

BUSINESS PLAN FOR 2025



Meeting
Documents



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GENERAL SHAREHOLDERS MEETING APPROVED THIS DOCUMENT

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BUSINESS PLAN FOR 2025

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(To be submitted to the 2025 Annual General Meeting of Shareholders)

I. Forecast of the macroeconomic situation in 2025

1. Forecast of the macroeconomic situation in 2025

- According to the IMF's assessment, the economy is expected to remain stable, but grow at a low rate, with global inflation being effectively controlled, which allows central banks to ease monetary policies. Global growth is projected to stabilize at 3.2%-3.3% in 2025. The IMF also forecasts Vietnam's growth in 2025 to be between 6.1%-6.6%.
- The year 2025 marks the final year of Vietnam's mid-term public investment plan for 2021-2025, with a record investment of up to 791 trillion VND. The Government's focus on public investment in key national sectors such as transportation, energy, and technology will create numerous opportunities for banks to provide financial services for large-scale projects.
- In 2025, the State Bank of Vietnam expects to achieve a credit growth of 16%, while also implementing a roadmap to limit and eventually eliminate the allocation of credit limits to each bank.
- The exchange rate will remain highly challenging, as the ongoing trade war is expected to be a factor supporting the USD in the near future. Fluctuations in the USD/VND exchange rate are one of the biggest risks banks face, as a rising exchange rate puts significant pressure on foreign currency loans and financial costs for businesses. The decrease in foreign exchange reserves in 2024 also reduces the State Bank's ability to intervene in the market, increasing the exchange rate's sensitivity to international fluctuations.

2. Market opportunities and new trends in 2025

The year 2025 is expected to present numerous opportunities for the banking industry, with significant growth prospects driven by economic stability and supportive macroeconomic policies.

- The main driver will come from credit growth, especially as the economy enters the recovery phase after the pandemic.
- International capital flows are also a notable bright spot. As Vietnam has expanded its role in the regional financial market, international investors have increased their investments in the banking sector through bonds and stocks. FDI

and FII flows not only strengthen financial resources but also enhance competitiveness for Vietnamese banks.

- Digital transformation will continue to drive significant changes. In 2024, over 56.8 million accounts have been biometrically verified, enabling the rapid development of digital banking platforms. Technologies such as online customer identification (eKYC), contactless payments, and artificial intelligence (AI) have supported banks in improving operational efficiency and enhancing customer experience.

II. Business targets for the year 2025

Unit: billion VND

No.	Items	Actual 2024	Plan 2025	Plan 2025/Actual 2024
1	Total assets	176,619	200,000	113%
2	Customer deposits and valuable papers	109,960	115,458	105%
3	Credit loans (*)	110,099	127,810	116%
4	NPL ratio (**)	< 3%	< 3%	
5	Profit before tax	779	1,800	231%

(*) including outstanding loans for corporates and individuals, corporate bond investments; adjusted according to the credit room allowed by the SBV for each period

(**) according to Circular 11/2021/TT-NHNN dated 30/7/2021 of the SBV

III. Key tasks

1. Retail banking (RB)

- Promote the development of new products and features on digital channels: family account packages, expense management wallets, tingbox (notifications speaker for balance changes), a variety of bill payment services including electricity, water, telecommunications, apartment service fees, parking fees, VETC highway tolls, EPASS, taxes on VneID, partial principal withdrawals with deposit products, online collateralized savings book loans, digitizing the post-sale journey of non-life insurance products... These innovations provide convenience for customers in accessing and using products, thereby increasing customer engagement with the bank.
- Develop real estate loan solutions suitable for the market reality, and business loan solutions tailored to the specific characteristics of each customer's industry... At the same time, improve the credit process, reduce document processing time, and enhance risk management tools through credit scoring

models (Ascore, Bscore), early warning systems (EWS), loan origination and management platforms (RLOS), credit limit management systems, collateral management systems, and management reports on T24.

- Negotiate to expand partnerships (non-life insurance products, investment products, payment gateways with partners like MasterCard, JCB) to diversify products, increase supply, and enhance business efficiency.

2. Small-and-medium enterprises (SME)

Inheriting the foundation and growth momentum in 2024, responding to the "Era of national growth" and aiming for "Performance, Effectiveness, Efficiency", SME's Division orientations in 2025 include:

- Focusing on growth, cross-selling and exploiting deeply into the group of SME enterprises with revenue from 25 billion to 2,500 billion; Customers in 9 key industry groups: (1) Construction, (2) Construction materials, (3) Electricity, (4) Pharmaceuticals and Medical equipment, (5) Logistics, (6) Food and beverage, (7) Textiles, footwear, (8) Plastics, (9) Paper; Supply chain from strategic partners and corporations;
- In addition, developing specific industry groups to optimize business opportunities according to specific locations including: Rubber, Animal feed, Wood, Telecommunications & Information Technology, Automobiles and Auto Parts, Fertilizers and chemicals.
- Design and implement a fast credit granting solution based on secured assets, specifically for customers with revenue under 25 billion.
- Improve the credit process, including a set of conditions, a list of documents, forms, and cash flow management; Design and implement online Guarantee and Disbursement solutions.
- Implement preferential packages for Payment Accounts, Full Money Transfer Services; Deposit Services for Conditional Business Enterprises.
- Accelerate digital transformation, increase convenience and experience for customers through the implementation of Digital Signature Signing and Authentication services; Free registration and use of Virtual Account services;
- Streamline organizational structure, develop team capacity, and improve the operational efficiency of the Division.

3. Wholesale Banking

- Increase engagement with existing strategic partners, strengthen cooperation expansion, deploy value chains with top tier enterprises in selected industry, especially focusing on import-export activities, helping to develop new customer groups for bank, as well as create strong customer base for SME and Retail Banking;

- Promote trade finance and foreign exchange transactions through structuring flexible trade finance solutions, combined with interest rate derivatives and currency swaps to optimize customer cash flow combined with risk prevention;
- Encourage digital transformation in upholding the conversion rate of transactions from offline methods to online platforms. Continuously improve and develop advanced features of digital banking: Foreign currency trading, international money transfer, disbursement, guarantee issuance, L/C issuance; User management and account management customized according to customer requirements, ... Accompanying strategic partners and large enterprises in digital transformation: electronic payment (e-payment), Open API for collection and payment

4. Funding, Financial Markets & Transaction Banking

Transaction banking:

- Focus on enhancing the development and provision of transaction banking products for SMEs and Wholesales banking;
- Focus on growing foreign exchange trading activities to serve customers (FX sales), particularly import and export customers.

Capital sources and financial markets:

- Ensure the maintenance of liquidity across the system and compliance with safety ratios as regulated by the State Bank of Vietnam (SBV).
- Leverage market opportunities to increase profitability for the Bank in foreign exchange markets and fixed income markets.
- Comply with liquidity reserve ratios and the 30-day payment capability ratio for VND and USD under Circular 22/2019/TT-NHNN.
- Coordinate with the Business Divisions to proactively develop scenarios for cash inflows/outflows, with daily cash flow projections serving as the basis for liquidity management and capital balancing, ensuring safety and limits approved by the Asset-Liability Management Committee (ALCO).
- Actively monitor daily interest rate fluctuations in the markets, optimize funding costs, and adjust internal interest rates in line with business strategy.

5. Risk management

- Strengthen NPL Control, Risk Provisioning, and Compliance with Risk Appetite and Credit risk limits:
 - Establish and monitor compliance with the 2025 Credit Orientation, Risk Appetite, and Credit Risk Limits, ensuring adherence to SBV regulations and minimizing potential losses based on ABBANK's prudent risk appetite.

- Closely monitor credit quality and risk provisioning across customer segments and business units with daily, weekly, and monthly reviews to ensure timely corrective actions for NPL control and optimal provisioning costs.
- Early warning through management of the current status, developments and risk trends of the portfolio, behavioral models/early warnings of high possibility of bad changes, monthly portfolio risk analysis.
- Strengthen debt collection to control NPLs and enhance capital recovery for banks.
- Continue to prioritize the development of risk quantitative models such as behavioral models and prediction models, apply models to the credit extension process, for helping decision-making to be more accurate, gradually reducing decision-making based on qualitative factors.
- Optimize and maximize the efficiency of the lending process.
- Improve management systems including standardizing management information and automating SBV reports.

6. Human resource management

In 2025, ABBANK will continue to promote action programs aimed at improving the efficiency of human resources to serve the entire business operations, including:

- Redesign the entire organization to ensure leanness, efficiency and customer orientation.
- Increase employee productivity through performance management and performance-based compensation policies
- Ensuring high quality personnel for business operations
- Developing capability through creating and sustaining continuous learning culture
- Focusing on comprehensive employee experience
- Improving operations and human resource management through technology and data

7. Debt Settlement

- Regarding human resources:
 - Currently, the human resources of the Debt Collection Division have been improved in terms of quantity and quality of personnel, ensuring resources to further promote debt collection activities
 - Reorganize the organizational structure towards professionalization, ensuring flexibility and high efficiency.
 - In 2025, the Debt Collection Division will continue to synchronously deploy many solutions to further improve the work efficiency of the Debt Collection Division's human resources.

- Regarding the direction of debt collection activities:
 - Focus on prioritizing cash collection, prioritizing important debts.
 - Coordinate with relevant units to develop many solutions to untie business units, professionalize debt collection activities
 - Coordinate with relevant units to complete policies and regulations to improve work efficiency, speed up debt collection progress, promote labor productivity.
 - Prioritize the application of information technology in debt collection.
 - Synchronously use many flexible and innovative solutions to improve debt collection efficiency
 - Control costs, avoid loss and waste.

IV. Key strategic actions

Based on the foundations established in 2023 and the results achieved in 2024, ABBANK has set out a specific development plan for 2025 with key objectives aimed at ensuring sustainable and effective growth:

1. Enhance core business activities and restructure the business network with a focus on improving customer experience (Scaling)

In 2025, ABBANK aims to promote sustainable development by deepening its understanding of the micro-market in key regions, while also gaining insights into customer needs to design tailored financial solutions that meet the requirements of each segment. The bank will strengthen initiatives to restructure its business network, considering the reorganization of areas into specialized clusters to enhance service efficiency and unlock potential in new regions. With this strategic direction, ABBANK prioritizes investment in suitable development projects, leveraging the digital transformation trend to scale up operations and establish a solid foundation for sustainable growth during the 2024-2028 period.

2. Streamline and Optimize (Streamlining)

In line with the policy of the State Bank of Vietnam and continuing the direction from 2024, ABBANK focuses on restructuring its organizational structure, improving internal operational processes to minimize costs, enhance efficiency, and meet modern development trends. The bank will intensify the application of technology in management and implement training programs to enhance skills and transform the capabilities of its workforce, adapting to modern trends. This will ensure that the staff is ready to support long-term development goals, contributing to building a streamlined, flexible, and sustainable organization.

3. Strengthening and Enhancing Capabilities (Strengthening)

In 2025, ABBANK will focus on strengthening and enhancing its business capabilities, placing customers at the center of the digitalization era. The bank will optimize digital platforms such as ABB Business for businesses and ABBANK for individual customers, in combination with traditional channels, to deliver a seamless and superior service experience. By understanding the needs of customers in each segment, ABBANK will develop innovative financial solutions, drive transaction growth, increase deposit ratios, and reinforce its leading position in the context of comprehensive digital transformation.

4. Risk Management and Enhancing Operational Efficiency (Solidify)

In 2025, ABBANK will solidify its financial foundation and enhance operational efficiency through strengthened risk management. The bank will refine its quantitative models and implement early warning systems to effectively control potential risks, ensuring financial stability and maintaining a robust balance sheet. This approach lays a safe foundation for sustainable credit growth, continuing the commitment from 2024 to build a reliable and efficient financial organization.

5. Development and Seeding Success (Seeding)

In 2025, ABBANK will focus on sowing the seeds and nurturing sustainable development initiatives in line with ESG (Environmental, Social, Governance) standards to promote innovation. Based on its existing strengths, ABBANK prioritizes the Social (S) aspect as a key foundation in its sustainable development strategy. The bank will focus on enhancing service quality, improving employee benefits, and expanding community-focused activities, contributing to the creation of an inclusive and responsible financial environment.

With these goals in mind, 2025 will not only be a phase where ABBANK strengthens its internal capabilities but also an opportunity to affirm its focus on the sustainable development trends within the Vietnamese banking sector. We believe that with the support of shareholders, partners, and the community, ABBANK will continue to make solid progress, delivering value commensurate with its potential and expectations.

The Chief Executive Officer respectfully reports and submits to the Annual General Meeting of Shareholder.

**ON BEHALF OF AN BINH JSC BANK
CHIEF EXECUTIVE OFFICER**

(Signed)

Pham Duy Hieu