

Consistently overcoming challenges

Report of the BOM and BOD

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DEPOSITS OF FIRST MARKET

VND **1.26** quadrillion

FINANCIAL REPORT

FINANCIAL STATUS TABLE

Unit: VND billion, %

	2021	2022
Report on financial		
Total assets	1,414,986	1,813,815
Revenue	95,061	114,592
Taxes and other payable items (Amount paid in the period)	7,940	6,426
Profit before tax	27,486	37,368
Profit after tax	22,017	29,919
Key financial indicators		
Capital		
Charter capital	37,089	47,325
Capital adequacy ratio	9.31%	9.95%
Business results		
Deposits	23,684,123	31,179,393
Loans	1,924,484	2,350,654
Debt collection	1,805,584	2,165,840
Non-performing loans	6,121	7,820
Loans (including corporate bonds)/Total deposits in 1 st market (in VND)	84.38%	91.12%
LDR ratio pursuant to regulations of the State Bank ^(*)	77.8%	73.9%
Non-performing loans/Total outstanding loans in 1 st market	0.63%	0.68%
Liquidity		
Liquidity reserve ratio	13.9%	25.0%
Liquidity ratio within 30 days		
• VND	72.6%	73.1%
• USD and foreign currencies in USD equivalent	61.6%	96.3%

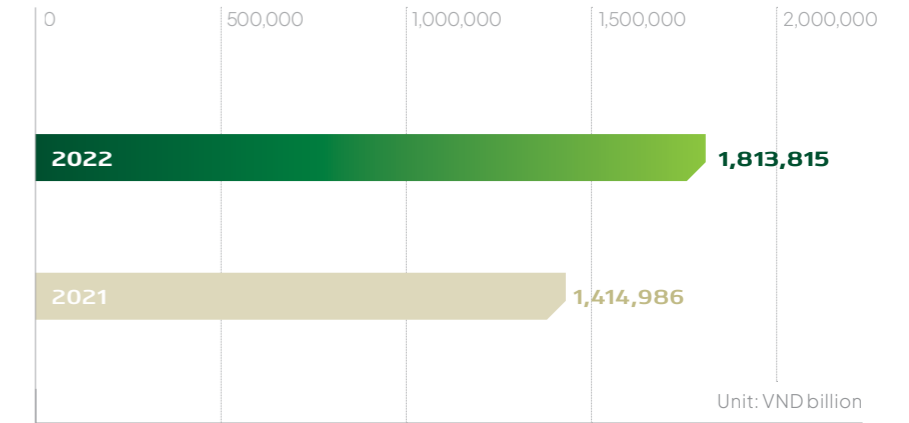
The data in line with the audited Consolidated Financial Statements. In which, the data for 2021 are re-presented according to ones of the State Audit Office.

^(*) LDR and affordability ratios calculated for individual data. In which, the LDR as of December 31st, 2021 and December 31st, 2022 are calculated according to the provisions of Circular No. 22/2019/TT-NHNN and Circular No. 22/2019/TT-NHNN, amended and supplemented in Circular No. 26/2022/TT-NHNN, respectively.

TOTAL ASSETS



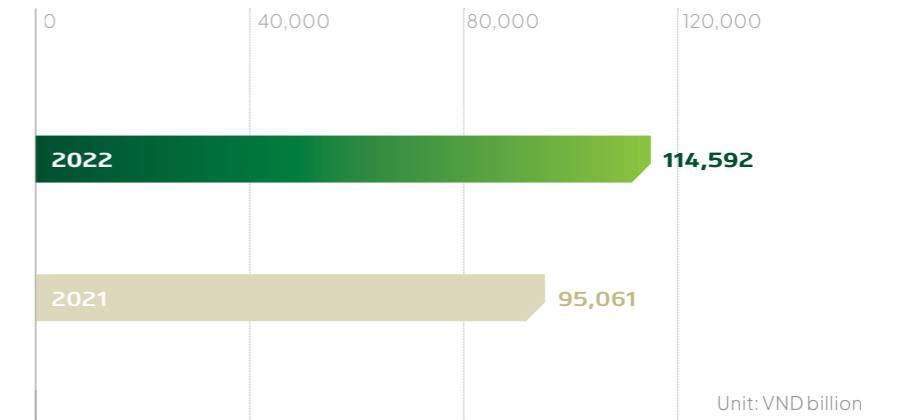
↑ 28.2%



REVENUE



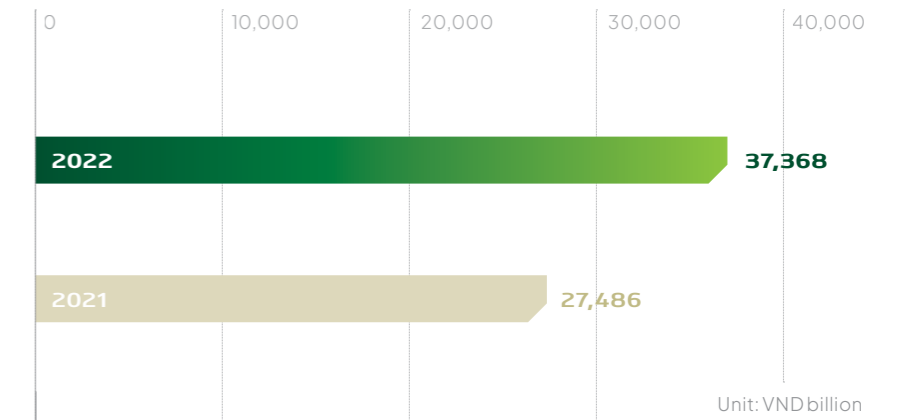
↑ 20.5%



PROFIT BEFORE TAX



↑ 36%



CHANGES TO SHAREHOLDING STRUCTURE AND SHAREHOLDERS' EQUITY (AT DECEMBER 30TH, 2022)

SHARES

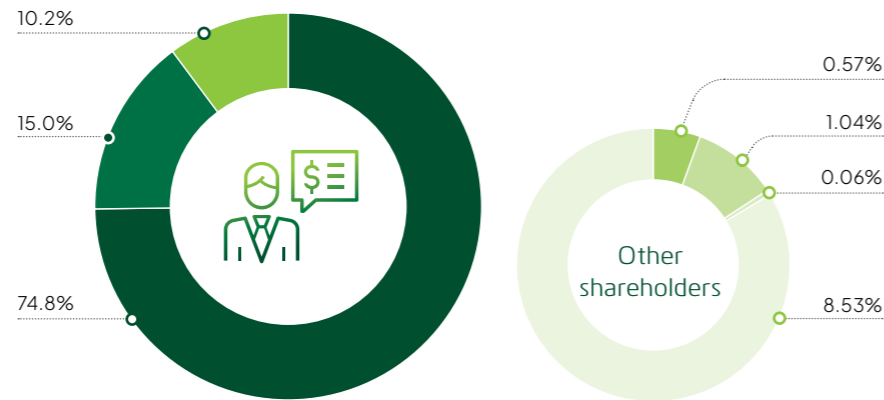
4,732,516,571
TOTAL SHARES

Total shares	Type of shares	Number of transferable shares	Number of restricted shares
4,732,516,571	Ordinary shares	482,531,290	4,249,985,281

SHAREHOLDING STRUCTURE

25,183
SHAREHOLDERS

- State Bank of Vietnam
- Foreign strategic shareholder Mizuho Bank, Ltd.
- Other shareholders:
 - Domestic individual shareholders
 - Domestic institutional shareholders
 - Foreign individual shareholders
 - Foreign institutional shareholders



No.	Shareholders	Total shares	Ownership rate	Number of shareholders
I	State Bank of Vietnam (Representing Government ownership)	3,540,074,921	74.8%	1
II	Foreign strategic shareholder Mizuho Bank, Ltd.	709,883,374	15.0%	1
III	Other shareholders	482,558,276	10.2%	25,181
1	Domestic individual shareholders	27,286,869	0.57%	23,801
2	Domestic institutional shareholders	48,809,859	1.04%	148
3	Foreign individual shareholders	2,884,971	0.06%	1,382
4	Foreign institutional shareholders	403,576,577	8.53%	220
Total		4,732,516,571	100.00%	25,183

LIST OF SHAREHOLDERS HOLDING RESTRICTED SHARES

No.	Shareholders	Total shares	Number of Transfer Restricted Shares	Share transfer restriction duration
1	State Bank of Vietnam (Representative of Government's shares)	3,540,074,921	3,540,074,921	According to the provisions of Clause 1, Article 56 of the Law on Credit Institutions No. 47/2010/QH12: "Individual and Institutional Shareholders who have representative(s) being members of the Board of Directors, Supervisory Board, CEO (Director) of a credit institution shall not be allowed to transfer his/ her shares during his/ her term".
2	Internal shareholders	50,583	26,986	
	Board of Directors	16,031	16,031	
	Board of Management	23,597	0	
	Supervisory Board	10,955	10,955	
3	Foreign strategic shareholder: Mizuho Bank, Ltd.	709,883,374	709,883,374	
Total		4,250,008,878	4,249,985,281	

* According to Decision No. 1493/QĐ-NHNN dated September 17th, 2021 of the State Bank of Vietnam on appointing the representative for Government's shares at Vietcombank, Mr. Pham Quang Dung – Chairman of Vietcombank's Board of Directors represents 40% of Government's shares, is the Representative for Government's shares in charge of general management at Vietcombank.

* According to Decision No. 909/QĐ-NHNN dated April 26th, 2019 of the State Bank of Vietnam on official transfer, Mr. Do Viet Hung was appointed to represent 30% of Government's shares at Vietcombank.

LIST OF MAJOR SHAREHOLDERS

No.	Shareholders	Address	Total shares	Ownership rate
1	STATE BANK OF VIETNAM	47-49 Ly Thai To, Hoan Kiem, Hanoi	3,540,074,921	74.8%
2	MIZUHO BANK. LTD	1-5-5 Otemachi, Chiyoda-ku, Tokyo, Japan	709,883,374	15.00%

(Source: Shareholders list as at December 31st, 2022 provided by Vietnam Securities Depository)

IMPLEMENTATION OF PROJECTS

INVESTMENTS/DIVESTMENTS IN 2022

In 2022, Vietcombank has implemented activities as follow: (i) increased investment capital in Vietcombank Securities Co., Ltd; (ii) divested all investment capital from Ho Chi Minh City Small and Medium Enterprises Credit Guarantee Fund; (iii) divested a part of investment capital from Vietnam Airlines Corporation. In particular:

Unit: VND billion

No.	Unit name	Investment capital as of December 31 st , 2022	Investment capital as of December 31 st , 2022	Increase/decrease investment capital
1	Vietcombank Securities Company, Ltd.	1,734.82	700.00	1,034.82
	Ho Chi Minh City Small and Medium Enterprises Credit Guarantee Fund	0	1.86	1.86
2	Vietnam Aviation Corporation	248.77	379.22	130.45



SUBSIDIARIES, JOINT-VENTURES AND ASSOCIATES

GENERAL INFORMATION OF SUBSIDIARIES

Unit: VND billion

Company name	Abbreviation name	Business Licence	Sector	Investment capital as of December 31 st , 2022	Ownership rate
Vietcombank Securities Co., Ltd.	VCBS	Business License No. 09/ GPHDKD dated April 24 th , 2002 with latest amendment in accordance with license No. 93/GPDC-UBCK dated September 27 th 2022 issued by the State Securities Commission of Vietnam.	Securities	1,734.82	100%
Vietcombank Leasing Co., Ltd.	VCBL	Business License No. 66/ GPNHNN dated October 31 st , 2017 issued by State Bank of Vietnam.	Financial leasing	500.00	100%
Vietcombank Remittance Co., Ltd.	VCBR	Business Registration Certificate No. 0314633162 dated September 20 th , 2017 with latest amendment on December 27 th , 2021 issued by Ho Chi Minh City Department of Planning and Investment.	Remittance services	30.00	100%
Vietcombank Laos Limited	VCB Laos	Business License No. 88/BOL dated May 25 th , 2018 issued by the Bank of Lao P.D.R.	Banking	1,820.40	100%
Vietnam Finance Company VFC	VFC	Business registration No. 58327 dated February 10 th , 1978 issued by the Hong Kong Monetary Authority.	Financial services	235.22	100%
VCB Money, Inc	VCBM	Business Registration Certificate No. E0321392009_6 dated June 15 th , 2009 issued by the State of Nevada, United States of America.	Remittance services	204.98	87.5%
Vietcombank Tower 198 Co., Ltd.	VCBT	Investment License No. 1578/GP dated May 30 th 1996 with the latest amendment in accordance with dated March 1 st , 2019 issued by the Ministry of Planning and Investment.	Office leasing	70.00	70%

IMPLEMENTATION OF PROJECTS (continued)

SUBSIDIARIES, JOINT-VENTURES AND ASSOCIATES (continued)

SUMMARY OF SUBSIDIARIES' PERFORMANCE AND FINANCIAL SITUATION

VCBL
Vietcombank Leasing Co., Ltd.

VCBL is a subsidiary, 100% owned by Vietcombank, operating in the field of financial leasing. In 2022 the Company continues to maintain stable operations. Profit before tax in 2022 reached VND 132.23 billion.

PROFIT BEFORE TAX
VND **132.23** billion

VCBS
Vietcombank Securities Co., Ltd.

VCBS is 100% owned by Vietcombank, operating in the securities sector. Despite numerous fluctuations in securities market, the Company continued to maintain good operating results. Profit before tax of the company in 2022 reached VND 250.19 billion.

PROFIT BEFORE TAX
VND **250.19** billion

VFC
Vietnam Finance Company VFC

VFC is a subsidiary 100% owned by Vietcombank, operating in the field of financial services in Hong Kong. In 2022 the Company continues to maintain stable operations. Profit before tax of the company in 2022 reached HKD 1.17 million.

PROFIT BEFORE TAX
HKD **1.17** million

VCBR
Vietcombank Remittance Co., Ltd.

VCBR is a wholly-owned subsidiary of Vietcombank, operating in the field of receiving remittances from foreign partners and making payments to beneficiaries in Vietnam. In 2022 the Company continues to maintain stable operations. Profit before tax of the company in 2022 reached VND 10.12 billion.

PROFIT BEFORE TAX
VND **10.12** billion

VCBLaos
Vietcombank Laos Limited

VCB Laos is a subsidiary 100% owned by Vietcombank, operating in the field of financial & banking services in Laos. Despite loads of market fluctuations in 2022, VCB Laos still maintains its stable business performance. Profit before tax in 2022 reached 23.45 LAK billion.

PROFIT BEFORE TAX
LAK **23,45** billion

VCBM
VCB Money, Inc

VCBM is a subsidiary with 87.5% of charter capital owned by Vietcombank, providing remittance services in the U.S and transferring money to Vietnam through domestic partners. In 2022, VCBM maintained stable operations with profit before tax reached USD 693 thousand.

PROFIT BEFORE TAX
USD **693,000**

VCBT
Vietcombank Tower 198 Co., Ltd.

VCBT is a joint venture between Vietcombank and FELS Property Holdings Pte, Ltd. of Singapore with a capital contribution ratio of 70:30. It operates in the field of office leasing at Vietcombank Tower locating at the address of No. 198 Tran Quang Khai, Hoan Kiem, Hanoi City. In 2022 the Company continues to maintain stable operations with the leasing rate of 100%, profit before tax in 2022 is VND 75.32 billion.

PROFIT BEFORE TAX
VND **75.32** billion

IMPLEMENTATION OF PROJECTS (continued)

SUBSIDIARIES, JOINT-VENTURES AND ASSOCIATES (continued)

GENERAL INFORMATION OF JOINT VENTURES – ASSOCIATES

Unit: VND Billion

Company name	Abbreviation name	Business Licence	Sector	Investment capital as of December 31 st , 2022	Ownership rate
Vietcombank – Bonday – Ben Thanh Joint-venture Company Limited	VBB	No. 2458/GP issued by the Ministry of Planning and Investment on February 07 th , 2005 with latest amendment No. 2458/ GCNDC2/41/1 dated December 28 th , 2012.	Office leasing	410.36	52%
Vietcombank Fund Management	VCBF	No. 06/UBCK-GPHĐQLQ issued by State Security Commission of Vietnam dated December 02 nd , 2005; latest amendment No. 17/ GPĐC-UBCK dated February 09 th , 2018.	Fund management	135.15	51%
Vietcombank – Bonday Joint-venture Company Limited	VCBB	No. 283/GP issued by the Ministry of Planning and Investment on December 5 th , 1991 with latest amendment No. 283/ GPĐC4 dated March 4 th , 2002.	Office leasing	11.11	16%



SUMMARY OF JOINT VENTURES – ASSOCIATES' PERFORMANCE AND FINANCIAL SITUATION

VBB

Vietcombank – Bonday – Ben Thanh Joint-venture Company Limited

VBB is the joint venture between Vietcombank, Ho Chi Minh Commercial Services JSC. (Setra Corp.) and Bonday Investments Ltd. (Hong Kong) with contribution ratio of 52%, 18% and 30% respectively. It operates in the field of office leasing, locating at No. 5 Me Linh Square, District 1, HCMC. It is also responsible for providing office space for Vietcombank's branches and subsidiaries in HCMC. In 2022 the Company continues to maintain stable operations with a rental rate of 98%. Its profit before tax in 2022 was VND 183.08 billion.

PROFIT BEFORE TAX

VND **183.08** billion

VCBF

Vietcombank Fund Management

VCBF is a joint venture between Vietcombank and Franklin Templeton with contribution ratio of 51% and 49% respectively. VCBF operates in the field of fund and investment portfolio management. In 2022 the Company continues to maintain stable operations. Its profit before tax in 2022 was VND 10.52 billion.

PROFIT BEFORE TAX

VND **10.52** billion

VCBB

Vietcombank – Bonday Joint Venture Company Limited

VCBB is a joint venture between Vietcombank, Sai Gon Real Estate Corporation and Bonday Investments Ltd., Hong Kong. It operates in the business of office leasing – The Harbour View Tower locating at No. 35 Nguyen Hue Str., District 1, Ho Chi Minh City. In 2022, the Company still maintained its stable performance, its profit before tax reached VND 45.11 billion.

PROFIT BEFORE TAX

VND **45.11** billion

ASSESSMENT ON BUSINESS PERFORMANCE IN 2022

VIETCOMBANK'S BUSINESS PERFORMANCE RESULTS

Following the SBV's executive direction, VCB's Board of Management has oriented and directed fiercely, flexibly and consistently to successfully complete the 2022 plan targets.

- 1 MOBILIZATION OF CAPITAL IS MANAGED IN LINE WITH CREDIT GROWTH; CAPITAL MOBILIZATION AND CREDIT STRUCTURE CONTINUED TO MOVE IN THE RIGHT DIRECTION**

 - Capital mobilization from market I reached VND 1,257,806 billion, up ~9% compared to 2021, reaching 100% of the plan in 2022. The proportion of average capital mobilization from current deposits reached 34%, an increase of 1.8 percentage points compared to 2021.
 - Credit balance reached VND 1,156,148 billion, up ~19% compared to the end of 2021, reaching 100% of the 2022 plan, controlling within the growth rate assigned by the SBV.
- 2 GOOD CONTROL OF CREDIT QUALITY**

 - Group 2 debt ratio is at 0.35%, bad debt ratio for customers is at 0.68%, lower than the assigned plan.
 - The ratio of provision for bad debts on the balance sheet reached the highest level in the banking system.
- 3 IMPRESSIVE SALES GROWTH TARGET**

 - International payment and trade finance volume increased by 31.8% compared to 2021.
 - Foreign currency trading volume increased by 16.3% in comparison to 2021.
 - The targets of card making, insurance, and wholesale-retail customer development all achieved impressive growth, from 37% to 100%.
- 4 SUSTAINABLE BUSINESS GROWTH; FINANCIAL CAPACITY IS STRENGTHENED**

 - Profit before tax completes the plan assigned by the SBV and the General Meeting of Shareholders in 2022.
 - The proportion of service fees and foreign currency trading reach 20.1% of total operating income.
 - Recovery of written-off loans totaled VND 2,395 billion
 - ROAA and ROAE indexes remain high, at 1.85% and 24.44% respectively.
 - VCB continues to be the listed company with the largest capitalization on the Vietnam Stock Market, entering the Reuters' top 100 listed banks with the largest market capitalization by the end of 2022.

MANAGEMENT PERFORMANCE IN 2022

Governance closely follows the action motto **"Transformation, Efficiency, and Sustainability"** and closely adheres to the guiding concept of **"Responsibility – Aggression – Creativity"** to implement 03 **"focuses"**, 06 **"breakthroughs"** in 2022.

- 1 OPTIMAL ORIENTED CREDIT GROWTH**

 - VCB always accompanies and shares difficulties with customers. In the last 2 months of 2022, VCB has reduced lending interest rates by 1% for loans denominated in VND.
 - Credit growth from the beginning of the year to maximize the efficiency of capital use, the growth rate is always controlled according to the ceiling level assigned by the SBV.
 - Credit balance has changed according to orientation, customers, and product lines; expanding to those chain business lines.
 - Effectively deploying competitive lending interest rate programs associated with the development and use of associated products and services.
- 2 MOBILIZING CAPITAL IN ACCORDANCE WITH THE EFFICIENCY OF CAPITAL USE**

 - The interest rate is adjusted flexibly and timely according to the demand for capital use and ensures compliance with the prudential ratio.
 - New policy of E-bank transaction fee, timely adjustment of internal interest rate to maintain the growth of current deposit and foreign currency deposits.
- 3 DIRECTING AND IMPLEMENTING 03 PILLARS TO GRADUALLY COMPLETE 06 STRATEGIC BREAKTHROUGHS AND 03 BUSINESS RESTRUCTURING FOCUSES**

 - "Retail" pillar**

 - Completing the transformation of Sales and Customer Service models under the RTOM2 project at 30 branches.
 - Implementing RLOS retail credit model at 30 branches.
 - Finalizing the design of customer policy by segment in the RTOM2 Project.
 - Free transactions, money transfer on digital channels to participate in the implementation of the Government's goals on socialization of non-cash payment.
 - Promoting new products, services and features provided on digital channels.
 - "Service" pillar**

 - Promoting sales of products and services on digital channels; expanding public services connecting payment.
 - Implementing marketing and sales campaigns on the basis of customer behaviour analysis.
 - Promoting the available advantages of diversified and specialized products and services, applying technology to promote international payment – trade finance, foreign currency trading.
 - "Investment" pillar**

 - The structure is suitable for the proportion of Government bond investment portfolio.
 - Flexible and efficient management of valuable papers issued by credit institutions.

ASSESSMENT ON BUSINESS PERFORMANCE IN 2022 (continued)

MANAGEMENT PERFORMANCE IN 2022 (continued)

4

IMPLEMENTING THE TRANSFORMATION ACTION PLAN; IMPROVING SERVICE QUALITY AND CUSTOMER EXPERIENCE; AUTOMATION AND OPTIMIZATION OF OPERATIONS

- Directing the effective implementation of strategic technology projects of the Bank as a foundation for product and service development.
- 36 out of 50 conversion projects have been completed and Go-live actively contributes to the implementation of VCB's digital transformation roadmap.
- Implementing the consulting project on capacity building and implementing the Transformation Action Program.
- The Wholesale Banking Division promotes the implementation of the digital platform with products provided to customers.
- The Retail Banking Division successfully transforms the new core system for Digibank.

5

STRENGTHENING RISK MANAGEMENT CAPACITY, CONTROLLING CREDIT QUALITY AND ACTIVELY HANDLING OVERDUE DEBT

- Approving to implement the Basel orientation for the content of capital calculation for credit risk according to the basic internal Basel II method (F-IRB) combined with a number of Basel III regulations. At the same time, carrying out necessary tasks and preparing capacity to apply Basel III according to the regulations of the Basel Committee and the SBV.
- Reviewing and promptly adjusting credit orientation by economic sector and by category; debt-oriented quality control.
- Strengthening supervision, urging and directing the handling of overdue debt at branches.
- Ensuring liquidity ratios in compliance with regulations.
- Maintaining adequate tools to control and limit operational risks; maintaining business continuity.
- Completing the project "Consulting on enhancing capacity for anti-money laundering/anti-terrorist financing of VCB".

6

PERFECTING THE ORGANIZATIONAL MODEL AND DEVELOPING THE NETWORK OF ACTIVITIES; FOCUSING ON PROMOTING TRAINING AND DEVELOPMENT OF HUMAN RESOURCES

- Consolidating senior and mid-level personnel; rearranging the organizational model at the Head Office, the RTOM model at the Branches.
- Enhancing training activities, the number of training sessions reached 4.86 turns/staff, an increase of 42.6% compared to 2021; training staff and leaders at the Head Office basic and advanced knowledge about Agile methods, Digital Supply Model.
- Scientific research is promoted and implemented seriously and methodically.
- Successfully organizing the initiative contest "Vietcombank: 60 years of Innovation & Creativity".

7

SOME OTHER KEY ACTIVITIES

- Implementing the policy to support interest rates from the State Budget for customers according to the Decree 31 & Circular 03.
- Strengthening customer relationship connection through signing cooperation agreements with major customers.
- Continuing to promote social security activities with a total commitment of VND 487 billion (disbursed VND 383 billion) in 2022.
- In 2022, VCB was voted for the 7th consecutive time as the bank with the best working environment in Vietnam; for the 3rd consecutive year receiving the award "Typical Enterprise for Employees".
- VCB was honored to be awarded the title of Labor Hero by the Party and State.
- Completing the development of a plan to compulsory acquire a credit institution, meeting the schedule of the SBV.

NUMBER OF COMPLETED TRANSFORMATION PROJECTS

36 out of 50 projects

NUMBER OF TRAINING CLASSES FOR OFFICERS AND LEADERS:

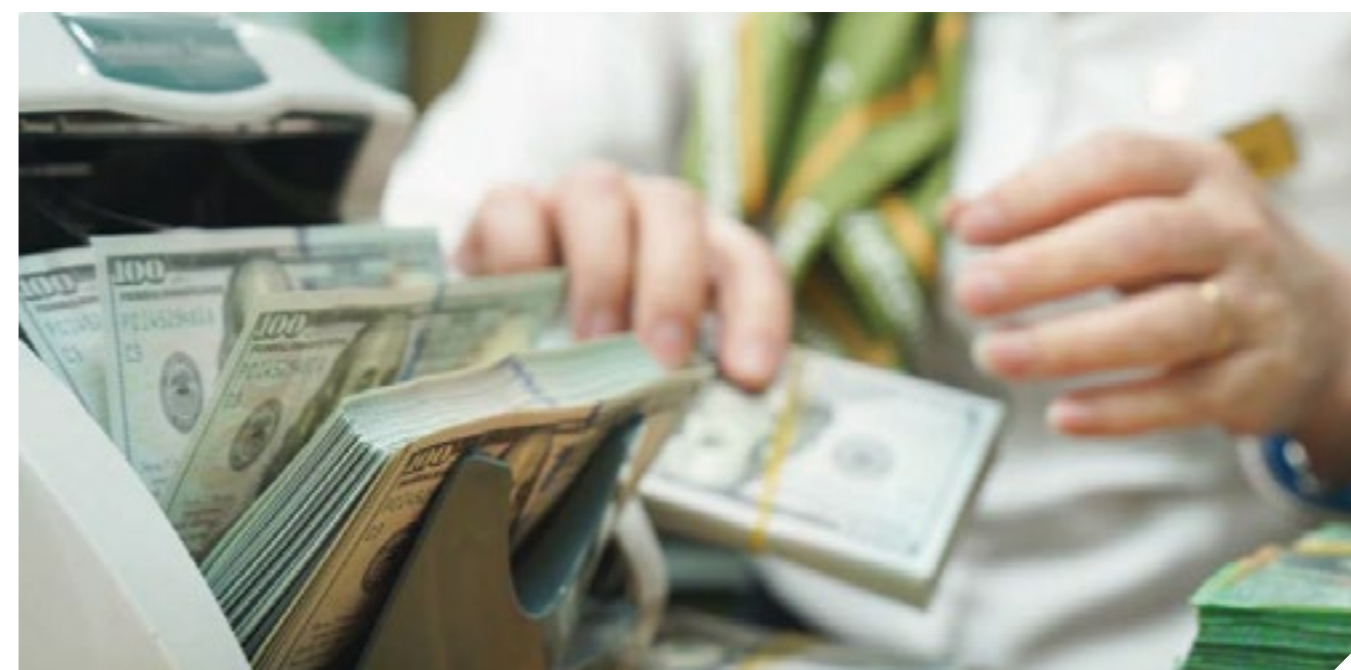
4.86 turns/officer
up 42.6% compared to 2021

PROMOTING SOCIAL SECURITY ACTIVITIES WITH TOTAL COMMITMENT

VND **487** billion
disbursed VND 383 billion

Voted for the 7th consecutive time as **THE BANK HAVING THE BEST WORKING ENVIRONMENT IN VIETNAM**

For the 3rd consecutive year, received the award **"TYPICAL ENTERPRISE FOR EMPLOYEES"**



ASSESSMENT ON BUSINESS PERFORMANCE

IN 2022 (continued)

HUMAN RESOURCES POLICIES

1

REMUNERATION STRUCTURE

- The salary mechanism of Vietcombank is built on the principle of paying according to position, job title, complexity of work, requirements for professional qualifications, salary distribution associated with business performance, level of work completion to create motivation so as to improve labour productivity, quality and work efficiency. The salary policy is regularly reviewed and improved to be more suitable with actual operating conditions, ensuring internal fairness and competition in the market.
- The average income of employees at VCB is guaranteed and has grown over the years, reaching a high level compared to the common level of the market.

2

WELFARE REGIME

- The non-wage remuneration for employees at Vietcombank is quite diverse, such as: organizing periodic health check-ups; buying health insurance, life insurance; giving gym membership cards; payment of allowances/support for maternity and sick leaves; payment for lunches, uniform, vacation, birthday celebration, wedding/funeral, travel support for holidays, allowance for retired workers, support for child care expenses, rewards for employees' children having good academic record, etc.
- Employees are also facilitated to participate in training at home and abroad, and are paid/supported by Vietcombank for training costs as prescribed in the Training Regulations; be rewarded regularly/unexpected according to the Regulations on Emulation and Commendation.
- In addition, Vietcombank's Trade Union and Youth Union regularly coordinate to organize activities to take care of the material and spiritual life of employees, helping to balance life and connect employees in the whole system, such as: establishing and supporting internal clubs (yoga, running, table tennis, tennis, badminton, etc.); organizing running races and activities on International Children's Day June 1st, Mid-Autumn Festival, Vietnamese Women's Day October 20th, International Women's Day March 8th; giving movie tickets, tickets to amusement parks, tickets to attend book fairs for employees, letters of gratitude and gifts to parents of employees on the International Day of the Elderly October 1st, etc.



3

SOCIAL INSURANCE REGIME

- Employees at Vietcombank are entitled to participate and enjoy social insurance regimes in accordance with the State's regulations. Vietcombank actively cooperates with the social insurance agency in settling benefits for employees quickly and in a timely manner and ensuring maximum benefits for employees on maternity and sick leaves.

4

CAREER DEVELOPMENT OPPORTUNITIES

- Personnel planning is carried out periodically in the Vietcombank system in order to create a source of successors and serve as the basis for developing training and retraining plans, and appointing management positions to meet the Bank's requirements of business needs. Vietcombank is always interested in discovering, training, fostering and creating development opportunities for talented young staffs in order to build and rejuvenate the management team. Vietcombank has also developed and promulgated mechanisms and policies on rotation and change of job positions in order to effectively use the staffs, creating conditions for staffs to be trained, challenged, supplemented, and trained to gain practical experience and have more career development opportunities.

5

SURVEY OF INTERNAL CUSTOMER SATISFACTION AND EMPLOYEE ENGAGEMENT

- The surveys to evaluate internal customer satisfaction (ICS) and employee engagement (EES) are carried out annually by Vietcombank through an independent and professional consulting unit. The survey results show that the scores of the indicators are increasingly improved over the years and are at the "excellent" level of the market, showing the satisfaction and high level of commitment of employees with Vietcombank.



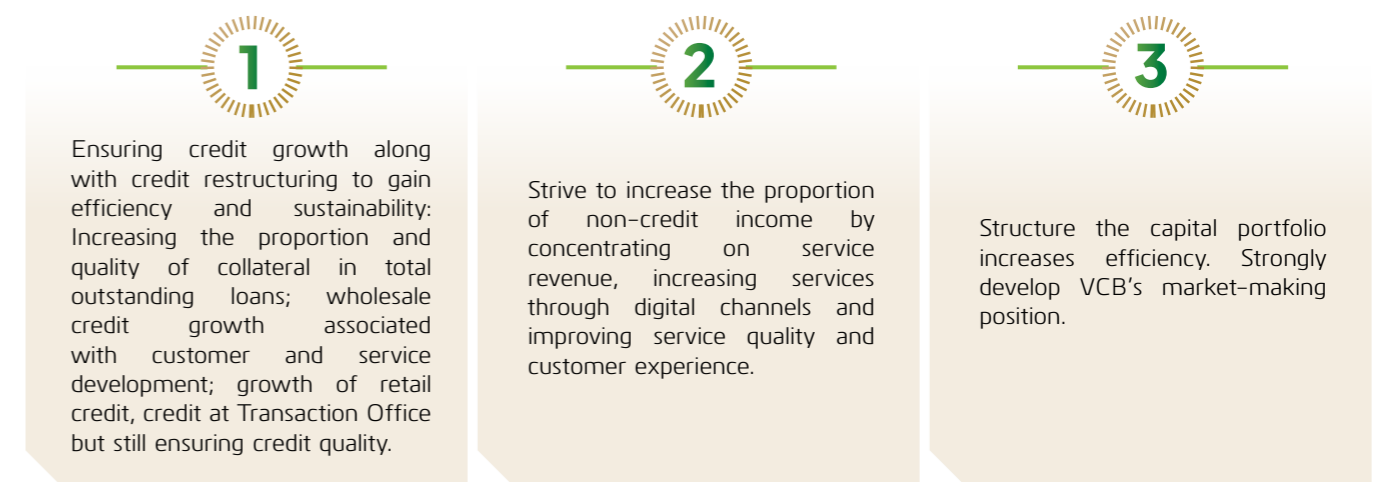
ORIENTATION OF BUSINESS OPERATION IN 2023

Sticking to the key tasks of the Government in 2023 and Directive 01 of the SBV, connecting with VCB's strategic development goals and mastering the action motto: **"Transformation, Efficiency, Sustainability"**, the direction of **"Responsibility – Aggression – Creativity"**, successfully implementing business goals to celebrate the 60th anniversary of VCB's establishment.

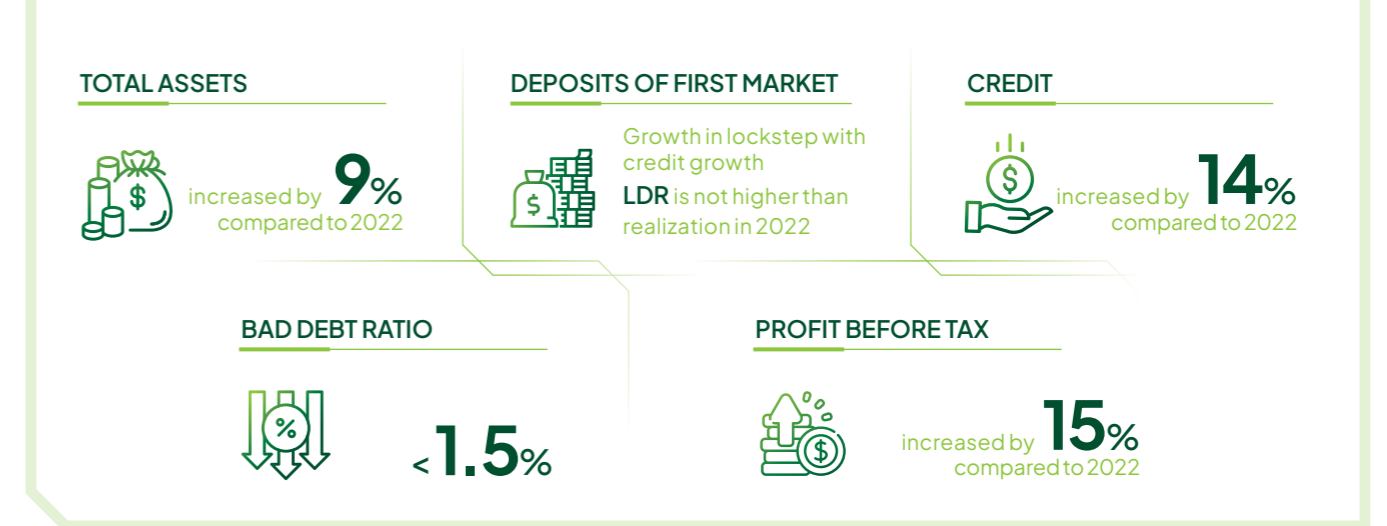
FOCUSING ON IMPLEMENTING 6 BREAKTHROUGHS



3 KEYS POINTS IN BUSINESS STRUCTURE TRANSFER



SOME KEY INDICATORS



ORIENTATION OF BUSINESS OPERATION IN 2023 (continued)

KEY MISSION

1

WELL CONTROLLING CREDIT GROWTH ACCORDING TO THE CREDIT CEILING OF THE SBV AND IMPLEMENTING THE PORTFOLIO STRUCTURE ACCORDING TO THE HEAD OFFICE'S ORIENTATION

- Credit growth in the direction of customers and industries; extending short-term credit associated with accompanying products and services.
- Closely monitoring the operation and credit quality of customers. Actively withdrawing and reducing outstanding loans for customers with low efficiency and high potential risks.
- Implementing pilot loan programs under RTOM2 at the Branches.

2

MANAGING CAPITAL MOBILIZATION FLEXIBLY AND EFFICIENTLY

- Capital mobilization from market I grew in line with credit growth.
- Closely following market movements, capital sources – capital use of VCB to promptly have appropriate capital mobilization solutions.
- Strengthening customer development to raise new capital.

3

STRENGTHENING RISK MANAGEMENT, SPEEDING UP THE RECOVERY OF WRITTEN-OFF ITEMS

- Strictly controlling the quality of credit portfolio by industry and field.
- Strengthening the management of debts being restructured, limiting the transfer of bad debts.
- Regularly reviewing, evaluating, monitoring and checking customers and quality of collaterals.
- Strengthening operational risk control, focusing on inspection and supervision of transaction activities, especially those transaction offices located far from the Branch's Head Office.

4

FOCUSING ON PROMOTING CUSTOMER DEVELOPMENT

- Promoting sales by chain and ecosystem; deploying customer policies for target customer segments.
- Implementing drastically the transfer of customers, customer groups, customer chains to digital channels.
- Improving the capacity of the sales team; guiding the Branches to organize sales campaigns suitable for each customer segment.
- Implementing emulation programs to develop new customers.
- Deploying branch digitization solutions to enhance customer experience.
- Developing a potential young customer base towards digital experiences, digital interactions and communication of financial services on digital platforms.

5

PRODUCT AND SERVICE DEVELOPMENT

- Improving, perfecting and diversifying credit products, specialized wholesale deposit products, investment banking products, chain products.
- Focusing on developing products and services designed for customer segments.
- Deploying new card products for the high-end customer segment.
- Improving the processes on payment account opening, designing appropriate forms.

6

CONTINUING TO CONSISTENTLY IMPLEMENT 03 PILLARS "RETAIL – SERVICE – INVESTMENT" TO GRADUALLY COMPLETE 06 STRATEGIC BREAKTHROUGHS AND 03 BUSINESS RESTRUCTURING FOCUSES

"Retail" pillar

- Completing the implementation of replication of the RTOM 2 model; expanding the scope of application of retail credit model.
- Increasing the number of customers using digital channels; SME customers using Digibiz packages.
- Developing credit products on a digitized platform; accelerating the supply of multi-channel products and services.

"Service" pillar

- Maintaining and promoting advantages in foreign currency trading, international payment – trade finance.
- Developing and expanding financial services.
- Deploying product and service packages according to customer segments.
- Expanding cooperation with partners providing non-banking services, Fintech companies.
- Deploying effective solutions to optimize processes and tools for providing services to customers at the counter.

"Investment" pillar

- Effectively managing the Bank's balance sheet structure.
- Promoting the sale of currency derivatives and interest rate derivatives.

7

ACCELERATING THE IMPLEMENTATION OF THE DIGITAL TRANSFORMATION ACTION PROGRAM

- Implementing effectively, with quality and on schedule the Transformation Program and Action Plan.
- Internal communication raises awareness and the importance of digital transformation to develop Agile culture, applying new working methods and gradually becoming parts of VCB culture.
- Promoting the supply of products, services, and customer care policy information on digital channels.
- Upgrading, improving and expanding system capacity to enhance digitization of specific stages in the credit granting process.

8

OTHER WORK

- Strengthening inspection and supervision, overcoming inspection conclusions.
- Continuing to strengthen the organizational structure, developing the network and improving the quality of human resource training.
- Strengthening infrastructure capacity, ensuring safety and security for IT systems.
- Continuing to perfect and refine the electronic invoice system; digitizing documents/ storage in VCB system.
- Successfully preparing and organizing a series of events and activities to celebrate the 60th anniversary of VCB.
- Organizing the implementation of social security work according to the plan.

ASSESSMENT BY BOARD OF DIRECTORS

INDEPENDENCE OF THE BOARD OF DIRECTORS' MEMBERS

The Board of Directors has 01 independent member who fully meets the criteria and conditions specified in the Charter of the Bank and the following standards and conditions:

- Not being a person who is working for the Bank itself or its subsidiaries or has worked for the Bank or its subsidiaries for the previous 03 (three) consecutive years.
- Not being the recipient of the regular salary and remuneration of the Bank in addition to the allowances that the members of the Board of Directors are entitled to as prescribed.
- Not being a person, whose spouse, father, mother, child, brother, sister and husband is a major shareholder of the Bank, a manager or a member of the Supervisory Board of the Bank or a subsidiary of the Bank.
- Not directly or indirectly owning or representing 1% or more of the Bank's charter capital or voting share capital; not with a related person own 5% or more of the charter capital or voting share capital of the Bank.
- Not being a manager or a member of the Supervisory Board of the Bank at any time in the preceding 05 years.
- Annually at the General Meeting of Shareholders, independent members of the Board of Directors shall report on the performance of the Board of Directors.

EVALUATION OF THE BOARD OF DIRECTORS IN TERMS OF ACTIVITIES

In 2022, the Joint Stock Commercial Bank for Foreign Trade of Vietnam (VCB) continues to implement the action motto **"Transformation, Efficiency, and Sustainability"** and the guiding and operating point of view: **"Responsibility – Aggression – Creativity"**; which emphasizes restructuring business activities towards efficient growth, improving service quality, customer experience, sustainable service income structure, increasing efficiency of capital structure, strongly developing its market-making position, continuously improving labor productivity.

In 2022, the Covid-19 pandemic, geopolitical instability, escalating inflation and sharply rising interest rates have negatively affected the world and domestic economy. However, with the active and flexible management direction, safe and effective growth orientation, VCB continues to comprehensively and excellently complete the assigned tasks and targets.



BUSINESS RESULTS

- Total assets reached ~ VND 1,8 quadrillion, rising 28.2% from 2021 levels and accounting for 117.3% of the 2022 target.
- Funding base as a whole increased in lockstep with capital consumption. Funding from customer deposits increased by 9% year on year to ~ VND 1.26 quadrillion, reaching ~ 100% of the 2022 goal. The average proportion of current deposits reach 34%, an increase of 1.8 percentage points compared to 2021 (32.2%).

the 2022 plan. International payments – trade finance sales reach 135 USD billion, up 31.8% compared to 2021, completing 114.6 % of the plan in 2022. International payments – trade finance share reach 18.5%, up 3.11 percentage points compared to 2021 and maintain the leading position in the market.

DEPOSITS OF FIRST MARKET

VND **1.26** quadrillion
increased by 9% compared to 2021

CREDIT

VND **1.15** quadrillion
increased by 19% compared to the end of 2021

- The largest credit growth scale in the banking industry. Credit growth exceeds ~ VND 1.15 quadrillion, up 19% compared to the end of 2021, controlling within the growth rate assigned by the State Bank. Wholesale and retail credit grows by 18.5% and 19.4%, respectively, compared to the end of 2021.

Contributions to the state budget (taxes, fees, and dividends) totaled about VND 10,798 billion in 2022, confirming the bank's position as a major contributor to the state budget.

BAD DEBT RATIO

0.68%
significantly lower than the assigned plan

- Debt quality was strictly controlled. The non-performing loans was VND 7,820 billion, bad debt ratio stood at 0.68%, significantly lower than the assigned plan. Recovery of written-off loans totaled VND 2,395 billion.

Profit before tax increased by ~36% compared to 2021, reaching 122% of the 2022 plan. Business performance improves with NIM reaching 3.51%, up ~0.24 percentage points compared to 2021 (3.27%).

CONTRIBUTIONS TO THE STATE BUDGET totaled about

VND **10,798** billion
in 2022, confirming the bank's position as a major contributor to the state budget

- Although service business and customer development are affected by the Covid pandemic and the free money transfer policy on VCB Digibank that was implemented from the beginning of 2022, net fee collection and foreign currency trading completed 109% of

Taking the lead in executing the Government and State Bank of Vietnam's policy on interest reduction, reduction, and free transactions for clients in order to minimize the impact of the COVID-19 pandemic, the total profit of VCB exempted and reduced for businesses and citizen directly and indirectly affected by the Covid pandemic in the two years 2020 and 2021 is over VND 10,200 billion, in 2022 it is more than VND 7,000 billion. Simultaneously, actively deploying capital to the economy via new loans with the credit growth scale among the highest in the banking industry.

ASSESSMENT BY BOARD OF DIRECTORS

(continued)

EVALUATION OF THE BOARD OF DIRECTORS IN TERMS OF ACTIVITIES

(continued)

DIRECTING, ADMINISTRATION AND ADMINISTRATION

“ In 2022, VCB continues to commit to implementing social security programs with a total amount of

~VND **490** billion

In 2022, the Board of Directors has oriented the Board of Management to focus on leading and directing the good performance of corporate governance, consistent with the action motto “Transformation, Efficiency, and Sustainability” and direction of “Responsibility – Aggression – Creativity”, focusing on implementing 03 “focuses”, 06 “breakthroughs” of business in 2022, specifically as follows:

- **Capital mobilization:** Managing capital mobilization flexibly, in line with the situation of capital use and market movements.
- **Credit work:** Strictly implementing credit growth control in the right direction; implementing a series of solutions to effectively use the credit limit to maximize profits, ensuring credit quality while complying with the ceiling limit assigned by the SBV.
- **Effectively deploying competitive interest rate lending programs** associated with the development and use of associated products and services. Pioneering in reducing interest rates to support customers to restore production and business activities with a profit reduction of up to 1% in the last 2 months of 2022.
- **Strictly controlling** the quality of credit balances and structured loans according to Circular 03, ensuring that the bad debt ratio is below 1.5%.
- **Speeding up the process of recovering bad debts and written off items;** strengthening supervision, urging and directing the handling of overdue debt at branches, especially those with large written-off items, which are assigned in the prioritized debt collection plans in 2022.
- **Directing the implementation of 03 business pillars including:** Retail, Service, Investment to gradually complete 06 strategic breakthroughs and 03 business restructuring focuses.
- **Accelerating the digital transformation action program** and the transformation action plan.
- **Deploying contents to prepare for the 60th anniversary of VCB’s establishment.**
- **Strengthening the organizational model and developing the operating network** (approving the policy of consolidating the structure and operating model at the Head Office, establishing the Operations Division, recruiting foreign experts to work for the Technology Information Division & Digital Transformation. Implementing many innovation projects to build a leading banking platform on digital transformation).
- **Successfully holding the 15th Annual General Meeting of Shareholders.**
- **Continuing to emphasize social security and disease prevention.** In 2022, VCB continues to commit to implementing social security programs with a total amount of ~VND 490 billion.

REMUNERATION OF EACH MEMBER OF THE BOARD OF DIRECTORS, SALARY OF THE GENERAL DIRECTOR AND OTHER MANAGERS

The remuneration of each member of the Board of Directors, the salary of the General Director and other managers are disclosed in the audited 2022 Consolidated Financial Statements of VCB (Note 41).

EVALUATE THE PERFORMANCE OF THE BOARD OF DIRECTORS AND BOARD OF MANAGEMENT

“ Members of the BOD and the BOM always considered interests of shareholders, the State and the Bank as top goals of implementation, well directed, operated and fulfilled their assigned duties and responsibilities.

In 2022, in the context that the world economy is under double impact from the consequences of the Covid-19 pandemic and the Russian-Ukrainian conflict, with a sense of responsibility and transparency in governance, the Board of Directors and the Board of Management have directing and directing drastically, flexibly and consistently for Vietcombank to fulfill its 2022 plan targets with sustainable growth results, complying with current legal regulations and operating regulations of the Bank. The Board of Management has implemented Vietcombank’s business activities in accordance with the direction and strategic goals, ensuring income, employee health and safety, and conducting business with high responsibility to the community and stakeholders.

provisions of the Law on Credit Institutions, Vietcombank’s Charter and Resolutions of the Board of Directors on management and direction.

The Board of Directors met in plenary session once a month to examine business operations, analyzing the market, and then making timely and practical policy and direction decisions. At this plenary meeting, the General Director presented a report on all aspects of the bank’s operations; on the implementation of the General Meeting of Shareholders’ Resolutions, the Board of Directors’ Resolutions and Decisions; and on a variety of other topics at the request of the Board of Directors. The Board of Directors assigned and delegated tasks to each member of the Board of Directors and a member of the Board of Directors and General Director to direct implementation; the Board of Directors met weekly to address and resolve matters, records, and issues arising from practice within the Board of Directors’ authority and functions.

In December 2021, the BOD issued the Resolution No. 686 on business orientation in 2022. During the year, the Board of Directors supervised and directed the Board of Management on Vietcombank’s business activities in accordance with the orientation and strategic goals; solutions were actively and synchronously implemented, ensuring the progress of the pathway and goals assigned by the General Meeting of Shareholders, the targets were fulfilled as planned, the Board of Management complied with the

Members of the BOD and the BOM always considered interests of shareholders, the State and the Bank as top goals of implementation, well directed, operated and fulfilled their assigned duties and responsibilities.



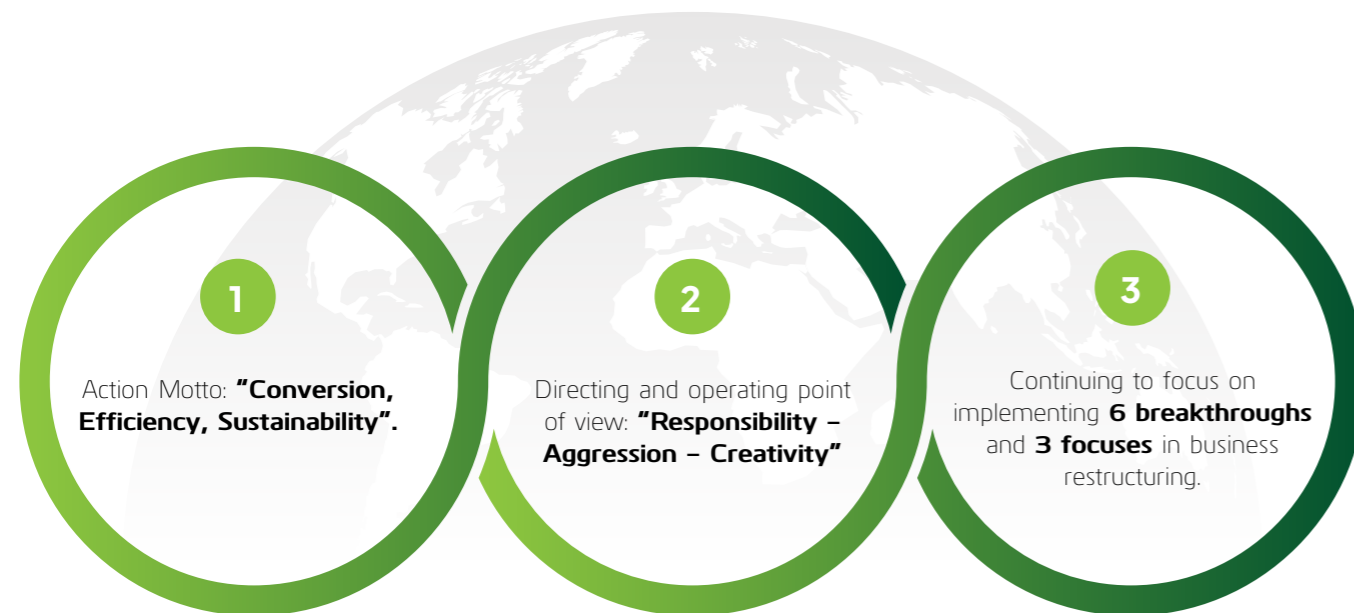
ASSESSMENT BY BOARD OF DIRECTORS

(continued)

ACTION MOTTO IN 2023

The Board of Directors strengthens the role of orientation and supervision in operating activities. The Board of Management closely leads and directs the business plan for 2023. Associating business efficiency with ensuring health and safety, stabilizing jobs, improving the material and spiritual life of officials and employees.

Continuing to implement VCB's strategic goals to 2025 and vision to 2030, business activities are directed as follows:



In 2023, Vietcombank will focus on implementing:



- 1 Deploy the digital transformation action program and the Transformation Action Plan in accordance with approved schedule, ensuring quality.
- 2 Improve the quality of human resources, focusing on human resources being adaptive for digital transformation. Develop digital culture in Vietcombank and applying Agile working methods.
- 3 Innovate the growth model in depth, associated with restructuring operations; promote the overall strengths of the entire Vietcombank system.
- 4 Promoting customer care and product development.
- 5 Complete mechanisms and policies.
- 6 Deploying timely the plan on compulsory acquiring a weak credit institution with the highest determination.



- 1 Ensuring credit growth along with credit restructuring to gain efficiency and sustainability: Increasing the proportion and quality of collateral in total outstanding loans; Wholesale credit growth associated with customer and service development; Growth in retail credit and credit at transaction offices is concurrent with credit quality assurance.
- 2 Strive to increase the proportion of non-credit income by concentrating on service revenue, increasing services through digital channels and improving service quality and customer experience.
- 3 Structuring the capital portfolio in the direction of increasing efficiency and ensuring sustainable development. Strongly developing VCB's market making position.