



BUSINESS PLAN

FOR THE YEAR 2022

THE SOCIALIST REPUBLIC OF VIETNAM
Independence – Freedom – Happiness
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Hanoi, March 29, 2022

BUSSINESS PLAN FOR THE YEAR 2022

(Submitted to the General Meeting of Shareholders on 20th April 2022 for approval)

I. Vietnam Economy in 2021 and Forecast for 2022

1. Vietnam Economy in 2021

- a) In 2021, the COVID-19 pandemic will continue to greatly affect the production and business activities of every country in the world. In the country, a wave of COVID-19 epidemic broke out from the end of April 2021 with a new strain that spread rapidly, dangerously, complicatedly in many localities, seriously affecting life and safety. population and socio-economic development.
- b) Vietnam is one of the countries heavily affected by the epidemic, economic growth in 2021 is only 2.58%, the lowest in the past 30 years. In which, the first quarter increased by 4.72%; the second quarter increased by 6.73%; the third quarter decreased by 6.02%; In the fourth quarter, an increase of 5.22% compared to 2020, especially in the third quarter of 2021, many key economic localities had to implement prolonged social distancing to prevent epidemics.

2. Vietnam's economic growth through comments from international organizations

- a) Forecasting Vietnam's economic growth in 2022, the Asian Development Bank (ADB) forecasts at 6.5%. ADB believes that exports will continue to be a growth engine with effective use of free trade agreements. Meanwhile, London-based HSBC said that Vietnam's economy could regain its GDP growth rate of 6.8% in 2022, mainly thanks to strong foreign investment again, focusing on much into the field of green production and development.
- b) According to the resolution of the National Assembly, the Government has set tasks for 2022, in which the GDP growth rate should reach 6-6.5%; GDP per capital reached 3,900 USD; disbursing 100% of the public investment capital plan... National and international economic experts assessed that this task is completely feasible. Vietnam is among the countries with the highest vaccine coverage in the world. In addition, there is a policy of safe, flexible adaptation and effective disease control. These are considered important foundations for a quick economic recovery.

II. Business targets for the year 2022

Unit: bil dong

No	Item	Actual 2021	Plan 2022	Compare Plan2022/Actual2021
1	Total assets	120,862	138,250	114%
2	Deposit from Market 1	80,547	95,234	118%
	<i>Customer</i>	79,255	94,081	119%
	<i>IFC, DEG & Norfund</i>	1,292	1,153	89%
3	Credit balance (including: loan from corporates and individuals, investment in corporate bonds) (*)	78,640	92,250	117%
4	Bad debt ratio (Group 3-5)	< 2%	< 2%	
5	Net service income and guarantee fee / Total operating income	10.14%	21.7%	214%
6	Profit before taxes	1,979	3,079	156%
7	ROE befor tax	19.34%	23.33%	121%

(*) Based on credit room approved by the State Bank of Vietnam for each period

III. Key missions for 2022

❖ Business activities:

- a) Retail banking: Focusing on increasing outstanding loans on home loan products, production and business, and services (Insurance, International Money Transfer, Bonds). Deploying priority customer segmentation model, deeply exploiting mass customers.
- b) SMEs: Transforming the customer base, continuing to shift the proportion to the small and medium enterprise customer segment
- c) Wholesale banking: Deeply exploiting Group chain customers, promoting investment and trading in corporate bonds.
- d) Treasury: Enhance the support role of Dealteam.

❖ Business support activities:

- a) Continue to review and implement the application of salary based on labor productivity, expanding the subjects of application at Credit Operations.
- b) Complete the credit scoring system for Retail banking and optimize the application of the lending process for science and technology

- c) Improve automatic reporting capacity in risk management and management.

IV. Action plan

1. Strategy, Core Values Transforming

- a) Building a culture of "Customer-centric".
- b) Announcement of 05 new core values: "Customer-centric - Human resources is an asset - Collaboration for development - Flexibility and adaptability - Discipline to win".
- c) Implement a series of actions to communicate 05 core values along with behavioral standards to gradually build a strong corporate culture, towards the strategic goal of 2021 - 2025.
- d) Adjusting the organizational structure of the Head Office Units, especially the Business Divisions, re-adjusting the functional model, towards the core value of "Customer-centric".

2. Planning and improving the efficiency of selling points

- a) Reviewing and adjusting the organizational structure of the Business Unit, in which, adding a special Branch Level, re-calibrating the model to be more suitable with the strategy as well as the actual operation.
- b) Implement Sales & Service Division activities: coordinate and support Business Units to improve sales efficiency, ensure customer service quality.
- c) Continue to review and refine to ensure the effectiveness of the selling points of Wholesale banking (Corporate Customers), Small and Medium Enterprises (SMEs), Individual Customers according to ABBANK's organizational model and business orientation according to strategic goals for the period of 2021 to 2025.
- d) Comprehensively evaluate the efficiency by scale and profit of the points of sale in the Whole sales/SMEs/Retail banking, restructure the inefficient selling points to change the selling model of these units in order to improve efficiency according to the resources of the unit as well as the potential of the market.

3. Digital Transformation

- a) *Towards the perfect customer experience, thereby increasing the opportunity to exploit products and services*

Implement Digital Transformation activities according to the results of McKinsey's Information Technology Strategy Consulting Project. Which focuses on the following key projects: Customer Relationship Management System (CRM), Digital Platform Project (omni-channel), Financial Accounting System Project (GL and Fixed Asset), Asset valuation software, Debt settlement software, Identity Management Project - IDM, VTM system implementation project, Enterprise Resource Planning (ERP).

b) Cost optimisation

Digital transformation not only contributes to increase in revenue and number of customers, but also optimizes operating costs for the bank through the process of digitizing the Bank's operating processes, thereby contributing to accelerating the completion of business operations. to the goal of controlling and optimizing operating costs.

Chief executive officer respectfully submits to shareholders for approval on the business plan of the year 2022. In addition, Chief executive officer would like to seek for the approval on delegating the CEO to implement solutions, action plans and change the business plan, budgeting plan based on market movement, macroeconomic policies, legal requirements and actual situation of the Bank.

Chief executive officer respectfully submits to shareholders for approval!

CHIEF EXECUTIVE OFFICER

(Signed)

NGUYEN MANH QUAN