



DRAFT

BUSINESS PLAN YEAR 2025

I. Overall goal and socio-economic orientation in 2025:

The overall goal in 2025 is to prioritize to promote growth on the basis of maintaining macro-economic stability, controlling inflation, and ensuring major balances of the economy. Restructuring substantive and effective industries or fields in associate with innovating growth model; improving productivity, quality, resilience and the competitiveness against the economy are placed in top priorities. Technoscience, innovation, digital transformation, green economy, digital economy, circular economy associated with security assurance shall be pushed during the growing progress.

The National Assembly has resolved to approve the main targets for socio-economic development in 2025: Gross domestic product (GDP) to be increased by 8%; the growth rate of Consumer price index (CPI) to be from 4,5% to 5% on average.

II. Orientation and operating mission of monetary policy:

1. Orientation:

Based on the National Assembly's directives, the Government's instruction and other evaluations, comments on the macro-economic and monetary situation in 2025, the State Bank of Vietnam (SBV) has identified significant objectives and solutions for driving monetary policy in 2025 *including a continuation of proactive, flexible, responsive and effective monetary policy in a close combination with the fiscal policy and other policies which are synchronized, harmonized, consistent in order to contribute to the a robust thrive of the economy. Given these, the aim of a sustainable macro economy, inflation curb, major economic balances shall be eventually reached.*

2. Specific missions of Banking Industry in 2025:

- Managing credit in accordance with macro-economic scenario in order to boost substantial growth, control inflation, stabilize macro-economic, ensure secured business of all financial institutions; Continuing to innovate how the credit growth to be managed; Systemwide credit growth is expected to be approximately 16% with adjustments to suit actual situation.

- Continuing to drastically carry out the missions and solutions in the Plan of restructuring credit institutions associated with handling bad debt for the period 2021-2025 to ensure the achievement of the proposed objectives.

- Focusing on completing the objectives in the Plan of non-cash payment development in Vietnam for the period 2021-2025 and the Plan of digital transformation of Banking Industry; Continuing to implement the solutions of promoting non-cash payments, digital transformation in banking activities; assuring safe and secured payment activities.

- Continuing to effectively monitor the implementation of Development Strategy of Vietnam Banking Industry to 2025 - oriented to 2030, the National Financial

Inclusion Strategy to 2025 - oriented to 2030 and other promulgated Programs, Plans, Projects.

III. Orientation – Targets of SAIGONBANK:

1. Overall orientation:

Implementing the 2025 business plan in accordance with the directions, objectives of the monetary, credit, banking operation policies set forth by the Government and the SBV; Consolidating and enhancing the governance and risk management system aiming towards the Basel III standards; Fostering digital transformation according to an appropriate roadmap; Enhancing brand value; SAIGONBANK's secured operation must be reflected through its compliance with the law and the SBV's regulations in daily activities.

2. The Bank's targets in 2025:

- Total assets: VND 34.900 billion, increased by 5% compared to 2024.
- Mobilized funds: VND 30.100 billion, increased by 5% compared to 2024.
- Total lending outstanding balance: VND 24.700 billion, increased by 10% compared to 2024.
- Non-performing loans (Debt group 3-5): in line with the SBV's regulations.
- International settlement: USD 300 million.
- Profit before tax: VND 300 billion.

3. Solutions to achieve the Bank's targets:

3.1. Growth in operation scale, safe and sustainable development

- **For capital mobilization:** Continuing to maintain a sustainable capital structure, balancing between capital source and capital utilization on the principle of liquidity ensurance and business optimization; Ensuring compliance with the SBV's regulations on the loan to deposit ratio. Managing capital mobilization in a flexible way including:

+ Diversifying fund mobilization channels developed on digital platforms; Optimizing payment system, payment platform and advanced payment products and services; developing the payment ecosystem through SAIGONBANK accounts in order to boost the available balance of Current Account and Savings Account (CASA).

+ Implementing various promotional programs in accordance with regulations to improve customer loyalty; Aiming to acquire new customers based on expanding relationship with diverse business partners to increase product offerings.

+ Enhancing customer service policy to further improve service quality and customer satisfaction.

+ Implementing the SBV's regulations on interest.

- For lending activities:

+ Strictly complying with the provisions of the law, the SBV's instructions on credit granting activities; Growing credit on the basis of a strict compliance with the 2025 credit growth targets assigned by the SBV; Strictly observing the regulations on adequacy ratios and credit granting limits for customers.

+ Growing credit safely and effectively given a directed fund allocation to production business sector, prioritized and incentive sector in accordance with the Government's policy; Continuing to tightly control credit in potentially risky sectors.

+ Implementing solutions to facilitate customer's access to SAIGONBANK's credit capital on the basis of reviewing and simplifying credit granting procedures as well as complying with legal regulation and a safe operation to be assured.

+ Developing appropriate credit programs and products that could flexibly meet the needs of various types of customers and segments, in line with the government's policies and orientations in each period, with a focus on new areas such as green transition, digital transformation, circular economy, and creative technology sectors.

+ Continuing to cooperate with microfinance organizations, programs, projects in order to promote capital supply, approachable financial services for the poor, low income people, small and micro enterprises.

+ Pushing cooperation with strategic customers to offer comprehensive financial services.

+ Participating in the conference for connecting banks and enterprises to promptly address enterprises' difficulties and obstacles; increasing the enterprise's accessibility to SAIGONBANK's credit capital.

+ Focusing on the quality of credit appraisal, strengthening the review and supervision activities prior, during and post credit granting; strictly overseeing loan utilization to minimize bad debts occurrence.

+ Researching and deploying solutions on applying data from the national population database of the Ministry of Public Security to evaluate borrowing customers.

3.2. Appropriate plan for digitally transforming banking operations, creating a platform that provides diverse products and services

- Focusing on investing in upgrading information system, cooperating with Fintech companies to develop modern banking products and services in accordance with the Plan of digital transformation for banking sector, with the Strategy of information technology development for banking sector and practical context at SAIGONBANK.

- Cooperating with Ho Chi Minh City Digital Transformation Center and Districts to strongly implement non-cash payment services as instructed by the SBV; connecting and expanding digital ecosystem to promote cashless payment services in public sector, public administration, especially in the fields of healthcare and education, etc.

- Continuing to implement the Plan of digital transformation for banking operations based on digitalizing significant business processes; amplifying the application of advanced digital technology in banking.

- Closely coordinating with units under the Ministry of Public Security and related agencies to effectively exploit population data application, chip-based citizen ID card application, identity account and electronic authentication to compare and verify customer's information.

- Strengthening communication work on innovative, safe, convenient products and services; proactively applying timely and effective recommendations, warnings on fraudulent methods of cyber criminals to customers.

3.3. Controlling credit quality, boosting debt collection

- Implementing credit growth along with credit quality; fully complying with the provisions of the law and SAIGONBANK on debt classification, on making and utilizing risk provisions.

- Reviewing unpaid debts, synchronously and strongly implementing solutions for debt collection to increase SAIGONBANK's income; controlling bad debt ratio on the balance sheet, bad debt sold to VAMC and debts that have undergone debt classification measures according to the SBV's regulation.

- Strengthen the effective application of the internal credit rating system and SAIGONBANK's early warning system.

3.4. Enhancing the governance and risk management system

- Regularly reviewing and completing internal policies and procedures in operation and management in accordance with prevailing regulations.

- Continuing to improve the quality of risk management work based on compliance with the provision of Circular No.41/2016/TT-NHNN dated December 12, 2016 (amended and supplemented) and Circular No.13/2018/TT-NHNN dated May 18, 2018 of the SBV.

- Enhancing the role of internal inspection, control and audit; closely monitoring the results of implementing inspection and audit's recommendations; improving remote monitoring toward the operations of affiliated units.

- Effectively implementing the Restructuring plan associated with handling bad debt for the period 2021-2025 of SAIGONBANK.

- Disclosing information in accordance with the provisions of the law.

3.5. Managing human resources, fostering productivity

- Reviewing, arranging, optimizing human resources in order to streamline the apparatus, to enhance efficiency and productivity.

- Continuing to implement the policy of differentiating additional salaries according to the productivity and business efficiency of each unit as an approach to motivate and encourage business units to strive for achieving business targets.

- Continuing the implementation of new appointments, reappointments and dismissals based on the completion of the assigned tasks publicly and transparently.

- Increasing the implementation of training courses on skill, expertise, behavioural culture for employees throughout the system.

3.6. Bolstering SAIGONBANK's brand value

- Timely communicating policies, mechanisms on the management of monetary policy as well as the operation of the SBV and SAIGONBANK to the community.

- Promoting communication of SAIGONBANK's programs, products, services to people for easy access and utilization of the Bank's products and services.

- Continuing to strengthen promotion and brand recognition through social welfare sponsorship activities and community development programs.

The aforementioned presentation is the operational orientation and core missions to be implemented in 2025 of SAIGONBANK.

GENERAL DIRECTOR

Recipients:

- SAIGONBANK's shareholders;
- The Banking Inspection and Supervision Agency;
- Board of Directors;
- Board of Supervisors;
- Board of Management;
- HR and Administration Dept, Planning Dept (Filing)

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