

SEABANK ANNUAL REPORT 2025

BELIEVE!

Strength originates from belief

In 2025, SeABank advanced with the spirit of "Believe" – maintaining strong confidence in its strategic direction, firmly pursuing its mission to connect sustainable values, and always believing in the leadership of the Board of Directors (BOD) and the Board of Management. The "Believe" message has created strong momentum throughout 2025, affirming the bank's capabilities, responsibility, and determination to act in order to realize its long-term growth goals.

Belief is built on the alignment of will and action across the entire SeABank system. This unity, together with a strong commitment to standards and accountability, has strengthened a solid internal foundation, enabling SeABank to further enhance its competitiveness and achieve stable development in 2025.

Belief, forged from unity of will, compliant action, and a sense of responsibility among all SeABank employees, has driven SeABank's stable development in 2025. Simultaneously, "Believe" also represents the trust of stakeholders in SeABank – built through a commitment to placing the interests of customers, partners, investors, and the community at the center of all decisions.

Belief fuels growth and drives success

In 2025, the global economy continued to operate in a state of intertwined challenges and opportunities, placing higher demands on the financial and banking system in terms of risk management, operational efficiency, and resilience. Against this context, SeABank remains committed to pursuing a flexible business strategy, proactively applying a “vertical model” to improve governance efficiency, strengthen risk control, and optimize resource allocation.

Accordingly, the Bank focused on exploiting the credit needs of the economy, expanding its selective loan portfolio, and linking growth with asset quality. Outstanding loans reached VND 244,972 billion, an increase of 16.69%, while the non-performing loan (NPL) ratio continued to be controlled below 3% as regulated, ensuring operational safety.

Simultaneously, the "Digital Convergence" strategy remained a key priority, driven by the comprehensive digitalization of operational processes and products/services on a modern technology platform. A secure and convenient digital infrastructure, along with optimized customer experience, has contributed to improved operational efficiency, bringing the Cost-to-Income Ratio (CIR) down to 33.01%. Specialized financial solutions are flexibly tailored to specific customer segments, thereby diversifying revenue streams and increasing the Bank's non-interest income (NoII) by 80.54% compared to 2024.

At the same time, SeABank continued to expand its international cooperation and attracted an additional US\$80 million from international financial institutions, bringing the total international mobilization to over US\$1.1 billion, thereby strengthening medium- and long-term capital sources to serve sustainable growth, inclusive financial development, and climate finance.

Thanks to a consistent strategy and decisive actions, in 2025 SeABank recorded pre-tax profit of VND 6,868 billion, an increase of 13.73%; total assets reached VND 396,443 billion, an increase of 21.72% compared to the same period; ROE reached 14.62%, thereby further strengthening the bank's financial foundation and competitive position.

Belief leads sustainable development

2025 marks a significant milestone as SeABank announced its new strategic framework of Purpose – Vision – Aspiration – Values, integrating responsibility and sustainability into all governance, operational, and business decisions. This orientation laid the foundation for the 2026-2030 period, aiming to become a bank that “puts people and the community first.”

The Environmental-Social-Governance (ESG) criteria are concretized with clear objectives and measurable indicators. Information disclosure and reporting are standardized in accordance with Vietnamese regulations and international best practices. The Sustainable Development Report is published separately from the Annual Report, demonstrating a commitment to transparency and accountability. In addition, SeABank has also issued an internal Regulation on Sustainable Development, which serves as a guiding principle to ensure that SeABank's sustainable development strategy remains on track and effective.

Along with improving its governance framework, SeABank also focuses on fulfilling its social responsibility with a total budget of over VND 33 billion, a 44% increase compared to 2024. The bank donated nearly 1,000 houses to poor households; contributed VND 6.5 billion to mitigate the consequences of storms and floods; completed the goal of planting 1 million trees ahead of schedule; and continued to maintain the SeADreams, SeAGreen, and SeASmile funds with many practical social and charitable activities related to education, environment, and social welfare to create long-term impacts.

With unwavering belief in the spirit of "Believe," SeABank concluded 2025 with stable growth. The strengthened comprehensive foundation will unleash its power, paving the way for SeABank to enter a new phase of development with confidence. The spirit of daring to innovate, daring to be different, and being ready to break through will help the Bank elevate its growth, aiming for sustainable long-term value for customers, partners, the community, and other stakeholders.

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LIST OF ABBREVIATIONS

ACGS: ASEAN Corporate Governance Scorecard

AI: Artificial Intelligence

BOM: Board of Management

CAR: Capital adequacy ratio

CASA: Current Account Savings Account

CIR: Cost to Income Ratio

CRM: Customer Relationship Management

CSAT: Customer Satisfaction Score

JSC: Joint Stock Company

GMS: General Meeting of Shareholders

SMEs: Small and medium enterprises

BU: Business Unit

ESG: 3 pillars of sustainable development Environmental - Social - Governance

ESMS: Environmental and Social Management System

ESOP/ SeAESOP: Employee stock ownership plan of SeABank

EWS: Early warning system

GHG: Greenhouse gas emissions

GRC: Governance, Risk and Compliance system

BOD: Board of Directors

MC: Members' Council

IFRS: International Financial Reporting Standards

KPI(s): Key performance indicator

IA: Internal Audit

LCR: Liquidity Coverage Ratio

LDR: Loan-to-Deposit Ratio

MCA: Management checkpoint assessment

SBV: State Bank of Vietnam

NIM: Net Interest Margin

NoII: Non-Interest Income

NPS: Net Promoter Score

NSFR: Net stable funding ratio

ODA: Official development assistance

OECD: Organization for Economic Cooperation and development

AML: Anti-money Laundering

QAIP: Quality Assurance and Improvement Program

HR: Human Resource

RM: Risk management

ROA: Return on assets

ROE: Return on equity

SCF: Supply Chain Finance

SDG(s): Sustainable development goals

SMART: Specific – Measurable – Attainable – Relevant – Timebound

TAT: Turnaround time

TCFD: Task Force on Climate-Related Financial Disclosures

tCO₂eq: ton of CO₂ equivalent- Emission greenhouse gas calculation unit

JSCB: Joint Stock Commercial Bank

TMS: Treasury Management System

Ltd.: Limited

TOI: Total operating income

TF: Trade finance

RMC: Risk Management Committee

UPAS LC: Usance Payable At Sight Letter of Credit

VNCG: Vietnam Corporate Governance Code

WSME: Women-owned small and medium enterprises

EXPLANATION OF TERMS AND PROPER NOUNS

AFS: A company belonging to the financial services division of AEON Group - AEON Financial Service

AIIB: Asian Infrastructure Investment Bank

ALCO: Asset-Liability Management Council of SeABank

API: An intermediary method that connects different applications and libraries

ATM: Automated teller machine

Basel II, Basel III: The second and third versions of the Basel Accord on Risk Management

Callbot: Automated customer service call center

COSO: Committee on Fraud in Financial Reporting, a U.S. National Board on Financial Reporting.

COP: United Nations Framework Convention on Climate Change

DFC: U.S. International Development Finance Corporation

e-banking: Electronic banking application

eKYC: Electronic Customer Identification and Authentication Solution

EV: Electric vehicles

FMO: Dutch Entrepreneurial Development Bank

GRI: Global Reporting Initiative

HOSE: Ho Chi Minh City Stock Exchange

HNX: Hanoi Stock Exchange

ICMA: The International Capital Market Association

IFC: International Finance Corporation

IFRS: International Financial Reporting Standards

IIA: American Association of Internal Auditors

IPCC: Intergovernmental Panel on Climate Change

Norfund: The Norwegian Government's investment fund for developing countries.

POS: A device that accepts bank card payments.

PTF: Postal Finance Company Limited

Proparco: French Development Finance Organization (Groupe Agence française de développement)

SeABank AMC: SeABank Asset Management and Debt Collection Company Limited

SeABanker: SeABank staff

SeAMobile: SeABank's online banking application.

SeAPremium: SeABank's premium customer segment.

SMS: Short Message Service

UNEP FI: United Nations Environment Programme Financing Initiative

VBMA: Vietnam Bond Market Association

WEPS: UN Women and UN Global Compact Principles for Empowering Women

MESSAGE FROM THE CHAIRMAN OF THE BOD

Corporate governance – The foundation of competitiveness and a driver of long-term growth

Dear valued Shareholders, Partners, and Customers,

2025 marks a crucial turning point for SeABank as the global and regional economies continue to face numerous uncertainties, demands for sustainable development, governance transparency, and social responsibility are increasingly standardized for financial institutions.

The BOD of SeABank recognized that sustainable development is not merely a commitment to social responsibility, but a strategic choice to ensure the Bank's long-term, safe, and efficient growth. Corporate governance is identified as a key element, with the BOD playing a central role, directly overseeing the Bank's sustainable development strategy. Corporate governance is fundamental to enhancing competitiveness and guiding the operations of the entire banking system, adhering to the principles of transparency and efficiency.

Corporate governance – a key pillar of sustainable development

The BOD of SeABank recognized that good corporate governance is the most important "soft infrastructure" of a modern bank. Adherence to and progressive adoption of advanced governance standards, consistent with international practices and Vietnamese law, not only contributes to improving risk management effectiveness but also helps build and strengthen the trust of shareholders, investors, customers, employees, and other stakeholders.

In 2025, the SeABank BOD continued to direct and supervise the strengthening and improvement of the Bank's governance model. Accordingly, the focus was placed on clarifying the roles and responsibilities of the BOD and its subordinate committees, ensuring appropriate independence between governance and operational functions, while enhancing the effectiveness of supervision throughout the system. Risk management was closely linked to the business strategy, risk appetite, and internal control and compliance systems, with ESG factors being placed under the supervision of the BOD. Simultaneously, the Bank prioritized improving the quality of information disclosure, ensuring timeliness, completeness, accuracy, and accessibility, aiming towards international standards for reporting and sustainable development.

Good corporate governance – a sustainable competitive advantage

In a competitive business environment, SeABank's BOD recognizes that sustainable competitive advantages stem not only from scale or technology, but also from robust governance capabilities, a consistent compliance culture, and the quality of strategic decisions. Effective corporate governance enables the Bank to make prudent yet flexible decisions, balancing growth objectives with operational safety. Simultaneously, a strong governance foundation helps attract and maintain high-quality capital, particularly from long-term investors who prioritize ESG factors and transparency in governance. Through this, SeABank's reputation and brand value continue to be strengthened, enhancing its positioning as a transparent, responsible, and trustworthy bank.

Commitment of the BOD

The BOD is committed to continuing to place sustainable development and corporate governance at the center of its strategic decisions, while also being responsible for overseeing implementation through governance mechanisms and regular reporting. On this basis, the BOD will continue to support and supervise the Board of Management in building a transparent, efficient, and accountable organization,

aiming to create long-term values for stakeholders and make a positive contribution to sustainable socio-economic development.

The BOD of SeABank believes that, with a solid governance foundation, effective supervisory mechanisms, and a clear strategic direction, along with the consensus of the entire system, SeABank will continue to develop safely, efficiently, and sustainably, thereby affirming its position in the Vietnamese financial and banking system.

In 2026 and the upcoming period, the BOD in particular and SeABank in general hope to continue receiving the support and cooperation of esteemed Shareholders, Partners, and Customers to successfully implement the sustainable development strategy, aiming to create increasing values to the community and stakeholders.

Thank you sincerely for your trust and support.

Best regards,

Chairman of the BOD

Le Van Tan

(Signed)

MESSAGE FROM THE CEO

Dear valued Shareholders, Partners, and Customers,

In 2025, amidst a financial and banking market that continues to place higher demands on risk management, asset quality, and capital efficiency, SeABank remains steadfast in its established vision and sustainable development strategy, proactively adapting, seizing opportunities, and overcoming challenges.

Adhering to the sustainable vision and consistent guidance from the BOD, a synchronized and decisive action plan has been implemented across the entire SeABank system in 2025. The "Believe" spirit has fostered a sense of compliance, discipline, and responsibility among each employee, thereby increasing internal strength and enhancing execution capabilities.

Accordingly, SeABank focuses on digital transformation; developing a comprehensive ecosystem of customers and partners; risk control; human resource and corporate culture development; social welfare and environmental protection. These strategies are concretized into action programs, closely adhering to the Bank's long-term ESG strategy.

Comprehensive ecosystem expansion

In 2025, SeABank focused on developing its ecosystem of product-customer-partner to enhance service connectivity and expand multi-platform touchpoints.

Accordingly, the Bank continued to expand its international cooperation, attracting an additional US\$80 million from the French Development Finance Organization (Proparco) and the Dutch Enterprise Development Bank (FMO), raising the total international mobilization to over US\$1.1 billion, creating a capital foundation for sustainable growth and inclusive finance. Regarding products and services, SeABank strengthened cooperation with MobiFone and MoneyGram to expand financial and telecommunications services, international money transfers, and promote cross-selling within the ecosystem.

Simultaneously, the bank develops its customer base by focusing on key segments, providing customized solutions tailored to the specific needs of small and medium-sized enterprises (SMEs), female customers, and priority customers (SeAPremium)... Lifestyle-oriented financial products are also being promoted, notably the Visa SeASoul 2in1 card in collaboration with singer My Tam, SeAPremium Lounge priority counters, exclusive SeAPremium Golf Master tournament, and SeAPower privileges for female business owners.

In addition, the Bank continued to upgrade its SeAMobile/SeANet digital banking services and diversify its digital products and services, thereby attracting 675,000 new users and recording 53 million online transactions with a total turnover of VND 507,000 billion.

In particular, SeABank's brand and products and services were clearly demonstrated through its exclusive sponsorship of the "See the Light" live concert – the largest solo concert in Vietnam by singer My Tam, attracting over 40,000 spectators at My Dinh Stadium.

Strengthening risk management

In 2025, SeABank continued to strengthen its risk management foundation in a proactive manner and in line with international best practices. The Bank completed the development of its Risk Appetite for the period 2026-2030, serving as a basis for defining acceptable risk levels in line with its medium- and long-term strategy. The Early Warning System (EWS) for individual customers operates automatically,

covering 100% of the credit portfolio, supporting early identification and timely handling of signs of asset quality deterioration.

The socio-environmental risk management system continued to be upgraded in line with international standards, integrating supply chain risk evaluation and physical risks related to climate change; while continuing to screen and assess socio-environmental risks for 100% of credit and investment projects.

Notably, SeABank is one of the first private banks in Vietnam to issue a Green Bond Framework compliant with the principles of the International Capital Markets Association (ICMA) and is rated "Medium Green" by S&P Global Ratings – the current highest rating in Vietnam.

In addition, credit rating agency Moody's maintained SeABank's 2025 credit ratings at Ba3 for long-term deposits, its baseline credit evaluation (BCA) at B1, and a 'Stable' outlook. The maintained credit rating by Moody's for several consecutive years clearly demonstrates its recognition of SeABank's solid financial foundation, improved operational efficiency, and sustainable growth prospects with appropriate strategies.

Human resource development and corporate culture

Adhering to its vision of "putting people and the community first," SeABank continues to refine its human resource policies, enhance training, build clear career paths, and ensure fair development opportunities based on competence and contribution. Recruitment and compensation policies are implemented transparently, without bias or discrimination, aiming for a work environment of professionalism, mutual respect and diversity.

Corporate culture is strengthened in the direction of professionalism, transparency, cohesion, creating consensus in action and enhancing execution capacity through internal bonding programs, team minigames, competitions for employees and their children, etc.

The culture of love, sharing, and green lifestyle continued to be promoted in 2025, with a total budget of over VND 33 billion allocated to social responsibility activities, focusing on housing for poor households, mitigating the consequences of natural disasters, promoting education, and protecting the environment. Notably, the Bank achieved its goal of planting 1 million trees ahead of schedule, aiming to create a practical and sustainable impact on the community.

Confidently break through and create value

At the end of 2025, SeABank recorded pre-tax profit of VND 6,868 billion, total assets of VND 396,443 billion, and ROE of 14.62%. These results demonstrate a clear improvement in growth quality, capital utilization efficiency, and operations, affirming the correctness of the strategic pillars implemented.

On behalf of SeABank's Board of Management, I would like to express my sincere gratitude to the regulatory authorities, the State Bank of Vietnam (SBV), our esteemed shareholders, partners, and customers for their continued trust and support. In particular, I highly appreciate the efforts of all SeABank employees for their unwavering commitment and collective dedication in achieving our goals for 2025.

Entering a new phase of development, SeABank continues to maintain its confidence, ready to make even stronger breakthroughs, confidently and proactively seizing opportunities on the foundation already established, thereby enhancing its competitive position and creating long-term value for stakeholders.

Wishing you good health, success, and prosperity!

Best regards.

Le Quoc Long

CEO

(Signed)



OUTSTANDING ACHIEVEMENTS

SeABank 2025 – Belief creates strength, driving effective, safe, and sustainable execution.

No	Achievements
1	<p>Received US\$80 million in investment from two international organizations</p> <p>The French Development Finance Corporation (Proparco) and the Dutch Enterprise Development Bank (FMO) signed a cooperation agreement to invest US\$80 million in SeABank to promote inclusive economic and financial growth in Vietnam. The entire loan was disbursed in October 2025, with each party contributing US\$40 million. This brings SeABank's total international mobilization to over US\$1.1 billion, affirming the bank's reputation, operational efficiency, and effective use of capital.</p>
2	<p>Announced a new Strategic Framework on Vision, Mission, and Core Values</p> <p>The new strategic framework, comprising Purpose, Vision, Aspiration, and Core Values, marks a significant shift in SeABank's sustainable journey. The bank establishes its Purpose as "bringing joy to people's lives," aspiration to provide differentiated services, comprehensive digitalization, and incorporating sustainability into every decision. The three core values (Have a Purpose, Aim for Excellence, Be Happy) guide the building of trust, values, and positive experiences for customers in the next phase.</p>
3	<p>Officially increased charter capital to VND 28,450 billion</p> <p>The SBV issued Decision 2206/QD-NHNN dated May 28, 2025, approving the adjustment of SeABank's charter capital from VND 28,350 billion to VND 28,450 billion, an increase of VND 100 billion through the issuance of 10 million ESOP shares with a par value of VND 10,000 per share. This capital increase is part of the plan approved by the 2024 Annual General Meeting of Shareholders, creating a foundation for sustainable development aligned with the ESG orientation.</p>
4	<p>Received Ba3 rating from Moody's for the 4th consecutive year</p> <p>In 2025, Moody's maintained SeABank's Ba3 rating for long-term deposits, BCA at B1, and a Stable outlook for the fourth consecutive year, demonstrating its recognition of the Bank's governance capabilities and sound financial foundation.</p>
5	<p>Strengthened strategic cooperation and expanded the modern banking ecosystem</p> <p>In October 2025, MobiFone Telecommunications Corporation and SeABank signed a strategic cooperation agreement to develop an integrated ecosystem between telecommunications, technology, and finance-banking, enhancing the customer experience nationwide. Simultaneously, SeABank also partnered with MoneyGram International, Inc., enabling customers to receive international remittances online directly into their SeAMobile e-banking accounts for the first time.</p>
6	<p>Enhanced transparency in governance and reporting</p> <p>In 2025, SeABank published its first standalone Sustainable Development Report, separated from ESG disclosures in the Annual Report. This is a significant step towards standardizing and</p>

	<p>systematically presenting the objectives, strategies, and results of ESG implementation, thereby increasing information transparency and affirming the Bank's commitment to stakeholders.</p>
7	<p>Officially launched the new website</p> <p>The newly launched SeABank website marks a significant step forward in innovation and enhancing the customer experience. The streamlined UI/UX platform is optimized for each customer segment, integrating features such as intelligent search, personalized product suggestions, card comparison, and improved page load speed across all devices. Page load speed is significantly improved and remains stable across all devices, anytime, anywhere.</p>
8	<p>Elevated the experience of SeAPremium priority customers</p> <p>SeABank continued to develop its SeAPremium ecosystem for high-end customers based on three S.E.A. pillars: Stability, Exclusivity, and Advisory. Accordingly, 28 SeAPremium Lounge priority transaction counters have been implemented under a boutique banking model, providing transaction spaces along with a team of specialized advisors. In addition, the 3rd SeAPremium Golf Master 2025 tournament continues to offer a refined experience and exclusive lifestyle privileges for SeAPremium customers.</p>
9	<p>Enhanced corporate social responsibility and environmental stewardship</p> <p>SeABank has strengthened its social welfare and environmental activities with a total budget of over VND 33 billion, a 44% increase compared to 2024. Many practical activities have been implemented, such as: building nearly 1,000 houses for poor households, providing VND 6.5 billion for post-flood reconstruction, completing the target of planting 1 million trees ahead of schedule, sponsoring 10 underprivileged students, and continuing to spread values through the annual charitable programs of its internal charity fund.</p>
10	<p>Launched the Visa SeASoul 2in1 card and exclusively sponsored the "See the Light" live show in collaboration with singer My Tam</p> <p>SeABank, in collaboration with Visa and singer My Tam, has launched the Visa SeASoul 2in1 international card – a card integrating debit and credit with benefits such as: free installment payments, cashback up to 15% on entertainment, dining, and travel; many privileges for fans; and a charity feature of VND 3,000 per newly opened card for the SeABank/MT Foundation.</p> <p>Simultaneously, SeABank partnered with the "See The Light – Gratitude and Light" live show held at My Dinh Stadium, attracting 40,000 spectators and affirming the modern financial trend linked to emotional experiences and lifestyle.</p>

FIRMLY BELIEVE

I. OVERVIEW OF SEABANK

I-1. General Information

Trade name	Southeast Asia Commercial Joint Stock Bank
Abbreviation	SeABank
Year of establishment	1994
Operating license number:	License No. 51/GP-NH dated March 25, 1994, issued by the State Bank of Vietnam under Decision No. 47/QĐ-NH5 dated March 25, 1994; and according to subsequent amendments, supplements, and replacements.
Stock code	SSB
Address	No. 198 Tran Quang Khai Street, Hoan Kiem Ward, Hanoi City, Vietnam
Business registration number	0200253985 first issued by the Hanoi Department of Planning and Investment on January 14, 2005
Charter capital	VND 28,450,000,000,000
Equity	VND 40,372,593,858,222
Hotline	1900 555 587
Website	seabank.com.vn
Email	contact@seabank.com.vn

Members of domestic and international associations and industries.

Name of Organization/Association	Role of participation	Participation time
Vietnam Banking Association	Member Bank	1994
Swift Association - The International Interbank Financial Telecommunication Association	Member Bank	06/2005
Vietnam Bank Card Association	Member Bank	10/2008
MasterCard International Card Organization	Member Bank	02/2009
Visa International Card Organization	Member Bank	01/2010
NAPAS (also known as Vietnam National Payment Corporation)	Member Bank	10/2012
Vietnam Bond Market Association (VBMA)	Member Bank	2017
JCB International Card Organization	Member Bank	03/2022

I-2. Formation and Development Process

1994	2002	2005	2009	2011	2012	2017	2018
<p>Hai Phong Commercial Joint Stock Bank (predecessor of SeABank) was established in Hai Phong on March 24, 1994.</p>	<p>Renamed to Southeast Asia Commercial Joint Stock Bank (SeABank)</p>	<p>Officially moved headquarters from Hai Phong to 16 Lang Ha, Ba Dinh, Hanoi.</p>	<ul style="list-style-type: none"> - Officially launched the retail banking model. - Relocated Head Office to 25 Tran Hung Dao Street, Hoan Kiem District, Hanoi. 	<ul style="list-style-type: none"> - Opening of the Ho Chi Minh City Representative Office - Became one of the first banks in Vietnam to accept all types of international cards. 	<ul style="list-style-type: none"> - Ranked in Group 1 by the SBV and selected to be included in the list of eligible entities to participate in serving Official Development Assistance (ODA) projects in Vietnam. - Received the Third-Class Labor Medal for contributions to socio-economic development during the period 2007-2011. 	<ul style="list-style-type: none"> - Transformed ‘customer-centric’ operating model with the aspiration to become the favorite retail bank. - Received the Second Class Labor Medal for outstanding achievements in work during the period 2011-2017. 	<ul style="list-style-type: none"> - Announced the five core values: Community, Transparency, Consensus, Aspiration, and Sustainability. - Increase charter capital to VND 7,688 billion.
2019	2020	2021	2022	2023	2024	2025	
<p>Moody's announced a B1 credit rating for SeABank.</p> <p>- Achieved the minimum</p>	<ul style="list-style-type: none"> - Introduced the new SeAMobile version. - The 5th bank in Vietnam to 	<p>-1.2 billion SSB shares listed on HOSE.</p> <p>Moody’s upgraded SeABank’s outlook</p>	<ul style="list-style-type: none"> - Relocated Head Office to BRG Tower - 198 Tran Quang Khai, Hoan Kiem, Hanoi Moody’s upgraded its baseline credit rating (BCA) to B1, and 	<ul style="list-style-type: none"> - SSB shares included in the MSCI Frontier Markets Index and the VN30-Index. - Signed a contract to 	<ul style="list-style-type: none"> - Issued the first blue-chip bonds in Vietnam. - Increased charter capital to VND 28,350 billion. - Successfully upgraded the T24 	<ul style="list-style-type: none"> - Announced a new Strategic Framework on Vision, Mission, and Core Values. - Received US\$80 million in investment from 	

<p>capital adequacy ratio requirement according to the international Basel II standards ahead of schedule.</p> <p>- Increased charter capital to VND 9,369 billion.</p>	<p>complete all 3 pillars of Basel II ahead of schedule.</p> <p>- Increased charter capital to VND 12,087 billion.</p> <p>- Awarded the title of National Brand 2020.</p>	<p>from Stable to Positive, while maintaining its credit rating at B1.</p> <p>- Increased charter capital to VND 14,785 billion.</p>	<p>improved ratings for several categories to Ba3.</p> <p>- Implemented Basel III standards.</p> <p>- International fundraising reached US\$495 million.</p> <p>-The transaction network reached 181 points across 31 provinces and cities.</p> <p>-Permanent Vice Chairwoman of the BOD Nguyen Thi Nga, received the First Class Labor Medal for outstanding achievements in her work during the period 2016-2020.</p>	<p>transfer 100% of the capital contribution in PTF Finance Company to AEON Financial Service (AFS).</p> <p>- Increased charter capital to VND 24,957 billion.</p>	<p>system to version R22.</p> <p>- Expanded cooperation with many reputable organizations such as IFC, AIIB, Visa, Norfund...</p> <p>- Received the First Class Labor Medal for outstanding achievements in its work during the period 2018-2022.</p>	<p>Proparco and FMO, bringing total international fundraising to over US\$1.1 billion (including shopping malls).</p> <p>- Increased charter capital to VND 28,450 billion.</p> <p>- Maintained Ba3 rating by Moody's for the fourth consecutive year.</p> <p>- Published the first standalone Sustainable Development Report.</p> <p>- Launched the Visa SeASoul 2in1 card.</p>	
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I-3. Business Sector and Geographical Area

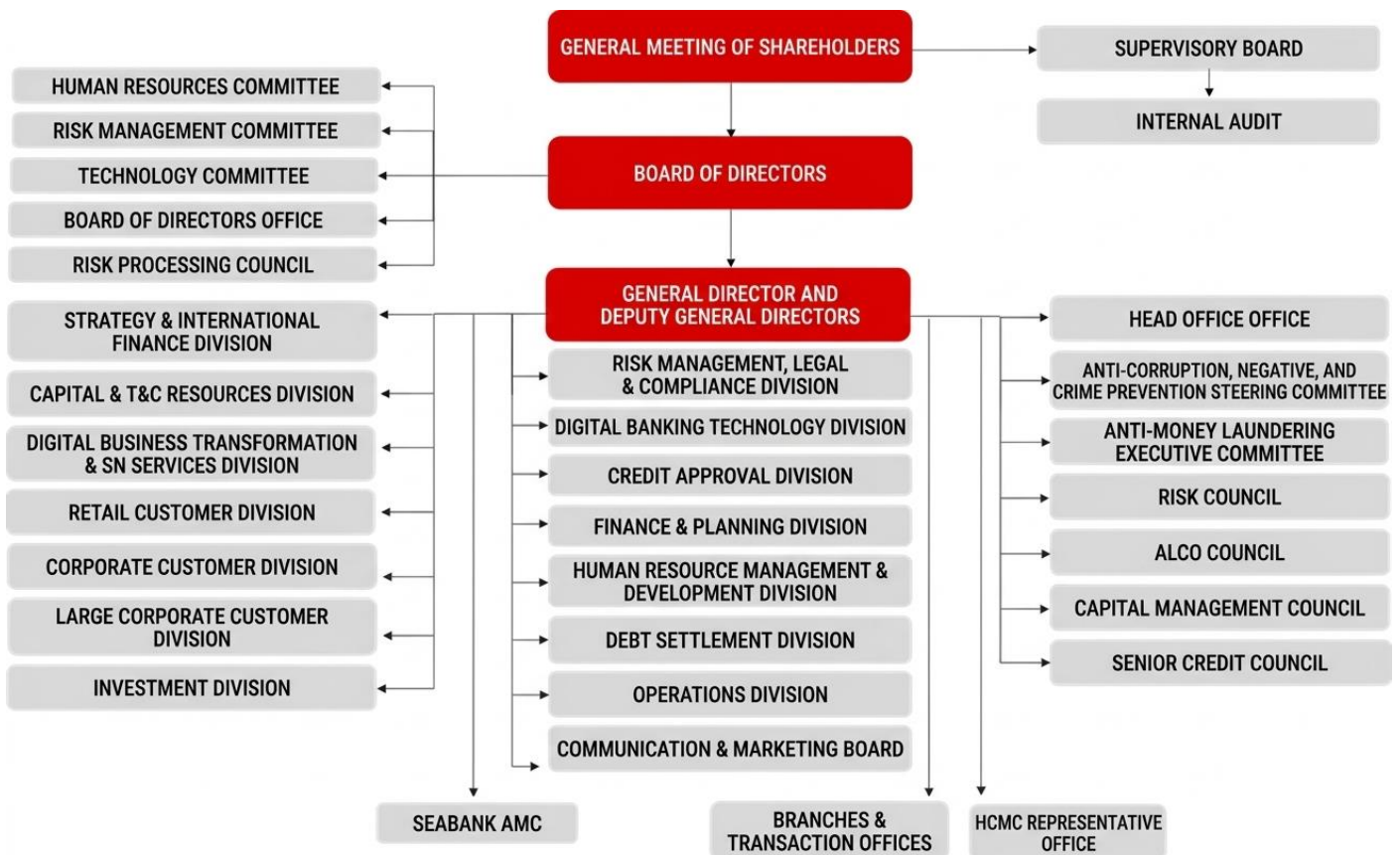
1. Accepting demand deposits, time deposits, savings deposits, and other types of deposits.
2. Issuing certificates of deposit.
3. Granting credit in the following forms:
 - a) Loan;
 - b) Discounting, rediscounting;
 - c) Bank guarantee;
 - d) Issuing credit cards;
 - d) Domestic factoring; international factoring;
 - e) Letter of credit;
 - f) Other forms of credit granting as prescribed by the SBV.
4. Opening payment accounts for customers.
5. Providing means of payment.
6. Providing payment services via accounts as below:
 - a) Providing domestic payment services including checks, payment orders, payment authorizations, collection orders, collection authorizations, money transfers, bank cards, collection and disbursement services;
 - b) Providing international payment services and other payment services as regulated by the State Bank of Vietnam.
7. Borrowing from the SBV in the form of refinancing.
8. Trading securities (purchasing and selling) with the SBV.
9. Lending, borrowing, depositing, receiving deposits, buying, and selling securities with a maturity date with credit institutions and branches of foreign banks in accordance with the regulations of the State Bank of Vietnam.
10. Borrowing from abroad in accordance with the law.
11. Opening a payment account at the SBV.
12. Opening a payment account at a credit institution that provides payment services through accounts.
13. Opening a payment account overseas in accordance with the laws on foreign exchange.
14. Organizing internal payment systems and participating in the national interbank payment system.
15. Contributing capital and purchasing shares in accordance with the law and guidelines of the State Bank of Vietnam.
16. Conducting business and providing domestic and foreign customers with foreign exchange services and products within the scope regulated by the State Bank of Vietnam.
17. Business activities include providing domestic and international clients with interest rate derivative products and services.
18. Receiving entrusted investment and development funds from domestic organizations.
19. Entrusting, receiving entrustment for capital contribution, purchasing shares.
20. Acting as an agent or receiving an agent to purchase corporate bonds.
21. Acting as trustee, receiving trusteeship, acting as agent in banking operations, and assigning payment agency services are governed by regulations of the State Bank of Vietnam.
22. Asset management agents operate in accordance with the law and guidelines of the State Bank of Vietnam.

23. Insurance agents operate in accordance with the laws on insurance business and within the scope of insurance agency activities as stipulated by the State Bank of Vietnam.
24. Other business activities:
 - a) Cash management services; treasury services for credit institutions and branches of foreign banks; asset management and safekeeping services, safe deposit box rental;
 - b) Providing money transfer, collection, disbursement, and other payment services that do not involve bank accounts;
 - c) Participating in bidding, buying, and selling State Bank of Vietnam treasury bills, corporate bonds; buying and selling government debt instruments, government-guaranteed bonds, local government bonds, and other securities;
 - d) Participating in bidding, buying, and selling Treasury bills, negotiable instruments, and other securities;
 - e) d) Currency brokerage services;
 - f) e) Trading in gold;
 - g) f) Other services related to factoring and letters of credit;
 - h) Providing advice on banking operations and other business activities as stipulated in the License;
 - i) Issuing bonds;
 - j) Securities custody;
 - g) The collateral management agent for the lender is an international financial institution, a foreign credit institution, a credit institution, or a branch of a foreign bank.
25. Investing in government bond futures contracts.
26. Electronic wallet.
27. Debt purchasing activities.
28. Other business activities related to banking operations as regulated by the SBV.

I-4. Governance Model and Management Structure

SeABank is a joint-stock commercial bank and a listed company on the Ho Chi Minh Stock Exchange (HOSE). SeABank's governance model and management structure are implemented in accordance with the Law on Credit Institutions (2024) and its guiding documents; the Securities Law (2019, amended and supplemented in 2024); and the Enterprise Law (2020, amended and supplemented by Law No. 76/2025/QH15). Simultaneously, SeABank has also applied the Vietnamese Good Corporate Governance Principles (VNCG), the ASEAN Corporate Governance Scorecard (ACGS), as well as the requirements of international investors in SeABank such as IFC, DFC, etc.

Accordingly, SeABank's current governance model and management structure consists of a General Shareholders' Meeting (GSM), BOD, Supervisory Board (SB), and General Director/Director. The governance model and management structure of SeABank as of December 31, 2025, is as follows:



I-5. Strategic Partners



I-6. Subsidiary, business operations of subsidiary

In 2025, after completing the transfer of Postal Finance Company Limited (PTF) to AEON Financial Service in February 2025, SeABank will own one subsidiary, SeABank Asset Management and Debt Collection Company Limited (SeABank AMC).

Business name	SeABank Asset Management and Debt Collection Company Limited
Abbreviation	SeABank AMC
Business Registration Certificate No.	0103099985 first issued by the Department of Planning and Investment of Hanoi City on December 16, 2008, and the 20th amendment was registered on July 14, 2025.
Headquarters	254C Thuy Khue Street, Tay Ho Ward, Hanoi City, Vietnam
Registered charter capital	VND 1,000,000,000,000
Paid-up charter capital	VND 1,000,000,000,000
Owner	Southeast Asia Commercial Joint Stock Bank
Ownership percentage	100%
Main business activities	Debt management and asset recovery

On December 3, 2008, SeABank AMC was established with the approval of the State Bank of Vietnam to serve SeABank's debt management and asset exploitation needs by receiving, managing, and recovering accounts receivable and bad debts from the bank, ensuring the bank's safe and sustainable business operations.

Besides meeting SeABank's own needs for handling bad debts, SeABank AMC will utilize its specialized skills to serve the debt and asset resolution needs of other businesses, helping to make capital flow more transparent and smooth in the economy.

Performance in 2025

In 2025, SeABank AMC will continue to implement its activities in accordance with its functions and responsibilities:

- Participating in auctions to purchase assets seized in enforcement proceedings (assets related to SeABank's debt settlement) from auction centers aims to minimize losses and reduce the value of collateral assets.
- Complete the necessary procedures to legalize ownership of the purchased assets with the competent state authorities, then proactively sell them on the market to maximize capital recovery for SeABank.
- Implement, operate, manage, and provide office rental services in SeABank AMC's and SeABank's entrusted buildings nationwide.

Business results in 2025:

No.	Target	2024	2025	Growth
		(Billion VND)	(Billion VND)	%
1	Total assets	1,169	1,297	10.9%
2	Profit before tax	34.4	63.7	84.8%

Action plan for 2026:

- Continue to carry out the procedures to legalize ownership of the purchased assets with the competent State authorities, and proceed with selling them on the market to recover capital for SeABank.
- Continue to operate the management and provision of office rental services at the Company's leased buildings and those entrusted by SeABank.
- The projected pre-tax profit target for 2026 is VND 63.2 billion.

I-7. Development Strategy and Orientations

I-7.1. SeABank's Strategy and Orientation to 2030

SeABank's goals and development strategy until 2030:

Goal	Strategy
To become the favorite retail bank in Vietnam.	<ul style="list-style-type: none"> - Technological advancement: Investing strongly in technology and automation to improve product and service quality, increase value, and enhance customer experience. - Prioritizing security: Enhancing safety and security in accordance with Vietnamese regulations and international standards, applying technology to minimize risks and ensure customer rights. - Customer development: Maximizing customer service through multiple channels, a diverse range of products and services, and the implementation of comprehensive financial solutions.

<p>Become a leading bank in corporate culture</p>	<ul style="list-style-type: none"> - Building a healthy work environment: Respecting the diversity, differences, and individual identities of each employee, creating equal opportunities for employees to demonstrate and develop their abilities, and to excel and advance. - Strengthening team spirit: Enhancing solidarity among employees and fostering a stronger bond between employees and the bank through appreciation programs and internal team-building activities. - Spreading values to the community: Promoting humanism, sharing, and love from within the organization to the community through a series of social welfare and environmental activities, and the activities of 4 internal charitable funds.
<p>Human resource development to drive sustainable development</p>	<p>Recognizing that human resources are the core element of internal strength, SeABank promotes human resource development through:</p> <ul style="list-style-type: none"> - Improve salary policies, compensation packages, and benefits to ensure competitiveness. - Organize appropriate training programs and career advancement paths to create opportunities for skill development. - Develop a workforce with innovative thinking, experience in multiple fields, digital skills, and a high level of adaptability and up-to-date knowledge.
<p>Sustainable development is based on three main pillars: Environment (E) – Society (S) – Governance (G)</p>	<p>Comprehensive sustainable development is achieved through the integration of ESG principles and standards into business strategies. Details of the sustainable strategy based on the three ESG pillars are presented in section I-7.1 of this report.</p>
<p>Orienting growth through the concretization of SMART indicators.</p>	<p>SeABank has set its financial goals for 2030 based on the SMART principle with 5 elements: Specific – Measurable – Attainable – Relevant – Timebound. Accordingly, the goals for 2030 are:</p> <ul style="list-style-type: none"> - 10 million customers; - Non-interest income (NoII) accounts for >38% of total income; - Online transaction rate is 70%. - Cost-to-income ratio (CIR) <36%; - Non-performing loan ratio <3%.

I-7.2. Sustainable Development Strategy and Orientation

Long-term strategy – Comprehensive sustainable development based on core values:

<p>Have a Purpose</p>	<p>Expanding sustainable development to serve the community. Connecting with and delivering core values to customers, stakeholders, the community, and society.</p>	<ul style="list-style-type: none"> - Sustainable and responsible business practices: <ul style="list-style-type: none"> • Operating responsibly based on the 17 Sustainable Development Goals (SDGs) of the United Nations, we are pioneers in implementing and disseminating these values to our employees, customers, the community, and stakeholders. • Integrating ESG criteria into business strategies, aiming for sustainable development and supporting the national goal of achieving net-zero emissions by 2050, is consistent with the commitment of the Vietnamese Prime Minister at the 26th Conference of Parties to the United Nations Framework Convention on Climate Change (COP26).
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		<ul style="list-style-type: none"> • Sustainable growth in scale, products, and services to deliver tangible value and benefits to all stakeholders. <p>- To foster shared responsibility among the Bank, individuals, organizations, customers, and all stakeholders for a prosperous and sustainable community:</p> <ul style="list-style-type: none"> • To become a pioneering bank in green finance and inclusive finance, promoting sustainable economic growth and improving the quality of life for the community. • Maintain the operation of 4 internal charitable funds, actively organize social welfare and environmental activities, and participate in social welfare and environmental activities of state agencies, organizations/associations, and partners. • Continuously innovating, contributing ideas, and effectively implementing business activities and social welfare and environmental activities to serve the community.
Aim for Excellence	A desire to contribute, affirm value, and achieve success. Always transparent to live up to the professional standards in the eyes of clients.	<p>- Strengthen internal resources to ensure the achievement of set objectives:</p> <ul style="list-style-type: none"> • Spreading the spirit of striving for excellence and the desire to contribute to the Bank and the community among each employee, thereby creating a strong internal strength to propel the team to achieve success. • Building a high-quality workforce, ready to meet goals and strategies. <p>- Operating transparently and efficiently for the trust and benefit of partners, customers, investors, and stakeholders:</p> <ul style="list-style-type: none"> • Ensure the full and timely disclosure of information in accordance with legal regulations and good corporate governance practices. Information should be complete, accurate, clear, timely, and effective, presented in various formats, in a reader-friendly manner, and meeting the diverse needs of stakeholders. • Avoid embezzlement and personal gain. Strengthen anti-money laundering and anti-corruption efforts. Adhere to regulations, principles, and standards when interacting with stakeholders. • Improve corporate governance and risk management in accordance with legal regulations; apply international best practices.
Be Happy	A passionate and dedicated work ethic, driven by the belief, rights, and well-being of customers, stakeholders, and the community.	<p>Defining the purpose of our activities as "bringing joy to people's lives" serves as a guiding principle for all our endeavors:</p> <ul style="list-style-type: none"> • For employees: Ensuring fair benefits and an ideal environment to maximize potential, increase engagement, and enhance satisfaction. • For customers: To deliver satisfaction and differentiated service, placing customer experience and benefits at the core of

		<p>our operations, and continuously improving and developing to best meet customer needs.</p> <ul style="list-style-type: none"> • For shareholders, partners, and stakeholders: Continuous improvement in all aspects to ensure maximum benefits and rights.
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ESG-centered Sustainable Development Goals for the period 2026-2030:

Strategic pillar	Target	Implementation plan
Environment	<ul style="list-style-type: none"> - Increase the proportion of green credit in the total credit portfolio to 5% by 2030. - Reduce greenhouse gas emissions from internal operations by 10% by 2030 (compared to 2025). - Integrate environmental and social risk management criteria into business operations and credit risk management. 	<ul style="list-style-type: none"> - Promoting green credit for projects classified as green according to Decision No. 21/2025/QD-TTg of the Prime Minister on regulations on environmental criteria and the confirmation of investment projects classified as green, or for sectors recognized as green by international organizations, including: green buildings, renewable energy, energy efficiency, electric vehicles (EVs)/EV charging stations, aquaculture, environmentally friendly chemicals and plastics, sustainable tourism, smart agriculture, etc. - Optimizing operational activities: Applying technology and digital transformation to reduce paper transactions, aiming to reduce paper consumption in transactions by 30% by 2028. Saving energy and using resources efficiently: Implementing measures to save electricity/water, minimize and manage waste, and use resources efficiently in the bank's daily operations. - Environmental risk management: Apply the Environmental and Social Risk Evaluation Handbook for economic sectors in credit granting activities, following the guidance of the State Bank of Vietnam and/or environmental and social risk management standards of international partners. - Responsible credit policy: No funding will be provided to high-risk projects or industries/sectors with the potential to harm the environment and society, as listed in SeABank's exclusion list. Environmental and social risks related to credit and investment transactions will be assessed to achieve the best long-term sustainable results and minimize potential adverse environmental and social impacts. - Sustainable supply chain: Prioritize collaboration with partners and suppliers who practice green and sustainable practices; promote the efficient use of materials and resources in our customers' operations and supply chains.
Social	<ul style="list-style-type: none"> - Provide financial support to 100,000 clients, including local women, 	<p>For target customer groups:</p> <ul style="list-style-type: none"> - Promote preferential loan policies for members of the Women's Union in localities, creating conditions for

	<p>women-owned businesses, and small/micro enterprises, by 2030.</p> <ul style="list-style-type: none"> - Achieve a 40% female leadership rate by 2030. 	<p>women in localities to build sustainable family economies.</p> <ul style="list-style-type: none"> - Implement programs that provide loan support along with management skills and business knowledge to women-owned businesses. - Implement loan programs in the fields of education, healthcare, social housing, etc., in accordance with the Social Finance Framework and based on the advice/standards of international partners. - Implement social welfare and environmental campaigns with practical significance, contributing to solving problems in education, health, and poverty reduction in the 2025-2030 period. <p>For employees:</p> <ul style="list-style-type: none"> - Training employees with a focus on diversity, equity, and inclusion. Developing appropriate career paths and competency development to maximize employee potential. - Ensuring a safe and equitable work environment, promoting women's empowerment, and encouraging female employees to demonstrate their capabilities in key positions.
<p>Governance</p>	<ul style="list-style-type: none"> - Publish annual ESG reports in accordance with international standards that are relevant to the bank's specific circumstances at each period (IFRS, GRI, etc.). - 100% compliance with anti-corruption policies and financial transparency. 	<ul style="list-style-type: none"> - Strengthening ESG oversight and standardizing the system: (i) Establishing an ESG Committee under the BOD to oversee the ESG strategy from 2026; (ii) Building an ESG data system to track and report environmental, social, and governance indicators; (iii) Enhancing training on ESG risk evaluation, ensuring all loans/investments are assessed according to sustainability criteria; (iv) Implementing ethical business practices, including anti-corruption policies and customer protection. - Transparent governance: (i) Implementing good corporate governance standards and practices according to the Vietnamese Corporate Governance Code (VNCG) – VNCG50 and aiming towards international good corporate governance standards and practices such as the Corporate Governance Code of the Organization for Economic Cooperation and Development (OECD) - OECD/G20, and recommendations from international financial institutions such as IFC, DFC...; (ii) Disclosing complete and timely information as required by law and competent state management agencies, aiming for full bilingual English-Vietnamese information disclosure; (iii) avoiding conflicts of interest; (iv) combating corruption and preventing money laundering.

		<ul style="list-style-type: none"> - Synchronized, unified, and effective internal control: standardization according to international internal control standards COSO, focusing on: (i) Building a consistent, synchronized, effective, and streamlined system of regulations and procedures that comply with legal regulations; (ii) Building a comprehensive risk management framework, including credit risk, operational risk, environmental risk, etc.; (iii) A three-line defense system; (iv) Building a culture of compliance and ethics.
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I-7.3. Value chain and growth drivers for SeABank's strategy to 2030

❖ Value chain

Value chain model

SeABank's growth momentum and value chain are built on a "Wholesale Retail" model, strongly reinforced by the new generation of FDI shifts and the "embedded banking" strategy. Accordingly:

- **The "Wholesale Retail" model:** SeABank approaches wholesale customers as a strategic "gateway" to fully exploit the ecosystem instead of just providing individual services. Through these large, leading businesses, SeABank expands its services to the entire related chain, including suppliers, distributors, and employees of these businesses, thereby creating multiple parallel retail revenue streams.
- **The "Embedded Banking" strategy:** involves deeply integrating banking and financial services into an enterprise resource planning (ERP) system through a host-to-host connection.

The synergy between its large-scale business ecosystem and core technology platform enables SeABank to close the value chain, maximizing profit margins from international payment and foreign exchange trading activities – non-credit segments with higher and more sustainable profit margins compared to pure credit.

Value chain management and development

Segment	Approach strategy	Implementation in 2025
LARGE CORPORATE BANKING	<ul style="list-style-type: none"> - Attracting leading businesses with capital ranging from US\$50-200 million (Samsung, LG, Foxconn, Hino, etc.). - Leveraging the ecosystem/strategic partners (Sumitomo, Vietnam Airlines, Central Group, BigC...). - Large, long-standing customers in the energy sector (EVN, Petrolimex). 	<ul style="list-style-type: none"> - Expand access to at least 20-30 suppliers/distributors/contractors within the ecosystem of upstream businesses through supply chain financing solutions. - Expand the corporate client base to include contractors of large corporations, providing payroll/account services to individual clients who are employees.
CORPORATE BANKING	<ul style="list-style-type: none"> - Expanding access to strategic customer base (FDI customers, import/export customers) 	<ul style="list-style-type: none"> - Launching flagship products serving corporate clients such as: Construction and installation, Logistics, Corporate credit...

	- Developing a partner ecosystem (BRG Retail, Vinfast, Carlsberg, Thien Long, Coca-Cola, DHL, etc.)	- Develop new products focused on increasing fees, such as: outright purchase of documents without recourse, and comprehensive import financing. - Digitalization of products, including: opening online accounts using AI applications, online disbursement, issuing L/C and online guarantees... Applying new technologies (AI, OCR, chatbots, etc.) to optimize operations and automate tasks such as preparing reports and answering business inquiries...
RETAIL BANKING	- Strongly digitize products and processes delivered to customers. - Exploiting and developing new strategic customer segments, partner channels, e-commerce platforms, reputable investors/real estate agents, administrative and public service units, and expanding further into SeABank's corporate/individual customer ecosystem.	- Continuously upgrading and improving the SeANet/SeAMobile/SeAMobile Biz online banking applications helps SeABank attract more customers to transact on their main accounts, transfer funds, increase CASA (Current Account Savings Account), and boost savings. - Digitize key credit products such as: home loans, business loans, consumer loans, unsecured loans, credit cards... to optimize time and best meet customer needs.

❖ **Factors that drive growth and facilitate SeABank's long-term strategy:**

SeABank is implementing its strategy until 2030 with growth drivers and favorable factors such as finance, digital technology, ESG, etc. These factors have significantly contributed to SeABank's value chain and strategic implementation, helping to increase operational efficiency and enhance customer experience.

- **Finance:** SeABank possesses abundant capital and the ability to mobilize funds from various sources to invest in promising and highly profitable sectors. This enables the bank to strengthen its lending activities and expand its scope of operations, thereby leading to revenue and profit growth.
- **Digital Technology:** SeABank has invested heavily in digital technology and established a Technology Committee to advise on the bank's digital technology investment and transformation to improve and optimize its operations. The application of new technologies such as artificial intelligence (AI), blockchain, big data, and cloud computing enhances the bank's operational efficiency, fosters innovation, and improves customer service. This contributes to revenue and profit growth.
- **Three pillars of ESG Sustainable Development :**
 - **Governance:** SeABank has a professional and advanced governance policy, which helps ensure the bank's operations are organized efficiently. The risk management system is continuously updated, and operational processes are geared towards international standards, helping to minimize risks and enhance the trust of stakeholders. This helps the bank maintain efficient and safe operations, and increase revenue and profits.

- **Environment:** SeABank has policies and activities to protect the environment, aiming to use renewable energy sources and minimize the impact of its business operations on the environment. At the same time, the Bank implements Green Banking products and services and manages environmental and social risks in its banking operations, aiming for green finance and a circular economy, and sustainable growth.
- **Social Responsibility:** SeABank focuses on developing human resources to drive growth, emphasizing human values, building a fair, diverse, and inclusive work environment, ensuring standards of rights and benefits for employees, and creating career development opportunities for employees. The bank also regularly implements social activities, focusing on community-oriented areas such as education, healthcare, and poverty reduction.

II. BUSINESS AND OPERATION RESULTS IN 2025

II-1. Business and financial performance:

SeABank's business results in 2025 were recorded with positive growth figures in scale, business indicators, efficiency, and fulfillment of public obligations on a foundation of operational safety strengthened by asset quality and controlled risks.

Unit: Billion VND / %

STT	Target	2025	2024	Performance evaluation
1	Total assets	396,443	325,699	- Up 21.72% YoY - Achieved 111% of the planned target.
2	Profit before tax	6,868	6,039	- Up 13.73% YoY - Achieved 106% of the planned target.
3	Total operating income (TOI)	14,114	12,409	Up 13.74% YoY
4	Total mobilization from customer deposits and valuable papers	221,791	198,770	Up 11.58% YoY
	- <i>Customer deposits</i>	191,807	168,320	
	- <i>Issuing valuable papers</i>	29,984	30,450	
5	Outstanding customer loans	237,047	209,355	Up 13.23% YoY.
6	State budget contribution	1,755	1,419	Up 23.67% YoY
7	Return on Assets (ROA)	1.53%	1.63%	
8	Return on Equity (ROE)	14.62%	14.75%	
9	Cost to Income Ratio (CIR)	33.01%	33.28%	
10	Non-performing loan ratio (NPL)	2.06%	1.89%	Maintained below 3% in compliance with the regulations of the SBV

Profit:

SeABank's 2025 profits will be achieved from (i) Focusing on high-margin lending products, (ii) Optimizing capital costs, diversifying funding sources, and focusing on CASA, (iii) Focusing on non-credit products, strong growth in service provision, especially developing diverse financial products and services with strategic partners, (iv) Increasing labor productivity and minimizing management costs, and (v) Income from capital contributions and share purchases.

NPL and CAR:

The non-performing loan ratio as of December 31, 2025 is 2.06%, consistently maintained below 3% as stipulated by the State Bank of Vietnam throughout 2025. This is thanks to SeABank's proactive implementation of flexible debt resolution measures and effective improvement of credit quality.

The consolidated capital adequacy ratio as of December 31, 2025 is 13.39%. SeABank is one of the first banks in Vietnam to be recognized as meeting the minimum capital adequacy ratio standards according to Basel II. Simultaneously, the bank is implementing Basel III standards, aiming for safe and sustainable business development.

Asset:

SeABank's total assets as of December 31, 2025 reached VND 396,443 billion, a growth of 21.72% compared to December 31, 2024. SeABank's asset structure is consistently maintained in line with the bank's management capabilities and maximizing profitability.

Despite the challenging global and domestic market conditions, SeABank's assets have shown good growth, generating significant profits for the bank, and are rationally allocated, always ensuring operational safety.

Equity capital and Charter capital

Shareholder equity as of December 31, 2025 reached VND 40,373 billion, an increase of VND 5,370 billion compared to December 31, 2024. In 2025, SeABank made provisions for funds as per the Annual General Meeting Resolution and completed the increase in charter capital from VND 28,350 billion to VND 28,450 billion (an increase of VND 100 billion).

The increased equity capital helps SeABank enhance its financial capacity to implement international standards such as Basel III, allowing the bank to increase its resilience in the event of adverse economic fluctuations, thereby creating a foundation for SeABank to invest in infrastructure, modern information technology systems, and diversify products and services to best meet customer needs.

Customer deposits/issuance of securities:

Total mobilization from customer deposits and issuance of securities as of December 31, 2025 reached VND 221,791 billion, an increase of 11.58% compared to December 31, 2024, of which customer deposits amounted to over VND 191,807 billion and securities issuance reached VND 29,984 billion.

The capital raised throughout the year has consistently been maintained at an appropriate level, ensuring sufficient funds for lending, maintaining the bank's liquidity, and continuously improving the capital structure towards sustainable mobilization while minimizing the bank's cost of capital.

Outstanding customer credit balances:

SeABank's credit growth target for 2025, as set by the State Bank of Vietnam, is 16.69%, with outstanding customer loans reaching VND 237,047 billion, thanks to a focus on developing strong products and diversifying lending activities across various sectors and industries.

There is a clear shift in trends from high-risk economic sectors to those operating in agriculture and forestry, lending for the development of traditional crafts, high-tech businesses, import-export businesses, and SMEs. At the same time, SeABank continues to prioritize resources for lending to women-owned businesses, fostering partnerships with green and environmentally friendly projects, focusing on energy efficiency and minimizing energy loss.

Credit quality is increasingly improving thanks to the standardization of internal control systems, strengthening of control points, and centralization of many operations from customer evaluation, approval, disbursement to customer repayment.

II-2. Financial results

SeABank's flexible business solutions in the domestic market have provided a competitive advantage in accessing a vast network of strategic customers and partners, thereby achieving stable growth and creating

significant practical value. SeABank continues to distribute this value to stakeholders to connect, spread these values, and contribute to a prosperous community.

No.	Target	Unit	2025	2024	Evaluating the criteria
Asset size, capital sources					
1	Total assets	Billion VND	396,443	325,699	Up 21.72% YoY
2	Equity	Billion VND	40,373	35,003	Up 15.34% YoY
3	Registered capital	Billion VND	28,450	28,350	Up VND 100 billion YoY
4	CAR	%	13.39	12.84	Meets Basel II standards
Key business indicators					
5	Profit before tax	Billion VND	6,868	6,039	- Up 13.73% YoY - Achieved 106% of the planned target
6	Total operating income (TOI)	Billion VND	14,114	12,409	- Up 13.74% YoY - Achieved 112% of the planned target
7	Non-interest income (NoII)	Billion VND	4,410	2,443	
	<i>NoII/TOI</i>	%	<i>31.25</i>	<i>19.68</i>	
8	ROA	%	1.53	1.63	
9	ROE	%	14.62	14.75	
10	Non-performing loan ratio	%	2.06	1.89	Maintained below 3% in compliance with the regulations of the SBV

II-3. Organizational structure and Personnel

II-3.1. Organizational structure and Personnel

Report on total number of employees: The average total number of employees in 2025 is 5,396. The total number of employees as of December 31, 2025 is 5,427.

Personnel changes: The number of employees decreased by 2.3% compared to 2024.

Average income: VND 31.6 million/person/month, an increase of 4.9% compared to the average income in 2024.

Board of Management:

The Board of Management of SeABank is structured in accordance with corporate governance practices in Vietnam, while also aligning with the recommendations of the ASEAN Scorecard (ACGS) and OECD, making a significant contribution to the implementation of the Bank's sustainable development strategy and enhancing its long-term competitiveness.

(1) Stability and continuity in management

The members possess extensive experience in the finance and banking sector, with many having held key management positions at SeABank for a long time. In particular, the CEO has 40 years of experience in business and finance, with over 20 years of experience in SeABank's management,

contributing to the stability, consistency, and continuity of governance. This is a significant strength, aligning with OECD recommendations on continuity and succession in management structures.

(2) Diverse in age, combining experience and successor capabilities

The age structure shows a reasonable balance between experienced members (50-60 years old) and the next generation of leaders (40-50 years old). This combination is consistent with ASEAN's best practices in leadership human resource development, ensuring both depth of experience and a foundation for long-term sustainability and succession.

(3) Diverse expertise, covering key areas

The members possess diverse professional backgrounds, including finance and banking, risk management, information technology, law, accounting, auditing, capital sources, and financial markets. This structure enhances a multi-faceted approach to decision-making, meeting the requirements of overall risk management and effectively operating a modern bank. This aligns with OECD and ACGS principles regarding the competence and suitability of senior management teams.

(4) The presence of women

Currently, the Board of Management has 2 out of 10 female members, including members holding important roles related to accounting, internal auditing, legal affairs, and governance. Although not yet achieving a balanced male-female ratio, this presence demonstrates certain progress in promoting gender diversity within the executive body, in line with the general trend of sustainable governance and OECD recommendations on leadership diversification.

Accordingly, the Board of Management of SeABank currently has 10 members, including 2 female members, comprising members with many years of experience, high expertise and good capabilities, and diverse in age, with 3 members aged 50-60 and 7 members aged 40- 50. List of the Board of Management as of December 31, 2025:

STT	Board of Management Member	Position	Gender	Date of birth	Professional qualifications	Appointment date	Shareholding percentage in SeABank
1	Le Quoc Long	CEO	Male	13/05/1965	- Bachelor of Finance and Accounting (Hanoi University of Finance and Accounting); Bachelor of Economic Law - 40 years of experience in business and finance. This includes over 30 years in the banking industry and 20 years in management roles at SeABank. Mr. Long was appointed General Director of SeABank according to Decision 808/2023/QĐ-HĐQT dated November 24, 2023.	24/11/2023	0,174%

STT	Board of Management Member	Position	Gender	Date of birth	Professional qualifications	Appointment date	Shareholding percentage in SeABank
2	Vu Dinh Khoan	Deputy General Director	Male	01/10/1969	- Bachelor of Economics (University of Economics). - 30 years of experience in the banking sector, including 12 years leading SeABank in positions such as Director of Control Division, Support & Development Division, and Deputy General Director.	12/07/2012	0,062%
3	Nguyen Thi Thu Huong	Deputy General Director	Female	29/06/1975	- Bachelor of Economics (University of Economics). - 30 years of experience in Finance and Banking, including 18 years holding key positions at SeABank such as Chief Accountant, Head of Internal Audit Department, Director of Accounting Division, and Deputy General Director.	01/06/2016	0,023%
4	Hoang Manh Phu	Deputy General Director	Male	18/02/1970	- Bachelor of Economics (Banking Academy). - 30 years of management experience in the banking sector, including over 20 years at SeABank in various key positions: Director of the Northern Region, Director of Credit & Risk Management Division, Deputy General Director.	20/06/2018	0,053%
5	Nguyen Tuan Cuong	Deputy General Director	Male	03/04/1965	- Information Technology Engineer (Polytechnic University of Vienna, Republic of Austria). - Contributed to SeABank's strong technological development for 20 years, holding key positions in the IT Division. Prior to that, Mr. Cuong worked extensively in Austria in professional roles	28/12/2013	0,013%

STT	Board of Management Member	Position	Gender	Date of birth	Professional qualifications	Appointment date	Shareholding percentage in SeABank
					such as Programmer and Network Administrator.		
6	Dang Thu Trang	Deputy General Director	Female	29/09/1981	<ul style="list-style-type: none"> - Bachelor of Economic Law (Hanoi Law University). - 21 years of experience in the banking sector, including 17 years of holding key management positions in the BOD Office and the BOM Office of SeABank, specializing in advising and managing matters related to Law, Human Resources, etc. 	20/01/2020	0,009%
7	Nguyen Hong Quang	Deputy General Director	Male	30/12/1985	<ul style="list-style-type: none"> - Master of Finance and Banking (University of Wales, United Kingdom). - 17 years of experience in the banking sector, including nearly 10 years dedicated to SeABank's Capital Markets and Financial Markets Division in key management positions: Director of Foreign Exchange Trading, Director of Foreign Exchange and Gold Trading, Deputy Director and Director of the Division, etc. 	23/02/2024	0,015%
8	Nguyen Tuan Anh	Deputy General Director	Male	14/04/1980	<ul style="list-style-type: none"> - Master of Business Administration (University of Hawaii, USA). - With 21 years of experience in Finance and Banking, specializing in auditing, financial planning & strategy, Mr. Tuan Anh joined SeABank in 2019 as Director of Risk Management and Financial Strategy and has made outstanding contributions to the bank's development. 	24/02/2024	0,010%

STT	Board of Management Member	Position	Gender	Date of birth	Professional qualifications	Appointment date	Shareholding percentage in SeABank
9	Le Thanh Hai	Deputy General Director	Male	11/07/1977	<ul style="list-style-type: none"> - Master of Business Administration (Northwestern University, USA). - 21 years of experience working and managing in the finance and banking sector. Mr. Hai joined SeABank in 2007 and has held the position of Director of the Retail Banking Division since 2018. Mr. Hai is recognized for significant contributions to the development of retail banking. 	11/01/2025	0,026%
10	Bui Quoc Hieu	Deputy General Director	Male	03/09/1974	<ul style="list-style-type: none"> - Bachelor of Accounting (Hanoi University of Finance and Accounting); Bachelor of English (Hanoi University of Foreign Languages). - With over 25 years of experience in the finance and banking sector, Mr. Hieu has held many important positions at SeABank such as Chief Accountant, Regional Director, Director of the Credit Approval Division, etc., and has made outstanding contributions to improving appraisal quality, optimizing credit processes, and minimizing credit risk. 	11/01/2025	0,005%

Changes to the Board of Management in 2025:

In 2025, the BOD appointed two Deputy General Directors, bringing the total number of members of the BOD to 10 and adding two key areas of operation to the Board of Management: retail and credit approval. Specifically:

- Mr. Bui Quoc Hieu – Director of the Credit Approval Division – has been appointed as Deputy General Director of SeABank effective January 11, 2025, in recognition of his outstanding contributions to improving appraisal quality, optimizing credit processes, and minimizing risks in the bank's credit operations.

- Mr. Le Thanh Hai, Director of the Retail Banking Division, has been appointed as Deputy General Director effective January 11, 2025 and ceased to hold the Deputy General Director position to assume a new role from January 25, 2026.

Chief Accountant

Full name	Sex	Date of birth	Professional qualifications	Appointment date	Shareholding percentage in SeABank
Nguyen Thi Hoai Phuong	Female	05/10/1977	<ul style="list-style-type: none"> - Bachelor of Economics, Academy of Finance. - 25 years of experience in the finance and banking industry, specializing in accounting, auditing, and internal control. This includes 17 years dedicated to SeABank in various key positions such as: Director of the Accounting Center, Director of Reporting and General Accounting, and Chief Accountant. 	14/07/2017	0,005%

II-3.2. Changes in human resource policy

Strategic HR goals for 2025:

Adhering to the vision of "putting people and the community first" within its new strategic framework, SeABank sets long-term goals for human resource development and enhancing employee value. Accordingly, in 2025, SeABank actively strengthened and built a diverse, equitable, transparent, and cohesive work environment, adhering to core values and sustainable goals to create a solid foundation for growth.

- **Diversity and equality:** Ensuring transparency, clarity, and non-discrimination, without bias towards any factor (ethnicity, religion, gender, etc.) other than professional competence in all processes and human resource policies. Furthermore, SeABank does not employ child labor or forced labor and always proactively and strictly complies with all labor laws and regulations.
- **Cohesion:** Building a cohesive work culture and environment, employees are encouraged to express and develop their individuality, harmonize with the team, and work together towards common goals. A spirit of belonging, sharing, and affection is fostered through diverse internal activities and organizational culture.
- **Transparency:** Focus on investing in and improving human resource systems and policies in line with long-term strategic goals. Emphasizing transparency and empowering employees through compensation policies and career paths commensurate with their abilities and contributions, thereby motivating them to maximize their potential.

Changes to HR policies in 2025:

With the spirit of "Believe!" in 2025, SeABank has implemented many changes aimed at improving and increasing benefits for employees to boost morale and create motivation for breakthroughs. These changes are geared towards the common goal of a diverse, equitable, transparent, and cohesive work environment, as follows:

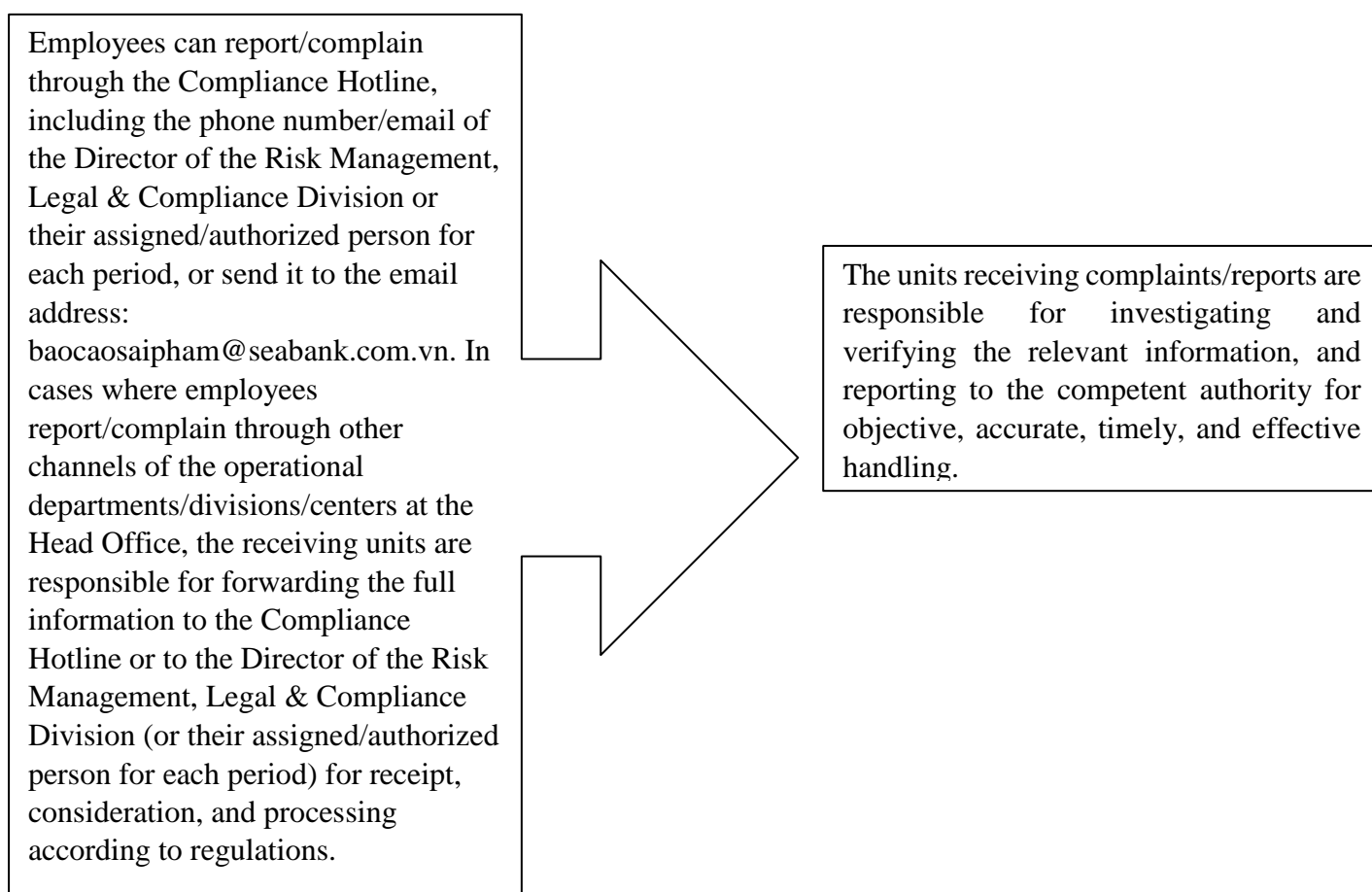
- **Structural specialization:** Strengthening structural specialization, restructuring the organization vertically with a focus on depth, streamlining, and optimizing resource utilization to best serve the new business strategy.
- **Improve the salary and bonus system:**
 - o Continue to refine and improve the performance management system based on KPIs for Head Office and Business Units;
 - o Update and improve the effectiveness of the Total Rewards system, focusing on policies that effectively motivate performance in line with business goals and strategies, such as:

supplementary sales compensation policies, incentive programs, and business competition programs.

- **Enhancing workforce capacity:** Focusing on planning and developing a successor workforce through a series of competency evaluation programs, regular planning, and appointments. The workforce receives in-depth training in expertise and skills, ready to meet the Bank's sustainable goals.
- **Improving the welfare system:** developing new policies and increasing the benefits of existing welfare policies, focusing on the following factors:
 - (i) Health protection: building a green, clean, beautiful, and professional working environment; comprehensive PVICare health insurance policy with enhanced benefits; regular health check-up program with in-depth examination items...;
 - (ii) Attractive benefits: seniority-based reward program (SeAProud); preferential loan program for employees (SeAStaff Privilege)...;
 - (iii) A healthy workplace culture, strong bonds among employees, between employees and SeABank, and programs that foster engagement with employees' families;
 - (iv) Policies to attract and retain talent, employee stock option policy (SeAESOP)...

II-3.3. Mechanism for consultation and reporting concerns (whistleblowing, speak-up):

Internal complaints/reports are handled in accordance with Regulation No. 12714/2022/QD-TGD dated August 9, 2022, on reporting and handling internal violations at Southeast Asia Commercial Joint Stock Bank. Accordingly:



II-4. Investment situation and project implementation

Project name	Purpose of deployment	Implementation status
A. Projects currently underway		
Mobile Banking/SeA Net project for corporate banking	<p>Objective: To develop e-banking products for corporate customers (including SMEs) with a focus on modernization, incorporating new technologies, and flexibly tailoring products and features to the needs of each customer segment. This will enhance customer experience and expand the capacity to serve their production and business activities.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> - Successfully implementing many convenient features such as: online international money transfer; foreign currency exchange and export document inquiry; registration of Golden Lotus Account for Corporate/Individual Customers as regulated by the Bank and Vietnam Airlines... - Upgrading features on the e-banking for corporate customers: fast Napas money transfer, automatic order splitting for large-value transactions; and updating new administrative boundaries to ensure data synchronization and compatibility with the current business model. - Supplementing and improving advanced account and cash flow management utilities for e-banking services for retail banking customers: providing detailed batch subsidiary ledger reports, debit/credit statements with the bank's digital signature, managing daily transfer limits, querying loan information with repayment schedules and payment history. Compliance control functions according to the State Bank of Vietnam's regulations are implemented synchronously, such as blocking inappropriate transactions for retail banking customers. - Developing the Cashback Biz Ultra Cash debit card with many benefits for corporate customers, offering flexible cashback based on the average monthly CASA balance of the payment account. 	<p>Implementation timeline: January 2025</p> <p>Total investment in 2025: VND 8 billion</p>
The Nextgen (SeAMobile) project for retail banking	<p>Objective: To continuously apply technology to create new products/functions, refine systems to increase convenience, and enhance customer experience.</p> <p>Deployment in 2025: Continuous improvement, upgrading, and development of new features focused on enhancing user experience, strengthening security, and ensuring regulatory compliance.</p> <ul style="list-style-type: none"> - Upgrading the notification feature for incurred charges through payment accounts. - Adding a Soft OTP verification step when opening/depositing money into online savings accounts. 	<p>Implementation timeline: January 2025</p> <p>Total investment in 2025: VND 10 billion</p>

Project name	Purpose of deployment	Implementation status
	<ul style="list-style-type: none"> - Standardizing the process of collecting fees and managing overdraft limits, including: collecting fees before opening the limit, updating contract addendums when adjusting or liquidating the limit in accordance with the regulations of the State Bank of Vietnam. - Completing integration with the National Database Management systems to verify customers via VNeID, enabling online opening of payment accounts, e-banking, and biometric data collection. - Adding an optional feature for online card transaction authentication according to the EMV 3DS standard, allowing customers to flexibly choose the authentication method or authorize the Bank to assess the risk. 	
The System for Upgrading Anti-Money Laundering (SeAAML) Project	<p>Purpose: To add features that effectively support anti-money laundering efforts and ensure legal compliance.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> - Upgrade and improve the end-of-day screening function of the AML system, applying a multi-criteria screening matrix combining identifying factors including: name, gender, year of birth, nationality, and identification number, equivalent to the level of control at the time of customer identification. This significantly reduces the number of false alarms, improves the accuracy of the alert system, and optimizes the efficiency of review and processing by operational units. - Develop and fully implement a system for reporting and assessing money laundering risks, complying with Article 3 of Circular No. 09/2023/TT-NHNN on criteria and methods for assessing risks for reporting entities. The risk evaluation tool is designed according to a clear criteria matrix, capable of quantifying and classifying risks, in line with EY's recommendations, enhancing the professionalism, transparency, and effectiveness of money laundering risk management. 	<p>Implementation timeline: June 2025</p> <p>Total investment in 2025: VND 2.6 billion</p>
Customer Relationship Management (CRM) solutions for corporate	<p>Objective: To build a centralized, synchronized, and large-scale sales management platform that effectively supports customer development and business operations management.</p> <p>Deployment in 2025: Automate new sales data allocation processes, supporting management and sales teams in tracking the entire business opportunity lifecycle through:</p> <ul style="list-style-type: none"> - Features include task reminders, alerts, and periodic reports via email, as well as real-time reporting to support timely monitoring and decision-making. - The ability to handle large amounts of data allows for the simultaneous management of multiple sales campaigns without data overlap. All information (about customers, sales 	<p>Implementation timeline: March 2025</p> <p>Total investment in 2025: VND 1.94 billion</p>

Project name	Purpose of deployment	Implementation status
	<p>opportunities, processing status, implementation results) is stored, traceable, and centrally accessed on the system.</p> <ul style="list-style-type: none"> - Standardize and digitize the entire sales process, supporting management, execution, and evaluation of individual/team performance, thereby improving management efficiency and increasing productivity. - A thorough analysis of key metrics such as conversion rates, processing progress, and sales results helps identify areas for improvement in capabilities, facilitating training, coaching, and service quality enhancement. 	
<p>Identity and Access Management (IAM) Project</p>	<p>Objective: The Identity and Access Management (IAM) project aims to build a centralized, automated, and tightly controlled management mechanism for the entire user account lifecycle within the system. This will enhance information security, mitigate the risk of unauthorized access, and improve work efficiency.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> - Features include automatic creation, modification, revocation, and real-time access control, closely monitoring changes in personnel, organizational structure, job positions, and task assignments. - Seamless integration with core systems, business applications, and security platforms ensures that access rights are always up-to-date, accurate, and consistent. - Create a flexible platform that accommodates organizational changes, operational scaling, and the deployment of new models, meeting enhanced requirements for governance, security, and compliance. 	<p>Implementation timeline: March 2025</p> <p>Total investment in 2025: VND 1.94 billion</p>
<p>Data Warehouse Technology Transformation Project</p>	<p>Purpose: The Data Warehouse transformation project is being implemented as part of a modernization roadmap to strengthen a crucial foundation, enabling SeABank to maximize the value of data to support sustainable growth in the next phase.</p> <p>Deployment in 2025: Transition from a batch data processing model (T-1 latency) to a Realtime Data Warehouse (T0). The new system is built on big data processing and streaming technology, enabling the collection, processing, and aggregation of data in real time as it arises from source systems. Through this:</p> <ul style="list-style-type: none"> - Enhance operational monitoring capabilities and early risk detection. - Increase speed and accuracy in operational decision-making, risk management, business operations, and customer service. - Improve the quality, timeliness, and multi-dimensional analytical capabilities of management reports, meeting the requirements for in-depth, multi-dimensional analysis. 	<p>Implementation timeline: March 2025</p> <p>Total investment in 2025: VND 1.94 billion</p>

Project name	Purpose of deployment	Implementation status
	<ul style="list-style-type: none"> - Standardizing and synchronizing data in real time ensures accuracy, completeness, and consistency to support compliance reports as required by the State Bank of Vietnam and related units. 	
B. Projects completed in 2025		
Remittance system	<p>Results of implementation in 2025: The online remittance service via MoneyGram has been successfully implemented on SeABank's modern technology platform, combined with MoneyGram's international transaction security and control standards.</p> <p>Project effectiveness:</p> <ul style="list-style-type: none"> - Enhance proactiveness and convenience in cash flow management, ensuring safety, transparency, and compliance throughout the transaction processing process. - Allow real-time tracking of transaction status directly on the app, helping to monitor the progress of receiving funds, minimize risks, and ensure that funds are transferred quickly and accurately. - Allow customers to receive money 24/7, anytime, anywhere, regardless of the transaction counter's operating hours. - Enhance customer experience, expanded access to remittance channels, and increased the efficiency of exploiting foreign currency resources for the Bank. 	<p>Total investment: VND 2 billion</p> <p>Completion time: June 2025</p>
New SeABank website	<p>Results of implementation in 2025:</p> <ul style="list-style-type: none"> - SeABank's new website is designed with a modern, intuitive, and user-friendly UI/UX, in a streamlined and personalized style. - Upgraded and added many smart features, including: intelligent search, personalized product suggestions, versatile financial calculators (loan interest rates, deposit rates, real-time exchange rates), specialized service advice, and real-time stock information updates... <p>Project effectiveness:</p> <ul style="list-style-type: none"> - Enhanced user experience, making it easier for customers to access and utilize information. - Optimized the user experience and enhanced interaction efficiency through a personalized interface. - Customers can proactively access financial solutions easily, saving time and improving the efficiency of service usage in the digital environment. 	<p>Total investment: VND 977.3 million</p> <p>Completion and go live date: March 24, 2025</p>
New LOS project	<p>Objective: To complete the construction and commissioning of the New LOS system based on new technology, replacing the old system, and ensuring stable, safe, and efficient operation.</p> <p>Results of implementation in 2025:</p>	<p>Implementation time: January 2024</p> <p>Completion time: June 2025</p>

Project name	Purpose of deployment	Implementation status
	<ul style="list-style-type: none"> - Modern design allows the standardization and optimization of the entire process of credit document and file flow, from receipt, evaluation, approval to disbursement. - Processing flows are highly automated, significantly reducing manual operations. - Supports seamless connection and integration with the Bank's core systems such as T24 Core Banking and e-Banking systems, ensuring data continuity, consistency, and easy traceability. - Allows tracking of application processing status in real time. <p>Project effectiveness:</p> <ul style="list-style-type: none"> - Enhanced transparency and operational control, and reduce errors. - Reduced processing time and improved customer experience. - Improved internal operational processes, increasing labor productivity and reducing operating costs, creating a flexible foundation for expanding credit products and meeting SeABank's development requirements in the next phase. 	<p>Total investment: VND 3 billion</p>
<p>Upgrading and modernizing IT infrastructure</p>	<p>Objective: To invest in upgrading information technology (IT) infrastructure with the latest, most advanced, and high-performance technology, ensuring that the IT infrastructure meets the increasing demands of business development and operations.</p> <p>Results of implementation in 2025:</p> <ul style="list-style-type: none"> - Purchased an IBM Power E1050 server system to meet the requirements for processing core systems, large databases, and critical business applications with high stability and scalability. - Upgraded the IBM DataPower system to enhance integration capabilities, security, and communication control between systems, especially in digital services and API environments. - Upgraded the storage system to expand capacity, improve data access performance, and ensure information security. <p>Project effectiveness: Enhances the availability, reliability, and load capacity of IT systems, minimizing service disruption risks. Creates a solid foundation for deploying new technologies, supporting digital transformation and sustainable growth.</p>	<p>Total investment: VND 76 billion</p> <p>Completion time: July 2025</p>
<p>SeAPayPro Project</p>	<p>Objective: To promote digital payment services to best serve customers, enhance convenience, improve customer experience, and encourage cashless payments.</p> <p>Implementation results for 2025: Full automation of the batch accounting process.</p>	<p>Total investment: VND 2.85 billion</p> <p>Completion time: 2025</p>

Project name	Purpose of deployment	Implementation status
	<p>Project effectiveness: Significantly reduces manual data entry, minimizes errors during processing, shortens transaction times, and ensures continuous, accurate, and secure payment operations.</p>	
<p>Money Out Project</p>	<p>Objective: To modernize the payment system and meet increasingly stringent security requirements.</p> <p>Implementation results for 2025: Completion of construction and commissioning of a modern payment system that fully meets the requirements for safety, security, and compliance with IBPS 2.5 standards for interbank payment operations.</p> <p>Key features:</p> <ul style="list-style-type: none"> - Advanced technological architecture, ensuring compliance with the latest technical standards, meeting the requirements for stable, continuous, and secure operation in payment processing. - Support the conversion and processing of specific transactions related to the State Budget in accordance with the data standards and procedures of IBPS 2.5, ensuring accuracy, transparency, and compliance with regulations. - Handles large transaction volumes quickly and flexibly, supporting both batch and individual transaction processing, effectively meeting the demands of peak trading periods. - Provides intuitive reporting and reconciliation functions, aggregates data from various sources, with the ability to quickly query data, effectively supporting control, supervision, settlement, and operational management as required by the State Bank of Vietnam and regulatory agencies. 	<p>Total investment: VND 1.03 billion</p> <p>Completion and go live date: March 24, 2025</p>
<p>Next-Generation WAN Project (Phase 1)</p>	<p>Purpose: To upgrade in order to meet the Bank's business needs in the digital age.</p> <p>Implementation results for 2025: Successful implementation of the next-generation WAN network architecture project with a focus on modernizing connectivity infrastructure.</p> <p>Key features:</p> <ul style="list-style-type: none"> - Providing stable and secure connectivity for users at multiple locations/transaction points, ensuring seamless access to resources and storage systems at the Bank's data centers. - Integrating advanced security solutions, supporting user authentication, and controlling access to business applications at each transaction point. - This allows SeABank to automatically select and optimize the transmission route, ensuring the use of the best quality connection channel, while effectively utilizing the domestic Internet infrastructure to improve connection speed and stability. 	<p>Implementation timeline: December 2024</p> <p>Completion time: May 2025</p> <p>Total investment: VND 9 billion</p>

Project name	Purpose of deployment	Implementation status
	<ul style="list-style-type: none"> - Supports bandwidth control and user experience, helping to maintain consistent service quality across the network. - Synchronized security mechanisms were implemented to prevent data leaks and limit the spread of malware, thereby enhancing the security, availability, and reliability of the network infrastructure. 	

II-5. Shareholder Structure, Changes in Owner's Equity

II-5.1. Shares

- Total number of shares outstanding: 2,845,000,000 shares.
- Number of common shares: 2,845,000,000 shares, including:
 - Number of preferred shares: 0 shares
 - Number of treasury shares: 0 shares
 - Number of freely transferable shares: 2,057,015,454 shares
 - Number of shares subject to transfer restrictions: 787,984,546 shares

II-5.2. Shareholder Structure

ST T	Type of shareholder	Number of shareholders	Number of shares owned (*)	Shareholding ratio
I.	Organization/Individual			
1	Organization	91	1,834,200,087	64.47%
	<i>√Domestic</i>	<i>74</i>	<i>1,829,482,996</i>	<i>64.31%</i>
	<i>√Foreign</i>	<i>17</i>	<i>4,717,091</i>	<i>0.17%</i>
2	Individual	10,718	1,010,799,913	35.53%
	<i>√Domestic</i>	<i>10,667</i>	<i>1,009,430,685</i>	<i>35.48%</i>
	<i>√Foreign</i>	<i>51</i>	<i>1,369,228</i>	<i>0.05%</i>
	Total	10,809	2,845,000,000	100%
II.	State shareholders			
	<i>√State shareholders</i>	<i>0</i>	<i>0</i>	<i>0.00%</i>
	<i>√Other shareholders</i>	<i>10,809</i>	<i>2,845,000,000</i>	<i>100%</i>

ST T	Type of shareholder	Number of shareholders	Number of shares owned (*)	Shareholding ratio
	Total	10,809	2,845,000,000	100%
III.	Major shareholder			
	✓ <i>Major shareholder</i>	0	0	0.00%
	✓ <i>Shareholders holding less than 5% of the voting shares</i>	10,809	2,845,000,000	100%
	Total	10,809	2,845,000,000	100%

(*) According to the Shareholder List as of December 31, 2025, issued by the Vietnam Securities Depository and Clearing Corporation (VSDC).

II-5.3. Changes in owner's investment capital:

Registered capital as of December 31, 2025:

In 2025, with the approval of the State Bank of Vietnam and the State Securities Commission, SeABank increased its charter capital from VND 28,350 billion to VND 28,450 billion (an increase of VND 100 billion).

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
	Registered capital at the time of establishment - March 1994		3,000	3,000	Offering to founding shareholders.
1	2001	3,000	47,010	50,010	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
2	2002	50,010	19,990	70,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
3	2003	70,000	15,000	85,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
4	2004 - Phase 1	85,000	35,000	120,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
5	2004 - Phase 2	120,000	30,000	150,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
6	2005 - Phase 1	150,000	50,000	200,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
7	2005 - Phase 2	200,000	50,000	250,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
8	2006 - Phase 1	250,000	100,000	350,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
9	2006 - Phase 2	350,000	150,000	500,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
10	2007 - Phase 1	500,000	500,000	1,000,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
11	2007 - Phase 2	1,000,000	500,000	1,500,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
12	2007 - Phase 3	1,500,000	500,000	2,000,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
13	2007 - Phase 4	2,000,000	550,000	2,550,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
14	2007 - Phase 5	2,550,000	450,000	3,000,000	Offering shares to existing shareholders and organizations/individuals who meet the eligibility requirements to become shareholders of SeABank as stipulated by law and SeABank.
15	2008	3,000,000	1,068,545.45	4,068,545.45	Conversion from convertible bonds, issuance to strategic shareholders, and stock dividend distribution.
16	2009	4,068,545.45	1,000,000	5,068,545.45	Conversion from convertible bonds
17	2010	5,068,545.45	266,110.55	5,334,656	Dividend distribution in the form of shares
18	2013	5,334,656	131,169.89	5,465,825.89	Dividend distribution in the form of shares
19	2018	5,465,825.89	2,222,174.11	7,688,000	<i>Detail:</i>
			<i>Detail:</i>		
			549,534.61		- Paying dividends in shares and issuing shares to increase equity capital from owner's equity.
			230,000.00		- Distributed through an employee selection program (employee bonuses and employee benefits).
			1,442,639.50		- Offering securities to existing shareholders.

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
20	2019	7,688,000	1,681,000	9,369,000	- Offering securities to existing shareholders.
21	2020	9,369,000	2,718,422.08	12,087,442.08	Detail:
			Detail:		
			1,311,660		- Dividend payment in shares
			1,406,782.08		- Offering securities to existing shareholders.
22	2021	12,087,442.08	2,697,441.61	14,784,883.69	Detail:
			Detail:		
			1,102,441.61		- Issuing shares to pay dividends
			235,000.00		- Issuing stock options to employees under a stock option program.
			1,360,000.00		- Offering securities to the public for existing shareholders.
23	2022	14,784,883.69	5,618,098.99	20,402,982.68	Detail:
			Detail:		
			1,813,116.31		- Offering securities to the public for existing shareholders.
			3,210,982.68		- Issuing shares to pay dividends, issuing shares to increase share capital from equity capital.
			594,000		- Issuing stock options to employees under a stock option program.
24	2023	20,402,982.68	4,554,017.32	24,957,000	
			Detail:		
			4,134,017.32		- Issuing shares to pay dividends, issuing shares to

ST T	Time of capital increase	Registered capital before increase (million VND)	Additional capital (million VND)	Registered capital after increase (million VND)	Forms of capital increase
					<i>increase share capital from equity capital.</i>
			420,000		<i>- Issuing stock options to employees under a stock option program.</i>
25	2024	24,957,000	3,393,000	28,350,000	
			<i>Detail:</i>		
			3,393,000		<i>- Issuing shares to pay dividends, issuing shares to increase share capital from equity capital.</i>
26	2025	28,350,000	100,000	28,450,000	
			<i>Detail:</i>		
			100,000		<i>- Issuing stock options to employees under a stock option program.</i>

Treasury stock transactions: None

Other securities: None

Foreign ownership ratio: 0.214%.

INFORMATION REGARDING THE ISSUANCE OF OTHER TYPES OF SECURITIES:

In 2025, SeABank issued private placement bonds to the international market for the International Finance Corporation (“IFC”) and Asian Infrastructure Investment Bank (“AIIB”) as follows:

STT	Bond code	Release date	Issue volume	Price	Total issuance value
1	SSBL2530001	28/11/2025	150,000 bonds	US\$1,000 per bond	US\$150 million

**Detailed information has been published on the SeABank website.*

LEADING ACTION

III. EVALUATION REPORT OF THE BOARD OF MANAGEMENT

III-1. Market Position - SeABank Brand

III-1.1. Brand positioning and development orientation

Brand development goals:

SeABank aims to become the favorite retail bank by customers, partners, and the community by providing a diverse range of financial products and services with the best experience for all customer segments and ensuring sustainable development is aligned with the interests of all stakeholders.

Brand development strategy:

With a focus on developing a green and sustainable banking brand, SeABank is one of the pioneering banks in researching and applying ESG standards in its operations to deliver economic and humanistic values, while connecting the community, partners, and customers to bring comprehensive value to society.

SeABank's brand strength stems from its unwavering pursuit of a sustainable development strategy rooted in five core pillars: technology investment, risk management, customer development, human resource development, and organizational culture.

Pillar	Brand development strategy	Orientation and action plan
Investing in technology	Becoming a "Lifetime Financial Advisor" for clients, applying technology to optimize internal operations.	<p>Implementation orientation: Building an advanced digital platform with dedicated professionalism to help customers simplify financial management and spending, increase benefits; and applying technology to reduce operating costs for internal operations.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> ✓ SeABank is one of the few Vietnamese banks that focuses on investing in the most advanced and modern technology, while actively researching and applying groundbreaking new solutions and technologies to provide the best customer experience through digitalization. In 2025, SeABank will continue to upgrade its core banking management software and implement core technology projects, including the Nextgen project. ✓ Actively applying the most advanced technologies such as data centers, artificial intelligence, blockchain, big data, cloud computing, machine learning, etc., to comprehensive digitalization, providing convenient and seamless experiences for individual and business customers, notably the Visa 2in1 SeASoul card and the SeABiz Ultra Cash international debit card.

		<ul style="list-style-type: none"> ✓ Implement a digital transformation model to optimize operations.
Risk management	Minimize risks and prioritize the interests of customers and stakeholders.	<p>Implementation orientation: Strengthen risk management in accordance with Vietnamese regulations and international standards, apply modern technology to minimize risks, enhance safety, and ensure the rights of stakeholders.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> ✓ SeABank continues to affirm its position in risk management through standardization and the promotion of international standards: Basel III risk management standards; International Financial Reporting Standards (IFRS 9); ISO/IEC 27001:2013 standards on information security management; PCI DSS payment card data security standards; operating a rigorous "three lines of defense" model and an internal control system based on the COSO framework to create a buffer against market shocks, ensuring safe, efficient, sustainable and transparent business operations, minimizing deviations and increasing operational efficiency. ✓ SeABank's credit rating at Ba3 has been maintained by Moody's for key portfolios, while its growth outlook has been assessed as Stable. ✓ Technology Risk Management & Digitalization: Focus on preventing security risks, investing in data loss prevention systems, Digital Authentication Frameworks, and upgrading eKYC technology for secure transactions. ✓ Environmental and Social Risk Management system (ESMS): 100% of credit exposures (excluding consumer loans and credit cards, have been screened and assessed for environmental and social risks), rejecting serious risks, and promoting green credit.
Customer development	"Putting the customer at the center" and prioritizing enhanced customer experience.	<p>Implementation strategy: Develop customer segments, deploy comprehensive financial solutions through product digitalization, and tailor solutions to customer needs.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> ✓ We offer a wide range of digitized and customized products and services, along with professional service quality. Simultaneously, we prioritize enhancing the customer experience through product and service

		<p>diversification and optimized operational processes on a modern digital technology platform.</p> <ul style="list-style-type: none"> ✓ Promoting the digitalization of the user experience by optimizing products and services on the SeAMobile/SeAMobile Biz application creates a seamless, convenient experience and increases interaction in the digital environment. ✓ Developing SME and women-owned businesses by focusing on small and medium-sized enterprises (SMEs), especially women-owned businesses, with specific financial and non-financial packages (FDI, construction, trade and services sectors...), while expanding the ecosystem through cooperation with international organizations (such as Proparco, FMO) to increase capital support for SMEs and women-owned businesses, and enhancing international credibility. ✓ Launching unique and innovative financial products, such as the Visa 2in1 SeASoul card, which combines financial benefits and artistic experiences to attract young and middle-class customers. ✓ Improve service quality by maintaining non-performing loans below 2%, ensuring sound risk management while achieving high credit growth to retain and attract customers. ✓ SeABank continues to maintain and expand its value chain, enhancing the unique range of services offered exclusively to customers through its ecosystem of over 30 million partners and customers across various sectors. This is a crucial foundation for SeABank to broaden its brand reach, expand market share, strengthen cross-selling of products and services, and develop new customers.
Human resource development	Developing human resources creates internal strength.	<p>Recognizing that human resources are a key factor in developing internal strength, SeABank continuously improves the quality of its human resources.</p> <p>Implementation in 2025:</p> <ul style="list-style-type: none"> ✓ Streamline the organizational structure, restructure operations according to a vertical industry model, and simultaneously strengthen the training of technology personnel, prioritizing timely training in modern

		<p>technological applications for staff to apply in their work, thereby increasing labor productivity.</p> <ul style="list-style-type: none"> ✓ Prioritize exceptional compensation and benefits policies to enhance employee engagement and effectiveness. ✓ Develop appropriate talent retention policies, training programs, and career advancement paths to create opportunities for skill development.
Organizational culture	Become the "Leading Bank in Organizational Culture"	<p>SeABank focuses on promoting a humanistic organizational culture, putting people and the community first through:</p> <ul style="list-style-type: none"> ✓ Building an ideal work environment: a healthy, respectful, equal, fair, transparent, and safe work environment where employees can express themselves and break through limitations. ✓ Enhancing solidarity and building a culture of sharing among employees, and between employees and the Bank, through a series of internal activities for employees and their families. ✓ Spreading humanitarian values and sharing love from within the organization to the community through the activities of 4 internal charitable funds and a series of social welfare activities. ✓ Recognizing gender equality and empowering women in the business environment.

III-1.2. SeABank's brand position in the market in 2025

Awards for growth and standing:

	Award name	Donating organization
	DOMESTIC	
1	Top 50 Most Efficient Businesses in Vietnam 2025	Investment Bridge Magazine
2	Top 30 Strongest Banking Brands in 2025	Mibrand Vietnam
3	Top 50 Private Companies Contributing the Most to the State Budget in Vietnam in 2025	CafeF

	Award name	Donating organization
4	PROFIT500 - Top 500 Most Profitable Businesses in Vietnam in 2025 - Ranked 33rd out of 500 - Top 50 Most Profitable Businesses in Vietnam in 2025	Vietnam Report & VietNamNet Newspaper
5	VNR500 - Ranking of the Top 500 Largest Enterprises in Vietnam - Ranked 74th out of 500 - Ranked 24th out of 50 - Top 50 Outstanding Vietnamese Businesses	Vietnam Show
6	Trusted in Vietnam 2025 - Top 10 Pioneering Products and Services	VnEconomy
7	FAST500 Ranking – Top 500 Fastest Growing Businesses in Vietnam - Ranked 193rd out of 500 - Top 50 Outstanding Growth Businesses in Vietnam	Vietnam Report & VietNamNet Newspaper
8	Top 10 Reputable Private Commercial Banks in 2025	Vietnam Show
	INTERNATIONAL	
1	Top 1000 World Banks in 2025 - Ranked 708/1000	The Banker magazine
2	Southeast Asia 500 Ranking - 500 largest companies in Southeast Asia - Ranked 277th out of 500	Fortune magazine
3	Outstanding global businesses in 2025	The Silicon Review magazine
4	The Bizz Award 2025 - Outstanding Business - The Glory Award	World Confederation of Business (Worldcob)
5	Global Banking and Finance 2025 - Outstanding enterprise in sustainable corporate governance in Vietnam - The bank is a leader in risk management. - Best e-banking in Vietnam this year	The European magazine

The Sustainable Development Award is based on three pillars of ESG:

Award name	Donating organization
Outstanding Vietnamese Bank (VOBA 2025) - A leading bank in green credit - Outstanding Bank for the Community	International Data Group (IDG)
Certificate of Merit for outstanding achievements in the National Movement for Protecting National Security 2025	Minister of Public Security
Certificate of Merit for the "Nationwide Campaign to Eliminate Temporary and Dilapidated Houses"	State Bank of Vietnam

Top 50 Private Companies Contributing the Most to the State Budget in Vietnam	CafeF
Vietnam ESG Awards 2025 Social (S) - A leading bank in spreading ESG values to the community.	Dan Tri Newspaper
Global Banking and Finance in 2025 - Outstanding Enterprise in Governance and Sustainable Development in Vietnam in 2025 - Leading Bank in Risk Management - Bank of the Year 2025	The European magazine
Best Places to Work in Vietnam 2025	Anphabe
Strong Vietnamese Brands 2025 - Top 10 Sustainable Brands	VnEconomy
ESG Business Awards 2025 - Category "Gender Equality and Women's Empowerment in Vietnam"	Asian Banking & Finance (ABF) Magazine
Top 10 Best Annual Reports - Finance sector	HOSE, HNX, Investment Newspaper and Dragon Capital Fund Management Company
Sao Khue Awards 2025 - Ranked 5 stars in the Digital Utilities category - SeAMobile Digital Banking	Vietnam Software and Information Technology Services Association (VINASA)

III-2. Evaluation of the financial situation

III-2.1. Macroeconomic context and banking industry impacting SeABank's operations

In 2025, the Vietnamese economy continues to operate amidst challenging global trade conditions, marked by geopolitical risks, fluctuations in fuel prices and logistics costs, putting pressure on import and export activities and inflation. In international markets, uncertainty regarding trade policies and protectionist trends continue to impact global economic growth and supply chains, affecting Vietnam's exports.

Domestically, the Government and ministries continue to implement solutions to address inherent economic shortcomings, improve production and business efficiency, and respond promptly to unexpected events such as natural disasters and climate change. Vietnam's economic growth remains relatively high compared to many other economies in the region. According to the General Statistics Office, GDP in 2025 is estimated at approximately US\$514 billion, an increase from the previous year, equivalent to a positive economic growth rate, with GDP per capita of approximately US\$5,026. The size of GDP at current prices is estimated at VND 12,847.6 trillion, reflecting a fairly strong economic expansion.

In the economic structure, services, industry, and construction continue to be the main drivers of growth, with services accounting for the largest contribution to added value. The growth results for the first nine months of 2025 show GDP growth of approximately 7.85%, including an 8.49% increase in services, an 8.69% increase in industry and construction, and a 3.83% increase in agriculture compared to the same period last year.

Regarding consumption and investment, final consumption increased by nearly 7.95%, and asset accumulation increased by 8.68%, reflecting the recovery momentum and continued improvement in domestic purchasing power. Total social investment reached an all-time high with an increase of over 12%, of which foreign investment amounted to approximately US\$27.62 billion. The number of newly registered businesses increased sharply, indicating strengthened business confidence.

In terms of trade, the total value of goods exports and imports in 2025 is estimated at approximately US\$930.05 billion, an increase of over 18% compared to the previous year; of which exports are expected to reach approximately US\$475.04 billion, imports approximately US\$455.01 billion, and the trade balance will have a surplus of approximately US\$20.03 billion. This trade surplus plays a crucial role in stabilizing the macroeconomic situation and increasing foreign exchange reserves.

Although inflation has fluctuated, it remains under control within the set target: the average consumer price index (CPI) for the first eight months of 2025 increased by approximately 3.24% year-on-year, demonstrating that monetary policy and exchange rate management have been flexibly adjusted to maintain price stability.

Fiscal and monetary policies in 2025 will continue to be proactively managed to support stable economic growth, control inflation, and ensure financial and monetary security. Banking activities will continue to enhance access to credit for businesses and individuals, while flexible exchange rate management will be implemented to minimize the impact of external shocks.

III-2.2. Evaluation of business results, financial and debt situation

Amidst volatility, SeABank has maintained its belief in the spirit of "Believe!", implementing a flexible and sustainable business strategy in line with the policy directions of the Government and the State Bank of Vietnam, ensuring resilience against macroeconomic changes. As a result, the Bank has recorded stable growth, efficient operations, and achieved its financial plans and targets. Specifically:

ST T	Target	Unit	2025	2024	Evaluating the criteria
Asset size, capital sources					
1	Total assets	Billion VND	396.443	325.699	Up 21.72% YoY
2	Equity capital	Billion VND	40.373	35.003	Up 15.34% YoY
3	Charter capital	Billion VND	28.450	28.350	Up VND 100 billion YoY
4	CAR	%	13,39	12,84	Meets Basel II standards
Key business indicators					
5	Profit before tax	Billion VND	6.868	6.039	Up 13.73% YoY Achieved 106% of the planned target
6	Total operating income (TOI)	Billion VND	14.114	12.409	Up 13.74% YoY Achieved 112% of the planned target
7	Non-interest income (NoII)	Billion VND	4.410	2.433	
	<i>NoII/TOI</i>	%	<i>31,25</i>	<i>19,68</i>	
8	ROA	%	1,53	1,63	
9	ROE	%	14,62	14,75	
10	Non-performing loan ratio	%	2,06	1,89	Controlled less than 3% as stipulated by the SBV

Steady profit growth:

SeABank's 2025 profits will be achieved from (i) Focusing on high-margin lending products, (ii) Optimizing capital costs, diversifying funding sources, and focusing on CASA, (iii) Focusing on non-credit products, strong growth in service provision, especially developing diverse financial products and services with strategic partners, (iv) Increasing labor productivity and minimizing management costs, and (v) Income from capital contributions and share purchases.

Well-controlled credit quality, ensuring safety indicators:

The non-performing loan ratio as of December 31, 2025 is 2.06%, consistently maintained below 3% as stipulated by the State Bank of Vietnam throughout 2025. This is thanks to SeABank's proactive implementation of flexible debt resolution measures and effective improvement of credit quality.

The consolidated capital adequacy ratio as of December 31, 2025 is 13.39%. SeABank is one of the first banks in Vietnam to be recognized as meeting the minimum capital adequacy ratio standards according to Basel II. Simultaneously, the bank is implementing Basel III standards, aiming for safe and sustainable business development.

SeABank's total assets as of December 31, 2025 reached VND 396,443 billion, a growth of 21.72% compared to December 31, 2024. SeABank's asset structure is consistently maintained in line with the bank's management capabilities and maximizing profitability.

Despite the challenging global and domestic market conditions, SeABank's assets have shown good growth, generating significant profits for the bank, and are rationally allocated, always ensuring operational safety.

Ensured liquidity, efficient capital use:

SeABank's credit growth target for 2025, as set by the State Bank of Vietnam, is 16.69%, with outstanding customer loans reaching VND 237,047 billion, thanks to a focus on developing strong products and diversifying lending activities across various sectors and industries.

There is a clear shift in trends from high-risk economic sectors to those operating in agriculture and forestry, lending for the development of traditional crafts, high-tech businesses, import-export businesses, and SMEs. At the same time, SeABank continues to prioritize resources for lending to women-owned businesses, fostering partnerships with green and environmentally friendly projects, focusing on energy efficiency and minimizing energy loss.

Credit quality is increasingly improving thanks to the standardization of internal control systems, strengthening of control points, and centralization of many operations from customer evaluation, approval, disbursement to customer repayment.

Size and structure of liabilities maintained at an appropriate level:

Total mobilization from customer deposits and issuance of securities as of December 31, 2025 reached VND 221,791 billion, an increase of 11.58% compared to December 31, 2024, of which customer deposits amounted to over VND 191,807 billion and securities issuance reached VND 29,984 billion.

The capital raised throughout the year has consistently been maintained at an appropriate level, ensuring sufficient funds for lending, maintaining the bank's liquidity, and continuously improving the capital structure towards sustainable mobilization while minimizing the bank's cost of capital.

Equity capacity has been strengthened:

Shareholder equity as of December 31, 2025 reached VND 40,373 billion, an increase of VND 5,370 billion compared to December 31, 2024. In 2025, SeABank made provisions for funds as per the Annual General Meeting Resolution and completed the increase in charter capital from VND 28,350 billion to VND 28,450 billion (an increase of VND 100 billion).

The increased equity capital helps SeABank enhance its financial capacity to implement international standards such as Basel III, allowing the bank to increase its resilience in the event of adverse economic fluctuations, thereby creating a foundation for SeABank to invest in infrastructure, modern information technology systems, and diversify products and services to best meet customer needs.

III-2.4. Explanation of the audit opinion: The independent auditor did not issue an unfavorable, adverse, or disclaimer of opinion on the financial statements.

III-3. Evaluation of business management and implementation

To achieve its business objectives and strengthen its sustainable foundation, SeABank has implemented flexible management, enhanced risk management, proactively restructured its model vertically, and improved the operational efficiency of the entire system. With a spirit of "Believe," SeABank continuously strengthens its internal capabilities, increases its reputation, and builds lasting trust with customers, shareholders, and partners, laying the foundation for stable, long-term growth.

III-3.1. Improving product and service quality, optimizing customer experience by segmenting individual customers.

III-3.1.1. Orientation and strategies for implementing the retail banking sector

Orientation, key strategies	Implementation in 2025
Enhance ecosystem utilization and develop partner sales channels	<p>- Focus on developing and expanding sales channels through the ecosystem, implementing programs and activities with key partners:</p> <ul style="list-style-type: none"> ● BRG Group: BRG Elite international credit card promotion program at BRGmart, Hapro, and Fujimart supermarkets; Thuy Ta Ice Cream Festival 2025; opening thousands of new payment accounts through Loyalty system connection. ● VietnamPost: offering unsecured loan services and new account opening; upgrading COD services to increase transaction volume and fee revenue. ● Vietnam Airlines: launching the SeATravel credit card; strengthening communication activities to promote the credit card product through the SeAPremium Golf tournament... ● DeHeus, GreenFeed, Jafpa, Cargill: provide services to partner dealers with nearly 300 billion VND in credit limits granted to nearly 500 customers. ● Connecting with partners such as Petrolimex, Mobifone, and the National University to develop new customers and QR payment solutions. ● Payroll partners: more member units are gradually shifting to using SeABank's services, such as Nguyen Kim, a subsidiary of Central Group Vietnam. <p>- Develop a customer base and expand the customer payment management system (SeAPayment) to promote cashless payments.</p>
Diversify customer service channels and product/service offerings	<p>- SeABank's customer care channel system continues to be diversified and synchronized, including: transaction counters, Facebook, Zalo, email, SeAMobile/SeANet, SMS and website, creating conditions for customers to easily access information and receive timely support at every touchpoint.</p>

	<ul style="list-style-type: none"> - Apply data analytics to forecast customer demand, combined with automated customer service tools to enhance the customer experience on online channels. - Strengthen the implementation of the SeALoyalty loyalty program by personalizing experiences, optimizing service time, improving service quality, and enhancing the experience for long-term loyal customers. - Standardize the customer care process according to a closed-loop model: Receiving – Processing and resolving – Responding and following up, ensuring all requests are resolved promptly, transparently, and effectively. - Expand the product and service portfolio according to each customer segment, focusing on financial solutions that meet specific needs such as home loans, car loans, and business loans. Simultaneously, develop personalized card lines suitable for various purposes such as online shopping, travel, business trips, sports, and healthcare.
Customer segmentation	<ul style="list-style-type: none"> - In 2025, SeABank aims to target the Mass Affiliate (mid-to-high-end) customer segment by providing financial solutions to its target customer group, namely points of sale (Merchant QR): granting unsecured loans to SeAShop business households, issuing credit cards to business households, etc. - Deploying specialized financial advisory services tailored to specific segments, providing solutions "custom-designed" for each client group such as entrepreneurs, investors, and those needing personal asset management; and simultaneously develop integrated solution packages specifically for business owners, combined with SME services... - Expanding the exclusive ecosystem for SeAPremium customers through partnerships with premium brands such as BRG, Visa, Mastercard, Intercontinental, Hilton... to deliver a superior and distinctive service experience.

III-3.1.2. Growth in mobilization

Solutions and key areas of activity for 2025	Performance results for 2025
<ul style="list-style-type: none"> - Proactively monitor market developments, promptly propose and implement flexible interest rate solutions appropriate to each stage. Implement many attractive preferential interest rate policies to increase competitiveness and attract stable and sustainable capital sources. - Implementing reviews, improvements, and refinements to various product features, regulations, and business processes, contributing to enhanced management efficiency, standardized operations, and optimized resource utilization. - We will accelerate the implementation of various product digitalization initiatives and develop new features on online channels to align with market trends and customer needs, thereby creating a crucial foundation for expansion and improved operational efficiency in 2026. 	<ul style="list-style-type: none"> - Total mobilized capital increased to VND 20,164 billion, achieving 134% of the annual plan, making a significant contribution to the overall operational efficiency of the entire system.

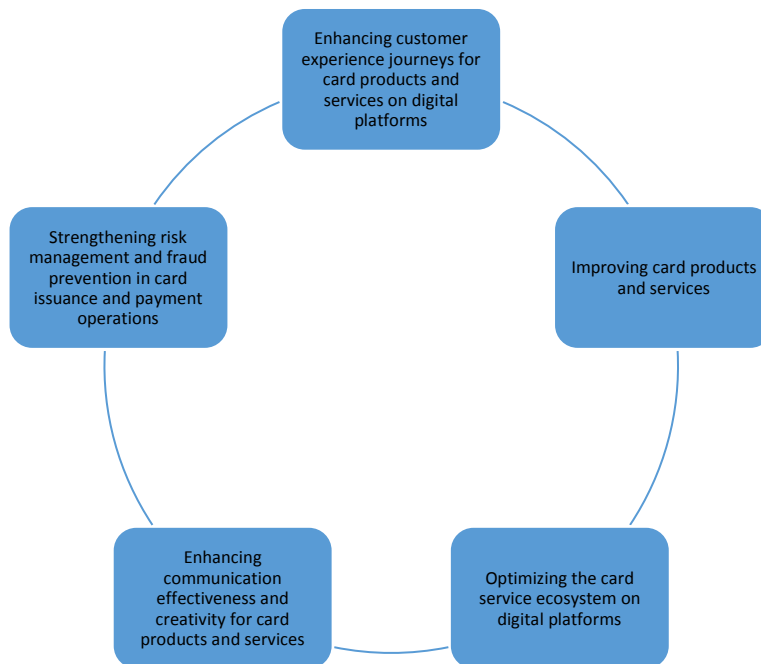
III-3.1.3. Credit Growth

In the context of a gradually stabilizing macroeconomic environment and a clear recovery in people's capital needs, SeABank, with its "Believe" spirit, has continuously innovated and transformed itself to provide superior financial solutions and achieve impressive results.

Solutions and key areas of activity for 2025	Performance results for 2025
<ul style="list-style-type: none"> - Focus on innovation and creativity in the sales process, gradually shifting strongly from a direct-to-online sales model, from traditional retail to a more modern and larger-scale wholesale approach. Simultaneously, core product lines are drastically improved to simplify processes, optimize customer experience, facilitate implementation by business units, and increase attractiveness and accessibility to loan customers. - Continue to implement the Working Capital Loan product for dealer chains in cooperation with leading partners in the animal feed industry (Deheus Group, Greenfeed, Japfa, etc.). - Deploying digital products and 100% online lending for customers with existing account and deposit transactions at SeABank, with a focus on further expanding online unsecured consumer top-up lending for customers currently borrowing from SeABank. 	<ul style="list-style-type: none"> - The credit growth rate has increased fivefold compared to 2024.

III-3.1.4. Card Products

To realize its medium- and long-term goals, SeABank is focusing on strongly developing payment products, prioritizing the promotion of digital payments by concentrating on five main pillars, including:



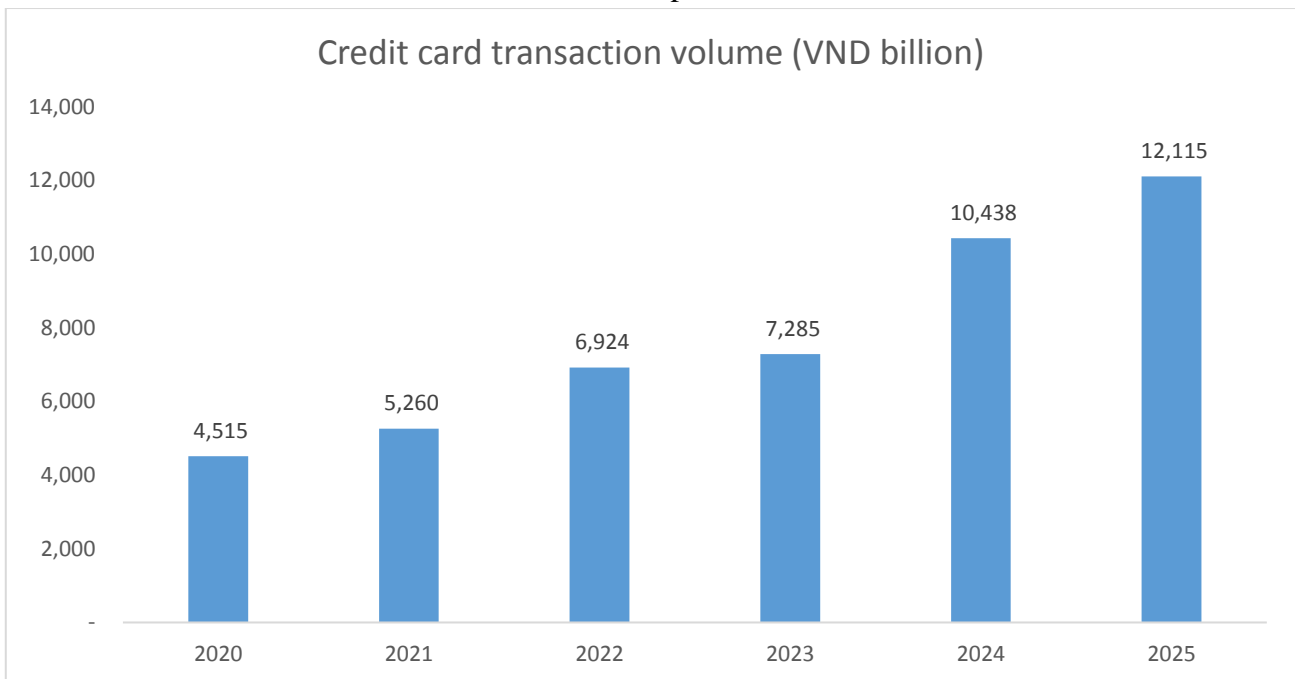
Solutions and key areas of activity in 2025:

- Continue implementing the SeABank and VISA Transformation Project to design a comprehensive 5-year strategy and optimize the SeABank card payment portfolio.
- Completed the implementation of several digital card product projects: Virtual Debit Card, Installment project allowing real-time installment payments immediately after the customer makes a transaction; increased proactive card limits on online channels and improved card functionality on e-banking...

- Implementing major projects: launching new card lines such as: Personalized cards, JCB Platinum cards; digitizing the credit card application process for new customers combined with Telco scoring services, digital payments via Click to Pay...
- Streamline operational processes, optimize and plan credit card limit policies, and improve services to enhance customer experience.
- Improving the credit quality of cards: Business units closely monitor the management of raw materials and selectively choose high-quality incoming customers.

Results of implementation in 2025:

- Number of new credit cards issued: ~64,000 cards, up 5% YOY.
- Card transaction volume: VND 12.115 billion, up 16% YoY.



III-3.1.5. Account Products

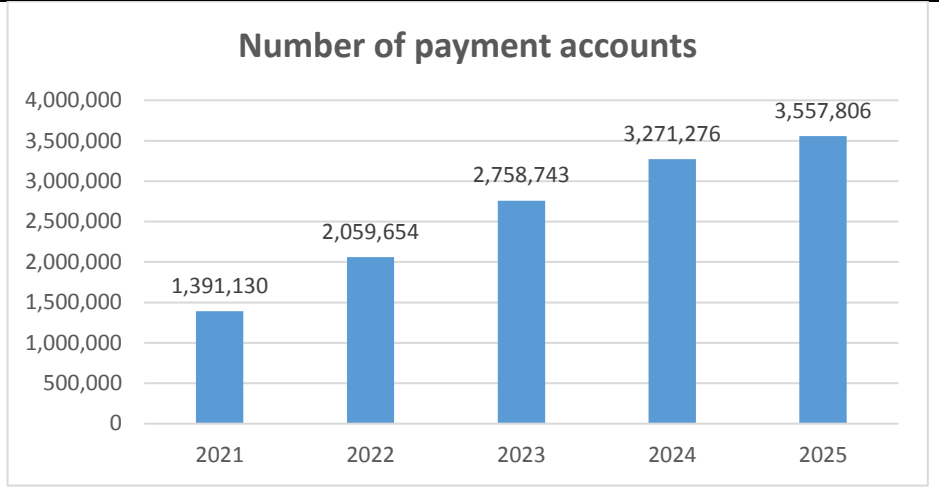
Solutions and key areas of activity for 2025:

- SeAMobile digital banking continuously improves and expands its features and benefits, digitizing products and services alongside traditional counter channels to enhance customer experience.
- Strengthening the multi-channel strategy, with a particular focus on lucky number account products and Merchant QR (MCQR).
- Designing payment account bundles with other products creates optimal solutions for each customer segment, such as: savings accounts linked to savings deposits, savings accounts linked to various card types.
- Optimizing operational processes and improving services to enhance customer experience.
- Develop standardized regulations for over-the-counter and online payment accounts, focusing on centralized and convenient transaction operations.

Results of implementation in 2025:

Number of payment accounts: 3,557,806 accounts

Growth of 155.7% over 5 years

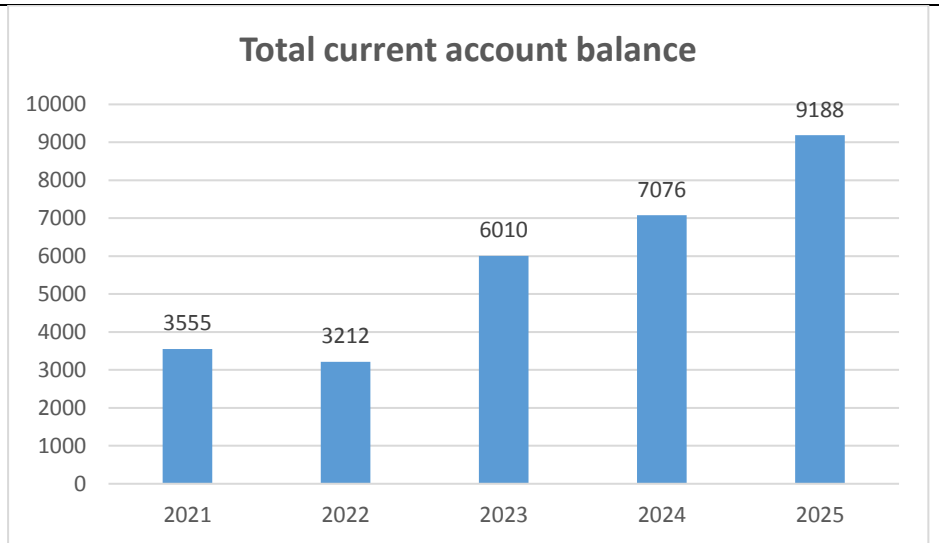


Number of new MCQRs opened: 61,721 MCQRs

537 times greater than 115 new MCQRs opened in 2020.

Total current account balance: VND 9,188 billion

Up 130% YoY



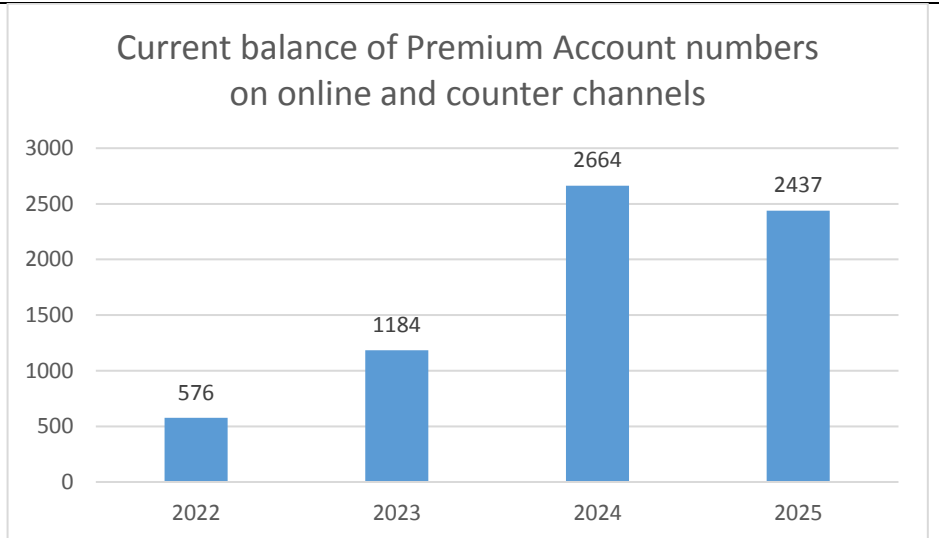
Unit: Billion VND

Current balance of Premium Account Numbers across online and counter channels: VND 2,437 billion

A 323% increase compared to 2022.

Accounting for 26.5% of the total balance of SeABank.

**Implementing the Premium Account numbers on online channels since 2022.*



III-3.1.6. Insurance Products

Purpose: Belief as the driving force for development, experience as the core value	
Solutions and key areas of activity for 2025	<ul style="list-style-type: none"> - Continue to maintain customer care and appreciation programs, while expanding into new potential channels. In particular, enhance after-sales service to improve customer experience and strengthen long-term relationships with customers. - Promote the application of technology in product digitalization, optimize the entire insurance journey, and help customers access and use products quickly, conveniently, and transparently. - Proactively research and develop new products while simultaneously improving the user experience to increase competitive advantage and solidify market position.
Results of implementation in 2025	<ul style="list-style-type: none"> - Over 50 mini-show programs are regularly implemented to help customers access insurance products. - Comprehensive skills training: 88 training sessions were conducted across the entire system, improving the quality of sales consulting, promptly addressing customer inquiries through the 24/7 support channel, and preventing any complaints or grievances. - Signed a new insurance partnership agreement, upgraded strategic cooperation with three partners (Tasco, Bao Minh, DBV), signed a tripartite cooperation agreement with VETC, expanding opportunities to reach 3.5 million potential customers, and connecting the journey of finance, insurance, and transportation. - Continue to roll out online products on the SeAMobile platform, optimizing the customer experience. - Total insurance sales: VND 734 billion

III-3.1.7. Electronic banking products

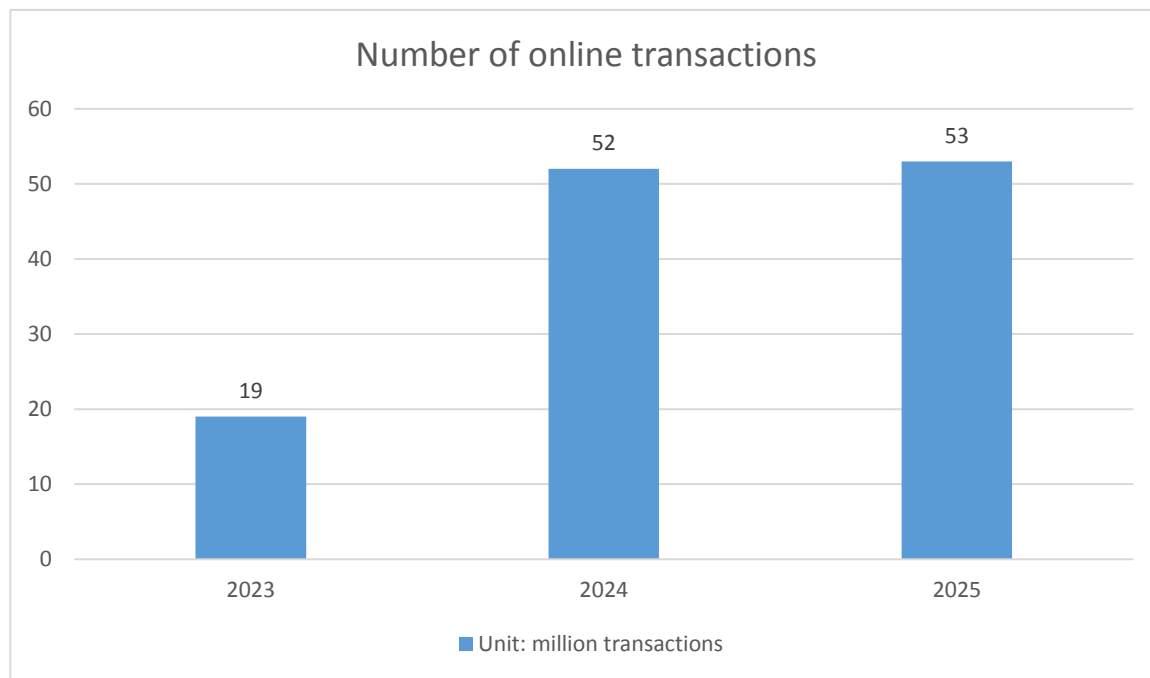
Solutions and key areas of activity for 2025	<ul style="list-style-type: none"> - Accelerate digital transformation through the development of new products and features that comprehensively meet customer needs; simultaneously, add security features, ensure compliance with the latest regulations of the State Bank of Vietnam, enhance system security, and minimize risks and fraud. - Proactively and continuously implement programs to expand the scale and develop the customer network, increasing market coverage and accessibility. - Optimize operations and achieve breakthroughs in scale with a specialized automated payment and collection/disbursement solution for merchants.
Results of implementation in 2025	<ul style="list-style-type: none"> - Launching 18 new digital products and services on the SeAMobile application, contributing to expanding the ecosystem, enhancing customer experience, and boosting customer interaction, including: KOL games to promote transactions, eKYC with the new national identity card for opening accounts and e-banking, features to comply with

Decree 13/2023/ND-CP on personal data protection, connecting with ASEAN Securities partners to help customers trade securities, eform for loan products, etc.

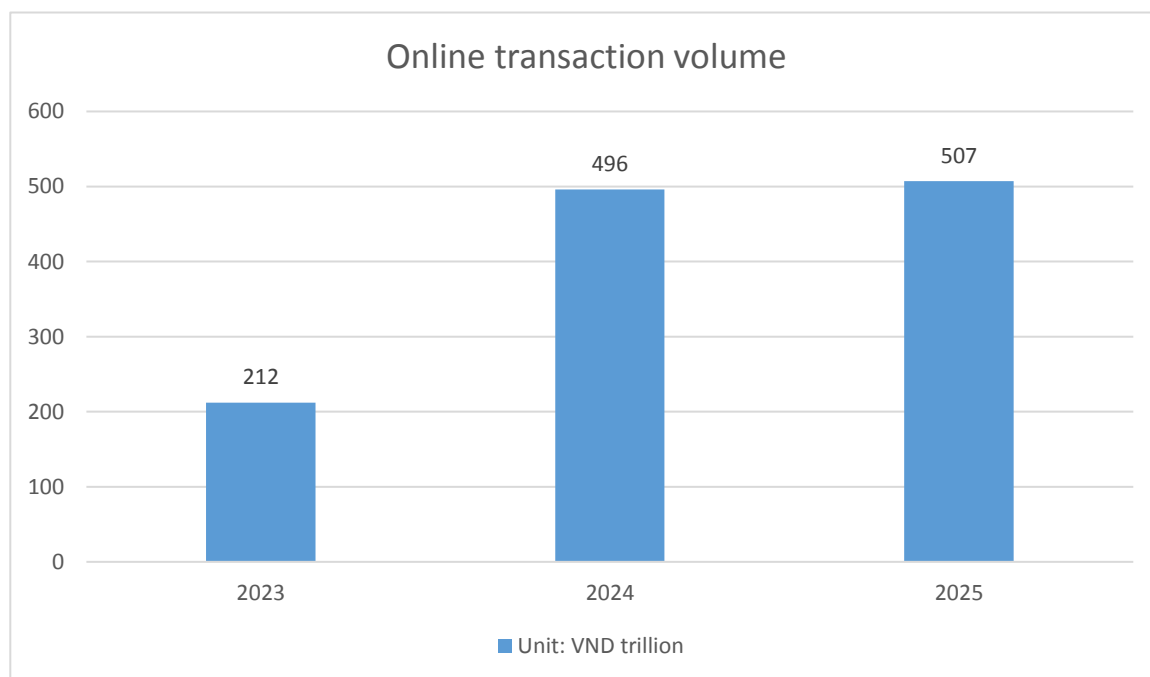
- Alongside the achievements already made, many key features are being finalized and are ready to launch in early 2026, such as eKYC combo (including account, card, and balance change registration), allowing the use of Loyalty as a source of funds for payments, email verification for account holders, and e-banking packages for foreigners...

The key results are as follows:

- Number of new users: nearly 675,000 users (up 35% YoY)
- Number of online transactions: 53 million transactions (a 178% increase compared to 2023)



- Online transaction volume: VND 507,000 billion (up 138% compared to 2023)



III-3.1.8. International money transfers/remittances

Objective: To develop international money transfer and receiving services on a safe, stable, and sustainable operating platform.	
Solutions and key areas of activity for 2025	<ul style="list-style-type: none"> - Proactively update and issue policies on international money transfers and receipts in accordance with legal regulations, the direction of the State Bank of Vietnam and other regulatory agencies, thereby ensuring safety and enhancing customer trust. - Promote the digitalization of products and services, bringing international money transfer and receiving utilities to online channels to increase convenience, speed, and security in the customer experience. - Expand cooperation with international money transfer partners, diversify service channels, and provide more reliable solutions tailored to customer needs in the market.
Results of implementation in 2025	<ul style="list-style-type: none"> - Number of international money transfers: Over 6,000 (up 50% YoY) - Number of customers using international money transfer services: over 300,000 customers (up 200% YoY) - Deploying MoneyGram remittance payment channel through the SeAMobile application.

III-3.1.9. Marketing Activities

Solutions and key areas of activity for 2025	<ul style="list-style-type: none"> - Shifting the mindset of retail banking marketing from product-specific implementation to an integrated, long-term communication strategy, with brand building as the foundation and business effectiveness as the overarching goal. - Implementing a Push & Pull Marketing strategy, using the image of SeASoul card and brand ambassador - singer My Tam as a strategic "key hook" to increase brand awareness and affection, promote product communication, and expand the customer base. - Organize communication according to campaign rhythm, focusing resources on business peaks, ensuring synchronization between communication, sales, and customer experience. - Increase investment in brand experience activities and strategic partnerships, enhancing perceived value and engagement levels among individual customers.
Results of implementation in 2025	<ul style="list-style-type: none"> - Effectively implementing key marketing campaigns (launching the SeASoul card associated with singer My Tam's "See the Light" concert, the Lunar New Year 2025 campaign, the MCQR campaign, etc.), contributing to boosting sales and customer growth. - Successfully organize large-scale brand events and experiences, enhancing brand reputation and creating differentiation within the technology and technology segment for SeAPremium customers. - Expanding cooperation with major strategic partners (BRG, Vietnam Airlines, Petrolimex, MobiFone, etc.), increasing the service ecosystem and incentives for customers.

	- Implement synchronized internal business kick-off programs, enhance team cohesion and sales effectiveness, and create a solid foundation for achieving business goals.
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III-3.2. Corporate Banking – Building Trust to Create Long-Term Partnership Values

In 2025, SeABank focused on enhancing operational capabilities and perfecting its product and service ecosystem for corporate customers. These activities have been implemented consistently with a long-term, customer-centric approach, increasing user experience on digital platforms while ensuring compliance and information security. With a "Believe" spirit, unwavering strategic commitment, and disciplined execution, SeABank has built a solid foundation for sustainable growth and long-term partnerships.

Key business solutions and strategies for Corporate Banking segment in 2025

Target	Key solutions and strategies for 2025
<p>Business operations are managed and implemented in a flexible manner, closely following market developments and prioritizing programs that directly impact customer experience. The focus of operations is on product and service innovation, accelerating digitalization, and strengthening risk management to maintain operational stability and create a foundation for sustainable growth.</p>	<p>- Innovate products and services with a "customer-centric" approach, focusing on key touchpoints in the business's transaction journey.</p> <ul style="list-style-type: none"> ● Bringing key operations to digital channels: online account opening, online disbursement, online guarantees, online deposits; thereby reducing waiting times, increasing business autonomy, and enhancing the service experience. ● Adding features to support cash flow management: batch transfers, online payroll processing, customized statements; increasing the ability to reconcile and standardize customers' accounting operations. <p>- Manage digital transformation using modern design methods, increasing the "right needs - right context" aspect in each improvement.</p> <ul style="list-style-type: none"> ● Applying Design Thinking to the feature design process: needs evaluation, journey simulation, rapid testing, and continuous optimization. ● Focus on standardizing user guides and support mechanisms (customer service/training) to increase activation and actual usage rates. <p>- Enhancing security, compliance, and risk management in the context of increasing digital transactions.</p> <ul style="list-style-type: none"> ● Upgrade SoftOTP and trusted digital signatures; standardize role-based authorization/approval mechanisms to reduce manipulation risks. ● The plan is to implement biometrics and additional authentication layers in accordance with regulations, raising the standard of customer data security. <p>- Promote multi-channel sales and organize implementation according to key priorities from the Head Office.</p> <ul style="list-style-type: none"> ● Optimizing the combination of branch and digital channels increases the efficiency of serving customer groups of varying sizes and needs. ● Organize sales/marketing campaigns according to specific period objectives; prioritize solutions that can generate rapid growth and effectively control risks.

<p>Accelerate digital transformation and enhance the online customer experience for corporate clients.</p>	<ul style="list-style-type: none"> - Accelerate digital transformation and enhance the customer experience for corporate clients on online channels. <ul style="list-style-type: none"> ● The growth in e-banking transactions is a testament to the effectiveness of the channel shift and the level of customer acceptance. ● The system's features are "packaged" into solution groups, allowing businesses to use them more seamlessly and thus increase operational frequency. - Strengthening the governance foundation, aiming for lean, transparent operations and effective risk control. <ul style="list-style-type: none"> ● Applying data/AI to process monitoring and decision-making helps increase operational efficiency and resource allocation. ● Raise compliance and information security standards as digital transactions increase.
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Evaluating the performance of the Corporate Banking segment in 2025:

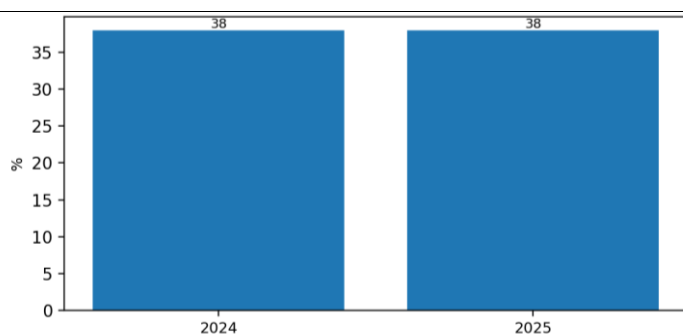
With an unwavering commitment to supporting the development of the business community, SeABank has consistently met the diverse financial needs of various customer segments. In particular, the Bank has proactively expanded its product offerings, empowering businesses to navigate ongoing challenges, while strengthening trust and fostering long-term partnerships. These sustained efforts have delivered positive results in 2025.

Improved efficiency and structure of capital sources:

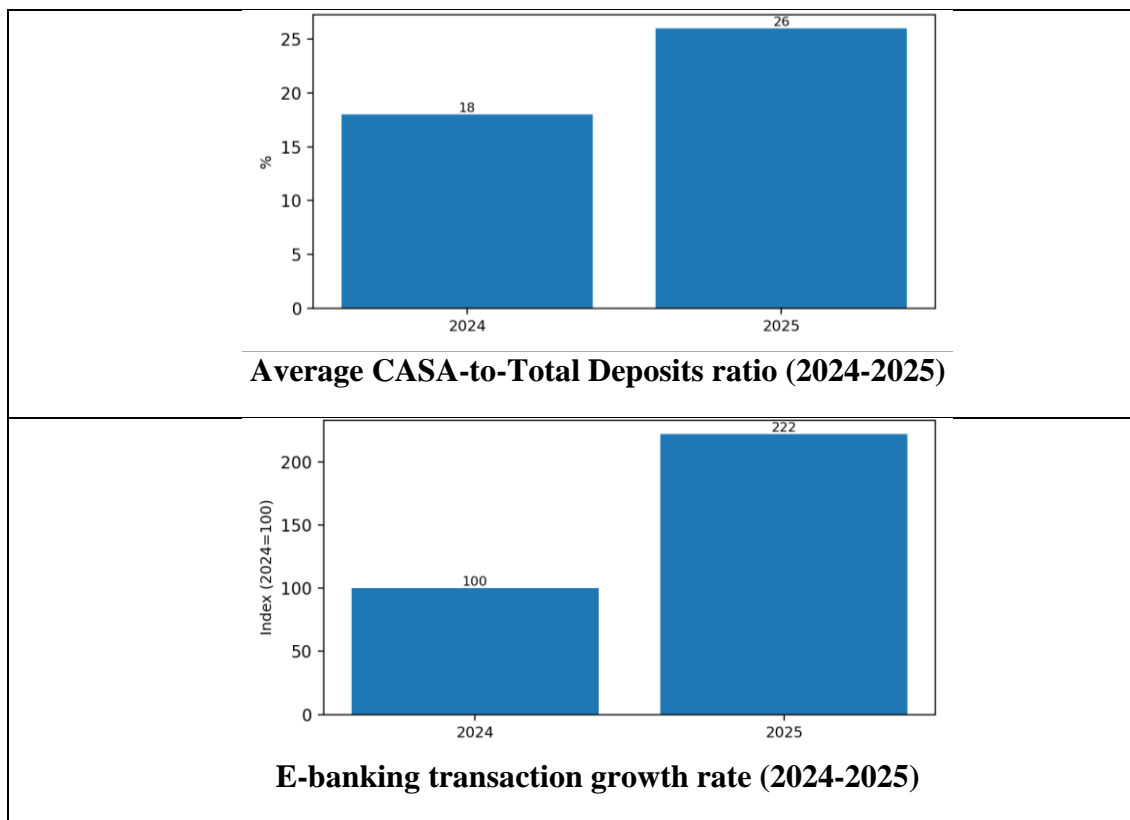
- NoII/TOI reached 38%
- The average CASA ratio per average contract reached 26%, up 8% YoY.

Digital transformation is accelerating:

- Completed 24 features of the e-banking project for corporate customers.
- E-banking transaction growth: up 122% YoY.



ToII/NOI ratio (2024-2025)



III-3.3. Large Corporate Banking – Unwavering Trust, Partnering for Innovation

In 2025, with the spirit of "Believe," SeABank continues to affirm its solid position as a reliable financial partner of leading institutions and corporations. The Bank's strategic partner network is not limited to credit scale but has developed into comprehensive cooperation, penetrating into every aspect of the operational chain.

Key business solutions and strategies in 2025:

- Breakthrough growth based on the "Wholesale Retail" model – Wholesale through retail:
 - ✓ Identifying large enterprises is the strategic "gateway" to fully exploit the ecosystem. This momentum is strongly reinforced by the new generation of FDI shifts and the "Embedded Banking" strategy. (Details in Section I.7 of this Report).
 - ✓ Close the value chain and maximize profit margins from non-credit activities such as international payments and foreign exchange trading.
- Personnel training was a priority: exceeding the plan by 108%, transforming the RM team from traditional salespeople into data-driven financial solution consultants.

Performance in 2025:

In 2025, management efforts narrowed the gap between headquarters and business units, built efficient work processes, and adhered to sound strategies to quickly resolve procedural obstacles. The results of this concerted effort are impressive figures:

- Total operating income (TOI) reached 116% of the planned target.
- The non-performing loan (NPL) ratio is kept at a low level compared to the industry average.
- Flexibility in interest rate management and timely market advisory bulletins have helped the Foreign Exchange and Fee-based Services achieve exceptional growth, making a significant contribution to the Bank's sustainable profit structure. By 2025, NFX sales are projected to double compared to 2024.

III-3.4. Enhancing debt resolution efficiency - proactively controlling risks, diversifying solutions, and aiming for sustainable development

Amidst the ongoing challenges of the pandemic, natural disasters, and the general economic difficulties affecting many businesses, SeABank, guided by the spirit of "Believe," remained steadfast in its commitment to proactive and flexible credit risk management and debt resolution strategies in 2025, while simultaneously supporting customers and ensuring operational safety.

Solutions and strategies for debt resolution in 2025

- ✓ Continuously issuing policies to support customers, especially those facing difficulties, in accordance with the SBV's guidelines.
- ✓ Automated debt reminders (via SMS/email) as well as phone calls/direct contact to remind customers to pay their debts on time continue to be implemented closely and effectively by business units, helping to improve the rate of Group 1 debt and control the increase in overdue debt.
- ✓ Regarding debt recovery:
 - Strengthen monitoring and early warning of overdue and risky debts. The Head Office, in collaboration with business units, will promptly update customer information and develop appropriate solutions for each debt group and customer specificity, thereby improving recovery efficiency from the moment debts become due and newly overdue.
 - Continue to diversify debt resolution measures, implementing flexible, decisive, and simultaneous solutions such as: urging debt collection, waiving or reducing interest, appropriate restructuring, litigation, enforcement of judgments, handling collateral assets, and selling debt at market price... to both support customers in paying off their debts and exert strict pressure to ensure customers seriously fulfill their debt repayment obligations to the Bank.
 - Proactively update and adjust business processes to strictly comply with legal regulations in the context of the legal framework for handling debt of credit institutions continuing to be improved.

Evaluating the results of debt resolution activities in 2025:

Strictly control loan quality, minimize the emergence of new overdue loans, focus on effectively handling existing bad debts, and achieve 100% of the annual plan.

III-3.5. Optimizing capital and liquidity, maintaining confidence in growth amidst volatility

In 2025, domestic and international financial and monetary markets experienced significant fluctuations in interest rates, exchange rates, and liquidity, driven by shifts in global monetary policies. Against this backdrop, SeABank proactively and flexibly optimized its capital and liquidity across the system. Leveraging strong market analysis capabilities and a solid reputation in the interbank market, the Bank effectively capitalized on business opportunities and maintained positive growth in its treasury operations.

Area of activity	Solutions and strategies for 2025	Performance results in 2025
Interest rate proprietary trading	<ul style="list-style-type: none"> - Proactively monitor, analyze, and identify market fluctuations and trends to develop flexible business plans and effectively capitalize on market opportunities. - Continue to promote the exploitation of key capital business products such as repo 	Interest rate trading activities in 2025 not only generated positive profits but were also implemented on a foundation of rigorous risk management, ensuring safety, efficiency, and full compliance with risk limits. As a result, SeABank continued to receive many positive evaluations from the market.

	<p>transactions of securities, LC UPAS financing in the interbank market...; thereby contributing a significant source of revenue to capital business operations.</p> <p>- Expanding capital financing activities for non-bank credit institutions, contributing to improving and maintaining a positive net interest margin (NIM).</p>	<ul style="list-style-type: none"> ✓ Consistently ranked among the Top 3-5 members with repo transaction volume accounting for 5-10% of the trading market share on HNX during the 2021-2025 period; ✓ Honored as the 3rd best-offering member and the 5th highest-volume trading member in the Vietnam Bond Market Association (VBMA); ✓ Ranked among the top 2 members predicting MM interest rates at the Vietnam Interbank Market Research Association (VIRA).
Foreign exchange proprietary trading	<p>With confidence in its market analysis capabilities and flexible operational management, the Bank has proactively monitored and assessed market fluctuations and trends to develop appropriate business strategies, thereby effectively capitalizing on transaction opportunities and improving operational efficiency.</p>	<p>- Transaction volume increased to US\$130-150 billion USD/year, further solidifying its position as one of the top 5 banks with the largest transaction volume in the market.</p> <p>- With stable growth and outstanding business performance, SeABank continues to be honored with many prestigious awards from domestic organizations such as VIRA, VBMA and international organizations such as Refinitiv.</p>
Bond trading	<p>- Proactively monitor and analyze market developments and trends, while strengthening the management of potential risks to build appropriate business strategies aimed at maintaining efficiency and sustainable profitability; simultaneously, continue to consolidate and develop proprietary trading activities in government bonds.</p> <p>- Effectively utilize capital raised from financial institutions through certificates of deposit to optimize capital costs and improve resource utilization efficiency.</p> <p>- Fully and seriously fulfill the obligations of the issuing organization, thereby contributing to enhancing the reputation and credibility of securities issued by SeABank.</p>	<p>- The bank recorded transaction volumes exceeding VND 154,000 billion in its proprietary trading of government bonds, thereby further consolidating its position as one of the top 5 members with the largest outright transaction volumes in the market this year, affirming the bank's capabilities and position in the capital market.</p> <p>- Continue to effectively mobilize capital from financial institutions through the Certificate of Deposit program, reaching VND 25,000 billion amidst a volatile market.</p> <p>- Securities officially issued by SeABank have been included in the VBMA's reference securities basket, contributing to strengthening the Bank's reputation and market confidence.</p>
Foreign exchange trading activities in market 1	<p>- Firmly committed to its "customer-centric" approach, SeABank proactively adapts and maintains operational efficiency amidst numerous fluctuations in import and export activities with international markets.</p> <p>- Continue to vigorously implement the NGX1000 strategic plan for the 2025-2030</p>	<p>- Despite facing numerous market challenges, foreign exchange trading from clients maintained stable growth, reaching VND 410 billion and increasing by 21.6% compared to the same period last year.</p>

	<p>period to create a foundation for promoting growth in non-interest income. Foreign exchange trading is one of the key pillars; accelerate the development of corporate clients in import/export and foreign-invested enterprises; and effectively leverage the ecosystem of major partners such as corporations and conglomerates.</p>	
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At the same time, SeABank always complies with the State Bank of Vietnam's regulations on mandatory reserves and ensures liquidity safety indicators:

- ✓ Capital mobilized from credit institutions reached VND 107,281 billion (up 24.88% YoY).
- ✓ Loans to credit institutions reached VND 91,447 billion (up 24.63% YoY).

III-3.6. Strengthening the operational foundation and spreading confidence in development

Objectives and operational direction:

Committed to becoming the most preferred retail bank, SeABank continued to innovate its operations towards a more modern, flexible, and efficient model. In 2025, SeABank focused on implementing the following key strategic directions:

- Accelerating the digitalization and automation of operational processes**
 Reducing processing time, enhancing security, and optimizing customer experience
- Standardizing and restructuring operating processes toward a lean and efficient**
 Building a strong foundation for digital transformation
- Developing flexible operational solutions tailored to each customer segment**
 Improving service quality and system-wide efficiency

SeABank's operational goals and directions have been implemented synchronously and effectively, thereby strengthening its solid operational foundation and actively supporting the Bank's business activities. The spirit of "Believe" has become a driving force, helping the entire system remain steadfast in its set direction, proactively innovate, and gradually improve operational efficiency.

III-3.6.1. Credit Operations

<p>Solutions and strategies in 2025</p>	<ul style="list-style-type: none"> ✓ Clearly defining control conditions in the credit processing process after corporate credit approval minimizes overlap and duplication in the control stage, while implementing an automatic file allocation mechanism (Distributor) for corporate credit processing contributes to standardizing the processing flow, optimizing resources, and shortening processing time. ✓ Implementing individualized terms and conditions for each corporate customer in operational processes allows for the monitoring and management of key indicators closely aligned with the approved content, thereby proactively supporting the handling of credit transactions when they arise, shortening processing time, and improving operational efficiency.
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Results of implementation in 2025	<p>Improvements in operating models and processes have had a clear and lasting impact on SeABank's overall operational efficiency:</p> <ul style="list-style-type: none"> ✓ Mortgage disbursement transactions for individual customers increased by 34.4%. ✓ Disbursement transactions to corporate customers increased by 7.9%. ✓ TAT's post-approval credit processing for the retail customer segment decreased by up to 48% compared to 2024.
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III-3.6.2. Card Operation

Solutions and strategies for 2025	<ul style="list-style-type: none"> ✓ Expanding the ATM and POS network and upgrading, improving, and diversifying the technology system will create favorable conditions for customers to use cards. ✓ Continuing to maintain the highest level of compliance in the market and the 3D-Secure version 2.2.0 security standard for online transactions.
Results of implementation in 2025	<ul style="list-style-type: none"> ✓ Seven new ATMs were opened, bringing the total number of operational ATMs across the system to 317, reaching over 26.1 billion VND, a 4.4% increase compared to 2024. ✓ Regarding the deployment of the POS network, the cumulative number of POS machines nationwide is 1,067, of which 162 are newly deployed. POS fee revenue in 2025 is expected to exceed VND 56.1 billion, an increase of more than 10% compared to 2024. ✓ The total processing time (TAT) for card printing and packaging will be shortened by 27% compared to 2024.

III-3.6.3. Domestic Payment Services

Solutions and strategies for 2025:

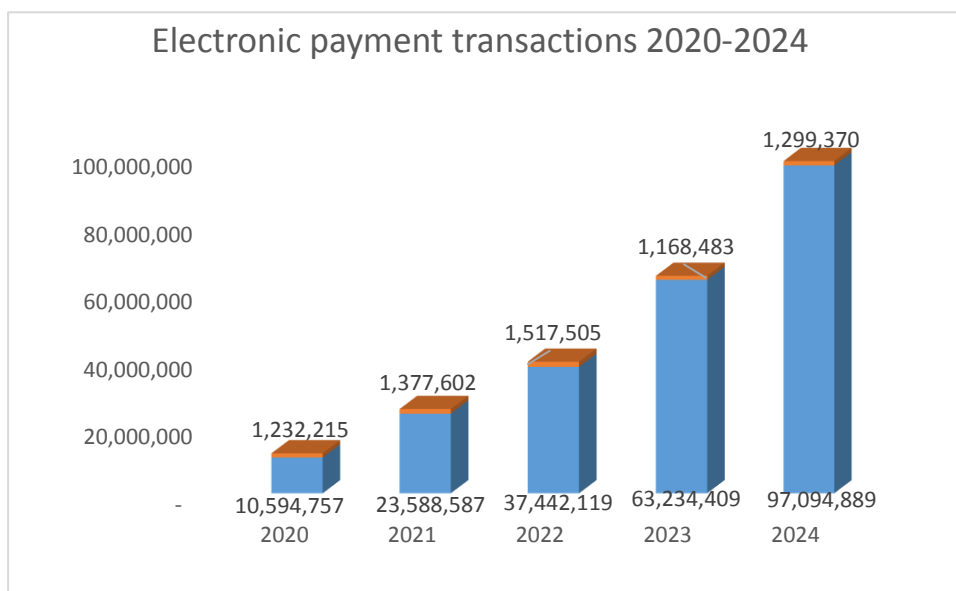
- ✓ Continuing to promote cashless payments contributes to the important goals of the Government and the State Bank of Vietnam through:
 - Continuous investment in technology and improvements to payment systems, such as building new incoming money transfer systems and perfecting the outgoing money transfer system to the IBPS 2.5 standard, has created a strong transformation in the provision of cashless payment methods.
 - Expand cooperation with partners providing online payment services, bill payments, and recurring fee payments; focus on enhancing customer benefits and increasing the Bank's efficiency.
- ✓ Emphasis is placed on security and safety in payment transactions:
 - Strict biometric security measures are implemented to protect the legitimate interests of customers and build customer trust and loyalty.
 - Boosting 24/7 fast money transfers and connecting with major payment partners such as VNPAY to launch the VN-Topup service; completing the connection with SSMedia to provide

travel services (travel packages, airline tickets, hotel bookings, entertainment tickets) for customers on the SeAMobile app; and implementing cash collection services at PLX and Thuy Ta gas stations.

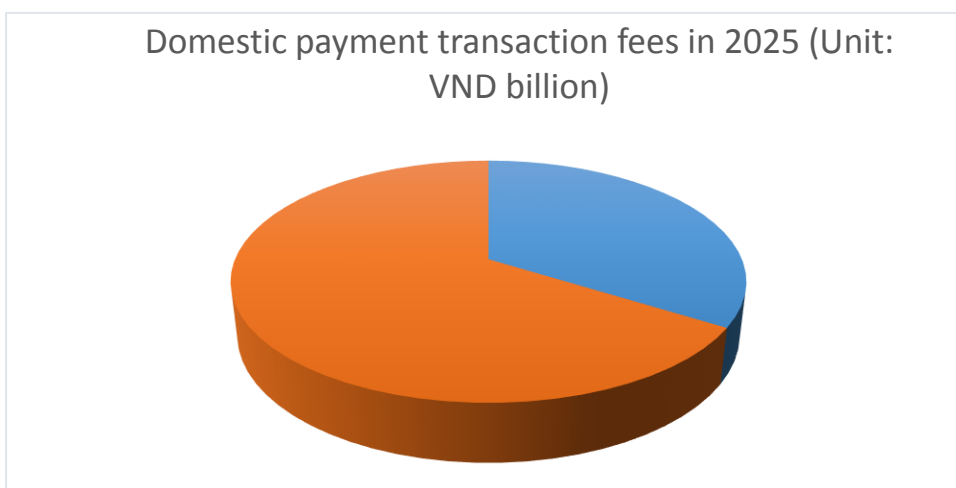
- Providing diverse payment services for essential public utility bills such as electricity, water, and telecommunications quickly through the SeAMobile Biz application or at the counter; supporting electronic tax filing for businesses, linking with the Tax Department to facilitate businesses in tax declaration and payment.
- ✓ Boosting the development of remittance activities:
 - SeAMobile has launched its MoneyGram remittance service, allowing customers to receive money flexibly at transaction counters and via the SeAMobile app.
 - StoneX remittance channel recorded a breakthrough in growth as SeABank successfully expanded its connection with StoneX.

Performance results in 2025:

- ✓ The number of remittance transactions on the StoneX platform is expected to increase sharply from 5,467 transactions in 2024 to 52,438 transactions in 2025, equivalent to an almost tenfold increase.
- ✓ Electronic payment transactions accounted for 98.75%, with 114.5 million transactions.



Orange: Payment via traditional channels/Blue: Online payment



Source: Domestic Payment Services Activity Report 2025

Revenue from domestic payment fees

>42.8 billion VND

III-3.6.4. International payments

In 2025, Vietnam continues to assert its position as a focal point for attracting foreign direct investment (FDI). The recovery of global supply chains combined with a strong wave of digital transformation in the financial sector has fueled exceptional growth in cross-border capital flows, paving the way for a boom in international payment activities.

Solutions and strategies for 2025:

- ✓ Implementing a series of credit packages, interest rate support programs, and fee incentives specifically designed for FDI businesses, import-export businesses, and businesses owned by women.
- ✓ Strengthen incentive mechanisms for new customers and existing customers who prioritize online transactions.

Performance results in 2025:

- ✓ SeABank's international payment activities in 2025 recorded impressive growth figures, with the number of transactions and sales increasing by 31% and 204% respectively compared to 2024.
- ✓ The successful integration of the SeAAML system into the international money transfer process has enabled automated anti-money laundering screening for all outgoing money transfer transactions and is expanding to include trade finance.
- ✓ Implementing a Payment Control Service (PCS) application to tightly control SWIFT messages aims to automatically prevent irregular transactions, protecting banks from hacker intrusions and system fraud risks.
- ✓ The Payment Tracking feature on the internet banking platform for corporate customers allows them to check and track the status of international money transfers in real time, bringing transparency to transactions.

III-3.6.5. Network Development

Solutions and strategies for 2025	<ul style="list-style-type: none">✓ Implement restructuring of the transaction network according to the new administrative boundaries of the entire country.✓ Focus on reviewing and evaluating the facilities and infrastructure of business units to carry out renovations and upgrades to the physical premises and facades, as well as relocating transaction points to ensure that the premises are always spacious, clean, and convenient for customers when they come to transact, and to enhance the brand image of SeABank.✓ Renovate and upgrade several transaction points to meet the requirements of a vertical business model.✓ Quickly implement emergency response/remedial measures against natural disasters in affected areas such as Thai Nguyen, Nha Trang, Hue, etc.
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Results of implementation in 2025	<ul style="list-style-type: none"> ✓ SeABank has 181 transaction points, including 49 branches and 132 transaction offices across 24 provinces and cities (according to the new administrative boundaries). ✓ As of December 31, 2025, SeABank has completed the following projects: 3 branch/transaction office relocation projects; renovation and repair of 120 transaction locations and renovation of 17 ATM projects.
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III-4. Evaluation of environmental and social activities

III-4.1. Evaluation of activities promoting green and sustainable products

Key objectives	Implementation evaluation
Promoting social financial products to support vulnerable groups	<p>SeABank continues to facilitate access to finance and promote equal development opportunities through the development of social financial products: financing projects in education, healthcare, housing for low-income earners, and women-owned businesses...</p> <p>The following flagship product lines have been launched and will continue to operate effectively in 2025:</p> <ul style="list-style-type: none"> ✓ Policy package to support women-owned businesses; ✓ Visa Corporate credit card; ✓ Women Entrepreneurs Club – SeAPower; ✓ SeAWomen loan package for members of the Women's Union. ✓ SeALady International Credit Card. <p>Details regarding the policies and support activities of the products are presented in Section VII-5 of this Report.</p> <p>Result:</p> <ul style="list-style-type: none"> ✓ By the end of 2025, the number of female business owners at SeABank increased by 150%, and outstanding loans grew by 120% compared to the same period, reflecting the effectiveness of the "financial + non-financial" model, especially its ability to maintain operations and increase customer engagement. ✓ Receiving the international ESG Business Awards for gender equality is a testament to SeABank's consistent commitment to inclusive finance and its contributions to the community.
Promoting green credit, green financing, and green investment	<p>With the aim of contributing to the National Strategy on Green Growth and Net-Zero, SeABank has issued its Sustainable Development Strategy under Decision No. 1497/2025/QĐ-HĐQT, which sets the goal of increasing the proportion of green credit in the total credit portfolio to 5% by 2030.</p>

	<p>Here are some of the policies implemented by SeABank regarding green credit:</p> <ul style="list-style-type: none"> - Regulations on lending to encourage the development of high-tech and clean agriculture; - Regulations on granting credit for solar power projects; - Regulations on green credit granting policy at SeABank for the period 2021-2025, attached to Decision No. 5151/2021/QĐ-TGD dated April 13, 2021; - The incentive program to promote growth in green credit includes regulations tailored to the specific characteristics of each industry and preferential pricing policies that vary over time. - Green financing support: Providing green credit packages with preferential interest rates to support emission reduction projects such as renewable energy plants, energy saving initiatives, and environmental protection initiatives; - Developing green financial products: green financing specifically for sustainable projects, facilitating the participation of scientists, technology companies, and organizations in the green transition process; preferential green credit for businesses adopting circular economy models or environmentally friendly technologies; <p>Results of implementation in 2025:</p> <ul style="list-style-type: none"> - Green credit outstanding reached VND 1,634.1 billion by the end of 2025, accounting for 0.69% of total outstanding loans. - The total amount of green credit financing at SeABank reached VND 3,801.2 billion.
<p>Issuing green and blue bonds</p>	<ul style="list-style-type: none"> - 2024: Successfully issued US\$150 million in green and blue bonds to AIIB and IFC, including: <ul style="list-style-type: none"> ✓ Vietnam's first blue bond: supplementing funding for sustainable economic activities related to the ocean and water (such as aquaculture and fisheries, clean water supply, etc.). ✓ The first green bonds issued by a domestic financial institution: providing additional capital for sectors such as green buildings, renewable energy, and energy efficiency. - 2025: Finalized and published the Green Bond Framework in line with the ICMA Green Bond Principles, while referencing IFC and AIIB standards. <ul style="list-style-type: none"> ✓ SeABank's Framework has been rated "Medium Green" by S&P Global Ratings – the highest rating in Vietnam. ✓ Standardize sustainable funding activities in line with international best practices, laying the foundation for future green/blue bond issuances.

III-4.2. Evaluation of environmental indicators

	Implementation in 2025
Water resources	<ul style="list-style-type: none"> - Implementing a synchronized management and operational framework: SeABank has effectively built and implemented a water resource management system based on four pillars: standardizing the internal legal framework, establishing a multi-tiered monitoring network, maintaining operational discipline, and promoting a culture of conservation. These principles are applied consistently throughout the system, contributing to ensuring transparent water resource use, strict control, and continuous operation. - Maintaining indicators within safe limits and complying with regulations: SeABank's water-related environmental indicators in 2025 will be strictly controlled and maintained within permissible limits according to Vietnamese standards. - Resource utilization efficiency exceeded the set target: The average water consumption index reached approximately 20 liters/person/day, 32% lower than the internal standard (<30 liters/person/day), reflecting the effectiveness of management and operational solutions. - Water quality is guaranteed: Domestic water supply is controlled to meet 100% of current standards set by the Ministry of Health, contributing to ensuring safe working conditions and health for employees. - Effective monitoring and surveillance system: The implementation of quarterly monitoring of wastewater at licensed discharge points demonstrates the effective operation of the environmental monitoring system, enabling the Bank to proactively track, assess, and control environmental risks in a timely manner. 100% of treated wastewater has parameters that meet or fall below the limits stipulated in QCVN 14:2008/BTNMT. - Promoting a culture of frugality and environmental responsibility: Internal communication activities, especially during peak periods such as the hot season, contribute to transforming awareness into action and enhancing the self-awareness of employees. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>
Electricity resources	<ul style="list-style-type: none"> - Controlling and measuring energy consumption efficiency: SeABank has established a clearly defined energy management system, with a measurement index of electricity consumption per square meter of floor area (kWh/m²/year). Developing consumption standards based on the specific weather conditions of each region enhances accuracy in monitoring and evaluation, and provides a basis for optimizing energy efficiency. - Significant improvements in energy efficiency indicators: In 2025, electricity consumption per employee reached 1,385.7 kWh/employee, and electricity consumption intensity per revenue reached 2.89 kWh/billion VND, both decreasing compared to the same period. This result reflects the effectiveness of synchronized measures in investment, operation, and awareness raising. - Promoting the transition to high-efficiency equipment: Replacing and selecting environmentally friendly and high-efficiency office equipment (LED light bulbs, inverter air conditioners using environmentally friendly refrigerants, equipment with CSPF >4); applying green building and smart building technologies to reduce electricity consumption. The Bank continues to strengthen compliance with Regulation No. 5211/2021/QĐ-TGĐ to reduce costs and minimize electrical safety risks, especially the risk of fire and explosion at its headquarters.

	<ul style="list-style-type: none"> - Raising awareness, strengthening management and compliance control: SeABank has implemented a multi-tiered monitoring mechanism with the coordination of technical departments, security supervision, and security forces to control electricity usage at its units. Daily inspections and patrols are carried out rigorously, helping to promptly detect and correct unreasonable electricity usage. Internal communication activities are implemented regularly, especially during peak electricity usage seasons, contributing to raising the self-awareness of employees. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>
Greenhouse gas emissions	<ul style="list-style-type: none"> - Establishing a comprehensive measurement platform: SeABank has identified and measured emissions across three scopes (Scope 1, 2, and 3), applying IPCC guidelines and Vietnam's grid emission factors to ensure accuracy and transparency in greenhouse gas inventories. - Effective control of emissions from business and operational activities (Scope 1 & 2): Direct emissions in 2025 are controlled at 624 tCO₂eq, mainly from fuel consumption for operating vehicles. Emissions reached 4,957 tCO₂eq, a decrease of 2.3% year-on-year. This emission level is consistent with the scale and characteristics of operations, maintained/reduced year-on-year, reflecting the effectiveness of energy saving solutions, accelerated digitalization, and optimized operations. - Expanding indirect emissions management (Scope 3): The Bank expands ESG integration, adopts ESMS, and prioritizes green partners to help control emissions throughout the value chain and financing activities. - Clear emission reduction orientation: The sustainable development strategy, specifically outlined in Regulation No. 1497/2025/QĐ-HĐQT, has laid the foundation for long-term emission reduction targets, consistent with national orientations. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>
Digital transformation and green transformation	<ul style="list-style-type: none"> - Digital transformation and operational optimization: SeABank has effectively implemented digitalization initiatives (LOS, reporting systems, real-time data warehouse, etc.) to shorten processing time, enhance data capacity, and reduce reliance on manual processes, thereby improving operational efficiency and customer experience. - Reducing dependence on physical resources: The promotion of process digitization, electronic records, and digital signatures has significantly reduced the demand for physical resources, especially paper, while also reducing indirect emissions from operations. By 2025, paper consumption at the Head Office will be controlled below the target, with the paper-to-revenue ratio decreasing by 7.57% compared to the previous year, demonstrating the effectiveness of measures such as double-sided printing, paper reuse, and enhanced document exchange through digital platforms. - Promoting the green office model: SeABank has gradually shifted towards a green office model by prioritizing buildings with green certifications, applying smart technologies (BMS, sensors, optimizing natural light), and using energy-saving equipment, contributing to reducing electricity and water consumption and emissions. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>

III-4.3. Evaluation of the human resource issues

III-4.3.1. Human resource development activities

SeABank places great emphasis on talent development and retention to prepare an excellent workforce for key positions, ensuring continuity and maintaining stable operations. In 2025, SeABank continued to build a

strong and enthusiastic workforce, high in quality and large in quantity, united in purpose with unwavering belief in the spirit of "Believe," ready to overcome all challenges to achieve its business strategy.

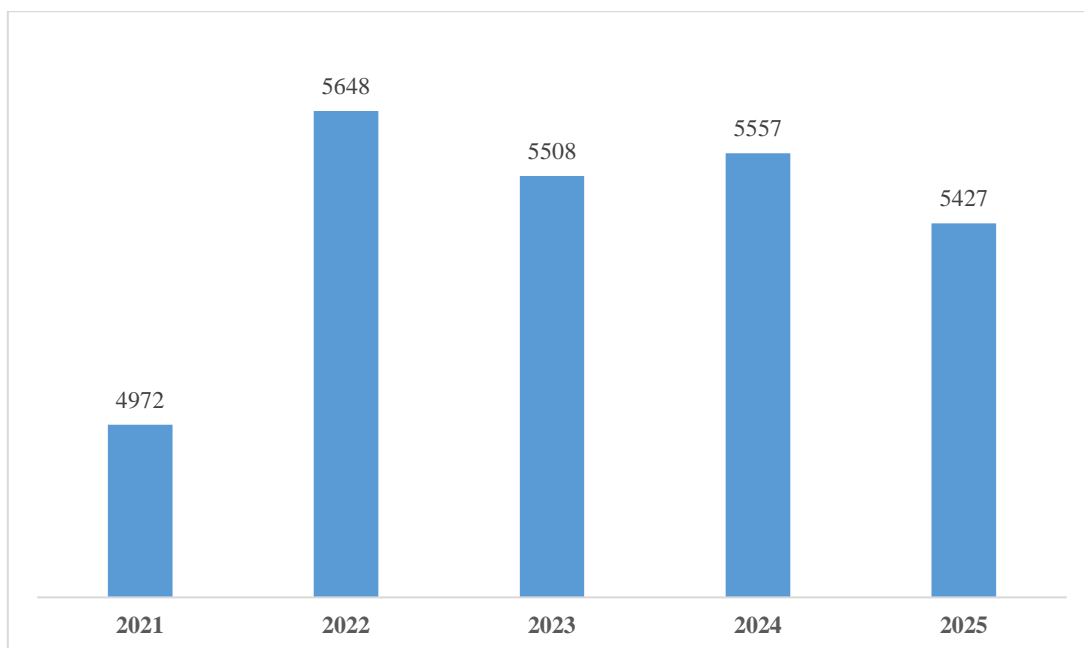
Human resource development objective: To build a highly skilled and abundant workforce ready to meet business plans.

- ✓ Attracting and developing a pool of potential talent in the market: candidates with the skills and qualifications that align with SeABank's strategic business direction and core culture.
- ✓ Investing in training, capacity building, and planning for existing human resources.
- ✓ Diversifying resources and build a team with diverse knowledge, culture, and local understanding to promote the development of micro-markets in each region.
- ✓ Building a competitive compensation, salary, bonus, and benefits system ensures efficiency and retains talent.

Performance in 2025

In 2025, SeABank aims to build a high-quality workforce by combining strategies for talent recruitment and attraction, training and development, succession planning, and incentive policies that promote efficiency and retain talent.

- ✓ Created a high-quality pool of candidates by strengthening communication and spreading the SeABank brand in the labor market through diverse channels such as: recruitment services from leading partners; social recruiting platforms; and job fairs at top universities in Vietnam in the fields of Finance, Banking, and Economics.
- ✓ A series of recruitment and employer branding programs are regularly implemented, including: SeATour, Potential Interns, Starting a Business with SeABank, live and online career orientation talk shows, digital marketing programs through social media platforms, candidate referral programs, etc.
- ✓ By the end of 2025, the total number of employees at SeABank reached 5,427.



Number of employees at SeABank over 5 years (calculated as of December 31st of each year)

- ✓ The recruitment pool in 2025 will be diversified through gender and ethnic structure, knowledge and cultural diversity, local expertise, and the development of micro-markets in each region.

✓ SeABank's workforce structure in 2025 is trending towards younger employees, with 33% belonging to Generation Z (born between 1997 and 2012). The bank's workforce is dynamic, professionally qualified, and technologically capable, aligning with its digitalization and technological development direction.

✓ Investing in existing talented personnel through career roadmap development programs and a talent pool framework based on competency evaluation, focusing on competency evaluation and planning programs, and regular career path appointments;

The programs have yielded impressive results in planning and developing a successor team, meeting the resource needs of the business strategy, and contributing to creating opportunities for employee capacity development and personal development pathways (PDPs).

III-4.3.2. Salary, Bonus and Benefits Policy

Besides strictly adhering to legal regulations, SeABank's Total Rewards policy is built upon its business and human resource strategies to provide employees with competitive benefits commensurate with their individual contributions and dedication, promoting SeABank's development with the goal of becoming the "favorite retail bank".

Salary, bonus, and benefits policies for 2025:

✓ The reward system is based on work performance, results, achievements, and contributions of each individual to the Bank's development, ensuring deserved rewards to encourage and recognize the contributions of each member and team.

- Business performance bonuses are awarded to employees with outstanding achievements in accordance with the Bank's business promotion and incentive programs;
- The supplementary sales compensation policy for the sales force is based on advice from partner Talentnet-Mercer, in accordance with the Bank's strategy and the strategy of each business segment;
- The performance-based bonus policy is based on the work performance of each unit and individual, and their contribution to the Bank's overall results.
- Special reward policies for individuals and units that excel in completing tasks, programs, projects, innovative ideas, and solutions...

✓ Welfare policies are being expanded and improved to provide the best possible benefits for employees, increasing with seniority and performance to motivate dedication and commitment:

- PVICare's comprehensive health insurance policy for employees and their families offers competitive insurance benefits: a well-maintained compensation limit, no co-insurance, and compensation based on actual medical expenses;
- Regular health check-up program: supplementing the list with specialized examinations and expanded check-ups at reputable hospitals with good facilities and quality services;
- The Employee Stock Option Program (SeAESOP)...
- SeAStaff Privilege preferential loan policy: a loan package for employees with attractive and competitive preferential limits and interest rates;
- Annual leave policy: continue to maintain the policy of expanding the number of annual leave days based on job title and seniority.

Through attractive, clear, and transparent policies, along with a specific career progression path, SeABank aims to motivate and increase labor productivity, attract and retain talent, and build a development-oriented work environment. The achievements in human resources activities in 2025 will significantly contribute to building a solid foundation of resources to achieve breakthroughs and reach medium- and long-term goals.

III-4.3.3. Improvements in organizational structure, policies, and management

Improvement goals:

- ✓ Improving employee performance and value, strengthening long-term career development satisfaction, thereby enhancing market competitiveness and increasing employee and stakeholder confidence in the Bank.
- ✓ To promote the development of the Bank, meeting the growing needs from both external and internal factors of the business for growth.

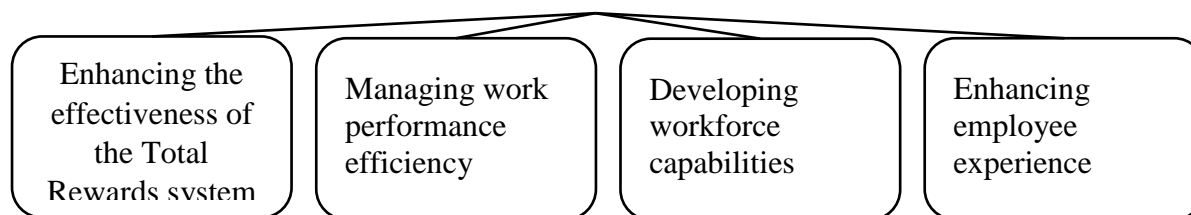
Improvements in organizational structure, policies, and management 2025:

- ✓ Strengthening the specialization of the organizational structure and personnel towards a lean, efficient, and optimized resource utilization to best serve the Bank's business strategy;
- ✓ Improve the performance management system based on KPIs for all units throughout the system;
- ✓ Build a competitive and performance-based compensation and reward system to develop a workforce focused on quality and efficiency;
- ✓ Attracting, stabilizing, and focusing on developing a workforce with the appropriate skills and experience to meet sustainable development goals and medium- and long-term strategies through the implementation of screening, planning, and training based on the Competency Framework.

III-4.3.4. Human Resources Strategy 2026-2030:

With the support of leading domestic and international human resources consulting partners, SeABank has developed a long-term human resources strategy and a master plan for the period 2026-2030, closely aligned with the Bank's strategies and aiming to become the "favorite retail bank" in Vietnam.

Human Resources Strategy 2026-2030



- Attract and strengthen the workforce with competent and suitable personnel to meet the comprehensive transformation strategy.
- Specialize human resources and KPIs by segment/specialization, combined with a performance-based compensation policy to drive business.
- Develop a competency framework combined with a standardized career roadmap to develop and plan a skilled workforce that meets the requirements of the transformation strategy; provide opportunities and create motivation for personal development, and increase engagement with SeABank.
- Implement a tiered training program system; provide diverse training in professional skills and soft skills; from training to coaching to enhance the capacity of the workforce and develop a successor team.
- Enhance the effectiveness of the overall Total Rewards compensation system: competitive salary structure and benefits package based on performance evaluation/job position; business compensation/bonuses (SIP, Performance bonus, etc.).

III-4.4. Evaluation of responsibility towards the community

	Review of implementation in 2025
Financial inclusion for vulnerable customer groups	<p>Recognizing financial inclusion as a strategic pillar, linked to ESG goals and inclusive economic development, SeABank effectively mobilized over US\$1.1 billion in international capital from reputable financial institutions and implemented a comprehensive range of financial and non-financial solutions for vulnerable customer groups, contributing to removing barriers to access to capital and enhancing sustainable growth capacity for customers.</p> <ul style="list-style-type: none"> - Product diversification and increased accessibility: The product portfolio is designed flexibly to suit each segment, such as female customers and women-owned businesses (SeALady, SeAWomen, etc.), SMEs (4 business cards), household businesses, and micro-enterprises (credit packages for household businesses undergoing transformation, in-depth tax and management courses...). - Combining digital transformation to expand financial inclusion: Collaborating with technology and payment partners (VISA, MoneyGram, MobiFone, etc.) helps expand the service ecosystem and improve access to banking services, especially for groups that do not yet use traditional financial services. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>
Social welfare and community	SeABank's social welfare activities are implemented systematically, closely adhering to the BOD' sustainable development orientation and the 17 Sustainable Development Goals (SDGs) of the United Nations.

development activities	<ul style="list-style-type: none"> - Expanding resources and scope of impact: With a total budget of over VND 34 billion in 2025 (up 41.67% YoY), CSR programs were implemented nationwide in 2025, covering many fields such as education, health, disaster relief, environment, and social welfare for vulnerable groups. - Aiming for long-term impact: Instead of just providing immediate support, SeABank prioritizes creating a foundation for sustainable community development through initiatives such as scholarships and educational promotion for children (SeADreams Fund), housing construction and livelihood support (SeASmile Fund), and raising environmental and community awareness (SeAGreen Fund). - Promoting community awareness: Many annual programs such as Day of Love and Citizen Week have attracted participation from employees, spreading a sense of responsibility and humanitarian values throughout the Bank and creating value for the community. <p><i>*Details regarding water resource management activities are presented in Chapter VII of this Report.</i></p>
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III-5. Action Plan for 2026

SeABank's key targets for 2026 are based on macroeconomic and market evaluations, aligned with the development direction of each business segment, risk control, and ensuring growth targets are achieved in accordance with the Bank's strategic direction.

III-5.1. Key objectives for 2026:

- Focus on effectively implementing operations across each segment and both individual and corporate units under the new vertical business model.
- Focus on growing personal loan balances, targeting a 30% share of total outstanding loans. Credit growth will be managed in line with actual conditions and the credit limits allocated by the State Bank of Vietnam.
- Focus on mobilizing funds from customers to ensure a stable source of capital for business operations. Emphasize the development of CASA deposits to optimize the cost of capital. Optimize funding from institutions and securities to match the bank's credit growth and liquidity needs in each period.
- Focus on investing in technology for individuals and small and medium-sized enterprises, especially projects related to digital transformation strategies.
- Thoroughly recover debts according to plan.
- Cost optimization ensures efficient business operations and effective investment and budget utilization.

III-5.2. Operational orientation and solutions to achieve the goals by 2026

III-5.2.1. Operational orientation towards achieving business targets

Based on the business targets for 2026 assigned by the BOD (details in section IV-3.3 of this Report) and the general direction of the BOD (details in section IV-3.2 of this Report), some key operational directions of SeABank in 2026 are as follows:

Key objectives	Operational plan for 2026
Total asset growth	SeABank aims for reasonable growth in total assets, ensuring the growth of income-generating assets while gradually reducing non-profit-generating assets.
Growth in mobilized resources	- Implement a capital mobilization policy based on capital utilization needs, ensuring a balance between disbursement sources and liquidity. Diversify capital mobilization sources: continue to mobilize from the retail banking sector, economic organizations, and from foreign organizations.

	<ul style="list-style-type: none"> - Strictly control the average cost of capital raised during the year; continue measures to increase demand deposits, optimize funding sources, and ensure the best possible utilization of resources for the entire system at specific times during the year; support the reduction of capital costs and the growth of profitability. - Ensure the loan-to-deposit ratio (LDR) meets the requirements of the State Bank of Vietnam.
Credit growth	<ul style="list-style-type: none"> - Credit growth is in line with SeABank's credit growth target for 2026 and complies with the regulations of the State Bank of Vietnam. - Continue strong growth in personal loan balances, aiming to increase the proportion of personal loans in total loan balances. - Focus on developing high-profit margin products; expand short- and medium-term loan portfolios. Simultaneously, develop products with flexible interest rates and terms, and diversify personal credit products.
Optimizing profit metrics	<p>Charge service fees</p> <ul style="list-style-type: none"> - Diversify products for customers, improve and develop non-interest income streams while building new fee structures. Digital products such as e-banking, cards, the SeAConnect program, foreign exchange trading, and insurance will be the focus of business in 2026. - Continue to increase the Bank's fee income to stabilize and diversify revenue sources, focusing on service types such as digital banking, credit cards, SeAConnect, foreign exchange, and insurance. The proportion of service fee revenue must reach at least 25%. - Develop and expand e-banking solutions and customized transactions for each customer's chain and ecosystem; diversify sales channels; strengthen strategic partnerships to increase online services and cross-selling services; develop foreign exchange products to increase service revenue; personalize and enhance customer experience by providing products/services/touchpoints tailored to each customer profile and at each point in the customer lifecycle... <p>Operating cost management</p> <p>SeABank focuses on optimizing and saving costs, while continuing to control the system's CIR (cost-to-income ratio) to be $\leq 35\%$ in 2026. Optimized and saved costs ensure the bank's operational balance and support the implementation of strategic projects such as digital convergence, card projects, foreign exchange trading projects, and projects with major partners, alongside essential technology investments and the digitization of operational activities to simplify, automate, and progressively apply AI in operations.</p>

III-5.2.2. Flexible and Sustainable Business Strategy for 2026

To achieve its key objectives in 2026 and to move towards growth targets for the 2026-2030 period, SeABank is implementing a flexible business strategy focusing on: customer development; partner ecosystem development; product development and service enhancement; comprehensive digitalization; and prioritizing the development of green and sustainable customers/products. Accordingly, the strategic business orientation for 2026 includes:

- Implementing a multi-channel sales strategy supported by a "Digital Convergence" strategy aims to serve and meet the diverse needs of customers across all segments with a wide range of products and services; superior service quality; many attractive and competitive offers; and specialized solutions and policies tailored to the specific characteristics of each segment and industry.
- A breakthrough in business efficiency is achieved through optimizing and diversifying sales channels with specialized policies tailored to each target group, coupled with effective monitoring and management, combined with appropriate sales and marketing campaigns.
- Accelerate the disbursement of green credit funds from international organizations, expand the green credit customer base, promote safe credit growth, and manage socio-environmental risks in investment/credit granting.
- Maximize the potential of the existing customer base and seek out new potential customers, especially by leveraging the value chain based on the "Wholesale Retail" model. (Details can be found in Section I.7. Value Chain and Factors Driving Growth for SeABank's Strategy to 2030 of this Report).
- Detailed operational plan for 2026 by business segment:

Business segment	Development focus	Goals and development plan for 2026
LARGE CORPORATE BANKING	Expand sales and develop a focused customer base.	<p>Objective: Total Interest Income (TOI) is targeted to grow to VND 5,101 billion, equivalent to 114% of the 2025 target, while focusing on boosting non-interest income (NOII) and sustainable deposit growth.</p> <p>Action Plan: To realize this ambition, SeABank focuses on 3 key solutions and 7 key customer groups. These include:</p> <ul style="list-style-type: none"> - 3 key solutions: <ul style="list-style-type: none"> ✓ Maximize the potential of the ecosystem of 5-7 leading FDI enterprises in the supply chain to spread products and services to satellite suppliers and workers. ✓ A new cross-selling campaign for retail banking products will be conducted through on-site digital experience events. ✓ Elevate consulting capabilities, transforming each Relationship Manager into a strategic consultant, using data and AI to deliver superior value to clients. - Based on Vietnam's economic growth potential and investment trends, SeABank focuses on 7 key customer groups: <ul style="list-style-type: none"> ✓ Group of businesses in the FDI sector, ✓ Import and export, ✓ Public investment, ✓ Education and Training, ✓ Health & healthcare,

		<ul style="list-style-type: none"> ✓ Promoting the development of the customer ecosystem, ✓ Focus on leveraging existing customers.
CORPORATE BANKING	<p>Improve operational efficiency, increase revenue quality, and optimize capital structure.</p>	<ul style="list-style-type: none"> - <i>Objective: To improve operational efficiency, increase revenue quality, and optimize capital structure.</i> <i>Action plan:</i> <ul style="list-style-type: none"> ✓ Maintain and improve efficiency indicators (such as NoII/TOI), while boosting CASA to optimize capital costs. ✓ Promoting cross-selling and value chain solutions aims to increase engagement and expand the "share of wallet" for corporate customers. - <i>Objective: To accelerate the digitalization of the e-banking platform and expand feature sets to meet business needs.</i> <i>Action plan:</i> <ul style="list-style-type: none"> ✓ Implement and refine new features (online guarantees, online deposits, mechanisms to support large transfer orders, etc.). ✓ Designing a solution package based on the customer journey: cash flow – payments, deposits, credit/guarantees, business management; reducing feature fragmentation. - <i>Objective: To diversify credit solutions by industry/context and expand the product ecosystem.</i> <i>Action plan:</i> <ul style="list-style-type: none"> ✓ Implement credit packages tailored to specific sectors/partners (EVN contractors, VinFast electric vehicle dealers, industrial park customers, etc.) to enhance competitiveness and meet practical needs. ✓ Develop tools for batch card issuance and customized cashback mechanisms; deploy the SeABiz Ultra Cash debit card for corporate clients.
	<p>Growth in depth, shifting from a focus on scale to maximizing TOI and profitability, innovation through technology, and leading the business with data.</p>	<p>The strategic focus includes: vertical business development; product solution diversification; improved risk management; customer development; and refinement of the digital platform.</p> <ul style="list-style-type: none"> - Implementing vertical business models, providing solutions along the value chain and within the customer ecosystem. <ul style="list-style-type: none"> ✓ Designing product packages and policies tailored to specific industries/supply chains (contractors, industrial parks, logistics, e-commerce, energy, etc.) to enhance competitive advantage. ✓ Increase partnerships to expand touchpoints, boost revenue, and improve service quality. - Raise the standards of proactive risk management, control the quality of growth, and reduce the generation of new overdue loans. <ul style="list-style-type: none"> ✓ Conduct periodic reviews by category; monitor cash flow weekly; control large disbursements; strengthen debt recovery efforts and provide early warnings. ✓ Combining data and analytical tools to support risk identification by industry/customer group and optimize credit granting policies.

TREASURY	Business development	<ul style="list-style-type: none"> - Continue to boost interbank capital transactions to ensure liquidity and liquidity ratios for the entire system. - Strengthening capacity and risk management to improve the efficiency of proprietary trading in bond, foreign exchange, and short-term interbank market capitalization. - Achieve business targets as planned by the HR Committee.
	Product development	<ul style="list-style-type: none"> - Promote the development of repo transactions for government bonds, focusing largely on repo products related to government bonds and government-guaranteed bonds. Expand repo transactions for government bonds issued by credit institutions with sound financial capabilities, stable business operations, and safety; and simultaneously promote the development of LC UPAS financing transactions in the interbank market. - Diversify products and services, research and develop new products in the money and foreign exchange markets in accordance with the regulations and guidelines of regulatory agencies and the law.
	Developing partnerships and customers.	<ul style="list-style-type: none"> - Continue to strengthen and expand partnerships with credit institutions and non-financial institutions, and increase bilateral credit limits. - Expanding market share, diversifying products, and focusing on boosting customer growth, particularly targeting medium-sized import/export and FDI clients, as well as supply chain customers.
	Enhance market position	<ul style="list-style-type: none"> - Maintaining its position as the leading market maker in the domestic market in key operations: USD/VND spot, USD/VND foreign exchange swap, bond trading, and Repo. - Aiming for top 5 sales rankings from VBMA, Refinitiv, and HNX associations.
RETAIL BANKING	Product development	<ul style="list-style-type: none"> - Continue to expand the product portfolio, offering flexible and attractive financial solutions to attract new customers and retain existing ones. - Intensify the implementation of sales programs and promotional campaigns on digital platforms for credit products, NFX, cards, etc. - Enhance security, reduce risks, and prevent fraud in transactions. - Credit: Focus on expanding home loan programs with preferential interest rates, targeting young customers; Promote medium and long-term lending, optimizing flexible interest rate policies; Tighten approval processes. Key plan objectives for 2026: <ul style="list-style-type: none"> ✓ Net outstanding loans are projected to increase by VND 18,000 billion, a growth of 40%, reaching VND 62,000 billion by the end of 2026. ✓ Medium and long-term loans account for 75% of total outstanding loans, raising the proportion of home loans to 50%, while consumer loans are growing under controlled conditions. ✓ Optimize short-term loan portfolios, focusing on customers with good credit histories to keep non-performing loans below 3%. Improve service quality and increase the number of new customers by 40%. - Card and account products:

		<ul style="list-style-type: none"> ✓ Increase the proportion of card products opened through online channels. ✓ Improve quota allocation policies and optimize operational processes to enhance efficiency, minimize costs, and control product quality. ✓ Developing and promoting new products with superior features and a strong impact that attracts a large target customer group in the market, such as co-branded products with influential individuals. ✓ Increase the proportion of CASA (Current Account Savings Account) to optimize capital sources in line with the scale and structure of credit growth and payment activities in the system, especially cashless payments. ✓ Strengthen efforts to find and maximize revenue from fees related to current account accounts and customer account transaction activities in order to increase the proportion of non-interest income.
	<p>Developing a partner ecosystem</p>	<ul style="list-style-type: none"> - Building a personal finance ecosystem, connecting diverse services from credit, investment, insurance to consumer spending. Strengthening cooperation with Fintech companies and developing a comprehensive financial platform. - Deploying SeABank's products and services to strategic partners; seeking and exploiting new customers, new partners, and customer ecosystems within corporations/companies that conduct transactions through SeABank. - Intensify efforts to target payroll and agency chain customers, aiming to sell at least 3 products per customer, including current accounts, savings accounts, and credit (credit cards/loans), with the goal of becoming the primary transaction bank for these customers. - Providing SeAPayment payment solutions to partners in the retail sector, expanding to the service sector (restaurants, hotels, etc.) and education.
<p>SUSTAINABLE PRODUCTS</p>	<p>Expand with a focus on key areas, develop in depth.</p>	<ul style="list-style-type: none"> - Deepen the SeAPower ecosystem by focusing on "lifecycle support" for women-owned businesses. ✓ Upgrade your financial solutions package (credit, cash flow, cards) and combine it with consulting/training services tailored to your business's stage of development. ✓ Integrating digitalization into customer care and service delivery: increasing the use of digital channels, increasing transaction frequency, and improving the overall customer experience. - Expand partnerships and communication strategies across industry clusters/local areas to increase reach.

		<ul style="list-style-type: none"> ✓ Prioritize sectors with a high proportion of women-owned businesses and a consistent need for cash flow. ✓ Standardize messaging and communication tools to increase implementation effectiveness at branches/business units.
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III-5.2.3. The "Digital Convergence" Strategy for Comprehensive Digitalization

Business segment	Digitalization goals and plans for 2026
LARGE CORPORATE BANKING	<p>Continue investing in and implementing the comprehensive digitalization project for the entire process:</p> <ul style="list-style-type: none"> ✓ The initial phase of implementing the CRM system is expected to be completed in 2027. ✓ Applying artificial intelligence (AI) to data analysis will help 100% of operational staff optimize productivity, with completion expected in 2026.
CORPORATE BANKING	<p>- A breakthrough in end-to-end digitalization for businesses, using e-banking as the core infrastructure for cash flow and business operations solutions.</p> <ul style="list-style-type: none"> ✓ Continue digitizing key operations (credit, opening LCs) according to the prioritized roadmap; optimize bottlenecks to shorten processing time. ✓ Expanding the integration of identity verification and partner connectivity (VNeID, Open Banking) aims to accelerate solution deployment and optimize connectivity costs. <p>- Drive business with data and AI, boost team productivity, and improve consulting quality.</p> <ul style="list-style-type: none"> ✓ Expand AI Dashboard/AI Assistant to support analysis, evaluation, and operations; reduce repetitive tasks and speed up document processing. ✓ Develop product recommendations based on customer context (size, industry, cash flow), improving sales effectiveness and customer service quality.
RETAIL BANKING	<p>- Positioning the bank to become a leader in digitized personal lending:</p> <ul style="list-style-type: none"> ✓ Upgrade the automated loan approval system, expanding data integration with third parties (credit companies, consumer data); ✓ Developing AI-based personal credit scoring models to increase access to credit. <p>- Digitizing products and processes to shift traditional sales channels to online sales channels for products, thereby expanding the user base and promoting cashless payments; enhancing customer experience.</p> <p>- Integrating technologies such as AI, upgrading and improving system features and utilities, to provide a user-friendly interface, fast speed, convenient, safe, and secure experience.</p>

IV. BOD' EVALUATION OF 2025 PERFORMANCE

IV-1. BOD' Evaluation of the Bank's Performance

IV-1.1. Evaluation of the Bank's operations:

- ***Business Performance Evaluation:*** In 2025, SeABank continued to record positive operating results, stable and efficient growth, reflecting the flexible management capabilities of the BOD and the sound strategic direction of the BOD amidst the volatile macroeconomic and monetary policy environment. Specifically:
- Profit before tax reached VND 6,868 billion, achieving 106% of the annual plan;
 - Total assets reached VND 396,443 billion, an increase of 21.72% compared to 2024;
 - Operational efficiency continued to improve, reflecting efforts in cost optimization, digital transformation acceleration, and enhanced operational quality: ROE reached 14.62%, and CIR decreased to 33.01%.
 - The non-performing loan ratio is kept below 3%, demonstrating the effectiveness of credit risk management.
 - Financial capacity continues to be strengthened through an increase in charter capital to VND 28,450 billion, contributing to consolidating the capital adequacy ratio, enhancing resilience against unpredictable market fluctuations, and creating a foundation for medium- and long-term growth, in line with the implementation of Basel III standards.
- ***Evaluation of corporate governance and risk management:*** The bank continues to approach and apply international standards and practices on corporate governance, risk management, and information disclosure in a transparent and accountable manner, including:
- Implementing the pillars of Basel III;
 - Upgrade the risk management system and internal controls according to the COSO framework;
 - Implementing the IFRS adoption roadmap, aiming for transparency in financial reporting in accordance with international standards;
 - Implement governance, risk, and compliance (GRC) initiatives as well as the quality assurance and improvement program for internal audits (QAIP).
 - Upgrade the website, synchronize Vietnamese and English to enable bilingual information dissemination; publish management reports and other reports and announcements in English.
 - In 2025, SeABank will not receive any warnings or administrative penalties for violations in the field of information disclosure.
 - The Bank's efforts to enhance transparency, accountability, and governance are consistent with VNCG, the OECD Corporate Governance Principles, and the criteria in ACGS.

SeABank's operations in 2025 clearly demonstrate a sustainable growth orientation, balancing efficiency, safety, and transparency, in line with best corporate governance practices in Vietnam, ACGS, and OECD.

IV-1.2. Evaluation of market reputation:

In 2025, with the belief that it could overcome all challenges, SeABank maintained its competitive position and reputation in the market. Some notable achievements include:

- SSB shares continue to receive positive market attention and remain included in the VN30-Index.
- SeABank's annual report and information transparency are highly regarded by organizations and continue to be recognized in the Top 10 Annual Reports in the Finance industry. This affirms the bank's reputation and quality of corporate governance, as well as its serious commitment to accountability and transparency in its operations.
- Moody's continues to maintain SeABank's Ba3 rating for its long-term deposits portfolio, and keeps its baseline credit evaluation (BCA) rating at B1 with a Stable outlook.
- SeABank's reputation in the international market continues to grow, attracting an additional US\$80 million in foreign capital from Proparco and FMO, further strengthening its fundraising and resource

expansion activities following reputable international investors such as IFC, DFC, Norifund, and AIIB...

- The bank is honored to have received numerous prestigious awards for sustainable development and ESG, details of which can be found in Chapter III of this Report.

IV-2. BOD' Evaluation of the Board of Management's Performance

IV-2.1. The Bank's ability to manage and achieve key business plan objectives:

In 2025, the Bank's BOD was further strengthened with the addition of two members with extensive expertise and experience in retail banking and credit. Under the decisive leadership of the General Director and the effective coordination of the Deputy General Directors, the Bank completed and exceeded key business targets as planned by the BOD.

The BOD highly appreciates the General Director's ability to proactively and flexibly adapt to changes in the institutional and policy frameworks of the Government and the State Bank of Vietnam, while maintaining operational stability and effectively controlling risks.

IV-2.2. Evaluation of ESG Implementation – Effective Implementation of Sustainable Development Goals:

The BOD acknowledges the efforts of the General Director in integrating ESG elements into operational activities, specifically:

(i) The "Governance" pillar:

- ✓ Establishing a Sustainable Development Management Advisory Unit: To enhance the effectiveness of strategies, implement strategies at the executive level, and deploy sustainable strategies based on the three ESG pillars across the entire system, the General Director proposed to the BOD the establishment of a new International Strategy and Finance Division. Its main tasks will be to research and develop sustainable development strategies and propose specific solutions for implementing these strategies in the Bank's operations. This unit will advise and assist the General Director in sustainable development matters, making sustainable development a guiding principle in the Bank's programs and action plans.
- ✓ Restructuring of Business Units: The Retail Banking division, the Corporate Banking division, and the Large Corporate Banking division have been refined and restructured to enhance the Head Office's oversight of vertical business operations based on customer segments. Specifically: the Retail Banking division has been divided into the Retail banking Division and the Business Transformation & Digital Services Division for Retail banking; the functions and responsibilities of the Corporate Banking and Large Corporate Banking division have been revised and supplemented; and the Risk Management, Legal & Compliance Division have been restructured to improve the effectiveness of risk management, oversight, and compliance based on customer segments.
- ✓ Continuing to improve the internal control system: The system operates continuously and effectively, ensuring all lines of defense are in place, while (i) implementing risk management standards and complying effectively, thereby maintaining Moody's Ba3 rating for key categories; (ii) implementing international standards on internal control systems (COSO), financial reporting according to IFRS standards, etc.; (iii) adjusting the assignment and delegation of authority to Deputy General Directors within the system, thereby creating a clear, transparent, and rigorous legal framework to ensure coordination among members of the BOD in management, and coordination between the BOD and the Divisions and Business Units, etc.

(ii) The "Social" pillar:

- ✓ Customer-centric approach: Continuing to implement various solutions to improve service quality and customer experience. The customer experience measurement system via Callbot reaches an average of approximately 50,000 customers per month, recording a CSAT of

95.02% and a NPS of 56%. The bank also implements a Secret Customer program, service quality monitoring system via camera, multi-channel customer surveys, and 30 training courses to enhance staff service skills. In addition, SeABank continues to personalize products, develop the SeALoyalty loyalty program, and build a closed-loop customer care process, contributing to an increasingly professional and efficient service experience.

- ✓ Human resource development: Developing a strong workforce in both quality and quantity, a respectful and equitable work environment with high engagement and satisfaction indices (maintaining above 90%), and being voted "Best Workplace in Vietnam 2025" for 5 consecutive years.
- ✓ Social welfare: Maintaining the operation of internal charitable funds, organizing and participating in a series of activities, contributing to promoting many SDGs areas such as health, education, poverty reduction... with a total budget of over VND 34 billion.

(iii) The "Environment" pillar:

SeABank has issued its Sustainable Development Strategy, which sets out specific goals and targets for sustainable development.

- ✓ Environmental and Social Risk Management: Upgrading the environmental and social risk management system to international standards, integrating supply chain risk evaluation and physical risks related to climate change. 100% of credit and investment projects are screened and assessed for environmental and social risks.
- ✓ Green Credit and Green Bonds: The total outstanding balance of green credit reached VND 1,634.1 billion, aiming to increase the proportion of green credit in the total credit portfolio to 5% by 2030. The Bank became one of the first private banks in Vietnam to issue a Green Bond Framework compliant with the principles of the International Capital Markets Association (ICMA) and being rated "Medium Green" – the highest rating in Vietnam – by S&P Global Ratings, laying the foundation for the issuance of green bonds in the next phase.
- ✓ Continuing the Digital Convergence strategy: Continuing to invest in digitalization projects to best serve the needs of all customer segments in a modern, secure, and safe manner... Applying modern technologies to reduce greenhouse gas emissions in internal operations such as digitizing processes and developing paperless banking, aiming for sustainable development and supporting the national goal of achieving net-zero emissions by 2050.

The BOD has successfully fulfilled its managerial role, effectively implementing the resolutions and strategic directions of the BOD, making a significant contribution to the Bank's positive performance in 2025.

IV-3. BOD' Plans and Directions for 2026

IV-3.1. General orientation on corporate governance in 2026

- a) Continue to improve the organizational structure and personnel of the BOD and the Supervisory Board of the Bank in order to further enhance the capacity of the BOD and the Supervisory Board, and their ability to meet good corporate governance practices in sustainable development according to VNCG 2026, ACGS, and the regulations of the State Bank of Vietnam:
 - + The election of additional/replacement members of the Supervisory Board should prioritize individuals with extensive experience in the finance and banking sector to diversify capabilities, expertise, and experience, meeting the increasing operational needs of the Supervisory Board due to the addition of functions and duties as stipulated in the Law on Credit Institutions of 2024;
 - + Review and reassign work to members of the BOD and Supervisory Board based on the actual number of personnel elected in 2026 and the new regulations of the State Bank of Vietnam in Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial

banks, branches of foreign banks, and the Corporate Governance Principles for Vietnamese public companies (2026 edition) and ACGS.

- + Strengthening the support staff for the BOD and the Supervisory Board, in accordance with the Corporate Governance Principles for Public Companies in Vietnam (2026 edition) and ACGS, and the requirements of Vietnamese law.
- b) Review, restructure, and amend the functions and tasks of the Committees under the BOD based on the actual personnel situation and the requirements of Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial banks and branches of foreign banks, and the Corporate Governance Principles for Vietnamese public companies (2026 edition) and ACGS 2025; review and improve the working processes of the Committees; and strengthen the personnel assisting the Committees to enhance the resources for the Committees to advise the BOD on sustainable development, especially in the governance pillar.
- c) Research and consider establishing a Sustainable Development Committee with members experienced in implementing sustainable development strategies at international organizations to further enhance the deployment and monitoring of the sustainable development strategy at the Bank.
- d) Establish and put into operation an Audit Committee under the BOD in accordance with the 2020 Enterprise Law, as amended and supplemented in 2025, the Corporate Governance Principles for Vietnamese Public Companies (2026 edition), and the ACGS 2025, to advise and assist the BOD in monitoring the accuracy of financial statements, senior management of the internal control system, and review related-party transactions.
- e) Continue reviewing and evaluating to improve the corporate governance framework in accordance with Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial banks and branches of foreign banks, the State Bank of Vietnam's Sustainable Development Strategy, and the Corporate Governance Principles for Vietnamese public companies (2026 edition) and ACGS, aiming towards the OECD/G20 Corporate Governance Principles, as well as ensuring the Bank's commitments to international partners such as IFC, DFC, AIIB, Norfund..., with the goal of becoming a member of the VNCG50 and ACGS20 groups of companies.
- f) Review and evaluate SeABank's sustainable development strategy in accordance with the State Bank of Vietnam's Sustainable Development Strategy, the Corporate Governance Principles for Vietnamese Public Companies (2026 edition), ACGS, and towards the OECD/G20 Corporate Governance Principles, in line with the Bank's operational realities to ensure quality, efficiency, transparency, and protection of the rights and interests of stakeholders.
- g) Review and evaluate the information disclosure practices, governance reporting system, annual reports, and sustainability reports according to international reporting standards, in line with the realities of the banking industry and SeABank.
- h) Promoting digital transformation and developing modern cashless payment services in banking operations while ensuring security and safety, with priority given to directing the implementation of digital technology projects and centralized operations to support business activities in accordance with the Bank's new strategy, ensuring compliance with Resolution No. 57-NQ/TW of the Politburo in 2026 and Plan No. 01/KH-NHNN dated January 10, 2026. Specifically:
 - i. Implement initiatives to digitize processes, products, and services.
 - ii. Ensuring information security, preventing cyber risks, and protecting customer rights;
 - iii. Integrating big data, AI, and new technologies to enhance customer experience while strengthening risk control.

IV-3.2. BOD' operational orientation and action plan for 2026

a. The BOD' overall direction for 2026

- ✓ In 2026, the BOD has set SeABank's operational direction based on six strategic priorities:

(i) Compliance with the law – Transparency – Accountability

<p>Ensure strict compliance with the regulations of the State Bank of Vietnam; improve the quality of information disclosure and policy communication; and strengthen the confidence of the market and stakeholders.</p>
<p>(ii) Strategic leadership – Effective resource allocation</p> <p>Closely monitor the development and implementation of business plans and budgets; ensure that strategic decisions are consistent with the Bank's monetary policy operations, financial capacity, and risk management.</p>
<p>(iii) Strengthening capital base and financial capacity</p> <p>The plan aims to increase charter capital and improve the capital adequacy ratio, creating room for sustainable growth and resilience to economic fluctuations.</p>
<p>(iv) Sustainable credit – Rigorous risk management</p> <p>Implement controlled credit growth; prioritize production and business sectors and drivers of economic growth; strictly control sectors with potential risks; improve asset quality and control bad debts.</p>
<p>(v) Digital transformation is linked to system security.</p> <p>Promote digital banking and modernize services; while strengthening technology risk management and ensuring the security and safety of information and payment systems.</p>
<p>(vi) Strengthen internal controls and independent oversight.</p> <p>Strengthen the supervisory role of the BOD, the Supervisory Board, and functional units; improve the effectiveness of internal inspection and auditing to prevent risks and ensure the safety and efficiency of operations.</p>

- ✓ Directing/guiding the supporting units and the General Director to implement governance work in 2026, in which the BOD identifies ESG as a central focus throughout: (i) Quantifying environmental and social objectives, building transparent ESG KPIs; (ii) Integrating ESG into business strategy and risk management; (iii) Disclosing information according to international standards, enhancing transparency and accountability.
- ✓ Directing and collaborating with the General Director to continue improving the internal control system to successfully implement the international COSO compliance control standard and considering the publication of financial statements according to IFRS standards to enhance the transparency and completeness of internal control points/risk management systems in accordance with legal regulations and international standards.
- ✓ Directing the development and implementation of the 2026 business plan and budget plan, closely following the solutions for managing monetary policy, credit, and banking operations of the Government and the State Bank of Vietnam.
- ✓ Directing the review of the implementation of the following Plans/Strategies/Projects for the 2021-2025 period: (i) Restructuring associated with handling non-performing loans for the 2021-2025 period approved by the State Bank of Vietnam, as a basis for developing a restructuring plan for the next period (if any) as required by the State Bank of Vietnam; (ii) The Green Banking Development Project in Vietnam according to Decision No. 1604/QD-NHNN dated August 7, 2018; (iii) The National Action Plan to implement the 2030 Agenda for Sustainable Development; (iv) The Banking Sector Development Strategy to 2025 and orientation to 2023 according to Decision No. 1309/QD-NHNN; to serve as a basis for developing appropriate Plans/Strategies/Projects/Action Plans for the next period of the Bank.

- ✓ Directing the development of a contingency plan in case the credit institution is subject to early intervention as stipulated in Article 143 of the Law on Credit Institutions 2024, and enhancing the bank's capacity to respond to unusual situations.
- ✓ Directing the control of credit growth in a reasonable manner, adhering closely to the credit growth target in line with the targets assigned by the State Bank of Vietnam and orienting the Bank's credit capital towards production and business sectors, especially priority sectors and growth drivers in accordance with the Government's policies, supporting socio-economic recovery and development; strictly controlling credit to sectors with potential risks.

b. BOD' Action Plan for 2026

To implement the above general directions, the BOD has approved the action program and plan for 2026 of the BOD according to Resolution No. 143/2026/NQ-HĐQT dated February 4, 2026, specifically as follows:

No.	Time	Action plan
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1.	January	<ol style="list-style-type: none"> 1. Visiting and working with a number of exemplary business units in localities across the country from January 12th to 14th, 2025. 2. Attend the Bank's 2025 business review conference from January 16th to 18th, 2026 in Hanoi and Ninh Binh. 3. Attend the Bank's 2026 business kick-off conference on January 18, 2026 in Ninh Binh. 4. The BOD' meeting for Q4/2025 will be held on January 15, 2026 in Hanoi. 5. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Approved the plan to hold the 2026 Annual General Meeting of Shareholders. - Through the Bank's 2025 Governance Report. - Through the Q4/2025 Financial Report. - Through the Bank's 2026 budget plan. 6. Conduct a performance review of the BOD and each member of the BOD for the year 2025. Complete this review before January 12, 2026. 7. Activities of the BOD members: <ul style="list-style-type: none"> - Mr. Fergus Macdonald Clark – Independent Member, and Mrs. Khuc Thi Quynh Lam – Vice Chairwoman of the BOD and member of the Risk Management Committee: attended the first six-month regular meeting of the Risk Management Committee on January 14, 2026. - Mr. Mathew Nevil Welch – Board Member, and Mr. Matthew Sander Hosford – Independent Board Member and Technology Committee Member: will attend the Technology Committee's regular meeting on January 15, 2026. - Mr. Mathew Nevil Welch – Board Member and Member of the Human Resources Committee: attended the Human Resources Committee meeting. - Board members participate in reception, ceremonial duties, welcoming and working with relevant units, organizations, and individuals as assigned by the Chairman/Vice Chairman of the BOD, including but not limited to: visiting and working at PwC Vietnam Audit Company Limited, contacting and meeting with the State Bank of Vietnam Inspection Team... - Attend the Corporate Governance Scorecard training course organized by VIOD on January 23, 2026.
2.	February	The BOD shall vote on matters within its authority through written consultations as notified by the Board Office (when necessary).
3.	March	<ol style="list-style-type: none"> 1. The 32nd anniversary celebration of the Bank's founding is scheduled for March 24, 2026. 2. BOD Meeting for Q1/2026: tentatively scheduled after the Bank's founding anniversary, March 25, 2025. 3. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Through the audited financial statements for 2025 (no later than March 27, 2026). - Through the Program, the documents for the 2026 Annual General Meeting of Shareholders.

4.	April	<ol style="list-style-type: none"> 1. Attending the 2026 Annual General Meeting: In April 2026. 2. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Through the Bank's 2025 Annual Report. - Through the Q1/2026 Financial Report.
5.	May	<ol style="list-style-type: none"> 1. Conduct voting on matters within the BOD' authority through written consultations as notified by the BOD Office (if necessary). 2. Participate in the Chairman of the Board Training Course organized by VIOD.
6.	June	Conduct voting on matters within the BOD' authority through written consultations as notified by the BOD Office (if necessary).
7.	July	<ol style="list-style-type: none"> 1. The bank held a meeting to review its business performance for the first six months. 2. BOD Meeting for Q2/2026: scheduled before the 6-month business review meeting (scheduled for Thursday, July 23, 2026). 3. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Through the Q2/2026 Financial Report. - Through the Management Report for the first six months of 2026. 4. Activities of the BOD members: <ul style="list-style-type: none"> - Mr. Fergus Macdonald Clark – Independent Member, and Mrs. Khuc Thi Quynh Lam – Vice Chairwoman of the BOD and member of the Risk Management Committee: attended the regular six-month meeting of the Risk Management Committee. - Mr. Mathew Nevil Welch – Board Member, and Mr. Matthew Sander Hosford – Independent Board Member and Technology Committee Member: attended the Technology Committee's regular meeting. - Mr. Mathew Nevil Welch – Board Member and Member of the Human Resources Committee: attended the Human Resources Committee meeting. - Board members participate in reception, ceremonial duties, welcoming and working with relevant units, organizations, and individuals as assigned by the Chairman/Vice Chairman of the BOD.
8.	August	Conduct voting on matters within the BOD' authority through written consultations as notified by the BOD Office (if necessary).
9.	September	<ol style="list-style-type: none"> 1. Conduct voting on matters within the BOD' authority through written consultations as notified by the BOD Office (if necessary). 2. Participated in an intensive capacity-building training course for board members in Switzerland organized by VIOD.
10.	October	<ol style="list-style-type: none"> 1. BOD Meeting for Q3/2026 (scheduled for Thursday, October 22, 2026). 2. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Through the Q3/2026 financial report.
11.	November	Conduct voting on matters within the BOD' authority through written consultations as notified by the BOD Office (if necessary).

12.	December	<ol style="list-style-type: none"> 1. BOD Meeting for Q4/2026 (scheduled for Thursday, December 25, 2026). 2. Conduct voting on matters within the BOD' authority through written consultation as notified by the BOD Office, including but not limited to: <ul style="list-style-type: none"> - Through the 2027 budget plan. - Through the action plan, the BOD will hold its regular meeting in 2027. 3. Activities of the BOD and the Company's Management Team: <ul style="list-style-type: none"> - Attending the 9th Annual Forum on Corporate Governance.
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IV-3.3. Key business plan targets for 2026

Target	Plan for 2026
Total asset growth	10% growth compared to 2025
Growth in mobilized resources	A 23% growth compared to 2025, including customer deposits, issuance of securities, and funding from financial institutions/organizations.
Credit growth	Growth of 17%, adjusted based on the State Bank of Vietnam's credit limit in each period.
Profit before tax	Reached 7,068 billion VND
Net profit after tax	Reached 5,655 billion VND. A 3% increase compared to 2025.
ROE	Achieved 13.0%
Non-performing loan ratio	Regulatory control is less than 3%.

SPREADING SUSTAINABILITY

V. CORPORATE GOVERNANCE

V-1. Overview of Corporate Governance Activities

SeABank has reviewed, evaluated, and implemented its Corporate Governance principles in accordance with the provisions of the Law on Credit Institutions 2024; the Securities Law 2019 and its amendments and supplements; the Enterprise Law 2020 and other amendments, supplements, and replacements; and the corporate governance principles of the Best Practices for Public Companies in Vietnam 2009 (VNCG 2009) and 2026 (hereinafter referred to as VNCG 2026) Corporate Governance Principles, the OECD Corporate Governance Principles, and the ASEAN Corporate Governance Scorecard.

Simultaneously, the Bank's corporate governance activities are comprehensively reviewed and evaluated, based on and gradually applying good governance principles and practices according to international standards, in line with the requirements of development finance partners such as the International Finance Corporation's (IFC) Sustainable Development Matrix, the DFC's sustainable development standards, Norfund, and other international development finance organizations. This contributes to improving governance efficiency, enhancing transparency, and strengthening the Bank's risk management capacity.

The adoption of these standards is part of the Bank's long-term commitment to building a sustainable, transparent, and accountable governance foundation, specifically:

V-1.1. The legal framework for Corporate Governance has been improved

The legal framework for Corporate Governance in 2025 will continue to be refined to align with the current situation, newly enacted legal regulations, and updated best practices and principles of corporate governance in Vietnam and internationally.

- ❖ Adjusting the Corporate Governance Regulations applicable to Banks based on the Law amending and supplementing the Enterprise Law of 2020, the Securities Law of 2019; Decree No. 245/2025/ND-CP amending and supplementing Decree No. 155/2020/ND-CP dated December 31, 2020 of the Government detailing the implementation of a number of articles of the Securities Law and relevant guiding documents of the State Bank of Vietnam.
- ❖ Continue to reform the personnel structure and improve regulations related to the operation of committees under the BOD: amend and supplement the Regulations on the organization and operation of the Risk Management Committee and the HR Committee; change the members of the Risk Management Committee according to Decision No. 1211/2025/QĐ-HĐQT, the HR Committee according to Decision No. 520/2025/QĐ-HĐQT, and the Technology Committee according to Decision No. 495/2025/QĐ-HĐQT.
- ❖ Continuing to refine the Sustainable Development and Risk Management Strategic Framework through the issuance of the Sustainable Development Strategy at SeABank under Resolution No. 1496/2025/NQ-HĐQT; the Interest Rate Risk Management Strategy on the Bank Book under Resolution No. 1449/2025/QĐ-HĐQT; the Market Risk Management Strategy issued with Resolution No. 1412/2025/NQ-HĐQT; the Operational Risk Management Strategy under Resolution No. 1336/2025/NQ-HĐQT; the Credit Risk Management Strategy Regulations under Resolution No. 1299/2025/NQ-HĐQT; the Green Bond Framework and Green Bonds for the Protection of Seas and Oceans under Resolution No. 1297/2025/NQ-HĐQT; and the Regulations on Evaluation and Management of Minimum Capital Adequacy Ratios according to Basel II 45/2025/NQ-HĐQT.
- ❖ Adjusting the assignment and delegation of authority: Supplementing the assignment of tasks for newly elected members of the BOD in 2025 (according to Decision No. 452/2025/QĐ-HĐQT of the BOD); reviewing and amending the delegation of authority for approval and decision-making for General Director Le Quoc Long according to Decision No. 41/2025/QĐ-HĐQT, creating a legal basis

for the General Director to adjust the mechanism of task assignment and delegation of authority of Deputy General Directors and Division Directors to improve the efficiency of reporting and supervision.

V-1.2. Enhancing the efficiency of the BOD

In 2025, the BOD of SeABank will continue to strengthen its structure and operating methods in accordance with the 2020 Enterprise Law and its amendments; the 2024 Law on Credit Institutions, the 2026 Law on Corporate Governance, the 2023 Law on Corporate Governance, and the ACGS criteria, aiming to enhance independence, supervisory effectiveness, and accountability, specifically:

Strengthening the independence and diversity of the BOD:

<p style="text-align: center;">Independent BOD member ratio</p>  <p style="text-align: center;">■ BOD member ■ Independent BOD member</p>	<p>The 2025 Annual General Meeting elected an additional Independent Member to the BOD for the 2023–2028 term, bringing the total number of Independent Members to 3 out of 8 (equivalent to 37.5%), exceeding the minimum legal requirement and approaching OECD best practices in strengthening the Board's perspective.¹</p>
<p style="text-align: center;">Non-executive BOD member ratio</p>  <p style="text-align: center;">■ Non-executive ■ Executive</p>	<p>The BOD consists of 8 members, 100% of whom are non-executive members, ensuring a clear separation between governance and executive functions, thereby minimizing role conflicts and enhancing the quality of supervision of the BOD.</p>
<p style="text-align: center;">Gender ratio in BOD</p>  <p style="text-align: center;">■ Male ■ Female</p>	<p><i>Gender diversity:</i> The BOD maintains a 50% female representation (04/08), reflecting a level of gender diversity that is superior to the market average and consistent with OECD recommendations and ACGS' criteria for a diverse BOD.</p>
<p><i>Diverse in expertise, experience, and age:</i></p>	

¹Mr. Mathew Nevil Welch has been an Independent Member of the Bank's BOD since 2022, and therefore remains eligible to be an Independent Member of the BOD according to the standards and conditions of the 2020 Enterprise Law and the corporate governance principles of VNCG 2026 and OECD; bringing the total number of Independent Members of SeABank's BOD to 3 out of 8 members.

The BOD members possess diverse professional backgrounds in finance and banking, law, risk management, international finance, and sustainable development. Many members have experience at international financial institutions and global organizations, notably:

- Madame Nguyen Thi Nga and Mrs. Khuc Thi Quynh Lam, with nearly 30 years of experience; Mr. Mathew Nevil Welch, with 40 years of experience; and Mr. Fergus Macdonald Clark, an Independent Member with 26 years of experience in the international finance and banking sector, specializing in risk management, green banking, and sustainable development.
- Mrs. Tran Thi Thanh Thuy, newly added in 2024, is a highly experienced individual with nearly 30 years in the Bank's retail operations and extensive relationships contributing to the Bank's retail development;
- Mr. Matthew Sander Hosford has over 35 years of experience in banking, particularly in corporate credit and finance, at major international financial institutions such as IFC.

The diversity of expertise, experience, and age enables the BOD to make strategic decisions that balance growth, risk control, and long-term sustainable development.

Improve operational efficiency and monitoring mechanisms.

- Review and refine the structure and functions of the committees reporting to the BOD (Risk Management Committee, Human Resources Committee, Technology Committee) to enhance strategic oversight and risk management, and support the BOD in effectively fulfilling its responsibilities according to ACGS's "Responsibilities of the Board" criteria. Accordingly:
 - ✓ Amend and supplement the Regulations on the organization and operation of the Risk Management Committee and the Budget Committee;
 - ✓ Changes to the membership of the Committees: Risk Management Committee according to Decision No. 1211/2025/QĐ-HĐQT, Budget Committee according to Decision No. 520/2025/QĐ-HĐQT, Technology Committee according to Decision No. 495/2025/QĐ-HĐQT.
- Maintain a mechanism for regular and extraordinary meetings with thematic reports on business, risks, internal control, capital adequacy, and ESG; while ensuring a two-way consultation mechanism between the BOD and the General Director, facilitating effective oversight and timely decision-making. Details of the Committees' activities and a list of BOD decisions and resolutions issued are available on V-6.
- Monitoring the performance of the BOD through:
 - (i) The senior management's oversight mechanism covers internal control, risk management, and capital adequacy levels as stipulated by the State Bank of Vietnam.
 - (ii) The mechanism involves reporting work progress and work plans on a regular weekly, monthly, and quarterly basis.
 - (iii) Regular meetings and performance reviews of the BOD are conducted according to SeABank's regulations to serve as a basis for salary and bonus increases for the BOD;
 - (iv) Through the approval/issuance of resolutions/decisions of the BOD for the General Director to implement.

Performance and accountability evaluation

- The BOD has clearly assigned tasks to each member in accordance with Decision No. 291/2023/QĐ-HĐQT dated May 16, 2023, and Decision No. 307/2024/QĐ-HĐQT dated April 17, 2024. In 2025, the BOD further assigned duties to Mr. Matthew Sander Hosford in Decision No. 452/2025/QĐ-HĐQT dated April 25, 2025.
- Implement an annual performance evaluation mechanism for BOD members based on transparent criteria (according to the Internal Regulations on Corporate Governance approved by the General

Meeting of Shareholders on November 5, 2024; detailed performance evaluation results are available in Chapter V). These criteria include:

- ✓ The level of completion of assigned tasks includes: (i) the level of completion, volume, quality, and efficiency of work; (ii) the development and performance of units/projects; and (iii) the overall results of the bank, which may include ESG indicators.
 - ✓ Moral character, lifestyle, ideology, adherence to and compliance with the Charter, policies and guidelines of SeABank, and legal regulations;
 - ✓ A spirit of learning, honesty, a willingness to improve in work, organizational skills, discipline, and a sense of responsibility in the job;
 - ✓ Management skills, work style, and attitude;
 - ✓ Unity and cooperation within the unit, with other units, and the level of trust among staff.
- Continue to refine and further improve the effective coordination mechanisms among Board members, and between the BOD and the General Director: the supervisory mechanism of senior management over the General Director, the mechanism for regular meetings and reports, direct meeting attendance, and consultation from the BOD to the General Director through various forms, ensuring that information and work flow smoothly, clearly, and transparently within the BOD as well as from the BOD to the General Director and the Bank's Board of Management.

Details are in accordance with Articles 44 and 45 of the Internal Regulations on Corporate Governance approved by the General Meeting of Shareholders on November 5, 2024, and the directives of the BOD in 2025 (Directive No. 313/2025/CT-HĐQT dated April 23, 2025, on improving the work of members of the BOD; Directive No. 743/2025/CT-HĐQT dated July 1, 2025, on implementing the directives of the State Bank of Vietnam to ensure system safety; Directive No. 1111/2025/CT-HĐQT dated September 15, 2025, on credit granting activities...).

V-1.3. Effective Implementation of Strategic Monitoring

V-1.3.1. Sustainable strategic orientation, integrating ESG into banking operations.

The "Governance" pillar:

<p>Establish specialized strategic planning units.</p>	<ul style="list-style-type: none"> ✓ To enhance the effectiveness of strategic planning, strategy implementation at the executive level, and the deployment of a sustainable development strategy with the three ESG pillars across the entire system, based on the General Director's proposal, the BOD established a new International Strategy and Finance Division (according to Resolution No. 557/2025/NQ-HĐQT dated May 26, 2025 and Decision No. 558/2025/QĐ-HĐQT dated May 26, 2025) with the main tasks of researching and developing sustainable development strategies and proposing specific solutions to implement sustainable development strategies in the Bank's operations. This division will advise and assist the General Director in sustainable development work, making sustainable development a guiding principle in the Bank's programs and action plans, and implementing the strategies and directives of the BOD. ✓ The BOD has also directed the implementation of the National Strategy on Green Growth for the period 2021-2030 (according to Directive No. 622/2025/CT-HĐQT dated September 12, 2025) and established the Strategic Indicator Research Committee (according to Directive No. 374/2025/CT-HĐQT dated April 10,
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	2025) to continue researching and proposing strategic indicators suitable for the Bank.
Restructuring Business Units	<ul style="list-style-type: none"> ✓ Restructuring and streamlining business units such as the Retail banking, Corporate, and Non-profit Business Units aims to enhance the Head Office's oversight of vertical business operations based on customer segments, specifically: transforming the Retail banking Unit into the Retail banking Unit and the Business Transformation and Digital Services Unit for Retail banking; revising and supplementing the functions and responsibilities of the Corporate and Non-profit Business Units; and restructuring the Risk Management Unit and the Legal & Compliance Unit to improve the effectiveness of oversight, risk management, and compliance according to customer segments.
Continue to improve the internal control system.	<ul style="list-style-type: none"> ✓ The system operates continuously and effectively, ensuring full lines of defense, while (i) implementing risk management standards and complying effectively, thereby maintaining Moody's Ba3 rating for key portfolios; (ii) implementing international standards on internal control systems (COSO), financial reporting according to IFRS standards, etc.; (iii) adjusting the assignment and delegation of authority to Deputy General Directors within the system, thereby creating a clear, transparent, and rigorous legal framework to ensure coordination among members of the BOD in management, and coordination between the BOD and the Divisions and Business Units.

The "Social" pillar:

- ✓ Customer-centric approach: Continuing to implement various solutions to improve service quality and customer experience. The customer experience measurement system via Callbot reaches an average of approximately 50,000 customers per month, recording a CSAT of 95.02% and a NPS of 56%. The bank also implements a Secret Customer program, camera surveillance, multi-channel customer surveys, and 30 training courses to enhance staff service skills. In addition, SeABank continues to personalize products, develop the SeALoyalty loyalty program, and build a closed-loop customer care process, contributing to an increasingly professional and efficient service experience.
- ✓ Human resource development: Developing a strong workforce in both quality and quantity, a respectful and equitable work environment with high engagement and satisfaction indices

(maintaining >90%), and being voted "Best Workplace in Vietnam 2025" for 5 consecutive years.

- ✓ Social welfare: Maintaining the operation of internal charitable funds, organizing and participating in a series of activities, contributing to promoting many SDGs areas such as health, education, poverty reduction... with a total budget of over VND 34 billion.

The "Environment" pillar:

SeABank has issued its Sustainable Development Strategy, which sets out specific goals and targets for sustainable development.

- ✓ *Environmental and Social Risk Management: Upgrading the environmental and social risk management system to international standards, integrating supply chain risk evaluation and physical risks related to climate change. 100% of credit and investment projects are screened and assessed for environmental and social risks.*
- ✓ Green Credit and Green Bonds: The total outstanding balance of green credit reached VND 1,634.1 billion, aiming to increase the proportion of green credit in the total credit portfolio to 5% by 2030. Becoming one of the first private banks in Vietnam to issue a Green Bond Framework compliant with the principles of the International Capital Markets Association (ICMA) and being rated "Medium Green" – the highest rating in Vietnam – by S&P Global Ratings, laying the foundation for the issuance of green bonds in the next phase.
- ✓ Continuing the Digital Convergence strategy: Continuing to invest in digitalization projects to best serve the needs of all customer segments in a modern, secure, and safe manner... Applying modern technologies to reduce greenhouse gas emissions in internal operations such as digitizing processes and developing paperless banking, aiming for sustainable development and supporting the national goal of achieving net-zero emissions by 2050.

V-1.3.2. Ensuring openness and transparency in information disclosure:

<p>Standardizing reporting management practices.</p>	<ul style="list-style-type: none"> ✓ The Bank will continue to implement the International Financial Reporting Standards (IFRS) alongside Vietnamese Accounting Standards to enhance international comparability, reliability, and integrity of financial information. In 2025, the Bank will continue to prepare consolidated financial statements for 2024 according to international standards and gradually move towards widespread publication according to a suitable roadmap. ✓ Adherence to a comprehensive reporting regime, meeting regulatory requirements such as: Self-evaluation reports, internal control evaluation reports, and limited assurance reports on internal control systems related to the preparation and submission of financial statements, while expanding the application of advanced governance reporting frameworks such as Basel III (Risk Management), COSO (Internal Control), and environmental and social governance reports as required by international financial institutions such as IFC, Norfund, AIIB, DFC, and other international reporting standards. This strengthens consistency, reliability, and enhances oversight capabilities throughout the entire system.
<p>Enhancing the transparency and accessibility of the information disclosure system.</p>	<p>The information disclosure system is being restructured to improve access to information for domestic and foreign investors, in line with OECD best practices and ACGS ‘disclosure’ criteria. Some key activities in 2025 include:</p> <ul style="list-style-type: none"> ✓ The new SeABank website has been launched with a user-friendly UX/UI interface and content flow. The website content is bilingual (English and Vietnamese), regularly reviewed, and ensures timely, complete, and

	<p>transparent information disclosure in accordance with best practices in Vietnam and internationally.</p> <p>✓ Maintain regular updates and continuously refresh the content and format on official communication channels such as Facebook, YouTube, TikTok, Zalo, etc. This allows for timely communication of key information to customers, partners, and stakeholders.</p>
Strengthening transparency with assurance from an independent third party.	The Bank's internal control system is subject to annual independent audits to ensure transparency. In 2025, SeABank conducted an independent audit with PwC (Vietnam) Limited. The audit results will serve as the basis for the BOD to assess the effectiveness of controls, thereby enabling continuous improvement and ensuring the completeness of the internal evaluation process regarding capital adequacy, including control culture, risk identification and evaluation, control activities, information exchange, and monitoring mechanisms.

V-1.3.3. Enhancing the supervisory role of the BOD regarding environmental and social issues:

The person in charge of supervising socio-environmental issues

Board members are assigned to directly monitor, advise on, and supervise matters related to ESG, climate change, and green credit.

Mr. Le Van Tan - Chairman of the BOD	
Mr. Fergus Macdonald Clark – Independent Member of the BOD	Mr. Matthew Sander Hosford - Independent Member of the BOD (elected and assigned duties from April 25, 2025 according to Decision No. 452/2025/QĐ-HĐQT)

BOD' oversight of environmental and social issues

- Environmental and Social Risk Management Monitoring through the Risk Management Committee: The BOD monitors environmental and social issues through the Risk Management Committee. The Committee includes Mr. Fergus Macdonald Clark, an independent foreign member with over 28 years of experience in banking risk management, including green credit and sustainable development risk management, thereby enhancing objectivity and an independent perspective on ESG risks.

Advisory activities	<p>In 2025, the Risk Management Committee advised the BOD to finalize the Environmental and Social Risk Management Framework (ESMS), develop policies and programs to promote green credit, linked to sustainable development goals, in order to issue/amend/supplement procedures and policies under the authority of the BOD related to operational risk management of SeABank, including:</p> <ul style="list-style-type: none"> ✓ Credit risk management strategy at SeABank; ✓ Operational Risk Management Strategy at SeABank; ✓ Market Risk Management Strategy at SeABank; ✓ Interest Rate Risk Management Strategy on the Bank Book at SeABank; ✓ Sustainable Development Strategy at SeABank; ✓ Risk appetite at SeABank 2026-2030; ✓ Capital plan and allocation for 2025.
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Periodic monitoring and reporting activities	<ul style="list-style-type: none"> ✓ The Risk Management Department acts as the focal point for preparing internal risk management reports and submitting them to the Risk Management Committee (through the Committee Secretary). Based on the Risk Management Department's reports, the Risk Management Committee has a basis for conducting evaluations and advising the BOD on the bank's risk management. ✓ The reports implemented in 2025 include: Reports on key risks (credit risk, market risk, interest rate risk on the banking book, liquidity risk); Capital adequacy ratio report; Anti-money laundering report; Report on the implementation of the Green Banking – Sustainable Development Strategy...
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- *Monitoring environmental and social risks in credit operations:*
 - Conducting socio-environmental impact evaluations for funded projects, including impacts on communities, cultural heritage, workers, and vulnerable groups. By 2025, SeABank will have assessed and screened risks for 100% of relevant credit applications. The mechanism for receiving and handling community complaints is transparent, and no related complaints were recorded in 2025.
 - Monitoring the credit portfolio based on environmental and social risk levels and establishing credit limits for high-risk transactions aims to promote responsible lending, aligned with long-term sustainability goals. In 2025, SeABank reviewed and revised its Credit Risk Management Strategy to formalize this content.
- *System-wide compliance monitoring:*
 - The implementation of the sustainable development strategy based on the three ESG pillars is periodically assessed at the BOD level; environmental and social risks are monitored throughout using a three-line-of-defense model.
 - The bank maintains and updates its system-wide Code of Professional Ethics to unify a culture of integrity in line with its sustainable strategy, including:
 - The code of ethics applies to all employees throughout the system, the Supervisory Board, and internal auditors.
 - Code of conduct for Board members (currently being finalized).
 - Compliance with the rules is monitored through the Risk Management, Legal & Compliance, and Internal Audit departments under a three-line defense mechanism. Details are provided in Decision No. 144/2022/QĐ-HĐQT dated February 10, 2022, of the BOD and its implementing guidelines.

Whistleblowing mechanism

The process is implemented through dedicated hotlines and email channels. The reporting procedure follows Decision No. 144/2022/QĐ-HĐQT dated February 10, 2022, of the BOD and its implementing guidelines.

Compliance - Risk Management, Legal & Compliance Division

BRG Tower, 198 Tran Quang Khai Street, Hoan Kiem District, Hanoi

Phone: +84 24 3944 8688 (ext: 8409)

V-2. Organizational Structure of the BOD and Subordinate Committees

V-2.1. BOD: Diverse – Effective – Dedicated

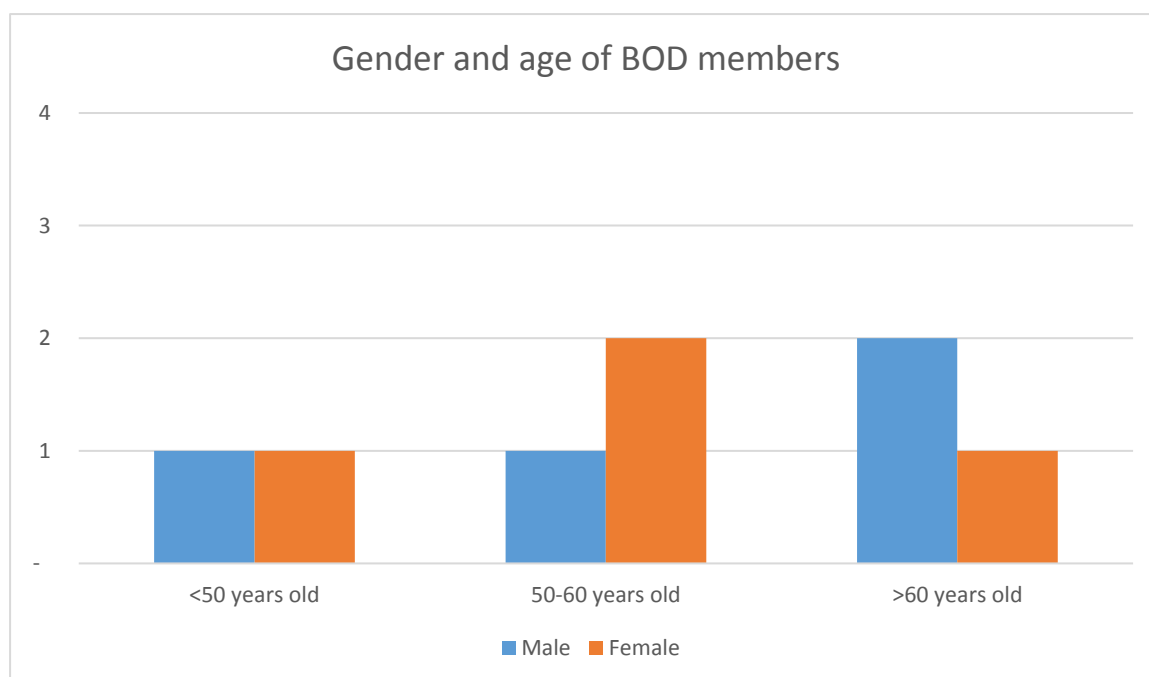
SeABank's BOD consists of 8 members, appropriate to the scale of operations and governance requirements of a joint-stock commercial bank. The Board structure is designed with a non-executive orientation, ensuring a clear separation between governance and executive functions, in line with the OECD's principles of good corporate governance and the ACGS' "Responsibility of the BOD" criteria. Of the 8 members, 2 are independent, meeting the requirements of current securities law and providing a foundation for enhanced objectivity and independence in supervision and decision-making.

With a sustainable development strategy and a gradual approach to internationalization, the BOD of SeABank adheres to the guiding principle of "Diversity - Efficiency - Dedication". Accordingly, the BOD has a diverse structure, ensuring efficient operation, and its members are all dedicated and possess extensive experience in various professional fields, especially banking and finance.

V-2.1.1. Diversity

✓ *Gender and age diversity – a standout feature compared to market practices:*

The SeABank BOD has 4 out of 8 female members (equivalent to 50% of the total number of members), a level of gender diversity that is superior to the average of listed companies in Vietnam and close to international practices on board diversification as recommended by the OECD.



In terms of age, the BOD has a harmonious mix of experienced members and members from the next generation of leaders, helping to ensure continuity, stability, and adaptability in long-term governance.

✓ *Diversity of expertise and experience – the foundation for effective supervision:*

- The structure of SeABank's BOD reflects diversity and mutual complementarity in capabilities, with a combination of diverse expertise and experience, as follows:

Field	Assessing the actual structure at SeABank
Business administration and finance - banking	Many members have over 20 or 30 years of experience in finance, banking, and business management.

Risk management and finance - banking	The presence of members with in-depth experience in risk management, international finance, and financial policy meets the requirements for supervising the safety of the banking system.
Legal and corporate governance	Legal competence and in-depth understanding of domestic and international legal frameworks effectively support compliance and transaction governance.
International experience	Independent and non-executive members possess extensive experience working in international financial institutions and foreign markets, contributing to the enhancement of strategic discussion quality and alignment with international best practices.

- BOD member competency matrix:

Full name	Job title	Field						
		Management - Banking and Finance	Accounting/Auditing	Retail	Risk management	Investment	Human Resources	Legislation
Mr. Le Van Tan	Chairman of the BOD/ Chairman of the Risk Management Committee/ Standing Vice Chairman of the National Assembly's Budget Committee	X		X	X		X	
Madame Nguyen Thi Nga	Permanent Vice Chairman of the BOD/Chairman of the HR Committee	X	X	X	X	X	X	
Ms. Le Thu Thuy	Vice Chairman of the BOD/ Vice Chairman of the HR Committee	X		X		X	X	
Mrs. Khuc Thi Quynh Lam	Vice Chairman of the BOD/Member of the Risk Management Committee	X			X	X	X	X
Mrs. Tran Thi Thanh Thuy	Board Member/ Supervisory Board Member	X		X		X	X	
Mr. Mathew Nevil Welch	Board Member	X			X	X		
Mr. Fergus Macdonald Clark	Independent member of the BOD	X			X	X		X
Mr. Matthew Sander Hosford	Independent member of the BOD	X				X		

Mr. Nguyen Ngoc Quynh	Head of the Supervisory Board	x				x		
Mrs. Vu Thi Ngoc Quynh	Supervisory Board Member	x	x					
Mr. Nguyen Thanh Luan	Supervisory Board Member	x	x		x			
Mr. Luong Duy Dong	Supervisory Board Member	x	x					
Mrs. Vu Thu Thuy	Supervisory Board Member	x	x		x			

- Assessing the BOD' Competency Matrix:

The SeABank BOD' competency matrix demonstrates comprehensive coverage of key areas essential for a commercial bank in the context of digital transformation and sustainable development. Maintaining a high proportion of non-executive members, combined with gender diversity and international experience, contributes to enhancing the quality of discussion, decision-making, and independent oversight by the BOD.

Board Skills Matrix (compiled):

Competency/Experience Group	Level of presence on the BOD
Banking & Finance Management	Very powerful
Business strategy & management	Very powerful
Risk management & compliance	Very powerful
Finance – Accounting – Reporting	Strong
Capital markets & fundraising	Strong
Technology & Digital Transformation	Strong
Human resources, compensation & leadership succession	Strong
Legal & Corporate Governance	Strong
Sustainable Development/ESG	Currently being reinforced.
International experience	Have
Gender diversity	Very powerful

✓ *Diversity of countries/regions:*

The BOD has 3 out of 8 members who are foreigners (from Australia, the UK, and the US), playing an advisory and support role in implementing the Sustainable Development Strategy with the three ESG pillars according to international standards and practices:

- Providing diverse perspectives and advice to the BOD on international cooperation and international investor issues helps the Board make decisions that are more appropriate to the market context.
- Contributing to promoting SeABank's image in the international market.
- In 2025, foreign members undertook business trips and worked with foreign investors: Mr. Fergus Macdonald Clark visited France, and Mr. Matthew Sander Hosford visited and worked with foreign investors in the Netherlands.

✓ *Assessing the strengths of the BOD' structure.*

- Some notable strengths in the structure of SeABank's BOD include:
 - 100% of the board members are non-executive, ensuring an independent oversight role;
 - Maintaining a balanced male-female ratio demonstrates a clear commitment to diversity and gender equality, empowering women;
 - Diverse expertise and experience, covering core areas of banking; Independent Members and an international element to enhance governance quality.
- The SeABank BOD' structure in 2025 is assessed as strong, balanced, and approaching good corporate governance practices in the region, particularly in terms of gender diversity, professional experience, and the absolute proportion of non-executive members. With continued enhancement of the role of Independent Members and increased disclosure in a quality-oriented manner, the SeABank BOD has a favorable foundation to meet the ACGS, OECD scoring criteria, and sustainable governance standards in the coming period.

V-2.1.2. Effectiveness

- ✓ In 2025, SeABank's BOD demonstrated a very high level of participation and oversight, with a structure that closely resembled best practices (especially regarding non-executive roles and gender diversity). The system of committees reporting to the BOD was streamlined towards specialization, clearly supporting the role of overseeing strategy, risk, human resources, and technology.
- ✓ BOD' Performance Through Meetings/Voting (Board Process):
 - (i) **100% Attendance Rate:** All members achieved a 100% attendance rate (based on the number of meetings/consultations), demonstrating strong meeting discipline and a high level of commitment.
 - (ii) Cases of non-participation in voting due to transactional involvement are clearly documented, ensuring the avoidance of conflicts of interest (according to OECD VI – integrity/COI; ACGS – RPT governance).

V-2.1.3. Dedication

The majority of the BOD members have extensive experience in the banking industry and related fields, and have dedicated a long history to the Bank, notably Madame Nguyen Thi Nga, Mr. Le Van Tan, Mrs. Khuc Thi Quynh Lam, Ms. Le Thu Thuy, etc. Their deep understanding of the market, economic fluctuations, and the Bank's internal workings enables the BOD to make accurate decisions and lead the way in applying innovative and modern solutions to enhance the Bank's competitiveness.

V-2.1.3. List of BOD Members

The detailed composition of SeABank's BOD as of December 31, 2025 is as follows:

No.	Full name	Year of birth	Gender	Job title	Experience/Expertise	Job titles held at other organizations	Number of shares owned	Shareholding percentage
1.	Mr. Le Van Tan	1970	Male	Chairman of the Board	<ul style="list-style-type: none"> - Master of Business Administration - South Columbia University (USA). - 18 years of experience in management and banking, 32 years of experience in retail. 	Representative of SeABank's capital contribution in Duc Thinh Investment Construction and Trading Company Limited.	11.575.697	0,407 %
2.	Madame Nguyen Thi Nga	1955	Female	Permanent Vice Chairman of the BOD	<ul style="list-style-type: none"> - Bachelor of Economics - National Economics University. - Over 30 years of experience in business administration and banking management. 	<ul style="list-style-type: none"> - Chairman of the Board of Members - Phu My Development and Investment Company Limited - Chairman of the BOD - BRG Group - Joint Stock Company (JSC) - Vice Chairman of the BOD and General Director - North Hanoi Smart City Investment and Development Joint Stock Company - Chairman of the BOD - Vietnam Aircraft Leasing Corporation 	120.083.628	4,221 %
3.	Ms. Le Thu Thuy	1983	Female	Vice Chairman of the BOD	<ul style="list-style-type: none"> - Bachelor of Finance, Banking - Business Administration - George Mason 	Do not have	65.646.053	2,307 %

No.	Full name	Year of birth	Gender	Job title	Experience/Expertise	Job titles held at other organizations	Number of shares owned	Shareholding percentage
					University (Virginia, USA). - 19 years of experience in business administration and banking.			
4.	Mrs. Khuc Thi Quynh Lam	1973	Female	Vice Chairman of the BOD	- Bachelor of Law – Hanoi Law University, Bachelor of Foreign Languages. - 25 years of experience in the banking sector.	- Chairman of the BOD - Transport and Chartering Joint Stock Company - Chairman of the BOD - Thang Long GTC Joint Stock Company - Chairman of the BOD - Nghe An Agricultural and Aquatic Products Joint Stock Company - Representing SeABank's equity stake in Van Loc Investment, Finance and Trading Company Limited.	11.418.606	0,401 %
5.	Mr. Mathew Nevil Welch (**)	1963	Male	Board Member	- Master of Business Administration - Harvard Business School (USA). - 41 years of experience in international banking and finance, 12 years of experience in bank management.	- Chairman of the Board - Asia Dorset Management Pte. Ltd. - CEO - Global Sage Executive Search. - Representative of ORG JSC's	100.000	0,004 %

No.	Full name	Year of birth	Gender	Job title	Experience/Expertise	Job titles held at other organizations	Number of shares owned	Shareholding percentage
						capital contribution at SeABank		
6.	Mr. Fergus Macdonald Clark	1976	Male	Independent member of the BOD	<ul style="list-style-type: none"> - Master of Science majoring in Finance (Economic Policy); Bachelor of Business, Bachelor of Laws (Honours). - Master of Finance and Economic Policy - University of London (United Kingdom). - 28 years of experience in the finance and banking sector, specializing in risk management, law, and serving as a senior consultant and expert on projects at numerous Vietnamese and international organizations, including over 16 years working directly in finance and banking departments. 	<ul style="list-style-type: none"> - Independent Member of the BOD (non-executive) and Member of the Supervisory Committee - Lewisham Plus Credit Union - Director - Kingfisher Advisory Limited - Director of Financial Markets - GBRW Limited - Representing the capital contribution of Song Nhue Tourism Hotel Joint Stock Company at SeABank 	100.000	0,004 %
7.	Mrs. Tran Thi Thanh Thuy	1965	Female	Board Member	<ul style="list-style-type: none"> - Master of Economics – Banking Academy - With 37 years of direct experience in the finance and banking industry at organizations such as Vietnam Foreign Trade Commercial Bank (Vietcombank), Southeast Asia Commercial Bank (SEABank), and holding several important positions such as: Head of Special Clients Department, Deputy 	Do not have	266.601	0,009 %

No.	Full name	Year of birth	Gender	Job title	Experience/Expertise	Job titles held at other organizations	Number of shares owned	Shareholding percentage
					Director in charge of Special Clients Branch at Vietcombank. At SeABank, she served as Deputy General Director from 2015-2024 and was responsible for developing priority clients.			
8.	Mr. Matthew Sander Hosford	1958	Male	Independent member of the BOD	<ul style="list-style-type: none"> - Master of Business Administration - Harvard Business School (USA); Bachelor of Science - Brigham Young University (USA). - He has over 35 years of experience in the finance and banking sector. He previously served as the CRO of Santander Bank (Hong Kong); and as a senior banking expert at IFC (a member of the World Bank). 	Do not have	0	0%

(*). According to the shareholder list as of December 31, 2025.

(**) According to the provisions of the 2020 Enterprise Law and the 2019 Securities Law, as amended and supplemented in 2024, Mr. Mathew Nevil Welch is identified as an Independent Member of the BOD, and the total number of Independent Members of the Bank is 03/08 members.

V-2.2. Organizational Structure of Committees Reporting to the BOD

The Risk Management Committee and the HR Committee, both reporting to the BOD, were established in 2010. In 2025, these committees will continue to be restructured in terms of organization and operation, with membership structure in accordance with legal regulations and SeABank's operational practices, aiming towards the standards, practices, and recommendations of good corporate governance from international organizations.

In October 2024, to meet the Bank's digital transformation and technology development needs, the BOD established the Technology Committee to advise and assist the BOD in this matter.

Specifically, the structure of the committees reporting to the BOD is as follows.

**The functions, duties, and operational details of the Committees reporting to the BOD are presented in the Chapter V-6 Activities of the Committees reporting to the BOD of this Report.*

□ **Risk Management Committee**

Organizational structure of the Risk Management Committee (as of December 31, 2025):

TT	Full name	Job title	Experience/Expertise
1.	Mr. Le Van Tan	Chairman of the BOD - Chairman of the Committee	- Master of Business Administration – South Columbia University (USA). - 18 years of experience in management and banking, 32 years of experience in business operations, retail, etc.
2.	Mrs. Khuc Thi Quynh Lam	Vice Chairman of the BOD - Voting Member of the Committee	- Bachelor of Law – Hanoi Law University; Bachelor of Foreign Languages. - 25 years of experience in the banking sector in various positions such as: Chief of Staff of the BOD, Deputy General Director, Vice Chairman of the BOD; responsible for specialized areas such as corporate governance, human resource management and development, investment, risk management, etc.
3.	Mr. Fergus Macdonald Clark	Independent Board Member - Voting Committee Member	- Master of Science majoring in Finance (Economic Policy); Bachelor of Business, Bachelor of Laws (Honours). - 28 years of experience working in the finance and banking sector, specializing in risk management, law, and participating as a consultant and senior expert in numerous projects at Vietnamese and international organizations, including over 16 years working directly in finance and banking departments.
4.	Mr. Ho Anh Vu	Senior Expert, Office of the BOD - Member of the Committee	- Bachelor of Business Administration - Hanoi University. - 21 years of experience in the finance and banking sector, including auditing at Deloitte Vietnam Co., Ltd., and serving as Risk Director at Techcombank...
5.	Mr. Le Quoc Long	CEO - Non-Voting Member of the Committee	- Bachelor of Economics - Hanoi University of Finance and Accounting; Bachelor of Law. - Over 30 years of direct experience working in the finance and banking sector at credit institutions, including nearly 18 years holding key positions at SeABank such as: Deputy General Director, Executive Deputy General Director, Acting General Director and General Director of SeABank; in charge of many specialized areas such as credit, retail banking, risk management...
6.	Mr. Nguyen Tuan Anh	Deputy General Director - Non-Voting Member of the Committee	- Master of Business Administration - University of Hawaii (Manoa). - Member of the Association of Chartered Certified Accountants (ACCA); Certified Internal Auditor (CIA) of the Institute of Certified Public Accountants (IPA) in the US and Vietnam; 20 years of experience in the auditing industry, 6 years of experience in risk management at SeABank.

TT	Full name	Job title	Experience/Expertise
7.	Mr. Vu Dinh Khoan	Deputy General Director – Non-voting member of the Committee	- Bachelor of Economics (University of Economics). - 31 years of experience in the banking sector, including 13 years leading SeABank in positions such as Director of Control Division, Support & Development Division, and Deputy General Director.

□ **HR Committee**

The personnel of the HR Committee were restructured according to the BOD for the 2023-2028 term, and the General Director was appointed. All voting members of the HR Committee are non-executive members, ensuring independence from the Bank's Board of Management and gradually approaching best governance practices in Vietnam and internationally.

As of December 31, 2025, the members of the HR Committee and their current voting rights include:

TT	Full name	Job title	Experience/Expertise
1.	Madame Nguyen Thi Nga	Permanent Vice Chairman of the BOD - Chairman of the Committee	Bachelor of Economics (National Economics University), 31 years of experience in the banking sector.
2.	Mr. Le Van Tan	Chairman of the BOD - Standing Vice Chairman of the Committee	Master of Business Administration (Columbia University, USA), 18 years of experience in management and banking.
3.	Ms. Le Thu Thuy	Vice Chairman of the BOD - Vice Chairman of the Committee	Bachelor of Finance, Banking - Business Administration (George Mason University - Virginia, USA), 19 years of experience in the banking sector.
4.	Mr. Mathew Nevil Welch	Board Member - Committee Member	- Master of Business Administration - Harvard Business School (USA). - 41 years of experience in international banking and finance, 12 years of experience in bank management.
5.	Mr. Le Quoc Long	CEO - Non-Voting Member of the Committee	- Bachelor of Economics (Hanoi University of Finance and Accounting); Bachelor of Law. - Over 30 years of direct experience working in the finance and banking sector at credit institutions, including nearly 18 years holding key positions at SeABank such as: Deputy General Director, Executive Deputy General Director, Acting General Director and General Director of SeABank; in charge of many specialized areas such as credit, retail banking, risk management...
6.	Mrs. Bui Thi Hai Yen	Director of Human Resources Management and Development Division - Non- Voting Member of the Committee	Bachelor of Finance and Accounting (University of Commerce) and Bachelor of Russian Language (Hanoi University of Foreign Languages), 19 years of experience in human resources, including 12 years in the banking sector.

□ **Technology Committee**

The BOD, established in October 2024, is a subordinate body of the SeABank BOD. It serves as an advisory and support body to the BOD in carrying out its duties and powers related to the Bank's technology and digital banking issues, and performing other tasks assigned by the BOD (if any).

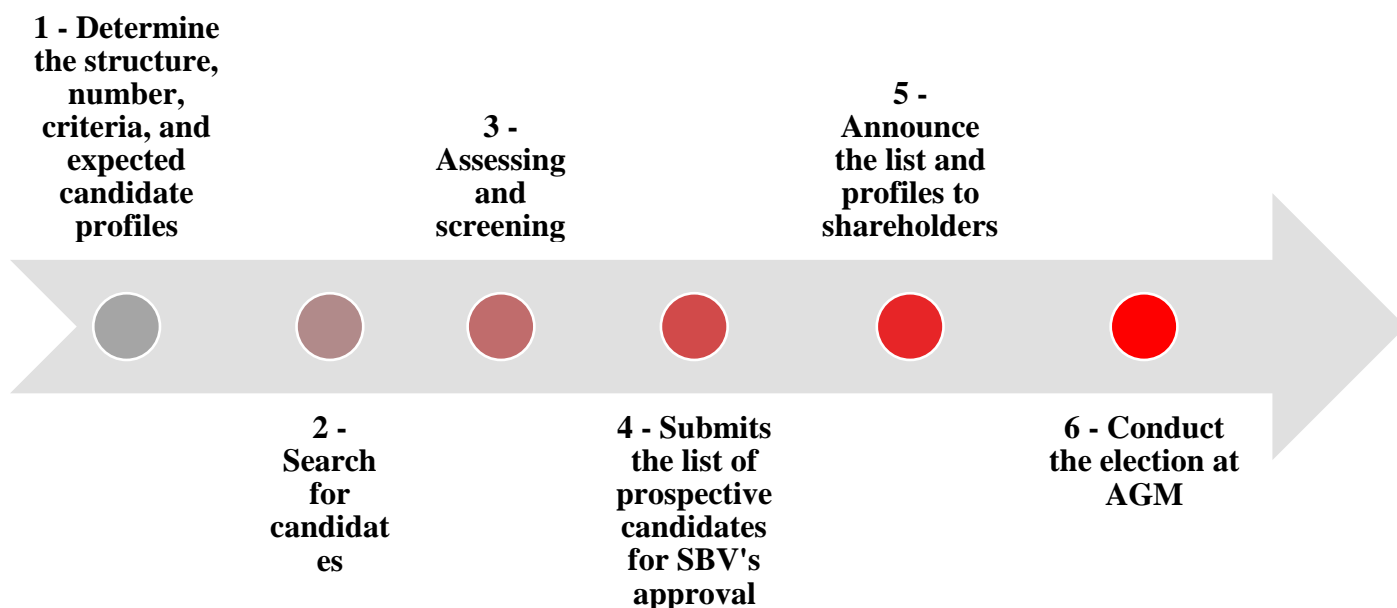
The Committee must have at least 3 voting members, including the Chairman and other members. As of December 31, 2025, the specific list of members includes:

TT	Full name	Job title	Experience/Expertise
1.	Ms. Le Thu Thuy	Vice Chairman of the BOD – Chairman of the Committee	Bachelor of Finance, Banking - Business Administration (George Mason University - Virginia, USA), 19 years of experience in the banking sector.
2.	Mrs. Tran Thi Thanh Thuy	Board Member – Committee Member	He holds a Master's degree in Economics (Banking Academy) and has 37 years of direct experience in the finance and banking industry at organizations such as Vietnam Foreign Trade Commercial Bank (Vietcombank) and Southeast Asia Commercial Bank (ASEAN).
3.	Mr. Mathew Nevil Welch	Board members, non-executive members - Committee members	- Master of Business Administration - Harvard Business School (USA). - 41 years of experience in international banking and finance, 11 years of experience in bank management.
4.	Matthew Sander Hosford	Independent Board Member, Non-Executive Member - Committee Member	- Master of Business Administration (Harvard Business School, USA); Bachelor of Science (Brigham Young University, USA). - Over 35 years of experience in the finance and banking sector, formerly serving as CRO of Santander Bank (Hong Kong); senior banking expert at IFC (a member of the World Bank).
5.	Mr. Le Quoc Long	CEO - Non-Voting Member of the Committee	- Bachelor of Economics (Hanoi University of Finance and Accounting); Bachelor of Law. - Over 30 years of direct experience working in the finance and banking sector at credit institutions, including nearly 18 years holding key positions at SeABank such as: Deputy General Director, Executive Deputy General Director, Acting General Director and General Director of SeABank; in charge of many specialized areas such as credit, retail banking, risk management...
6.	Mr. Nguyen Tuan Cuong	Deputy General Director - Non-Voting Member of the Committee	- Information Technology Engineer (Polytechnic University of Vienna, Republic of Austria). - He has made nearly 20 contributions to SeABank's robust technological development, holding key positions in the Network and Information Technology Division. Prior to that, he worked extensively in

TT	Full name	Job title	Experience/Expertise
			Austria in professional roles such as Programmer and Network Administrator.
7.	Mrs. Nguyen Thi Thu Huong	Deputy General Director - Non-Voting Member of the Committee	- Bachelor of Economics (University of Economics). - Nearly 30 years of experience in Finance and Banking, including 18 years holding key positions at SeABank such as Chief Accountant, Head of Internal Audit Department, Director of Accounting Division, and Deputy General Director.
8.	Mr. Nguyen Tuan Anh	Deputy General Director – Non-Voting Member, Committee Secretary	- Master of Business Administration - University of Hawaii (Manoa). - Member of the Association of Chartered Certified Accountants (ACCA); Certified Internal Auditor (CIA) of the Institute of Certified Public Accountants (IPA) in the US and Vietnam; 20 years of experience in the auditing industry, 6 years of experience in risk management at SeABank.

V-2.3. Nomination and Selection of Senior Management

Regarding the nomination and selection of BOD members:



(The detailed procedures are carried out in accordance with the Articles of Association, Internal Regulations on Corporate Governance, and the Regulations on the Organization and Operation of the BOD)

Step 1: Determine the structure, number, criteria, and expected candidate profiles.

The Bank's General Meeting of Shareholders established the objectives, vision, core values, and development strategy for the Bank, including the human resources strategy. Based on the Bank's development directions and strategies, the BOD and the Supervisory Board assessed the appropriateness of the size, structure, and composition of the BOD and its subordinate committees in accordance with the law, SeABank regulations, and good governance principles and practices domestically and internationally, ensuring diversity in gender structure, expertise, skills, and culture within the Bank's BOD; and evaluated the suitability, quality, competence, effectiveness, and term of office of the current members of the BOD.

Accordingly, the basic principles for evaluating the current BOD are as follows:

- **Diversity:** This is a key factor determining the effectiveness of the BOD because it allows the Board to leverage diverse perspectives to make more solid and reliable decisions. SeABank has clearly defined the potential candidates for nomination, including: gender, age, education/professional qualifications, work experience, position, culture (national and regional origins), term of office, and behavior in different fields. Having members from different fields, with diverse experiences and perspectives, helps make the decision-making process more accurate and comprehensive. Gender diversification on the Board ensures diversity and objectivity in the decision-making process. The presence of women on the Board brings diverse and richer perspectives to the management and operation of the organization. At the same time, SeABank also creates opportunities for young candidates – those with potential, passion, and the ability to bring added value to the Bank.
- **Independence:** This is a crucial element in making accurate and transparent decisions. Independent board members will not be influenced by personal or collective interests, and will be able to focus on making decisions that serve the common good of the Bank and its stakeholders.
- **Innovation and continuity** are key factors in the sustainable development of the BOD. Continuity allows for the re-election of Board members, ensuring that the Board includes committed, dedicated members who understand SeABank's system, history, and culture. Innovation requires current Board members to constantly learn and improve their skills and expertise to meet the Bank's practical needs, as well as expanding opportunities for new members to join the Board, contributing new perspectives and viewpoints so that the Board can make comprehensive, rational, and effective decisions.
- **Suitability:** Board members must possess the capacity, qualifications, expertise, and experience to (i) meet the standards and conditions stipulated in the Law on Credit Institutions 2024, the Law on Enterprises 2020, the Law on Securities 2019, and other relevant legal regulations; (ii) conform to the principles, standards, and conditions of good corporate governance practices in Vietnam and the requirements of the Bank's international partners; (iii) align with the Bank's development strategy in each period, and currently, the 2021-2025 period, with a vision to 2030, is sustainable development based on the three pillars of ESG, developing into a Green Bank in line with the development strategy of the banking industry; (iv) meet the requirements of areas related to the Bank's business operations. During the internationalization phase and the implementation of best practices in international corporate governance and sustainable development, SeABank prioritizes candidates with experience in international banking and corporate governance, particularly in social responsibility and sustainable development in general. Currently, SeABank's BOD has two foreign members who meet this criterion, and the number is expected to increase in the future to further strengthen the bank's sustainable development strategy based on its three ESG pillars.

In cases where, after evaluation, it is deemed necessary to elect additional members to the BOD to increase its size, quality, capacity, or to replace existing members, the BOD will approve the size, structure, number, standards, conditions, and guidelines for the procedures and documentation for nomination and candidacy for each term and each case, and inform shareholders to exercise their right to nominate and run for election. Candidate dossiers must comply with the regulations of the State Bank of Vietnam for submission to the State Bank of Vietnam for approval.

Step 2: Search for candidates

Shareholders/groups of shareholders will seek candidates from the Bank's internal sources, from third parties, or from within the shareholder group itself. Individual shareholders may nominate themselves if they believe they meet all the criteria and conditions stipulated by the Bank. If necessary, shareholders/groups of shareholders may propose to the BOD or the HR Committee to introduce potential candidates who meet the above criteria. If the number of candidates nominated or self-nominated by the BOD is insufficient or as announced, the BOD will proceed with nominations according to regulations.

Nominations and applications are made in accordance with the procedures and application dossiers as announced by the BOD and in compliance with SeABank's regulations.

Step 3: Assess and screen candidates

Nomination dossiers for BOD members will be submitted to the HR Committee for review and screening to ensure they meet the prescribed standards and conditions. Candidates will then be notified to supplement their dossiers or clarify information (if necessary). The HR Committee will consider and evaluate each candidate based on specific criteria regarding structure, number, standards, conditions, and dossiers; focusing on the candidate's potential contribution if elected, positions previously held elsewhere (if any), independence, commitment, and compliance with relevant legal standards and conditions.

The State Budget Committee reports the results to the BOD for approval of the list of candidates for election as members of the BOD in accordance with the regulations of the State Bank of Vietnam.

Step 4: The BOD submits the list of prospective candidates for election to the BOD to the State Bank of Vietnam for approval.

Based on the evaluation results of each candidate's profile as proposed by the HR Committee, the BOD approves the list of prospective candidates for election and prepares the necessary documents for submission to the State Bank of Vietnam for approval.

The State Bank of Vietnam will review and approve the applications of candidates in accordance with the law within 45 days from the date of receiving complete application documents from the Bank.

Step 5: Announce the list and profiles of prospective candidates for election to the BOD so that shareholders can review and assess them.

Based on the results of the evaluation and/or approval from the State Bank of Vietnam, the BOD shall announce the list and dossiers of prospective candidates for election to the BOD for shareholders to review and assess the qualifications and conditions of each individual at least 10 days before the scheduled date of the General Meeting of Shareholders to elect the members of the BOD.

Shareholders are responsible for monitoring and updating the profiles of candidates so that they can make appropriate evaluations and evaluations when voting at the General Meeting of Shareholders.

Step 6: Conduct the election of BOD members at the General Shareholders' Meeting.

Shareholders elect members of the BOD at the General Meeting of Shareholders using the cumulative voting method. Accordingly, the total number of votes cast by each shareholder corresponds to the total number of shares owned multiplied by the number of members to be elected to the BOD. Shareholders have the right to allocate all or part of their total votes to one or more candidates.

The elected members of the BOD are determined by the number of votes received, from highest to lowest, starting with the candidate with the highest number of votes until the number of members stipulated in the Bank's Charter is reached.

In the event that two or more candidates receive the same number of votes for the final position on the BOD, a re-election will be held among the candidates with the equal number of votes, or a selection will be made according to the criteria stipulated in the election regulations or the Bank's Charter.

The election results are approved at the General Shareholders' Meeting and notified to the State Bank of Vietnam within 10 days of the election results being available, using the State Bank of Vietnam's notification form.

New members of the BOD assume their duties from the time the General Meeting of Shareholders approves the election results and ensures compliance with relevant regulations.

Regarding the nomination and selection of senior management such as members of the BOD, Directors of Divisions/Departments/Business Units.

- ✓ The BOD or the General Director shall issue standards, conditions, and criteria regarding qualifications, expertise, skills, experience, and personal capabilities for each position in the senior management team to serve as a basis for SeABank's recruitment team to find suitable candidates. The development of standards, conditions, and criteria for recruiting senior managers is also based on the following principles:

- Diversity: Diversity in gender, skills, and professional expertise among the senior management team ensures a comprehensive and inclusive approach to banking operations. This means that the bank recruits for positions corresponding to its various business areas. Currently, SeABank prioritizes recruiting senior management personnel in areas such as digital banking technology and retail banking.
 - Relevant capabilities: Senior managers must possess the necessary skills to meet the Bank's actual needs and align with its development strategy for each period. For example, experienced senior management personnel will be prioritized for areas such as risk management, credit, and compliance control; while well-trained, young senior management personnel who are willing to learn will be prioritized for areas such as retail banking and digital banking technology.
- ✓ After the recruitment team completes the search, senior management personnel will be evaluated and hired by the CEO or the BOD, depending on the position being considered.
 - ✓ Furthermore, the nomination and selection of senior management is also carried out through internal sources within the Bank. Based on the standards, conditions, and criteria for each position, the next generation of personnel will be monitored and evaluated annually for their work performance and will receive training and development in management and operational skills through the Bank's training programs. Based on the results of their work performance, the BOD or the General Director will consider appointing them to senior management positions.

Thus, the nomination and selection of senior management personnel at SeABank is carried out starting from the Bank's development strategy and from internal sources as well as external recruitment to ensure diversity in gender, skills, professional expertise, and capabilities that align with the Bank's development strategy in each period.

V-3. BOD' Commitment to Sustainable Development

The BOD is strongly committed to the goal of sustainable development, ensuring a balance between business efficiency, social responsibility, and environmental protection. SeABank recognizes that sustainable development is not only an inevitable trend but also a core strategy that helps the bank enhance its competitiveness, create long-term value, and make a positive contribution to the development of the bank itself, as well as the economy and society.

Accordingly, SeABank has announced its core values and developed specific sustainable development strategies and objectives for each pillar of sustainable development. Details can be found in the Sustainable Development Strategy and Orientation of this Report.

V-3.1. Implementation of sustainable development commitments in 2025

a. Institutionalizing, building a legal framework and governance system related to sustainable development at SeABank.	
Developing green credit policies - responsible credit.	<ul style="list-style-type: none"> - SeABank issued its Sustainable Development Strategy under Decision No. 1497/2025/QD-HĐQT, which sets out specific goals and targets for sustainable development such as: green credit growth, social credit, greenhouse gas emission reduction, contributing value to the community, etc. - Issued incentive programs to promote growth in green credit in 2021 and 2023, and will continue to implement them in 2024-2025. This will promote access to customers in environmentally friendly industries and sectors. - Issuance of the Regulations on Green Credit Policy at SeABank for the period 2021-2025, attached to Decision No. 5151/2021/QD-TGD dated April 13, 2021.

	<p>- Issue a list of excluded sectors that will not receive credit due to their negative impact on the social environment. Accordingly, funding will not be provided to projects that endanger the environment, such as:</p> <ul style="list-style-type: none"> ✓ Unsustainable resource exploitation, logging of primary forests; ✓ Industrial production with high energy emissions (e.g., pharmaceutical production, pesticides, herbicides, ozone-depleting substances, etc.); ✓ Manufacture of weapons and ammunition; ✓ Production or activities involving child labor...
<p>Developing and improving environmental and social risk management systems (ESMS).</p>	<p>The ESMS at SeABank is designed to minimize risks and negative impacts of banking operations on the environment and society, aiming for sustainable finance and a commitment to climate change. Accordingly, SeABank continuously issues, improves, and updates regulations and guidelines for its ESMS:</p> <ul style="list-style-type: none"> ✓ 2021: Issued Decision 20365/2021/QD-TGD stipulating regulations on the environmental and social risk management system; ✓ 2022: Issued the Guidelines for Environmental and Social Risk Evaluation and Evaluation, attached to Document No. 12668/2022/HD-TGD; ✓ 2023: Continued amendment and supplementation of the Regulations on the environmental and social risk management system attached to Decision No. 318/2023/QD-TGD; ✓ 2025: Improvements and upgrades to ESMS in Decision No. 17593/2025/QD-TGD include: additional requirements for supply chain-related risk management; evaluation of physical risks related to climate change; and expansion of the scope of application of environmental and social risk evaluation standards according to advanced international practices (IFC operational standards, World Bank Group EHS guidelines, etc.) compared to previously published regulations.
<p>Implement policies to reduce carbon emissions in operations.</p>	<p>- Issue regulations and strengthen supervision in accordance with regulations on efficient energy and resource use at the workplace:</p> <ul style="list-style-type: none"> ✓ Regulations on technical requirements for electrical equipment selection and installation at workplaces; ✓ The regulations for the use of electricity and electrical equipment clearly specify the number of hours for switching electrical devices on and off; ✓ Internal regulations regarding water usage, paper usage, waste sorting, etc. <p>- Applying digital technology to optimize processes and green operations, using software for storing and circulating documents and files online such as SeAOffice, SeAPurchase... and switching to using electronic invoices and documents to minimize paper and ink usage.</p>
<p>Building an ethical business culture.</p>	<p>- Promulgating a Code of Professional Ethics applicable to employees throughout the system to prevent unfair competition and enhance service quality. Some key rules include:</p> <ul style="list-style-type: none"> ✓ SeABank employees must proactively and voluntarily comply with legal regulations, internal regulations, and directives and guidelines from the Bank, building a safe, friendly, healthy, and equitable working environment. Accordingly, acts of violence, sexual harassment, intimidation, racial discrimination, ethnic discrimination, and gender discrimination are strictly prohibited; electricity, water,

	<p>and Bank equipment and supplies must be used sparingly, and the working environment must be kept green, clean, and beautiful...</p> <ul style="list-style-type: none"> ✓ Aiming to build a business environment that ensures fairness and honesty with customers, suppliers, contractors, distributors, competitors (collectively referred to as third parties), and employees, SeABank provides equal and equitable access to goods, services, products, facilities, and benefits based on objective criteria; without discrimination against third parties based on race, religion, national origin, age, gender, sexual orientation, gender identity, disability status, marital status, and family status. ✓ Implementing social responsibility closely aligns with the 17 United Nations SDGs through the activities of 4 internal charitable funds and social welfare and environmental activities across multiple sectors: education; health and public health; poverty reduction; combating climate change; reducing inequality; empowering and creating opportunities for vulnerable groups... <ul style="list-style-type: none"> - Issuing a Code of Conduct for Suppliers to establish standards and principles that partners and suppliers must adhere to when cooperating with SeABank, ensuring transparency, accountability, and legal compliance in all business activities between SeABank and its partners. Simultaneously, it aims to minimize indirect impacts on the social environment from SeABank's business operations. - Issuing the Collective Labor Agreement and Internal Labor Regulations of the Bank to institutionalize the provisions of the Labor Law. At the same time, maintaining several welfare policies at a level higher than that stipulated by law, such as: annual leave policies exceeding the legal standard, expanded according to job title, seniority, and contributions to the Bank; health insurance policies for employees and their families... - The Bank will publish information on its website regarding the detailed content of the Code of Professional Ethics and the Ethics Handbook as a commitment from the Bank to its stakeholders. - Detailed contact information for reporting violations will be published on the SeABank website, accordingly: acts showing signs of violations can be reported directly, by phone or email to baocaosaipham@seabank.com.vn; or in writing to the Risk management, Legal & Compliance Division, Regional Directors, Division Directors in charge of the unit where the employee works; the BOD member in charge of the Risk management, Legal & Compliance Division, the head of the Supervisory Board or the head of the Internal Audit Department.
<p>Develop AML policies</p>	<ul style="list-style-type: none"> - Issuance of regulations on anti-money laundering: These regulations outline specific measures to prevent money laundering risks at SeABank, ranging from customer identification and signs of suspicious transactions to temporary response measures when encountering suspicious customer transactions. - Investing in an AML system: transactions that are related to or show signs of being related to money laundering/suspicious transactions will be automatically alerted before the transaction is executed (before the transaction is approved by the competent authority). - Enhance communication and update all employees on legal information, new tactics, and warnings regarding AML (Prevention, Control, and Transparency of Drug Trafficking) through legal newsletters sent via email to the entire system. - AML Training: Organize training courses for all employees to update them on changes in laws related to AML, and the latest money laundering methods in Vietnam and around the world. Ensure that newly joined employees receive AML training within 2 months of joining SeABank.

	<ul style="list-style-type: none"> - Establish an AML Board headed by the Deputy General Director in charge of the Risk management, Legal & Compliance Division. Members include Deputy General Directors, Division Directors of the Head Office Business Units, and the Director of the Operations Division. The AML Board organizes, directs, and monitors compliance in all banking activities. - Issue regulations on AML in accordance with the law and approve transactions within the scope of authority. - AML activities are audited annually by SeABank's Internal Audit Department and reported directly to the BOD.
<p>Building and effectively implementing anti-corruption measures.</p>	<ul style="list-style-type: none"> - Based on practical experience and with the aim of building and promoting organizational culture, responsibility, integrity, honesty, and transparency, SeABank issued Decision No. 12664/2022/QĐ-TGD dated August 8, 2022, regulating the prevention of corruption, negative practices, and crimes at SeABank. Accordingly: <ul style="list-style-type: none"> ✓ The policy outlines the principles and regulations for preventing and combating corruption, misconduct, and crime at SeABank throughout all business operations, transactions with customers and external partners (suppliers, contractors, or any related individuals or organizations), and other activities on behalf of SeABank; it also sets out requirements for employee codes of conduct and the responsibilities of SeABank and its employees in preventing and combating corruption, misconduct, and crime. ✓ The policy meets the requirements of international partners such as IFC, DFC, Moody's, etc., regarding ESG actions. - Issue and publish on the SeABank website the Anti-Corruption and Misconduct Policy Statement, providing partners, contractors, and suppliers with implementation principles to prevent corruption and misconduct during cooperation and providing contact points in case partners, contractors, or suppliers wish to contact and report misconduct by bank employees.
<p>Establish processes and ensure transparent information disclosure.</p>	<ul style="list-style-type: none"> - Recognizing transparency as a key factor for sustainable business development, SeABank has established processes and implemented public disclosure of general information on socio-economic risk management in its lending activities. Simultaneously, SeABank encourages customers to engage in dialogue with their stakeholders, identify and interact with communities potentially affected by their projects/business activities (disclosing relevant information about projects/business activities to the community and stakeholders, and consulting with the community). - SeABank commits to rectifying/coordinating the rectification of any negative impacts identified as being caused or contributed to by SeABank (impacts on the environment, society - customers, other stakeholders, economy - interbank incidents, etc.) (if any). - Establish internal procedures for external information disclosure, ensuring that information is published accurately and promptly across multiple channels and in multiple languages, in a way that is easily accessible to customers, shareholders, investors, etc. - Updating and complying with accurate information disclosure, issuing complete reports on time as required by applicable laws and regulations, in accordance with international best practices and recommendations from international partners.
<p>b. Actively deploy and implement institutions and policies to realize sustainable development commitments.</p>	

- Actively provide training on sustainable development policies to employees throughout the system, communicating through the Risk Management Department's newsletters and other relevant publications of the Bank.
- Implementing a series of meaningful social welfare activities and environmental actions with a total budget of over VND 34 billion:
 - The SeADreams Fund has sponsored 10 more students, achieving 100% of its 2025 sponsorship target; and has also completed the goal of increasing the scholarship amount to VND 1,500,000 per student per month by the first quarter of 2025.
 - Nearly 671,000 new trees have been planted to support forest restoration and livelihoods for people in Ha Tinh province after the storm, completing the project 3 years ahead of schedule and exceeding the target of planting 1 million new trees before 2028.
 - 856 houses of compassion were handed over to people in difficult circumstances, exceeding the target of 100 houses to be handed over in 2025 by 8.5 times.
 - Proactively implementing 100% of the annual charity and environmental programs as planned, with a total budget of over VND 5.1 billion (almost three times higher than in 2024), including: SeABankers for Children; Spring of Love; Day of Love (September 7th); and Citizen Week.
 - Nearly VND 6.5 billion, in addition to the planned budget, has been allocated to support provinces in Northern, Central, and Central Highlands regions affected by a series of storms.
 - Complete 100% of the planned charitable and social welfare programs (organized by agencies and partners) for 2025, such as: Bank Scholarship Fund, Eliminating dilapidated and temporary housing, etc.
- Enhance operational optimization and greening in accordance with internal policies and regulations, and ensure compliance with Vietnamese standards:
 - Energy saving and efficiency: 100% of lighting systems have been converted to LED lights; 100% of air conditioning units have been switched to using environmentally friendly R32 and R410A refrigerants; 100% of equipment has energy efficiency labels with a CSPF rating >4 and undergoes regular maintenance checks to optimize performance...
 - Water management: average per capita water consumption in 2025 will be 20.5 liters/person/day, 32% lower than the target; domestic water sources will be clean according to the standards QCVN 01-1:2018/BYT and 6-1:2010/BYT of the Ministry of Health; 100% of wastewater will be treated before being discharged into the environment according to the standards QCVN 14:2008/BTNMT of the Ministry of Natural Resources and Environment...
 - Green building: applying smart building management technology to ensure optimal use and avoid waste (two office buildings, the headquarters at 198 Tran Quang Khai and the office at 16 Lang Ha, have EDGE green building certification); prioritizing environmentally friendly and recyclable supplies, stationery, and materials (100% use of water purifiers and glass water bottles instead of plastic bottles); 100% of offices are equipped with air purifiers, ventilation systems, and fresh air filtration; planting greenery in offices and optimizing the use of natural light...
 - Sustainable supply chain: prioritizing cooperation with partners committed to sustainability, in line with SeABank's "Code of Conduct for Suppliers," ensuring 100% of the supply chain does not violate environmental and social standards.
 - Promoting a green lifestyle through SeAGreen Foundation's activities: Waste Exchange for Gifts Day; "Ocean Cleanup" program; reducing carbon emissions from SeAHero and SeAHero Kids vehicles...
- Information disclosure: ensuring 100% compliance with reporting and accountability requirements to government agencies; independently publishing the Sustainable Development Report; enhancing

transparency through the application of international standards in various fields such as Basel III, ESG, COSO, IFRS, etc.

V-3.2. Reports, complaints/inquiries related to environmental and social policies

In 2025, SeABank did not receive any negative feedback from stakeholders (community, customers, employees, etc.) regarding SeABank's operations or the projects/activities of its customers that SeABank sponsored.

V-3.2.1. Reporting and handling internal environmental and social violations

Internal complaints/reports at SeABank are handled according to the following procedures:

Decision No. 12714/2022/QĐ-TGD dated August 9, 2022

on reporting and handling internal violations at Southeast Asia Commercial Joint Stock Bank.

Step 1: Violation Reporting

Employees report violations through the Compliance Hotline, including the phone number/email of the Director of Risk Management Division, Compliance & Inspection Division, or authorized persons in each period, or via email: baocaosaipham@seabank.com.vn.

Step 2: Receipt & Case Allocation

The Compliance Hotline management unit or the Director of the Risk Management Division, Compliance & Inspection Division, or authorized persons will forward reports/whistleblowing information to the relevant units responsible for investigation and verification, and coordinate with related employees to clarify the reported issues (if any).

Step 3: Verification & Reporting

Responsible units conduct investigation and verification, prepare reports on findings, and propose remedial actions and disciplinary measures (if any) to the competent authority to ensure timely, effective handling.

Step 4: Monitoring & Resolution

Verification results are submitted to the Compliance Supervision & Governance Department – Risk Management Division, Compliance & Inspection Division and/or relevant units for monitoring and implementation of actions as directed

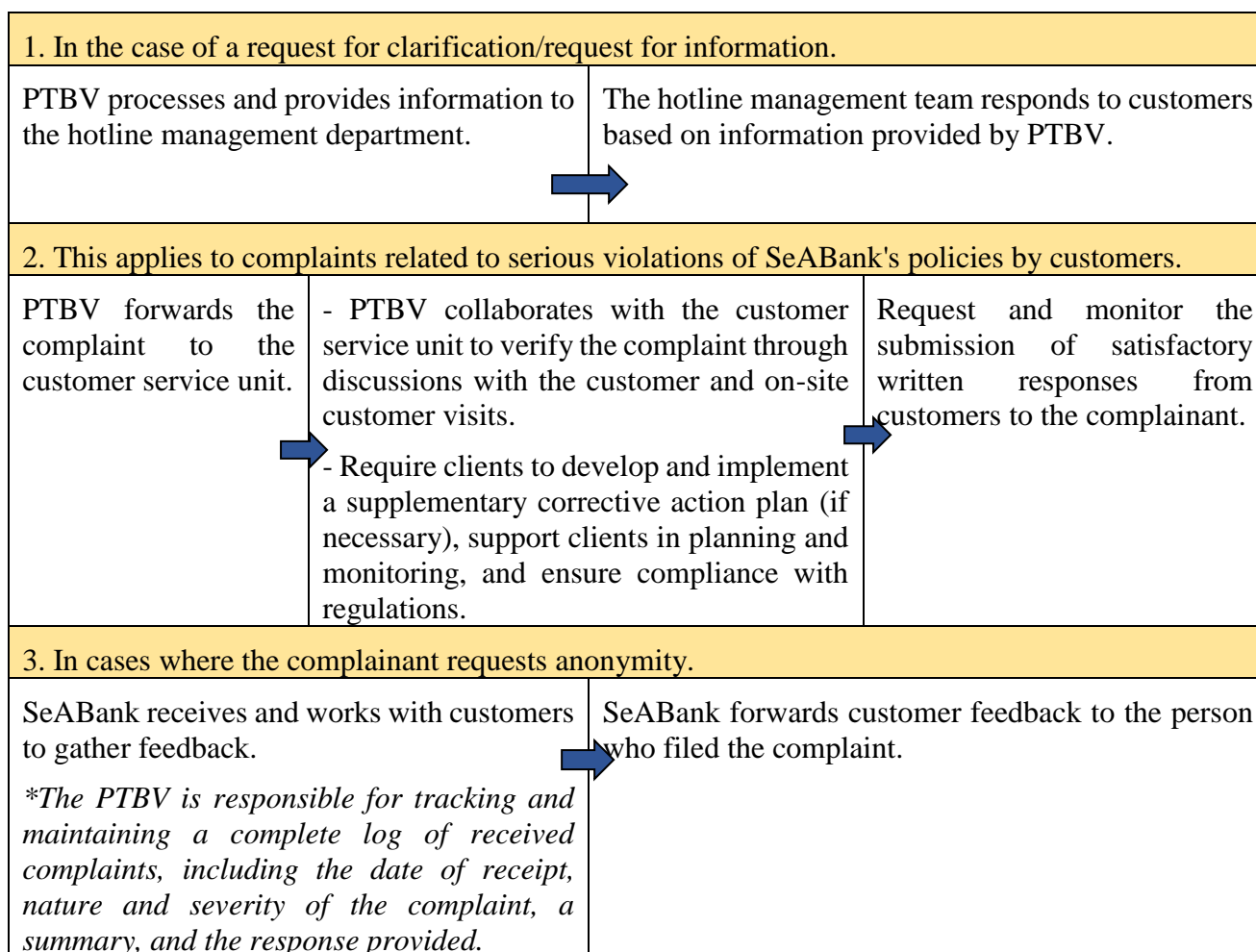
V-3.2.2. Process for receiving customer inquiries/complaints:

Step 1: Receipt

- SeABank accepts inquiries/complaints (if any) related to SeABank's social responsibility policy and/or projects sponsored by SeABank via email: contact@seabank.com.vn or hotline 1900555587.
- In cases where customers call the hotline and their questions relate to projects/customers sponsored by SeABank, the SeABank hotline requests that customers provide their questions/complaints in writing via email.

Step 2: Evaluate, categorize, process, and respond to complaints.

- The Sustainable Development Department – CL&TCQT Division is the focal point for conducting evaluations and classifying received complaints or inquiries.
- Based on the classification evaluation, the complaint is processed and a response is sent to the sender:



V-4. Activities of the BOD

V-4.1. BOD Meetings and Consultations in 2025

Number of meetings in 2025:

In 2025, the SeABank BOD held a total of 98 meetings and/or consulted with members, including regular meetings, thematic meetings, and written consultations as per internal regulations. This mechanism aims to ensure that key issues are considered promptly, within the proper authority, and in accordance with the risk level of each decision.

4 regular sessions

<100 consultation sessions

The matters considered by the BOD focus on strategy, risk management, capital safety, fundraising, technology, sustainable development, senior personnel, and issues requiring legal approval. The BOD also strictly applies the principle of conflict of interest management; related members do not participate in voting on related transactions.

The BOD will continue to periodically review its meeting mechanisms and approval authority to optimize governance efficiency, ensure the Board focuses on strategic issues and key oversight, and enhance flexibility and speed of decision-making in management.

Results of the meetings:

The meetings focused on key decisions aimed at ensuring safe growth, enhancing competitiveness, and strengthening a sustainable governance foundation, in line with good corporate governance practices in Vietnam, ACGS, and OECD. The BOD considered and decided on eight key issues, specifically:

- Strategy & Organizational Structure: Defining and approving the content for improving the organizational model and functions/responsibilities of key divisions/units to effectively implement the medium- and long-term development strategy.
- Total risk management: Issuing and updating key risk management strategies and policies; monitoring risk appetite, early warning systems, and risk management capabilities according to international standards.
- Capital safety & capital management: Monitoring compliance with safety ratios, approving capital plans and capital allocation; reviewing and approving periodic financial reports as required by law.
- Capital mobilization & capital markets: Approve capital mobilization plans and transactions in the capital market to diversify funding sources, strengthen medium- and long-term funding sources, and optimize the financial structure.
- Technology & Digital Transformation: Through technology investment programs focused on system stability, digitizing the customer journey, optimizing operations, and strengthening the risk management, compliance, and data (GRC) platform.
- Sustainable Development & ESG: Monitoring the integration of environmental and social risk management into credit operations; reviewing and adopting sustainable financial frameworks/policies, contributing to enhancing long-term competitiveness.
- Senior Management & Leadership Succession: Making personnel decisions within their authority; overseeing appointments, succession planning, and compensation policies to ensure the operational capacity and sustainability of the leadership team.
- Related party governance and transparency: Strictly apply the principle of conflict of interest governance; related parties do not participate in voting, ensuring integrity and transparency in decision-making.

This information was published by SeABank in the Bank's 2025 Governance Report, specifically as follows:

TT	Resolution/Decision Number	Day	Content	Approval rate
1.	1499/2025/QD-HDQT	31/12/2025	Repeal Decision No. 616/2025/QD-HDQT	100%
2.	1496/2025/NQ-HDQT	31/12/2025	Through the issuance of the Sustainable Development Strategy Regulations at SeABank	100%
3.	1488/2025/QD-HDQT	30/12/2025	Amendments and additions to certain Articles of the Regulations on remuneration of the BOD and Supervisory Board of Southeast Asia Commercial Joint Stock Bank No.	100%

			246/2023/QD-HĐQT dated April 26, 2023	
4.	1483/2025/NQ-HĐQT	29/12/2025	Approval of transaction limits for financial institutions (Phase 4, 2025)	100%
5.	1461/2025/NQ-HĐQT	19/12/2025	Approve the rental rates and commercial terms for leasing additional space to expand the Business Development Center at the Da Nang Branch.	100%
6.	1460/2025/NQ-HĐQT	19/12/2025	Approve the rental rates and commercial terms for leasing additional space to expand the Business Development Center at the Dong Da Branch.	100%
7.	1449/2025/QD-HĐQT	16/12/2025	Issuing a Strategy for Managing Interest Rate Risk on the Bank's Book	100%
8.	1448/2025/NQ-HĐQT	16/12/2025	Through the issuance of the Interest Rate Risk Management Strategy on the Bank's Book	100%
9.	1435/2025/QD-HĐQT	12/12/2025	Authorization granted to the Director of Operations at SeABank	100%
10.	1412/2025/NQ-HĐQT	08/12/2025	Through the issuance of the Market Risk Management Strategy	100%
11.	1369/2025/NQ-HĐQT	25/11/2025	Approval granted for the issuance of privately placed bonds to the international market by Asian Infrastructure Investment Bank ("AIIB").	100%
12.	1368/2025/NQ-HĐQT	25/11/2025	Approval granted for the issuance of private placement bonds to the international market by International Finance Corporation ("IFC").	100%
13.	1356/2025/NQ-HĐQT	21/11/2025	Approval of credit granting under the SeAHome 1 product for customers Le Ngoc Anh and Nguyen Thi Thuy at SeABank Au Co - Tan Binh Branch.	100%
14.	1355/2025/NQ-HĐQT	21/11/2025	Approval of credit granting under the SeAHome 1 product for customers Nguyen Do Trung Tuyen and Nguyen Thi Ngoc Ha at SeABank Phu My Hung branch.	100%

15.	1342/2025/NQ-HĐQT	19/11/2025	Through the international bond offering dossier	100%
16.	1341/2025/QD-HĐQT	19/11/2025	Implementation of the offering and terms and conditions of international bonds.	100%
17.	1340/2025/NQ-HĐQT	19/11/2025	Through some additional content of the 2025 International Bond Issuance Plan	100%
18.	1336/2025/NQ-HĐQT	18/11/2025	Through the issuance of the Operational Risk Management Strategy at SeABank	100%
19.	1329/2025/NQ-HĐQT	17/11/2025	Through renting a location for the Ha Dong Branch office.	100%
20.	1326/2025/QD-HĐQT	17/11/2025	Approval of the third amendment to the issuance of certificates of deposit (CDs) in 2025.	100%
21.	1299/2025/NQ-HĐQT	07/11/2025	Issuing the Regulations on Credit Risk Management Strategy at SeABank	100%
22.	1298/2025/NQ-HĐQT	07/11/2025	Approval of the plan for issuing private placement bonds to the international market in 2025 and the plan for using the capital raised from the private placement of bonds to the international market in 2025.	100%
23.	1297/2025/NQ-HĐQT	07/11/2025	Approval of the Green Bond Framework and the Green Bond for the Protection of Seas and Oceans.	100%
24.	1279/2025/QD-HĐQT	04/11/2025	Personnel plan at SeABank Tien Giang Branch_Appointment	100%
25.	1278/2025/QD-HĐQT	04/11/2025	Personnel plan at SeABank Tien Giang Branch_Dismissal	100%
26.	1277/2025/NQ-HĐQT	04/11/2025	Staffing plan at SeABank Tien Giang Branch	100%
27.	1266/2025/QD-HĐQT	30/10/2025	Authorization to sign and approve SeABank's financial statements.	100%
28.	1264/2025/NQ-HĐQT	30/10/2025	Through the issuance of the Q3/2025 financial statements and the authorization to sign the financial statements of SeABank.	100%
29.	1257/2025/QD-HĐQT	29/10/2025	Approval of the third revision to SeABank's Certificate of Deposit issuance plan in 2025.	100%

30.	1244/2025/NQ-HĐQT	22/10/2025	Through the issuance and payment of import LCs for CDH Trading and Investment Joint Stock Company.	100%
31.	1237/2025/NQ-HĐQT	21/10/2025	Staffing plan for positions at the Thu Duc branch.	100%
32.	1236/2025/NQ-HĐQT	21/10/2025	Staffing plan for positions at the Tan Binh branch.	100%
33.	1231/2025/QD-CTHDQT	16/10/2025	Adjusting the approval conditions for the issuance of payment guarantees by TN Development Joint Stock Company.	100%
34.	1226/2025/QD-HĐQT	16/10/2025	Adjusting the approval conditions for the issuance of payment guarantees by TN Development Joint Stock Company.	100%
35.	1224/2025/NQ-HĐQT	16/10/2025	Through the implementation of SeABank's plan to increase its charter capital.	100%
36.	1219/2025/QD-CTHDQT	15/10/2025	Adding an exception to the payment guarantee for TN Development Joint Stock Company.	100%
37.	1218/2025/NQ-HĐQT	15/10/2025	Approve the issuance of payment guarantees for TN Development Joint Stock Company.	100%
38.	1211/2025/QD-HĐQT	14/10/2025	Member of the Risk Management Committee at SeABank	100%
39.	1202/2025/NQ-HĐQT	13/10/2025	Through the issuance of a joint decision on credit granting activities at SeABank.	100%
40.	1201/2025/QD-HĐQT	13/10/2025	Adjusting the approval conditions for payment guarantees of Bac Ha Noi Smart City Investment and Development Joint Stock Company.	100%
41.	1175/2025/QD-HĐQT	06/10/2025	Sending a working delegation to Japan.	100%
42.	1174/2025/QD-HĐQT	06/10/2025	This decision terminates the enforcement of Regulation 555/2018/QD-HĐQT on SeABank's savings deposit regulations and Decision No. 616/2022/QD-HĐQT on amending SeABank's savings deposit regulations.	100%

43.	1162/2025/QD-HDQT	02/10/2025	Proposed amendments to the SeABank certificate of deposit issuance plan (third issuance) in 2025.	100%
44.	1158/2025/NQ-HDQT	01/10/2025	Through the issuance and payment of import-export LCs on a per-item basis for META Trading and Investment Joint Stock Company.	100%
45.	1151/2025/QD-HDQT	30/09/2025	Issuing the organizational structure of the Retail banking Division under Southeast Asia Commercial Joint Stock Bank.	100%
46.	1150/2025/QD-HDQT	30/09/2025	Issuing the organizational structure of the Business Transformation and Digital Services Division for Retail banking under Southeast Asia Commercial Joint Stock Bank.	100%
47.	1149/2025/NQ-HDQT	30/09/2025	Through the establishment and promulgation of the organizational structure of the Retail banking Sector.	100%
48.	1148/2025/NQ-HDQT	30/09/2025	Through the establishment and promulgation of the organizational structure of the Business Transformation and Digital Services Block for Retail banking.	100%
49.	1145/2025/NQ-HDQT	30/09/2025	Approve the issuance of payment guarantees for North Hanoi Smart City Development Investment Joint Stock Company.	100%
50.	1117/2025/NQ-HDQT	15/09/2025	BOD' Resolution for Q2/2025	100%
51.	1116/2025/QD-HDQT	15/09/2025	Letter of introduction for SeABank's representative working with the State Bank of Vietnam, Region 5.	100%
52.	1115/2025/QD-HDQT	15/09/2025	Decision of the Chairman of the BOD to authorize Mr. Ha Van Manh - Director of Thai Nguyen Branch	100%
53.	1114/2025/QD-HDQT	15/09/2025	Authorization to sign contracts and related documents concerning human resources matters is granted to Mrs. Bui Thi Hai Yen - Director of Human Resources Management and Development.	100%

54.	1106/2025/QD-HDQT	11/09/2025	List of officials attending Lotusmiles Partnership Day organized by Vietnam Airlines	100%
55.	1102/2025/QD-HDQT	10/09/2025	Authorize Vice President Le Thu Thuy to sign the Letter of Intent with OPEC Fund.	100%
56.	1101/2025/QD-HDQT	10/09/2025	Authorize Mr. Nguyen Tuan Anh and/or Mr. Vo Long Nhi (Andrew Vo) to sign the Letter of Intent with the OPEC Fund.	100%
57.	1096/2025/NQ-HDQT	09/09/2025	Through the Income Structure applied to Branch Managers concurrently serving as Directors of Retail banking Centers and Directors of Business Development Centers.	100%
58.	1086/2025/QD-HDQT	05/09/2025	Authorization to sign and approve audited financial statements by the auditing firm for the 6-month accounting period ending June 30, 2025.	100%
59.	1081/2025/NQ-HDQT	04/09/2025	Through the audited interim financial statements for the six-month period ended June 30, 2025	100%
60.	1072/2025/NQ-HDQT	03/09/2025	Through the granting of transaction limits to Institutional Financial Clients in the first phase of 2025.	100%
61.	1058/2025/QD-HDQT	29/08/2025	Mr. Vu Dinh Khoan - Deputy General Director concurrently holding the position of Director of the Risk Management, Legal & Compliance Division - is authorized to approve the content of reports and documents, and provide information as requested by the State Bank of Vietnam.	100%
62.	1052/2025/NQ-HDQT	28/08/2025	Through the audit report on the use of proceeds from outstanding private bond issuances as of June 30, 2025.	100%
63.	1046/2025/NQ-HDQT	26/08/2025	Through a number of issues related to the bank's seal.	100%
64.	1036/2025/QD-HDQT	20/08/2025	Applying additional compensation to Mr. Matthew Sander Hosford - Independent Member of the BOD	100%

65.	1035/2025/QD-HDQT	20/08/2025	Applying additional compensation to Mr. Mathew Nevil Welch - Member of the BOD	100%
66.	1024/2025/QD-HDQT	15/08/2025	Decision to send officials to work in France	100%
67.	1020/2025/NQ-HDQT	15/08/2025	Through granting a credit limit to SSI Securities Corporation.	100%
68.	1015/2025/QD-HDQT	13/08/2025	Repurchase of ESOP 2022, 2023	100%
69.	1014/2025/NQ-HDQT	13/08/2025	Through the issuance of the 3rd CERTIFICATE OF DEPOSIT in 2025	100%
70.	1006/2025/QD-HDQT	12/08/2025	Authorization to sign the Minutes of the Meeting with the State Bank of Vietnam.	100%
71.	1005/2025/QD-HDQT	12/08/2025	Sending a delegation of officials on a business trip to Indonesia.	100%
72.	1000/2025/NQ-HDQT	11/08/2025	Through the issuance of payment guarantees to SeABank AMC.	100%
73.	997/2025/NQ-HDQT	11/08/2025	Through the signing of the 2025 audit service contract with the Bank.	100%
74.	994/2025/QD-HDQT	11/08/2025	Sending a delegation of officials on a business trip to the Netherlands.	100%
75.	995/2025/QD-HDQT	11/08/2025	Sending a delegation of officials on a business trip to France.	100%
76.	993/2025/NQ-HDQT	08/08/2025	Through the issuance and payment of import LCs for CDH Trading and Investment Joint Stock Company.	100%
77.	985/2025/NQ-HDQT	06/08/2025	Through the allocation of investment budgets for technology projects in 2025 by the Retail banking Division, the Risk Management, Planning & Investment Division, the Development and Development Division, the Operations Division, and the SeABank Academy - Human Resources Management & Development Division.	100%
78.	956/2025/NQ-HDQT	30/07/2025	Through the Q2/2025 Financial Report	100%

79.	943/2025/NQ-HĐQT	29/07/2025	Through the issuance and payment of import LCs for META Trading and Investment Joint Stock Company.	100%
80.	939/2025/NQ-HĐQT	28/07/2025	Through written shareholder consultation documents.	100%
81.	938/2025/QD-HĐQT	28/07/2025	Sending staff to attend the ADB's TSCFP Award Ceremony held in Singapore.	100%
82.	934/2025/QD-HĐQT	25/07/2025	Personnel plan for the position of Branch Manager at SeABank Dong Nai	100%
83.	933/2025/QD-HĐQT	25/07/2025	Personnel plan for the position of Branch Manager at SeABank Dong Nai	100%
84.	932/2025/NQ-HĐQT	25/07/2025	Personnel plan for the position of Branch Manager at SeABank Dong Nai	100%
85.	931/2025/NQ-HĐQT	25/07/2025	Through the Bank's Consolidated Financial Statements for 2024 in accordance with International Financial Reporting Standards (IFRS).	100%
86.	930/2025/QD-HĐQT	25/07/2025	Termination of Decision No. 635/2023 on the Organizational Structure of the Sales & Service Division.	100%
87.	929/2025/QD-HĐQT	25/07/2025	Transfer the Post-Disbursement Supervisor from the Sales & Service Department to the Operations Department.	100%
88.	928/2025/NQ-HĐQT	25/07/2025	The Emulation and Commendation Program for the first six months of 2025 for Units will be funded by the Bank's Commendation Fund.	100%
89.	912/2025/QD-HĐQT	21/07/2025	Sending officials to work in the Netherlands.	100%
90.	802/2025/NQ-HĐQT	14/07/2025	Through the final registration date for exercising the right to solicit shareholder opinions in writing to approve the General Meeting of Shareholders' Resolution.	100%
91.	801/2025/QD-HĐQT	14/07/2025	Repeal Decision 983/2017/QD-HĐQT dated October 30, 2017	100%

92.	791/2025/QD-HDQT	11/07/2025	Organizational structure of the Human Resources Management and Development Division	100%
93.	790/2025/NQ-HDQT	11/07/2025	Through the restructuring of the Human Resources Management and Development Division.	100%
94.	789/2025/QD-HDQT	11/07/2025	Organizational structure of the Investment Division	100%
95.	788/2025/NQ-HDQT	11/07/2025	Through restructuring the Investment Division.	100%
96.	781/2025/QD-HDQT	08/07/2025	Renaming and relocating the Pho Hue Branch office.	100%
97.	771/2025/QD-HDQT	04/07/2025	Announcement regarding the Change of Head of Binh Chanh Branch	100%
98.	770/2025/NQ-HDQT	04/07/2025	Through the adjustment of the "SeABank CNC Center" project at the Hoa Lac CNC Center - km29 Thang Long Boulevard.	100%
99.	752/2025/NQ-HDQT	02/07/2025	Personnel appointments at Binh Chanh Branch	100%
100.	751/2025/NQ-HDQT	02/07/2025	Dismissal of the Director of Binh Chanh Branch	100%
101.	750/2025/NQ-HDQT	02/07/2025	Through the granting of credit to BigC Thang Long International Trade and Supermarket Services Co., Ltd. at the Southern Regional Business Development Center.	100%
102.	746/2025/QD-HDQT	01/07/2025	Renaming and relocating the Hong Bang Transaction Office of the Hai Phong Branch.	100%
103.	742/2025/QD-HDQT	01/07/2025	Authorization to sign documents related to the procedure for changing the business address due to administrative unit reorganization.	100%
104.	741/2025/QD-HDQT	01/07/2025	Authorization to sign personnel-related matters for Mr. Nguyen Hong Quang	100%
105.	740/2025/QD-HDQT	01/07/2025	Authorization to sign personnel-related matters for Mrs. Bui Thi Hai Yen	100%
106.	739/2025/QD-HDQT	01/07/2025	Authorization to sign personnel-related matters for Mr. Mai Xuan Thanh	100%

107.	732/2025/QD-HDQT	26/06/2025	Authorize and delegate to Mr. Nguyen Tuan Anh and Mr. Vo Long Nhi the authority to sign letters of authorization for arrangements and other related documents concerning SMBC and DFIs.	100%
108.	726/2025/QD-CTHDQT	26/06/2025	I hereby authorize and delegate to Ms. Le Thu Thuy the authority to negotiate, decide, and sign the Letter of Authorization to arrange relevant documents for SMBC and DFIs.	100%
109.	721/2025/NQ-HDQT	25/06/2025	Through the appointment of the Director of the Long An Branch	100%
110.	720/2025/NQ-HDQT	25/06/2025	Through the dismissal of the Director of the Long An Branch.	100%
111.	712/2025/NQ-HDQT	23/06/2025	Through the allocation of investment budgets for technology projects in 2025 for the High-Tech and Retail banking Sectors and the Corporate and Enterprise Sectors.	100%
112.	709/2025/NQ-HDQT	20/06/2025	Through the issuance and payment of individual import LCs for META Trading and Investment JSC at SeABank Hanoi.	100%
113.	704/2025/NQ-HDQT	19/06/2025	Through the issuance and payment of individual import LCs for META Trading and Investment JSC at SeABank Hanoi.	100%
114.	688/2025/QD-HDQT	16/06/2025	Mr. Hoang Manh Phu concurrently holds the position of Chairman of the Company and Legal Representative of SeABank AMC.	100%
115.	687/2025/QD-HDQT	16/06/2025	Mr. Vu Dinh Khoan has relinquished his dual roles as Chairman of the Company and Legal Representative of SeABank AMC.	100%
116.	678/2025/NQ-HDQT	12/06/2025	Appointment and dismissal of senior personnel at SeABank	100%
117.	677/2025/NQ-HDQT	12/06/2025	Through the second issuance of the CERTIFICATE OF DEPOSIT in 2025	100%

118.	652/2025/NQ-HĐQT	09/06/2025	Appointment of the Director of the Binh Phuoc Branch	100%
119.	651/2025/NQ-HĐQT	09/06/2025	Dismissal of the Director of the Binh Phuoc Branch	100%
120.	636/2025/QD-HĐQT	06/06/2025	Issuance of SeABank's Charter	100%
121.	635/2025/QD-HĐQT	06/06/2025	Issuing the organizational structure of the Retail banking Sector.	100%
122.	634/2025/NQ-HĐQT	06/06/2025	Through the issuance of the organizational structure of the Retail banking Sector.	100%
123.	633/2025/QD-HĐQT	06/06/2025	Issuing the organizational structure of the Retail banking Business Sector.	100%
124.	632/2025/NQ-HĐQT	06/06/2025	Through the issuance of the organizational structure of the Business Development and Logistics Division.	100%
125.	631/2025/QD-HĐQT	06/06/2025	Issuing the organizational structure of the Corporate Banking Division.	100%
126.	630/2025/NQ-HĐQT	06/06/2025	Through the issuance of the organizational structure of the Corporate Banking Division.	100%
127.	624/2025/NQ-HĐQT	06/06/2025	Annul Decision No. 616 of the BOD.	100%
128.	622/2025/NQ-HĐQT	05/06/2025	Through adjustments to the charter capital provisions in SeABank's charter.	100%
129.	616/2025/QD-HĐQT	04/06/2025	Issuing the organizational structure for the Risk Management, Legal & Compliance Division.	100%
130.	598/2025/NQ-HĐQT	30/05/2025	Personnel Plan - Appointment of Vocational Training Director in Saigon	100%
131.	597/2025/NQ-HĐQT	30/05/2025	Personnel Plan - Saigon Vocational Training Center Exemption	100%
132.	585/2025/QD-HĐQT	28/05/2025	Sending officials on a business trip to the Netherlands.	100%
133.	584/2025/QD-HĐQT	28/05/2025	Sending officials on business trips to China.	100%
134.	583/2025/QD-HĐQT	28/05/2025	Sending officials on a business trip to Austria.	100%

135.	582/2025/QD-HDQT	28/05/2025	Revise the organizational structure of the Capital & Financial Markets Division.	100%
136.	581/2025/NQ-HDQT	28/05/2025	Through restructuring the organizational structure of the Capital & Financial Markets Division.	100%
137.	576/2025/QD-HDQT	28/05/2025	Decision appoints Deputy General Director Nguyen Tuan Anh to concurrently hold the position of Director of International Strategy and Finance.	100%
138.	575/2025/QD-HDQT	28/05/2025	Decision appointing Deputy General Director Vu Dinh Khoan to concurrently hold the positions of Director of Risk Management and Deputy Director of Disaster Prevention and Control.	100%
139.	574/2025/NQ-HDQT	28/05/2025	NQ appoints management personnel.	100%
140.	569/2025/NQ-HDQT	27/05/2025	Policy and budget for the 2025 Teambuilding "Teambuilding - Believe" activities.	100%
141.	565/2025/QD-HDQT	27/05/2025	Remuneration/allowance for Mr. Nguyen Tuan Anh - Secretary of the Bank's Technology Committee	100%
142.	560/2025/NQ-HDQT	26/05/2025	Promulgating Regulations on the Implementation of Democracy	100%
143.	559/2025/NQ-HDQT	26/05/2025	Selecting an auditing firm to assess the use of funds raised from bond issuance.	100%
144.	558/2025/QD-HDQT	26/05/2025	Issuing the Organizational Structure for the Strategy & International Cooperation Division	100%
145.	557/2025/NQ-HDQT	26/05/2025	Establish the Strategic & International Cooperation Division	100%
146.	556/2025/QD-HDQT	26/05/2025	Issuing the Organizational Structure for the Risk Management, Prevention and Control, and Information Technology Division.	100%
147.	555/2025/NQ-HDQT	26/05/2025	Establish the Risk Management, Prevention and Control & Information Technology Division.	100%

148.	520/2025/QD-HDQT	16/05/2025	Member of the Human Resources Committee reporting to the BOD of SeABank	100%
149.	517/2025/NQ-HDQT	15/05/2025	Through the issuance of a single-item import letter of credit (LC) for META Trading and Investment Joint Stock Company at SeABank Hanoi.	100%
150.	511/2025/QD-HDQT	14/05/2025	Send staff to attend the 2025 UK Banking Forum organized by JPMorgan Chase.	100%
151.	510/2025/QD-HDQT	14/05/2025	Confirmation of information regarding Mr. Nguyen Ngoc Quynh	100%
152.	495/2025/QD-HDQT	09/05/2025	Member of the Technology Committee under the BOD of SeABank	100%
153.	488/2025/NQ-HDQT	08/05/2025	Through AMC's 2025 budget plan.	100%
154.	471/2025/QD-HDQT	29/04/2025	Decision on other additional payments by Mrs. Nguyen Thanh Ngoc - General Director of SeAbank AMC	100%
155.	470/2025/QD-HDQT	29/04/2025	Salary decision for Mrs. Nguyen Thanh Ngoc - General Director of SeAbank AMC	100%
156.	469/2025/QD-HDQT	29/04/2025	Decision to impose a probationary period on Mrs. Nguyen Thanh Ngoc - General Director of SeAbank AMC	100%
157.	468/2025/QD-HDQT	29/04/2025	Decision on the acceptance and appointment of Mrs. Nguyen Thanh Ngoc to the position of General Director of SeAbank AMC	100%
158.	466/2025/QD-HDQT	29/04/2025	Decision regarding Mr. Vu Dinh Khoan's resignation from the position of General Director of SeAbank AMC.	100%
159.	452/2025/QD-HDQT	25/04/2025	Assignment of duties to Mr. Matthew Sander Hosford – Independent Member of the BOD	100%
160.	450/2025/QD-HDQT	25/04/2025	Compensation for Mr. Matthew Sander Hosford – Independent Member of the BOD	100%

161.	449/2025/QD-CTHDQT	25/04/2025	Adjusting credit approval conditions for NHSC at the Northern Region Center for Retail banking Development	100%
162.	446/2025/QD-HDQT	24/04/2025	Amendments and additions to certain Articles of the Regulations on remuneration of the BOD and Supervisory Board of Southeast Asia Commercial Joint Stock Bank No. 246/2023/QD-HDQT dated April 26, 2023	100%
163.	445/2025/NQ-HDQT	24/04/2025	Resolution of the First Quarterly Session of 2025	100%
164.	442/2025/QD-HDQT	24/04/2025	A working delegation is on a visit to Japan.	100%
165.	429/2025/QD-HDQT	22/04/2025	Authorization to sign and approve financial statements and professional service contracts.	100%
166.	428/2025/NQ-HDQT	22/04/2025	Approval for the release of the Q1 2025 financial statements.	100%
167.	424/2025/NQ-HDQT	22/04/2025	Personnel plan for the position of Branch Director at SeABank_Appointment to the Dong Nai Branch Office	100%
168.	423/2025/NQ-HDQT	22/04/2025	Personnel plan for the position of Branch Director of SeABank - relinquishing responsibility for the Dong Nai branch.	100%
169.	422/2025/NQ-HDQT	22/04/2025	Personnel plan for the position of Branch Director at SeABank_Appointment at SB Saigon	100%
170.	406/2025/TB-HDQT	17/04/2025	Personnel plan for the position of General Director of SeABank AMC_Recruitment	100%
171.	405/2025/TB-HDQT	17/04/2025	Personnel plan for the position of General Director of SeABank AMC_End of dual role	100%
172.	404/2025/NQ-HDQT	17/04/2025	Through the addition of certain activities and licenses.	100%
173.	382/2025/QD-HDQT	11/04/2025	Establish a steering committee for the vertical business model project.	100%

174.	369/2025/NQ-HĐQT	09/04/2025	Personnel plan for the position of branch manager in Quang Ninh_Recruitment	100%
175.	368/2025/NQ-HĐQT	09/04/2025	Personnel plan for the position of branch manager in Quang Ninh - Discontinuation of dual responsibilities.	100%
176.	358/2025/NQ-HĐQT	08/04/2025	Through the Bank's 2024 Annual Report	100%
177.	356/2025/QD-HĐQT	03/04/2025	Change of name and location of Thanh Xuan Branch office	100%
178.	334/2025/NQ-HĐQT	28/03/2025	Through several discussions related to the organization of the 2025 Annual General Meeting of Shareholders.	100%
179.	319/2025/QD-HĐQT	24/03/2025	List of staff participating in the training and professional development program in China (NFX) 2024	100%
180.	316/2025/QD-HĐQT	24/03/2025	Issuing the organizational structure for the Large Corporate Clients Division.	100%
181.	315/2025/NQ-HĐQT	24/03/2025	Through adjustments to the organizational structure and functions of the Large Corporate Clients Division.	100%
182.	314/2025/NQ-HĐQT	24/03/2025	Approve the distribution of after-tax profits for the year 2024 of the Bank.	100%
183.	312/2025/NQ-HĐQT	24/03/2025	Approval of the employee welfare program to celebrate the Bank's 31st anniversary, funded by the Bank's Welfare Fund.	100%
184.	306/2025/NQ-HĐQT	21/03/2025	Approve loans from Proparco and FMO, and sign the Credit Documents.	100%
185.	298/2025/QD-HĐQT	19/03/2025	Resolution on strengthening security and order maintenance	100%
186.	297/2025/QD-HĐQT	19/03/2025	Some issues related to awarding stock options to the Bank's management in 2024.	100%
187.	287/2025/NQ-HĐQT	17/03/2025	By selecting an independent auditing firm to perform the audit of the capital change report.	100%
188.	264/2025/QD-HĐQT	11/03/2025	Amendment to SeABank's License regarding the registered capital level.	100%

189.	256/2025/QD-HĐQT	10/03/2025	Send staff to attend the 2025 Payments Banking Forum ASEAN organized by JPMorgan Chase in Malaysia.	100%
190.	254/2025/NQ-HĐQT	10/03/2025	Approval of the content of the audited separate and consolidated financial statements for the fiscal year ended December 31, 2024.	100%
191.	246/2025/QD-HĐQT	07/03/2025	Authorize Mr. Nguyen Tuan Anh or Mr. Andrew Vo to sign the agreement letter with Linklaters.	100%
192.	239/2025/QD-HĐQT	06/03/2025	SeABank Head Office Trade Union is tasked with repurchasing and recovering ESOP shares from 2021 and 2022.	100%
193.	238/2025/NQ-HĐQT	06/03/2025	The selection of an auditing firm to provide assurance services regarding the operation of the internal audit system for the preparation and presentation of the Bank's financial statements for the year ended December 31, 2024	100%
194.	226/2025/NQ-HĐQT	04/03/2025	Through a request to the State Bank of Vietnam to add more business activities to SeABank's license.	100%
195.	225/2025/NQ-HĐQT	04/03/2025	Through several aspects related to the Bank's 2025 Budget Plan.	100%
196.	208/2025/NQ-HĐQT	28/02/2025	Through the final registration date for shareholders to exercise their right to attend the 2025 Annual General Meeting.	100%
197.	203/2025/NQ-HĐQT	26/02/2025	Personnel plan for the position of Branch Manager at SeABank Can Tho_Recruitment	100%
198.	202/2025/NQ-HĐQT	26/02/2025	Personnel plan for the position of Branch Manager of SeABank Can Tho_Dismissal	100%
199.	201/2025/NQ-HĐQT	26/02/2025	Personnel plan for the position of Branch Manager of SeABank Quang Ninh_Appointment	100%

200.	200/2025/NQ-HĐQT	26/02/2025	Personnel plan for the position of Branch Manager of SeABank Quang Ninh - Termination of dual role.	100%
201.	188/2025/QD-HĐQT	25/02/2025	Decision on summarizing the share issuance under the ESOP Program in 2024	100%
202.	186/2025/QD-HĐQT	25/02/2025	Decision to recognize the title "Outstanding Labor Collective"	100%
203.	177/2025/QD-PCTHDQT	24/02/2025	Authorize and delegate to Mr. Nguyen Tuan Anh or Mr. Vo Long Nhi the signing of the Legal Consulting Services contract and related documents under the Proparrco and FMO agreements.	100%
204.	170/2025/NQ-HĐQT	21/02/2025	Issuing regulations on asset classification, provision rates, risk provision methods, and the use of risk provisions to handle risks related to customer loans at SeABank facing difficulties due to the impact and damage of Typhoon No. 3 in 2024.	100%
205.	166/2025/NQ-HĐQT	20/02/2025	Based on the results of the first share distribution and the second share distribution plan under the ESOP Program in 2024.	100%
206.	157/2025/QD-HĐQT	17/02/2025	SeABank Head Office Trade Union is tasked with repurchasing and recovering ESOP shares from 2021 and 2022.	100%
207.	149/2025/NQ-HĐQT	14/02/2025	Through the list of candidates for the election of additional Independent Members to the BOD.	100%
208.	146/2025/NQ-HĐQT	13/02/2025	Approve the capital plan and allocation for 2025.	100%
209.	134/2025/QD-PCTHDQT	10/02/2025	Authorize and delegate Mr. Nguyen Tuan Anh and/or Mr. Vo Long Nhi to sign the IFC Project Service Agreement.	100%
210.	133/2025/QD-CTHDQT	10/02/2025	I hereby authorize and delegate to Mr. Nguyen Tuan Anh and/or Mr. Vo Long Nhi the authority to sign payment documents for HSC.	100%

211.	117/2025/QD-HDQT	03/02/2025	Repeal certain provisions in Decision No. 137/2025/QD-HDQT regarding the assignment of duties and delegation of authority to Mr. Le Quoc Long.	100%
212.	112/2025/QD-HDQT	03/02/2025	Mrs. Nghiem Thi Thu Nga has resigned from her position as Chief Accountant of PTF.	100%
213.	Decision No. 111/2025/QD-HDQT	03/02/2025	Mr. Nguyen Quang Thang has resigned from his position as a member of the Supervisory Board of PTF.	100%
214.	110/2025/QD-HDQT	03/02/2025	Mr. Nguyen Anh Tuan has resigned from his position as a full-time member of the Supervisory Board of PTF.	100%
215.	Decision No. 109/2025/QD-HDQT	03/02/2025	Mrs. La Thi Hien has resigned from her position as a member of the BOD of PTF.	100%
216.	Decision No. 108/2025/QD-HDQT	03/02/2025	Mr. Hoang Huy Chuong has resigned from his position as a member of the BOD of PTF.	100%
217.	Decision No. 107/2025/QD-HDQT	03/02/2025	Mr. Nguyen Minh Thang has resigned from his positions as a member of the BOD, Chairman of the BOD of PTF, and has also ceased to be the legal representative.	100%
218.	Decision No. 106/2025/QD-HDQT	03/02/2025	Mrs. Nguyen Thi Thu Huong has resigned from her positions as Member of the BOD and Vice Chairperson of the BOD.	100%
219.	Decision No. 105/2025/QD-HDQT	03/02/2025	Mr. Le Quoc Long has resigned from his positions as Member of the BOD and Vice Chairman of the BOD.	100%
220.	99/2025/NQ-HDQT	24/01/2025	Through PTF's 2024 financial report.	100%
221.	89/2025/NQ-HDQT	23/01/2025	Through the separate and consolidated financial statements for the fourth quarter of 2024	100%
222.	81/2025/QD-SeABank	22/01/2025	Authorize Mr. Nguyen Tuan Cuong - Deputy General Director to sign the support agreement with PTF.	100%
223.	78/2025/QD-HDQT	22/01/2025	Applying additional remuneration to Board Members	100%

224.	80/2025/NQ-HĐQT	22/01/2025	Through the signing of a support agreement with PTF.	100%
225.	76/2025/NQ-HĐQT	22/01/2025	Through the application of additional remuneration for members of the BOD and members of the Supervisory Board.	100%
226.	75/2025/NQ-HĐQT	22/01/2025	Through the year-end bonus program for units and individuals in 2024 from the Reward Fund.	100%
227.	67/2025/NQ-HĐQT	21/01/2025	Approval of the PTF Budget Plan 2025	100%
228.	45/2025/NQ-HĐQT	15/01/2025	Through the issuance of the Regulations on Assessing and Managing Minimum Capital Adequacy Ratios under Basel II	100%
229.	41/2025/QD-HĐQT	13/01/2025	Amendments and additions to the PCCV (Prosecution and Decision-Making Authority), decentralization of approval and decision-making authority for Mr. Le Quoc Long.	100%
230.	37/2025/QD-HĐQT	11/01/2025	Appointment of Deputy General Director Bui Quoc Hieu	100%
231.	36/2025/QD-HĐQT	11/01/2025	Appointment of Deputy General Director Le Thanh Hai	100%
232.	35/2025/NQ-HĐQT	11/01/2025	Through the appointment of senior personnel at SeABank.	100%
233.	32/2025/QD-HĐQT	10/01/2025	Applying additional compensation to Mr. Fegus Macdonald Clark - Independent Member of the BOD	100%
234.	Decision No. 31/2025/QD-HĐQT	10/01/2025	Applying additional compensation to Mr. Mathew Nevil Welch - Member of the BOD	100%
235.	24/2025/NQ-HĐQT	09/01/2025	Through the selection of an independent auditing firm for 2025.	100%
236.	Decision No. 17/2025/QD-HĐQT	03/01/2025	Change of address for 2 transaction offices under SeABank Da Nang branch.	100%
237.	12/2025/NQ-HĐQT	03/01/2025	Through SeABank's 2025 Budget Plan	100%
238.	11/2025/QD-HĐQT	02/01/2025	Complete the release of shares ahead of schedule in 2023.	100%

239.	07/2025/NQ-HĐQT	02/01/2025	Through the action program and regular meeting plan for 2025	100%
240.	02/2025/NQ-HĐQT	02/01/2025	Through the implementation of the ESOP program in 2024	100%

V-4.1. Supervisory Activities of the BOD

❖ Monitoring the implementation of the BOD' strategy

Monitoring the implementation of the BOD' strategy.	Implementation in practice in 2025
Supervise the BOD within the legal framework and internal regulations.	<p>Practical implementation: The BOD supervises the General Director in accordance with the Articles of Association, the Regulations on the Organization and Operation of the BOD, the Internal Corporate Governance Regulations, and current legal regulations.</p> <p>Benefits of implementation: Ensures the supervisory role and accountability of the BOD to the Board of Management in accordance with international practices, contributing to the protection of shareholder rights and stakeholders.</p>
Institutionalizing the strategy through internal regulations.	<p>Practical implementation: In 2025, the BOD will issue internal regulations/rules within its authority to concretize the Bank's strategies, creating a basis for the BOM Office to implement the strategy in a synchronized and systematic manner.</p> <p>Benefits of implementation: Meets the requirements of international corporate governance principles for establishing a clear governance framework to ensure effective strategy execution.</p> <p>*Details are provided in the List of BOD' Resolutions/Decisions issued in 2025 in Section 5, Part II of this Report.</p>
Conduct periodic and ad hoc comprehensive performance reviews.	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD holds regular quarterly meetings, or extraordinary meetings when necessary, to evaluate the overall performance of the Bank, including: <ul style="list-style-type: none"> + Business performance results; + Human resources and leadership development; + Risk management; + Compliance control status; + Operational activities and other strategic factors. - Based on this evaluation, the BOD issues Resolutions, Directives, and Announcements to provide direction, policies, and guidance for the BOM Office to implement. - Subsequently, the BOD is responsible for organizing the implementation and reporting the results as required by the BOD, the committees under the BOD, and the Supervisory Board for monitoring purposes.

	Benefits of implementation: Meets the requirements regarding the roles and responsibilities of the BOD in the ACGS section “Responsibilities of the Board” and the OECD Principles on comprehensive strategic and risk oversight.
Periodic and thematic reports	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD submits periodic reports (weekly, monthly, quarterly) and thematic reports at briefing meetings with the BOD and its subordinate committees. - The report covers areas such as governance, business operations, risks, compliance control, human resources, and professional matters for each member of the BOD. <p><i>Benefits of implementation:</i> Ensures the BOD is up-to-date on operational matters, enhances internal transparency, and supports the Board in effectively fulfilling its oversight responsibilities according to international standards.</p>
Annual allocation of targets and plans	<p><i>Practical implementation:</i> The BOD assigns annual business targets, plans, and budgets that are consistent with the macroeconomic context and the development goals of each sector.</p> <p><i>Benefits of implementation:</i> Facilitates the BOD in implementing unified plans across the system, demonstrating responsibility for overseeing long-term strategic planning.</p>
Transparent information system and efficient communication.	<p><i>Practical implementation:</i> A comprehensive information system and communication mechanism are established, ensuring that information regarding the objectives, strategies, and directives of the BOD is incorporated into regulations and guiding documents (directives, announcements, etc.).</p> <p><i>Benefits of implementation:</i></p> <ul style="list-style-type: none"> - Ensure clear communication of information from senior management to relevant units and individuals, thereby enhancing awareness and accountability in task implementation. - Contributing to meeting the "Disclosure and Transparency" criteria in ACGS helps enhance the ability to disclose information transparently.
Explanation and response to internal control feedback.	<p><i>Practical implementation:</i> The recommendations of the Supervisory Board are discussed and submitted to the BOD for implementation to address and improve the effectiveness of the internal control system.</p> <p><i>Benefits of implementation:</i> Contributes to strengthening the supervisory role of the BOD over the entire risk management and control system.</p>

❖ **Senior management's oversight of internal controls**

SeABank establishes and operates a comprehensive and effective internal control system that complies with the regulations of the State Bank of Vietnam and international standards of good corporate governance, ensuring the ability to continuously monitor, inspect, and adapt to risks in all of the Bank's operations.

Oversight of internal controls	Implementation in practice in 2025
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Comprehensive internal control framework and the supervisory role of senior management.	<ul style="list-style-type: none"> - Establish a comprehensive internal control system, including an independent internal control department – Compliance (within the Risk Management, Prevention & Control Division). - Implementing a three-line defense model ensures effective risk monitoring and matching functions at all levels of management.
Continuous monitoring from the BOD to executive management.	<p><i>Practical implementation:</i> Internal control and monitoring activities are carried out throughout, from the BOD and specialized committees, the BOM Office, to the Directors of Units/Centers.</p> <p><i>Benefits of implementation:</i> Ensures that all control, operational activities, and internal processes are maintained, evaluated, and updated in accordance with legal regulations, practices, and requirements of the State Bank of Vietnam.</p>
Risk evaluation and monitoring, compliance, and information systems.	<p><i>Practical implementation:</i> Implementing internal controls through direct control activities, management information systems, and transparent information exchange processes.</p> <p><i>Benefits of implementation:</i> Promotes early identification of potential risks, ensuring that monitoring reports and data are updated on time and accurately.</p>
Organizational-wide internal control scope	<p><i>Practical implementation:</i> Internal control activities are carried out for all business processes, functional units, head office, branches, and other subsidiaries.</p> <p><i>Benefits of implementation:</i> Ensures compliance with laws, industry regulations, and SeABank's internal documents.</p>
Culture of control and professional ethics	<p><i>Practical implementation:</i> Maintain and promote a strong internal control culture linked to a system of professional ethical standards, issue regulations clearly stating prohibited behaviors, criteria for evaluating behavior, and corresponding sanctions, including:</p> <ul style="list-style-type: none"> - Code of Professional Ethics; - Labor regulations; - Handbook of Professional Ethics <p><i>Benefits of implementation:</i> Ensures discipline and ethics throughout the system.</p>
Address outstanding issues and respond as requested.	<p><i>Practical implementation:</i> Proactively review, address, and rectify shortcomings and limitations identified in the conclusions and recommendations of the State Bank of Vietnam, independent audit organizations, and other relevant agencies.</p> <p><i>Benefits of implementation:</i> Continuously improving the effectiveness of the internal control system.</p>
Handling legal and internal violations	<p><i>Practical implementation:</i> Strictly handle violations of laws, internal regulations, and professional ethical standards in accordance with current regulations, while simultaneously updating and improving control processes.</p> <p><i>Benefits of implementation:</i> Prevents inappropriate behavior, enhances compliance awareness, and ensures consistency across the entire system.</p>

❖ **Senior management oversight in risk management:**

SeABank establishes and implements a comprehensive and effective risk management framework, with clear oversight by senior management, in accordance with international risk governance principles and the requirements of Circular No. 13/2018/TT-NHNN and its amendments.

Supervision of Bank Risk Management	Implementation in practice in 2025
Comprehensive risk management framework	<ul style="list-style-type: none"> - The BOD oversees the development and maintenance of the overall risk management policy framework and specific policies for key risk categories, including credit, market, operational, liquidity, and legal risks. - These policies have been refined into regulations, procedures, guidelines, models, and management tools in accordance with international standards (e.g., Basel III standards) and in compliance with legal regulations, including Circular No. 13/2018/TT-NHNN and related guiding documents.
Monitoring the implementation of risk prevention measures.	<p><i>Practical implementation: Senior management oversight includes monitoring the implementation of risk mitigation measures at all levels of operation, thereby ensuring the quality of the credit portfolio and compliance with the risk limits approved by the BOD.</i></p> <ul style="list-style-type: none"> - Monitor credit quality and portfolio structure by industry, sector, and customer segment; - Apply early warning indicators to identify risks before they exceed thresholds; - Propose and implement solutions to address portfolios or loans showing signs of potential risk; <p><i>Benefits of implementation: Ensures that risks are not only identified but also managed, minimizing the potential impact on the safety and operational efficiency of the Bank.</i></p>
Regular monitoring and management feedback	<p><i>Practical implementation: The Risk Management Committee (PMC) presides over regular meetings to evaluate the implementation of policies and the effectiveness of risk management activities. The evaluation results are presented directly to the BOD.</i></p> <p><i>Benefits of implementation: Helps the BOD provide timely guidance, ensuring strategic decisions balance growth objectives and financial safety, in line with the risk management standards proposed in the OECD Principles.</i></p>
Environmental and social risk management	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - Oversee the development and implementation of sustainable development policies, integrating environmental and social risk management into the credit evaluation and approval process. - 100% of new credit or refinancing proposals undergo environmental and social risk screening and/or evaluation in accordance with internal regulations. <p><i>Benefits of implementation: Enhanced sustainability and compliance with international standards for comprehensive risk management.</i></p>
Address outstanding issues and respond as requested.	<p><i>Practical implementation: Proactively review, address, and rectify shortcomings and limitations identified by the State Bank of Vietnam, independent auditors, and other relevant agencies.</i></p> <p><i>Benefits of implementation: Compliance with legal requirements while ensuring the risk management framework is continuously improved</i></p>

and updated to meet increasingly high standards in Vietnam and internationally.

❖ **Senior management oversight of the BOD' internal evaluation of capital adequacy**

The BOD assumes a comprehensive and strategic oversight role over the Bank's internal capital adequacy evaluation process, ensuring that this process not only complies with legal regulations but also accurately reflects the risk appetite and long-term business strategy.

Monitoring of internal capital adequacy evaluations.	Implementation in practice in 2025
Establishing and approving the ICAAP framework.	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD approves the policies, methods, and guidance documents for the internal capital adequacy evaluation process, ensuring compliance with international risk and capital management standards (such as Basel III) and in accordance with the regulations of the State Bank of Vietnam. - The approved ICAAP framework includes assumptions, scenarios, stress testing, and quantitative/qualitative criteria. <p><i>Benefits of implementation: Ensuring compliance with and adherence to current regulations, establishing a comprehensive evaluation mechanism that accurately reflects the overall risk level and capital requirements.</i></p>
Periodic enforcement monitoring	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD is responsible for organizing and conducting internal evaluations of capital adequacy levels according to the approved policy framework. - The BOD periodically presents reports on capital adequacy and ICAAP evaluation results to the BOD for timely monitoring of capital adequacy levels under various economic conditions and the ability to respond to market fluctuations. The reporting ensures compliance with the regulations stipulated in Circular 13/2018/TT-NHNN as well as other internal reports of the Bank. <p><i>Benefits of implementation: Ensures consistency in practical operations, closely aligning with the BOD' policies, and enhances accountability and capital management discipline throughout the system.</i></p>
Strategy evaluation and assumption analysis	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD reviews the assumptions, scenarios, and simulation results of ICAAP, ensuring that these elements are consistent with the Bank's business strategy and risk appetite. - The BOD requests the BOM Office to conduct verification and update of factors affecting capital when there are significant fluctuations in the economic and financial environment. <p><i>Benefits of implementation: Ensuring alignment between strategy, risk appetite, and capital capacity; enhancing adaptability and flexibility; enabling timely adjustments to capital plans; and strengthening resilience under adverse conditions.</i></p>

<p>Address existing issues and respond to management requests.</p>	<p><i>Practical implementation: Systematizing and addressing existing shortcomings and limitations related to internal capital adequacy evaluations as recommended by the State Bank of Vietnam, independent auditors, and other relevant agencies.</i></p> <p><i>Benefits of implementation: Improved quality of control and capital reserve capacity in high-risk situations.</i></p>
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❖ **Other supervisory activities of the BOD over the BOM**

The BOD exercises broader oversight over the BOM to ensure that the management's competence, operational capabilities, and internal control system function effectively, consistently, and in line with the Bank's development strategy.

Other monitoring activities	Implementation in practice in 2025
<p>Promulgate a system of hierarchical authority.</p>	<p><i>Practical implementation: The BOD issues and regularly reviews a system of hierarchical authority, responsibility, and approval limits for members of the BOM Office. This system is developed to suit the management needs, professional qualifications, skills, and experience of each member.</i></p> <p><i>Benefits of implementation: Maximizing individual capabilities in strategy execution and risk control.</i></p>
<p>Monitoring through Decisions/Resolutions and specialized committees.</p>	<p><i>Practical implementation:</i></p> <ul style="list-style-type: none"> - The BOD' oversight activities are carried out directly through the issuance of Decisions and Resolutions on strategic governance, risk, and operations, as well as indirectly through supporting Committees/Councils such as: <ul style="list-style-type: none"> + Risk Management Committee + HR Committee + Technology Committee - These committees are responsible for advising, conducting in-depth evaluations, and providing regular reports to the BOD on matters within their oversight scope. <p><i>Benefits of implementation: Creates a multi-directional control and feedback mechanism, improves the quality of advisory services, timeliness of feedback, and effectiveness of strategic, risk, and operational management.</i></p>
<p>Internal information exchange and reporting mechanism</p>	<p><i>Practical implementation: Maintain a transparent and consistent information exchange system based on the "three lines of defense" model. Information flows in both directions:</i></p> <ul style="list-style-type: none"> - From the BOD/General Management Board down to the operating units via the management information system; - Feedback from various units/functional units is relayed to the BOD and the General Director through a system of regular and event-based reporting. <p><i>Benefits of implementation: Ensures that all levels of management and relevant individuals have full access to the objectives, strategies, policies, processes, and responsibilities.</i></p>

<p>Managing feedback and handling violations.</p>	<p><i>Practical implementation:</i> The internal reporting platform includes a mechanism for recording and processing information on violations, enabling Compliance (within the Risk Management, Prevention & Control & Information Technology Division) to perform the function of receiving, classifying, and processing issues related to violations of laws, internal regulations, and professional ethical standards.</p> <p><i>Benefits of implementation:</i> Strengthens transparency in governance, promotes rapid feedback and accountability throughout the organization.</p>
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V-5. Activities of Independent Members of the BOD

V-5.1. Introduction to Independent Board Members:

The BOD for the 2023-2028 term has two Independent Members: Mr. Fergus Macdonald Clark and Mr. Matthew Sander Hosford.

<p>Mr. Fergus Macdonald Clark Independent member of the BOD Member of the Risk Management Committee</p>	<p>With 28 years of experience in the finance and banking sector, specializing in risk management, law, and serving as a consultant and senior expert on projects at numerous Vietnamese and international organizations, including 16 years working directly in finance and banking departments, Mr. Fergus Macdonald Clark is currently also a member of the Bank's Risk Management Committee.</p>
<p>Matthew Sander Hosford Independent member of the BOD Member of the Executive Committee <i>*To be elected in a by-election on April 25, 2025</i></p>	<p>Matthew Sander Hosford holds a Master of Business Administration (MBA) from Harvard Business School and a Bachelor of Science from Brigham Young University. He has over 35 years of experience in the banking and finance sector. He previously served as CRO of Santander Bank, Hong Kong; and as a senior banking expert at the International Finance Corporation (IFC), a member of the World Bank. He is also currently a member of the Bank's BOD.</p>

V-5.2. Evaluation of the performance of independent Board members in 2025:

In 2025, the Independent Members of the BOD fully performed their duties and functions, actively and proactively participating in discussions and contributing opinions in written meetings of the BOD and in the activities of the Bank's Risk Management Committee, specifically:

<p>For Mr. Fergus Macdonald Clark</p>	<p>For Mr. Matthew Sander Hosford</p>
<ul style="list-style-type: none"> - Attend all four regular meetings of the BOD in 2025 and participate in written voting on nearly 100 documents requiring written opinions, providing advisory opinions to the BOD (when necessary). - Independent members do not receive any remuneration from subsidiaries, affiliates, or other organizations. - Attend two regular sessions of the Risk Management Committee and participate in written voting on documents submitted for comments via email. 	<ul style="list-style-type: none"> - Since his election on April 25, 2025, Mr. Matthew has fully attended all four regular BOD meetings in 2025 and participated in written voting on 65 written consultations, providing advisory opinions to the BOD (when necessary). - Independent members do not receive any remuneration from subsidiaries, affiliates, or other organizations. - Attend the meetings of the Steering Committee, and participate in voting in writing on documents submitted for comments via email.

<ul style="list-style-type: none"> - Directly engage with members of the BOD and various departments/divisions/operations to share risk management experiences and management models based on international best practices, so that SeABank can consider applying them appropriately to the market. - Participate in training courses/workshops on corporate governance such as: Vietnam Banking Forum: Prospects for Sustainable Credit and Finance. - Attending meetings to review business performance for the first six months of 2025 and to summarize business performance for the whole year of 2025, as well as some briefing meetings of the BOD at the invitation of the General Director; - Attended several meetings and cooperation signing ceremonies with foreign partners both domestically and internationally; visited and worked in France. 	<ul style="list-style-type: none"> - Directly engage with members of the BOD and various departments/divisions/sections to share experiences in international management and finance, particularly in the field of international credit. - Participate in corporate governance training courses/workshops such as "Introduction to the BOD" (VIOD); - Attending the Bank's business performance review meetings for the first six months of 2025 and the overall business performance review for 2025, as well as some briefing meetings of the BOD at the invitation of the General Director; - Attended several meetings and cooperation signing ceremonies with foreign partners both domestically and internationally; visited and worked in the Netherlands.
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V-5.3. Independent member's evaluation of the BOD' performance:

During the performance of its functions and duties, the Independent Members of the BOD assessed the Bank's BOD' activities as follows:

Overall evaluation:

- During the reporting year, the BOD maintained its strategic governance role, closely overseeing the activities of the General Director. Decisions were made on the basis of full information and consideration of the long-term impact on shareholders and stakeholders.
- The BOD regularly reviews important matters within its authority, such as business plans, risk strategies, related-party transactions, asset investments, capital plans, and senior personnel appointments. This review is conducted through regular meetings and written consultations to ensure the timeliness of governance decisions.
- Resolutions are adopted by majority vote, minutes are fully recorded and archived as required, ensuring transparency and verifiability.
- From an independent perspective, the BOD has fulfilled its "fiduciary duty"—acting in the best interests of the Bank and its shareholders, while balancing growth objectives with risk control.

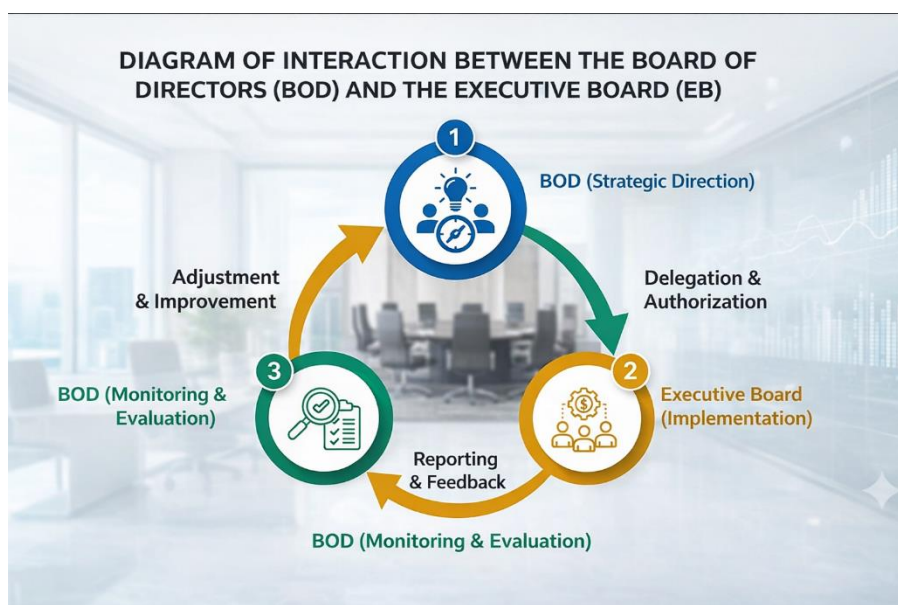
Assessing the BOD' structure and supervisory capacity: the BOD' structure facilitates a balance between supervision and executive support:

Competence	<ul style="list-style-type: none"> - The roles, responsibilities, and scope of authority of the BOD are clearly defined in the Charter, the Internal Regulations on Corporate Governance, and the Regulations on the Organization and Operation of the Bank's BOD. - The regulations are clear, consistent, and ensure compliance with the provisions of the Law on Credit Institutions 2024, the Enterprise Law 2020, and the Securities Law 2019, and acknowledge the good corporate governance practices of VNCG/OECD and ACGS.
Scale	<p>In 2025, the BOD will have a total of 8 members, including:</p> <ul style="list-style-type: none"> - 2/8 Independent Members according to the standards of the Law on Credit Institutions 2024 and 3/8 according to the Enterprise Law 2020 and best practices on corporate governance of VNCG and OECD.

	- 2/8 members are related parties; no board members participate in management, in accordance with relevant laws and regulations, and aiming towards international standards and practices of good governance.
Diversity	In 2025, the BOD elected an additional independent foreign member, Mr. Matthew Sander Hosford. Professional experience: previously worked for IFC, with over 35 years of experience in the banking sector, particularly in credit and bank management.
Independence	The members of the BOD maintain independence in making evaluations and objectivity in making decisions on matters within their authority, especially independence from the Board of Management and major shareholders (currently SeABank has no major shareholders).
Effective	<ul style="list-style-type: none"> - All members of the BOD fully and actively participate in planning, compliance control, and ensuring good corporate governance practices. - The specialized committees operate effectively, supporting the BOD in decision-making. <p><i>*Details are presented in Chapter V-6 Activities of the Committees under the BOD of this Report.</i></p>

Evaluating the operational mechanism:

- In 2025, the BOD held four regular meetings and conducted written consultations on nearly 100 documents. These meetings and consultations were convened and conducted according to a specific schedule, with complete documentation prepared, in compliance with the company's charter and applicable laws. The content of the meetings and the resolutions adopted through written consultations were carefully discussed, evaluated, and approved by the Board members.
- Issues related to strategy, business plans, finance, transactions with related parties of the Bank, risk management strategy/policies, capital increase plans, etc., are all discussed and closely monitored between the BOD and the Board of Management.
- Changes to the budget plan and investment strategy for the Bank's headquarters are conducted independently, with feedback exchanged between the BOD and the Board of Management.



- The relationship between the BOD and the General Director reflects the principle: BOD sets the direction – General Director implements – BOD supervises.

Evaluating the results of management and supervision:

- Overall, the BOD has performed well in implementing the plans, policies, and strategic directions set forth by the General Meeting of Shareholders.

- The BOD has complied with corporate governance regulations, convened regular meetings, and conducted written consultations to pass resolutions in order to promptly direct and issue decisions appropriate to the actual situation.
- The BOD has fulfilled its role and responsibilities in directing, supporting, and supervising the Board of Management in implementing the contents approved by the General Meeting of Shareholders and the BOD, ensuring compliance with legal regulations while harmonizing the interests of the Bank and its shareholders.
- The BOD also regularly attends the Board of Management's regular and extraordinary meetings. Important decisions of the BOD are analyzed, debated, and consulted with members of the BOD/Chairman of the BOD to ensure the Bank's best interests are protected.
- Board members proactively identify their roles and responsibilities in supporting the Board of Management and share experiences, interact, and exchange information with the Board of Management regarding corporate governance practices.

This mechanism helps the BOD improve the quality of governance decisions; reduce the risk of information asymmetry; and ensure control without reducing operational

V-6. Activities of the Committees reporting to the BOD in 2025

In 2025, the Risk Management Committee and the Human Resources Committee, reporting to the BOD, will continue to be strengthened according to the structure of the BOD for the 2023-2028 term and the personnel of the General Director, closely adhering to the internationalization orientation and aiming to approach current international standards, conditions, and practices in the market.

The Risk Management Committee and the Human Resources Committee have also performed their functions and duties in accordance with the law and regulations of SeABank; advising and assisting the BOD in key areas of the Bank, helping the BOD make appropriate and specific decisions:

V-6.1. Risk Management Committee

□ Functions and responsibilities of the Risk Management Committee:

- Advising the BOD on the following matters:
 - + Develop and implement risk management policies.
 - + To issue procedures and policies within the authority of the BOD related to risk management in banking operations in accordance with the law and the Charter of SeABank.
 - + Address and rectify shortcomings and limitations in risk management in accordance with the requirements and recommendations of the State Bank of Vietnam, independent auditing organizations, and other relevant authorities.
 - + The BOD has the authority to approve investments, related transactions, governance policies, and risk management plans within the scope of its functions and responsibilities.
 - + Senior management oversight of internal evaluations of legally required capital adequacy.
 - + Other matters will be determined by the BOD.
- Review and evaluate the suitability and effectiveness of the Bank's current risk management processes and policies to advise and make recommendations to the BOD on necessary changes to current processes and policies, operational strategies, and risk mitigation plans within the scope of functions and duties assigned by the BOD.
- Analyze and provide warnings about the bank's safety level in the face of potential risks and potential threats, and suggest preventive measures against these risks in both the short and long term.

- For sustainable development:
 - + Advising the BOD on the following matters:
 - ✓ Managing socio-economic risks and promoting sustainable development in credit and investment activities.
 - ✓ Issuing policies on environmental and social risk management falls under the authority of the BOD as stipulated by law and SeABank's charter.
 - + Monitoring and evaluating the effectiveness of implementing policies/regulations on environmental and social risk management.
 - + Propose to the BOD a plan to improve the effectiveness of the social and environmental risk management system within the scope of functions and duties assigned by the BOD.
- Other tasks as decided by the BOD from time to time must comply with legal regulations.

□ **Results of the Risk management Committee's operations in 2025**

Activities	Details and implementation results
Develop a program and action plan for 2025.	<p><i>Objectives: To assess the implementation of resolutions from the meeting, plan tasks for the next period, review risk management, and address other related issues.</i></p> <p><i>Result: The Risk Management Committee approved the 2025 action plan with the following focus:</i></p> <ul style="list-style-type: none"> - Control credit risk, enhance early warning systems and debt recovery; - Improve the monitoring of collateral assets; - Complete and improve regulations, risk management tools, and GRC systems; - Strengthen training and communication on risk identification for business units; - Ensure compliance with risk appetite, internal limits, and State Bank of Vietnam requirements throughout the system.

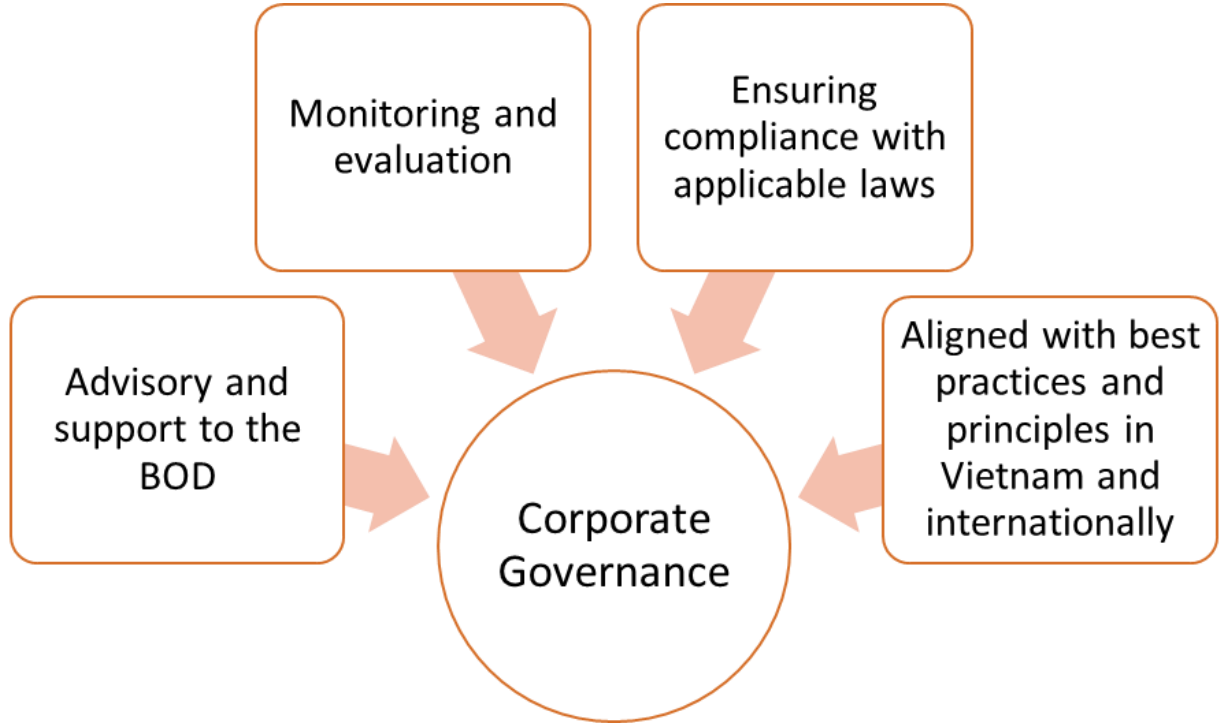
<p>The Risk Management Committee holds regular meetings every six months.</p>	<p>Results of the implementation of the Risk Management Committee's meeting in 2025:</p> <ul style="list-style-type: none"> - Continue to implement risk management measures in a coordinated manner throughout 2025 in accordance with the BOD' direction, ensuring compliance with the Law on Credit Institutions 2024, the Circulars of the State Bank of Vietnam, and aligning with the goal of safe and sustainable business growth. - Review, update, and refine internal documents, especially those under the authority of the BOD; strengthen monitoring of compliance with credit guidelines, limits, and risk appetite. - Implement programs to enhance the capacity to assess and evaluate existing credit products, with a particular focus on cashless payment products, in order to shorten the lending process, align with the digital transformation plan, and ensure the security and safety of payment operations. - Implement close credit monitoring for customer segments, products, and regions according to the targets in the Credit Orientation 2025 and the quarterly Risk Management Committee reports. - Proactively review, detect, and provide early warnings of risks related to credit granting activities, especially in the area of credit granting via cards, in order to meet the Bank's card development strategy. - Many key credit and data-related risk management projects have been completed and put into operation, including: an automated debt classification system, a credit rating model, an early warning system, CIC reporting as required, and an upgraded risk management database (Risk Datamart), contributing to improved risk monitoring and reporting efficiency. - Market risk management, operational risk management, and capital safety continue to be prioritized; ensuring compliance with safety ratios, managing capital according to risk appetite, and gradually implementing Basel III standards. - Regarding sustainable development: Continue to improve the environmental and social risk management system (ESMS), and develop policies and programs to promote green credit, linked to sustainability goals.
<p>The organization is seeking input from members of the Risk Management Committee.</p>	<p><i>Objective: To advise and support the BOD in issuing/amending/supplementing procedures and policies within the Board's authority.</i></p> <p><i>Results: The organization sought feedback on the processes and policies related to SeABank's operational risk management, including:</i></p> <ul style="list-style-type: none"> - Credit risk management strategy at SeABank - Operational Risk Management Strategy at SeABank - Market Risk Management Strategy at SeABank - Interest Rate Risk Management Strategy on the Bank Book at SeABank - Sustainable Development Strategy at SeABank - Risk appetite at SeABank for the period 2026-2030 - Report on the capital plan and allocation for 2025
<p>Regular reporting and monitoring (quarterly)</p>	<ul style="list-style-type: none"> - The Risk Management, Planning & Information Technology (PMI) block is responsible for preparing internal risk management reports and submitting them to the Risk Management Committee (through the PMI secretary). - Some of the report's contents that will be implemented in 2025 include: <ul style="list-style-type: none"> + Key risk categories (credit risk, market risk, interest rate risk on the banking book, liquidity risk, liquidity risk); + Capital Adequacy Ratio (CAR) Report; + Report on anti-money laundering efforts...

	- This provides the Risk Management Committee with a basis for conducting evaluations and advising the BOD on the bank's risk management.
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V-6.2. HR Committee

□ **Functions and responsibilities of the HR Committee**

- Regarding sustainable development: advising and assisting the BOD in corporate governance and monitoring and evaluating corporate governance practices, ensuring compliance with current laws on corporate governance of the Bank and aiming towards good corporate governance principles and practices in Vietnam and internationally.



- Research, advise, and submit for approval to the BOD on the following matters:
 - The size and structure of the BOD and the executive management are appropriate to the scale of operations and the development strategy of the Bank;
 - Handling personnel issues arising during the process of electing, appointing, dismissing, and removing members of the BOD, Supervisory Board, and Bank Executives in accordance with the law and the Bank's charter.
 - The bank's human resources strategy, budget, and succession plan.
 - The appointment and dismissal procedures, as well as the salaries, bonuses, benefits, and welfare applicable to positions under the BOD' authority, are governed by law and SeABank's charter in accordance with regulations in each period.
 - The BOD has the authority to issue internal regulations of the bank regarding salaries, remuneration, bonuses, personnel selection procedures, training, and other benefits policies for the bank's executives, officers, and employees.
- Implement a system of regular or ad hoc reporting on daily activities and issues arising in the performance of the Committee's functions and duties.

□ **Results of the HR Committee's activities in 2025**

Work	Details and implementation results
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<p>Providing advice and support on organizational restructuring.</p>	<p>Complete the restructuring of the organizational structure of the Units in accordance with the development strategy and business orientation objectives, including:</p> <ul style="list-style-type: none"> + Treasury & Financial Markets Division; + Investment Division; + Large Corporate Banking Division; + Corporate Banking Division; + Retail Banking Division; + Business Transformation & Digital Services Division for Retail banking Division; + Risk Management, Legal & Compliance Division; + International Strategy & Finance Division; + Human Resources Management & Development Department.
<p>Providing advice and assistance regarding the recruitment, appointment, and dismissal of positions within the authority of the BOD.</p>	<ul style="list-style-type: none"> - Advising the BOD on the proposal to the General Meeting of Shareholders to elect an additional Independent Member of the BOD for the 2023-2028 term is Mr. Matthew Sander Hosford - a member with extensive experience in finance and sustainable development, and a long tenure at IFC. - Advising the BOD on the appointment of two Division Directors to the position of Deputy General Director; dismissing and appointing key positions at SeABank's subsidiaries and project teams, including: <ul style="list-style-type: none"> + Appointing Mr. Le Thanh Hai – Director of the Retail banking Division – to the position of Deputy General Director. + Appointing Mr. Bui Quoc Hieu – Director of the Credit Approval Division – to the position of Deputy General Director. + Mr. Vu Dinh Khoan has resigned from his position as General Director of SeABank AMC. + We have appointed Mrs. Nguyen Thanh Ngoc to the position of General Director of SeABank AMC. + Eight management positions at SeABank have been terminated based on the Capital Transfer Agreement between SeABank and AEON Financial dated October 20, 2023; + Appointing members of the Steering Committee for the Vertical Business Model Project. - Advising the BOD on the appointment and dismissal of Branch Managers at SeABank, including: Quang Ninh Branch; Can Tho Branch, Saigon Branch, Dong Nai Branch, Binh Phuoc Branch, Long An Branch, Binh Chanh Branch...
<p>Providing advice on annual human resource policies</p>	<ul style="list-style-type: none"> - Several human resource policies were advised and implemented according to plan, effectively promoting appreciation and increasing benefits for employees, notably:

and performance evaluation/incentive policies.	<ul style="list-style-type: none"> + PVICare Health Insurance Policy 2025; + Periodic health check-ups in 2025; + The program for evaluating competence, planning, and appointing employees according to a periodic career path in 2025...; + Welfare policy to celebrate the Bank's 31st anniversary. - The KPI system continues to be implemented and targets are assigned according to the business plan, closely aligned with the Bank's strategic development direction for 2025. Simultaneously, effectiveness is evaluated, and policies such as KPIs and supplementary sales bonuses for sales staff are adjusted and updated to promote superior efficiency and productivity, consistently aligning with the 2025 business goals and plans for each segment.
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V-6.3. Technology Committee

□ Functions and responsibilities of the Technology Committee

According to Decision No. 703/2024/QĐ-HĐQT issued on August 19, 2024, regarding the establishment of the Technology Committee directly under the BOD, the functions and duties of the Technology Committee include:

- To advise and assist the BOD in approving development strategies, projects, and budgets (including but not limited to the scale and structure of investments) related to the Bank's technology and digital banking.
- Monitor and evaluate the aforementioned strategies and projects, ensuring they are consistent with the actual situation, scale of operations, and development strategy of the Bank, the approved investment budget for each period, and aligned with the Bank's overall development strategy.
- The BOD will appraise and evaluate projects, plans, and investment schemes in technology and digital banking under its authority before approving and directing the implementation of these projects, plans, and schemes, in accordance with the law and SeABank's Charter.
- Advise the BOD on transformation programs to implement the Bank's technology and digital banking strategies and projects in each period.
- Advise the BOD on handling technology and digital banking issues arising during operations in accordance with the law and the bank's charter.
- Conduct research and advise the BOD on the issuance of internal regulations of the bank within the Board's authority regarding mechanisms and policies related to technology and digital banking in each period.
- Implement a system of regular or ad hoc reporting on daily activities and issues arising in the performance of the Committee's functions and duties.

□ Results of the Technology Committee's activities in 2025

The Technology Committee has held numerous meetings to evaluate proposals from the Business Units and the Information Technology and Communications Unit regarding the implementation of new information technology projects/items in 2025. The approved projects aim to achieve the following four key objectives:

Ensure a stable operational foundation and compliance

- Fully and timely respond to the requirements of the law and State management agencies.
- Invest in and modernize essential IT infrastructure, ensuring continuous, stable, and safe system operation.

Promote growth and enhance competitiveness

- Apply new technologies to develop products and services with competitive value, meeting business growth goals.
- Digitize and improve the customer journey, delivering a superior service experience.

Optimize operations and improve efficiency

- Automate manual procedures and operational tasks to reduce errors, save costs, and increase labor productivity.

Strengthen risk management and internal control

- Build an integrated, comprehensive governance, risk, and compliance (GRC) internal control system.
- Upgrade the early warning and credit information system.

V-7. Training and certification related to Corporate Governance

Corporate governance training at SeABank is primarily conducted through internal training and leadership and management development to implement the Bank's corporate governance strategies, policies, and regulations.

- (i) As of December 2025, 6 out of 8 members of the BOD have undergone intensive training in Corporate Governance of the Bank, including:

ST T	Full name	Job title	Training courses attended
1.	Le Van Tan	Chairman of the Board	The ESG Integrated Board Member Certification Program
2.	Khuc Thi Quynh Lam	Vice Chairman of the BOD	The ESG Integrated Board Member Certification Program
3.	Tran Thi Thanh Thuy	Board Member	The ESG Integrated Board Member Certification Program
4.	Fergus Macdonald Clark	Independent member of the BOD	The ESG Integrated Board Member Certification Program
5.	Mathew Nevil Welch	Board Member	The ESG Integrated Board Member Certification Program
6.	Matthew Sander Hosford (*)	Independent member of the BOD	The ESG Integrated Board Member Certification Program

(*) Mr. Matthew Sander Hosford has been elected as an additional Independent Member of the Bank's BOD effective April 25, 2025.

(ii) By December 2025, the team of Corporate Secretaries – the support staff of the BOD – will have participated in intensive training on Corporate Secretarial work integrated with ESG, including:

No.	Full name	Job title
1.	Vu Quoc Tuan	Deputy Director in charge of the BOD Office and Company Secretary, Person in charge of Corporate Governance
2.	Dao Minh Nguyet	Deputy Director of the BOD Office and Company Secretary, Person in Charge of Corporate Governance
3.	Hoang Tuyet Mai	Head of Corporate Governance Secretariat – BOD Office, also serving as Company Secretary, Corporate Governance Officer
4.	Nguyen Thi Ngoc	Deputy Head of Corporate Administration Secretariat – BOD Office

(iii) In 2025, the BOD members, along with the Corporate Governance Secretaries – BOD Office, Supervisory Board, and Internal Audit Department, will also attend specialized, in-depth courses/workshops on corporate governance and promoting sustainable transformation, including but not limited to:

No.	Course/Forum	Content	Object	Number of people participating in training
1.	Vietnam Banking Forum: Prospects for Sustainable Credit and Finance	Discussing credit prospects and ESG trends in the Vietnamese banking system, challenges including gaps in the legal and regulatory framework, and data limitations.	Board Member	01
2.	ESG Pioneers Course – Driving Sustainable Transformation 2025	Equip yourself with the knowledge and tools to successfully implement an ESG strategy, design an ESG management system linked to KPIs, prepare internationally standardized reports (GRI, IFRS), and leverage opportunities from green trends to enhance competitiveness and long-term development, turning responsibility into advantage.	Corporate Administration Secretary	02
3.	Listed Companies Conference 2025	Report "Status of Listed Companies, Summary of the 2025 Listed Company Awards"	- Member of the BOD - Corporate Administration Secretary	03

No.	Course/Forum	Content	Object	Number of people participating in training
4.	Workshop “Boards of Directors Shaping the Future: Perspectives from Digital Governance and Sustainable Development”	Focusing on key themes such as the guiding and leading role of the BOD in promoting technology linked to sustainable development; how the BOD and the Board of Management apply digital technology and AI in strategy development and strategic decision-making, forecasting trade disruptions and optimizing supply chains.	Board Member	03
5.	Annual Forum on Corporate Governance	The focus of the discussion was on an action plan with a breakthrough spirit from the BOD, starting with awareness and a change in approach to defining Trust and Reputation – two non-financial elements in competitiveness and increasing business value.	Corporate Administration Secretary	02
6.	Director Talk (VIOD) Seminar	The central role of the BOD is to review and evaluate the company's risk management policies and procedures.	Corporate Administration Secretary	02
7.	Director Talk (VIOD) Seminar	Climate Change Governance and the Role of the BOD: Lessons from Southeast Asia & Directions for Vietnamese Businesses – The Role of the BOD in Climate Change Governance in Southeast Asia	<ul style="list-style-type: none"> - Member of the BOD - Corporate Administration Secretary 	04
8.	Director Talk (VIOD) Seminar	Attracting Investment Through the Vietnamese Stock Market & the Journey to International Ranking Upgrade	<ul style="list-style-type: none"> - Member of the BOD - Corporate Administration Secretary 	04
9.	Director Talk (VIOD) Seminar	An event to celebrate and commemorate the 8-year	- Member of the BOD	04

No.	Course/Forum	Content	Object	Number of people participating in training
		journey of co-creation and enhanced governance.	- Corporate Administration Secretary	
10.	Director Talk (VIOD) Seminar	Countervailing Taxes: A Perspective from the BOD	- Member of the BOD - Corporate Administration Secretary	04
11.	The workshop was jointly organized by the State Securities Commission of Vietnam (UBCKNN) and VIOD, HOSE, and HNX.	Seminar: “Resolution 68-NQ/TW on the Development of the Private Economy: What Opportunities for Listed Companies and Public Companies?”	- Member of the BOD - Corporate Administration Secretary	02
12.	In-depth program on the 8th Audit Committee Meeting (ACMP8)	- Focus on providing detailed and in-depth training on the structure, functions, powers, and responsibilities of the Audit Committee in accordance with current legal regulations, including implementing guidelines and relevant decrees. - Sharing best practices from leading Vietnamese businesses to help members effectively apply the Audit Committee model in their organizations.	- Member in charge of the Supervisory Board - Head of Internal Audit Department	02
13.	In-depth program on the 9th Audit Committee Meeting (ACMP9)	- Focus on providing detailed and in-depth training on the structure, functions, powers, and responsibilities of the Audit Committee in accordance with current legal regulations, including implementing guidelines and relevant decrees. - Sharing best practices from leading Vietnamese businesses to help members effectively	Supervisory Board Member	01

No.	Course/Forum	Content	Object	Number of people participating in training
		apply the Audit Committee model in their organizations.		

(iv) Some typical management training programs implemented by SeABank to enhance risk management capabilities for its sales force at business units include training courses guiding the procedures and regulations for assessing environmental and social risks for:

- + Sales staff for the Corporate Banking segment, from Specialist to Team Leader level.
- + Director of Corporate Relations;
- + Specialist in evaluating Corporate Clients, Large Corporate Clients, Investments, and Financial Institutions.

V-8. Supervisory Board

V-2.1. Members of the Supervisory Board in 2025

No.	Supervisory Board Member	Position	Experience/Expertise	Number of shares owned	Shareholding percentage
1.	Mr. Nguyen Ngoc Quynh	Head of the Supervisory Board	Bachelor of Economics - Banking Academy	1.238.989	0,0435%
2.	Mr. Nguyen Thanh Luan	Specialized members of the Supervisory Board	Bachelor of Economics, specializing in Investment Economics - National Economics University.	194.782	0,0068%
3.	Mrs. Vu Thu Thuy	Specialized members of the Supervisory Board	Master of Business Administration in Finance - University of Southern Columbia.	20.000	0,0007%
4.	Mrs. Vu Thi Ngoc Quynh	Supervisory Board Member	Master of Business Administration - University of California Miramar, USA.	8.009.737	0,2815%
5.	Mr. Luong Duy Dong	Supervisory Board Member	Bachelor of Accounting and Auditing - National Economics University.	42.623	0,0015%

**List of Supervisory Board members as of December 31, 2025*

V-2.2. Activities of the Supervisory Board in 2025

The Supervisory Board has held monthly meetings to review, evaluate, and approve the monthly inspection report submitted to the BOD; and to discuss and approve the operational plan for the following month.

In 2025, the Supervisory Board held 11 meetings with the full participation of all members. Specifically:

□ **Members of the Supervisory Board who attend regular meetings:**

No.	Supervisory Board Member	Number of meetings attended	Meeting attendance rate	Voting ratio	Reasons for not attending the meeting.
1.	Mr. Nguyen Ngoc Quynh	11	100%	100%	-
2.	Mrs. Vu Thi Ngoc Quynh	11	100%	100%	-
3.	Mrs. Vu Thu Thuy	11	100%	100%	-
4.	Mr. Nguyen Thanh Luan	11	100%	100%	-
5.	Mr. Luong Duy Dong	11	100%	100%	-

□ **2025 Supervisory Board Meetings**

The content of the 11 meetings is as follows:

- (i) Summarize quarterly activities and plan for the next quarter;
- (ii) Assigning tasks to members of the Supervisory Board;
- (iii) Through the annual audit plan and ad-hoc audit plan;
- (iv) Based on the results of the financial statement audit;
- (v) Through the content of the document outlining the high-level oversight of the Supervisory Board over internal audit;
- (vi) Through other specific content.

STT	List of scheduled meetings	Content	Result
1	Minutes of Meeting No. 1	<ul style="list-style-type: none"> - Report on the Supervisory Board's performance in Q4/2024 and Report on the members' activity plans for Q1/2025. - Assign tasks to the Supervisory Board members and implement the Supervisory Board's operational plan and tasks for the first quarter of 2025. 	<ul style="list-style-type: none"> - Agree on the action plan and tasks of the members for the first quarter of 2025.
2	Minutes of Meeting No. 2	<ul style="list-style-type: none"> - Minutes of the Supervisory Board meeting regarding the discussion of supplementary remuneration for Supervisory Board members in 2024. 	<ul style="list-style-type: none"> - Through the application of supplementary remuneration in 2024 for members of the Supervisory Board.
3	Minutes of Meeting No. 3	<ul style="list-style-type: none"> - Minutes of the Supervisory Board meeting regarding the assignment of tasks to the Internal Audit Department. 	<ul style="list-style-type: none"> - Through the content of the Internal Audit Department's work assignment.

4	Minutes of Meeting No. 4	<ul style="list-style-type: none"> - Report on the Supervisory Board's performance in Q1/2025 and Report on the members' activity plans for Q2/2025. - Assigning tasks to the Supervisory Board members and implementing the Supervisory Board's operational plan and duties for the second quarter of 2025. - Review of the 2024 Financial Statements. 	<ul style="list-style-type: none"> - Agree on an action plan for the members in the second quarter of 2025. - Review of the 2024 Financial Statements.
5	Minutes of Meeting No. 5	<ul style="list-style-type: none"> - Bachelor's degree holders attended the 8th Advanced Training Course on the Audit Committee (ACMP8). 	<ul style="list-style-type: none"> - It was unanimously agreed to send Mr. Nguyen Thanh Luan (specialized member of the Supervisory Board) and Mr. Tran Anh Dung (Head of Internal Audit Department) to attend the 8th Advanced Training Course on the Audit Committee (ACMP8).
6	Minutes of Meeting No. 6	<ul style="list-style-type: none"> - Minutes of the Supervisory Board meeting regarding the implementation of high-level supervision by the Supervisory Board over the Internal Audit Team on a periodic basis. 	<ul style="list-style-type: none"> - Through the issuance of guidelines for the Supervisory Board's high-level supervision of the Internal Audit Team on a case-by-case basis.
7	Minutes of Meeting No. 7	<ul style="list-style-type: none"> - Bachelor's degree holders will attend the 9th Advanced Training Course on the Audit Committee (ACMP9). 	<ul style="list-style-type: none"> - It was unanimously agreed to send Mr. Luong Duy Dong (member of the Supervisory Board) to attend the 9th Advanced Training Course on the Audit Committee (ACMP9).
8	Minutes of Meeting No. 8	<ul style="list-style-type: none"> - Minutes of the Supervisory Board meeting regarding the selection of an independent auditing firm for 2025 and 2026. 	<ul style="list-style-type: none"> - Present to the General Meeting of Shareholders for approval of the selection of an independent auditing firm for 2025 and 2026.
9	Minutes of Meeting No. 9	<ul style="list-style-type: none"> - Report on the Supervisory Board's performance in Q2/2025 and Report on the members' activity plans for Q3/2025. - Assign tasks to the Supervisory Board members and implement the Supervisory Board's operational plan and tasks for the third quarter of 2025. 	<ul style="list-style-type: none"> - To finalize the action plan of the members for the third quarter of 2025 and to direct the review of the financial statements for the first six months of the year.
10	Minutes of Meeting No. 10	<ul style="list-style-type: none"> - Review of the financial statements for the first six months of 2025. 	<ul style="list-style-type: none"> - Review of the financial statements for the first six months of 2025.
11	Minutes of Meeting No. 11	<ul style="list-style-type: none"> - Report on the Supervisory Board's performance in Q3/2025 and Report on the members' activity plans for Q4/2025. 	<ul style="list-style-type: none"> - Agree on an action plan for the members in the fourth quarter of 2025.

		- Assign tasks to the Supervisory Board members and implement the Supervisory Board's operational plan and tasks for the fourth quarter of 2025.	
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□ ***The Supervisory Board's oversight activities over the BOD, the Executive Management, and shareholders.***

- The Supervisory Board's oversight of the BOD and the General Director is carried out regularly and on specific topics, based on the Government's and the State Bank of Vietnam's operational guidance regarding the activities of credit institutions related to:
 - ✓ Implementing monetary, credit, and foreign exchange policies,
 - ✓ Anti-money laundering and counter-terrorism financing,
 - ✓ Combating corruption,
 - ✓ Enhance management, operational, and risk management capabilities.
 - ✓ Enhancing financial capacity and ensuring the safety of banking operations...
- The Supervisory Board monitors the BOD' full and timely implementation of the State Bank of Vietnam's policies, directives, and resolutions of the General Meeting of Shareholders through the issuance of resolutions and directives on business objectives, targets, and key tasks. It also monitors the establishment of committees under the BOD in accordance with the law and their effective role in the Bank's governance.
- The Supervisory Board oversees the BOD in organizing and implementing tasks and business plans in accordance with the direction of the General Meeting of Shareholders and the BOD. It ensures that the BOD' operational responsibilities are clearly assigned to each business unit. Simultaneously, it continuously reviews internal regulations to standardize the internal document system and ensures timely updating of regulations from the State Bank of Vietnam and relevant laws, thereby ensuring the smooth, safe, and efficient operation of the Bank.
- The Supervisory Board monitors the BOD' implementation of the Restructuring Plan associated with handling bad debts for the period 2021-2025 through the internal information system (Activity Reports, Monitoring Reports from Units at levels 1 and 2).

□ ***Coordination of activities between the Supervisory Board and the BOD, the Executive Management Board, and other management personnel:***

- The Supervisory Board has participated in the regular meetings of the BOD and the briefing meetings of the General Director. The BOD and the General Director ensure the provision of information and documents on the management, operation, and business activities of the Bank, serving the functions and duties of the Supervisory Board.
- The Supervisory Board and Internal Audit organize meetings to promptly inform and work with the BOD and the General Director to make decisive decisions and directives to prevent and address shortcomings in operations, contributing to improving the capacity of the internal control system, perfecting regulations, improving processes and products, managing business risks, and enhancing the management and operational capacity of the system.
- The BOD and the Board of Management have made efforts to address the shortcomings as recommended by the Supervisory Board and the Internal Auditor, creating favorable conditions for the Supervisory Board to perform its duties.
- Strengthen the coordination and information exchange mechanism between the Supervisory Board, the BOD, and the General Director through the internal information reporting system, and send representatives to attend committee/subcommittee meetings as invited guests.

- The Internal Audit Department is directed to continue coordinating with the Divisions/Departments/Sections to develop the Risk Management and Compliance Software project. This is a process flow and data integration (GRC) software designed to apply IT/automation in operational activities, forecast risk trends, and store data for management purposes, professionalizing operations.

□ ***Other activities of the Supervisory Board:***

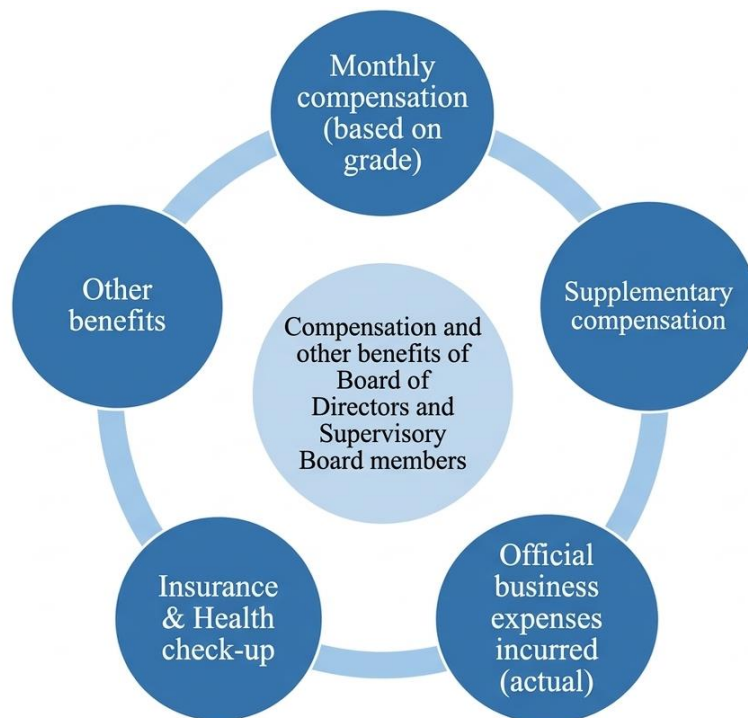
During the period, the Supervisory Board also performed several other functions and duties as follows:

- In fulfilling its senior management oversight function over internal audit as stipulated in Circular 13/2018/TT-NHNN, the Supervisory Board urged the Internal Audit Department to complete its annual audit plan during the period.
- The Supervisory Board directs the Internal Audit Department to continue implementing the Quality Assurance & Improvement Program for Internal Audits (QAIP) to meet the requirements and expectations of foreign partners in international cooperation, in accordance with Standard IIA (Association of Internal Auditors of the United States).
- The Supervisory Board directed the Internal Audit Department to continue coordinating with the Risk Management and Prevention & Control Division to develop Control Point Effectiveness Evaluation (MCA) sets based on the COSO standard internal control model, aiming to affirm SeABank's position in the international market.
- Conduct an evaluation and submit to the General Meeting of Shareholders a list of independent auditing firms qualified to audit the financial statements for selection in accordance with the law.
- Monitor, compile a list of related parties, and review transactions involving related parties of the Bank in accordance with the current Enterprise Law and Law on Credit Institutions.
- Review of the Bank's 2024 Financial Statements and the 6-month Financial Statements of 2025.
- Instruct the Internal Audit Department to assess risks and develop an audit plan for 2026. The internal audit plan will be updated with criteria for assessing the materiality of SeABank's operations, issues as required by competent state agencies, and issues of public concern. Prepare periodic and ad hoc reports as required by the State Bank of Vietnam and regulatory agencies.
- Implement enhanced control measures in accordance with the directives issued by the State Bank of Vietnam.

V-9. Salaries, remuneration and benefits for the BOD, Supervisory Board, and Internal Audit Office

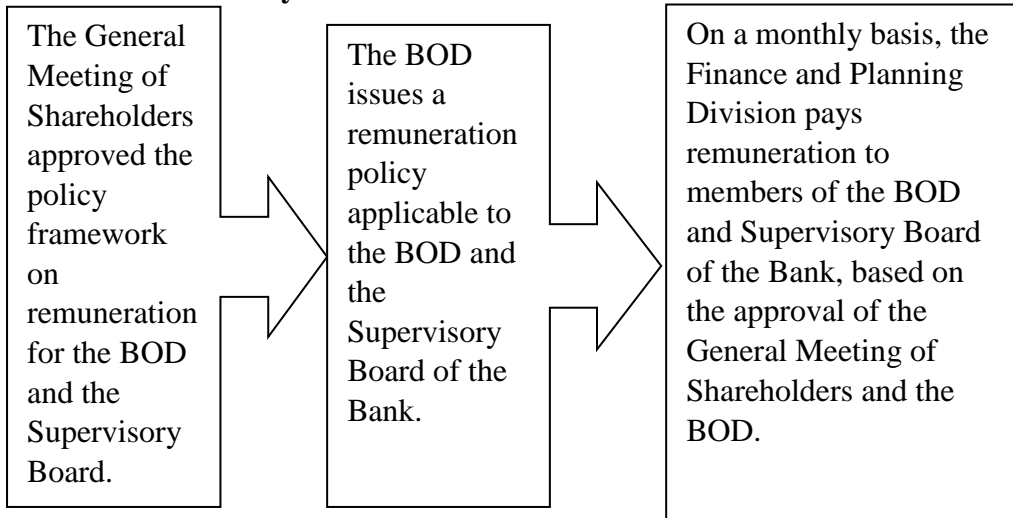
V-9.1. Mechanism for determining salary, remuneration and benefits

The remuneration of the BOD and Supervisory Board of the Bank is approved by the General Meeting of Shareholders. Based on the approval of the General Meeting of Shareholders, the BOD has issued Regulation No. 246/2023/QĐ-HĐQT on the remuneration regime of the BOD and Supervisory Board of the Bank.



- *Monthly remuneration: The remuneration framework for members of the BOD and Supervisory Board is structured into 7 levels and 9 tiers to ensure appropriate classification based on competence, contribution to the Bank, and actual circumstances.*
- *Additional compensation:*
 - + For board members holding the positions of Chairman of the Board, Standing Vice Chairman of the Board, Vice Chairman of the Board, or independent board members, an additional coefficient corresponding to their position will be added according to the prescribed ratios. For full-time board members, a maximum of 50% of the remuneration of part-time members of the same rank will be added, according to the corresponding salary scales.
 - + For members of the Supervisory Board who hold the position of Head of the Supervisory Board or are full-time members of the Supervisory Board, an additional coefficient corresponding to their position will be added as prescribed.
 - + The regulations also specify the principles for managing, paying remuneration, bonuses, and other benefits to the BOD and Supervisory Board; and the performance-based bonuses and other benefits applicable to members of the Bank's BOD and Supervisory Board.
- *Supplementing the benefits scheme: In 2025, the BOD approved amendments and additions to several articles of the Regulations on the remuneration of the BOD and Supervisory Board of the Bank No. 246/2023/QĐ-HĐQT. Accordingly, regulations on welfare policies applicable to members of the BOD and Supervisory Board were added, including:*
 - + Official expenses incurred when performing specific, unexpected, or regularly assigned tasks;
 - + PVICare insurance benefits and annual general health check-ups are provided for each job title;
 - + Other benefits are subject to regulations applicable from time to time.

V-9.2. Remuneration Payment Procedure



V-9.3. Remuneration and operating expenses of the BOD, Supervisory Board, and General Management Board.

The BOD and the Supervisory Board receive different remuneration/salaries and other benefits, specifically:

Regarding compensation/salaries and operating expenses:

No.	Content	2025 (million VND)	Note
A	Total remuneration (*), bonuses and other benefits of the BOD and Supervisory Board in 2025 (**)	45,065	
1	Remuneration of the BOD (“BOD”)	29,403	
1.1	Mr. Le Van Tan - Chairman of the BOD	7,000	
1.2	Madame Nguyen Thi Nga - Standing Vice Chairperson of the BOD	6,300	
1.3	Ms. Le Thu Thuy - Vice Chairperson of the BOD	5,600	
1.4	Mrs. Khuc Thi Quynh Lam - Vice Chairperson of the BOD	3,402	
1.5	Mr. Mathew Nevil Welch – Member of the BOD	1,752	
1.6	Mr. Fergus Macdonald Clark – Independent Member of the BOD	1,885	
1.7	Mrs. Tran Thi Thanh Thuy - Member of the BOD	2,414	
1.8	Mr. Matthew Sander Hosford – Independent Member of the BOD	1,050	Elected to the position of Independent Member of the BOD on April 25, 2025.
2	Remuneration of the Supervisory Board (“BKS”)	9,219	

No.	Content	2025 (million VND)	Note
2.1	Mr. Nguyen Ngoc Quynh - Head of the Supervisory Board	3,080	
2.2	Mrs. Vu Thi Ngoc Quynh – Member of the Supervisory Board	1,540	
2.3	Mr. Nguyen Thanh Luan – Member of the Supervisory Board	1,827	
2.4	Mrs. Vu Thu Thuy – Member of the Supervisory Board	1,512	
2.5	Mr. Luong Duy Dong – Member of the Supervisory Board	1,260	
3	Other benefits for the BOD and the Supervisory Board	6,689	
3.1	PVI Care Health Insurance	522	
3.2	health check-up	246	Expenses incurred in 2025 are recorded in 2026.
3.3	Other expenses	5,921	
B	Salaries, bonuses and other benefits of the General Director and other managers (**)	45,123	

(*) The fees and salaries are figures after personal income tax has been deducted.

V-9.4. Plan for payment of remuneration, other benefits and operating expenses of the BOD and Supervisory Board in 2026

Based on the regulations regarding remuneration and expenditure of the BOD and Supervisory Board that have been issued, and after evaluating the business targets and personnel plan of the BOD and Supervisory Board for 2026, the BOD proposes that the General Meeting of Shareholders approve the total remuneration, bonuses, and operating expenses for the BOD and Supervisory Board for 2026 as follows:

No.	Content	Total Budget for 2026
1	Total remuneration, bonuses, and other operating budget of the BOD.	1.2% Pre-tax profit in 2026
2	Total remuneration, bonuses, and other operating budget of the Supervisory Board.	0.6% Pre-tax profit in 2026
	Total	1.8% Pre-tax profit in 2026

Based on this budget plan and in order to implement the above resolution,

- (i) The BOD shall decide/approve/issue (including amendments, additions, and replacements) regulations on remuneration, expenditures, bonuses, and other benefits for members of the BOD and members of the Supervisory Board of SeABank, and the remuneration levels of the members of the BOD shall be consistent with the budget plan of the BOD and the Supervisory

Board approved by the General Meeting of Shareholders and other relevant regulations of SeABank in each period;

- (ii) The Supervisory Board determines the remuneration of its members, ensuring it aligns with the budget plan of the BOD and the Supervisory Board, as approved by the General Meeting of Shareholders, and other relevant regulations of SeABank in each period.

V-10. BOD' Evaluation of Corporate Governance and Plan for Improving Governance Capabilities

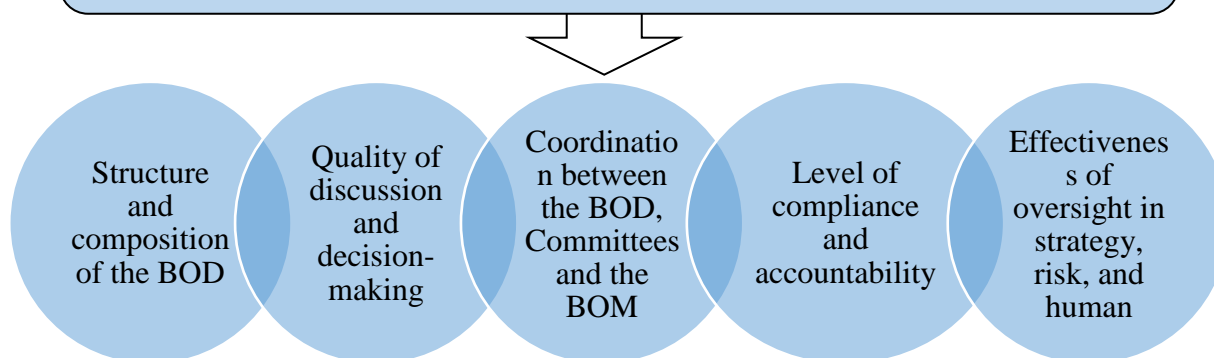
V-10.1. Evaluation of Corporate Governance in 2025

□ Overall evaluation of governance work in 2025

In 2025, the SeABank BOD will continue to focus on improving operational efficiency through periodic self-evaluations of the role, responsibilities, and quality of supervision of the BOD and its subordinate committees.

KEY EVALUATION POINTS

The BOD will review and adjust the work program, strengthen the committee structure, improve the quality of reporting, and identify priority areas for training and capacity building for board members.



In the spirit of continuous improvement, the BOD of SeABank aims to gradually approach good governance practices in the region and internationally, in accordance with the scale, specific operations, and stage of development of the Bank.

□ Evaluation of specific aspects of governance.

Regarding the structure and composition of the BOD.	<ul style="list-style-type: none"> (i) 100% non-executive members: The fact that all 8/8 members are non-executive is a major plus according to OECD (reducing role conflicts) and ACGS (increasing monitoring quality). (ii) Strong gender diversity - 50% female (04/08): This is a significant improvement compared to the Vietnamese average and aligns with: the trend towards board diversification (according to OECD); and the positive aspect of "board diversity" (according to ACGS). (iii) Strengthening the BOD' capacity during the year, adding an Independent Member (April 25, 2025): The addition of one Independent Member demonstrates a "refresh" mechanism and increases the independence/objectivity of the BOD.
BOD' Performance Through Meetings/Voting (Board Process)	<ul style="list-style-type: none"> (i) 100% Attendance Rate: All members have a 100% attendance rate (based on the number of meetings/consultations), demonstrating meeting discipline and a high level of commitment. (ii) The mechanism for abstaining from voting when transactions are involved is clearly stated in the minutes and resolutions of the BOD.

<p>Monitoring activities of the BOD and the risk control system.</p>	<p>(i) A clear regulatory/legal/monitoring framework with mechanisms for resolutions/directives/notifications and requirements for periodic/ad hoc reporting. Details are in Chapter V-3 of this Report.</p> <p>(ii) Risk monitoring – compliance – ICAAP has a complete component: Contents on: overall risk framework, 3-line-of-defense model, compliance with Circular 13/2018, ICAAP, early warning, Basel III... Details on Chapter VI of this Report.</p> <p>(iii) Integrate Environmental-Social Risk Management (ESMS) into credit and screen 100% of credit proposals. Details can be found on Chapter VII of this Report.</p>
<p>Activities of the Board Committees</p>	<p>SeABank has three important committees: the Risk Management Committee, the Human Resources Committee, and the Corporate Governance Committee. This structure is in line with modern governance trends, especially the Corporate Governance Committee, which is suitable for governance trends in the digital transformation era.</p> <ul style="list-style-type: none"> + Risk Management Committee: includes Independent Members of the BOD, with in-depth oversight (risk appetite, Basel, ESMS, etc.). + HR COMMITTEE: advising on organizational restructuring, senior personnel appointments, and succession planning for the BOD. + TECHNOLOGY COMMITTEE: has an internationalization element, oversees IT/GRC budgets/projects.

□ **Evaluation of key issues considered and decided by the BOD in 2025**

In 2025, the BOD of SeABank focused on reviewing and deciding on key issues within its authority as stipulated by law and charter, ensuring the full implementation of its role in strategic direction, risk monitoring, capital safety, enhancing competitiveness, and promoting sustainable transformation. Based on the annual activity program, the BOD discussed and issued resolutions/decisions on the following key issues:

<p>Key issues considered/decided</p>	<p>BOD' Evaluation</p>
<p>Strategic orientation and organizational structure aligned with strategy.</p>	<ul style="list-style-type: none"> - Implementation: The BOD has reviewed and approved key policies related to improving the organizational model, enhancing governance efficiency, and implementing strategies in key business areas. - Objective/Outcome: The decisions focus on streamlining the functions, responsibilities, and structure of certain divisions/units to meet growth requirements, optimize operations, and enhance competitiveness.
<p>Overall risk management and upgrading the risk management framework to international standards.</p>	<ul style="list-style-type: none"> - Implementation: The BOD has approved and/or adopted strategies, policies, and risk management frameworks for key risk groups (credit, market, operational risk, interest rate risk on the bank's book, etc.). - Objectives/Outcomes: Update risk appetite for the next phase, strengthen the system of tools and monitoring mechanisms, enhance early warning capabilities and risk data governance.

<p>Capital safety, capital management, and key financial decisions.</p>	<ul style="list-style-type: none"> - Implementation: The BOD has reviewed issues related to capital planning, capital allocation, safety ratio management, and financial safety mechanisms in accordance with the State Bank of Vietnam's regulations and aiming towards international capital governance standards. Simultaneously, the BOD periodically approves and/or adopts quarterly, semi-annual, and annual financial reports as required. - Objectives/Outcomes: Ensure compliance with regulations and alignment with international standards, guarantee financial security, timeliness, and accountability.
<p>Mobilizing capital and capital market transactions – strengthening long-term financing capacity.</p>	<ul style="list-style-type: none"> - Implementation: The BOD has reviewed and decided on important policies related to raising capital in the capital market, including: plans/schemes for issuing debt instruments and related implementation details. - Objectives/Outcomes: Diversify funding sources, strengthen medium- and long-term funding, enhance financing capacity, and optimize funding structure in line with sustainable development orientations.
<p>Technology, digital transformation, and strengthening the "governance infrastructure" (GRC, data, system security).</p>	<ul style="list-style-type: none"> - Implementation: The BOD, through the Supervisory Committee and internal review mechanisms, has approved/directed technology investment programs focusing on core objectives. - Objectives/Outcomes: <ul style="list-style-type: none"> (i) Ensuring a stable and compliant operating platform; (ii) Promoting growth and enhancing competitiveness through the digitalization of the customer journey; (iii) Optimize operations and increase productivity; (iv) Enhance risk management and internal control through an integrated GRC system, early warning system, and data system upgrades.
<p>Sustainable finance and integrating ESG into governance, risk management, and products.</p>	<ul style="list-style-type: none"> - Implementation: The BOD has reviewed and approved the contents related to sustainable development and sustainable finance, including: <ul style="list-style-type: none"> ✓ Enact/implement policy frameworks and supporting tools (e.g., green bond framework and related components); ✓ Strengthening integrated monitoring of environmental and social risk management in lending activities. - Objective/Outcome: Policies aligned with the goal of integrating ESG into the governance framework, strengthening long-term competitiveness.
<p>Senior management, leadership succession, and performance-based compensation.</p>	<ul style="list-style-type: none"> - Implementation: The BOD (through the HR Committee) has reviewed and decided on key personnel matters within its authority, including: <ul style="list-style-type: none"> ✓ Strengthening the leadership structure, appointing/dismissing key management positions; ✓ Improve the human resources policy system. - Objective/Outcome: To ensure operational capacity, leadership succession, and team development in line with a long-term strategy.
<p>Managing related-party transactions, conflicts of interest, and accountability mechanisms.</p>	<ul style="list-style-type: none"> - Implementation: The BOD implements a conflict of interest governance mechanism by recognizing and applying the principle that related members do not participate in voting on matters within the scope of related transactions. - Objective/Outcome: To strengthen transparency and integrity in decision-making, in line with OECD governance principles and ACGS criteria on stakeholder governance.

□ **Evaluation based on VNCG 2026 and the ASEAN Governance Scorecard: see attached Appendix.**

V-10.2. Corporate Governance Capacity Building Plan for 2026

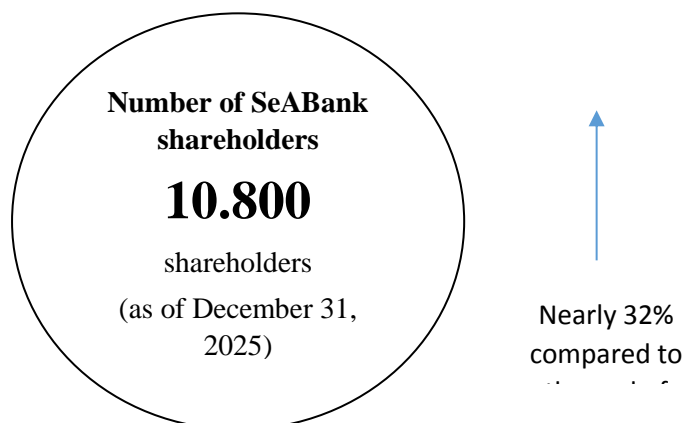
- ✓ Continue to improve the organizational structure and personnel of the BOD and Supervisory Board of the Bank to further enhance the capacity of the BOD and Supervisory Board and meet good corporate governance practices in sustainable development according to VNCG 2026, ACGS and the regulations of the State Bank of Vietnam:
 - + Seeking candidates to fill/replace a position on the BOD, with criteria including in-depth experience in IT and/or technology auditing.
 - + The election of additional/replacement members of the Supervisory Board should prioritize individuals with extensive experience in the finance and banking sector to diversify capabilities, expertise, and experience, meeting the increasing operational needs of the Supervisory Board due to the addition of functions and duties as stipulated in the Law on Credit Institutions of 2024;
 - + Review and reassign work to members of the BOD and Supervisory Board based on the actual number of personnel elected in 2026 and the new regulations of the State Bank of Vietnam in Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial banks, branches of foreign banks, and the Corporate Governance Principles for Vietnamese public companies (2026 edition) and ACGS.
- ✓ Review, restructure, and amend the functions and tasks of the Committees under the BOD based on actual personnel, the requirements of Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial banks and branches of foreign banks, and the Corporate Governance Principles for Vietnamese public companies (2026 edition) and ACGS 2025; review and improve the working processes of the Committees; strengthen the personnel assisting the Committees to enhance resources for the Committees to advise the BOD on sustainable development, especially the governance pillar.
- ✓ Research and consider establishing a Sustainable Development Committee with members experienced in implementing sustainable development strategies at international organizations to further enhance the deployment and monitoring of the sustainable development strategy at the Bank.
- ✓ Establish and put into operation an Audit Committee directly under the BOD in accordance with the 2020 Enterprise Law, as amended and supplemented in 2025, the Corporate Governance Principles for Vietnamese Public Companies (2026 edition) and ACGS 2025, thereby advising and assisting the BOD in monitoring the accuracy of financial statements, senior management of the internal control system, and reviewing related-party transactions.
- ✓ Continue reviewing and evaluating to improve the corporate governance framework in accordance with Circular No. 83/2025/TT-NHNN dated December 31, 2025, regulating the internal control system of commercial banks and branches of foreign banks, the State Bank of Vietnam's Sustainable Development Strategy, the Corporate Governance Principles for Vietnamese public companies (2026 edition), ACGS, and aiming towards the OECD/G20 Corporate Governance Principles, as well as ensuring the Bank's commitments to international partners such as IFC, DFC, AIIB, Norfund..., with the goal of becoming a member of the VNCG50 and ACGS20 groups of companies;
- ✓ Review and evaluate SeABank's sustainable development strategy in accordance with the State Bank of Vietnam's Sustainable Development Strategy, the Corporate Governance Principles for Vietnamese Public Companies (2026 edition), the ASEAN Corporate Governance Scorecard, and towards the OECD/G20 Corporate Governance Principles, as well as the Bank's operational practices, to ensure quality, efficiency, transparency, and protection of the rights and interests of stakeholders.
- ✓ Review and evaluate the information disclosure practices, the management reporting system, annual reports, and sustainability reports according to international reporting standards, in line with the realities of the banking industry and SeABank.

- ✓ Promoting digital transformation and developing modern cashless payment services in banking operations while ensuring security and safety, with priority given to directing the implementation of digital technology projects and centralized operations to support business activities in accordance with the Bank's new strategy, ensuring compliance with Resolution No. 57-NQ/TW of the Politburo in 2026 and Plan No. 01/KH-NHNN dated January 10, 2026. Specifically:
 - + Implement initiatives to digitize processes, products, and services.
 - + Ensuring information security, preventing cyber risks, and protecting customer rights;
 - + Integrating big data, AI, and new technologies to enhance customer experience while strengthening risk control.
- ✓ The BOD will continue to periodically review its meeting mechanisms and approval authority to optimize governance efficiency, ensure the Board focuses on strategic issues and key oversight, and enhance decision-making speed and operational flexibility.

V-11. Investor and Shareholder Relations Activities

V-11.1. Implementation status in 2025

- Successfully organized the 2025 Annual General Meeting of Shareholders on April 25, 2025.
- The company will hold a shareholder consultation once a year, in July-August 2025.
- As of December 31, 2025, SeABank had over 10,800 shareholders, an increase of nearly 32% compared to the end of 2024.



- Completed the distribution of stock dividends and the issuance of shares to increase capital from equity for existing shareholders at a ratio of 13.6%.
- Providing complete, accurate, and timely information to shareholders and investors through diverse and easily accessible channels such as websites, Facebook social media, email, SMS, etc. Information is provided in both Vietnamese and English.
- Successfully organized and participated in numerous programs and events to network with investors:

V-11.2. Plan to strengthen shareholder relations in 2026

- Maintain the provision of transparent and timely information to shareholders and investors.
- Continue reviewing and improving the disclosure of information on the Bank's website, especially the English website and key content that accurately reflects the corporate governance principles under VNCG 2026 and requirements from ACGS.

- Research and propose the application of technology in sending meeting invitations, shareholder meeting documents, and soliciting shareholder opinions in writing to increase voting opportunities for minority shareholders.
- Continue working with international investors to strengthen SeABank's cooperation in the international market: attracting medium and long-term capital from international organizations; establishing cooperative relationships in priority areas according to the bank's strategy such as digital transformation, fintech cooperation, green project lending, lending to women-owned businesses, lending to climate change mitigation projects, etc.

V-11.3. SeABank's Commitment

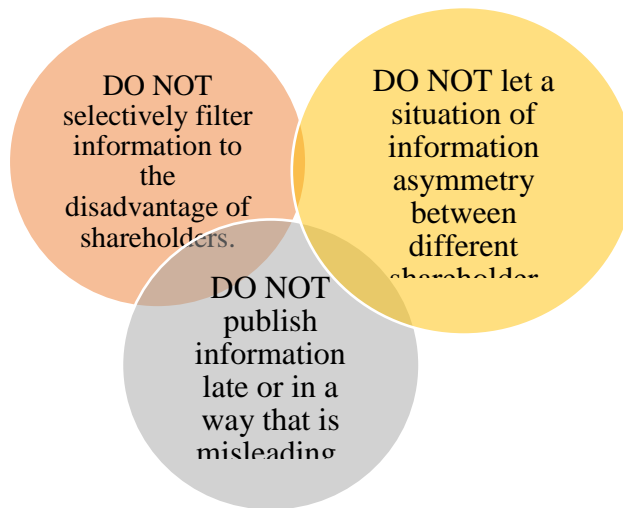
□ **Commitment to protecting the rights and treating shareholders fairly.**

- SeABank affirms that protecting the legitimate rights and interests of shareholders is one of the fundamental principles in corporate governance. The bank is committed to ensuring that all shareholders, including minority and foreign shareholders, are treated fairly and equally and are provided with the opportunity to fully exercise their rights as stipulated by law and the Bank's Charter.
- SeABank guarantees:
 - + The right to access complete, timely, and accurate information;
 - + The right to attend, vote on, and propose agenda items at the General Meeting of Shareholders;
 - + The right to a fair share of the Bank's operating results;
 - + The right to protection against transactions that may create conflicts of interest.
- The bank is committed to avoiding discrimination among shareholder groups and maintaining a stable, transparent shareholder structure that aligns with its long-term development strategy.

□ **Transparency and information disclosure**

- SeABank discloses information fully, accurately, and promptly in accordance with legal regulations and international practices. The information disclosed not only aims to meet compliance requirements but also to enhance transparency and accountability to the market.
- SeABank uses its official website as the primary channel for disclosing key information, and also publishes information on the systems of regulatory agencies, stock exchanges, and depository institutions as required. In addition, SeABank proactively utilizes mass media and digital platforms to enhance investors' access to information.
- Information disclosure is carried out according to the "3 DON'T" principle:

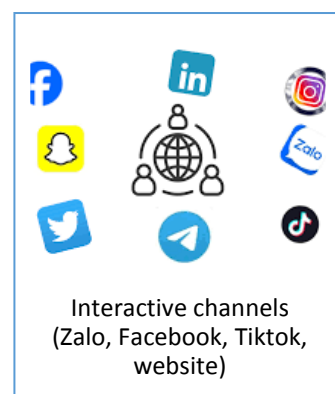
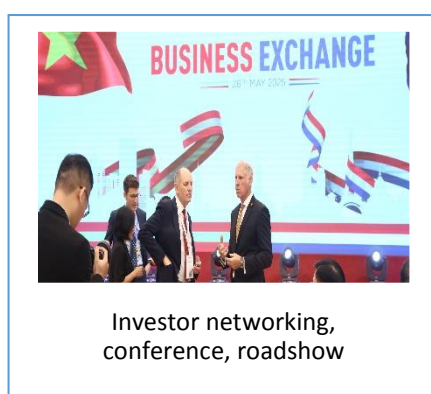
□ **Dividend policy and shareholder value maximization**



- SeABank builds its dividend policy on the basis of balancing long-term growth objectives and the current interests of shareholders.
- Since listing SSB shares on the HOSE, the Bank has consistently paid dividends and/or bonus shares in accordance with regulations, ensuring implementation within the legally mandated timeframe after the annual General Meeting of Shareholders.
- In the coming period, SeABank is committed to:
 - + Maintain a stable dividend policy, aiming for sustainable growth;
 - + Update payment policies to align with operating conditions, capital adequacy requirements, and regulatory guidelines;
 - + Ensure that profit distribution is transparent, fair, and based on sound financial principles.

□ **Enhance interaction and dialogue with shareholders.**

- SeABank recognizes that regular dialogue with shareholders is a crucial part of good corporate



governance. The bank maintains multiple channels of interaction to ensure shareholders are heard, have access to information, and fully exercise their rights.

- The bank is committed to further enhancing transparency, information quality, and responsiveness in its interactions with shareholders.

□ **Protecting the rights of stakeholders**

- SeABank acknowledges the crucial role of stakeholders, including customers, employees, partners, investors, and the community, in creating long-term value.
- The bank commits to:

- + Respect and protect the legitimate rights of all parties involved;
- + Establish a transparent mechanism for receiving and processing feedback and complaints;
- + Integrating environmental, social, and governance (ESG) factors into development strategies;
- + Conduct business responsibly, in accordance with ethical standards and international practices.

□ **Contact points and information receiving mechanisms**

SeABank maintains a dedicated point of contact to ensure that information from shareholders and investors is received and processed transparently, professionally, and promptly:

Corporate Administration Secretariat - BOD Office

5th Floor, BRG Tower, 198 Tran Quang Khai Street, Hoan Kiem District, Hanoi City

Email: thukycongty@seabank.com.vn

Phone: (+84) 24 3944 8688

Investor Relations (IR) Department – Office

5th Floor, BRG Tower, 198 Tran Quang Khai Street, Hoan Kiem District, Hanoi City

Email: ir@seabank.com.vn

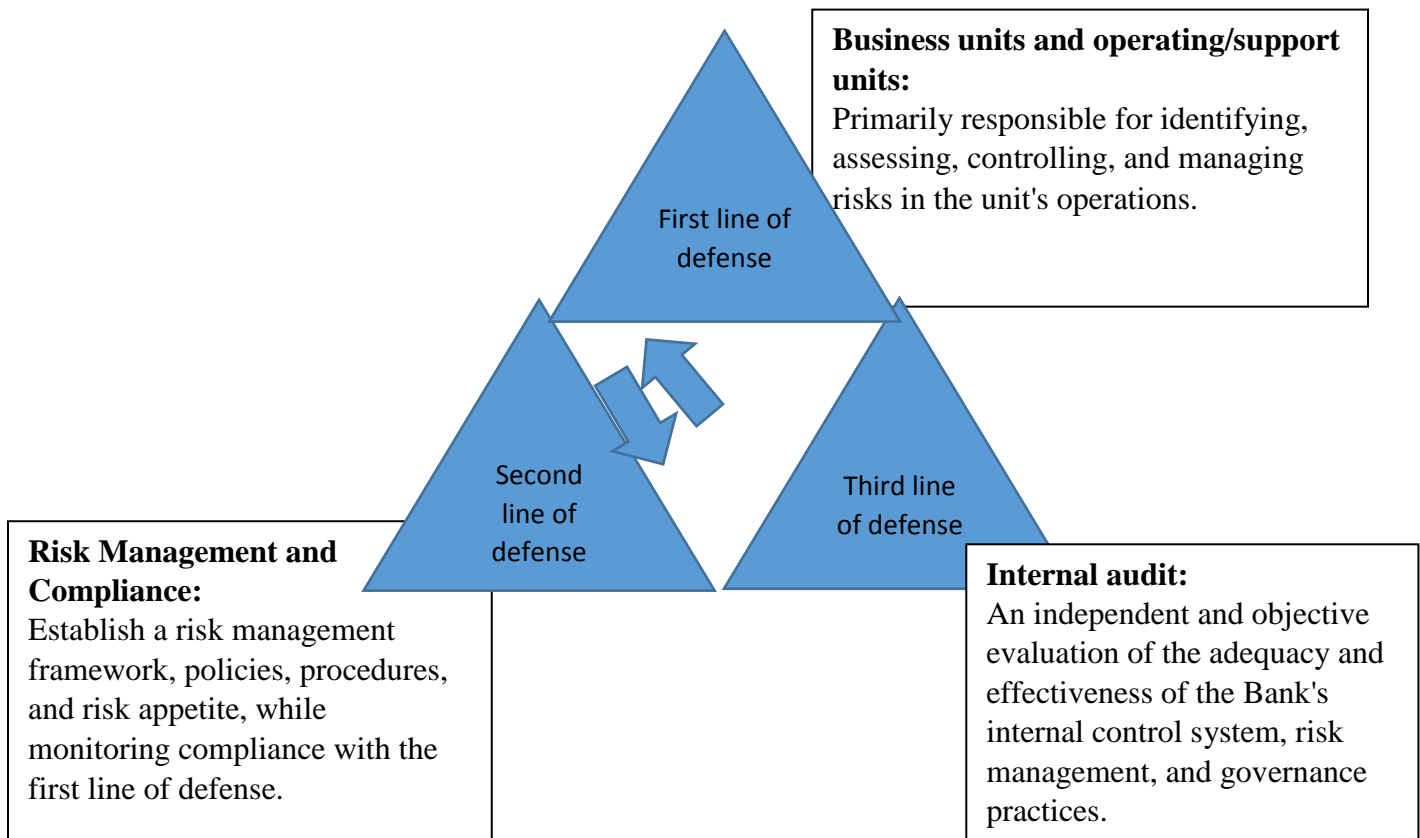
Phone: (+84) 24 3944 8688

SeABank is committed to maintaining and continuously improving diverse and easily accessible information channels to support investors in making accurate and effective decisions.

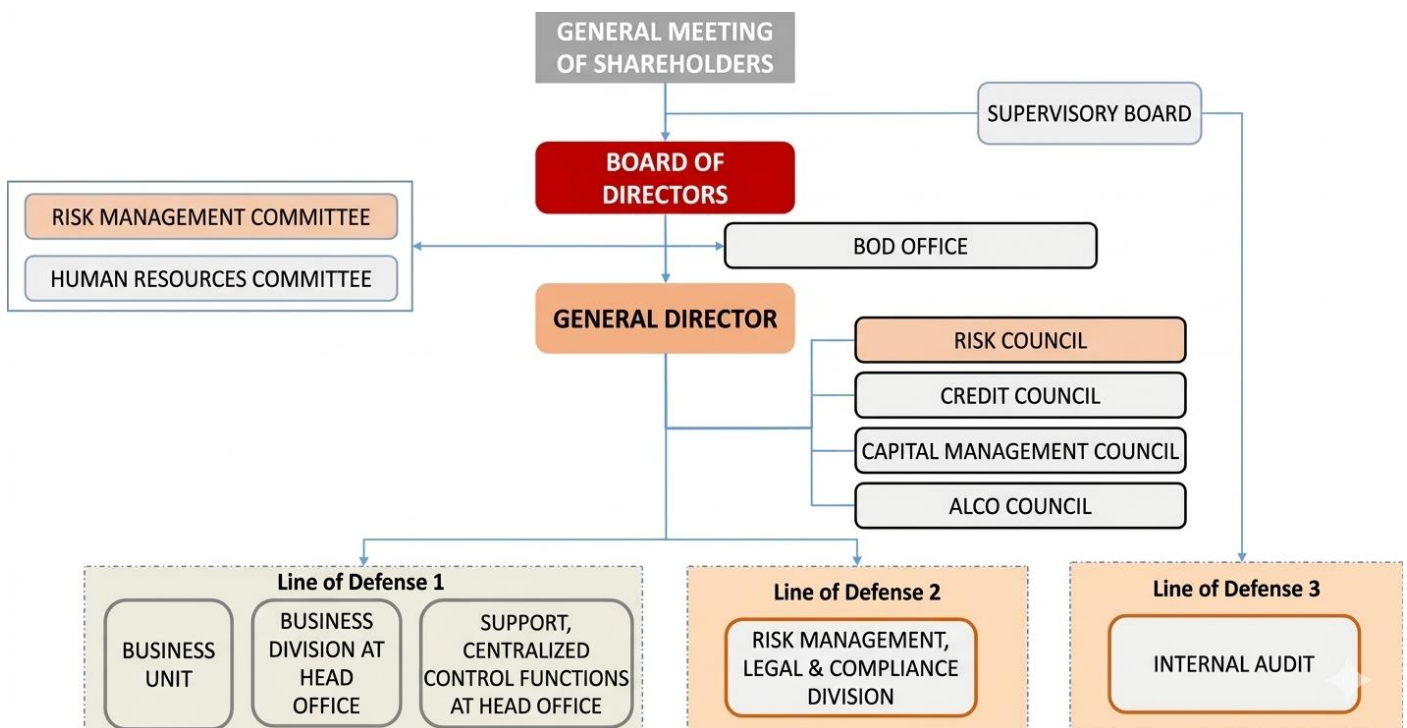
VI. RISK MANAGEMENT AND COMPLIANCE

VI-1. Overview and 3-route model

Risk management and compliance at SeABank are implemented according to the Three Lines of Defense model, in line with international practices and the regulations in Circular No. 13/2018/TT-NHNN. This model aims to ensure comprehensive, independent, and effective identification, measurement, monitoring, and control of risks. The role of the three lines is maximized through self-inspection, monitoring, and cross-checking activities between the lines.



The organizational structure for Risk Management & Compliance at SeABank follows a 3-tier model:



Overview of risk management activities in 2025:

- Improve the quality of risk management through building and maintaining a transparent, consistent, and timely risk reporting system:

- Risk reports are standardized in content, methodology, and frequency, providing comprehensive information to the BOD, the General Director, and management levels in the decision-making process.
- Ensuring accurate, traceable, and tightly controlled data enhances transparency and effectively supports management, monitoring, and decision-making.
- SeABank focuses on fully identifying and early detecting key risks, including: credit risk, market risk, operational risk, liquidity risk, book interest rate risk, concentration risk, socio-environmental risk, and emerging risks in the context of a rapidly changing business environment. Through the application of early warning models, tools, and data analysis, SeABank strengthens risk detection from the initial stages, thereby proposing appropriate preventive and control measures, limiting losses, and protecting business operations.
- Policies, procedures, and risk appetite are developed and reviewed periodically to balance growth objectives and the Bank's risk tolerance. This helps the Bank shape a selective growth strategy, closely linking business performance and long-term sustainability.

VI-3. Risk Management Activities – Identifying and Managing Key Risks

In the context of a volatile and rapidly changing business environment, SeABank has consistently maintained its belief in the spirit of "Believe," progressively improving its risk identification and management. As a result, the bank has persevered through challenges and continues to achieve stable business growth.

VI-3.1. List of identified and managed risks

Risk category	Identification and management methods
Credit risk	<ul style="list-style-type: none"> - This is one of the key risks because lending is the primary activity of banks. - To manage credit risk, SeABank is implementing: <ul style="list-style-type: none"> ✓ Applying a centralized credit risk management model throughout the entire process, from credit product development, sales implementation, appraisal, valuation, approval, disbursement, post-loan management, to debt recovery. ✓ Establish credit risk standards based on risk appetite and predetermined credit risk limits. Credit risk management is implemented for each customer segment and credit product, especially new products, which are always thoroughly evaluated and appropriate control measures considered before official launch. ✓ Measured using internationally standardized credit risk models. ✓ The entire credit process will be digitized, resulting in a comprehensive data system to support proactive credit risk identification, early warning systems, debt quality management, and risk provisioning.
Market risk	<ul style="list-style-type: none"> - Market risk is the risk caused by adverse fluctuations in interest rates, exchange rates, gold prices, stock prices, and commodity prices in the market. The main objective in market risk management is to control the level of risk within acceptable parameters while optimizing the return on risk. - SeABank manages market risk on a daily transaction basis and across the entire portfolio, ensuring compliance with predefined market risk limits.

	<p>- The market risk limits mentioned above always adhere to the risk appetite, risk management strategy, and total risk-weighted assets allocated to market risk, which are fully established and reviewed and reassessed (adjusted if necessary) at least once a year or whenever there are significant changes affecting the risk status, as stipulated in SeABank's internal regulations.</p>
Liquidity risk	<p>- SeABank's principle: establishing a minimum level of liquid assets that must be maintained, thereby ensuring that debts are paid when they reach their expected maturity dates and other disbursement obligations are fulfilled.</p> <p>- SeABank's liquidity risk management strategy includes:</p> <ul style="list-style-type: none"> ✓ Management is based on: liquidity management principles; strategies for diversifying funding sources and capital maturities to increase debt stability and support daily liquidity; and principles for conducting liquidity stress tests. ✓ Risk limits are established based on liquidity forecasts under normal and risky market conditions, close monitoring, compliance with legal regulations, risk appetite, risk management strategy, and the total risk-weighted assets allocated to liquidity risk. ✓ Accurately assess and calculate liquidity needs at each point in time based on historical data and operational direction, thereby implementing rational reserves, limiting capital waste, increasing operating profits, and building a sound investment portfolio. ✓ Establishing an effective asset management mechanism and a transparent, stable operational mechanism is crucial to avoid creating shocks that lead to massive withdrawals. <p>- SeABank's Asset-Liability Management Council (ALCO) monitors and manages liquidity risk, develops and operates internal control policies and procedures, and implements contingency plans to control liquidity risk and ensure capital safety, such as assessing projected cash flows and collateral assets that can be used to offset liquidity shortfalls.</p>
Interest rate risk	<p>SeABank's interest rate risk management strategy on the bank's balance sheet.</p> <ul style="list-style-type: none"> ✓ Management measures include: managing interest rate risk on the bank's book at a minimum level based on indicators of the repricing gap profile; using interest rate risk hedging tools on the bank's book; and building an internal capital transfer (FTP) system to optimize the use and allocation of capital throughout the system. ✓ Establish interest rate risk limits on the bank's book, including: limits on the difference between the value of financial assets and interest-bearing financial liabilities at the same time of setting a new interest rate or interest rate repricing period; limits on changes in net interest income due to

	<p>changes in interest rates and/or limits on changes in the economic value of equity due to changes in interest rates, according to the interest rate risk management strategy on the bank's book.</p> <ul style="list-style-type: none"> ✓ Proactively implement a flexible interest rate policy based on market signals, narrowing the average term spread. <p>- ALCO utilizes various financial models and tools to monitor and manage interest rate risk, staying updated on domestic and international markets to provide insights into interest rate trends and developments in monthly meetings. Based on this, SeABank will make decisions on maintaining appropriate interest rate spreads in its deposit and lending activities.</p>
<p>Operational risk</p>	<p>- This refers to risks arising from inadequate or flawed internal procedures, human error, system failures or malfunctions, or external factors that cause financial losses or negative non-financial impacts on the Bank.</p> <p>- To minimize operational risks, SeABank has fully implemented operational risk management policies such as:</p> <ul style="list-style-type: none"> ✓ Identify operational risks in current or new products, services, systems, processes, and operations, including those planned for future deployment. ✓ Collecting and creating a comprehensive operational risk database forms the backbone of operational risk management. ✓ Develop and monitor key operational risk indicators (KRIs). ✓ Utilize the findings of internal audit and compliance control to propose solutions to mitigate risks; ✓ Develop tools to identify and prevent fraud risks; ✓ Monitoring operational risk limits; ✓ Managing risks associated with outsourcing operations; ✓ Maintain comprehensive operational risk insurance; ✓ Develop and establish an operational risk reporting system to serve as a basis for monitoring, evaluating, and proposing improvements to the operational risk management system at the Bank.
<p>Concentration risk</p>	<p>- This is the risk of concentrating too much funding or trading in a single industry, economic sector, currency, customer group, or within a specific geographical area, or in a single type of high-risk transaction.</p> <p>- SeABank implements centralized risk management for its lending and proprietary trading activities in accordance with the regulations of the State Bank of Vietnam:</p>

	<ul style="list-style-type: none"> ✓ For lending activities: establish credit limits based on products, industries, customers, and related parties to ensure a diversified credit portfolio is maintained, avoiding high concentration on any one product group, industry, or customer. ✓ For proprietary trading: determine trading limits based on trading partners, products, and currencies to ensure appropriate diversification and interaction levels.
<p>Digital transformation risks</p>	<p>Digital transformation comes with risks related to technological security, financial crime, and customer data privacy. Aware of these risks, SeABank has implemented the following measures:</p> <ul style="list-style-type: none"> - Regarding technological safety: <ul style="list-style-type: none"> ✓ Serious investment in resources and a dedicated team are needed to ensure information security for the entire system and our customers. ✓ By deploying and applying a series of reputable security technology solutions and systems in a coordinated manner, SeABank has built a comprehensive and in-depth information security system. SeABank was awarded the PCI DSS 3.2 certification for security of its payment card system – the first of its kind in Vietnam – in 2020 and successfully maintained the certification until 2024. - Regarding financial crime risks (fraudulent accounts, OTP information theft, money transfer scams, etc.): <ul style="list-style-type: none"> ✓ SeABank continuously updates its systems to identify and implement proactive crime prevention strategies. ✓ Regularly communicate and warn employees and customers through direct consultation channels, text messages, emails, e-banking, websites, social media, etc., to raise awareness when using digital banking transaction systems.
<p>Environmental risks, natural disasters, epidemics</p>	<p>Natural disasters and epidemics are external risks beyond our control. SeABank has developed a Business Continuity Management Plan to respond to these risks:</p> <ul style="list-style-type: none"> ✓ Developing specific scenarios and response plans for situations such as storms, floods, terrorism, and epidemics... During the Covid-19 period, SeABank maintained continuous business operations by effectively applying the pre-developed scenarios for preventing and responding to epidemic risks. ✓ Regarding environmental risks: actively implement practical programs to minimize environmental impacts such as: using energy efficiently in daily operations, sorting waste and reducing waste, not using plastic bottles, saving printing paper, implementing 5S...

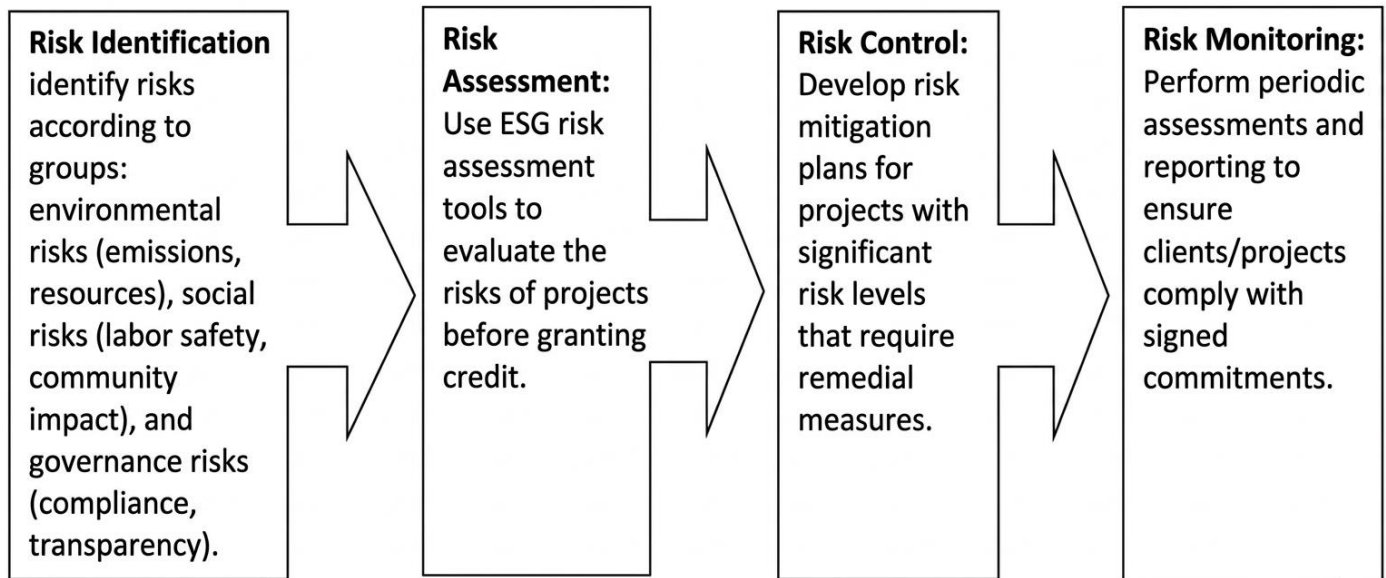
	<p>✓ SeABank proactively implemented ESMS in its lending activities before the issuance of Circular 17/2022/TT-NHNN by the State Bank of Vietnam. Accordingly, SeABank refused to grant credit to projects that had a negative impact on the environment and society without remedial/mitigation measures.</p>
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VI-3.2. Risk Management Policies and Procedures

□ **Comprehensive risk management policy**

Comprehensive risk management policy	Scope of management	All of the bank's material risks in its credit, operational, payment, and investment activities.
	Monitoring mechanism	<ul style="list-style-type: none"> - Establish specialized committees and councils on risk management to oversee and enforce policies. - Regularly report risks to the BOD and the Board of Management.
	Principle	<ul style="list-style-type: none"> - Prevent, detect, and address risks in a timely manner. - Ensure that business operations always comply with international standards and legal regulations.

□ **ESG Risk Management Process**



□ **Integrating ESG into risk management**

SeABank has integrated ESG elements into its ESMS to ensure that its business operations do not negatively impact the environment and society, adhering to sustainability goals as outlined in SeABank's Sustainable Development Regulations issued under Resolution No. 1496/2025/NQ-HĐQT and relevant Vietnamese and international regulations. Specifically:

Environmental risks	Social risk	Management risk
- Use a credit exclusion list for sectors that harm the environment, such as:	- Assess the impact of projects on the community, ensuring	- Enhance the openness and transparency of information, and standardize reports in accordance with

<p>unsustainable resource exploitation, logging of primary forests, high-emission energy production, etc.</p> <ul style="list-style-type: none"> - Assess and screen environmental and social risks in lending activities, in accordance with IFC standards and legal regulations. - Promulgate and implement the green bond framework and related components. 	<p>workplace safety and protecting workers' rights.</p> <ul style="list-style-type: none"> - No credit will be granted to sectors that have a negative impact on society, such as activities involving harmful forms of forced labor or child labor exploitation; weapons and ammunition production, etc. - Develop remedial measures when social risks are identified, and closely monitor them throughout the funding period. 	<p>Vietnamese regulations and international practices.</p> <ul style="list-style-type: none"> - Combating corruption, money laundering, and internal misconduct. - Strengthen oversight of conflict of interest governance and accountability mechanisms. - Build a culture of ethical business practices.
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VI-3.3. Comprehensive Management of Key Risks by 2025

In 2025, SeABank aims to proactively strengthen credit quality control while simultaneously implementing comprehensive measures to control and limit the emergence of non-performing loans; thereby clearly defining responsibilities for handling overdue debts and supporting business units in improving operational efficiency. Specifically:

Risk category	Risk management strategy and policies	Actual implementation in 2025
Credit risk	<ul style="list-style-type: none"> - Proactively adjust credit policies to closely follow changes in government guidelines and directives, thereby facilitating customer access to capital; while ensuring sustainable growth of the strategic customer portfolio, rational allocation across segments, and strict control over asset quality. - Review and update the credit risk appetite to align with business direction, capital capacity, and macroeconomic developments; and quantify the risk appetite for each segment, industry, and product. - Strengthen credit portfolio management to ensure compliance with approved risk limits; conduct trend analysis across the entire portfolio to promptly 	<ul style="list-style-type: none"> - Credit portfolio management has been strengthened in a proactive manner, regularly monitoring key risk indicators, focusing on industry sectors, segments, and geographical regions; promptly identifying areas with potential risks to propose appropriate control measures. - The Risk Datamart project has been completed and put into operation, forming a centralized data platform to support credit risk management, model development, and management reporting. Based on this, SeABank will continue to implement upgrades and expansions in 2025 to meet increasingly sophisticated management needs. - In addition to maintaining stable credit rating models to support new credit granting, SeABank has developed and implemented internal behavioral credit rating models for its entire portfolio of individual and corporate customers. These models are applied in expedited refinancing, proactively increasing credit limits, and supporting cross-selling of products, contributing to improved customer experience while controlling risks. - The reporting system and credit granting control mechanisms for customers and related customer groups have been upgraded, ensuring full and timely monitoring and compliance with legal regulations as well as SeABank's internal regulations.

Risk category	Risk management strategy and policies	Actual implementation in 2025
	<p>identify and forecast potential risks.</p> <ul style="list-style-type: none"> - Promoting the automation of reporting systems and developing multi-dimensional, flexible management reports that closely reflect macroeconomic developments and the specific characteristics of SeABank's credit portfolio, effectively supporting operational management and decision-making. - Training and capacity building for credit risk management staff, particularly in the areas of data analysis, quantitative modeling, and portfolio management, to meet risk management requirements in the digital transformation era. - Strengthen independent inspection and evaluation of credit activities, promptly identify shortcomings and limitations, and propose corrective measures to minimize emerging risks. 	<ul style="list-style-type: none"> - The Early Warning System (EWS) was developed based on quantitative analytical models that utilize data from SeABank's internal database, combined with data collected from external sources during post-loan monitoring. The system allows for the evaluation of customers' future repayment capacity, thereby enabling early identification of potentially risky customers and timely proposing preventive measures to improve credit quality. - Post-credit monitoring activities have been strengthened, especially for customers and customer groups showing signs of risk; coordination with Business Units has been enhanced in monitoring, evaluating, and promptly addressing loans showing signs of deteriorating quality. <p>Operational results:</p> <p>SeABank's asset quality remains safe despite the impact of macroeconomic conditions on customers' solvency:</p> <p>Individual and consolidated non-performing loan ratio: 2.06%</p> <p>The above results demonstrate the effectiveness of implementing a comprehensive set of credit risk management solutions, particularly the application of data, models, and early warning systems in portfolio management and credit quality control.</p>
Market risk, liquidity risk, and interest rate risk on the bank's balance sheet.	<ul style="list-style-type: none"> - Research and refine methodologies and regulatory policies to meet higher standards for market risk management, liquidity risk management, and interest rate risk management on the banking book, as stipulated by the State Bank of Vietnam and Basel. <p>Strictly adhere to safety limits regarding market risk status and liquidity limits set by the State Bank of Vietnam, counterparties, and internal regulations.</p>	<p>Regarding market risk</p> <ul style="list-style-type: none"> - Implementing internal modeling (IMA) to measure market risk capital aims to calculate the amount of capital required in potential stress scenarios. - Maintaining a system for measuring the impact of daily profits through key risk factors (P&L Explainer) helps improve the effectiveness of monitoring market risk fluctuations on the trading book. <p>Regarding liquidity risk and interest rate risk in the bank book:</p> <ul style="list-style-type: none"> - Applying behavioral models from deposit contracts to accurately measure and forecast cash flows is crucial for predicting and providing early warnings of liquidity risk and interest rate fluctuations in bank books. - Maintaining risk measurement according to Basel III standards (two liquidity management indicators:

Risk category	Risk management strategy and policies	Actual implementation in 2025
		<p>NFSR and LCR) in previous years, SeABank has gradually optimized its balance sheet in parallel with its risk management goals aimed at meeting the requirements of international partners.</p>
<p>Operational risk</p>	<ul style="list-style-type: none"> - Proactively identify, assess, and provide early warning of risks arising from people, processes, systems, and external factors, thereby minimizing losses and ensuring safe and continuous business operations. - Focus on improving the data analytics platform and operational risk management system, enhancing the effectiveness of tools such as key risk indicators, operational risk self-evaluation and control points, and collecting and analyzing loss data, in order to support decision-making and long-term risk prevention. <p>Risk prevention and mitigation measures are prioritized for key issues such as IT risks, cybersecurity, fraud, operational disruptions, and compliance risks, while being closely linked to raising awareness and fostering a risk management culture throughout the Bank.</p>	<ul style="list-style-type: none"> - In 2025, SeABank will continue to maintain an effective level of operational risk control; the number of risk events occurring will remain low and will not significantly impact business operations. Risk management measures will be implemented consistently and with close coordination among business units and functional departments. - SeABank is promoting the application of data and technology in operational risk management, focusing on improving the ability to identify unusual transactions, behaviors, and trends early. Improved analytical and warning tools are being developed to support the prevention of fraud, IT risks, and cybersecurity risks. - Operational risk management is implemented in a comprehensive and proactive manner, covering key risk groups such as internal and external fraud risks, information technology and cybersecurity risks, operational risks, compliance risks, and professional liability risks. SeABank continues to focus on training, internal communication, and process improvement to enhance the awareness and responsibility of its employees in risk management. - In addition, SeABank has strengthened its risk prevention measures from an early stage, especially for new risks arising from digital transformation and changes in the business environment. In 2025, SeABank did not record any significant operational risk events that resulted in insurance claims.

Risk category	Risk management strategy and policies	Actual implementation in 2025
<p>Risks to sustainable development</p>	<ul style="list-style-type: none"> - To pursue sustainable business objectives, continue to be a pioneer in implementing environmental and social risk management and improve the system to meet international ESG standards, and achieve the national goal of green transition and net zero emissions. - Develop and refine an environmental and social risk management system with a robust structure, a clear strategic statement on environmental and social risk appetite, and effective risk management processes. - Proactively control environmental and social risks through: Environmental and social risk management systems in credit granting activities (ESMS); attracting capital from foreign organizations to promote financing for sustainable projects and green finance activities. 	<ul style="list-style-type: none"> - Implement improvements and upgrades to the Environmental and Social Risk Management System to meet the requirements of foreign partners, adding requirements such as: <ul style="list-style-type: none"> ✓ Supply chain risk management; ✓ Assessing physical risks associated with climate change; ✓ Expand the scope of application of the socio-economic risk evaluation standards in accordance with advanced international practices (IFC operational standards, World Bank Group's EHS guidelines) compared to the regulations published in 2022. - Issued Vietnam's first blue bonds and is the first private commercial bank to issue green bonds, with a total value of US\$150 million aimed at financing green projects and sectors, partnering with customers to create sustainable value. - To become one of the first private banks in Vietnam to issue a Green Bond Framework compliant with the principles of the International Capital Markets Association (ICMA) and to be rated "Medium Green" by S&P Global Ratings – the highest rating in Vietnam.

VI-3. Compliance Control Activities

VI-3.1. Commitment to Compliance - Compliance Obligations and Building a Culture of Compliance

Through commitments to obligations and building a culture of compliance, SeABank aims to enhance its risk management capabilities and comply with international best practices, protect the legitimate interests of customers, shareholders, and stakeholders, and ensure the safe and sustainable development of the Bank.

Commitment to compliance

- Compliance Policy System: We are committed to building and implementing a robust system of compliance policies, regulations, and procedures to ensure that compliance risks are effectively identified, controlled, and managed. Internal policies and regulations are reviewed, updated, and adjusted periodically to promptly respond to changes in legal regulations and align with the general practices and trends of the banking industry.
- Compliance with laws and regulations: We are committed to fully and strictly complying with all laws, regulations of the State Bank of Vietnam, the Bank's Charter, and the entire system of internal regulations in all management, operation, and business activities.
- Proactive Compliance: We are committed to upholding compliance as a core value in corporate governance, proactively identifying, assessing, and controlling compliance risks in every governance

decision and operational activity; ensuring that all of the Bank's operations are conducted transparently, safely, and in accordance with advanced governance standards.

- Compliance Control System: Committed to strengthening and improving the effectiveness of compliance control through maintaining a three-line defense model, enhancing the independence of the Compliance and Internal Audit functions, regularly reviewing and updating internal regulations, and strengthening the monitoring of the implementation of SeABank's processes, regulations, and laws throughout the system.

Commitment to building a culture of compliance.

SeABank continuously strives to enhance its compliance culture to ensure transparency and safety in its operations. SeABank is committed to building and spreading a proactive compliance culture, ensuring that every employee is aware of their responsibilities; and simultaneously implementing strict, public, and transparent penalties for violations.

The commitment to a culture of compliance is implemented through a compliance action program and the issuance of the "5T" Compliance Standards, based on the principle of "saying NO to violations and fraud," comprising five criteria: Self-awareness, Honesty, Vigilance, Reporting, and Communication.

STANDARD OF COMPLIANCE "5T"



VI-3.2. Strategies and measures for managing and controlling compliance

Under the supervision of the BOD and the General Director, the strategic pillars of compliance management at SeABank include:

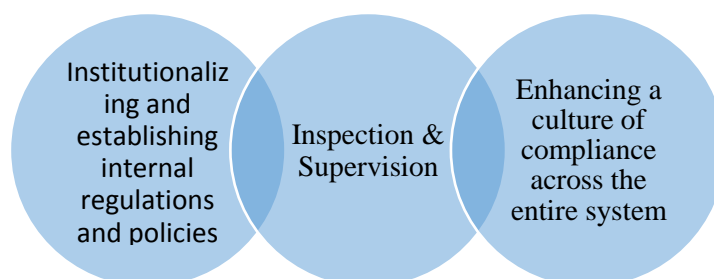
- Identifying and managing compliance risks: Gradually improving the compliance risk management framework and integrating it into the overall risk management system. Compliance risks are identified for each key operational area (credit, fundraising, investment, information technology, anti-corruption, etc.), assessed for their impact and likelihood, and used as a basis for establishing appropriate control

measures. This risk-based approach helps the Bank shift from formal control to preventative risk management.

- Ensuring the enforcement of internal policies and regulations: Maintaining a mechanism for reviewing, updating, and standardizing the internal regulation system in accordance with changes in legislation and strategic direction. The process for issuing and amending documents is clearly established, ensuring consistency, feasibility, and implementability throughout the system. Dissemination, training, and monitoring of regulation enforcement are strengthened, thereby improving compliance levels at business units and support units.
- Detection, prevention, and handling of violations: Implement a comprehensive approach involving regular and unscheduled inspections and monitoring of compliance; strengthen remote monitoring tools and early warning mechanisms. Violations are recorded, classified according to risk level, corrective actions are required, and monitored until completion. The mechanism for handling violations is implemented according to the principles of openness and transparency, linked to individual and managerial responsibility, contributing to increased deterrence and prevention of recurrence.
- Enhancing a culture of compliance and proactive compliance awareness among employees: Implementing training and communication programs, and integrating compliance into performance evaluation and human resource management systems. Compliance is defined as the responsibility of every level and every individual, from the first line of defense to the third line of defense. Employee awareness and attitudes towards compliance are gradually improving, shifting from "passive compliance" to "proactive compliance".
- Promoting digital transformation and technology application in compliance control: The bank aims to gradually digitize its compliance work, deploying data-driven compliance monitoring tools, early warning systems, transaction analysis, and automated reporting, thereby improving monitoring efficiency and reducing reliance on manual inspections.
- Strengthening reputation, brand, and market trust: Through maintaining an effective compliance control system, the Bank aims to strengthen the trust of customers, investors, and partners, enhance brand reputation, and improve competitiveness in the financial market.
- Enhanced coordination among lines of defense: Compliance monitoring is carried out based on close coordination between the first, second, and third lines of defense. The Compliance function plays a coordinating, aggregating, and risk warning role, while business units are responsible for source control. Monitoring results are shared with Internal Audit to facilitate independent evaluation and improvement of the internal control system.

VI-3.3. Operational Status and Compliance Results

To realize its strategic pillars, SeABank is actively implementing its compliance plan for 2025, focusing on three main areas of activity, including:



- **Institutionalize, develop, and refine internal regulations and policies to ensure compliance with regulations.**

- In 2025, SeABank will continue to improve its internal documentation system to ensure compliance with new regulations of current laws: the amended Law on Credit Institutions 2025 (Law No. 96/2025/QH15); the Land Law; the Residence Law; the Social Insurance Law; Circular No. 25/2025/TT-NHNN amending and supplementing a number of articles of Circular No. 17/2024/TT-NHNN regulating the opening and use of payment accounts at payment service providers; Circular 31/2025/TT-NHNN regulating the operation of subsidiaries and affiliated companies of credit institutions in the field of debt management and asset exploitation; Circular 21/2025/TT-NHNN regulating the ranking of credit institutions and branches of foreign banks; Circular 45/2025/TT-NHNN amends and supplements several articles of Circular 18/2024/TT-NHNN regulating banking card operations; Circular 30/2025/TT-NHNN amends and supplements several articles of Circular 15/2024/TT-NHNN regulating the provision of non-cash payment services; Circular 27/2025/TT-NHNN guides the implementation of several articles of the Law on Prevention and Combat of Money Laundering...
- Develop and implement internal policies, regulations, and procedures on compliance, internal control, and professional ethics based on policies and legal regulations, ensuring they are timely, accurate, and appropriate to SeABank's operational direction and realities.
 - ✓ Code of professional ethics, Handbook of professional ethics;
 - ✓ Implement the development of codes of conduct for members of the BOD;
 - ✓ Collective labor agreement, labor regulations, SeABank charter...
- **Strengthen inspection and supervision to detect and prevent compliance risks early.**
 - *Frequency and focus of control: periodic and ad hoc, focusing on key risk areas such as credit, collateral management, anti-corruption, IT, information security, and customer data protection. A risk-based approach is applied in control planning, concentrating resources on areas with high risk levels.*
 - *Inspection and monitoring method: a synchronized combination of remote monitoring (off-site monitoring) and on-site review.*
 - ✓ Remote monitoring: This is carried out through data analysis, management reporting, key risk indicators (KRIs), and early warning systems to detect anomalies in business operations.
 - ✓ On-site monitoring: focuses on high-risk areas, assessing compliance with procedures, record quality, and the completeness and effectiveness of internal controls.
 - ✓ Key topics for 2025 include: construction and installation products, real estate development, information security, large-value overdue/new loan disbursements, etc.
 - *Deployment basis:*
 - ✓ Based on the annual plan developed and designed by the Compliance Department (Risk Management, Risk management, Legal & Compliance Division), the roadmap includes: remote monitoring plan; periodic/unscheduled inspections at business units and Head Office divisions; in-depth thematic inspections using appropriate inspection, monitoring, and sampling methods...
 - ✓ Inspection and monitoring activities are based on risk analysis and the application of information technology to improve inspection methods and models. Based on risks, inspection and monitoring activities are carried out to ensure compliance with laws and internal regulations for all business operations, and warnings and recommendations are issued to address and prevent risks.

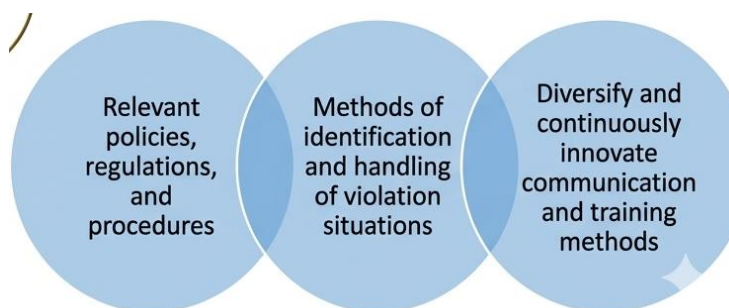
- ✓ For operational activities, control points are established during the implementation process to ensure independent, objective, and compliant monitoring. All of SeABank's defense lines have units that promptly inspect, monitor, and audit key operations, ensuring the earliest possible detection and correction of compliance errors.

- *Actual implementation:*

- ✓ Develop, build, refine, and improve the effectiveness of internal control processes and systems, ensuring compliance with laws and internal regulations to support business operations.
- ✓ Continue reviewing the internal control system according to the COSO framework and the standards and requirements of foreign partners and organizations.
- ✓ Conduct MCA evaluations of business processes to enhance the effectiveness of risk mitigation checkpoints.

□ **Building a culture of proactive compliance – strengthening communication and training.**

Based on the 5T principles and the commitment to a culture of compliance (details in Section VI-3.1 of this Report), the culture of compliance continues to be promoted and disseminated throughout the SeABank system through enhanced communication and training activities. To build a positive, self-aware, proactive, objective, and effective work ethic for all employees, communication and training are implemented comprehensively, covering basic to advanced compliance knowledge, focusing on three main elements:



Training and communication to enhance proactive compliance and professional ethics for employees across the entire system are conducted through various forms: in-person/e-learning training courses at the SeABank Academy; direct training by leaders of the Compliance Center at various units; workshops to discuss and resolve issues; periodic professional competency examinations; communication newsletters; alerts via internal email; compliance checklist reports; and the development of supporting tools such as compliance manuals and guidebooks.

Some key activities for 2025:

<p>Workshop series "Enhancing Proactive Compliance and Risk Prevention"</p>	<ul style="list-style-type: none"> ● Guidance on reviewing credit files, on-site training at business units after inspection, enhancing professional knowledge and compliance awareness (at 19 business unit clusters with 75 hours of training) ● The media enhances legal awareness among employees through sharing sessions such as: <ul style="list-style-type: none"> ✓ Sharing with staff in the Retail banking Division the legal regulations related to promotions, program implementation support, and business promotion of products/services;
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	<ul style="list-style-type: none"> ✓ Sharing expertise with staff in the Development and Development Division regarding common situations and obstacles encountered during the loan appraisal and approval process for individual customers; ✓ In-person training at the Hanoi branch on basic legal aspects of businesses and bank guarantees.
<p>Training program on AML and FATCA compliance (AML & FATCA)</p>	<ul style="list-style-type: none"> ● The implementation will be synchronized across the entire system, adhering closely to Vietnamese law, the requirements of the State Bank of Vietnam, and relevant international practices and standards. ● The training content is designed to suit each target group, including: <ul style="list-style-type: none"> ✓ Basic training for all employees. ✓ Provide in-depth training for units and departments directly involved in AML and FATCA compliance. ● The training methods are implemented flexibly to ensure effectiveness and broad accessibility: <ul style="list-style-type: none"> ✓ Intensive training, ✓ Online training ✓ Internal communication programs. ● It is a mandatory requirement for 100% of newly hired employees to participate in and complete AML & FATCA training courses before officially assuming their duties. ● Organize regular training programs and evaluate learning outcomes to reinforce knowledge, update on new regulations, and enhance compliance awareness throughout the system.
<p>Training for management levels</p>	<ul style="list-style-type: none"> ● This initiative is implemented with a focus on the principle of "leadership by example," playing a crucial role in guiding and directing employees to comply with the Bank's regulations. ● In-depth training modules on compliance and professional ethics for management-level staff, such as SeAManager and SeAHIPO, continue to be implemented.
<p>New courses and lectures</p>	<ul style="list-style-type: none"> ● Develop and update courses, refresh teaching methods and approaches: <ul style="list-style-type: none"> ✓ Methods for identifying forged signatures, seals, and documents; ✓ Regulations on the management and use of seals at SeABank...

	<ul style="list-style-type: none"> ● Continuously updating content, keeping up with trends and changes in legal regulations, helps employees stay informed and proactively comply.
Develop supporting tools	<ul style="list-style-type: none"> ● Actively develop support tools to help employees easily acquire knowledge and apply it in practice: <ul style="list-style-type: none"> ✓ Guidelines for identifying compliance errors and determining risk levels; ✓ Instructions for checking and detecting forged documents and records; ✓ Instructions for looking up customer information on the National Public Service Portal...
Multichannel communication	<p>Strengthen communication by diversifying formats, increasing frequency, enhancing interaction, and optimizing reach to employees:</p> <ul style="list-style-type: none"> ✓ Internal newsletters (53 legal newsletters, 9 compliance newsletters) ✓ Mini game "Wednesday of Compliance"...

VI-3.4. Planning, Objectives and Direction - Proactive Compliance Management

Proactive compliance management is a key objective for SeABank until 2028, aiming to achieve a competitive advantage in the market and fulfill its sustainable development goals. Accordingly, SeABank proactively addresses potential compliance issues to identify, assess, and prevent or mitigate risks before they occur or pose a threat to the bank's assets and reputation, as well as to its customers.

The following are the proactive compliance management solutions that will be implemented:



- Enhancing risk- and data-driven compliance control: Continue to refine the risk-based control approach, incorporating data analytics and compliance risk indicators (KRIs). Monitoring activities will be prioritized based on materiality and emerging risk trends, optimizing control resources and improving early risk detection capabilities.
- Promoting digital transformation in compliance control: Focusing on digitizing compliance control processes, deploying remote monitoring tools, early warning systems, and automated management reporting, thereby improving the timeliness and accuracy of monitoring activities.
- Improving the internal policy, process, and control system: Continue reviewing, standardizing, and updating the internal policy, regulation, and process system in accordance with changes in law and governance practices. Compliance control will be integrated from the process and new product design stage (Compliance by Design) to minimize risks arising during operation.
- Strengthening the effectiveness of the first line of defense: Reinforcing the self-control role of business units and support units through self-evaluation of compliance, self-inspection, and linking compliance responsibility to the performance evaluation of unit leaders. Compliance control at the second line of defense will focus on monitoring the effectiveness of the first line of defense and advising on, improving, and enhancing self-control capabilities.
- Enhancing multi-level coordination and integrating overall risk management: Compliance control activities will be implemented in close coordination among units (Risk Management Division, Financial Planning & Finance Division, Internal Audit Department, and Corporate Banking Division) to ensure a unified approach to risk management and internal control. The bank aims for an integrated risk management model throughout the entire system.
- Training and awareness campaigns on compliance: Continue to regularly implement diverse forms and approaches to disseminate compliance awareness to a wide range of employees, thereby transforming knowledge into the capacity to proactively implement compliance. Training and communication activities aim to ensure employees understand their compliance responsibilities and the consequences of non-compliance; the importance of compliance and the benefits it brings; updating information on new violations and tactics in the market will help employees prevent and resolve difficulties and obstacles in their work, and enhance their preventive capabilities.
- Promoting a proactive compliance culture throughout the system: Building a compliance culture through internal communication, training, commitment mechanisms, and integrating compliance into human resource management. The goal is to shift from "passive compliance" to "proactive compliance," where each employee is a line of defense in risk management.
- Reporting violations: Strengthen communication and encourage employees to report violations through hotlines (including the Compliance Hotline - Email: baocaosaipham@seabank.com.vn) and implement appropriate commendation and reward mechanisms.

VI-4. Internal Audit

V-4.1. Functional structure and responsibilities of Internal Audit

SeABank's Internal Audit Department is organized uniformly at the Head Office and operates under the direct guidance and supervision of SeABank's Supervisory Board. The Internal Audit Department acts as a third line of defense, conducting independent and objective reviews and evaluations of the appropriateness and compliance with the institution's internal mechanisms, policies, processes, and regulations; and making recommendations to improve the effectiveness of these systems, processes, and regulations, contributing to ensuring the institution operates safely, efficiently, and legally. Under the direction of the Supervisory Board,

the Internal Audit Department has implemented audit plans based on risk orientation. In addition, the Internal Audit Department also performs other supervisory and review tasks as requested by the Supervisory Board and official letters from regulatory authorities.

V-4.2. Internal audit activities in 2025

Annual audit in 2025:

- The Internal Audit Department completed the audit plan for business units, Head Office divisions/departments/sections, and thematic and mandatory audits as stipulated by the State Bank of Vietnam, such as: anti-corruption audits, capital adequacy ratio calculation systems, appraisals, insurance, etc.
- The post-audit recommendations have been reported to the BOD, the General Director, and the Supervisory Board, contributing to the improvement of processes and the enhancement of the effectiveness of the internal control system, thereby minimizing risks in operations.

Improving operational efficiency by 2025:

- Participate in the implementation of information technology projects to support auditing activities.
- Perform monitoring and reporting duties as directed by the Supervisory Board and enhance coordination with security lines 1 and 2 through the internal reporting system and coordination mechanism.
- Improve internal audit processes and urge the thorough implementation of corrective actions based on audit recommendations. Refine the procedures and guidelines for monitoring activities as required by the Supervisory Board to strengthen its role as stipulated in the Law on Credit Institutions of 2024.
- Strengthen training activities to enhance internal audit capabilities and team management skills.

2026 Plan Objective - To improve and enhance the role of internal audit:

- Continue to improve the software system used for auditing, and enhance the use of AI technology for in-depth data analysis.
- Improve the organizational model and enhance the supervisory function and effectiveness of internal audit.

VII. REPORT ON ENVIRONMENTAL AND SOCIAL IMPACT

The Bank's commitment to fulfilling its responsibilities in sustainable development.

Long-term vision

SeABank's commitment is integrated into its long-term development strategy, aiming for a sustainable financial ecosystem that contributes to the prosperity of future generations.

Commitment to Sustainable Development

The Bank's commitment to sustainable development is not just a statement, but a practical roadmap with concrete actions and measurable results. Based on the principles we have set forth, we are making specific commitments to promote sustainable development in the financial sector, focusing on four main areas: global goals, climate, community, and customers.

<p>Commitment to global goals – the 17 Sustainable Development Goals</p>	<ul style="list-style-type: none"> • SeABank is committed to promoting all 17 objectives, integrating them into its banking strategies and operations: • Sustainable and responsible business: Integrating ESG into operations, strengthening corporate governance and effective risk management,
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<p>(SDGs) set forth by the United Nations.</p>	<p>ensuring responsible business growth and minimizing environmental and social impact.</p> <ul style="list-style-type: none"> • Developing a Green Banking orientation: Greening business and operations across the entire bank to achieve sustainable growth, minimize negative impacts, and create value for the environment and society. • Building a cohesive organizational culture: Aiming to become a leading bank in organizational culture, ensuring an equal and respectful work environment, high levels of satisfaction and commitment, and improved performance. • Sustainable community development across multiple sectors: Maintaining the operation of 4 internal charitable funds and continuing to implement social welfare activities in diverse areas such as supporting the poor, education, healthcare, environmental protection, etc.
<p>Climate commitment</p>	<ul style="list-style-type: none"> • Net emissions of zero: Commitment to reducing greenhouse gas emissions in the Bank's operations and credit portfolio in line with the Government's direction to contribute to achieving net emissions of zero for the nation by 2050. • Green financing support: Providing green credit packages with preferential interest rates to support emission reduction projects such as renewable energy plants, energy saving initiatives, and environmental protection initiatives. • Green transformation of internal operations: Actively reduce carbon emissions in internal operations, including digitizing transaction processes, minimizing paper use, and investing in environmentally friendly offices.
<p>Commitment to the community</p>	<ul style="list-style-type: none"> • Promoting financial inclusion: Providing affordable microcredit products and financial services to low-income populations, women, and vulnerable groups. • Supporting communities affected by climate change: Partnering with localities severely impacted by climate change, providing loans for reconstruction and sustainable development. • Volunteer activities: Organizing charitable programs in diverse fields such as poverty alleviation, scholarship support, community health, etc.
<p>Commitment to customers</p>	<ul style="list-style-type: none"> • Developing green financial products: green financing specifically for sustainable projects, facilitating the participation of scientists, technology companies, and organizations in the green transition process; preferential green credit for businesses adopting circular economy models or environmentally friendly technologies. • Supporting green personal finance: Developing preferential loan packages for individuals purchasing environmentally friendly products such as electric cars, home solar energy systems, and apartments with green building certification. • Developing social finance products: funding projects in education, healthcare, low-income housing, women-owned businesses, etc.

	<ul style="list-style-type: none"> • Enhancing ESG consulting: Providing free consulting services to corporate clients on how to integrate ESG elements into their business operations, helping businesses access better funding, transition green, and improve competitiveness. • Sustainable service experience: Promoting the digitalization of banking services and providing a modern online transaction platform helps minimize resources and save time for customers.
Commitment to human rights and workers	<ul style="list-style-type: none"> • Respect for diversity and equality: SeABank builds a humane and healthy working environment that upholds human rights and ensures respect and equality. • Talent development: Fair opportunities, clear training and career advancement paths to develop and retain talent. • Ensuring fair compensation and benefits: This is based on multiple factors, adheres to regulations, and guarantees benefits and fairness.
Commitment to shareholders and investors	<ul style="list-style-type: none"> • Integrating ESG elements into governance: integrating ESG management procedures into credit processes, ensuring that transactions with high ESG risks that lack mitigation measures are not financed. • Applying international standards: incorporating the recommendations and operational standards of strategic partners into our operations. • Information transparency: establishing a mechanism for receiving and processing complaints and publicly disclosing information on SeABank's website or through other regulated channels.
Measuring and reporting progress	<ul style="list-style-type: none"> • Publish an annual Sustainable Development Report: including specific indicators such as emissions reductions, the number of green projects funded, and the proportion of green credit portfolios. • Actively participate in international ESG evaluations and rankings to enhance credibility and improve operational efficiency. • Set goals for building internal sustainability indicators: track the contribution of each department to the overall sustainability strategy.

VII-1. The highest-ranking person responsible for/implementing policies and issues related to

The highest-ranking person responsible for/implementing sustainable development: Chairman of the Board – Le Van Tan

sustainable development.

- Oversight Responsibilities: The Board members directly assigned to monitor, advise on, and supervise matters related to sustainable development are Mr. Le Van Tan - Chairman of the Board, Mr. Fergus Macdonald Clark - Independent Board Member, and Mr. Matthew Sander Hosford - Independent Board Member. These members are responsible for jointly managing, supervising, and advising on ESG issues, climate change, green credit, and related matters. Details of responsibilities and activities are in Chapter V of this Report.
- Responsibility for Direction and Implementation: The BOD assigns the General Director the task of organizing, managing, and delegating authority to the Councils/Committees and Divisions/Units of

SeABank in implementing the sustainable development strategy according to the direction approved by the BOD. In addition, to assist the BOD, the Risk Management Committee (or other Committee/Council under the BOD assigned to advise and assist in the field of sustainable development) has been assigned the task of advising the BOD, monitoring and evaluating the effectiveness of the sustainable development system, and proposing solutions to improve the effectiveness of this system in relation to the Bank's operations.

**Details of the organizational structure and operations of the BOD and its subordinate committees can be found in Chapter V of the Annual Report.*

VII-2. Compliance with environmental laws and regulations:

- Penalties for violations due to non-compliance with environmental laws and regulations: no penalties will be imposed.

- Total amount of fines imposed for violations of environmental laws and regulations: no fines imposed.

VII-3. Orientations and policies for managing the environmental and social impacts of business activities.

VII-3.1. Environmental and Social Impact Management Orientation at SeABank

Identify potential impacts and risks:

Besides generating economic value, the Bank's business activities also have a significant impact on the environment and society. SeABank identifies and manages potential risks as follows:

Reputation risk: Banks may suffer reputational damage if they finance projects or clients that have a negative impact on the environment and society, especially if this is reflected negatively in the media.

Credit risk: The risk of debt recovery from customers whose operations are suspended to address environmental or social issues or who incur large penalties.

Strategic integration

Key themes are integrated into SeABank's sustainable development strategy and long-term business plan.

SeABank has concretized each theme into action programs such as promoting green credit, social credit, managing environmental and social risks in credit operations, digitizing processes, and supporting the community.

Develop policies and governance systems.

Environmental and Social Policy: Applying environmental and social criteria throughout the entire credit and investment management process, ensuring that financing activities do not harm the environment or society.

ESMS system: Assessing and managing environmental and social risks for all loan and investment projects, and credit granting activities of SeABank and its subsidiaries.

Governance system: Consistent approach towards sustainable goals from the BOD to the General Director and all levels of implementation.

Information security: Implementing security regulations and strict access control to ensure the safety of customer data.

Monitoring and reporting

Use clear metrics for each topic: Green credit ratio, reduction in greenhouse gas emissions from internal operations, financial support for female customers in local areas, women-owned businesses and small/micro enterprises, number/impact of community programs implemented...

Information transparency: Regularly publishing Sustainable Development Reports and transparently disclosing information related to environmental and social issues.

Completing the ESG Index: A step-by-step process of building and standardizing the ESG index will serve as the basis for monitoring the implementation of the sustainable development strategy. The index will be reviewed and updated periodically to ensure it fully reflects sustainable development commitments, aligns with the operational context, risk management requirements, and international best practices. This is a crucial foundation for measuring effectiveness, assessing improvement trends, and supporting decision-making throughout the system.

Development orientation

Technological innovation: Investing in ESG management systems and modern measurement tools to improve management efficiency.

Enhance international cooperation: Participate in global initiatives such as the Net Zero Banking Alliance (NZBA) to stay updated on trends and improve management standards.

Internal training: Integrate ESG into employee and leadership training programs, ensuring consistency in the implementation of sustainable strategies.

VII-3.2. Socio-environmental policies and socio-environmental risk management systems

The system of policies and principles for managing environmental and social risks at SeABank.

SeABank implemented an Environmental and Social Management System (ESMS) in January 2022 to ensure the bank does not finance activities that harm the environment and the community. By 2025, SeABank will integrate the following environmental and social principles into its lending and investment activities:

- (a) Communicating SeABank's environmental management policies to employees, shareholders, investors, customers, and stakeholders.
- (b) SeABank requires and directs its corporate/business clients, who receive credit/investment from SeABank, to conduct environmental and social risk management in accordance with SeABank's environmental and social standards during their business operations.
- (c) Assess the environmental and social risks and opportunities associated with each funding or investment product to achieve the best long-term sustainable results and minimize potential adverse environmental and social impacts.
- (d) Encourage, evaluate, and strive to implement solutions, products, and services that have a positive impact on the socio-environment.
- (e) SeABank requires customers/projects that receive credit/investment to comply with or commit to complying with the following environmental and social requirements:
 - i. Social and Environmental Exclusion List: SeABank does not invest in/provide credit to any customers/activities on SeABank's Social and Environmental Exclusion List.
 - ii. SeABank's list of excluded social media activities is based on advanced international practices while also being consistent with the current situation and development conditions of the Vietnamese economy.
 - iii. Current regulations in Vietnam regarding the social environment.

- iv. The core labor conventions of the International Labour Organization, the 8 IFC operational standards, and the World Bank Group's guidelines on Environment, Health and Safety (for transactions with high socio-environmental risks, these must be applied, as per SeABank's ESMS regulations from time to time).²³
- (f) Monitor the effectiveness of the social and environmental impact evaluation (SIA) of customers, organizations, or projects that SeABank has granted credit/investment to, and promptly collect reports on any SIA incidents or accidents (if any), their impact or consequences arising from or potentially arising from such incidents/accidents, and the measures being implemented or planned to be implemented to address/remedy them.
- (g) Promote the efficient use of materials and resources in SeABank's and its customers' operations, including the use of domestically produced recycled goods and materials for activities/projects where appropriate, and the application of energy and water saving measures where feasible.
- (h) Efforts to reduce greenhouse gas emissions aim to mitigate climate change and ensure SeABank plays an active role in the transition to a low-carbon economy.
- (i) Maintain a complaint resolution mechanism so that employees, customers, and other stakeholders can voice concerns or complaints about the effectiveness of the Social Media activities and compliance with the Social Media policy and standards requirements of SeABank, and systematically address these concerns/complaints.
- (j) Ensure sufficient human, financial, and material resources are provided to effectively implement SeABank's ESMS.
- (k) Review the results of the annual ESMS implementation performance evaluation and direct changes/improvements to achieve sustainable development performance as planned.
- (l) SeABank publicly discloses the effectiveness of its social media activities in accordance with international best practices.

Environmental and social exclusion list

Exclusion list: No investment/credit granted to customers/operations in industries/sectors that have a negative impact on the environment and society, notably:

- Tobacco manufacturing/trading;
- Manufacturing/trading of alcoholic beverages (excluding beer and wine);
- Gambling/casino operations;
- Manufacture/trade of radioactive materials;
- Logging activities from primary forests, and the production/trading of timber originating from sources other than sustainably managed forests;
- Coal industry operations;
- Activities involving forced labor or child labor exploitation...

² <https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations>

³ Performance Standards on Environmental and Social Sustainability | International Finance Corporation (IFC)

Evaluation process: SeABank conducts screening, classification, and evaluation of socio-environmental risks for all credit facilities. For customers with socio-environmental risks requiring remedial measures, SeABank collaborates with the customer to develop a remediation plan and monitors it throughout the credit period.

Results achieved:

>10,000 credit proposals have been screened and assessed for environmental and social risks (equivalent to 100% of credit granted, excluding consumer loans and credit cards).

Rejected **100%** of high-risk projects that lacked mitigation measures or projects/plans on the exclusion list.

VII-4. Labor Policy - Emphasizing Human Values and Talent Development

Report on total number of employees: The average total number of employees in 2025 is 5,396. The total number of employees as of December 31, 2025 is 5,427.

Average income: VND 31.6 million/person/month, an increase of 4.9% compared to the average income in 2024.

Satisfaction index:

- 90.37% of employees feel satisfied working at SeABank.
- 90.5% of SeABank employees will stay with the bank for at least the next two years.

VII-4.1. Human Resources Policy System - Prioritizing Employee Welfare

Recognizing human resources as the core of development, SeABank builds a work environment that values trust – where each individual believes in their own worth, trusts the guidance and direction of the BOD and the Board of Management, and believes in the common goals of the organization, in line with the spirit of "Believe!".

Adhering to its human rights commitment, SeABank improves its welfare system towards fairness, transparency, and merit, promoting the maximization of potential. At the same time, the Bank creates a safe and healthy working environment, ensuring the physical and mental well-being and comprehensive welfare of its staff.

VII-4.1.1. A safe working environment that ensures physical and mental health.

<p>Worker safety and health</p>	<p>- SeABank provides facilities and working conditions that are safe, clean, and modern, ensuring the health and productivity of employees throughout the system.</p> <ul style="list-style-type: none"> ✓ SeABank employees are fully equipped with modern equipment to support their work: desktop computers, keyboards, mice, Cisco internal telephone systems, filing cabinets, monthly office supplies, etc. ✓ SeABank's buildings and headquarters are also fully equipped with modern facilities, prioritizing environmentally friendly equipment with energy efficiency ratings (CSPF) greater than 4. ✓ 100% of our offices are equipped with air purifiers, ventilation systems, and fresh air filtration systems to eliminate bacteria and dust and ensure good health.
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	<ul style="list-style-type: none"> ✓ Increase the number of plants in the office and optimize the use of natural light. ✓ 100% of the domestic water supply throughout the system is guaranteed to meet Vietnamese standards for domestic water: QCVN 01-1: 2018/BYT of the Ministry of Health and QCVN 14:2008/BTNMT of the Ministry of Natural Resources and Environment. <p>- Occupational health care system:</p> <ul style="list-style-type: none"> ✓ PVICare Comprehensive Insurance: health insurance for employees and their families, with benefits that increase and expand annually based on job title, seniority, etc. ✓ Periodic health check-up program: In addition to the basic general check-up package, SeABank ensures specialized examinations according to gender; in-depth examinations are added and increased based on job title, seniority, etc. The program is implemented at reputable hospitals with professional service quality and modern medical facilities. <p>- Commitment to human rights, not to use child labor or forced labor, and not to finance or cooperate with parties that use child labor or forced labor.</p>
<p>Building a diverse and equitable environment.</p>	<ul style="list-style-type: none"> - Non-discriminatory recruitment policy: SeABank ensures a fair recruitment process, without bias or discrimination based on any factor other than professional competence, welcoming and attracting talent from all regions, genders, ages, ethnicities, religions, etc. - Promoting inclusion: Training programs on diverse cultures and teamwork skills are regularly organized, helping employees learn to respect and cooperate effectively in a diverse environment. - Gender equality: SeABank always creates opportunities for women to assert themselves and hold important leadership positions. The percentage of female managers and leaders at SeABank is 47%. - Fair opportunities for advancement: A transparent performance evaluation system, based on achievements and capabilities, ensures that all employees have a fair chance of recognition and career development. - Equal income and benefits: SeABank implements a salary and benefits policy that does not discriminate based on gender or any personal factors, with the principle of "paying according to the value of the work". - Building a culture of open feedback: SeABank encourages employees to share their opinions and contributions to improve the working environment through regular surveys and interactions on internal communication channels. - Developing an internal community: Clubs and diverse volunteer and group activities foster cohesion and spread a spirit of teamwork throughout the system.
<p>Enhancing the experience and strengthening the connection and dissemination of internal cultural values.</p>	<p>In 2025, more than 20 events and programs were implemented, flexibly combining in-person and digital activities, effectively connecting staff at units nationwide. Notable programs include:</p> <ul style="list-style-type: none"> • The SeAProud program expresses gratitude to over 1,500 employees who have been with the bank for many years. • The "Cultural Ambassador" program, with the participation of approximately 160 employees, seeks outstanding individuals to spread internal cultural values.

	<ul style="list-style-type: none"> • Activities commemorating special occasions such as International Women's Day (March 8th), Vietnamese Women's Day (October 20th), SeABank's anniversary, and the first-ever International Men's Day were organized... • Programs to learn about corporate culture and other internal competition activities. • Employee family bonding programs: SeATet, New Year's lucky money giveaways, and activities for employees' children through SeAKids and SeAHero Kids promote green habits for employees' children...
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VII-4.1.2. Competitive compensation and benefits policies

In addition to welfare and benefits policies that comply with legal regulations, SeABank is developing and planning to implement the following attractive Total Rewards and salary/bonus schemes in 2026:

- ✓ Salary adjustments are made periodically based on job position, actual work performance, level of contribution, seniority, and dedication of each individual, according to the 3P salary structure.
- ✓ The reward system is based on individual performance, results, achievements, and contributions to the Bank's development, ensuring fair rewards to encourage and recognize the contributions of each member.
- ✓ Welfare policies have been expanded and improved to provide the best benefits for employees, increasing with seniority and work performance to create motivation for dedication and commitment: PVICare comprehensive health insurance policy for employees and their families; SeAESOP; SeAStaff Privilege preferential loan policy; expanded annual leave policy...

SeABank's compensation and benefits policies are detailed in the Salary, Bonus and Benefits Policy (Chapter III, of this report).

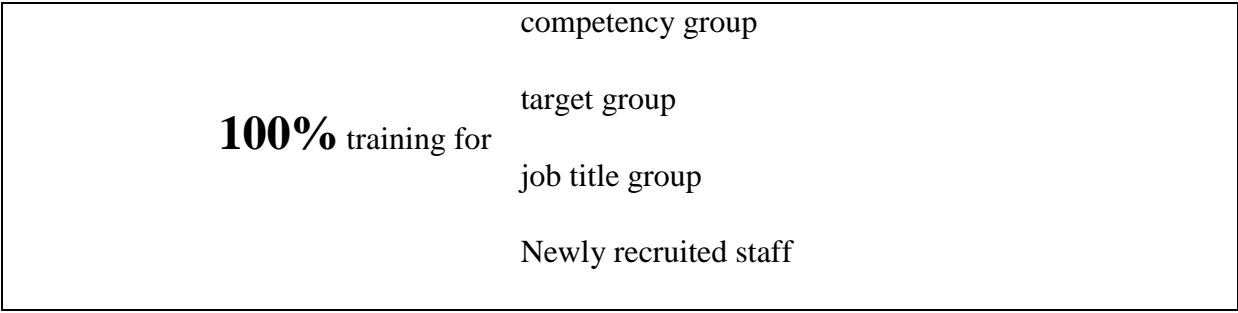
VII-4.2. Training and capacity building for employees:

A comprehensive solution for employee training and capacity building:

- Design training programs tailored to each target group in terms of expertise and skills.
- Diversifying learning methods helps employees proactively improve their knowledge while ensuring work progress.
- Establish a clear career development path and encourage employees to continuously improve their skills and innovate.

Overall evaluation of training and capacity building activities in 2025:

Number of training courses: 1,541 courses (an increase of 6.7% compared to 2024)	Average training hours per employee: 62 hours/employee (an increase of 5.4 hours compared to 2024)	Number of employees participating: 6,690 people (an increase of 16.8% compared to 2024)
Number of training participants: 79,038 views (up 9.1% compared to 2024)		Average rating: 9.49/10 points



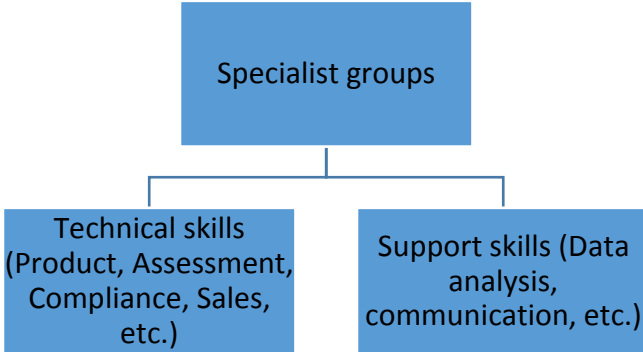
- The training and development methodology is continuously innovated, optimizing the resources of internal instructors and coaches: the participation in training, teaching, and coaching by the Leadership Board, from the BOD and the General Director to the Head Office's Divisional Directors, Regional Directors, Center Directors, and Head Office Operations Directors...
- Organizational format: blended learning (combining all three formats: classroom, online, and e-learning). In particular, e-learning helps save on the costs of organizing and operating classes, teaching costs, printing materials, and accommodation and travel expenses for students and instructors. It also reduces the time students spend in in-person classes while still ensuring improved skills and work efficiency.
- Internal instructors: By 2025, the team of internal instructors and coaches across the entire system will reach 268 people.
- Training and mentoring activities to enhance knowledge and skills for internal instructors and coaches: Coaching Conversations, Action Learning for Problem Solving, Team Coaching, etc.

VII-4.3. Capacity building programs and activities in 2025:

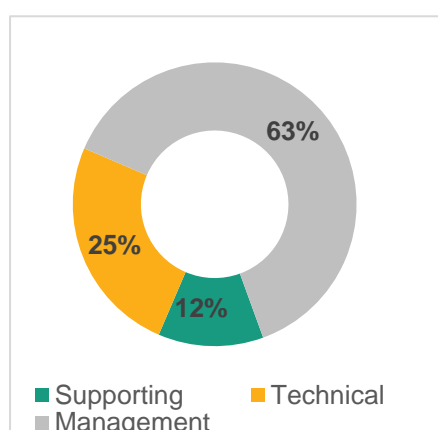
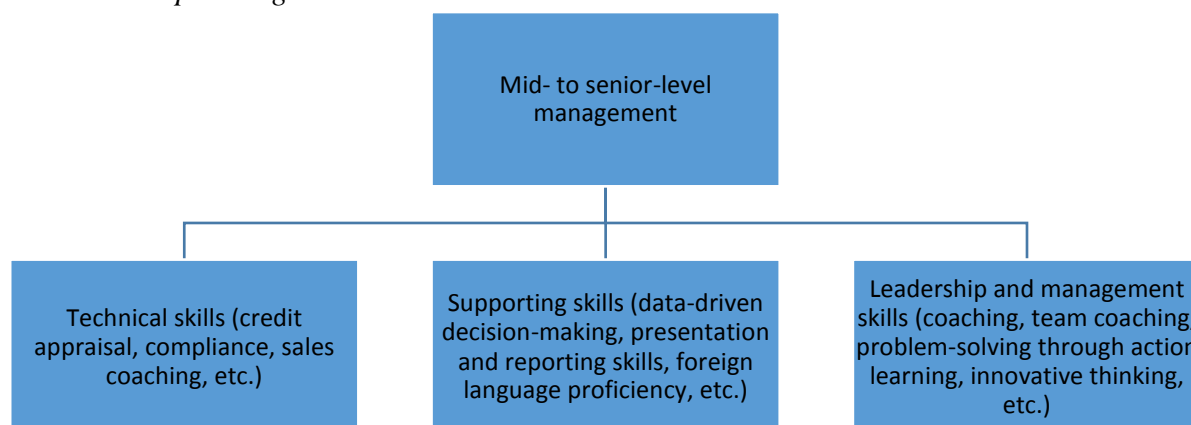
VII-4.3.1. Standardization program based on competency framework:

- 100% of job titles (from Specialist to Senior Manager) receive training and capacity building, including:

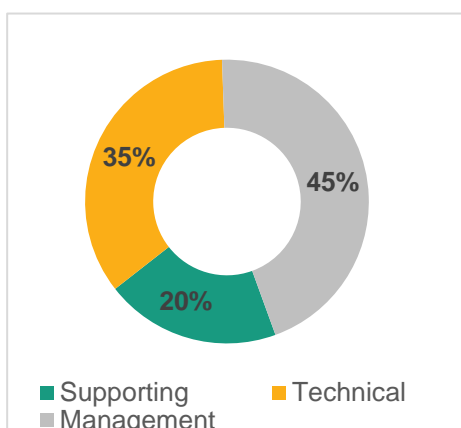
✓ *The Specialist Group focuses on two main skill sets: specialized and supporting skills.*



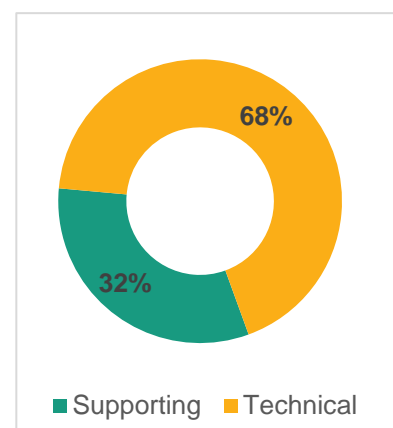
- ✓ *Middle and senior management group: focuses on three competency groups: expertise, support, and leadership/management.*



Courses for Specialists



Courses for Middle management



Courses for senior management

VII-4.3.2. Key training programs:

- Enhancing management capacity:

- ✓ Five capacity-building courses for Board members: Board Member Certification Program: DCP33, DCP40; In-depth training program on the Audit Committee: ACMP8, ACMP9; Workshop “BOD Shaping the Future: Perspectives from Digital Governance & Sustainable Development”.
- ✓ 05 courses required by state management agencies: Anti-Terrorism and Counter-Terrorism Financing; ESG; AI; Distinguishing between genuine and counterfeit money; Identifying forged documents, signatures, and seals.

- Close the capacity gap according to the new model:

- ✓ Develop a competency framework based on the new model for 100% of job titles at the business unit.
- ✓ Assessing training needs according to the new competency framework,

- ✓ Providing GAP training according to the new model for 100% of multi-functional tradespeople across the entire system.

- Source/Post-appointment:

- ✓ 100% of new managers receive training and coaching after appointment.
- ✓ 100% of Division Managers and Center Managers at the Business Unit have received recruitment training.

VII-4.3.3. Review, assess capabilities, and develop talent:

Programme	Details and implementation results for 2025
<p>Develop a competency map, a set of success indicators, and assess training needs for job titles within the business unit.</p>	<p>Target:</p> <ul style="list-style-type: none"> ✓ Update and standardize the competency framework for job positions within the business unit according to the new business model. ✓ This helps business units coordinate with the Human Resources & Administration Division in managing and retaining high-quality personnel who are aligned with SeABank's culture and development requirements, through the development of a comprehensive competency framework, competency map, and training needs evaluation. <p>Implementation details: The subjects to be assessed/surveyed/competency mapping, success indicators, and training needs include the following job titles within the business unit:</p> <ul style="list-style-type: none"> ✓ Regional Director ✓ Business Center Director ✓ Department Director ✓ Team Leader ✓ CV/CVC/CVCC/CG position <p>Implementation results: Results recorded during the 3-month implementation period (September-November 2025) with the following products:</p> <ul style="list-style-type: none"> ✓ The competency dictionary has been updated, adding new job titles. ✓ Competency map along career development paths ✓ The learning path is linked to the job title competency framework. ✓ Learning roadmap linked to personal career development path. ✓ Success Indicators ✓ Training Needs Analysis Report (TNA).

	Impact: Creates a useful foundation and basis for subsequent training and competency development planning and evaluation activities.
Periodic professional skills evaluation	<p>Objective: To regularly assess the quality of human resources at all levels, from specialists to team leaders/experts, ensuring the retention of a highly skilled workforce and creating motivation for employee development.</p> <p>Implementation details and results:</p> <ul style="list-style-type: none"> ✓ Successfully conducted the periodic professional competency examination twice a year for job titles ranging from specialist to team leader/expert. ✓ Update the content and structure of the exam questions. ✓ Implementing camera-based monitoring and management of exam sessions throughout the examination period from online connection points aims to enhance the seriousness and effectiveness of the process.

VII-5. Community Development Activities

VII-5.1. Comprehensive financial support for vulnerable customer groups

Expanding cooperation, building a prosperous society.

With the goal of building a prosperous and happy community with equal development opportunities for all, SeABank has expanded its international cooperation, successfully raising over US\$1.1 billion from reputable financial institutions such as Proparco, FMO, IFC, DFC, AIIB, Norfund... With this capital and the professional support of its partners, SeABank will enhance the effectiveness of sustainable projects and improve banking operations to meet sustainability goals with an ESG focus on the following areas:

- Comprehensive financial support for women-owned businesses and SMEs: SeABank implements a series of financial and non-financial projects and policies to provide comprehensive support for SMEs and women-owned businesses, including: the Banking on Women project, the SeAPower Club, and a range of preferential products for target groups...
- Climate finance activities, green credit, green investment, sustainable economic financing: SeABank implements green products and services for various segments of individuals and businesses and promotes financing of projects in green and sustainable fields such as clean agriculture, renewable energy and energy efficiency...
- Promoting digital transformation and improving access to banking services: SeABank is expanding cooperation with domestic and international partners such as VISA, MoneyGram, MobiFone, etc., to promote and improve digital payment services, creating easy access for those who have not yet used banking services.

Through these projects and activities, SeABank aims for a circular, sustainable economy where all individuals and businesses have equal opportunities for development, while indirectly creating jobs for workers and promoting inclusive economics.

Comprehensive financial support activities - green finance in 2025

Product	Product details and implementation in 2025
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<p><i>Policy package to support businesses owned by women.</i></p>	<ul style="list-style-type: none"> - Providing comprehensive support for financial and non-financial services at the most favorable prices and with diverse credit granting methods (loans, guarantees, trade finance, cards, account services, deposit mobilization, etc.). - Synchronized financial incentive policies, designed to suit the specific needs of women-owned businesses, such as: free first year when registering for an account package, more favorable pricing policies compared to other customer groups, free early repayment, competitive credit-to-collateral ratio...
<p><i>The "quartet" of corporate privilege cards</i></p>	<p>Supporting SMEs and women-owned businesses in removing barriers to accessing capital.</p> <ul style="list-style-type: none"> ✓ SeABank Visa Corporate Credit Card: Access capital without collateral with an unsecured overdraft limit of up to VND 5 billion; free of key fees (annual card fee, combo account opening fee) for the first year; credit-to-collateral ratio up to 100% according to applicable policy. ✓ SeAMilleage and SeABank Visa Business cards: help optimize business travel and commercial transaction costs, accumulate frequent flyer miles, and enjoy exclusive privileges at SeABank's partner network. ✓ SeABiz Ultra Cash Debit Card: Earn returns on your idle cash flow thanks to flexible cashback based on your average monthly CASA balance.
<p><i>Women Entrepreneurs Club - SeAPower</i></p>	<ul style="list-style-type: none"> - Organize training programs and capacity-building courses for female business owners. ✓ The organization held two intensive courses on taxation, finance, and business management, which attracted 5,000 participants. ✓ In collaboration with local tax departments, we will organize a series of 5+ in-depth tax workshops nationwide, providing timely updates on important changes in the 2025 tax policy and the IFRS implementation roadmap. - Collaborate with business associations and non-profit organizations to organize large-scale workshops/events, expand networking opportunities, and share management experiences. - We provide communication and brand promotion support packages, connecting clients with a partner ecosystem to increase added value for our customers.
<p><i>Loans are available for members of the SeAWomen Women's Union.</i></p>	<ul style="list-style-type: none"> - With a maximum loan limit of 150 million VND and a maximum loan term of 60 months, free early repayment, and streamlined loan application procedures/documents for female members. Since its launch, this unsecured consumer loan product has consistently been widely accessible to many customers thanks to its attractive features and benefits.

	<p>- By the end of 2025, the SeAWomen product will have a cumulative total of over 22,300 customers, with outstanding loans reaching VND 1,183 billion, a 10% increase compared to 2024.</p>
<i>SeALady International Credit Card</i>	<p>- Featuring cashback of up to 2% on transaction value every day, especially high on special days for women such as birthdays, International Women's Day (March 8th), Vietnamese Women's Day (October 20th), or at partner insurance, healthcare, and beauty services.</p> <p>- With this card, SeABank is one of the pioneering banks to launch a product with a charitable element by sharing with cancer patients. Specifically, for every transaction of 1 million VND or more made by customers using the SeALady Cashback card, the bank will donate 2,000 VND to the Bright Tomorrow Cancer Patient Support Fund. By 2025, SeABank will have contributed a total of 4,122,140,000 VND to the fund.</p> <p>- First launched in 2017, the product won the "Credit Card of the Year 2019" award from The Asian Banker. By the end of 2025, SeABank had issued more than 98,000 SeALady cards.</p>
<i>SeASoul 2-in-1 Multi-purpose Card</i>	<p>In 2025, SeABank launched the SeASoul 2in1 multi-purpose card in collaboration with singer My Tam, offering financial privileges associated with the spiritual values of Peace of Mind, Well-being, and Connection:</p> <ul style="list-style-type: none"> ✓ Integrating credit and debit card features, enjoy discounts of up to 15% when paying with cards on entertainment platforms. ✓ For every new and successfully activated SeASoul Card, SeABank will contribute VND 3,000 to the SeABank/MT Foundation charity fund of Singer My Tam to support philanthropic activities.
<i>Green credit</i>	<p>In 2025, SeABank issued its Sustainable Development Strategy under Decision No. 1497/2025/QĐ-HĐQT, which sets the goal of increasing the proportion of green credit in the total credit portfolio to 5% by 2030.</p> <ul style="list-style-type: none"> - The program promotes growth in green credit: regulations are developed according to the specific characteristics of each industry, and preferential pricing policies are applied periodically. In 2025, SeABank will focus on projects classified as green according to Decision No. 21/2025/QĐ-TTg of the Prime Minister on regulations on environmental criteria and the confirmation of investment projects classified as green, or for sectors recognized as green by international organizations, including: green buildings, renewable energy, energy efficiency, electric vehicles (EVs)/EV charging stations, aquaculture, environmentally friendly chemicals and plastics, sustainable tourism, smart agriculture, etc. - Green financing support: Providing green credit packages with preferential interest rates to support emission reduction projects

	<p>such as renewable energy plants, energy saving initiatives, and environmental protection initiatives...</p> <ul style="list-style-type: none"> - Developing green financial products: green financing specifically for sustainable projects, facilitating the participation of scientists, technology companies, and organizations in the green transition process; preferential green credit for businesses adopting circular economy models or environmentally friendly technologies...
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VII-5.2. Social welfare and community development activities

With humanistic values built upon its corporate culture, SeABank aims to further spread these values to the wider community, thereby creating sustainable values and contributing to building a prosperous community.

In 2025, SeABank implemented many meaningful social welfare activities with a total cost of over 34 billion VND, including many meaningful activities and programs covering various aspects of life in accordance with the 17 Sustainable Development Goals (SDGs) of the United Nations.

Social Security Budget 2025

> VND 34 billion

(an increase of 41.67% compared to 2024)

Some typical programs include:

Programme	Implementation details	Budget	SDGs
The program is implemented by SeABank's One Day One Smile Foundation.			
SeABankers' Charity Program for Children	This annual program spreads love to children in remote areas, sick children, and children from disadvantaged backgrounds nationwide. In 2025, the program will build libraries and reading rooms; award scholarships to underprivileged students; and donate essential supplies, clothing, facilities, and necessities to schools and social welfare centers.	790 million VND (logo Quỳ One Day One Smile)	SDGs 1, 2, 3, 4, 8, 10, 11
Spring of Love Charity Program	The Spring of Love 2025 program distributed numerous gifts to children, the elderly, patients, and families in difficult circumstances at hospitals, schools, and welfare centers in many provinces and cities across the country.	725 million VND (logo Quỳ One Day One Smile)	SDGs 1, 2, 3, 4, 8, 10, 11

The annual Day of Love program			
Day of Love charity program - September 7th	<p>Day of Love on September 7th is a day when SeABank employees across the entire system spread humanitarian values to the community. Day of Love 2025 is implemented with two main focuses, including:</p> <ul style="list-style-type: none"> ✓ Volunteer activities in many provinces and cities. ✓ Fundraising activities to support the SeAGreen Fund and SeADreams. 	1.5 billion VND (logo Day of Love)	SDGs 1, 2, 3, 4, 8, 10, 11
The program is implemented by SeABank's Dream Nurturing Fund.			
Scholarships awarded to over 130 underprivileged students who have overcome difficulties.	The monthly scholarship amount will be increased to 1,500,000 VND per student. The scholarships are awarded to underprivileged but studious students sponsored by the Fund. As of December 31, 2025, the Fund is sponsoring 124 students.	Over 2 billion VND (GENERAL Quỳ logo)	SDGs 1, 2, 3, 4, 8, 10, 11
SeADreams Foundation awards startup scholarships to 15 graduating students.	Scholarships worth 10 million VND per student are awarded to SeADreams high school graduates as part of their preparation for the future.	150 million VND	SDGs 1, 2, 3, 4, 8, 10, 11
Other programs implemented by SeABank			
Citizens' Week	<p>The program implements a series of activities focusing on:</p> <ul style="list-style-type: none"> ✓ Providing assistance to mitigate damage caused by natural disasters, storms, and floods in many provinces and cities across the country; ✓ Practice a green lifestyle – plant trees, clean up litter, reduce single-use plastics; ✓ Donate blood, give the gift of life. 	~1 billion VND	SDGs 3, 11, 12, 13, 15
Other programs SeABank participates in			

Support for people affected by storms in 2025	Nearly 6.5 billion VND in support was provided to people and SeABank employees severely affected nationwide (Northern, Central, and Central Highlands regions).	~6.5 billion VND (SeAGreen Foundation logo)	SDGs 1, 11, 13
Support the demolition of temporary and dilapidated houses.	SeABank coordinated the construction, repair, and handover of 856 solidarity houses to poor and near-poor households. The cumulative number of houses built/repared nationwide by SeABank has reached nearly 1,800.	30 billion VND	SDGs 1, 2, 3, 9, 11
State Bank of Vietnam Scholarship	Providing scholarships to outstanding students from disadvantaged backgrounds in the Finance and Banking sector.	160 million VND	SDGs 1, 2, 3, 4, 8 10, 11

VII-6. Preserving the green environment and minimizing carbon emissions.

Recognizing environmental protection and carbon emission reduction as key objectives in its sustainable development strategy, SeABank implements comprehensive activities focusing on: Optimizing efficiency and using energy and resources economically; Reducing carbon emissions and greening operations; and Promoting green finance and circular economy activities.

VII-6.1. Water and Electricity Resource Management

Principles and guidelines for managing electricity and water resources at SeABank:

- Standardize the internal legal framework: Establish a system of detailed regulations and guidelines on the efficient use of resources, applied uniformly throughout the system and its subsidiaries.
- Establish a multi-tiered monitoring network: Key departments (Engineering, Security, and Protection) coordinate closely to control equipment operation, ensuring continuity and transparency.
- Maintain operational discipline: Conduct daily periodic inspections and audits; identify and thoroughly address any wasteful practices or misuse of resources immediately upon occurrence.
- Promoting a culture of frugality: Implementing regular internal communication campaigns, especially during peak periods (hot season), to transform awareness into voluntary action among all employees.

VII-6.1.1. Water and Wastewater Management

Objectives and measures for water and wastewater management:

- Manage water usage according to a limit of less than 30 liters/person/day for employees.
- Ensure a clean water supply for domestic use, meeting Vietnamese standards.
- Treat 100% of wastewater before discharging it into the environment, applying Vietnamese standards/guidelines.

Results of implementation in 2025:

Average per capita water consumption:

~20 liters/employee/day

32% lower than the target.

Water consumption per employee in 2025:

~7,5 m3/employee

- Clean water: 100% of domestic water supply is guaranteed according to the Vietnamese Domestic Water Standard QCVN 01-1: 2018/BYT and the Ministry of Health's Domestic Water Supply Standard 6-1:2010/BYT.
- Water consumption: Domestic water consumption in 2025 will be approximately 20 liters/person/day, 32% lower than the target set, thanks to the promotion of four pillars: Standardizing the internal legal framework - Establishing a multi-tiered monitoring network - Maintaining operational discipline - Spreading a culture of water conservation. Specifically:
 - ✓ Install water-saving devices: Equip restrooms with automatic shut-off faucets and dual-flush toilets.
 - ✓ System maintenance: Regularly inspect and maintain the water supply and drainage system to detect and promptly address leaks, preventing resource loss.
 - ✓ Raising awareness: Disseminating information and guidance on water conservation in the pantry and restroom areas, and improving staff awareness of proper water usage.
- Wastewater discharge: 100% of wastewater is treated before being discharged into the environment. Specifically, at the offices licensed to discharge wastewater into the environment and managed by SeABank, wastewater is monitored for indicators according to QCVN 14:2008/BTNMT every 3 months. Analysis results show that all parameters are lower than the permissible limits according to QCVN 14:2008/BTNMT (column B, k = 1.2).

VII-6.1.2. Electricity Resource Management

Objectives and management measures

- Electricity usage is managed according to quotas, measuring annual consumption per square meter of floor area (kWh/m²/year).
- Establish energy consumption measurement standards for office environments based on specific regional weather conditions to serve as a basis for monitoring and evaluation.
- Conduct internal communication and raise awareness about regulations on safe and efficient electricity usage in accordance with Decision No. 5211/2021/QĐ-TGD.

Results of implementation in 2025

Electricity consumption per employee in
2025

1,385.7 kWh/employee

Electricity consumption intensity by revenue

2.89 kWh/billion VND

-9,91% YoY

In 2025, energy efficiency indicators will show positive changes compared to 2024 thanks to the promotion of the following activities:

- Switch to high-performance devices:
 - ✓ Replacement and selection of high-performance office equipment and energy-saving technologies. Details are presented in VII-6.4 of this Report.
 - ✓ Implement strict electricity usage management at offices in accordance with Regulation No. 5211/2021/QĐ-TGD, thereby minimizing electricity costs and reducing the risk of fire and explosions in the office.
- Operations management:
 - ✓ Disseminate information, regulations, and guidelines on energy-saving electricity usage at the headquarters and its affiliated units.
 - ✓ Assign a focal point department (technical department, security supervisor, and security force) to monitor and control compliance with electricity usage regulations at the unit.
 - ✓ Conduct daily inspections and patrols of electricity usage, promptly correcting cases of irrational electricity use such as: using electricity for personal devices of unknown origin/quality; plugging multiple devices into the same socket; not turning off computers, air conditioners, lights, etc.
 - ✓ Internal communication and awareness campaigns regarding regulations/guidelines should be conducted, with particular emphasis on strengthening communication at the beginning of the hot season – the peak electricity consumption period.

VII-6.2. Waste Management

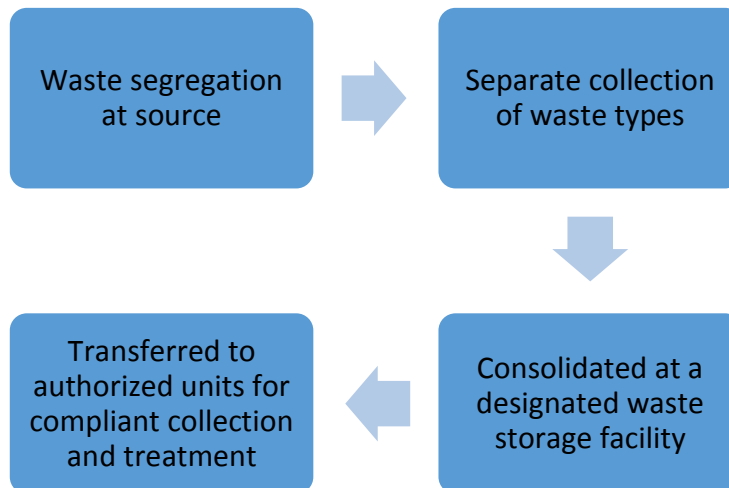
Objectives and management measures

- Standardizing waste management processes at the source, with the goal of converting 100% of waste bins to sorting bins.
- Reduce the volume of waste sent to landfills, increase recycling capacity, and instill waste sorting habits in all employees.

Implementation in 2025

- Strengthen control and ensure compliance with waste disposal regulations.
 - ✓ The SeABank office building currently does not have a communal canteen, so the amount of solid waste generated is negligible.
 - ✓ Waste is collected and sorted at each building by licensed office cleaning service providers and waste collection and processing units, ensuring that waste is collected daily and processed according to proper procedures.
 - ✓ Strengthen guidance and control over source-based waste sorting activities. Require and supervise sanitation staff and employees to comply with waste sorting regulations.
 - ✓ Separate waste bins are provided in work areas for three types of waste: recyclable waste, household waste, and hazardous waste.

- Waste collection process:



- Community activities: Implementing a program to exchange recyclable waste (cardboard, packaging) for green plants, spreading awareness of green living through the "Waste Exchange for Gifts Day" program.
 - o Implementing units: SeAGreen Environmental Foundation in collaboration with Hanoi Urban Environment Company Limited (URENCO)
 - o Time: Regularly on the second Friday morning of each month (from June to November 2025)
 - o Objective: To disseminate and provide guidance on recycling knowledge. To raise awareness and understanding of environmental protection through practical actions.
 - o Rules: Employees and local residents collect and sort recyclable waste at the source. Participants bring their sorted recyclable waste (paper, cardboard, plastic, metal, etc.) to the program's booth to exchange it for green gifts such as: mini plants, eco-bags, environmentally friendly cleaning solutions, etc.
 - o Results: After 6 implementation phases, the program attracted nearly 2,500 participants from employees and residents in the area, collecting a total of over 3.6 tons of recyclable waste.



VII-6.3. Greenhouse gas emission management and reduction

VII-6.3.1. Greenhouse Gas Measurement

SeABank has identified three main areas of greenhouse gas (GHG) emissions, and then monitors and measures these emissions to develop appropriate control/reduction plans.

- Scope 1: Direct emissions from activities controlled/organized by the bank.
- Scope 2: Indirect emissions from energy consumption.
- Scope 3: Indirect emissions from sources not owned/controlled by SeABank.

Greenhouse gas emissions in 2025:

Direct emissions (Scope 1):

624 tCO₂eq

SeABank's direct greenhouse gas (GHG) emissions are generated from the consumption of fuels (gasoline and diesel) used by vehicles under the Bank's ownership.

Indirect emissions (Scope 2):

4.957 tCO₂eq

(-2,3% YoY)

SeABank's primary source of indirect GHG emissions (Scope 2) mainly arises from electricity consumption.

SeABank applies the guidelines of the Intergovernmental Panel on Climate Change (IPCC – Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories) and uses Vietnam's national grid emission factors to calculate total GHG emissions for the reporting year.

SeABank sources its electricity from EVN and does not engage in the purchase of renewable electricity (e.g., wind or

Unit of measurement:

- GHG emissions are expressed in tons of CO₂ equivalent (tCO₂eq).
- The gases included in the calculation: CO₂, CH₄, N₂O are converted to their equivalent tCO₂eq.

Calculation year: 2025

- Reason for selecting five locations: based on the legal regulations in Decree 06/2022/ND-CP dated January 7, 2022, on Regulations for mitigating GHG emissions and protecting the ozone layer.
- The context for any significant changes in emissions that lead to a recalculation of the base year's emissions: The state regulatory authority issues the new grid emission factor.
- The data source for the emission factors used is: the grid emission factors are referenced from document No. 1726/BĐKH-PTCBBT dated December 3, 2024, on the announcement of the results of calculating the emission factors of Vietnam's power grid in 2023 (since the competent authority has not yet announced the grid emission factors for 2024 and 2025, SeABank uses the data from the most recent year as the basis for calculation).
- Emission consolidation methods include equity ownership, financial control, or operational control.
- Standards, methodologies, assumptions, and/or calculation tools used: Annual electricity consumption statistics for 2025 (excluding SeABank's subsidiaries and affiliated companies).

Standards and methodologies applied in greenhouse gas measurement:

- The proportion of GHG emissions according to the organization's index.
- The organization-specific index (denominator) is selected to calculate the ratio.
- The types of GHG emissions included in the reported ratio: electricity consumption.
- The gases included in the calculation, CO₂, CH₄, and N₂O, are converted to their equivalent tCO₂ values.

VII-6.3.2. Greenhouse gas emission reduction initiatives:

- SeABank issued its Sustainable Development Strategy under Decision No. 1497/2025/QĐ-HĐQT, setting out targets to reduce greenhouse gas emissions.

- Monitoring and measuring GHG emissions: issuing regulations on efficient energy resource use at the workplace to define energy efficiency indicators (BEI - electricity consumption index; COP - air conditioning efficiency index) to provide a basis for evaluating energy efficiency at SeABank.
- Reduce GHG emissions in the 1-2 range:
 - ✓ Transition to the use of environmentally friendly equipment/fuels. Details are presented in Chapter VII-6.3 of this Report.
 - ✓ Promoting "Digital Convergence," comprehensively digitizing operational processes and products/services. Details are presented in Chapter VII-6.3 of this Report.
 - ✓ Building green living habits for employees through SeAGreen's environmental fund activities such as Citizen Week, SeAHero, Ocean Cleanup... Details are presented in Chapter VII-6.3 of this Report.
- Reduce GHG emissions on the scale of 3:
 - ✓ Applying ESMS and integrating ESG into business operations, reducing lending to businesses in high-emission industries/sectors. Details are presented in Chapter III-3.7 and Chapter VII-3.2 of this Report.
 - ✓ Priority will be given to partners and suppliers with green and sustainable practices in the Bank's procurement, supply, and business cooperation activities, in accordance with the Supplier Code of Conduct issued and published on the Bank's website.
 - ✓ Promoting green living habits to the community and stakeholders through the SeAHero Kids program and the "Exchange Waste for Gifts" event. Details are presented in Chapter VII-6.3 of this report.

VII-6.4. Greening operations and promoting a green lifestyle in banking activities.

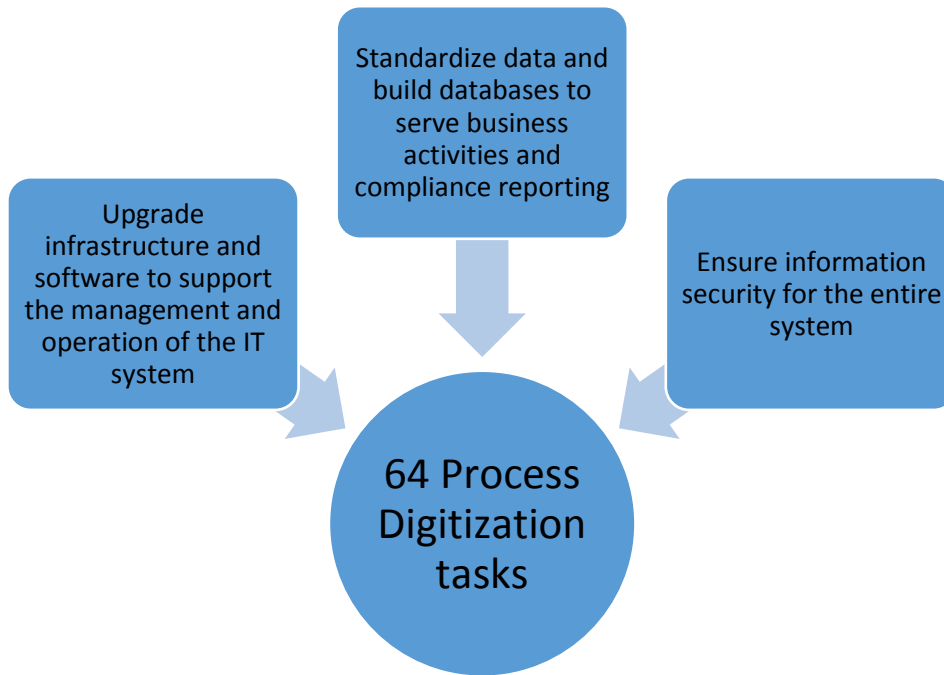
In line with its Green Banking strategy and net-zero emissions target, SeABank will implement greening measures in its internal operations by 2025. SeABank will accelerate process optimization and digitalization, prioritizing green procurement and the use of environmentally friendly office supplies. Some typical solutions include:

- ✓ **Digitalizing processes:** Promoting the modernization of technological infrastructure to optimize operations and reduce energy consumption. Enhancing the digitalization of operational processes and customer interactions, minimizing unnecessary document printing, and reducing reliance on physical resources.
- ✓ **Green Office:** Enhance monitoring of green material usage and energy saving in offices and headquarters. Implement a green transformation in daily office operations through the procurement and use of green materials and supplies, planting trees, etc.
- ✓ **Promoting a green lifestyle:** Encouraging environmentally friendly actions such as recycling, planting trees, using public transportation, and cleaning up the environment through various activities and movements implemented by the Bank and the SeAGreen Foundation.

These solutions not only help save costs but also contribute to reducing resource consumption, optimizing energy use, and reducing emissions.

VII-6.4.1. Digitalizing operations, reducing paper and physical resource usage.

In 2025, SeABank implemented 64 digitalization tasks to improve processes, focusing on three key areas:



Typical activities:

- Comprehensive upgrade and modernization of IT infrastructure at primary data centers (DCs) and disaster recovery centers (DRs) to optimize and improve energy efficiency.
- Invest in and upgrade network equipment, servers, storage, firewalls, and load balancing.
- Deploying high-speed WAN networks, SASE, and DWDM.
- Enhance virtualization and optimize system resource allocation.
- The New LOS system has been completed and put into operation on a new technology platform, implementing stable and efficient document flow processes, replacing the old LOS system, and saving annual operating costs.
- Reporting System: A new reporting system has been developed and implemented, replacing Temenos's reporting system, and continues to deliver significant results in reducing operating costs and improving data utilization.
- Data Warehouse Technology Transformation Model: Building and gradually transitioning from a batch data processing model with T-1 latency to a Realtime Data Warehouse (T0), enabling the aggregation and provision of data in real time as it arises from source systems. This model will support timely decision-making, enhance management reporting capabilities, and ensure the provision of accurate and complete data for compliance reports as required by relevant departments.

**Details regarding investment and project implementation are presented in Section II-4, Investment and Project Implementation of the Annual Report.*

Implementation effectiveness:

- Significantly reduce annual operating costs and licensing fees.

- Significantly reduces resource consumption for troubleshooting and indirect emissions.

IT system readiness level ~100%	Number of IT incidents affecting operations -60%
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- This contributes to significantly shortening transaction processing times, improving efficiency and customer experience. It also strengthens security layers, ensuring the safety of users' information and assets.
- Reducing reliance on over-the-counter transactions helps optimize resources and improve overall service quality.

Paper consumption at the Head Office 9.678 ram (Achieved the goal of <10 RAM)	Paper consumption/revenue: -7,57% YoY *Paper consumption at Head Office
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VII-6.4.2. Green Office – Reducing Emissions from Office Activities

□ **Green buildings and smart buildings:**

The shift to a green building model combined with smart building solutions is a strategic step to optimize operations in line with green banking principles, while also protecting the health of employees.

Target:

- Emission reduction: Aim to reduce energy and water consumption by at least 10-20% compared to typical office buildings.
- Optimize performance: Automate operational processes, minimize human error, and extend equipment lifespan.
- Improving the working environment: Ensuring good air quality, natural light, and planting greenery in the office helps improve employee efficiency and health.

Implementation in 2025:

- Prioritize locating your headquarters or leasing office space in office buildings that have received international green building certifications:
 - o Focus on standards such as LEED (USA), LOTUS (Vietnam), and especially EDGE (IFC - World Bank).
 - o There are 2 office buildings that have received green certification:
 - EDGE: Head office at BRG Tower, 198 Tran Quang Khai (Hanoi). Accordingly, a minimum 20% reduction in the use of sustainable energy, water, and materials is required.

- LEED (Silver): SeABank Lang Ha office building at Diamond Park Plaza, 16 Lang Ha (Hanoi). LEED is a popular international standard for green buildings with many requirements for carbon reduction, resource reuse, and performance optimization.

- Applying smart technology in building operations:

- Smart sensor system: Install motion sensors and presence sensors in low-traffic areas such as hallways, restrooms, and meeting rooms. Lights and air conditioning will automatically turn off when no one is present and automatically turn on when someone is using them.
- Natural light-based lighting: The automatic curtain and lighting system adjusts its intensity based on the level of sunlight outside, maintaining standard brightness while saving energy.
- Centralized Management System (BMS): Integrates all electrical, water, and fire safety systems into a single centralized management software. This system allows for automatic shutdown of all office electrical equipment after 6 PM (except for priority areas), preventing users from forgetting to turn off devices at the end of the workday.

□ **Procurement and management of equipment, facilities, and office supplies:**

Objective: To create a green, clean, and beautiful office environment, prioritizing the purchase and use of recyclable and reusable items, while also saving paper and ink.

Implementation in 2025	A green, clean, beautiful, and environmentally friendly office.	<ul style="list-style-type: none"> ✓ 100% equipped with air purifiers, ventilation systems, and fresh air filtration to remove dust, bacteria, and pollutants. ✓ Planting greenery in the office. ✓ The window design optimizes the use of natural light. ✓ Installing variable frequency drives (VFDs) for high-power ventilation fans in buildings managed by SeABank. ✓ Use glass water bottles and water dispensers in the office instead of disposable plastic water bottles. ✓ Manage the use of office supplies and utilities according to established limits.
	Save paper and ink from printing operations.	<ul style="list-style-type: none"> ✓ Promote the application of digital signatures and electronic documents, and limit the printing of unnecessary documents. ✓ Set the default to double-sided printing for office printers. Reusing single-sided paper is encouraged for internal use. ✓ Enhance the exchange and sending/receiving of documents through email systems and internal management software (SeAOffice, SeAPurchase, etc.).

		<p>✓ The results show that the amount of printing paper consumed (at the Head Office) as a percentage of revenue decreased by 7.57% compared to 2024.</p>
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□ **Switch to new appliances, prioritizing energy-efficient technologies:**

During the recent period, the office has focused on reviewing and replacing old, energy-intensive equipment with high-efficiency equipment, specifically:

100% replacement of traditional lighting systems with energy-saving LED lights in the construction of the new office building.	Eliminate 100% of traditional light bulbs in operations.
Choose office equipment with energy efficiency ratings (CSPF) greater than 4.	100% replacement of existing air conditioners with environmentally friendly R32 and R410A inverters for the new headquarters construction.
<ul style="list-style-type: none"> - Upgrade the electrical system and reduce losses during use: Upgrade the conductor cross-section and installation quality to avoid generating heat energy along the power lines. - 100% of equipment (air conditioners, elevators, generators, etc.) is regularly maintained in accordance with legal regulations and manufacturer's specifications to ensure optimal performance and fuel and electricity efficiency. - Strengthen supervision and communication to ensure that electrical equipment is used for its intended purpose and within its designed power capacity in the workplace. 	

□ **Plan to accelerate the "greening" of operations by 2030:**

In the next phase, SeABank continues to identify energy and resource conservation and environmental protection as a regular, long-term task, with the following key solutions:

- Replace and modernize equipment systems, prioritizing energy-saving and environmentally friendly technologies, aiming for 100% of equipment to achieve CSPF > 4.
- Continue to issue, adjust, and strengthen compliance monitoring for regulations on energy conservation, resource management, and environmental protection.
- Enhance the awareness and responsibility of employees, and research and apply a model that links resource saving targets to performance evaluations and rewards.
- Step-by-step research and implementation of green operating solutions, in line with the orientation and objectives set out in the Sustainable Development Strategy under Decision No. 1497/2025/QĐ-HĐQT, and the objectives for each period.
- Prioritize searching for green-certified locations when opening new offices or relocating headquarters (LEAD, EDGE, LOTUS, etc.).
- Develop data-driven application models to predict energy, water, and resource demand, optimizing supply. Predict equipment failures before they occur, reducing downtime.
- Collaborating with partners committed to environmental and social responsibility, ensuring compliance with the Supplier Code of Conduct published on the Bank's website, and guaranteeing the entire supply chain adheres to sustainability standards.
- Develop plans and scenarios, adaptation strategies for climate change and risks, disaster response, and risk insurance.

VII-6.4.3. Spreading a green lifestyle throughout the entire industry.

With its focus on green banking, SeABank actively cultivates "green living" habits among its employees through small daily actions, while also spreading this green lifestyle to stakeholders through meaningful programs.

- **Achieve the goal of planting 1 million trees ahead of schedule.**

Objective: By 2030, complete the planting of 1 million trees.

SDGs 11, 13, 15

Actual achievement: The goal of planting 1 million trees by 2025 was completed ahead of schedule, 5 years earlier than planned.

- Implementing unit: SeAGreen Fund of SeABank
- Purpose: To respond to the "Plant 1 Billion Trees" project launched by the Prime Minister, to restore and protect ecosystems, reduce the impact of climate change, and improve livelihoods for local people.
- Implementation in 2025: Plant and donate over 670,000 trees to 112 households in Ha Tinh province whose forest areas were damaged by storms and floods, completing the goal of planting 1 million trees.

- **Promoting a green lifestyle:**

Green program	Content	Total amount donated to the community	Purpose
SeAHero	<p>Launching a movement to encourage the use of green transportation such as public buses, trains, bicycles, or walking to work daily. Participating employees are required to submit check-in photos when using green transportation and post them on their personal pages, gradually forming green living habits and spreading awareness of environmental responsibility.</p>	Self-deployment	SDGs 3, 11, 13
SeAHero Kids	<p>The program, designed for the children of SeABank employees, encourages them to participate in sorting recyclable waste and exchange it at SeABank's affiliated collection points. After each participation and photo check-in, children are recognized for their achievement and receive corresponding eco-friendly gifts.</p> <p>The 25-week program helps SeABank's young generation</p>	Self-deployment	SDGs 4, 11, 12, 13

	cultivate a sense of environmental responsibility.		
Trash Exchange and Gift Day	<p>This community program, a collaboration between SeABank and Hanoi Urban Environment Company Limited (URENCO), aims to encourage the collection and sorting of recyclable waste (paper, plastic, metal, etc.) in exchange for environmentally friendly gifts.</p> <ul style="list-style-type: none"> ✓ There will be 6 gift exchange periods from June to November 2025. ✓ Approximately 2,500 employees and citizens participated. ✓ >3.6 tons of recyclable waste were collected. 	Self-deployment	SDGs 11, 12, 13
Ocean Cleanup	<p>Implemented in 11 provinces and cities, including: Quang Ninh, Quang Nam, Hai Phong, Hai An, Nha Trang, Vung Tau, Thai Binh, Nam Dinh, Nghe An, Thanh Hoa, Ho Chi Minh City, and Da Nang.</p> <p>Main activities include: cleaning up beaches, placing environmental protection awareness signs, donating public trash cans to tourist beach areas, and providing biodegradable bags to ferry terminals with high tourist traffic.</p>	224 million VND (a 31% increase compared to 2024)	SDGs 11, 12, 14
Citizens' Week	<p>The program implements a series of activities focusing on:</p> <ul style="list-style-type: none"> ✓ Providing assistance to mitigate damage caused by natural disasters, storms, and floods in many provinces and cities across the country; ✓ Practice a green lifestyle – plant trees, clean up litter, reduce single-use plastics; 	~1 billion VND	SDGs 3, 11, 12, 13, 15

	✓ Donate blood, give the gift of life.		
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VII-6.5. Transparency and public disclosure of information on the social environment:

SeABank has published its ESMS policy on its website <https://www.seabank.com.vn/> and established a mechanism for receiving and processing complaints via email at contact@seabank.com.vn and hotline 1900 555 587.

Details regarding regulations and procedures for receiving reports, comments/complaints related to the socio-environment are presented in V-3.2. Reports, complaints/questions related to socio-environment policies of this Report).

In 2025, SeABank did not receive any negative feedback from stakeholders (community, customers, employees, etc.) regarding SeABank's operations or the projects/activities of its customers that SeABank sponsored.

Annually, SeABank submits a report on its implementation of environmental and social risk management to the State Bank of Vietnam and international partners for evaluation of management effectiveness.

VII-7. Action Plan Towards Comprehensive Sustainable Development Goals

VII-7.1. Focus on Sustainable Development in 2025

1. Suitability	<ul style="list-style-type: none"> ● Integrate sustainable development into all aspects of business operations. ● We will continue to support the Vietnamese government in its goal of achieving net-zero by 2050, especially in the field of green finance.
2. Impact	<ul style="list-style-type: none"> ● <i>Integrating environmental and social risk management into business: Improving the ESMS system to enhance the ability to screen and assess environmental and social risks of projects and proposals when investing or granting credit. Ensuring that projects with negative impacts on the environment or community are not financed.</i> ● <i>Digitalization and improved operational efficiency: Completing digitalization and enhancing digital banking solutions to save resources (paper, fuel, electricity). Launching a new generation mobile application to help customers transact quickly and minimize environmental impact.</i> ● <i>Resource and waste management: Reduce solid waste generated from the Bank's operations compared to 2024. Enhance the use of green materials and energy-saving measures at existing and newly opened offices and branches.</i>
3. Client	<ul style="list-style-type: none"> ● Continuously improve products and processes to increase value and enhance customer experience. ● Promoting green and clean credit growth, aimed at sustainable development for the Bank and the community: Focusing on renewable energy projects; projects/products included in the Green Classification List according to Decision No. 21/2025/QD-TTg of the Prime Minister. ● Gradually reduce outstanding loans to industries with a high risk of pollution each year (for example, mining decreased from 2.1% in 2022 to 1.4% and 1.3% in 2023 and 2024, respectively).

	<ul style="list-style-type: none"> ● Financial solutions for female customers include: financial products for women-owned businesses and female entrepreneurs, and loan products for female customers through local Women's Union branches. ● Credit for low-income earners: revise some loan products to expand access to low-income customers.
4. Stakeholders	<ul style="list-style-type: none"> ● <i>Strengthen engagement: Hold regular customer conferences and dialogues to better understand the needs and desires of all stakeholders.</i> ● <i>Community activities: Organizing fundraising runs for community initiatives, carrying out meaningful social activities through 4 internal charitable funds.</i> ● <i>Greening Project: Participate in planting over 670,000 trees by 2025 to protect the environment.</i> ● <i>Supply chain support: Developing supply chain financing products and facilitating credit access for small-scale suppliers.</i> ● <i>Building a work environment: A safe and fair work environment with comprehensive benefits policies that encourage creativity and long-term employee commitment.</i>
5. Management and Goal Setting	<ul style="list-style-type: none"> ● <i>Strategy for the period 2025-2030: To orient the bank into a leading sustainable financial institution, aligned with national goals regarding the environment and society.</i> ● <i>Improve governance efficiency: Utilize technology to manage credit risk, ensuring the capital adequacy ratio (CAR) remains above 12%.</i>
6. Transparency and Accountability	<ul style="list-style-type: none"> ● <i>Information disclosure: Updating ESG reports according to international standards (GRI, TCFD), ensuring that information is publicly available, transparent, and timely.</i> ● <i>Internal training: Organized a training course on "Guidelines for Environmental, Social, and ESG Risk Evaluation Procedures" for over 400 sales and management staff in the Corporate Banking sector across the entire system.</i>

VII-7.2. Plan for implementing orientations and strategies on Sustainable Development

Based on the objectives and strategic direction of sustainable development detailed in the Sustainable Development Strategy and Direction (Part I of this Report), SeABank proposes the following implementation plans:

Short-term plan (2025-2026):

<i>Plan</i>	<i>Implementation details</i>
<i>Focus on operational efficiency.</i>	<ul style="list-style-type: none"> - Maintain the rate of loans screened and assessed for socio-economic risks at SeABank at 100%. - Evaluate the effectiveness of new ESMS and improve it if necessary, ensuring that the socio-environmental risks of complex projects with high potential socio-environmental risks are assessed, and hiring independent experts to assist in the evaluation when necessary. - Green credit growth aims to increase to 5% of total outstanding credit by 2030.

<p><i>Developing human resources ready to meet objectives.</i></p>	<ul style="list-style-type: none"> - Build a respectful, cohesive, and equitable work environment. - Focus on training and employee benefits to develop, attract, and retain talent. - To become the leading bank in organizational culture, enhancing employee engagement and performance.
<p><i>Developing prosperous and happy communities.</i></p>	<ul style="list-style-type: none"> - Continue implementing educational projects: maintain the SeADreams Fund, with two main activities: carrying out charitable activities in many provinces/cities nationwide and raising funds to support the SeAGreen Fund & the SeADreams Scholarship Fund. - Continue poverty alleviation efforts: focus on eliminating temporary and dilapidated housing, donating houses, and providing support to the poor through government programs. - Continuing environmental projects: The SeAGreen Foundation continues its programs to raise awareness of environmental protection; participating in tree planting activities with the goal of planting 1 million trees before 2028.
<p><i>Supporting vulnerable customer groups.</i></p>	<ul style="list-style-type: none"> - Support and improve access to finance for women-owned businesses, female customers, and vulnerable customers. In particular, enhance capacity and provide non-financial support through the SeAPower Club (number of women-owned businesses to increase by 150% by 2025, credit outstanding to grow by 120%). - Building the SeABank brand into a "trusted destination for women-owned businesses," the bank has initially been honored at the prestigious UN Women award in the category of "Gender Equality in the Market."
<p><i>Enhancing transparent and sustainable governance.</i></p>	<ul style="list-style-type: none"> - Implementing ESG training courses to raise awareness among all employees. In 2025, SeABank organized a course on "Guidance on the process of assessing environmental, social, and ESG risks" for more than 400 sales and management staff in the corporate banking sector across the entire system. - Strengthen the application of international standards in reporting implementation.

Long-term plan to 2030

Sustainable transformation:

- Promote business activities aligned with ESG principles, aiming to reduce CO₂ emissions from internal operations by 10% by 2030 (compared to 2025).
- Establishing a low-carbon bank that plays a central role in Vietnam's green financial ecosystem.
- To provide financial support to 100,000 local women-owned businesses, women-owned enterprises, and small/micro-enterprises by 2030.

Innovation:

- Applying AI and big data analytics to risk management, operational optimization, and enhancing customer experience.
- Step-by-step development, standardization, and operation of a management information system to support sustainable development, aiming to collect, aggregate, and provide ESG data in a timely, consistent, and verifiable manner.

Establishing a strong position:

- To place the Bank in the Top 5 leading banks in innovation and green finance.

- The sustainable development plan focuses more on: green credit growth, social credit - transparent governance - community development. This is not only a commitment but also a long-term strategy for the Bank to affirm its position in the sustainable finance industry in Vietnam and the region.

SHAPING SUCCESS

2025 FINANCIAL REPORT

Audited Consolidated Financial Statements for 2025 of SeABank has been officially published on website at https://cloud-cdn.seabank.com.vn/seabank-web/SeABank_BCTC%20kiem%20toan_Nam%202025_Hop%20nhat%20%28ENG%29.pdf

TRANSACTION POINT NETWORK

AGENT BANKING NETWORK

ALGERIA

Banque Al-Baraka d'Algerie*

AUSTRALIA

Australia and New Zealand Banking Group Limited (ANZ Bank)*
KEB Hana Bank Co., Ltd., Sydney Branch

AUSTRIA

Erste Group Bank AG*
Erste Bank der oesterreichischen Sparkassen AG*
Societe Generale, Vienna Branch

BAHRAIN

KEB Hana Bank Co., Ltd., Manama Branch

BANGLADESH

Islami Bank Bangladesh Ltd.*

BELARUS

Joint Stock Company Belagroprombank*
Joint Stock Company "Savings Bank "Belarusbank"

BELGIUM

BNP Paribas Fortis SA/NV*
Societe Generale, Brussels Branch

BRAZIL

Banco KEB Hana do Brasil S.A.*

CAMBODIA

ACLEDA Bank Plc.*
Canada Bank Plc*
Foreign Trade Bank of Cambodia*

CANADA

KEB Hana Bank Canada*
National Bank of Canada*

CHINA

Agricultural Bank of China Limited*
Bank of Beijing Co., Ltd.*
Bank of Communications Co Ltd*
Bank of Jiangsu Co., Ltd.*
Bank of Nanjing*
Bank of Ningbo Co., Ltd.*
Bank of Ruffeng*
China Construction Bank Corporation*
China Guangfa Bank Co., Ltd.*
China Merchants Bank Co., Ltd.*

KEB Hana Bank (China) Co., Ltd.*

Hankou Bank Co Ltd*
Hua Xia Bank Co., Ltd.*
Huizhang Bank Corporation Ltd*
Industrial & Commercial Bank of China Limited (ICBC)*
Industrial Bank Co., Ltd.*
Industrial Bank of Korea (China) Limited*
JiLin JiuTai Rural Commercial Bank Co., Ltd.*
Ningbo Yinzhou Rural Commercial Bank Co., Ltd. (Yinzhou Bank)*
Ping An Bank Co., Ltd.*
Wells Fargo Bank N.A., Shanghai Branch
Woori Bank (China) Ltd.*
Xiamen International Bank Co., Ltd.*
Zhejiang Chouzhou Commercial Bank Co., Ltd.*
Zhejiang Mintai Commercial Bank Co., Ltd.*
Zhejiang Tailong Commercial Bank Co., Ltd.*

CZECH REPUBLIC

Česka Sportelna A.S.*
Komerční Banka A.S.*

EGYPT

Arab African International Bank*
Banque Du Caire S.A.E*
Banque Misr S.A.E*
Emirates National Bank of Dubai S.A.E*
Export Development Bank of Egypt*

ENGLAND

KEB Hana Bank Co., Ltd., London Branch
Societe Generale, London Branch
Stonex Financial Limited
Wells Fargo Bank N.A., London Branch
Woori Bank Co., Ltd., London Branch

FRANCE

Credit du Nord*
Banque Federative du Credit Mutuel (BFCM)*
Credit Industriel et Commercial S.A. (CIC)*
KEB Hana Bank Co., Ltd., Paris Branch
Le Credit Lyonnais*
Societe Generale*

GERMANY

Citibank Europe Plc, Frankfurt am Main Branch
Deutsche Bank AG*
J.P. Morgan AG*
KEB Hana Bank (D) AG*
ODDO BHF AG*

Oldenburgische Landesbank AG*

Societe Generale, Frankfurt am Main Branch
Sparkasse KoelnBonn*
UniCredit Bank AG*
Greece
Piraeus Bank S.A.*

HONGKONG

Citibank N.A., Hong Kong Branch
Erste Group Bank AG, Hong Kong Branch
Habib Bank Zurich (Hong Kong) Limited*
KEB Hana Bank Co., Ltd., Hong Kong Branch
MashreqBank PSC, Hong Kong Branch
Shinhan Bank Co., Ltd., Hong Kong Branch
UniCredit Bank AG, Hong Kong Branch
Wells Fargo Bank N.A., Hong Kong Branch

INDIA

Axis Bank Ltd.*
Axis Bank Ltd., Gandhinagar Branch*
Mashreqbank PSC, Mumbai Branch
SBM Bank (India) Ltd

INDONESIA

PT Bank Central Asia Tbk*
PT Bank CIMB Niaga Tbk*
PT Bank Mega Tbk*
PT Bank QNB Indonesia Tbk*

ITALY

BPER Banca S.p.A*
Banco BPM S.p.A, Milan Branch*
Iccrea Banca - Istituto Centrale del Credito Cooperativo S.p.A.*
Societe Generale, Milan Branch
UniCredit S.p.A*

JAPAN

KEB Hana Bank Co., Ltd., Tokyo Branch
Mizuho Bank Ltd.*
Resona Bank Ltd.*
Societe Generale, Tokyo Branch
Sumitomo Mitsui Banking Corporation*
The Gifu Shinkin Bank*
The Ogaki Jyofutsu Bank Ltd.*
Wells Fargo Bank N.A., Tokyo Branch

JORDAN

Arab Jordan Investment Bank*

KOREA

Industrial Bank of Korea*
KEB Hana Bank Co., Ltd.*
Kookmin Bank Co., Ltd.*
Suhyup Bank*
Nonghyup Bank*
Shinhan Bank Co., Ltd*
Wells Fargo Bank N.A., Seoul Branch
Woori Bank Co., Ltd.*

KUWAIT

Commercial Bank of Kuwait K.P.S.C*

LATVIA

AS Citadele Banka*

LAOS

Banque pour le Commerce Exterieur Lao Public*

MALAYSIA

Citibank Berhad*
Malayan Banking Berhad (Maybank)*
Public Bank Berhad*
RHB Bank Berhad*

MOROCCO

Attijariwafa Bank*

NETHERLAND

KEB Hana Bank Co., Ltd., Amstelveen Branch

NORWAY

DNB Bank ASA*

OMAN

Bank Muscat SAOG*

PANAMA

KEB Hana Bank Co., Ltd., Panama City Branch

PAKISTAN

Meezan Bank Ltd.*

PERU

Banco GNB Peru*
Banco Internacional del Peru (Interbank)*

PHILIPPINES

Asian Development Bank*
KEB Hana Bank Co., Ltd., Makati City Branch

POLAND

Bank Millennium S.A.*
BNP Paribas Bank Polska SA*
Societe Generale, Warsaw Branch

ROMANIA

Banca Comerciala Romana S.A.

RUSSIA

International Bank for Economic Co-operation*
QIWI Bank JSC*

SINGAPORE

Axis Bank Ltd., Singapore Branch
CIMB Bank Berhad, Singapore Branch
Citibank N.A., Singapore Branch
DBS Bank Ltd.*
KEB Hana Bank Co., Ltd., Singapore Branch
Mizuho Bank Ltd., Singapore Branch
Skandinaviska Enskilda Banken AB, Singapore Branch
UniCredit Bank AG, Singapore Branch
United Overseas Bank Limited*
JPMorgan Chase Bank, N.A., Singapore
Wells Fargo Bank N.A., Singapore Branch

SLOVAKIA

Slovenska Sporitelna A.S.*

SPAIN

Banco De Sabadell S.A.*
CaixaBank S.A.*

SRI LANKA

Seylan Bank PLC*

SWEDEN

Skandinaviska Enskilda Banken AB*

SWITZERLAND

Habib Bank AG Zurich*
Luzerner Kantonalbank AG*

TAIWAN

Bank SinoPac Co., Ltd.*
Cathay United Bank*
Chang Hwa Commercial Bank Ltd.*
E. Sun Commercial Bank Ltd.*
O-Bank Co., Ltd.*
Taiwan Cooperative Bank, Ltd.*
Wells Fargo Bank N.A., Taipei City Branch

TUNISIA

Union Internationale de Banques*

THAILAND

Bank of Ayudhya Public Co., Ltd.*
Bangkok Bank Public Co., Ltd.*
Export-Import Bank of Thailand*
Islamic Bank of Thailand*
Kasikornbank Public Co., Ltd.*
Krung Thai Bank Public Co., Ltd.*
Mizuho Bank Ltd., Bangkok Branch
Siam Commercial Bank Public Company Limited

TURKEY

Denizbank AS

UAE

Abu Dhabi Commercial Bank
Axis Bank Ltd., Dubai City Branch
Dubai Islamic Bank PJSC, Dubai City Branch*
First Abu Dhabi Bank P.J.S.C.*
Mashreqbank P.S.C.*
The National Bank of Ras Al - Khaimah P.S.C.*

UKRAINE

JSC "Bank Credit Dnepr"*
Joint Stock Company The State Export - Import Bank of Ukraine (JSC Ukreximbank)*

USA

Bank of America N.A., New York Branch*
BNP Paribas USA, Inc*
Capital One National Association
China Construction Bank Corporation, New York Branch
Citibank N.A.*
CoBank, ACB*
Deutsche Bank AG, New York Branch
Deutsche Bank Trust Company Americas*
Fifth Third Bank N.A.*
Habib American Bank*
Hancock Whitney Bank*
International Finance Corporation*
JP Morgan Chase Bank N.A.*
KEB Hana Bank Co., Ltd., New York Branch
Mashreqbank PSC, New York Branch
MUFJ Union Bank N.A.*
Nonghyup Bank, New York Branch
Wells Fargo Bank N.A.*
Wells Fargo Bank N.A., New York Branch
Wells Fargo Bank N.A., Philadelphia Branch
Woori Bank Co., Ltd., Los Angeles Branch
Woori Bank Co., Ltd., New York Branch

VIETNAM

Agricultural Bank of China Limited, Hanoi Branch
An Binh Commercial Joint Stock Bank*
ANZ Bank (Vietnam) Limited*
Asia Commercial Joint Stock Bank (ACB)*
Bangkok Bank Public Co., Ltd., Ho Chi Minh City Branch
Bank of China (Hong Kong) Limited, Ho Chi Minh Branch
Bao Viet Joint Stock Commercial Bank*
China Construction Bank Corporation, Ho Chi Minh City Branch
Citibank N.A., Hanoi Branch
DBS Bank Ltd., Ho Chi Minh City Branch
DongA Joint Stock Commercial Bank (DongA Bank)*
Global Petro Sole Member Limited Commercial Bank (GPBank)*
Ho Chi Minh City Development Joint Stock Commercial Bank (HD Bank)*
Hong Leong Bank Vietnam Limited*
Indovina Bank Limited (IVB)*
Industrial and Commercial Bank of China Limited (ICBC), Hanoi Branch
Industrial Bank of Korea, Ho Chi Minh City Branch
Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank)*
Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV)*
KEB Hana Bank Co., Ltd., Hanoi Branch
KEB Hana Bank Co., Ltd., Ho Chi Minh City Branch
Kookmin Bank Co., Ltd., Hanoi Branch
Kookmin Bank Co., Ltd., Ho Chi Minh City Branch
Lien Viet Post Joint Stock Commercial Bank (LienVietPostBank)*
Mega International Commercial Bank Co., Ltd., Ho Chi Minh City Branch
Military Commercial Joint Stock Bank (MJBANK)*
Mizuho Bank Ltd., Hanoi Branch
National Citizen Commercial Joint Stock Bank (NCB)*
Nonghyup Bank, Hanoi Branch
Ocean Commercial One Member Limited Liability Bank (OceanBank)*
Orient Commercial Joint Stock Bank (OCB)*
Petrolimex Group Commercial Joint Stock Bank (PG Bank)*
Public Bank Vietnam Limited*
Saigon - Hanoi Commercial Joint Stock Bank (SHB)*
Saigon Bank for Industry and Trade (Saigonbank)*
Saigon Joint Stock Commercial Bank (SGB)*
Saigon Thuong Tin Commercial Joint Stock Bank (Sacombank)*
Shinhan Bank Vietnam Limited*
State Bank of Vietnam*
Tien Phong Commercial Joint Stock Bank (TPBank)*
Viet Capital Commercial Joint Stock Bank (Viet Capital Bank)*
Vietnam Asia Commercial Joint Stock Bank (VIABank)*
Vietnam - Russia Joint Venture Bank (VRB)*
Vietnam Bank for Agriculture and Rural Development (Agribank)*
Vietnam Export Import Commercial Joint Stock Bank (Eximbank)*
Vietnam International Commercial Joint Stock Bank (VIBBank)*
Vietnam Joint Stock Commercial Bank for Industry and Trade (Vietinbank)*
Vietnam Maritime Commercial Joint Stock Bank (Maritime Bank)*
Vietnam Prosperity Joint Stock Commercial Bank (VPBank)*
Vietnam Public Joint Stock Commercial Bank (PVComBank)*
Vietnam Technological and Commercial Joint Stock Bank (Techcombank)*
Vietnam Thuong Tin Commercial Joint Stock Bank (VietBank)*
Woori Bank Vietnam Limited*

TRANSACTIONS*Transactions by insiders and related parties of insiders involving SeABank shares.*

No.	The person executing the transaction	Relationships with insiders	Number of shares held at the beginning of the period (December 31, 2024) (*)		Number of shares held at the end of the period (December 31, 2025)		Reasons for increase or decrease (buying, selling, converting, rewarding, etc.)
			Number of shares	Proportion	Number of shares	Proportion	
1	Le Van Tan	Chairman of the Board	10,075,697	0.355%	11,575,697	0.407%	- Purchase shares issued under the 2024 Employee Stock Option Program.
2	Nguyen Thi Nga	Permanent Vice Chairman of the BOD	111,583,628	3.936%	120,083,628	4.221%	- Purchase shares issued under the 2024 Employee Stock Option Program - Purchase shares

3	Khuc Thi Quynh Lam	Vice Chairman of the BOD	10,518,606	0.371%	11,418,606	0.401%	- Purchase shares issued under the 2024 Employee Stock Option Program.
4	Mathew Nevil Welch	Board Member	-	0.000%	100,000	0.004%	- Purchase shares issued under the 2024 Employee Stock Option Program.
5	Fergus Macdonald Clark	Independent member of the BOD	-	0.000%	100,000	0.004%	- Purchase shares issued under the 2024 Employee Stock Option Program.
6	Tran Thi Thanh Thuy	Board Member	196,601	0.007%	266,601	0.009%	- Purchase shares issued under the 2024 Employee Stock Option Program.
7	Nguyen Ngoc Quynh	Head of the Supervisory Board	1,098,989	0.039%	1,238,989	0.044%	- Purchase shares issued under the 2024 Employee Stock Option Program.
8	Vu Thi Ngoc Quynh	Supervisory Board Member	5,944,737	0.210%	8,009,737	0.282%	- Purchase shares issued under the 2024 Employee Stock Option Program.
9	Vu Thu Thuy	Supervisory Board Member	-	0.000%	20,000	0.001%	- Purchase shares issued under the 2024 Employee Stock Option Program.
10	Luong Duy Dong	Supervisory Board Member	22,623	0.001%	42,623	0.001%	- Purchase shares issued under the 2024 Employee

							Stock Option Program.
11	Le Quoc Long	General Director	4,537,635	0.160%	4,947,635	0.174%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program
12	Vu Dinh Khoan	Deputy General Manager	1,580,921	0.056%	1,761,121	0.062%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
13	Nguyen Thi Thu Huong	Deputy General Manager	3,383,817	0.119%	653,817	0.023%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
14	Hoang Manh Phu	Deputy General Manager	1,405,141	0.050%	1,510,141	0.053%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued

							under the 2024 Employee Stock Option Program
15	Nguyen Tuan Cuong	Deputy General Manager	1,250,683	0.044%	370,000	0.013%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
16	Dang Thu Trang	Deputy General Manager	500,955	0.018%	251,255	0.009%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
17	Nguyen Hong Quang	Deputy General Manager	350,317	0.012%	425,317	0.015%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
18	Nguyen Tuan Anh	Deputy General Manager	230,223	0.008%	275,000	0.010%	- Receive shares under the 2024 Employee Stock Bonus

							Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
19	Le Thanh Hai	Deputy General Manager	635,101	0.022%	731,101	0.026%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
20	Bui Quoc Hieu	Deputy General Manager	150,828	0.005%	140,028	0.005%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
21	Nguyen Thi Hoai Phuong	Chief Accountant	148,877	0.005%	152,077	0.005%	- Receive shares under the 2024 Employee Stock Bonus Program - Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares

22	Vu Quoc Tuan	Corporate Governance Officer	64,456	0.002%	70,006	0.002%	- Purchase shares issued under the 2024 Employee Stock Option Program - Sell shares
23	Dao Minh Nguyet	Corporate Governance Officer	100,404	0.004%	130,404	0.005%	- Purchase shares issued under the 2024 Employee Stock Option Program.
24	Hoang Tuyet Mai	Corporate Governance Officer	123,645	0.004%	40,145	0.001%	- Selling shares
25	SeABank Head Office Trade Union	SeABank's socio-political organization	1,135,402	0.040%	844,709	0.030%	- Receiving transferred shares from employees who have left the company and are subject to transfer restrictions under the ESOP program. - Transferring shares to managers under the 2024 manager stock bonus program.
26	Le Tuan Anh	The son of Madame Nguyen Thi Nga - Permanent Vice Chairman of the BOD	48,305,493	1.704%	36,420,166	1.280%	- Selling shares
27	Vu Thi Nga Hang	Mrs. Vu Thi Ngoc Quynh's younger sister - Member of the Supervisory Board	32,893	0.001%	9,464	0.0003%	- Selling shares

(*) For new personnel appointed during the year, the initial number of shares is calculated from the date of appointment.

Transactions with related parties, insiders, and related parties of insiders.

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
I.	Le Van Tan	Chairman of the Board		- Credit transactions (***): Credit card - Non-credit transactions (****): 305 million VND	
	Le Kieu Anh	People related to Mr. Le Van Tan		- Credit transactions: Credit cards - Non-credit transactions (****): 8,231 million VND	
	Duc Thinh Investment, Construction and Trading Co., Ltd.	People related to Mr. Le Van Tan		- Non-credit transactions (****): VND 13,793 million	
II.	Nguyen Thi Nga	Permanent Vice Chairman of the BOD		- Credit transactions: Credit cards - Non-credit transactions: Leasing premises to SeABank:	
	Le Huu Bau	People related to Madame Nguyen Thi Nga		- Credit transactions: Credit cards - Non-credit transactions: Leasing premises to SeABank:	
	Le Tuan Anh	People related to Madame Nguyen Thi Nga		0	
	Phu My Development and Investment Company Limited	People related to Madame Nguyen Thi Nga		- Non-credit transactions: 606 million VND	
	BRG Group - JSC	People related to Madame Nguyen Thi Nga		- Non-credit transactions: VND 512,246 million and USD 1,467	
	North Hanoi Smart City Investment and Development Joint Stock Company	People related to Madame Nguyen Thi Nga	1219/2024/NQ HĐQT 449/2025/QĐ-CTHĐQT	- Through a credit package worth VND 4,300,000 dated December 26, 2024. Payment guarantee of VND 89,151,000. - Non-credit transactions: VND 2,327,444,000.	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Vietnam Aircraft Leasing Corporation	People related to Madame Nguyen Thi Nga		- Non-credit transactions: VND 1,679,485 million and USD 163,476 million.	
	Big C Thang Long International Trade and Supermarket Services Co., Ltd.	Madame Nguyen Thi Nga is the Chairwoman of the BOD.		- Credit transactions: Loan limit of VND 240 billion and medium-term credit of VND 150 billion. - Non-credit transactions: VND 6,042 million.	
	Hoang Vien Quang Ba Co., Ltd.	People related to Madame Nguyen Thi Nga		- Non-credit transactions: VND 306,699 million and USD 932,052. - Storage and safekeeping services.	
	Hanoi Real Estate Services and Trading Joint Stock Company	People related to Madame Nguyen Thi Nga		- Leasing premises to SeABank - Non-credit transactions: VND 259,337 million	
III.	Le Thu Thuy	Vice Chairman of the BOD		0	
IV.	Khuc Thi Quynh Lam	Vice Chairman of the BOD		- Non-credit transactions: VND 19,089 million	
	Nguyen Duy Hung	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: 7,148 million VND.	
	Nguyen Tuong Huy	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: 357 million VND	
	Nghe An Agricultural and Aquatic Products Joint Stock Company	A person related to Mrs. Khuc Thi Quynh Lam		- Credit transactions: Credit limit of 80 billion VND. - Non-credit transactions: 1,595 million VND.	
	Vietfracht Transport and Chartering Joint Stock Company	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: VND 20,920 million and USD 96,387	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Thang Long GTC Joint Stock Company	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: VND 1,113,442 million, USD 180, and EUR 321	
	Vietfracht Hung Yen Logistics Joint Stock Company	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: VND 14,515 million	
	Vietfracht Hai Phong One-Member Limited Liability Company	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: VND 14,594 million	
	Vietfracht Hanoi One-Member Limited Liability Company	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: VND 122,095 million	
	Vietfracht Ho Chi Minh Co., Ltd.	A person related to Mrs. Khuc Thi Quynh Lam		- Rental of premises. - Non-credit transactions: VND 8,235 million and USD 18,172.	
	Van Loc Investment, Finance and Trading Company Limited	A person related to Mrs. Khuc Thi Quynh Lam		- Non-credit transactions: 743 million VND	
V.	Mathew Nevil Welch	Board Member		- Non-credit transactions: 182 million VND	
	Nguyen Khang Investment Management Co., Ltd.	A person related to Mr. Mathew Nevil Welch		- Non-credit transactions: 10,673 million VND	
WE.	Fergus Macdonald Clark	Independent member of the BOD		- Non-credit transactions: 156 million VND	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Song Nhue Tourism Hotel Joint Stock Company	A relative of Mr. Fergus Macdonald Clark		- Lease of premises to SeABank - Non-credit transactions: VND 1,772 million	
	Nguyen Thuy Loan	A relative of Mr. Fergus Macdonald Clark		- Credit transactions: 605 million VND	
VII.	Tran Thi Thanh Thuy	Board Member		- Credit transactions: Credit cards - Non-credit transactions: VND 21,140 million, USD 100,000	
	Tran Thai Dang	People related to Mrs. Tran Thi Thanh Thuy		- Non-credit transactions: 2 billion VND	
	Vo Thai Duong	People related to Mrs. Tran Thi Thanh Thuy		- Non-credit transactions: 210 million VND	
	Dang Phuong Linh	People related to Mrs. Tran Thi Thanh Thuy		- Non-credit transactions: 690 million VND	
VIII	Nguyen Ngoc Quynh	Head of the Supervisory Board		- Credit transactions: Credit cards - Non-credit transactions: 3,298 million VND	
IX.	Vu Thi Ngoc Quynh	Supervisory Board Member			
	Vuong Tien Trading Company Limited	People related to Mrs. Vu Thi Ngoc Quynh		- Non-credit transactions: 416 million VND	
X.	Nguyen Thanh Luan	Supervisory Board Member		- Credit transactions: Credit cards	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Nguyen Quynh Diep	People related to Mr. Nguyen Thanh Luan		- Non-credit transactions: 1,196 million VND	
	Tran Thu Hoa	People related to Mr. Nguyen Thanh Luan		- Non-credit transactions: 3,129 million VND	
XI.	Vu Thu Thuy	Supervisory Board Member		- Credit transactions: Credit cards - Non-credit transactions: 820 million VND	
	An Phu Trading, Investment and Import-Export Company Limited	People related to Mrs. Vu Thu Thuy		- Non-credit transactions: VND 60,957 million	
XII.	Luong Duy Dong	Supervisory Board Member		- Non-credit transactions: 63 million VND	
XIII	Le Quoc Long	General Director		0	
	Hoang Thi Kieu Yen	People related to Mr. Le Quoc Long		- Non-credit transactions: VND 126,53 million	
XIV.	Vu Dinh Khoan	Deputy General Manager		- Non-credit transactions: 1,013 million VND	
	Vu Trinh My Linh	People related to Mr. Vu Dinh Khoan		- Non-credit transactions: 1,599 million VND	
XV.	Nguyen Thi Thu Huong	Deputy General Manager		- Credit transactions: Credit cards - Non-credit transactions: 549 million VND	
	Luong Thi De	People related to Mrs. Nguyen Thu Thu Huong		- Non-credit transactions: 2,268 million VND	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Nguyen Xuan Nam	People related to Mrs. Nguyen Thu Thu Huong		- Non-credit transactions: 1,389 million VND	
	Nguyen Xuan Phong	People related to Mrs. Nguyen Thu Thu Huong		0	
	Nguyen Thi Hong Thom	People related to Mrs. Nguyen Thu Thu Huong		- Credit transactions: 2,100 million VND - Non-credit transactions: 1,051 million VND	
XVI.	Hoang Manh Phu	Deputy General Manager		- Non-credit transactions: 257 million VND	
	Dinh Thi Hanh	People related to Mr. Hoang Manh Phu		- Non-credit transactions: 10,977 million VND	
	Nguyen Mong Hung	People related to Mr. Hoang Manh Phu		- Non-credit transactions: 715 million VND	
XVI I.	Nguyen Tuan Cuong	Deputy General Manager	Resolution No. 335/2024/NQ-HĐQT	- Credit transactions: Credit cards. Non-credit transactions: 3,140 million VND	
	Nguyen Hoang Van	People related to Mr. Nguyen Tuan Cuong		- Non-credit transactions: 483 million VND	
	Ngo Mong Hoan	People related to Mr. Nguyen Tuan Cuong		- Non-credit transactions: 1,979 million VND	
XVI II.	Dang Thu Trang	Deputy General Manager		- Credit transactions: Credit cards. - Non-credit transactions: 1,664 million VND	
XIX.	Nguyen Hong Quang	Deputy General Manager		- Non-credit transactions: 4,309 million VND	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Nguyen Bao Ngoc	People related to Mr. Nguyen Hong Quang		- Non-credit transactions: 3,581 million VND	
	Nguyen Ho Dien	People related to Mr. Nguyen Hong Quang		- Non-credit transactions: 612 million VND	
	Ta Thi Thuan	People related to Mr. Nguyen Hong Quang		- Non-credit transactions: 313 million VND	
	Nguyen Trung Ha	People related to Mr. Nguyen Hong Quang		- Non-credit transactions: 1,831 million VND	
	Kim Dung's City	People related to Mr. Nguyen Hong Quang		- Non-credit transactions: 1,220 million VND	
XX.	Nguyen Tuan Anh	Deputy General Manager		- Credit transactions: Credit cards - Non-credit transactions: 212 million VND	
	Nguyen Minh Hien	People related to Mr. Nguyen Tuan Anh		- Non-credit transactions: VND 15,689 million	
XXI.	Bui Quoc Hieu	Deputy General Manager		- Non-credit transactions: 165 million VND	
	Le Lan Huong	People related to Mr. Bui Quoc Hieu		- Non-credit transactions: 3,064 million VND	
	Doan Thi Hong Duong	People related to Mr. Bui Quoc Hieu		- Non-credit transactions: 5,102 million VND	
XXI I	Le Thanh Hai	Deputy General Manager		- Credit transactions: Credit cards. - Non-credit transactions: VND 15,675 million.	
	Vuong Thi Nga	People related to Mr. Le Thanh Hai		- Non-credit transactions: 1,150 million VND	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Lo Thi Hong Hai	People related to Mr. Le Thanh Hai		- Credit transactions: Credit cards. - Non-credit transactions: 1,782 million VND	
	Lo Thi Ha	People related to Mr. Le Thanh Hai		- Non-credit transactions: 2,683 million VND	
XXI II.	Nguyen Thi Hoai Phuong	Chief Accountant		- Non-credit transactions: 325 million VND	
XXI V.	Vu Quoc Tuan	Corporate Governance Officer		- Credit transactions: 6,319 million VND - Credit transactions: Credit cards	
	Bui Thi Thu Huyen	People related to Mr. Vu Quoc Tuan		- Credit transactions: 420 million VND	
	Dinh Thi Chien	People related to Mr. Vu Quoc Tuan		- Non-credit transactions: 425 million VND	
XX V.	Dao Minh Nguyet	Corporate Governance Officer		- Credit transactions: VND 12,902 million - Non-credit transactions: VND 742 million and USD 2,000	
	Trinh Thi Minh Tan	People related to Mrs. Dao Minh Nguyet		- Non-credit transactions: 258 million VND	
XX VI.	Hoang Tuyet Mai	Corporate Governance Officer		- Credit transactions: 7,932 million VND - Credit card transactions. - Non-credit transactions: 156 million VND	
	Vu Ngoc Kim Ngan	People related to Mrs. Hoang Tuyet Mai		- Non-credit transactions: 1,031 million VND	
XX VII.	SeABank Asset Management and Exploitation	Subsidiary company		- Non-credit transactions: VND 808,349 million - Rental of premises	

No.	Name of organization/in individual	Relationship with SeABank	Resolution/Decision Number of the General Meeting of Shareholders/BOD Approved (*)	Content, quantity, total transaction value (**)	Note
	Company Limited (SeABank AMC)				
	Dang Tung Son	Representative of SeABank's capital contribution		- Credit transactions: 1,000 million VND - Non-credit transactions: 371 million VND	
	Vo Long Nhi	Representative of SeABank's capital contribution		Credit Card Transactions Non-credit transactions: 51 million VND	
XX VIII .	SeABank Head Office Trade Union			Transaction details as of December 31, 2025: - Deposit: VND 1,818 million	

(*) In addition to the BOD' Resolutions mentioned, other contracts/transactions listed in this Appendix between SeABank and related parties regarding deposit taking, credit granting via credit cards, etc., are implemented on the basis of BOD' Resolution No. 1918/2020/NQ-HDQT dated December 8, 2020, Resolution No. 721/2023/NQ-HDQT, and other relevant Resolutions/Decisions.

(**) Transaction value and transaction quantity are determined as of December 31, 2025.

(***) Credit granting transactions include lending, discounting, financial leasing, factoring, bank guarantees, letters of credit and other credit granting operations.

(****) Non-credit transactions include, but are not limited to, all other transactions arising with the Bank other than credit granting transactions such as deposits, opening payment accounts, collection and disbursement services, buying/selling, leasing/renting assets, premises, etc.