



ANNUAL REPORT 2025

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CHAIRMAN’S MESSAGE

Dear Shareholders, Investors, Partners, and Customers,

On behalf of the Board of Directors, the Supervisory Board, the Board of Management, and all employees of SHB, I would like to extend our sincerest gratitude and best wishes to our valued shareholders, investors, partners, and customers.

Over the past years, your trust and companionship have served as a vital driving force for SHB to elevate its position and operate with safety, efficiency, and sustainable development. This support has enabled us to successfully achieve our strategic objectives and business plans, while making practical and effective contributions to the national economy and the well-being of the people.

Distinguished Guests,

In 2025, the global economy faced numerous challenges and fluctuations. Against this backdrop, under the sound and timely leadership of the Party, the decisive and flexible management of the Government and the State Bank of Vietnam (SBV), alongside the synchronous involvement of the entire political system and the collective spirit of the people and the business community, Vietnam proactively adapted, seized opportunities, and overcame hurdles to achieve outstanding milestones. Macroeconomic stability was maintained, inflation was effectively controlled, and GDP growth in 2025 reached 8.02%, surpassing the set targets and placing Vietnam among the world's and the region's fastest-growing economies.

As the lifeblood of the economy, the banking sector has been making significant contributions to the nation’s development. Commercial banks have increasingly demonstrated their proactive and creative roles, actively contributing to the process of national construction and international economic integration. Within this framework, SHB has always determined that the Bank's growth is inextricably linked to the destiny and aspirations of the nation. Looking back at 40 years of *Doi Moi* (Innovation), SHB’s journey is indeed an integral part of the country’s development and integration.

Throughout 33 years of development underpinned by robust financial capacity, SHB has consistently established clear and distinct strategic objectives tailored to each period, while maintaining a long-term vision consistent with the nation’s socio-economic development orientation.

Throughout this journey, SHB has remained steadfast in following the major guidelines and policies of the Party, the Government, and the SBV. We have proactively pioneered the restructuring of credit institutions and prioritized capital allocation toward national strategic sectors, including key infrastructure, green and renewable energy, agriculture and rural development, exports, logistics, supporting industries, and high-tech economic sectors. We have also provided housing finance to meet public needs, including social housing and modern urban projects.

The Bank has timely implemented flexible preferential credit programs, interest rate reductions, and fee waivers, actively supporting individuals and businesses in overcoming challenging periods, the COVID-19 pandemic, and natural disasters. Furthermore, SHB consistently ranks among the top private banks contributing most significantly to the State Budget. We remain deeply committed to

Corporate Social Responsibility (CSR), sponsoring social welfare programs and community activities to create and spread positive values across healthcare, education, sports, culture, and poverty reduction in local provinces.

In recognition of our practical and effective contributions to socio-economic development, SHB has been honored with the Second-class Labor Order (twice), the Third-class Labor Order, and numerous other prestigious awards. SHB is currently ranked among the Top 5 largest private joint-stock commercial banks in Vietnam, the Top 10 most prestigious joint-stock commercial banks, the Top 50 best-performing enterprises in Vietnam, the Top 100 banks in the ASEAN region, and the Top 500 most valuable banking brands globally.

In 2025, underpinned by a solid financial foundation and a distinct strategy—driven by the unity, high determination, and innovative spirit of all employees—SHB has excellently exceeded the targets approved by the General Meeting of Shareholders (GMS).

According to the 2025 Consolidated Audited Financial Statements, SHB's total assets reached VND 892,009 billion, an increase of 19% compared to the beginning of the year, fulfilling 107% of the annual plan. Charter capital stood at VND 45,942 billion, and the Bank is currently implementing a plan to increase it to VND 53,442 billion. Profit before tax reached VND 15,021 billion, up 30% from 2024, exceeding the target approved by the GMS by 4%. SHB's outstanding credit reached VND 619,538 billion, representing a 16% increase compared to 2024. Credit growth was strictly controlled, aligned with the goals of improving asset quality and capital efficiency. The Cost-to-Income Ratio (CIR) was maintained at 22.1%—among the lowest in the industry—thanks to the acceleration of process digitalization and the application of technology to services and products across the entire system.

SHB continues to be rated B1 by Moody's Investors Service (Moody's), while Fitch Ratings assigned a Long-Term Issuer Default Rating (IDR) of 'BB-' with a Stable outlook. These ratings, which are among the highest in the banking sector, reflect SHB's efficiency, safety, and sustainability amidst market volatility.

Safety, liquidity, and risk management indicators remained compliant with and outperformed SBV regulations. The Capital Adequacy Ratio (CAR) stood at 12.59% under Basel II standards, liquidity risk ratios met Basel III standards, and the NPL control target was achieved as per the GMS plan.

The Bank has successfully completed the 2024 dividend payment with a 5% cash dividend and a 13% stock dividend. Throughout its development journey, SHB has consistently prioritized and continuously enhanced benefits for shareholders and investors. For many consecutive years, SHB has maintained a dividend payout ratio of over 15%. In 2025, SHB plans to pay a 16% dividend, consisting of 6% in cash and 10% in shares.

SHB is nearing the completion of the transfer of 100% charter capital at SHBFinance to Krungsri Bank—a member of the MUFG Group (Japan). This is a significant milestone, marking the conclusion of SHB's capital divestment roadmap at SHBFinance, which brings in a substantial capital surplus while further strengthening the Bank's financial capacity and prestige.

On the stock market, SHB was one of the first three banks to list its shares and is a constituent of the VN30 Index—representing the largest market capitalization stocks with consistently high liquidity.

SHB's appeal is further evidenced by the continuous increase in foreign capital inflows, attracting prestigious foreign funds and professional investors such as Dragon Capital, VinaCapital, KIM, and Hanwha Life. SHB stock was honored as the "Banking Stock of the Year" for its outstanding performance. Furthermore, as Vietnam's stock market is upgraded to Emerging Market status, SHB shares are expected to join the FTSE Global All Cap Index. This positive signal opens opportunities to attract passive capital from ETFs and index funds managing trillions of dollars in international financial markets. This serves as a testament to SHB meeting the criteria for scale, liquidity, and information transparency according to FTSE and international standards.

On the international market, SHB has established itself as a trusted partner to leading global financial institutions such as the WB, ADB, IFC, and GCF. The Bank currently maintains a network of over 600 correspondent banks worldwide, creating a robust connection platform and enhancing its capacity to serve import-export customers. In 2025, SHB successfully raised two ESG-compliant syndicated medium-term USD loans totaling USD 600 million. These transactions garnered significant market interest and included greenshoe options to optimize the Bank's capital structure. This success has contributed to diversifying financial resources, elevating SHB's prestige, and strengthening its access to international capital markets.

SHB's core strategy focuses on collaboration and business development with strategic partners, as well as the ecosystems and supply chains of these partners, built upon a foundation of modern technology and comprehensive digitalization.

SHB continuously expands its cooperation with major corporations, state-owned enterprises, and industry leaders in high-impact sectors such as infrastructure, industry, energy, chemicals, commerce, and exports. In 2025, SHB established comprehensive partnerships with the Vietnam Steel Corporation (VNSTEEL), Tasco, the Vietnam National Chemical Group (Vinachem), Binh Son Refining and Petrochemical JSC (BSR), and various other international financial institutions. Concurrently, SHB has strengthened its holistic connections with universities, hospitals, public administrative units, and business associations. On this foundation, SHB functions not only as a traditional capital provider but also as a companion financial partner, offering integrated solutions that combine credit, payments, cash flow management, digital banking, and specialized fintech services. This cooperation also extends to Research and Development (R&D), trade and investment promotion, technological modernization, and sustainable supply chain development.

Consequently, SHB grows its retail customer base through a partnership-driven platform, leveraging deep integration and organic outreach—extending from organizations and enterprises to employees, partners, suppliers, and the community. With a customer-centric and market-driven approach, our products and services are "tailor-made" for each segment, seamlessly connecting credit, payments, savings, investment, and digital services to enhance customer experience and long-term value.

Through this comprehensive partnership ecosystem, SHB reaffirms its role as an efficient capital conduit, facilitating the flow of funds into national priority sectors such as infrastructure, energy, industry, commerce, education, and healthcare. At the same time, SHB contributes to fostering a well-structured private sector, enhancing its competitiveness and its ability to integrate more deeply into domestic and regional value chains. This reflects more than just a role in individual projects or growth cycles; it represents SHB's responsible participation in the long-term development of the national economy.

Steadfast in sustainable development aligned with national growth.

In a year marked by numerous significant national milestones, SHB proactively engaged through deep-rooted cultural, sporting, and artistic activities. These ranged from cultural festivals under the themes "Steadfastly Entering a New Era" and "Happiness is being Vietnamese," which spread national pride on the occasion of the 80th anniversary of the August Revolution and National Day (September 2nd); to emotionally resonant community-bonding activities, such as organizing trips for fans and players' families to Thailand to cheer for the Vietnam National Team in the ASEAN Championship Final; and sponsoring the ASEAN Police Football Tournament, a major regional sporting event.

Through these hallmarks, SHB not only reaffirms its position as a pioneering financial institution for the community but also serves as a bridge between traditional values and the spirit of innovation, contributing to the enhancement of the people's spiritual life and nurturing the nation's aspirations for progress.

Furthermore, the Bank continues to implement green finance and sustainable development programs, viewing these as integral components of our long-term development strategy. These efforts have been recognized by both domestic and international communities through numerous prestigious awards for ESG (Environmental, Social, and Governance), corporate culture, workplace environment, and operational efficiency. Such accolades further solidify SHB's growing position and reputation on the regional financial map.

Distinguished Guests,

In 2026, the global and regional economies are forecasted to continue facing fluctuations, with a mix of opportunities and challenges—ranging from adjustments in global monetary policies and geopolitical shifts to increasing demands for transitioning growth models toward green, digital, and sustainable development.

In this context, Vietnam is entering a new growth cycle—where the private sector, technology, and infrastructure converge to create a historic momentum. This progress is guided by the Party's leadership, centered on nine pillar resolutions, including: Resolution No. 57-NQ/TW on breakthroughs in science, technology, innovation, and national digital transformation; Resolution No. 59-NQ/TW on international integration in the new era; Resolution No. 66-NQ/TW on reforming law-making and enforcement to meet national development requirements in the new era; Resolution No. 68-NQ/TW on private sector development; Resolution No. 70-NQ/TW on ensuring national energy security through 2030, with a vision toward 2045; Resolution No. 71-NQ/TW on breakthroughs in education and training development; Resolution No. 72-NQ/TW on breakthrough solutions to strengthen public health protection, care, and improvement; Resolution No. 79-NQ/TW on state-owned economic development; and Resolution No. 80-NQ/TW on the development of Vietnamese culture.

Closely following the orientations of the Party, the Government, and the SBV, while proactively adapting to the new context, SHB identifies 2026 as the inception year of a new cycle—a period of accelerated transformation and robust growth.

SHB aims to become the No. 1 bank in efficiency, the most preferred digital bank, and the best retail bank by 2030. Furthermore, we aspire to be a leading provider of capital, financial products, and services for strategic corporate customers with supply chain ecosystems, small and medium-sized enterprises (SMEs), individual customers, value chains, and green development projects. Looking toward 2035, SHB strives to become a modern, digital, and green bank among the top-tier institutions in the region.

To realize these goals, SHB is continuously focusing on implementing its Comprehensive Transformation Strategy based on four key pillars: Customer and market-centricity; Reform of mechanisms, policies, regulations, and processes; Human resources as the core subject; and IT modernization and digital transformation, while remaining steadfast in our six core cultural values: "Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights"

SHB remains committed to its "customer and market-centric" orientation, focusing on providing holistic financial solutions built upon deep customer insights. We aim to optimize the customer journey at every touchpoint to enhance value, satisfaction, and the Bank's sustainable competitive advantage. In parallel, SHB is accelerating its segmentation-based service model—tailored by region, ecosystem, and industry—to deliver specialized value and maximize benefits for customers throughout their entire product life cycle.

Since late 2025, SHB has initiated a brand identity refresh project, aimed at building an image of a modern, dynamic, and integrated bank. The official rollout of the new identity starting in 2026 marks not only a transformation in brand aesthetics but also demonstrates a commitment to comprehensive innovation, enhancing customer experience, and reaffirming SHB's long-term development vision in the digital era.

For the 2026–2030 period, SHB identifies technology and digital transformation as the core, breakthrough foundations that directly contribute to business efficiency, competitiveness, and risk control capabilities. SHB is allocating substantial resources to invest in advanced technology with an intelligent centralized database platform and modern, scientific infrastructure that seamlessly connects with the national database infrastructure. Concurrently, we are establishing comprehensive strategic partnerships with leading technology corporations in Vietnam and globally. At the heart of this process is the enhancement of customer experience and engagement through the optimization of digital channels and applied AI. The Bank is committed to building a consistent, seamless, and absolutely secure customer journey.

Furthermore, SHB will accelerate the application of Artificial Intelligence (AI) and advanced data analytics to transform all activities from business administration to operations. Data will become a core tool to personalize products, automate sales processes, and enhance operational discipline and risk management capabilities. The Digital Ecosystem Banking model will be robustly deployed, enabling the provision of comprehensive financial solutions for customers within the value chain ecosystems of strategic partners, thereby expanding growth horizons and improving operational efficiency.

While technology serves as a lever, human resources remain the core subject of innovation and creativity. SHB identifies its workforce not merely as system operators, but as the pillar determining the Bank's competitiveness and sustainable development. Moving toward the digital era, SHB is

decisively restructuring its organization under a "lean - compact - strong" model for potency, validity, and efficiency. We are comprehensively reforming governance and operational mechanisms to ensure the right person is in the right job with the right competencies. The Bank is focused on creating a modern, professional working environment where every individual is inspired to think big, act boldly for the common good, and take accountability. SHB continues to refine its HR policies, strengthening recruitment, training, and development—with a particular priority on high-quality human resources possessing sharp digital mindsets and expertise in AI and Big Data to transform technology into superior financial solutions for our customers.

Recognizing risk management as the core foundation for sustainable development, SHB focuses on upgrading its governance system to approach the highest international standards, such as Advanced Basel II and Basel III. The Bank is accelerating the application of digital models and tools for risk identification and measurement, thereby enhancing forecasting capabilities and the ability to adapt flexibly to market volatility. SHB prioritizes asset quality control right from the initial stage, combined with decisive non-performing loan (NPL) resolution strategies to ensure a solid financial foundation. In parallel, SHB is cultivating a culture of risk management and integrity throughout the system, upholding professional ethics and compliance to strengthen the trust of customers, partners, and shareholders.

In 2026, SHB has developed its business plan based on two scenarios, corresponding to the credit growth limits approved in each period. This approach demonstrates proactivity, flexibility, and substance in governance and operations, while creating a foundation for SHB to readily adapt to market fluctuations and seize growth opportunities.

In Scenario 1, SHB aims for total assets to reach VND 974,773 billion, a 9% increase compared to 2025 results. Outstanding credit is targeted at VND 681,103 billion, up 10.2%. Profit before tax is projected at VND 17,665 billion, an 18% increase. In Scenario 2, if a maximum credit growth of 16% is approved, SHB aims for total assets to exceed VND 1 quadrillion, specifically reaching VND 1,028,381 billion, up 15%. Outstanding credit would reach VND 716,148 billion. Profit before tax is targeted at VND 19,165 billion, a 28% increase compared to 2025. In both scenarios, the Bank aims to control the NPL ratio at no more than 2%. Charter capital is expected to reach VND 60,389 billion.

Furthermore, SHB – a founding member of the Vietnam International Financial Center (VIFC) – will establish a wholly-owned one-member limited liability commercial bank at the VIFC. This policy is aligned with our strategy to expand our network and enhance brand recognition domestically, regionally, and globally. At the same time, this serves as a gateway to continuously broaden our financial and technological ecosystems, strengthening linkages with international financial institutions, investors, organizations, enterprises, and individuals in accordance with SHB's strategic orientation for the upcoming period.

Inheriting and promoting the "Phu Dong strength," the resilient will of the Vietnamese people, and a solid financial foundation built over more than three decades, the Board of Directors, the Board of Management, and all SHB employees stand united. We will continue to promote our corporate culture, taking "Heart as the root" to uphold responsibility, humanity, and the spirit of community service in all activities, determined to successfully achieve the strategic goals and business plans approved by the GMS. Concurrently, SHB remains committed to comprehensive transformation, accelerating breakthroughs, and ensuring safe, efficient, and sustainable development. We are

dedicated to delivering long-term value to our shareholders, customers, partners, and the community, while making practical contributions to the goal of building a powerful, prosperous, civilized, and happy nation.

Sincerely,

STRENGTHENING THE FOUNDATION TO SHAPE THE FUTURE

Through 32 years of growth, SHB has inherited the "Phu Dong strength," forging the Vietnamese will and spirit to develop and contribute to the economic progress of every era. Steadfastly pursuing a strategy of sustainable, safe, yet flexible development, in 2025, SHB maintained a firm posture, placing faith in the Nation's future. We define ourselves as a next-generation bank of national stature, entering the new era with powerful momentum!

I. GENERAL INFORMATION

1. VISION, MISSION AND CORE VALUES

By 2030, 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.

6 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:

"Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights"

- **HEART** is the heart and the center, representing the core of life. It is also the foremost quality and the prerequisite for all other human virtues. At SHB, we think and act based on the philosophy of taking **HEART** as the root, with the desire to dedicate our whole **HEART** to shareholders, partners, customers, employees, and the community.
- **FAITH** is confidence, belief, and ultimately, **FAITH** in a defined goal and platform. SHB people are always **CONFIDENT** in their own mettle and capacity, have **FAITH** in the vision of the Board of Directors and the Bank's leadership, and remain **steadFAST** in the organization's mission and strategy. It is **FAITH** in a new era—the era of national advancement.
- **TRUSTWORTHINESS** is prestige, the characteristic core element in human relationships that creates mutual reliability in agreements. SHB people act with **TRUSTWORTHINESS** as the top priority; from there, SHB's **prestIGE** in the financial market is established, preserved, and increasingly strengthened.
- **KNOWLEDGE** encompasses understanding, information, skills, and experience gained through accumulation and learning. To reach success, especially in the digital age, SHB people

constantly strive to cultivate **KNOWLEDGE** to improve their professional standards toward international levels.

- **WISDOM** is the essence of **KNOWLEDGE** that has attained a systematic nature, illuminating and impacting real-life issues and business activities to yield concrete results. SHB people proudly use their **WISDOM** to turn challenges into opportunities during the ups and downs of the national economy, putting accumulated knowledge into practice to produce results.
- **GREATER HEIGHTS** represents stature and the distance in expertise and class, manifested through achieved accomplishments. Over more than three decades of development, starting from the **HEART**, SHB has reached **GREATER HEIGHTS** to become one of the Top 5 largest private commercial joint-stock banks in Vietnam, striving toward challenging future goals. Our vision toward 2028 and further to 2035 is to become a modern retail bank, a green bank, and a digital bank among the top tier in the region..

2. INTRODUCTION OF THE LEADERSHIP

BIOGRAPHICAL SUMMARIES OF THE BOARD OF DIRECTORS

No.	Full Name	Position	Brief Resume
1	Mr. Do Quang Hien	Chairman of the Board of Directors	<ul style="list-style-type: none"> Mr. Do Quang Hien was born in 1962; he graduated as a Radio Physics Engineer from Hanoi University. He began his tenure at SHB and was elected Vice Chairman of the Board from 2005 to 2008. From 2008 to the present, he has served as the Chairman of the Board of Directors of SHB. He possesses 41 years of experience in corporate governance and the banking and finance sector. He was formerly the Chairman and General Director of T&T Group JSC, Saigon – Hanoi Securities JSC, and Saigon – Hanoi Insurance JSC. Previously, he worked at the Hanoi Radio and Television Station, Hanoi Electronics Corporation (Hanel), and the National Institute of Technology. <p>He currently holds other key positions, including:</p> <ul style="list-style-type: none"> Chairman of the Hanoi Small and Medium Enterprises Association (Hanoisme); Vice Chairman of the Vietnam Association of Small and Medium Enterprises (Vinasme); Member of the Central Committee of the Vietnam Fatherland Front; Chairman of the VNU Business Alumni Club. <p>Throughout his career, he has been recognized by the Party, the State, and various organizations for his outstanding achievements in business and production, contributing to the cause of national development and protection:</p> <ul style="list-style-type: none"> First-Class Labor Order (2019), Second-Class Labor Order (2013), and Third-Class Labor Order (2008) awarded by the President of the Socialist Republic of Vietnam; Numerous Certificates of Merit from the Prime Minister, the Hanoi People's Committee, and various ministries and sectors. "Asia Pacific Entrepreneurship Award 2017" honored by Enterprise Asia; "Honorary Doctorate" in Russia; "Outstanding Capital Citizen 2018" awarded by the Hanoi People's Committee; "Emulation Fighter of the City" awarded by the Hanoi People's Committee in 2001; "Bach Thai Buoi Portrait" title awarded by the Ministry of Industry in 2008;

No.	Full Name	Position	Brief Resume
			<ul style="list-style-type: none"> • "Typical Vietnamese Entrepreneur" awarded by the Hanoi People's Committee for many consecutive years; • Recognition from the Council of Science and Initiatives – Hanoi People's Committee for his initiatives contributing to social life over many years, along with numerous other Certificates of Merit at various levels.
2	Mr. Thai Quoc Minh	Member of the Board of Directors	- Mr. Thai Quoc Minh was born in 1960; he holds a Master of Business Administration from Edith Cowan University, Australia.
			- He began his tenure at SHB and has been elected as a Member of the Board of Directors from 2017 to the present.
			- He possesses 41 years of experience in the banking and finance sector. He has previously held the following positions: Member of the Board of Directors of Unitel Telecommunication Infrastructure Development and Technology JSC; Vice Chairman of the Board of Directors of Vinaconex Trade Development JSC; Member of the Board of Directors of Vinaconex – Viettel Finance JSC; Vice Chairman of the Board of Directors of Vietnam Expressway Services JSC; among others.
3	Mr. Do Quang Vinh	Vice Chairman of the Board of Directors cum Deputy General Director	- Mr. Do Quang Vinh was born in 1989; he holds a Master's degree in Finance and Management from the University of East Anglia, London.
			- He has been working at SHB since 2011 and was appointed Vice Chairman of the Board of Directors of SHB from April 2023 to the present.
			- He possesses 16 years of experience in the banking and finance sector. Currently, he concurrently holds the positions of Vice Chairman of the Board, Deputy General Director of SHB, and Director of SHB's Digital Banking Division.
4	Ms. Ngo Thu Ha	Member of the Board of Directors cum General Director	- He was honored as the "Outstanding Asian Entrepreneur in Financial Services" in 2022 by Enterprise Asia and recognized among the Top 10 Red Star Entrepreneurs 2025 .
			- Ms. Ngo Thu Ha was born in 1973; she holds a Doctorate in Economics and possesses 32 years of experience in the banking and finance sector. She is a member of the Certified Public Accountants (CPA) Australia. She was honored as an "Outstanding Asian Entrepreneur" at the Asia Pacific Enterprise Awards (APEA) 2024 and was awarded the title "Typical Vietnamese Businesswoman - Golden Rose" by VCCI in 2025.
			- She has been working at SHB since 2008, was appointed General Director of SHB in September 2022, and was elected as a Member of the Board of Directors in April 2023.

No.	Full Name	Position	Brief Resume
			<p>- She previously served as Deputy General Director of SHB from 2011 to August 2022; concurrently holding positions as Director of the Financial and Accounting Management Division; Member of the Board of Directors of SHB Securities (SHBS); Member of the Board of Members of SHB Finance Company Limited (SHBFinance); Director of the Finance and Planning Department of SHB; and Director of SHB Debt Management and Asset Exploitation One Member Co., Ltd. (SHB AMC), among others.</p>
5	Mr. Pham Viet Dan	Member of the Board of Directors	<p>- Mr. Pham Viet Dan was born in 1974; he holds a Master's degree from Université Libre de Bruxelles (ULB), Belgium.</p> <p>- He was elected as a Member of the Board of Directors of SHB in April 2023.</p> <p>- He possesses 25 years of experience in the banking and finance industry. He has been with SHB for 9 years, serving as the Director of the Risk Management Division from September 2016 to September 2022, and as a Member of the Board of Members of SHB Finance Company Limited (SHBFinance). He has previously held key positions at major banks such as Vietnam Export Import Commercial Joint Stock Bank (Eximbank) and HSBC Bank (Vietnam) Ltd..</p>
6	Mr. Do Van Sinh	Independent Member of the Board of Directors	<p>- Mr. Do Van Sinh was born in 1961; he holds a Doctorate in Economics from the Ho Chi Minh National Academy of Politics.</p> <p>- He has been working at SHB and was elected as an Independent Member of the Board of Directors of SHB from April 2022 to the present;</p> <p>- He possesses 40 years of management and executive experience in the finance sector and has held senior positions such as Head of the Financial Planning Department and Deputy General Director of the Vietnam Social Security. He was elected as a Member of the 14th National Assembly for the 2016–2021 term and served as a Standing Member of the Economic Committee of the 14th National Assembly (July 2016–July 2021).</p>
7	Mr. Phan Dang Tuat	Independent Member of the Board of Directors	<p>- Mr. Phan Dang Tuat was born in 1957.</p> <p>- Qualifications: Associate Professor, Doctorate in Economics.</p> <p>- He spent 17 years teaching at the National Economics University and served as the Director of the Institute for Industry Policy and Strategy under the Ministry of Industry (now the Ministry of Industry and Trade) from June 2003 to April 2012. He was the Chairman of the Board of Directors of Saigon Beer-Alcohol-Beverage Corporation (SABECO) from May 2012 to August 2015. From September 2015 to June 2017, he held the position of Director – Standing Member of the Enterprise Innovation and Development Board under the Ministry of Industry and Trade.</p>

No.	Full Name	Position	Brief Resume
			- Currently, he serves as the Chairman of the Vietnam Association of Supporting Industries (VASI), following his tenure as Vice Chairman for the 2018–2022 period.

BIOGRAPHICAL SUMMARIES OF THE SUPERVISORY BOARD

No.	Full Name	Position	Brief Resume
1	Mr. Pham Hoa Binh	Head of the Supervisory Board	- Mr. Pham Hoa Binh was born in 1961; he holds a Bachelor's degree in Economics, specializing in Credit Finance, from the Banking Academy;
			- He has been working at SHB since 2006 and was appointed Head of the Supervisory Board of SHB from 2012 to the present;
			- He previously served as the Head of the Internal Audit Department of SHB, Member of the Supervisory Board cum Head of Internal Audit; Chief Inspector of the State Bank of Vietnam – Can Tho Branch, Deputy Director of Saigon Bank for Industry and Trade – Can Tho Branch, and more. He possesses 36 years of experience in the banking and finance sector;
2	Ms. Le Thanh Cam	Full-time Member of the Supervisory Board	- Ms. Le Thanh Cam was born in 1967; she holds a Master of Business Administration from Pacific Western University, USA, and a Bachelor's degree in Banking and Finance from the National Economics University;
			- She has been working at SHB since 2013 and was appointed as a Full-time Member of the Supervisory Board of SHB from 2020 to the present;
			- She previously served as Deputy Director of the Internal Audit Division at SHB, Director of the Treasury and Foreign Exchange Division at An Binh Commercial Joint Stock Bank (ABBank), Deputy Director of the Risk Management Division at Maritime Commercial Joint Stock Bank (Maritime Bank), and Director of Internal Audit at Maritime Bank. She possesses 36 years of experience in the banking and finance sector.
3	Mr. Vu Xuan Thuy Son	Full-time Member of the Supervisory Board	- Mr. Vu Xuan Thuy Son was born in 1981; he holds a Bachelor's degree in Banking and Finance from the National Economics University. - He has been working at SHB since 2011 and was appointed as a Full-time Member of the Supervisory Board from April 2022 to the present. - He previously served as Deputy Head of the Internal Audit Department at SHB from August 2012 to June 2016, and Deputy Director of the Internal Audit Division at SHB from July 2016 to April 2022. He possesses 23 years of experience in the banking and finance sector.

BIOGRAPHICAL SUMMARIES OF THE BOARD OF MANAGEMENT AND CHIEF ACCOUNTANT

No.	Full Name	Position	Brief Resume
4	Ms. Ngo Thu Ha	Member of the Board of Directors cum General Director	<p>- Ms. Ngo Thu Ha was born in 1973; she holds a Doctorate in Economics and possesses 32 years of experience in the banking and finance sector. She is a member of CPA Australia. She was honored as an "Outstanding Asian Entrepreneur" at the Asia Pacific Enterprise Awards (APEA) 2024 and was awarded the title "Typical Vietnamese Businesswoman - Golden Rose" by VCCI in 2025</p> <p>- She has been working at SHB since 2008, was appointed General Director of SHB in September 2022, and was elected as a Member of the Board of Directors in April 2023.</p> <p>- She previously served as Deputy General Director of SHB from 2011 to August 2022; concurrently holding positions as Director of the Financial and Accounting Management Division; Member of the Board of Directors of SHB Securities (SHBS); Member of the Board of Members of SHB Finance Company Limited (SHBFinance); Director of the Finance and Planning Department of SHB; and Director of SHB Debt Management and Asset Exploitation One Member Co., Ltd. (SHB AMC), among others</p>
2	Mr. Nguyen Huy Tai	Deputy General Director	<p>- Mr. Nguyen Huy Tai was born in 1974; he holds a Bachelor's degree in Credit Finance from the Banking Academy and a Bachelor's degree in Law from Hanoi Law University;</p> <p>- He has been working at SHB since 2007 and was appointed as Deputy General Director of SHB cum Director of SHB Hanoi Branch from February 2013 to the present.</p> <p>- He previously concurrently served as Director of the Debt Management and Problem Debt Settlement Division at SHB and as a Branch Director at Bac A Commercial Joint Stock Bank. He possesses 31 years of experience in the banking and finance sector.</p>
3	Mr. Le Dang Khoa	Deputy General Director	<p>- Mr. Le Dang Khoa was born in 1974; he holds a Master of Business Administration from the National Economics University.</p> <p>- He has been working at SHB and was appointed Deputy General Director of SHB in March 2009. He concurrently serves as the Director of the Treasury and Financial Markets Division.</p> <p>- He previously held the position of Director of Treasury and Foreign Exchange at Vietnam International Commercial Joint</p>

No.	Full Name	Position	Brief Resume
			Stock Bank (VIB) and possesses 26 years of experience in the banking and finance sector..
4	Ms. Ninh Thi Lan Phuong	Deputy General Director	<p>- Ms. Ninh Thi Lan Phuong was born in 1974; she holds a Master's degree in Banking and Finance from the Banking Academy;</p> <p>- She has been working at SHB since 2007 and was appointed Deputy General Director of SHB in June 2012. She has concurrently served as the Chairwoman of the Board of Members of SHB Debt Management and Asset Exploitation One Member Co., Ltd. (SHB AMC) since February 2016.</p> <p>- She previously held the positions of Chief Accountant, Director of the Operations Division at SHB, Head of the Customer Service and Treasury Department, and Deputy Head of the Accounting Department at SHB. She possesses 31 years of experience in the banking and finance sector.</p>
5	Mr. Do Duc Hai	Deputy General Director	<p>- Mr. Do Duc Hai was born in 1982; he holds a Bachelor's degree in Banking and Finance from the National Economics University;</p> <p>- He has been working at SHB since 2012 and was appointed Deputy General Director of SHB in January 2021.</p> <p>- He possesses over 22 years of experience in the banking and finance sector, previously serving as Head of the Corporate Customer Department and Branch Director at Habubank (which has since merged into SHB).</p> <p>- He has held and currently holds several key senior positions at SHB, including Vice Chairman of the Board of Directors cum Deputy General Director, Director of SHB Van Phuc Branch, Director of the Investment Banking Division, and Director of the Corporate Banking Division. Currently, he serves as the Chairman of the Board of Directors and Chairman of the Executive Committee at two subsidiaries: SHB Laos One Member Limited Liability Bank and SHB Cambodia One Member Limited Liability Bank.</p>
6	Mr. Do Quang Vinh	Vice Chairman of the Board of Directors cum Deputy	<p>- Mr. Do Quang Vinh was born in 1989; he holds a Master's degree in Finance and Management from the University of East Anglia, London.</p> <p>- He has been working at SHB since 2011 and was appointed Vice Chairman of the Board of Directors of SHB from April 2023 to the present.</p>

No.	Full Name	Position	Brief Resume
		General Director	<ul style="list-style-type: none"> - He possesses 16 years of experience in the banking and finance sector. Currently, he concurrently holds the positions of Vice Chairman of the Board, Deputy General Director of SHB, and Director of SHB's Digital Banking Division. - He was honored as the "Outstanding Asian Entrepreneur in Financial Services" in 2022 by Enterprise Asia and recognized among the Top 10 Red Star Entrepreneurs 2025. - Mr. Do Quang Vinh was born in 1989; he holds a Master's degree in Finance and Management from the University of East Anglia, London.
	Mr. Dinh Ngoc Dung	Deputy General Director	<ul style="list-style-type: none"> - Mr. Dinh Ngoc Dung was born in 1976; he graduated with a degree in Business Administration from the National Economics University; - He joined SHB in 2012 and was appointed Deputy General Director of SHB on December 1, 2025.
			<ul style="list-style-type: none"> - He possesses over 20 years of experience in the banking and finance sector and has held various senior leadership positions at SHB, including: Director of the Corporate Banking Division, Director of the Credit Appraisal Center, and Head of the Corporate Customer Department at SHB Ba Dinh Branch.
6	Ms. Nguyen Thi Thuy Phuong	Deputy General Director	<ul style="list-style-type: none"> - Ms. Nguyen Thi Thuy Phuong was born in 1978; she holds a Master's degree in Finance and Banking from Paris Dauphine University and ESCP Europe. - She joined SHB in 2007 and was appointed Director of the Operations Division on August 1, 2024. - She previously served as Director of the Payment Center at SeABank, Director of the International Banking Operations Center at SHB, and Deputy Director of the Operations Division at SHB. She possesses over 23 years of experience in the banking and finance sector.
7	Ms. Ngo Thi Van	Chief Accountant	<ul style="list-style-type: none"> - Ms. Ngo Thi Van was born in 1980; she holds a Bachelor's degree in Auditing and a Master of Business Administration (Executive MBA) from the National Economics University; - She has been working at SHB since 2008 and was appointed Chief Accountant cum Director of the Accounting Department of SHB from 2014 to the present; - She possesses 23 years of experience in the fields of accounting, finance, and banking. She previously held positions such as Deputy Director of the Finance and Accounting Department and Head of the Finance and Accounting Department at SHB.

BIOGRAPHICAL SUMMARIES OF LEADERS OF OTHER FUNCTIONAL DIVISIONS

No.	Full Name	Position	Brief Resume
1	Mr. Nguyen Dinh Duong	Director of Internal Audit Division	<p>- Mr. Nguyen Dinh Duong was born in 1977; he holds a Master of Business Administration, a Bachelor of Laws, and a Bachelor's degree in Banking and Finance.</p> <p>- He has been working at SHB since 2007 and was appointed Director of the Internal Audit Division in 2016. He has served as a Member of the Board of Directors and Chairman of the Audit Committee of SHB Laos since 2015, and as Vice Chairman of the Board of Directors of SHB Laos since 2022.</p> <p>- He possesses nearly 30 years of experience in the banking and finance sector and has held various senior positions, including: Head of the Internal Audit Department at SHB, Director of the Debt Management and Problem Debt Settlement Department at SHB, Head of the Supervisory Board of Saigon – Hanoi Securities (SHS), and Inspector of the State Bank of Vietnam – Ha Giang Province Branch</p>
2	Mr. Vu Tuan Anh	Director of Credit Management Division	<p>- Mr. Vu Tuan Anh was born in 1982; he holds a Bachelor's degree in International Economics from the Foreign Trade University.</p> <p>- He joined SHB in 2014 and was appointed Director of the Credit Management Division on January 17, 2023.</p> <p>- He possesses over 20 years of experience in the banking and finance sector and has held various senior positions at SHB and other banks, including: Acting Director of the Corporate Banking Division at SHB, Director of SHB Ham Long Branch, Director of SHB Hanoi Branch, Director of Techcombank Ninh Binh Branch, and Deputy Director of Techcombank Quang Trung Branch (HCMC)</p>
3	Mr. Dong Xuan Hoa	Acting Director of Marketing & Brand Development Division	<p>- Mr. Dong Xuan Hoa was born in 1977. He joined SHB in 2022 and was appointed Acting Director of the Marketing & Brand Development Division in January 2025.</p> <p>- He possesses over 20 years of experience in Marketing and Brand Communications, having held various senior management roles at organizations such as: Head of the Special Reports Department at Investment Newspaper (<i>Báo Đầu tư</i>), Communications Director at VPBank, and Deputy Director of the Communications and Brand Department at Capella Group.</p>

No.	Full Name	Position	Brief Resume
4	Mr. Le Anh Tan	Acting Director of Corporate Banking Division	<p>- Mr. Le Anh Tan was born in 1981; he holds a Bachelor's degree in Banking and Finance from the National Economics University.</p> <p>- He joined SHB in 2014 and was appointed Acting Director of the Corporate Banking Division in December 2025.</p> <p>- He possesses over 15 years of experience in the banking and finance sector and has held several important positions at SHB and other organizations, including: Director of SHB Dong Do Branch, Deputy Director in charge of Corporate Customers at SHB Dong Do Branch, Deputy Director of General Department Store JSC, Corporate Customer Team Leader at the SME Center of VPBank Headquarters, and Sales Manager at Hong Phat Commercial Investment JSC.</p>
5	Mr. Dinh Ngoc Dung	Acting Director of Debt Settlement Division	<p>- Mr. Dinh Ngoc Dung was born in 1986; he holds a Master's degree in Project Management from the University of Nantes, France, and a Bachelor's degree in Banking and Finance from the National Economics University.</p> <p>- He joined SHB in 2013 and has been appointed Director of the Debt Settlement Division since July 4, 2025.</p> <p>- He possesses over 12 years of experience in the banking and finance sector and has held various management positions at SHB, including: Regional Director of Debt Settlement for the Hanoi area, Acting Head of the Hanoi Debt Settlement Department, Deputy Head in charge of the Debt and Collateral Sale Department, and Deputy Head of Debt Settlement at SHB Ba Dinh Branch.</p>
6	Mr. Dao Ngoc Dung	Director of Information Technology Division	<p>- Mr. Dao Ngoc Dung was born in 1983; he holds a Master of Business Administration and a Bachelor's degree in Electronics and Telecommunications Technology from Vietnam National University, Hanoi.</p> <p>- He joined SHB in January 2025 and has been appointed Director of the Information Technology Division since January 9, 2025.</p> <p>- He possesses over 20 years of experience in software development, digital transformation, and information technology. He has held various senior positions, including Deputy Director of IT Division, Head of Department, and Technology Architect at prestigious organizations and banks such as SSI Securities Corporation, Loc Phat Vietnam Commercial Joint Stock Bank (LPBank), PwC Vietnam,</p>

No.	Full Name	Position	Brief Resume
			Ericsson Vietnam, and the Research Institute of Posts and Telecommunications (RIPT) – Posts and Telecommunications Institute of Technology
7	Ms. Hoang Thi Lan Phuong	Director of Human Resources Management and Development Division	<p>- Ms. Hoang Thi Lan Phuong was born in 1973; she holds a Master's degree in Human Resource Management from Akamai University, USA.</p> <p>- She joined SHB in August 2025 and has been appointed Director of the Human Resources Management and Development Division since August 4, 2025.</p> <p>- She possesses over 30 years of experience in the field of human resource management, having held several senior leadership positions at organizations such as: Human Resources Director at VIB, Human Resources Director at VietA Bank, and Human Resources Director at T&T Group. She also held other senior management roles at VPBank, Techcombank, Metro Cash & Carry, Coca-Cola, etc.</p>
8	Ms. Bui Ngoc Phuong	Acting Director of Risk Management Division	<p>- Ms. Bui Ngoc Phuong was born in 1983; she holds a Bachelor's degree in Law from Ho Chi Minh City University of Law.</p> <p>- She joined SHB in March 2024 and was appointed Deputy Director in charge and Acting Director of the Risk Management Division since August 28, 2025.</p> <p>- She possesses over 20 years of experience in the fields of legal, risk management, credit management, and banking and finance. She previously held positions such as Head of Risk Management Department, Senior Auditor, Head of Credit Policy Department, Head of Legal and Credit Services Department, etc., at various financial institutions and banks including ACB, ABBank, OCB, etc.</p>

3. General information

3.1. Overview of SHB

- Trading name:
 - 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
- Business registration certificate number: 1800278630 issued by Hanoi Department of Planning and Investment.
 - First registration: on December 10, 1993
 - 35rd amendment: on July 02, 2024
- Charter capital: VND 45,942,000,000,000

- Owners' equity: VND 67,995,709,000,000 đồng
- Address: No 77 Tran Hung Dao, Cua Nam Dist, Hanoi City.
- Phone: (024) 3942 3388
- Fax: (024) 3941 0944
- Website: www.shb.com.vn
- Ticker symbol: SHB

3.2. SHB Development Timeline

Saigon - Hanoi Commercial Joint Stock Bank (SHB), formerly known as Nhon Ai Rural Commercial Joint Stock Bank, was established in 1993 in Can Tho. In 2006, the Bank officially changed its name to Saigon - Hanoi Commercial Joint Stock Bank (SHB), relocated its headquarters from Can Tho to Hanoi, and was listed on the Hanoi Stock Exchange in 2009. To date, the Bank's network has expanded across 31 out of 34 provinces and cities with 583 domestic and international transaction points. As of December 31, 2025, the Bank's total assets reached VND 893 trillion, ranking among the largest private commercial banks in the system.

□ **Establishment Date:** 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, originally named Nhon Ai Rural Commercial Joint Stock Bank. Business Registration Certificate No. 1800278630 was issued by the Hanoi Department of Planning and Investment, with the 35th amendment dated July 2, 2024.

□ **Listing Date:** SHB was listed on the Hanoi Stock Exchange (HNX) under Decision No. 399/QĐ-SGDHN, with the first trading day on April 20, 2009.

□ **Development Stages:** SHB's 32-year development journey—from a rural bank to one of the Top 6 largest private commercial joint stock banks in the system—is a journey of "From the Heart to the Vision" (*Tu Tam vuon Tam*), characterized by steady transformation, the conquest of new milestones, and sustained momentum toward the future.

THE JOURNEY "FROM THE HEART TO THE VISION"

November 13, 1993: Nhon Ai Rural Commercial Joint Stock Bank was established in Can Tho with a charter capital of **VND 400 million**, carrying the mission of serving customers in the agriculture and rural sectors.

2005: In a "historic" meeting with the Chairman of Nhon Ai Rural Bank, Entrepreneur Do Quang Hien successfully negotiated to become a major shareholder, entrusted with the **TRUST** to lead the bank forward.

2006: Nhon Ai Rural Commercial Joint Stock Bank officially converted its operational model to 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: Two major state-owned groups, Vietnam National Coal-Mineral Industries Holding Corporation Limited (**TKV**) and Vietnam Rubber Group (**VRG**), became strategic shareholders of SHB, affirming SHB's outstanding prestige among private commercial joint stock banks.

Representatives from TKV and VRG leadership directly joined the SHB Board of Directors (for the 2007 – 2014 term).

2008: Relocated the Head Office from Can Tho to Hanoi, marking a major turning point in scale with a charter capital of **VND 2,000 billion**. Established Sai Gon - Ha Noi Insurance Corporation (**BSH**).

2009: SHB became one of the first three banks to officially list its shares on the **Hanoi Stock Exchange (HNX)**.

2011:

- **Increasing charter capital** to nearly VND 5,000 billion, SHB continued to belong to the group of joint-stock commercial banks with the highest growth rates and profitability ratios in the system.
- On the occasion of its 18th anniversary, SHB was honored to receive the **Third-Class Labor Order** awarded by the President.

2012:

- **Implementing the strategy to expand regional influence:**
 - **February 2012:** SHB opened its branch in Cambodia with a total investment of up to USD 37 million.
 - **September 2012:** SHB opened its branch in Laos with a charter capital of over USD 5 million.
- Implementing the banking sector restructuring policy, SHB pioneered the **merger with Hanoi Building Commercial Joint Stock Bank (Habubank)**—a long-standing bank in Vietnam. SHB assumed all payment obligations and settled all outstanding debts over the following years, contributing to the stability of the domestic financial system and enhancing Vietnam's international reputation.

2013:

- Commemorating its 20th anniversary, SHB was honored to receive the **Second-Class Labor Order** awarded by the President.
- Proudly affirming its role in national construction, SHB provided **thousands of billions of VND in financing** for numerous key national projects, such as: the expansion of National Highway 1 through Khanh Hoa, Thua Thien Hue, Quang Ngai, and Quang Nam provinces; the construction of the Hue Junction multi-level interchange in Da Nang City; the new Dong Nai Bridge construction project; as well as major hydropower and power transmission projects.

2014:

- SHB became the **sole financial strategic partner in the Indochina region** of the world-renowned Manchester City Football Club, thereby expanding the position and brand image of Vietnam to international friends.

2016:

- SHB officially inaugurated its **100% foreign-owned subsidiary banks** in Laos and Cambodia, further consolidating its regional influence.
- Continuing to implement the Government's and the SBV's policies on restructuring weak credit and financial institutions, SHB **merged with Vinaconex – Viettel Consumer Finance Company** and established **SHB Finance Company**, completing a comprehensive financial ecosystem and expanding its retail consumer network.
- SHB and **FC Barcelona** signed a strategic co-branding partnership, elevating the SHB brand alongside one of the world's leading football icons.

2018:

- Celebrating its 25th anniversary, SHB was honored to receive the **Second-Class Labor Order for the second time** from the President.
- Brought the **English Premier League Trophy** to Vietnam, providing Vietnamese fans the opportunity to admire the championship cups while promoting the image of Vietnam's country and people to the world.
- Enhanced its **PRESTIGE** by signing strategic cooperation agreements with two major international financial institutions, the **International Investment Bank (IIB)** and the **International Bank for Economic Co-operation (IBEC)**, opening opportunities to promote bilateral trade between Eastern European countries and Vietnam.

2019:

- SHB was honored to become the **first financial partner of Amazon**—the global e-commerce giant—realizing its **HEARTFELT** ambition to support Vietnamese enterprises in expanding globally.

2020:

- With a dedicated effort to accompany **Small and Medium Enterprises (SMEs)**, SHB signed a comprehensive cooperation agreement to support member enterprises of **Vinasme**. The Bank also signed a framework agreement for indirect lending with the **SME Development Fund (SMEDF)** to support innovative startups and SMEs participating in industrial clusters and value chains. These activities have been maintained and promoted in subsequent years.

2021:

- Continued to increase its **charter capital to VND 26,674 billion**, affirming its solid financial capacity.
- To meet the demands of foreign investors, SHB **transferred its stock listing** from the Hanoi Stock Exchange (HNX) to the **Ho Chi Minh City Stock Exchange (HOSE)**, affirming its prestige and position while meeting transparent governance standards according to domestic and international criteria.
- Implementing the strategy to enhance capital quality, SHB signed an agreement to **divest 100% of its capital in SHB Finance to Krungsri Bank (Thailand)**—a member of the MUFG Group—achieving significant capital surplus and mitigating financial risks.

- Expanding international cooperation with professional partners, SHB selected **BCG** (one of the world's "Big Three" strategic consulting firms) as its strategic business implementation consultant.

2022:

- Responding to Government policies and global development trends, SHB, T&T Group, Vietnam Airlines, and VNR signed a **comprehensive strategic cooperation agreement** on August 12, 2022.
- Continued the strategy of strengthening cooperation with major corporations such as the **Vietnam National Textile and Garment Group (Vinatex)** and the **Vietnam Posts and Telecommunications Group (VNPT)**.

2023:

- SHB solemnly celebrated its 30th anniversary and was honored to receive the **Third-Class Labor Order** awarded by the President of the Socialist Republic of Vietnam.
- SHB shares were selected for the **VN30 Index**—the group of the nation's pillar 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 the system in terms of charter capital.
- SHB once again affirmed its **PRESTIGE** by meeting the stringent standards of the **IFC**, officially signing a Credit Agreement with a loan package worth **USD 120 million** and joining the IFC's **Global Trade Finance Program (GTFP)** with an initial trade finance guarantee limit of **USD 75 million**.
- Further solidifying its international reputation, SHB signed a Memorandum of Understanding (**MOU**) with **Busan Bank** (BNK Financial Group, South Korea), establishing partnerships across all sectors, particularly in corporate banking, digital banking, and investment banking, contributing to the socio-economic development of Vietnam and South Korea.
- Expanded its network by adding 5 branches and 25 transaction offices, bringing the total number of domestic and international transaction points to **571**.

2024:

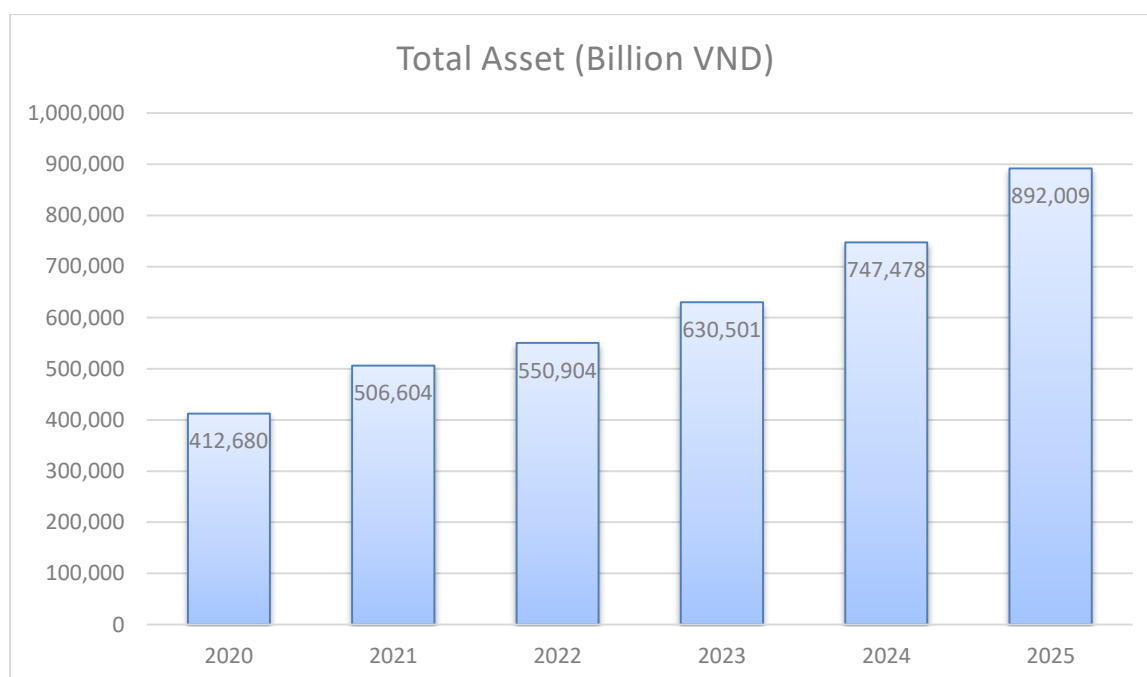
- Following the momentum of 2023, SHB focused its resources on implementing a **powerful and comprehensive transformation strategy**. The Bank set strategic goals to become the **Top 1 bank in terms of efficiency**, the **Most Preferred Digital Bank**, and the **Best Retail Bank**, while remaining a **leading provider** of capital and financial products/services for strategic private and state-owned corporate customers with supply chains, value chains, ecosystems, and green development.
- SHB increased its charter capital to **VND 36,629 billion**, creating a foundation for sustainable development and maintaining its position among the **Top 5** largest private commercial joint-stock banks in the system.

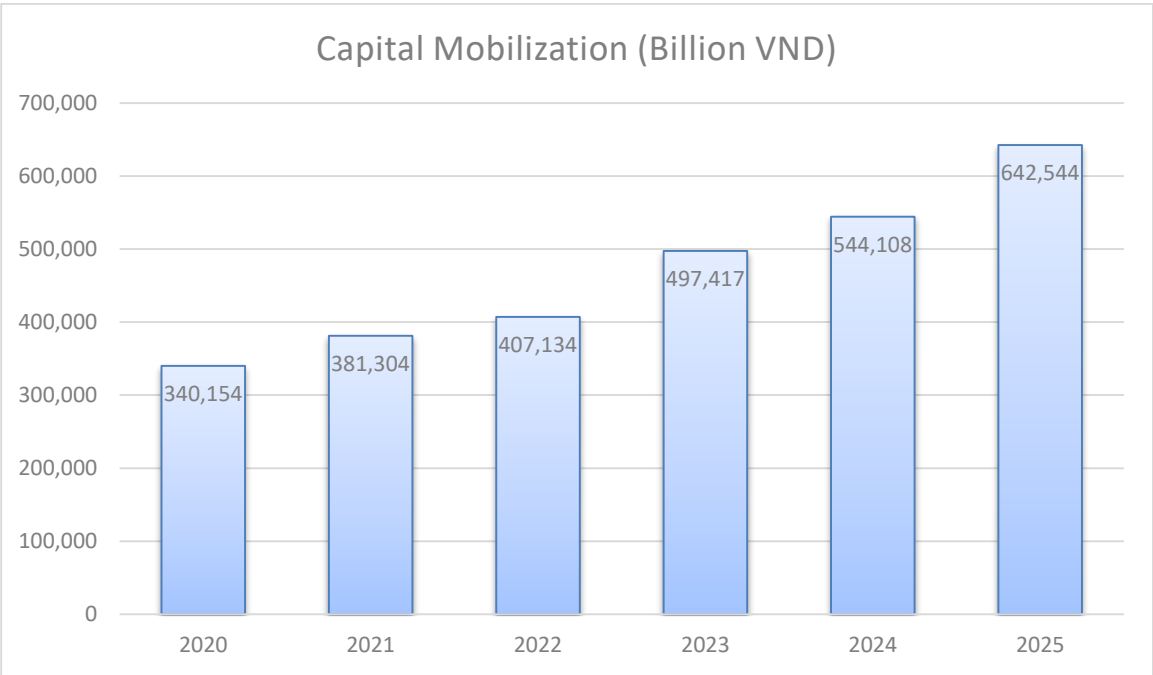
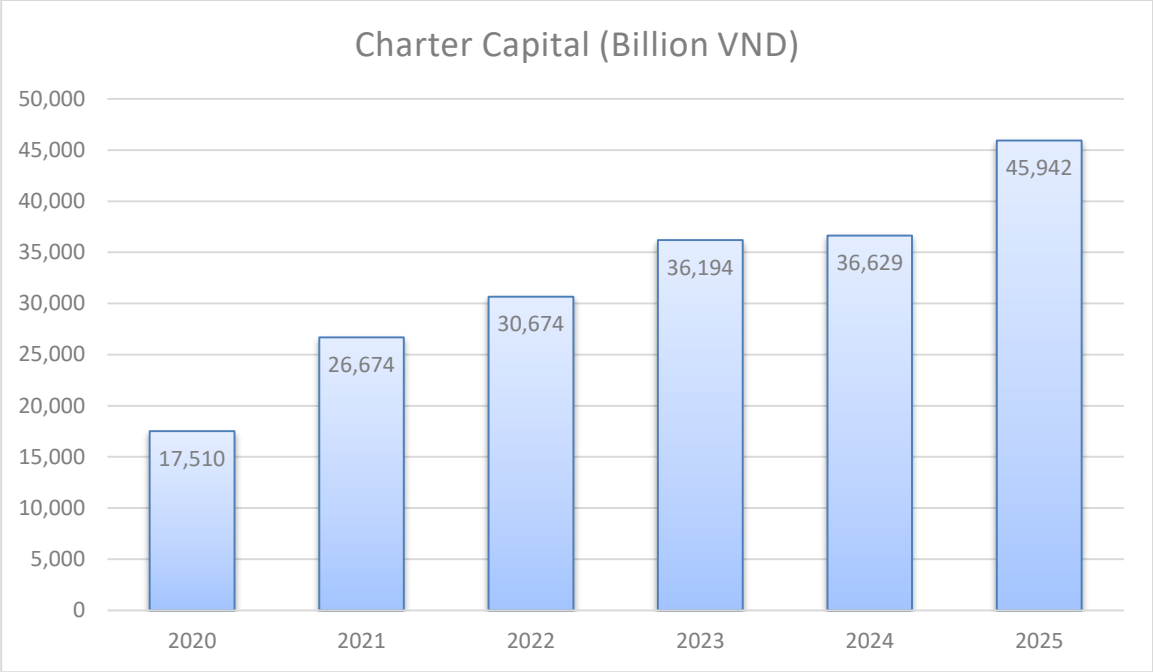
2025:

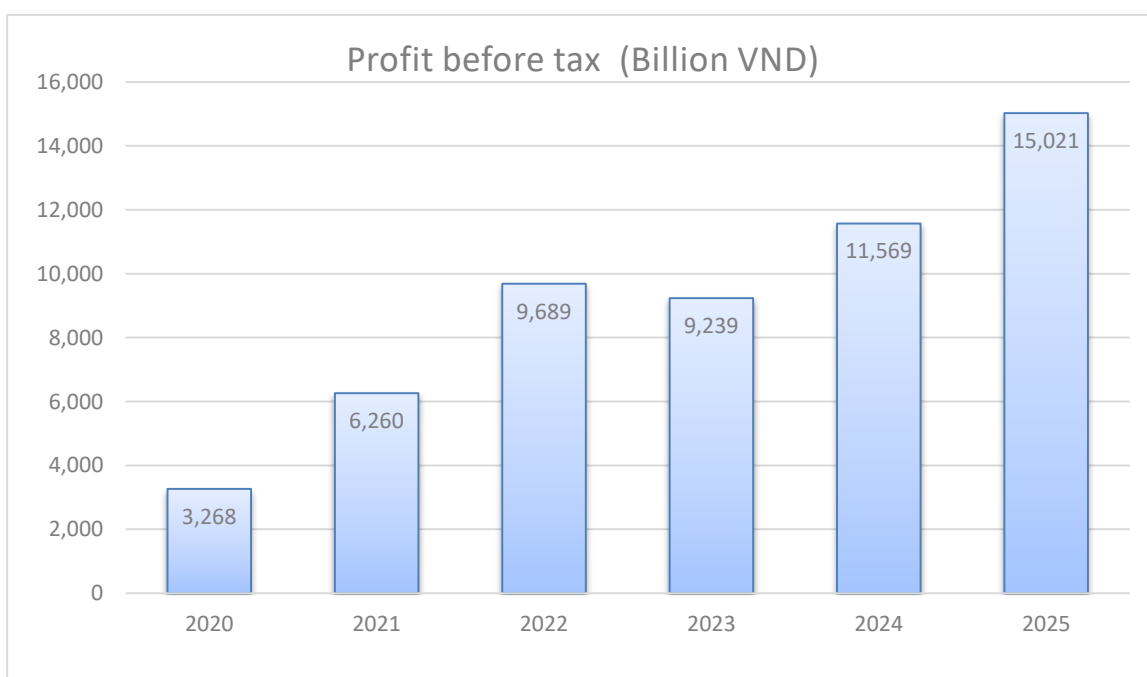
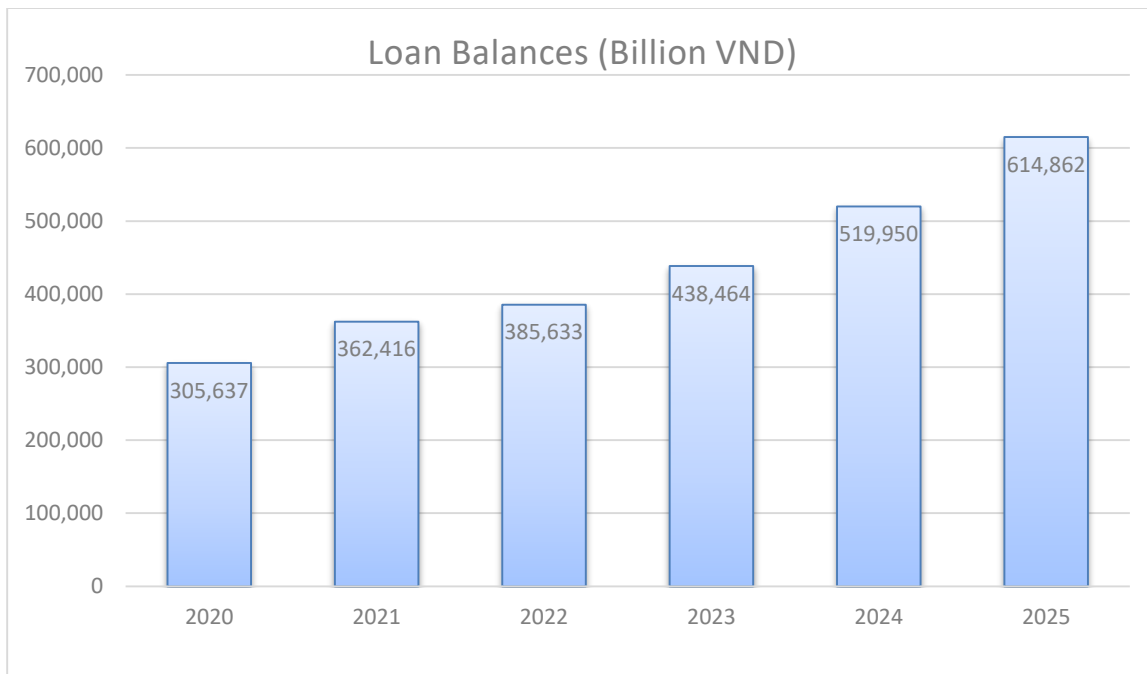
- In 2025, SHB recorded a significant milestone in enhancing its financial capacity, completing the increase of its charter capital to **VND 45,942 billion** and approving a plan to further raise it to **VND 53,442 billion**.

- SHB achieved great success in its **comprehensive digital transformation journey**, adopting a customer-centric approach and reshaping the banking model toward flexibility and data-driven operations with various products such as the next-generation digital banking apps **SHB SAHA** and **SHB Corporate**, as well as integrated payment solutions for schools, hospitals, and administrative units.
- Continuing to spread the national spirit and love for football, SHB fully sponsored (airfare, accommodation, and tickets) for **600 fans and players' relatives** to travel to Thailand to cheer for the Vietnam National Team, who went on to win the **Gold Medal at the AFF Cup**.
- 2025 marked a milestone of special significance as Vietnam moved toward the 80th anniversary of the August Revolution and National Day (September 2nd). SHB launched several meaningful campaigns to connect the community, spread national pride, and accompany major national cultural events.

Key Figures for the 2020 – 2025 Period







4. Business Sectors and Markets

4.1. Business Sectors

SHB continuously innovates and develops banking and financial products and services that align with market demands and trends.

SHB operates as a commercial bank in accordance with the law, the regulations of the State Bank of Vietnam (SBV), and Operating License No. 115/GP-NHNN issued by the SBV on November 30, 2018. This license has undergone multiple amendments, with the most recent being under Decision No. 1669/QĐ-NHNN dated September 7, 2023, and Business Registration Certificate No. 1800278630 dated December 10, 1993, with the 35th amendment issued by the Hanoi Department of Planning and Investment on July 2, 2024. The main business activities are as follows:

- **Capital Mobilization:** Receiving demand deposits, term deposits, savings deposits, and other types of deposits; Issuing certificates of deposit, promissory notes, bills, and bonds; Borrowing capital from the State Bank of Vietnam through refinancing; Borrowing and receiving deposits from credit institutions, foreign bank branches, and domestic and international financial institutions.
- **Credit Extension:** Providing loans; Discounting and re-discounting negotiable instruments and other valuable papers; Bank guarantees; Issuing credit cards; Domestic factoring; etc.
- **Payment and Treasury Services:** Opening payment accounts for customers; Providing domestic payment services; Organizing internal payment systems and participating in the national interbank payment system; Cash management services; Asset management and preservation services; safe deposit box rentals.
- **Advisory Services:** Banking and financial consultancy; Corporate finance advisory; Advisory for mergers and acquisitions (M&A) and investment consultancy.
- **Trading Services:** Trading Treasury bills, negotiable instruments, Government bonds, SBV bills, and other valuable papers on the money market; Trading Government bonds and corporate bonds.
- **Foreign Exchange Services:** Trading and providing foreign exchange services in domestic and international markets; Currency brokerage services; etc.
- **Entrustment Services:** Acting as an entrustor or trustee, and acting as an agent in banking-related fields, insurance business, and asset management.
- **Derivative Product Supply:** Commodity price derivatives; Investing in Government bond futures; Trading and providing interest rate derivative products.
- **Securities Custody Services.**
- **Other Services:** Trading gold bullion; Debt purchasing; E-wallets; etc.

4.2. Business Markets

SHB continuously innovates and expands its business markets to fulfill customers' needs to the fullest extent. As of December 31, 2025, SHB operates **584 transaction points** across **31 out of 34 provinces and cities** nationwide, with a presence in all major centrally-governed cities and provinces with strong economic development potential across the country.

- **Overseas Markets:** SHB has established a presence in three Southeast Asian countries, including the Lao PDR (Vientiane, Champasak, Savannakhet), the Kingdom of Cambodia (Phnom Penh, Kampong Thom, Nehru, etc.), and Myanmar.

(For further details on business markets, please refer to the "Network of Transaction Points" section).

4.3. Governance Model, Business Organization, and Management Apparatus

4.3.1. Governance Model:

SHB focuses on innovating and perfecting its organizational structure to ensure that governance is implemented according to a modern, streamlined, and rigorous model, aligned with its development strategy to realize the Bank's objectives.

4.3.2. Management Apparatus Structure

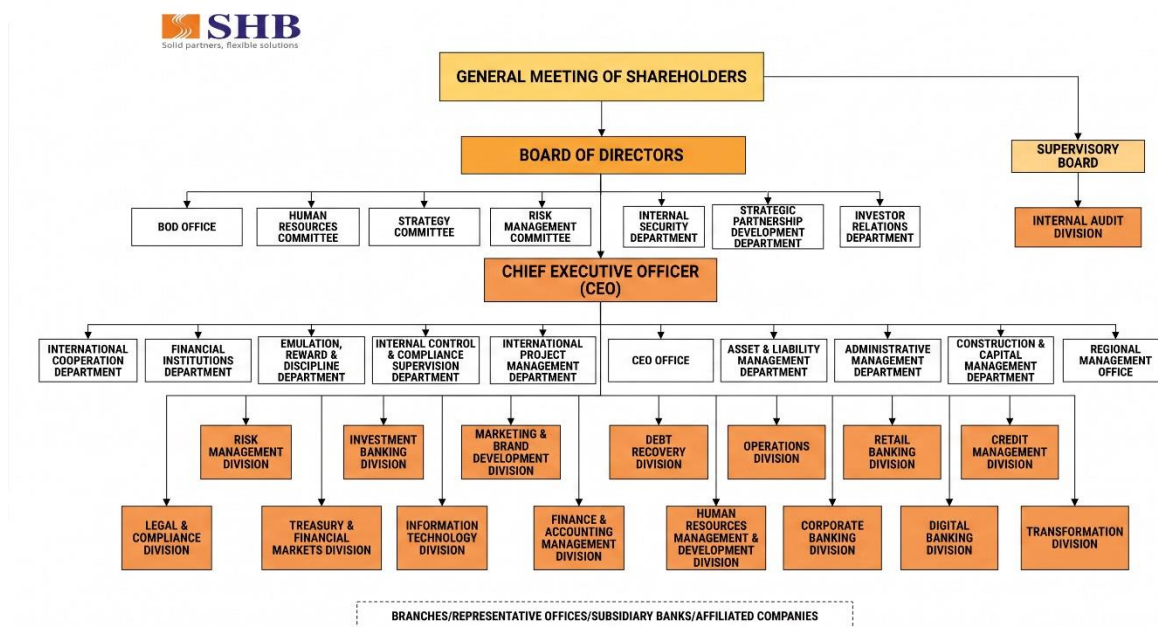
To optimize the apparatus and concentrate resources on business development, SHB has consolidated its organizational structure and refined the functions and tasks of Divisions/Departments/Boards toward professionalization and efficiency across the entire system.

The management organization structure of SHB comprises the General Meeting of Shareholders, the Board of Directors, the Supervisory Board, and the General Director, in accordance with the provisions of Article 40 of the **Law on Credit Institutions 2024** regarding the management structure of credit institutions.

- **The General Meeting of Shareholders (GMS)** is the highest decision-making body of the Bank.
- **The Board of Directors (BOD)** is the highest governance body, with members elected by the General Meeting of Shareholders.
- **Committees, Boards, and Professional Offices** are bodies established by the BOD to perform tasks and exercise powers as delegated by the BOD, including: the Personnel Committee, the Risk Management Committee, the Strategy Committee, the BOD Office, the Internal Security Board, the Strategic Partner Development Board, and the Investor Relations Board.

SHB consists of the **Bank and its subsidiaries**. The Bank includes Head Office units, branches, and transaction offices. The **Head Office** comprises divisions, boards, centers, and offices reporting directly to the General Director.

SHB Organizational Chart



4.3.3. Subsidiaries and Affiliates

Company Name	Address	Main Business Sector	Contributed Charter Capital	SHB's Capital Contribution	Ownership Rate
I. SUBSIDIARIES					
DOMESTIC SUBSIDIARIES					

SHB Debt Management and Asset Exploitation One Member Company Limited (SHAMC)	14th Floor, 169 Nguyen Ngoc Vu Building, Cau Giay, Hanoi	Debt management and asset exploitation	VND 20 billion	VND 20 billion	100%
OVERSEAS SUBSIDIARIES					
SHB Laos One Member Limited Liability Bank	Lanexang Avenue, Hatsadytai Village, Chanthabuly District, Vientiane Capital, Lao PDR	Finance and Banking	VND 1,158 billion	VND 1,158 billion	100%
Saigon – Hanoi Bank Cambodia Limited	No. 107, Norodom Blvd, Boeng Rang Quarter, Doun Penh District, Phnom Penh, Cambodia	Finance and Banking	VND 1,749 billion	VND 1,749 billion	100%
II. AFFILIATES					
SHB Finance One Member Limited Liability Company (SHB FC)	GELEX Building, 52 Le Dai Hanh Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi City	Finance and Banking	VND 1,000 billion	VND 500 billion	50%

5. Outstanding Milestones in 2025

1. Increasing Charter Capital, Creating Momentum for Acceleration

In 2025, SHB recorded a significant stride in enhancing its financial capacity, establishing a solid foundation for its medium and long-term growth strategy. The Bank successfully completed the increase of its **charter capital to VND 45,942 billion** and approved a plan to further raise it to **VND 53,442 billion**, affirming its position among the private commercial joint-stock banks with the largest capital scale in the system.

The capital increase enables SHB to improve its **Capital Adequacy Ratio (CAR)**, expanding the headroom for credit activities, technology investment, and product-service development. The additional capital is strategically directed toward key production and business sectors and projects with spillover effects, thereby supporting economic growth and the corporate sector.

Alongside strengthening its internal financial resources, SHB maintained a stable dividend policy, with the **total dividend rate for 2025 reaching 18%**, demonstrating a balance between growth objectives and shareholder interests. A consistent and transparent financial policy has contributed to increasing trust among investors and the market.

With its increasingly enhanced capital scale, SHB has created a vital cushion to accelerate in the next phase, improving competitiveness and standing ready to accompany the economy amidst rising requirements for safety and efficiency..

2. Strong Growth, Solid Financial Foundation

In 2025, SHB continued to maintain a strong and sustainable growth momentum, reflecting the effectiveness of its development strategy that balances scale, quality, and safety. **Profit before tax** reached over **VND 15,021 billion**, a 30% increase compared to the previous year and exceeding the annual plan by 4%, demonstrating high adaptability to business environment fluctuations.

Credit activities maintained positive growth with **customer loans** reaching **VND 614,862 billion**, an 18% increase from the beginning of the year. This growth was concentrated in selective segments and sectors aligned with sustainable development goals. Alongside this expansion, SHB continued to maintain excellent control over asset quality and safety indicators. The **Capital Adequacy Ratio (CAR)** stood at **12.62%**, significantly higher than the regulatory minimum, providing ample headroom for growth in subsequent phases.

Notably, the **Cost-to-Income Ratio (CIR)** was recorded at **22.14%**, among the lowest in the entire industry. This reflects a marked improvement in operational efficiency through process optimization and accelerated digital transformation. As of December 31, 2025, SHB's **total assets** reached **VND 892,009 billion**, a 19% increase compared to the end of 2024, surpassing the set target.

These results demonstrate SHB's solid financial foundation and resilient growth quality, creating a crucial premise for the Bank to target **VND 1 quadrillion in total assets by 2026**, while simultaneously elevating its position within the banking system and contributing positively to economic growth.

3. SHB Stock Milestones and Shareholder Confidence

2025 marked a prominent milestone for SHB in the capital market, as SHB stock became a focal point for both domestic and foreign investors. Being honored by **FChoice** as the **"Banking Stock of the Year"** reflects the recognition of its robust price growth combined with positive business results, a sustainable development strategy, and the Bank's increasingly enhanced governance capacity. SHB's market capitalization reached the **USD 3 billion** threshold.

Since the beginning of 2025, SHB's share price has grown by **over 100%**, leading the market in liquidity with an average trading volume of nearly **70 million shares per session**, with several breakout sessions exceeding **100 million shares**. In 2025, SHB organized an **Investment Roadshow** for a private placement to institutional investors, with an expected offering of **VND 2,000 billion** in par value. The deal attracted significant interest from numerous major investment funds, with demand far exceeding the offering size. SHB is currently in the final stages of completing the issuance procedures. This development demonstrates the market's high level of interest and the growing confidence of investors in SHB's long-term prospects.

In addition to domestic cash flow, the stock received significant attention from foreign investors, with a net buying volume of **39 million shares** throughout 2025.

Notably, SHB is projected to be included in the **FTSE Global All Cap Index** upon the upgrade of the Vietnamese market. This prospect opens opportunities to attract further foreign capital while

demonstrating that SHB is steadily approaching international standards, affirming its position in the capital market and creating a foundation for sustainable growth in the next phase..

4. Consistent Cooperation Strategy, Expanding the Partner Ecosystem

In 2025, SHB continued to expand and deepen its strategic cooperation ecosystem, step-by-step asserting its role as a leading capital provider closely linked with the pillars of the economy. The Bank signed and implemented partnerships with numerous major corporations and groups, such as **Tasco, Vietnam National Chemical Group (Vinachem), and Binh Son Refining and Petrochemical JSC (BSR)**. These partnerships focus on transport infrastructure, industry, energy, and chemicals—sectors with high spillover effects that play vital roles in the national supply chain.

Through these agreements, SHB provides more than just credit capital; it also deploys comprehensive financial solutions such as cash flow management, payments, supply chain finance, and digital banking. These services help enterprises enhance operational efficiency and competitiveness amidst digital transformation and extensive integration. Accordingly, these collaborations open connections in key non-financial sectors, focusing on supporting input and output markets within the business community; jointly promoting Research and Development (R&D), domestic and international trade and investment promotion, technological modernization, digital transformation, business ecosystem expansion, and sustainable supply chain development.

The Bank also strengthened cooperation with schools, hospitals, and administrative units in the education and healthcare sectors, notably **Vinh University, FPT University, and Thanh Nhan Hospital**. These cooperation programs focus on providing financial services, cashless payments, payroll services, and digitalization solutions, contributing to improved management quality, operations, and community service.

By expanding multi-dimensional cooperation, SHB affirms its consistent strategy of development linked to the national value chain. The Bank serves as a bridge for capital flow between the bank and enterprises, the public sector, and society, thereby making practical contributions to sustainable growth and the modernization process of the economy.

5. Comprehensive Digital Transformation Toward the Future Bank Model

2025 marked a significant milestone in SHB's journey of comprehensive digital transformation. By adopting a customer-centric approach, the Bank reshaped its model to be more agile and data-driven. Key products launched include the next-generation digital banking applications **SHB SAHA** and **SHB Corporate**, as well as integrated payment solutions tailored for schools, hospitals, and administrative units. These initiatives have contributed to promoting cashless payments, building the national digital ecosystem, enhancing digital experiences, and reducing transaction times.

Many of SHB's solutions were showcased at the **2025 Banking Sector Digital Transformation Day**, demonstrating SHB's clear orientation toward an "unlimited banking" model—where technology serves as a tool to expand access to financial services, effectively serving citizens, enterprises, and the digital economy.

Closely following the spirit of the Politburo's **Resolution No. 57** regarding breakthroughs in science, technology, innovation, and national digital transformation, SHB proactively accompanies customers and the community—not only in financial and economic aspects but throughout the entire transformation and digitalization journey. By promoting digital finance, digital consumption, and modern banking solutions, SHB makes practical contributions to the nation's modernization process, aiming for the goal of comprehensive economic digitalization.

6. Green Finance Milestones, ESG, and Sustainable Development Orientation

In 2025, SHB consecutively and successfully mobilized two medium-term syndicated loans in USD from the international market, with a total mobilization scale of **USD 588 million**. This represents a significant step forward in enhancing the Bank's medium-to-long-term foreign currency capital base, expanding the headroom to finance enterprises and projects oriented toward green growth and sustainable development, thereby increasing SHB's capacity to contribute to national development goals.

The participation of **26 international financial institutions** in providing capital affirms SHB's attractiveness and prestige within the global investor and lending community.

This reputation was further solidified through a series of prestigious awards presented to SHB over the past year, including **"Bank of the Year"** by *The Banker*; **"Best Payment Solution Initiative in Vietnam"** by *The Asian Banker*; **"Best Bank for Public Sector Clients in Vietnam"** by *FinanceAsia*; and **"Best Sustainable Finance Bank in Vietnam"** by *Global Finance*.

2025 also marked a clear advancement in SHB's comprehensive ESG (Environmental, Social, and Governance) implementation, treating it as a strategic pillar linked to competitiveness and long-term development. At the **Vietnam ESG Awards 2025**, SHB was honored as one of the **Top 10 Outstanding Enterprises for Comprehensive ESG Implementation**, recognizing its persistent efforts in balancing the three pillars of Environment – Social – Governance according to increasingly international standards.

On the environmental and social fronts, SHB ramped up its green finance programs, maintaining a **green credit ratio of over 10%**, while implementing numerous social security, education, and healthcare activities with substantial impact. Regarding governance, the Bank continued to refine its risk management system, ensure information transparency, and enhance operational efficiency in line with international practices, creating a solid foundation for sustainable growth.

7. Continuing the SHBilove Journey and Innovating for Greater Heights

Guided by six core values—"Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights" - SHB continues to foster its corporate culture through the **SHBilove** journey, where SHB people live these core values every day. Through innovation movements such as "From the Heart to Wisdom" and "Operational Excellence", employees have pioneered numerous practical initiatives to improve operational efficiency and customer experience, creating a dynamic, creative, and innovative working environment.

SHB continues to affirm that people are the central subject of its development strategy. SHB being honored by **Fortune** in the **Top 100 Best Workplaces in Southeast Asia**—ranking **37th** and the highest among Vietnamese banks—clearly reflects its efforts to build a humane working environment that prioritizes engagement and the sustainable development of its staff.

Parallel to this positive working environment is the outstanding impact of SHB's leadership team in 2025. Many of the Bank's leaders were recognized at prestigious awards such as the **Red Star Award**, **Golden Rose**, and the **Thang Long Entrepreneur & Enterprise 2025** awards. These honors signify society's high regard for their leadership mettle, management capacity, and contributions to the business community. Such recognition not only reflects individual achievements but also confirms the quality of the leadership team—a key factor in creating SHB's internal strength and brand prestige.

8. Culture Festival – Steadily Entering the New Era

In 2025, SHB Bank and T&T Group organized the SHB & T&T Culture Festival with the theme "Steadily Entering the New Era" at the My Dinh National Stadium. The event took place as the country entered a new stage of development, becoming a representative corporate culture highlight and demonstrating the role of culture as the foundation for sustainable development.

The festival gathered more than 15,000 employees representing nearly 80,000 workers within the SHB & T&T Group ecosystem. This was an occasion to look back on the 32-year journey of formation and development, honoring the core values that have been cultivated, while igniting the spirit of solidarity, pride, and the aspiration to contribute to the organization and the country.

Through cultural activities and collective interactions, the event contributed to deepening the corporate identity and spreading the spirit of innovation and social responsibility. Culture was expressed not only through messages but through the connection between people and between the organization and its mission to accompany the nation.

In the context of increasing requirements for competitiveness and innovation, the SHB & T&T Culture Festival continued to affirm that: people and culture are the foundation; digital transformation and technology are the driving forces for acceleration and breakthroughs; and green banking and sustainable development are the long-term orientations, standing firm against fluctuations and ready to enter the new era.

9. Accompanying the Spread of National Identity and Vietnamese Aspirations

2025 is a milestone of special significance as Vietnam moves toward the 80th anniversary of the August Revolution and National Day (September 2nd). In this context, SHB implemented a series of activities themed "**Happiness is being Vietnamese**," clearly demonstrating its orientation of linking banking activities with historical, cultural, and national spirit values.

The series of activities was deployed diversely, ranging from customer appreciation programs and gift sets imbued with Vietnamese identity to community interaction activities on both digital platforms and in real life. Through more than 40,000 gifts presented, SHB not only enhanced the customer experience but also spread a message of national pride, contributing to connecting generations and arousing a spirit of community cohesion during the country's major anniversaries.

In tandem with community activities, SHB continued to make its mark by accompanying large-scale national and regional sports and cultural events. In 2025, the Bank participated as a partner for the **ASEAN Plus Police Football Tournament**, contributing to promoting exchange, cooperation, and the spread of sportsmanship. Furthermore, SHB maintained a presence at important cultural diplomacy events such as the **V Fest – Vietnam Today National Concert** within the A80 activity chain and the **Hanoi World Cultural Festival 2025**, thereby contributing to promoting the image and cultural identity of Vietnam to the international community.

Through its persistent accompaniment of historical, sporting, and cultural activities, SHB has step-by-step affirmed its role as an enterprise deeply committed to social and community responsibility. Beyond providing financial solutions, SHB actively participates in nurturing the spiritual life of society, contributing to enhancing trust and the aspiration for development as the country enters a new era of growth.

10. The "Sowing Happiness" Journey

Throughout its development, SHB has consistently viewed social responsibility not as a periodic activity, but as a long-term commitment closely linked to its sustainable development philosophy and the "Happy Bank" orientation. 2025 continued to mark this journey clearly through social security programs implemented in a synchronized, practical, and humane manner.

In response to severe damage caused by natural disasters in many localities, SHB, together with T&T Group and SHS Securities, promptly provided **VND 16 billion** in support, contributing to sharing the hardships and helping people stabilize their lives quickly. Alongside emergency relief activities, SHB continued to deploy the nationwide **"Sowing Happiness"** community program, focusing on education, healthcare, and caring for children with disabilities and those in extremely difficult circumstances.

The "Sowing Happiness" convoys traveled through numerous provinces and cities such as Lang Son, Hue, Can Tho, and Hanoi, carrying not only material gifts but also sharing, encouragement, and faith in the future. Through these activities, SHB contributes to spreading the spirit of kindness, connecting the community, and igniting social responsibility in every employee.

For SHB, "Sowing Happiness" is not just the name of a program; it is a consistent approach throughout its development journey: aligning business growth with serving society and making practical contributions toward the goal of building a humane and sustainable community in the country's new era of development.

6. Achievements and Social Recognition

2025 marks a memorable turning point in SHB's journey of robust development, building upon impressive past achievements and opening a promising new chapter.

With a spirit of constant innovation, SHB is proud to have received numerous prestigious awards recognized by the Party and the State, while simultaneously rising to the top of various international rankings. These accomplishments are the direct result of SHB's sustainable development strategy and its relentless efforts over the years.

Asserting Leadership in Rankings

- **Top 10** Most Prestigious Private Joint Stock Commercial Banks
- **Top 50** Most Valuable Brands in Vietnam
- **Top 50** Vietnam Best Profit Enterprises
- **Top 100** ASEAN Banks
- **Top 500** Largest Enterprises in Southeast Asia (Fortune Southeast Asia 500)
- **Top 500** Asia-Pacific Banks
- **Top 500** Most Valuable Banking Brands Globally
- **Top 1000** World Banks
- **SHB Stock Code** in the **VN30** – the group of national pillar stocks

State Recognitions

- **Second-Class Labor Medal** (awarded in 2013 and 2018) by the President of the Socialist Republic of Vietnam.
- **Third-Class Labor Medal** (awarded in 2011 and 2023) by the President of the Socialist Republic of Vietnam.
- **Emulation Flags and Certificates of Merit** from the Hanoi People's Committee awarded to the SHB collective over many years.
- Numerous certificates of merit and emulation flags from the **Government**, the **State Bank of Vietnam**, and **People's Committees** of provinces and cities where SHB is headquartered.

International Awards 2025

- **Best Bank in Vietnam 2025** – *The Banker*
- **Top 100 Most Valuable Brands in Vietnam** – *Brand Finance*
- **Best Sustainable Finance Bank for SMEs** – *Alpha Southeast Asia*
- **Best Bank for Public Sector Clients** – *FinanceAsia*
- **Best Sustainable Finance Bank in Vietnam** – *Global Finance*
- **Best Payment Solution Initiative in Vietnam** – *The Asian Banker*
- **Pioneer in Credit Growth, Next-Generation Trade Solutions** – *Mastercard*
- **Excellence in Innovation – B2B Payments** – *The Digital Banker*
- *And many other prestigious awards...*

Typical Domestic Awards 2025

- **Top 10 PROFIT500** – Best Profitable Private Enterprises in Vietnam 2025; **Top 10** Most Prestigious Joint Stock Commercial Banks in Vietnam – *Vietnam Report*
- **Top 50 Best Performing Companies in Vietnam 2025** – *Nhip Cau Dau Tu Magazine*
- **Top 10 Outstanding Enterprises for Comprehensive ESG Implementation** – *Dan Tri Newspaper*
- **Top 2 Most Preferred Employers in Finance - Banking - Securities** – *CareerViet*
- **Banking Stock of the Year** – *FChoice 2025*
- **Bank with Typical Innovative Products and Services** – *VOBA*
- **Top 10 Enterprises with the Best Annual Report in the Financial Sector**

- **Enterprise with Typical M&A Deals for 2024-2025** – *Investment Finance Newspaper*
- **Card Growth Star** – VISA

7. Development Orientation

“The entire SHB system is unified under a clear spirit of action: innovate to accelerate, enhance efficiency to reach further, tighten operational discipline and risk management to solidify the foundation, and accelerate deep digital transformation. We take data and customer experience as our core, and productivity as our measure. We proactively expand growth opportunities in both retail and corporate banking through ecosystems, supply chains, and value chains, while remaining steadfast in green and sustainable development.”

7.1. Key Objectives

- Medium and Long-term Objectives

By 2028, SHB aims to become:

- The **Top 1 Bank in terms of efficiency**.
- The **Most preferred Digital Bank**.
- The **Best Retail Bank**.
- A **Leading Bank** in providing capital, financial products, and services to customers.

- **Key Financial Targets for 2026**

- **Total Assets:** Increase by 14% – 15%.
- **Credit Growth:** Increase by 10.2% or 16%, subject to approval by the State Bank of Vietnam (SBV).
- **Profit Before Tax:** Increase by **18%** or **28%**, depending on the credit growth scenario approved by the SBV.

7.2. Medium and Long-term Development Strategy

In the new competitive landscape, a bank's advantage no longer stems solely from scale or credit growth. Instead, it depends on the ability to choose the right strategic direction and remain steadfast in its execution over the medium and long term; the capability for rapid, synchronized, and disciplined implementation; international-standard technology, data, and operational proficiency; and a substantive transformation toward a digital and ecosystem-based banking model.

SHB's strategic orientation for the 2026–2030 period has been clearly established with specific strategic objectives: (1) **Top 1 Bank in terms of efficiency**; (2) **Most preferred Digital Bank**; (3) **Best Retail Bank**; and (4) **Leading Bank** in providing capital and financial products/services to strategic private and state-owned corporate clients within supply chains, value chains, ecosystems, and green development.

To actualize the "Future Bank" vision, SHB implements its transformation based on the **5 Firsts** principle:

People First → Security First → Data & AI First → Cloud First → Mobile First (*From People → Faith → Wisdom → Platform → Experience*)

The 5 "First" principles are arranged in a strategic logic – from foundation to experience, from internal strength to the market: transforming from a traditional bank into an intelligent, trustworthy digital ecosystem operating on a modern technological platform.

This is not merely a technological transformation, but a comprehensive shift in how SHB creates value – from a banking model providing standalone services to a connected digital ecosystem where customers, partners, and the bank interact, develop, and increase value together.

1. **People First (People as the heart of every transformation):** Every change starts with people—customers, employees, and partners. Without human understanding and consensus, technology fails. Technology only creates value when it serves people.
2. **Security First (Faith as the prerequisite):** In a digital bank and open ecosystem, digital trust is the "operating license." Without safety, there are no customers. SHB prioritizes information security and privacy to ensure every transaction and connection is protected at the highest level.
3. **Data & AI First (Decisions based on data and artificial intelligence):** Data and AI help SHB understand customers deeply, forecast needs, and make faster, more accurate decisions. Products are no longer mass-produced but personalized for each individual.
4. **Cloud First (Flexible operational platform):** Cloud infrastructure allows SHB to scale rapidly, innovate continuously, and integrate ecosystems effectively. This allows the Bank to adapt quickly and expand its ecosystem without limits.
5. **Mobile First (Mobile experience as the priority):** Mobile is where value is realized—it is where customers experience SHB daily. Services are designed to be simple, convenient, and seamless, allowing customers to bank anytime, anywhere.

Digital transformation cannot be approached as a collection of disjointed IT projects, but must be organized as a bank-wide strategic implementation governance program, directly linked to business models, operations, risk management, and long-term competitiveness. Therefore, SHB chooses to strategically cooperate with world-leading technology partners and leading domestic technology partners in the role of comprehensive consultants on transformation strategy, technology, architecture, and data, while accompanying SHB throughout the implementation process and proposing modern technological solutions aligned with the bank's development orientation.

In the transformation strategy announced in 2024, SHB is currently in a very important foundational stage with a focus on investing in technology projects, upgrading integrated operational capabilities, and exploiting and developing the network of strategic customers, large-scale clients, and the ecosystem.

The transformation objectives and initiatives serving as a compass for the bank's activities during this period include:

- Establishing a superior digital platform to support the provision of the aforementioned financial services and solutions, ensuring a safe, superior, efficient, and user-friendly experience (for both corporate and individual customers);

- Modernizing banking operations with advanced technologies to enhance operational efficiency, performance, and service delivery to customers;
- Building and consolidating a strong governance foundation to improve business performance and develop new growth capabilities that meet the bank's efficient growth targets;
- Expanding retail banking growth through ecosystem banking, based on clearly identifying SHB's differentiation: extensive cooperative relationships with State-owned corporations, private groups, and international financial institutions; the role of a bank serving many key programs and projects; and a network of pillar enterprises spanning across supply chains and value chains.
- Integrating banking services into the ecosystems of anchor customers, focusing on supply chain finance and cash flow management, and automating customers' accounts payable/receivable processes;
- Developing embedded finance solutions tailored to customer needs, supporting seamless financial management and enhancing business efficiency.

In the long-term orientation, SHB takes people and culture as the foundation; digital transformation and technology as the key driving forces for breakthroughs; and remains steadfast with green and sustainable development as the goal.

7.3. Sustainable Development Objectives

SHB identifies its sustainable development strategy as encompassing not only efficient financial growth and the bank's own safety but also the effective fulfillment of responsibilities toward the environment and society.

SHB's sustainable development goal is to focus on the comprehensive and systematic integration of international standards, practices, and domestic regulations on Environmental, Social, and Governance (ESG) into all aspects of banking operations and products. Through this, the bank aims to build long-term competitiveness, expand its portfolio of sustainable financial products, and apply a synchronized and effective Environmental and Social Management System (ESMS). Simultaneously, SHB aims to contribute positively to national sustainable development goals and increase value for stakeholders (shareholders, partners, customers, employees, and the community). Accordingly, specific objectives through 2028 include:

- **Environmental (E):** Increase the proportion of green credit; Reduce internal emissions;
- **Social (S):** Provide ESG training for employees and integrate ESG into the decision-making process; Enhance the scale and impact of Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI) programs, prioritizing financial education, culture, sports, and support for vulnerable communities.
- **Governance (G):** Manage ESG risks by establishing a comprehensive Environmental and Social Management System (ESMS) by 2028, in accordance with international frameworks/standards and State Bank of Vietnam guidelines; Integrate ESG into corporate governance; Publish annual ESG reports in compliance with international standards and State Securities Commission guidelines; etc.

8. Opportunities, Challenges, and Risks:

8.1. Macroeconomic Situation:

In 2025, the global situation continued to evolve in a complex and unpredictable manner with numerous risky and uncertain factors. Despite rapid policy shifts in many major economies and prolonged geopolitical instability, the world economy maintained its growth momentum within a state of fragile resilience. Global economic growth in 2025 reached 3.2%, a slight decrease compared to 3.3% in 2024 and lower than the pre-Covid-19 Pandemic level of 3.7%. A notable hotspot was the U.S. tariff policy, which imposed a 10% tax on most imports starting from April 2025. Specifically for Vietnam, the U.S. implemented a "reciprocal tariff" mechanism at 20% for the majority of goods, and even up to 40% for illegally transshipped items.

Following the tariff decisions, international organizations (IMF, WB, ADB) simultaneously lowered their GDP growth forecasts for Vietnam to 6.5-6.8%. However, facing these difficulties and challenges, Vietnam's economy achieved an outstanding result with a growth rate of 8.02%, far exceeding the forecasts of international organizations and significantly higher than the 7.1% recorded in 2024. Other macroeconomic indicators also met the set targets.

According to data from the General Statistics Office:

- **GDP scale in 2025** reached VND 12,848 trillion, officially surpassing the USD 500 billion threshold, an increase of 8.02% over the previous year. This growth rate is the second highest in the past 15 years, only lower than 2022—a year of high growth due to recovery from the low base of 2021.
- **Inflation** was controlled amidst strong global fluctuations and many difficulties. The CPI in 2025 increased by 3.48% compared to the end of 2024. On average for the year 2025, the CPI increased by 3.31%, achieving the goal set by the National Assembly.
- **The unemployment rate** within the working age in 2024 was 2.22%, a decrease of 0.02 percentage points compared to the previous year, of which the urban area was 2.51% and the rural area was 2.02%.
- **Import and Export:** Total import and export turnover of goods reached a record high of USD 930 billion, up 18.2% over the previous year, in which exports increased by 17.0% and imports increased by 19.4%. For the whole of 2025, the trade balance of goods achieved a surplus of USD 20.03 billion (compared to a surplus of USD 24.77 billion in 2024). Specifically, the domestic economic sector had a trade deficit of USD 29.43 billion, while the foreign-invested sector (including crude oil) had a trade surplus of USD 49.46 billion.
- **Total registered foreign investment capital** in Vietnam as of December 31, 2025—including newly registered capital, adjusted registered capital, and the value of capital contributions and share purchases by foreign investors—reached USD 38.42 billion, a slight increase of 0.5% over the previous year. Realized capital from foreign investment projects was estimated at approximately USD 27.62 billion, up 9.0% compared to 2024.
- **Total retail sales of goods and consumer service revenue** in 2025 increased by 9.2% over the previous year. International visitors in 2025 reached nearly 21.2 million arrivals, an increase of 26.4% compared to the previous year.

Vietnam's Economic and Financial Context:

GDP Growth Target (10%) in 2026, Driven by Institutional Reform and Public Investment

In 2026, Vietnam has set an economic growth target of 10% or higher, necessitating strong institutional reforms to ensure sustainable growth and maintain macroeconomic stability. **Resolution No. 244/2025/QH15** identifies institutional reform as a focal point to reduce costs for businesses and enhance the economy's competitiveness. A highlight is the requirement for administrative procedure reform at an unprecedented level: the complete abolition of regulations hindering production and business activities and a reduction of at least 50% in time and compliance costs. This requires ministries, sectors, and localities to implement substantive reforms; otherwise, administrative procedures will continue to be a barrier to growth.

In addition, public investment remains a key driver but also serves as a test of implementation quality, particularly in ensuring progress alongside construction quality and the timely issuance of guiding documents. Overall, the ability to achieve high growth targets in the coming period depends largely on the effectiveness of institutional reforms and policy implementation capacity.

8.2. Opportunities and Challenges for the Banking Industry in 2025

- Opportunities:
 - **Stable Economic Growth and International Integration:** According to the National Assembly's 2026 economic growth targets and forecasts from international financial institutions, Vietnam's economy maintains a high growth rate compared to the region. FDI inflows into Vietnam remain strong, particularly in manufacturing, high-tech, and renewable energy. Accelerated Free Trade Agreements (FTAs), administrative reforms, and public investment will help expand import-export activities and capital demand for enterprises, creating room for banks to grow credit and accompanying financial services (foreign exchange, payments, guarantees, etc.).
 - **Digital Transformation and Fintech:** Vietnam is moving toward a cashless society and digital banking. A smartphone penetration rate of approximately 90% and high broadband internet coverage provide a foundation for the strong development of digital payments and banking services. Notably, **Decree 94/2025 (Fintech Sandbox Decree)** allows for the testing of new financial solutions such as P2P lending models, big data credit scoring, and Open Banking. The **IFC's Digital Finance 2025 Conference** affirmed that digital payments, e-ID, and AI-driven credit assessment will help banks expand their customer base, optimize lending risks, and reduce operating costs. Digital Finance will unlock cross-border financing capabilities and enhance the competitiveness of the financial system. Meanwhile, e-wallets and digital banks (MoMo, Cake, Timo, etc.) continue to grow, driving the "customer-centric" trend and Bank-Fintech collaboration.
 - **Supportive Policies and Reforms:** The State Bank of Vietnam continues to maintain a flexible monetary policy: although input interest rates tend to increase slightly, the base exchange rate is managed stably to control inflation (ADB forecasts inflation at ~3.8% in 2026). New regulatory documents related to electronic payments, Fintech, personal data (Personal Data Protection Law), and digital transformation are being issued, creating a more transparent legal corridor for digital banking development. Public financial policies also promote public investment in infrastructure and strategic projects (such as the International Financial Center project in Ho Chi Minh City), thereby increasing long-term capital demand in the economy.
 - **Market Expansion and Service Development:** Access to banking services in Vietnam remains low, especially in rural and mountainous areas—presenting an opportunity for banks

to expand their networks, develop mobile banking, and partner with postal and telecommunications services to broaden service reach. The corporate bond and stock markets are also encouraged to develop (leading to demand for advisory and underwriting services), especially as the roadmap for listing and removing foreign ownership limits is accelerated. International cooperation is also a highlight: with deeper integration, foreign banks continue to enter Vietnam (through franchising, acquisitions, or joint ventures), while domestic banks have the opportunity to access international experience and capital.

- **Challenges & Risks**

- **Geopolitical Conflicts and Global Economic Volatility:** Geopolitical conflicts (e.g., in the Middle East) drive up oil prices, creating global inflationary pressure. Trade tensions and hawkish monetary policies in the U.S. and EU will pressure exports and FDI flows into Vietnam. According to the IMF, Vietnam's economy will slow down in 2026 due to the impact of new taxes and the phasing out of 2025 stimulus packages. Rising global interest rates also push up capital costs, potentially causing USD/VND exchange rate volatility. If inflation spikes unexpectedly, the SBV may have to tighten credit, reducing the demand for new loans.
- **Credit Quotas:** In 2025, system-wide credit grew very strongly (~19%), primarily driven by real estate, manufacturing, and consumption. By early 2026, the SBV cut the credit growth target to 15% to avoid bad debts and asset "bubbles." This could impact the scale of growth and profitability of banks.
- **Bad Debt Risk:** Internal Non-Performing Loans (NPL) remain a concern. Moody's warns that bad debt ratios will rise if the real estate market remains quiet, as loans to real estate and consumption could become illiquid. Although major banks have increased provisions and bad debt resolution, the system still faces risks as growth slows and interest rates rise.
- **Competition and Digital Transformation:** Fintech companies and e-wallets are aggressively expanding their market share (P2P lending, consumer finance, etc.). If banks fail to keep pace with trends, they risk losing young customers to non-banking competitors. New digital banks (Cake, Timo) and 100% foreign-owned banks (soon to be licensed) will increase competition in price and service quality. To compete, banks may be forced to reduce fees and invest heavily in technology infrastructure (AI, Big Data, blockchain)—which requires significant costs and strict cybersecurity risk management. In particular, shifting customer behavior (prioritizing convenience and personalization) creates pressure to overhaul operations and corporate culture.
- **Regulatory Requirements and Risk Management:** International standards and domestic regulations are increasingly tightening: the final stage of Basel III (increasing capital adequacy ratios and leverage ratios), new regulations on operational risk management and information security, and ESG/ADP (Data Security and Privacy Protection) reporting requirements under the Personal Data Protection Law. Smaller or undercapitalized banks will face pressure to meet capital/financial requirements, while large banks must upgrade risk management systems (especially credit and market risk). Rapid compliance with new regulations (the amended Law on Credit Institutions, Circular 64/2024 on Open API, etc.) requires large investments in both systems and human resources.
- **Green Finance and Sustainability Challenges:** Investing in environmentally friendly projects often entails lower interest rates and longer maturities; therefore, transitioning credit portfolios to meet ESG/Net-Zero requirements will impact yields. Additionally, identifying

environmental risks (often unprecedented) requires banks to build new toolkits and expertise. Compliance costs (environmental impact assessments, sustainability reporting) will increase in the short term.

- **Human Resources and Innovation:** The race to attract tech talent (data scientists, cybersecurity experts, fintech specialists) is intensifying; high salaries in fintech/tech sectors may draw resources away from traditional banks. Banks need to invest in retraining and an innovation culture, but this process is time-consuming and costly.

- **Policies Impacting the Banking and Finance Sector in 2026**

2025 is the final year for implementing the Development Strategy of Vietnam's Banking Sector to 2025, with an orientation toward 2030, according to Decision No. 986/QĐ-TTg dated August 8, 2018, by the Prime Minister. Consequently, the policies issued during this period not only create an important legal foundation but also set urgent requirements for the banking system to complete its set strategic objectives. Numerous laws, decrees, and circulars issued or taking effect in 2025 have strongly influenced the operations of credit institutions in general and SHB in particular. These have had a significant impact, contributing to the refinement of the legal framework for banking operations, increasing publicity and transparency, and creating and perfecting several new activities within the banking sector.

- **Amended Law on Credit Institutions – 2025 (No. 96/2025/QH15):** This law amends and supplements several articles of the 2024 Law on Credit Institutions to institutionalize key content regarding bad debt resolution, collateral assets, and the powers of the State Bank of Vietnam, creating a firmer legal corridor for banking operations and NPL handling.
- **Law on Personal Data Protection 2025 (Law No. 91/2025/QH15):** Passed on June 26, 2025, and officially taking effect on January 1, 2026, it establishes a strict legal framework for privacy rights and data processing.
- **Decree 94/2025/ND-CP (Controlled Sandbox Mechanism in the Banking Sector):** Effective from July 1, 2025. Accordingly, the SBV allows qualified banks and Fintech companies to be licensed to test technological innovations (such as P2P lending, AI credit scoring, and Open Banking) within limited scopes. This Decree officially creates a legal framework for Fintech testing in banking, encouraging credit institutions to boldly deploy new digital products that previously lacked clear guidance.
- **Circular 14/2025/TT-NHNN:** Stipulates the minimum capital adequacy ratio for commercial banks and foreign bank branches, effective from September 15, 2025, aiming to raise capital standards and increase the risk resilience of the system.
- **Circular 21/2025/TT-NHNN:** Stipulates the rating of credit institutions and foreign bank branches, effective from November 1, 2025.

The list of legal documents taking effect in 2026 and those expected to be issued in 2026 also pose challenges for credit institutions in general and SHB in particular. These include the Law on Personal Data Protection; the Circular replacing Circular No. 22/2019/TT-NHNN on limits and ratios for ensuring safety in the operations of banks and foreign bank branches; the Circular amending, supplementing, or replacing Circular No. 09/2020/TT-NHNN on information system safety in banking operations; etc. Facing these challenges, the banking industry needs to closely monitor the progress of document issuance by competent state agencies, prepare resources to ensure timely access and implementation of business and professional activities, while simultaneously reviewing, constructing, amending, and adjusting internal regulations and investing in technological system

upgrades to ensure compliance with new legal regulations and move toward safe and sustainable operations.

ACTIVELY TRANSFORMING, MARKING GROWTH

2025 is a year in which SHB, alongside the country, has undergone major transitions and is proud to have initially reaped the fruits of that transformation journey. By implementing a strong and comprehensive transformation strategy toward the "**Future Bank**" model, SHB recorded outstanding business results across scale and efficiency indicators, firmly maintaining its position among the **Top 5 largest private joint-stock commercial banks in Vietnam**.

II. OPERATIONAL SITUATION IN 2025

1. Business Operations

1.1. Business Results

In 2025, SHB continued to affirm its position as one of the leading banks in Vietnam, completing and achieving important targets and milestones.

The Bank's total assets and credit growth grew well despite being affected by economic difficulties. SHB's consolidated credit balance in 2025 reached **VND 614,862 billion**, an increase of **16%** compared to 2024, placing it among the 6 largest private commercial banks.

Capital adequacy according to Basel II standards reached **VND 92,521 billion**, of which equity reached **VND 68,130 billion**, up **17%** compared to 2024.

Abundant, long-term mobilized capital is an important condition for SHB to disburse loans to many key sectors of the economy in accordance with the orientations of the Government and the State Bank of Vietnam. By the end of 2025, the scale of mobilized capital reached **VND 760,501 billion** (including deposits from economic organizations and individuals, deposits from credit institutions, and funds mobilized from international organizations), an increase of **VND 99,518 billion**, equivalent to an increase of **19.3%** compared to 2024. Of this, capital mobilization from economic organizations and individuals reached **VND 642,544 billion**.

Network and personnel continued to be invested in and expanded with the opening of new transaction points domestically and abroad, while simultaneously optimizing inefficient locations. By the end of 2025, the total number of transaction points reached **584 points** domestically and internationally (including 1 100% owned subsidiary bank with 2 branches in Laos; 1 100% owned subsidiary bank with 4 branches in Cambodia); a Representative Office in Myanmar and 1 subsidiary (Saigon - Hanoi Bank Debt Management and Asset Exploitation Co., Ltd. – SHAMC); and 1 associate company (Saigon - Hanoi Bank Finance Limited Liability Company – SHB Finance). With **6,949 employees** and a network spanning 31/34 provinces and cities nationwide and abroad, SHB is serving over **5 million individual and corporate customers** and connecting to **600 correspondent banks** across all continents.

SHB has gradually shifted its income structure toward diversification, reducing dependence on credit activities. In addition to scale and income growth, SHB strictly controlled costs to increase operational efficiency.

The capital adequacy ratio (CAR) according to Basel II reached **12.62%** (SBV regulation is $\geq 8\%$). The loan-to-deposit ratio (LDR) reached **78.54%** (SBV regulation is $\leq 85\%$); the ratio of short-term funds for medium and long-term loans was **24.22%** (SBV regulation is $\leq 30\%$).

In 2025, SHB completed its capital calculation methodology according to the **Internal Ratings-Based (IRB)** approach, consistent with Basel standards and ready for early compliance with SBV regulations in Circular No. 14/2025/TT-NHNN dated June 30, 2025. Simultaneously, SHB implemented liquidity risk management according to Basel III standards, meeting two key indicators: **LCR (Liquidity Coverage Ratio)** and **NSFR (Net Stable Funding Ratio)**.

In 2025, **Fitch Ratings** announced SHB's international credit rating results for the first time. Accordingly, SHB was rated **BB-** by Fitch, with a **Stable** outlook, placing it in the leading group of joint-stock commercial banks. Over the past year, SHB continued to be rated **B1** by **Moody's** with a stable outlook.

With these achieved results, SHB is currently among the **top 6 largest private joint-stock commercial banks** in Vietnam.

1.2. Implementation Progress Compared to Plan

- **Total Assets:** Reached **VND 892,009 billion**, up **19.34%**, completing **107%** of the plan.
- **Charter Capital:** Reached **VND 45,942 billion**, completing the plan. On March 3, 2026, SHB received approval from the SBV to increase its charter capital to **VND 53,440 billion** in accordance with the capital increase plan.
- **Capital Mobilization Scale:** Reached **VND 760,501 billion**, up **15.1%**; of which mobilization from economic organizations and individuals reached **VND 642,504 billion**, completing **101%** of the plan.
- **Total Consolidated Credit Balance:** Reached **VND 619,538 billion**, of which the Bank's standalone credit balance reached **VND 606,098 billion**, representing a growth of **16%**, ensuring compliance with the maximum limit assigned by the SBV.
- **Profit Before Tax:** Reached **VND 15,021 billion**, up **30%**, completing **104%** of the plan.

SHB's capital adequacy and risk management indicators all performed better than the set plans, SBV regulations, and international standard practices. *(Source: 2025 Audited Consolidated Financial Statements)*

2. Organization and Personnel

Saigon - Hanoi Commercial Joint Stock Bank (SHB) always focuses on building and developing a team of leaders and managers with high professional qualifications, good ethics, a sense of legal compliance, and professional responsibility. Our team is ready to shift mindsets and continuously strive to enhance their capabilities to promptly meet the Bank's rapid pace of transformation.

2.1. List of Board of Management

No.	Title	Full Name	Position/Role
1.	Ms.	Ngo Thu Ha	Chief Executive Officer
2.	Mr.	Nguyen Huy Tai	Deputy CEO
3.	Mr.	Le Dang Khoa	Deputy CEO
4.	Ms.	Ninh Thi Lan Phuong	Deputy CEO
5.	Mr.	Do Duc Hai	Deputy CEO
6.	Mr.	Do Quang Vinh	Deputy CEO
7.	Mr.	Dinh Ngoc Dung	Deputy CEO

8.	Ms.	Ngo Thị Van	Chief Accountant
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Summary biographies of members of the Board of Management can be found on pages 20-22.

2.2. Changes in BOM

No.	Title	Full Name	Position/Role	Change
1.	Mr.	Dinh Ngoc Dung	Deputy CEO	Newly appointed from December 2025
2.	Mrs	Nguyen Thi Thuy Phuong	Deputy CEO	Newly appointed from January 2026

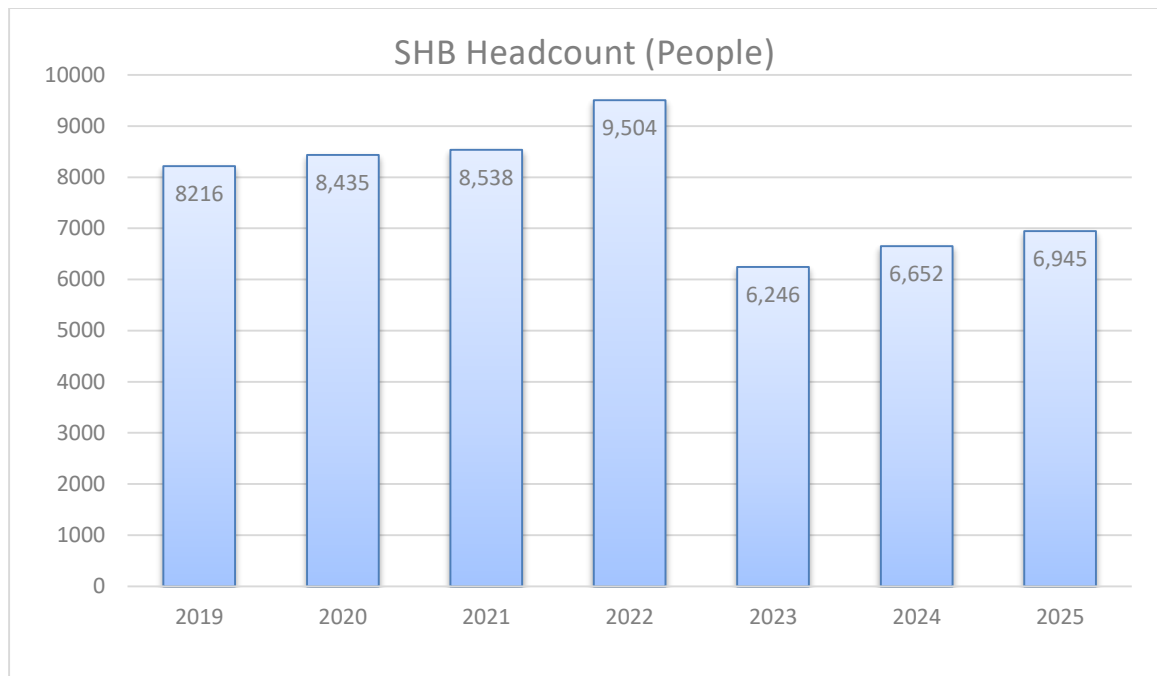
2.3. List of Heads of Other Divisions

No.	Title	Full Name	Position/Role
1.	Mr.	Nguyen Dinh Duong	Head of Internal Audit Division
2.	Mr.	Le Anh Tan	Acting Head of Corporate Banking Division
3.	Mr.	Vu Tuan Anh	Head of Credit Management Division
4.	Mr.	Dinh Ngoc Dung	Acting Head of Debt Settlement Division
5.	Mr.	Dong Xuan Hoa	Acting Head of Marketing and Brand Development Division
6.	Mr.	Dao Ngoc Dung	Head of Information Technology Division
7.	Ms.	Hoang Thi Lan Phuong	Head of Human Resources Management and Development Division
8.	Ms.	Bui Ngoc Phuong	Head of Risk Management
9	Mr.	Truong Quoc Anh	Head of Digital Banking

Summary biographies of Heads of other Divisions and the Chief Accountant.

2.4. Number of employees

The total number of employees of SHB Bank and its subsidiaries as of December 31, 2025 is 6,949 people.



2.5. Employee Policies

SHB determines that maintaining a happy, humane working environment with comprehensive policies for employees is one of the organization's priority tasks. We place people at the center, building a workforce that is not only highly professionally qualified but also dedicated and long-term committed to the bank's sustainable development. Consequently, employee policies continue to be refined and innovated to increase competitiveness, creating a solid foundation for SHB's growth.

- **Recruitment Policy:**

- SHB maintains open and transparent recruitment policies with clear criteria for each position, thereby ensuring the quality of the workforce and enhancing brand reputation in the labor market. SHB always prioritizes internal recruitment, creating promotion opportunities for employees and building clear career development paths.

- To meet the increasing demands of the labor market, SHB focuses on continuous updates and innovation in recruitment, enhancing the experience for candidates and employees when joining the organization. Recruitment information is strongly communicated through channels such as the online recruitment website, internal newsletters, and social media platforms.

- **Training and Employee Development Policy:**

- With the commitment "People are the most valuable asset," SHB considers human resource training and development as the key factor for sustainable growth.

- In 2025, SHB focused on building a training framework based on job title standards for key positions. The focus was on perfecting fundamental management skills, enhancing leadership capabilities, and boosting sales and sales management skills. We also improved service quality (ISO, 5S, Lean Six Sigma...) and placed a special emphasis on developing AI application skills for data analysis and enhancing technology integration in business operations and management.

- Alongside hundreds of in-person and external training courses, SHB focused on high-tech training activities, such as the E-learning system (SHB – LMS), online course quality surveys and evaluations (**SHB – Survey**), and training via video conferencing (MS Teams/Zoom). As a result, SHB optimized training costs and increased labor productivity.

- **Salary, Incentive, and Welfare Policies:**
 - In 2025, SHB continued to strongly improve its salary, incentive, and welfare policies, creating a stable working environment and attractive income for employees.
 - Notably, starting from Q3/2025, SHB improved its mandatory insurance salary policy and adjusted the ratio between Base Salary and Performance-based Salary within total income. This contributed to perfecting the Total Rewards policy (both financial and non-financial), encouraging higher work performance and enhancing the ability to attract high-quality human resources from the market.
- **IT Infrastructure & Digital Transformation Projects**
 - To improve the HR service experience for employees and meet the requirements of centralized HR data management and control, SHB implemented the "Human Resource and Payroll Management Software" (HRMS System).
 - The actual deployment of the HRMS system has improved the efficiency of extracting and utilizing HR data, ensuring easy integration and synchronization with other software in the system, and providing the flexibility needed for changes in the HR management model.

For detailed policies and changes regarding employee policies, please refer to the **Sustainable Development – Employee-related Policies** section on page 143.

3. Investment Situation and Project Implementation

3.1. Implementation of Major Projects

- **Project to Transfer Charter Capital at Saigon - Hanoi Bank Finance Limited Liability Company (SHBFinance):**
 - In August 2021, SHB and Krungsri signed an agreement to transfer 100% of SHBFinance's charter capital in two phases. In May 2023, SHB completed the transfer of the first 50% of SHBFinance's capital to Krungsri. Consequently, SHBFinance was converted from a Single-Member Limited Liability Finance Company to a Limited Liability Finance Company under a new Decision and License from the State Bank of Vietnam (SBV). According to the signed agreement, the remaining 50% of the charter capital was scheduled to be transferred after three years.
 - On November 5, 2025, SHB announced a Resolution approving the sale and transfer of the remaining 50% of SHBFinance's charter capital (Phase 2). This followed a proposal from the member of the MUFG Group (Japan) to SHB expressing the desire to complete the acquisition ahead of schedule.
 - In early March 2026, the SBV granted principle approval for the conversion of the legal form of SHBFinance from a Limited Liability Finance Company with two or more members to a Single-Member Limited Liability Finance Company. This legal change is based on SHB transferring its final 50% stake to Krungsri Bank – a member of the MUFG Group (Japan). This marks the final step in SHB's roadmap for capital divestment at SHBFinance. The 100% equity transfer deal brings a significant capital surplus to SHB, enhancing the bank's financial capacity and market position. SHB continues to collaborate with Krungsri to develop retail business leveraging modern

technology and products, while focusing on core business areas and investing heavily in its digital transformation process.

- **Project to Transfer Capital at Saigon - Hanoi Bank Laos Limited (SHB Laos) and Saigon - Hanoi Bank Cambodia Limited (SHB Cambodia):**
 - In 2024, SHB and an investor signed an agreement to transfer the entire contributed capital at SHB Laos. Currently, the parties are processing the necessary regulatory applications with the Governments and State Banks of both countries to finalize the agreement. The divestment from the subsidiary in Laos is expected to provide shareholders and the bank with a significant capital surplus while enhancing SHB's reputation and image in both domestic and international financial and monetary markets. Throughout 2025, SHB continued to execute the subsequent steps to complete this transaction.
 - In addition to the full capital transfer at SHB Laos, SHB is also actively selecting a suitable partner to conduct a capital transfer or a conversion of the operational model for SHB Cambodia.

3.2. Key Information Technology Projects in 2025

In 2025, SHB synchronously implemented a portfolio of large-scale IT projects that serve as the foundation for realizing its digital transformation strategy. these projects support sustainable business growth while enhancing risk management and operational quality. Implementation followed a consistent direction: **customer-centricity – data-driven governance and operations – secure, flexible, and scalable infrastructure.**

- ***Enhancing Customer Experience and Developing the Digital Ecosystem:***

SHB continued to invest heavily in multi-channel customer interaction platforms to standardize and elevate the user experience. The **Digital Banking version SAHA 1.5** was officially released on app stores on November 18, 2024. This marked a significant milestone in SHB's digital transformation journey, providing a modern digital banking platform that optimizes experience and strengthens security. With upgraded features, optimized infrastructure, and streamlined user journeys—most notably a **40% – 60% increase in transaction processing speed** and an application access time of just **3 seconds**—SHB SAHA 1.5 does more than just offer faster, safer transactions; it lays the groundwork for a comprehensive digital financial ecosystem capable of meeting all needs in the digital era.

The Automated **Profit Generation** project on SHB payment accounts was implemented to simultaneously meet customer needs, the bank's business objectives, and the prevailing trends in digital financial products. Its core objectives include:

1. **Optimizing idle cash value** for customers.
2. **Enhancing digital experience** and customer convenience.
3. **Increasing efficient capital mobilization** for the bank.
4. **Strengthening competitiveness** and the bank's innovative positioning.
5. **Creating a foundation** for a comprehensive digital product ecosystem.

Furthermore, the project to integrate international cards with **Apple Pay/Google Pay** and the **"Click to Pay"** feature for online platforms will provide customers with convenient, seamless, and secure payment methods, ensuring SHB remains highly competitive in the market.

Other solutions supporting branch-level services—such as the **automated queuing system**, **automated call quality analysis and evaluation** for the hotline, and the **outbound call and contact management system**—help standardize service quality and improve the efficiency of customer care and sales activities. Additionally, expanding digital payment scenarios (such as **QR code payments for hospital fees**) continues to increase the coverage of SHB's digital payment ecosystem within the socio-economic landscape.

- Strengthening Risk Management, Credit, and Compliance

To meet the increasingly high governance standards of regulatory authorities and international practices, SHB has synchronously implemented core projects in the fields of risk and credit. The internal credit rating system for individual and corporate customers has been built uniformly, effectively supporting credit granting decisions and portfolio management. The credit information reporting system and the capital adequacy ratio calculation function according to the advanced approach help standardize data, increase control and traceability, and effectively serve capital planning.

In particular, the Risk Datamart Project was implemented as a centralized data platform for risk management, aiming to unify input data sources, improve data quality, and serve as a basis for risk reports and analysis, as well as the implementation of credit risk measurement models. This platform plays a pivotal role in shifting SHB's risk management toward a data- and model-driven approach.

In parallel, the centralized debt settlement platform allows for the management of the entire debt processing lifecycle under a unified process, with data updated in near real-time, helping to enhance the efficiency of monitoring, administration, and decision-making at multiple management levels.

- Enhancing Data-Driven Governance and Operations

SHB has accelerated the application of technology in its operational management by deploying Dashboard systems for the Retail Banking Division, Corporate Banking Division, and Finance and Accounting Management Division. These dashboards provide a comprehensive and timely overview of business results, enabling leaders at all levels to monitor operational performance, control fluctuations, and make data-driven decisions instead of relying on manual, fragmented reports. This represents a significant step forward in establishing a digital, transparent, and consistent operational model across the entire system.

- Digitizing Internal Operations and Resource Management

The planning and standardization of the Internal Regulatory Documents (IRD) management system is one of the key tasks at SHB, aimed at achieving the following objectives: Implementing Pillar No. 1 – "Innovating appropriate regulations and processes in line with the competitive environment and current legal regulations to promote business development"; and implementing smart document management through modern technology to accelerate the digitization of internal process documents. Simultaneously, this will address existing shortcomings in internal regulatory document management, contributing to enhanced governance efficiency across SHB.

Internal activities continue to be comprehensively digitized via the Intranet portal (SHB Hub), which serves as the hub for digital operations, communication, and internal services. The processes for document management, task assignment, approvals, and administrative services have been digitized end-to-end, contributing to a reduction in paper usage while increasing control and transparency. The assignment and evaluation of KPIs for the Retail Banking Division have been uniformly digitized, fostering a performance-driven culture. Resource management solutions, such as access control via facial recognition and inbound electronic invoice management, help improve data accuracy and internal control efficiency.

- Modernizing IT Infrastructure, Ensuring Security and Service Continuity

SHB has invested heavily in IT infrastructure as a foundation for long-term growth. Projects involving high-performance database infrastructure, database migration, leasing and operating new data centers, and deploying international card systems (Visa, MasterCard) at new data centers have completed the redundant architecture, enhancing the availability and security of critical systems. Migrating systems to cloud computing platforms has increased flexibility, optimized costs, and shortened the time-to-market for new digital initiatives.

The SD-WAN (Software-Defined Wide Area Network) solution, synchronously deployed across the entire system, has significantly increased connection bandwidth, enhanced redundancy, minimized service disruptions, and reduced operating costs, creating a solid infrastructural foundation for business expansion..

- Strengthening Information Security and Safety

Security layers for mobile banking applications, network infrastructure, and data centers continue to be reinforced according to modern architecture. The redundancy system for the customer care hotline and the parallel operation mechanism between the primary and backup data centers enable SHB to maintain business continuity, enhance security levels, and protect the customer experience.

- Rebranding, Aiming Toward the Vision of a New Generation National-Scale Bank:

Starting from late 2025, SHB has implemented a rebranding project with the orientation of building an image of a modern, dynamic, and integrated bank. The official application of the new brand identity starting in 2026 not only marks a transformation in brand image but also reflects an internal-to-external evolution. This shift demonstrates a commitment to comprehensive innovation, enhancing customer experience, and affirming SHB's long-term development vision in the digital era to become a New Generation National-Scale Bank.

3.2. Subsidiaries and Affiliates

3.2.1. Subsidiaries

- **SHB Debt Management and Asset Exploitation One Member Limited Liability Company (SHAMC)**

SHB Debt Management and Asset Exploitation One Member Limited Liability Company (SHAMC) was licensed under Decision No. 508/2009/QĐ-NHNN dated March 11, 2009, and officially commenced operations on December 5, 2009.

After 16 years of operation, the Company has played an increasingly vital role in supporting SHB in debt settlement activities and ensuring the safe and efficient management of both the Bank's and customers' assets. SHAMC continues to focus on its core activities, including the purchase,

management, and exploitation of debt settlement assets, as well as providing security services to support SHB's business operations. In addition to meeting SHB's debt settlement and asset management needs, SHAMC provides service-based business activities to other credit institutions in the field of asset and outstanding debt settlement in accordance with legal regulations.

The Company's Total Assets over the past 16 years have grown significantly from VND 28 billion (December 31, 2009) to VND 62.3 billion (December 31, 2025), demonstrating a substantial expansion in scale.

In 2025, the Company achieved several results as follows: Met 100% of the security service requirements at SHB's business locations nationwide, bringing the total number of business locations with security deployment as of December 31, 2025, to 300 targets taken over and staffed by AMC (including 64 Branches and 230 Transaction Offices, 03 Buildings, and 03 other special targets nationwide); ensuring 100% security and safety for all targets. SHB AMC is managing 13 warehouses and 7 debt settlement assets nationwide, meeting 100% of the warehousing requests from SHB units. This figure is expected to expand further in the coming years to serve the security and logistics needs of the parent bank, SHB.

As of December 31, 2025, the Company's total workforce reached **887 employees**. Total revenue for 2025 amounted to **VND 114.9 billion**, with **Profit Before Tax** reaching **VND 10.4 billion**.

- **Saigon - Hanoi Bank Laos Limited (SHB Laos)**

SHB Laos, a 100% owned subsidiary, was established with a charter capital of USD 50 million through the transformation of the SHB Laos Branch model. From 2012 to 2015, SHB operated as a branch in Laos. On December 18, 2015, under License No. 41 issued by the Bank of the Lao PDR, the SHB Laos Branch was licensed as a one-member limited liability bank in Laos and became a subsidiary of SHB. On January 15, 2016, the head office was officially inaugurated in Vientiane, marking a new milestone in the scale of SHB Laos' operations. SHB Laos operates as an independent legal entity with its own organizational structure, maintaining two branches located in Champasak and Savannakhet provinces. SHB Laos provides banking and financial products and services, contributing to the diversification of the business portfolio, risk mitigation, and actively enhancing decision-making capabilities while performing more business operations as regulated and authorized by the parent bank in Vietnam. The establishment of SHB Laos has provided SHB with numerous opportunities to exploit and leverage the vast and promising potential of the Lao market, attracting investment and enhancing SHB's reputation and position in the Vietnamese and international financial markets, in line with the mission of developing SHB's vision and brand globally while strengthening the friendly neighboring relations between Vietnam and Laos.

After 14 years of operation and 10 years since transitioning to the subsidiary model in Laos, SHB Laos has achieved positive and breakthrough progress in its activities.

As of December 31, 2025, SHB Laos has 3 transaction points, including 1 head office and 2 branches, with 71 employees. Total assets reached LAK 2,984 billion, equivalent to VND 3,623 billion; market 1 capital mobilization reached LAK 636 billion, equivalent to VND 772 billion; outstanding credit reached LAK 1,840 billion, equivalent to VND 2,234 billion; Profit Before Tax reached LAK 60.8 billion, equivalent to VND 74 billion.

SHB Laos is consistently honored by the Ministry of Finance and the Tax Authority as one of the organizations that strictly comply with tax laws and annual state budget contribution policies, receiving certificates of merit and medals from the Tax Authority.

- **Saigon – Hanoi Bank Cambodia Limited (SHB Cambodia)**

With a charter capital of USD 75 million, SHB Cambodia is SHB's second 100%-owned subsidiary in the Indochina market, following SHB Laos. SHB Cambodia operates independently with its own organizational structure, built upon the model transitioned from the SHB Cambodia Branch..

After 14 years of operation, SHB Cambodia has established a diverse customer base, including both Vietnamese enterprises operating in Cambodia and local businesses, focusing primarily on key economic sectors such as rubber and real estate. In the coming period, SHB Cambodia will promote comprehensive development to fully exploit its potential and provide a complete range of products and services to customers. Entering 2025, as the general economic and political situation continued to face challenges—particularly border tensions between Cambodia and Thailand—SHB Cambodia's business results were not immune to these difficulties, with growth slowing down compared to 2024.

As of December 31, 2025, SHB Cambodia maintains 4 transaction points, including 1 head office and 3 branches, with 57 employees. Total assets reached VND 14,812 billion; capital mobilization reached VND 3,771 billion; outstanding credit reached VND 11,206 billion; and Profit Before Tax reached VND 138.5 billion.

3.2.2. Affiliates

- **SHB Finance Limited Liability Company (SHBFinance)**

Saigon - Hanoi Commercial Joint Stock Bank Finance Limited Liability Company (SHBFinance) was established on December 12, 2016, following the merger of Vinaconex - Viettel Finance Joint Stock Company (VVF) into SHB. SHBFinance has a charter capital of VND 1,000 billion, in which SHB owns 50% and Bank of Ayudhya Public Company Limited (Krungsri) of Thailand owns 50%.

In 2023, SHB completed the transfer of 50% of its equity interest in SHBFinance to Bank of Ayudhya Public Company Limited (Krungsri) of Thailand (a strategic member of MUFG Group, Japan). This has created a new and comprehensive momentum for SHBFinance to accelerate the implementation of its medium and long-term plans in accordance with international standards, as well as its strategy to develop a finance company with leading strengths in technology and digitalization in Vietnam.

In the context of Vietnam's consumer finance market entering a restructuring phase with increasing requirements for risk management, compliance, and customer experience, SHBFinance identified 2025 as a pivotal year to consolidate its internal foundation and standardize its operating system, creating a premise for long-term growth.

Based on the perspective that digital transformation is not just a technological challenge, SHBFinance has simultaneously invested in system upgrades and workforce capability development. The enterprise implemented intensive training programs on information security, anti-money laundering, financial management, and a series of internal workshops centered on the theme "Transformation – Compliance – Excellence." These efforts helped SHBFinance be recognized as the "Best IT Company in Vietnam" by ITviec and, for the second consecutive year, be honored as the "Best Companies to Work for in Asia" at the HR Asia Awards 2025.

In 2025, SHBFinance accelerated its digital transformation program in line with the modernization orientation of the industry and the market. Notable results included a

comprehensive upgrade of the Loan Management System (LMS), enabling faster product configuration, automated debt classification, improved limit and collateral management, and a shortened time-to-market for new products. SHBFinance also implemented an upgrade to its eKYC platform, which was applied not only for customer identification but also for sales force recruitment and sales process management, thereby enhancing operational efficiency and compliance. These initiatives contributed to forming a flexible and sustainable digital operating model, supporting long-term growth.

SHBFinance’s digitalization journey recorded a distinct milestone with over 3 million applications served. The enterprise focused on optimizing the entire customer journey through the application of technology and data, helping to shorten processing times, improve accuracy, and personalize the experience. The automated approval solution helped increase revenue by 49% in the fourth quarter of 2025 and saved up to 90% of application processing time.

In parallel with technological innovation, SHBFinance expanded its presence on digital ecosystems such as ZaloPay and MoMo, while strengthening information security and data privacy as a consistent commitment in the digitized environment. The customer-centric orientation continued to be reflected through a 44% increase in the NPS index compared to 2024.

The year 2025 also marked a significant shift in building a compliance culture at SHBFinance, as compliance became the foundation for sustainable development, linked to governance discipline and the standards of the State Bank of Vietnam and Krungsri Group.

As of December 31, 2025, SHBFC's personnel totaled 2,310 people. Total assets reached VND 9,144 billion; capital mobilization reached VND 8,008 billion; outstanding loans reached VND 6,978 billion; and total profit before tax reached VND 62.4 billion.

4. Financial Status

Key Financial Indicators

Indicators	Unit	2024	2025	Increase compared to 2024
1. Capital Scale				
Total Assets	VND billion	747,478	892,009	19.34 %
Charter Capital	VND billion	36,629	45,942	25.43%
Equity	VND billion	75,039	92,521	23.11%
2. Business Results				

Capital Mobilization	VND billion	660,983	760,501	15.06%
Total Credit Extension	VND billion	533,984	619,538	16.02%
Net Income	VND billion	23,572	29,017	23.11 %
Profit Before Tax	VND billion	11,569	15,021	29.84 %
3. Safety				
Capital Adequacy Ratio (CAR)	%	11.82	12.62	Ensuring SBV's regulations under Basel II ($\geq 8\%$)
Non-Performing Loan (NPL) Ratio (Under Circular 31/SBV)	%	2.40	1.95	Ensuring SBV's regulations ($\leq 3\%$)
Overdue Debt Ratio (Under Circular 31/SBV)	%	3.27	2.50	Ensuring SBV's regulations ($\leq 5\%$)
4. Liquidity				
Loan-to-Deposit Ratio (LDR)	%	76.58	78.54	Ensuring SBV's regulations ($\leq 85\%$)
Ratio of Short-term Funds used for Medium and Long-term Loans	%	23.62	24.22	Ensuring SBV's regulations ($\leq 30\%$)
Liquidity Reserve Ratio	%	16.66	17.13	Ensuring SBV's regulations ($\geq 10\%$)

(Source: 2025 Audited Consolidated Financial Statements)

(*) Total credit extension is based on the credit growth calculation method prescribed by the SBV.

5. Shareholder Structure and Changes in Owner's Equity

5.1. Shares

- Total number of shares: **4,594,200,024 shares**
- Number of outstanding shares: **4,593,703,838 shares**
- Number of restricted shares: **165,344,929 shares**
- Number of freely transferable shares: **4,428,855,095 shares**

5.2. Shareholder Structure

- By Major and Minor Shareholders

No.	Shareholder Type	Total Number of Shareholders	Ownership Ratio of Common Shares
1	Major Shareholders	1	7.85%
2	Minor Shareholders	159,770	92.15%
	Total:	159,771	100%

(Major shareholders are those holding 5% or more of the Bank's shares. Minor shareholders are those holding less than 5% ownership.)

- By Institutional and Individual Shareholders

No.	Shareholder Type	Total Number of Shareholders	Ownership Ratio
1	Institutional	328	19,2%
2	Individual	159.443	80,8%
	Total:	159.771	100%

- By Domestic and Foreign Shareholders

No.	Shareholder Type	Total Number of Shareholders	Ownership Ratio
1	Domestic Shareholders	159,163	96.02%
2	Foreign Shareholders	608	3.98%
	Total:	159,771	100%

- By State and Other Shareholders

No.	Shareholder Type	Total Number of Shareholders	Ownership Ratio
1	State Shareholders	8	0.64%
2	Other Shareholders	159,763	99.36%
	Total:	159,771	100%

5.3. Changes in Owner's Equity:

In 2025, SHB increased its charter capital from **VND 36,629,085,420,000** to **VND 45,942,000,240,000** through the issuance of shares to pay dividends for the years 2023 and 2024..

5.4. Treasury Share Transactions:

- Number of SHB treasury shares as of December 31, 2025: **496,186 shares**
- In 2025, SHB did not incur any treasury share transactions

5.5. Other Securities: None

5.6. Share Transactions of the Board of Directors, Board of Management, and Supervisory Board:

For details of share transactions involving the Board of Directors, Board of Management, and Supervisory Board, please refer to Section 3.2 of the Corporate Governance chapter on page 110.

3. Environmental and Social Impact Report

For the detailed Environmental and Social Impact Report, please refer to the Sustainable Development chapter on page 142

III. ASSESSMENT REPORT OF THE BOARD OF MANAGEMENT

Stepping into its 32nd year of continuous development and innovation, SHB continues to take pride in being among the top leading private commercial joint-stock banks in Vietnam. The Bank has successfully fulfilled two major simultaneous missions: operating its business safely and effectively towards international standards, while actively leading the implementation of major guidelines and policies of the Party, the Government, and the State.

1. Assessment of Business Performance

Over the past 5 years, steadfast in the business principle of customer-centricity, the growth rates of SHB's key business indicators have remained stable and consistently higher than the industry average, ranging from 10% to 30%. All operational indicators in 2025 showed growth compared to 2024 and closely aligned with the set plans.

- Thanks to the strategic vision of the Board of Directors and the trust and support of our valued Shareholders, SHB's Management Board proactively implemented flexible and effective solutions, ensuring the fulfillment and exceeding of all planned goals and targets. The 2025 results contribute significantly to the objective of completing the 5-year Development Strategy for 2024 – 2028:

- Profit Before Tax in 2025 reached VND 15,021 billion, exceeding the plan approved by the General Meeting of Shareholders and achieving a 30% growth (an increase of VND 3,452 billion) compared to 2024.

- Total Assets reached VND 892,009 billion, an increase of VND 144,531 billion, equivalent to a 19.34% increase compared to the end of 2024, completing 107% of the 2025 plan. SHB's average total asset growth rate over the past 03 years reached 15.7%, higher than the average growth rate of the entire credit institution system for the 2023-2025 period (12.9%).

- Credit growth was robust, meeting the capital needs of the economy. SHB's total consolidated outstanding credit reached VND 619,538 billion, of which the bank's individual outstanding credit reached VND 606,098 billion, a 16% growth, reaching the maximum target assigned by the State Bank of Vietnam (SBV).

- Successfully completed the 18% dividend payment, ensuring shareholder interests and maintaining the position as one of the TOP 6 largest private Commercial Joint Stock Banks in Vietnam by capital scale, with a charter capital of VND 45,942 billion and equity of VND 92,521 billion as of the end of 2025.

- **Diverse** and flexible capital mobilization products coupled with superior customer service quality have enabled SHB to maintain strong growth in its mobilization scale. As of December 31, 2025, total capital mobilization reached VND 760,501 billion (including deposits from economic organizations and individuals, deposits from credit institutions, and funds mobilized from international organizations), an increase of VND 99,518 billion, equivalent to a 15.1% increase compared to 2024.

- Continued expansion of partnerships with large, prestigious domestic and international organizations, boasting more than 600 correspondent banks worldwide. SHB maintains strong relationships with multilateral international financial institutions such as the WB, ADB, etc., and the governments of Germany, Japan, and Finland in the fields of sustainable development, environmental protection, and support for vulnerable groups in society.

- Sustained revenue growth and optimized operating costs were achieved through exceptional operational efficiency and significant investment in digital transformation and banking modernization projects. In 2025, the Cost-to-Income Ratio (CIR) was maintained at a low 22.1%—among the best

in the market. The internal operational digitalization rate reached over 75%, minimizing manual tasks and shortening processing times.

- Subsidiaries and affiliate banks operated effectively, contributing significantly to the overall results of the entire bank.
- Organizational consolidation and network expansion continued to be prioritized. With a widespread network of 584 transaction points across 31 out of 34 major provinces and cities nationwide, SHB promptly meets the financial transaction needs of all customers.
- Proactive alignment with national **policies** and active participation in social security and community welfare activities.

In the second year of implementing its 5-year transformation strategy, SHB continued to make significant improvements and remarkable progress, moving steadily toward completing its strategic goals—firmly entering a new era with achievements such as:

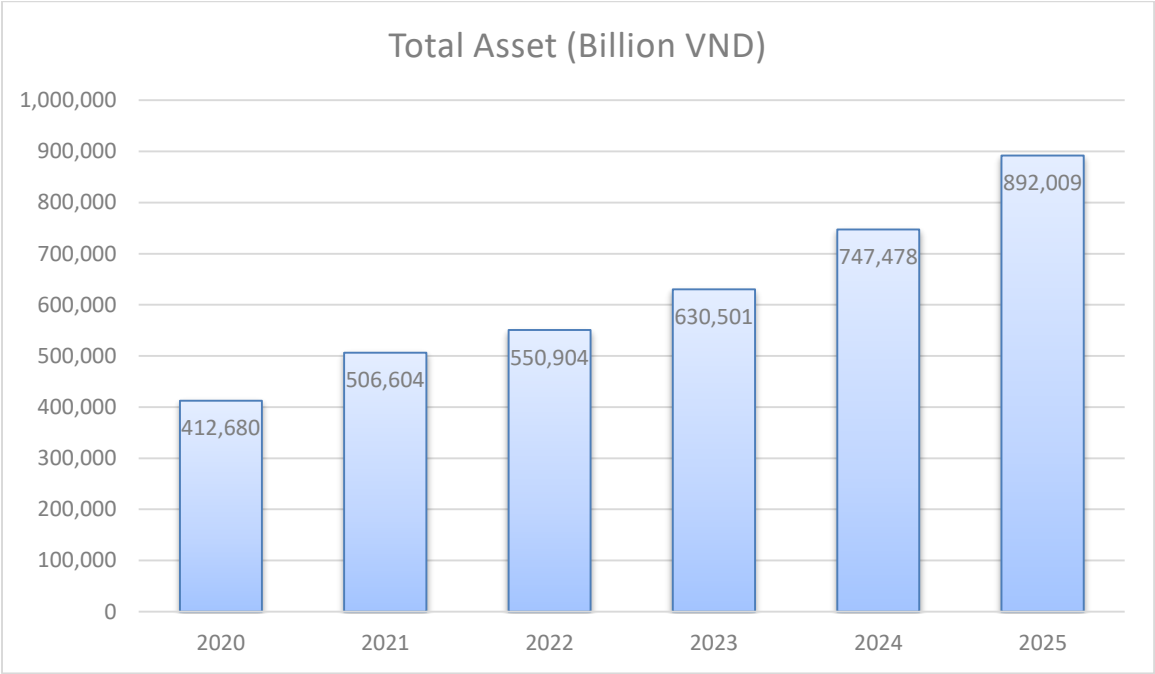
- Closely following planned targets regarding assets, credit extension, capital mobilization, and profit; enhancing financial capacity and governance, and maintaining its position as one of the largest private commercial joint-stock banks in Vietnam.
- Accelerating digital transformation to improve business efficiency: SHB's products and services are gradually optimizing distribution channels toward a "Digital First" approach. The sharp growth in the proportion of transactions via digital banking has helped SHB acquire new customers, increase efficiency, and save costs. Currently, 90% of SHB's key operations can be performed entirely on digital channels, and 90% of customer transactions are executed completely through Mobile Banking and Internet Banking.
- Enhancing financial and operational efficiency, focusing on developing high-quality human resources, and standardizing as well as digitizing internal processes. Thanks to the decisive digitalization of all banking operational processes, SHB has achieved a low Cost-to-Income ratio even while continuing to push investments in technological modernization.
- **Risk management, aiming to meet international practices and standards:** In 2025, SHB applied credit risk measurement models into its business activities and researched capital requirements for credit risk according to the Internal Ratings-Based (IRB) approach (Basel II); and is on the roadmap to completing the entire advanced risk management framework with the goal of meeting all Basel II – IRB requirements by 2027, while aligning with the SBV's orientation on improving the risk management capacity of the credit institution system; Integrated the Environmental and Social Management System (ESMS) with a clear structure into the credit granting process; Expanded the application of technology and big data (Big Data, AI) in credit risk management, helping to improve accuracy in risk assessment and credit decision-making; applied liquidity risk management according to Basel III standards (LCR, NSFR) and implemented advanced asset-liability management and measurement tools (FTP, ALM), helping to strictly control cash flows, ensure liquidity, and maintain proactive reserves in case of adverse market developments.

2. Financial Status

2.1. Asset Status

Total assets in 2025 increased by 19.34% to **VND 892,009 billion**, continuing to maintain SHB's position among the largest private commercial joint-stock banks in Vietnam..

SHB's average asset growth rate over the past 5 years reached **16.7%**.

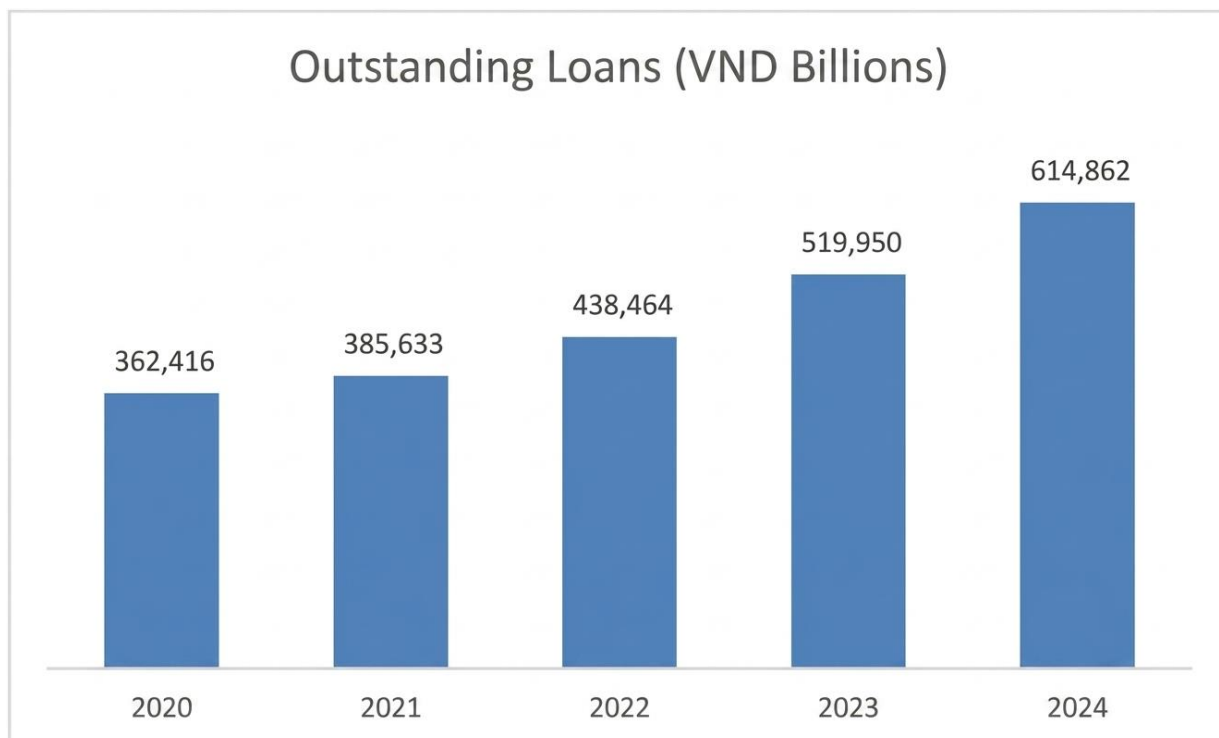


In parallel with scale growth, SHB always pays attention to improving asset quality with a reasonably structured asset proportion, ensuring high profitability while maintaining safety and good liquidity. The asset structure has shifted towards increasing the proportion of non-credit activities to reduce reliance on credit operations.

2.2. Credit Activities

Promoting its key role as one of the 6 largest private Commercial Joint Stock Banks in Vietnam, SHB has actively responded to the policies of the Government and the State Bank of Vietnam (SBV), focusing credit on industries within the socio-economic development strategy for the 2021–2025 period. The Bank directed capital flows toward customer segments such as enterprises operating in agriculture and rural areas, export-oriented businesses, small and medium-sized enterprises (SMEs), businesses in supporting industries, high-tech enterprises, and startups, among others.

- Credit activities grew strongly, closely following the orientation of the State Bank of Vietnam and the Bank's business development strategy



- **Impressive growth, closely following the orientation of the SBV:** In 2025, SHB continued to adhere strictly to the directives of the Government and the SBV, focusing credit extension on priority sectors and sustainable growth drivers of the economy, lending to green projects, energy efficiency, renewable energy, infrastructure development, housing, tourism, and key local economic sectors. As of the end of 2025, SHB's total consolidated outstanding credit reached VND 619,538 billion, of which outstanding loans to customers reached VND 614,682 billion. The bank's individual outstanding credit reached VND 606,098 billion, a growth of 16%, reaching the maximum target assigned by the SBV. Outstanding loans to priority sectors such as agriculture and rural areas, exports, manufacturing and processing industries, green and environmental protection projects, logistics, and SMEs continued to grow in line with the Bank's sustainable development orientation (the proportion of green sector loans accounted for 9.8% of total outstanding loans, while SME loans accounted for nearly 44% of total Corporate Customer outstanding loans).

- **Accompanying businesses and citizens:** In 2025, amidst a market filled with difficulties and challenges, SHB consistently prioritized the common interest and the sustainable development of the community. The Bank implemented financial support packages and interest rate reductions totaling trillions of VND (such as the Interest Rate Support Loan Program and the Housing Support Loan Package for low-income individuals); simultaneously, it assisted customers in building business plans and provided comprehensive financial products and services on modern technological platforms, helping customers manage their finances effectively. SHB also actively connected businesses with prestigious organizations, providing market information and State support policies to help enterprises stabilize and grow.

- **Flexible and optimized credit solutions for customers:** To promote effective credit growth, SHB has implemented a diverse portfolio of credit products, ranging from comprehensive packages to specialized solutions tailored to the characteristics of each economic region. These include supply chain and value chain financing products, combined with competitive credit policies such as preferential interest rates, flexible limits, and streamlined application processing.

- **Breakthrough in Retail – Digitizing for better service:** SHB launched a series of flexible loan products with competitive interest rates, simplified procedures, and integrated digital technology to enhance the customer experience. Loan packages are flexibly designed to meet diverse needs—from consumption, home purchases, and business operations to disaster recovery support—with a credit scale reaching tens of trillions of VND. The combination of flexible interest rates and the application of digital transformation was a highlight of the Bank's customer acquisition strategy in 2025.

- **Corporate Customer Segment - Accompanying and Developing:** SHB focuses on credit packages with preferential interest rates to attract customers, featuring streamlined processes thanks to digital technology applications and an orientation toward supporting priority sectors such as SMEs, exports, FDI, and green development through programs like "Sustainable Development," "SLINK Value Chain," and "Reconstruction and Recovery." These credit packages not only meet capital needs but also help businesses recover and optimize operations amidst economic volatility. Particularly in the agricultural credit sector, SHB has designed financial products tailored to production cycles, including inter-crop loans and credit book loans, supporting farmers in accessing capital directly in their local areas without needing to visit bank headquarters. Simultaneously, SHB's promotion of credit following high-tech linked chain models in agricultural production and export has helped optimize transaction costs, shorten capital turnover time, and improve cash flow management efficiency for customers.

- With a credit strategy that closely follows market needs and sustainable development trends, in addition to ensuring safe and effective credit growth, SHB has affirmed its pioneering role in driving economic development and accompanying businesses and citizens through every stage of recovery and growth.

- **Green Credit Extension, Supporting Sustainable Business Development**

- SHB identifies green banking as a strategic pillar in its sustainable development orientation, contributing to long-term value for the economy and enhancing the Bank's position within the financial system. Over the past year, SHB continued to deploy a series of preferential credit packages focusing on renewable energy (wind, solar, green hydrogen), wastewater treatment, waste recycling, green agriculture, and eco-friendly transportation to increase the proportion of green credit and support businesses in transitioning to sustainable production models. Notably, SHB also stepped up support for SMEs and women-owned businesses through preferential financing programs, financial consulting, and governance capacity building. SHB implemented customer support utilizing non-refundable aid, which accounted for 35% of the total project capital; SHB is the leading bank among the 5 participating banks.

- Additionally, SHB has developed and applied a set of Environmental and Social (E&S) risk assessment standards, ensuring that funded projects meet strict criteria regarding environmental protection and efficient resource utilization.

- SHB is one of the leading banks in participating in international cooperation programs, mobilizing medium- and long-term capital from the World Bank (WB), the Asian Development Bank (ADB), and the Japan International Cooperation Agency (JICA) to develop green credit in areas such as SME support, rural finance, sustainable agricultural transformation, and renewable energy. Notably, SHB was selected by the WB and GCF as the Management Unit for the Risk Sharing Facility of the Vietnam Scaling Up Energy Efficiency Project (VSUEE) with a total value of USD 86.3 million, affirming its pioneering position in the field of green finance.

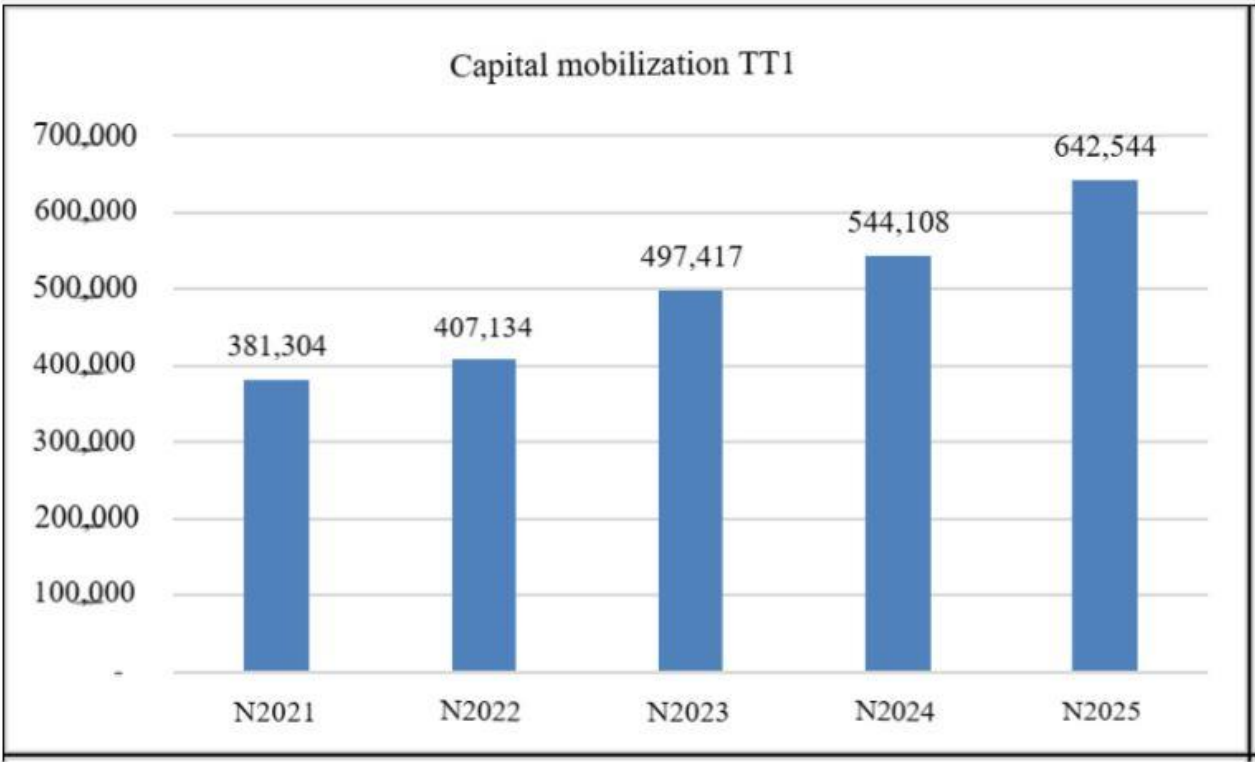
- With strategic and determined steps, SHB is not only a pioneer in greening credit but also plays a vital role in promoting the sustainable development of the economy, thereby contributing to the realization of the nation's green development goals.

2.3. Capital Mobilization Activities

Diverse and flexible capital mobilization products with superior customer service quality have helped SHB continue its strong growth in mobilization scale.

With a customer-centric strategy, SHB has strongly and comprehensively developed its capital mobilization channels, especially digital channels with diverse, customized, and flexible products designed to bring the best benefits to each target customer segment. As a result, SHB's mobilization scale continued to achieve good growth, with abundant liquidity to serve effective capital utilization plans.

As of December 31, 2025, the capital mobilization scale reached **VND 760,501 billion** (including deposits from economic organizations and individuals, deposits from credit institutions, and funds mobilized from international organizations), an increase of VND 99,518 billion, equivalent to a **15.1% increase** compared to 2024. In which, capital mobilized from economic organizations and individuals reached **VND 642,544 billion**. SHB's growth rate of mobilization from economic organizations and residents over the three years from 2023 to 2025 reached **16.4%**, higher than the average growth rate of the entire credit institution system (12.9%), accounting for a **3.14% market share** of the system's total mobilization.



Continuing to expand cooperation with large, prestigious domestic and international organizations

In 2025, SHB continued to maintain and expand relationships with numerous international organizations and financial institutions through a network of more than 600 correspondent banks worldwide, helping to affirm the position and enhance the reputation of the bank. Notably, SHB

successfully mobilized USD 250 million with a 3-year term from international financial institutions to finance green projects as prescribed in SHB's Green Finance Framework, contributing to the diversification of SHB's capital structure and effectively meeting the ratio of short-term funds used for medium- and long-term loans as regulated by the SBV..

With the experience and achievements gained during the implementation of ODA projects funded by multilateral international financial institutions such as the WB, ADB, etc., and the Governments of Germany, Japan, and Finland in the fields of sustainable development, environmental protection, and support for vulnerable groups in society, SHB has continuously enhanced its reputation with investors in the international market, thereby successfully mobilizing stable medium- and long-term capital from large and prestigious financial institutions. By the end of 2025, the funding from these organizations for which SHB was selected as the Relending Bank and Serving Bank reached USD 2.82 billion, with 30 projects deployed across the entire system. To effectively participate in projects and mobilize medium- and long-term capital from international organizations, SHB not only fully complies with SBV regulations but also focuses on improving financial capacity, strengthening risk management according to international standards, building a clear sustainable development strategy, and maintaining close and prestigious cooperative relationships with global partners..

Saigon – Hanoi Commercial Joint Stock Bank (SHB) officially became one of the 7 founding members of the Vietnam International Financial Center in Ho Chi Minh City (VIFC-HCMC), announced in February 2026. This participation affirms SHB's core role in creating an ecosystem, connecting international capital, and promoting green and sustainable finance in Vietnam.

At the same time, marketing, development, and customer engagement activities also took place vibrantly:

Implementing engagement programs such as “Happiness is being Vietnamese” – The Bank accompanying the 80th anniversary of Vietnam's National Day; The Bank Sowing Happiness – The Bank accompanying customer service products and social security activities. These programs created cultural imprints and increased goodwill toward the SHB brand.

With the results achieved, SHB continues to effectively implement its "retail in wholesale" strategy, providing high-quality, dedicated products and services tailored to the diverse and specific needs of each segment, at every age and stage of life for individual customers, and at every stage of development for businesses..

2.4. Investment Activities

SHB's securities investment portfolio continued to be structured with a reasonable proportion to ensure effective and safe capital utilization while supporting liquidity assurance. As of December 31, 2025, SHB's balance of debt and equity securities investments reached VND 28,355 billion, with government bonds accounting for the majority (61%) to ensure the bank's liquidity. The balance of corporate bonds from credit institutions was VND 4,676 billion, equivalent to 16% of the investment securities portfolio, intended for financing green energy projects.

The balance of long-term capital contributions and investments as of December 31, 2025, was VND 3,702 billion, of which investments in subsidiaries and associates amounted to VND 3,544 billion, and other long-term capital contributions were VND 158 billion.

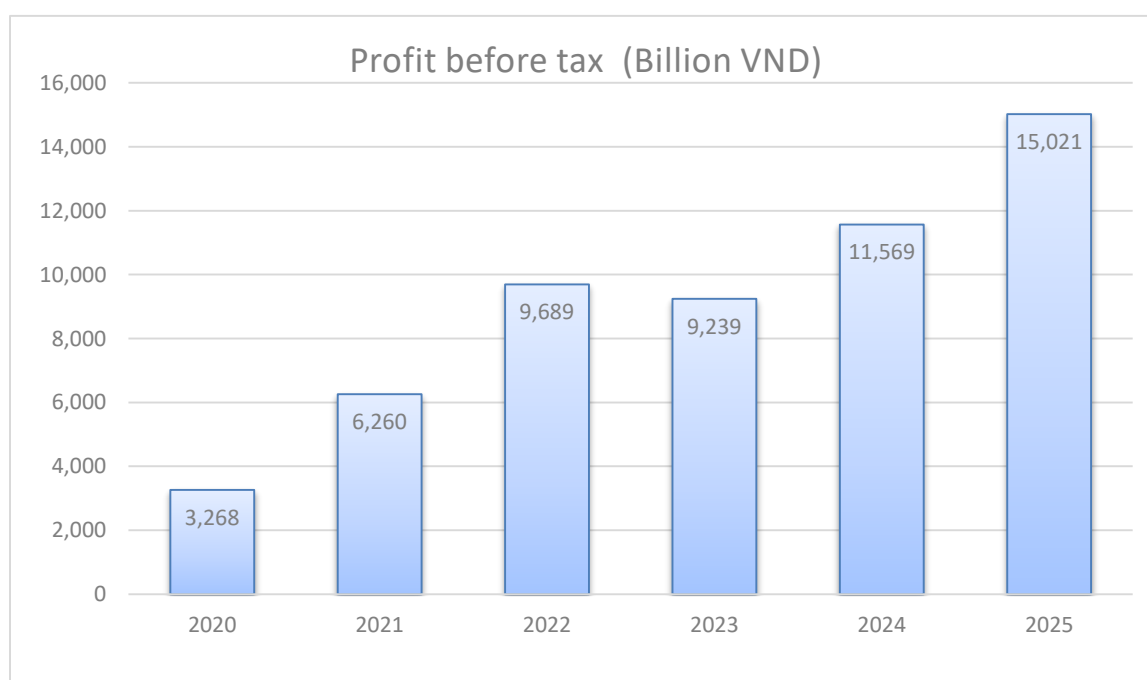
2.5. Income, Expenses, and Profit

Maintaining revenue growth and optimizing operating management costs by enhancing superior operational efficiency along with heavy investment in digital transformation projects and bank modernization.

In 2025, SHB continued to maintain solid revenue growth while effectively controlling operating expenses amidst network expansion and heavy investment in bank modernization. Net operating income reached **VND 29,017 billion**, an increase of **23.1%** compared to 2024. In which, net interest income reached **VND 20,215 billion**. Income from service activities reached **VND 3,206 billion**, 2.5 times higher than in 2025 – this is an initial achievement in SHB's strategy to increase the proportion of service income to diversify revenue sources, reduce credit and interest rate risks, and fully meet customer needs.

Amidst strong investment in digital transformation and modernization, SHB has still maintained good control over operating expenses through procedural reforms, operational digitalization, and strict cost management. Total operating expenses in 2025 were **VND 6,422 billion**, closely following the expense plan set by the bank. Credit risk provision expenses amounted to **VND 7,575 billion**.

Profit before tax in 2025 reached **VND 15,021 billion**, an increase of 30% compared to 2024. SHB's average growth rate of profit before tax over the past 5 years reached **35.7%**.

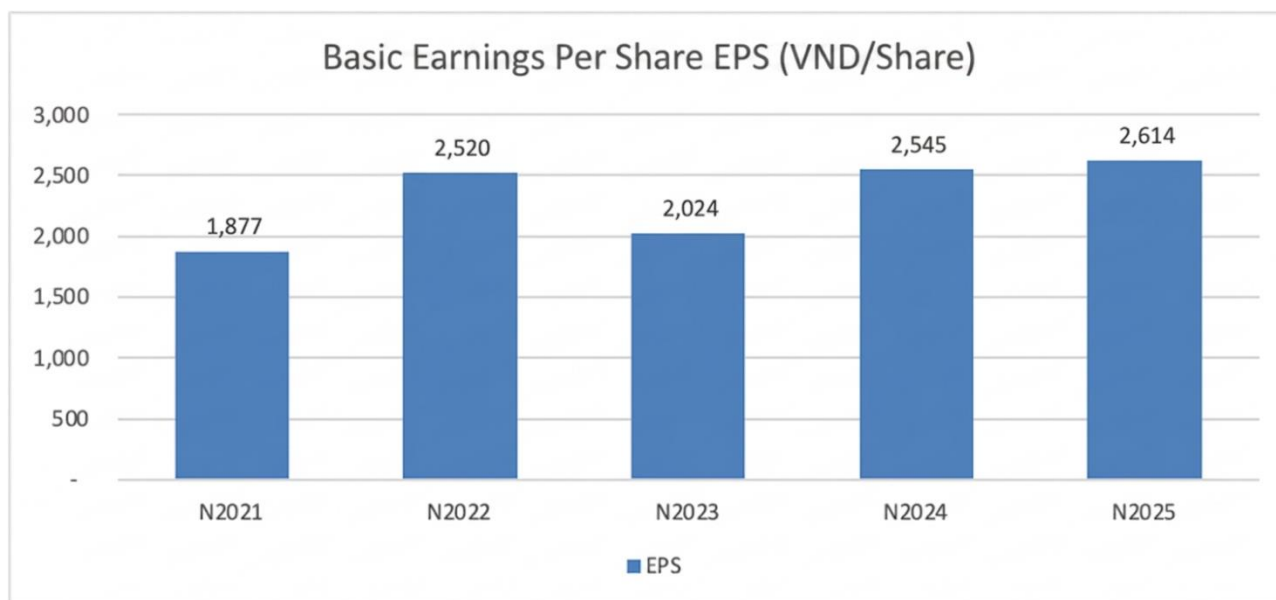
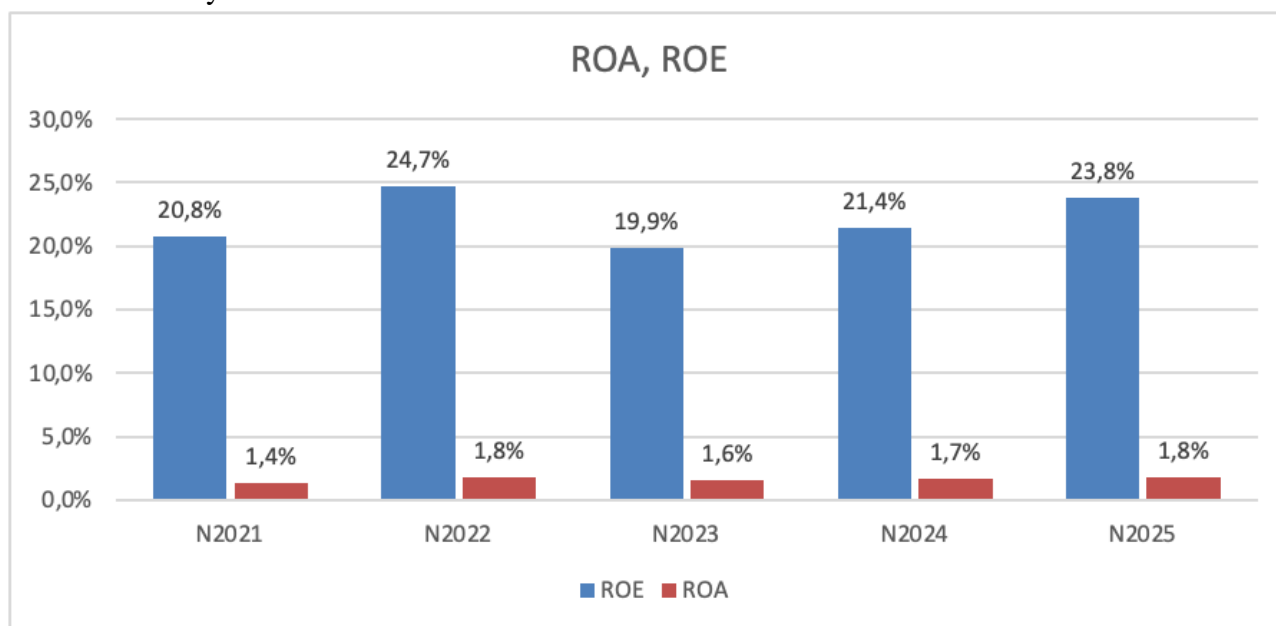


- SHB was ranked among the top private commercial joint-stock banks for high profit before tax growth. The Bank's profit before tax growth was largely due to efficient operating costs, including proactively seeking preferential or low-cost capital sources, improving risk management quality to minimize costs related to credit and operational risks, promoting automation and digitalization, and introducing advanced technology into Bank governance to improve management capacity, as well as a significant increase in service fee income from payment and cash service revenues. The internal operational digitalization rate reached over 75%, helping to minimize manual tasks and shorten processing times. Therefore, the bank's Cost-to-Income Ratio (CIR) in 2025 was **22.1%**, making it one of the banks with the best CIR control in the industry.

2.6. Profitability Ratios and Earnings Per Share

In 2025, SHB's Return on Assets (ROA) reached **1.8%**. The Return on Equity (ROE) reached **23.8%**. Earnings Per Share (EPS) reached **VND 2,614/share**.

Profitability Ratios



2.7. Asset Quality

In 2025, SHB continued to implement the bank-wide overdue debt settlement and recovery campaign "Drastic – Fast – Effective" with the goal of maximizing debt recovery and definitively settling bad debts and outstanding debts to maintain the bad debt ratio at a safe level as regulated by the SBV and enhance the bank's competitive capacity; reduce the ratio of bad debts and overdue debts, minimize losses for the bank; prevent, limit, and effectively control bad debts arising in the future; and improve the efficiency of risk management for the bank.

In addition, SHB consistently strengthens its provisioning to improve asset quality. SHB fully performs risk provisioning in accordance with legal regulations in each period. By the end of 2025,

SHB's bad debt ratio was **1.95%** (according to Circular 31/2024/TT-NHNN), and SHB's total risk provision fund was **VND 10,498 billion**.

2.8. Capital Adequacy and Liquidity

Beyond the impressive business performance indicators, SHB's safety, liquidity, and risk management ratios are all significantly better than the regulations set by the SBV and international standards.

SHB always strictly complies with all SBV regulations regarding operational safety ratios. The Capital Adequacy Ratio (CAR) has remained stable above the 8% threshold as prescribed in Circular 41/2016/TT-NHNN; the liquidity reserve ratio in 2025 reached 17.13% (SBV regulation ≥ 10%); the ratio of short-term funds used for medium and long-term loans reached 24.22% (SBV regulation ≤ 30%); and the solvency ratios for various currencies are always maintained within the thresholds regulated by the SBV..

In 2025, SHB applied credit risk measurement models into its business operations and researched capital requirements for credit risk according to the Internal Ratings-Based (IRB) advanced approach (Basel II); the Bank is currently on the roadmap to finalize the entire advanced risk management framework with the goal of meeting all Basel II – IRB requirements by 2027, aligning with the SBV's orientation on enhancing the risk management capacity of the credit institution system; Integrating the Environmental and Social Risk Management System (ESMS) with a clear structure incorporated into the credit granting process; Expanding the application of technology and Big Data (AI) in credit risk management, helping to improve accuracy in risk assessment and credit decision-making;

In addition, the bank applies liquidity risk management according to Basel III standards (LCR, NSFR) and deploys advanced asset-liability management and measurement tools (FTP, ALM), which help strictly control cash flows, ensure liquidity, and maintain proactive reserves in case of adverse market developments. The bank also builds scenarios and conducts liquidity stress tests every 6 months to assess liquidity and capital management capabilities under both normal and adverse conditions. Furthermore, SHB continues to diversify mobilized capital sources, balance assets and liabilities, and closely monitor liquidity indicators to ensure the bank remains proactive with timely response plans.

Capital Adequacy 2021 - 2025

2021	2022	2023	2024	2025	SBV Regulations
11.86%	12.22%	12.19%	11.82%	12.62%	According to Basel II (>=8%)

3. Improvements in Organizational Structure, Policy, and Management

In the second year of implementing its 5-year transformation strategy, SHB has taken powerful transformative steps to enhance governance capacity, optimize its operating model, and strengthen business efficiency. SHB's strategic goals are concretized into strategic initiatives with specific implementation roadmaps. As these initiatives are gradually put into operation and business, they have created momentum to help SHB improve efficiency amidst a challenging economic context, creating a solid foundation for stronger growth in 2026 and moving closer to the strategic goals for 2028.

3.1. Improvements in Organizational Structure and Management

- In 2025, SHB continued to implement governance and administration in strict compliance with the orientations of the Government and the State Bank of Vietnam, closely following the development strategy and business plan approved by the General Meeting of Shareholders. SHB applied the Management by Objectives (MBO) method to optimize resources, flexibly adjust business strategies, strictly control risks, and effectively implement transformation initiatives, helping the bank enhance its adaptability and maintain high operational performance.
- The Bank has consolidated its organizational apparatus toward a lean and efficient model, aligned with strategic goals through 2028 and the vision to 2035. Several divisions, departments, and units have been restructured or newly established to strengthen business capacity, optimize operating costs, and enhance labor productivity.
- Continuing to refine a clear and transparent decentralization mechanism between the Head Office and business units, creating conditions for each unit to maximize its potential within a framework of strict risk management and rigorous compliance with internal regulations.
- In 2025, SHB implemented the simplification, optimization, and automation of workflows to minimize personnel costs and transaction processing times; increased labor productivity through training, skill improvement, and enhancing the work environment to boost performance; applied advanced information technology: Utilizing technologies such as Artificial Intelligence, automation, and data analytics to enhance efficiency and minimize errors. Thanks to drastic digitalization across all operational processes of the bank, SHB achieved a low cost-to-income ratio while still aggressively investing in technological modernization.

3.2. Improvements in risk management, aiming to meet international practices and standards

- In 2025, SHB applied credit risk measurement models into its business operations and researched capital requirements for credit risk according to the Internal Ratings-Based (IRB) advanced approach (Basel II); the Bank is currently on the roadmap to finalize the entire advanced risk management framework with the goal of meeting all Basel II – IRB requirements by 2027, aligning with the SBV's orientation on enhancing the risk management capacity of the credit institution system.
- Establishing the Environmental and Social Risk Management System (ESMS) with a clear structure incorporated into the credit granting process. At the same time, SHB constantly expands and enhances its capacity in green credit growth as well as implementing environmental and social risk management measures in credit granting activities, developing the green credit portfolio sustainably.
- Expanding the application of technology and Big Data (AI) in credit risk management, helping to improve accuracy in risk assessment and credit decision-making.
- SHB applies liquidity risk management according to Basel III standards (LCR, NSFR) and deploys advanced asset-liability management and measurement tools (FTP, ALM), which help strictly control cash flows, ensure liquidity, and maintain proactive reserves in case of adverse market developments.
- Has finalized its operational risk management framework, meeting the requirements of Circular 13/2018/TT-NHNN and international practices to protect customer interests and enhance operational efficiency. Notably, SHB has implemented the alternating operation of its Core Banking system to ensure business continuity and rapid recovery capabilities in the event of an incident.

3.3. Improvements in Technology and Products

In 2025, SHB Bank synchronously implemented numerous key information technology projects to drive digital transformation, enhance management capacity, and support sustainable growth. These projects are oriented along three consistent pillars: customer-centricity – data-driven operations – and secure, flexible, and scalable infrastructure.

On the customer front, SHB upgraded its digital banking application with higher security standards, optimized electronic identification (eKYC) processes, and expanded the payment ecosystem. Solutions such as automated queuing, call quality assessment, outbound customer care systems, and centralized notification management help standardize service quality and enhance the multi-channel experience.

In terms of risk management and operations, the bank has implemented an internal credit rating system, capital adequacy ratio calculations using advanced methods, a credit reporting system, and a centralized debt processing platform. Notably, the **Risk Datamart** project has created a unified risk data warehouse, serving reporting, analysis, and the implementation of credit risk measurement models. In parallel, **operational Dashboards** for the Retail Banking Division, Corporate Banking Division, and Finance – Accounting Division provide a real-time business overview, supporting data-driven decision-making.

In terms of infrastructure, SHB has modernized its data centers, migrated databases, implemented international card systems at the new data center, and applied cloud computing and SD-WAN networking across the entire system to increase bandwidth, ensure redundancy, and optimize operating costs. Application and infrastructure security layers continue to be strengthened, ensuring continuous and safe operations.

Overall, the IT projects of 2025 have established a synchronized technological foundation, enhancing SHB's competitive capacity, management quality, and operational efficiency in this new stage of development.

4. Future Development Plan (2026-2030)

Based on the 2025 business results and research forecasting the business environment, SHB continues to identify the implementation of 4 pillars and key focus tasks for the entire system in 2026 as follows:

- Institutions and Mechanisms;
- Human Resources;
- Customer and Market Centricity;
- IT Platform and Digital Transformation.

Customer and Market Centricity:

- Key Financial Target Projections for 2026

Unit: Billion VND

No.	Indicator	Scenario 1	Scenario 2
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		Plan	Growth	Plan	Growth
1	Total Assets	974,773	9 %	1,028,381	15%
2	Charter Capital (*)	59,315	29%	59,315	29%
3	Credit Balance	681,103	10%	716,148	16%
4	Profit Before Tax	17,665	18%	19,165	28%
5	NPL Ratio (per Circular 31)	≤ 2.00%		≤ 2.00%	

(*) Credit growth is adjusted according to the SBV's approval; capital mobilization from economic organizations and individuals is aligned with actual credit growth rates to optimize the balance sheet.

Based on the forecasts for credit growth scenarios in 2026, SHB has developed the 2026 profit plan as follows:

- **Scenario 1:** In the event that SHB's credit growth in 2026 reaches the maximum SBV regulation of 10.2%, SHB's planned profit before tax for 2026 is **VND 17,665 billion**, an 18% increase compared to 2025.

- **Scenario 2:** In the event that SHB's credit growth in 2026 reaches the maximum SBV regulation of 16%, SHB's planned profit before tax for 2026 is **VND 19,165 billion**, a 28% increase compared to 2025.

5. Management's Explanation for the Audit Opinion

Deloitte Audit Company has no adverse opinion regarding SHB's Financial Statements

6. Assessment Report on Environmental and Social Responsibility

6.1. Assessment of Environmental Indicators

SHB does not conduct direct assessments of environmental parameters as its buildings and transaction points are currently primarily leased.

As a service provider in the finance and banking sector, SHB's business operations do not generate significant greenhouse gas emissions or have a substantial impact on the environment. Greenhouse gas emissions, where they exist, mainly result directly from the use of labor equipment and indirectly from lighting in buildings, equipment repair and maintenance, power generation systems, air conditioning, as well as the transportation of employees and customers around transaction points.

As a joint-stock commercial bank, SHB exerts efforts to fulfill its environmental

responsibility by directing capital flows into the country's sustainable development sectors through various green credit programs.

Training and communication activities are prioritized to raise employee awareness regarding environmental protection in the workplace. This is coupled with reasonable cost control to promote the efficient and economical use of water, materials, energy, and other natural resources.

6.2. Assessment of Labor-related Issues

Regarding employees, SHB consistently complies with legal regulations on employment, wages, and insurance. The Bank continuously improves and adds competitive welfare benefits, building a professional and inspiring working environment to boost productivity and enable employees to maximize their potential.

SHB constantly updates and enhances the professional expertise of its workforce, while also disseminating regulations governing labor relations.

Union and Party activities are strengthened to ensure the timely resolution of rights and obligations, as well as to improve the spiritual well-being of employees.

6.3. Assessment of SHB's responsibility towards the local community

For a detailed assessment report regarding environmental and social responsibility, please refer to the Sustainable Development section on page 142.

STEADFAST IN THE GOAL OF ACCELERATING WITH THE NATION

SHB aims to become the Top 1 bank in terms of efficiency; the most preferred Digital Bank; and the best Retail Bank. At the same time, it strives to be a leading bank in providing capital, financial products, and services to strategic private and state-owned corporate customers involved in supply chains, value chains, ecosystems, and green development. By 2035, SHB envisions becoming a modern retail bank, a Green bank, and a Digital bank among the top in the region.

IV. BOARD OF DIRECTORS' ASSESSMENT OF THE BANK'S OPERATIONS

1. Board of Directors' assessment of SHB's operational aspects

The Cost-to-Income Ratio (CIR) stood at 22.1% – among the lowest in the industry – thanks to the promotion of process digitization and the application of technology to operations, services, and products across the entire system

- In 2025, the global situation evolved in a complex and unpredictable manner. Geopolitical factors, inflationary pressures, and the slow recovery of global trade created "headwinds," exerting multi-dimensional impacts on capital markets, investment flows, and international economic activities.
- In that context, under the correct and timely leadership of the Party, along with the drastic and flexible management of the Government, the synchronized involvement of the entire political system, and the solidarity of the people and the business community, Vietnam proactively adapted, seized opportunities, and overcame challenges to achieve remarkable accomplishments.
- Within this general flow, the banking and finance industry continued to affirm its role as the lifeblood of the economy. The State Bank of Vietnam managed monetary policy proactively, flexibly, and synchronously, coordinating closely with fiscal policy and other macroeconomic policies to control inflation, stabilize the macroeconomy, support growth, ensure the operational safety of the system of credit institutions, and meet the capital needs of the economy.
- Closely following the guidelines and policies of the Party and State, the directives of the Government and the State Bank of Vietnam, and the Resolutions of the General Meeting of Shareholders, the Board of Directors of Saigon - Hanoi Bank (SHB) has focused on orienting, directing, and supervising the synchronized implementation of management and operational solutions. These efforts aimed to enhance financial capacity, strengthen risk control, accelerate digital transformation, and develop safe, efficient, and sustainable business operations. Consequently, SHB achieved and exceeded its 2025 planned targets, ensuring a balance of interests among shareholders, customers, partners, investors, and employees, while contributing positively to the stability and growth of the national economy.
- With a solid financial foundation, a clear strategy, and the high solidarity, determination, and innovative spirit of all employees, SHB successfully completed and surpassed its 2025 business targets. This performance further affirms its position and prestige, creating a firm foundation for stronger growth in 2026 and bringing the bank closer to its 2030 strategic goals.
- As of December 31, 2025, **total assets** reached **VND 892,009 billion**, an increase of 19.34% compared to the end of the previous year, achieving 107% of the set plan. **Total consolidated credit balance** reached **VND 619,538 billion**, of which the individual credit balance reached VND 606,098 billion, achieving the maximum growth of 16% as regulated by the SBV. The Bank closely followed the orientations of the Government and the State Bank, directing capital flows into priority sectors for economic development. SHB continued to ensure safety, liquidity, and risk management indicators that comply with and exceed SBV regulations. The **Capital Adequacy Ratio (CAR)** stood at **12.62%** according to Basel II standards, liquidity risk ratios met Basel III standards, and the non-performing loan (NPL) control target was achieved as per the General Meeting of Shareholders' (GMS) plan.

- In 2025, SHB recorded **profit before tax of VND 15,021 billion**, a 30% increase compared to 2024, surpassing the plan approved by the GMS. **Return on Equity (ROE)** and **Return on Assets (ROA)** indicators continued to show significant improvement. The **Cost-to-Income Ratio (CIR)** was maintained at **22.1%** — among the lowest in the industry — thanks to the promotion of process digitalization and the application of technology to operations, services, and products throughout the system.
- The Board of Directors (BOD) for the 2022-2027 term has consistently stayed abreast of all business activities, providing orientation, tracking, directing, and supervising the Board of Management in implementing the 2025 business plan in accordance with the Resolutions approved by the General Meeting of Shareholders (GMS).
- The BOD has effectively fulfilled its roles and responsibilities in developing and issuing a system of internal management regulations. This aims to create a unified and consistent governance mechanism, ensure efficient operational control, and oversee the governance model, thereby contributing to the protection of shareholder interests and balancing the interests of stakeholders, including customers, employees, and shareholders. SHB has been implementing corporate governance effectively, ensuring its organizational structure and operations comply with the Law on Enterprises, the Law on Credit Institutions, and the Bank's Charter. The BOD has set the operational direction for 2025 and subsequent years, steering the Board of Management and the entire system toward achieving strategic development goals based on four pillars: Customer and Market Centricity; Institutions and Mechanisms; Human Resources; IT Platform and Digital Transformation. Accordingly, the BOD directed a focus on accelerating institutional and mechanism reforms, streamlining internal documents, and strongly restructuring the Head Office's organizational apparatus while enhancing the quality of human resource management, development, and training.
- To continue ensuring shareholders' rights, in 2025, SHB completed the first phase of 2024 dividend payment in cash at a rate of 5% and stock dividends at a rate of 13%, thereby increasing its charter capital to VND 45,942 billion.
- With its prestige and financial capacity, over the past year, SHB has continued to be a partner for many international financial institutions such as IFC, ADB, WB, etc., with cooperation values reaching hundreds of millions of USD. Amidst a challenging domestic and international market context, SHB consistently prioritizes collective interests and the nation's sustainable development, using social responsibility as a North Star for all activities. In 2025, based on directives from the Government and the State Bank of Vietnam regarding the continued implementation of drastic solutions to enhance credit access and remove obstacles for production and business activities, and with the business motto of "Customer and Market Centricity," SHB implemented solutions to resolve difficulties and accompany businesses and individuals flexibly, timely, and effectively. In addition to supporting business activities, SHB actively spreads its "Heart" of love across all regions of the country, effectively implementing social welfare policies and caring for policy-beneficiary families, people with meritorious services to the revolution, and those in difficult circumstances

2. Board of Directors' Assessment of the Board of Management's Performance

- SHB possesses a dedicated and experienced management team, consisting of reputable experts in the fields of banking, finance, investment, and business administration both domestically and internationally. Amidst the complex and unpredictable developments of the global economy, the

Board of Management has demonstrated flexible governance and operational capabilities, proactively implementing appropriate solutions. Consequently, SHB maintained stable growth momentum, effectively controlled costs, enhanced operational efficiency, and further elevated its position within the finance and banking market.

- Under the timely orientation and direction of the Board of Directors, the Board of Management effectively organized the implementation of guidelines and resolutions from the General Meeting of Shareholders and the Board of Directors. They provided close supervision to Divisions/Departments/Units at the Head Office and all business units, ensuring that the bank's operations were managed and controlled strictly, operating safely, efficiently, and in full compliance with legal regulations.
- The Board of Directors acknowledges and highly commends the sense of responsibility, proactiveness, and efforts of the Board of Management and all employees in executing their duties. These contributions played a vital role in SHB's positive results in 2025, further affirming the bank's reputation and position among the top-tier, efficiently operating joint-stock commercial banks.
- In the coming period, to realize its long-term strategic goals, the Board of Directors will continue to select partners and world-leading strategic consulting firms to accompany SHB in planning, supervising, and organizing the implementation of the bank's development strategy.

3. Plans and Orientations of the Board of Directors

- Entering 2026—the first year of implementing the 5-year Socio-Economic Development Plan (2026 - 2030) and a pivotal year marking the beginning of a new era of national development—Vietnam's economy continues to show bright spots with a stable macroeconomic foundation, improving domestic consumption, accelerated public investment, and a positive trend in FDI inflows. Monetary policy is managed flexibly and cautiously, contributing to inflation control, exchange rate stability, and the safety of the financial system. Concurrently, the role of the private economic sector is increasingly affirmed as one of the crucial drivers of the economy. In this process, the banking sector continues to play a vital role in channeling capital, supporting businesses, and boosting growth engines, thereby contributing to macroeconomic stability and national development.
- Closely following the orientations of the Party, the Government, and the State Bank of Vietnam, while proactively adapting to the new context, SHB identifies 2026 as the starting year for a new cycle – a phase of accelerated transformation and powerful growth. Built on a foundation established over many years, with clear and distinctive strategic goals that flexibly adapt to each stage of national development and a global aspiration, SHB aims to become the No. 1 bank in terms of efficiency, the most preferred digital bank, the best retail bank, and a top-tier provider of capital, financial products, and services for strategic corporate customers with supply chain ecosystems, value chains, and green development by 2030. Looking towards 2035, SHB strives to become a modern, digital, and green bank among the leading group in the region.
- To realize these goals, SHB continues to focus on implementing a Comprehensive Transformation Strategy based on four pillars: Customer and Market Centricity; Reform of

mechanisms, policies, regulations, and processes; People as the core subjects; Modernization of information technology and digital transformation, while remaining steadfast to the six core cultural values: " Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights".

- On that basis, the Board of Directors directs the entire system to implement management with a high focus on the following six key orientations:

(1). Customer and Market Centricity; Steadfast Commitment to Sustainable Development alongside National Growth

- **Steadfast in Sustainable and Comprehensive Development Strategy:** SHB focuses on enhancing competitiveness by developing cooperative relationships with strategic partners, ecosystems, and supply chains. The establishment of the Strategic Partnership Banking Division serves as the core in strengthening extensive cooperation, creating powerful momentum to drive growth in customers, revenue, and profit.
- Simultaneously, the Bank continues to maintain and enhance operational efficiency across regions, putting customers and markets at the center to provide flexible financial solutions tailored to the specifics of each area. In particular, SHB's credit activities strictly follow Government orientations, prioritizing capital for key sectors such as infrastructure, energy, high-tech agriculture, and exports... By integrating ESG standards and promoting green credit, SHB is committed to accompanying the sustainable development of the economy, affirming its position as a responsible and modern bank.

(2). Continue to promote the application of digital transformation in business operations and management

- To realize the strategy of becoming a modern, customer-centric digital bank, SHB is focusing resources on building an advanced technology platform and intelligent data for the 2026-2030 period. The heart of this process is enhancing customer experience and engagement through the optimization of digital channels. The Bank is committed to building a consistent, seamless, and absolutely secure customer journey across all platforms.
- Additionally, SHB will accelerate the application of Artificial Intelligence (AI) and intensive data analytics across all activities, from business to operations. Data will become the core tool for personalizing products, automating sales processes, and enhancing risk management capabilities. The Ecosystem Banking model will be strongly implemented, allowing for the provision of comprehensive financial solutions to customers within the value chains of strategic partners, thereby opening new growth spaces.
- SHB will continue to modernize its technology infrastructure according to international standards, streamline its operational apparatus, and expand cooperation with reputable domestic and foreign technology partners. These efforts aim to improve labor productivity, ensure stable and safe system operations, and provide the ability to adapt flexibly to all fluctuations in the digital era.

(3). People – The subjects of value creation, the key to all success

- Technology is the lever, but people are the focal point of innovation and creativity. SHB identifies that its workforce not only operates the system but also serves as the decisive pillar for the Bank's competitiveness and sustainable development.
- Towards the digital era, SHB is drastically restructuring its apparatus according to the "Lean - Compact - Strong" model, ensuring the right person for the right job with the right capacity. The Bank focuses on building a modern and transparent working environment where every individual is inspired with the spirit of daring to think, daring to do, and daring to take responsibility. SHB continues to perfect its personnel policies, promoting recruitment, training, and development with a particular priority on high-quality human resources possessing sharp digital mindsets and expertise in AI and Big Data to transform technology into superior financial solutions for customers.
- Imbued with the core value of "Good Heart – Effective Contribution," every SHB employee is an "seed of innovation," collectively building collective strength and a powerful transformation in thinking and action. SHB is committed to spreading prosperous values to the community, accompanying the nation's aspiration to rise in the new era.

(4). Focus on reforming mechanisms, policies, regulations, and processes

- SHB is promoting a comprehensive reform of its system of mechanisms, policies, regulations, and processes towards modernity, transparency, and customer-centricity. Regulations and processes are being reviewed and redesigned to simplify procedures and eliminate value-less intermediate steps, thereby shortening processing times and enhancing business and operational efficiency.
- The focus is on optimizing regulations and processes directly related to business activities and customer experience, ensuring value addition and increased customer satisfaction. Based on legal regulations, international standards, and the application of modern technology, SHB's system of mechanisms and policies is shaped as a safe, transparent, and seamless internal regulatory framework, creating a foundation for growth and breakthroughs in scale and operational quality.

(5). Strengthen risk management capacity and compliance supervision according to advanced standards

- Identifying risk management as the core foundation for sustainable development, SHB focuses on upgrading its governance system toward modernity, approaching the highest international standards such as Basel II (advanced) and Basel III. The Bank promotes the application of digitized models and tools in risk identification and measurement, thereby enhancing forecasting capabilities and the ability to adapt flexibly to all market fluctuations.
- The internal control and compliance management systems are consolidated synchronously and strictly, linked with clearly defined responsibilities and discipline across the entire system. SHB emphasizes controlling asset quality right from the input stage, combined with drastic bad debt resolution solutions to ensure a solid financial foundation. Simultaneously, SHB builds a culture of risk management and integrity throughout the

system, upholding professional ethics and transparency, thereby strengthening the trust of customers, partners, and shareholders.

(6). Spreading corporate culture from the "Heart" – Accompanying the nation's development

- On its development journey, SHB steadfastly pursues a philosophy of harmony between the interests of the Bank, customers, and the community, viewing this as the core foundation for creating sustainable value. SHB's corporate culture is built on the value system of "Heart – Faith – Trustworthiness – Knowledge – Wisdom – Greater Heights", in which the "Heart" is the root guiding every decision. The spirit of "Good Heart – Effective Contribution" is not only a behavioral standard but also a measure of value for every employee, creating a professional, disciplined, and responsible working environment.
- In tandem with business activities, SHB consistently fulfills its social responsibilities, actively participating in welfare programs launched by the Party, the State, and the community. The Bank focuses its resources on essential areas such as education, healthcare, child protection, support for the vulnerable, and environmental protection, thereby spreading humanistic values and a spirit of sharing within society.
- Promoting internal strength and the spirit of self-reliance, SHB continues to connect and awaken social resources, spreading a sense of responsibility and an aspiration to contribute throughout the entire system. Every employee continuously improves themselves, contributing practical values to the organization and the community, thereby helping to build a solid foundation for the bank's sustainable development.
- With a clear, distinctive strategic direction and a sustainable cultural foundation, SHB is step-by-step affirming its role as a modern financial institution that operates safely and effectively—not only for growth goals but also for the common prosperity of society, accompanying the nation on its development journey in the new era.

V. CORPORATE GOVERNANCE

The economy is moving rapidly with urgent requirements for growth model transformation, governance mindset innovation, and resource optimization. In this context, SHB's leadership clearly defines its roles and responsibilities in strategic orientation and operational governance with the goal: each leader will be a creative core, leading the transformation of the entire system, governing the bank effectively, and committing to bringing the highest benefits to shareholders - investors, customers, partners, and the social community.

1. Board of Directors

The Board of Directors (BOD) is the highest governing body of the Bank, with members elected by the General Meeting of Shareholders. The BOD has full authority to act on behalf of SHB to decide on matters related to the purposes and interests of SHB, except for matters within the jurisdiction of the General Meeting of Shareholders.

1.1. Members and Structure of the BOD for the 2022-2027 term

The Board of Directors of SHB for the 2022-2027 term in 2025 is as follows:

No.	Full Name	Position	Date of Appointment (2022-2027 Term)	Percentage of Voting Shares (%)
1.	Do Quang Hien	Chairman of the BOD (Non-executive)	April 20, 2022	2.72
2.	Do Quang Vinh	Vice Chairman of the BOD (Executive)	April 20, 2022	2.77
3.	Thai Quoc Minh	Member of the BOD (Non-executive)	April 20, 2022	0.005
4.	Ngo Thu Ha	Member of the BOD (Executive)	April 11, 2023	0.08
5.	Pham Viet Dan	Member of the BOD (Non-executive)	April 11, 2023	0.004
6.	Do Van Sinh	Independent Member of the BOD	April 20, 2022	0.004
7.	Phan Dang Tuat	Independent Member of the BOD	April 22, 2025	0

- Summary biography of the Board of Directors' members, please refer to pages 16-18

- Increasing the number of Board of Directors' members

Number of Board of Directors' members: 07 members.

Number of independent members: 02 members.

The 33rd General Meeting of Shareholders approved the additional election of 01 member to the Board of Directors for the 2022–2027 term. Accordingly, the General Meeting of Shareholders elected Mr. Phan Dang Tuat as an Independent Member of the BOD, increasing the total number of Board members from 06 to 07, and simultaneously increasing the number of independent members to 02.

No.	Full name	Position
1	Do Quang Hien	Chairman of the BOD
2	Do Quang Vinh	Vice Chairman of the BOD
3	Thai Quoc Minh	Member of the BOD

4	Ngo Thu Ha	Member of the BOD
5	Pham Viet Dan	Member of the BOD
6	Do Van Sinh	Independent Member of the BOD
7	Phan Dang Tuat	Independent Member of the BOD

- Positions held at other companies by BOD Members for the 2022-2027 term in 2025:

No.	Full Name	Position	Positions held by BOD Members at other companies
1.	Do Quang Hien	Chairman of the BOD	<ul style="list-style-type: none"> - Chairman of the Hanoi Association of Small and Medium Enterprises - Vice Chairman of the Vietnam Association of Small and Medium Enterprises - Member of the Central Committee of the Vietnam Fatherland Front - Founder and Executive Chairman of T&T Group Joint Stock Company - Chairman of the Hanoi National University Alumni Entrepreneurs Club
2.	Do Quang Vinh	Vice Chairman of the BOD	<ul style="list-style-type: none"> - Chairman of the Board of Directors of Saigon – Hanoi Securities Joint Stock Company (SHS); - Chairman of BVIM Fund Management Joint Stock Company; - Member of the Board of Directors of Vietravel Airlines
3.	Ngo Thu Ha	Member of the BOD	- None
4.	Thai Quoc Minh	Member of the BOD	- None
5.	Pham Viet Dan	Member of the BOD	- None

6.	Do Van Sinh	Independent Member of the BOD	- None
7.	Phan Dang Tuat	Independent Member of the BOD	- None

1.2. Sub-committees under the Board of Directors

In 2025, the BOD consolidated the personnel of the Committees (Strategy Committee, Human Resources Committee, and Risk Management Committee) along with Steering Committees to provide timely direction, orientation, and supervision of the Board of Management in drastically implementing and promoting business activities. The Committees/Boards/Centers established by the BOD to perform advisory tasks and powers for the BOD in governing and supervising the Bank include:

- + Strategy Committee;
- + Human Resources Committee;
- + Risk Management Committee;
- + Internal Security Board.

1.3. Activities of the Board of Directors

● BOD meetings for the 2022-2027 term in 2025

No.	BOD Member	Number of meetings attended	Attendance rate	Reason for absence
1.	Mr. Do Quang Hien	17/17	100%	
2.	Mr. Do Quang Vinh	15/17	80%	Mr. Do Quang Vinh was absent from the meeting on February 20, 2025, and the meeting on May 16, 2025, due to: Business trip.
3.	Ms. Ngo Thu Ha	17/17	100%	
4.	Mr. Thai Quoc Minh	17/17	100%	
5.	Mr. Pham Viet Dan	17/17	100%	
6.	Mr. Do Van Sinh	17/17	100%	

7.	Mr. Phan Dang Tuat	11/17	100%	Mr. Phan Dang Tuat attended all BOD meetings after April 22, 2025 (after being elected as an Independent Member of the BOD by the GSM)
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- The BOD's supervision of the Board of General Directors
 - Supervision of the Board of Management is conducted seriously and objectively based on the Charter and Internal Governance Regulations. The BOD regularly evaluates the progress of strategic goals, ensuring that all Bank activities closely adhere to the set strategic directions.
 - In the coming time, SHB's BOD will continue to orient and direct the Board of Management and the entire system to resolutely implement the Bank's strategic development goals based on 4 pillars: Reforming mechanisms, policies, regulations, and processes; People as the subjects; Customer and market centricity; Modernizing information technology and digital transformation. Steadfast with the 6 core cultural values of "Heart – Trust – Prestige – Knowledge – Wisdom – Vision," the BOD continues to promote its role in strategic orientation, close supervision, and accompaniment with the Board of Management on the journey to build SHB into the TOP 1 Bank in efficiency, the most favorite Digital Bank, and the best Retail Bank.
 - Through meetings in 2025, the BOD issued 45 Resolutions related to the following activities:

Resolutions of the Board of Directors in 2025

No.	Resolution No.	Date	Content	Approval Rate
1.	01/2025/ NQ-HĐQT	06/01/2025	Resolution on implementing the plan to issue shares for 2023 dividend payment & the plan to handle fractional shares (if any)	100%
2.	01.1/2025/NQ-HĐQT	06/01/2025	Resolution on approving conditions for partner selection in the purchase/sale and transfer of capital at SHB Finance and related contents	100%
3.	02/2025/ NQ-HĐQT	13/02/2025	Resolution on approving the record date for the 2023 stock dividend payment	100%

4.	03/2025/ NQ-HĐQT	20/02/2025	Resolution on preparing the list of shareholders and organizing the 2025 Annual General Meeting of Shareholders	100%
5.	04/2025/ NQ-HĐQT	05/03/2025	Resolution on establishing the Shareholder Eligibility Verification Committee for the 33rd Annual General Meeting of Shareholders	100%
6.	05/2025/ NQ-HĐQT	18/03/2025	Resolution on determining the types of securities for additional registration and listing	100%
7.	06/2025/ NQ-HĐQT	01/04/2025	Resolution on approving expected personnel for the additional election of members to the SHB Board of Directors for the 2022-2027 term	100%
8.	07/2025/ NQ-HĐQT	18/04/2025	Resolution on adjusting the type of non-deposited securities	100%
9.	08/2025/ NQ-HĐQT	18/04/2025	Resolution on approving the signing of a cooperation agreement to implement securities lending products with SHS	100%
10.	09/2025/ NQ-HĐQT	14/05/2025	Resolution on adjusting the type of non-deposited securities	100%
11.	10/2025/ NQ-HĐQT	19/05/2025	Resolution on approving the record date for the 2024 cash dividend payment	100%
12.	11/2025/ NQ-HĐQT	19/05/2025	Resolution on approving the signing of an office lease contract at SHB Da Nang Building with SHS	100%
13.	12/2025/ NQ-HĐQT	19/05/2025	Resolution on applying remuneration for Mr. Phan Dang Tuat - Independent Member of the BOD for the 2022-2027 term	100%

14.	12.1/2025/NQ-HĐQT	19/05/2025	Resolution on assigning duties to members of the SHB Board of Directors for the 2022-2027 term	100%
15.	13/2025/NQ-HĐQT	30/05/2025	Resolution on approving the implementation of the 2nd phase of SHB Public Bond Issuance Plan in 2024	100%
16.	14/2025/NQ-HĐQT	16/06/2025	Resolution on approving the plan for the 1st Private Placement of SHB Bonds in 2025	100%
17.	15/2025/NQ-HĐQT	18/06/2025	Resolution on supplementing and adjusting the plan to increase charter capital	100%
18.	16/2025/NQ-HĐQT	23/06/2025	Resolution on approving the issuance of guarantees for corporate customers	100%
19.	17/2025/NQ-HĐQT	27/06/2025	Resolution on approving the credit granting for corporate customers	100%
20.	18/2025/NQ-HĐQT	21/07/2025	Resolution on approving the credit granting for corporate customers	100%
21.	19/2025/NQ-HĐQT	22/07/2025	Resolution on implementing the plan to issue shares for 2024 dividend payment & the plan to handle fractional shares (if any)	100%
22.	20/2025/NQ-HĐQT	24/07/2025	Resolution on approving the credit granting for corporate customers	100%
23.	21/2025/NQ-HĐQT	01/08/2025	Resolution on approving the amendment and supplement of the Trademark License Agreement signed on Dec 10, 2021 between SHB and SHBFC	100%

24.	22/2025/ NQ-HĐQT	04/08/2025	Resolution on approving the record date for the 2024 stock dividend payment	100%
25.	23/2025/ NQ-HĐQT	05/08/2025	Resolution on adjusting the type of securities for security owners	100%
26.	24/2025/ NQ-HĐQT	12/08/2025	Resolution on approving the plan for the 2nd Private Placement of SHB Bonds in 2025	100%
27.	25/2025/ NQ-HĐQT	19/08/2025	Resolution on increasing charter capital of SHB Laos	100%
28.	26/2025/ NQ-HĐQT	27/08/2025	Resolution on approving the credit granting for corporate customers	100%
29.	27/2025/ NQ-HĐQT	04/09/2025	Resolution on approving the issuance of bid guarantees for corporate customers	100%
30.	28/2025/ NQ-HĐQT	11/09/2025	Resolution on approving the credit limit renewal for corporate customers	100%
31.	29/2025/ NQ-HĐQT	19/09/2025	Resolution on approving the overdraft limit for corporate customers	100%
32.	30/2025/ NQ-HĐQT	02/10/2025	Resolution on collecting shareholders' written opinions to approve matters under the authority of the SHB General Meeting of Shareholders	100%
33.	31/2025/ NQ-HĐQT	13/10/2025	Resolution on approving the signing of the Loan Agreement and the plan for borrowing and using medium- and long-term USD loans	100%
34.	32/2025/ NQ-HĐQT	12/11/2025	Resolution on supplementing operational contents to the Establishment and Operation License of SHB	100%

35.	33/2025/ NQ-HĐQT	13/11/2025	Resolution on approving the L/C limit renewal for corporate customers	100%
36.	33.1/2025/NQ-HĐQT	13/11/2025	Resolution on establishing the Ballot Counting Committee and performing tasks related to collecting shareholders' written opinions	100%
37.	34/2025/ NQ-HĐQT	14/11/2025	Resolution on approving changes to credit conditions for corporate customers	100%
38.	35/2025/ NQ-HĐQT	01/12/2025	Resolution on approving cooperation with SHBFC to provide services related to loans at SHBFC secured by customer savings at SHB	100%
39.	36/2025/ NQ-HĐQT	01/12/2025	Resolution on approving changes to credit conditions for corporate customers	100%
40.	37/2025/ NQ-HĐQT	01/12/2025	Resolution on approving the service contract for collection services for private placement bonds issued by SHS	100%
41.	38/2025/ NQ-HĐQT	01/12/2025	Resolution on approving the credit granting for corporate customers	100%
42.	39/2025/ NQ-HĐQT	05/12/2025	Resolution on approving the signing of an office lease contract at SHB Can Tho Building with SHS	100%

43.	40/2025/ NQ-HĐQT	11/12/2025	Resolution on implementing the plan for share offering/issuance to increase SHB charter capital in 2025	100%
44.	41/2025/ NQ-HĐQT	15/12/2025	Resolution on approving the issuance of guarantees for corporate customers	100%
45.	42/2025/ NQ-HĐQT	29/12/2025	Resolution on approving the credit limit granting for corporate customers	100%

1.4. Activities of Independent Non-executive Members of the Board of Directors

- At the 2025 Annual General Meeting of Shareholders, SHB elected 01 additional independent BOD member, bringing the total number of independent BOD members to 02, thereby enhancing independence, objectivity, and improving the quality and effectiveness of the BOD's governance and supervision.
- Independent BOD members fully exercised their rights and obligations in accordance with legal regulations, SHB's internal rules, and assignments from the BOD/Chairman of the BOD, based on the principles of prudence, honesty, and responsibility. In 2025, independent BOD members attended all meetings of the BOD and relevant Committees such as the Risk Management Committee and the Strategy Committee; they provided objective and independent opinions on discussed contents, including written consultations.
- Simultaneously, independent BOD members seriously implemented Resolutions and Decisions of the General Meeting of Shareholders and the BOD; fully complied with reporting and information disclosure requirements; and successfully completed assigned tasks and powers, thereby effectively supporting the BOD in making timely decisions for the Bank's governance and business operations.

1.5. Activities of Sub-committees under the Board of Directors

- The BOD has established Committees, Boards, and Councils to provide timely orientation and supervise the implementation by the Board of Management in executing and promoting business activities.
- Currently, SHB has Committees/Boards under the BOD, including the Strategy Committee, Human Resources Committee, Risk Management Committee, and Internal Security Board, serving as advisory and assisting bodies for the BOD. The establishment of these Committees/Boards ensures compliance with the regulations of the SBV and the law. The Committees/Boards operate according to the Regulations on Organization and Operation of each unit issued by the BOD.

1.5.1. Strategy Committee (SC)

The Strategy Committee is a unit under the Board of Directors (BOD), advising the BOD on planning short/medium/long-term development strategies to realize the Bank's strategic visions, ensuring effective, safe, and sustainable development.

In 2025, the SC performed its advisory function according to the strategic orientation of the BOD and carried out the following tasks:

- Researching, analyzing, and evaluating international and domestic political-economic fluctuations, economic policies, macro contexts, and financial-technology service trends to determine their impact on the operation of the Vietnamese banking system and SHB in the short, medium, and long term;
- Advising, proposing, planning, and adjusting SHB's strategies;
- Participating in supporting and providing orientation to units within the system regarding strategy and operational plans;
- Researching and proposing new trends and fields in banking activities for SHB, especially issues regarding digital transformation, science and technology, digital finance, etc.;
- Proposing the implementation, tracking, evaluation, and supervision of transformation programs/projects to enhance governance capacity and modernize the Bank;
- Providing strategic advice in perfecting the system of internal regulatory documents on the Bank's governance and management;
- Performing other tasks assigned by the Board of Directors.

1.5.2. Human Resources Committee (HRC)

The HRC is a unit under the Board of Directors ("BOD"), functioning as an advisor and assistant to the BOD in performing its duties and powers regarding personnel organization. Specifically, in 2025, the HRC performed advisory and assisting functions for the BOD on the following contents:

- Reforming mechanisms and policies regarding organizational structure, labor management, salaries, and benefits to increase productivity and work efficiency, creating motivation for employees and increasing engagement.
- Improving regulations and operational business processes towards being lean and optimized.
- Applying information technology and digitalization to human resource management to enhance positive experiences for employees, shorten business processing time, and ensure publicity and transparency of operational processes.
- Encouraging emulation for high labor achievements, strengthening supervision of labor discipline compliance, and implementing strict commendation and disciplinary sanctions.
- Reviewing and appraising personnel for positions under the authority of the BOD and performing other tasks assigned by the BOD.

1.5.4. Risk Management Committee (RMC)

Implementing the 2025 action plan, the RMC conducted periodic and extraordinary meetings, working directly with the Supervisory Board, the Board of Management, subsidiaries, Divisions, and Departments to supervise, evaluate, and advise on risk management measures.

Through these activities, the RMC issued resolutions, recommendations, proposals, and advised the BOD on important aspects of SHB's risk management with key results in 2025 as follows:

- Organizational operations: Issued amendments and supplements to the RMC's Regulations on Organization and Operation; recruited and enhanced the capacity of the RMC's assisting department; consolidated personnel and reassigned duties for RMC members; advised on perfecting the structure and enhancing the capacity of the Risk Management Division, Credit Management Division, and Legal & Compliance Division;
- Advisory and supervision: Substantively defined the RMC's role and duties in advising and supervising the implementation of Environmental, Social, and Governance (ESG) risk management and monitoring the system of internal regulatory documents;
- Risk warning, recommendations, and perfecting the RM policy system: Issued resolutions warning of potential risks and requesting risk control; approved Risk Appetite Regulations and Statements aligned with SHB's business development strategy; approved amendments to risk management documents under the BOD's authority: Risk Management Framework; policies for managing liquidity risk and interest rate risk in the banking book; anti-money laundering and counter-terrorism financing policies; regulations on credit risk measurement model governance; credit approval decentralization mechanisms; credit security regulations, etc.

Orientation for 2026: The RMC will focus on supervising and advising the BOD in perfecting the risk management policy system and capital adequacy ratios in accordance with new legal and State Bank of Vietnam regulations; comprehensive risk management across all operations; and the implementation of the ESG strategy.

1.5.4. Internal Security Board (ISB)

The Internal Security Board is a unit under the Board of Directors, functioning as an advisor and assistant to the Chairman and the BOD in ensuring safety and security for the governance, management, and business activities of SHB and its member units across the entire system. In 2025, SHB focused on promoting comprehensive digital transformation; effective and controlled credit growth; strict control of asset quality and bad debts; and the implementation of sustainable development programs according to ESG standards. Human resource development was emphasized, associated with the consistent spreading and practice of SHB's 6 core values. In this context, the requirement to ensure system safety and security was identified as a key and xuyên suốt (consistent) task throughout the strategy implementation process. Performing its assigned functions and duties, in 2025, the ISB focused on implementing the following key work groups:

- **Strategy formulation and safety-security policy work:** The ISB advised the Chairman of the BOD on developing measures and policies to ensure internal security, information security, and operational safety, ensuring alignment with SHB's development scale, digital transformation orientation, and sustainable development requirements. The focus was on customer data security solutions, IT system safety, and preventing risks arising from Digital Banking activities. Simultaneously, the ISB coordinated with SHAMC and relevant units to perfect prevention and response plans for special situations such as fires or robberies that could occur at the headquarters, branches, and transaction points system-wide.
- **Security assurance implementation across the system:** Advised on periodic and extraordinary security inspections at units throughout the system; proposed and supervised the implementation of internal and external protection plans tailored to the characteristics of each locality. Additionally, the ISB collaborated with the IT Division, Operations Division, Risk Management Division, SHAMC, and other relevant units to monitor information safety,

promptly detecting and handling potential risks or incidents to ensure the Bank's operations remain safe and continuous.

- **Investigation, information collection, and risk prevention:** The ISB organized investigations and verifications of suspected internal violations; synthesized, reported, and recommended handling options to the Chairman and the BOD within their authority. Furthermore, the ISB coordinated with professional units to collect and analyze information regarding customers and partners showing signs of risk, proactively proposing preventive measures to limit losses and protect SHB's operational safety.

List of members of the BOD, Supervisory Board, Board of Management, and BOD Office participating in programs/seminars/training courses on corporate governance:

- SHB always values and emphasizes training and fostering knowledge of corporate governance for members of the Board of Directors, Supervisory Board, Board of Management, and the management team, to ensure full compliance with legal regulations and enhance the efficiency of governance and management according to the best practices in Vietnam and internationally.
- SHB regularly sends Board members and relevant officers to attend training courses and capacity-building programs on corporate governance organized by the Stock Exchanges, the State Securities Commission, and other competent domestic and international agencies and organizations to promptly update legal regulations, governance standards, and modern governance trends.
- From 2018 to 2025, SHB organized and co-organized training programs and issued Corporate Governance certificates to 31 officers, and Corporate Secretary professional development to 03 officers, including: Members of the Board of Directors, Supervisory Board, Board of General Directors, officers of the Board of Directors' Office, along with the team of Assistants and Secretaries to the BOD.
- In parallel, SHB continued to synchronously implement training programs to improve management and governance capacity for the team of leaders and managers at all levels throughout the Bank system; simultaneously sending management officers to attend specialized training courses, seminars, and workshops organized by the Stock Exchanges, the State Securities Commission, state management agencies, and prestigious domestic and international training organizations to promptly update new legal regulations and enhance the capacity for governance, executive direction, and organizational management.
- Additionally, in 2025, SHB organized and implemented training and coaching courses to update knowledge and enhance capacity in management, banking operations, law, risk management, and digital transformation, including: leadership training and human resource development; financial statement analysis and fraud detection; high-tech crime prevention; risk management in banking operations; updates on legal policies regarding land, tax, bidding, and electronic transactions; bond operations and sustainable finance.
- Furthermore, SHB sent 468 officers to participate in programs for enhancing management capacity, retail, and team development, while simultaneously promoting training in technology, data, and artificial intelligence, such as the Future Lead – Rising Lead program, AI Driven Transformation, data analysis with Power BI, cybersecurity, and information technology safety. At the same time, SHB continuously organized and deployed training programs to equip managers with foundational management skills on the internal e-learning system, contributing to improving the quality of human resources and meeting the Bank's sustainable development requirements.

2. Supervisory Board

The Supervisory Board is a body elected by the General Meeting of Shareholders, responsible for controlling and evaluating compliance with internal regulations, legal provisions, the Charter, and the implementation of policies and resolutions of the General Meeting of Shareholders and the Board of Directors; performing internal audits of business activities and the financial statements of SHB.

2.1. Members and Structure of the Supervisory Board

No.	Full Name	Position	Shareholding percentage (%)
1	Pham Hoa Binh	Head of the Board	0.006%
2	Le Thanh Cam	Full-time Member	0.002%
3	Vu Xuan Thuy Son	Full-time Member	0.002%

Summary biography of the Supervisory Board's members, please refer to page 19

2.2. Activities of the Supervisory Board

In 2025, the activities of SHB's Supervisory Board (SB) strictly followed the powers and duties of the SB as prescribed by legal regulations, the Law on Credit Institutions No. 32/2024/QH15 dated January 18, 2024 (referred to as the Law on CIs No. 32/2024/QH15), SHB's Charter, and the coordination of activities between the Board of Directors (BOD), the SB, and the General Director (GD) according to SHB's Internal Governance Regulations, the SB's Regulations on Organization and Operation in each period, and relevant internal regulations of SHB. Specifically, these activities materialized the implementation of the SB's 2025 operational orientation, which was approved by the Resolution of the 33rd SHB Annual General Meeting of Shareholders in 2025..

In 2025, the Supervisory Board (SB) organized 04 periodic meetings (held in the second week of the first month of each quarter) to evaluate the operational performance of the previous quarter and provide orientations for the SB's activities in the following quarter. All meetings had 100% attendance and a 100% voting rate.

Based on the 2025 operational implementation orientation of the SB approved by the Resolution of the 33rd Annual General Meeting of Shareholders in 2025, the SB concretized the contents and results of its meetings in each quarter of 2025 as follows::

- (1) Supervise the governance and management activities of the BOD and the General Director of SHB in accordance with legal regulations and SHB's Charter in each period.

The supervision of the BOD and the General Director is implemented comprehensively and regularly by the Supervisory Board (SB), focusing on key areas such as: (i) The orientations and directives of the BOD toward the General Director and other units within its authority, and the senior supervision activities of the BOD; (ii) The General Director's implementation of the BOD's directives; compliance with the law and SHB regulations; and the governance, management, and senior supervision activities of the General Director.

This includes activities such as: Supervising the timely issuance, amendment, and supplementation of internal policies, regulations, and operational processes (within authority) in accordance with the law and SHB rules; Supervising the approval and implementation of investment projects, the purchase/sale of fixed assets, contracts, and other transactions of SHB under the decision-making authority of the General Meeting of Shareholders (GMS) and the BOD; Supervising the percentage

of shareholders holding 1% or more of SHB's charter capital and related persons of BOD members, SB members, the General Director, and shareholders holding 1% or more of SHB's charter capital; Supervising compliance with regulations on restrictions to ensure safety in SHB's operations as stipulated in Chapter VII of the Law on Credit Institutions No. 32/2024/QH15, etc.

(2) Issue internal regulations of the Supervisory Board (SB) and Internal Audit (IA) to ensure compliance with the regulations of the State Bank of Vietnam (SBV), the Charter, and other current regulations of SHB. The SB directed the IA Division to advise on updating, amending, and supplementing the policy set for the IA Division's organization and activities, such as the Regulations on Organization and Operation of SHB's IA Division, IA Procedures, IA Handbook, Regulations on monitoring and inspecting the implementation of recommendations from the SB and IA Division, Regulations on criteria for determining materiality, risk levels, and IA frequency, etc., ensuring alignment with legal regulations and SHB's internal rules in each period to submit to the SB for review and issuance.

(3) Ensure effective performance of the SB's Internal Audit function:

- By directing the activities of the Internal Audit (IA) Division through planned and extraordinary audits (as requested by the Banking Supervision Agency, Provincial/City SBV Branches, or at the request of the SB, the BOD, or the General Director's proposal); the SB's internal audit work has been conducted independently, regularly, and comprehensively across all SHB units.

- The SB also directed the IA Division to perform remote supervision of SHB units' activities in accordance with the IA Procedures, as well as monitoring operational safety indicators as regulated by the SBV; applying information technology to develop monitoring methods, techniques, and tools for SHB's IA activities.

- Monitored and supervised the rectification and handling of deficiencies discovered during the audit process; directed the implementation of periodic reports in accordance with SBV and internal SHB regulations, ensuring they are complete and on time.

- Emphasized training to improve the professional qualifications of IA staff to ensure that IA activities are sufficient in quantity and guaranteed in quality.

- Performed other IA functions and duties as prescribed in the Charter, other SHB regulations, and relevant laws.

(4) Ensure the full and accurate appraisal of SHB's 2024 Financial Statements and the Financial Statements for the first 6 months of 2025 in accordance with legal regulations and SHB's rules.

(5) Examine accounting books, other documents, and the management and operation of SHB's activities, and promptly notify the BOD upon detecting any violations by bank managers.

(6) Maintain relationships with the BOD, General Director, GMS, SBV, and other external agencies in accordance with the law, SHB's Charter, SHB's Internal Governance Regulations, and the SB's Regulations on Organization and Operation in each period.

(7) Perform other duties and powers of the SB as prescribed by law, the Law on Credit Institutions No. 32/2024/QH15, the Charter, and relevant internal regulations of SHB.

3. Transactions, remuneration, and benefits of the Board of Directors, Board of Management, and Supervisory Board

3.1. Salaries, bonuses, remuneration, and benefits

	2025
	VND million
Board of Directors	13,146
Supervisory Board	4,620
Board of Management	22,568

3.2. Share transactions of internal shareholders, internal persons, and their related persons

Transactions of SHB shares by SHB internal persons and their related persons:

No.	Transaction performer	Relationship with internal person	Opening shares		Closing shares		Reason for change
			Number of shares	Percentage	Number of shares	Percentage	
1	Do Quang Hien	Chairman	99,787,412	2.724%	125,163,350	2.724%	Stock dividend issuance for 2023 and 2024
1.1	Do Quang Vinh	Vice Chairman Cum Deputy General Directo; Son of Mr. Do Quang Hien	101,383,408	2.768%	127,165,207	2.768%	Stock dividend issuance for 2023 and 2024
1.2	Do Vinh Quang	Son of Mr. Do Quang Hien	107,252,236	2.928%	134,526,478	2.928%	Stock dividend issuance for 2023 and 2024
1.3	Do My Linh	Daughter-in-law of Mr. Do Quang Hien	7,517	0.0002%	9,427	0.0002%	Stock dividend issuance for 2023 and 2024
1.4	Do Thi Thu Ha	Sister of Mr. Do Quang Hien	74,442,202	2.032%	93,372,853	2.032%	Stock dividend issuance for 2023 and 2024
1.5	T&T Group Joint Stock Company	Related Organization	287,388,485	7.846%	360,471,376	7.846%	Stock dividend issuance for 2023 and 2024
1.6	Saigon - Hanoi Securities Joint Stock Company	Related Organization	53,584,806	1.463%	67,211,421	1.463%	Stock dividend issuance for 2023 and 2024
2	Ngo Thu Ha	Board Member and CEO	2,854,347	0.078%	3,580,206	0.078%	Stock dividend issuance for 2023 and 2024
3	Do Van Sinh	Independent Board Member	140,729	0.004%	176,516	0.004%	Stock dividend issuance for 2023 and 2024

4	Thai Quoc Minh	Board Member	176,665	0.005%	221,590	0.005%	Stock dividend issuance for 2023 and 2024
5	Pham Viet Dan	Board Member	140,729	0.004%	176,516	0.004%	Stock dividend issuance for 2023 and 2024
5.1	Nguyen Thi Diem Trang	Mrs. Pham Viet Dan	15,605	0.0004%	19,572	0.0004%	Stock dividend issuance for 2023 and 2024
6	Pham Hoa Binh	Head of SB	219,712	0.006%	275,584	0.006%	Stock dividend issuance for 2023 and 2024
7	Le Thanh Cam	Member of SB	80,000	0.002%	100,344	0.002%	Stock dividend issuance for 2023 and 2024
8	Vu Xuan Thuy Son	Member of SB	80,000	0.002%	100,344	0.002%	Stock dividend issuance for 2023 and 2024
9	Le Dang Khoa	Deputy CEO	176,270	0.005%	221,094	0.005%	Stock dividend issuance for 2023 and 2024
10	Do Duc Hai	Deputy CEO	177,849	0.005%	223,074	0.005%	Stock dividend issuance for 2023 and 2024
11	Nguyen Huy Tai	Deputy CEO	176,270	0.005%	221,094	0.005%	Stock dividend issuance for 2023 and 2024
12	Ninh Thi Lan Phuong	Deputy CEO	293,103	0.008%	367,638	0.008%	Stock dividend issuance for 2023 and 2024
13	Dinh Ngoc Dung	Deputy CEO	800,000	0,022%.	1,003,440	0.022%	Stock dividend issuance for 2023 and 2024

Transactions between the Company and its related parties; or between the Company and major shareholders, internal persons, and related persons of internal persons

No.	Organization name	Relationship with SHB	Business Reg. No, date & place of issue	Headquarters/Contact address	Transaction date	BOD Resolution	Content, quantity, value of transaction
1	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	18/4/2025	08/2025/NQ-HĐQT dated 18/04/2025	Cooperation contract for securities loan products
2	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	19/5/2025	11/2025/NQ-HĐQT dated 19/05/2025	Office lease contract at SHB Da Nang Building
3	T&T Group JSC	Major shareholder; Related person of internal person	0100233223	31-33 Ngo Quyen, Cua Nam, Hoan Kiem, Hanoi	23/6/2025	16/2025/NQ-HĐQT dated 23/06/2025	Guarantee issuance secured 100% by Deposit Contract
4	Vietravel Airlines JSC	Related person of internal person	3301644331	03 Hung Vuong, Phu Hoi, Thuan Hoa, Hue City	24/7/2025	20/2025/NQ-HĐQT dated 23/06/2025	Credit granting
5	SHB Finance Co., Ltd (SHBFC)	SHB's Affiliate	0107779290	6th Floor, Gelex Tower, 52 Le Dai Hanh, Hai Ba Trung, Hanoi	1/8/2025	21/2025/NQ-HĐQT dated 01/08/2025	Addendum to Trademark License Agreement signed on 10/12/2021
6	SHB Laos Single Member Limited Liability Bank	Related person of internal person	79058243900	Unit 1 Lanexang Ave, Hatsadytai, Vientiane, Laos	19/8/2025	25/2025/NQ-HĐQT dated 19/08/2025	Charter capital increase at SHB Laos
7	Vietnam Forestry Corporation - JSC (Vinafor)	Related person of internal person	0100102012	127 Lo Duc, Hai Ba Trung District, Hanoi	27/8/2025	26/2025/NQ-HĐQT dated 27/08/2025	Credit granting

8	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	11/9/2025	28/2025/NQ-HĐQT dated 11/09/2025	Credit limit granting
9	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	19/9/2025	29/2025/NQ-HĐQT dated 19/09/2025	Overdraft limit granting
10	T&T Agricultural Co., Ltd	Related person of internal person	0106534280	2A Pham Su Manh, Phan Chu Trinh, Hoan Kiem, Hanoi	13/11/2025	33/2025/NQ-HĐQT dated 13/11/2025	L/C limit re-granting for corporate customer
11	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	14/11/2025	34/2025/NQ-HĐQT dated 14/11/2025	Change of credit granting conditions
12	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	1/12/2025	36/2025/NQ-HĐQT dated 13/11/2025	Change of credit granting conditions
13	Saigon - Hanoi Securities JSC (SHS)	Related person of internal person	0102524651	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	1/12/2025	37/2025/NQ-HĐQT dated 02/12/2025	Provision of collection services for bond subscriptions issued by SHS
14	SHB Finance Co., Ltd (SHBFC)	SHB's Affiliate	0107779290	6th Floor, Gelex Tower, 52 Le Dai Hanh, Hai Ba Trung, Hanoi	1/12/2025	35/2025/NQ-HĐQT dated 02/12/2025	Services for SHBFC loans secured by SHB savings deposits
15	Quang Tri Airport LLC	Related person of internal person	3200740663	Quang Tri Airport, Lam Xuan, Cua Viet, Quang Tri Province	1/12/2025	38/2025/NQ-HĐQT dated 02/12/2025	Credit granting
16	Thach Binh - Nghe An Real Estate LLC	Related person of internal person	902183299	98 Cao Xuan Huy, Block 12, Truong Vinh, Nghe An	15/12/2025	41/2025/NQ-HĐQT dated 02/12/2025	Guarantee granting

Transactions between the Company and companies where BOD members, Supervisory Board members, the General Director, and other managers have been/are founding members or BOD members, or CEOs (General Directors) within the last three (03) years.

No.	Organization /Individual name	Relationship with SHB	Business Reg. No, date & place of issue	Headquarters / Contact address	Transaction type	Transaction date	Content, quantity, value of transaction
1	T&T Group JSC	- Founded by Mr. Do Quang Hien - Mr. Do Vinh Quang (related person of SHB BOD member) is Vice Chairman	0100233223 Date: 15/08/2023 At: Hanoi DPI	31-33 Ngo Quyen, Hang Bai, Hoan Kiem, Hanoi	Deposit at SHB	During 2025	Deposit contracts at SHB; specific quantity and value not provided due to confidentiality
2	Saigon - Hanoi Securities JSC (SHS)	Mr. Do Quang Vinh is Chairman of the BOD	0102524651 Date: 15/11/2007 At: Hanoi DPI	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	Deposit at SHB	During 2025	Deposit contracts at SHB; specific quantity and value not provided due to confidentiality
3	Saigon - Hanoi Securities JSC (SHS)	Mr. Do Quang Vinh is Chairman of the BOD	0102524651 Date: 15/11/2007 At: Hanoi DPI	43 Ly Thuong Kiet, Cua Nam, Hoan Kiem, Hanoi	Loan at SHB	During 2025	Loan contracts at SHB; specific quantity and value not provided due to confidentiality
4	SHB Finance Co., Ltd (SHB FC)	Mr. Do Quang Vinh was Chairman/ Standing Vice Chairman of the Members' Council	0107779290 Date: 27/03/2017 At: Hanoi DPI	6th Floor, Gelex Tower, 52 Le Dai Hanh, Hai Ba Trung, Hanoi	Deposit at SHB	During 2025	Deposit contracts at SHB; specific quantity and value not provided due to confidentiality
5	SHB Finance Co., Ltd (SHB FC)	Mr. Do Quang Vinh was Chairman/ Standing Vice Chairman of the Members' Council	0107779290 Date: 27/03/2017 At: Hanoi DPI	6th Floor, Gelex Tower, 52 Le Dai Hanh, Hai Ba Trung, Hanoi	SHB deposits at SHBFC	During 2025	Deposit contracts at SHBFC; specific quantity and value not provided due to confidentiality

4. Assessment of Compliance with Corporate Governance Regulations

SHB always believes that excellent corporate governance is the key to ensuring the Bank's sustainable development, fostering trust, and maximizing shareholder benefits.

SHB's Board of Directors, Board of Management, and Supervisory Board have fully complied with corporate governance regulations as prescribed by law. SHB has issued and regularly reviewed and updated fundamental corporate governance documents to ensure alignment with current regulations and advanced corporate governance practices.

In addition to strictly adhering to Vietnamese laws on corporate governance in general and regulations specifically applicable to listed companies, SHB's governance has been progressively improved in line with regional and global best practices, such as the "ASEAN Corporate Governance Scorecard" and the "Vietnam Corporate Governance Code (VNCG) 2026" issued on February 3, 2026. To perfect its governance operations, SHB has made positive changes, meeting more criteria than in previous years by benchmarking against the ASEAN Corporate Governance Scorecard. This serves as a compass to define a roadmap for improving governance standards and practices, minimizing risks, and striving toward the bank's sustainable development. Specifically, SHB consistently upholds five core corporate governance principles: Rights of Shareholders; Equitable Treatment of Shareholders; Role of Stakeholders; Disclosure and Transparency; and Responsibilities of the Board.

4.1. General Assessment of Corporate Governance

(i) SHB ensures the rights of shareholders and equitable treatment of shareholders

- Ensuring the rights of shareholders
 - Shareholders are entitled to participate in the process of approving and passing the Charter and SHB's share issuances; electing the BOD and Supervisors; and approving agenda items within the authority of the GMS at GMS meetings;
 - Shareholders base their votes on Meeting documents posted on the website for relevant matters and send them to SHB before the Meeting; these votes are considered valid and are included in the count of votes in favor/against/abstention during the vote counting at the Meeting;
 - Ensuring dividend payments to shareholders within 30 days from the date the BOD issues the Resolution on dividend payment and within 06 months from the date of the Annual General Meeting of Shareholders (AGM).
 - Providing Meeting Notices and GMS Meeting Documents on the bank's website; providing full basis, information, and explanations for matters submitted to the GMS for approval at the meeting;
 - Fully disclosing information regarding BOD candidates and dividend payment policies in the GMS documents and the Annual Report.
 - Shareholders have the right to nominate and elect members of the Board of Directors regardless of whether they are major or minority shareholders.
 - Attendance at the GMS by the BOD, Board of Management, Supervisory Board, and shareholders.
- Ensuring transparent information disclosure and shareholder rights

- As a listed institution with a large number of shareholders, SHB always values transparency in information disclosure and proactively releases periodic/extraordinary information fully and promptly, complying with regulated timelines via media channels such as the Website (in both Vietnamese and English), the portals of Stock Exchanges, the State Securities Commission, the Vietnam Securities Depository and Clearing Corporation, etc. In 2025, SHB fully performed periodic and extraordinary information disclosure in accordance with regulations, including financial statements, corporate governance reports, annual reports, information on the AGM/written shareholder opinions, and information regarding charter capital increases through stock dividend issuances, etc.
- SHB facilitates shareholders' timely access to the Bank's business performance results at the AGM. Based on the presented reports and proposals, shareholders have the right to directly question and submit recommendations to SHB's management before voting on important matters related to SHB's operations. GMS documents are fully posted on SHB's website, ensuring transparency so that all shareholders and the investment community have complete access.
- Additionally, SHB has actively supported and addressed questions as well as information requests from investors through indirect channels such as email, telephone, and the website.

- **Dividend Policy**

- SHB establishes a stable dividend policy that delivers high profitability for investors, based on balancing shareholder interests with ensuring development resources for SHB. SHB's dividend payout ratios over the past 5 years are as follows:

2020	2021	2022	2023	2024
10.5%	15%	18%	16%	18%

(ii) **SHB ensures the role of stakeholders**

- SHB discloses and implements social security policies for communities in localities where SHB's transaction points are located; discloses and implements policies on health, safety, welfare, and training programs for employees.
- Provides contact information on the bank's website and in the annual report so that stakeholders such as customers, partners, shareholders, etc., can resolve issues;
- Develops, issues, and discloses internally and on the website procedures for complaining about illegal acts, such as publishing the Code of Conduct and Professional Ethics and the Anti-Corruption Regulations to guide corporate culture;
- Establishes and practices processes and procedures for the selection of suppliers/contractors;
- Maintains a reward policy linked to the operational performance of each unit.

(iii) **SHB implements information disclosure and transparency**

- **Extensive communication through mass media**

In addition, through mass media and the press, information provided to shareholders is regularly and continuously published by SHB on various newspapers, television stations, and domestic and

international news sites with high coverage to provide timely, complete, transparent, and official information to investors and shareholders.

In particular, strategic information with a significant impact on the interests of investors and shareholders is always focused on by SHB for extensive communication: information before, during, and after the GMS; information on dividend payments, charter capital increases, business results, outlooks, strategic orientations, cooperation and signing events, credit ratings, and awards, etc., thereby affirming SHB's capacity and reputation.

SHB ensures the provision of timely and transparent information in both Vietnamese and English versions of the annual report on the website, such as: information on shareholders, the bank's ownership structure, the system of subsidiaries, and financial and non-financial information, etc.

Organizing briefing meetings and issuing press releases regarding business performance results and operational strategies;

- **Promoting Investor Relations and Engagement Activities**

In 2025, SHB continued to boost its investor relations activities in a proactive and professional manner, aligning with international practices to enhance the Bank's reputation and standing in the financial market.

SHB implemented a series of Roadshows across two major Asian financial hubs, Singapore and Taiwan, attracting approximately 50 international financial institutions with over 80 representatives, including leading regional banks, investment funds, and financial institutions. Through direct working sessions, SHB provided comprehensive information on its development strategy, financial capacity, sustainable growth orientation, and investment cooperation opportunities, thereby increasing brand awareness and trust within the international investor community.

Following these activities, SHB successfully mobilized two medium-term USD syndicated loans based on ESG (Environmental, Social, and Governance) criteria, with a total scale of 600 million USD. These transactions drew significant interest from the international market and were structured with a "greenshoe" option (over-allotment option), optimizing the capital structure and strengthening the Bank's financial flexibility.

These results reflect the effectiveness of a well-executed investor relations strategy, contributing to increased transparency, strengthened market confidence, and supporting SHB's positioning according to international standards, aiming for sustainable development and long-term value creation for shareholders.

(ii) SHB constantly strengthens the responsibilities of the Board of Directors

- The roles and responsibilities of SHB Board members and corporate governance regulations are detailed in SHB's Charter and Corporate Governance Regulations.
- The Board of Directors (BOD) organized meetings throughout 2025 and disclosed the attendance information of each member in the annual report.
- Established committees under the BOD; performed evaluations of BOD members and its committees, which are disclosed in the annual report.

4.2. SHB's Plan to Enhance Corporate Governance Efficiency

With the goal of gradually approaching regional and global corporate governance standards, SHB will continue to refine its corporate governance activities in the coming period as follows:

- Improving standards related to Information Disclosure and Transparency:

- Continue to refine and issue the Regulations on Information Disclosure on the stock market to ensure completeness and strictness, in compliance with Circular No. 96/2020/TT-BTC of the Ministry of Finance regarding information disclosure on the stock market and other relevant legal provisions;
- Strive to better implement the standards prescribed by current regulations and international practices to provide information to both domestic and foreign shareholders and investors.
- Strengthening the responsibilities of the Board of Directors:
 - Developing succession plans, orientation, and training programs for both new and incumbent Board members to ensure a pipeline of successors with the necessary experience and skills to undertake their duties.
 - Increasing the frequency of expanded Board meetings in addition to periodic meetings to discuss key issues regarding business orientation and focal solutions.
- Continuing to perfect and strengthen the roles of Internal Audit, Risk Management, and Compliance within SHB's internal governance framework with the objectives of:
 - (i) Ensuring that the risk management and internal control systems operate effectively and accurately;
 - (ii) Contributing significantly to the enhancement of corporate governance practices;
 - (iii) Serving as lines of defense to protect investment capital and create long-term sustainable value for shareholders.

4.3. Detailed Assessment of SHB's Corporate Governance Practices Based on the ASEAN Corporate Governance Scorecard

No.	Criteria	Basis for Assessment	Basis for Assessment
A	Rights of Shareholders		
A.1	Basic Shareholder Rights		
A.1.1	Does the Company pay dividends, whether interim and final, in an equitable and timely manner; that is, are all shareholders treated equally and paid within 30 days after (i) declaration for interim dividends and (ii) shareholder approval at the General Meeting of Shareholders for final dividends? In cases where the Company announces a scrip dividend option, does it distribute such dividend within 60 days from the date of announcement?	On June 10, 2025, SHE completed the first tranche of the 2024 dividend payment in cash at a rate of 5%. On August 19, 2025, SHE completed the issuance of shares for the second tranche of the 2024 dividend payment at a rate of 13%.	Complied
A2	The Right to Participate in Decisions Concerning Fundamental Corporate Changes		
	Shareholders have the right to participate in:		

A2.1	Amendments to the Company's charter?	Provided for in the Charter and the Internal Regulations on Corporate Governance of the Bank.	Complied
A2.2	Voting on the issuance of additional shares?	Subject to approval by the General Meeting of Shareholders in accordance with applicable laws.	Complied
A2.3	The transfer of all or substantially all of the Company's assets, resulting in the sale of the Company?	Subject to approval by the General Meeting of Shareholders in accordance with applicable laws.	Complied
A.3	The Right to Participate Effectively in and Vote at General Meetings of Shareholders and to Be Informed of the Rules, Including Voting Procedures, Governing Such Meetings		
A.3.1	Do shareholders have the opportunity, as evidenced by the agenda, to approve the remuneration (fees, allowances, benefits in kind, or other emoluments) or any increase in remuneration of non-executive members of the Board of Directors?	This item is included in the agenda of the Annual General Meeting of Shareholders.	Complied
A.3.2	Does the Company allow non-controlling shareholders to nominate candidates for the Board of Directors?	Shareholders exercise this right in accordance with applicable laws and the Bank's Charter.	Complied
A.3.3	Does the Company allow shareholders to elect each member of the Board of Directors individually?	Provided for in Article 29 - Shareholders' Rights of SHB's Charter.	Complied
A.3.4	Does the Company disclose the voting procedures to be used before the commencement of the meeting?	Such procedures are stipulated and disclosed on SHB's website prior to the General Meeting of Shareholders in accordance with regulations.	Complied
A.3.5	Do the minutes of the most recent General Meeting of Shareholders record that shareholders were given the opportunity to ask questions and that the questions and answers were recorded?	All questions raised by shareholders and the corresponding responses are included in the minutes of the General Meeting of Shareholders and approved at the meeting.	Complied
A.3.6	Does the Company disclose the voting results including votes for, against and abstentions, for each resolution considered at the most recent General Meeting of Shareholders?	Presented in the Minutes of the 2025 Annual General Meeting of Shareholders.	Complied

A.3.7	Does the Company disclose the list of Board members who attended the most recent General Meeting of Shareholders?	Presented in the Minutes of the 2025 Annual General Meeting of Shareholders.	Complied
A.3.8	Does the Company disclose that all members of the Board of Directors and the Chief Executive Officer/Executive Director (if the CEO/Executive Director is not a Board member) attended the most recent General Meeting of Shareholders?	Disclosed on SHB's website.	Complied
A.3.9	Does the Company allow absent voting?	Shareholders who are unable to attend may authorize another person to attend and vote on matters at the meeting on their behalf.	Complied
A.3.10	Does the Company use voting by poll based on the number of voting shares held by shareholders (rather than by show of hands) for all resolutions at the most recent General Meeting of Shareholders?	Stipulated in the Regulations of the General Meeting of Shareholders.	Complied
A.3.11	Does the Company disclose the appointment of an independent party (scrutineer/observer) to count and/or validate votes at the General Meeting of Shareholders?	SHB discloses this matter and seeks shareholders' approval at the General Meeting of Shareholders.	Complied
A.3.12	Does the Company publicly disclose the voting results for all resolutions from the most recent General Meeting of Shareholders on the next working day?	The Minutes and Resolutions of the 2025 Annual General Meeting of Shareholders were disclosed on SHB's public information portal in compliance with applicable regulations.	Complied
A.3.13	Does the Company provide notice of Annual and Extraordinary General Meetings of Shareholders at least 21 days in advance?	Disclosed on SHB's website.	Complied
A.3.14	Does the Company provide the rationale supporting information and explanation for each item of business requiring shareholder approval in the notice of meeting, meeting materials, draft resolutions and/or accompanying reports?	Each item in the draft resolutions is accompanied by a detailed proposal/report.	Complied
A.3.15	Are shareholders given the opportunity to propose items for discussion to be included in the agenda of the General Meeting of Shareholders?	All questions and responses are included in the minutes of the General Meeting of Shareholders and approved at the meeting.	Complied

A.4	Markets for Corporate Control Should Be Allowed to Function in an Efficient and Transparent Manner		
A.4.1	In cases of mergers, acquisitions and/or takeovers requiring shareholder approval, are members of the Board of Directors of the company being acquired encouraged to appoint an independent party to evaluate the fairness of the merger or acquisition price?	SHB complies with applicable laws and regulations to ensure transparency, openness and the fairness of merger and acquisition transaction prices thereby safeguarding the best interests of SHB and its shareholders.	Complied
A.5	The Exercise of Ownership Rights by All Shareholders, Including Institutional Investors Should Be Facilitated		Complied
A.5.1	Does the Company publicly disclose its policies and/or practices to encourage shareholders to engage with the Company beyond the General Meeting of Shareholders?	Provided for in SHB's Charter.	Complied
B	Equitable Treatment of Shareholders		
B.1	Shares and Voting Rights		
B.1.1	Does each ordinary share of the Company carry one vote?	Provided for in SHB's Charter.	Complied
B.1.2	Where the Company has more than one class of shares, does it disclose the voting rights attached to each class of shares (e.g. through its website, reports, stock exchange filings, or the regulator's website)?	The Company has only one class of ordinary shares.	Complied
B.2	Notice of the General Meeting of Shareholders		
B.2.1	Does each resolution at the most recent General Meeting of Shareholders deal with only one item on the agenda, i.e. does it avoid bundling several items into the same resolution?	SHB does not bundle multiple matters into a single resolution.	Complied
B.2.2	Were the notice and related materials for the most recent General Meeting of Shareholders fully translated into English and disclosed on the same day as the materials in the local language?	SHB's notice and materials for the General Meeting of Shareholders are fully translated into English and disclosed on the same day as the Vietnamese versions on SHB's website.	Complied
B.2.3	Are the profiles of Board nominees standing for election/re-election disclosed, including at a minimum age, academic and professional qualifications, date of first appointment?	SHB discloses the profiles of nominees standing for election/re-election on the Bank's website.	Complied

	relevant experience, and directorships in other listed companies?		
B.2.4	Is the auditor/audit firm to be elected or re-appointed clearly identified?	This is presented in the submissions for approval at the 2025 General Meeting of Shareholders.	Complied
B.2.5	Is the proxy form for attending the General Meeting of Shareholders made easily available?	It is disclosed on the website and also sent directly to shareholders by post together with the meeting invitation.	Complied
B.3	Related Party Transactions of Board Members and Senior Management		
B.3.1	Does the Company have a policy and/or rules prohibiting Board members and employees from profiting from undisclosed information?	Provided for in SHB's Charter.	Complied
B.3.2	Are Board members required to report transactions in the Company's shares within three working days?	Board members are required to make disclosures in accordance with applicable regulations both before and after trading the Company's shares.	Complied
B.4	Related Party Transactions of Board Members and Senior Management		
B.4.1	Does the Company have a policy requiring a committee composed of independent Board members to review material/significant related party transactions to determine whether such transactions are in the best interests of the Company and its shareholders?	Related party transactions are reviewed and submitted to the Board of Directors or the General Meeting of Shareholders for approval prior to execution in accordance with SHB's Charter.	Complied
B.4.2	Does the Company have a policy requiring a committee composed of independent Board members to review material/significant related party transactions to determine whether such transactions are in the best interests of the Company and its shareholders?	Related party transactions are reviewed and submitted to the Board of Directors or the General Meeting of Shareholders for approval prior to execution in accordance with SHB's Charter.	Complied

B.4.3	Does the Company have a policy requiring Board members to abstain from participating in Board meetings where matters, activities or transactions involving their conflict of interest are discussed?	SHB has set out specific provisions in its Charter and the Operating Regulations of the Board of Directors.	Complied
B.4.4	Does the Company have a policy on loans to Board members that either prohibits such lending or ensures that such loans are granted on an arm's length basis and at market interest rates?	SHB has stipulated specific provisions in its lending regulations and complies with the cases where credit extension is prohibited under Article 134 of the Law on Credit Institutions.	Complied
B.5	Protection of Minority Shareholders from Abusive Actions		
B.5.1	Does the Company disclose that related party transactions are conducted in such a way as to ensure that they are fair and carried out on market-based terms?	SHB makes disclosures in accordance with applicable laws and regulations.	Complied
B.5.2	In cases where shareholder approval is required for related party transactions, is the approval obtained through voting by disinterested shareholders?	Voting is conducted in accordance with applicable laws and regulations.	Complied
C	Role of Stakeholders		
C.1	The Rights of Stakeholders Established by Law or Through Mutual Agreements Are to Be Respected		
	The Company discloses its policies and practices relating to:		
C.1.1	Disclosure of policies and practices to protect customers' rights?	SHB has issued comprehensive Customer Complaint Handling Policies and Procedures, and has disclosed its hotline and email address on the Bank's website, printed leaflets, e-banking applications, and other communication channels.	Complied
C.1.2	Disclosure of policies, practices, processes and procedures for selecting suppliers/contractors?	SHB has published such information on its website.	Complied
C.1.3	Disclosure of policies and practices describing the Company's efforts to ensure that its value chain is environmentally friendly or aligned with the promotion of sustainable development?	SHB has presented this information in the Sustainability Development section of its Annual Report.	Complied

C.1.4	Disclosure of policies and practices describing the Company's efforts to engage with the communities in which it operates?	SHB has presented this information in its Annual Report.	Complied
C.1.5	Disclosure of the Company's anti-corruption policies and practices?	SHB has disclosed and implemented its Regulations on Operational Risk Prevention and Anti-Money Laundering, as presented in Section 1.6 of the Annual Report and other internal regulations.	Complied
C.1.6	Disclosure of policies and practices describing how the Company protects creditors' rights?	SHB has issued comprehensive Customer Complaint Handling Policies and Procedures, and has disclosed its hotline and email address on the Bank's website, printed leaflets, e-banking applications, and other communication channels.	Complied
C.1.7	Does the Company prepare a separate report or dedicated content describing its efforts on environmental, economic and social issues?	SHB has presented this information in its Annual Report.	Complied
C.2	Where Stakeholder Interests Are Protected by Law, Stakeholders Should Have the Opportunity to Obtain Effective Redress for Violation of Their Rights		
C.2.1	Does the Company provide contact details on its website or in its Annual Report that stakeholders can use to raise concerns and/or complaints regarding possible violations of their rights?	SHB has disclosed its hotline and contact telephone numbers on the Bank's website and in its Annual Report.	Complied
C.3	Mechanisms for Employee Participation Should Be Permitted to Develop		
C.3.1	Does the Company clearly disclose its policies practices and efforts relating to employees health, safety and welfare?	SHB has presented this information in its Annual Report.	Complied
C.3.2	Does the Company clearly disclose its policies practices and efforts relating to employee training and development programmes?	SHB has presented this information in its Annual Report.	Complied

C.3.3	Does the Company have a reward policy linked to the Company's long-term performance rather than short-term performance?	SHB has disclosed this information in its Annual Report and internal documents. The Bank also has a share issuance policy under its employee stock ownership programme.	Complied
C.4	Stakeholders, Including Employees and Their Representative Bodies, Should Be Able to Freely Communicate Their Concerns About Illegal or Unethical Practices to the Board or Directors Without Compromising Their Rights		
C.4.1	Does the Company have a whistleblowing policy, including procedures for employees and stakeholders to raise concerns regarding illegal practices (including corruption) or unethical conduct, and does it provide detailed contact information for complaints on the Company's website or in the Annual Report?	SHB has disclosed and implemented regulations on operational risk management and anti-money laundering, as presented in Section 1.6 of the Annual Report and other internal documents. The Bank's hotline is also disclosed on its website.	Complied
C.4.2	Does the Company have a policy or procedure to protect employees/individuals from retaliation for disclosing illegal or unethical conduct?	This is reflected in the Code of Conduct, labour regulations and other internal documents. A more specific procedure and whistleblower protection policy should be further developed.	Complied
D	Disclosure and Transparency		
D.1	Transparent Ownership Structure		
D.1.1	Does shareholder information disclose the identity of beneficial owners holding 5% or more of the Company's shares?	SHB carries out periodic reporting in accordance with the regulations of the State Bank of Vietnam, the State Securities Commission of Vietnam and the Stock Exchange.	Complied
D.1.2	Does the Company disclose the direct and indirect (deemed) shareholdings of substantial shareholders?	SHB carries out periodic reporting in accordance with the regulations of the State Bank of Vietnam, the State Securities Commission of Vietnam and the Stock Exchange.	Complied

D.1.3	Does the Company disclose the direct and indirect (deemed) shareholdings of members of the Board of Directors?	SHB carries out periodic reporting in accordance with the regulations of the State Bank of Vietnam, the State Securities Commission of Vietnam and the Stock Exchange.	Complied
D.1.4	Does the Company disclose the direct and indirect (deemed) shareholdings of the Executive Management?	SHB carries out periodic reporting in accordance with the regulations of the State Bank of Vietnam, the State Securities Commission of Vietnam and the Stock Exchange.	Complied
D.1.5	Does the Company disclose details of its parent company, subsidiaries, associates, joint ventures and special purpose entities/vehicles (SPEs/SPVs)?	SHB carries out periodic reporting in accordance with the regulations of the State Bank of Vietnam, the State Securities Commission of Vietnam and the Stock Exchange.	Complied
D.2	Does the Company's Annual Report disclose the following information:		
D.2.1	Corporate objectives	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.2	Financial performance indicators	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.3	Non-financial performance indicators	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.4	Dividend policy	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.5	Detailed profiles of members of the Board of Directors	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.6	Details of each Board member's attendance at Board meetings held during the year	SHB provides detailed disclosure in its Annual Report.	Complied
D.2.7	Total remuneration of each member of the Board of Directors	Presented in the Annual Report; however, only the aggregate remuneration of the Board of Directors, the Supervisory Board and the	Partially Complied

		Executive Management is disclosed separately.	
D.2.8	Does the Annual Report contain a statement confirming the Company's full compliance with the corporate governance code and, where there is any non-compliance, does it clearly identify and explain each instance?	Fully presented in the Annual Report – Corporate Governance section.	Complied
D.3	Disclosure of Related Party Transactions (RPTs)		
D.3.1	Does the Company disclose its policy on the review and approval of material/significant related party transactions?	Presented in the Annual Report – Financial Statements/Transactions with Related Parties section.	Complied
D.3.2	Does the Company disclose the name of the related party, the relationship, the nature, and the value of each material/significant related party transaction?	Presented in the Annual Report – Financial Statements/Transactions with Related Parties section.	Complied
D.4	Trading in the Company's Shares by Board Members		
D.4.1	Does the Company disclose trading in its shares conducted by the Company's insiders?	Disclosed on SHB's website and the Stock Exchange.	Complied
D.5	External Auditor and Auditor's Report		
D.5.2	Are non-audit fees higher than audit fees?	SHB does not incur non-audit service fees.	
D.6	Communication Channels		
D.6.1	Quarterly reports	SHB fully discloses such information on the Bank's website in accordance with regulations.	Complied
D.6.2	Corporate website	SHB fully discloses such information on the Bank's website in accordance with regulations.	Complied
D.6.3	Analyst briefings/reports	SHB proactively provides information to support analytical reports prepared by institutions/analysts.	Complied
D.6.4	Media disclosures/press conferences	SHB issues periodic press releases and proactively communicates through mass media channels.	Complied

D.7	Timely Filing/Release of Annual Reports and Financial Statements		
D.7.1	Are the audited annual financial statements publicly disclosed within 120 days from the end of the financial year?	Information is fully disclosed on the Bank's website in accordance with regulations.	Complied
D.7.2	Is the Annual Report publicly disclosed within 120 days from the end of the financial year?	Information is fully disclosed on the Bank's website in accordance with regulations.	Complied
D.7.3	Is the fairness and reliability of the annual financial statements affirmed by authorized members of the Board of Directors and/or Executive Management?		Complied
D.8	Does the Company's website provide up-to-date information on:		
D.8.1	Financial statements (latest quarter)	Information is fully disclosed on the Bank's website in accordance with regulations.	Complied
D.8.2	Materials from analysts and the media	Updated regularly.	Complied
D.8.3	Downloadable Annual Report	Fully disclosed on the Bank's website and available for download.	Complied
D.8.4	Notices of and materials for Annual and/or Extraordinary General Meetings of Shareholders	Fully disclosed on the Bank's website.	Complied
D.8.5	Minutes of Annual and/or Extraordinary General Meetings of Shareholders	Fully disclosed on the Bank's website.	Complied
D.8.6	Downloadable Company Charter	Fully disclosed on the Bank's website and available for download.	Complied
D.9	Investor Relations		
D.9.1	Does the Company disclose the contact details (e.g. telephone, fax and email) of the officer/department responsible for investor relations?	Disclosed on SHB's website.	Complied
E	Responsibilities of the Board of Directors		
E.1	<i>The Responsibilities of the Board of Directors and the Corporate Governance Framework Are Clearly Defined</i>		
E.1.1	Does the Company disclose its corporate governance regulations/Board Charter?	Information is fully disclosed on the Bank's website.	Complied
E.1.2	Are the matters requiring approval by the Board of Directors publicly disclosed?	Information is fully disclosed on the Bank's website.	Complied

E.1.3	Are the roles and responsibilities of members of the Board of Directors clearly defined and disclosed?	Fully presented in the Bank's Charter, Annual Report and Corporate Governance Report.	Complied
E.1.4	Does the Company disclose its reviewed and updated vision and mission?	SHB presents this information in full in its Annual Report reports to the General Meeting of Shareholders and other internal reports.	Complied
E.1.5	Do members of the Board of Directors play a leadership role in the formulation and monitoring of the Company's strategy for at least one year?	The role of members of the Board of Directors is presented in the Annual Report – Corporate Governance section.	Complied
E.1.6	Does the Board of Directors have processes in place to review, supervise and monitor the implementation of the Company's strategy?	The roles and activities of members of the Board of Directors are presented in the Annual Report – Corporate Governance section.	Complied
E.2	Board Structure		
E.2.1	Are the details of the Code of Ethics or Code of Conduct publicly disclosed?	Publicly disclosed across the SHB system.	Complied
E.2.2	Does the Company disclose that all Board members, senior executives and employees are required to comply with the Code?	Reflected in the Charter and Internal Corporate Governance Regulations, and publicly disclosed on the Company's website.	Complied
E.2.3	Does the Company disclose how compliance with the Code of Ethics or Code of Conduct is implemented and monitored?	Reflected in the Labour Regulations and Internal Corporate Governance Regulations, and publicly disclosed across the SHE system.	Complied
E.2.5	Does the Company impose a maximum tenure of nine years or less, or a maximum of two five-year terms, for each independent Board member?	SHB complies with legal regulations on the independence criteria applicable to independent members of the Board of Directors.	Complied
E.2.6	Does the Company impose a limit of five Board seats that an independent/non-executive Board member may concurrently hold in other companies?	SHB has set out such provisions in its Charter and the Regulations on the Organization and Operation of the Board of Directors.	Complied

E.2.7	Does any executive Board member serve on more than two boards of listed companies outside the Group?	No such case has arisen.	Complied
E.2.8	Does the Company have a Nomination Committee?	SHB has established a Nomination Committee under the Board of Directors.	Complied
E.2.9	Does the Company disclose the charter/governance structure/terms of reference of the Nomination Committee?	Presented in the Annual Report and related disclosures.	Complied
E.2.10	Is the attendance of members at Nomination Committee meetings publicly disclosed and, if so, does the Nomination Committee meet at least twice a year?	Presented in the Annual Report.	Complied
E.2.11	Does the Company have an Audit Committee?	SHB has a Supervisory Board and operates under the governance model comprising the General Meeting of Shareholders, the Board of Directors, the Supervisory Board and the Chief Executive Officer.	Complied
E.2.12	Does the Audit Committee comprise all non-executive Board members with a majority of independent Board members?	The Supervisory Board operates independently and supervises the activities of the Board of Directors and the Executive Management.	Complied
E.2.13	Is the Chairman of the Audit Committee an independent Board member?	The Head of the Supervisory Board operates independently of the Board of Directors.	Complied
E.2.14	Does the Company disclose the charter/governance structure/terms of reference of the Audit Committee?	Presented in the Annual Report, SHB's Charter and internal regulations.	Complied
E.2.15	Does at least one independent member of the Audit Committee have accounting expertise or experience?	All members possess the required professional experience.	Complied
E.2.16	Is the attendance of members at Audit Committee meetings publicly disclosed and, if so, does the Audit Committee meet at least four times a year?	Presented in the Annual Report.	Complied
E.2.17	Is the Audit Committee primarily responsible for recommending the appointment and removal of the external auditor?	Provided for in SHB's Charter.	Complied
E.3	Board Processes		

E.3.1	Are Board meetings scheduled before the beginning of the financial year?	SHB's Board of Directors convenes regular and extraordinary meetings in accordance with applicable laws and SHB's internal regulations, with at least four regular meetings per year.	Complied
E.3.2	Do Board members meet at least six times a year?	In 2025, the Board of Directors held 17 in-person meetings, as presented in the Annual Report.	Complied
E.3.3	Does each Board member attend at least 75% of Board meetings during the year?	Presented in the Annual Report.	Complied
E.3.4	Does the Company require a quorum of at least two-thirds of Board members for meetings at which Board decisions are made?	Provided for in the Charter and the Regulations on the Organization and Operation of the Board of Directors.	Complied
E.3.5	Do the Company's non-executive Board members meet separately at least once a year without the presence of executive members?		Complied
E.3.6	Are Board meeting materials provided to Board members at least five working days before the Board meeting?	SHB has stipulated this requirement in its Charter and consistently complies with it.	Complied
E.3.7	Does the Company Secretary play a significant role in supporting the Board in discharging its responsibilities?	SHB has appointed a person in charge of corporate governance who performs the duties of Company Secretary thereby ensuring that corporate governance activities are conducted effectively.	Complied
E.3.8	Is the Company Secretary trained in legal accounting or company secretarial practice and kept up to date on relevant developments in these areas?	SHB ensures compliance with these requirements.	Complied
E.3.9	Does the Company disclose the criteria used in selecting new Board members?	Presented in the Charter and the Regulations on the Organization and Operation of the Board of Directors.	Complied
E.3.10	Does the Company describe the process followed in appointing new Board members?	Presented in the Charter and SHB's internal regulations.	Complied
E.3.11	Are all Board members subject to re-election at least every three years, or every five years in jurisdictions where the law prescribes a five-year term for listed companies?	The term of office of SHB's Board of Directors is five years, as stipulated in the Charter and SHB's Internal	Complied

		Corporate Governance Regulations.	
E.3.12	Does the Company disclose its remuneration policy for executive Board members and the Chief Executive Officer?	Presented in SHB's Charter and Annual Report.	Complied
E.3.13	Is the remuneration structure for non-executive Board members publicly disclosed?	Presented in SHB's Charter and Annual Report.	Complied
E.3.14	Do shareholders or the Board approve the remuneration of executive Board members and/or senior executives?	The General Meeting of Shareholders approves the remuneration framework while the Board of Directors prescribes the detailed arrangements.	Complied
E.3.15	Does the Company have measurable policies and standards linking the remuneration of executive Board members or Executive Management to the long-term interests of the Company?	Provided for in SHB's Charter.	Complied
E.3.16	Does the Company have a separate internal audit function?	SHB has an Internal Audit Division under the Supervisory Board.	Complied
E.3.17	Is the head of internal audit disclosed, or if outsourced, is the name of the outsourced firm publicly disclosed?	Presented in SHB's Charter and Annual Report.	Complied
E.3.18	Is the appointment and dismissal of internal auditors subject to approval by the Audit Committee?	The appointment and dismissal of internal audit personnel fall under the authority of the Supervisory Board.	Complied
E.3.19	Does the Company disclose its internal control procedures/risk management systems and periodically review their effectiveness?	Presented in the Annual Report – Risk section.	Complied
E.3.20	Do the Annual Report/Corporate Governance Report disclose that the Board has reviewed the Company's key controls and risk management systems?	Presented in the Annual Report – Corporate Governance section.	Complied
E.3.21	Does the Company disclose how it manages key risks, such as financial, operational including information technology, environmental, social and economic risks?	Presented in the Annual Report – Risk section.	Complied
E.3.22	Do the Annual Report/Corporate Governance Report contain a statement from the Board or the Audit Committee on the adequacy of the	Presented in the Annual Report.	Complied

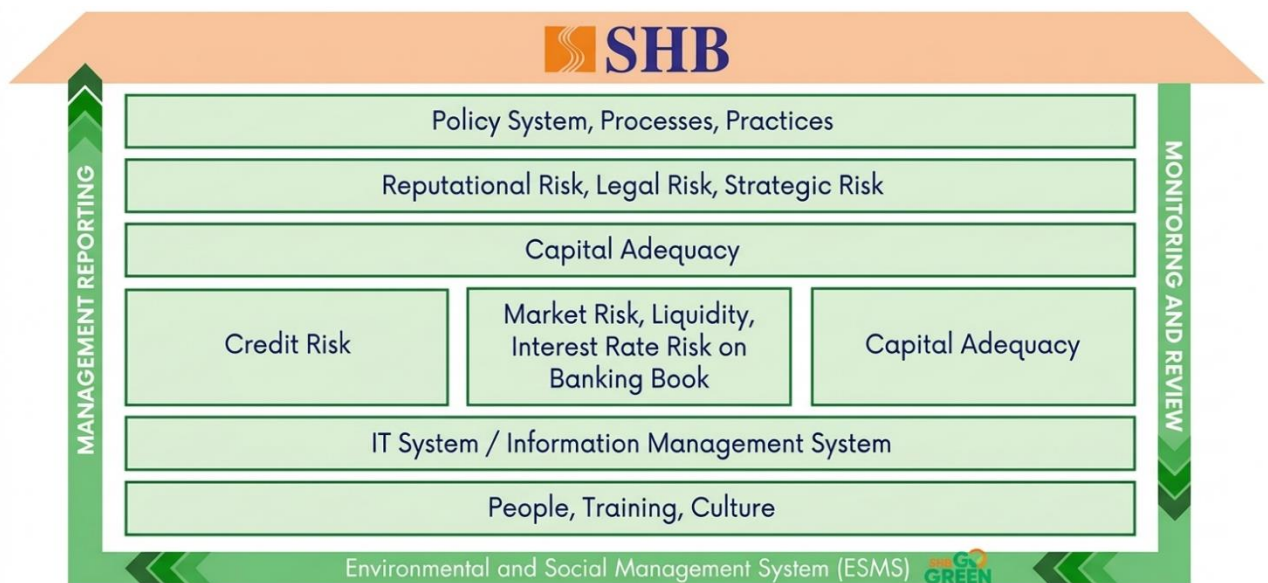
	Company's internal controls/risk management systems?		
E.4	Chairman of the Board		
E.4.1	Are the positions of Chairman of the Board and Chief Executive Officer held by separate individuals?	SHB has separate positions for the Chairman of the Board of Directors and the Chief Executive Officer.	Complied
E.4.2	Is the Chairman of the Board an independent Board member?	The Chairman of the Board of Directors is a non-executive member.	Complied
E.4.3	Has any Board member served as the Company's former Chief Executive Officer/Executive Director within the previous two years?	No.	Complied
E.4.4	Are the roles and responsibilities of the Chairman of the Board publicly disclosed?	Provided for in the Charter.	Complied
E.4.5	If the Chairman of the Board is not an independent Board member, has the Board appointed a lead independent director, and are the responsibilities of this role clearly defined?	SHB has two independent Board members with experience in finance insurance and banking.	Complied
E.4.6	Does the Company have at least one non-executive Board member with prior working experience in the principal industry in which the Company operates?	All members of the Board of Directors have experience in finance and banking.	Complied
E.5	Development of Board Members		
E.5.1	Does the Company have an orientation programme for new Board members?	SHB has training programmes for each professional position and is currently reviewing and updating additional programmes for members of the Board of Directors.	Complied
E.5.2	Does the Company have a policy encouraging Board members to participate in continuing education or professional development programmes?	SHB has training programmes for each professional position and is currently reviewing and updating additional programmes for all members of the Board of Directors.	Complied
E.5.3	Does the Company disclose how the Board plans for succession of the Chief Executive Officer/Executive Director/key management personnel?		Complied
E.5.4	Does the Board conduct an annual performance assessment of the Chief Executive Officer?	Reflected in the Internal Corporate Governance	Complied

	Officer/Executive Director/key management personnel?	Regulations and the Annual Report.	
E.5.5	Does the Company conduct an annual evaluation of the Board's performance and disclose the evaluation process and criteria used?	Reflected in the Internal Corporate Governance Regulations and disclosed on SHB's website.	Complied
E.5.6	Does the Company conduct an annual evaluation of the performance of individual Board members and disclose the evaluation process and criteria used?	Reflected in the Internal Corporate Governance Regulations and disclosed on SHB's website.	Complied
E.5.7	Does the Company conduct an annual evaluation of the performance of Board committees and disclose the evaluation process and criteria used?	Reflected in the Annual Report.	Complied

5. Risk Management

Amid a new economic growth cycle marked by heightened requirements for system safety and risk governance, SHB remains steadfast in its commitment to pursuing growth alongside safety and efficiency, expansion alongside sustainability, and innovation alongside high standards. Risk management has been continuously enhanced and comprehensively implemented, providing a solid foundation for SHB to innovate and accelerate in the new era.

a. SHB's Risk Management Framework

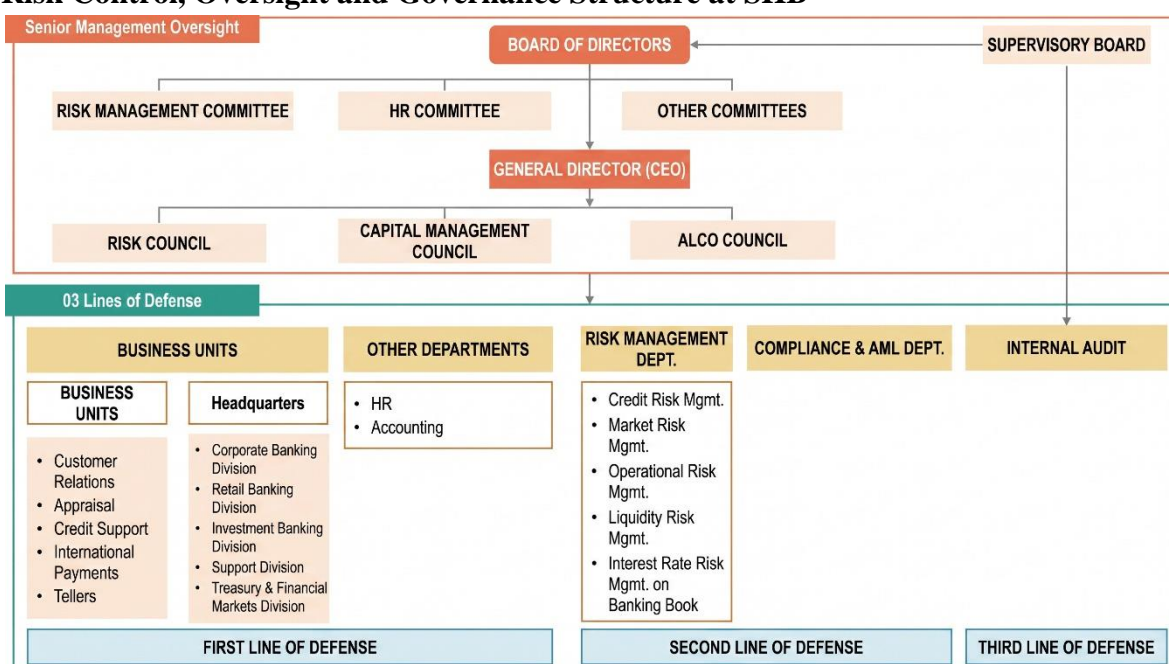


SHB has established a comprehensive risk management framework, ensuring a full set of policies, regulations, processes and implementation guidelines to govern business operations in alignment with the Bank's strategic direction and risk management objectives. Within this framework, key risk types are identified, measured and tightly controlled. At the same time, SHB maintains adequate capital ratios commensurate with the Bank's risk profile to ensure resilience against unexpected fluctuations.

To enhance the effectiveness of its risk management framework, SHB has built a robust information system together with a management reporting system to provide timely and accurate information on the Bank's risk exposure. This system not only supports risk monitoring across business activities, but also facilitates the assessment of risk impacts on the asset portfolio and provides forward-looking insights into business performance and asset quality, thereby enabling informed and effective business decision-making.

In parallel, SHB places strong emphasis on training and communication in risk management through training programmes, thematic workshops and internal communications. These efforts serve as the foundation for fostering a risk-aware culture throughout the organisation, ensuring that all employees clearly understand and apply risk management principles in every aspect of business operations, thereby strengthening governance capacity and supporting SHB's sustainable development.

5.2. Risk Control, Oversight and Governance Structure at SHB



Risk management at SHB is implemented under the Three Lines of Defence model across all operations, whereby:

The first line of defence is responsible for identifying, controlling and implementing risk mitigation measures. The second line of defence is established to monitor risk limits, together with functions relating to legal and compliance matters. The third line of defence, namely the internal audit function, is responsible for independently supervising and assessing the effectiveness and adequacy of risk management activities performed by the first and second lines of defence. In addition, SHB has established a full system of committees and councils to assist the Board of Directors and the Chief Executive Officer in performing senior management oversight functions over the Bank's operations.

SHB has developed and continuously strengthened its system of risk management documents and policies to ensure effective risk management, operational safety and compliance with the Law, regulations of the State Bank of Vietnam, and SHB's risk governance orientation, while consistently moving towards risk management standards aligned with international practices and benchmarks. Accordingly, in 2025, SHB completed the development and implementation of its internal credit rating system and advanced the development of its capital calculation system under

the advanced Basel II IRB approach, with advisory support from an international consulting firm within the Big Four. Earlier, in 2023, SHB had proactively prepared for the study and implementation of risk management in line with Basel III liquidity metrics, namely the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). The implementation results were reviewed, assessed and recommended on by an independent audit firm within the Big Four in relation to the development of draft regulations/processes, methodologies and calculation systems. At present, SHB is conducting periodic internal calculation and monitoring of the LCR and NSFR ratios.

In parallel, with the objective of maintaining adequate capital for material risks, SHB regularly implements measures to optimise risk-weighted assets (RWA) and strengthen the Bank's capital capacity. Through these efforts, SHB ensures that its capital adequacy ratio in accordance with Circular No. 41/2016/TT-NHNN is consistently maintained above 11%, exceeding the minimum regulatory requirement of 8% set by the State Bank of Vietnam, and remaining above SHB's internal capital adequacy target under both normal and adverse conditions. This is intended to ensure that SHB maintains an adequate capital buffer to support the Bank's business operations and deliver sustainable, effective growth.

5.3. Management of Material Risks

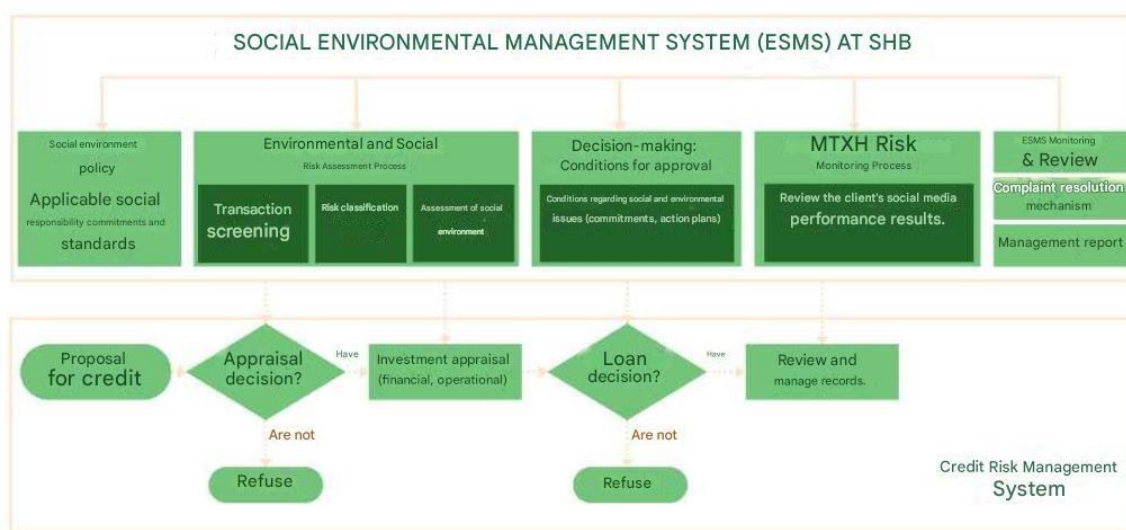
5.3.1. Credit Risk

Credit risk is the possibility of loss arising in banking operations as a result of a customer's failure or inability to fulfil its obligations in accordance with commitments.

To effectively manage and control credit risk, SHB has developed and maintained a credit risk management policy framework that ensures the following principles: (i) establishing an appropriate credit risk management environment; (ii) operating under a credit granting process with close coordination among the relevant functions; and (iii) identifying, measuring and monitoring risks under the Three Lines of Defence model to ensure comprehensive control of credit risk.

SHB also measures credit risk under both normal operating conditions and adverse market conditions. In adverse market scenarios, SHB applies scenario analysis to forecast credit growth and asset quality trends, thereby formulating provisioning plans and implementing timely and appropriate measures to control, monitor and mitigate non-performing loans.

5.3.2. Environmental and Social Risk



Against the backdrop of climate change, rising environmental and social risks, and the rapid standardisation of ESG principles on a global scale, environmental and social (E&S) risk management has moved beyond the scope of compliance to become a fundamental element of overall risk governance and a key driver of sustainable growth for financial institutions in the new era.

Recognising this strategic role, SHB continues to strengthen E&S risk management in tandem with the development of green credit, viewing it as a lever that enables the Bank not only to control risks and safeguard asset quality and brand reputation, but also to proactively capture new growth opportunities arising from the economy’s green transition.

From building a strong foundation to accelerating the integrated implementation of ESMS

Building on the achievements of previous years, 2025 marked an important transition in SHB’s E&S risk management journey — from the stage of developing and refining the management framework to a phase of accelerated implementation, deeper integration and more substantive value creation.

SHB’s Environmental and Social Management System (ESMS) has been established as an end-to-end governance model, integrated throughout the credit lifecycle, from strategy and policy, governance processes and business operations to internal management mechanisms, review and continuous improvement. Through the ESMS, E&S risks are identified early, assessed systematically, controlled in line with their risk levels, and monitored continuously after disbursement, thereby enhancing risk governance effectiveness and supporting the sustainable development of the Bank’s green credit portfolio.

SHB’s ESMS model clearly demonstrates how the Bank integrates environmental and social factors into its lending activities in a consistent and comprehensive manner, not only to mitigate risks but also to lay the foundation for creating long-term value for the Bank, its customers and the community.



Key Areas of Focus in 2025

In 2025, the Risk Management Division focused on implementing key workstreams to help realise SHB’s objective of accelerating environmental and social (E&S) risk management and advancing green credit development:

(1) Enhancing policies and strengthening ESG integration in credit risk management

SHB continued to review and update its E&S risk management policy and regulatory framework to move into closer alignment with international practices, while remaining consistent with the requirements of domestic regulators. ESG criteria were more closely integrated into the appraisal, risk assessment and credit decision-making processes, with the aim of promoting proactive risk management and developing a sustainable credit portfolio.

(2) Advancing the application of technology in E&S risk assessment and monitoring

SHB continued to expand and optimise the use of E&S risk assessment tools across the entire credit process, thereby enhancing consistency, transparency and efficiency in the identification, classification and monitoring of risks.

(3) Strengthening international cooperation and elevating management standards in line with global practices

SHB maintained and expanded its cooperation with international financial institutions such as the World Bank (WB), International Finance Corporation (IFC), Asian Development Bank (ADB), SMBC and other development partners. Through these partnerships, the Bank continued to update and apply advanced E&S standards in line with sustainable finance trends and the requirements of international financial institutions.

(4) Building team capabilities and embedding ESG awareness across the organisation

Training and internal communication on E&S risk management were further intensified, focusing on practical topics such as ESG criteria, E&S risk assessment methodologies, and the development and monitoring of risk mitigation action plans. These efforts have gradually fostered a proactive, consistent and effective E&S risk management culture throughout the organisation.

(5) Promoting specialised ESMS initiatives aligned with the green growth strategy

SHB continued to implement and expand key E&S risk management initiatives, including the Environmental and Social Management System (ESMS) for trade finance and for lending activities to SME customers. These initiatives support businesses in enhancing their capacity to meet ESG standards, while enabling SHB to accompany customers in their green transition and sustainable development journey.

Ready to Accelerate – Creating Sustainable Value in the New Era

With strong commitment from the Management Board, an increasingly robust risk governance foundation, and the support of international partners, SHB continues to affirm its pioneering role in environmental and social risk management in Vietnam. On its journey to accelerate in the new era, SHB is committed to building a modern, safe and sustainable banking model, where E&S risk management serves not only as a control mechanism **but also as a driver of long-term value creation for the Bank, its customers and the community.**

5.3.3. Operational Risk

Operational risk is the risk of financial loss and adverse non-financial impact to SHB arising from inadequate or failed internal processes, human factors, system errors or failures, or external events, including legal risk.

SHB has comprehensively implemented its operational risk management framework in line with the requirements of Circular No. 13/2018/TT-NHNN and international practices.

In 2025, SHB prioritised resources for risk assessments and control effectiveness assessments to ensure proactive identification and prevention of operational risks associated with the Bank's key products, business processes and projects. At the same time, SHB continued to strengthen initiatives aimed at enhancing the operational risk management culture across all of its business units, establishing designated focal points at each branch and business centre, and maintaining internal knowledge-sharing and training activities on operational risk management directly within the units. Against a backdrop of increasingly frequent external fraud-related operational risk events involving high-tech crime — including the use of forged documents, face swap technology and AI-powered image editing applications to open and use payment accounts, particularly online payment accounts — SHB has promptly implemented preventive and control measures, enhanced its risk identification practices, and intensified communication across multiple channels to prevent losses for both customers and the Bank.

SHB has also stepped up the implementation of outsourced operational risk assessments, particularly for outsourced information technology services, to ensure compliance with legal requirements and to safeguard the security and confidentiality of information technology systems in banking operations. In addition, in 2025, amid the growing impact of extreme climate change and widespread natural disasters, SHB placed particular emphasis on strengthening governance and ensuring business continuity. Accordingly, the Bank synchronously implemented a wide range of measures, including reviewing and revising regulations, issuing new procedures and guidance notes, intensifying communication, conducting preparedness surveys ahead of the rainy and storm season, and organising training for relevant units to ensure uninterrupted operations.

The Business Continuity Plan (BCP) has been fully updated to cover incident scenarios that may disrupt transactions, including system failures, force majeure events such as fires and floods, loss of important documents or data, and safety and security risks such as robbery or electrical incidents at business units. Through annual periodic testing, units across the SHB system remain in a constant state of readiness and are able to respond promptly to incidents, thereby ensuring that neither business operations nor customer transactions, as well as SHB's overall operational activities, are disrupted.

5.3.4. Information Technology Risk

Information technology (IT) risk is the possibility of loss arising in the course of activities related to information systems. IT risk is associated with the development, management and use of hardware, software, communications, system interfaces, operations and human factors.

IT operations at SHB are organised and managed under an operating model based on the Information Technology Infrastructure Library (ITIL) standards. SHB complies with most of the State Bank of Vietnam's regulations on information security and safety, while continuously maintaining the application of international security standards to strengthen the security of its internal IT systems, including ISO 27001:2013, PCI DSS, 3D Secure and SWIFT's Customer Security Controls Framework (CSCF).

In 2025, SHB continued to invest in modern technology solutions and platforms, including solutions for protecting digital banking applications (S Shield), eKYC, biometric connection and authentication via the National Electronic Identification Application system (VNeID) of the Ministry of Public Security, while accelerating cloud adoption, enhancing customer experience, providing 24/7 services, and mitigating IT risks. In particular, during 2025, SHB focused its resources on implementing key projects and assessing risks relating to critical information systems (Level 3) to ensure service availability and information security for online services. In addition, the Bank continued to improve, refine and update its regulations and procedures for IT risk assessment as well as its processes for identifying and assessing IT risks. SHB also carried out risk assessments and evaluations of control effectiveness for several key operational and development processes, thereby contributing to stronger defence capabilities and enhanced control and risk management capacity within the information technology environment.

5.3.5. Market Risk

Market risk is the risk arising from adverse movements in interest rates, exchange rates, securities prices and commodity prices in the market. SHB is exposed to two principal types of market risk, namely interest rate risk and foreign exchange risk. SHB has developed and continuously strengthened its system of policies, regulations and procedures for market risk management, setting out in detail the processes for identifying, measuring, monitoring/controlling/supervising and reporting market risk, as well as the responsibilities of the relevant units in market risk management. In addition to its centrally managed interest rate and foreign exchange risk management policy at Head Office, the Bank has fully established and applied a system of limits for management purposes, including position/portfolio limits, dealer limits, loss/stop-loss limits and sensitivity limits. These limits are reviewed periodically at least annually or on an ad hoc basis in the event of significant market volatility. Market risk is measured through methodologies and indicators such as open positions, PV01 sensitivity, profit and loss measurement based on mark-to-market valuation (MtM), and Value at Risk (VaR). These methodologies and measurement tools are regularly reviewed and refined to ensure accurate risk quantification in line with market conditions and SHB's business performance in each period.

5.3.6. Liquidity Risk

Liquidity risk is the risk arising from the inability to meet payment obligations as they fall due, or the ability to meet such obligations only at a cost higher than the average market cost.

SHB pursues a strategy of diversifying funding sources and funding tenors to enhance the stability of its funding base; maintaining an appropriate balance between assets and liabilities; and ensuring a sufficient level of highly liquid assets. Funding plans are developed and monitored in a safe and effective manner for each period, based on the business plans of each unit and the Bank-wide strategy, thereby ensuring daily liquidity capacity and preparedness for adverse market developments.

SHB has issued and applied liquidity risk limits such as the maximum net cash outflow limit, liquidity coverage ratios, the loan-to-deposit ratio (LDR), the ratio of short-term funding used for medium- and long-term lending, and internal measurement and monitoring of Basel III liquidity metrics, including the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). Liquidity risk measurement and monitoring are conducted on a daily, monthly and quarterly basis. In 2025, SHB completed Phase 1 of its ALM Project with a Big Four consulting partner, covering the ALM methodology component, and will continue with Phase 2 in 2026, involving the implementation of the ALM system. This will contribute to upgrading and enhancing the Bank's policy framework, methodologies, and tools for measuring and monitoring liquidity risk, improving balance sheet management efficiency and mitigating and preventing risks for the Bank.

5.3.7. Interest Rate Risk in the Banking Book

Interest rate risk in the banking book is the risk arising from adverse movements in interest rates affecting the Bank's earnings, asset values, liability values and off-balance sheet commitments. To manage this risk, SHB maintains an appropriate balance in the tenor/repricing structure between assets and liabilities and applies a suitable base rate policy, thereby limiting the interest rate risks the Bank may face, including repricing risk, basis risk and other related risks.

SHB has issued and applies banking book interest rate risk limits appropriate to the scale and complexity of its operations and its risk appetite, including interest rate gap limits and net interest income (NII) limits. The Bank measures interest rate risk for VND and foreign currencies representing 5% or more of total assets through methodologies and indicators such as interest rate-sensitive gaps; assessment of the impact of interest rate movements on net interest income (NII) and the economic value of equity (EVE); and determination of capital requirements for banking book interest rate risk using the Delta EVE method in accordance with Basel III guidance. Alongside the implementation of the ALM methodology project in 2025 and the planned deployment of Phase 2 – the ALM solution – in 2026, SHB continues to upgrade and enhance its policy framework, methodologies, and tools for measuring and monitoring interest rate risk in the banking book.

5.3.8. Anti-Money Laundering

SHB organises and operates its AML/CFT/Targeted Financial Sanctions Proliferation Financing activities with the participation of all three lines of defence, from business units, supporting and supervisory units, to inspection and audit units, consistently across Head Office and branches/transaction offices. SHB has assigned a senior executive, namely the Deputy Chief Executive Officer in charge of operations, as the person responsible for anti-money laundering, while the AML Department at Head Office serves as the specialised unit in charge of AML activities.

The system of AML/CFT/Targeted Financial Sanctions Proliferation Financing policies, regulations and procedures at SHB is approved by the Board of Directors through the issuance of the overarching AML/CFT/Targeted Financial Sanctions Proliferation Financing framework. Accordingly, internal documents are developed comprehensively, updated in a timely manner, and subject to an annual review plan to ensure compliance with Vietnamese laws and international practices. SHB has deployed and operated an information technology system supporting AML/CFT/Targeted Financial Sanctions Proliferation Financing activities, provided by TONBELLER, with a full range of components to support customer due diligence, customer screening, transaction monitoring, identification of suspicious transactions based on established alert scenarios, and sanctions screening for SWIFT messages. SHB has also strengthened the periodic assessment of the system's effectiveness and promptly introduced adjustment measures to enhance the quality of system support and ensure alignment with SHB's actual operating conditions.

With respect to training and dissemination of AML/CFT/Targeted Financial Sanctions Proliferation Financing knowledge and skills, SHB has implemented multiple coordinated solutions, ranging from periodic training programmes, including annual training and induction training for 100% of employees, to specialised training for staff in professional functions such as customer service and international payments, as well as communication through email, newsletters and other channels. These efforts aim to strengthen awareness and foster a culture of compliance throughout the Bank.

In 2025, SHB worked closely with law enforcement authorities in investigating wanted individuals who came to transact at SHB. At the same time, SHB widely communicated unlawful schemes and tactics to employees through directives, official notices and internal bulletins, thereby minimising risks to customers and to the Bank itself.

SPREADING THE SUSTAINABLE VALUES OF A HAPPY BANK

The documents of the Party Congress clearly affirm that: “Happiness is defined as the goal pursued by the whole society, the aspiration for the nation’s development, and the highest standard of the Vietnamese family.” Embracing its mission as a bank that always “accompanies the nation,” SHB not only joins hands in building a strong and thriving Vietnamese economy, but also creates and spreads meaningful values grounded in humanity, a distinctive cultural identity and a strong financial foundation, accompanying a happy Vietnam. In this journey, culture and people are the foundation; technology and digital transformation are the driving force for breakthrough; and green, sustainable development is the long-term objective.

VI. SUSTAINABILITY REPORT

The Sustainability Report has been prepared by SHB based on information and data collected from the actual operations of SHB and its subsidiaries for the financial year ended December 31, 2025. The disclosure of information has been developed in accordance with Circular No. 96/2020/TT-BTC. At SHB, the highest-ranking executive responsible for sustainability policy is the Chief Executive Officer. Sustainability policy is translated into specific internal documents issued by the Board and the Chief Executive Officer. The Chief Executive Officer, together with the project teams, closely follows the Board's direction and guidance and actively implements initiatives to achieve the set objectives.

SHB's sustainability objective is to comprehensively and systematically integrate international standards, best practices and domestic regulations on Environmental, Social and Governance (ESG) into all aspects of the Bank's operations and products. Through this approach, SHB aims to build long-term competitiveness, expand its portfolio of sustainable financial products, and implement a consistent and effective Environmental and Social Management System (ESMS). At the same time, SHB seeks to make a meaningful contribution to national sustainable development goals, support the country in enhancing the happiness index of the Vietnamese people, and create greater value for stakeholders, including shareholders, partners, customers, employees and the community. Accordingly, SHB has set the following specific targets through 2028:

Environmental (E)

- **Green credit:** Increase the proportion of green credit to at least 25% of total outstanding loans by 2028, with a focus on renewable energy, organic agriculture, sustainable infrastructure and resource management.
- **Reduction of internal emissions:** Reduce greenhouse gas emissions from internal operations by at least 30% through the adoption of energy-saving technologies, accelerated digital transformation, the use of renewable energy, waste and water management, and the integration of ESG into procurement activities.

Social (S)

- **ESG training:** Ensure that 100% of employees have an understanding of ESG and sustainable development, with 100% of management staff receiving advanced training on ESG risk analysis, international standards and ESG integration into decision-making processes.
- **Social responsibility:** Expand the scale and impact of corporate social responsibility (CSR) and Corporate Social Investment (CSI) programmes, with priority given to financial education, culture and sports, and support for vulnerable communities.

Governance (G)

- **ESG risk governance:** Establish a comprehensive Environmental and Social Management System (ESMS) by 2028 in line with international frameworks/standards and the guidelines of the State Bank of Vietnam. The system will include the identification, assessment, measurement and monitoring of environmental and social risks in lending activities.
- **Integration of ESG into corporate governance:** Develop a roadmap for embedding ESG criteria into the overall strategy, credit approval processes, supply chain management, remuneration and the performance evaluation of management personnel.
- **Annual ESG reporting:** Publish an annual ESG report in compliance with international standards and the guidance of the State Securities Commission.

To develop initiatives and implement environmental and social policies, SHB officially established the Green Bank Development Project Team under the Chief Executive Officer in 2024. To ensure that implementation activities are carried out effectively and consistently, while optimising internal processes and achieving the project's strategic objectives, the ESG Implementation Team under the Green Bank Development Project Team was also established. The project is expected to be implemented in three phases:

- Phase 1: Initiation – Establishing the foundation: Establish the organisational structure, define strategic direction, and implement foundational ESG initiatives.
- Phase 2: Integration and Expansion: Integrate developed products into the Bank's overall system, scale up implementation, and standardise practices.
- Phase 3: Leadership and Enhancement: Become a leading bank in ESG practices and achieve international recognition.

In 2025, SHB was honoured among the Top 10 Comprehensive ESG Enterprises at the Vietnam ESG Awards 2025 organised by Dân trí Newspaper – one of the most prestigious awards in Vietnam, featuring an independent evaluation process and rigorous selection criteria to recognise enterprises that are genuinely creating sustainable impact for the economy and society.

The Vietnam ESG Awards 2025 were built upon a comprehensive set of more than 60 criteria, referencing widely recognised international ESG standards while being localised to suit the Vietnamese context. The assessment simultaneously considered business performance in association with environmental responsibility, social impact and the quality of corporate governance. SHB's Top 10 ranking demonstrates that its ESG strategy goes beyond commitment and is being implemented consistently across the three pillars of Environmental, Social and Governance throughout its operations.

This award stands as recognition of SHB's steadfast journey in pursuing sustainable development, while also serving as motivation for the Bank to continue raising its ESG standards and accompanying the Government and the business community on the path toward a green, inclusive and sustainable economy.

1. Policies Related to Employees

1.1. Number of Employees and Average Income

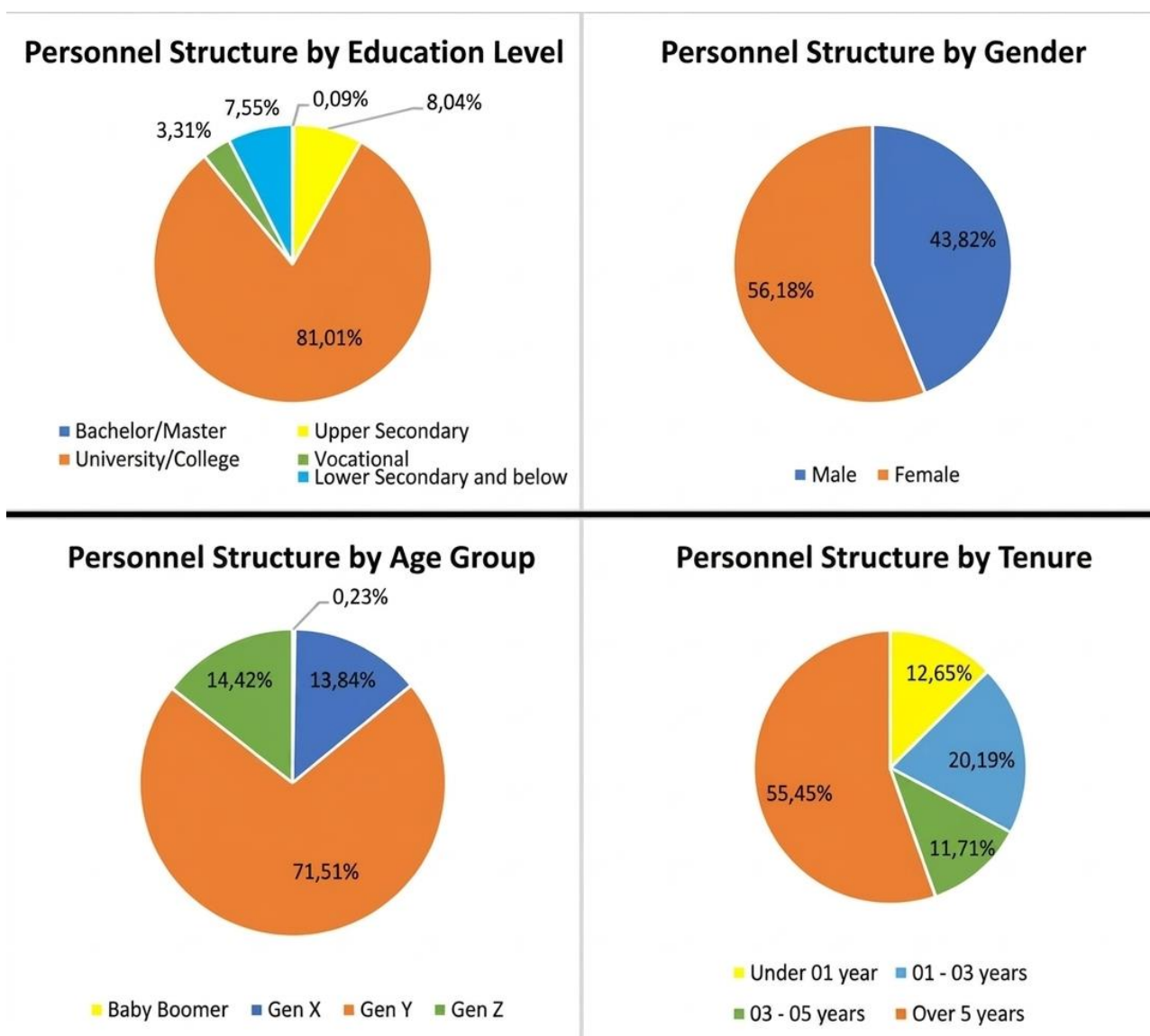
- As of December 31, 2025, the total number of employees of SHB and its subsidiary, SHAMC, was 6,949. The workforce was primarily concentrated in Generation Y (aged 29–44), representing a talent group at a stage of career consolidation with strong adaptability to technology.

- In the market, SHB is recognised as a “Happy Bank”, where people are always placed at the centre of its development strategy and regarded as the core factor in the Bank's transformation journey and sustainable development. SHB continues to develop human resource policies aimed at attracting and nurturing highly qualified talent with strong adaptability to the Bank's transformation trends, thereby ensuring a high-quality workforce for the future.

- SHB prioritises policies that both attract external candidates and plan for the development of successor talent from internal sources, thereby ensuring a ready pipeline for the Bank's key positions, including management and specialist roles.

The average employee income in 2025 reached VND 510 million per employee per year, ranking among the Top 3 joint stock commercial banks with the highest employee remuneration.

- Workforce structure in 2025:



1.2. Outstanding Employment Policies to Safeguard Employee Health, Safety, Well-being and a Happy Workplace

SHB's human resource policies are designed to deliver exceptional value to employees, with the goal of creating a working environment that is not only stable but also sustainable in the long term.

Value 1 – Competitive benefits: SHB understands and cares for its employees through practical and competitive welfare policies. The Bank continuously improves its benefits policies each year to remain competitive in the market, thereby attracting and retaining talent. In particular, SHB consistently prioritises benefits for female employees and healthcare benefits for all employees.

Value 2 – A humane and responsible working environment: At SHB, people always come first. SHB's corporate culture is clearly shaped by its core values embodied in the "Six Ts", with "Tâm" as the foundation, enabling employees to build long-term careers with confidence. SHB believes that, ultimately, the humanistic spirit of the organisation is the greatest source of motivation for employees to dedicate themselves and pursue sustainable career development.

Value 3 – A private bank with an international vision: With a vision to expand its reach regionally and internationally, SHB has established and continues to develop partnerships with leading global

organisations and brands such as Amazon, FC Barcelona, Manchester City Football Club and many other major brands. SHB is also the first joint stock commercial bank to establish an office in ASEAN. Challenging oneself and making a mark through major collaborative projects represents a valuable opportunity for employees joining SHB.

Value 4 – Accompanying the aspirations of National Entrepreneur Do Quang Hien: At SHB, employees do not merely work; they are also inspired and given the opportunity to accompany the aspiration to contribute to national stature championed by National Entrepreneur Do Quang Hien.

1.2.1. Remuneration and Reward Policies

- SHB maintains a performance-based remuneration policy and grants annual bonuses to employees on the occasions of public holidays, Lunar New Year and the anniversary of the Bank's establishment.
- In particular, SHB consistently encourages initiatives and outstanding achievements through reward policies and commendations/certificates of merit granted quarterly and annually by the Chairman of the Board and the Chief Executive Officer. This motivates employees to continuously strive for excellence, enhance productivity and contribute ideas and initiatives to the Bank's sustainable development.

1.2.2. Insurance, Healthcare, Safety and Welfare Policies

- In 2025, SHB adjusted the salary base used for insurance contributions, resulting in increased insurance-related benefits for employees and ensuring competitiveness with joint stock commercial banks in the market.
- SHB organises periodic health check-ups at leading hospitals and provides comprehensive health insurance through the SHB Care programme in partnership with reputable insurance companies. This policy is continuously enhanced to deliver increasingly better insurance value to employees.
- In addition, SHB has introduced enhanced welfare policies aimed at strengthening employee engagement while also attracting high-quality talent from the labour market.
- Beyond implementing employee policies in accordance with legal requirements, SHB also provides a wide range of additional welfare programmes each year, including uniforms, modern working equipment, company holidays, football tournaments, employee cultural and arts performances, and preferential loans for employees to purchase homes, automobiles and consumer goods.

1.3. Open and Transparent Recruitment Policy

- In 2025, SHB maintained partnerships with major universities such as Vietnam National University, Hanoi, the National Economics University and the Banking Academy, thereby expanding learning and career development opportunities for promising students. During 2025, the Bank participated in numerous job fairs and workshops at universities and colleges nationwide, sharing SHB career opportunities with more than 5,000 potential students.
- In 2025, SHB successfully recruited approximately 1,500 employees. Total applications exceeded 60,000, with more than 2,300 positions publicly announced.
- In provinces and cities both in Vietnam and abroad where SHB has a presence, local talent is prioritised in recruitment on the basis of their in-depth understanding of the local market and their

commitment and dedication.

- In recognition of its continuous efforts in recruitment and its outstanding human resource policies, SHB was honoured with three prestigious awards in 2025:
 - Top 2 Most Loved Employers in the Large Enterprise Segment – Finance, Banking and Securities Industry;
 - Top 37 Fortune 100 Best Companies To Work For – Southeast Asia;
 - Great Place To Work 2025 Certification.

1.4. Training and Employee Development Activities

- At SHB, every individual has the opportunity to learn, receive training and develop. Specifically, SHB enhances and develops employee capabilities through six training programme groups, with 167 courses implemented: (1) Information Technology and Digital Transformation; (2) Personal Effectiveness and Management; (3) Marketing – Sales – Service; (4) Legal and Compliance; (5) Risk and Finance; and (6) Products and Processes.
- In 2025, SHB delivered approximately 200 training courses through 700 classes, with more than 100,000 participant attendances. The average learning time per employee at SHB was approximately 50 hours per person per year.
- SHB provides training on the basis of competency frameworks for each job title and the required competency level of each position. Training programmes are diverse and continuously updated and improved in both content and delivery format to suit different target groups, and are designed based on training categories for three levels: (i) newly joined employees; (ii) experienced employees; and (iii) management staff.
 - **For newly joined employees:** The induction training programme is organised monthly, featuring 32 modules covering onboarding, awareness and compliance, and professional knowledge, with guidance from experienced staff members. This helps new employees adapt more easily to both SHB's work and culture.
 - **For experienced employees:** In 2025, SHB provided 91 advanced and specialised skills and professional training courses, with more than 79,779 participant attendances; assigned 1,025 employees to attend 36 training and refresher courses on professional knowledge, legal updates, financial management, risk management, information technology and digital technology; and implemented a capacity-building programme for the retail banking sales force at business units.
 - **For management levels:** SHB prioritises the strengthening and standardisation of management training programmes. 100% of controllers and management staff at Head of Department level and above at business units participated in management skills training programmes.
- SHB flexibly deploys a variety of training formats and actively promotes the application of technology in training design and delivery, thereby providing a positive learning experience while optimising training costs.

1.5. Corporate Culture – The Foundation for SHB's Sustainable Development

Corporate culture is the core foundation for SHB's sustainable development, serving as the bond that connects people and shapes the organisation's identity. Building on inherited traditional values, SHB
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has developed its six core values – **Tâm – Tin – Tín – Tri – Trí – Tâm** – which serve as a guiding compass for the thinking, actions and decision-making of the entire organisation.

These core values enable SHB to preserve its distinct identity, foster the working environment of a “Happy Bank”, and strengthen its ability to adapt to the rapid changes of the business environment and the process of digital transformation.

To embed and bring these cultural values to life, SHB has launched the **SHB iLOVE Journey (SHB – I Live Our Values Everyday)**, a programme dedicated to shaping and developing corporate culture, encouraging every employee to practise and spread the six core values in their daily work. This journey is being implemented through a long-term roadmap comprising three phases: **Shaping (2024–2025)** – establishing cultural standards and aligning understanding; **Growing (2026–2027)** – making culture an integral part of the way people work and make decisions; and **Thriving (2028–2030)** – turning culture into a sustainable competitive advantage for the Bank.

In parallel, SHB has developed a **Code of Conduct and Behavioural Standards**, translating its core values into behavioural norms and principles of conduct in the workplace. These standards reflect SHB’s cultural identity, are aligned with the specific characteristics of the banking industry, and integrate traditional values with modern governance standards such as **ESG** and **DEI**. This cultural framework is expressed through the “**Concentric Circles**” model, which connects the six core values with **18 behavioural standards and 48 rules** of conduct across different interaction environments, thereby creating a shared reference framework for all employees.

In 2025, SHB continued to intensify the roll-out of corporate culture development initiatives across the entire system. The Bank conducted a cultural assessment and developed its culture development strategy for the 2025–2028 period; introduced the **SHB iLOVE Journey**; **launched its Behavioural Standards, Code of Conduct and foundational culture documents**; and further strengthened the training system and execution teams, including cultural ambassadors.

In addition, SHB organised various internal programmes and activities to spread the six core values, such as the communication campaign introducing the **Concentric Circles** model, internal engagement initiatives, and programmes encouraging a culture of gratitude and appreciation among colleagues, such as **SHB IThank**; as well as initiatives promoting a learning culture associated with the value of “**TRI**” through emulation programmes such as **SHB Star** and **Từ Tâm Dựng Trí**.

Through these activities, SHB has gradually reinforced its cultural identity, strengthened internal cohesion, and built a workforce united by a shared value system, all directed towards sustainable development and the aspiration to contribute to the country’s prosperity.

A one-of-a-kind corporate culture mega event in Vietnam:

On the evening of 15 March 2025, at My Dinh National Stadium, T&T Group and SHB organised the T&T – SHB Culture Day 2025. This was not merely a large-scale corporate cultural festival, but also a landmark event celebrating a 32-year journey of pioneering spirit, innovation and dedication alongside the country’s development.

The corporate identity of T&T Group and SHB was vividly expressed through a large-scale parade. Inspired by the parade ceremony of the Olympic Games, the different business divisions appeared

simultaneously in their own distinct colours and uniforms, showcasing the diversity, strength and pride of each sector in which T&T Group and SHB are taking the lead.

A particularly sacred moment came when more than 15,000 people joined together in singing the Vietnamese National Anthem, expressing not only solidarity and national pride but also setting a Vietnam record for the event with the largest number of employees participating in a flag salute and national anthem ceremony at a single location. One of the event's most remarkable highlights was the torch relay ceremony from Hung Temple to My Dinh Stadium. This traditional flame symbolises resilience, continuity from one generation to the next, and reaffirms SHB's commitment on its journey to help build a prosperous Vietnam.

At the event, entrepreneur Do Quang Hien, Executive Chairman of T&T Group and Chairman of the Board of SHB, delivered a new message to the Group's and Bank's leadership and employees — a powerful call to action at a time of new opportunities and a new era of national advancement.

2. Responsibility to Local Communities

Against the backdrop of climate change and increasingly visible socio-economic challenges, 2025 continued to see numerous difficulties affecting people's lives across many localities nationwide. Storms, prolonged heavy rainfall, flash floods and landslides caused significant losses in human lives, property and livelihoods, particularly in the Northern and Central regions. This reality has shown that, alongside timely response measures, communities and society also require sustained, long-term support to help people gradually stabilise their lives and restore the conditions necessary for development.

In the country's development journey, the need to safeguard social welfare and improve people's quality of life has become increasingly evident. ***Happiness is no longer viewed solely as an individual emotional state, but is increasingly recognised as a shared development goal of society, an aspiration of every family, and an important measure of a nation's sustainable development.*** In that journey, the role of organisations and businesses extends beyond generating economic value to include the ability to spread positive, humane and sustainable values throughout the community.

Rooted in its core value of “**Tâm**”, SHB regards responsibility to the community as an integral part of its sustainable development strategy, closely aligned with its mission of accompanying the nation's development. On that foundation, SHB has progressively shaped its orientation as a “**Happy Bank**”, where happiness is spread from employees to customers, and more broadly to society through practical, meaningful and long-term actions.

Within the development framework of the Happy Bank, a “**Happy Community**” is identified as a key pillar, reflecting SHB's social responsibility through social welfare programmes, community support activities, and initiatives aimed at improving people's quality of life.

In 2025, SHB continued to implement community-focused initiatives across the following key priority areas:

- **Happy Livelihoods:** mitigating the impacts of natural disasters and supporting livelihood recovery; assisting the poor and vulnerable groups in society.
- **Happy Future:** advancing education and creating opportunities for the younger generation.
- **Happy Spirit:** promoting sports and culture, and spreading positive spiritual values throughout society.

To date, **SHB’s cumulative resources allocated to social welfare activities during the 2019–2025 period have exceeded VND 1 trillion**, marking the Bank’s steadfast journey in accompanying communities and society.

In 2025 alone, SHB allocated more than **VND 256 billion** to social welfare activities and to supporting the nation’s development in the fields of culture, sports and society.

Building on these contributions, SHB is gradually realising its **Happy Bank** orientation — where business growth goes hand in hand with improving quality of life and spreading positive values to the community. This is not only SHB’s direction for 2025, but also its long-term development vision throughout more than three decades of accompanying the nation.

Happy Livelihoods: Recovering from Natural Disasters, Restoring Livelihoods, and Supporting the Poor and Vulnerable Groups in Society.

SHB extends compassion and delivers timely disaster relief

Major storms and historic floods during the year caused severe damage to lives, property and infrastructure across many localities nationwide, directly affecting people’s livelihoods and daily lives. In response, with a spirit of sharing and social responsibility, SHB coordinated with the Vietnam Fatherland Front and the State Bank of Vietnam to implement emergency support programmes for localities affected by storms and floods, with total funding of up to VND 24 billion.

Alongside this timely system-wide response, SHB’s employees and branches nationwide quickly launched on-the-ground relief activities. Within just 24 hours, thousands of essential aid packages were mobilised and delivered to people in heavily affected localities such as Thai Nguyen, Dak Lak and Nghe An, helping residents overcome their most immediate difficulties.

Beyond emergency relief, SHB also places strong emphasis on longer-term programmes aimed at helping people rebuild and stabilise their lives after natural disasters. Thousands of sturdy houses have been built and handed over to households whose homes were washed away. In Nhon Mai Commune, Nghe An — one of the areas hardest hit by Storm No. 3 (Typhoon Wipha) — SHB provided VND 100 million to rebuild a kindergarten after the former school had been completely destroyed, helping local children return to a safe and stable learning environment as soon as possible.

In addition, at the World Culture Festival in Hanoi, SHB successfully auctioned for charity the painting “Ancient Cheo Melodies and the Sound of Kite Flutes over Golden Fields” by artist Ngo Ba Hoang for VND 1 billion. The entire proceeds were used to support flood-affected communities, thereby further mobilising social resources to care for both the material and spiritual well-being of people in impacted areas.

SHB shares with the poor and honours those who have served the nation

Support for the poor and disadvantaged groups remained one of SHB's key priorities within its social welfare programmes, with the participation of units across the system in coordination with relevant agencies and organisations. In response to social welfare initiatives launched by the State and other organisations, during the Lunar New Year holiday SHB participated in the programme “Tet for the Poor – At Ty Spring”, delivering thousands of gifts to disadvantaged households in many localities and helping people enjoy a more stable Tet holiday.

In partnership with the Vietnam Banking Trade Union, SHB also implemented a programme to eliminate temporary and dilapidated housing, focusing on building and repairing homes for poor and near-poor households, thereby gradually improving living conditions and helping people in disadvantaged areas stabilise their lives.

SHB has also made contributions through organisations such as the Red Cross, the Former Youth Volunteers Association, the Agent Orange/Dioxin Victims Association, and local Associations for Persons with Disabilities, with total support amounting to hundreds of millions of VND. These resources have been used for gratitude and social welfare activities, honouring those who rendered service to the nation and helping address the long-lasting consequences of war for affected individuals and families.

“Sowing Happiness” campaign on the occasion of SHB's 32nd anniversary

On the occasion of its 32nd anniversary, SHB launched the community campaign “Sowing Happiness”, as an invitation for everyone to join in writing stories of love and sharing for special individuals and lives across the country. Every small act and every charitable gesture contributes to spreading the spirit of compassion, so that happiness multiplies when it is shared.

As part of the campaign, the website www.shbgieohanhphuc.com became a touchpoint where people could listen to real stories and feel the simple wishes of children at centres for children with disabilities and orphaned children through a “wish garden” displaying the children's innocent hand-drawn pictures, and then join hands in turning those wishes into reality.

Here, loving hearts from SHB employees, customers and partners could take part in the journey of sowing happiness in just three simple steps:

Step 1: Visit the wish garden — where hundreds of children share simple wishes such as a new pair of shoes, a musical instrument, or a comic book.

Step 2: Spread a small joy by registering to fulfil the wish of one child. (Please note that each account may register to give a gift to only one child to ensure that all wishes are shared fairly.)

Step 3: Create great happiness by contributing both spirit and resources so that SHB can carry out larger charitable initiatives at three destinations — from building facilities and renovating playgrounds to organising talent classes for the children.

With every small action, each participant contributes another “seed of happiness” to the community happiness tree in “Sowing Happiness.”

SHB’s “Sowing Happiness” journey, through its “Happiness Buses,” travelled across four locations, each one telling a simple yet deeply moving story where small dreams were given wings by love and compassion.

Vinh Son Shelter (Lang Son) is home to 32 children with disabilities, who find happiness each day in the care of seven Dominican sisters. Some of the children have lived there for 16 years, since the shelter was first established, growing up in the loving arms of the sisters — who are both mothers and teachers to them.

The Long Tho Pagoda Centre for Children with Disabilities (Hue) is where children with autism are cared for with love, and where children who have lost their voices or cannot hear the sounds of life live in a world of colours, where drawing becomes their own language to express emotions, dreams and their desire to be heard.

The Can Tho Social Work Centre shelters orphaned children and children affected by Agent Orange, where their happiness can be seen through the dedication of the caregivers who lovingly look after every sleep and every first step of the children’s lives.

Some adults who once grew up there have returned to continue caring for younger, more vulnerable lives — like seeds of love that were once planted and continue to grow without end.

1. Happy Future: Advancing Education and Empowering the Younger Generation

Happiness is nurtured from the sustainable foundations of life, in which education and healthcare play a central role. Guided by its orientation as a Happy Bank, SHB remains steadfast in accompanying the community through long-term support programmes that place people at the heart of all its activities. Throughout its 32 years of establishment and development, SHB has consistently paid close attention to supporting the development of national education, training, human capital development, innovation, and the enhancement of leadership and employee capabilities. Over the years, SHB has continuously partnered with prestigious universities, strengthening cooperation and joining hands to develop high-quality human resources for the country.

In support of national education development, SHB has allocated social welfare funding to sponsor learning and teaching equipment and to upgrade facilities at schools in disadvantaged areas. School desks and chairs, libraries, computers and clean water tanks may appear simple, yet they are highly practical and make an important contribution to improving teaching and learning quality for both teachers and students.

Further expanding its support for education, in 2025 SHB signed strategic cooperation agreements with the Banking Academy, the National Economics University, Vietnam National University Ho

Chi Minh City and other institutions, agreeing to strengthen cooperation and actively support students by leveraging the facilities, human resources and experience of both sides in service of training and scientific research. SHB will serve as a strategic partner of these institutions in brand development activities, in providing superior financial products and services tailored to the practical needs of the schools, and in creating opportunities for students to access real working environments so as to enhance their knowledge and professional capabilities. During the year, SHB granted scholarships worth VND 1 billion to support students in special circumstances at Vietnam National University Ho Chi Minh City, along with scholarships worth VND 100 million for outstanding students at the Banking Academy, among others. Through these activities, SHB hopes to help kindle confidence among students facing hardship, inspire their aspirations, and nurture the Vietnamese younger generation's tradition of valuing learning.

Alongside its educational initiatives, SHB has continued to expand its support programmes in the healthcare sector, with the aim of improving medical examination and treatment conditions and providing practical care for people, especially disadvantaged patients. On the occasion of Lunar New Year 2025, SHB sponsored 1,000 free meals for patients undergoing treatment at Bach Mai Hospital, contributing to easing difficulties and bringing encouragement to patients during this special time of year. In addition, SHB provided funding for the construction of an information counter at Bach Mai Hospital, helping enhance the quality of guidance, reception and patient services, and gradually improving the treatment experience at one of the country's leading hospitals.

From these direct support programmes, SHB has gradually expanded cooperation at a longer-term level by signing a comprehensive cooperation agreement with Thanh Nhan Hospital, opening a framework for collaboration across multiple areas, from financial services and operational support to social welfare and community healthcare activities. Every financial solution and support activity implemented by SHB is directed towards creating the most favourable conditions for patients, helping people access healthcare services quickly, safely and conveniently, thereby contributing to the creation of a safer, more humane and happier living environment for the community.

2. Happy Spirit: Promoting Sports and Culture, Enhancing Spiritual Value for the Community

SHB's more than 20-year journey with football and sports has been steadfast, quiet and deeply dedicated, guided by the philosophy of "Developing football from the roots – Accompanying the nation."

As the principal sponsor of SHB Da Nang Football Club since 2008, SHB has always been closely associated with the Club's remarkable achievements. Each year, SHB invests and sponsors from VND 60 billion to VND 100 billion for the development of young football talent at the Club.

In step with the nation and with the aspiration to elevate Vietnamese football, in 2025 SHB and T&T Group contributed more than VND 15 billion in support of the Expanded ASEAN Police Football Tournament. This regional-scale tournament helped promote exchange, cooperation and the spirit of

the king of sports among the brotherly Southeast Asian nations. In addition, the Bank actively sponsored sports tournaments with broad community influence, such as the International Student Football Tournament – Tien Phong Newspaper and the Bia Saigon Dragon Cup 2025 National 7-a-side Football Championship. Through these sponsorship and partnership activities, SHB promotes physical training in the community, creates healthy playgrounds for young people, and supports the development of youth football and grassroots football in a professional and sustainable direction.

SHB continues to maintain its role as one of the long-term companions of Vietnamese football. In 2025 alone, SHB’s total sponsorship resources dedicated to supporting Vietnamese football exceeded VND 160 billion, reflecting the Bank’s consistent and enduring commitment to the spirit of Vietnamese football.

In line with Resolution No. 80-NQ/TW on cultural development and building the Vietnamese people, SHB is committed to accompanying national cultural development activities, with the orientation of revitalising culture, preserving and promoting national cultural identity, and fostering the development of cultural industries.

Alongside its sports-related activities, in the cultural sphere SHB actively participated in and supported a wide range of meaningful cultural and diplomatic events, contributing to promoting the image of Vietnam and its people, as well as strengthening international cultural exchange. Notable activities such as the V Fest – Vietnam Today National Concert within the A80 series, the World Culture Festival in Hanoi 2025, and the artistic programme “Words of Gratitude – The River of Fire and Flowers” all recorded SHB’s presence across diverse cultural spaces, from diplomatic events and community activities to programmes honouring traditional values.

Through these efforts, SHB demonstrates its spirit of accompanying the country’s strategy for cultural development and revitalisation, contributing to the promotion of Vietnamese cultural values and to the building of an advanced Vietnamese culture deeply imbued with national identity in the era of integration.

3. Report on Environmental Impacts

Sustainable development and green transition – the commitment of a pioneering bank in response to the national strategy in the new era.

SHB has long recognised that sustainable development is reflected not only in efficient and safe financial growth indicators, but also in the rational use of natural resources, the economical consumption of resources, and the protection and enhancement of the quality of the living environment.

At SHB, environmental policy is translated into specific regulations issued by the Board and the Chief Executive Officer. The Chief Executive Officer is the person responsible for and in charge of implementing the policy. Together with the Executive Management, the Chief Executive Officer closely follows the Board’s direction and guidance and actively carries out activities relating to social

responsibility and environmental protection in order to bring better values to the community and society.

3.1. Environmental Impacts

As a provider of financial and banking services, SHB's operations do not generate large volumes of greenhouse gas emissions, and its direct environmental impacts are relatively limited compared with those of manufacturing industries. The main sources of emissions arise from the operation of buildings and workplace infrastructure, including electricity consumption for lighting systems, office equipment and air conditioning, equipment repair and maintenance activities, the operation of backup power systems, as well as travel by employees and customers to transaction points.

SHB places emphasis on promoting an environmentally friendly operating culture across the system through initiatives aimed at improving energy efficiency, reducing plastic waste and increasing the application of digital technology in transactions, operations and online meetings. These solutions help optimise resource utilisation while gradually reducing emissions and environmental impacts.

3.2. Materials Management

As a provider of financial and banking services, SHB mainly uses materials such as printing paper, printer ink and office supplies in its operations. SHB's total annual material costs tend to increase in line with the growth in the Bank's business scale.

To ensure efficient resource utilisation, SHB has implemented various measures to manage and save materials across the system. In particular, the Bank has accelerated the application of technology and the digitalisation of operating processes, enabling most business activities, transactions and internal communications to be conducted on digital platforms, thereby significantly reducing paper usage. Through these measures, SHB has been able to maintain operational efficiency while controlling average material costs.

Chi phí vật liệu của SHB qua các năm

Indicator	2021	2022	2023	2024	2025
Office supplies, printing paper and printer ink expenses (VND million)	11,304	11,276	13,664	18,649	16,929
Office supply expenses per employee per year (VND million)	2.14	2.12	2.38	3.04	2.59

SHB has adopted a number of measures to save materials and working tools and to minimise environmental pollution, including:

- Promoting the development of products and services applying modern technology, while reducing paper-based procedures to provide customers with a streamlined and seamless experience, save transaction processing time and reduce office supply costs. Most banking operations and document workflows have been shifted to online transactions and approvals through the electronic document storage and online approval system. In addition, the automatic online customer identification application (**eKYC**) has been in operation since 2020. As a result, the volume of paper, pens, ink and other working tools has decreased significantly over the years.
- Upgrading and expanding the electronic information exchange system from Head Office to

branches, including video conferences, recruitment interviews via teleconference, online examinations, and the issuance of electronic newsletters and magazines, thereby making an important contribution to reducing printed documents and improving labour productivity.

- Reusing one-sided printed paper; registering annual usage quotas for each department/unit; classifying office supplies into categories such as one-time issuance, monthly issuance upon request and ad hoc issuance based on actual needs; and monitoring and comparing usage on a periodic basis.
- Internal communication activities also devote substantial content to raising employee awareness of prudent document printing, reducing excess paper consumption, increasing the exchange of information, official letters and reports via internal email, and reusing old office supplies.

3.3. Energy Consumption

At SHB, the energy used in business operations primarily includes electricity for lighting, maintaining the operation of computers and air-conditioning systems, as well as fuel for vehicles used to transport employees. For both of these indicators, SHB has continued to optimise usage and reduce consumption efficiency indicators over the years.

- Fuel consumption:

SHB's primary fuel consumption mainly comes from operational vehicles, cash transportation vehicles and employee transport vehicles. Vehicle operating costs and fuel consumption are specifically managed and controlled through usage limits applicable to leaders and employees using official cars. Travel activities must be registered in advance to ensure that transportation serves work needs as effectively as possible, while saving operating costs and fuel consumption and reducing wear and tear on vehicles.

Indicator	2021	2022	2023	2024	2025
Fuel expenses (VND million)	6,218	5,600	3,760	3,604	3,393
Fuel expenses per employee per year (VND million/person/year)	1.16	1.05	0.65	0.59	0.52

- Electricity consumption:

SHB places strong emphasis on managing and using electricity efficiently across the system in order to optimise operating costs while contributing to the reduction of environmental impacts. Electricity-saving solutions have been implemented at offices and transaction points, including prioritising the use of energy-efficient lighting equipment, operating air-conditioning systems in compliance with standards related to greenhouse gas emission control, and conducting periodic maintenance to sustain equipment performance.

In addition, SHB promotes efficient energy-use practices in the workplace, such as switching off electrical devices when not in use, managing air-conditioning temperatures appropriately, and arranging workspaces and lighting systems rationally to optimise the number of electricity-consuming devices. These measures contribute to improving energy efficiency in the Bank's operations.

Indicator	2021	2022	2023	2024	2025
Electricity expenses (VND million)	28,580	28,408	32,214	40,114	44,873

Electricity expenses per employee per year (VND million/person/year)	5.40	5.35	5.60	6.55	6.87
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3.4. Water Consumption:

Given the nature of its operations in the financial and banking sector, water usage at SHB’s offices and transaction points is not significant and is consistently managed in compliance with the regulations governing building operations and facilities management.

Internally, SHB encourages the economical and reasonable use of water, particularly in the provision of drinking water for employees and visitors. Water is poured in appropriate amounts, and glass bottles are prioritised for internal meetings in order to minimise waste generation. For external meetings and guest reception activities, the Bank provides small-capacity bottled water suitable to actual consumption needs, thereby helping reduce resource waste.

Indicator	2021	2022	2023	2024	2025
Water expenses (VND million)	1,104	1,052	1,197	1,455	1,508
Water expenses per employee per year (VND million/person/year)	0.17	0.20	0.21	0.24	0.23

3.5. Compliance with Environmental Protection Regulations.

SHB consistently complies fully with legal regulations on environmental protection across all of its operations. Requirements relating to environmental hygiene, from internal working areas to spaces surrounding its premises, are implemented rigorously. At the same time, the Bank applies appropriate management measures for wastewater and emissions, optimises work-related travel, and promotes the application of digital technology in operations, thereby contributing to the reduction of environmental impacts.

Internally, SHB applies the 5S principles in managing and organising the working environment, thereby fostering scientific, tidy and efficient working habits and moving towards a green banking operating model beginning with everyday activities. This also constitutes one of the important foundations supporting the Bank’s sustainable development objectives.

With its strong commitment to complying with environmental protection regulations, throughout its operation SHB has never been subject to any administrative sanctions relating to environmental matters.

3.6. Strong Implementation of the “SHB Go Green” Programme within the Organisation and Across the Customer Ecosystem:

In 2025, the “SHB Go Green” programme continued to be actively implemented through internal competitions and green living challenges, encouraging SHB employees to adopt greener lifestyles and gradually adjust their behaviour towards more sustainable habits. A notable example is the 21 Days Challenge, comprising six activities: “Green Ideas”, “Green Box”, “Green Energy”, “Saving Clean Water for a Green Life”, “Waste Sorting for a Green Environment”, and “Strong Green Teams”.

3.7. Green Capital Market Activities

Green growth is inevitable; green finance drives green growth

As Vietnam accelerates the transition of its growth model towards a greener and more sustainable direction, the banking system plays a key intermediary role in channeling capital, guiding investment, and supporting enterprises in technological transformation, optimisation of energy and resource use, and reduction of greenhouse gas emissions. SHB remains steadfast in pursuing its sustainable development strategy, viewing green finance and sustainable finance as one of its long-term growth pillars, closely linking business performance with positive environmental and social impacts.

On that basis, SHB continues to green its financing portfolio by prioritising resources for sectors such as renewable energy, energy efficiency, waste management and treatment, green agriculture, green buildings, sustainable transportation, clean water management and environmental protection services, while also strengthening environmental and social risk governance in lending activities in line with international practices.

Mobilising medium- and long-term international funding linked to ESG criteria

During the 2024–2025 period, SHB successfully raised two syndicated medium-term ESG-linked USD loans with a total size of USD 588 million.

During the 2024–2025 period, SHB successfully raised two syndicated medium-term ESG-linked USD loans with a total size of USD 588 million (SHB drew down USD 550 million from this facility in 2025 and will draw the remaining amount in 2026). Both transactions attracted strong interest from the international market, with subscription volumes exceeding the initial offering size, enabling SHB to exercise the greenshoe option to optimise its funding structure and meet demand for green project financing.

A total of 26 international financial institutions participated in the syndication of these two loans (without duplication by institution), reflecting SHB’s attractiveness in the international capital market as well as investors’ confidence in the Bank’s governance capability, risk management and sustainable development orientation.

Notably, the 2025 ESG syndicated loan was guaranteed and arranged by five Mandated Lead Arrangers and Bookrunners (MLABU), namely: Sumitomo Mitsui Banking Corporation (SMBC), CTBC Bank, First Abu Dhabi Bank (FAB), Mashreq Bank and State Bank of India (SBI) — all of which are reputable international financial institutions with strong capital arrangement capabilities and extensive investor networks. The participation of this group of MLABUs in guaranteeing and jointly arranging the transaction clearly demonstrates their confidence in the market’s absorption capacity as well as in SHB’s reputation and appeal.

The success of these syndicated transactions was also the result of a series of well-prepared and professionally executed investor roadshows conducted by SHB in Taiwan and Singapore, which helped strengthen relationships with existing investors while expanding the network of potential international partners. In accordance with its commitments, all borrowed funds are used by SHB to lend to or finance ESG projects that meet the criteria of the Sustainable Finance Framework developed with advisory support from SMBC, aligned with widely recognised standards and principles in the international green and sustainable finance markets, including ICMA, LMA, IFC and equivalent practices.

Supporting ODA/DFI programmes to drive green growth

Alongside the expansion of international funding channels, SHB continues to leverage its strengths in implementing and participating in official development assistance (**ODA**) programmes and initiatives of development finance institutions (**DFIs**) with green components, thereby contributing to the dissemination of governance standards and promoting concessional capital flows for the private sector and green transition projects.

SHB has been entrusted as the servicing bank and on-lending bank for 30 projects, with a total investment capital of USD 2.7 billion.

Some notable programmes and projects include:

- Renewable Energy Development Project (REDP) funded by the World Bank: SHB has participated in and implemented four eligible small hydropower sub-projects (with capacity below 30MW), with total approved on-lending to date of nearly VND 1 trillion, supporting clients in accessing concessional funding together with technical assistance components.
- Power grid projects funded by the German Government through KfW Development Bank: including the Smart Grid Project (EUR 65 million) and the Grid Efficiency Improvement Project (EUR 350 million), aimed at reducing overload, improving electricity transmission efficiency, and increasing system reliability.
- Vietnam Scaling Up Energy Efficiency Project (VSUEE) funded by the Green Climate Fund (GCF) through the World Bank: SHB was selected as the manager of the Risk Sharing Facility (RSF), helping encourage enterprises to invest in energy efficiency and reduce emissions.
- Coastal Urban Development Project in Central Vietnam towards Green Growth and Climate Change Adaptation in Dong Ha City, funded by the Agence Française de Développement (AFD).
- Sustainable agriculture and value chain transformation projects, notably the VnSAT programme funded by the World Bank.

Some notable green projects financed by SHB

Building on green and sustainable funding sources and increasingly strengthened appraisal and risk governance capabilities, SHB continues to prioritise lending and capital arrangement for projects generating positive environmental and social impacts, thereby contributing directly to the sustainable development goals of the nation and the international community.

- Hanh Phuc Rice Factory (An Giang) – a representative sub-project financed by SHB using World Bank funding under the VnSAT programme; applying modern technology and meeting stringent food safety and environmental friendliness requirements.
- Yang Trung, Cho Long, Lac Hoa 2 Wind Power Plants and a number of wind and solar power projects in various localities: SHB has accompanied and financed these projects, contributing to increasing the share of clean energy in the national power generation mix.
- Khe Giang Solid Waste Treatment Complex (Quang Ninh) – a solid waste treatment and renewable material production plant applying technological solutions to reduce pollution and promote the circular economy.

Recognition for green and sustainable finance

In 2025, SHB's efforts in advancing green finance and sustainable finance continued to be recognised by reputable domestic and international organisations. These awards stand as evidence of the

soundness of SHB's direction and affirm the Bank's position and reputation in supporting green growth and sustainable development goals.

- Global Finance recognised SHB as the “Best Sustainable Finance Bank in Vietnam 2025”, marking the third consecutive year that SHB has received this title.
- Alpha Southeast Asia honoured SHB as the “Best SME Bank for Sustainable Finance in Vietnam 2025.”
- SHB was named among the Top 10 enterprises with outstanding comprehensive ESG implementation at the Vietnam ESG Awards 2025.

Future directions and solutions

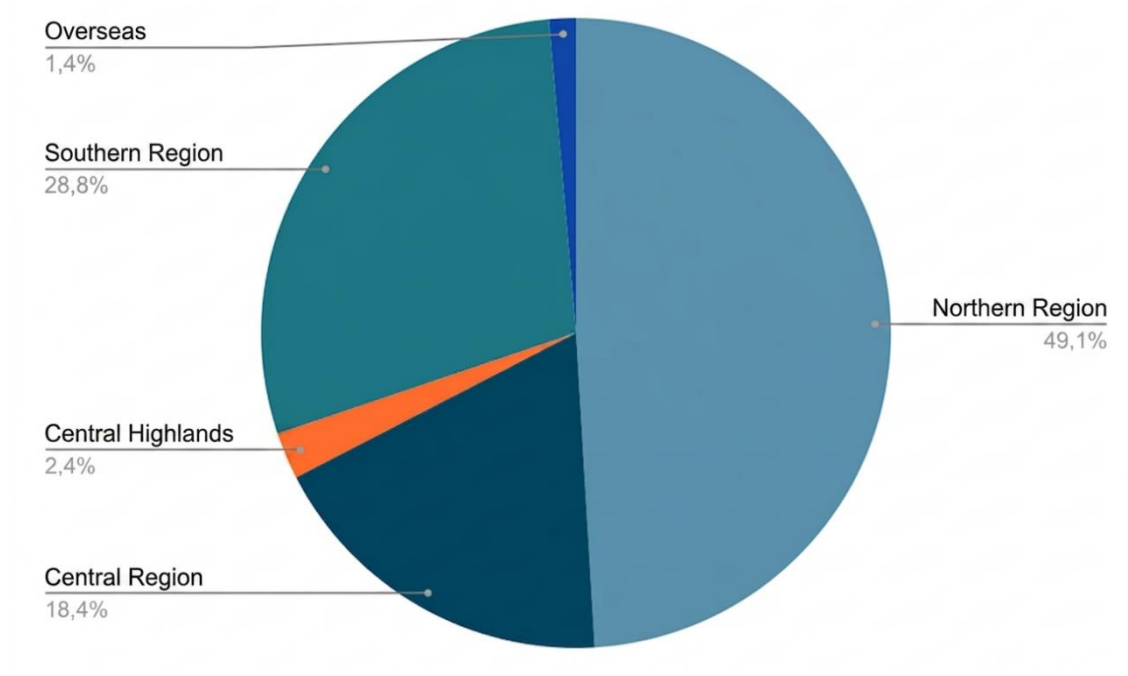
SHB is focusing on implementing the following key groups of solutions:

- Diversifying funding sources for green investment, with priority given to medium- and long-term mobilisation from international markets and development partners/DFIs.
- Enhancing environmental and social risk governance in lending activities; strengthening impact measurement, monitoring and transparency of information.
- Developing green and sustainable finance products, including green credit, transition finance, supply chain finance and transition advisory services.
- Promoting digital transformation and the application of technology to improve operational efficiency and help customers access green finance solutions more conveniently; while also strengthening staff capabilities, enhancing communication and accompanying customers throughout their sustainable transition journey.

VII. TRANSACTION NETWORK

As of 31 December 2025, SHB had a total of 584 transaction points, including:

- Northern Region: 287 transaction points (including Head Office)
- Central Region: 107 transaction points
- Central Highlands: 14 transaction points
- Southern Region: 168 transaction points
- Overseas (Laos and Cambodia): 08 transaction points.



LIST OF SHB BRANCHES*(As of 31 December 2025)*

No.	Names of Bank's Affiliated Units	Address	Tel	Fax
	Head Office	77 Tran Hung Dao, Cua Nam Ward, Hanoi, Vietnam	(024) 3942 3388	(024) 3941 0944
	Business Center (Head Office)	77 Tran Hung Dao, Cua Nam Ward, Hanoi, Vietnam	(024) 3942 3388	(024) 3941 0944
1	Hanoi Branch	86 Ba Trieu Street, Cua Nam Ward, Hanoi, Vietnam	(024) 6256 3666	(024) 6256 3616
2	Thang Long Branch	91 Nguyen Chi Thanh Street, Giang Vo Ward, Hanoi, Vietnam	(024) 6276 9189	(024) 6279 6167
3	Ba Dinh Branch	21 Lang Ha Street, O Cho Dua Ward, Hanoi, Vietnam	(024) 3846 0135	(024) 3726 3595
4	Thu Do Branch	33 Trang Thi Street, Cua Nam Ward, Hanoi, Vietnam	(024) 3928 9175	(024) 3928 9262
5	Dong Do Branch	Floors 1–3, 2A Dai Co Viet Building, Hai Ba Trung Ward, Hanoi, Vietnam	(024) 3943 2958	(024) 3943 2436
6	Hoan Kiem Branch	B2 Basement, Floors 1–3, 23 & 23A Phan Dinh Phung Street, Ba Dinh Ward, Hanoi, Vietnam	(024) 3825 8926 (024) 3928 3054	(024) 3825 8745
7	West Hanoi Branch	Floors 1–2, The Marc 88 Building, 88 Tran Thai Tong Street, Cau Giay Ward, Hanoi, Vietnam	(024) 6269 0 530	(024) 6269 0531
8	Ha Thanh Branch	98 Hoang Quoc Viet Street, Nghia Do Ward, Hanoi, Vietnam	(024) 3755 2510	(024) 3756 3120
9	Van Phuc Branch	355–357 Doi Can Street, Ngoc Ha Ward, Hanoi, Vietnam	(024) 3726 2025	(024) 3726 2236
10	Han Thuyen Branch	11 Han Thuyen Street, Hai Ba Trung Ward, Hanoi, Vietnam	(024) 3624 8028	(024) 3624 8029
11	Kinh Do Branch	Floor 1, 17T1 Building, Trung Hoa – Nhan Chinh, Yen Hoa Ward, Hanoi, Vietnam	(024) 6281 5158	(024) 6281 5159

12	Ha Dong Branch	16–18 Nguyen Khuyen Street, Ha Dong Ward, Hanoi, Vietnam	(024) 3351 6688	(024) 3354 6513
13	Lao Cai Branch	Ly Cong Uan Street, Nga Sau, Lao Cai Ward, Lao Cai Province, Vietnam	(0214) 3899 696	(0214) 3899 695
14	Lang Son Branch	115 Le Loi Street, Dong Kinh Ward, Lang Son Province, Vietnam	(0205) 3898 222	(0205) 3898 212
15	Vinh Phuc Branch	361 Me Linh Street, Vinh Phuc Ward, Phu Tho Province, Vietnam	(0211) 3710 145	(0211) 3710 146
16	Bac Ninh Branch	Floors 1–2, Viglacera Building, Nga Sau, Vo Cuong Ward, Bac Ninh Province, Vietnam	(0222) 3874 636	(0222) 3874 959
17	Kinh Bac Branch	Ly Thai To Street, Tu Son Ward, Bac Ninh Province, Vietnam	(0222) 3743 036	(0222) 3742 444
18	Hung Yen Branch	1–3 Nguyen Binh Street, My Hao Ward, Hung Yen Province, Vietnam	(0221) 3742 688	(0221) 3742 886
19	Quang Ninh Branch	18 Street 25/4, Hong Gai Ward, Quang Ninh Province, Vietnam	(0203) 3723 855	(0203) 3723 866
20	Hai Phong Branch	Floor 2, Haiphong Tower, 32 Tran Phu Street, Gia Vien Ward, Hai Phong City, Vietnam	(0225) 3652 668	(0225) 3652 669
21	Thanh Hoa Branch	Thanh Hoa Trade Center, 27–29 Le Loi Boulevard, Hac Thanh Ward, Thanh Hoa Province, Vietnam	(0237) 3855 111	(0237) 3752 555
22	Nghe An Branch	Tecco Tower Apartment Building, 215 Le Loi Street, Thanh Vinh Ward, Nghe An Province, Vietnam	(0238) 3560 388	(0238) 3560 399
23	Hue Branch	28 Ly Thuong Kiet Street, Thuan Hoa Ward, Hue City, Vietnam	(0234) 3966 688	(0234) 3944 666
24	Da Nang Branch	06 Nguyen Van Linh Street, Hai Chau Ward, Da Nang City, Vietnam	(0236) 3584 599	(0236) 3655 399
25	Quang Nam Branch	409 Phan Boi Chau Street, Ban Thach Ward, Da Nang City, Vietnam	(0235) 3815 888	(0235) 3815 777
26	Khanh Hoa Branch	175–177 Thong Nhat Street, Tay Nha Trang Ward, Khanh Hoa Province, Vietnam	(0258) 3828 777	(0258) 3828 766
27	Lam Dong Branch	135–145 Phan Dinh Phung Street, Xuan Huong – Da Lat Ward, Lam Dong Province, Vietnam	(0263) 3512 251	(0263) 3512 000

28	Gia Lai Branch	85 Mai Xuan Thuong Street, Quy Nhon Ward, Gia Lai Province, Vietnam	(0269) 3828 333	(0269) 3828 499
29	Ho Chi Minh City Branch	24 Truong Dinh Street, Xuan Hoa Ward, Ho Chi Minh City, Vietnam	(028) 3821 1112	(028) 3823 0204
30	Sai Gon Branch	Lot H3 Hoang Dieu Street, Khanh Hoi Ward, Ho Chi Minh City, Vietnam	(028) 3943 4224	(028) 3943 4299
31	Phu Nhuan Branch	127 Tran Huy Lieu Street, Phu Nhuan Ward, Ho Chi Minh City, Vietnam	(028) 3997 1122	(028) 3997 1133
32	Binh Duong Branch	481 Binh Duong Boulevard, Quarter 1, Thu Dau Mot Ward, Ho Chi Minh City, Vietnam	(0274) 3834 101	(0274) 3834 100
33	Dong Nai Branch	10–11 Nguyen Ai Quoc Street, KP8, Tan Trieu Ward, Dong Nai Province, Vietnam	(0251) 8871 666	(0251) 8871 670
34	Vung Tau Branch	12G3 Nguyen Thai Hoc Street, Tam Thang Ward, Ho Chi Minh City, Vietnam	(0254) 3577 676	(0254) 3577 686
35	Binh Phuoc Branch	147 Hung Vuong Street, Binh Phuoc Ward, Dong Nai Province, Vietnam	(0271) 3838 123	(0271) 3838 126
36	Long An Branch	84 Hung Vuong Extended Street, Binh Cu 2 Quarter, Long An Ward, Tay Ninh Province, Vietnam	(0272) 3567 567	(0272) 3567 667
37	Can Tho Branch	16–18 Hoa Binh Boulevard, Ninh Kieu Ward, Can Tho City, Vietnam	(0292) 3838 389	(0292) 3839 987
38	Kien Giang Branch	C10–50 & 51, 3/2 Street, Rach Gia Ward, An Giang Province, Vietnam	(0297) 3947 303	(0297) 3947 313
39	An Giang Branch	1293 Tran Hung Dao Street, Binh Long 2 Area, Long Xuyen Ward, An Giang Province, Vietnam	(0296) 3940 309	(0296) 3941 969
40	SHB Cambodia One Member Limited Liability Bank	107 Norodom Boulevard, Boeng Reang Ward, Don Penh District, Phnom Penh, Cambodia	+855 23 221 900	+855 23 224 151
41	SHB Lao One Member Limited Liability Bank	Lane 01, Lanexang Road, Hatsady Village, Chanthabuly District, Vientiane Capital, Lao PDR	+856 21 96 8888	+856 21 96 88 99
42	Thai Binh Branch	Viettel Building, 431 Tran Hung Dao Street, Tran Hung Dao Ward, Hung Yen Province, Vietnam	(0227) 6278 555	(0227) 6252 626
43	Soc Trang Branch	02 Tran Hung Dao Street, Phu Loi Ward, Can Tho City, Vietnam	(0299) 3819 888	(0299) 3819 666

44	Ninh Binh Branch	55 Tran Hung Dao Street, Hoa Lu Ward, Ninh Binh Province, Vietnam	(0229) 3888 542	(0229) 3888 543
45	Tuyen Quang Branch	138 Nguyen Trai Street, Minh Xuan Ward, Tuyen Quang Province, Vietnam	(0207) 3827 579	(0207) 3827 588
46	Thai Nguyen Branch	Floors 1–2, No.1 Hoang Van Thu Street, Phan Dinh Phung Ward, Thai Nguyen Province, Vietnam	(0208) 3655 588	(0208) 3756 866
47	Tien Giang Branch	224A Nam Ky Khoi Nghia Street, My Tho Ward, Dong Thap Province, Vietnam	(0273) 3877 789	(0273) 3877 669
48	Dong Thap Branch	168–170 Nguyen Hue Street, Cao Lanh Ward, Dong Thap Province, Vietnam	(0277) 353 4488	(0277) 353 8788
49	Ca Mau Branch	132A Nguyen Tat Thanh Street, Ly Van Lam Ward, Ca Mau Province, Vietnam	(0290) 3582 592	(0290) 3582 593
50	Quang Ngai Branch	252–254–256 Hung Vuong Street, Nghia Lo Ward, Quang Ngai Province, Vietnam	(0255) 3739 777	(0255) 3739 775
51	Ha Nam Branch	PG1-05, PG1-06, Vincom Shophouse Phu Ly, Bien Hoa Street, Phu Ly Ward, Ninh Binh Province, Vietnam	(0226) 2460 909	(0226) 2460 011
52	Ha Tinh Branch	52 Phan Dinh Phung Street, Thanh Sen Ward, Ha Tinh Province, Vietnam	(0239) 3737 666	(0239) 3668 877
53	Binh Dinh Branch	85 Mai Xuan Thuong Street, Quy Nhon Ward, Gia Lai Province, Vietnam	(0256) 3636 688	
54	Dak Lak Branch	90A Tran Phu Street, Buon Ma Thuot Ward, Dak Lak Province, Vietnam	(0262) 3697 979	(0262) 3576 879
55	Tay Ninh Branch	409 Street 30/4, Quarter 22, Tan Ninh Ward, Tay Ninh Province, Vietnam	(0276) 3898 999	(0276) 3898 988
56	Son La Branch	02A To Hieu Street, To Hieu Ward, Son La Province, Vietnam	(0212) 3856 666	(0212) 3830 888
57	Nam Dinh Branch	CL14-24,25,26 Textile Urban Area, Tran Phu Street, Nam Dinh Ward, Ninh Binh Province, Vietnam	(0228) 3898 999	(0228) 3898 998
58	Hai Duong Branch	01 Thong Nhat Street, Le Thanh Nghi Ward, Hai Phong City, Vietnam	(0220) 3830 688	(0220) 3860 979
59	Binh Thuan Branch	211–213–215 Vo Van Kiet Street, Phu Thuy Ward, Lam Dong Province, Vietnam	(0252) 3523 888	(0252) 3523 999

60	Vinh Long Branch	PG1-05, PG1-06 Vincom Shophouse Vinh Long, Pham Thai Buong Street, Phuoc Hau Ward, Vinh Long Province, Vietnam	(0270) 3888 383
61	Ben Tre Branch	8/2 Tran Quoc Tuan Street, An Hoi Ward, Vinh Long Province, Vietnam	(0275) 3646 666
62	Quang Tri Branch	112A National Highway 9, Dong Ha Ward, Quang Tri Province, Vietnam	(0233) 3639 999
63	Quang Binh Branch	Part of Floor 1, Golden Dragon Plaza, 118A Huu Nghi Street, Dong Hoi Ward, Quang Tri Province, Vietnam	(0232) 3939 939
64	Bac Giang Branch	Floors 1 & 3, Sun City Building, 1B Hung Vuong Street, Bac Giang Ward, Bac Ninh Province, Vietnam	(0204) 3755 555
65	Phu Tho Branch	Floors 1–2, HappyLand Commercial Center, 1606A Hung Vuong Street, Viet Tri Ward, Phu Tho Province, Vietnam	(0210) 3816 888