



No. 417/BC - BIDV

*Hanoi, April 24th 2025***REPORT****Performance results of the Board of Directors in 2024 and key tasks in 2025****Submitted to: General Meeting of Shareholders of BIDV**

In 2024, the world situation continues to evolve rapidly and complicatedly, with many unprecedented issues, exceeding forecasts as military conflicts continue to escalate, strategic competition between major countries becomes increasingly fierce, and many countries strengthen trade protection policies. Domestically, opportunities, advantages, difficulties and challenges are intertwined; the economy continues to suffer "double impacts" from external unfavorable factors and internal limitations and shortcomings; while natural disasters, storms and floods cause great damage to production, business and people's lives. In that context, Vietnam's economy still recorded many positive results: GDP growth reached 7.09%, among the high-growth countries in the region and the world; the consumer price index (CPI) was controlled at 3.63%, achieving the target set by the National Assembly; export turnover set a new historical milestone, reaching 405.53 billion USD, up 14.3% over the previous year; attracting foreign direct investment (FDI) is a bright spot in the region, creating an attractive investment environment for many leading corporations in the world..

The State Bank of Vietnam (SBV) continues to operate monetary policy proactively, flexibly and effectively, synchronously deploying solutions to support the economy, promptly removing difficulties for production and business, contributing to promoting growth, controlling inflation, stabilizing exchange rates and ensuring the safety of the credit institution system..

For BIDV, the entire system has demonstrated a proactive spirit, determination, and efforts to flexibly and creatively implement solutions to promote operations and business, synchronously, outstandingly, and comprehensively complete the targets and tasks assigned by the State Bank and the General Meeting of Shareholders in all aspects: scale, structure, quality, efficiency, and institutional development; continue to well implement the national monetary policy, maintain the core, leading, and leading role in the market as well as fully ensure the rights of shareholders and increase income and employment for employees.

I. PERFORMANCE RESULTS OF THE BOARD OF DIRECTORS IN 2024**1. Results of directing the implementation of the contents approved by the 2024 Shareholders' Meeting**

The Board of Directors has focused on directing the implementation of the

contents approved by the 2024 General Meeting of Shareholders and achieved some positive results as follows:

1.1. On directing the implementation of the 2024 business plan

By the end of 2024, BIDV had synchronously and comprehensively completed the business plan targets assigned by the General Meeting of Shareholders with some key results as follows:

- Outstanding credit balance reached VND 2,018,950 billion, up 15.5% compared to 2023, complying with the credit limit assigned by the State Bank, accounting for 13% of outstanding credit balance of the entire economy, continuing to lead the market in terms of market share, focusing on production, priority areas and growth drivers according to the policies of the Government, the State Bank and BIDV's business development orientation.

- Capital mobilization reached VND 2,135,271 billion, up 13.1% compared to the beginning of the year; accounting for 14.3% of the deposit market share of the entire banking industry, consistent with the general context of the market and meeting the capital demand, ensuring liquidity safety and increasing efficiency.

- Pre-tax profit of the commercial banking sector reached VND 30,609 billion, up 14.6% compared to 2023, exceeding the plan assigned by the State Bank (VND 29,400 billion). Consolidated pre-tax profit reached VND 31,985 billion, up 15.9% compared to 2023.

- The bad debt ratio according to Circular 31/2024/TT-NHNN is controlled at 1.27%, ensuring compliance with the plan assigned by the General Meeting of Shareholders and the target orientation of the State Bank ($\leq 1.4\%$).

(Details of BIDV's business results in 2024 are presented in the 2024 Business Results Report and 2025 Business Plan submitted to the GSM)

1.2. Funds, distribution of profits and payment of dividends

- ***Regarding fund allocation and profit distribution:*** BIDV has allocated funds from after-tax profits in 2022 and 2023 and temporarily allocated and used funds in 2024 as approved by the General Meeting of Shareholders, ensuring consistency with BIDV's business performance in the year and compliance with the maximum allocation level as prescribed.

- ***Regarding dividend payment:*** (i) Dividend payment from retained earnings in 2022: BIDV has completed the payment of dividends in shares from the source of Profit after tax, after setting aside funds in 2022 at the rate of 21% with a corresponding value of VND 11,971 billion; (ii) Dividend payment from retained earnings in 2023: On January 22, 2025, BIDV received an official document from the State Bank on the distribution of profits in 2023. In 2025, BIDV will implement capital increase through the payment of dividends in shares from the source of Profit after tax, after setting aside funds in 2023.

(Detailed contents are presented in separate Reports submitted to the General Meeting of Shareholders)

1.3. On the remuneration of the Board of Directors and the Board of Supervisors in 2024

In 2024, the remuneration of the Board of Directors and the Board of Supervisors will be 0.26% of consolidated profit after tax, ensuring compliance with the approval of the General Meeting of Shareholders. The remuneration of each member of the Board of Directors and the Board of Supervisors will be publicly, transparently and fully disclosed in BIDV's audited financial statements in accordance with regulations.

1.4. On the plan to increase charter capital in 2024

In 2024, the Board of Directors directed the drastic implementation of capital increase plans to enhance financial capacity and improve the CAR ratio: Complete the increase in charter capital from after-tax profits, after setting aside funds in 2022 through paying dividends in shares as approved by the Prime Minister at a rate of 21%, increasing BIDV's charter capital from VND 57,004 billion to VND 68,975 billion by the end of 2024. At the same time, in the difficult context of the Vietnamese stock market when foreign investors continuously withdrew capital, BIDV still completed the transaction to increase charter capital from private issuance to 05 institutional investors with a total issuance value of VND 4,805 billion, of which the increased charter capital was VND 1,238 billion, and the surplus capital was VND 3,566 billion.

1.5. On directing the implementation of BIDV's restructuring plan for the period 2021 - 2025

Based on the BIDV Restructuring Plan for the period 2021 - 2025 approved by the Extraordinary General Meeting of Shareholders in Resolution No. 88/2024/NQ-ĐHĐCĐ dated January 30, 2024, the Board of Directors issued Resolution No. 538/NQ-BIDV on organizing the implementation of the Restructuring Plan and thoroughly implementing it throughout the system, resolutely and effectively, striving to synchronously and comprehensively complete the goals, plans and tasks approved by the General Meeting of Shareholders.

1.6. On the selection of an independent auditing organization

Based on the list of independent auditing companies and the contents approved and authorized by the General Meeting of Shareholders, ensuring to meet the conditions specified in Circular No. 39/2011/TT-NHNN dated December 15, 2011 of the State Bank of Vietnam and relevant legal regulations, BIDV has selected Deloitte Vietnam Auditing Company Limited as the independent auditing organization in 2025.

1.7. On the approval and issuance of documents under the authority of the General Meeting of Shareholders

In 2024, based on the contents approved by the State Bank and the General Meeting of Shareholders, the Board of Directors issued many important documents of the BIDV system such as: Charter, Regulations on organization and operation of the Board of Directors, Internal regulations on governance; The Board of Supervisors also issued the Regulations on organization and operation of the Board of Supervisors. The above documents were issued in the correct order and were copied to the State Bank and disclosed information according to regulations.

1.7. Other contents approved by the General Meeting of Shareholders

In addition to the above contents, in 2024, the Board of Directors also directed the implementation of other contents approved by the General Meeting of Shareholders such as listing BIDV bonds issued to the public; personnel work under its authority. The above contents were all directed by the Board of Directors to be implemented in accordance with regulations, ensuring the approval and authorization of the General Meeting of Shareholders.

2. Results of directing the implementation of major tasks of the BIDV system

2.1. Continue to promote advantages in scale and pioneering role, pillar in the market, increase support for customers, people and businesses

In nearly 70 years of construction and development, BIDV is proud to be the oldest commercial bank, affirming its position as the bank with the largest scale of operation and customer base in Vietnam for many consecutive years, always accompanying the cause of national construction and development. In 2024, BIDV will reach total assets of over 2.7 million billion VND (equivalent to more than 100 billion USD), continuing to lead the market, in particular, BIDV is the first bank with outstanding loans and capital mobilization in market 1 both exceeding 2 million billion VND, serving nearly 500,000 corporate customers, nearly 22 million individual customers, establishing cooperative relationships with more than 2,300 financial institutions in nearly 190 countries and territories around the world.

BIDV always fulfills its obligations to the state budget with the budget payment in 2024 being 9,281 billion VND and is one of the leading enterprises in terms of corporate income tax payment. State capital at BIDV continues to be preserved and developed, equity reaching 136,280 billion VND; market capitalization value at the end of 2024 reaches 259 trillion (equivalent to 10.1 billion USD), among the largest group in the Vietnamese stock market. In 2024, BIDV's brand value continues to improve positively, reaching 1.63 billion USD and is in the TOP 5 enterprises with the highest brand value in Vietnam.

At the same time, in 2024, BIDV will continue to seriously implement the policies and directions of the Government and the State Bank; actively deploy solutions to support people and businesses to overcome difficulties, recover and develop: Restructure the debt repayment period for customers facing difficulties due to the impact and damage of storm No. 3, floods, landslides after storm No. 3 according to Circular 53/2024/TT-NHNN dated December 4, 2024 of the State Bank; restructure the debt repayment period and maintain the debt group according to Circular No. 02/2023/TT-NHNN dated April 23, 2023 of the State Bank; continue to reduce lending interest rates, reduce income, cut costs, simplify procedures to support customers to access bank credit sources and announce average lending interest rates, the difference between lending and average deposit interest rates in accordance with regulations; Continue to seriously implement the VND 120,000 billion credit program to remove difficulties and promote the safe, healthy and sustainable development of the real estate market according to Resolution No. 33/NQ-CP dated March 11, 2023 of the Government; participate in selling gold directly to customers and successfully deploy the online gold purchase registration service in a short time, better meet the needs of customers, contributing to stabilizing the gold market according to the policies of the Government and the State Bank;...

2.2. Actively implement the motto of action "Streamlining processes - Transforming operations", improving the effectiveness and efficiency of the entire system

On January 15, 2024, the Board of Directors issued Resolution No. 50/NQ-BIDV on the orientation of the business plan for the entire BIDV system in 2024 with the motto of action "Streamlining processes - Transforming operations", aiming at the goal of comprehensive, synchronous, substantial and methodical transformation of all operations; resolutely abolishing unnecessary processes and procedures; cutting down on layers, intermediate and overlapping steps; improving and streamlining processes, improving labor productivity and customer service capacity.

From the beginning of 2024, process streamlining will be carried out drastically according to the principle of maintaining the mandatory implementation steps according to the provisions of law or according to BIDV's international standards and commitments and reviewing, implementing streamlining, and maximally merging the remaining work steps with the aim of optimizing resources, saving costs, enhancing digitalization and speeding up work processing. Process streamlining will also be carried out synchronously and thoroughly with the overall review of the system of documents, regimes, decentralization of authority, and organizational models in each related field; contributing to streamlining the

apparatus and improving performance, effectiveness, and efficiency of operations; maximizing resources to focus on business development.

In 2024, BIDV will also promote comprehensive transformation of operations, from organizational model, internal management, operations to business model, customer service method and achieve some outstanding results: Officially deploying the credit target optimized model (CTOM) across the system to strengthen risk management and optimize credit granting activities; shifting the labor structure reasonably according to the digital banking trend and prioritizing human resources for business positions; focusing resources on implementing the project of comprehensive transformation of retail banking operations to create strong changes in data platforms, applying technology to improve service quality, increase customer experience; promote innovation in management methods, improve effectiveness, efficiency, capacity of risk management, anti-money laundering and compliance with embargo policies, meeting governance requirements according to international standards; restructure, rearrange and transform the operating network in some key areas to enhance competitiveness and improve BIDV's market share;...

2.3. Continue to promote digital transformation and firmly consolidate the technology platform, building the bank with the best digital platform in Vietnam

In 2024, BIDV has actively deployed and effectively applied digital transformation tools and innovative software, effectively supporting business operations: The internal management digital transformation system of the entire bank (B.One) contributes to improving labor productivity for all staff across the system with the goal of building a comprehensive digital working environment, integrating data management and processes on a common platform, supporting flexible working anytime, anywhere; The centralized cash and treasury management system (B.Cash) digitizes up to 90% of cash transaction processes, supports automation and electronic data storage of 100% of transaction documents, increases efficiency and better controls risks;... Many key and complex information technology and digital banking projects are also implemented with 100% of BIDV's internal resources, continuing to maximize BIDV's technology mastery capacity, thereby shortening implementation time, controlling quality and saving costs.

In 2024, BIDV will also strengthen research and deployment of new technologies: Officially the first bank in Vietnam to deploy a Private Cloud system with full features and main environments in the shortest deployment time; pioneering the deployment of technological solutions that meet new regulations in electronic transactions, reaching level 4 - the highest level of supporting citizens to pay for all public services through online channels; being the first bank to

coordinate with the Ministry of Public Security and the State Bank to deploy credit scoring in loan assessment;...

Security and confidentiality work is strengthened and improved in all 3 aspects: Process, People and Technology, ensuring absolutely safe and smooth operation for the information technology system; continuing to improve and develop the Core Banking system towards a thin core system that records and processes transactions on accounts to improve productivity and reduce system load.

2.4. Continue to improve and develop institutions, enhance governance capacity, financial capacity, and risk management capacity

Institutional development continues to receive special attention, the system of mechanisms and policies is adjusted and completed promptly, contributing to improving the policy response capacity to closely follow the practical operations and business and promptly remove difficulties and bottlenecks. Continue to improve governance capacity, management capacity at all levels in a professional and modern direction, meeting the development requirements of BIDV and the competitive trend in the market.

Synchronously and timely deploy solutions to improve financial capacity in the Project to increase income and effectively control costs; debt restructuring solutions - specific to subjects, terms, and investment sectors, contributing to increasing financial efficiency and meeting safety ratios as well as payment capacity for banks.

Focus on improving risk management capacity; complete and implement the credit risk early warning program, contributing to timely detection of possible credit risks, minimizing credit losses; continue to research, improve and deploy operational and market risk management tools, issue Basel III implementation orientations, equip software solutions that meet IFRS9 financial reporting standards as a foundation for modern, professional risk management activities, aiming at international practices and good standards.

2.5. Strengthening the leadership team at all levels, along with focusing on improving the quality of human resources and increasing labor productivity

Strengthening the bank's leadership team and key staff in accordance with the approval of the General Meeting of Shareholders and BIDV's internal requirements: (i) Electing 01 additional member of the Board of Directors; 01 Head of the Supervisory Board and 01 member of the BIDV Supervisory Board for the 2022-2027 term; appointing 02 Deputy General Directors, 01 Chief Accountant, 01 member of the Executive Board; appointing 04 Deputy Heads of Divisions; (ii) Deploying and completing the review and supplementing the planning of BIDV's

leadership and management positions for the 2021-2026 period for the positions of members of the Board of Directors, Deputy General Directors, and members of the Supervisory Board.

Implement training programs, develop human resources, especially high-quality human resources, "digital" human resources, sales staff, direct sales in the direction of individualization with many innovative contents, rich and diverse forms; closely follow the needs of operations, business and improve the qualifications and skills of employees throughout the system. Staff are trained, updated with knowledge according to each position and competency framework, ensuring that they are fully equipped with qualifications and skills to meet job requirements and improve labor productivity.

2.6. Strengthening international exchange and cooperation and promoting cooperative relations with strategic partner Hana Bank

In terms of international exchange and cooperation, BIDV continues to receive high trust through the continuous development and enhancement of diverse cooperative relationships with global partners. Notably, in 2024, with the position of the commercial bank granted the largest credit limit by ADB in Vietnam, the award "Leading Partner Bank in a Decade" was given only to BIDV as the issuing bank among 87 issuing banks in 16 member countries in ADB's Trade and Supply Chain Finance program. BIDV maintains the issuer and deposit ratings at Ba2 by Moody's (rating outlook remains stable), equal to the national ceiling and among the banks with the highest credit ratings in the Vietnamese market.

2024 is the year marking a turning point in the BIDV - Hana Bank cooperation relationship when the first 5 years of cooperation end and open a new phase of cooperation with new prospects for both leading financial institutions in Vietnam and Korea, through the timely and effective implementation of nearly 60 technical assistance cooperation projects and many human resource exchange programs, contributing to supporting BIDV in improving its management and administration capacity, perfecting institutions, transforming internal processes, optimizing customer experience to approach international practices.

2.7. Promoting sustainable development, ESG practices at BIDV; striving to contribute to building a green future for Vietnam

In 2024, BIDV will continue to affirm its pioneering role in the field of sustainable finance, while consolidating its position as one of the leading banks in Vietnam in integrating Environment - Society - Governance (ESG) into core activities, actively contributing to the country's sustainable development goals. BIDV is actively cooperating with consulting units to implement the Project to build an overall ESG Strategy, which will serve as a compass and orientation for

the implementation of ESG across the system. At the same time, BIDV is also coordinating with partners to implement the Project to assess greenhouse gas emissions and set targets according to international standards, as a basis for establishing a roadmap to transform into a "zero" net emission bank by 2045..

BIDV also continues to promote the development of financial products and services, supporting credit capital for green projects and circular economy: (i) Pioneering the issuance of the Sustainable Bond Framework, the Environmental and Social Risk Management Framework in trade finance meeting international principles and standards; (ii) Successfully issuing VND 3,000 billion of sustainable bonds according to the guidance of the International Capital Market Association (ICMA); (iii) Deploying the Green Deposit product with more than VND 5,000 billion mobilized after more than 2 months; (iv) Continuing to focus on providing preferential capital for renewable energy, clean agriculture and sustainable transportation projects through green credit packages for both individual and corporate customers, maintaining its position as the bank with the largest green credit balance in the market.

BIDV is one of the pioneering banks to issue an independent Sustainability Report according to GRI international standards and refer to the United Nations' sustainable development goals, providing transparent information for international organizations to assess the effectiveness and status of ESG implementation at BIDV. In July 2024, BIDV was included in the Vietnam Sustainability Index (VNSI) by the Ho Chi Minh City Stock Exchange (HOSE), in the TOP 20 enterprises with the highest sustainable development scores in the market. At the same time, according to the announcement in November 2024 by the HOSE Sustainability Report Selection Council, with technical support from professional partner the Association of Chartered Certified Accountants (ACCA), BIDV's Sustainability Report was selected and honored in the TOP 10 Best Sustainability Reports in the Vietnamese Stock Market in 2024.

3. Summary of meetings and Resolutions/Decisions of the Board of Directors

In 2024, the Board of Directors held 04 regular quarterly meetings and specialized working programs and provided written opinions to direct, exchange, discuss and approve key issues in the system's operations.

The meetings of the Board of Directors and the written opinion collection procedures are all conducted properly, ensuring the correct order and procedures according to the provisions of law and internal regulations of BIDV. The content of the meetings of the Board of Directors and the written opinion collection of the Board of Directors are in compliance with the BIDV Charter and the Regulations on organization and operation of the Board of Directors, focusing on issues that best support the promotion of the operations and business of the system. From there,

the Board of Directors assesses the operations and business situation of the entire system, approves issues within its authority and provides timely directions and instructions as a basis for the Executive Board and specialized units at BIDV to organize specific implementation. At the quarterly meetings, the Board of Directors and the General Director confirm and record the list of meeting minutes, resolutions, and decisions of the Board of Directors issued during the period, ensuring compliance with regulations and good practices on public companies.

(The list of important Resolutions/Decisions of the Board of Directors in 2024 is presented in BIDV's 2024 Corporate Governance Report published on BIDV's website as prescribed.)

4. Report on transactions between companies, subsidiaries, companies in which BIDV controls 50% or more of the charter capital with members of the Board of Directors and related persons of such members; transactions between BIDV and companies in which members of the Board of Directors are founding members or business managers: Ensure full compliance with relevant regulations.

(Details are presented in BIDV's 2024 Corporate Governance Report published on BIDV's website as prescribed)

5. Activities of the Chairman of the Board of Directors and members of the Board of Directors

The Chairman of the Board of Directors and members of the Board of Directors have fully performed their duties, responsibilities and powers according to the BIDV Charter, the Regulations on the organization and operation of the BIDV Board of Directors and relevant legal provisions, ensuring the improvement of the overall operational efficiency of the Board of Directors. Every year, BIDV develops and issues a set of detailed and specific assessment and classification criteria (KPIs) for senior leaders, ensuring that they are consistent with BIDV's development orientation and strategy and are used to measure and serve as a basis for remuneration and income payments.

Based on BIDV's 2024 business results, the results of the task completion classification of each unit at BIDV, the assessment results according to the KPIs - in 2024, the Chairman of the Board of Directors and members of the Board of Directors have excellently completed the assigned tasks, contributing to improving BIDV's business performance, ensuring risk management and enhancing the effectiveness and efficiency of the Board of Directors' operations.

6. Activities of independent members of the Board of Directors and assessment of independent members of the Board of Directors on the activities of the Board of Directors

Independent members of the Board of Directors actively participated in the activities of the Board of Directors, complied with the law and BIDV's Charter, continued to ensure their roles in the Risk Management Committee, the Personnel Committee and the Strategy - Organization Committee, regularly attended specialized meetings, fully attended periodic meetings and contributed written opinions on risk management issues, business strategies as well as human resource development; thereby, contributing to improving the objectivity, transparency and operational efficiency of the Board of Directors. The activities of BIDV's Board of Directors in 2024 were organized and implemented in compliance with BIDV's Charter, the Regulations on the organization and operation of the Board of Directors and relevant legal provisions, fully implementing the contents approved and authorized by the General Meeting of Shareholders, demonstrating an active and prominent role in directing the implementation of the business plan and operations of the system, supervising the implementation process, playing a decisive role in the overall performance of the entire BIDV system.

(Specific content on the assessment of independent members of the Board of Directors on the activities of the Board of Directors is stated in Appendix 01 attached).

7. Activities of the Committees under the Board of Directors

Currently, BIDV has 05 Committees under the Board of Directors, including: Risk Management Committee, Human Resources Committee, Strategy and Organization Committee, Information Technology Committee and BIDV Strategic Cooperation Committee with KEB Hana Bank (Strategic Partner). The Board of Directors has issued separate regulations on organization and operation for each Committee. In 2024, the Committees have fully performed their functions and tasks; continuously improving their role in advising, proposing and supporting the Board of Directors.

(Performance results of the Committees under the Board of Directors according to attached Appendix 02).

8. Supervisory results for the Board of Management

In 2024, the Board of Directors (BOD) continued to carry out comprehensive, systematic, and scientific supervision of the Board of Management, ensuring full compliance with relevant legal regulations and BIDV's internal policies. The BOD directed the implementation of high-level supervisory mechanisms, policies, and tools, such as the BOD's Supervision Regulation and the Regulation on Information Reporting for Supervision and Governance, along with a system of documents and regulations on delegation, authorization, and internal processes. These efforts not

only enhanced the effectiveness of supervision but also contributed to supporting BIDV's overall operations and business activities.

Regarding supervisory content, in 2024, the Board of Directors' supervision of the Board of Management was carried out in a synchronized and comprehensive manner, including (i) Supervision by senior management in accordance with legal regulations; (ii) Supervision of implementation in the governance and operational management of BIDV. In particular, several supervisory activities have been specifically implemented, such as:

- Supervision of the implementation of key risk limits across the entire Bank, monitoring capital adequacy, and ensuring compliance with safety ratios for the Bank's operations;
- Supervision of the implementation of risk management policies and the Bank's overall Risk Management Framework (RMF);
- Supervision of the implementation of requirements, recommendations, and corrective actions for risk management limitations within the system as prescribed in Circular 13/2018/TT-NHNN (Circular 13); supervision of the CEO in developing and implementing risk management policies for key risk components;
- Supervision of the implementation of risk control culture within the BIDV system;
- Supervision of the organizational model, functions, and responsibilities related to administrative procedure reform, process streamlining, and internal digitalization within the BIDV system;
- Supervision of the implementation of BIDV's Business Development Strategy until 2025, with a vision to 2030, including the assessment of target achievements, strategic solution groups, system-wide BSC indicators, and key system projects;
- Supervision of the implementation of BIDV's restructuring plan for the 2021-2025 period and ensuring its thorough communication to all units within the system for effective execution of the set goals and targets, with periodic progress reports submitted to the State Bank of Vietnam (SBV).

II. KEY FOCUS AREAS OF THE BOARD OF DIRECTORS IN 2025

In 2025, the global economy is expected to continue facing numerous difficulties and unpredictable challenges, such as ongoing geopolitical conflicts and escalating trade tensions. Domestically, with a stable macroeconomic foundation, advantages in attracting foreign investment, and especially as the first year of implementing the "Era of Prosperous, Civilized, and Thriving Development" for the nation; bottlenecks, institutional obstacles, and regulatory constraints will be addressed to maximize resource mobilization. This will be accompanied by a revolution in organizational streamlining, administrative reform, and the creation

of a favorable environment to accelerate breakthrough development, aiming for GDP growth of over 8%, paving the way for double-digit growth in the coming years. The SBV is expected to continue flexibly managing policy instruments to control inflation, stabilize exchange rates, lower lending interest rates, and enhance the effective allocation of capital to drive economic growth. At the same time, it will strengthen financial soundness, ensure payment security, safeguard the banking system's stability, and create favorable conditions for the development of credit institutions.

With a strong commitment to building BIDV into a "**LARGE – STRONG – GREEN**" leading bank in Southeast Asia, the Board of Directors will adhere to the Government's directives and the State Bank of Vietnam's policies. BIDV will continue to uphold its role as a key commercial bank, a pillar of the economy, and a vital instrument for macroeconomic management. The bank will remain focused on achieving the goals and tasks outlined in its Business Development Strategy until 2025, with a vision toward 2030; The entire BIDV system will continue to unite, stay committed, be proactive, innovative, and strive to achieve the 2025 business plan with the following key targets:

No.	Indicator	2025 Plan
1.	Credit Outstanding Loan	Around 16% (According to the direction of the State Bank in each period)
2.	Capital Mobilization	Appropriate management of capital use, ensuring safety and efficiency
3.	Profit Before Tax	According to approval of competent State agencies

The Board of Directors proposes that the General Meeting of Shareholders approve the authorization for the Board to determine the official targets based on the approval and directives of competent state authorities, while ensuring alignment with market developments and BIDV's actual operations.

The Board of Directors has identified six key operational directions and priorities for 2025 as follows:

1. Direct BIDV to vigorously and effectively implement the action motto "Responsibility – Streamlining – Efficiency – Accelerated Transformation" to successfully achieve the 2025 business goals and objectives

Lead and direct the entire system to strengthen the understanding and implementation of the 2025 action motto, from mindset and awareness to concrete actions, including:

- *Responsibility*: This is one of BIDV's core values and a key factor in determining the success or failure of any issue. Therefore, in 2025 and the following

years, BIDV will continue to emphasize the spirit of responsibility among all units and individuals across the entire system.

- *Streamlining*: BIDV will continue to enhance organizational streamlining, improving efficiency, effectiveness, and operational performance in line with the overall direction of the political system and the bank's practical operations. The focus will be on prioritizing resource allocation and strengthening business units to boost labor productivity and BIDV's competitive capacity.

- *Effectiveness*: Effectiveness is defined as a fundamental and prioritized criterion in all BIDV activities. The bank aims to further enhance operational efficiency, service quality, and customer satisfaction while revitalizing existing growth drivers and seeking new revenue sources and growth momentum. Additionally, BIDV will strengthen cost-saving practices, combat wastefulness, and ensure efficient and sustainable cost management.

- *Accelerating Transformation*: This is not only an inevitable and objective requirement in the new era but also a decisive driving force for BIDV to confidently affirm its market-leading position. The bank will continue to accelerate a strong and comprehensive transformation across all operations, ensuring both seamless, uninterrupted service for customers and full compliance with legal regulations. At the same time, BIDV will flexibly adapt to practical demands and development requirements, balancing risk management with enhanced security and efficiency.

2. Pioneering the application of science, technology, innovation, and digital transformation across all BIDV operations

- Closely following the government's directives on creating new momentum for the development of science, technology, innovation, and national digital transformation, BIDV remains steadfast in its goal of becoming the leading bank in Vietnam with the best digital foundation. In 2025, the bank will focus on making significant advancements and breakthroughs in information technology and digital transformation.

- Strengthen scientific research and foster a culture of innovation at BIDV; focus on implementing initiatives and improvements in the daily work of each employee, contributing to increased labor productivity and overall work efficiency.

3. Enhance risk management capabilities, especially credit risk; accelerate the recovery and resolution of non-performing loans and off-balance-sheet debts

- Further enhance risk management capabilities by innovating credit risk measurement and control tools in accordance with international practices and standards: Strengthen the effectiveness and efficiency of independent credit supervision, and explore the implementation of early warning solutions with an emphasis on automation; direct the development of a roadmap for implementing Basel III at BIDV; continue to refine and implement advanced models to support

credit approval, customer risk assessment, capital allocation optimization, and business performance estimation in credit operations.

- Implement strong and decisive measures to accelerate the recovery and resolution of non-performing loans and off-balance-sheet debts from the beginning of 2025; develop and innovate mechanisms for assigning off-balance-sheet debt recovery plans, incorporating incentives, penalties, and rigorous, regular supervision to enhance accountability and effectiveness in debt resolution.

4. Direct the successful completion of Business Development Strategies and the Restructuring Plan for the 2021-2025 period, while formulating and issuing development strategies for the next phase

- Direct the system to make the effort to "accelerate towards the finish line," successfully and comprehensively achieving all targets, plans, and tasks outlined in the overall Business Development Strategy, the seven component strategies, and BIDV's Restructuring Plan for the 2021-2025 period. For targets already met, continued efforts should be made to achieve even more outstanding results.

- Lead and direct the development of BIDV's Strategic Development Orientation through 2030, with a long-term vision toward 2045 and aspirations for 2057, positioning BIDV as a leading "Large – Strong – Green" bank in Southeast Asia.

5. Enhance the effectiveness and efficiency of the Board of Directors, aiming for greater professionalism, modernization, and compliance with international practices

- Enhance governance and executive management capabilities, leadership and managerial skills, forecasting ability, policy responsiveness, and adaptability. Foster regular collaboration, discussions, and consultations among Board members while strengthening direct engagement with the Executive Management and relevant units.


- Continue to effectively implement and balance the core functions of the Board of Directors. In 2025, the focus will be on strengthening strategic planning and high-level oversight by directing the review, revision, and reissuance of regulatory documents, authority delegation frameworks, standardized templates, approval workflows, and the systematic scheduling of Board activities.

6. Direct the implementation of other key tasks across the BIDV system

- Strengthen comprehensive strategic cooperation with Hana Bank; direct efforts to enhance financial capacity by improving asset structure and quality while accelerating capital expansion; and lead initiatives to strengthen BIDV's brand power and value.

- Direct the preparation and organization of major programs and events across the BIDV system in 2025, ensuring effective implementation of union and community activities aligned with business development goals.

Respectfully submitted to the General Meeting of Shareholders!

**ON BEHALF OF THE
BOARD OF DIRECTORS
CHAIRMAN** 

Recipients:

- GMS;
- Board of Directors;
- Supervisory Board;
- Archived: AO, Secretariat & Investor Relations.

(Signed)

Phan Duc Tu

APPENDIX 01: INDEPENDENT BOARD MEMBER'S ASSESSMENT REPORT ON THE PERFORMANCE OF THE BOD IN 2024

Pursuant to Clause 4, Article 280 of Decree No. 155/2020/ND-CP dated December 31, 2020, of the Government, which provides detailed regulations on certain provisions of the Securities Law, the Independent Board Member presents the following assessment report on the performance of BIDV's Board of Directors in 2024:

1. Regarding Organizational Structure:

As of the reporting date, the total number of Board members is 10. Board Member Quach Hung Hiep was additionally elected by the General Meeting of Shareholders on January 30, 2024, while Board Member Phan Thi Chinh retired under the standard regime effective June 1, 2024. The organizational structure of the Board of Directors complies with the Charter and current legal regulations regarding the number, qualifications, and conditions of its members. It also meets industry-specific legal requirements concerning the composition of independent members.

2. Regarding the Operating Mechanism:

- The Board of Directors' meetings were conducted fully, legally, and in compliance with prescribed procedures and regulations. In addition to the four regular quarterly meetings, the Board held more than 50 specialized meetings to address arising issues, specific tasks, and priority matters. All Board members actively participated in discussions and decision-making. Upon conclusion of each meeting, the Board issued official resolutions, conclusion notices, or meeting minutes to guide the Board of Management in implementing necessary actions.

- Additionally, based on the Regulations on the Organization and Operation of the Board of Directors, to address matters within its delegated authority, the Board has carried out written consultations with Board members. Accordingly:

+ The Board of Directors has issued 272 resolutions/decisions to approve and address major policies and key matters within the system.

+ The process of obtaining the Board's opinions through written consultations was carried out in accordance with regulations and delegated authority. The Board's resolutions and decisions were issued in the proper format, fully complying with legal requirements and BIDV's internal regulations.

- The operational quality of the Board's supporting structure, including five advisory Committees and three units under the Board, has continued to improve. These Committees and units have effectively fulfilled their assigned functions and responsibilities in a timely manner, in accordance with the Regulations on Organization and Operation and their designated roles.

3. Regarding governance and supervisory performance:

In 2024, the Board of Directors fulfilled its functions and duties in accordance with legal regulations and BIDV's internal policies. The Board demonstrated flexible leadership, effectively guiding the system amid domestic and global economic uncertainties and unpredictability.

The Board of Directors' activities throughout the year have yielded positive results, as follows:

- Direct the entire system with a proactive, determined, and creative spirit, leveraging collective intelligence to flexibly implement solutions that accelerate business activities and exceed the targets and tasks assigned by the State Bank of Vietnam (SBV) and the General Meeting of Shareholders (GMS) in terms of scale, structure, quality, efficiency, and institutional development. At the same time, the system continues to effectively implement national monetary policies, maintain its leading role in guiding the market, ensure shareholder interests, and enhance income and job creation for employees.
- Decisively directing capital increase efforts to enhance financial capacity and improve the CAR ratio. Despite challenges in the stock market, BIDV successfully completed its charter capital increase transaction through a private placement to five institutional investors, with a total value of VND 4,805 billion, including an additional charter capital increase of VND 1,238 billion and a share premium of VND 3,566 billion. The bank also completed its charter capital increase from post-tax profits after fund allocations for 2022 by issuing stock dividends, as approved by the Prime Minister, at a rate of 21%, raising BIDV's charter capital from VND 57,004 billion to VND 68,975 billion by the end of 2024.
- Directing the implementation of the resolutions approved by the General Meeting of Shareholders (GMS), including the selection of an independent auditing firm for the 2025 financial year, the listing of BIDV's publicly issued bonds, and the election of additional members to the Board of Directors and the Supervisory Board for the 2022-2027 term, ensuring compliance with regulations and GMS approvals.
- The Board of Directors has directed the entire system to continue strictly implementing the policies and directives of the Government and the State Bank of Vietnam (SBV) while actively deploying solutions to support individuals and businesses in overcoming difficulties, recovering, and achieving sustainable development. BIDV has also fully fulfilled its obligations to the state budget, ensuring the preservation and growth of state capital in the bank.
- Directing the Board of Management to implement digitalization and apply digital transformation tools and advanced software to support system-wide

management and business operations while strengthening comprehensive security and protection through processes, personnel, and technology.

- Institutional development has been a key focus through timely adjustments and improvements to mechanisms and policies, enhancing policy responsiveness to align with business realities and resolve bottlenecks. At the same time, process streamlining has been systematically implemented by reviewing regulatory documents, decentralizing authority, and optimizing the organizational model, contributing to greater operational efficiency and effectiveness.

- The Board of Directors has strictly complied with regulations and the resolutions approved by the General Meeting of Shareholders regarding the operating budget and remuneration for the Board of Directors and the Supervisory Board. The implementation of the Board's supervisory activities has been comprehensive and effectively covered key areas.

- Directing the full fulfillment of obligations to the State, ensuring the rights of shareholders and employees, and upholding corporate social responsibility. Continuing to reinforce commitments to transparency in accordance with regulations and international standards.

Conclusion: In 2024, the activities of the BIDV Board of Directors were organized and implemented in compliance with applicable laws, the BIDV Charter, and the Board of Directors' Organization and Operation Regulations. The Board fully executed the resolutions of the General Meeting of Shareholders (GMS) and the authorized matters assigned by the GMS, including: **(i)** Successfully achieving and exceeding the comprehensive business targets set for 2024; **(ii)** Strictly adhering to and effectively implementing the Party's guidelines, the State's policies and laws, as well as the directives of the Government and the State Bank of Vietnam (SBV), contributing to financial market stability and ensuring the safety of the banking system; **(iii)** Fulfilling obligations to the State and responsibilities to the community, ensuring the rights and benefits of shareholders and employees, while continuing to enhance BIDV's brand and credit rating...; The Board of Directors has played a prominent and active role in strategic business direction, oversight, and risk management, making significant contributions to the overall performance of the entire system.

April 24th 2025

**Independent Member of the Board
of Directors**

(Signed)

Nguyen Van Thanh

APPENDIX 02: PERFORMANCE RESULTS OF THE BOARD OF DIRECTORS' COMMITTEES

1. Risk Management Committee (RMC)

In 2024, the Risk Management Committee (RMC) continued to focus on implementing its functions and duties as stipulated in Circular No. 13/2018/TT-NHNN dated May 18, 2018, issued by the State Bank of Vietnam (Circular 13), achieving several notable results as follows:

- Advised the Board of Directors on the approval and issuance of resolutions, documents, and policy mechanisms, including: (i) The overall Risk Management Policy Framework and key risk management policies; (ii) Internal capital adequacy assessment in accordance with Basel II practices and compliance with Circular 13 and Circular 41 of the State Bank of Vietnam; (iii) Risk management limits; (iv) Policy mechanisms in credit activities.

- Advised the Board of Directors on risk management oversight and ensuring the operational safety of the system:

- + Advised the Board of Directors on monitoring the implementation of key risk limits and the system's operational safety indicators;

- + Advised the Board of Directors on overseeing the implementation of risk management requirements, recommendations, and the resolution of risk management shortcomings; monitored the CEO in developing and implementing risk management policies in accordance with Circular 13.

In 2024, the Risk Management Committee (RMC) held four meetings, including one regular meeting and three thematic meetings. Through these thematic meetings, the RMC provided advisory support to the Board of Directors on system-wide risk management, including the implementation of Basel III at BIDV, enhancing anti-money laundering risk controls, legal risk management, and compliance risk management in credit activities. The RMC meetings were conducted in accordance with the Committee's Organization and Operation Regulations.

2. Human Resources Committee (HRC)

In 2024, the Human Resources Committee (HRC) provided advisory opinions to the Board of Directors on matters within the Committee's functions and responsibilities, including:

- Revised and reissued four regulatory documents on personnel planning and appointments, including: (i) Regulations on the planning of Head of Team, Deputy Head of Team, and equivalent positions (Decision No. 591/QĐ-BIDV dated May 30, 2024); (ii) Regulations on the planning of leadership and management positions

(Decision No. 595/QĐ-BIDV dated May 30, 2024); (iii) Regulations on the appointment, reappointment, rotation, and management of personnel holding Head of Team, Deputy Head of Team, and equivalent positions (Decision No. 592/QĐ-BIDV dated May 30, 2024);

(iv) Regulations on the appointment, reappointment, rotation, and management of personnel holding leadership and management positions (Decision No. 593/QĐ-BIDV dated May 30, 2024);

- Revised the BIDV Collective Labor Agreement, effective from April 27, 2024;

- Issued the Regulations on Emulation and Commendation at BIDV (Decision No. 1340/QĐ-BIDV dated December 5, 2024).

3. Strategy and Organization Committee (SOC)

The Strategy and Organization Committee (SOC) operates under the Board of Directors, serving as an advisory body to assist the Board in addressing matters related to strategic management, development strategy, business planning, organizational structure, and the governance model of the entire system.

In 2024, the Committee carried out the following tasks:

- Reviewed the 2023 operational performance and developed the 2024 work program;

- Successfully fulfilled its role as an advisory body to the Board of Directors on matters related to strategic management, development strategy, business planning, organizational structure, and the governance model of the entire system, including providing input on:

- + The Supervisory Report on the "Organizational Model, Functions, and Responsibilities under the Credit Target Optimized Model (CTOM)," as part of the thematic initiative on administrative procedure reform, process streamlining, and internal management digitization within the BIDV system;

- + The proposed adjustments to the functions and responsibilities of units related to basic construction investment, procurement investment, and asset leasing at BIDV.

4. Information Technology Committee (ITC)

In 2024, the Information Technology Committee (ITC) provided advisory support to the Board of Directors on the implementation of IT Strategy, IT Planning, and Digital Transformation. Additionally, for initiatives and projects involving multiple units or divisions at the Headquarters, the ITC guided, directed, and promptly addressed challenges in IT operations. Notable achievements include:

- Meetings held in 2024: Three meetings were conducted, including regular quarterly meetings in Q2, Q3, and Q4 of 2024. Key directives included:

(i) Provided timely guidance and direction on reviewing, assessing, and categorizing BIDV's systems for potential transition from fixed licenses to subscription-based licenses. Additionally, directed the evaluation of applications requiring deployment on the specialized ExaData server infrastructure;

(ii) Advised and resolved challenges encountered during the implementation and timeline adjustments of the Product Management and Pricing Platform project and the Data Loss Prevention (DLP) Solution Deployment project;

(iii) Directed the implementation plan for the CoreBanking System for overseas units, including Yangon Branch, LVB, and BIDC;

(iv) Directed the transfer plan of B.One to the units BIDC, LVB, VRB, BIC, and BSC at the earliest possible time.

- Held a thematic meeting to review proposals and provide feedback on the update of the IT Strategy for the 2022–2031 period, with a vision toward 2035.

- Advised and provided opinions on 21 investment and procurement proposals for IT assets and services, as well as adjustments to the IT strategy, under the approval authority of the Board of Directors.

- Fully digitized the operations of the Information Technology Committee (ITC): 100% of ITC activities have been digitized and processed through the B.One system.

- On a quarterly basis, the Information Technology Committee (ITC) monitors the progress of directive implementations (from meetings), IT Plan execution, Digital Transformation Plan, and 2024 Software Development Plan. Additionally, it reports on the progress of key/critical IT projects as outlined in the 2024 IT Plan.

- Submitted reports in accordance with the meeting schedule of the Committees and provided reports on key IT projects of the Information Technology Committee (ITC) to relevant protection line units as needed.

5. BIDV - Hana Bank Strategic Cooperation Committee (SCC)

In 2024, the BIDV - Hana Bank Strategic Cooperation Committee (SCC) advised the Board of Directors on directing the implementation of regular activities and external relations with strategic partners. Additionally, the committee effectively executed technical cooperation projects and workforce exchange programs on schedule.

The key operational achievements are as follows:

- Directed the implementation of the regular work program: Conducted four rounds of written consultations with committee members in accordance with the

Operational Regulations, ensuring that all matters were approved on time and in compliance with procedures.

- Signed the TAA Agreement and celebrated the 5th anniversary of strategic cooperation: Successfully extended the TAA Agreement, with the signing ceremony held on September 20, 2024, in South Korea. Additionally, organized a well-prepared and effective series of events to commemorate five years of strategic partnership.

- Directed the effective and on-schedule implementation of 57 technical cooperation projects, 14 on-site visit, and 4 expert training programs where Hana Bank specialists provided training at BIDV. Through Hana Bank's advisory support, increased the number of Korean FDI clients at BIDV, including major corporations such as LG, Hyundai, and others; Boosted SME business growth, achieving outstanding performance compared to the previous year, especially in product and service development; Completed system development and integration, preparing for the launch of a tuition payment system for Vietnamese students in South Korea; Researched and developed new personal account types, including group accounts and challenge savings deposits; Completed the automation of five processes using RPA, enhancing BIDV's automation capabilities; Proposed the application of Machine Learning in the credit risk warning system, along with a roadmap for reducing non-performing loans.

