



BUILT ON TRUST & AFFECTION BOUND TO SOAR & RISE

ANNUAL REPORT 2024





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ABBREVIATIONS LIST

NCB	National Citizen Commercial Joint Stock Bank
ALCO	Asset-Liability Committee
AMC	NCB Asset Management Company Limited
F/S	Financial Statements
EB	Executive Board
SB	Supervisory Board
CAR	Capital Adequacy Ratio
CASA	Current Account Savings Account
EMPL	Employee
IT	Information Technology
CRM	Customer Relationship Management
CS	Customer Service
DE	Decision Engine
GAS	General Assembly of Shareholder
BR	Business Registration
DMC	Digital Marketing Center
RP	Risk Provision
FDI	Foreign Direct Investment
FX SALES	Foreign Exchange Sales
BOD	Board of Directors
RMC	Risk Management Council
RB	Retail Banking
CC	Corporate Customers
BP	Business Plan
KRI	Key Risk Indicator
IC	Internal Control
LCD	Loss Control Data
LDR	Loan-to-Deposit Ratio
LNTT	Profit Before Tax
LOS	Loan Origination System
SBV	State Bank of Vietnam
CB	Commercial Bank
TFM	Treasury and Financial Markets
RP	Restructuring Plan
RM	Risk Management
CM	Credit Management
HRM	Human Resource Management
FM	Financial Management
RCSA	Risk and Control Self-Assessment
ROA	Return on Assets
ROE	Return on Equity
OR	Operational Risk
SCF	Supply Chain Finance
SME	Small and Medium Enterprise
CI	Credit Institution
STC/MLTL Ratio	Short-term Capital Ratio for Medium- and Long-Term Loans
CA	Credit Appraisal
AV	Asset Valuation
CJSB.	Commercial Joint Stock Bank
TOI	Total Operating Income
C/A	Collateral Assets
IAC	Internal Audit Center
HRC	Human Resources Committee

FOREWORD

The journey to conquer the universe is not merely about taking steps, it is a symbol of trust, affection, and the aspiration to break through all limits. Thanks to the trust, love, and companionship of government regulatory agencies, customers, partners, shareholders, and the solidarity of all employees, the “NCB spaceship” has completed the process of building its launchpad and is fully charged — ready to accelerate on the next journey.

With a solid foundation built and strengthened during the 2021-2023 period, coupled with the strong reinforcement of trust and affection in 2024, NCB has made an Alpha leap, marking a remarkable transformation. The first proud achievements serve as proof of our journey to break limits and realize NCB’s aspirations: surpassing all business targets set at the 2024 General Assembly of Shareholders, becoming the first credit institution to have its Restructuring Plan approved under the “Plan for Restructuring the Credit Institution System in Conjunction with Non-performing Loans Management for the 2021-2025 Period” according to decision No.689/QĐ-TTg of the Prime Minister, enhancing our competitive capacity in the market, and demonstrating our ability to adapt flexibly amidst constant market fluctuations.

In 2025, NCB will continue to carve out its own trajectory of growth with bold ambitions. The invaluable energy drawn from trust and affection has fueled our aspiration to break through limits, propelling us into the next chapter of our cosmic conquest. This journey will be vividly captured in the 2024 Annual Report.

BUILT ON
Trust & Affection
BOUND TO
Soar and Rise

MESSAGE FROM THE CHAIRWOMAN OF THE BOARD OF DIRECTORS



**Unity and
comprehensive
collaboration have
empowered NCB
to overcome all
difficulties and
challenges, proudly
becoming a “small
but mighty” bank.**

DEAR VALUED STAKEHOLDERS,

The NCB spacecraft has navigated through 2024 with relentless effort and determination, seizing opportunities with agility and continuously transforming challenges into stepping stones to exceed our set objectives and mission. The achievements of the past year are not only the pride of NCB people but truly a remarkable milestone, as the NCB spacecraft has overcome challenges to ascend in the era of National Rise.

Reflecting on the bold and resilient journey that the NCB crew embarked on in 2021, we have faced numerous challenges from both domestic and international economic landscapes, as well as internal transformations within NCB. However, with the trust and opportunities granted by our Customers, Shareholders, Partners, and Regulatory Authorities, and through the unity and unwavering hope of our 2,000 “NCB astronauts”, we have surpassed challenges to achieve remarkable early milestones.

In 2024, NCB became the first credit institution in Vietnam to receive approval from relevant authorities for a restructuring plan with a vision towards 2030, developed in accordance with the “Restructuring Plan for the Credit Institution System in conjunction with Non-performing Loans Management for the 2021-2025 Period” under Decision No. 689/QĐ-TTg of the Prime Minister and the guidance of the State Bank of Vietnam. The well-structured, appropriate, and timely solutions implemented with urgency and determination have helped NCB take initial steps to overcome existing challenges and enhance the bank’s operational efficiency.

At the same time, through the vigorous implementation of a new strategy, collaboration with leading global and domestic technology partners, the acceleration of digital transformation, and the enhancement of products and services with a range of advanced financial solutions, NCB has achieved highly encouraging results.

Stepping into 2025 with a vision towards 2030, NCB has accumulated the necessary momentum and is ready to create distinctive, groundbreaking innovations to capitalize on national opportunities, in the era of national rise. NCB’s digital strategy has been aligned with the nation’s digital era vision, embracing digital production methods, digital production materials, and a workforce adapted to this new journey, while fostering a corporate culture that is increasingly distinct and rich in identity. The “small but mighty” NCB spacecraft is ready to achieve new milestones.

I firmly believe that by proactively embracing opportunities, with the dedication and unwavering contributions of Shareholders, the Board of Directors, the Executive Board, and the commitment and innovation of our entire workforce, NCB will celebrate its 30th anniversary and embark on a journey to conquer new horizons with remarkable achievements, fulfilling all objectives set by the General Assembly of Shareholders.

On behalf of the Board of Directors and all NCB employees, I would like to express my heartfelt gratitude to our Valued Customers, Esteemed Shareholders, Investors, Partners, Regulatory Authorities, and the Media for the steadfast support and companionship with NCB throughout the years. We sincerely hope for your continued trust and unwavering support in the years to come.

Wishing you all good health, happiness, and great success!

With deepest gratitude,

**ON BEHALF OF THE BOARD
OF DIRECTORS
Chairwoman of the
Board of Directors**

Ms. Bui Thi Thanh Huong

CHAPTER

01

HIGH CONSENSUS

We sincerely appreciate the companionship, trust, and affection of millions of customers, regulatory agencies, shareholders, partners, and all NCB employees. This energy has further strengthened the NCB spaceship, enhancing its internal capabilities for an aspirational rise. Every step we take is a testament to the power built on the foundation of Trust & Affection, opening up brilliant journeys ahead.

MILLIONS UNITED





FUELING THE FUTURE

NCB SPACESHIP
READY!

FINANCIAL STRENGTH
100%

TECHNOLOGY STRENGTH
100%

POWER FROM TRUST & AFFECTION
100%

VISION OF NCB

Sustainable Development Strategy and Goals

NCB has defined its banking development strategy in the direction of Digital Wealth Management, with the long-term vision and aspiration to become the best financial solution provider for ultra-high-net-worth individuals within the next 10 years. With this vision, we aim to build a new NCB that delivers banking experiences through innovative thinking, serves as a hub of financial service innovation, pioneers the development of financial products and services based on cutting-edge technology, aiming to become a socially responsible bank contributing to the sustainable development of the communities that NCB serves.

NCB consistently aligns its banking development objectives with the overall prosperity of the community and the nation, continuously innovating and investing in technology to create premium personalized banking experiences.

The bank also fosters and nurtures a unique corporate culture built upon five core values: *Loyalty - Trust - Care - Dedication - Flourishment*. These values serve not only as a guiding principle for all actions but also as the intrinsic strength of NCB—binding together shareholders, customers, and partners, attracting top talent, and shaping a professional, innovative, and human-centric NCB that contributes to the development of a happy community and a more prosperous society.

About NCB

♦ Trade Name
– **Ngân hàng Thương Mại Cổ Phần Quốc Dân**

♦ Name in English:
– **National Citizen Commercial Joint Stock Bank**

♦ Abbreviated name:
– **NGÂN HÀNG QUỐC DÂN**

♦ Business Registration Certificate: 1700169765, issued by Hanoi Department of Planning and Investment, the 22nd amendment made on August 2, 2023.
♦ Address: No. 25 Le Dai Hanh, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi, Vietnam.
♦ Tel: (84-4) 62693355
♦ Fax: (84-4) 62693535
♦ Website: <http://www.ncb-bank.vn>

Business Sectors and Operating Locations

Business Sectors

- ♦ Collecting demand deposits, term deposits, savings deposits, and other types of deposits;
- ♦ Providing credit under the following forms:
 - Loans;
 - Discounting and rediscounting negotiable instruments and other valuable papers;
 - Bank guarantees;
 - Issuing credit cards;
 - Domestic factoring;
- ♦ Opening payment accounts for customers;
- ♦ Providing domestic payment services:
 - Offering payment instruments;
 - Providing check payment, payment orders, collection orders, direct debit, letters of credit, bank cards, and collection and payment services;
- ♦ Opening accounts:
 - Opening accounts at the State Bank of Vietnam;
 - Opening accounts at other credit institutions and foreign bank branches;
- ♦ Organizing internal payment systems and participating in the national interbank payment system;
- ♦ Providing cash management, banking consultancy, and financial services; asset management, safekeeping, and safe deposit box rental services;
- ♦ Providing corporate financial advisory services, including consulting on mergers, acquisitions, and investments;
- ♦ Participating in bidding, purchasing, and selling treasury bills, negotiable instruments, government bonds, and central bank bills on the money market;
- ♦ Buying and selling government and corporate bonds;
- ♦ Providing money brokerage services;
- ♦ Issuing certificates of deposit, promissory notes, treasury bills, and bonds to raise capital in accordance with the Law on Credit Institutions, the Securities Law, government regulations, and the State Bank of Vietnam's guidelines;
- ♦ Borrowing from the State Bank of Vietnam through refinancing under the Law on the State Bank of Vietnam and the State Bank's guidelines;
- ♦ Borrowing, lending, depositing, and receiving deposits from credit institutions, foreign bank branches, and domestic and international financial institutions as per legal regulations and State Bank guidelines;
- ♦ Contributing capital and purchasing shares in accordance with legal regulations and State Bank guidelines;
- ♦ Entrusting, receiving entrusted funds, and acting as an agent in banking-related activities, insurance business, and asset management as per legal regulations and State Bank guidelines;
- ♦ Providing foreign exchange services in domestic and international markets within the scope permitted by the State Bank of Vietnam;
- ♦ Debt trading;
- ♦ Other activities (upon approval by the State Bank of Vietnam).

Operating Locations

As of December 31, 2024, NCB operates **01** Headquarters **64** Branches and transaction offices nationwide

Distributed as follows: Northern Region: 27 branches and transaction offices; Central Region: 04 branches and transaction offices; Southern Region: 33 branches and transaction offices, primarily concentrated in three major cities: Hanoi, Danang, and Ho Chi Minh City.

HISTORY OF DEVELOPMENT

The National Citizen Commercial Joint Stock Bank (NCB) was established in 1995, originating from Song Kien Rural Commercial Joint Stock Bank. On May 18, 2006, NCB officially transitioned its operational model from a Rural Commercial Joint Stock Bank to an Urban Commercial Joint Stock Bank, relocated its headquarters from Kien Giang to Ho Chi Minh City, and officially adopted the name Nam Viet Commercial Joint Stock Bank (Navibank) in place of Song Kien Rural Commercial Joint Stock Bank.

1995

2014

2021 - 2023

From 2021, NCB underwent a robust transformation, comprehensively restructuring, enhancing financial capacity and transparency, investing in technology, fostering human resources, and building a strong brand.

Between 2021 and 2023, with the trust and affection of millions of customers, regulatory bodies, shareholders, and partners, NCB strengthened its organizational structure and capabilities with comprehensive transformation.

In addition to improving management capacity by involving experienced and highly skilled personnel, NCB made significant investments in infrastructure and technology solutions, launching key projects such as upgrading the Corebanking system, deploying IBM server infrastructure, and pioneering the application of Google Cloud computing. Digital transformation became a key driver with major initiatives, including the Data Platform & Cloud, Decision Engine, Gen AI & AI Machine Learning, CRM Platform, Loan Origination System (LOS), and API HUB Platform.

Simultaneously, NCB focused on strengthening internal control and risk management system, successfully implementing the ICAAP Solution in compliance with Basel II and conducting a comprehensive evaluation and roadmap development for internal control system enhancement under the advisory of KPMG.

As a result, the bank achieved nearly 30% growth in loan balance and over 25% annual deposit growth. Notably, in 2022, NCB successfully increased its charter capital by VND 1,500 billion, bringing the total charter capital to VND 5,602 billion.

By fostering a professional working environment that maximizes individual potential, NCB was honored in 2023 with the “Best Companies To Work For In Asia” awarded by HR Asia magazine.

Professional marketing and communication activities brought the NCB brand closer to the public. NCB’s competitive strength was reaffirmed with numerous prestigious domestic and international awards, such as “Most Innovative Retail Banking Application in Vietnam 2023 – NCB iziMobile”, “Top 10 Reputable & Quality National Brands” and “Top 50 Trusted Products and Services in Vietnam” for iziBankbiz.

With a solid foundation, NCB officially partnered with a world-leading consulting firm to implement the new strategy for the 2023-2028 period and beyond.

Nam Viet Commercial Joint Stock Bank (Navibank) officially changed its name to National Citizen Commercial Joint Stock Bank (NCB) and implemented a system restructuring to standardize and enhance financial services, aiming to be among the Top 10 leading retail banks in Vietnam and becoming the “Most Efficient Retail Bank”.

The year 2024 marks a comprehensive transformation with NCB’s groundbreaking steps towards new strategic goals, shaping a new NCB version increasingly favored by customers and the community.

2024 also signifies two major milestones for NCB: receiving approval from the State Bank of Vietnam and the relevant authorities for the Restructuring Plan (RP) for the 2023-2025 period with a vision towards 2030, marking a pivotal phase in the bank’s restructuring journey. Additionally, NCB successfully doubled its charter capital, increasing it to VND 11,800 billion, reinforcing its financial strength for a comprehensive and robust transformation.

2024

With a strong commitment to technology investment, NCB continued to implement 33 technology projects, including key initiatives such as upgrading IT infrastructure, investing in and deploying the API Hub, enhancing the capability to ensure the security and safety of the information system, and applying technology solutions to digitize internal processes and customer services.

Facing the dual-objective challenge, NCB proudly exceeded all business targets for 2024, achieving a spectacular “leap” and opening up for a brilliant journey ahead.

NCB continued to assert its competitive strength and new position through numerous achievements, including: enabling bank account opening via VNeID e-identification application of the Ministry of Public Security, winning an Encouragement Award at the “Data for Life 2024” competition, being honored as “Best Companies To Work For In Asia” for the second consecutive year by HR Asia Awards, and being recognized in the “Top 10 Trusted Products and Services in Vietnam” for the banking, insurance, and securities sectors with the NCB iziBankbiz digital banking platform for corporate customers.

Increasing it to
11,800 billion VND



ABOUT NCB

Corporate Governance Model

NCB is a credit institution operating under the model of a joint stock company, with a management structure as prescribed in Clause 1, Article 137 of the Enterprise Law and Article 40 of the Law on Credit Institutions, including: the General Assembly of Shareholder (GAS), the Board of Directors (BOD), the Supervisory Board (SB), and the Executive Board (EB) led by the Chief Executive Officer. NCB maintains a corporate governance framework that complies with the regulations of the SBV and relevant laws, ensuring transparency among governance, executive, and control functions.

Structure of Shares-Shareholders

Shares

As of December 31, 2024, NCB has a total of

1,177,984,751

common shares

corresponding to a charter capital of

11,779,847,510,000

VND

SHARE INFORMATION	QUANTITY (SHARES)
Outstanding shares	1,174,632,751
Treasury shares	3,352,000
Unrestricted shares	560,143,187
Restricted shares	617,841,564

Shareholding Structure as of December 31, 2024

SHAREHOLDER TYPE	NUMBER OF SHAREHOLDERS	SHARES OWNED	Shareholding (%)
SHAREHOLDING STRUCTURE (MAJOR/MINOR)			
Major shareholders	0	0	0
Minor shareholders	2,785	1,174,632,751	99.715%
Treasury shares	1	3,352,000	0.2846%
Total	2,786	1,177,984,751	100%

SHAREHOLDER TYPE	NUMBER OF SHAREHOLDERS	SHARES OWNED	Shareholding (%)
(1) DOMESTIC SHAREHOLDERS			
a. Individual shareholders	2,736	1,109,607,521	94.194%
b. Institutional shareholders	17	47,756,853	4.054%
Total (1)	2,753	1,157,364,374	98.248%
(2) FOREIGN SHAREHOLDERS			
a. Individual shareholders	23	1,166,066	0.099%
b. Institutional shareholders	9	16,102,311	1.367%
Total (2)	32	17,268,377	1.466%
(3) TREASURY SHARES	1	3,352,000	0.2846%
TOTAL (1) + (2) + (3)	2,786	1,177,984,751	100%

Change in Charter Capital: In 2024, NCB completed private share offering procedures, increasing charter capital by VND 6,178,291,640,000. Treasury share transactions: No change.

Internal Share Transactions

In NCB’s 2024 private share offering, there were two internal shareholders participating in the purchasing offer:

♦ Ms. Bui Thi Thanh Huong (Chairwoman of the BOD)
Purchased 56,329,164 shares.

♦ Mr. Duong The Bang (BOD Member)
Purchased 58,500,000 shares.

Board of Directors and Committees

FULL NAME	POSITION	TERM OF OFFICE	
		Date of appointment	Date of dismissal
Ms. Bui Thi Thanh Huong	Chairwoman of the BOD Non-executive	29/07/2021	
Ms. Hoang Thu Trang	Vice Chairwoman of the BOD Non-executive	- Date of election as BOD member: 18/06/2022 - Date of election as Vice Chairwoman of BOD: 18/11/2023	
Mr. Duong The Bang	BOD Member Non-executive	18/11/2023	
Ms. Nguyen Thi Hai Hoa	BOD Member Non-executive	18/11/2023	
Ms. Trinh Thi Thanh Mai	Independent BOD Member Non-executive	18/06/2022	

The Board of Directors (BOD) is the governing body of the Bank to make decisions and conduct the Bank’s rights and obligations on behalf of the Bank, except for matters under the authority of the GAS.

The BOD consists of five members, including the Chairwoman, Vice Chairwoman, and BOD Members, with one independent member. The Chairwoman and Vice Chairwoman of the BOD are elected by the BOD members. The Chairwoman of the BOD is the Bank’s legal representative. The BOD discusses and votes on matters within its responsibilities and authority.

BOARD OF DIRECTORS



Ms. BUI THI THANH HUONG

Chairwoman of the BOD

- ✦ **EDUCATION:** Bachelor's degree in Accounting - Auditing, National Economics University; Master of Business Administration - French Vietnamese Center for Management Education (CFVG), National Economics University.
- ✦ **PROFESSIONAL EXPERIENCE:** Ms. Bui Thi Thanh Huong has many years of experience in the Finance - Banking sector and has held several key management positions. She was Deputy Head of the Finance Division, Chief Accountant at Southeast Asia Commercial Joint Stock Bank (SeABank); Deputy CEO of Tien Phong Commercial Joint Stock Bank (TPBank); and CEO of Sun Group Investment Limited Liability Company.
- ✦ **Voting share ownership ratio:** 4.7818%



Ms. HOANG THU TRANG

Vice Chairwoman of the BOD

- ✦ **EDUCATION:** Bachelor's degree in Management Science - Thang Long University.
- ✦ **PROFESSIONAL EXPERIENCE:** Ms. Hoang Thu Trang has more than 24 years of experience in the Finance - Banking sector, holding senior leadership positions at major enterprises and financial institutions such as Vietnam Technology and Commercial Joint Stock Bank (Techcombank), Vietnam Maritime Commercial Joint Stock Bank (MSB), and Tien Phong Commercial Joint Stock Bank (TPBank).
- ✦ **Voting share ownership ratio:** 0%.



Mr. DUONG THE BANG

Member of the BOD

- ✦ **EDUCATION:** Bachelor's degree in Wireless Information - Radio and Television, Moscow Technical University of Communications and Informatics, Russian Federation.
- ✦ **PROFESSIONAL EXPERIENCE:** Mr. Duong The Bang has more than 27 years of experience working at major domestic and international enterprises.
- ✦ **Voting share ownership ratio:** 4.966%.



Ms. NGUYEN THI HAI HOA

Member of the BOD

- ✦ **EDUCATION:** Bachelor's degree in International Economics, Foreign Trade University, Hanoi.
- ✦ **PROFESSIONAL EXPERIENCE:** Ms. Nguyen Thi Hai Hoa has more than 18 years of experience working at financial institutions and major enterprises.
- ✦ **Voting share ownership ratio:** 0%.



Ms. TRINH THANH MAI

Independent Member of the BOD

- ✦ **EDUCATION:** Bachelor's degree in Economics, Ho Chi Minh City University of Economics.
- ✦ **PROFESSIONAL EXPERIENCE:** Ms. Trinh Thanh Mai is a senior member of the Association of Chartered Certified Accountants (ACCA - UK), a member of CPA Australia, and has held senior leadership positions at major enterprises and organizations such as PwC Vietnam, ANZ Vietnam, and ANZ Australia.
- ✦ **Voting share ownership ratio:** 0%.

SUPERVISORY BOARD

The Supervisory Board (SB) at NCB consists of 03 members, elected by the General Assembly of Shareholders (GAS), including 02 executive members and 01 non-executive member, in compliance with legal regulations and NCB's Charter.

MS. DO THI DUC MINH

Head of the Supervisory Board

Ms. Do Thi Duc Minh was elected by the GAS of National Citizen Commercial Joint Stock Bank (NCB) as Head of the Supervisory Board from 2023 to present.

Ms. Do Thi Duc Minh holds a Master's degree in Economics, majoring in Finance - Credit - Monetary Circulation from the Banking Academy. She has over 26 years of experience in the Finance - Banking sector and has held key positions at organizations, such as Officer of the Department of Banking Strategy Development at the SBV, Vice Chairwoman of the Representative Board of Vietnam Leading Enterprise Investment Fund (VFMVF4), Deputy Director in charge of Investment Banking Services, Chief of Staff of the Board of Directors, and Deputy CEO of PG Bank.

MS. VU KIM PHUONG

Full-Time Member of the Supervisory Board

Ms. Vu Kim Phuong was elected by the GAS of NCB as a member of the Supervisory Board from 2015 to present, serving as an executive member.

Ms. Vu Kim Phuong holds a Master's degree in Business Administration from the National Economics University. She has over 21 years of experience in the Finance - Accounting - Banking sector and has previously held positions such as chief accountant at enterprises, Deputy Head of Internal Audit at Hanoi Housing Development Commercial Joint Stock Bank (HABUBANK), and Deputy Head of Internal Audit at Saigon-Hanoi Commercial Joint Stock Bank (SHB).

MR. NGUYEN VAN QUANG

Member of the Supervisory Board

Mr. Nguyen Van Quang was elected by the GAS of NCB as a non-executive member of the Supervisory Board from 2023 to present.

He holds a Bachelor's degree in Finance - Banking from Hanoi University. Mr. Quang has over 15 years of experience in the Finance - Audit sector and has held significant positions at major enterprises, including Deputy Head of Audit at PwC Vietnam and Audit Team Leader at PwC Malaysia.

INTERNAL AUDIT CENTER:

Organizational Structure: To fulfill its functions and responsibilities, the SB has established Internal Audit apparatus in compliance with Circular 13/2018/TT-NHNN and other relevant legal documents. Currently, Internal Audit Center (IAC) consists of three specialized departments:

- Audit Department 1:** Conducts audits of business units (BUs), thematic audits, and reviews large credit grants.
- Audit Department 2:** Focuses on IT and Digital Banking audits, participates in IT and digital transformation projects, and develops/proposes the implementation of audit-support tools/software.
- General Department:** Handles monitoring reports, financial statement verification, reports to the SBV; Acts as the focal point for communications with the SBV; Prepares internal reports, reviews internal documents, tracks the implementation of audit recommendations, and supports external audit missions.

Internal Audit Activities: The SB directly oversees and manages the operations of the IAC to ensure efficient, transparent audits and the completion of the annual internal audit plan. The audit plan is developed based on a risk-oriented approach, focusing on key risk areas to enable early identification and timely warnings to the Board of Directors (BOD) and Executive Board (EB). The IAC ensures that audit resources are appropriately allocated to conduct audits as planned, thereby enhancing the quality of internal control and risk management across the system.

SB MEMBERS	POSITION	START DATE	QUALIFICATION
Ms. Do Thi Duc Minh	Head of the Supervisory Board	08/04/2023	Master of Economics
Ms. Vu Kim Phuong	Member of the Supervisory Board	26/04/2015	Master of Business Administration
Mr. Nguyen Van Quang	Member of the Supervisory Board	08/04/2023	Bachelor's degree in Finance - Banking

EXECUTIVE BOARD

Mr. Ta Kieu Hung

Chief Executive Officer

Mr. Ta Kieu Hung holds a Bachelor's degree in Finance - Banking from the National Economics University and a Master's degree in Business Administration from the French-Vietnamese Center for Management Education (CFVG) - National Economics University.

Mr. Hung has over 22 years of experience in the Finance - Banking sector and has held many key positions at Techcombank, such as Head of Risk Transformation for Retail and SME, Head of Business Development – Retail Banking, Head of Products – Retail Banking, Director of Leadership Capability Initiative, Regional Director, and Super Branch Director. Mr. Ta Kieu Hung joined NCB in December 2022 as Deputy CEO cum Head of Retail Banking Division and was appointed as CEO in June 2023.



EXECUTIVE BOARD (Continued)



Ms. Pham Thi Hien

Deputy CEO cum Chief Risk Officer

Ms. Pham Thi Hien holds a Master's degree in Financial Economics - Banking from the French-Vietnamese Center for Management Education (CFVG) - National Economics University.

Ms. Hien has over 31 years of experience in the Finance - Banking sector and has held various senior positions at financial institutions and large corporations such as An Binh Commercial Joint Stock Bank (ABBank), HSBC Vietnam, and Joint Stock Commercial Bank For Foreign Trade Of Vietnam (Vietcombank).

Ms. Vo Thi Thuy Duong

Deputy CEO cum
Chief Human Resources Officer

Ms. Vo Thi Thuy Duong holds a Master's degree in Economics and International Law from Hanoi Law University.

She has nearly 21 years of experience in human resource management and has held key positions at major corporations and reputable banks such as Saigon - Hanoi Commercial Joint Stock Bank (SHB), Bao Viet Commercial Joint Stock Bank, Vietnam International Commercial Joint Stock Bank (VIB), and Southeast Asia Commercial Joint Stock Bank (SeABank).

Mr. Nguyen Viet Hoi

Deputy CEO - Southern Region

Mr. Nguyen Viet Hoi holds a Master's degree in Finance - Banking from the University of Economics and Law - Vietnam National University, Ho Chi Minh City.

He has nearly 20 years of experience in the Finance - Banking sector and has held senior executive roles such as Executive Board Member, Regional Director, and Deputy Head of Retail Banking Division at Nam A Commercial Joint Stock Bank. Mr. Hoi joined NCB with an aim to devote to the development of a safe, sustainable, and highly efficient credit institution that makes positive contribution to the society.

Mr. Hoang Vu Manh

Chief of Treasury and
Financial Markets

Mr. Hoang Vu Manh holds a Bachelor's degree in Finance - Banking from the National Economics University.

He has over 21 years of experience in the Finance - Banking sector and has held key positions at financial institutions and large enterprises such as Maritime Commercial Joint Stock Bank (MSB) and Vietnam Technology and Commercial Joint Stock Bank (Techcombank).

Ms. Nguyen Thuy Linh

Chief Marketing - Communications Officer

Ms. Nguyen Thuy Linh holds a Bachelor's degree in International Economic Relations from the Diplomatic Academy of Vietnam.

She has over 16 years of experience in Marketing - Communications and has held senior positions at financial institutions and major enterprises such as Vietnam Technology and Commercial Joint Stock Bank (Techcombank), FLC Group, TMS Group, and Dat Phuong Group.

Mr. Le Viet Phuc

Director of the Debt Management Center

Mr. Le Viet Phuc holds a Bachelor's degree in Law from Ho Chi Minh City University of Law.

He has over 14 years of experience in debt management and has held significant positions at financial institutions such as Vietnam International Commercial Joint Stock Bank (VIB) and Techcombank Asset Management Company Limited.

EXECUTIVE BOARD (Continued)



Ms. Hoang Thi Bich Lien
Chief Operations Officer

Mr. Nguyen Vinh
Chief Technology Officer

Ms. Dao Mai Huong
Chief Credit Management Officer

Mr. Quach Thanh Long
Chief Financial Officer

Ms. Phung Ngoc Viet Nga
Chief Legal and Compliance Officer

Mr. GANESH VISWAMANI
Chief Data and Digital Transformation Officer

Ms. Hoang Thi Bich Lien holds a Master's degree in Business Administration from FPT University. She has 23 years of experience working at financial institutions, holding positions such as Deputy Branch Director, Deputy Head of Credit Division, and most recently, Deputy Head of Operations cum Director of the Credit Support Center at Tien Phong Commercial Joint Stock Bank (TPBank).

Mr. Nguyen Vinh holds an Engineering degree in Information Technology from Hanoi University of Science and Technology and a Master's degree in Business Administration from the French - Vietnamese Centre For Management Education (CFVG) - National Economics University. He has 21 years of experience in IT and has held various senior positions in technology at financial institutions and major enterprises such as FPT Software, Southeast Asia Commercial Joint Stock Bank (SeABank), and Vietnam Technology and Commercial Joint Stock Bank (Techcombank).

Ms. Dao Mai Huong holds a Master's degree in Finance - Banking from the French-Vietnamese Center for Management Education (CFVG) - National Economics University. She has over 20 years of experience in the Finance - Banking sector and has held key positions at financial institutions such as Military Commercial Joint Stock Bank (MB), MB Shinsei Finance Company Limited, and Postal Finance Company Limited (PTF).

Mr. Quach Thanh Long holds a Bachelor's degree in Insurance Economics from the National Economics University and a Master's degree in Finance - Banking from the French - Vietnamese Center for Management Education (CFVG) - National Economics University. He has over 24 years of experience in Accounting and Finance - Banking and has held key positions at financial institutions and enterprises such as Saigon - Hanoi Commercial Joint Stock Bank (SHB), Vietnam Technology and Commercial Joint Stock Bank (Techcombank), Standard Chartered Bank, Panasonic Vietnam, and Nestlé Vietnam.

Ms. Phung Ngoc Viet Nga holds a Master's degree in Law from the Faculty of Law, Vietnam National University, Hanoi. She has 17 years of experience in Banking Legal Affairs and has held key positions at the Legal Department of the State Bank of Vietnam.

Mr. Ganesh Viswamani holds a Bachelor's degree in Commerce from the University of Madras (India). He has over 30 years of experience and has held key positions at major financial companies and banks in Canada, UAE, and Vietnam, such as Scotiabank, Finance House, and Vietnam Technology and Commercial Joint Stock Bank (Techcombank).

ACTIVITIES OF THE BOARD OF DIRECTORS

Activities of the Board of Directors

In 2024, the BOD of NCB convened meetings to make strategic decisions, set directions, and provide guidance for NCB’s operations in different periods. The BOD reviewed and decided on matters under its authority (Details in NCB 2024 Governance Report, No. 68/2025/BC-HĐQT.NCB dated January 24, 2025).

Activities of Independent Board Member

The independent member of the Board of Directors has demonstrated proactive engagement and exceptional efficiency in their roles, ensuring strict compliance with legal regulations and the Bank’s Charter. The responsibilities entrusted by the Board were carried out with utmost diligence and prudence, while making significant contributions to upholding transparency in the Board’s decision-making processes.

ACTIVITIES OF THE COMMITTEES UNDER THE BOARD OF DIRECTORS

On the NCB spaceship, every journey that transcends conventional trajectories to navigate the boundless expanse ahead is made possible by the seamless coordination among strategic command centers. These are the five Committees and Councils under the BOD, established in compliance with legal regulations: the Human Resources Committee, the Risk Management Committee, the Credit Committee, the Technology Committee, and the Risk Management Council. These Committees operate in accordance with their organizational and operational regulations as promulgated by the BOD.

Human Resources Committee

The Human Resources Committee (HRC) provides advisory to the BOD on organizational structure, personnel structure, and personnel policies in the Bank’s governance process. In 2024, the HRC handled various dossiers and cases, held 72 meetings, and provided counsel to the BOD on the following matters:

- ◆ Provide advisory to the BOD on personnel-related matters in compliance with legal regulations and the Bank’s Charter;
- ◆ Submit proposals to the BOD for the issuance of decisions on organizational structure to align with practical needs and the Bank’s development strategy, ensuring operational efficiency with a streamlined framework; review, adjust, and advise the BOD on the issuance of Organizational and Operational Regulations for various units in alignment with the new structure while facilitating personnel arrangements;
- ◆ Continue with the remuneration policies as part of the human resources strategy, the HRC proposed, developed, and submitted for the BOD approval a reward program

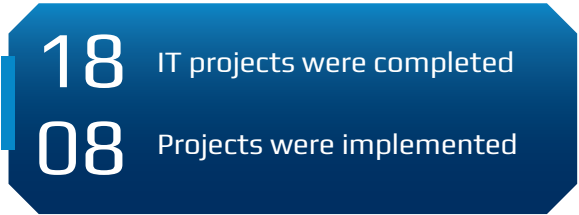
and periodic salary adjustments to recognize employees’ efforts, enhance average salary levels, ensure competitive industry-wise compensation, strengthen employees’ trust in the organization, and boost motivation in workplace;

- ◆ Conduct research and provide counsel to the BOD on the principles for bonus fund determination, budgetary framework formulation, headcount planning, delegation matrix establishment, and policies for contract termination;
- ◆ Consult the development of Service Quality Project and submit for the BOD’s approval;
- ◆ Develop Employee Loan Policy and submit for the BOD’s approval;
- ◆ Ensure the ongoing monitoring of the periodic personnel evaluation mechanism, spanning from management levels to employees across the entire system. Through the 360-degree assessment process for managers, the workforce is continuously refined by the replacement of underperforming personnel, particularly in management and specialized positions.

Technology Committee

The Technology Committee advises the BOD on technology development strategies and applications of technology solutions to enhance governance capabilities and drive the Bank’s business efficiency. In 2024, the Committee held quarterly meetings and emergency meetings as required by the Chairwoman, providing counsel to the BOD on the following matters:

- ◆ Advise the BOD on resource allocation plans for Technology Division to ensure the successful implementation of approved technology plans;
- ◆ Define the direction, conduct a thorough assessment and submit for BOD’s approval on various technology projects, security system projects, IT and telecommunications equipment investments, and software solutions. Specifically:
 - IT Projects: NCB completed 18 out of 36 projects in 2024, with the remaining 18 to be completed in 2025 as planned;
 - Digital Transformation Projects: 08 projects were implemented in 2024 and are scheduled for completion in 2025 as planned;
- ◆ Provide regular updates on NCB’s technology development to the BOD, enabling timely directives to ensure the system remains ever-ready to conquer new journeys. Review the comprehensive IT system status assessment report in 2024 and IT system directions for the 2025-2028 period.



Credit Committee

The Credit Committee reviews, evaluates, and advises the BOD on the approval of credit grants within the BOD’s authority. In 2024, the Committee held multiple meetings and submitted credit grants or adjustments for BOD approval within its authority.

Risk Management Committee

The Risk Management Committee comprises five members. As an advisory body to the BOD on risk management matters, in 2024, the Risk Management Committee conducted meetings to discuss, provide opinions, and oversee the following activities:

- ◆ Advisory to the BOD on the issuance of the Risk Appetite Framework for 2024-2026 and monitor the effective implementation of this framework;
- ◆ Reviewing and providing opinions on the Report and Proposal on Capital stress testing scenarios and Capital plan, as well as the Evaluation criteria framework for assessing the effectiveness of internal control system improvement sub-projects;
- ◆ Provide assessment and recommendations on enhancing the Bank’s compliance control and supervisory activities;
- ◆ Monitor the implementation of sub-projects aimed at strengthening risk management capacity and internal control system at NCB;
- ◆ Supervising the enhancement of tools, structures, and standards of risk management across the entire system;
- ◆ Monitor key risk exposures through the implementation of the risk appetite framework and risk limits; give recommendations and corrective actions to uphold governance standards, ensure seamless operations of the bank and effective risk control.

Risk Management Council

The Risk Management Council serves as a warning mechanism to ensure that NCB operates within secure corridors, minimizing risks and losses. In 2024, the Risk Management Council convened meetings to review and approve 157 risk-handling cases/plans, of which 41 cases/plans were submitted for BOD’s approval. The scope of cases included debt classification, provisioning, collateral asset settlement, and litigation against customers, ensuring that NCB maintains stability and balance amidst unforeseen fluctuations.

ACTIVITIES OF THE SUPERVISORY BOARD

In 2024, the SB fully executed its duties in accordance with the NCB Charter, the Organizational and Operational Regulations of the SB, and strictly complied with the current legal regulations. The SB maintained continuous oversight of the bank's trajectory, ensuring that all activities adhered to a secure and compliant framework:

- ✦ The SB closely monitored compliance with legal regulations and the Bank's Charter, overseeing the BOD and the CEO in the implementation of resolutions, directions, and business objectives for 2024 as approved by the GAS, as well as the execution of policies and directives from the Government and the SBV;
- ✦ Supervised banking operational safety indicators;
- ✦ Monitored the financial status, reviewed the semi-annual financial statements for 2024, and conducted an appraisal of NCB's 2024 financial statements;
- ✦ Supervised the approval and execution of investment projects, fixed asset purchases and sales, and other NCB's contracts and transactions under the decision-making authority of the GAS and the BOD;
- ✦ Monitored the compliance with regulatory restrictions to ensure the safety of the credit institution's operations;
- ✦ Updated the list of shareholders holding 1% or more of the charter capital and individuals related to BOD members, SB members, the CEO, and shareholders holding 1% or more of the charter capital; maintained and updated any changes to this list;
- ✦ Performed other functions and duties in accordance with the law and NCB's internal regulations.

To ensure an effective supervisory system, the members of the SB were assigned responsibilities in alignment with their respective expertise and professional competencies.

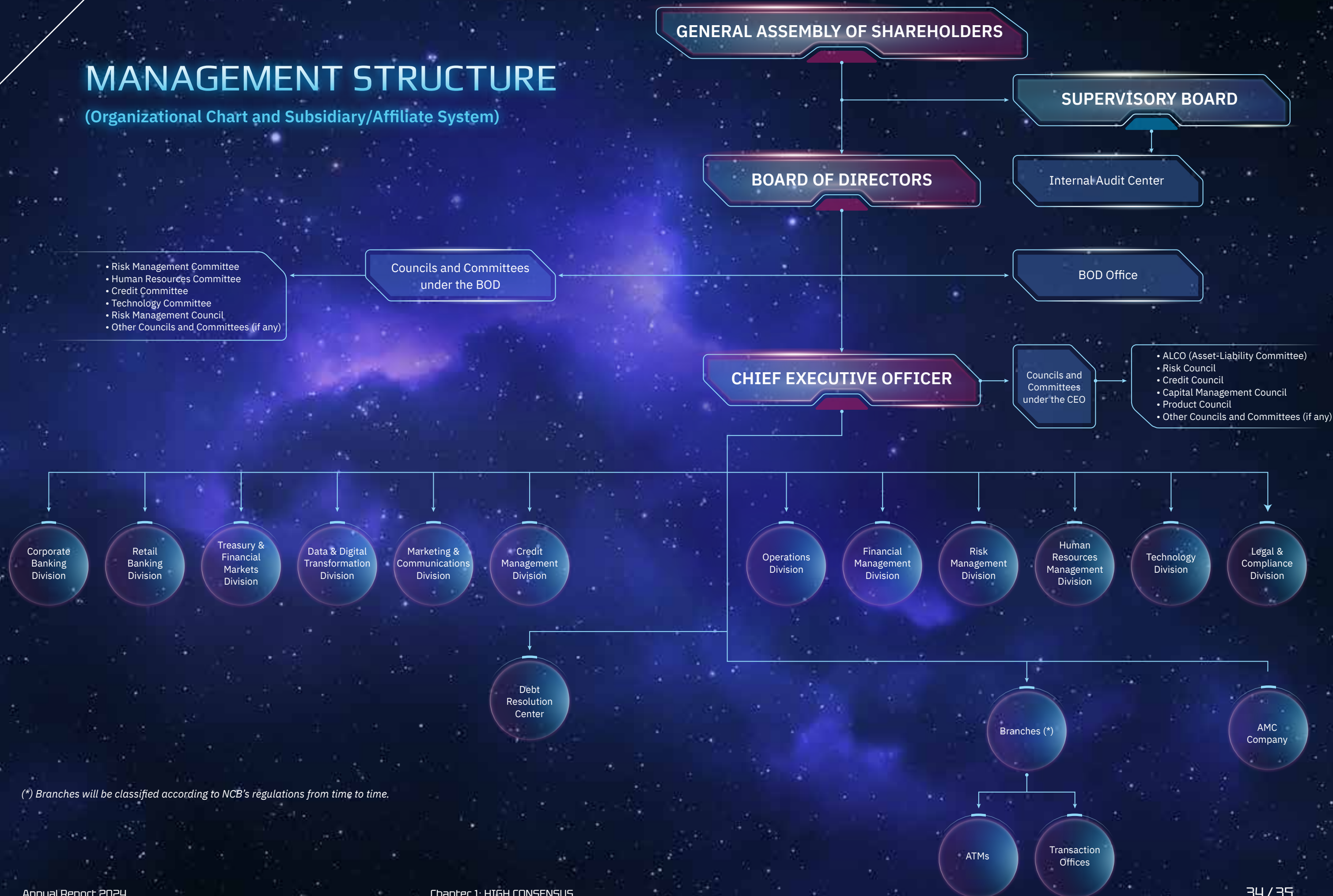
The SB held 31 meetings with 100% attendance from its members to discuss and implement work plans and ensure the successful implementation of assigned tasks. Throughout the execution of their responsibilities, members of the SB effectively fulfilled their oversight roles, promptly identifying operational risks within the bank. The SB's recommendations were carefully considered and implemented by the BOD and the CEO to safeguard NCB's interests while adhering to legal regulations and NCB's internal management rules.

The SB operates on the principle of independence while maintaining close coordination with the Bank's Executive Board in governance and administration, aiming to prevent, detect, and address issues, thereby enhancing the internal control system and improving the bank's management efficiency. As a result, the NCB spaceship remains steady and secure on its journey to conquer the digital financial universe.



MANAGEMENT STRUCTURE

(Organizational Chart and Subsidiary/Affiliate System)



(*) Branches will be classified according to NCB's regulations from time to time.

HUMAN RESOURCES ORGANIZATION

Workforce Structure as of December 31, 2024



As of December 31, 2024, the total number of employees of NCB

2,060 people



Percentage of employees with a university degree or higher

1,864¹/2,060

90.49%

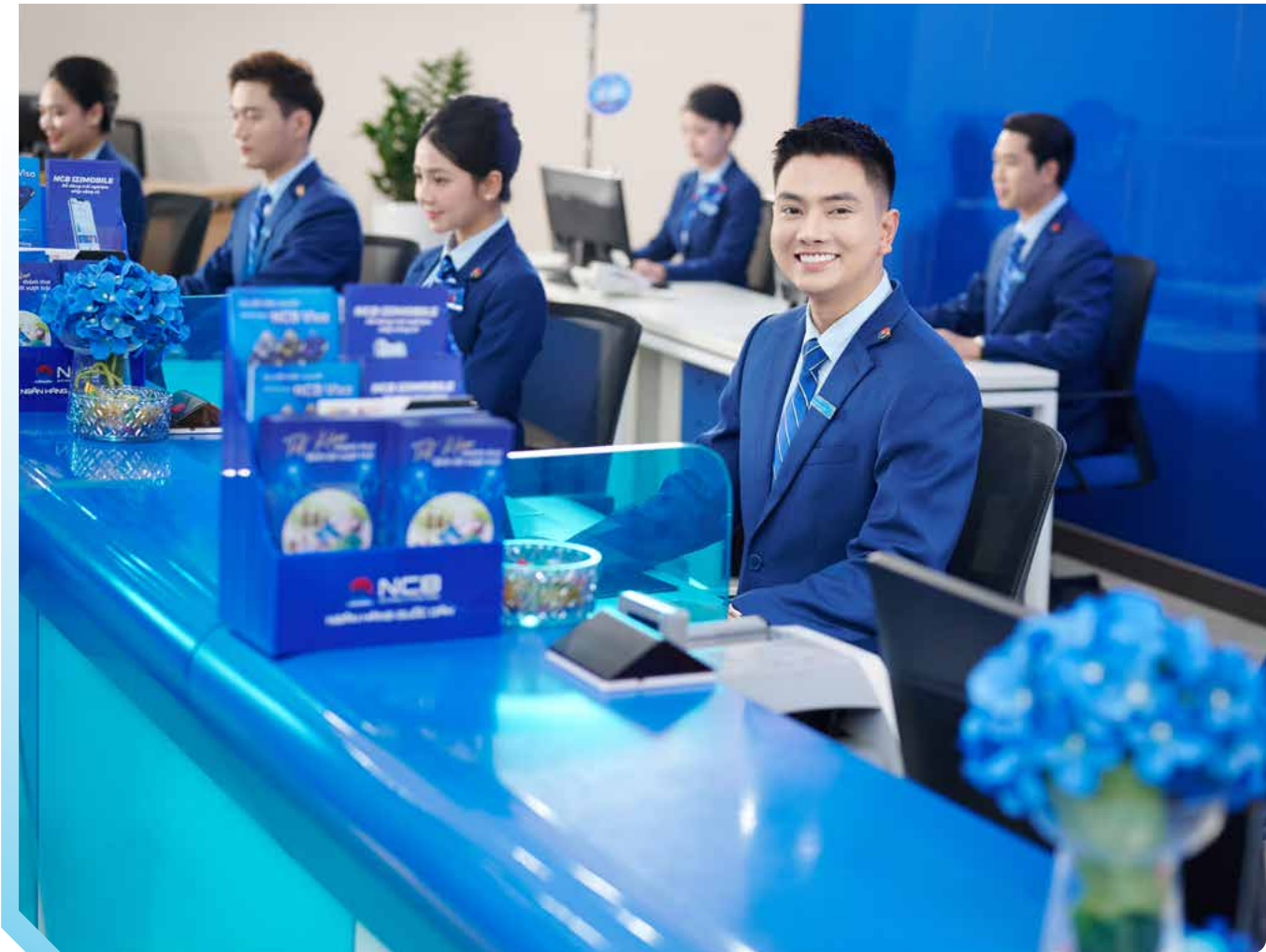
	OPERATIONS DIVISIONS (BACK OFFICE)	SALES DIVISIONS (FRONT OFFICE)	SALE - SUPPORT DIVISIONS (MIDDLE OFFICE)	TOTAL
Staff	124	1,040	402	1,566
Management	48	343	103	494
Total	172	1,383	505	2,060



TRANSACTIONS, REMUNERATION, AND BENEFITS OF THE BOD, SB, AND CEO

Members of the BOD, SB, and the CEO are entitled to remuneration, salaries, bonuses, and other benefits based on their job performance and the bank's business results. This ensures compliance with the remuneration fund and operating budget approved by the GAS for 2024, in alignment with NCB's Charter and other relevant internal regulations.

Contracts or transactions with internal persons: Please refer to the 2024 Consolidated Financial Statements



CHAPTER

02

RISING WITH STRENGTH

On the journey of a thousand miles, trust and determination are indispensable. With the aspiration to break through limits, we have set ourselves a challenging goal – to reach new horizons of opportunities and achievements. Every mile of the journey, despite untold obstacles, reaffirms the power of determination to overcome all odds in pursuit of our strategic vision.

RISING WITH STRENGTH



REACHING NEW HORIZONS



GROUND BREAKING DEVELOPMENTS IN 2024



"The year 2024 marks a comprehensive transformation for NCB. With an innovative mindset, a focus on efficiency, and rapid action, NCB has reaped its first fruits of success, surpassing all established business targets".

Mr. Ta Kieu Hung – Chief Executive Officer

KEY FIGURES

Total Assets **118,559 billion VND**

Total Outstanding Loans **71,175 billion VND**

Customer Growth

CASA

34.6% ▲ **9,340 billion VND**

HIGHLIGHTS IN NCB'S 2024 JOURNEY OF CONNECTION



Implementing Competitive HR Policies and the "Talent Map – Excellence Convergence" Initiative

From the very beginning of 2024, the NCB spaceship was fueled with a special energy source – the Bonus Fund, Bonus Fund Management Mechanism, and the structured Salary Adjustment Roadmap – serving as a sustainable energy reserve to maintain the strength of the team. This policy not only enhances work motivation, improves performance, and strengthens team cohesion but also acts as an intelligent navigation system to optimize budget, retain top talents, reinforce core values and corporate culture, thus contributing to the sustainable development of the bank. Every NCB employee is duly recognized for their abilities and contributions, creating a working environment where everyone can dedicate themselves with confidence and build a long-term career.

The successful implementation of "Talent Map – Excellence Convergence" initiative has provided a clear direction for long-term human resource development. Additionally, recruitment and HR operations (coordination and special case support) have been ensured with flexibility and seamless execution. Over 95% of recruitment targets for management positions at the Head Office and Distribution Channels have been achieved, aligning with organizational structure and strategy adjustments.

Leader Talk – A Forum for Sharing and Inspiration

The "Leader Talk" forum serves as a platform where NCB's leadership shares its vision, strategies and inspiration throughout the journey, ensuring that every crew member understands NCB's development path. Each NCB employee is energized with a spirit of innovation, bold thinking, and a commitment to excellence, recognizing that their dedication is driving NCB toward new horizons.



Leader Talks No. 1: "Unlocking Transformation – Shaping the Future" on April 6, 2024



Leader Talks No. 2: "Unlocking Premium Services – Receiving Infinite Trust" on August 10, 2024

2024 Business Review and 2025 Business Strategy Deployment Conference

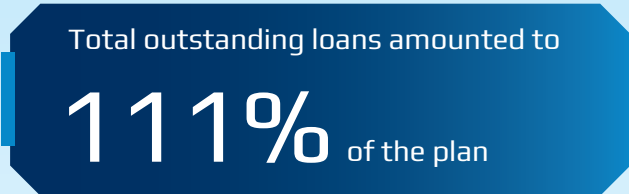


REPORT OF THE EXECUTIVE BOARD

Financial Performance

Outstanding Performance and Remarkable Growth

In 2024, NCB successfully met and exceeded most of the targets assigned by the General Assembly of Shareholders (GAS), with many key indicators demonstrating exceptional growth. Total assets reached VND 118,559 billion, achieving 112% of the plan, showcasing the bank's expanding scale and financial strength. Total outstanding loans amounted to VND 71,175 billion, reaching 111% of the target, reflecting robust credit growth and the bank's capability to meet the capital needs of the economy.



Notably, individual customers deposit reached VND 100,489 billion, achieving 117% of the plan, affirming customers' trust in NCB's brand and the bank's continuous enhancement of service quality. The Current Account Savings Account (CASA) balance also saw impressive growth, reaching VND 9,340 billion, surpassing the target by 54%, significantly contributing to improving the bank costs of capital.



These positive growth figures serve as the clearest testament to NCB's continuous enhancement of product and service quality, effectively meeting the increasing demands of customers and gaining market trust and acceptance.



Expanding Customer Base and Enhancing Technology Applications

In 2024, NCB continued expanding its customer base, reaching 1,346 million customers, a 34.6% increase from the end of 2023, achieving 117% of the target. The number of customers using the iZiMobile app also increased significantly, surpassing 636,500 users, reaching 107% of the plan. This reflects NCB's strong digital transformation efforts, providing customers with a modern and convenient banking experience.

Key Financial Indicators of NCB in 2024:

The year 2024 marked a significant milestone in the development journey of National Citizen Commercial Joint Stock Bank (NCB). Despite market challenges, thanks to the sound strategy, decisive direction from the BOD, and relentless efforts of all employees, NCB achieved impressive results, exceeding the set targets.

Enhancing Operational Efficiency and Pursuing Sustainable Development

In 2024, NCB successfully implemented all solutions outlined in the restructuring plan (RP) approved by regulatory authorities. The provisioning process, reversal of accrued interest, and cost adjustments for legacy assets impacted the bank's 2024 profit. However, new business activities yielded significant results, with total operating income (TOI) after risk provisions from new business operations (good bank) reaching VND 3,141 billion. The cost-to-income ratio (CIR) for new business operations was 44%, marking a decrease of 23% compared to the previous year, demonstrating significant improvement over 2023.

These achievements highlight NCB's commitment to operational efficiency improvement, cost control, and sustainable development.

Commitment to Customers and Shaping the Future

The accomplishments in 2024 lay a solid foundation for NCB to reach new heights in 2025 and beyond. The leadership and all employees of NCB are committed to continuous efforts, innovation, and service quality enhancement to provide optimal financial solutions for customers.

Operational Safety Ratios

Despite the financial market's volatility and challenges in 2024, NCB demonstrated flexible and effective risk management, successfully achieving key risk governance objectives.

As of December 31, 2024, NCB's operational safety ratios remained compliant with regulatory requirements. The liquidity reserve ratio stood at 17.27%, showcasing the bank's strong liquidity position to handle unexpected market fluctuations. The loan-to-deposit ratio (LDR) was 64.51%, reflecting a stable and sustainable balance between credit activities and capital mobilization. The short-term capital ratio for medium- and long-term loans (STC/MLTL) was 11.54%, ensuring NCB's readiness to address potential risks and market uncertainties.

These results reaffirm NCB's effective governance capabilities and the leadership's strategic vision in building a solid financial foundation for sustainable growth amidst economic challenges.



REPORT OF THE EXECUTIVE BOARD

Retail Banking Division Performance



"A high-caliber workforce and a flexible, market-driven business strategy are the core factors driving our success in 2024".

Mr. Nguyen Duc Viet – Deputy Director of Retail Banking

Corporate Banking Division Performance



"Optimizing resources, expanding capital financing for a diverse range of corporate groups, and fostering sustainable growth serve as the foundation for developing large corporate segment".

Mr. Hoang Manh Dat – Deputy Chief of Corporate Banking

Business Results Achieved in 2024



Large Corporate Customers

In 2024, NCB focused on developing partnerships with 05 of the top 10 construction contractors in the VNR 500 ranking (e.g., Coteccons, Unicons, etc.), contributing to a 300% growth in outstanding loans for large corporate customers compared to 2023.

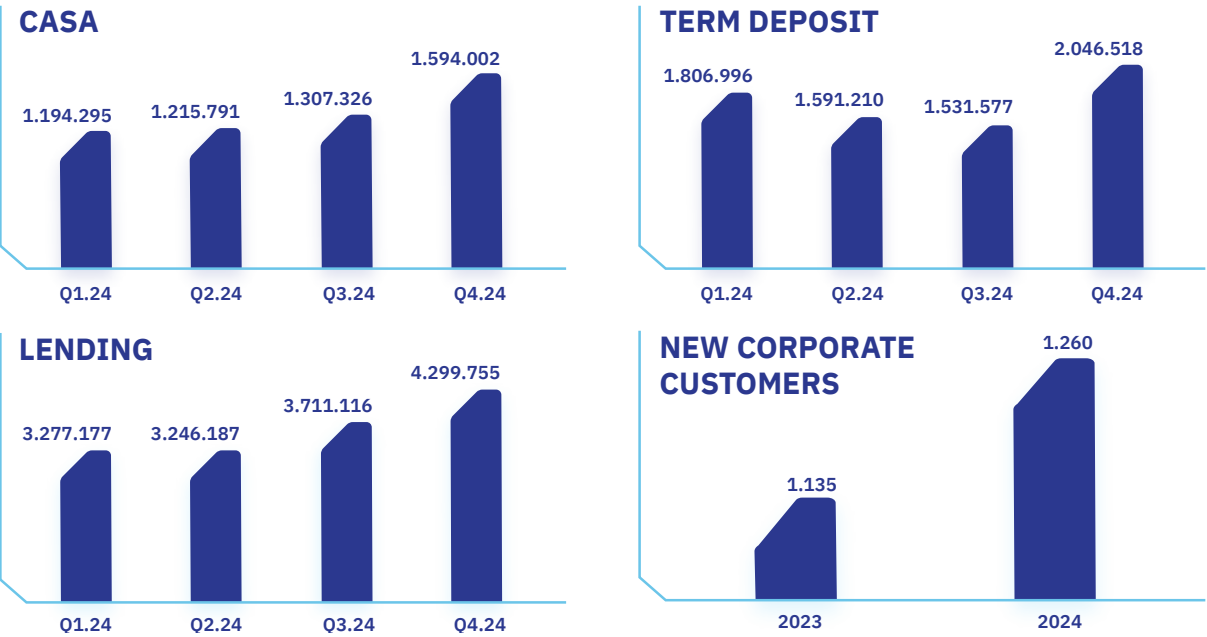
NCB also established credit relationships with 30 major construction contractors nationwide, along with numerous state-owned corporations and their subsidiaries, catering to their working capital needs for production and business activities

NCB provided financial services and capital solutions worth VND 20,000 billion to 30 major projects, including several public investment projects under the government's future national key development plan.

Simultaneously, NCB expanded its cooperation with 08 securities companies, providing loans totaling VND 3,000 billion to support government bond investments.

SMEs

Business Performance:



Digital Banking Services:

In 2024, NCB focuses on significantly enhancing the interface and features of the system to provide an optimal experience for customers:

- The digital banking application interface for NCB iziMobiz Corporate Customers is designed with a unique style and color scheme, exclusively tailored for business owners.
- User-friendly new features: Balance changes are visualized using graphs for easy tracking right on the homepage screen. The unlimited multi-order approval feature introduces a new experience, optimizing transaction processing time. The feature for flexible QR code creation and sharing facilitates quick and accurate transaction in any situation.

REPORT OF THE EXECUTIVE BOARD

Performance of Treasury and Financial Markets (TFM) in 2024

The TFM business has successfully ensured the overall balance and liquidity of the bank. Furthermore, with a focus on safe investments and balance sheet optimization, TFM business continued to achieve positive business results.

NCB recorded positive results in TFM business, with total operating income (TOI) reaching 114% of the assigned plan. Notably, treasury operation and financial market product sales (FX Sales) were key highlights, significantly exceeding set targets. With seamless coordination between TFM and the Distribution Channel, NCB's foreign exchange trading volume experienced robust growth, offering a diverse range of foreign exchange products for international payments, immigration remittances, overseas education, and family support—effectively meeting all customer needs. Additionally, financial institution relationships and credit limits partnerships were continuously strengthened, expanded, and diversified, building a solid foundation for business operations.

Performance of the Credit Management Division

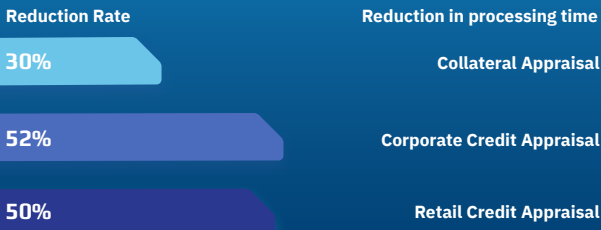
The year 2024 witnessed positive changes in NCB's credit activities. The annual loan balance growth reached 111% of the plan, reflecting profound transformations in the sales approach of the distribution network and substantial improvements in credit appraisal and approval processes. These changes have driven business growth and enhanced customer satisfaction.

The annual loan balance growth reached **111%** of the plan

01

Firstly, NCB significantly accelerated its operations by shortening approval times and speeding up applications processing for both collateral assessment and credit assessment and approval. In 2024, the entire credit appraisal and approval process was customized for different customer segments and products, closely aligning with market conditions while streamlining procedures and credit documentation. This optimization has enhanced efficiency in credit appraisal and approval. The number of processed applications in 2024 increased by 34% compared to 2023, and the total approved credit value rose by 66%, while the average appraisal and approval time per application decreased by 50% compared to 2023.

Reduction in Processing time for Collateral appraisal, Retail credit appraisal, and Corporate credit appraisal



Growth in the number of applications processed



Productivity growth in appraisal activities (Collateral appraisal, Retail credit appraisal, Corporate credit appraisal)

Productivity growth figures



Secondly, the Credit Management Division consistently focuses on enhancing labor productivity through staff training and process standardization. In 2024, the average processing productivity across all stages increased by approximately 50%. Specifically, collateral appraisal productivity increased by 55%, retail credit appraisal increased by 53%, and corporate credit increased by 38%.

03

Thirdly, the application of information technology in credit operations has significantly improved the efficiency of appraisal and approval process. The RLOS system, launched in October 2024 for the retail credit segment, has reduced processing time for mortgage loan application by 50% for project housing products. This system serves as an effective tool for individuals involved in the credit approval process by automatically calculating key parameters to assess customers' repayment capacity, and determining the eligible credit amount based on customer-provided information. In 2025, NCB will continue enhancing the system to cover other retail credit products.



04

Fourthly, credit quality in 2024 was well-controlled thanks to a strategic focus on high-efficiency, low-risk customer segments. Centralized appraisal and approval processes were implemented across all segments, with credit approval decisions managed at the Head Office, allowing business units to focus on customer acquisition and advisory services. As a result, the quality of customers and overall credit quality significantly improved, enhancing system-wide operational efficiency. Additionally, NCB strengthened post-approval reviews process and implemented early risk warning for potential high-risk credits, enabling proactive risk mitigation and timely policy adjustments.

The credit quality reporting and early warning system on Power BI was developed and distributed to all appraisal and approval personnel, empowering individuals to proactively manage their portfolios and make necessary adjustments.

On the journey toward future breakthroughs, NCB understands that for the NCB spaceship to accelerate rapidly yet safely, customer credit services must focus on customer service quality and that of credit decision-making process. The cornerstone of this effort lies in the caliber of personnel involved in the process and the absolute support of technological platforms.

REPORT OF THE EXECUTIVE BOARD

Recover and Disposal of Outstanding Assets

In 2024, the global and domestic economies continued to face significant challenges: slow recovery of the stock, bond, and real estate markets; under-expectation debt trading market development; and severe damages caused by natural disasters—all contributing to an upward trend in bad debts. Meanwhile, Resolution 42/2017/QH14 on Pilot Bad Debt Resolution for Credit Institutions (CIs) expired, and the 2024 Law on Credit Institutions does not include provisions on the right for collateral asset seizure, further complicating the recovery and settlement of non-performing loans.

In this context, to recover and resolve bad debts, NCB has proactively and decisively implemented multiple measures: early identification and classification of customers by risk categories; restructuring debt repayment schedules while maintaining debt group classification to support financially distressed customers; adopting flexible debt resolution methods; and diversifying asset disposal channels. Thanks to these strategic initiatives, NCB achieved positive results in bad debt management. In 2024, NCB recovered VND 6,889 billion, reaching 130% of the target.

NCB has proactively and decisively implemented multiple measures: early identification and classification of customers by risk categories; restructuring debt repayment schedules while maintaining debt group classification to support financially distressed customers

In 2024, NCB recovered
6,889
billion VND



Performance of Subsidiaries/Affiliated Companies

In 2024, AMC recorded a pre-tax profit of VND 12 billion, an increase of VND 2 billion compared to 2023, achieving 80% of the assigned target. This result was a testament to the dedication and determination of all AMC employees, as well as the close guidance of NCB’s leadership amid challenging economic conditions.

Debt recovery remained the primary focus of AMC throughout the year. By the end of 2024, AMC recovered VND 3,052 billion, reaching 102% of target set early in the year and achieving 87% of the revised target for the last 6 months of the year. To accomplish this result, AMC aggressively implemented multiple decisive measures, including debt portfolio identification, prioritization of customer groups for debt settlement, and utilizing a diverse range of debt settlement techniques such as legal completion of collateral assets, auctions, litigation, and criminal complaints.

Beyond debt recovery, AMC is gradually diversifying its operations, including business activities, investment in construction, and asset management and exploitation, to maximize revenue for NCB.



REPORT OF THE EXECUTIVE BOARD

Risk Management Situation

NCB manages risk based on the principle of optimizing the balance between risk control and business support. In 2024, risk management policies and risk appetite were formalized, serving as a guiding framework for NCB to navigate its trajectory, identify, and comprehensively control risks that may impact the bank's ecosystem. At the same time, this system is periodically updated to ensure the NCB spaceship remains resilient amid the fluctuations of the vast financial universe.

Inside the command center, operational mechanisms, warning thresholds, and control limits for key risks are established and continuously monitored. These adjustments not only help NCB maintain stable growth rates in line with its annual business plan but also serve as strategic preparations for the implementation of the Restructuring Plan associated with non-performing loan (NPL) resolution for the 2023–2025 period, with a vision towards 2030.

Credit Risk

In 2024, NCB revised, supplemented, and applied newly issued internal regulations based on the 2024 Law on Credit Institutions, Government Decrees, and Circulars issued by the State Bank of Vietnam (SBV).

Based on the approved Medium-Term Risk Management Policy for 2023–2027, NCB continued to enhance its Internal Control (IC) system in 2024 and executed multiple projects, including: Upgrading the capital adequacy ratio (CAR) calculation system as per Circular 22/2023 (amends and supplements certain provisions of Circular 41/2016/TT-NHNN); Conducting internal assessments on capital adequacy in accordance with Circular 13/2018/TT-NHNN.

NCB continues to implement projects for building risk measurement models and tools to align business goals with risk management objectives, ensuring more effective customer service in credit granting. The bank has successfully implemented a host-to-host connection system with CIC and PCB to optimize the process of providing and utilizing customer credit information in credit decision-making. It has also evaluated and integrated CIC and PCB credit rating results while simultaneously upgrading its internal credit rating system. Moreover, NCB leverages technology to digitize the risk quantification models, streamlining the credit approval process for individual customers based on standardized lending conditions for this segment.

The credit risk reporting system is periodically implemented across the entire system to analyze and comprehensively assess credit risks within established limits and credit portfolio management. The automated risk management reporting system provides the Executive Board (EB) with accurate, timely information, serving as a foundation for adjusting policies and products to ensure efficient credit operations.



The credit risk reporting system is periodically implemented across the entire system to analyze and comprehensively assess credit risks within established limits and credit portfolio management.

Liquidity and Market Risk

Liquidity and market risks are among the key risks for the bank, originating not only from internal operations but also from adverse market influences. In 2024, NCB continued to enhance supervision, forecasting, and early warning efforts for liquidity and market risks, specifically:

- Monitoring, updating, and regularly assessing all events occurring within and outside the bank that may have negative impact on NCB;
- Maintaining high-liquidity assets to meet liquidity needs under both normal operating conditions and adverse scenarios;
- Establishing early warning thresholds for liquidity indicators, such as liquidity reserve ratio, 30-day liquidity gap, short-term capital ratio for medium- and long-term loans (STC/MLTL Ratio), and loan-to-deposit ratio (LDR), thereby proactively managing liquidity risk;
- Setting market tracking limits for 2025 aligned with the business plan for the trading portfolio in the interbank market (PV01, cut loss, counterparty concentration limits, currency types, etc.);
- In 2025, NCB plans to implement the Treasury system (the latest version of Kondor), thereby enhancing its market risk management capabilities;
- Liquidity and market risk management is continuously supervised by the Asset-Liability Committee (ALCO) which accordingly proposes policies to control liquidity risks and recommends appropriate measures to balance business plan execution with liquidity safety.



REPORT OF THE EXECUTIVE BOARD

Risk Management Situation (continued)

Operational Risk

Operational risk arises from inadequate or faulty internal processes, human factors, system errors or failures, or external events resulting in financial losses or negative non-financial impacts on the bank (including legal risks), excluding strategic and reputational risks. In 2024, NCB implemented the following measures to manage operational risk:

- Completed regulations and processes for Operational Risk Management (ORM) in alignment with the internal control system enhancement requirements as advised by KPMG, and in accordance with the Medium-Term Risk Management Policy 2024–2027 (issued in 2023), such as: Issuing new regulations on operational risk measurement (Loss Control Data (LCD), Key Risk Indicators (KRI), Risk and Control Self-Assessment (RCSA)); Regulations on business continuity; Regulations on operational risk management for outsourcing activities; and IT risk management regulations.
- The business units at NCB’s headquarters and two branch offices have implemented risk identification and assessment of risk control measures (RCSA). This serves as a critical information channel, enabling the Bank to proactively identify, measure, and continuously monitor risks in a timely manner, thus preventing and mitigating risks while enhancing the Bank’s resilience against market fluctuations.



- The Risk Management Division consistently collects and analyzes emerging risk events (LCD) within and outside the bank to issue timely warnings and collaborate with relevant units to propose appropriate risk control/mitigation measures.
- In 2024, NCB researched and piloted the use of a Risk Heatmap methodology to measure and assess risk across the bank. This method visualizes risk data, enabling Executive Board to grasp key issues and make informed decisions based on the risk heatmap. Additionally, it facilitates tracking risk trends over reporting periods.
- A risk management culture has been established across the system, ensuring that each employee is aware of the risks they face and how to self-assess and control them in daily operations. Monthly operational risk warning bulletins are published system-wide for learning, gradually fostering a risk management and compliance culture.
- Implement Anti-Fraud Project to strengthen supervision and early warnings from the Head Office regarding fraud risks arising in banking operations.

In 2024, NCB researched and piloted the use of a Risk Heatmap methodology to measure and assess risk across the bank.

HUMAN RESOURCES ACTIVITIES



“A streamlined and efficient operational structure, a professional working environment, along with attractive and transparent human resource policies, have contributed to the success of 2024”.

Ms. Vo Thi Thuy Duong – Deputy CEO cum
Chief Human Resources Officer

The year 2024 marked significant milestones in building an elite workforce for NCB, with numerous awards, salary adjustment policy, and new welfare programs.

NCB continued to restructure its specialized units, streamline the business workforce to ensure efficiency and optimize resources. At the same time, governance and operational policies were developed in alignment with new directions and objectives. NCB focuses on formulating a long-term and comprehensive human resource development strategy, optimizing its organizational structure, refining competency frameworks, and establishing training plans to enhance professional expertise. Additionally, NCB also digitized human resource management, reviewed and improved welfare policies, fostered corporate culture, and built a strong employer branding in the market.

A Professional Working Environment: Transparent and competitive salary and bonus policies (flexible sales incentive mechanisms for the sales team and competitive annually adjusted compensation scheme for support team to remain competitive with the market); Clear and flexible career paths for the sales forces, with an appropriate reward and recognition scheme.

Moreover, NCB continuously strengthened its executive team and enhanced workforce quality, demonstrating the bank’s commitment to bolstering its resources to support rapid and robust growth in this new phase. In particular, NCB’s senior leadership team, enriched by highly capable, visionary, and dedicated professionals, promises to propel the NCB ship toward a transformative journey into a new era.

As of the end of 2024, NCB has established itself as one of the banks with a highly experienced and competent workforce, especially among senior personnel, possessing strong expertise and management capabilities in the financial-banking sector. The recruitment of senior personnel with profound knowledge, extensive experience, and passion for the industry underscores NCB’s determination and strategic approach in its comprehensive restructuring efforts and the execution of its new development strategy in the coming years.

NCB’s senior leadership team, enriched by highly capable, visionary, and dedicated professionals, promises to propel the NCB ship toward a transformative journey into a new era.

Amidst the bank’s strong transformation, training initiatives have continuously evolved and improved. Training programs were designed with greater depth, focusing on equipping employees with practical knowledge and skills while fostering innovative thinking and the ability to quickly adapt to market changes.

In 2024, NCB conducted 108 specialized training topics with 368 classes, an increase of 114 classes compared to 2023. The total training hours reached 1,318.5 hours, up by 193.5 hours from the previous year. Teaching quality continued to improve, with an average instructor rating of 4.77/5, an increase of 0.17 points from 2023.

In addition to annual professional training programs, 2024 witnessed innovations in training programs designed for a broader group of audiences. Notable initiatives included the Legal Seminar featuring the participation of members of the Board of Directors, the Executive Board, and the Extended Executive Board; specialized workshops on auditing for the Supervisory Board and the Internal Audit Center. Sales force received focused training and assessments on product knowledge, operational processes, communication skills, sales techniques, and customer service. For Head Office employees, NCB frequently organized training courses on digital transformation mindset, IT knowledge enhancement, and soft skills.

With the philosophy that training and capacity development is an employee benefit, NCB continuously creates opportunities for each individual to grow and advance in their careers. Thanks to these efforts, NCB has been recognized as the “Best Companies to Work for in Asia” for two consecutive years, reaffirming its position as a professional and dynamic workplace.

In 2024, NCB conducted
108 specialized topics
368 classes
▲ up by 193.5 training hours
from the previous year.



INVESTMENT IN TECHNOLOGY AND DIGITAL TRANSFORMATION



"Digitalization at NCB encompasses the transformation of data, processes, and products onto digital platforms, with a core focus on people—driven by people".

Mr. Nguyen Vinh - Chief Technology Officer

The NCB spaceship soared towards 2024 station with a comprehensively upgraded technology engine, ready to conquer new orbits. Building upon the achievements of 2023, NCB continued its strong investment in technology and digital transformation, rolling out 33 technology projects and 08 key digital transformation projects – the indispensable “puzzle pieces” ensuring the efficient operation of the ship in a dynamic and competitive digitalized environment:



Technology Infrastructure Upgrades

In 2024, besides continuing to standardize and optimize the use of Cloud Computing infrastructure, NCB has invested in and upgraded three critical infrastructure projects, including: Deployment of a centralized Data Backup system meeting regulatory standards for data backup and data for IT systems; Upgrading VxRail virtualization infrastructure, enhancing in-memory resources and storage capacity for existing and newly deployed systems; Replacing the new ACI system by restructuring the core network architecture, equipping and upgrading core-segment firewall system at the Data Center.

As of now, with the successful implementation of these critical infrastructure projects, NCB has strengthened its capability to protect the integrity of its data against potential incidents while ensuring full compliance with SBV's data storage and protection regulations. The newly equipped/upgraded infrastructure enhances NCB's capacity to meet future business growth requirements, ensuring scalability for both application software systems and upcoming security and infrastructure projects.

API Hub Implementation

With the goal to establish a platform providing internal and partner connectivity and integration, NCB focuses on: (i) Creating an open environment with flexible interaction and rapid connections; (ii) Structuring APIs for better management, reusability, and scalability; and (iii) Developing an API Portal. NCB fosters an open and dynamic environment, enabling seamless and swift integration among internal applications, and with that of partner systems. This approach accelerates digital transformation, expands service utilities within the ecosystem, and unlocks new business opportunities.

Enhancing Information Security and System Protection Projects

NCB has aggressively invested in modern technology projects to address increasingly complex cybersecurity risks. These initiatives not only fortify system protection but also ensure greater customer confidence in using NCB's banking services. NCB has deployed state-of-the-art security solutions to effectively prevent cyberattacks and protect banking operations and customer assets. Key security systems implemented in 2024 include:

01

- **XDR (Extended Detection and Response):** A cutting-edge security system that provides comprehensive monitoring and response capabilities across the entire infrastructure, enabling NCB to quickly detect and respond to security threats.

02

- **BShield for mobile banking security:** Focuses on safeguarding banking services and customer security on their mobile devices. With BShield, NCB iziMobile users can confidently conduct financial transactions in a secure environment, as the system detects and blocks any attempt to tamper with the application or the device for fraudulent purposes.

03

- **VnEID Integration and Citizen ID Card Authentication with the Ministry of Public Security:** NCB is proud to be the first bank to successfully establish bilateral integration with the Ministry of Public Security's VnEID system, delivering the highest level of fast, secure, and convenient customer authentication services. At the same time, NCB ensures that user data remains accurate and secure during transactions via digital channels.

Along with a series of systems, solutions, processes, and personnel, NCB implements a multi-layered, in-depth security strategy that harmoniously integrates policies, people, and technology. This approach enhances protection effectiveness, shortens threat detection and response times, and ensures comprehensive information security for the bank.

INVESTMENT IN TECHNOLOGY AND DIGITAL TRANSFORMATION

(Continued)

In addition to foundational technology systems, NCB has invested in various technology applications systems in 2024 aimed at internal process and customer service digitalization:

Collateral Valuation and Management System

The Collateral Valuation and Management System, successfully implemented in 2024, enables NCB to operate an end-to-end (E2E) collateral appraisal and management process. Asset information and processing progress are updated promptly and centrally stored, while files are automatically transferred between steps in the workflow. This automation helps reduce processing time, enhance productivity, and minimize operational risks and errors.

01

Deploy system for currency trading and capital markets transactions (Treasury system)

The synchronized deployment of the front-to-back system for capital transactions enables NCB to manage financial and market risks in real time. This system empowers the bank to make quick and effective financial decisions, leveraging its high-speed and accurate processing capabilities. Additionally, the Treasury system is expected to minimize operational risks, optimize costs, and enhance reporting capabilities. It also ensures regulatory compliance, improving NCB's operational efficiency and reputation in the financial market.

02

E-Office System

NCB has successfully digitized its electronic office operations in 2024. Document approval, document management, work schedules, etc. have been centrally managed on a digital platform, optimizing costs and work processing time. This transformation also contributes to standardizing business processes, promoting the operational efficiency, creating a user-friendly and modern working environment.

03

Technology Platform for Data-Driven Decision Making and Business Process Automation (Decision Engine)

The implementation of this platform will enable NCB to flexibly and swiftly develop and deploy business processes, enhancing digitalization in banking operations. Furthermore, the system facilitates fast and accurate decision-making, reducing transaction processing time, minimizing errors and operational costs, and increasing productivity and efficiency. Additionally, with the application of AI/ML, the DE will help NCB improve decision accuracy and enhance personalization in customer experiences, responding promptly to market fluctuations.

04

Retail Loan Origination System (RLOS)

As part of NCB's digital transformation roadmap, RLOS is a crucial tool to improve operational efficiency and expand financial-service offerings in the context of the rapid digital revolution. In 2024, NCB's RLOS system is deployed in a completely new direction: with all parameters being 100% configurable, up to 90% of forms are automated, data is seamlessly and fully integrated with both internal and external systems, minimizing processing time for credit-related transactions for customers.

05



INVESTMENT IN TECHNOLOGY AND DIGITAL TRANSFORMATION

(Continued)

Anti-Money Laundering (AML) System

The AML system has been deployed to prevent money laundering and terrorist financing transactions, protecting the financial system from criminal activities. Additionally, AML supports the detection of suspicious transactions, minimizing financial and legal risks. Through an automated solution, AML enhances operational efficiency, reduces monitoring costs, and strengthens the bank's reputation, fostering customers' and partners' trust. The system also reinforces financial security, mitigates fraud and scam risks, and supports data analysis to make safer and more precise and effective decisions. With AML, NCB will have better control over high-risk activities, contributing to a transparent and sustainable financial environment.

06



AI/ML Platform Implementation

NCB's AI/ML Platform is implemented to realize its 2024-2028 digital transformation strategy, enhancing competitiveness through AI and ML. The project focuses on building a centralized data platform (Feature Store) and implementing AI/ML models to optimize operations, risk management, and customer experience. Notably, this platform is the only one in the market to provide a comprehensive model lifecycle management solutions, from feature development and model automation to documentation, centralized deployment, risk management, and model inventory. This reduces time-to-market for models from 4-6 months to just 1-2 months, thus cutting costs and operational risks. The platform also enables continuous model tuning to maximize value generation. Key applications include credit approval, credit risk management, fraud detection, customer retention, and cross-selling. Utilizing modern low-code/no-code technology, the platform significantly shortens model deployment time and enhances operational efficiency. The project is implemented in collaboration with Cyborg Intell, a reputable provider with extensive experience in deploying AI/ML for leading financial institutions globally.

07

Data Platform

NCB's Data Platform, built on Google's technology ecosystem, leverages the full power of Google's suite, including BigQuery, AI/ML Engine, and Dataflow. This platform enables real-time processing of massive data volumes while integrating advanced AI and Machine Learning technologies for in-depth analysis, trend prediction, and strategic optimization. With powerful data utilization capabilities, NCB can extract maximum value from customer data, personalize services, and enhance data-driven decision-making. This is not just a digital transformation step but a solid foundation for NCB to lead in financial technology.

08

NCB's Data Platform, built on Google's technology ecosystem, leverages the full power of Google's suite, including BigQuery, AI/ML Engine, and Dataflow. This platform enables real-time processing of massive data volumes.

MARKETING AND COMMUNICATIONS ACTIVITIES

ENHANCING BRAND IMAGE AND SUPPORTING BUSINESS

Brand Marketing Activities

2024 commenced with the Tet MV campaign “Mơ là phải Mơ” (literally translated as Dream Big, Make It Happen),” sending a powerful message to customers and the community about the aspirations to turn dreams into reality. The MV’s media reach extended to 11 million views across YouTube, Facebook, and TikTok, appeared in over 120 news articles, and proudly ranked in the Top 5 Tet TVCs of 2024 of Finance – Banking – Insurance sector.

To continue its brand awareness expansion efforts, NCB made a striking impression on millions of tourists through approximately 100,000 advertising materials widely covering the network of strategic partners, Sun World amusement parks, premium real estate projects, and especially at the 2024 Danang International Fireworks Festival.



MV Tết “Mơ là phải Mơ”

The MV’s media reach extended to **11 million views** across YouTube, Facebook, and TikTok, appeared in over 120 news articles, and proudly ranked in the **Top 5 Tet TVCs**.



Product Marketing Activities

NCB’s product marketing and communications activities in 2024 left significant marks with the launch of new services and major promotional programs:

Retail Banking Segment

- In January 2024, NCB launched the major Tet promotional campaign “Mở Xuân Cát Tường – Song Hành Tài Lộc” featuring the “Golden Dragon Grab” New Year game, which was enthusiastically received by customers with a top prize of 26 gold bars and many instant-win rewards.
- In February 2024, NCB upgraded its NCB iziMobile app with new features, including balance change notification, MoMo e-wallet linkage, automatic bill payments, and account nickname customization. Alongside the balance notification feature, NCB introduced a unique 12-zodiac QR code collection, especially designed for small business owners based on their birth year, making each account a distinctive personal identity.
- In September 2024, NCB celebrated its 29th anniversary with a special event, “Aspiration for Transformation – Connection of Trust”. This milestone event is dedicated to expressing gratitude to customers and spreading positive energy through a series of exciting promotions, valuable tech gifts, and thousands of rewarding prizes.
- Also in September 2024, NCB became one of the pioneering banks to introduce identity verification and authentication via VNeID on the NCB iziMobile app, offering a superior, convenient, and secure banking experience to customers
- In 2024, NCB’s card products achieved numerous positive milestones: the partner ecosystem continued to expand, and NCB Visa cards offered attractive benefits such as up to 35% off when using XanhSM, two CGV tickets for only 100K, 20% off at all Golden Gate restaurant chains, exclusive deals on Shopee, FPT Shop, and a variety of other discounts up to 30% at hotels and resorts under the Sun Hospitality Group.
- Credit segment: NCB launched super preferential loan packages to meet market demands, including refinancing loans, home loans, and business loans with increasingly flexible product policies and simplified procedures.



MARKETING AND COMMUNICATIONS ACTIVITIES

ENHANCING BRAND IMAGE AND SUPPORTING BUSINESS

Corporate Banking Segment

- Early 2024, NCB launched a campaign to reactivate dormant corporate customers with practical incentives: an extra 0.5% for online deposits, service usage coupons up to VND 5 million, and cashback for bill payments via IB/MB. The campaign engaged 1,994 potential customers, achieving an encouraging 5% customer reactivation rate, a solid average performance compared to market benchmarks.
- As part of its digital transformation journey, NCB iziBankbiz, the digital banking platform for corporate customers, continued to be strongly promoted and gained recognition as a Top 10 Trusted Products and Services in Vietnam 2024 in the Banking, Insurance, and Securities category.
- Various promotional programs, including international money transfer services, fee incentives, and bill payment discounts were implemented throughout the year, supporting corporate customers in achieving their business goals.
- Loan packages for manufacturing enterprises and businesses with state budget capital were actively promoted across major news platforms, reinforcing NCB’s position as a trusted banking partner for enterprises.

To be strongly promoted and gained recognition as a Top 10 Trusted Products and Services in Vietnam 2024 in the Banking, Insurance, and Securities category.

Extra
0,5%
for online deposits

Service usage coupons up to
5 million VND

In 2024, the Marketing-Communications Division closely collaborated with Business Divisions and strategic partners to roll out brand campaigns and over 80 promotional programs and communication initiatives. Each program served as a new momentum, strengthening customer engagement and trust in NCB’s products and services, propelling NCB further in its trajectory toward new heights.

Communications Activities

By reflecting NCB’s transformation and business growth in a timely and authentic manner, the communication efforts in 2024 provided a comprehensive view of the “new NCB,” one that is evolving positively and earning greater appreciation every day. This effort has brought NCB closer to the community, customers, investors, while also providing accurate and valuable information to customers, regulatory bodies, shareholders, and investors.

Continuous communication efforts, with ever-improving quality, not only position NCB as a provider of modern, professional, and diverse financial solutions that stay ahead of trends; but also strongly align with business operations to bring NCB’s outstanding products and services to users, reinforcing NCB’s commitment to being a trusted companion for Vietnamese people at all times, in all places.



“The success of NCB’s Marketing – Communications activities in 2024 stems from effectively leveraging the strategy of ‘standing on the shoulders of giants as the bank received strong support and collaboration of our strategic partner’.”

Ms. Nguyen Thuy Linh – Chief Marketing - Communications Officer

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

For the year ended
December 31, 2024

REPORT OF THE BOARD OF MANAGEMENT

The Board of Management has the honor of submitting this report and the audited financial statements for the year ended December 31, 2024.

1. Bank's information

Establishment and operation licence

Previously, the Bank was known as Song Kien Commercial Joint Stock Bank, a joint stock bank established under License No. 00057/NH-GP dated September 18, 1995 issued by the State Bank of Vietnam, replaced by License No. 12/GP-NHNN issued by the State Bank of Vietnam on March 10, 2023, and Establishment License No. 1217/GP-UB issued by the People's Committee of Kien Giang Province on October 17, 1995.

The National Citizen Commercial Joint Stock Bank ("the Bank") was renamed from Nam Viet Commercial Joint Stock Bank on May 06, 2014.

The Establishment and Operation License No. 12/GP-NHNN dated March 10, 2023 was amended in Article 2 regarding charter capital according to Decision No. 2722/QĐ-NHNN dated December 20, 2024.

The Bank operates its business under Business Registration Certificate No. 1700169765 issued by the Hanoi Department of Planning and Investment (initially registered under Business Registration Certificate number 050046 dated November 02, 1995 by the Kien Giang Provincial Planning Committee), with the 22nd amendment to the Business Registration Certificate dated August 02, 2023.

The Bank has a wholly-owned subsidiary, National Citizen Assets Management Co., Ltd which was established under Decision No. 2406/QĐ-NHNN dated December 19, 2006 issued by the State Bank of Vietnam; Business Registration Certificate No. 0304767745 dated December 28, 2006 issued by the Department of Planning and Investment of Ho Chi Minh City and was under the 14th amendment on February 19, 2024 with the charter capital of VND 200,000,000,000. Its principal activities are receiving, managing outstanding liabilities and secured assets in order to handle and recover capital in the fastest manner.

The operating duration is 50 years since September 18, 1995.

As at December 31, 2024, the Bank's charter capital is million VND 11,779,848.

The Bank's principal activities

Mobilizing and receiving short, medium and long-term deposit funds from organizations of economic sectors and individuals;

Lending on short, medium and long-term basis up to the nature and ability of the Bank's capital resources;

Discounting commercial papers, bonds and valuable papers;

Conducting investments in subsidiaries, associates, joint-ventures and other companies;

Providing settlement and cash services to customers;

Conducting investments and dealing in foreign exchange, international settlement services and other banking services as approved by the State Bank of Vietnam;

Listing code: NVB

Head office: No.25 Le Dai Hanh Street, Le Dai Hanh Ward, Hai Ba Trung Dist., Ha Noi City.

Until the issuing date of the consolidated financial statements, the Bank has had 1 head office, 22 branches, 42 transaction offices. The branches are opened in the whole country: Northern, Middle, Southern Regions.

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

For the year ended
December 31, 2024

REPORT OF THE BOARD OF MANAGEMENT (Continued)

2. Financial position and results of operation

The Bank’s consolidated financial position and consolidated results of operation in the year are presented in the attached consolidated financial statements.

3. The Board of Directors, the Board of Supervisors and the Board of Management and Chief Accountant

The Board of Directors, the Board of Supervisors and the Board of Management holding office in the year and at the reporting date include:

THE BOARD OF DIRECTORS	POSITION	DATE OF APPOINTMENT
Ms. Bui Thi Thanh Huong	Chairwoman	29/07/2021
Ms. Hoang Thu Trang	Vice Chairwoman	18/11/2023
Mr. Duong The Bang	Member	18/11/2023
Ms. Nguyen Thi Hai Hoa	Member	18/11/2023
Ms. Trinh Thanh Mai	Independent Member	18/06/2022
THE BOARD OF SUPERVISORS	POSITION	DATE OF APPOINTMENT
Ms. Do Thi Duc Minh	Head of Supervisory Board	08/04/2023
Ms. Vu Kim Phuong	Member	24/04/2015
Mr. Nguyen Van Quang	Member	08/04/2023
THE BOARD OF MANAGEMENT AND CHIEF ACCOUNTANT	POSITION	DATE OF APPOINTMENT
Mr. Ta Kieu Hung	Chief Executive Officer (“CEO”)	27/06/2023
Ms. Pham Thi Hien	Deputy CEO	14/11/2022
Ms. Vo Thi Thuy Duong	Deputy CEO	19/02/2024
Mr. Nguyen Viet Hoi	Deputy CEO in charge of Southern region	22/07/2024
Ms. Bui Thi Khanh Van	Chief Accountant	02/12/2022

Legal representative

Legal representative of the Bank is: Ms. Bui Thi Thanh Huong - Chairwoman.
According to the Authorization No.55/2023/QDUQ-CTHĐQT dated April 21, 2023, Ms. Bui Thi Thanh Huong has authorized Mr. Ta Kieu Hung - Chief Executive Officer to sign the consolidated financial statements for the year ended December 31, 2024.

4. Independent Auditor

Moore AISC Auditing and Informatics Services Company Limited has been appointed as an independent auditor for the year ended December 31, 2024.

5. Statement of the Responsibility of the Board of Management in respect of the Financial Statements

The Board of Management of the Bank is responsible for the preparation of the consolidated financial statements which give a true and fair view of the consolidated financial position of the Bank as at December 31, 2024 as well as their consolidated results of operation and consolidated cash flows for the year then ended. In order to prepare those consolidated financial statements, the Board of Management has considered and complied with the following matters:

- Select the appropriate accounting policies and apply them consistently;
- Prepare the consolidated financial statements of the Bank on the going concern basis unless it is inappropriate to presume that the Bank will continue its business.

The Board of Management is responsible for ensuring that proper accounting records are kept, which disclose, with reasonable accuracy at any time, the consolidated financial position of the Bank and ensuring that the consolidated financial statements are prepared in compliance with the applied accounting policies stated in the Notes to the consolidated financial statements. The Board of Management is also responsible for safeguarding the assets of the Bank and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

6. Approval of the Financial Statements

In the Board of Management’s opinion, the consolidated financial statements consisting of the Consolidated Statement of Financial Position as at December 31, 2024, the consolidated Results of Operations, consolidated Cash Flow Statement and Notes to the consolidated Financial Statements for the year then ended with this report give a true and fair view of the consolidated financial position of the Bank as well as their consolidated operating results and consolidated cash flows for the year ended December 31, 2024. The consolidated financial statements are prepared in accordance with Vietnamese Accounting Standards, Vietnamese Accounting Systems, Financial Reporting Regime for Credit Institutions, regulations of the State Bank of Vietnam and statutory requirements relevant to the preparation and presentation of consolidated financial statements.

Ha Noi, February 28, 2025
Chief Executive Officer


Mr. Ta Kieu Hung

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

No.: A06.24.204-HN/MOORE
AISC-DN1

INDEPENDENT AUDITOR'S REPORT

TO: THE SHAREHOLDERS, THE BOARD OF DIRECTORS
AND THE BOARD OF MANAGEMENT

NATIONAL CITIZEN COMMERCIAL JOINT STOCK BANK

We have audited the consolidated financial statements of National Citizen Commercial Joint Stock Bank ("the Bank") consisting of consolidated Statement of Financial Position as at December 31, 2024, the consolidated Results of Operations, consolidated Cash Flow Statement for the year then ended and Notes to the consolidated Financial Statements as set out on Page 75 to Page 139, which were prepared on February 28, 2025.

Responsibility of the Board of Management

The Board of Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Vietnamese Accounting Standards, Accounting System (Bank) and prevailing regulations applicable to the preparation and presentation of the consolidated financial statements and also for the internal control that the Board of Management considers necessary for the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Responsibility of the Auditor

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

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

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

Auditor's opinion

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of National Citizen Commercial Joint Stock Bank as at December 31, 2024 as well as the consolidated results of its operation and its consolidated cash flows for the year then ended. The consolidated financial statements are prepared in compliance with the prevailing Vietnamese Accounting Standards, Vietnamese Accounting System and other statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

Emphasis of matter

Without qualifying the above audit conclusions, we would like to draw your attention to the special policies that the Bank has applied during the restructuring period as follows:

- According to Note IV.10 on accounting policies for loans to customers, factoring activities; explanation of section IV.11 on debt classification, provisioning and credit risk handling, accordingly, the recovery of bad debts and provisioning for credit risks are carried out based on the financial capacity of the Bank according to the roadmap established until 2030 in the Restructuring Plan approved by competent authority on February 7, 2024.
- According to Note IV.10 on accounting policies for loans to customers, factoring activities; debt sales to Vietnam Asset Management Company Limited ("VAMC"), factoring companies and other organizations are implemented according to the roadmap established in the Bank's Restructuring Plan approved by the competent authority. Accordingly, pursuant to Resolution No. 42/2017/QH14 effective from August 15, 2017 on piloting bad debt collection of credit institutions and legal documents amending, supplementing and replacing, the differences between debt selling prices and original prices, and the accrued interest on bad debts before December 31, 2016 would be gradually allocated to the consolidated income statement at a minimum level based on the difference between revenue and expenses from business results each year and according to the roadmap in the approved Restructuring Plan. For accrued interest of bad debts arising after December 31, 2016, the Bank has written-off all in 2024 according to the approved Restructuring Plan.
- Note IV.12.5 for special bonds issued by VAMC, the provision is made based on the Bank's financial capacity according to the Restructuring Plan associated with bad debt collection for the period 2023-2025, and the Orientation towards 2030.
- Note V.7 - Capital contribution, long-term investment, the Bank has a plan to divest capital and make provisions according to the Restructuring Plan approved by the competent authority. In 2024, the Bank made provisions for these investments according to the Restructuring Plan roadmap.
- Receivables from debt sales (notes V.5 and V.10.2), the Bank has received additional collateral from third parties to ensure compliance with provisions related to this activity. In the Bank's Restructuring Plan approved by the competent authority on February 7, 2024, these receivables would be collected according to the roadmap and gradually processed based on the Bank's financial capacity. These items are periodically reported to the competent authorities.

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

No.: A06.24.204-HN/MOORE
AISC-DN1

As at December 31,
2024

Form: B02/TCTD-HN

Unit: Million VND

INDEPENDENT AUDITOR’S REPORT (Continued)

Emphasis of matter (Continued)

- The provision for held-to-maturity investment securities presented in note V.6.2 is being made based on the minimum annual financial capacity according to the roadmap established in the approved Restructuring Plan for the period 2023-2025 and the Orientation towards 2030.

- The Bank has reported to the competent authority and developed a roadmap for the reversal of receivables, interest and fees receivable under other assets as presented in Note V.10 and was approved by the competent authority for the Restructuring Plan associated with bad debt collection in the period 2023-2025, and the Orientation towards 2030. In 2024, the Bank has carried out the reversal of accrued interest on bad debts and made provisions for impairment of assets given as payment for foreclosed assets - pending for settlement according to the Restructuring Plan roadmap.

After receiving feedback from the competent authority on February 7, 2024 on the Restructuring Plan associated with bad debt collection for the period 2023-2025, and the Orientation towards 2030, the Bank reviewed the contents, approved and implemented this Restructuring Plan in accordance with Resolution No. 1429/2024/NQ-HDQT, 1430/2024/NQ-HDQT dated June 28, 2024 under its authority and reported to the competent authority. The fundamental contents of the Bank’s Restructuring Plan and the implementation of the contents according to the Restructuring Plan in 2024 are presented in Section VIII.35 Other information and information on going concern - Notes to the consolidated financial statements.

Ha Noi, February 28, 2025

Moore AISC Auditing and Informatics Services Company Limited



Pham Van Vinh
General Director

Certificate of Audit Practice Registration
No. : 0112-2023-005-1

Nguyen Van Tuyen
Auditor

Certificate of Audit Practice Registration
No. : 0111-2023-005-1

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ITEMS	NOTES	DEC, 31, 2024	DEC, 31, 2023
A. ASSETS			
I. Cash, gold, silver and gemstones	V.01	296,645	248,513
II. Balances with the State Bank of Vietnam ("SBV")	V.02	3,507,305	2,287,057
III. Balances with and loans to other credit institutions ("CIs")	V.03	15,073,929	8,460,903
1. Balances with other CIs		15,073,929	8,460,903
2. Loans to other CIs		-	-
3. Provisions for balances with and loans to other CIs		-	-
IV. Trading securities		-	-
V. Derivatives and other financial assets		-	-
VI. Loans to customers		69,978,404	54,266,164
1. Loans to customers	V.04	71,174,720	55,344,259
2. Provisions for loans to customers	V.05	(1,196,316)	(1,078,095)
VII. Purchased debts		-	-
VIII. Investment securities	V.06	18,718,304	13,111,761
1. Available-for-sale securities		4,550,275	7,736,856
2. Held-to-maturity securities		14,325,518	5,652,828
3. Provisions for investment securities		(157,489)	(277,923)
IX. Capital contributions, long-term investments	V.07	371,244	654,682
1. Investments in subsidiaries		-	-
2. Investments in joint-ventures companies		-	-
3. Investments in associates		-	-
4. Other long-term investments		719,600	719,600
5. Provisions for long-term investments		(348,356)	(64,918)

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Continued)

As at December 31,
2024

Form: B02/TCTD-HN

Unit: Million VND

ITEMS	NOTES	DEC. 31, 2024	DEC. 31, 2023
X. Fixed assets		922,110	785,746
1. Tangible fixed assets	V.08	208,567	171,708
<i>a. Cost</i>		397,059	363,648
<i>b. Accumulated depreciation</i>		(188,492)	(191,940)
2. Finance lease fixed assets		-	-
3. Intangible fixed assets	V.09	713,543	614,038
<i>a. Cost</i>		849,448	735,147
<i>b. Accumulated amortization</i>		(135,905)	(121,109)
XI. Investment properties		-	-
XII. Other assets	V.10	9,630,775	16,434,673
1. Receivables		8,192,892	10,601,989
2. Accrued interest and fees receivables		499,530	3,569,597
3. Deferred tax assets		-	-
4. Other assets		2,617,793	2,482,357
- In which: Goodwill		-	-
5. Provisions for other assets		(1,679,440)	(219,270)
TOTAL ASSETS		118,498,716	96,249,499

ITEMS	NOTES	DEC. 31, 2024	DEC. 31, 2023
B. LIABILITIES AND SHAREHOLDERS' EQUITY			
I. Amounts due to the Government and the SBV		-	-
II. Deposits and borrowings from other CIs	V.11	10,036,450	9,030,301
1. Deposits from other CIs		10,036,450	9,030,301
2. Borrowings from other CIs		-	-
III. Deposits from customers	V.12	96,117,186	76,850,214
IV. Derivative and other financial liabilities		86,313	26,407
V. Borrowed and entrusted funds	V.13	11,150	16,658
VI. Valuable papers issued	V.14	4,304,643	3,166,906
VII. Other liabilities	V.15	1,850,128	2,064,341
1. Accrued interest and fee payables		1,186,011	1,806,629
2. Deferred tax liabilities		-	-
3. Other liabilities		664,117	257,712
4. Provisions for other losses (for off-balance sheet contingencies and commitments)		-	-
TOTAL LIABILITIES		112,405,870	91,154,827
VIII. Shareholders' equity	V.16	6,092,846	5,094,672
1. Capital		11,749,988	5,571,911
<i>a. Charter Capital</i>		11,779,848	5,601,555
<i>b. Construction investment capital</i>		-	-
<i>c. Share premium</i>		(216)	-
<i>d. Treasury shares</i>		(29,644)	(29,644)
2. Reserves		106,551	157,516
3. Foreign exchange differences		-	-
4. Difference upon asset revaluation		-	-
5. Retained earnings		(5,763,693)	(634,755)
<i>a. Current year's retained earnings</i>		(5,128,938)	(669,556)
<i>b. Previous year's retained earnings</i>		(634,755)	34,801
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		118,498,716	96,249,499

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

As at December 31,
2024
Form: B02/TCTD-HN
Unit: Million VND

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Continued)

Off balance sheet items

ITEMS	NOTES	DEC. 31, 2024	DEC. 31, 2023
1. Credit guarantees	VIII.29	28,644	28,644
2. Foreign exchange commitments	VIII.29	13,317,723	4,438,665
2.1 Foreign exchange commitments - buy		1,397,853	-
2.2 Foreign exchange commitments - sell		889,543	72,765
2.3 Swap commitments		11,030,327	4,365,900
2.4 Forward commitments		-	-
3. Irrevocable loan commitments		-	-
4. Letters of credit	VIII.29	204,014	417,270
5. Other guarantees	VIII.29	5,435,180	2,871,193
6. Other commitments	VIII.29	8,838,410	4,442,664
7. Uncollected interests and fees receivable		20,410,771	10,090,644
8. Bad debts written-off		1,601,096	978,304
9. Other assets and receipts		55,128,422	23,992,325

Ha Noi, February 28, 2025

Ms. Do Quynh Trang
Prepared by

Ms. Bui Thi Khanh Van
Chief Accountant

Mr. Ta Kieu Hung
Chief Executive Officer

CONSOLIDATED INCOME STATEMENT

For the year ended
December 31, 2024
Form: B03/TCTD-HN
Unit: Million VND

ITEMS	NOTES	YEAR 2024	YEAR 2023
1. Interest and similar income	VI.17	2,928,691	6,433,619
2. Interest and similar expenses	VI.18	4,710,884	5,976,390
I. Net interest and similar income		(1,782,193)	457,229
3. Fee and commission income		165,438	102,350
4. Fee and commission expenses		90,470	68,832
II. Net fee and commission income	VI.19	74,968	33,518
III. Net gain/(loss) from trading of foreign currencies	VI.20	125,512	202,454
IV. Net gain/(loss) from trading securities		-	-
V. Net gain/(loss) from trading of investment securities	VI.21	131,422	160,484
5. Other income		67,669	82,286
6. Other expenses		89,876	216,819
VI. Net gain/(loss) from other operating activities	VI.22	(22,207)	(134,533)
VII. Income from capital contributions and equity investments		-	-
VIII. Operating expenses	VI.23	3,392,048	1,238,721
IX. Net operating income before provision for credit losses		(4,864,546)	(519,569)
X. Provision for credit losses		263,544	146,950
XI. Total profit before tax		(5,128,090)	(666,519)
7. Current corporate income tax expense		848	3,037
8. Deferred income tax expense		-	-
XII. Corporate income tax expense	VI.24	848	3,037
XIII. Profit after tax		(5,128,938)	(669,556)
XIV. Non-controlling interest		-	-
XV. Earnings per share (VND/one share)	V.16.2	(8,394)	(1,202)

Ha Noi, February 28, 2025

Ms. Do Quynh Trang
Prepared by

Ms. Bui Thi Khanh Van
Chief Accountant

Mr. Ta Kieu Hung
Chief Executive Officer

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

CONSOLIDATED CASH FLOW STATEMENT

(Under direct method)

For the year ended
December 31, 2024
Form: B04/TCTD-HN
Unit: Million VND

ITEMS	YEAR 2024	YEAR 2023
CASH FLOWS FROM OPERATING ACTIVITIES		
01. Interest and similar income received	6,003,959	4,379,491
02. Interest and similar expenses paid	(5,327,730)	(5,803,178)
03. Net fee and commission income received	71,825	33,728
04. Net receipts from/payment for foreign currencies, gold and securities trading activities	335,270	362,938
05. Other income received	(28,812)	(24,558)
06. Receipts from recovery of loans previously written-off	1,531	239
07. Payments for operating and salary expenses	(1,209,704)	(880,281)
08. Corporate income tax paid during the year	(175)	(3,907)
Net cash flows from operating activities before changes in operating assets and liabilities	(153,836)	(1,935,528)
(Increase)/decrease in operating assets		
09. Balance with and loans to other CIs	-	-
10. Trading securities	(5,486,109)	(1,505,558)
11. Derivatives and other financial assets	-	223,373
12. Loans to customers	(15,830,461)	(7,621,986)
13. Utilisation of provision for credit losses	(275,190)	(192,553)
14. Other operating assets	1,816,935	(445,347)

ITEMS	YEAR 2024	YEAR 2023
Increase/(Decrease) in operating liabilities		
15. Borrowings from the Government and the SBV	-	-
16. Deposits and borrowings from other CIs	1,006,149	513,057
17. Deposits from customers	19,266,972	5,499,885
18. Valuable papers issued	763,602	1,170,151
19. Borrowed and entrusted funds	(5,508)	(5,582)
20. Derivative and other financial liabilities	59,906	26,407
21. Other operating liabilities	403,432	(406,392)
22. Use of reserves	(50,965)	-
I. Net cash flows from operating activities	1,514,927	(4,680,073)
CASH FLOWS FROM INVESTING ACTIVITIES		
01. Payments for purchase of fixed assets	(184,977)	(105,463)
02. Proceeds from disposal of fixed assets	1,602	1,370
03. Payments for disposals of fixed assets	(2,358)	(11,775)
04. Payments for purchase of investment properties	-	-
05. Proceeds from disposals of investment properties	-	-
06. Payments for disposals of investment properties	-	-
07. Proceeds from investments in other entities	-	-
08. Collections from investments in other entities	-	-
09. Dividends received and profit shared from long-term investments and capital contributions	-	-
II. Net cash flows from investing activities	(185,733)	(115,868)

AUDITED CONSOLIDATED FINANCIAL STATEMENTS, REPORT OF THE BOM

CONSOLIDATED CASH FLOW STATEMENT (Continued) (Under direct method)

For the year ended
December 31, 2024
Form: B04/TCTD-HN
Unit: Million VND

CASH FLOWS FROM FINANCING ACTIVITIES	NOTES	YEAR 2024	YEAR 2023
CASH FLOWS FROM FINANCING ACTIVITIES			
01. Increase in share capital due to capital contribution and/or share issuance		6,178,077	-
02. Proceeds from issuance of settlement of long-term valuable papers eligible for recognition as shareholders' equity and other long-term loans		374,135	-
03. Payments for settlement of long-term valuable papers eligible for recognition as shareholders' equity and other long-term loans		-	-
04. Dividends paid to shareholders and profits distributed		-	-
05. Payments for buying treasury shares		-	-
06. Proceeds from selling treasury shares		-	-
III. Net cash flows from financing activities		6,552,212	-
IV. Net cash flows during the year		7,881,406	(4,795,941)
V. Cash and cash equivalents at the beginning of the year		10,996,473	15,792,414
VI. Adjustments to impacts of exchange rate changes		-	-
VII. Cash and cash equivalents at the end of the year	VII.25	18,877,879	10,996,473

Ha Noi, February 28, 2025

Ms. Do Quynh Trang
Prepared by

Ms. Bui Thi Khanh Van
Chief Accountant

Mr. Ta Kieu Hung
Chief Executive Officer

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
Form B05/TCTD-HN

I. Bank’s information

1. Establishment and operation license

Previously, the Bank was known as Song Kien Commercial Joint Stock Bank, a joint stock bank established under License No. 00057/NH-GP dated September 18, 1995 issued by the State Bank of Vietnam, replaced by License No. 12/GP-NHNN issued by the State Bank of Vietnam on March 10, 2023, and Establishment License No. 1217/GP-UB issued by the People’s Committee of Kien Giang Province on October 17, 1995.

The National Citizen Commercial Joint Stock Bank (“the Bank”) was renamed from Nam Viet Commercial Joint Stock Bank on May 06, 2014.

The Establishment and Operation License No. 12/GP-NHNN dated March 10, 2023 was amended in Article 2 regarding charter capital according to Decision No. 2722/QĐ-NHNN dated December 20, 2024.

The Bank operates its business under Business Registration Certificate No. 1700169765 issued by the Hanoi Department of Planning and Investment (initially registered under Business Registration Certificate number 050046 dated November 02, 1995 by the Kien Giang Provincial Planning Committee), with the 22nd amendment to the Business Registration Certificate dated August 02, 2023.

The operating duration is 50 years since September 18, 1995.

2. Structure of Ownership: Share capital

3. The Bank’s principal activities

- Mobilizing and receiving short, medium and long-term deposit funds from organizations of economic sectors and individuals;
- Lending on short, medium and long-term basis up to the nature and ability of the Bank’s capital resources;
- Discounting commercial papers, bonds and valuable papers;
- Conducting investments in subsidiaries, associates, joint-ventures and other companies;
- Providing settlement and cash services to customers;
- Conducting investments and dealing in foreign exchange, international settlement services and other banking services as approved by the State Bank of Vietnam.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
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I. Bank’s information (Continued)

4. Head office

Head office	No.25 Le Dai Hanh Street, Le Dai Hanh Ward, Hai Ba Trung Dist., Ha Noi City.
As at December 31, 2024, the Bank’s charter capital is	Million VND 11,779,848.
Until the issuing date of the consolidated financial statements	The Bank has had 01 head office, 22 branches, 42 transaction offices. The branches are opened in the whole country: Northern, Middle, Southern Regions.

5. Consolidated subsidiaries

The Bank has a wholly - owned subsidiary, National Citizen Assets Management Co.,Ltd which was established under Decision No. 2406/QĐ-NHNN dated December 19, 2006 issued by the State Bank of Vietnam; The company operates under the Business Registration Certificate No. 0304767745 issued by the Department of Planning and Investment of Ho Chi Minh City (first registration on	December 28, 2006, registration for the 14 th change on Feb 19, 2024) with the Bank’s capital contribution ratio of 100%. Its principal activities are managing outstanding debt and related collateral of the bank in order to collect debt in the fastest manner.
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6. Total number of employees to December 31, 2024: 2,085 employees.
(Total employees to December 31, 2023: 1,973 employees).

II. Accounting Period and Reporting Currency

- 1. Fiscal year:** The fiscal year starts on 1 January and ends on 31 December annually.
- 2. Reporting currency:** VND.

III. Adoption of Accounting Standards and Policies

Disclosure of compliance with Vietnamese Accounting Standards and the prevailing regulations

The Bank’s consolidated financial statements are prepared at original cost and in compliance with Vietnamese Accounting Standards, the Financial Reporting Regime for Credit Institutions, the regulations of the State Bank of Vietnam, and relevant legal provisions related to the preparation of consolidated financial statements. The consolidated financial statements, therefore, do not aim to present the consolidated financial position of the Bank as well as its consolidated operating results and consolidated cash flows in accordance with accounting principles and practices accepted in countries and jurisdiction other than the Socialist Republic of Vietnam. The accounting principles and practices used in Vietnam may differ from those in other countries.

Accounting System

The Bank applies the accounting system applicable to credit institutions in accordance with Decision No. 479/2004/QĐ-NHNN dated April 29, 2004, financial reporting policies for credit institutions under Decision No. 16/2007/QĐ-NHNN dated April 18, 2007, Circular No. 10/2014/TT-NHNN dated March 20, 2014, Circular No. 49/2014/TT-NHNN dated December 31, 2014 and Circular No. 22/2017/TT-NHNN dated December 29, 2017, Circular 27/2021/TT-NHNN dated December 31, 2021 issued by the State Bank of Vietnam and related accounting standards.

Basis of measurement and accounting estimates applied

The presentation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities. These estimates and assumptions also affect the reported income, expenses and provisions. These estimates are based on assumptions about a number of factors that involve varying degrees of subjectivity and uncertainty. As a result, actual results may vary, resulting in adjustments to the related items in the future.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
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IV. Applicable Accounting policies

1. Accounting policies for items under the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030

Implementing the “Scheme for Restructuring the System of Credit Institutions in Association with Handling Bad Debts for the 2021-2025 Period” issued under Decision No. 689/QĐ-TTg dated June 08, 2022 by the Prime Minister, based on the approval contents and opinions of the State Bank of Vietnam under Official Letter 62/NHNN-TTGSNH dated February 07, 2024 (“Official Letter 62”), the Bank has completed the construction and approval of the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 (“Restructuring Plan”) according to Resolution No. 1429/2024/NQ-HĐQT dated June 28, 2024, in accordance with the law, and reported to the State Bank of Vietnam.

In the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, the Bank has comprehensively presented the current status of the Bank’s operations in various aspects: internal control system, information technology infrastructure, asset quality, financial status, identification of problematic debts requiring appropriate handling mechanisms; based on this, determining comprehensive and overall objectives and solutions, including:

- Financial solutions: increasing charter capital; handling and recovering bad debts and outstanding assets;
- Solutions for additional risk provisioning and reversing accrued interest;
- Solutions for developing safe business operations, aiming to thoroughly address existing issues and enhance the Bank’s operational efficiency, ensuring the Bank’s healthy, safe, and sustainable development.

The content of the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 approved and implemented according to Resolution No. 1429/2024/NQ-HĐQT is the basis for recognizing, evaluating, and presenting related items in these consolidated financial statements and is specifically presented in Note VIII.35 Other information and information on going concern.

2. Changes in accounting policies and disclosures

The accounting policies adopted by the Bank in the preparation of these consolidated financial statements are consistent with those used in the preparation of the consolidated financial statements for the year ended December 31, 2023, except for the following changes:

Law on Credit Institutions (Law No. 32/2024/QH15) dated January 18, 2024 and Circular No. 21/2024/TT-NHNN dated June 28, 2024 (“Circular 21”)

According to the Law on Credit Institutions and Circular 21, effective from July 01, 2024, letters of credit is a form of credit extension through issuance, confirmation, negotiation of payment or reimbursement of L/C to facilitate the purchase and sale of goods and services. Transitional provisions of the Law on Credit Institutions and Circular 21 state that: “Other contracts, agreements, commitments, and transactions related to letter of credit operations signed before the effective date of Circular 21, can continue to be implemented, monitored until their validity expires and all related obligations are fulfilled. Any amendments, supplements, or extensions to these agreements must comply with Circular 21’s regulations”. The Bank has made accounting recognition in accordance with these transitional provisions.

Circular No. 06/2024/TT-NHNN dated June 18, 2024 (“Circular 06”) amended and supplemented a number of articles of Circular No. 02/2023/TT-NHNN dated April 23, 2023 (“Circular 02”)

On June 18, 2024, the State Bank of Vietnam issued Circular 06 amending and supplementing a number of provisions of Circular 02 regarding the restructuring of repayment periods and maintenance of debt groups by credit institutions and foreign bank branches to support customers facing difficulties. Circular 06 is effective from June 18, 2024. The changes related to accounting policies in Circular 06 are as follows:

- Extension of the period for incurring principal/or interest payment obligations of restructured debts until December 31, 2024;
- Extension of the period for credit institutions to restructure repayment periods for customers until December 31, 2024.

Circular No. 31/2024/TT-NHNN dated June 30, 2024 (“Circular 31”) replaces Circular No. 11/2021/TT-NHNN dated July 30, 2021 (“Circular 11”)

On June 30, 2024, the State Bank of Vietnam issued Circular 31 prescribing classification of assets in operations of commercial banks, non-bank credit institutions and foreign bank branches. This Circular takes effect from July 01, 2024, replacing Circular 11. The main changes of Circular 31 affecting the estimation of provisions are as follows:

- Amending the debt classification principles for debts arising from factoring activities;
- Supplementing the debt classification principles for debts arising from letter of credit transactions, outright purchase transactions without recourse of documents presented under letter of credit transactions and some other transactions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
Form B05/TCTD-HN

IV. Applicable Accounting policies (Continued)

Decree 86/2024/ND-CP dated July 11, 2024 (“Decree 86”)

On July 11, 2024, the Government issued Decree 86 providing for amounts and methods of establishing risk provisions and use of provisions for management of risks arising from operations of credit institutions and foreign bank branches and cases in which credit institutions allocate forgivable interest. This decree takes effect from July 11, 2024.

Circular No. 53/2024/TT-NHNN dated December 04, 2024 (“Circular 53”)

On December 04, 2024, the State Bank of Vietnam issued Circular 53 regulating the restructuring of debt repayment terms for customers facing difficulties due to the impact and damage of Typhoon No. 3, floods, landslides after Typhoon No. 3. This circular takes effect from December 04, 2024.

Decision No. 1510/QĐ-TTg dated December 04, 2024 (“Decision 1510”)

On December 04, 2024, the Prime Minister issued Decision 1510 regulating the classification of assets, provision rate, methods of risk provisions, and the use of provisions to handle risks for debts of customers facing difficulties due to the impact and damage of Typhoon No. 3. This decision takes effect from December 04, 2024.

3. Foreign currency conversion

The exchange rate used for accounting of foreign currency buying and selling transactions is the actual buying and selling rate at the time of arising.

The exchange rate used to account for other foreign currency transactions to convert into Vietnam dong is the average exchange rate of buying and selling spot transfer of that foreign currency at the transaction date.

The ending balance of monetary items in foreign currencies must be revalued at the spot exchange rate at the end of the last working day of the reporting period, if this rate is less than 1% compared to the weighted average buying and selling exchange rate of the last working day of the reporting period. If this exchange rate is greater than 1% compared to the weighted average buying and selling exchange rate of the last working day of the reporting period, the weighted average exchange rate should be used.

Exchange rate as at December 31, 2024

25,416 VND/USD	163 VND/JPY	746 VND/THB
17,759 VND/CAD	15,863 VND/AUD	
26,538 VND/EUR	18,758 VND/SGD	
32,460 VND/GBP	28,225 VND/CHF	

4. Principles for consolidating the financial statements

A subsidiary is an entity controlled by the Bank. Control exists when the Bank has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, potential voting rights that are currently exercisable are taken into account. The financial statements of a subsidiary are included in the consolidated financial statements from the date on which the Bank obtains control until the date that such control ceases.

Internal balances, transactions and income/expenses arising from internal transactions between subsidiaries and the Bank are eliminated in preparing the consolidated financial statements. The accounting policies of subsidiaries are also changed when necessary to ensure consistency with the accounting policies adopted by the Bank.

5. Cash and cash equivalents

Cash and cash equivalents comprise cash, gold, balances with the SBV, treasury bills and other short-term valuable papers eligible for rediscount with the SBV, balances with other financial institutions and other CIs that are without a term and mature not exceeding three (03) months from the transaction date and securities with recovery or maturity of three (03) months or less from date of purchase.

6. Balances with and loans to other CIs

Deposits and loans to other credit institutions are disclosed and presented at their principal balances at the end of the accounting period.

The classification of credit risk for deposits and loans to other credit institutions and the corresponding provisioning is carried out in accordance with Circular 31 and Decree 86. Accordingly, the Bank makes specific provisions for deposits (excluding demand deposits at credit institutions, foreign bank branches, deposits at social policy banks as per the regulations of the Governor of the State Bank of Vietnam regarding state credit institutions maintaining deposit balances at social policy banks) at credit institutions, foreign bank branches in accordance with the law, and deposits (excluding demand deposits at foreign credit institutions) as per the method stated in Note IV.11. According to Decree 86, the Bank is not required to make general provisions for the above-mentioned deposits and loans.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
Form B05/TCTD-HN

IV. Applicable Accounting policies (Continued)

7. Derivative financial instruments and hedge accounting

The Bank engages in foreign exchange forward contracts, swap contracts, and futures contracts to facilitate customers in transferring, adjusting or reducing exchange rate risks or other market risks, as well as to serve the Bank's business objectives.

Foreign currency forward contracts are agreements to buy or sell a specific currency at a predetermined exchange rate on a future date, settled in cash. These contracts are initially recorded at their nominal value on the transaction date and subsequently revalued periodically. The difference arising from this revaluation is recorded in the "Foreign Exchange Differences" item within "Shareholders' Equity" and transferred to the consolidated income statement at the end of the accounting period.

Currency swap contracts are commitments that include a commitment to buy and a commitment to sell the same amount of one currency for another at exchange rates determined at the time of the transaction, with different settlement dates for the two commitments. The premium or discount resulting from the difference between the spot exchange rate on the effective date of the contract and the forward rate will be recognized immediately on the effective date of the contract as an asset if positive or a liability if negative on the consolidated financial statements. This difference will be amortized on a straight-line basis into the consolidated income statement over the term of the contract.

The notional amounts of interest rate swap contracts are not recognized on the consolidated financial statements. The interest rate swap differential is recognized in the consolidated income statement on an accrual basis.

8. Accounting for interest income, interest expense and discontinuation of interest accrual

Interest income is recognised in the consolidated statement of income on an accrual basis for loans classified as current loans that are not subject to specific provisioning.

For other debts (including restructured debts maintained as standard debts according to Circular 01, Circular 03, Circular 14, Circular 02, and Circular 53), the interest on these debts is recognized in the consolidated income statement when the Bank actually receives it.

Interest expenses are recognized in the consolidated income statement on an accrual basis.

9. Fee and commission income

Fee and commission income, including fees received from payment services, treasury services, fees from guarantee services, and other services, is recognized by the Bank in the consolidated statement of income when incurred.

10. Accounting for loans to customers, factoring activities

10.1 Accounting for loans to customers

Loans to customers are stated at the balances of loans (principal) less provision for loan losses.

Short-term loans are those with a term of up to one year from the disbursement date. Medium-term loans are those with a term of over one year to five years and long-term loans are those with a term of over five years from the disbursement date.

The classification of loans and provisioning for credit risk are carried out in accordance with Circular 31 and Decree 86 as presented in Note IV.11.

10.2 Factoring activities

Selling debts to Vietnam Asset Management Company ("VAMC"), factoring company and other institutions

- The Bank sells debts to VAMC in compliance with Decree No. 53/2013/NĐ-CP issued on May 18, 2013 of the Government, Decree No. 34/2015/NĐ-CP dated March 31, 2015 amending and supplementing some articles of Decree 53/2013/NĐ-CP, Circular No. 19/2013/TT-NHNN dated September 06, 2013 of the State Bank of Vietnam stipulating on trading, handling doubtful debts of Asset Management Company.

Special bonds issued by VAMC corresponding to the doubtful debts that Bank sells are recorded as held-to-maturity debt securities.

- The Bank sells debts to factoring company and other institutions in compliance with Circular No. 09/2015/TT-NHNN dated July 17, 2015 of the State Bank of Vietnam.

The differences between the selling price and book value of the sold debts are recorded as receivables and has been allocated to the consolidated income statement equal to the minimum difference between the received and paid from the business activities in the year according to the Decree No. 42/2017/QH14 issued by the National Assembly, effected from August 15, 2017 on the pilot implementation of solving the bad debts of credit institutions. The maximum allocation period does not exceed 10 years.

Provisions for these sold but uncollected debts (including debts of VAMC and other debt trading companies) are made based on the Bank's financial capacity according to the roadmap established until 2030 in the approved Restructuring Plan. The Bank periodically reports to the SBV on the progress of implementation according to the approved Restructuring Plan.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at 31 December 2024
and for the year then ended
Form B05/TCTD-HN

IV. Applicable Accounting policies (Continued)

11. Debt classification and provision for credit risk

The Bank applies the quantitative method prescribed in Article 10 of Circular 31 in classifying debts for assets (hereinafter referred to as “debts”) including:

- Lending;
- Finance leasing;
- Discounting, rediscounting of negotiable instruments and other securities;
- Factoring;
- Credit extension by issuance of credit cards;
- On-behalf payments under off-balance sheet commitments (including payments made on behalf of customers to fulfill their obligations under guarantee agreements and in letter of credit (L/C) operations (except for the cases specified in point n of this Clause) and other on-behalf payments under off-balance sheet commitments);
- Purchase and entrusted purchase of corporate bonds (including bonds issued by other credit institutions) which have not yet been listed on securities market or have not yet been registered for trading on the UPCoM trading system (hereinafter referred to as “unlisted bonds”), excluding the purchase of unlisted bonds with trusted funds to which the trustee bears the risk;
- Entrustment for credit extension;
- Making deposits (except for demand deposits made at credit institutions and foreign bank branches (“FBBs”), deposits made at social policy banks in accordance with regulations of the Governor of the State Bank of Vietnam on state-owned credit institutions’ maintenance of balances of deposits at social policy banks) at credit institutions and FBBs as prescribed by law, and making deposits (except for demand deposits) at overseas credit institutions;
- Buying and selling debts according to regulations of the State Bank of Vietnam (hereinafter referred to as “SBV”), except for bad debt buying and selling transactions conducted between credit institutions or FBBs and Vietnam Asset Management Company (“VAMC”);
- Repos of government bonds on securities market in accordance with regulations of law on issuance, registration, depositing, listing and trading of government debt instruments on securities market;
- Purchase of certificates of deposit issued by other credit institutions and FBBs;
- Issuance of deferred payment L/Cs containing a provision that the beneficiary is entitled to receive sight payment or advanced payment before the L/C due date, and L/C reimbursement in the form of an agreement with the customer to make payment using the reimbursing bank’s funds from the date on which the reimbursing bank pays the beneficiary; L/C payment by negotiation;
- Outright purchase without recourse of sets of documents presented under L/Cs, except where a commercial bank or FBB buys outright a set of documents presented under an L/C which it issued.

Accordingly, the customer’s debt group is the debt group with the highest risk when performing debt classification simultaneously according to Article 10, Article 11 of Circular 31 and the highest debt group at the customer’s credit institutions provided by the Credit Information Center of Vietnam (“CIC”) of the State Bank at the time of debt classification.

Debts are classified according to the risk levels as follows: Standard debts, Debts needing attention, Substandard debts, Doubtful debts and Debts likely giving rise to loss. Bad debts are debts which are classified as Substandard debts, Doubtful debts and Potential loss of capital debts. Debts are classified and provision at the end of each month of the fiscal year.

From March 13, 2020 to June 30, 2022, the Bank applied the policy of loan restructuring, interest and/or fees exemption or reduction and loan classification retention for loans that meet conditions according to Circular No. 01/2020/TT-NHNN dated March 13, 2020 (“Circular 01”), Circular No. 03/2021/TT-NHNN (“Circular 03”) dated April 02, 2021 and Circular No. 14/2021/TT-NHNN (“Circular 14”) dated September 07, 2021 issued by the State Bank of Vietnam providing regulations on loan restructuring, interest and/or fees exemption or reduction and loan classification retention to assist customers affected by the COVID-19 pandemic.

The Bank applies Circular No. 02/2023/TT-NHNN dated April 24, 2023 (“Circular 02”) issued by the State Bank of Vietnam regulating about credit institutions and foreign bank branches restructuring the debt repayment period and maintain the same debt group to support customers in difficulty. Accordingly, the Bank considers restructuring the repayment period for the principal and/or interest balance of debts based on customers’ requests, financial capacity of credit institutions, foreign bank branches and meeting the regulations in Article 4 of Circular 02.

From December 04, 2024, the Bank has applied policies to restructure debt repayment terms and maintain debt classification to support customers meeting the requirements of Circular 53 and Decision 1510, which regulate the restructuring of debt repayment terms and maintaining debt classification to support customers facing difficulties due to the impact and damage of Typhoon No. 3.

Debt classification for off-balance sheet commitments

The Bank classifies guarantees, letters of credit (except for cases where assets have been recorded), payment acceptances and irrevocable lending commitments and other commitments that incur credit risks (collectively referred to as off-balance sheet commitments) into groups specified in Article 9, Article 10 or Article 11 of Circular 31. Accordingly, off-balance sheet commitments are classified according to the following risk levels: Standard debt, Debt requiring attention, Substandard debt, Doubtful debt and Debt with potential loss of capital.

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IV. Applicable Accounting policies (Continued)

11. Debt classification and provision for credit risk (Continued)

General provision

According to Article 7 of Decree 86, the general provision amount shall account for 0.75% of total outstanding balance of debts classified into groups 1 to 4, except the following:

- Deposits made at CIs and FBBs in accordance with regulations of law and at overseas CIs;
- Loans, forwards of valuable papers between CIs and FBBs in Vietnam;
- Purchases of certificates of deposit or bonds issued by CIs and FBBs onshore;
- Repos of government bonds on the securities market in accordance with law on issuance, registration, depositing, listing and trading of government debt instruments on securities market;
- Other debts derived from the operations specified in clause 2 Article 3 of this Decree between CIs and FBBs in Vietnam as prescribed by law.

Specific provision

Specific provision is made on monthly basis and recorded in the Bank’s consolidated income statement. The specific provision as at 31 December is made based on the outstanding principal balance less collaterals’ discounted value, then multiplied by provision rates which are determined based on the debt classification as at 31 December. The basis for determination of the value and discounted value for each type of collateral is specified in Decree 86. The debt classification and specific provision rates for each group are presented as follows:

GROUP	CLASSIFICATIONS OF DEBT	% OF SPECIFIC PROVISION
Group 1	Current debts	0%
Group 2	Specially mentioned debts	5%
Group 3	Sub-standard debts	20%
Group 4	Doubtful debts	50%
Group 5	Loss debts	100%



For the debts identified in the Restructuring Plan, the Bank has been approved by the SBV for a settlement plan according to the roadmap developed by the Bank until the end of 2030. Provisions are made according to the roadmap of the Restructuring Plan. The Bank periodically reports to the State Bank on the progress of implementation according to the approved Restructuring Plan.

Using credit risk provision

Provisions are recognized as an expense in the consolidated statement of income and are used to settle debts classified in group 5, liquidated, bankrupt, or deceased or missing person and to deal with the loss of property for the debt in accordance with Decree 86.

12. Investment securities

12.1. Classification

Investment securities include available-for-sale investment securities and held-to-maturity investment securities. The Bank initially recognizes investment securities at cost and classifies investment securities into proper categories at purchase date. According to Official Letter No. 2601/NHNN-TCKT dated April 14, 2009 by the SBV, for investment securities, the Bank is allowed to reclassify maximum of one time after initial recognition.

Held-to-maturity investment securities are debt securities with fixed maturities and fixed or determinable payments, where the Bank has positive intention and ability to hold until maturity.

Available-for-sale investment securities are debt securities which are held for an indefinite period and may be sold at any time.

12.2 Recognition

The Bank recognizes investment securities on the date that it acquires substantial all the risks and rewards of ownership of these securities.

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IV. Applicable Accounting policies (Continued)

12. Investment securities (Continued)

12.3 Measurement

Debt securities are initially stated at cost, including transaction costs and other directly attributable costs. They are subsequently recognized at amortized cost (affected by premium/discount amortization) less provision for credit risk and diminution. Premium and discounts arising from purchases of debt securities are amortized to the consolidated statement of profit or loss on a straight-line basis from the acquisition date to the maturity date.

Post-acquisition interest income of available-for-sale debt securities and held-to-maturity debt securities is recognized in the consolidated statement of profit or loss on an accrual basis. The accrued interest before the Bank purchases debt securities will be deducted from the value of the accrued interest account when received.

Provision for diminution in value of securities is made when the carrying value is higher than the market value in compliance with Circular 48/2019/TT-BTC issued by the Ministry of Finance on August 8, 2019 and Circular 24/2022/TT-BTC issued by the Ministry of Finance on April 7, 2022. Provision for diminution is recognized in the “Net gain/(loss) from trading of investment securities” item of the consolidated statement of profit or loss.

For Government bonds, Government-guaranteed bonds and municipal bonds, the Bank does not make provisions for these investments.

For corporate bonds that are listed, registered for transactions, the market price of bonds is the latest transaction price at the Stock Exchange within 10 days to the balance sheet date. If there is no transaction within 10 days to the balance sheet date, no provision is calculated for these investments.

The Bank is required to make provision for credit risk for corporate bonds (including bonds issued by other CIs) which have not yet been listed on stock exchanges or have not yet been registered for trading on the UPCoM trading system under Circular 31 and Decree 86 as described in Note IV.11.

Other unlisted debt securities (excluding unlisted corporate bonds mentioned above) are stated at cost less provision for diminution in value determined by market value of securities. If there is no market value or market value cannot be determined reliably, these securities will be recognized at their carrying amount.

Provision for investment securities will be reversed when a subsequent increase in the recoverable amount of the investment securities is due to an objective event occurring after the provision is recognized. Provision is reversed only up to the carrying amount of these securities before provision has been made.

12.4 De-recognition

Investment securities are derecognized when the contractual rights to the cash flows from these securities expired or when the substantial risks and rewards of ownership of these securities have been transferred.

12.5 Special debt securities issued by VAMC

Special debt securities issued by VAMC are term valuable papers issued by VAMC to buy non-performing debts of the Bank and recorded as held-to-maturity debt securities.

Special debt securities are recorded at face value at the transaction date and recognized at the face value less specific provision during the holding term.

The face value of special debt securities is equivalent to the book value of outstanding principal portion of the doubtful debt after deducting the specific provision which has been made but unused of that debt.

Specific provisions for special bonds are made based on financial capacity until 2030 according to the restructuring plan approved by competent authorities. The Bank periodically reports to the State Bank on the progress of implementation according to the approved Restructuring Plan.

13. Capital contribution, long-term investments

13.1. Accounting for Other Long-Term Investments

Long-term investments are investments with the rate lower than 11% of the equity of the economic organizations in which the Bank is a founding shareholders or strategic partner or holds control over the establishment, decisions on financial policies and operations throughout the agreement on delegation of staffs joining in the Board of Management. Long-term investments are recorded at original cost.

For other long-term investments, the Bank plans to divest its investment under roadmap of the Restructuring Plan approved by the SBV.

13.2. Provision for long-term investments

Provision for long-term financial investments is made when the Bank determines economic institutions that the Bank invests suffers from loss (except for the loss that was defined in the business plan before investment) in compliance with Circular 48 and Circular 24. Accordingly, the provision for long-term financial investments is the difference between the actual paid-in capital of parties at the economic institutions and actual owners’ equity multiply (x) the ratio of the Bank’s invested capital against total actual paid-in capital of parties at the economic institutions. For investments in listed securities or where the market value of the investment is reliably determined, provisions are made based on the market value of the securities.

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IV. Applicable Accounting policies (Continued)

14. Accounting for tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. The initial cost of a tangible fixed asset comprises all expenditures of bringing the asset to its working condition and location for its intended use. The expenditures incurred beyond their originally assessed standard of performance are capitalised as an additional cost of tangible fixed assets when they have resulted in an increase in the future economic benefits expected to be obtained from the use of those tangible fixed assets. The expenditures which do not meet the above conditions are charged to the expenses in the year.

When the assets are sold or disposed, their original costs and the accumulated depreciation which have been written off and any gain or loss from disposal of assets are recorded in the consolidated income statement.

Determination of original costs of tangible fixed assets:

Tangible fixed assets purchased

The original cost of purchased tangible fixed assets consists of the actual purchase price less (-) trade discounts or reduction plus (+) taxes (excluding taxes to be refunded) and relevant expenses calculated to the time when such fixed assets are put into operation such as fees for installation and trial operation of fixed assets; specialists and other direct costs.

The original cost of a tangible fixed asset formed from capital construction under the mode of tendering is the finalisation price of the construction project, other relevant fees plus (+) registration fee (if any).

Fixed assets which are buildings, structures attached to land use right, the value of land use right is computed consolidatedly and recorded as intangible fixed assets.

15. Principles for recording intangible fixed assets

Intangible fixed assets are stated at cost less accumulated amortization. The original cost of an intangible fixed asset comprises all costs of owning the asset to the date it is put into operation as expected.

Principles for recording intangible fixed assets:

Purchase of consolidated intangible fixed assets

The original cost of purchased intangible fixed assets consists of the actual purchase price less (-) trade discounts or reduction plus (+) taxes (excluding taxes to be refunded) and relevant expenses calculated to the time when such fixed assets are put into operation. The land use rights which are purchased together with buildings, structures will be determined separately and recorded as intangible fixed assets.

Land use right

The original cost of a fixed asset which is the land use right is the payment made to obtain the lawful land use right plus (+) compensatory payments for clearance of site, expenses for leveling the ground, registration fee...or land use right as contribution in joint-venture.

Computer software

The original cost of computer software is the total of actual expenses incurred by the Company to obtain the computer software.

16. Method of depreciating and amortizing fixed assets

Depreciation is charged to write off the cost of fixed assets on a straight line basis over their estimated useful lives. Useful life means the duration in which the tangible fixed assets produce their effect on production and business.

The estimated useful life for assets is as follows:

Buildings and structures	5 - 40 years
Machinery and equipment	3 - 5 years
Transportation and facilities	8 years
Accounting software	5 years
Other fixed assets	5 years
Intangible fixed assets	Maximum 20 years

Land use rights which are granted for a definite term are amortized in conformity with the term stated in the certificate of land use right.



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IV. Applicable Accounting policies (Continued)

17. Provisions

Provisions are recorded when: the Bank has present obligations as a result of past events; It is probable that an outflow of resources will be required to settle the obligation; The obligation is estimated reliably; Provision is not recorded for the operating loss in the future.

When there are similar obligations, the possibility of outflow of resources due to the settlement of obligations is determined by considering the whole group in general. Provision will be made through the outflow due to obligation settlement is very small.

18. Deposits and borrowings from other CIs, deposits from customers and issuance of valuable papers

Deposits and borrowings from other CIs, deposits from customers and issuance of valuable papers are presented at the principal balance at the end of the accounting period.

At initial recognition, valuable papers issuance costs are recorded as a reduction in the principal balance of the valuable papers issued. The Bank allocates these costs to “Interest and similar costs” using the straight-line method in accordance with the term of the valuable papers.

19. Principles and methods for recognizing corporate income tax and corporate income tax expenses

Income tax on the profit or loss for the year comprises current and deferred tax when profit or loss of one accounting period is determined.

Current tax: is the tax payable (or recoverable) on the taxable income and tax rate enacted in current year in accordance with the law on corporate income tax.

Deferred tax: is provided for temporary differences between the carrying amounts of assets

and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred income tax liability is provided for all temporary differences, deferred income tax asset is only provided when there is enough taxable profit in the future for deducting the temporary differences.

The carrying amount of deferred tax assets must be reassessed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax assets to be utilized. The unrecognized deferred tax assets will be reassessed at each balance sheet date and recognized to the extent that it has become probable future taxable profit will allow the deferred tax asset to be utilized.

The deferred tax is charged or credited in the consolidated income statement except when it relates to items recognized directly to equity, in which case the deferred tax is also dealt with in equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxable entity and the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

The tax amounts payable to the State budget will be finalized with the tax office. Differences between the tax amounts payable specified in the book and the tax amounts under finalization will be adjusted when the tax finalization has been issued by the tax office.

20. Accounting for borrowing, issuance of debt securities, equity instruments

Borrowing costs are interest and other costs incurred in direct relation to borrowings of an enterprise; Borrowing costs are recognised as an expense in the year in which they are incurred are capitalised as part of the cost of the assets concerned when they satisfy conditions stipulated in the Vietnamese Accounting Standards.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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IV. Applicable Accounting policies (Continued)

21. Shareholders' equity

The charter capital is the amount that is contributed by shareholder and supplemented from the profit after tax according to the Resolution of the shareholder meeting or based on the charter of the Bank. The chartered capital will be recorded at the actual contributed capital by cash or assets calculated according to the par value of issued shares in the early establishment period or additional mobilization to expand operation.

Share premium: Reflects the increase/decrease in the difference between the issuance price of shares and their par value when issuing shares for the first time or additional shares, as well as the increase/decrease in the difference between the issuance price of shares and the repurchase price when reissuing treasury shares. Any direct costs related to share issuance are recognized as a deduction from share premium.

Treasury share: is the share the Bank issued and purchased back. The payment for purchasing share, including directly attributable expenses, will be deducted into the owners' equity until the treasury share has been cancelled or reissued. The received amount from reissue or sale of the treasury share, deducting expenses related to the reissue or sale will be included in the owners' equity.

Other shareholders' capital: Business resource which is added from the operating result or offered, sponsored or under assets revaluation.

Principle for recognising retained profit

Principle for recognising retained profit: the retained profit is recorded as the profit (loss) from the Bank's result of operation after deducting the current year corporate income tax and the adjusted items due to the retroactive application of changes in accounting policy and adjustments for material misstatement of the previous year.

The distribution of profit is based on the charter of the Bank and the Board of Management proposal approved by the annual shareholder meeting.

22. Entrustment activities at risk of credit institutions

The Bank implements entrustment activities for lending on behalf of other economic or credit institutions.

The invested capital from entrustment and entrustment receiving activities is recorded when the entrustment contract has been signed and the entrusted fund has been implemented. Rights and obligations of entrustor and entrustee to profit, distribution of profit, entrustment fee and other rights and obligation specified in the contract.

The Bank's entrustment activities include:

Entrustment activities not exposed to risk

Assets held for the purpose of managing on behalf, investment entrustment receiving and lending are not considered as the Bank's assets and is not included in the financial statements.

Entrustment receiving activities exposed to risk

The Bank conducts entrustment receiving activities for lending customers. The Bank records debt outstanding from entrustment fund in loans to customers. The policies applicable to loans to customers are carried out in compliance with the State Bank of Vietnam as mentioned in Notes IV.10.

23. Principles for recording earnings per share

Basic earnings per share is calculated by dividing net income available to common shareholders before appropriating to Bonus and Welfare Fund by the weighted-average number of common shares outstanding during the period.

Diluted EPS is calculated by dividing net income available to common shareholders (after adjusting dividends of preferred convertible shares) by the weighted-average number of common share outstanding and the weighted-average number to be issued in case where all potential common shares are converted into common shares.

24. Related parties

Enterprises and individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with the Bank. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Bank that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Bank and close members of the family of these individuals and companies associated with these individuals also constitute related parties. In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

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V. Additional Information for Items Presented in the Statement of Financial Position

1. Cash, gold, silver and gemstones

	DEC. 31, 2024	DEC. 31, 2023
Cash on hand in VND	240,919	224,404
Cash on hand in foreign currencies	55,726	24,109
Total	296,645	248,513

2. Balances with the State Bank of Vietnam

	DEC. 31, 2024	DEC. 31, 2023
Balances with the State Bank of Vietnam	3,507,305	2,287,057
<i>VND</i>	<i>3,489,130</i>	<i>2,251,489</i>
<i>Foreign currencies</i>	<i>18,175</i>	<i>35,568</i>
Total	3,507,305	2,287,057

The compulsory reserve must be deposited with the State Bank of Vietnam. The balance is calculated in advance for 30 days, adjusted once a month and is calculated at 3% of the average balance of customer deposits in Vietnamese Dong with no term and with a term of less than one year and 1% of the average balance of customer deposits in Vietnamese Dong with a term of one year or more, at 8% of the average balance of customer deposits in foreign currency with a term of less than one year and 6% of the average balance of customer deposits in foreign currency with a term of one year or more, at 1% of the average balance of foreign currency deposits of overseas banks, all calculated on the average balance of deposits of the previous month. The account at the State Bank of Vietnam also includes deposits for clearing and other payments.

3. Balances with and loans to other CIs

BALANCES WITH OTHER CIS	DEC. 31, 2024	DEC. 31, 2024
Demand deposits	9,323,929	5,460,903
<i>VND</i>	<i>8,791,325</i>	<i>5,078,502</i>
<i>Foreign currencies</i>	<i>532,604</i>	<i>382,401</i>
Term deposits	5,750,000	3,000,000
<i>VND</i>	<i>5,750,000</i>	<i>3,000,000</i>
<i>Foreign currencies</i>	-	-
Total	15,073,929	8,460,903
CREDIT QUALITY FOR BALANCES WITH AND LOANS TO OTHER CIS	DEC. 31, 2024	DEC. 31, 2023
Qualified debt	5,750,000	3,000,000
Total	5,750,000	3,000,000

4. Loans to customers

	DEC. 31, 2024	DEC. 31, 2023
Loans to domestic organizations and individuals	71,137,541	55,298,120
Payment on behalf of customers	15,848	42,739
Loans financed by entrusted funds	13,933	3,400
Discounted bills and valuable papers	7,398	-
Total	71,174,720	55,344,259

4.1. Analysis by quality of loans

	DEC. 31, 2024	DEC. 31, 2023
Current	55,935,874	36,737,199
Special mentioned	1,331,532	2,138,081
Sub-standard	280,960	276,539
Doubtful	438,642	2,527,379
Loss	13,187,712	13,665,061
Total	71,174,720	55,344,259

4.2 Analysis by original term

	DEC. 31, 2024	DEC. 31, 2023
Short-term	22,385,410	20,767,054
Medium-term	30,409,105	21,059,422
Long-term	18,380,205	13,517,783
Total	71,174,720	55,344,259

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

4. Loans to customers (Continued)

4.3 Analysis by customers' industry

	DEC. 31, 2024	DEC. 31, 2023
Agriculture, forestry and aquaculture	718,772	312,596
Processing and manufacturing	1,990,505	3,044,725
Construction	28,306,905	22,482,468
Wholesale and retail, repairing motor vehicle	3,883,557	3,492,150
Hotels and restaurants	2,722,327	719,091
Information and communication	799,147	798,752
Financing, banking and insurance activities	45,918	100,000
Administrative activities and support services	4,774,614	1,474,320
Other services	109,527	28,023
Other industries	7,560,896	3,975,051
Individuals	20,262,552	18,917,083
Total	71,174,720	55,344,259

5. Movements in provisions for loans to customers

FOR CHANGES (INCREASE/DECREASE) OF CREDIT RISK PROVISIONS		
Current year	General provision	Specific provision
Opening balance	312,594	765,501
Provisions made/ (reversed) during the year	122,309	99,114
Use of reserve fund to handle bad debts	-	(142,573)
Increases in provisions due to receiving loans from VAMC	-	39,371
Closing balance (*)	434,903	761,413
Previous year		
Opening balance	343,698	615,964
Provisions made/ (reversed) during the year	(31,104)	139,221
Increases in provisions due to receiving loans from VAMC	-	10,316
Closing balance	312,594	765,501
Details of balance of provisions at year-end (*)	Dec. 31, 2024	Dec. 31, 2023
Provisions for risks of loans to customers	1,196,316	1,078,095
+ General provision	434,903	312,594
+ Specific provision	761,413	765,501
Total	1,196,316	1,078,095

(*) Regarding the provisioning for some loans in groups 2 to 5 and the credit granted to FLC Group Joint Stock Company and related parties, the Bank has developed a roadmap for handling and provisioning in the Restructuring Plan for the period 2023-2025, and the Orientation towards 2030, which has been approved by the competent authorities.

In addition, the Bank has received additional collateral from third parties to secure the sold debts and complied with the provision for credit risks for the debts sold for which payment has not been collected (as explained in section V.10.2 Receivables from debt sale activities) as prescribed.

6. Investment securities

	DEC. 31, 2024	DEC. 31, 2024
6.1. Available-for-sale securities		
a. Debt securities	4,550,275	7,736,856
- Government bonds	1,990,275	3,736,856
- Debt securities issued by other local credit institutions	2,560,000	4,000,000
Sub- total	4,550,275	7,736,856
6.2. Held-to-maturity securities		
- Debt securities issued by local economic entities (*)	14,325,518	5,652,828
- Provision for investment securities (i)	(157,489)	(277,923)
Total	14,168,029	5,374,905
Sub- total	18,718,304	13,111,761

(i) In which, the provision for special bonds issued by VAMC would be made based on the minimum annual financial capacity according to the roadmap established in the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 that has been approved.

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

6. Investment securities (Continued)

6.2. Held-to-maturity securities (Continued)

(*) Investments in debt securities are as follows:

ISSUING COMPANY	MATURITY	INTEREST RATE	NUMBER OF DEBT SECURITIES	AMOUNT
Vietnam Debt Trading Company Limited (former name Debt and Assets Trading Company) - DATC (ii)	Year 2023	8.9%/Year	31,554	31,554
Vietnam Asset Management Company (VAMC) (iii)	Year 2025	0%/Year	43 codes	538,296
	Year 2026	0%/Year	9 codes	152,850
	Year 2025	0%/Year	1 code	90,655
	Year 2026	0%/Year	3 codes	3,007
	Year 2027	0%/Year	2 codes	12,768
	Year 2028	0%/Year	14 codes	111,355
	Year 2029	0%/Year	4 codes	46,660
	Year 2025	0%/Year	17 codes	34,753
	Year 2026	0%/Year	2 codes	172,161
	Year 2027	0%/Year	2 codes	853,808
	Year 2028	0%/Year	3 codes	979,744
	Year 2029	0%/Year	248 codes	11,297,907
Total				14,325,518

(ii) The bond investment of Vietnam Debt Trading Company Limited has matured in 2023, and NCB is currently actively carrying out procedures to liquidate this bond. In 2024, the Bank has made provisions according to the minimum annual financial capacity according to the roadmap established in the approved Restructuring Plan for the period 2023-2025 and the Orientation towards 2030.

7. Capital contributions, long-term investments

	DEC. 31, 2024	DEC. 31, 2023
- By type of investments		
Other long-term investments	719,600	719,600
Provisions for long-term investments	(348,356)	(64,918)
Total	371,244	654,682

- Details of long-term investments:

	Dec. 31, 2024			Dec. 31, 2023		
Name	Original cost	Provision	Share-holding ratio(%)	Original cost	Provision	Share-holding ratio(%)
Other long-term investments	719,600	(348,356)		719,600	(64,918)	
Saigon - Quy Nhon Minerals JSC (i)	273,700	(211,560)	3.18%	273,700	(18,367)	3.18%
Saigon Investment JSC (ii)	338,200	(46,796)	11.00%	338,200	(46,551)	11.00%
Navibank Securities JSC (iii)	17,700	-	7.02%	17,700	-	7.02%
Saigon - Binh Thuan Electricity Plant Investment and Development JSC (iv)	90,000	(90,000)	9.00%	90,000	-	9.00%
Total	719,600	(348,356)		719,600	(64,918)	

(i) The Bank owns 3,500,000 shares (with the book value of VND 273.7 billion) equivalent to 3.18% of charter capital of Saigon - Quy Nhon Minerals JSC (VND 1,100 billion of charter capital, par value of VND 10,000 per share).

(ii) The Bank owns 16,500,000 shares (with the book value of VND 338.2 billion) equivalent to 11% of charter capital of Saigon Investment JSC (VND 1,500 billion of charter capital, par value of VND 10,000 per share). The Bank made a provision for long-term investment impairment based on the unaudited financial statements of Saigon Investment Joint Stock Company.

(iii) The Bank owns 1,770,000 shares (with the book value of VND 17.7 billion) equivalent to 7.02% of charter capital of Navibank Securities JSC (VND 252 billion of charter capital, par value of VND 10,000 per share).

(iv) The Bank owns 9,000,000 shares (with the book value of VND 90 billion) equivalent to 9% of charter capital of Saigon - Binh Thuan Electricity Plant Investment and Development JSC (VND 1,000 billion of charter capital, par value of VND 10,000 per share).

For the investments in items (i), (ii), (iv), the Bank has a plan to divest the investment according to the Restructuring Plan approved by the SBV. The Bank has made provisions for these investments according to the Restructuring Plan’s roadmap.

At the reporting date, the Bank has not determined the fair value of the investments disclosed above.

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

8. Tangible fixed assets

- Movements in tangible fixed assets of current year:

ITEMS	BUILDINGS & STRUCTURES	MACHINERY EQUIPMENT	TRANS-PORTATION FACILITIES	OFFICE EQUIPMENT	OTHERS	TOTAL
Original cost						
Opening balance	44,017	159,835	77,375	81,984	437	363,648
- Purchase	-	32,401	690	37,263	-	70,354
- Disposals	(202)	(4,958)	(7,153)	(24,226)	(404)	(36,943)
Closing balance	43,815	187,278	70,912	95,021	33	397,059
Acc. Depreciation						
Opening balance	14,874	77,704	39,569	59,513	280	191,940
- Charges for the year	1,430	15,494	5,724	7,827	-	30,475
- Disposals	(189)	(4,928)	(7,153)	(21,406)	(247)	(33,923)
Closing balance	16,115	88,270	38,140	45,934	33	188,492
Net book value						
Opening balance	29,143	82,131	37,806	22,471	157	171,708
Closing balance	27,700	99,008	32,772	49,087	-	208,567

- Other information on tangible fixed assets:

	DEC. 31, 2024	DEC. 31, 2023
* Commitments to purchase high-value fixed assets	46,357	5,736
* Costs of fully depreciated tangible fixed assets - still in use	79,973	95,402

- Movements in tangible fixed assets of previous year:

ITEMS	BUILDINGS & STRUCTURES	MACHINERY EQUIPMENT	TRANS-PORTATION FACILITIES	OFFICE EQUIPMENT	OTHERS	TOTAL
Original cost						
Opening balance	43,551	183,117	65,541	88,779	1,067	382,055
- Purchase	508	17,773	17,544	12,868	-	48,693
- Disposals	(42)	(41,055)	(5,710)	(19,663)	(630)	(67,100)
Closing balance	44,017	159,835	77,375	81,984	437	363,648
Acc. Depreciation						
Opening balance	13,473	91,952	40,627	70,383	766	217,201
- Charges for the year	1,424	16,540	4,631	7,296	47	29,938
- Disposals	(23)	(30,788)	(5,689)	(18,166)	(533)	(55,199)
Closing balance	14,874	77,704	39,569	59,513	280	191,940
Net book value						
Opening balance	30,078	91,165	24,914	18,396	301	164,854
Closing balance	29,143	82,131	37,806	22,471	157	171,708

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

9. Intangible fixed assets

- Movements in intangible fixed assets of current year:

ITEMS	TERM LAND USE RIGHT	COMPUTER SOFTWARE	OTHERS	TOTAL
Original cost				
Opening balance	536,147	141,253	57,747	735,147
- Purchase	72,863	41,759	-	114,622
- Disposals	-	(306)	(15)	(321)
Closing balance	609,010	182,706	57,732	849,448
Acc. Amortization				
Opening balance	-	63,645	57,464	121,109
- Charge for the year	-	14,818	248	15,066
- Disposals	-	(262)	-	(262)
- Others	-	-	(8)	(8)
Closing balance	-	78,201	57,704	135,905
Net book value				
Opening balance	536,147	77,608	283	614,038
Closing balance	609,010	104,505	28	713,543

COSTS OF FULLY DEPRECIATED INTANGIBLE FIXED ASSETS - STILL IN USE:	DEC. 31, 2024	DEC. 31, 2023
	97,820	85,606

- Movements in intangible fixed assets of previous year:

ITEMS	TERM LAND USE RIGHT	COMPUTER SOFTWARE	OTHERS	TOTAL
Original cost				
Opening balance	536,147	85,143	57,636	678,926
- Purchase	-	56,659	111	56,770
- Disposals	-	(549)	-	(549)
Closing balance	536,147	141,253	57,747	735,147
Acc. Amortization				
Opening balance	-	52,037	48,628	100,665
- Charge for the year	-	12,157	8,836	20,993
- Disposals	-	(549)	-	(549)
Closing balance	-	63,645	57,464	121,109
Net book value				
Opening balance	536,147	33,106	9,008	578,261
Closing balance	536,147	77,608	283	614,038

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

10. Other assets

	DEC. 31, 2024	DEC. 31, 2023
1. Construction in progress	49,165	7,527
2. Receivables	8,143,727	10,594,462
3. Interests, fees receivable (i)	499,530	3,569,597
4. Other assets	2,617,793	2,482,357
5. Risk provision for other assets	(1,679,440)	(219,270)
Total	9,630,775	16,434,673

(i) Regarding the interest and fees receivable, the Bank has developed a roadmap for the allocation of accrued interest receivables in the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 approved by the competent authorities. By December 31, 2024, the Bank has carried out the allocation of these receivables in accordance with the approved roadmap.

10.1 Construction in progress

	DEC. 31, 2024	DEC. 31, 2023
- Purchase of other fixed assets	49,165	7,527
Total	49,165	7,527

10.2 Receivables

	DEC. 31, 2024	DEC. 31, 2023
- Internal receivables	2,610,335	2,727,294
- External receivables	5,533,392	7,867,168
Receivables from loans sold contract (ii)	3,991,775	6,888,776
Receivables from margins	28,069	16,537
Other receivables	1,513,548	961,855
Sub-total	8,143,727	10,594,462

(ii) For receivables from debt sales, the Bank has reviewed, evaluated and periodically reported to the State Bank on the status of debt sales. In the Bank’s Restructuring Plan approved by the competent authorities on February 07, 2024, these amounts would be recovered and gradually processed based on the Bank’s financial capacity in accordance with the Restructuring Plan.

10.3 Other assets

	DEC. 31, 2024	DEC. 31, 2023
- Other assets	31,338	37,011
- Expenses awaiting allocation	743,392	529,420
- Foreclosed assets - pending for settlement (iii)	1,843,063	1,915,926
Sub-total	2,617,793	2,482,357

(iii) The foreclosed assets - pending for settlement are mainly shares of Bamboo Airways. In 2024, the Bank made provisions for impairment of foreclosed assets - pending for settlement according to the Restructuring Plan roadmap.

10.4 Provision for other on-balance sheet assets

	DEC. 31, 2024	DEC. 31, 2023
- Provision for other assets	(1,679,440)	(219,270)
Sub-total	(1,679,440)	(219,270)

11. Deposits and borrowings from other CIs

11.1. Deposits from other CIs

	DEC. 31, 2024	DEC. 31, 2023
a. Demand deposits	7,536,450	5,023,296
- VND	7,536,383	5,023,229
- Foreign currencies	67	67
b. Term deposits	2,500,000	4,007,005
- VND	2,500,000	4,007,005
- Foreign currencies	-	-
Total	10,036,450	9,030,301

11.2. Borrowings from other CIs

	31/12/2024	31/12/2023
- VND	-	-
- Foreign currencies	-	-
Total	-	-
Sub - Total	10,036,450	9,030,301

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

12. Deposits from customers

ANALYSIS BY DEPOSIT TYPE	DEC. 31, 2024	DEC. 31, 2023
Demand deposits	9,083,078	4,586,717
- VND	8,812,927	4,307,669
- Foreign currencies	270,151	279,048
Term deposits	86,781,912	71,984,138
- VND	86,716,234	71,904,816
- Foreign currencies	65,678	79,322
Special purpose capital deposit	288	283
Margin deposits	251,908	279,076
- VND	251,907	277,159
- Foreign currencies	1	1,917
Total	96,117,186	76,850,214

ANALYSIS BY CUSTOMERS TYPE	DEC. 31, 2024	DEC. 31, 2023
Deposits from economic entities	9,094,890	6,106,560
State-Owned enterprises	1,948,689	1,639,614
Joint-Stock, Limited, Co-operative	6,680,612	3,577,523
Private enterprises	14,910	1,190
Securities, Insurance, Financial Companies	90,505	108,875
Private enterprises, co-operative	344,160	752,073
Foreign-invested enterprises	16,014	27,285
Deposits from individuals	87,022,296	70,743,654
Total	96,117,186	76,850,214

13. Borrowed and entrusted funds

	DEC. 31, 2024	DEC. 31, 2023
VND	11,150	16,658
Gold and foreign currencies	-	-
Total	11,150	16,658

In accordance with Loan Agreement No. VNXII-5 for Project of Supporting small- and medium - sized enterprises which was signed between the Socialist Republic of Vietnam and Japan Bank for International Cooperation (JICA). The withdrawal will follow the structured agreement between the State Bank of Vietnam and Navibank on July 01, 2015.

14. Valuable papers issued

	DEC. 31, 2024	DEC. 31, 2023
Certificates of deposit	4,304,643	3,166,906
- VND	4,304,643	3,166,906
Total	4,304,643	3,166,906

15. Other liabilities

	DEC. 31, 2024	DEC. 31, 2023
Internal payables	307,293	174,706
External payables	356,824	83,006
Accrued interest and fee payables	1,186,011	1,806,629
Total	1,850,128	2,064,341

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

16. Shareholders’ equity

16.1. Statement of changes in owner’s equity

ITEMS	SHARE CAPITAL	PREMIUM SHARES	TREASURY SHARES	FOREIGN EXCHANGE DIFFERENCES	OTHER FUNDS	INVESTMENT AND DEVELOPMENT FUND	FINANCIAL RESERVE	SUPPLEMENTARY CHARTER CAPITAL RESERVE	RETAINED PROFIT	TOTAL
Balance as at Jan. 01, 2023	5,601,555	-	(29,644)	-	29,644	1,105	78,998	47,769	34,801	5,764,228
- Losses during the year	-	-	-	-	-	-	-	-	(669,556)	(669,556)
Balance as at Dec. 31, 2023	5,601,555	-	(29,644)	-	29,644	1,105	78,998	47,769	(634,755)	5,094,672
Balance as at Jan. 01, 2024	5,601,555	-	(29,644)	-	29,644	1,105	78,998	47,769	(634,755)	5,094,672
- Capital increase during the year (*)	6,178,293	(216)	-	-	-	-	-	-	-	6,178,077
- Losses during the year	-	-	-	-	-	-	-	-	(5,128,938)	(5,128,938)
- Profits increase	-	-	-	-	-	-	(50,965)	-	-	(50,965)
Balance as at Dec. 31, 2024	11,779,848	(216)	(29,644)	-	29,644	1,105	28,033	47,769	(5,763,693)	6,092,846

(*) The capital increase from the private share issuance during the year.

Reverses of credit institutions

According to Decree No. 93/2017/NĐ-CP dated August 07, 2017 of the Government, commercial banks should make appropriation to funds before sharing dividends and after sharing profit to members as stipulated by the contract (if any), compensate loss of previous year which has been expired and deducted to the profit before tax:

- Set up reserve fund for supplementing the chartered capital at 5% of the profit after tax. The maximum balance of this fund has to equal the chartered capital of the credit institutions. This fund will be transferred to the chartered capital upon the approval of the State Bank of Vietnam and State Securities Commission of Vietnam.
- Charge 10% for finance reserve fund; the maximum balance of this fund is not allowed to exceed 25% of the chartered capital of credit institutions. This fund is used to compensate for the remaining portion of losses, damages of assets in the business course after the organizations, individuals causing the loss, damage, insurance organizations have made compensation and provision has been used.
- Set up other funds like construction investment fund, bonus and welfare fund, etc. suggested by the Bank and approved by the Shareholders’ meeting.

16.2. Earnings per share

	YEAR 2024	YEAR 2023
- Profit or loss for calculating earnings per share	(5,128,938)	(669,556)
- Average number of ordinary for calculating earnings per share	611	557
- Earnings per share (VND/one share)	(8,394)	(1,202)

16.3. Details of share capital of credit institutions

	DEC. 31, 2024			DEC. 31, 2023		
	TOTAL	ORDINARY STOCKS	PREFERRED STOCKS	TOTAL	ORDINARY STOCKS	PREFERRED STOCKS
- Shareholding of other members	11,779,848	11,779,848	-	5,601,555	5,601,555	-
- Share premium	(216)	(216)	-	-	-	-
- Treasury share	(29,644)	(29,644)	-	(29,644)	(29,644)	-
Total	11,749,988	11,749,988	-	5,571,911	5,571,911	-

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V. Additional Information for Items Presented in the Statement of Financial Position (Continued)

16. Shareholders’ equity (Continued)

16.4. Dividends

	YEAR 2024	YEAR 2023
- Declared dividends after the year end	-	-
+ Declared dividends on ordinary stocks	-	-
+ Declared dividends on preferred stocks	-	-
- Dividends of accumulated preferred stocks unrecognized	-	-

VI. Additional Information for Items Presented in the Income Statement

17. Interest and similar income

	YEAR 2024	YEAR 2023
Interest income from deposits	105,447	82,400
Interest income from loans to customers (*)	2,371,635	5,731,074
Interest income from trading and investing in debt securities (*)	292,124	472,330
Income from guarantee activities	130,680	91,256
Other income from credit activities	28,805	56,559
Total	2,928,691	6,433,619

(*) In 2024, the Bank wrote-off accrued interest on loans and debt securities investment according to the approved Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 with an amount of VND 2,796,462 million.

18. Interest and similar expenses

	YEAR 2024	YEAR 2023
Interest expenses on deposits	4,433,452	5,773,609
Interest expenses on borrowings	15,616	768
Interest expenses on valuable papers issued	260,009	193,032
Other expenses on credit activities	1,807	8,981
Total	4,710,884	5,976,390

19. Net fee and commission income

	YEAR 2024	YEAR 2023
Fee and commission income from	165,438	102,350
Settlement services	118,141	62,258
Treasury service	1,209	945
Other services	46,088	39,147
Fee and commission expenses for	90,470	68,832
Settlement services	29,417	18,491
Treasury services	5,309	3,334
Other services	55,744	47,007
Net gain/loss from services	74,968	33,518

20. Net gain/loss from trading of foreign currencies

	YEAR 2024	YEAR 2023
Gains from trading of foreign currencies	2,498,778	591,696
<i>Gain from foreign currencies spot trading and foreign exchange rate differences</i>	<i>2,112,723</i>	<i>240,752</i>
<i>Gain from currency derivatives financial instruments</i>	<i>386,055</i>	<i>350,944</i>
Losses from trading of foreign currencies	2,373,266	389,242
<i>Losses from foreign currencies spot trading and foreign exchange rate differences</i>	<i>1,898,379</i>	<i>197,995</i>
<i>Losses from currency derivatives financial instruments</i>	<i>474,887</i>	<i>191,247</i>
Net gain/loss from trading of foreign currencies	125,512	202,454

21. Net gain/loss from trading of investment securities

	YEAR 2024	YEAR 2023
Income from trading of investment securities	137,077	183,422
Expenses for trading of investment securities	5,655	22,938
Net gain/loss from trading of investment securities	131,422	160,484

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VI. Additional Information for Items Presented in the Income Statement (Continued)

22. Net gain/loss from other operating activities

	YEAR 2024	YEAR 2023
Other income	67,669	82,286
Other expenses	89,876	216,819
Net gain/loss from other operating activities	(22,207)	(134,533)

(*) In 2024, the Bank made expenses to handle other assets according to the approved Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, with an amount of VND 28,054 million.

23. Operating expenses

	YEAR 2024	YEAR 2023
1. Tax, duties and fees	17,443	6,583
2. Salaries and related expenses	955,516	652,446
In which:		
Salaries and allowances	881,971	583,614
Additional expenses based on salary	34,046	35,352
Other allowances	855	1,206
Other employee expenses	38,644	-
3. Expenses on assets	330,871	236,877
In which: depreciation of fixed assets	45,541	50,931
4. Expenses for public administration activities (*)	256,489	227,699
In which:		
Business expenses	10,523	7,671
Expenses for union activities of credit institutions	141	304
5. Insurance expenses on deposits of customers	118,060	95,846
6. Provision (excluding credit risk in and off-balance sheet, provision for devaluation of securities) (**)	1,713,669	19,270
Total	3,392,048	1,238,721

(*) In 2024, the Bank has made operating expenses according to the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, which has been approved, with an amount of VND 5,827 million.

(**) In 2024, the Bank handled and made provision on other assets according to the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, which has been approved, with an amount of VND 1,726,888 million.

24. Corporate income tax

CURRENT CORPORATE INCOME TAX	YEAR 2024	YEAR 2023
1. Current corporate income tax on the taxable income	673	3,037
2. Adjusting corporate income tax of the previous year to that of the current year	175	-
3. Total current corporate income tax liabilities	848	3,037

VII. Additional information for items presented in the consolidated cash flow statement

25. Cash and cash equivalents

	DEC. 31, 2024	DEC. 31, 2023
Cash and cash equivalents on hand	296,645	248,513
Balances with the State Banks	3,507,305	2,287,057
Cash, gold at other credit institutions and loans to other CIs (with the term of less than 3 months)	15,073,929	8,460,903
Total	18,877,879	10,996,473

VIII. Other information

26. Employee's Benefits

	YEAR 2024	YEAR 2023
Total employees to December 31	2,085	1,973
I. Average employees	2,029	2,052
II. Income		
1. Total salaries	718,103	583,614
2. Bonus	-	-
3. Other income	36,069	1,206
4. Total income (1+2+3)	754,172	584,820
5. Average salaries (VND/person/month)	29.49	23.70
6. Average income (VND/person/month)	30.97	23.75

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VIII. Other information (Continued)

27. Obligations to the State Budget

ITEMS	OPENING BALANCE	MOVEMENT		CLOSING BALANCE
		PAYABLE	PAYMENT	
1. VAT	690	21,184	19,872	2,002
2. Corporate income tax	(720)	848	175	(47)
3. Other tax	4,014	78,240	74,994	7,260
Total	3,984	100,272	95,041	9,215

28. Types and value of secured assets of customers

SECURED ASSETS	VALUE AT DEC. 31, 2024	VALUE AT DEC. 31, 2023
Real estate	50,925,990	66,997,326
Movable estate	8,652,453	5,304,711
Valuable papers	18,336,041	19,642,936
Other secured assets	136,777,346	99,221,151
Total	214,691,830	191,166,124

29. Contingent liabilities and other commitments

ITEMS	DEC. 31, 2024	DEC. 31, 2023
Loan guarantees	28,644	28,644
Commitment on foreign exchange transactions	13,317,723	4,438,665
<i>Commit to buy foreign currency</i>	<i>1,397,853</i>	<i>-</i>
<i>Commit to sell foreign currency</i>	<i>889,543</i>	<i>72,765</i>
<i>Swap transactions</i>	<i>11,030,327</i>	<i>4,365,900</i>
Letters of credit	204,014	417,270
<i>Payment in L/C transactions</i>	<i>204,014</i>	<i>417,270</i>
Other guarantees	5,435,180	2,871,193
<i>Payment guarantees</i>	<i>188,532</i>	<i>177,373</i>
<i>Performance guarantees</i>	<i>567,794</i>	<i>417,431</i>
<i>Bidding guarantees</i>	<i>63,418</i>	<i>23,051</i>
<i>Other guarantees</i>	<i>4,615,436</i>	<i>2,253,338</i>
Other commitments	8,838,410	4,442,664
Total	27,823,971	12,198,436

30. Transactions with related parties

Material transactions and balances with related parties:

RELATED PARTIES	RELATIONSHIP	TRANSACTIONS	MOVEMENT	BALANCE AS AT DEC. 31, 2024 RECEIVABLE / (PAYABLE)
Board of Directors, Board of Supervisors, Board of Management	Key management personnel	Salary, bonus and consideration for Board of Management	5,728	-
		Consideration for Board of Directors, Board of Supervisors	15,396	-

31. Subsequent events

The Board of Management confirms that there are no subsequent events that may make a material influences on the Bank’s consolidated financial position and need to be explained and disclosed in the consolidated financial statements.

32. Geographical concentration of assets, liabilities and off-balance sheet items

	TOTAL BALANCE OF LOAN	TOTAL DEPOSIT	CREDIT COMMITMENT	DERIVATIVES	TRADING AND INVESTING SECURITIES
Domestic	71,174,720	106,153,636	5,667,838	10,950,329	18,875,793
Overseas	-	-	-	-	-

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VIII. Other information (Continued)

33. Geographical concentration

A geographical segment is a distinguishable component of an enterprise that is engaged in providing products or services within a particular economic environment and that is subject to risks and returns that are different from those of components operating in other economic environments.

	MOBILIZATION AND CREDIT ACTIVITIES	CURRENCY TRADING AND SECURITIES INVESTING ACTIVITIES	OTHERS	TOTAL
Income	2,636,567	2,927,979	233,107	5,797,653
Expenses	4,974,428	2,378,921	180,346	7,533,695
Net income	(2,337,861)	549,058	52,761	(1,736,042)
Segment assets	85,052,333	19,089,548	-	104,141,881
Unallocated assets				14,356,835
Total assets				118,498,716
Segment liabilities	110,469,429	86,313	-	110,555,742
Unallocated liabilities				1,850,128
Total liabilities				112,405,870

34. Risk management policies for financial instruments

Financial risks include credit risk, market risk and operating risk.

34.1 Credit risks

Credit risks are incurred in case the Bank’s customers and partners do not fulfill their obligations causing the financial loss. The credit risks are resulted from loans and guarantee under all forms.

The Bank bears credit risks in investments in debt securities and other risks in its transactions (“transaction risk”) including assets in the list of transactions outside the shareholders’ equity, derivative instruments and payments outstanding with partners.

The credit risks are the most significant risks in the Bank’s business, so the Board of Management manages them carefully. A division for managing credit risks, which is responsible for frequently reporting to the Board of Management and the head of each unit is in charge of the management and control of credit risks.

34.1.1 Measurement of credit risk for determining loss and making provision

(a) Loans and guarantee

The measurement of credit risks is done before and during the lending term.

The Bank has built the model for supporting the measurement of credit risk. The scaling model is used in all material items and set a foundation for measuring the risks of violation of payment provisions before and during the lending term.

Based on the above measurement, the Bank classifies loans and makes provisions in accordance with Circular No. 31 and Decree 86 of the State Bank of Vietnam to measure and classify loans and guarantees as presented in Note IV.11.

(b) Debt securities

Investments of the Bank in debt securities are debts instruments issued by the Government and prestigious credit, economic institutions. Credit risks are estimated by each specific debt in case the Bank assumes that there is a change in credit risk of its partners. These investments are considered as a way to ensure a better credit plan and maintain available credit sources for meeting requirements of capital supply.

34.1.2 Policies to control and minimize credit risks

The Bank controls credit risks by applying the credit limit to risks (on and off-balance sheet) relating to each customer or group of customers as stipulated by the State Bank of Vietnam. Besides, credit risks are controlled by periodically reviewing groups of mortgaged assets and analyzing the capacity to pay interest and principal portion of the loans of existing and potential customers.

The Bank issues some policies and practices to minimize credit risks. A traditional and popular method is to hold secured assets for capital advances. Types of assets pledged as security for loan and advances include:

- Properties: house;
- Right towards operating assets: head office, machinery and equipment, inventory, receivables;
- Right towards financial instruments: equity securities and debt securities.

For secured loans, the collateral is independently valued by the Bank, applying specific discount rates to determine the maximum loanable value. The discount rate for each type of collateral is guided in Decree 86 issued by the Government and is adjusted by the Bank for each specific case. When the fair value of the collateral decreases, the Bank will require the borrower to mortgage additional assets to maintain a safe level of risk for the loan.

The credit risks of commitments including letter of credit, financial guarantee contract are the same with credit risks of loan. L/C together with vouchers and commercial L/C is the Bank’s written commitment to pay to third party with the amount stipulated by specific terms and conditions on behalf of its customers, so risk is less than direct loans. The issuance of credit letter and financial guarantee contract follows the process of assessing and approving the credit for loans and advances to customers except when the customers deposit 100% for relevant commitments.

34.2 Market risk

Market risks are incurred when the fair value of future cash flows of certain financial instrument fluctuate following the change of the market value. The market risks resulted from the open status of interest rate, monetary products and equity instruments. All of these products are under the impact of the fluctuation of the market in general and each type of market as well as the change in fluctuation level of the market: interest rate risk, currency risk and other risks.

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VIII. Other information (Continued)

34. Risk management policies for financial instruments (Continued)

34.2 Market risk (Continued)

34.2.1 Interest rate risks

Interest rate risk is the risk in which the future cash flows of financial instruments are affected by changes in the market interest rate. The Bank manages the interest rate risks by controlling the differences of interest rate on a monthly basis.

Summary of interest rate risks of the Bank as at December 31, 2024 is as follows:

ITEMS	OVERDUE	FREE OF INTEREST	UP TO 1 MONTH	FROM 1-3 MONTHS	FROM 3-6 MONTHS	FROM 6-12 MONTHS	FROM 1-5 YEARS	OVER 5 YEARS	TOTAL
Cash, gold, silver and gemstones	-	296,645	-	-	-	-	-	-	296,645
Balances with the State Bank of Vietnam	-	-	3,507,305	-	-	-	-	-	3,507,305
Balances with and loans to other CIs (*)	-	-	15,073,929	-	-	-	-	-	15,073,929
Loans to customers (*)	10,608,555	-	12,641,886	36,132,504	2,506,986	1,295,618	7,554,251	434,920	71,174,720
Investment securities (*)	31,554	-	-	-	90,655	3,133,049	13,637,271	1,983,264	18,875,793
Capital contributions and long-term investments (*)	-	-	-	-	-	-	-	719,600	719,600
Fixed assets	-	922,110	-	-	-	-	-	-	922,110
Other assets (*)	-	6,818,911	159,480	67,830	8,901	2,045,285	2,063,351	146,457	11,310,215
Total	10,640,109	8,037,666	31,382,600	36,200,334	2,606,542	6,473,952	23,254,873	3,284,241	121,880,317
Liabilities									
Amounts due to the Government and the SBV and deposits and borrowings from other CIs	-	-	10,036,450	-	-	-	-	-	10,036,450
Deposits from customers	-	-	18,436,403	12,565,520	16,139,921	9,728,223	39,246,798	321	96,117,186
Derivative and other financial liabilities	-	-	26,844	78,732	(15,971)	(3,292)	-	-	86,313
Borrowed and entrusted funds	-	-	-	-	-	-	-	11,150	11,150
Valuable papers issued	-	-	-	-	-	267,420	2,486,867	1,550,356	4,304,643
Other liabilities	-	664,117	668,457	193,050	94,055	50,657	167,725	12,067	1,850,128
Total liabilities	-	664,117	29,168,154	12,837,302	16,218,005	10,043,008	41,901,390	1,573,894	112,405,870
Interest sensitivity gap – on balance sheet	10,640,109	7,373,549	2,214,446	23,363,032	(13,611,463)	(3,569,056)	(18,646,517)	1,710,347	9,474,447
Off balance sheet commitments affecting the sensitivity level with the interest rate of assets and liabilities (net)	-	14,755,617	-	-	-	-	-	-	14,755,617
Interest sensitivity gap – on balance sheet and off the balance sheet	10,640,109	22,129,166	2,214,446	23,363,032	(13,611,463)	(3,569,056)	(18,646,517)	1,710,347	24,230,064

(*) These items do not include the balance of provision for risks.

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VIII. Other information (Continued)

34. Risk management policies for financial instruments (Continued)

34.2 Market risk (Continued)

34.2.1 Interest rate risks (Continued)

Summary of interest rate risks of the Bank as at December 31, 2023 is as follows:

ITEMS	OVERDUE	FREE OF INTEREST	UP TO 1 MONTH	FROM 1-3 MONTHS	FROM 3-6 MONTHS	FROM 6-12 MONTHS	FROM 1-5 YEARS	OVER 5 YEARS	TOTAL
Cash, gold, silver and gemstones	-	248,513	-	-	-	-	-	-	248,513
Balances with the State Bank of Vietnam	-	-	2,287,057	-	-	-	-	-	2,287,057
Balances with and loans to other CIs (*)	-	-	8,460,903	-	-	-	-	-	8,460,903
Loans to customers (*)	14,748,039	-	9,305,505	21,823,781	1,140,822	2,931,410	5,366,135	28,567	55,344,259
Investment securities (*)	288,260	-	1,700,000	300,000	-	2,009,146	4,953,987	4,138,291	13,389,684
Capital contributions and long-term investments (*)	-	-	-	-	-	-	-	719,600	719,600
Fixed assets and investment properties	-	785,746	-	-	-	-	-	-	785,746
Other assets (*)	-	9,571,405	313,945	78,347	5,442	47,956	3,509,435	3,127,413	16,653,943
Total	15,036,299	10,605,664	22,067,410	22,202,128	1,146,264	4,988,512	13,829,557	8,013,871	97,889,705
Liabilities									
Amounts due to the Government and the SBV and deposits and borrowings from other CIs	-	-	9,030,301	-	-	-	-	-	9,030,301
Deposits from customers	-	-	15,023,502	13,917,829	22,859,439	9,876,595	15,172,834	15	76,850,214
Derivative and other financial liabilities	-	-	992	17,055	8,360	-	-	-	26,407
Borrowed and entrusted funds	-	-	-	-	-	-	-	16,658	16,658
Valuable papers issued	-	-	-	-	-	-	1,991,125	1,175,781	3,166,906
Other liabilities	-	257,712	455,321	414,482	255,149	157,658	519,188	4,831	2,064,341
Total liabilities	-	257,712	24,510,116	14,349,366	23,122,948	10,034,253	17,683,147	1,197,285	91,154,827
Interest sensitivity gap – on balance sheet	15,036,299	10,347,952	(2,442,706)	7,852,762	(21,976,684)	(5,045,741)	(3,853,590)	6,816,586	6,734,878
Off balance sheet commitments affecting the sensitivity level with the interest rate of assets and liabilities (net)	-	8,037,427	-	-	-	-	-	-	8,037,427
Interest sensitivity gap – on balance sheet and off the balance sheet	15,036,299	18,385,379	(2,442,706)	7,852,762	(21,976,684)	(5,045,741)	(3,853,590)	6,816,586	14,772,305

(*) These items do not include the balance of provision for risks.

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VIII. Other information (Continued)

34. Risk management policies for financial instruments (Continued)

34.2 Market risk (Continued)

34.2.2 Currency risks

Currency risk is the risk in which the value of financial instrument changes due to the changes in exchange rate. The Bank is established and operates in Vietnam and its reporting currency is VND. The currency the Bank uses for its transactions is also VND. Most of loans and advances to customers of the Bank are in VND and USD. However, some other assets are in currencies other than VND and USD, so the Bank has built the limit for each type of currencies. The monetary status is supervised on daily basis and strategy to prevent risks is applied by the Bank to ensure that the monetary status will be kept within the already-built limit.

Presentation of assets and liabilities of the Bank by currencies converted into VND as at December 31, 2024:

ITEMS	CONVERTED USD	CONVERTED EUR	OTHER CONVERTED FOREIGN CURRENCIES	TOTAL
Assets				
Cash, gold, silver and gemstones	55,460	115	151	55,726
Balances with the State Bank of Vietnam	18,175	-	-	18,175
Balances with and loans to other CIs (*)	505,289	6,872	20,443	532,604
Derivative and other financial assets (*)	673,807	-	-	673,807
Others assets(*)	1,461	-	-	1,461
Total	1,254,192	6,987	20,594	1,281,773
Liabilities and shareholders' equity				
Amounts due to the Government and the SBV and deposits and borrowings from other CIs	-	67	-	67
Deposits from customers	328,536	1,048	6,330	335,914
Derivative financial instruments and other financial liabilities	2,247,681	-	(772)	2,246,909
Other liabilities	540	389	-	929
Total liabilities and shareholders' equity	2,576,757	1,504	5,558	2,583,819
Position of currencies on balance sheet	(1,322,565)	5,483	15,036	(1,302,046)
Position of currencies off balance sheet	508,310	-	-	508,310
Position of currencies on and off the balance sheet	(814,255)	5,483	15,036	(793,736)

(*) These items do not include risk reserve balance.

Presentation of assets and liabilities of the Bank by currencies converted into VND as at December 31, 2023:

ITEMS	CONVERTED USD	CONVERTED EUR	OTHER CONVERTED FOREIGN CURRENCIES	TOTAL
Assets				
Cash, gold, silver and gemstones	23,875	124	110	24,109
Balances with the State Bank of Vietnam	35,568	-	-	35,568
Balances with and loans to other CIs (*)	367,905	2,674	11,822	382,401
Derivative and other financial assets (*)	-	265	-	265
Customer Loans (*)	210,582	-	-	210,582
Other Assets (*)	877	-	-	877
Total	638,807	3,063	11,932	653,802
Liabilities and shareholders' equity				
Amounts due to the Government and the SBV and deposits and borrowings from other CIs	-	67	-	67
Deposits from customers	357,182	3,103	82	360,367
Derivative financial instruments and other financial liabilities	886,253	-	-	886,253
Other liabilities	28,852	-	-	28,852
Total liabilities and shareholders' equity	1,272,288	3,170	82	1,275,540
Position of currencies on balance sheet	(633,481)	(107)	11,850	(621,738)
Position of currencies off balance sheet	(72,765)	-	-	(72,765)
Position of currencies on and off the balance sheet	(706,246)	(107)	11,850	(694,503)

(*) These items do not include risk reserve balance.

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Liquidity risks incurred when the Bank is unable to fulfill its obligations relating to financial liabilities and has no superseding resources in case of customers’ withdrawal. This possibly results in the failure to pay the customers and perform commitments. The Bank monitors risks by:

- Controlling the capital mobilization and loan on daily basis;
- Maintaining investment portfolio securities that are easily convertible to cash;
- Controlling liquidity indices in the financial status report in compliance with the regulations of the State Bank of Vietnam.

VIII. Other information (Continued)

34. Risk management policies for financial instruments (Continued)

34.2 Market risk (Continued)

34.2.3 Liquidity risks

Summary of assets and liabilities of the Bank by term from the period end December 31, 2024 to the matured date:

ITEMS	OVERDUE		UNDUE					TOTAL
	OVER 3 MONTHS	FOR 3 MONTHS	FOR 1 MONTH	FROM 1-3 MONTHS	FROM 3-12 MONTHS	OVER 1 YEARS	OVER 5 YEARS	
Cash, gold, silver and gemstones	-	-	296,645	-	-	-	-	296,645
Balances with the State Bank of Vietnam	-	-	3,507,305	-	-	-	-	3,507,305
Balances with and loans to other CIs (*)	-	-	15,073,929	-	-	-	-	15,073,929
Loans to customers (*)	399,355	10,209,200	1,728,549	6,434,186	14,940,488	24,309,029	13,153,913	71,174,720
Investment securities (*)	-	31,554	-	-	3,223,704	12,290,610	3,329,925	18,875,793
Capital contributions and long-term investments (*)	-	-	-	-	-	-	719,600	719,600
Fixed assets	-	-	-	-	-	-	922,110	922,110
Others assets (*)	-	-	168,313	73,990	2,068,333	2,063,225	6,936,354	11,310,215
Total	399,355	10,240,754	20,774,741	6,508,176	20,232,525	38,662,864	25,061,902	121,880,317
Liabilities								
Deposits and borrowings from other CIs	-	-	10,036,450	-	-	-	-	10,036,450
Deposits from customers	-	-	18,508,944	12,492,980	25,212,153	39,902,556	553	96,117,186
Derivative and other financial liabilities	-	-	21,763	29,177	35,373	-	-	86,313
Borrowed and entrusted funds	-	-	-	-	-	-	11,150	11,150
Valuable papers issued	-	-	-	-	203,700	2,550,587	1,550,356	4,304,643
Other liabilities	-	-	1,000,914	377,242	444,243	24,029	3,700	1,850,128
Total	-	-	29,568,071	12,899,399	25,895,469	42,477,172	1,565,759	112,405,870
Net liquidity differential	399,355	10,240,754	(8,793,330)	(6,391,223)	(5,662,944)	(3,814,308)	23,496,143	9,474,447

(*) These items do not include risk reserve balance.

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VIII. Other information (Continued)

34. Risk management policies for financial instruments (Continued)

34.2 Market risk (Continued)

34.2.3 Liquidity risks (Continued)

Summary of assets and liabilities of the Bank by term from the period end December 31, 2023 to the matured date:

ITEMS	OVERDUE		UNDUE					TOTAL
	OVER 3 MONTHS	FOR 3 MONTHS	FOR 1 MONTH	FROM 1-3 MONTHS	FROM 3-12 MONTHS	OVER 1 YEARS	OVER 5 YEARS	
Cash, gold, silver and gemstones	-	-	248,513	-	-	-	-	248,513
Balances with the State Bank of Vietnam	-	-	2,287,057	-	-	-	-	2,287,057
Balances with and loans to other CIs (*)	-	-	8,460,903	-	-	-	-	8,460,903
Loans to customers (*)	11,037,201	3,710,838	2,443,448	3,167,185	14,691,229	11,563,148	8,731,210	55,344,259
Investment securities (*)	-	288,261	1,700,000	300,000	2,009,146	4,890,716	4,201,561	13,389,684
Capital contributions and long-term investments	-	-	-	-	-	-	719,600	719,600
Fixed assets	-	-	-	-	-	-	785,746	785,746
Others assets (*)	-	-	338,391	72,683	73,691	33,632	16,135,546	16,653,943
Total	11,037,201	3,999,099	15,478,312	3,539,868	16,774,066	16,487,496	30,573,663	97,889,705
Liabilities								
Deposits and borrowings from other CIs	-	-	9,030,301	-	-	-	-	9,030,301
Deposits from customers	-	-	15,305,785	13,635,546	32,521,636	15,387,100	147	76,850,214
Derivative and other financial liabilities	-	-	992	17,055	8,360	-	-	26,407
Borrowed and entrusted funds	-	-	-	-	-	-	16,658	16,658
Valuable papers issued	-	-	-	-	-	1,991,125	1,175,781	3,166,906
Other liabilities	-	-	892,642	574,411	572,133	12,577	12,578	2,064,341
Total	-	-	25,229,720	14,227,012	33,102,129	17,390,802	1,205,164	91,154,827
Net liquidity differential	11,037,201	3,999,099	(9,751,408)	(10,687,144)	(16,328,063)	(903,306)	29,368,499	6,734,878

(*) These items do not include risk reserve balance.

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VIII. Other information (Continued)

34. Management of financial risks (Continued)

34.3 The fair value of financial assets and liabilities

Financial assets and liabilities are stated at original cost less provisions for devaluation of assets. Therefore, the book value of financial assets and liabilities of the Bank may be different from their fair value.

At present, the Bank has not determined the fair value of all financial assets and liabilities. The Bank will present the fair value of those assets and liabilities when the authority has given detailed guidance thereon.

35. Other Information and Going Concern

Implementing the “Project to restructure the system of credit institutions associated with handling bad debts for the period 2021- 2025” approved by the Prime Minister in Decision No. 689/QĐ-TTg dated June 8, 2022 (“Project 689”), the Bank has signed a consulting service contract with Ernst & Young Vietnam Company Limited (E&Y). Accordingly, E&Y has reviewed the Bank’s entire asset portfolio, identified the list of bad debts and outstanding assets from a prudent perspective, determined solutions and a roadmap to handle bad debts and other identified outstanding assets including: debt classification, risk provision; specific roadmap for handling and collecting outstanding debts and assets; handling accrued interest that must be withdrawn, etc. as a basis for the Bank to develop a Restructuring Plan associated with handling bad debts in the period 2023-2025 and the Orientation towards 2030.

Based on the orientation and solutions stated in Project 689, the guidance documents of the SBV and the results of review and assessment of E&Y, the Bank has developed the Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, which specifically presents: (i) Achievements, shortcomings, limitations, difficulties, causes and lessons learned in implementing the Restructuring Plan 2019-2020; (ii) Evaluation of the current state of the Bank’s operations as at December 31, 2022; (iii) The Bank’s Restructuring Plan for the period 2023-2025 and the Orientation towards 2030 includes viewpoints, restructuring goals as well as restructuring solutions and implementation route, including Proposal to allow the Bank to: gradually allocate provision, withdraw accrued interest on the basis of revenue- expenditure balance, have a debt collection plan for loans classified from Group 2 to Group 5, have a plan to recover long-term investments according to each year’s route, have a plan to handle debt assets, and increase charter capital to improve financial capacity.

The Bank has submitted to the SBV Restructuring Plan for the period 2023-2025 and the Orientation towards 2030, and received feedback from the SBV on February 7, 2024. Accordingly, the Bank reviewed the contents commented on by the SBV to complete, supplement, and approved the Restructuring Plan according to Resolutions No. 1429/2024/NQ-HĐQT and 1430/2024/NQ-HĐQT dated June 28, 2024, within its authority and reported to the SBV.

The approved Restructuring Plan components implemented in 2024 are as follows:

ITEM	AMOUNT (MILLION VND)
Reversal of accrued interest on loans and debt securities investments.	2,796,462
Expenses for handling other assets	28,054
Operating expenses	5,827
Credit risk provision expenses	28,606
Other risk provision expenses.	1,726,888
Total implementation expenses according to the Restructuring Plan (a)	4,585,837
Profit after corporate income tax after implementing the Restructuring Plan (b)	(5,128,938)
Profit after corporate income tax before implementing the Restructuring Plan (c=a+b)	(543,101)

With the Restructuring Plan as presented, the Bank remains confident in its ability to continue as a going concern.

Other than the information presented under the Restructuring Plan above, the Bank does not have any contingent liabilities, commitments, or any other relevant information as at the end of this financial period that requires adjustment or disclosure in the consolidated financial statements.

Ha Noi, February 28, 2025

Ms. Do Quynh Trang
Prepared by

Ms. Bui Thi Khanh Van
Chief Accountant

Mr. Ta Kieu Hung
Chief Executive Officer

ASSESSMENT OF THE BOARD OF DIRECTORS

Assessment of NCB’s Operations by the Board of Directors

Implementation of the 2024 Business Plan

Table 1: Implementation Status of Targets Assigned by the GAS in 2024

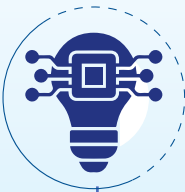
NO.	INDICATOR	UNIT	2024 BUSINESS PLAN	ACTUAL PERFORMANCE	PERFORMANCE VS. PLAN	% PERFORMANCE VS. PLAN
1	Total Assets	VND billion	105,892	118,559	12,667	112%
2	Customer Deposits	VND billion	86,050	100,489	14,439	117%
3	Customer Loans	VND billion	64,344	71,175	6,831	111%
4	Customer Base	Customer	1,150,000	1,346,000	196,000	117%
5	Cumulative App iziMobile Users	Customer	595,051	636,517	41,466	107%
6	Cumulative Credit Card Issuance	Card	31,991	31,571	(420)	99%
7	Current Account Savings Account (CASA)	VND billion	6,075	9,340	3,265	154%
8	Profit Before Tax	VND billion	NCB commits to using all revenue to fulfill obligations under the Restructuring Plan		(5,140)	

In 2024, NCB successfully achieved and exceeded the targets assigned by the General Assembly of Shareholders. Specifically, total assets reached VND 118,559 billion, equivalent to 112% of the plan; total outstanding loans achieved 111% of the plan; customer deposits reached 117% of the plan; CASA grew by 54% compared to 2024, optimizing capital costs; the customer base reached 117% of the full-year plan, growing 34.6% compared to the end of 2023; and the number of customers using the iziMobile App saw significant growth, reaching 107% of the plan.

These continuous positive growth figures over the past year demonstrate that NCB’s products and services are of increasingly high standards and are widely trusted and chosen by customers. In 2024, NCB strictly adhered to the Restructuring Plan (RP) reported to the SBV and approved by the competent authorities under legal regulations and NCB’s Charter. With the right and decisive solutions implemented in 2024, NCB has gradually overcome existing challenges and enhanced operational efficiency. Based on this solid foundation, the bank will continue to promote optimal solutions to expand market share and achieve sustainable growth in the future.

In 2024, NCB successfully achieved and exceeded the targets assigned by the General Assembly of Shareholders. Specifically, total assets reached VND 118,559 billion, equivalent to 112% of the plan.

Digital Transformation:



Following the strategic direction of “**Digital Wealth**” approved earlier, 2024 marked a crucial initial phase in executing the bank’s development strategy. The completion of the overall design laid a solid foundation for the next implementation steps. The focus of this phase included a comprehensive assessment of the Wealth business in Vietnam, market opportunity analysis for NCB, and the completion of detailed design and implementation planning for the construction phase. In 2024, the bank continued to implement and successfully complete several key digital transformation projects, including AI/ML (*Artificial Intelligence and Machine Learning platform*), DE (*Decision Engine – Intelligent Decision-Making System*), Data Platform (*Centralized Data Management System*), CRM Project (*Customer Relationship Management*), LOS (*Loan Origination System*), and API Hub (*deployed on Google Cloud platform*), all of which significantly contributed to the development strategy and operational efficiency improvement. These projects not only enhanced operational performance but also reaffirmed the bank’s commitment to driving digital transformation, improving operational efficiency, and enhancing customer service quality.

Network Restructuring and Optimization



In 2024, NCB continued to restructure and optimize its business network, focusing on efficient market segments. The bank relocated its Ca Mau Branch to Ha Nam Province, establishing the Ha Nam Branch to boost the regional economy. Additionally, based on an assessment of the effectiveness of SME customer acquisition, NCB temporarily suspended SME operations at some underperforming branches and strengthened SME business at high-potential units such as NCB Dong Da and NCB Hoan Kiem. In 2025, NCB plans to expand SME operations in Ha Nam and Thanh Hoa.

ASSESSMENT OF THE BOARD OF DIRECTOR

Assessment of NCB's Operations by the Board of Directors (Continued)



Management of Non-Performing Loans

Recovering and resolving legacy assets is a top priority in the bank's development strategy. The BOD directly assigned a dedicated Board member, with the Chairman of the BOD personally overseeing and directing efforts to recover and resolve outstanding assets. A coordinated and flexible approach was deployed to thoroughly recover long-standing non-performing loans in accordance with the Restructuring Plan's roadmap. Thanks to decisive actions from the BOD and the entire system, NCB successfully resolved several large long-standing bad debts.



Risk Management

NCB implements risk management based on the principle of optimizing the balance between risk control and business support. In 2024, the bank updated its risk management policies and risk appetite framework to comprehensively identify risks in its business operations. The principles, management mechanisms, thresholds, and limits for controlling key risks were established and continuously monitored in alignment with the implementation of the Restructuring Plan and the management of bad debts for the 2023-2025 period, with a vision toward 2030. Risk management culture has been reinforced through regular training programs and periodic risk alerts, enhancing awareness and proactive risk control across the entire system. Overall, NCB's risk management efforts in 2024 have contributed to improving risk identification and control capabilities while ensuring stable and sustainable business operations.



Internal Control System

The BOD identified improving the quality of the Internal Control System (IC) as a strategic goal, implemented in a phased approach since 2023. In 2024, NCB achieved significant results in strengthening its IC system, with adaptive flexible governance restructuring and refinement internal control processes, creating a solid foundation for long-term development.



Implementation of the Restructuring Plan

In 2024, NCB implemented comprehensive solutions following the RP roadmap, achieving notable results: completing an additional capital increase of VND 6,178 billion, raising NCB's charter capital to nearly VND 11,780 billion; achieving 130% of the 2024 debt recovery target set in the RP, including selling bad debts to VAMC; fully provisioning and reversing accrued interest to resolve legacy issues per the approved RP roadmap; restructuring the network for efficiency—marking a significant step toward successfully executing the RP and ensuring safe, efficient, and sustainable operations.

Assessment of the Executive Board's Performance by the Board of Directors

The Board of Directors (BOD) strictly oversees the Executive Board (EB) in accordance with the bank's internal governance regulations. The BOD carries out its oversight responsibilities through periodic meetings, specialized meetings, and regular reports, including thematic meetings with the EB, monthly business briefings, semi-annual reviews, annual summaries, and monthly reports on the implementation status of BOD Resolutions/Decisions. During meetings with the BOD, the EB reports on the progress of assigned objectives and tasks set by the BOD and the General Assembly of Shareholders, the business performance for the period, and the implementation plans for the next period. In these meetings, the BOD analyzes and evaluates the situation, providing strategic directives to the EB to ensure the achievement of assigned targets and plans.

The BOD has supervised and directed the Executive Board to carry out all aspects of the Bank's operations in accordance with the established direction, goals and strategies. The Executive Board has diligently adhered to the goals and fully performed the tasks assigned by the GAS and the BOD.

Assessment of Corporate Governance Compliance

NCB's governance complies with legal regulations on corporate governance for public and listed companies, including the Law on Credit Institutions, the Enterprise Law, the Securities Law, Decree 155/2020/ND-CP dated December 31, 2020, detailing the implementation of certain provisions of the Securities Law, and Circular 96/2020/TT-BTC issued by the Ministry of Finance, providing guidelines on information disclosure in the securities market. Furthermore, NCB complies with its internal corporate governance regulations.



CHAPTER

03

THE NEXT BREAKTHROUGH

"In 2025, the NCB spaceship will accelerate into a new era, prioritizing service excellence, digital transformation, and financial strength. With unwavering belief and ever-growing dedication, solidarity, and strong determination – the unifying thread connecting NCB people, we will spearhead groundbreaking advancements in the market through the power of creativity and innovation. Together, we will conquer an era of happiness and prosperity."

USHERING A NEW ERA

READY!



PIONEERING THE FUTURE

GO!



VISION FOR THE FUTURE



The NCB spaceship is entering a new phase of rapid expansion with the strategic launch of the Digital Wealth product in 2025 (Super App). Not only marking a significant milestone in the journey of realizing the new strategy, the Super App is also expected to become the ‘jet engine’ propelling NCB’s position to new heights on the digital financial map, pioneering the way into a new era.

The Super App is designed and developed based on three key pillars:



Investment and Savings:

Offering a comprehensive range of financial products to help customers optimize cash flow and build a sustainable financial strategy.



Lending:

Swiftly addressing personal financial demands and offering effective leverage solutions for investment plans.



Payments and Spending:

Integrating a financial ecosystem to enhance transaction experiences and optimize consumer benefits.

Additionally, the combination of **GenAI** technology and an **intelligent data system** empowers the Super App to enhance operational efficiency and personalization. Instead of managing finances through multiple separate channels, customers can monitor investment performance, adjust strategies in real time, and maximize investment opportunities on a single platform. This convenience and consistency will attract more customers to the financial market, contributing to the expansion of Vietnam’s digital economy.

With a bold and breakthrough strategy, the Super App stands as a declaration asserting NCB’s unique position in the digital era. By optimizing technological solutions in the journey of developing digital banking applications, NCB establishes a strong foundation for a new generation of intelligent and modern financial services, fully meeting customer needs and expectations.



FINANCIAL STRENGTH

Financial Capability

As NCB accelerates into a breakthrough phase, it continuously reinforces its financial strength to ensure operational stability and readiness to conquer new growth frontiers.

- NCB aims to increase its charter capital by VND 7,500 billion to reinforce financial strength, meet business expansion needs, and fully leverage its resources;
- Prioritizing liquidity assurance and key banking safety indicators to ensure system stability, transparency, and sustainable growth;
- Firmly implementing the Digital Transformation Strategy, advancing technology investments, and reinforcing risk management.

Key Financial Indicators for 2025

NO.	INDICATOR	UNIT	2025 BUSINESS PLAN	NOTES
1	Total Assets	VND Billion	135,500	14.6% Growth
2	Customer Deposits	VND Billion	118,500	23.2% Growth
3	Customer Loans	VND Billion	92,528	30% Growth
4	Customer Base	Customer	424,000	Increase in customer base compared to 2024
5	CASA (Current Account Savings Account)	VND Billion	7,586	56% Growth
6	Pre-Restructuring Plan Profit	VND Billion	59	NCB dedicates all revenue to executing the Restructuring Plan
7	Charter Capital	VND Billion	19,280	2025: Capital increase of VND 7,500 billion.

Retail Banking Business Operations

In 2025, the Retail Banking Division aims to achieve its business plan within the first nine months, with specific targets:

Average term deposit balance:

104,224 VND billion

Average non-term deposit balance:

3,838 VND billion

Average loan balance:

4,729 VND billion

Disbursement volume:

10,000 VND billion

Fee revenue:

233 VND billion

FINANCIAL STRENGTH (Continued)

Corporate Banking Business Operations

As NCB embarks on a dynamic transformation journey, with sustainable development as a core driver, Corporate Banking Division focuses on optimizing resources, fostering high-quality growth, and strengthening risk management. This entails streamlining the product and service ecosystem for greater efficiency and increasing the proportion of fee-based revenue. Strengthening bad debt recovery efforts and strictly controlling the occurrence of new overdue debt are also the emphasized objectives.

In 2025, the Corporate Banking Division prioritizes strategic customer groups:

- ◆ Long-term partners aligned with NCB’s business vision, where NCB has accumulated deep expertise and service advantages;
- ◆ Clients executing government-funded and ODA projects;
- ◆ Contractors serving major corporations;
- ◆ Businesses in priority manufacturing sectors where NCB has in-depth knowledge and competitive advantages.
- ◆ Large enterprises with transparent financial records audited by reputable firms.

By focusing on these “golden coordinates,” NCB aims to boost CASA ratios, strengthen international payment activities, and enhance service fee revenue, solidifying its “financial ecosystem” on the sustainable development journey.

Treasury and Financial Markets (TFM) Business Operations

2025 presents both opportunities and challenges for CFM operations, focusing on:

- 01 Ensuring absolute liquidity safety
- 02 Maximizing capital business efficiency
- 03 Achieving outstanding growth in financial market product trading (FX Sales)

By continuously refining capital forecasting and balancing tools, liquidity objectives will always be met safely and optimally. Diversifying partners and transaction products will serve as the guiding principle for capital business strategies. Additionally, monitoring exchange rate and interest rate trends is key to success. Regarding financial market products, NCB aims to expand its payment network and offer effective payment solutions.



TECHNOLOGY STRENGTH

NCB aims to accelerate digital transformation in 2025 with focus on security solutions, digital infrastructure, data analytics, and service digitalization. Key projects for 2025 include:

Enhancing IT system security and data protection for the bank and customers by implementing projects such as SDWan, XDR Phase 2, DLP, AntiDDoS, APT, AML, etc

Completing and operationalizing a centralized data platform with a flexible and efficient data design model

Continuing to upgrade and enhance digital banking services

With a comprehensive digital transformation strategy, NCB is not only building a safe, flexible, and efficient system but also strengthening customer trust with superior digital experiences, paving the way for future growth journeys.

PIONEERING PRODUCTS AND SERVICES

Products and Services of the Retail Banking Division



"In 2025, NCB will focus on sustainable credit development, enhancing customer experience, and targeting high-income individual customers in major urban areas".

Mr. Nguyen Duc Viet – Deputy Director of Retail Banking

Aiming to attract high-end customers through seamless service experiences and flexible products, in 2025, NCB will focus on the following products and services:

- Credit products: Real Estate Loan 020, Business Loan 039, Consumer Loan 055 will continuously be adjusted to adapt to market conditions;
- Expanding the network of stores/household businesses and providing soundbox devices.
- Installment payment service on the iziMobile application;
- Launching the pre-approved and instant approval card opening feature on the iziMobile application;
- Integrating flight ticket sales and Data services into the iziMobile application;
- Partnering with Sun World to sell service tickets nationwide.



PIONEERING PRODUCTS AND SERVICES (Continued)

Products and Services of the Corporate Banking Division

Large Corporate Customers

With a new development trajectory, NCB aims to finance key national projects, strengthening its position as a banking partner in economic and social development through flexible financial products integrated with digital transformation.

- Developing specialized financial products:
 - Long-term capital financing products for corporations and conglomerates in the infrastructure and industrial production sectors;
 - Expanding guarantee and trade finance packages for import-export enterprises;

SMEs

To enhance user experience and product quality for customers, the Corporate Banking Division focuses on improving existing products and developing new ones as follows:

- For electronic banking products: Rolling out new digital features on the application (fund transfers, bill payments, term deposit opening/withdrawal); Developing loan-related features, including disbursement, online guarantee issuance, foreign exchange trading, international transfers, and domestic foreign currency transfers.
- Alongside enhancing electronic banking products, the Corporate Banking Division is developing new credit products and launching sales campaigns to promote sector-specific financial solutions, tailored for key industries and sectors
 - High-tech manufacturing and processing industries, companies operating in industrial parks, and FDI enterprises in food, beverage, textile, fertilizer, and chemical industries.
 - Construction and infrastructure projects with state budget capital, supply chain enterprises of reputable large corporations.
 - Manufacturing and trading industries serving export activities.

- Designing comprehensive financial solutions to meet capital needs at various business stages, supporting the continuous growth of large corporate customers.
- Implementing preferential credit packages for enterprises involved in key national projects;
- Deploying a digital Supply Chain Finance (SCF) platform to optimize cash flow, shorten payment cycles and enhance working capital management efficiency.

- Agricultural processing (rice, pepper, cashew) and efficient agricultural trading enterprises.
- Green energy transition sectors such as renewable energy, battery recycling, and clean water projects.

The Corporate Banking Division is also developing and launching a new financial product in 2025 to support businesses operating in Industrial Zones/Clusters. A key highlight of this product is the policy of accepting collateral in the form of asset rights arising from land lease/sublease contracts, expanding access to loans and helping businesses address the challenge of collateral shortages. Additionally, new products related to foreign investment capital accounts and trade finance will be introduced to attract foreign investors and support FDI enterprises in expanding their business in Vietnam. In 2025, the Corporate Banking Division will also focus on developing preferential policies, including pricing mechanisms for priority industries such as manufacturing, processing, construction, and petroleum.

With flexible and superior digitally-driven financial solutions, NCB aims to be recognized as a leading provider of modern and convenient financial solutions for SMEs.

Products and Services of the Treasury and Financial Markets Division (TFM)

“Continuously improving existing products and tailoring them for each customer segment”.

“Continuously improving existing products and tailoring them for each customer segment” is the goal of NCB’s financial market (FX Sales) products in 2025. Following the successful optimization of existing products for individual customers, in 2025, NCB will focus on enhancing foreign exchange business products for corporate customers, aiming to optimize capital sources and exchange rates, providing comprehensive and integrated financial solutions for customers. For individual customers, NCB will continue developing a fully digitalized journey by integrating foreign exchange products into digital platforms such as iziMobile and linked payment applications. With the early completion and implementation of the interbank Treasury system, capital market and financial market operations will be fully and flexibly utilized, ensuring regulatory compliance while continuously applying IT to mitigate risks, enhance analytical capabilities, and improve management efficiency.



CONQUERING THE DIGITAL TRANSFORMATION ERA



“Leveraging the power of data, AI, digitalization, and automation to enhance customer experience, optimize efficiency, and shape the future of financial services at NCB”.

Mr. Ganesh Viswamani – Chief Data and Digital Transformation Officer

Entering 2025, the Data & Digital Transformation Division will not only continue implementing large-scale digitalization projects but also define the future of NCB, advancing deeper into the digital space where cutting-edge technology will unlock new horizons for banking services.

The first priority is a comprehensive upgrade of data infrastructure to ensure the capacity for storing, processing, and analyzing big data. We will invest in Cloud Computing, Microservices, and API platforms to accelerate product and system development. Strengthening data security and compliance with privacy standards will ensure system safety and sustainability. Meanwhile, AI/ML systems and the Decision Engine will be applied to leverage data, predict trends, and support decision-making, optimizing operations and enhancing customer experience.

Next, internal process digitalization and automation will be further promoted to improve operational efficiency and optimize resources. Platforms such as CRM, LOS, and Super App will continue to be developed and upgraded to offer more flexible and convenient customer experiences. Collaborations with fintech companies and startups will also enable us to bring about innovative solutions, expanding the digital ecosystem to rapidly meet market demands.

NCB will focus on an omni-channel engagement model (website, mobile apps, social media) and AI-driven analysis of customer behavior and feedback. Based on these insights, personalized solutions will be implemented to continuously enhance service quality. Additionally, cost optimization will be achieved by leveraging existing infrastructure and analytical tools to improve efficiency while meeting development demands.

RISK MANAGEMENT CAPABILITY AND INTERNAL CONTROL



“In the context of NCB vigorously implementing digital transformation solutions while striving to successfully execute the Restructuring Plan, besides traditional risk management activities, NCB needs to focus on monitoring technology risks, transformation risks, and newly emerging risks”.

Ms. Pham Thi Hien – Deputy CEO cum Chief Risk Officer

Remaining steadfast in the direction of risk management accompanying and supporting business activities while ensuring a balance between business objectives and system security, in 2025, NCB’s risk management work will continue to leverage digital capabilities in data analysis, risk management modeling, and digitizing credit decision-making capabilities, aligning with the bank’s digital transformation journey. Key focus tasks include:

- ♦ Optimizing the credit decision-making process by digitalizing credit approval conditions for individual and corporate customers;
- ♦ Establishing early credit risk identification criteria and enhancing early warning systems and post-credit approval checks in a synchronized and unified manner;
- ♦ Strengthening technology risk management capabilities related to digital transformation activities and managing emerging risks in business operations and strategic goal execution;
- ♦ Continuing the Fraud Prevention project as a foundation for enhancing monitoring and fraud risk warnings from Headquarters;
- ♦ Synchronizing coordination and monitoring efforts for risk remediation recommendations on the common Decision Engine (DE) system for the three lines of defense and gradually classifying branches based on risk levels across the bank.



A STRONG WORKFORCE - DIRECTION FOR 2025

Comprehensive human resource strategy – A Foundation for 2025 growth achievements.

In 2025, NCB aims not only to achieve impressive growth but also to cultivate a high-performing, dedicated workforce of which every member continuously unlocks their potential and fosters creativity. To achieve this vision, NCB's comprehensive human resource strategy is centered around 05 key pillars:

- ♦ Building a strong employer brand to attract top talent for long-term projects, especially individuals capable of driving innovation and growth.
 - ♦ Promoting a culture of innovation and collaboration by creating an open working environment that encourages creativity and enhances performance.
 - ♦ Enhancing salary and benefits policies to increase market competitiveness and employee satisfaction, thereby fostering motivation and retaining talent.
 - ♦ Leveraging modern technology in HR management, from performance evaluation and productivity measurement to data analysis, ensuring accuracy and flexibility in HR decisions.
 - ♦ Developing a succession planning program by intensifying training activities, equipping employees with diverse skills, and preparing them for future leadership positions.
- Looking towards 2025, NCB will empower every employee in fostering a sustainable work culture where all potential is realized, propelling the NCB spaceship.



DIGITAL MARKETING – A NEW ROLE IN MARKETING STRATEGY

Digital Marketing – A Mission to Redefine Customer Experience

In 2025, Digital Marketing will serve as one of the primary growth engines, propelling NCB deeper into the digital space. On this journey, the Digital Marketing Center (DMC) will lead marketing strategies with a data-driven approach, cutting-edge technology, and a growth mindset, continuously exploring new “trajectories” in customer engagement, interaction, and service on digital platforms, thereby driving customer and revenue growth.

DMC, in collaboration with the Data & Digital Transformation Division and strategic partners, will enhance both the quantity and quality of customers, aligning with the bank's 2025 strategic goals. Additionally, DMC will focus on cost optimization, improving marketing efficiency, and enhancing customer experience and value.

In 2025, DMC will accelerate the deployment of martech platforms and loyalty programs, streamlining the customer journey with an intuitive approach. Furthermore, customer acquisition initiatives on digital channels will be strengthened, alongside the robust development of the Mobile Measurement Platform (MMP) and Customer Engagement Platform (CEP), comprehensive upgrades to websites and landing pages, and preparation for the launch of the Super App for banking and digital wealth management.

In its mission, DMC will not only market products by leveraging technology, data, and creativity but also create customer value, transforming the way the bank approaches, engages with, and serves customers on digital platforms.



“In 2025, NCB will make a breakthrough with a comprehensive digital marketing transformation strategy, combining automation, personalization, and disruptive growth thinking to enhance customer experience, optimize efficiency, and drive sustainable value”.

*Mr. Nguyen Duy Tuong,
Digital Marketing Director – Data & Digital Transformation Division*

BAD DEBT MANAGEMENT ORIENTATION FOR 2025

In 2025, NCB's bad debt management efforts will be strengthened to closely follow the restructuring roadmap and ensure that each customer has an appropriate debt resolution plan.

- ◆ Continuing to enhance bad debt recovery and restructuring efforts, ensuring 100% of customers have tailored debt settlement plans.
- ◆ Taking proactive and decisive action in determining resolution plans within the optimal time frame, increasing the frequency of engagements with customers (asset owners) to identify the best solutions.
- ◆ For large, complex debts, gradually collaborating with relevant parties to complete full legal documentation, seek investors, and ensure that debt resolution and recovery are conducted in compliance with legal regulations, maximizing bad debt recovery while minimizing potential legal risks.
- ◆ In addition to allocating and focusing resources on debt resolution, NCB continues to strengthen relationships and closely coordinate with the Courts, Enforcement Agencies, and Investigative Authorities to accelerate the resolution process and convert assets into cash through Litigation and Enforcement solutions (ensuring at least 40% of the customer portfolio under Litigation/Enforcement solutions is processed).
- ◆ Reviewing asset portfolios and enhancing marketing strategies to diversify asset sales channels.
- ◆ Implementing advanced digital solutions throughout the debt resolution process to enhance efficiency.
- ◆ Ensuring the debt management targets align with the set roadmap and commitments made to the Board of Directors, with a total recovery target of VND 6,285 billion (including VND 5,899 billion in principal and VND 386 billion in interest), while adhering to the Restructuring Plan.

Based on an evaluation of the debt portfolio, individual debt cases, and actual debt handling results at AMC in 2024, AMC has set forth the following debt resolution direction for 2025:

Continue to strengthen debt recovery and resolution efforts, ensuring that 100% of customers/customer groups have debt settlement plans with specific projected collection timelines;

For large, complex debts, AMC will systematically collaborate with key stakeholders to complete full legal documentation, seek investors, and ensure debt recovery is carried out in compliance with legal regulations, maximizing bad debt recovery for the bank while mitigating potential legal risks;

In addition to allocating and focusing resources on debt resolution, AMC will strengthen relationships and closely coordinate with law enforcement agencies in 2025 to accelerate the resolution process and monetize assets through legal proceedings/enforcement measures;

Integrating digital solutions into debt resolution operations at AMC to enhance efficiency.

Ensuring that 2025 debt resolution targets are met as per the roadmap and commitments made to the NCB Board of Directors.



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