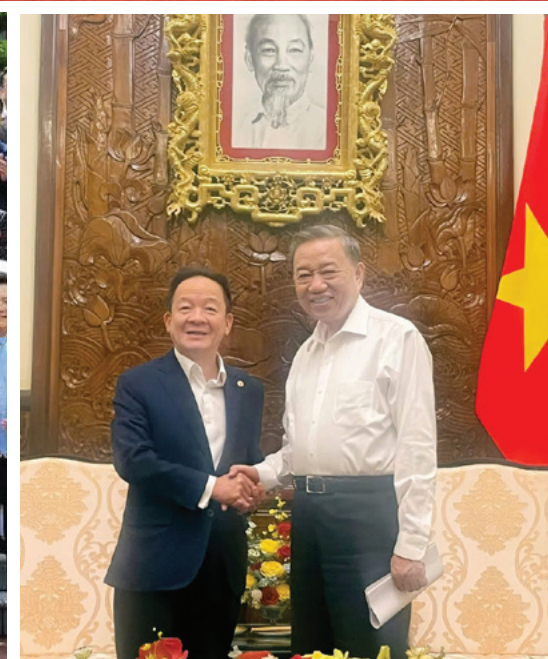
## 5. Highlights in 2024

The year 2024 marks a pivotal milestone for SHB as it embarks on a robust and comprehensive Transformation Strategy for the 2024–2028 period – a solid step forward in its journey to accompany the nation in a new era of development.

Over the past 32 years, SHB has been deeply embedded in the nation's historical journey, aligning closely with the direction of the Party and Government while creating and spreading positive values throughout the community. SHB actively supports key national policies and contributes to cultural, economic, and social activities. As a pioneering bank, SHB is at the forefront of driving green and digital transformation initiatives in line with the Government's strategic orientation.









## 5. Highlights in 2024

1

### SHB exceeded many its business targets for 2024, reflecting sustainable and effective growth

Concluding the pivotal year of its 2024–2028 Transformation Strategy, SHB achieved robust performance across key financial indicators. Pre-tax profit reached VND 11,569 billion, marking a 25% increase over 2023. Total assets surpassed VND 747 trillion, up 18.6% year-on-year. SHB's total consolidated loans reached VND 533,984 billion, with the Bank's separate loans amounting to VND 522,754 billion – an 18.28% increase. The Cost-to-Income Ratio (CIR) stood at 24.4%, placing SHB among the most efficient banks in the industry.

The Bank continued to maintain strong safety, liquidity, and risk management metrics, all of which met or exceeded the regulatory requirements set by the State Bank of Vietnam. The Capital Adequacy Ratio (CAR) remained above 12% in accordance with Basel II standards, while liquidity risk indicators aligned with Basel III standards.

These results reflect SHB's successful execution of its strategic goals and its ability to outperform key targets set by the General Meeting of Shareholders for 2024 – including those related to total assets, credit growth, credit quality, and pre-tax profit.



2

### Affirming its position and reputation in the domestic financial market, attaining regional and international standards

In 2024, SHB proudly secured its place in the inaugural Fortune Southeast Asia 500 ranking – published by Fortune magazine – which lists the region's 500 largest financial institutions and enterprises by revenue. SHB was ranked 137th in Southeast Asia and 17th among Vietnamese firms. Additionally, SHB's brand was valued at USD 257 million and received an A+ brand strength rating from Brand Finance.

SHB continues to affirm its position as a leading Vietnamese financial institution and a trusted partner to international organizations such as the International Finance Corporation (IFC), the World Bank, and global strategic investors. Notably, Krungsri Bank – a member of Japan's MUFG Group – formally expressed interest in completing the second-phase acquisition of the remaining 50% charter capital of SHBFinance ahead of schedule.

### 3 Driving transformation through digital innovation

In 2024, SHB made significant strides in its digital transformation journey by launching and operating a range of innovative technology products and services. Highlights include the rollout of SHB Corporate Mobile for corporate clients, SHB SAHA 1.5, and various internal digital solutions aimed at enhancing operational efficiency and delivering modern, convenient services to customers.

The Bank gained notable recognition at the Digital CX Awards 2024, receiving a double award for its products SLINK and ACAS. Shortly thereafter, SLINK was proudly presented by SHB Vice Chairman, Mr. Do Quang Vinh, to Prime Minister Pham Minh Chinh during the National Banking Industry Digital Transformation event – affirming SHB's leadership in the industry's innovation efforts.



At the same time, SHB continued to diversify its customer offerings, including the launch of SHB Mastercard Truly Free – a “zero fee” credit card tailored to Gen Z and millennials. This initiative, part of the Card Family ecosystem, satisfies the evolving preferences of young Vietnamese consumers and is supported by a variety of attractive incentive programs.



### 4 Expanding strategic partnerships and supporting SMEs and micro-SMEs

As part of its strong and comprehensive transformation strategy, SHB continues to deepen cooperation with large corporations, both private and state-owned, particularly those involved in supply chains, value chains, ecosystems, and green initiatives. SHB has signed comprehensive strategic cooperation agreements with prominent partners.

Notably, SHB continues to promote financial products and channel capital to small and medium-sized enterprises (SMEs) and micro-SMEs, accompanying their growth and contributing to the broader national economy. These efforts have been recognized with a series of prestigious awards, including Best Bank for SME in Vietnam and Best Sustainable Finance Award, among others.



# 5

## Actively contributing to social welfare and spreading positive values to the community

In parallel with its business development, SHB has consistently played an active role in social welfare programs initiated by the Party and the Government. In response to the devastating impact of Typhoon Yagi, SHB coordinated with local Fatherland Front Committees to conduct on-site assessments and provide both financial and emotional support to affected communities, assisting residents across various provinces and cities in recovering and stabilizing their lives. Thanks to SHB's timely assistance, many businesses and individual customers were able to overcome the disaster's challenges and resume production and business operations.



Beyond emergency relief, SHB implemented several large-scale social initiatives, including a VND 100 billion donation to Soc Trang province to support the construction and renovation of homes for poor and low-income households; the donation of two classrooms to a primary boarding school for ethnic minority students in Dien Bien province; and collaboration with the Ministry of Public Security to build 150 houses and a school for communities in disaster-stricken areas. In recognition of these impactful activities in 2024, SHB was honored with the title “Bank for People of the Year,” reflecting the Bank’s unwavering commitment to creating and spreading positive social impacts.



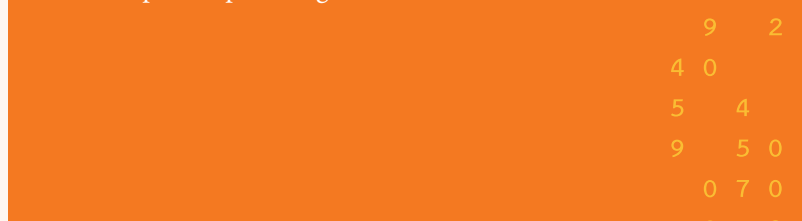
# 6

## SHB's enduring passion and unwavering support for Vietnamese football shines at ASEAN Cup 2024

During the ASEAN Cup 2024 campaign, SHB proudly became the first bank to pledge a VND 2 billion reward to the Vietnamese national football team if they secured their third Southeast Asian championship title.

Demonstrating its heartfelt commitment, SHB was also the only bank to sponsor eight charter flights, enabling players' families and devoted fans to travel to Thailand to cheer on the team in the second leg of the final. This act of solidarity and encouragement served as a powerful motivator, helping the team persevere and achieve a historic victory.

SHB's deep-rooted passion for football has long been a hallmark of the Bank's identity, stemming from its Chairman, Mr. Do Quang Hien. Beyond national team support, SHB actively nurtures the local football community and internal teams. In 2024, SHB football squads earned major accolades, including the 4th Hanoi 7-a-side Football Championship and the Queen League S1 2024 Championship, among others.





# 7

## Accompanying and ensuring the interests of shareholders and investors

In 2024, SHB distributed dividends for 2023 at a rate of 16%, consisting of 5% in cash and 11% in stock dividends. In July 2024, the Bank completed the first cash dividend distribution for 2023 at a rate of 5% to shareholders. Subsequently, SHB will continue to issue stock dividends at a rate of 11%, which is expected to increase its charter capital to VND 40,658 billion, securing its position among the top 5 largest private banks in Vietnam.

Throughout its development, SHB has consistently prioritized the interests of its shareholders and investors, maintaining an annual dividend yield ranging from 10% to 18% over the past five years. The Bank was also one of the first three credit institutions to list shares on the Vietnamese stock market and is currently part of the VN30 index, which includes stocks with the largest market capitalizations.



# 8

## SHBiLOVE Journey – A distinctive corporate culture

SHB is an organization with a unique and enduring cultural identity, cultivated over more than 30 years of development. It stands out with a philosophy rooted in the “Heart” and a deep commitment to accompanying national progress. A culture grounded in doing everything “from the Heart” is what SHB employees build, uphold, and consider the foundation of their collective success.

SHB is steadfast in its journey to nurture and elevate its corporate culture, with a strong commitment to implementing and promoting six core values: Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights. From these values as the bedrock of SHB’s distinctive corporate culture, SHB employees have co-created a Code of Conduct.

This code of conduct is called SHBiLOVE – SHB I Live Our Values Every Day. It embodies the integration of core cultural values into daily work and life. SHBiLOVE carries a special mission: to turn SHB’s corporate culture into a source of strength and a sustainable competitive advantage, driving the Bank’s comprehensive and transformative growth.



## 9 “Best companies to work for in Asia” - Fostering a modern and professional working environment

Building on a legacy of more than three decades, SHB has consistently invested in enhancing the quality of its human resources, while cultivating a modern, professional workplace where individuals are empowered to grow, thrive, and excel. The Bank offers attractive and competitive remuneration, along with ample opportunities for personal and professional development.

For the fourth time, SHB has been honored with the “Best Companies to Work for in Asia” award by HR Asia, one of the region’s leading human resource publications. In addition, SHB has been recognized by CareerViet as one of the Top 3 Most Favorite Employers in the Finance – Banking – Securities sector, as well as among the Most Favorite Employers in the Large Enterprise category in Vietnam.

Through comprehensive partnership agreements with universities nationwide, SHB provides students with valuable opportunities to gain practical experience and access employment in a professional environment, helping to nurture the next generation of talent across the country.



# 10

## On the journey of “Greening” banking – Implementing ESG strategy toward sustainable development

With a vision to become a pioneer in sustainable banking in Vietnam, SHB is actively integrating ESG (Environmental, Social, and Governance) standards across all areas of its operations. This commitment contributes to fostering a green economy, a fair and inclusive society, and transparent governance, while supporting the Government’s efforts to address climate change.

SHB’s initiatives in “greening” its banking operations and advancing ESG practices have been widely recognized and appreciated by both domestic and international organizations. In 2024, SHB was honored for the second consecutive year by FinanceAsia magazine with the award for “Best ESG Impact in Vietnam.”

Throughout its development journey, SHB remains aligned with national strategies, consistently following the Party and the State’s guidelines. The Bank is determined to make breakthroughs and contribute to the country’s advancement into a new era of national rise.





## 6. Achievements and social recognition

2024 marks a memorable turning point in SHB's strong development journey, continuing impressive achievements and opening a new promising chapter.

With the spirit of continuous innovation, SHB is proud to receive many prestigious awards, recognized by the Party and the State; and at the same time, rose to the top of many international rankings. These achievements are the result of SHB's sustainable development strategy and tireless efforts over the past time.



### State Honors and Commendations

- Second-Class Labor Medal in 2018 and 2013, awarded by the President of the Socialist Republic of Vietnam.
- Third-Class Labor Medal in 2023 and 2011, awarded by the President of the Socialist Republic of Vietnam.
- Emulation flag and Certificate of Merit awarded by Hanoi People's Committee to SHB for many years
- Honored with the Thang Long Cup by the Hanoi People's Committee
- Honored with numerous Certificates of Merit and Emulation Flags from the Government, the State Bank of Vietnam, and the People's Committees of various provinces and cities where SHB branches are located in.
- SHB has been recognized as a leading and highly reputable institution, honored with numerous prestigious awards granted by esteemed domestic and international organizations





**Asserting  
leading position**

## **TOP 5**

**PRIVATE COMMERCIAL  
JOINT STOCK BANKS  
BY CHARTER CAPITAL**

## **TOP 10**

**MOST PRESTIGIOUS  
PRIVATE COMMERCIAL  
BANKS**

## **VN30**

**SHB STOCK INCLUDED  
IN THE VN30 INDEX – A  
GROUP OF LARGEST  
MARKET CAPITALIZATION  
STOCKS.**

## **TOP 50**

**MOST PROFITABLE  
ENTERPRISES  
IN VIETNAM**

## **TOP 50**

**MOST VALUABLE  
BRANDS  
IN VIETNAM**

## **TOP 100**

**ASEAN  
BANKS**

## **TOP 500**

**TOP 500 LARGEST  
ENTERPRISES IN SOUTHEAST  
ASIA (FORTUNE500 SOUTHEAST  
ASIA RANKING)**

## **TOP 500**

**ASIA PACIFIC  
BANKS**

## **TOP 500**

**GLOBAL BANKING  
BRANDS**

## International Awards 2024



Best Sustainable Finance Awards  
2024 - Global Finance



**Digital CX**  
AWARDS 2024

Outstanding Digital CX – Cash  
Management Platform; and Best  
Technology Implementation for  
Digital CX – Digital CX Awards  
2024.



Biggest ESG Impact Bank in  
Vietnam; Best Commercial Bank  
– SMEs in Vietnam;



Most DEI Progressive Bank in  
Vietnam in Vietnam – Finance  
Asia Awards



Best SME Bank for Sustainable  
Finance - Alpha Southeast Asia



Vietnam Domestic SME  
Partnership Initiative of the Year  
Vietnam Domestic Social Impact  
Finance Initiative of the Year -  
ABF Wholesale Banking Awards  
2024



Vietnam's Best Bank for SMEs –  
Euromoney



The renowned  
lifestyle product – Mastercard



Best Companies to work for  
in Asia 2024

And many other prestigious awards...

Outstanding Domestic Awards 2024



Top 10 Best Annual Reports in Finance industry



Top 50 Excellent and Efficient Enterprises



Top 100 Vietnam Golden Star Enterprises



Outstanding Innovative Products and Services - VOBA



Bank for People – Better Choice Awards 2024



Most Favorite Employers in 2024

## 7. Strategic direction



“SHB’s leadership and entire staff are firmly committed to achieving the Bank’s strategic goals with a spirit of innovation and an aspiration to reach new heights. SHB aims to become a bank characterized by sustainable and secure growth, delivering exceptional value to customers, businesses, and the community. We embrace innovation across all areas of operation, act decisively, adapt flexibly to changing conditions, and leverage internal strengths to drive breakthroughs in business solutions and operational efficiency.”

Ms. Ngo Thu Ha - Chief Executive Officer

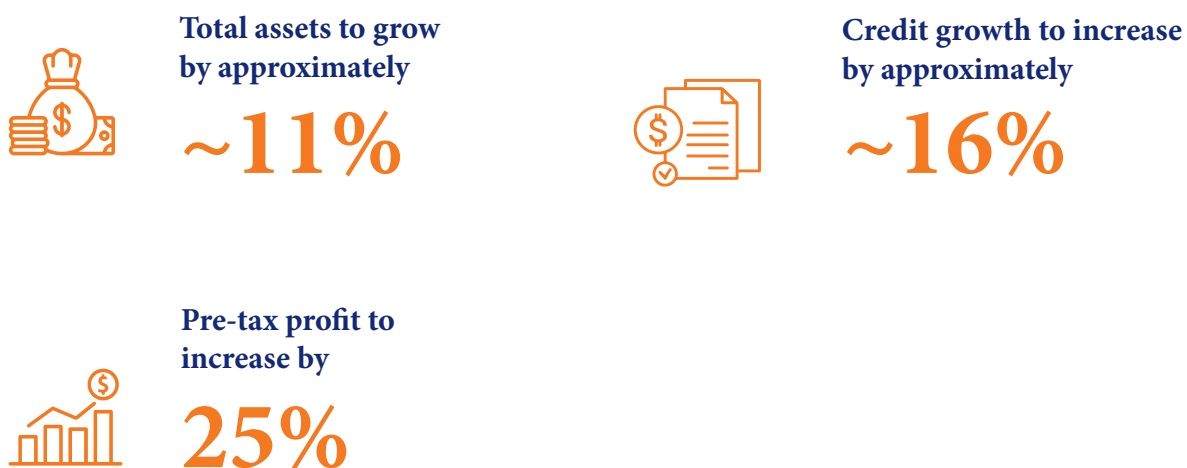
SHB is pursuing the vision of becoming a leading, modern retail bank in Vietnam, with a strong focus on digital transformation, green development, and the expansion of its customer ecosystem and value chain. SHB consistently places customers at the center of its strategy, with people and technology as the driving forces, and robust risk management along with product and service innovation as the foundation for sustainable growth.

### 7.1. Main objectives

#### ■ Medium and long-term goals



### Key financial targets for 2025





## 7.2 Medium and long-term business strategy

### SHB's transformation strategy for the 2024 - 2028

period is structured into three phases, ensuring a comprehensive shift, from establishing foundational capabilities to achieving full-scale modernization and operational excellence.

Phase 1	Phase 2	Phase 3
<b>2024 2025</b>	<b>2026 2027</b>	<b>2028</b>
Establishing foundational capabilities;	Accelerating growth;	Breakthrough in efficiency.

The first two years (2024–2025) are critical for laying the groundwork. SHB will prioritize technology investments to build and upgrade modern infrastructure and integrated operational capabilities. These investments will support the development and expansion of partnerships with strategic and large corporate clients.

The transformation goals and initiatives that will guide the Bank's operations during this period include:

- *Establishing a superior digital platform* to deliver comprehensive financial services and solutions, ensuring a secure, efficient, and user-friendly experience for both corporate and personal customers;
- *Modernizing banking operations* through advanced technologies to enhance operational efficiency and service delivery;
- *Strengthening governance foundations* to improve business performance and develop new capabilities that support sustainable growth;



- *Expanding retail banking through ecosystem models*, offering tailored banking packages to employees of corporate clients;
- Integrating banking services within customer-centric ecosystems, with a focus on supply chain financing and automated cash flow management for payables and receivables;
- *Developing embedded finance solutions* to meet customer needs, enabling seamless financial management and boosting overall business performance

## I. General information

Entering the second year of the foundational phase, SHB is placing a strong focus on technology investment to build and upgrade modern infrastructure and integrated operational capabilities. These efforts are designed to support the development, operation, and expansion of strategic partnerships, particularly with SHB's key strategic and large customer segments. The Bank has outlined the following core tasks:

- (1). Effectively implement all transformation initiatives to address existing challenges and enhance business and operational efficiency, targeting an income of USD 40.6 million.
- (2). Launch the “Bank of the Future” (BOF) model for retail customers, establishing a modern platform and the technological capabilities to drive rapid growth and support the Bank's 2024-2028 strategic vision.
- (3). Develop people and teams through targeted competency training, talent acquisition and development, enhanced team spirit and communication, and performance motivation through goal setting and appropriate performance evaluation.
- (4). Foster a culture of transformation across the Transformation Division and the entire Bank by empowering and rewarding innovation, improving collaboration and communication, promoting experimentation, building a diverse and inclusive workplace, and cultivating a mindset of continuous improvement.
- (5). Strengthen governance by establishing the Office of the Chief Technology Officer (OCTO) and the Project Management Office (PMO) to develop and standardize project management workflows and procedures for bank-wide transformation initiatives.
- (6). Establish and manage a comprehensive data architecture, focusing on data governance and data utilization.
- (7). Achieve the 2025 income target by improving the digital customer experience, increasing adoption of digital services, and expanding digital product offerings.
- (8). Ensure a seamless customer experience across digital channels, including SAHA 1.5 (mobile app and website), corporate online banking, and other business-driven initiatives.
- (9). Maintain and synchronize an omni-channel experience across the SAHA app and physical branches.

The BOF initiative is SHB's strategic response to both challenges and opportunities in the evolving banking landscape. Through partnerships with leading international organizations such as BCG, AWS, and SAPF, and the involvement of global experts, BOF empowers SHB employees to adopt modern methodologies up to date with global technology trends. BOF aims to position SHB as a leader in digital banking and ensure long-term sustainable success by fundamentally transforming the Bank into a forward-thinking financial institution — one that leverages digital technologies to deliver exceptional customer experiences, enhance operational efficiency, and drive strategic growth.

The objectives of the BOF initiative include:

- **Technology Modernization:** Upgrade existing IT systems to flexible, scalable architectures that support continuous innovation.
- **Operational Efficiency:** Automate processes to reduce costs, improve service delivery, and support business scalability.
- **Customer-Centricity:** Deliver personalized, seamless experiences across all channels, aligned with the expectations of today's digital customers.

### 7.3 Sustainable Development Goals

SHB defines its sustainable development strategy as encompassing not only profitable and secure financial growth but also fulfilling its responsibilities to the environment and society.

SHB aims to comprehensively and systematically integrate international standards, best practices, and domestic regulations on Environment, Social, and Governance (ESG) into all aspects of its operations and products offerings. This approach is intended to enhance long-term competitiveness, expand its sustainable finance portfolio, and implement a consistent and effective Environmental and Social Management System (ESMS). At the same time, SHB seeks to contribute actively to national sustainable development goals and create greater value to all stakeholders, including shareholders, partners, customers, employees, and communities.

By 2028, ESG goals include:

- Environment (E): Increase the proportion of green credit; Reduce internal emissions;
- Social (S): Provide ESG training for employees and incorporate ESG into decision-making processes; expand the scope and impact of Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI) programs, focusing on financial education, sports, culture, and support for disadvantaged communities;
- Governance (G): Strengthen ESG risk management through the establishment of a comprehensive Environmental and Social Management System (ESMS) by 2028, in alignment with international standards and the SBV's guidelines; integrate ESG into corporate governance; publish annual ESG reports in accordance with international standards and guidance from the State Securities Commission of Vietnam (SSC).



## 8. Opportunities, challenges and potential risks:

### 8.1. Macroeconomic outlook:

In 2024, the global landscape continued to be shaped by complex and unpredictable dynamics. Escalating military conflicts, intensifying strategic rivalries among major powers, rising trade protectionism, increasing public debt and budget deficits, and localized disruptions in global supply chains have adversely affected global peace, stability, and economic growth. Additionally, natural disasters and extreme weather events have caused serious damage to lives and socio-economic development in many countries.

Despite these challenges, signs of recovery have emerged. Global trade has begun to rebound, inflationary pressures are easing, financial conditions are loosening, and labor markets are showing positive momentum. By December 2024, most international organizations had revised their global growth forecasts upward by 0.1 to 0.3 percentage points, projecting growth of 2.7% to 3.2% comparable to 2023 levels.

Amid global headwinds, Vietnam remains a bright spot with the economy continuing to recover strongly and surpassing growth targets. Macroeconomic stability has been maintained, inflation remains under control, major economic balances have been preserved, and both the state budget deficit and public debt remain within a safe threshold.

#### **Vietnam's economic performance in 2024 (Source: General Statistics Office):**

- **GDP:** Vietnam's GDP in 2024 is estimated at VND 11,511.9 trillion (approximately USD 476.3 billion), marking a year-on-year growth of 7.09%, exceeding the 6–6.5% target set under Resolution No. 103/2023/QH15.
- **Inflation:** Despite global market volatility, inflation remained under control. Core inflation rose by 2.71% (down from 3.63% in the previous year), and remained below the average increase in the CPI. This is a positive outcome given the salary adjustments effective from July 1, 2024, and price revisions in certain services.
- **The unemployment rate** among working-age individuals in 2024 was 2.24%, down 0.04 percentage points from the previous year, with rate 2.53% in urban areas and 2.05% in rural areas.





- Total import-export turnover reached USD 786.29 billion, a 15.4% increase year-on-year. Exports rose by 14.3% and imports rose by 16.7%. The trade surplus in 2024 stood at USD 24.77 billion down from USD 28.4 billion in 2023). The domestic sector recorded a deficit of USD 25.52 billion, while the foreign-invested sector (including crude oil) recorded a trade surplus of USD 50.29 billion.

- As of December 31, 2024, total registered foreign investment – including new registrations, adjusted capital, and capital contributions or share purchases – reached USD 38.23 billion. Actual disbursement was estimated at USD 25.35 billion, a up 9.4% increase from 2023, marking the highest level since 2020.

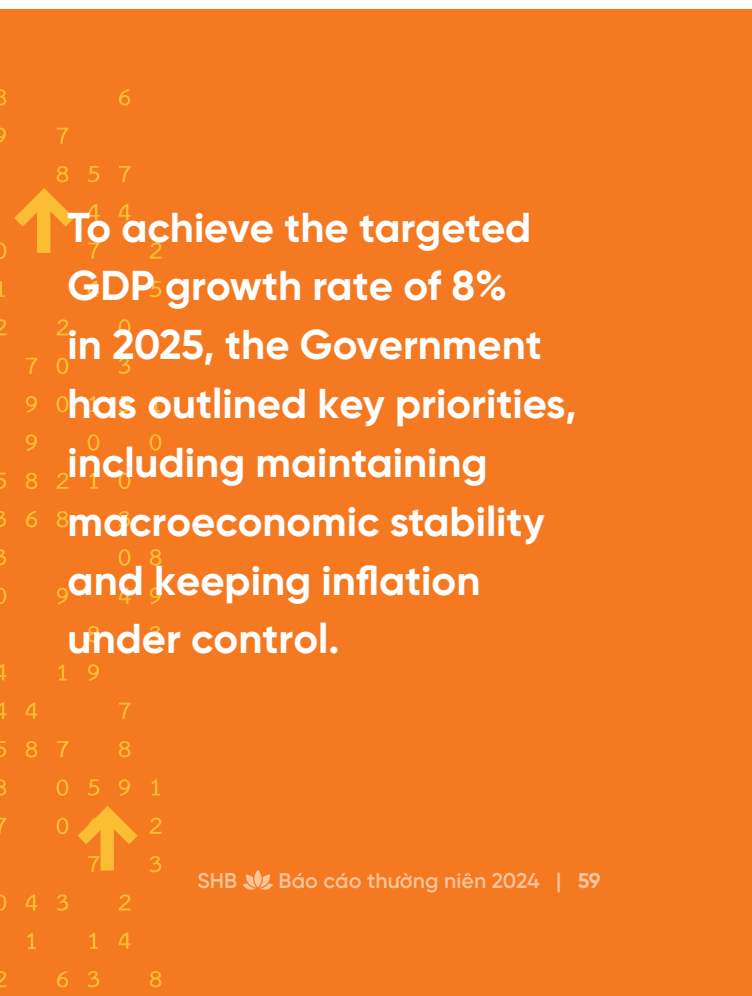
- Total retail sales of goods and consumer services grew by 9.0% year-on-year, meeting the Government’s target in Resolution No. 01/NQ-CP. International tourist arrivals reached nearly 17.6 million, and increase of 39.5% year-on-year.

#### **Vietnam’s economic outlook:**

The Government has set an ambitious GDP growth target of 8% for 2025, amid projections of a gradual global economic recovery, albeit with uneven progress

across countries. Leading international organizations such as the World Bank, ADB, OECD, and IMF forecast Vietnam’s GDP growth in 2025 to range between 6.1% and 6.6%. However, the global outlook remains uncertain, with persistent risks such as geopolitical conflicts and tensions, fragile supply chains, supply shortages, elevated inflation despite signs of easing, and potential volatility in interest and exchange rates. Furthermore, economic policies under U.S. President Donald Trump’s administration are expected to exert broader and more profound impacts on global markets, including Vietnam.

To achieve its growth target, the Vietnamese Government has outlined key priorities focused on maintaining macroeconomic stability and controlling inflation. A key objective is to keep inflation below 4%, with specific targets of approximately 3.87% in 2025 and 3.83% in 2026. Vietnam is also expected to remain a standout destination for foreign investment, sustaining the momentum of 2024 and maintaining its position among the top 15 developing countries in terms of FDI attraction.



## 8.2. Opportunities and challenges facing the banking sector in 2025

### ■ Opportunities:

- *Stable economic growth and increased international integration:*
- + With economic recovery and projected stable growth (GDP expected to range from 6 to 7%, aiming for 8%), demand for capital, credit, and financial services is expected to increase, creating opportunities for banks to expand operations.
- + International integration: Free trade agreements (FTAs) such as EU-Vietnam Free Trade Agreement (EVFTA), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and Regional Comprehensive Economic Partnership (RCEP) will promote trade and attract foreign investment, thereby increasing demand for financial services, international payments, and risk management.
- + Attracting FDI: Foreign direct investment (FDI) is expected to continue flowing robustly into Vietnam, especially in sectors such as manufacturing, technology, and renewable energy, presenting opportunities for banks to offer financing and asset management services.
- *Digital transformation and technology application*
- + Digital Banking: The ongoing digital transformation in the banking industry will continue to accelerate, with technologies such as AI, blockchain, big data, and cloud computing helping banks reduce operational costs, enhance customer experience, and grow market share.
- + Cashless payments: The Government's initiatives to promote cashless payments will enable banks to expand digital payment services, including e-wallets and online financial platforms.
- + Fintech and banks: Collaboration between banks and fintech companies will foster innovation in financial models and products, such as peer-to-peer (P2P) lending, personal wealth management, and digital insurance.
- Credit growth and personal finance needs
- + Consumer credit: With increasing consumer demand, personal credit products (e.g., home loans, car loans, and consumer loans) will continue to be key growth drivers. Customized lending solutions and preferential loans programs will help attract new customers.
- + Green and sustainable finance: Demand for green finance, particularly in renewable energy and sustainable development projects, is expected to increase as Vietnam progresses toward its 2050 net-zero emissions target.
- + Small and medium enterprises (SMEs): As a vital component of the economy, SMEs will continue to require credit and cash flow solutions, creating additional growth opportunities for banks.
- *Support policies from the Government and the SBV:*
- + Flexible monetary policy: The State Bank of Vietnam (SBV) is expected to continue a flexible monetary policy to support credit growth while controlling inflation, offering favorable conditions for banking operation.
- + Legal reform: Regulatory improvements in digital banking, risk management, and cybersecurity will support a more transparent and conducive legal environment for the banking industry.
- + NPL handling: Effective implementation of NPL handling policies will help ensure the stability of the banking sector.
- *Market expansion and international cooperation:*
- + Unsaturated market: Limited access to banking services in rural and remote areas presents an opportunity for banks to expand their networks and provide customized financial products.
- + Bond market expansion: The Government efforts to develop the bond market through policy adjustments, such as debt rescheduling and interest rate restructuring, will create significant opportunities for financial institutions.
- + International cooperation: Participation of foreign banks and international financial institutions will enhance competition and enable greater knowledge sharing and collaboration.

## ■ Challenges & Potential risks

- *Macroeconomic risks and global volatility*
- + Global economic volatility: Factors such as inflation, recessions in major markets (e.g., the US, EU, China), and geopolitical conflicts can disrupt FDI flows, exports, and Vietnam's economic growth, adversely affecting capital sources and borrowing demand in the banking sector.
- + Interest rate and exchange rate fluctuations: Significant fluctuations in global interest and exchange rates could undermine the Vietnamese economy, causing liquidity risks, higher funding costs, and increased pressure from NPLs.
- + Inflation and monetary /fiscal policy: Persistent inflation may prompt the SBV to tighten monetary and fiscal policies, which could reduce lending demand and negatively affect banks' profitability.
- *NPLs and credit risk*
- + Increasing NPLs: Economic instability may impair the repayment capabilities of businesses and individuals, leading to a rise in NPLs, making it challenging for banks to maintain their target of keeping NPLs below 3%. Loans in sectors such as real estate, export, and consumer credit are particularly vulnerable to becoming non-performing, posing heightened risks to the banking sector.
- + Ineffective NPL resolution: Despite ongoing efforts to resolve NPLs, the underdeveloped debt trading market, incomplete legal framework, and declining collateral values continue to complicate NPL resolution.
- *Competition in the banking industry and pressure from Fintech*
- + Industry competition: The entry of foreign banks, digital banks, and fintech companies will intensify competition, particularly in areas like payments, consumer credit, and wealth management.
- + Fintech and digital banking: Fintech companies, with their flexible business models, low costs, and rapid customer acquisition, are capturing market share, especially in younger demographics and rural areas.
- + Pressure to reduce service fees: To stay competitive, banks may need to lower transaction fees or offer free services, which could negatively affect margins.
- *Challenges from digital transformation:*
- + High technology investment costs: Digital transformation demands significant investments in technology infrastructure, software, and human resources. Additionally, securing digital transactions and information security poses an ongoing challenge.

## I. General information

- *Increasing legal and risk management requirements*
- + Stricter regulatory requirements: International standards like Basel III, as well as capital and risk management regulations, will place pressure on banks, particularly smaller institutions with limited financial capacity.
- + Fragmented risk management: Many banks have not yet established a comprehensive and integrated risk management framework, making it difficult to effectively address increasingly complex credit, market, and technology-related risks.
- *Changing customer behavior and expectations*
- + Higher customer expectations: Customers increasingly demand fast, convenient, personalized, and affordable financial services. Banks that fail to meet these demands risk losing their market share.
- + Changing consumer behavior: The rise of digital platforms and e-wallets may reduce the need for traditional banking services, particularly in areas like payments.
- *Challenges from green finance and sustainable development*
- + Pressure from green finance: Banks will need to shift their portfolios toward environmentally friendly projects. However, assessing the risks and benefits of these projects remains a significant challenge.
- + ESG compliance costs: Meeting ESG requirements will require banks to adjust their business strategies, invest in sustainable projects, and report transparently.
- *Human resources and competitiveness*
- + Shortage of high-quality human resources: The banking industry faces fierce competition from the technology and fintech sectors in attracting talent, especially in areas like data analytics, cybersecurity, and risk management.
- + Training and adaptation to new technology: Bank staff will need ongoing training to adapt to emerging technologies, which will involve both time and significant costs.

### ■ Key policies affecting the banking and finance industry in 2025

2024 and 2025 are critical milestone years that significantly affect all sectors – especially the banking industry. In particular, 2025 marks the final year of implementing the Vietnam Banking Industry Development Strategy to 2025, with a vision to 2030, under Decision No. 986/QĐ-TTg dated August 8, 2018. As a result, the legal and policy framework issued during this period not only serves as a vital legal foundation but also places urgent demands on the banking system to fulfill its strategic objectives.

A number of important laws passed by the National Assembly have come into effect in 2024, including the Law on Credit Institutions 2024, Land Law 2024, Housing Law 2023, Real Estate Business Law 2023, Law on Electronic Transactions 2023, and various sub-law documents (decrees and circulars), many of which are still being finalized and are expected to be issued in 2025. These legal changes are exerting a profound impact on the operations of credit institutions – including SHB – by strengthening the legal framework, enhancing transparency, and laying a foundation for the development of new banking activities. In parallel, the Government and the SBV have introduced numerous supportive policies aimed at guiding and stimulating economic growth, including:

- *Policies promoting digital transformation:*
- + Decree 57-NQ/TW on groundbreaking scientific advancement, technological innovation, and national digital transformation.
- + Decree 52/2024/ND-CP on non-cash payments.
- + Decree 69/2024/ND-CP on electronic identification and authentication.
- + Directive 01/CT-NHNN dated February 20, 2025 on implementing key tasks for the banking sector.
- + Directive 34/CT-TTg dated September 16, 2024 on digital transformation plans across ministries and provinces.
- + Circular 08/2024/TT-NHNN on the management, operation, and utilization of the national interbank electronic payment system.



+ Circular 15/2024/TT-NHNN on the provision of non-cash payment services.

- *Policies supporting green growth:*

+ Decision 1658/QĐ-TTg dated October 1, 2021 approving the National Strategy on Green Growth 2021–2030, vision to 2050.

+ Directive 44/CT-TTg dated December 9, 2024 on the implementation of key tasks and solutions to advance the National Strategy on Green Growth for the 2021–2030 period, with a vision toward 2050.

In 2025, additional legislative documents will take effect or are expected to be issued, presenting both challenges and compliance requirements for credit institutions. Key examples include:

- Law on the Personal Data Protection
- Decree on administrative sanctions in the monetary and banking sector.
- Decree detailing the Law on Credit Institutions regarding the financial regime of credit institutions and foreign bank branches.
- Decree amending and supplementing several articles of Decree No. 155/2020/ND-CP on the implementation of certain provisions of the Law on Securities.
- Circular regulating the opening and use of Vietnamese Dong accounts for conducting foreign indirect investment in Vietnam
- Circular regulating the issuance of domestic certificates of deposit by credit institutions and foreign bank branches
- Circular amending and supplementing a number of articles of Circular No. 13/2018/TT-NHNN on the internal control system of commercial banks and foreign bank branches
- Circular regulating the capital adequacy ratio for commercial banks and foreign bank branches
- Circular amending and supplementing a number of articles of Circular No. 17/2024/TT-NHNN on the opening and use of payment accounts
- Circular amending and supplementing a number of articles of Circular No. 18/2024/TT-NHNN on bank cards.

To adapt to the evolving regulatory environment, the banking industry, especially institutions like SHB, must closely monitor the issuance and implementation timeline of legal documents; allocate resources to ensure timely compliance and business continuity; review and update internal regulations and procedures; invest in technology upgrades to align with new regulatory standards and requirements; and ensure compliance while enhancing operational safety and sustainability.