SeABank

2025 SUSTAINABILITY REPORT

Believe

Believe in Sustainable Growth

Believe

SUSTAINABLE GROWTH DRIVEN BY BELIEF

Over more than three decades of formation and development, SeABank has consistently upheld its steadfast belief that sustainable development is the foundation to create long-term value for customers, partners, shareholders, and stakeholders. This belief is embodied in SeABank's 2025 message - "Believe", and is integrated into the Bank's governance, business, and operational activities.

Guided by this belief, SeABank continues to pursue sustainable development, strengthening its internal strength, maintaining stable growth momentum, and steadily advancing its strategy built on the three pillars of Environmental, Social, and Governance (ESG). From promoting green finance and spreading community values to enhancing transparency and governance effectiveness, ESG principles are deeply integrated into the Bank's strategy, decision-making, and day-to-day operations.

BELIEF BUILT ON A FOUNDATION OF TRANSPARENT GOVERNANCE

2025 marked a pivotal year for SeABank amid continued volatility in the global and regional economic landscape, where requirements for sustainable development, transparency, and the responsibilities of financial institutions have continued to rise. Adapting proactively to this evolving environment, SeABank focused on strengthening its governance foundation – a core pillar of the Bank's sustainable development strategy.

Throughout the year, SeABank continued to enhance its governance model by establishing a dedicated unit responsible for advising on the development and deeper integration of ESG principles into the Bank's business strategy. At the same time, the Bank reinforced oversight mechanisms and clarified responsibilities across all levels of governance. Information disclosure and reporting practices were further standardized and enhanced in line with Vietnamese regulations and international best practices, ensuring transparency, accessibility, clarity, and timeliness.

The Risk Management (RM) foundation continued to be strengthened and standardized by the Bank in accordance with international standards, notably: finalizing the 2026–2030 Risk Appetite, operating an automated Early Warning System (EWS) covering 100% of the credit portfolio for Retail Banking customers. As a result, for the 4th consecutive year, SeABank has been rated Ba3 by Moody's with a stable outlook.

A transparent and effective governance foundation not only helped SeABank make prudent and flexible strategic decisions but also contributed to strengthening the trust of shareholders, investors, customers, and stakeholders, thereby creating a sustainable competitive advantage and enhancing the Bank's market position.

GROWTH DRIVEN BY BELIEF, TOWARDS A GREENER FUTURE

Believing in the strategic direction and commitments of the Board of Directors (BOD) and the Government toward achieving net-zero emissions and fostering a greener future, SeABank has translated its sustainability goals into concrete actions and measurable targets through its Sustainable Development Strategy toward 2030. Accordingly, the Bank continued to promote green finance initiatives and strengthen environmental and social (E&S) risk management, while advancing greener operations and raising public awareness of sustainable lifestyles to minimize adverse environmental impacts.

In 2025, SeABank's total green credit outstanding reached VND 1,634 billion, with financing concentrated in priority sectors under Resolution No. 1497/2025/QD-HDQT, including green buildings, renewable energy, ocean-friendly chemicals and plastics, smart agriculture, etc. In addition, SeABank became one of the first private banks in Vietnam to establish a Green Bond Framework aligned with the principles of the International Capital Market Association (ICMA). The framework received a "Medium Green" rating from S&P Global Ratings – the second-highest level under the six-tier Shades of Green assessment framework, thereby laying a solid foundation for the Bank's future green bond issuances.

To reduce carbon emissions from its operations, SeABank continued to invest in digital transformation initiatives aimed at delivering comprehensive, secure, and seamless banking services to all customer segments. Advanced technologies were leveraged to optimize processes and promote paperless banking, contributing to sustainable development and supporting Vietnam's commitment to achieving net-zero emissions by 2050.

In parallel, environmental protection and public awareness initiatives remained a key priority. Through reforestation programs and the promotion of sustainable lifestyles under the SeAGreen Fund, SeABank continued to contribute to ecosystem restoration and mitigate environmental impacts.

BELIEF CREATES AND SPREADS VALUE ACROSS SOCIETY

Adhering to the vision of "putting people and the community first," SeABank continuously strives to bring prosperity and sustainable value to customers, employees, partners, shareholders, the community, and other stakeholders.

For customers, SeABank focused on digitalization, improving the quality of products and services in a "tailored" manner, and optimizing service quality and customer experience. SeABank's callbot-based experience measurement system has engaged an average of approximately 50,000 customers/month, recording a Customer Satisfaction score (CSAT) of 95.02% and an NPS (Net Promoter Score) of 56%.

For employees, SeABank's culture, work environment, and HR policies are built on principles of Diversity, Equity, and Inclusion (DEI), with a strong focus on developing a high-quality workforce capable of supporting the Bank's long-term sustainable development strategy. The system of compensation and benefits, recruitment, and training policies are designed in line with these principles to empower employees to unlock their full potential. In 2025, SeABank maintained an employee satisfaction rate of over 90% and was recognized as one of the best places to work 2025 in Vietnam for the fifth consecutive year.

For investors and shareholders, the Bank remained committed to information transparency, effective operations, and maintaining a strong financial foundation to safeguard shareholders' interests and foster long-term trust. The Bank actively promotes open and constructive engagement with the investment community, ensures timely and comprehensive information disclosure in compliance with applicable regulations, and continues to align its governance practices with international standards. These efforts have contributed to strengthening SeABank's reputation and reinforcing its sustainable position in the market.

For the community, the Bank actively fulfilled its social responsibility through charitable funds and diverse social welfare programs, adhering to the United Nations' 17 Sustainable Development Goals (SDGs) such as: quality education, poverty reduction, climate action, etc., with a total budget of over VND 34 billion, contributing to spreading sustainable development values to society.

Beyond serving as the guiding theme for 2025, "Believe" embodies SeABank's long-term commitment to operating effectively and responsibly while creating sustainable value for customers, communities, and stakeholders. As the Bank enters a new stage of development with strengthened foundations and firm belief from stakeholders, SeABank confidently remains committed to advancing ESG principles and continue driving sustainable growth for the economy and society.

Believe

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LIST OF ABBREVIATIONS

Abbreviations	Explanation
AI	Artificial Intelligence
AGM	Annual General Meeting of Shareholders
AML	Anti-Money Laundering
BOD	Board of Directors
BU(s)	Business Units
CAR	Capital adequacy ratio
CEO	Chief Executive Officer/General Director
CES	Customer Effort Score
CJS	Commercial Joint Stock
CSAT	Customer Satisfaction
CSR	Corporate social responsibility
E&S	Environmental & Social
EMB	Executive Management Board, including CEO and Deputy CEOs
ESG	3 pillars of sustainable development Environmental - Social - Governance
ESMS	Environmental and Social Risk Management System
ESOP/ SeAESOP	Employee Stock Ownership Plan of SeABank
EWS	Early Warning System
GHG	Greenhouse Gas
GMS	General Meeting of Shareholders
HR	Human resources
HRC	Human Resource Committee
IFRS	International Financial Reporting Standards
IRRBB	Interest Rate Risk in the Banking Book
IT	Information Technology
KPI(s)	Key Performance Indicators
KRI(s)	Key Risk Indicators
L&C	Legal and Compliance
LCR	Liquidity Coverage Ratio
Ltd.	Limited - a legal designation indicating limited liability
NII	Net interest income
NPL	Non-performing loan ratio
NPS	Net Promoter Score
NSFR	Net Stable Funding Ratio
OECD	Organisation for Economic Co-operation and Development
RM	Risk Management
RMC	Risk Management Committee
ROA	Return on Assets
ROE	Return on Equity
SBV	State Bank of Vietnam
SCF	Supply Chain Finance Project
SDG(s)	Sustainable Development Goals
SME(s)	Small and Medium Enterprises
PBT	Profit before tax
TCFD	Task Force on Climate-Related Financial Disclosures
TOI	Total Operating Income
VNCG	Vietnam Corporate Governance Code
YoY	year-on-year
WSME	Women-owned small and medium enterprises

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EXPLANATION OF SOME SPECIALIZED TERMS AND PROPER NAMES

Terms	Explanation
5S	Sort, Set in Order, Shine, Standardize, and Sustain - a Japanese methodology for workplace organization, waste reduction, and productivity improvement
AFS	Company under the finance division of AEON Group - AEON Financial Service
AIIB	Asian Infrastructure Investment Bank
ALCO	Asset and Liability Committee
API	A method for connecting 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 switchboard
COSO	Committee of Sponsoring Organizations of the Treadway Commission
DEI	Diversity, Equity, and Inclusion - Principles for fostering sustainable and inclusive workplace
DFC	U.S. International Development Finance Corporation
ebank	Electronic banking application
eKYC	Electronic Know Your Customer solution
EV(s)	Electronic vehicles
ERP	Enterprise Resource Planning - integrated system for managing and automating business processes and resources
FATCA	Foreign Account Tax Compliance Act - U.S. law on foreign account tax reporting
GRI	Global Reporting Initiative
HOSE	Ho Chi Minh City Stock Exchange
ICMA	International Capital Market Association
IFC	International Finance Corporation
IPCC	Intergovernmental Panel on Climate Change
MCA	Manager's Control Assessment - process to evaluate risks and effectiveness of internal controls
Norfund	The Norwegian Investment Fund for developing countries
POS	Point of Sale terminal
PTF	Post and Telecommunication Finance Company Limited
OTP	One-Time Password
SeABank AMC	SeABank Asset Management Company Limited – SeABank's subsidiary
SeABanker	SeABank employee
SeABank Academy	Training unit under Human Resources Division
SeADreams	SeABank's internal scholarship fund
SeAMobile	SeABank's electronic banking application
SMS	Short Message Service
VNeID	Vietnam's National Electronic Identification Application and Platform
tCO_2eq	Tonnes of CO_2 equivalent - Unit of measurement for greenhouse gas emissions
UN	United Nations
UNEP FI	United Nations Environment Programme Finance Initiative

MESSAGE FROM CHAIRMAN OF THE BOD ON SUSTAINABLE DEVELOPMENT

Dear valued Shareholders, Partners, and Customers,

2025 marks a significant transition period for SeABank amid continued uncertainties in the global and regional economies, where requirements for sustainable development, governance transparency, and social responsibility for financial institutions are becoming increasingly stringent.

SeABank's BOD determines that sustainable development is not merely a social responsibility commitment, but a strategic imperative for ensuring the Bank's long-term, safe, and effective growth. In this regard, corporate governance is identified as a key factor, with the BOD playing a central role in overseeing the Bank's sustainability strategy. Corporate governance serves as the foundation for strengthening competitiveness and guiding operations across the Bank, in line with the principles of transparency and effectiveness.

Corporate Governance - Key pillar of sustainable development

SeABank's BOD is well aware that good corporate governance is the most important "soft infrastructure" of a modern bank. Compliance with and gradually approaching advanced governance standards, in line with international practices and Vietnamese legal regulations, not only contributes to enhancing the effectiveness of Risk Management (RM) but, more importantly, contributes to building and strengthening the trust of shareholders, investors, customers, employees, and other stakeholders.

In 2025, SeABank's BOD continued to direct and oversee the consolidation and refinement of the Bank's governance model. Accordingly, the focus was on clarifying the roles and responsibilities of the BOD and its sub-committees, ensuring appropriate independence between governance and executive functions, while enhancing oversight effectiveness across the system. The focus of RM is placed in close connection with business strategy, risk appetite, and the internal control-compliance system, in which Environmental, Social, and Governance (ESG) factors are within the BOD's oversight framework. At the same time, the Bank focuses on improving the quality of information disclosure, ensuring timeliness, completeness, accuracy, and accessibility, aiming to approach international standards on reporting and sustainable development.

*"**Corporate Governance** - Foundation for competitiveness and long-term growth motivation"*

Good Corporate Governance - Sustainable competitive advantage

In a competitive business environment, SeABank's BOD determines that sustainable competitive advantage is derived not only from scale or technology, but also from strong governance capabilities, a deeply embedded culture of compliance, and the quality of strategic decision-making. Effective corporate governance enables the Bank to make prudent yet agile decisions, striking an appropriate balance between growth targets and operational safety. At the same time, a strong governance foundation enhances the Bank's ability to attract and retain high-quality capital, particularly from long-term investors who place increasing emphasis on ESG practices and governance transparency. As a result, SeABank's reputation and brand value continue to be enhanced, reinforcing its position as a transparent, responsible, and trusted financial institution.

Commitments of the BOD on sustainable development

The BOD remains committed to placing sustainable development and sound corporate governance at the heart of SeABank's strategic decision-making, while taking responsibility for overseeing implementation through governance mechanisms and periodic reporting. On that basis, the BOD will continue to guide and oversee the Executive Management Board (EMB) in fostering a transparent, efficient, and responsible organization, aiming to create long-term value for stakeholders and contribute positively to sustainable socio-economic development.

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

In 2026 and beyond, the BOD, together with the entire SeABank team, looks forward to the continued trust, support, and partnership of our valued shareholders, partners, and customers as we advance the Bank's sustainable development strategy. Through these collective efforts, SeABank aims to create and deliver greater shared value for the benefit of communities and stakeholders.

We sincerely appreciate your continued trust and support.

Sincerely,

Chairman of the BOD

Le Van Tan

INTRODUCTION TO SEABANK'S SUSTAINABLE DEVELOPMENT REPORT

REPORTING PERIOD, FREQUENCY, AND CONTENT

The Sustainable Development Report is prepared on an annual basis by SeABank, serving as an important tool for assessing the Bank's performance, ensuring compliance with applicable regulations, and aligning with advanced international ESG standards. By providing comprehensive and systematic information on the Bank's sustainability-related activities, the Report aims to enhance stakeholders' understanding of SeABank's commitment to sustainable development and its efforts in areas such as environmental protection, risk management, and community engagement.

The content of this Report is based on the results of SeABank's materiality assessment and evaluation process (details in Overview of SeABank and sustainable development - Material topics, pages xx-xx of this Report); SeABank's sustainable development orientation integrated with its core values; along with sustainability initiatives implemented across its banking operations in 2025.

PRINCIPLES OF PREPARING THE SUSTAINABLE DEVELOPMENT REPORT

This Sustainable Development Report is prepared based on the principles of GRI 1: Foundation 2021, specifically including:

- ACCURACY
- COMPLETENESS
- BALANCE
- SUSTAINABILITY CONTEXT
- CLARITY
- TIMELINESS
- COMPARABILITY
- VERIFIABILITY

APPLIED STANDARDS

The Report has been prepared in accordance with the guidelines on Annual Reports stipulated in Circular 96/2020/TT-BTC on information disclosure, ensuring that its preparation and presentation comply with applicable laws and regulations in Vietnam.

In addition, during the report preparation process, SeABank also references standards and principles defined by reputable international organizations in the field of sustainable development and corporate social responsibility. Specifically, our report has referenced and cited the following bases:

- Sustainable Development Reporting Guidelines of the Global Reporting Initiative (GRI)
- Principles for Responsible Investment of the Principles for Responsible Banking (UN PRI)
- 17 Sustainable Development Goals (SDGs) of the United Nations (UN)
- Circular No. 96/2020/TT-BTC dated November 16, 2020, guiding information disclosure on the stock market

REPORTING SCOPE

SeABank's 2025 Sustainable Development Report covers:

- SeABank and its subsidiaries and dependent units, specifically SeABank AMC.
- Reporting period: from 01/01/2025 - 31/12/2025.

Unless otherwise specified, this report includes economic, governance, environmental, and social performance indicators of SeABank and SeABank AMC.

INFORMATION CONSOLIDATION METHOD

- Financial: SeABank has completed the consolidation of financial information according to accounting and auditing standards. Please see details in the Financial Statements section (pages 290 - 362, Annual Report 2025).
- Non-financial: unless otherwise specified, information and data are aggregated directly from units under SeABank Head Office and subsidiaries, specifically SeABank AMC.

RESTATED INFORMATION

In SeABank's 2025 Sustainable Development Report, there is no information that has been restated or data that has been changed.

THIRD-PARTY INDEPENDENT ASSURANCE

- Financial: SeABank uses audit services from PwC Co. Ltd. (Vietnam) to ensure the accuracy of financial statements.
- Non-financial: SeABank has a specialized unit to check and oversee the review of indicators related to environmental and social impacts. This unit checks and verifies the data and information provided in the Bank's Sustainable Development Report to ensure the accuracy and reliability.

CONTACT INFORMATION

For any comments or questions related to SeABank's Sustainable Development Report, please contact:

SOUTHEAST ASIA COMMERCIAL JOINT STOCK BANK

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OVERVIEW OF SEABANK

AND SUSTAINABLE DEVELOPMENT

OVERVIEW OF SEABANK

GENERAL INFORMATION

Name (in English)	Southeast Asia Commercial Joint Stock Bank
Abbreviation	SeABank
Year of establishment	1994
Operating license number	51/GP-NH dated March 25, 1994, issued by the SBV according to Decision No. 47/QĐ-NH5 dated March 25, 1994; and according to decisions on amendment, supplementation, and replacement in each period
Stock code	SSB
Address	198 Tran Quang Khai, Hoan Kiem Ward, Hanoi City
Enterprise code	0200253985 (issued by the Hanoi Department of Planning and Investment for the first time 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

CREDIT RATING 2025

- Credit rating agency: **Moody's**
- Baseline Credit Assessment (BCA): **B1**
- Local currency and foreign currency long-term bank deposit and issuer ratings: **Ba3**
- Outlook: **Stable**

OPERATIONAL NETWORK

181 TRANSACTION POINTS

254 CORRESPONDENT BANKS IN 52 COUNTRIES AND TERRITORIES

49 BRANCHES

132 TRANSACTION OFFICES

** across 24 provinces and cities (according to new administrative boundaries)*

SUBSIDIARY

In 2025, after completing the handover of PTF to AFS in February 2025, SeABank had one subsidiary as of year-end 2025, namely SeABank Asset Management Co. Ltd. (SeABank AMC).

Name (in English)	SeABank Asset Management Company Limited
Abbreviation	SeABank AMC
Business Registration Certificate number	0103099985 issued by the Hanoi Department of Planning and Investment for the first time on December 16, 2008, registration of 20th change on July 14, 2025
Head office	No. 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 ratio	100%
Main business line	Debt management and asset exploitation

On December 3, 2008, SeABank AMC was established with the approval of the SBV to serve the debt management and asset exploitation needs of SeABank through receiving, managing, and recovering receivables and bad debts from the Bank, ensuring the Bank's safe and sustainable business.

Besides meeting the bad debt handling needs of SeABank itself, SeABank AMC will use its specialized skills to serve the debt and stagnant asset handling needs of other businesses, helping capital in the economy flow more transparently and smoothly.

2025 business overview

In 2025, SeABank AMC continued to implement activities according to its functions and tasks:

- Participating in auctions of judgment enforcement assets (assets related to SeABank's debt handling) from auction centers to limit losses and reduce the value of collateral.
- Executing procedures to legalize ownership of purchased assets with competent State agencies, then proactively deploying them for sale on the market to recover maximum capital for SeABank.
- Deploying operational management and providing office leasing services at buildings leased by SeABank AMC and those entrusted by SeABank nationwide.

2025 business results:

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

2026 action plan:

- Continue to execute procedures to legalize ownership of purchased assets with competent State agencies, and deploy them for sale on the market to recover capital for SeABank.
- Continue to operate management activities and provide office leasing services at buildings leased by the Company and those entrusted by SeABank.
- Expected PBT target for 2026 is VND 63.2 billion.

SeABank

PURPOSE

Bring enjoyment to people's lives

VISION

Be a bank that puts people and community first

AMBITION

- *Deliver satisfaction and distinct service*
- *Be digital in all aspects of operation*
- *Make responsible and sustainable decision*

VALUES

Have a Purpose · *Aim for Excellence* · *Be Happy*

THREE DECADES OF "BELIEVE" - A JOURNEY OF SUSTAINABLE DEVELOPMENT

1994

- Hai Phong Commercial Joint Stock Bank - the predecessor of SeABank was established in Hai Phong on March 24, 1994, beginning its sustainable journey.

2002

- Renamed to Southeast Asia Commercial Joint Stock Bank - SeABank, reaffirming its long-term vision and fostering connections of sustainable value.

2005

- Officially relocated the Head Office from Hai Phong to 16 Lang Ha, Ba Dinh, Hanoi, expanding opportunities for connection and promoting sustainable growth.

2009

- Officially implemented the retail banking model, moving towards better financial support for customer segments.
- Relocated the Head Office to 25 Tran Hung Dao, Hoan Kiem, Hanoi.

2012

- Ranked in Group 1 by the SBV and selected for the list of eligible entities to serve Official Development Assistance (ODA) projects in Vietnam.
- Received the Third-class Labor Medal for contributions to socio-economic development during the 2007–2011 period.

2015

- Established the "Dream Nurturing" Scholarship Fund (SeADreams) to support underprivileged students with strong academic potential in pursuing their educational aspirations.

THREE DECADES OF "BELIEVE" - A JOURNEY OF SUSTAINABLE DEVELOPMENT

2017

- Transformed to "customer-centric" operational model with the aspiration of becoming the favorite retail bank in Vietnam.
- - Received the Second-class Labor Medal for outstanding achievements during the 2011–2017 period.

2018

- Announced the 5 core values: Community, Transparency, Consensus, Aspiration, and Sustainability.
- Launched 'SeABank Run for the Future' (SeARun) community race for the first time.

2019

- Moody's announced SeABank's credit rating at B1.
- Achieved full compliance with the minimum CAR according to international Basel II standards ahead of schedule.
- Launched the SeALady Cashback credit card with charitable features supporting cancer patients through the 'Bright Tomorrow' Fund.

2020

- Became the 5th bank in Vietnam to complete all 3 pillars of Basel II ahead of schedule.
- Launched the new version of SeAMobile with the first 'financial health assistant' feature in the market.
- Received a trade finance limit of nearly USD 20 million from the Asian Development Bank (ADB).

2021

- Listed 1.2 billion SSB shares on the Ho Chi Minh City Stock Exchange (HOSE).
- Collaborated with BRG Group to establish the "New Vitality" Fund, contributing to the national effort to combat the COVID-19 pandemic with total funding of nearly VND 200 billion, including approximately VND 90 billion contributed by SeABank.
- Received a credit package of USD 150 million from the International Finance Corporation (IFC) and 5 investment funds to promote financial inclusion and climate finance.
- ADB increased the guarantee limit for SeABank to USD 30 million and provided a USD 5 million revolving loan to expand trade finance.

2022

- Implemented ESMS in credit activities.
- Issued the 'Code of Professional Ethics' and the 'Professional Ethics Handbook'.
- Issued 'Regulations on anti-corruption, misconduct, and crime at SeABank' across all business activities and transactions with customers and partners.
- Officially implemented Basel III standards in business operations and risk management.
- Total foreign mobilization increased by nearly USD 350 million compared to 2022, reaching USD 500 million.

2023

- Signed a supply chain finance project (SCF) with IFC, receiving an additional USD 100 million investment from IFC to enhance home loan accessibility for the low-to-middle income segment.
- Launched the SeAPower Club to provide comprehensive support for women-owned businesses.
- Received a doubling of the trade finance limit from ADB.
- Number of shareholders reached 6,000, up over 50% compared to 2022.

2024

- Issued Vietnam's first blue bonds, as well as green bonds under rigorous international standards, to IFC and AIIB, raising a total of USD 150 million.
- Signed a partnership with Visa to develop digital payment services.
- Named in the Top 10 Listed Mid-cap Companies with Best Corporate Governance at VLCA 2024.
- Successfully upgraded the T24 core banking system to version R22 – the latest version in the Vietnamese market.
- Total international mobilization reached nearly USD 1 billion (including trade finance) for financial inclusion, green finance, and climate finance activities.
- Issued and published the 'Supplier Code of Conduct' to ensure transparency, responsibility, and legal compliance in all partnering activities.
- Received the First-class Labor Medal for outstanding achievements during the 2018-2022 period.

2025

- Total green credit funding reached VND 3,801 billion.
- Total green credit outstanding balance reached VND 1,634 billion.
- Issued SeABank's Sustainable Development Strategy towards 2030.
- Announced the new strategic framework for Vision, Mission, and Core Values.
- Became one of the first private banks in Vietnam to issue a Green Bond Framework in compliance with the ICMA principles, rated 'Medium Green'- the second-highest level under six-tier Shades of Green assessment framework by S&P Global Ratings.
- Completed the goal of planting 1 million trees ahead of schedule.
- Mobilized an additional USD 80 million from Proparco and FMO to promote financial inclusion.
- Issued the first independent Sustainable Development Report.
- Maintained Moody's Ba3 credit rating for key categories for 4 consecutive years.
- Expanded cooperation with MobiFone and MoneyGram to develop a modern financial ecosystem.

ACHIEVEMENTS & AWARDS FOR SUSTAINABLE DEVELOPMENT IN 2025

GOVERNANCE (G)

Total assets
VND 396,443
billion
+21.72% YoY

Profit before tax
VND 6,868
billion
+13.73% YoY

Capital Adequacy Ratio
13.39%
higher than Basel II standards

ROA
1.53%

ROE
14.62%

Credit growth
16.69%

Contribution to the state budget
VND 1,755
billion
+23.67% YoY

Maintained Moody's
Ba3
rating and Stable outlook for 4 consecutive years

Issued SeABank's Sustainable Development Strategy towards 2030

Established a specialized unit to advise on sustainable development governance

Early Warning System (EWS) covers
100%
of the Retail Banking credit portfolio

100%
of employees trained on AML, counter-terrorism financing, and proliferation financing

SSB stock continues to be included in the
VN30-Index

ACHIEVEMENTS & AWARDS FOR SUSTAINABLE DEVELOPMENT IN 2025

ENVIRONMENT (E)

100%
of credit and investment exposures for Corporate Banking screened and assessed for E&S risks

Total green credit outstanding balance
VND 1,634
billion
**Accumulative figure as of 31/12/2025*

Upgraded ESMS, integrated supply chain risk assessment and physical climate-related risk assessment

Electricity consumption/ revenue
-9.91% YoY

Electricity consumption/ employee
1,385 kWh
-0.22% YoY

Total greenhouse gas emissions (Scope 1 and Scope 2)
5,673 tCO_2eq
-0.5% YoY

2 SeABank office buildings
achieved green building certification

Completed the goal of planting
1 MILLION
trees
ahead of schedule

SeAGreen Fund implemented
5+
environmental initiative series

Issued a Green Bond Framework in compliance with ICMA principles

Green Bond Framework rated 'Medium Green'
- the second-highest level under six-tier Shades of Green framework (S&P Global Ratings)

ACHIEVEMENTS & AWARDS FOR SUSTAINABLE DEVELOPMENT IN 2025

SOCIAL (S)

Number of training courses:
1,541 courses
+ 6.7% YoY

Average training hours/employee:
62 hours/ employee
+5.4 hours YoY

Customer satisfaction score (CSAT)
95.02%
+7.02 percentage points YoY

Employee satisfaction rate
90.37%

Percentage of employees willing to stay with SeABank for at least 2 more years
90.5%

Net Promoter Score (NPS)
56%
considered high relative to international practices

Percentage of female management and leadership
47%

Percentage of female BOD members
50%

Average employee income
VND 31.6 million/employee/month
+4.9% YoY

Number of women-owned business customers
+150% YoY

WSME credit outstanding balance growth
+120% YoY

Total donation to the Bright Tomorrow Fund via SeALady Cashback cards
VND **4.12 billion**

Total donation to the Bright Tomorrow Fund via SeALady Cashback cards
VND **3,000** /newly opened card
to SeABank/MT Foundation

Total CSR budget in 2025
> VND 34 billion
+41.67% YoY

Award
"Best Place to Work in Vietnam 2025"
Anphabe

AWARDS FOR SUSTAINABLE DEVELOPMENT IN 2025

International Data Group (IDG)

VIETNAM OUTSTANDING BANK (VOBA 2025)

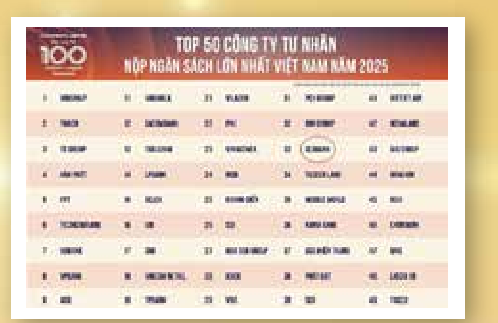
- Outstanding Bank for Green Credit
- Outstanding Bank for the Community

Minister of Public Security

CERTIFICATE FOR OUTSTANDING ACHIEVEMENTS IN THE 'ALL PEOPLE PROTECTING NATIONAL SECURITY' MOVEMENT 2025

State Bank of Vietnam

CERTIFICATE FOR EMULATION MOVEMENT "JOINS HANDS TO ELIMINATE TEMPORARY AND DILAPIDATED HOUSES"



CafeF

THE 50 LARGEST PRIVATE ENTERPRISES CONTRIBUTING TO THE STATE BUDGET IN VIETNAM

The European Magazine

GLOBAL BANKING AND FINANCE AWARDS 2025

- Excellence in Sustainable Corporate Governance Vietnam
- Leading Edge in Risk Management - Bank of the Year
- Best e-Banking & Mobile Banking Champion Vietnam

Dan Tri Newspaper

VIETNAM ESG AWARDS 2025

- Social (S) - Outstanding Bank in spreading ESG values to the community

Believe

AWARDS FOR SUSTAINABLE DEVELOPMENT IN 2025 *(continued)*

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BEST PLACE TO WORK IN VIETNAM 2025

Asian Banking & Finance (ABF)

ESG BUSINESS AWARDS 2025

- Category “Gender Equality & Women Empowerment Award (Vietnam)”

VnEcomomy

VIETNAM STRONG BRAND AWARD 2025

- Top 10 Sustainable Development Brands

Vietnam Software & IT Services Association (VINASA)

SAO KHUE AWARDS 2025

- 5-star rating in the “Digital Utilities” category - SeAMobile

HOSE, HNX, Vietnam Investment Review (VIR), and Dragon Capital Management

TOP 10 BEST ANNUAL REPORTS

- Financial Sector

Believe

PRINCIPLES AND COMMITMENTS FOR SUSTAINABLE DEVELOPMENT

SUSTAINABLE DEVELOPMENT PRINCIPLES

The Bank determines that sustainable development principles are the foundation for all business activities, aiming to ensure harmony between economic efficiency, environmental protection, and social responsibility, while aiming for stable and long-term growth. On that basis, SeABank builds and adheres to the following principles:

PRINCIPLE OF TRANSPARENCY AND ACCOUNTABILITY

Transparency is a prerequisite for building trust with stakeholders. SeABank is committed to:

- Providing clear, accurate, and timely information about business activities and the Bank's impact on environmental and social areas.
- Publish an annual Sustainable Development Report aligned with internationally recognized standards and frameworks appropriate to the Bank's stage of development, sharing with shareholders, customers, the community, and stakeholders.
- Establishing and maintaining a two-way dialogue mechanism with stakeholders to receive feedback, thereby improving policies and sustainable governance practices.

PRINCIPLE OF SOCIAL RESPONSIBILITY

As part of the socio-economic ecosystem, the Bank has a responsibility to support the community and partners in achieving mutual growth and sustainable development. This principle is implemented through:

- Financial support for female customers in localities, customers who are women-owned businesses and/or small-micro enterprises.
- Financial support for projects that bring social benefits such as education, healthcare, and sustainable infrastructure development.
- Implementing charitable and CSR programs to improve the life quality within the community, especially vulnerable groups.

PRINCIPLE OF SUSTAINABLE DEVELOPMENT RISK MANAGEMENT

SeABank integrates the following environmental and social principles into credit and investment activities:

(a) Communicating SeABank's E&S management policies to employees, shareholders, investors, customers, and stakeholders.

(b) Requiring and guiding customers that are organizations or businesses to whom SeABank provides credit/investment to manage E&S risks in accordance with SeABank's E&S standards during business operations.

(c) Assessing E&S-related risks and opportunities for each funded product or investment to achieve the best long-term sustainable efficiency and minimize potential adverse E&S impacts.

(d) Encouraging, evaluating, and striving to implement solutions, products, and services that bring positive E&S impacts.

(e) Requiring customers/projects funded/invested by SeABank to comply or commit to complying with the following E&S requirements:
- *i. E&S exclusion list: SeABank does not invest/provide credit to any customer/activity on SeABank's E&S exclusion list.*
- *ii. SeABank's E&S Exclusion List is developed with reference to advanced international practices while taking into account the realities and development needs of the Vietnamese economy.*
- *iii. Current Vietnamese E&S regulations.*
- *iv. The core labor conventions of the International Labour Organization[1], the 8 IFC Performance Standards[2] , and the World Bank Group's Environmental, Health, and Safety Guidelines (applicable to transactions with high E&S risks, in accordance with SeABank's periodic ESMS regulations).*

(f) Monitor the E&S performance of clients, organizations, or projects financed/invested in by SeABank, while promptly collecting reports on E&S incidents or accidents (if any), the impacts or consequences arising or potentially arising from such incidents/accidents, and the measures being implemented or planned to address/remediate them.

(g) Promote the efficient use of materials and resources in SeABank's operations and those of its clients, including the use of domestically produced recycled goods and materials for activities/projects where appropriate, and applying energy and water-saving measures where feasible.

(h) Strive to reduce greenhouse gas emissions to mitigate climate change and ensure SeABank plays an active role in the transition to a low-carbon economy.

(i) Maintain a grievance redress mechanism to allow employees, clients, and other stakeholders to voice concerns or complaints regarding E&S performance and compliance with SeABank's E&S policies and performance standards, and to handle these concerns/complaints systematically.

(j) Ensure the provision of sufficient human, financial, and material resources for the effective implementation of SeABank's ESMS.

(k) Review the annual ESMS performance evaluation results and direct changes/improvements to achieve the targeted sustainable development performance.

(l) Disclose SeABank's E&S performance in accordance with international best practices.

[1] *https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations*

[2] *Performance Standards on Environmental and Social Sustainability | International Finance Corporation (IFC)*

PRINCIPLE OF EQUITY AND INCLUSION

This principle ensures that all of the Bank's activities are directed toward equality, non-discrimination, and supporting comprehensive participation:

- Fair treatment of customers: Provide financial products tailored to each target group, ensuring no bias or discrimination.
- Promoting financial inclusion: Enhance access to financial services for disadvantaged groups, women, and young entrepreneurs.
- Internal equality: Create a diverse and inclusive work environment, promote gender equality, and support employees in developing their capabilities fairly.

PRINCIPLE OF INNOVATION AND SUSTAINABLE DEVELOPMENT

We recognize that innovation is a key driver for long-term sustainable development. Commitments include:

- Green technology investment: Apply modern technologies to reduce greenhouse gas emissions in internal operations, such as process digitization and paperless banking development.
- Step-by-step development, standardization, and operation of an information management system for sustainable development to collect, aggregate, and provide ESG data in a timely, consistent, and verifiable manner.
- Innovative finance: Develop new financial products such as green bonds, social loans/bonds, renewable energy credit, and disaster risk insurance.
- International cooperation: Participate in global initiatives on innovation in sustainable finance to learn from and implement advanced models.

PRINCIPLE OF HARMONIZING INTERESTS AND LONG-TERM VALUE

We are committed to harmonizing the interests of shareholders, customers, the community, and the environment through long-term business activities:

- Maximize sustainable value rather than focusing solely on short-term profits.
- Promote medium and long-term investments in green infrastructure, sustainable businesses, and community development.
- Monitor and evaluate the impacts of the Bank's activities to ensure no harm is caused to the long-term interests of society and the environment.

PRINCIPLE OF COOPERATION AND STAKEHOLDER ENGAGEMENT

Understanding that sustainable development cannot be achieved by separate actions, we emphasize close cooperation with stakeholders:

- Cooperate with corporate banking customers to promote sustainable projects and business models.
- Coordinate with regulatory agencies, non-governmental organizations, and financial partners to share knowledge and experience regarding ESG.
- Maintain long-term relationships with shareholders and investors based on transparency and trust, aiming for shared interests and sustainable development goals.

The above principles are not only strategic guidelines but also commitments by the Bank to implementation in daily business activity. Applying these principles helps the Bank continuously strengthen its market position while creating sustainable value for the community.

COMMITMENTS, VISION & GOALS FOR CORPORATE SOCIAL RESPONSIBILITY

LONG-TERM VISION

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

STATEMENT ON GREENWASHING

SeABank is committed to transparent sustainable development, saying no to "Greenwashing" and complying with the regulations and standards of Vietnam and international organizations.

COMMITMENT TO SUSTAINABLE DEVELOPMENT

The Bank's commitment to sustainable development is not just a statement but a practical roadmap with specific actions and measurable results. Based on the established principles, SeABank makes specific commitments to promote sustainable development in the financial sector, focusing on four main groups: **global goals, climate, community, and clients**.

Commitment to global goals - 17 SDGs by the UN	SeABank is committed to promoting all 17 goals, integrating them into the bank's orientations and activities: • ***Sustainable and responsible business:*** Integrating ESG into activities, strengthening corporate governance and effective risk management, ensuring responsible business growth, and minimizing E&S impacts. • ***Promoting Green Banking:*** Greening business and operational activities across the entire Bank to ensure sustainable growth, minimize negative impacts, and create value for the environment and society. • ***Building an engaged organizational culture:*** Aiming to become a leading bank in organizational culture, ensuring an equal and respectful working environment, high satisfaction and commitment, and improved performance. • ***Developing a sustainable community across multiple aspects:*** Maintaining 4 internal charity funds and continuing to implement CSR activities in diverse areas such as poverty reduction, education, healthcare, and environmental protection.
Climate commitment	• ***Promoting financial inclusion:*** Providing microcredit products and financial services at reasonable costs for low-income population groups, women, and vulnerable groups. • ***Supporting communities affected by climate change:*** Accompanying localities heavily impacted by climate change, providing loans for reconstruction and sustainable development. • ***Charity activities:*** Organizing charity programs in diverse fields such as poverty reduction, educational sponsorship, and community health.
Community commitment	• ***Promoting financial inclusion:*** Providing microcredit products and financial services at reasonable costs for low-income population groups, women, and vulnerable groups. • ***Supporting communities affected by climate change:*** Accompanying localities heavily impacted by climate change, providing loans for reconstruction and sustainable development. • ***Charity activities:*** Organizing charity programs in diverse fields such as poverty reduction, educational sponsorship, and community health.
Customer commitment	• ***Developing green financial products:*** Green financing dedicated to sustainable projects, facilitating retail banking and corporate banking customers to participate in the green transition; green credit incentives for businesses applying circular economy models or environmentally friendly technologies. • ***Green personal financial support:*** Developing preferential loan packages for individuals to purchase environmentally friendly products such as electric vehicles, home solar energy systems, and apartments with green building certificates. • ***Developing social financial products:*** Financing projects in education, healthcare, housing for low-income individuals, and women-owned businesses. • ***Strengthening ESG consulting:*** Providing free consulting services for corporate banking customers on how to integrate ESG factors into business operations, helping businesses access better capital, transition to green, and improve competitiveness. • ***Sustainable service experience:*** Accelerating the digitization of banking services, providing modern online transaction platforms, helping to minimize resources and save time for customers.
Commitment to human rights and employees	• ***Respecting diversity and equality:*** Builds a humane, healthy working environment that upholds human rights and ensures respect and equality. • ***Talent development:*** Fair opportunities, clear training and promotion paths to develop and retain talent. • ***Ensuring competitive compensation and benefits:*** Built on multiple factors, adhering to regulations, and ensuring benefits and fairness.
Commitment to shareholders and investors	• ***Integrating ESG factors into governance:*** Integrating E&S management procedures into the credit process, ensuring no financing for transactions with high E&S risks without mitigation/reduction measures. • ***Applying international standards:*** Applying recommendations and operational standards of strategic partners into operations. • ***Information transparency:*** Establishing mechanisms for receiving and handling complaints and disclosing information on SeABank's website or through prescribed channels.
Measuring and reporting progress	• ***Publishing annual Sustainable Development Report:*** Including specific indicators such as reduced emissions, the number of green projects financed, and the green credit portfolio ratio. • ***Actively participating in international ESG assessments and ratings*** to enhance reputation and improve operational efficiency. • ***Setting a goal to build internal sustainable development indicators:*** Tracking the contribution of each department to the overall sustainable development strategy.

MATERIAL TOPICS

METHODOLOGY

Identifying and managing material topics helps SeABank ensure the integration of sustainable development into business strategy, aiming to create long-term value and enhance competitiveness. The methodology is designed to identify, analyze, and manage economic, governance, environmental, and social factors that significantly impact the Bank's operations as well as its stakeholders.

In 2025, SeABank continued to apply the UNEP FI Principles for Responsible Banking, combined with the GRI Standards framework, to guide the process of identifying material topics. This approach ensures that selected material factors are based not only on financial impact but also reflect the Bank's responsibility toward the community and the environment.(*)

Implementation steps	How SeABank identifies material topics
DATA AND STAKEHOLDER FEEDBACK COLLECTION	• Conduct surveys, workshops, and interviews with key stakeholders: customers, shareholders, employees, the community, and regulatory bodies. • Aggregate data from internal reports, survey results, industry research, and international reference materials.
IMPACT ANALYSIS	Assess the impact level of each banking activity on environmental, social, and economic aspects, including both positive and negative impacts.
IDENTIFICATION OF MATERIAL TOPICS	Use a materiality matrix to rank topics based on their impact on the Bank and stakeholders.
GOAL SETTING AND IMPLEMENTATION	Establish goals based on SMART principles to address significant impacts identified by SeABank and develop implementation plans to achieve these goals.
INFORMATION DISCLOSURE AND MONITORING	Integrate material topics into business strategies and Sustainable Development Reports, while periodically reviewing and updating them to reflect changes in the legal and market landscape and stakeholder expectations.

(*) *UNEP FI Principles and content:*

Principle 1 - Alignment: Business strategy aligned with Sustainable Development Goals (SDGs), the Paris Agreement, and national development priorities;

Principle 2 - Impact: Minimize negative impacts and enhance positive impacts on the environment and society;

Principle 3 - Clients: Partner with clients to encourage sustainable practices and create shared prosperity;

Principle 4 - Stakeholders: Proactively consult, engage, and partner with stakeholders;

Principle 5 - Governance and Target Setting: Establish governance mechanisms, strategies, and targets to implement the Principles for Responsible Banking;

Principle 6 - Transparency and Accountability: Disclose information, report, and be accountable for the implementation of sustainability commitments.

MATERIAL TOPICS

IDENTIFYING MATERIAL TOPICS

Based on analysis and evaluation, SeABank has identified material topics based on criteria regarding their impact on the Bank and its stakeholders, including:

ESG & SDGs	Principles for Responsible Banking (UNEP FI)	Material Topics
E - ENVIRONMENT 6 Clean water and sanitation; 7 Affordable and clean energy; 12 Responsible consumption and production; 13 Climate action; 14 Life below water; 15 Life on land	Principle 2	E.1. Environmental and social risk management E.2. Enhance monitoring and assessment of the Bank's environmental impact E.3. Climate change and environmental impact management
	Principle 3 and Principle 5	E.1. Environmental and social risk management
	Principle 1	E.3. Climate change and environmental impact management
S - SOCIAL 1 No poverty; 3 Good health and well-being; 4 Quality education; 5 Gender equality; 8 Decent work and economic growth; 10 Reduced inequalities; 11 Sustainable cities and communities	Principle 3	S.1. Products for female customers and women-owned businesses S.2. Financial accessibility for diverse customer groups
	Principle 4	S.3. Meeting the needs and expectations of stakeholders S.4. Responsibility to the community
	Principle 2	S.1. Products for female customers and women-owned businesses S.2. Financial accessibility for diverse customer groups S.4. Responsibility to the community
	Principle 6	S.3. Meeting the needs and expectations of stakeholders
G - GOVERNANCE 8 Decent work and economic growth; 9 Industry, innovation and infrastructure; 16 Peace, justice and strong institutions; 17 Partnerships for the goals	Principle 5	G.1. Legal compliance and international standards G.2. Economic performance G.4. Transparency and accountability
	Principle 1	G.2. Economic performance G.3. Presence and market position of the Bank
	Principle 4	G.4. Transparency and accountability
	Principle 6	G.4. Transparency and accountability G.1. Legal compliance and international standards

RANKING OF MATERIAL TOPICS

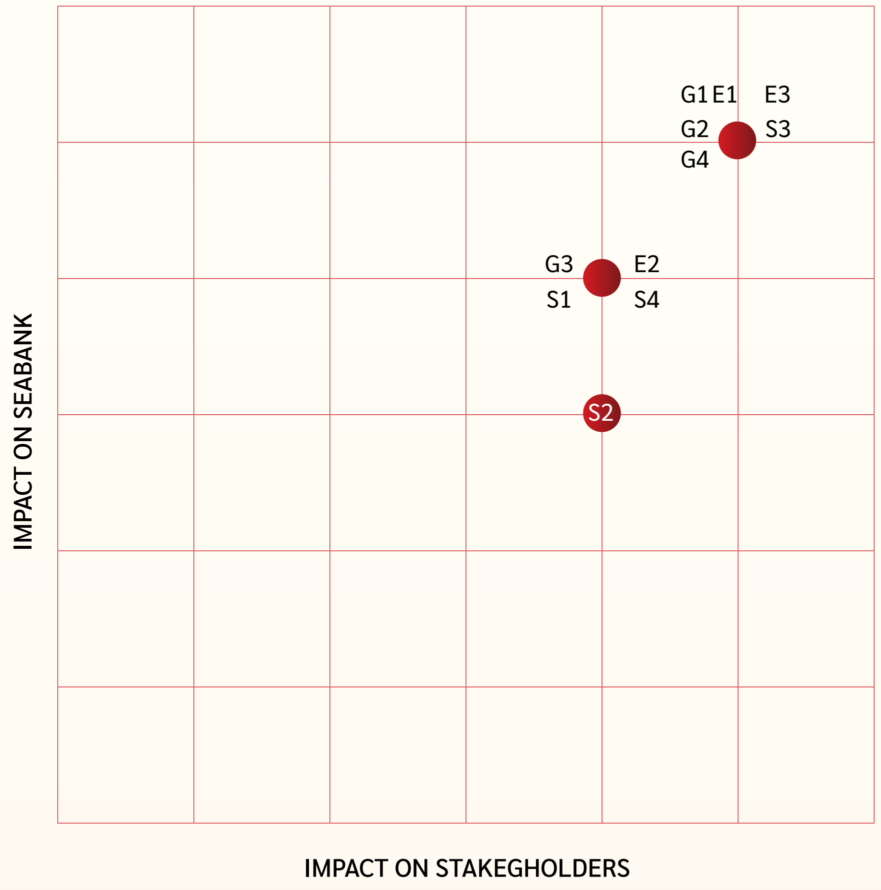
Ranked on a scale of 1-5, with 5 being the highest, and details on actions:

Material topics	Impact on stakeholders	Impact on SeABank	Action details
E.1. Environmental and social risk management	5	5	• Integrate E&S criteria into credit appraisal and investment processes. • Update and implement the ESMS.
E.2. Enhance monitoring and assessment of the Bank's environmental impact	4	4	Assess and control environmental impacts within the credit portfolio and the Bank's internal operations.
E.3. Climate change and environmental impact management	5	5	Increase the proportion of financing for climate change mitigation and adaptation projects.
S.1. Products for female customers and women-owned businesses	4	4	Develop and implement financial products supporting women and women-owned businesses, facilitating easier access to capital.
S.2. Financial accessibility for diverse customer groups	4	3	Develop digital banking and simple, accessible financial products for vulnerable groups.
S.3. Meeting the needs and expectations of stakeholders	5	5	• Strengthen consultation mechanisms, surveys, and periodic workshops with stakeholder groups. • Develop products tailored to the needs of customers and the community.
S.4. Responsibility to the community	4	4	Participate in CSR and community activities such as sponsoring education, infrastructure development, and charitable activities.
G.1. Legal compliance and international standards	5	5	Update and integrate new requirements regarding ESG, climate, and governance into internal policy systems.
G.2. Economic performance	5	5	• Establish strategic goals for long-term and short-term economic performance. • Balance growth objectives with risk management and long-term financial efficiency.
G.3. Presence and market position of the Bank	4	4	Develop a digital network and brand associated with the image of a sustainable bank.
G.4. Transparency and accountability	5	5	• Publish annual ESG reports according to international standards as appropriate to realities of each period (IFRS, GRI standards, etc.). • 100% compliance with anti-corruption and financial transparency policies.

MATERIALITY MATRIX

(Based on the Ranking of Material Topics table)

SEABANK'S MATERIALITY MATRIX



RISKS AND OPPORTUNITIES CORRESPONDING TO EACH MATERIAL TOPIC (IDENTIFIED ACCORDING TO THE 6 UNEP FI PRINCIPLES FOR RESPONSIBLE BANKING)

Material topics	Corresponding risks	Opportunities within each topic
E.1. Environmental and social risk management	Increased compliance and operational costs due to increasingly stringent legal requirements and international E&S standards.	Enhance E&S risk management capacity, strengthen reputation with regulators, investors, and international partners; create a foundation for sustainable finance development.
E.2. Enhance monitoring and assessment of the Bank's environmental impact	Risk of reputational loss with regulators and international partners if environmental standards and credit portfolio management are not ensured.	Improve the quality of the credit and investment portfolio through better control of environmental risks; enhance access to green capital and preferential funding.
E.3. Climate change and environmental impact management	Physical and transition risks due to climate change may disrupt customer operations, affecting asset quality and supply chains.	Expand the green financing portfolio and projects adapting to climate change; improve operational efficiency through investment in energy-saving technology and climate risk management.
S.1. Products for female customers and women-owned businesses	Misunderstanding the needs and expectations of female customer groups, leading to product designs that do not match actual needs, which may reduce business efficiency and affect brand image.	Increase customer engagement and satisfaction; develop potential customer segments through financial products tailored to each group of women.
S.2. Financial accessibility for diverse customer groups	Slow innovation in financial products and distribution channels leads to missed opportunities to serve potential customer groups.	Expand the customer base, promote financial inclusion; improve brand image through products and services aimed at equality.
S.3. Meeting the needs and expectations of stakeholders	Credit risk when expanding to financially unstable customer groups without appropriate assessment and risk management mechanisms.	Strengthen relationships with stakeholders; expand market share and improve financial service accessibility for the community.
S.4. Responsibility to the community	Ineffective investment in community activities or lack of alignment with sustainable development strategies can waste resources.	Enhance brand image and reputation through social programs with positive impacts, recognized by the community and regulators.
G.1. Legal compliance and international standards	High costs in implementing green financial products and adjusting systems to meet new requirements for governance, information disclosure, and sustainable finance.	Create competitive advantages through early adaptation to legal standards; develop green financial products and attract ESG-oriented investors.
G.2. Economic performance	Performance below expectations, causing loss of investor confidence and affecting fundraising capacity.	Optimize costs and improve operational efficiency; strengthen the financial foundation for long-term growth.
G.3. Presence and market position of the Bank	Competition from other banks and financial institutions affects market share.	Strengthen brand recognition and market position through selective expansion strategies aligned with sustainable development goals.
G.4. Transparency and accountability	Failure to keep up with new requirements for information disclosure and governance can lead to compliance risks and decreased investor confidence.	Enhance transparency and accountability; build trust with shareholders, investors, and regulators, thereby strengthening long-term competitive advantages.

ACTUAL ACTIVITIES IMPLEMENTED AT SEABANK BASED ON REFERENCE TO THE PRINCIPLES FOR RESPONSIBLE BANKING (UNEP FI)

UNEP FI Principles	Practical activities at SeABank
PRINCIPLE I: ALIGNMENT	• Integrate ESG goals into business strategies and key business decisions, focusing on green credit and social credit growth. • Identify areas with the most positive and negative impacts on society, the environment, and the economy. • Establish and publish sustainability goals linked to green credit growth, social credit, and E&S risk management.
PRINCIPLE II: IMPACT	• Identify, assess, and transparently disclose projects with high E&S risks financed by SeABank; publish mechanisms for receiving and handling E&S complaints on the SeABank website. • Commit to forward-looking sustainability risk and opportunity assessments at the strategic, portfolio, and transaction levels. • Integrate climate and emission risk assessments into green credit portfolio management.
PRINCIPLE III: CLIENTS	• Develop green financial products (green bonds, green credit, renewable energy financing, green buildings, etc.) and new services, while building incentive programs and contract conditions related to sustainability. • Encourage clients and partners to choose sustainable activities and business models.
PRINCIPLE IV: STAKEHOLDERS	• Identify key stakeholders, with particular focus on those directly or indirectly affected by the Bank's business practices and decisions. • Engage, listen to, and advise on key issues in the Bank's strategy and business practices; create partnerships that allow the Bank to achieve more. • Strengthen dialogue with international partners (IFC, AIIB, DFC, Norfund, Proparco, ADB, etc.) regarding E&S and climate standards. • Engage with regulators and policymakers on the goals of these Principles and advocate for sustainable policies.
PRINCIPLE V: GOVERNANCE AND TARGET SETTING	• Establish ESG/ESMS governance structures with oversight from the Board of Directors and the Risk Management Committee. • Issue E&S policies, exclusion lists, and updated E&S risk assessment processes in credit activities. • Proactively communicate with top-level involvement and integrate performance related to the Bank's sustainability goals and responsible leadership into performance evaluations, compensation, and promotion decisions.
PRINCIPLE VI: TRANSPARENCY AND ACCOUNTABILITY	• Disclose information and report periodically to regulators in compliance with current Vietnamese laws. • Report periodically to international partners (IFC, AIIB, Norfund, etc.) regarding E&S risk management.

MANAGEMENT OF MATERIAL TOPICS AND DEVELOPMENT ORIENTATION

STRATEGIC INTEGRATION

- Material topics are integrated into SeABank's sustainable development strategy and long-term business plan.
- SeABank concretizes each topic into action programs such as promoting green credit, social credit, managing environmental-social risks in credit activities, digitizing processes, and supporting the community.

POLICY AND GOVERNANCE SYSTEM CONSTRUCTION

- **E&S Policy:** Apply E&S criteria throughout the credit and investment management process, ensuring that financing activities do not harm the environment or society.
- **ESMS System:** Evaluate and manage E&S risks for all loan and investment projects, and credit activities of SeABank and its subsidiaries.
- **Governance System:** Consistently aimed at sustainable goals from the BOD level to the EMB and implementation levels.
- **Information Security:** Issue security regulations and strict access authorization to ensure client data safety.

MONITORING AND REPORTING

- **Use clear measurement indicators for each topic:** Green credit ratio, GHG emission reduction from internal operations, financial support for women clients in localities, women-owned businesses, and small/micro-enterprises, number/impact of community programs implemented...
- **Information** Transparency: Publish periodic Sustainable Development Reports, disclose transparent information related to the environment and society.
- **Completing the ESG indicator set:** Gradually build and standardize the ESG indicator set as a basis for monitoring the results of the sustainable development strategy implementation. The indicator set is reviewed and updated periodically to ensure it fully reflects sustainable development commitments, is suitable for the operating context, risk management requirements, and international practices. This is an important foundation for measuring effectiveness, evaluating improvement trends, and supporting decision-making across the entire system.

DEVELOPMENT ORIENTATION

- **Technology Innovation:** Invest in ESG management systems and modern measurement tools to enhance management efficiency.
- **Strengthen International Cooperation:** Participate in global initiatives such as Glasgow Financial Alliance for Net Zero (GFANZ), Just Energy Transition Partnership (JETP) to update trends and enhance management standards.
- **Internal Training:** Integrate ESG into training programs for employees and management team, ensuring consistency in implementing sustainable strategies.

SUSTAINABLE DEVELOPMENT ORIENTATION, GOALS, AND STRATEGY

FOCUS OF SUSTAINABLE DEVELOPMENT GOALS IN 2025

1. ALIGNMENT

- Integrate sustainable development into all aspects of business operations.
- Continue to join hands with the Vietnamese Government of Vietnam in achieving net-zero target by 2050, especially in the green finance sector.

2. IMPACT

- **Integrate E&S risk management into business:** Improve the ESMS to enhance the ability to screen and assess E&S risks of projects and plans during investment or credit extension. Ensure no financing for projects causing negative impacts on the environment or community.
- **Digitalization and operational efficiency improvement:** Complete digitalization, strengthen digital banking solutions to save resources (paper, fuel, electricity). Launch a new generation e-banking mobile app, helping customers transact quickly and minimize environmental impact.
- **Resource and waste management:** Reduce solid waste from the Bank's operations compared to 2024. Increase the use of green materials and energy efficiency at existing and newly opened offices and branches.

3. CLIENTS

- Continue to improve products and processes to increase value and enhance customer experience.
- Green, clean credit growth, aiming for sustainable development for the Bank and the community: Focus on renewable energy projects; projects/products under the Green Classification List according to the Prime Minister's Decision No. 21/2025/QD-TTg.
- Gradually reduce outstanding loans to pollution-prone industries year by year (e.g., mining reduced from 2.1% in 2022 to 1.4% and 1.3% in 2023 and 2024, respectively).
- Financial solutions for female customers such as: financial products for women-owned businesses, female startups, and loan products for female customers through local Women's Unions.
- Credit for low-income individuals: revise some loan products to expand to low-income customer segments.

4. STAKEHOLDERS

- **Strengthen engagement:** Conduct customer conferences and periodic dialogues to better understand the expectations of stakeholders.
- **Community activities:** Organize charity races/sporting events to raise funds for community activities, carry out meaningful social activities through 4 internal charity funds.
- **Tree planting project:** Planting over 670,000 trees in 2025 to protect the environment, achieving the goal of planting 1 million trees ahead of schedule.
- **Supply chain support:** Develop supply chain financing products, facilitating credit access for small suppliers.
- **Build a work environment:** A safe, fair work environment with comprehensive welfare policies, encouraging creativity and long-term employee commitment.

5. GOVERNANCE AND TARGET SETTING

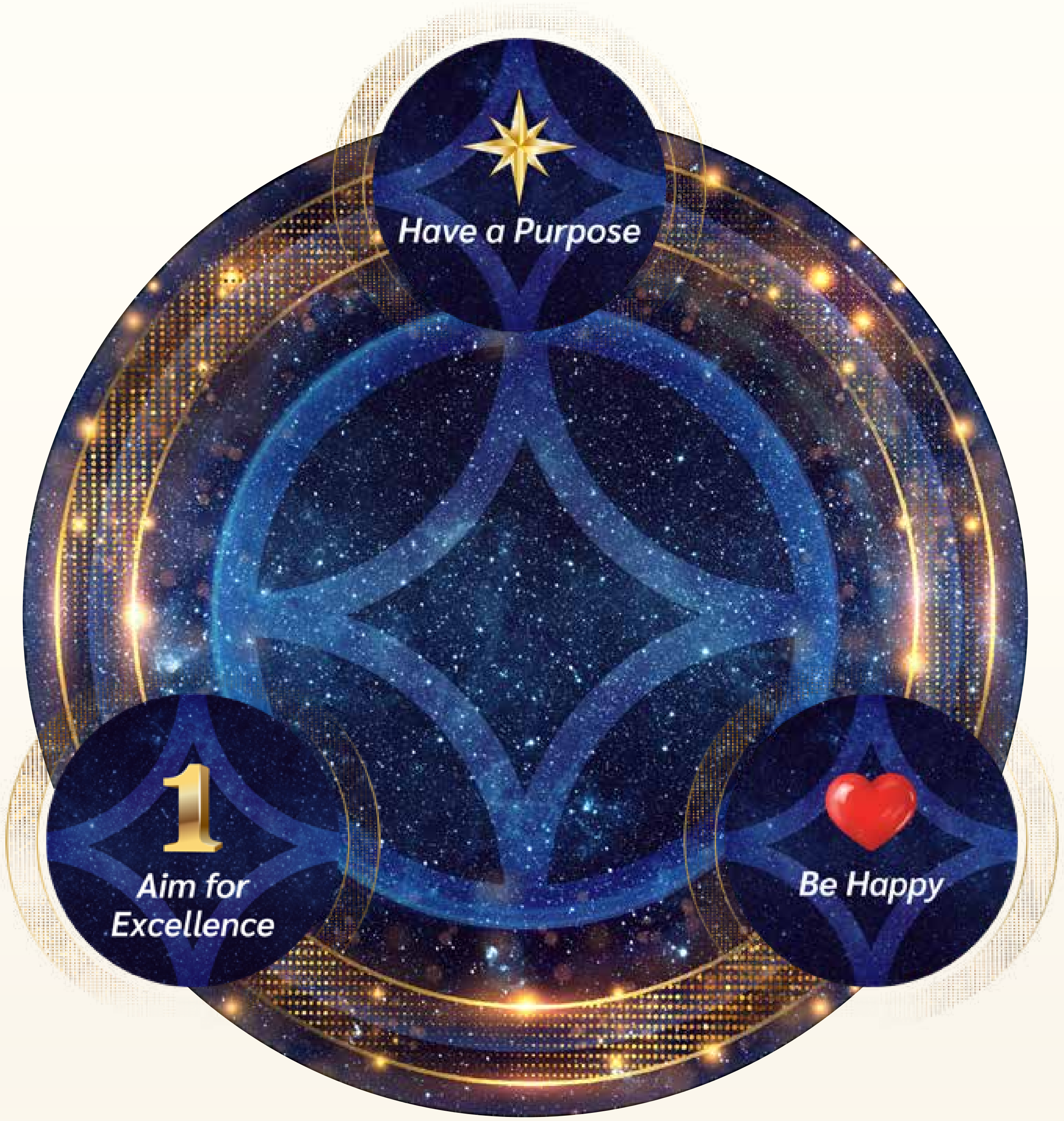
- **Strategy for the 2026-2030 period:** Aim to become a leading sustainable financial institution, aligned with national goals on social and environmental issues.
- **Improve governance efficiency:** Use technology to manage credit risk, CAR is maintained above 12%.

6. TRANSPARENCY AND ACCOUNTABILITY

- **Information disclosure:** Update ESG reports according to international standards (GRI, TCFD), ensuring information is disclosed transparently and in a timely manner.
- **Internal training:** Organize the training course "Guidance on E&S risk assessment and ESG processes" for over 400 sales and management staff in the Corporate Banking Division across the system.

STRATEGIC ORIENTATION AND SUSTAINABLE DEVELOPMENT GOALS

LONG-TERM STRATEGY - COMPREHENSIVE SUSTAINABLE DEVELOPMENT BASED ON CORE VALUES:



Expand sustainable development to serve the community. Connect and bring core values to customers, stakeholders, the community, and society.

Sustainable and responsible business operations:

- Responsible operations based on the 17 SDGs by UN, pioneering the implementation and dissemination of values to employees, customers, the community, and stakeholders.
- Integrate ESG criteria into business strategy, aiming for sustainable development and supporting the national goal of achieving net-zero by 2050, in line with the commitment of the Prime Minister of Vietnam at the 26th UN Climate Change Conference (COP26).
- Sustainable growth in scale, products, and services to bring practical value and benefits to stakeholders.

Connect the responsibilities of the Bank, individuals, organizations, customers, and all stakeholders for a prosperous and sustainable community:

- Become a pioneering bank in green finance and financial inclusion, promoting sustainable economic growth and improving the community's quality of life.
- Maintain the operation of 4 internal charity funds, actively organize CSR activities, and participate in CSR activities of state agencies, organizations/associations, and partners.
- Continuously innovate, contribute ideas, and effectively implement business activities and CSR programs to serve the community.

Aspiration to contribute, affirm value, and conquer success. Always remain transparent to be worthy of the profession in the eyes of customers.

Consolidate internal resources, ensuring the achievement of established objectives:

- Spread the spirit of advancement and the aspiration to contribute to the Bank and the community among every employee, creating internal strength that fuels the collective to conquer success.
- Build a high-quality workforce, ready to meet objectives and strategies.

Transparent and effective operations for the trust and benefits of partners, customers, investors, and stakeholders:

- Ensure full and timely information disclosure in accordance with legal regulations and best practices in corporate governance. Information must be complete, accurate, clear, prompt, and effective in various formats, presented in a user-friendly manner to meet the diverse needs of stakeholders.
- No embezzlement or personal gain. Promote AML and anti-corruption activities. Comply with regulations, principles, and standards when interacting with stakeholders.
- Enhance the effectiveness of corporate governance and risk management in accordance with legal regulations; apply international best practices.

Enthusiastic and dedicated working spirit, for the trust, interests, and happiness of customers, stakeholders, and the community.

Identify the corporate purpose of 'bring enjoyment to people's life' as the guiding principle for all activities:

- For employees: Ensure worthy benefits and an ideal environment to maximize potential, increase engagement, and satisfaction.
- For customers: Deliver satisfaction and distinctive services, placing customer experience and interests at the core of operations, continuously improving and developing to meet customer needs to the fullest.
- For shareholders, partners, and stakeholders: Continuously improve in all aspects to ensure maximum benefits and interests.

SUSTAINABLE DEVELOPMENT GOALS BASED ON 3 ESG PILLARS FOR THE 2026-2030 PERIOD:

The sustainable development objectives have been updated in accordance with SeABank's Sustainable Development Strategy toward 2030 and therefore differ from the 2021-2025 objectives presented in the 2024 Sustainability Report.

ESG & SDGs	Objectives	Implementation Orientation
ENVIRONMENTAL 6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND	• Increase the proportion of green credit in the total credit portfolio to 5% by 2030. • Reduce GHG emissions from internal operations by 10% by 2030 (compared to 2025). • Integrate E&S risk management criteria into business activities and credit risk management.	• **Promote green credit** for projects belonging to the green classification list according to the Prime Minister's Decision No. 21/2025/QD-TTg on environmental criteria and certification of investment projects under the green classification list, or for sectors recognized as green by international organizations, including: green buildings, renewable energy, energy efficiency, EV charging stations, fisheries, ocean-friendly chemicals and plastics, sustainable tourism, smart agriculture... • **Optimize operational activities:** Apply technology and digital transformation to reduce paper-based transactions, aiming for reducing 30% of paper consumption in transactions by 2030. Energy saving and efficient resource use: implement electricity/water saving measures, minimize and handle waste, use resources efficiently in daily operations. • **Environmental risk management:** Apply the 'Environmental and Social Risk Assessment Handbook' for economic sectors in credit activities, following SBV guidance and/or E&S risk management standards of international partners. • **Responsible credit policy:** Do not provide capital for high-risk projects or industries/sectors capable of causing harm to the environment and society that are on SeABank's exclusion list. Assess E&S risks for credit and investment transactions to achieve the best long-term sustainable efficiency and minimize potential adverse E&S impacts. • **Sustainable supply chain:** Prioritize cooperation with green-sustainable partners and suppliers; promote efficient use of materials and resources in customers' operations and customers' supply chains.
SOCIAL 1 NO POVERTY 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION	• Provide financial support to 100,000 customers who are: local women, women-owned businesses, and small/micro-enterprises by 2030. • Achieve a 40% ratio of female leaders by 2030.	**For target customer groups:** • Promote preferential lending policies for members of the Women's Union in localities, creating conditions for local women to build sustainable family economies. • Implement loan support programs, coupled with training in management skills and business development, for women-owned businesses. • Implement loan programs in the fields of education, health, social housing... in accordance with the Social Finance Framework based on advice/standards of international partners.

ESG & SDGs	Objectives	Implementation Orientation
SOCIAL 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES		• Implement social-environmental welfare campaigns... with practical significance, contributing to solving problems related to education, health, and poverty reduction in the 2025-2030 period. **For employees:** • Train employees towards diversity, equity, and inclusion. Build career paths and develop appropriate capabilities to maximize employee potential. • Ensure a safe and equitable working environment, promote the empowerment of women, encourage female employees to demonstrate their capabilities in important positions.
GOVERNANCE 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS	• Publish annual ESG reports according to international standards appropriate to the bank's reality in each period (IFRS, GRI...). • 100% compliance with anti-corruption and financial transparency policies.	**Strengthen supervision and standardize ESG in system:** • (i) Establish an ESG Committee under the BOD to supervise ESG strategy from 2026; (ii) Build an ESG data system to track and report ESG indicators; (iii) Strengthen training on ESG risk assessment, ensuring all loans/investments are appraised according to sustainable criteria; (iv) Apply business ethics codes, including anti-corruption policies and customer rights protection. **Transparent governance:** • (i) Implement standards and best practices on corporate governance according to the VNCG50, aim for international standards and best practices on corporate governance such as the OECD/G20, recommendations of international financial organizations such as IFC, DFC...; (ii) Disclose information fully and promptly in accordance with the law and competent state management agencies, aiming for full bilingual English-Vietnamese information disclosure; (iii) avoid conflicts of interest; (iv) anti-corruption and AML. **Synchronous, unified, and effective internal control:** • standardized according to international internal control standards COSO, focusing on: (i) Building consistent, synchronous, effective, and streamlined regulations and processes that comply with legal regulations; (ii) Building a comprehensive risk management framework, including credit risk, operational risk, environmental risk...; (iii) 3-line defense system; (iv) Building a culture of compliance and ethics.

ACTION PLAN AND IMPLEMENTATION

SHORT-TERM PLAN (2025-2026):

Plan	Implementation
Focus on operational efficiency	• Maintain a 100% E&S risk screening and assessment rate for SeABank's Corporate Banking loan portfolio. • Assess the effectiveness of the new ESMS and improve if necessary, ensuring the assessment of E&S risks for complex projects with high E&S risks, hiring independent experts to support assessment in necessary cases. • Expand green credit, with a target of increasing to 5% of total outstanding loans by 2030.
Develop human resources ready to meet objectives	• Build a respectful, engaging, and equitable working environment. • Focus on training and remuneration policies for employees to develop, attract, and retain talent. • Become the leading bank in organizational culture, enhancing the engagement spirit and performance of employees.
Enhance prosperity and happiness within the community	• Education projects: maintain the SeADreams Scholarship Fund's activities, organize sporting competitions to raise fund for the SeAGreen Fund & SeADreams Fund, carry out charitable activities at schools across provinces/cities nationwide. • Poverty reduction work: focus on eradicating temporary and dilapidated houses, donating houses, and supporting the poor according to Government programs. • Environmental projects: SeAGreen Fund programs to enhance environmental protection spirit and creat green habits; participate in tree planting activities with a target of planting 1 million trees before 2030.
Support vulnerable customer groups	• Support and enhance financial access for women-owned businesses, female customers, and vulnerable groups. In particular, empower and provide non-financial support through SeAPower Club activities (number of women-owned businesses in 2025 increased by 150%, credit outstanding balance grew by 120%). • Build the SeABank brand as a 'trusted destination for women-owned businesses,' initially honored at the prestigious UN Women awards in the 'Gender Equality in the Market' category.
Enhance transparent and sustainable governance	• Implement ESG training courses, raising awareness for all employees. In 2025, SeABank organized the 'Guidance on Environmental-Social Risk Assessment and ESG Procedures' course for over 400 sales and management staff in the Corporate Banking division system-wide. • Strengthen the application of international standards in reporting implementation.

MEDIUM-TERM PLAN TO 2030:

SUSTAINABLE TRANSFORMATION

- Promote ESG-related business activities, aiming for a 10% reduction in CO_2 emissions from internal operations by 2030 (compared to 2025).
- Build a low-carbon bank, playing a central role in Vietnam's green financial ecosystem.
- Provide financial support to 100,000 women clients in localities, women-owned businesses, and small/micro-enterprises by 2030.

INNOVATION

- Apply AI and big data analytics to risk management, optimize operations, and enhance customer experience.
- Gradually build, standardize, and operate an information management system for sustainable development to collect, aggregate, and provide ESG data in a timely, consistent, and verifiable manner.

AFFIRMING POSITION

- Position the Bank in the Top 5 leading banks in innovation and green finance.
- The sustainable development implementation 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.

STAKEHOLDER ENGAGEMENT

APPROACH AND ACTUAL ENGAGEMENT IN 2025

Stakeholders	Main concerns	Approach	Information provided and exchanged
CUSTOMERS	• Quality of products, services, and customer experience. • Financial needs of each segment. • Competitive fees and interest rates. • Information security.	Direct and indirect channels to receive requests for products/services, feedback, reports, and suggestions from customers, including but not limited to: • Customer conferences. • Satisfaction surveys, market research. • Hotline, email, digital banking applications. • Meet directly at the counter and through approved intermediaries.	• Information about products, services, incentive programs, and other information according to SeABank's regulations in each period. • Advice and suitable financial solutions. • Worthy service. • Information security. • Mechanism for receiving and resolving complaints. • Commitment to security and transparency of information.
SHAREHOLDERS /INVESTORS	• SeABank's business performance results. • Results of fulfilling commitments to investors. • Corporate governance and risk management. • Sustainability strategy.	• Information disclosure on the stock market. • Exchange channels through direct and online meetings. • Events, seminars. • GMS and other meetings upon request.	• Information on business activities and compliance. • Transparency and information disclosure upon request. • Sustainability Reports and information on sustainability strategy.
REGULATORY AGENCIES	• Compliance with regulatory agency regulations. • Actively participate in activities organized by the SBV and the Banking Association. • Contribute to building a strong Vietnamese banking system.	• Participate in conferences and seminars organized by the Government and the SBV, participate in the discussion forums of the Banking Association. • Submit reports, respond to official letters, disclose/ provide information/ participate in opinions in accordance with regulations/requirements.	• Reports and information are disclosed/provided fully and on time. • Opinions/suggestions on draft legal documents, seminars, and discussion forums.

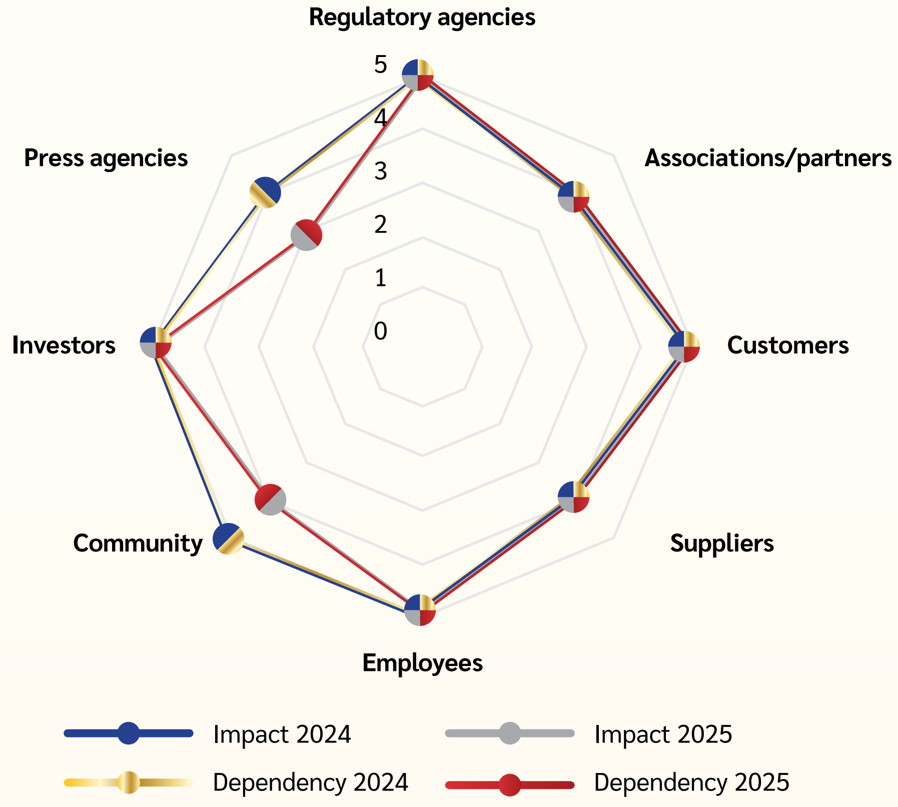
Stakeholders	Main concerns	Approach	Information provided and exchanged
SUPPLIERS/ PARTNERS	• Maintain a suitable, stable, and transparent supply of goods and services for SeABank's operations. • Select partners/ suppliers that meet SeABank's criteria and comply with regulations.	• Direct meetings, exchange via email, phone. • Evaluate suppliers/ outsourced partners according to SeABank's financial and non-financial regulations and criteria, including criteria for evaluating labor use of suppliers/ outsourced partners.	• Meetings or online/ phone/email exchanges or other means when establishing relationships or reviewing contracts; ad-hoc exchanges when issues arise. • Periodically evaluate product/service quality after use. • Requirements for compliance with labor and business ethics.
SEABANK EMPLOYEES	• Regularly survey/ evaluate corporate culture, engagement, and employee satisfaction/ dissatisfaction. • Safe, equitable, positive, and inspiring working environment. • Understand and meet the needs, concerns, and development opportunities for employees. • Employees grasp SeABank's strategic direction.	• Team-building and teambonding activities. • Remuneration programs. • Direct and indirect channels to receive feedback, reports, and suggestions from employees. • Organize internal activities and events on holidays, Lunar new year, the Bank's anniversary... • Daily interaction at all levels.	• Training programs. • Satisfaction survey programs. • Policies on welfare, remuneration, rewards, and discipline. • Regulations on receiving and resolving complaints. • Communication on internal channels about the Bank's programs and activities.
PRESS AGENCIES	• Expand communication with stakeholders and the public to positively influence behavior, thereby achieving desired business results. • To protect and manage SeABank's reputation.	• Phone, email, meetings, direct contact. • Send official responses, disclose/provide information, or propose opinions.	• Business promotion and advertising. • Provide information to the public. • Communicate sustainability activities.
RELATED COMMUNITIES	• Contribute and support the community and society through charitable and relief activities... • Minimize impact on the community through thorough assessment of project impacts on the community before making credit granting decisions...	• Events, charity programs, contributions to the community (scholarships, vaccine sponsorship, forest tree planting, charitable support...) • Mechanism for receiving and resolving community complaints related to projects financed by SeABank.	• Exchange through official communication channels. • Search for cases needing support. • Hotline and email for receiving opinions.

ASSESSMENT OF STAKEHOLDER IMPACT

(scale 1-5, 5 is the highest)

Stakeholder group	Impact	Dependency
Regulatory agencies	5	5
Associations/partners	4	4
Customers	5	5
Suppliers	4	4
Employees	5	5
Community	4	4
Investors	5	5
Press agencies	3	3

SEABANK STAKEHOLDER IDENTIFICATION MATRIX



GOVERNANCE PILLAR (G)

BELIEF BUILT ON TRANSPARENCY AND PERFORMANCE

ORIENTATION OF GOVERNANCE PILLAR

Material topics	Implementation orientation	Details
G.1. Legal compliance and international standards	**Effective Governance, Compliance, and Alignment with International Standards** • Enhance corporate governance capacity and effectiveness: build a sustainable governance model, issue clear processes, and implement effectively, in accordance with domestic and international standards. • Manage impacts from business activities: Strengthen risk management and internal control, closely follow identified key risks, and meet legal requirements and international standards. • Build a culture of ethical business: Promote a culture of compliance and professional ethics throughout the system, emphasizing transparency and responsibility in business activities. • Uphold the law, anti-corruption, and AML: Issue and implement policies, control mechanisms, and training/propaganda activities to prevent, detect, and handle acts of corruption and money laundering, ensuring compliance throughout the system.	Page 61 - 102
G.2. Economic performance	**Economic performance - Economic value created and distributed** • Economic value created: SeABank continuously improves all activities to enhance business efficiency, creating significant economic value. • Economic value distributed: SeABank contributes to the economy by distributing created economic values to stakeholders.	Page 103 - 105
G.3. Presence and market position of the Bank	**Enhance market position and develop sustainable brand** • Sustainable brand development: Build and consolidate the Bank's image associated with sustainable development values, enhancing reputation and position in the market. • Develop financial service ecosystem: Expand cooperation with strategic partners domestically and internationally to provide comprehensive, convenient financial experiences for customers. • Expand sustainable cooperation: Strengthen cooperation with reputable domestic and international organizations to enhance financial and technical capacity, thereby promoting sustainable finance, financial inclusion, and climate finance activities. • Develop digital network: Invest in developing infrastructure and digital banking platforms, while expanding cooperation with partners to integrate diverse technologies and enhance the ability to provide digital banking services.	Page 106 - 113
G.4. Transparency and accountability	**Enhancing Transparency, ensuring Shareholders' rights and interests** • Transparent information disclosure: Disclose information fully, accurately and promptly in accordance with regulations and international practices. • Ensuring shareholder and investor interests: Strengthen investor relations, ensuring the legitimate rights of shareholders and investors.	Page 114 - 117

TOPIC 1: EFFECTIVE GOVERNANCE, COMPLIANCE, AND ALIGNMENT WITH INTERNATIONAL STANDARDS

SeABank has reviewed, evaluated, and implemented SeABank's Corporate Governance principles in accordance with regulations:

- Law on Credit Institutions 2024
- Principles of Corporate Governance according to best practices for public companies in Vietnam, versions 2009 and 2026 (VNCG 2009, VNCG 2026)
- Law on Securities 2019 and amending and supplementing documents
- OECD Principles of Corporate Governance
- Law on Enterprises 2020 and other amending, supplementing, or replacing documents
- ASEAN Corporate Governance Scorecard (ACGS)

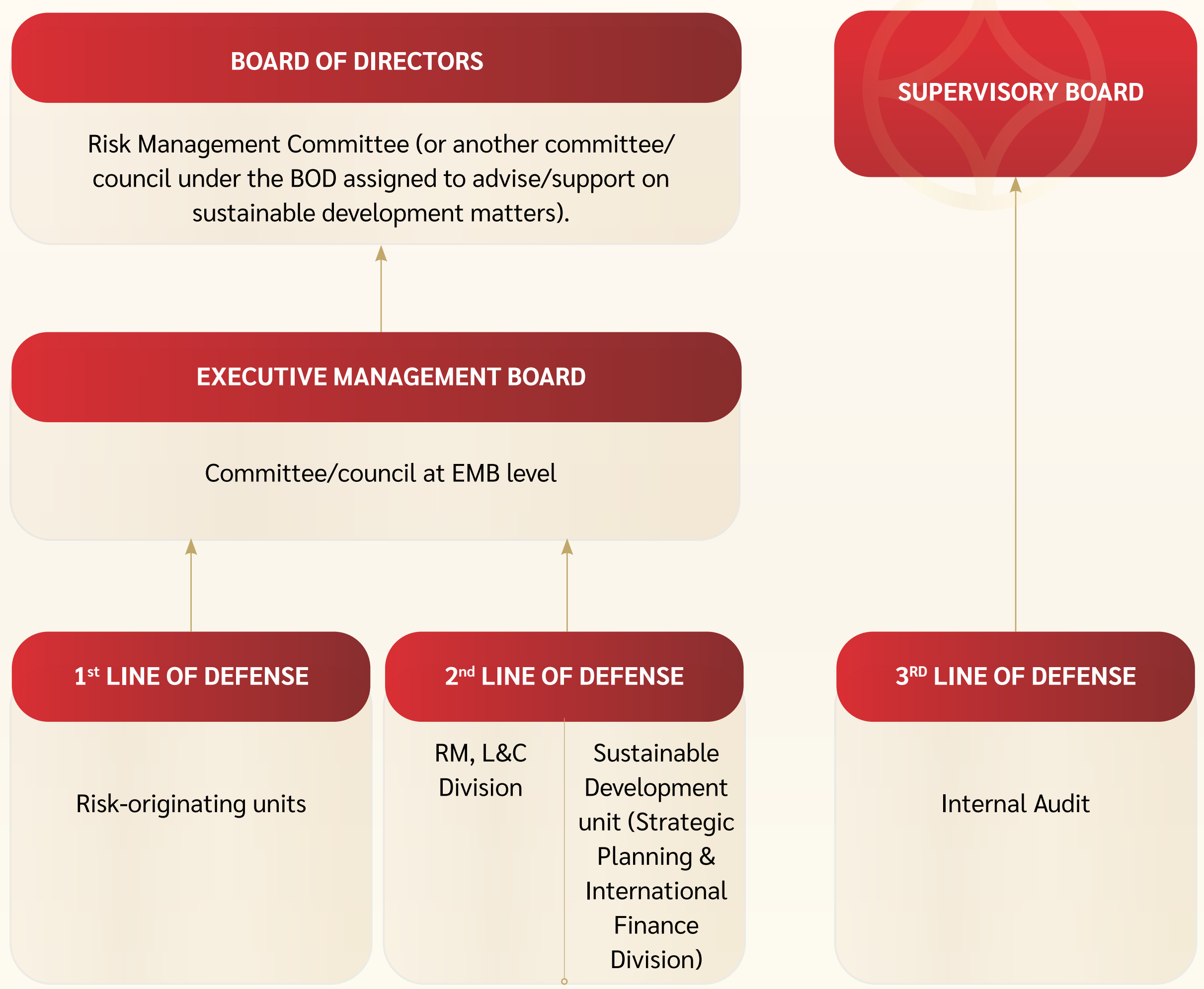
The Bank's corporate governance practices have been comprehensively reviewed and assessed, with reference to and gradual adoption of internationally recognized governance principles and best practices. These efforts are aligned with the requirements of development finance partners, including the IFC's sustainability framework, the DFC's development standards, Norfund, and other international development finance institutions, thereby enhancing governance effectiveness, transparency, and the Bank's risk management capabilities.

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

ENHANCING GOVERNANCE CAPACITY AND EFFECTIVENESS

GOVERNANCE STRUCTURE FOR SUSTAINABLE DEVELOPMENT PRACTICE

SeABank's Sustainable Development Governance Structure



Functions and duties of entities in SeABank's sustainable development governance structure

BOD	Approves and issues the Sustainable Development strategy at SeABank. Supervising the EMB's implementation of the Sustainable Development Strategy.
RMC	Advises and supports the BOD in supervising the implementation of the Sustainable Development Strategy.
EMB	CEO organizes, executes, and delegates the implementation of SeABank's sustainable development strategy to Deputy CEOs, Councils, Divisions, and Units, in accordance with the strategic direction approved by the BOD.
Internal Audit	An independent unit under the Supervisory Board, responsible for assessing the adequacy and effectiveness of the implementation of the Sustainable Development Strategy and related regulations and processes.
RM, L&C Division	Performs the function of legal, credit, and operational risk management as prescribed by SeABank for credit activities within the scope of the Sustainable Development Strategy.
Sustainable Development unit	A functional unit of Strategic Planning & International Finance Division that supports the implementation of the Sustainable Development Strategy at SeABank by participating in environmental and social risk management in credit and investment activities and guiding Units in implementing/promoting sustainable credit (including green credit and social credit).
Risk-originating Units (BUs, Head Office Business Divisions)	Responsible for developing sustainable credit in daily business activities.

HIGHEST-RANKING PERSON RESPONSIBLE FOR/IMPLEMENTING POLICIES AND ISSUES RELATED TO THE ENVIRONMENT

Supervisory responsibility: BOD members directly assigned to monitor, consult, and supervise contents related to sustainable development are Mr. Le Van Tan - Chairman of the BOD, Mr. Fergus Macdonald Clark – Independent BOD Member, and Mr. Matthew Sander Hosford - Independent BOD Member. These members are responsible for coordinating, managing, supervising, and advising on ESG, climate change, green credit, and related issues.

Orientation and implementation responsibility: The BOD assigns the EMB to organize, execute, and delegate to Councils/Committees, Divisions/Units of SeABank the implementation of the sustainable development strategy according to the orientation approved by the BOD. In addition, to assist the BOD, the RMC (or other Committee/Council under the BOD assigned to advise and assist in the field of sustainable development) has been tasked with advising the BOD, supervising and evaluating the effectiveness of the sustainable development system, and proposing plans to improve the effectiveness of this system in the Bank's operations.

** Details on the organizational structure of the BOD and its Committees are presented in Chapter V, page 146-154 of the 2025 Annual Report.*

SUSTAINABLE DEVELOPMENT GOVERNANCE CAPACITY OF BOD MEMBERS

BOD members' competency matrix

Full name	Title	Field						
		Management - Finance and Banking	Accounting/Auditing	Retail	Risk Management	Investment	Human Resources	Legal
Mr. Le Van Tan	Chairman of the BOD/ Chairman of the RMC/ Standing Vice Chairman of the HRC	x		x	x		x	
Madame Nguyen Thi Nga	Standing Vice Chairwoman of the BOD/ Chairwoman of the HRC	x	x	x	x	x	x	
Ms. Le Thu Thuy	Vice Chairwoman of the BOD/ Vice Chairwoman of the HRC	x		x		x	x	
Mrs. Khuc Thi Quynh Lam	Vice Chairwoman of the BOD/ Member of the RMC	x			x	x	x	x
Mrs. Tran Thi Thanh Thuy	Member of the BOD/ Member of the HRC	x		x		x	x	
Mr. Mathew Nevil Welch	Member of the BOD	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	Member of the Supervisory Board	x	x					
Mr. Nguyen Thanh Luan	Member of the Supervisory Board	x	x		x			
Mr. Luong Duy Dong	Member of the Supervisory Board	x	x					
Mrs. Vu Thu Thuy	Member of the Supervisory Board	x	x		x			

Evaluation of the BOD competency matrix

The competency matrix of SeABank's BOD shows full coverage of key areas for a commercial bank in the context of digital transformation and sustainable development. The structure maintaining a high ratio of non-executive members, combined with gender diversity and international experience, contributes to enhancing the quality of discussion, decision-making, and independent supervision of the BOD.

BOD Competency Matrix (Board Skills Matrix - summary)

Competency/Experience Group	Level of presence in the BOD
Banking & Finance Management	Very strong
Strategy & Corporate Governance	Very strong
Risk Management & Compliance	Very strong
Finance – Accounting – Reporting	Strong
Capital Markets & Capital Mobilization	Strong
Technology & Digital Transformation	Strong
Human Resources, Remuneration & Leadership Succession	Strong
Legal & Corporate Governance	Strong
Sustainable Development/ESG	Being strengthened
International Experience	Yes
Gender Diversity	Very strong

Training and certifications on corporate governance

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

(i) As of December 2025, 6/8 BOD members have completed specialized training in Corporate Governance, including:

No.	Full name	Title	Training courses attended
1	**Le Van Tan**	Chairman of the BOD	• BOD Certification Program integrated with ESG
2	**Khuc Thi Quynh Lam**	Vice Chairwoman of the BOD	• BOD Certification Program integrated with ESG
3	**Tran Thi Thanh Thuy**	Member of the BOD	• BOD Certification Program integrated with ESG
4	**Fergus Macdonald Clark**	Independent Member of the BOD	• BOD Certification Program integrated with ESG
5	**Mathew Nevil Welch**	Member of the BOD	• BOD Certification Program integrated with ESG
6	**Matthew Sander Hosford (*)**	Independent Member of the BOD	• BOD Certification Program integrated with ESG

(*) Mr. Matthew Sander Hosford was elected as an Independent Member of the BOD of the Bank effective from April 25, 2025

(ii) As of December 2025, the Corporate Governance Secretary team – the BOD's assisting unit – participated in specialized training on Corporate Governance Secretary with ESG integration, including:

No.	Full name	Title
1	**Vu Quoc Tuan**	Deputy Director in charge of the BOD Office cum Company Secretary, Person in charge of Corporate Governance
2	**Dao Minh Nguyet**	Deputy Director of the BOD Office cum Company Secretary, Person in charge of Corporate Governance
3	**Hoang Tuyet Mai**	Head of the BOD Secretariat - BOD Office cum Company Secretary, Person in charge of Corporate Governance
4	**Nguyen Thi Ngoc**	Deputy Head of the BOD Secretariat - BOD Office

(iii) In 2025, BOD members, Corporate Governance Secretary team of BOD Office, Supervisory Board, and Internal Audit attended specialized courses/seminars on corporate governance and promoting sustainable transformation, including but not limited to:

No.	Course/Forum	Content	Participants	Number of participants
1	**Vietnam Banking Forum: Credit and Sustainable Finance Outlook**	• Discussion on credit outlook and ESG trends in the Vietnamese banking system, challenges, including gaps in legal and regulatory frameworks, and data limitations.	BOD members	01
2	**ESG Pioneers Course - Promoting Sustainable Transformation 2025**	• Equipping knowledge and tools to successfully implement ESG strategies, designing ESG governance systems linked to KPIs, preparing reports according to international standards (GRI, IFRS), and leveraging opportunities from green trends to enhance competitiveness and long-term development, turning responsibility into an advantage.	Company Secretary	02
3	**Listed Enterprise Conference 2025**	• Report "Status of listed companies, summary of the 2025 Listed Enterprise Selection"	BOD members Company Secretary	03
4	**Seminar "BOD creating the future: Perspectives from digital governance and sustainable development"**	• Focusing on key topics such as the guiding and leading role of the BODs in promoting technology linked to sustainable development; how the BODs and the Executive Board apply digital technology and AI in strategy formulation and strategic decision-making, forecasting trade disruptions, and optimizing supply chains.	BOD members	03
5	**Annual Forum on Corporate Governance**	• Focusing on discussing action programs with the spirit of a breakthrough BODs, starting from awareness and changing methods to define Trust and Reputation - two non-financial components in competitiveness and increasing corporate value.	Company Secretary	02
6	**Director Talk Seminar (VIOD)**	• The central role of the BODs in reviewing and evaluating corporate risk management policies and processes.	Company Secretary	02
7	**Director Talk Seminar (VIOD)**	• Climate change governance and the role of the BODs: Lessons from Southeast Asia & Orientation for Vietnamese Enterprises - The role of the BODs in climate change governance in Southeast Asia.	BOD members Company Secretary	04
8	**Director Talk Seminar (VIOD)**	• Attracting investment through the Vietnam Stock Market & International upgrade journey.	BOD members Company Secretary	04
9	**Director Talk Seminar (VIOD)**	• Anniversary event celebrating the 8-year journey of Co-creation & Elevating Governance.	BOD members Company Secretary	04
10	**Director Talk Seminar (VIOD)**	• Countervailing tax: Perspectives from the BOD.	BOD members Company Secretary	04
11	**Seminar organized by the State Securities Commission in coordination with VIOD, HOSE, and HNX**	• Seminar: "Resolution 68-NQ/TW on private economic development: Opportunities for Listed Enterprises and Public Companies"	BOD members Company Secretary	02
12	**Advanced Program on Audit Committee (ACMP8)**	• Focusing on detailed, in-depth training on the structure, functions, powers, and duties of the Audit Committee according to current legal regulations, including guiding documents for law implementation and related decrees. • Sharing practical practices at leading Vietnamese enterprises to help members effectively apply the Audit Committee model in their organizations.	Full-time member of the Supervisory Board Head of Internal Audit Department	02
13	**Advanced Program on Audit Committee (ACMP9)**	• Focusing on detailed, in-depth training on the structure, functions, powers, and duties of the Audit Committee according to current legal regulations, including guiding documents for law implementation and related decrees. • Sharing practical practices at leading Vietnamese enterprises to help members effectively apply the Audit Committee model in their organizations.	Member of the Supervisory Board	01

Believe

(iv) Some typical governance training programs self-implemented by SeABank to enhance risk management capacity for sales forces at BUs, including training courses guiding processes and regulations for environmental and social risk assessment for:

- Corporate Banking: sales staff from Specialist to Team Leader levels;
- Wholesale Banking: Relationship Managers;
- Appraisal Specialists for Corporate Banking, Wholesale Banking, Investment and Financial Institutions.

ENHANCING GOVERNANCE CAPACITY AND EFFECTIVENESS - SUSTAINABLE GOVERNANCE MODEL

In 2025, SeABank's BOD continued to consolidate its structure and operating methods in accordance with the 2020 Enterprise Law and amendments; the 2024 Law on Credit Institutions, VNCG 2019 & 2026, OECD 2023, and ACGS criteria, to enhance independence, supervision effectiveness, and accountability, specifically:

Consolidating the independence and diversity of the BOD:

DIVERSITY IN EXPERTISE, EXPERIENCE, AND AGE:

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

- 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 - independent member with 28 years of experience in the international finance - banking sector, specializing in risk management, green banking, and sustainable development.
- Mrs. Tran Thi Thanh Thuy, newly appointed in 2024, is an individual with nearly 30 years of experience in the Bank's retail operations and extensive relationships for the Bank's retail development;
- Mr. Matthew Sander Hosford has over 35 years of experience in the banking sector, particularly in credit and corporate finance at major international financial institutions such as the IFC.

Diversity in expertise, experience, and age helps the BOD make strategic decisions that balance growth, risk control, and long-term sustainable development.

INDEPENDENT MEMBER RATIO

The 2025 AGM elected 01 additional independent member to the BOD for the 2023-2028 term, increasing the total number of independent members to 03/08 (equivalent to 37.5%), exceeding the minimum legal requirements and approaching OECD best practices for enhancing the Board's perspective. *

- Independent members
- BOD members

NON-EXECUTIVE MEMBER RATIO

The BOD consists of 08 members, 100% of whom are non-executive members, ensuring a clear distinction between governance and executive functions, thereby minimizing role conflicts and enhancing the quality of supervision over the EMB.

- Executive members
- Non-executive members

BOD MEMBER GENDER RATIO

Gender diversity: The BOD maintains a 50% female ratio (04/08), reflecting a gender diversity level significantly higher than the market average and consistent with OECD recommendations and ACGS criteria for diverse Boards.

- Male
- Female

Enhancing operational effectiveness and supervisory mechanisms

- Reviewing and refining the structure and functions of the BOD's Committees (RMC, HRC, Technology Committee) to strengthen strategic supervision and risk management, supporting the BOD in effectively performing its responsibilities according to the ACGS "Responsibilities of the Board" criteria. Accordingly:
    - » Amended and supplemented the Regulations on organization and operation of the RMC and HRC;
    - » Changed members of the Committees: RMC according to Decision No. 1211/2025/QD-HDQT, HRC according to Decision No. 520/2025/QD-HDQT, Technology Committee according to Decision No. 495/2025/QD-HDQT.
- Maintained the mechanism of periodic and extraordinary meetings with thematic reports on business, risk, internal control, capital adequacy, and ESG; while ensuring a two-way consultation mechanism between the BOD and the EMB, facilitating effective supervision and timely decision-making. Details on the operational results of the Committees, as well as the list of decisions/resolutions issued by the BOD, are presented on page 202-207 of 2025 Annual Report.
- Supervising the effectiveness of the EMB's operations through:
    - » Senior management supervision mechanism on internal control, risk management, and capital adequacy according to SBV regulations;
    - » Periodic weekly, monthly, and quarterly work reporting and planning mechanisms;
    - » Periodic briefings and performance evaluations of the EMB according to SeABank's regulations to serve as a basis for salary and bonus increases for the EMB;
    - » Approving/issuing BOD resolutions/decisions for the EMB to implement.

Mr. Mathew Nevil Welch has been an independent BOD member of the Bank since 2022, so he remains eligible as an independent BOD member according to the standards and conditions of the 2020 Enterprise Law and the corporate governance principles of VNCG 2026 and OECD; raising the total number of independent members of SeABank's BOD to 03/08 members.

Performance evaluation and accountability

- **Implemented clear task assignments for each member** according to Decision No. 291/2023/QD-HDQT dated May 16, 2023, and Decision No. 307/2024/QD-HDQT dated April 17, 2024. In 2025, the BOD supplemented the task assignment for Mr. Matthew Sander Hosford according to Decision No. 452/2025/QD-HDQT dated April 25, 2025.
- **Implemented an annual performance evaluation mechanism for BOD members based on transparent criteria** (according to the Internal Regulations on Corporate Governance approved by the GMS on November 5, 2024, detailed performance and evaluation results are presented on page 120-123 and page 199 of 2025 Annual Report). The criteria include:

Level of task completion, including: (i) completion level, volume, quality, and work efficiency; (ii) development and operational results of units/projects; (iii) overall results of the Bank, which may include ESG indicators

Moral qualities, lifestyle, ideology, compliance, and adherence to the Charter, guidelines, and policies of SeABank, and legal regulations

Spirit of learning, honesty, receptiveness at work, sense of organization, discipline, and sense of responsibility at work

Management skills, style, and work attitude

Solidarity, coordination within the unit, with other units, and the level of employee trust

- **Continued to refine and perfect the effective coordination mechanism between BOD members, between the BOD and the EMB:** senior management supervision mechanism over the EMB, meeting and periodic reporting mechanisms, direct meeting attendance, and consultation from the BOD to the EMB through various forms, ensuring information and work are smooth, clear, and transparent within the BOD as well as from the BOD to the EMB and the Bank's Division Management.

Details according to Article 44 and Article 45 of the Internal Regulations on Corporate Governance approved by the GMS on November 5, 2024, and the BOD's directives in 2025, including: Directive No. 313/2025/CT-HDQT dated April 23, 2025 on enhancing work for EMB members; Directive No. 743/2025/CT-HDQT dated July 1, 2025 on implementing SBV directives to ensure system safety; Directive No. 1111/2025/CT-HDQT dated September 15, 2025 on credit granting activities, etc.

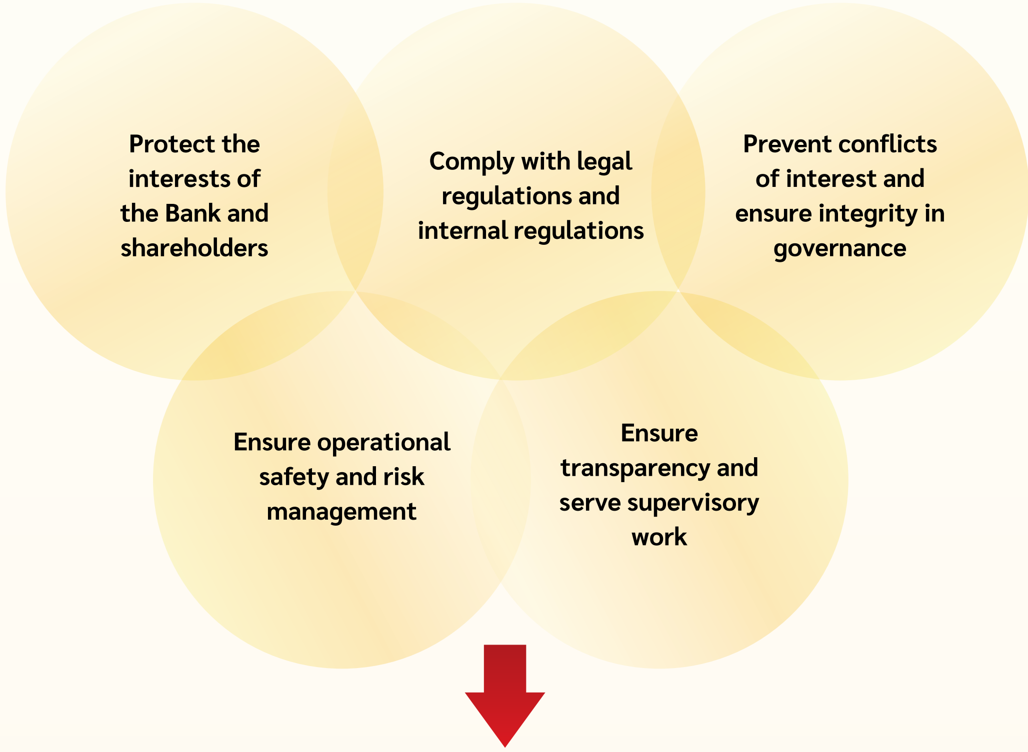
Believe

Plan to enhance governance capacity for the 2025-2026 period

- Continue to consolidate the organizational structure and personnel for the Bank's BOD and Supervisory Board 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 SBV regulations:
  - Search for candidates to elect/replace BOD member positions, with criteria of experience in deep IT or/and technology auditing.
  - Elect/replace Supervisory Board members with a priority on those with long-term experience in the finance-banking sector to diversify capacity, expertise, and experience, meeting the actual operational needs of the Supervisory Board which are increasing due to the addition of functions and duties according to the 2024 Law on Credit Institutions.
  - Review and re-assign tasks for BOD and Supervisory Board members according to the actual personnel elected in 2026 and new SBV regulations in Circular No. 83/2025/TT-NHNN dated December 31, 2025, on the internal control system of commercial banks and foreign bank branches, VNCG 2026 and ACGS.
- Review, restructure, and amend/supplement the functions and duties of BOD Committees according to actual personnel, requirements of Circular No. 83/2025/TT-NHNN dated December 31, 2025, on the internal control system of commercial banks and foreign bank branches, the VNCG 2026 and ACGS 2025; review and improve the working processes of the Committees; consolidate assisting personnel for the Committees to strengthen resources for advising the BOD on sustainable development, especially the Governance pillar.
- Research and consider establishing a Sustainable Development Committee with experienced members in implementing sustainable development strategies at international organizations to further promote the implementation and supervision of the sustainable development strategy at the Bank.
- Establish and put into operation an Audit Committee under the BOD according to the 2020 Enterprise Law, amended and supplemented in 2025, the VNCG 2026 and ACGS 2025, thereby advising and assisting the BOD in supervising the integrity of financial statements, senior management of the internal control system, and reviewing related party transactions.
- Continue to review and evaluate to consolidate the corporate governance framework according to Circular No. 83/2025/TT-NHNN dated December 31, 2025, on the internal control system of commercial banks and foreign bank branches, the SBV's Sustainable Development Strategy, the VNCG 2026, ACGS, and towards the OECD/G20 corporate governance principles, as well as ensuring the Bank's commitments to international partners such as IFC, DFC, AIIB, Norfund, etc., aiming to become a group of companies under VNCG50, ACGS20.
- Review and evaluate SeABank's sustainable development strategy according to the SBV's Sustainable Development Strategy, the VNCG 2026, ACGS, and towards the OECD/G20 corporate governance principles, and the Bank's actual operations to ensure quality, effectiveness, openness, transparency, and protect the rights and interests of stakeholders.
- Review and evaluate information disclosure, the Management Report system, Annual Report, and Sustainability Report according to international reporting standards, suitable for the banking industry and SeABank.
- Promote digital transformation, develop modern non-cash payment services in banking activities linked to ensuring security and safety, in which priority is given to directing the implementation of digital technology projects and centralized operations to support business activities according to the Bank's new strategy, ensuring suitability with the Politburo's Resolution No. 57-NQ/TW in 2026 and Plan No. 01/KH-NHNN dated January 10, 2026. Specifically:
  - Implement initiatives to digitize processes and digital products and services;
  - Ensure information security, prevent cyber risks, and protect customer rights;
  - Integrate big data, AI, and new technologies to enhance customer experience, while strengthening risk control.
- The BOD continues to periodically review the meeting mechanism and approval decentralization to optimize governance effectiveness, ensuring the BOD focuses on strategic issues and key supervision, while enhancing decision-making speed and operational flexibility.

Managing Conflicts of Interest

OBJECTIVE



Implementation in 2025: SeABank strengthens the management of conflicts of interest to ensure the legitimate rights and interests of the Bank and stakeholders in accordance with the law, SBV regulations, and internal regulations.*

Obligation to Disclose Related Interests	• Senior personnel (members of the BOD, Supervisory Board, CEO, Deputy CEOs, and equivalent positions) at SeABank must provide the Bank with information regarding related interests in accordance with Article 49 of the 2024 Law on Credit Institutions and the Law on Enterprises. • Shareholders owning 1% or more of charter capital must provide personal identification information, information on related persons, and the quantity and percentage of share ownership at SeABank as prescribed. • SeABank lists and retains information at its headquarters, reports to the SBV, and discloses periodically to the GMS; discloses information about shareholders owning 1% or more of charter capital on its website. • The list of related persons, corresponding contracts, and transactions is managed, disclosed, and updated by SeABank in accordance with regulations. • BOD members or the CEO may only participate in work involving potential conflicts of interest with SeABank when approved by a majority of the BOD members.
Rights and obligations of managers and executives	• Comply with the law, Charter, resolutions and decisions of the SeABank's GMS. • Exercise assigned rights and perform assigned duties honestly, prudently, and in the best interests of SeABank and its shareholders. • Do not use information, know-how, or business opportunities of SeABank, or abuse their position, authority, or assets of SeABank for personal gain or to serve the interests of other organizations/individuals to the detriment of SeABank and its shareholders. • Responsible for complying with restrictive regulations to ensure safety in banking operations of credit institutions as prescribed by the Law on Credit Institutions. • Ensure the storage of SeABank's records to provide data for the management, operation, and control of all SeABank activities, as well as for inspection, supervision, and examination by SBV. • Understand the types of risks in SeABank's operations. • Promptly, fully, and accurately notify SeABank of their interests in other organizations, and transactions with other organizations or individuals that may conflict with SeABank's interests, and only participate in such transactions when approved by the BOD. • Do not facilitate themselves or their related persons to borrow capital or use other banking services of SeABank under more favorable conditions than the general regulations of SeABank. • Do not increase salary, remuneration, or request bonuses when SeABank incurs losses. • Within the scope of assigned rights and obligations, responsible for implementing written requests from the SBV regarding matters under its authority. Implement recommendations, risk warnings, and operational safety measures, warnings of risks leading to violations of monetary and banking laws; conclusions, recommendations, and decisions on handling inspections.

** Commitments regarding conflicts of interest are disclosed on the website in the SeABank Charter updated in June 2025. Details here: https://cloud-cdn.seabank.com.vn/seabank-web/20250606_Dieu%20le%20SeABank%20T6.2025.pdf*

PROCESS FOR SELECTING SENIOR LEADERSHIP

Regarding the nomination and selection of BOD members:

Step 1
Determine the structure, quantity, criteria, profile

Step 2
Search for candidates

Step 3
Appraise and screen candidates

Step 4
Submits proposed list of candidates for election for SBV's approval

Step 5
Announce the expected list and candidate profiles to shareholders

Step 6
Conduct election of BOD members at the GMS

(Detailed process is carried out according to the Charter, Internal Regulations on Corporate Governance, and Regulations on organization and operation of the BOD)

Step 1: Determine the structure, quantity, criteria, and expected candidate profile

The Bank's GMS has established the purposes, vision, core values, and development strategy for the Bank, including the HR strategy. With the Bank's development orientations and strategies, the BOD and the HRC evaluate the size, structure, and composition of the BOD and its Committees in accordance with the law, SeABank's regulations, good domestic and international governance principles to ensure diversity in gender, expertise, skills, and culture of the Bank's BOD; evaluate the suitability, quality, capacity, effectiveness, and term of current BOD members. Accordingly, the basic principles for evaluating the BOD are currently as follows:

- **Diversity:** This is a key factor determining the effectiveness of the BOD because it allows the BOD to leverage the advantages of different perspectives to make well-founded and reliable decisions. SeABank has clearly defined the nomination criteria such as: gender, age, education/expertise, work experience, position, culture (national origin, region), and term, behavior in different fields. Having members from different fields with diverse experience and perspectives will help the decision-making process become more accurate and comprehensive. Gender diversification in the BOD helps ensure diversity and objectivity in the decision-making process. The presence of women in the BOD helps provide different and richer perspectives in managing and operating the organization. At the same time, SeABank also creates conditions for young candidates - those with potential, passion, and who can bring added value to the Bank.
- **Independence:** This is an important factor in making accurate and transparent decisions. Independent BOD members will not be influenced by personal or collective interests and will be able to focus on making decisions for the common interests of the Bank and stakeholders.
- **Innovation and continuity:** This factor helps the BOD develop sustainably. Continuity allows BOD members to be re-elected to ensure that the BOD structure has members who are attached, dedicated, and understand SeABank's system, history, and culture. Innovation requires current BOD members to constantly learn and supplement skills and expertise to meet the Bank's actual needs as well as expand opportunities for new factors to join the BOD, which can contribute new perspectives and views so that the BOD can make comprehensive, reasonable, and effective decisions.
- **Suitability:** BOD members need to have the capacity, qualifications, expertise, and experience to (i) meet the standards and conditions according to the 2024 Law on Credit Institutions, 2020 Enterprise Law, 2019 Securities Law, and related legal regulations; (ii) be suitable for the principles, standards, and conditions according to good corporate governance practices in Vietnam and the requirements of the Bank's international organization partners; (iii) align with the Bank's development strategy in each period, currently for the 2021-2025 period with vision toward 2030, strategy focuses on ESG-centered sustainable development and the transition toward becoming a Green Bank in line with the strategic direction of the banking industry; (iv) meet the requirements of fields related to the Bank's business activities.

In the period of internationalization strategy and implementation of good international corporate governance and sustainable development practices, SeABank prioritizes selecting candidates with international banking experience and E&S corporate governance in particular, and sustainable development in general. Currently, SeABank's BOD has 02 foreign BOD members who meet this criterion and expects to continue increasing the number in the coming time to further implement the Bank's ESD-centered sustainable development strategy.

In case after evaluation it is deemed necessary to elect additional BOD members to increase the size, quality, capacity, or replace existing members, the BOD will approve the size, structure, quantity, standards, conditions, and guide the sequence of procedures, nomination and candidacy documents for each term, each case, to notify shareholders to exercise the right to nominate and stand for election. Candidate profiles must be suitable for SBV regulations to be submitted to the SBV for approval.

Step 2: Search for candidates

Cổ đông/nhóm cổ đông sẽ tìm kiếm ứng viên từ nguồn Shareholders/groups of shareholders will search for candidates from the Bank's internal information sources or from third parties or from the shareholders' own internal sources. Individual shareholders can self-nominate if they find themselves fully meet the standards and conditions according to the Bank's regulations. If necessary, shareholders/groups of shareholders can propose to the BOD or HRC to introduce potential candidates suitable for the above factors. In case the number of BOD candidates through nomination or candidacy is not enough as required or notified, the BOD will proceed to nominate according to regulations.

Nomination and candidacy are carried out according to the sequence, procedures, and preparation of candidacy documents according to the BOD's notification and ensure suitability with SeABank's regulations.

Step 3: Appraise and screen candidates

Nomination documents for BOD members will be sent to the HRC to conduct review, screen documents meeting standards and conditions according to regulations, and notify candidates to supplement documents and clarify information (if necessary). The HRC reviews and appraises each candidate according to specific criteria on structure, quantity, standards, conditions, and documents; focusing on the candidate's contribution capacity when elected, positions the candidate has held elsewhere (if any), independence, candidate's commitment, and meeting the standards and conditions according to related legal regulations.

The HRC reports the results to the BOD for the BOD to approve the list of personnel expected to be elected as BOD members according to SBV regulations.

Step 4: BOD submits proposed list of candidates for election to SBV for approval

Based on the appraisal and evaluation results of each candidate's profile proposed by the HRC, the BOD approves the list of candidates for election and prepares documents to submit to the SBV for approval.

The SBV appraises and approves candidate profiles according to legal regulations within 45 days from the date of receiving complete documents from the Bank.

Step 5: Announce the list and candidate profiles for election as BOD members for shareholders to know and appraise

Based on the appraisal and/or approval results of the SBV, the BOD discloses the list of candidates and their profiles for election to the BOD at least 10 days before the GMS, allowing shareholders sufficient time to review and assess each candidate's qualifications and eligibility.

Shareholders are responsible for monitoring and updating candidate profiles to have appropriate evaluations and appraisals when voting at the GMS.

Step 6: Conduct election of BOD members at the GMS

Shareholders conduct the election of BOD members at the GMS by the cumulative voting method. Accordingly, the total number of voting shares of each shareholder corresponds to the total number of shares owned multiplied by the number of BOD members to be elected. Shareholders have the right to accumulate all or part of their total votes for one or more candidates.

The person elected as a BOD member is determined by the number of votes from high to low, starting from the candidate with the highest number of votes until the number of members specified in the Bank's Charter is reached.

In case there are 02 or more candidates with the same number of votes for the last BOD member position, a re-election will be held among the candidates with

the same number of votes or selected according to the criteria specified in the election regulations or according to the Bank's Charter.

The election results are approved right at the GMS session and notified to the SBV within 10 days from the date of the election results according to the SBV's Notification form.

New BOD members take office from the time the GMS approves the election results and ensure compliance with related regulations.

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

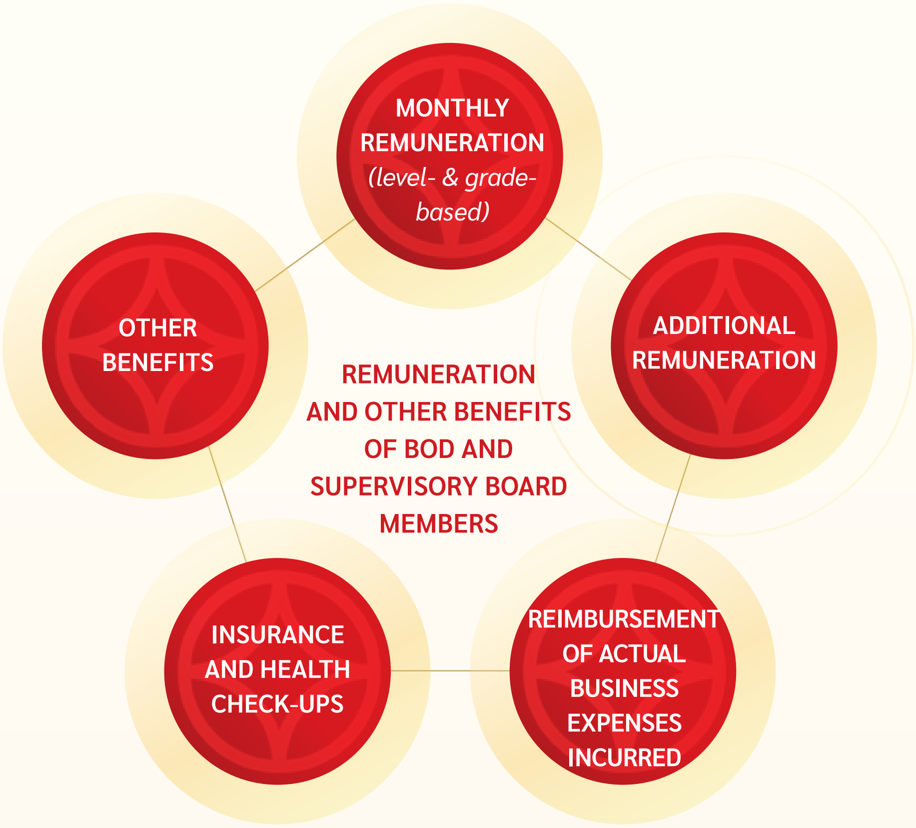
- The BOD or CEO issues standards, conditions, and criteria on qualifications, expertise, skills, experience, and personal capacity for each position in the senior management team to serve as a basis for SeABank's recruitment team to search for suitable candidates. Building standards, conditions, and criteria for recruiting senior management is also based on the following principles:
  - **Diversity:** The diversity of the senior management team in terms of gender, skills, and professional expertise is designed to ensure comprehensive coverage of the Bank's business activities. SeABank seeks to maintain a leadership team with expertise aligned with the Bank's areas of operation, ensuring that each key business and functional area is supported by appropriate leadership capabilities. In the current period, SeABank prioritizes the recruitment and development of senior management personnel with expertise in strategic areas such as digital banking, technology, and retail banking.
  - **Appropriate capabilities:** Senior managers must have capabilities suitable for the Bank's actual needs and development strategy in each period. For example: candidates with extensive experience and strong professional expertise are prioritized for senior management positions in areas such as risk management, credit, and compliance; while candidates with strong academic backgrounds, high learning agility, and innovation capabilities are prioritized for positions in areas such as retail banking and digital banking technology.
- After the recruitment team searches, senior management personnel will be evaluated and recruited by the CEO or BOD, depending on the considered position.
- In addition, the nomination and selection of senior management personnel is also carried out through internal sources within the Bank. Based on the standards, conditions, and criteria for each title, the successor personnel team will be monitored, evaluated for annual work performance, and fostered and trained in knowledge and skills in governance, management, and operation annually through the Bank's training programs. Based on work performance results, the BOD or CEO will consider the appointment for the senior management position.

Thus, the nomination and selection of SeABank's senior management personnel is carried out from the Bank's development strategy and internal sources as well as external recruitment to ensure diversity in gender, skills, professional expertise as well as appropriate capacity suitable for the Bank's development strategy in each period.

REMUNERATION PROCESS AND POLICY FOR BOARD OF DIRECTORS AND SUPERVISORY BOARD

Mechanism for determining salary, remuneration, and benefits

Remuneration for the Bank's BOD and Supervisory Board is approved by the GMS. Based on the approval of the GMS, the BOD has issued Regulations on remuneration for the Bank's BOD and Supervisory Board No. 246/2023/QD-HDQT.



- **Monthly remuneration:** The remuneration framework for members of the BOD and Supervisory Board is built with 7 levels and 9 grades to ensure appropriate classification of capacity, contribution to the Bank, and actual situation.
- **Additional remuneration:**
  - For BOD members holding the positions of Chairman, Standing Vice Chairman, Vice Chairman, or Independent member, additional remuneration is provided based on the applicable position coefficient prescribed by the Bank. Full-time members of the Board of Directors are entitled to an additional allowance of up to 50% of the remuneration applicable to non-full-time members at the corresponding level.
  - For Supervisory Board members holding the position of Head of the Supervisory Board or as full-time members are entitled to additional remuneration based on the applicable position coefficient in accordance with the Bank's regulations.
  - The regulations also specify the principles in managing and paying remuneration, bonuses, and other regimes for the BOD and Supervisory Board; performance bonus regimes and other benefits applicable to the Bank's BOD and Supervisory Board members.
- **Supplementing welfare regimes:** In 2025, the BOD approved the amendment and supplementation to a number of articles of the Regulations on remuneration for the Bank's BOD and Supervisory Board No. 246/2023/QD-HDQT. Accordingly, supplementing regulations on welfare policies applicable to BOD and Supervisory Board members including:
  - Official duty expenses when performing specific, extraordinary, or regular assigned tasks;
  - SeACare insurance benefits and annual periodic general health check-ups for each title;
  - Other benefits according to regulations in each period.

Remuneration payment process

The GMS approves the remuneration policy framework for the BOD and the Supervisory Board → The BOD issues the remuneration policy applicable to the BOD and the Supervisory Board of the Bank → On a monthly basis, the Finance & Planning Division pays remuneration to the members of the BOD and the Supervisory Board based on the approval of the GMS and the BOD.

Remuneration and operating expenses of the BOD, Supervisory Board, and EMB

The BOD and Supervisory Board are entitled to remuneration/salary and other benefits, specifically:

Regarding remuneration/salary and operating expenses:

No.	Content	2025 (VND million)	Note
A	**Total remuneration (*), bonuses, and other benefits of the BOD and Supervisory Board in 2025**	**45,065**	
1	**Remuneration of the BOD**	**29,403**	
1.1	Mr. Le Van Tan - Chairman of the BOD	7,000	
1.2	Madame Nguyen Thi Nga - Standing Vice Chairwoman of the BOD	6,300	
1.3	Ms. Le Thu Thuy - Vice Chairwoman of the BOD	5,600	
1.4	Mrs. Khuc Thi Quynh Lam - Vice Chairwoman 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	Appointed as Independent Member of the BOD on April 25, 2025
2	**Remuneration of the Supervisory Board**	**9,219**	
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	

(*) Remuneration and salary amounts are figures after personal income tax deduction.

Regarding remuneration/salary and operating expenses: *(continued)*

No.	Content	2025 (VND million)	Note
2.3	Mr. Nguyen Thanh Luan - Full-time Member of the Supervisory Board	1,827	
2.4	Mrs. Vu Thu Thuy - Full-time Member of the Supervisory Board	1,512	
2.5	Mr. Luong Duy Dong - Member of the Supervisory Board	1,260	
3	**Other benefits of the BOD and Supervisory Board**	**6,689**	
3.1	SeACare health insurance	522	
3.2	Health check-up	246	Expenses incurred in 2025 recorded in 2026
3.3	Other expenses	5,921	
B	**Salaries, bonuses, and other benefits of the CEO and other managers (**)**	**45,123**	

(*) Remuneration and salary amounts are figures after personal income tax deduction.

Plan for paying remuneration, other benefits, and operating expenses of the BOD and Supervisory Board in 2026:

Based on the issued regulations on remuneration and spending of the BOD and Supervisory Board, as well as the evaluation of business targets and HR plans for the BOD and Supervisory Board in 2026, the BOD has proposed to GMS for approval of the total remuneration, bonus, and operating expense budget of 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% of 2026 PBT
2	Total remuneration, bonuses, and other operating budget of the Supervisory Board	0.6% of 2026 PBT
	Total	1.8% of 2026 PBT

Based on this budget plan and to implement the above resolution:

(i) The BOD is authorized to decide/approve/issue (including amending, supplementing, replacing) regulations on remuneration, spending, bonuses, and other benefits for SeABank's BOD and Supervisory Board members, and the remuneration level of BOD members, in line with the budget plan approved by the GMS and other related regulations of SeABank in each period;

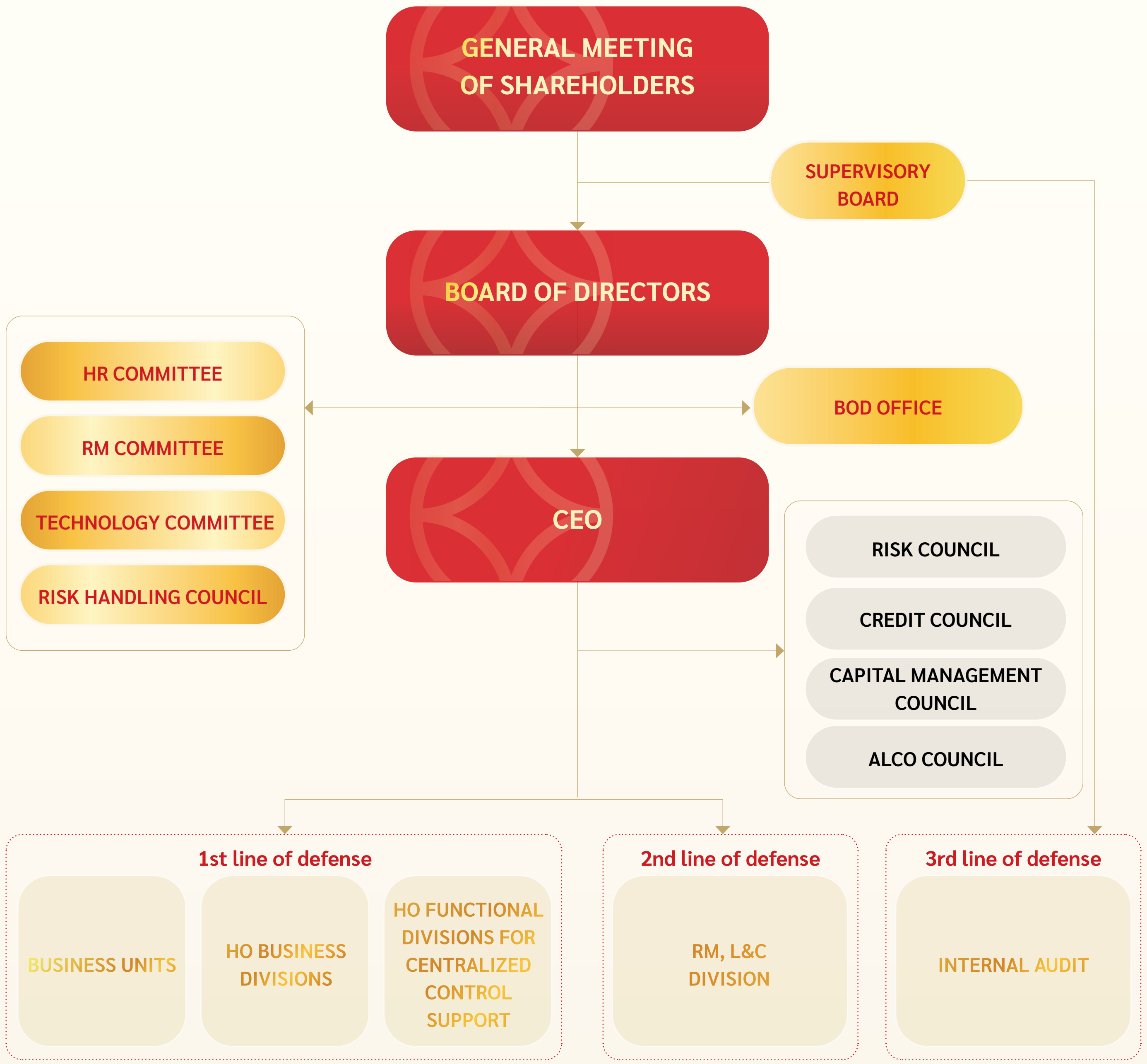
(ii) The Supervisory Board decides the remuneration level of its members in line with budget plan approved by the GMS and other related regulations of SeABank in each period.

STANDARDIZE AND STRENGTHEN COMPREHENSIVE RISK MANAGEMENT

"3 LINES OF DEFENSE" GOVERNANCE MODEL

Risk management and compliance at SeABank are implemented according to the '3 Lines of Defense' model, in line with international practices and Circular No. 13/2018/TT-NHNN. This model aims to ensure comprehensive, independent, and effective risk identification, measurement, monitoring, and control. The roles of the 3 lines are maximized through self-inspection, monitoring, and cross-checking activities between the lines.

ORGANIZATIONAL STRUCTURE OF RISK MANAGEMENT & COMPLIANCE AT SEABANK ACCORDING TO THE 3-LINE MODEL:



OBJECTIVES AND OVERVIEW OF RISK MANAGEMENT IN 2025

Core Objectives

- Enhance the capacity for risk identification, measurement, and early warning, especially for credit risk, operational risk, and newly emerging risks.
- Enhance transparency and quality of risk reporting, effectively serving the management and decision-making of the BOD and EMB.
- Ensure full compliance with legal regulations, SBV's requirements, and internal standards, minimizing legal and reputational risks.
- Align risk management with the goal of safe, stable, and long-term growth, in line with SeABank's sustainable development orientation.

Believe

Overview of risk management activities in 2025:

- Enhance the quality of RM through the development and maintenance of a transparent, consistent, and timely risk reporting system:
  - » Risk reports are standardized in content, methodology, and frequency, providing full information for the BOD, EMB, and all management levels during the decision-making process.
  - » Ensure data is accurate, traceable, and strictly controlled to enhance transparency and effectively support management, monitoring, and decision-making.
- Focus on fully identifying and detecting early material risks, including: credit risk, market risk, operational risk, liquidity risk, interest rate risk in the banking book, concentration risk, E&S risk, and newly emerging risks in a rapidly changing business environment. Through the application of models, early warning tools, and data analysis, SeABank strengthens risk detection from the early stages, thereby proposing appropriate preventive and control measures, limiting losses, and protecting the safety of business operations.
- Policies, processes, and risk appetite are built and reviewed periodically to balance growth targets with the Bank's risk tolerance. Review, update, and complete the system of risk management policy documents, including: policy frameworks, processes, compliance regulations, and risk appetite, ensuring consistency across the entire system and approaching advanced governance practices.
- Strengthen monitoring and compliance inspection using a risk-based approach and complete and deploy risk management and early warning models, expanding coverage to the entire customer and product portfolio. In particular, the EWS system for Retail Banking has been developed and upgraded toward maximum automation, supporting relevant units in proactively monitoring, interacting, and handling risks in a timely manner.
- Restructure the Risk Management (RM), Legal and Compliance (L&C) Division in a streamlined and specialized manner, in which credit risk management is strengthened vertically and by customer segment to improve the quality of appraisal, monitoring, and risk control. Specialized departments have closely monitored credit quality developments within their assigned segments, promptly identifying products, industries/sectors with increasing non-performing loan ratios or high potential risks.
- Improve data quality and reporting systems, aiming for accuracy, timeliness, and ensuring full compliance with legal regulations.
- Promote training, communication, and a compliance culture. Strengthen coordination between the RM, L&C Division and BUs, spreading a culture of risk management and compliance throughout the Bank.

IDENTIFIED AND MANAGED RISK PORTFOLIO

In a volatile and rapidly changing business environment, SeABank remains steadfast in its **"Believe"** spirit, gradually improving the effectiveness of risk identification and management. As a result, the Bank remains resilient against challenges and continues to grow its business stably.

Risk categories	Identification and Management methods
CREDIT RISK	• As credit is the Bank's primary activity, this is one of the most critical risks. • To manage credit risk, SeABank implements: » Applying a centralized credit risk management model, spanning from product development, sales deployment, appraisal, valuation, approval, and disbursement to post-loan management and debt recovery. » Establishing credit risk standards based on risk appetite and pre-defined credit risk limits. Credit risk management is implemented for each customer segment and credit product, with new products always being thoroughly assessed and appropriate control measures considered before official launch. » Measured by international standard credit risk models. » Comprehensive digitalization of the credit process, thereby creating a complete data system to support proactive credit risk identification, early warning implementation, debt quality management, and the provisioning and utilization of risk reserves.
MARKET RISK	• This is the risk arising from adverse fluctuations in interest rates, exchange rates, gold prices, securities prices, and commodity prices in the market. The primary objective in market risk management is to control risk levels within acceptable parameters while optimizing risk-adjusted returns. • SeABank manages market risk on a daily transaction basis and at the overall portfolio level, ensuring compliance with pre-defined market risk limits. • The aforementioned market risk limits always adhere to risk appetite, risk management strategies, and total risk-weighted assets allocated for market risk. These are fully developed and reviewed/re-evaluated (adjusted if necessary) at least once a year or upon significant changes affecting the risk profile, in accordance with SeABank's internal regulations.
LIQUIDITY RISK	• SeABank's principle: establish a minimum level of liquid assets to be maintained, thereby ensuring that liabilities are met when they fall due and other disbursement obligations are fulfilled.
LIQUIDITY RISK *- continued -*	• SeABank's liquidity risk management strategy includes: » Management based on: liquidity management principles; strategies for diversifying funding sources and maturities to increase liability stability and support daily liquidity; and the principle of conducting liquidity stress testing. » Risk limits are established based on liquidity forecasts under both normal and stressed market conditions, with strict monitoring to ensure compliance with legal regulations, risk appetite, risk management strategies, and total risk-weighted assets allocated for liquidity risk. » Accurately reviewing and calculating liquidity needs at each point in time based on historical data and operational orientation, thereby maintaining reasonable reserves, minimizing capital waste, increasing operating profit, and building an appropriate investment portfolio. » Developing effective asset management mechanisms and transparent, stable operational mechanisms to avoid shocks from sudden deposit withdrawals. • SeABank's Asset-Liability Committee (ALCO) monitors and manages liquidity risk, develops and operates internal control policies and procedures, and maintains contingency plans to control liquidity risk and ensure capital adequacy, such as assessing projected cash flows and collateral that can be used to cover liquidity shortfalls.
INTEREST RATE RISK	• SeABank's Interest Rate Risk in the Banking Book (IRRBB) Management Strategy: » Management measures: managing IRRBB at a minimum according to repricing gap profile indicators; using IRRBB hedging instruments; and developing an internal funds transfer pricing system to optimize the use and allocation of capital across the entire system. » Establishing IRRBB limits, including: limits on the gap between the value of interest-bearing financial assets and liabilities at the same repricing point; limits on changes in NII due to interest rate fluctuations and/or limits on changes in the economic value of equity due to interest rate fluctuations, in accordance with the IRRBB management strategy. » Proactively applying flexible interest rate policies based on market signals and narrowing the average maturity gap. • ALCO uses various financial models and tools to monitor and manage interest rate risk, updating on domestic and international market conditions to provide assessments of interest rate trends during monthly meetings. Based on this, SeABank makes decisions on maintaining appropriate interest rate spreads in funding and lending activities.

Risk categories	Identification and Management methods
OPERATIONAL RISK	• This is the risk of loss resulting from inadequate or failed internal processes, people, and systems, or from external events, which may cause financial loss or negative non-financial impacts on the Bank. • To mitigate operational risk, SeABank has fully implemented operational risk management policies, such as: » Identifying operational risks in current or new products, services, systems, processes, and activities expected to be implemented; » Collecting and creating a comprehensive operational risk database as the backbone for operational risk management; » Developing and monitoring Key Risk Indicators (KRIs); » Using findings from Internal Audit and Compliance Control unit to propose risk mitigation solutions; » Developing tools to identify and prevent fraud risk; » Monitoring operational risk limits; » Managing outsourced operational risk; » Maintaining comprehensive operational risk insurance; » Developing and establishing an operational risk reporting system to serve as a basis for monitoring, evaluating, and proposing improvements to the Bank's operational risk management system.
CONCENTRATION RISK	• This risk arises from excessive concentration of funding or exposures in a particular industry, economic sector, currency, customer group, geographic region, or type of high-risk transaction. • SeABank manages concentration risk for credit and proprietary trading activities in accordance with SBV regulations: » For credit activities: establishing credit limits by product, industry, customer, and related parties to ensure a diversified credit portfolio and avoid excessive concentration in any single product, industry, or customer. » For proprietary trading: determining trading limits by counterparty, product, and currency to ensure appropriate diversification and interaction levels.
DIGITAL TRANSFORMATION RISK	Digital transformation comes with risks related to technological security, financial crime, and customer data privacy. Recognizing the risks faced, SeABank has implemented the following measures: • Regarding technological security: » Strongly investing in resources and maintaining a specialized force for information security across the entire system and for customers. » Implementing and applying a series of credible security solutions and technology systems to build a comprehensive, in-depth information security system. SeABank received the PCI DSS 3.2 security certification for its payment card system for the first time in Vietnam in 2020 and successfully maintained this certification through 2024. • Regarding financial crime risk (fake accounts, OTP information theft, fraudulent transfers, etc.): » Continuously updating new crime trends to develop proactive prevention solutions on the SeABank system. » Regularly communicating and warning employees and customers through direct consultation channels, messages, email, e-banking, website, and social media to raise vigilance when using digital banking transaction systems.
ENVIRONMENTAL, NATURAL DISASTER, AND PANDEMIC RISKS	Natural disasters and pandemics are external risks beyond SeABank's control. SeABank has developed a Business Continuity Plan to respond to these risks: • Developing specific scenarios and response plans for situations such as storms, floods, terrorism, pandemics, etc. During the Covid-19 period, SeABank maintained continuous business operations by effectively utilizing the prevention and response scenarios previously developed. • Regarding environmental risk: actively implementing practical programs to minimize environmental impact, such as energy conservation in daily operations, waste segregation and waste reduction, avoiding plastic bottles, saving printing paper, and implementing 5S methodology. • Proactively implementing ESMS in credit activities before the issuance of SBV Circular 17/2022/TT-NHNN. Accordingly, SeABank refuses funding for projects with negative E&S impacts without mitigation/remediation measures.

RISK MANAGEMENT POLICIES AND PROCESSES

Comprehensive Risk Management Policy

COMPREHENSIVE RISK MANAGEMENT POLICY

SCOPE OF MANAGEMENT

- All material risks of the Bank in terms of credit, operational, payment, and investment project activities

MONITORING MECHANISM

- Establishing specialized committees, councils for risk management to monitor and implement policies.
- Periodic risk reporting to the BOD and EMB.

PRINCIPLES

- Proactive prevention, detection, and handling of risks.
- Ensuring that business operations comply with international standards and legal regulations.

ESG Risk Management Process

Risk identification:

- Identify and assess risks across key categories: environmental risks (e.g., emissions, resource consumption), social risks (e.g., occupational safety, community impacts), and governance risks (e.g., compliance, transparency).

Risk assessment:

- Use E&S risk assessment tools to evaluate risks of projects prior to credit approval.

Risk control:

- Establish risk mitigation measures for projects with significant risk levels that require corrective actions.

Risk monitoring:

- Conduct periodic assessments and reporting to ensure that customers and projects comply with agreed commitments and requirements.

Integrating ESG into Risk Management

SeABank has integrated ESG factors into the ESMS to ensure business activities do not cause negative impacts on the environment and society, adhering to sustainable goals according to the Sustainable Development Regulations at SeABank issued under Resolution No. 1496/2025/NQ-HĐQT, Vietnamese and international regulations. Specifically:

ENVIRONMENTAL RISK

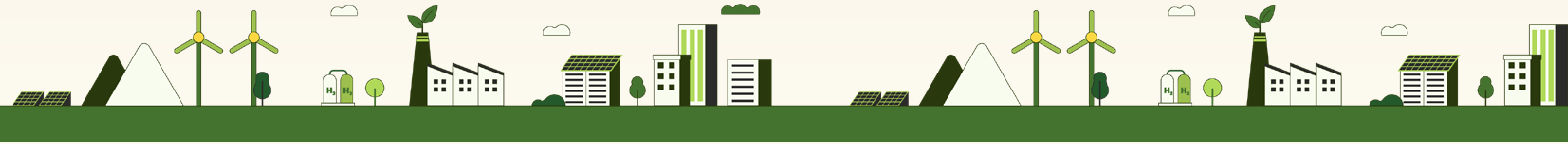
- Using a credit exclusion list for environmentally harmful sectors such as: unsustainable resource extraction, old-growth forest logging, and high-emission industrial production.
- Assessing and screening E&S risks in credit activities, in compliance with IFC standards and legal regulations.
- Issuing and applying a green bond framework and related components.

SOCIAL RISK

- Assessing the impact of projects on the community, ensuring occupational safety and the rights of employees.
- Refusing credit for sectors with negative social impacts, such as harmful forced labor or child labor exploitation; production of weapons, ammunition, etc.
- Developing remediation measures when detecting social risks, maintaining strict monitoring throughout the financing period.

GOVERNANCE RISK

- Enhancing transparency and information disclosure, standardizing reports in accordance with Vietnamese regulations and international practices.
- Anti-corruption, AML, and internal misconduct prevention.
- Strengthening the supervision of conflict-of-interest management and accountability mechanisms.
- Building a culture of ethical business.



COMPREHENSIVE MANAGEMENT OF MATERIAL RISKS IN 2025

In 2025, SeABank aims to proactively strengthen credit quality control, while implementing synchronous measures to control and limit the emergence of NPL; thereby clearly defining responsibilities for handling overdue debts and supporting BUs to improve operational efficiency. Specifically:

Risk Categories	Risk Management Strategy and Policy	2025 Implementation
CREDIT RISK	• Proactively adjusting credit policies to closely follow changes in Government guidelines, policies, and directives, thereby creating favorable conditions for customers to access capital; simultaneously ensuring sustainable growth of the strategic customer portfolio, reasonable allocation across segments, and strict control of asset quality. • Reviewing and updating credit risk appetite in line with business orientation, capital capacity, and macroeconomic developments; simultaneously quantifying risk appetite by segment, industry, and product. • Strengthening credit portfolio management to ensure compliance with approved risk limits; analyzing trends across the entire portfolio to promptly identify and forecast potential risks. • Accelerating the automation of the reporting system, developing multi-dimensional, flexible management reports that closely reflect macroeconomic developments and the specifics of SeABank's credit portfolio, effectively serving management and decision-making. • Training and enhancing the capacity of credit risk management staff, especially in data analysis, quantitative modeling, and portfolio management, meeting the requirements of risk management in the digital transformation phase.	• Credit portfolio management has been strengthened proactively, with regular monitoring of key risk indicators, concentration levels by industry, segment, and geographic region; promptly identifying potential risk areas to propose appropriate control measures. • The project to build a Risk Datamart has been completed and put into operation, forming a centralized data foundation for credit risk management, model development, and management reporting. Based on this, SeABank continues to implement upgrade and expansion items in 2025 to meet increasingly specialized management needs. • In addition to the stable operation of credit rating models for new credit extensions, SeABank has built and deployed internal behavioral credit rating models for the entire Retail Banking and Corporate Banking portfolio to be applied in fast re-lending, proactive limit increases, and cross-selling support, contributing to enhancing customer experience while controlling risk. • The reporting system and control mechanism for credit extension to customers and related customer groups have been upgraded, ensuring full, timely monitoring and strict compliance with legal regulations as well as SeABank's internal regulations. • The EWS has been built based on quantitative analysis models that exploit data from SeABank's internal database, combined with data collected externally during post-lending monitoring. The system allows for the assessment of customers' repayment capacity in the future, thereby identifying potential risk customers early and promptly proposing preventive measures to improve credit quality.

Risk Categories	Risk Management Strategy and Policy	2025 Implementation
CREDIT RISK	• Strengthening independent inspection and assessment of credit activities, promptly detecting shortcomings and limitations, and proposing remedial measures to mitigate arising risks.	• Post-lending monitoring activities have been accelerated, especially for customers and customer groups showing signs of risk; strengthening coordination with Business Units in monitoring, assessing, and handling loans showing signs of deteriorating quality early. **Operational Results:** SeABank's asset quality remained safe in the context of customer solvency being affected by macroeconomic conditions: • Seperate and consolidated NPL ratio: 2.06%. • The above results demonstrate the effectiveness of implementing synchronous credit risk management solutions, especially the application of data, models, and early warning systems in portfolio management and credit quality control.
MARKET RISK, LIQUIDITY RISK, AND IRRBB	• Researching and perfecting methodologies and policy regulations to meet higher standards for market risk management, liquidity risk management, and IRRBB in accordance with SBV and Basel regulations. • Maintaining good compliance with safety limits regarding market risk positions and liquidity limits set by the SBV, partners, and internal regulations.	**Regarding Market Risk** • Implementing market risk capital measurement using the Internal Models Approach (IMA) to calculate the necessary capital in potential stress scenarios. • Maintaining a daily profit and loss explanation system (P&L Explainer) through key risk factors, helping to improve the effectiveness of monitoring market risk fluctuations in the trading book. **Regarding Liquidity Risk and IRRBB:** • Applying behavioral models from deposit contracts to measure and accurately forecast cash flows, serving the purpose of forecasting and early warning for liquidity risk and IRRBB. • Continued measuring and monitoring risks in accordance with Basel III standards (2 liquidity management ratios: LCR, NSFR). SeABank is gradually adjusting to optimize the balance sheet in parallel with risk management goal, aiming at meeting the requirements of international partners.

Risk Categories	Risk Management Strategy and Policy	2025 Implementation
OPERATIONAL RISK	• Proactively identifying, assessing, and providing early warnings for risks arising from people, processes, systems, and external factors, thereby limiting losses and ensuring business operations are maintained safely and continuously. • Focusing on perfecting the data analysis platform and operational risk management system, improving the effectiveness of tools such as key risk indicators, operational risk self-assessment, and control points, collecting and analyzing loss data to support decision-making and long-term risk prevention. • Risk prevention and mitigation measures are prioritized for material issues such as IT risk, cybersecurity, fraud, operational disruption, and compliance risk, while being closely linked to raising awareness and risk management culture across the entire Bank.	• In 2025, SeABank continued to maintain effective operational risk control; the number of operational risk events remained low and did not materially affect business operations. Risk management measures were implemented consistently with close coordination between BUs and functional departments. • SeABank accelerated the application of data and technology in operational risk management, focusing on enhancing the capacity to identify abnormal transactions, behaviors, and trends early. Analysis and warning tools were improved to support the prevention of fraud risk, IT risk, and cybersecurity risk. • Operational risk management was implemented comprehensively and proactively, covering key risks such as internal and external fraud, IT and cybersecurity, operational, compliance, and professional liability risks. SeABank continued to focus on training, internal communication, and process improvement to raise awareness and responsibility for risk management among employees. • SeABank strengthened early preventive of risk measures, especially for new risks arising in the context of digital transformation and changing business environments. In 2025, SeABank did not record any material operational risk events requiring insurance claims.
SUSTAINABILITY RISK	• Implementing sustainable business goals, continuing to pioneer the implementation of environmental and social risk management, and perfecting the system to meet international ESG standards, achieving the national common goal of green transformation and net-zero emissions. • Building and perfecting the environmental and social risk management system with a solid structure, a clear E&S risk appetite statement, and effective risk management processes.	• Improvements and upgrades to the ESMS to meet the requirements of foreign partners, adding requirements such as: » Supply chain risk management; » Assessing physical risks related to climate change; » Expanding the scope of applying E&S risk assessment standards according to advanced international practices (IFC Performance Standards, World Bank Group EHS Guidelines) compared to the regulations announced in 2022.

Risk Categories	Risk Management Strategy and Policy	2025 Implementation
SUSTAINABILITY RISK	• Proactively controlling environmental and social risks through: Environmental and Social Risk Management System (ESMS) in credit activities; attracting capital from foreign organizations to promote financing for sustainable projects and green financial activities.	• Issuing Vietnam's first blue bonds and green bonds under stringent criteria, with a total value of USD 150 million to finance green projects and sectors, accompanying customers in creating sustainable value. • - Becoming one of the first private banks in Vietnam to issue a Green Bond Framework aligned with ICMA principles, receiving a "Medium Green" rating – the second-highest level under the 6-level Shades of Green framework (S&P Global Ratings).

ETHICAL, EFFECTIVE, AND SUSTAINABLE BUSINESS OPERATIONS

IMPLEMENTATION PRINCIPLES AND COMMITMENTS

Core Principles

The Bank determines that sustainable business operations are not only measured by growth speed or short-term financial efficiency but also by the level of legal compliance, professional ethical standards, risk control capacity, and long-term impact on the financial-social system. On that basis, the core principles permeated throughout the system include:

(i) Business in compliance with laws and internal regulations;

(ii) Prioritize ethics and transparency in all business decisions;

(iii) Accept controlled risks, do not trade safety and reputation for short-term goals;

(iv) Align business efficiency with risk management and compliance as a component of sustainable value creation.

In this structure, Risk Management and Compliance are identified as central tools to ensure the above principles are realized in actual business operations. The Risk Management and Compliance functions not only focus on preventing violations but also participates deeply in building behavioral standards, controlling conflicts of interest, and protecting the legal rights of clients.

Commitment to Compliance obligations

- **Compliance Policy System:** Commitment to building and implementing a strict system of compliance policies, regulations, and processes, to ensure compliance risks are identified, controlled, and managed effectively. The internal policy and regulation system are reviewed, updated, and adjusted periodically, promptly meeting changes in legal regulations and in line with the practices and general trends of the banking industry.
- **Compliance with laws and internal rules:** Commitment to fully complying with applicable laws, SBV regulations, the Bank's Charter, and internal regulations in all governance, management, and business activities.

Commitment to Compliance obligations
- continued -

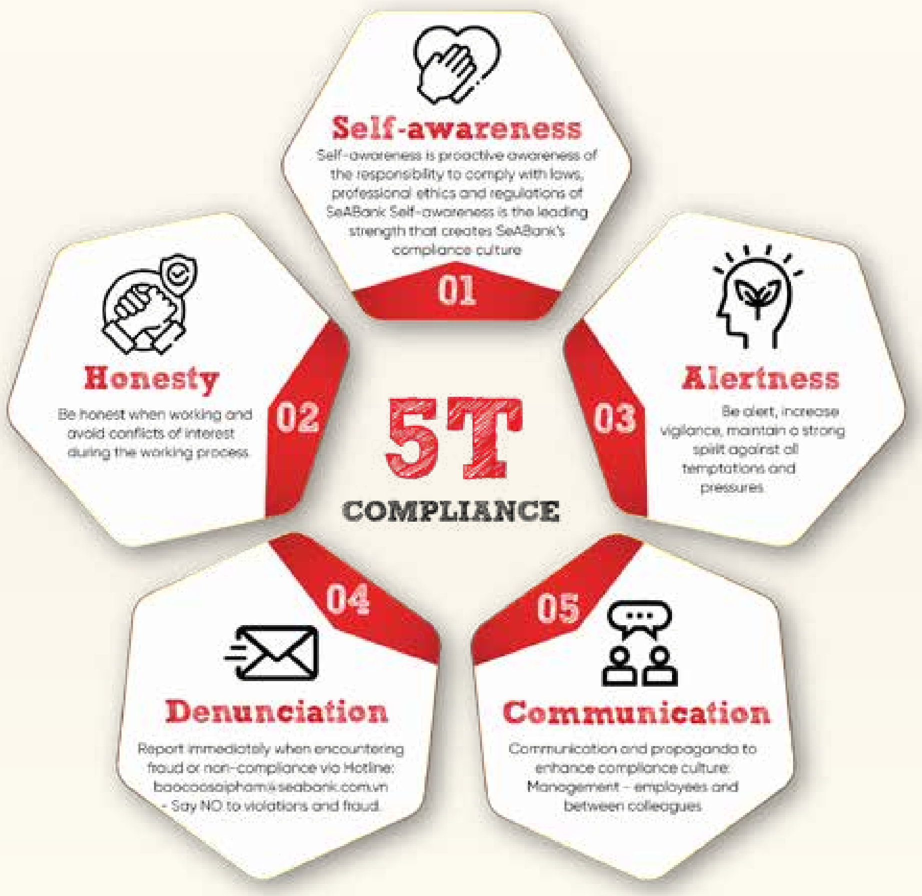
- **Proactive compliance:** Commitment to upholding compliance as a core value in corporate governance, proactively identifying, assessing, and controlling compliance risks in every governance decision and professional activity; ensuring all activities are conducted transparently, safely, and in line with advanced governance standards.
- **Compliance control system:** Commitment to strengthening and improving the effectiveness of compliance control through maintaining the 3-line defense model, reinforcing the independence of the Compliance and Internal Audit functions, regularly reviewing and updating internal regulations, and strengthening oversight of compliance with SeABank's internal regulations, procedures, and applicable laws across the Bank.

Commitment to building a Compliance culture

SeABank continuously strives to improve its compliance culture to ensure transparency and safety in operations. The commitment to building and spreading a proactive compliance culture is prioritized by SeABank, ensuring every employee clearly understands their responsibilities; at the same time, there are strict, public, and transparent sanctions for violations.

The commitment to a culture of compliance is implemented through the Compliance Action Program and the issuance of the **"5T" Compliance Standards**, based on the spirit of "saying NO to violations and fraud," comprising five principles: Self-awareness (Tự giác), Honesty (Trung thực), Vigilance (Tỉnh táo), Whistleblowing (Tố giác), and Communication (Truyền thông).

"5T" COMPLIANCE STANDARDS



STRATEGY AND MEASURES FOR COMPLIANCE CONTROL

Under the supervision of the BOD and the EMB, the strategic pillars for compliance control at SeABank include:

- **Identifying and managing compliance risk:** Gradually complete the compliance risk management framework, integrating it into the overall risk management system. Compliance risks are identified by key operational areas (credit, capital mobilization, investment, IT, AML...), assessed for impact and likelihood of occurance, serving as a basis for establishing appropriate control measures. A risk-based approach helps the Bank shift from formal control to preventive risk management.
- **Ensuring compliance of internal policies and regulations:** Maintain a mechanism for reviewing, updating, and standardizing the internal regulation system according to changes in the law and strategic direction. The process for issuing and amending documents is clearly established, ensuring consistency, feasibility, and implementation capability across the entire system. Dissemination, training, and monitoring of regulation implementation are strengthened, thereby improving the level of compliance at BUs and support units.
- **Detecting, preventing, and handling violations:** Implement synchronous periodic and ad-hoc compliance inspection and monitoring activities; strengthen remote monitoring tools and early warning mechanisms. Violations are recorded, classified by risk levels, required to be remediated, and tracked until completion. The violation handling mechanism is implemented according to the principles of publicity and transparency, linked to individual and management responsibilities, contributing to improving deterrence and preventing recurrence.
- **Enhancing compliance culture and proactive compliance awareness for employees:** Implement training and communication program, integrate compliance into the performance evaluation and HR management system. Compliance is identified as the responsibility of every level and every individual, from the first to the third line of defense. The awareness and attitude toward compliance of hemployees are gradually improved, shifting from "passive compliance" to "proactive compliance."
- **Promoting digital transformation and technology application in compliance control:** The Bank aims to gradually digitize compliance work, deploying compliance monitoring tools based on data, EWS, transaction analysis, and automated reporting, thereby improving monitoring efficiency and reducing dependence on manual inspection.
- **Strengthening market reputation, brand, and trust:** Through maintaining an effective compliance control system, the Bank aims to consolidate the trust of clients, investors, and partners, enhancing brand reputation and competitiveness in the financial market.
- **Strengthening coordination between lines of defense:** Compliance monitoring is carried out based on close coordination between the first, second, and third lines of defense. The Compliance function acts as a coordinator, aggregator, and risk warner, while BUs are responsible for control at the source. Monitoring results are shared with Internal Audit function to serve independent assessment and improve the internal control system.

BUILDING A COMPLIANCE CULTURE, ETHICAL BUSINESS

To realize strategic pillars, SeABank actively implements its 2025 compliance plan, focusing on 3 main groups of activities, including:

- Institutionalizing, developing and completing internal regulations and policies to ensure compliance
- Conducting inspection and monitoring activities
- Strengthening compliance culture across the Bank

Institutionalizing, developing, and completing internal regulations and policies to ensure regulatory compliance

- In 2025, SeABank continues to improve its internal regulatory system to ensure compliance with new regulations of current laws:
  - » Revised Law on Credit Institutions 2025 (Law No. 96/2025/QH15);
  - » Land Law; Law on Residence; Law on Social Insurance;
  - » 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 operations of subsidiaries and affiliates of credit institutions in the field of debt management and asset exploitation;
  - » Circular 21/2025/TT-NHNN regulating the rating of credit institutions and foreign bank branches;
  - » Circular 45/2025/TT-NHNN amending and supplementing a number of articles of Circular No. 18/2024/TT-NHNN regulating bank card operations;
  - » Circular 30/2025/TT-NHNN amending and supplementing a number of articles of Circular No. 15/2024/TT-NHNN regulating non-cash payment services;
  - » Circular 27/2025/TT-NHNN guiding the implementation of a number of articles of the AML Law...
- Building and developing internal policies, regulations, and procedures on compliance, internal control, and professional ethics based on legal policies and regulations, ensuring timeliness, accuracy, and suitability to the reality and operational orientation of SeABank.
  - » Code of Professional Ethics, Professional Ethics Handbook;
  - » Implement the development of behavioral standards for BOD members;
  - » Collective Labor Agreement, Labor Rules, SeABank Charter...

Strengthening inspection and monitoring to detect early and prevent compliance risks

- **Approach frequency and focus:** periodic and ad-hoc, focusing on key risk areas such as credit, collateral management, AML, IT, information security, and client data protection. A risk-based approach is applied in control planning, focusing resources on high-risk areas.
- **Inspection and monitoring methods:** synchronous combination of Off-site monitoring and On-site review.
  - » Off-site monitoring: carried out through data analysis, management reports, KRI, and EWS to detect abnormal signs in professional activities.
  - » On-site review: focusing on high-risk areas, assessing compliance with processes, document quality, completeness, and effectiveness of internal controls.
  - » Key focus areas in 2025 include: products for construction and installation, collateral topics, information security topics, large-value overdue/newly disbursed loans...
- **Implementation basis:**
  - » Based on the annual plan built and designed by Compliance function (RM, L&C Division), including: off-site monitoring plan; periodic/ad-hoc inspection and monitoring at BUs, Head Office Divisions; in-depth thematic inspections through the use of appropriate inspection, monitoring methods, and sampling criteria...
  - » Inspection and monitoring activities are based on risk analysis and IT application to improve inspection methods and models. Based on risk, carry out inspection and monitoring of compliance with laws and internal regulations for business activities across all operations and provide warnings and recommendations to remediate and prevent risks.
  - » For professional operations, when building implementation processes, control points are established, ensuring the principle of independent, objective, and compliant monitoring. All of SeABank's Lines of Defense have integrated units for timely inspection, monitoring, and post-audit of key operations, ensuring early detection and remediation of compliance errors.
- **Actual implementation:**
  - » Develop, build, complete, and improve the effectiveness of internal control processes and systems, ensuring compliance with laws and internal regulations to meet business operations.
  - » Continue to review the internal control system according to the COSO framework and standards, requirements of partners, and foreign organizations.
  - » Perform MCA assessments on business processes to enhance the effectiveness of control points to mitigate risks.

Building a proactive compliance culture - promoting communication and training

Based on the 5T principle and the commitment to a compliance culture, the compliance culture continues to be promoted and spread throughout the SeABank system through promoting communication and training activities. To build a positive, self-aware, proactive, objective, and effective working principle for all employees, communication and training are implemented synchronously, spanning from basic to advanced compliance knowledge, focusing on 3 main factors:

- *Compliance-related policies, regulations, and procedures*
- *Methods for identifying and handling compliance violation*
- *Diversifying and continuously innovating communication and training approaches*

Training - communication to improve proactive compliance capacity and professional ethics for employees across the system through diverse forms: direct/e-learning training at SeABank Academy; direct training by leaders of the Compliance Center at units; discussion seminars to resolve difficulties; periodic professional examinations; communication newsletters; warnings via internal email; compliance portfolio reports; building support tools such as handbooks, compliance guidance manuals...

Some typical activities in 2025:

Workshop series "Enhancing proactive compliance capacity, preventing risk"	• Guidance on reviewing credit files, direct training at BUs after inspection, enhancing professional knowledge and compliance awareness (at 19 BU Group, 75 hours of training). • Communicating to enhance legal awareness for employees through sharing sessions such as: » Sharing with Retail Banking Division employees about legal regulations related to promotions, supporting program implementation, and promoting product/service business; » Expertise sharing for Credit Approval Division employees regarding situations and obstacles frequently encountered during the appraisal and approval process for Retail Banking loans; » Direct training at Hanoi Branch on basic legal content regarding enterprises and bank guarantees.
Training for management levels	• Implemented with a focused approach and the spirit of "leading by example," whereby leaders play a key role in guiding and encouraging employees to comply with the Bank's regulations and standards. • Specialized training modules on compliance and professional ethics for management-level staff (e.g. as continued implementation of SeAManager and SeAHIPO).
New courses and lectures	• Building and updating more courses, innovating teaching methods and approaches: » Methods for identifying fake signatures, seals, and documents; » Regulations on management and use of seals at SeABank... • Continuously innovating content, updating trends and changes in legal regulations, helping employees grasp information promptly and proactively comply.
Developing support tools	• Actively developing support tools to facilitate employees' understanding and practical application of knowledge: » Guidance on identifying compliance errors and determining risk levels; » Guidance on checking and detecting fake files and documents; » Guidance on looking up customer information on the National Public Service Portal...
Multi-channel communication	• Accelerating communication by diversifying forms, increasing frequency, enhancing interaction, and optimizing employee access: » Internal newsletters (53 legal newsletters, 9 compliance newsletters), » "Compliance Wednesday" mini-game...

ANTI-MONEY LAUNDERING

Anti-Money Laundering (AML) is one of the important pillars of the Bank's governance system, contributing to ensuring transparency, safety, and legal compliance in business operations. At SeABank, the development and implementation of AML policies are carried out synchronously, in accordance with Vietnamese law and international practices, to prevent, detect, and stop money laundering, terrorist financing, and illegal financial activities.

AML POLICIES AND PROCESSES:

SeABank has issued policy documents, regulations, processes, and guidelines on AML, including: Know Your Customer (KYC); Customer risk classification and assessment based on money laundering risk levels; Transaction monitoring and suspicious transaction detection; Reporting, storing, and providing information as required by regulatory agencies; Responsibilities and roles of units and individuals in AML. AML policies and processes are reviewed and updated periodically to ensure compliance with new legal regulations, as well as changes in the business environment and risks.

TECHNOLOGY APPLICATION AND BIG DATA ANALYSIS IN AML

SeABank is gradually applying technology and data analysis in AML to improve the capability of detecting suspicious transactions early. The transaction monitoring system is set up with scenarios, criteria, and warning thresholds suitable for each customer group and product. The combination of internal data and external information sources helps improve risk identification effectiveness and reduce false positives.

REPORTING, MONITORING, AND CONTINUOUS IMPROVEMENT

AML activity at SeABank is monitored through periodic and ad-hoc reporting systems to the AML Committee and the BOD. Based on monitoring results, assessments, and recommendations from relevant units, SeABank implements remediation measures and continuous improvements to enhance the effectiveness of the AML system.

- Establish an AML Committee headed by the Deputy CEO in charge of the RM, L&C Division. Members include: Deputy CEOs, Division Directors of Head Office Business Divisions, and Director of Operations Division. The AML Committee organizes, directs, and inspects compliance in all Bank activities.
- Continuously review and update AML regulations in accordance with legal regulations and approve transactions within authority.
- AML activity is audited annually by SeABank's Internal Audit Department and reported directly to the BOD.

TRAINING AND COMMUNICATION TO IMPROVE AML AWARENESS

- Strengthen communication, update legal information, new money laundering methods, and warnings for all employees through legal email newsletters sent to the entire SeABank system.
- SeABank focuses on raising staff awareness about AML for all employees through regular training courses to update changes in laws related to AML, the latest money laundering methods in Vietnam and the world. New employees are trained on AML within 02 months from the date of joining SeABank. Training programs help staff clearly understand their responsibilities, processes, and obligations in AML work.
- Training program on AML and FATCA compliance:
  - » Implemented synchronously across the system, adhering to Vietnamese law, SBV requirements, and relevant international practices and standards.
  - » Training content is customized for each target group, including:
    - Basic training for all employees,
    - In-depth training for units and departments directly involved in AML and FATCA compliance.
  - » Flexible training forms to ensure effectiveness and wide accessibility:
    - Centralized training,
    - Online training,
    - Internal communication programs.

TRAINING AND COMMUNICATION TO IMPROVE AML AWARENESS
- continued -

» Mandatory requirement for 100% of new employees to participate in and complete AML & FATCA training courses before officially assuming their duties.

» Organize periodic training programs and evaluate learning results to consolidate knowledge, update new regulations, and improve compliance awareness throughout the system.

ANTI-CORRUPTION

INSTITUTIONALIZING AND PROFESSIONALIZING ANTI-CORRUPTION ACTIVITIES

Issuing anti-corruption policies and establishing specialized committee at Head Office and Bus

Decision No. 12664/2022/QD-TGD dated August 8, 2022

Anti-Corruption and Anti-Malpractice Policy Statement

Based on operational reality and aiming to build and promote an organizational culture of integrity, honesty, and transparency, SeABank issued Decision No. 12664/2022/QĐ-TGĐ dated August 8, 2022, regulating anti-corruption, negativity, and crime prevention at SeABank. Accordingly:

- The policy sets out implementation principles and regulations on anti-corruption, negativity, and crime prevention at SeABank in all business activities, transactions with clients, external partners (suppliers, contractors, or any individual or organization involved), and other activities on behalf of SeABank; sets out requirements for employee codes of conduct, responsibilities of SeABank and employees in anti-corruption, negativity, and crime prevention.
- The policy meets the requirements of international partners such as IFC, DFC, Moody's... related to ESG actions.

Issue and publish on SeABank's website the **"Statement on the Anti-Corruption and Misconduct Policy"**, providing partners, contractors, and suppliers with implementation principles to prevent corrupt and negative acts during cooperation and providing contact points in case partners, contractors, or suppliers wish to contact and report misconduct by SeABank employees.

EFFECTIVE IMPLEMENTATION OF POLICIES

Number of corruption/serious violation cases in 2025: None

- Conduct periodic inspections of high-risk areas such as credit, procurement, and capital construction. No cases of corruption or serious violations were detected in 2025.
- Provide training and communication, ensuring 100% of employees receive training on anti-corruption.
- Transparency: Disclose information on the website, and require partners to commit to transparency and compliance with anti-corruption regulations.

TOPIC 2: ECONOMIC PERFORMANCE - ECONOMIC VALUE GENERATED AND DISTRIBUTED

ECONOMIC VALUE GENERATED

SeABank's flexible, sustainable solutions and presence have provided a competitive advantage in customer access and expanded the partner ecosystem. SeABank is committed to sustainable growth and enhancing economic performance to create significant sustainable value for stakeholders.

NPL ratio

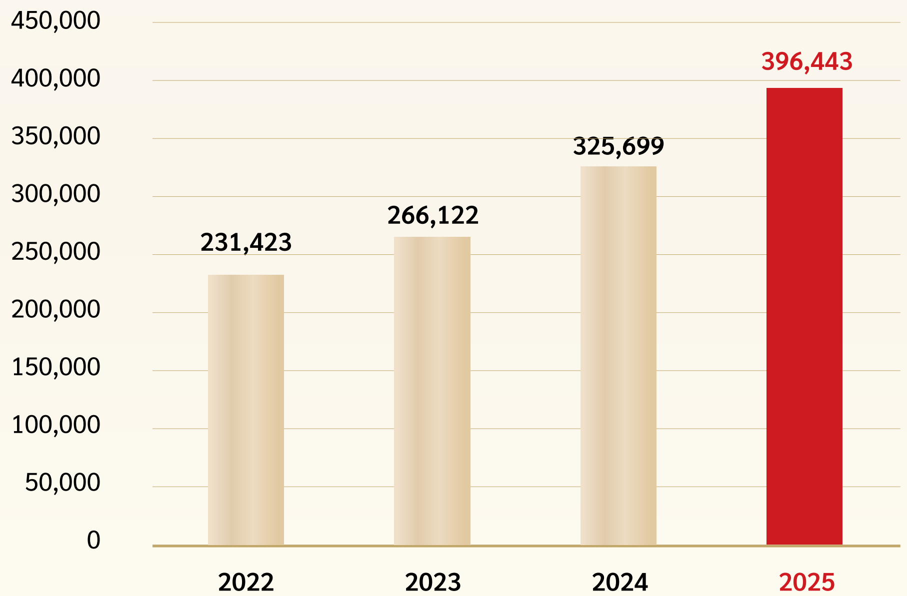
2.06%

< 3% level according to SBV regulations

Total assets 2025

21.72% compared to 2024

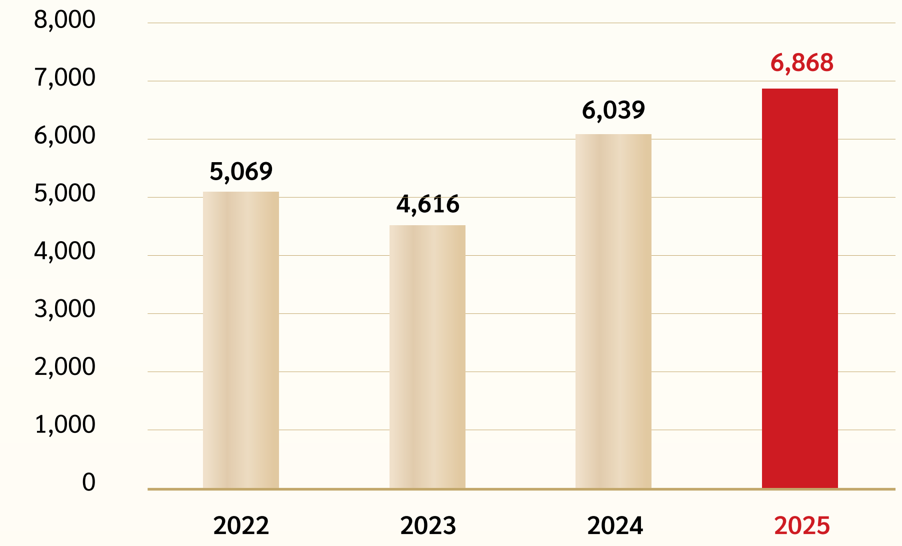
TOTAL ASSETS
Unit: VND billion



PROFIT BEFORE TAX
Unit: VND billion

Profit before tax 2025
13.73%
compared to 2024

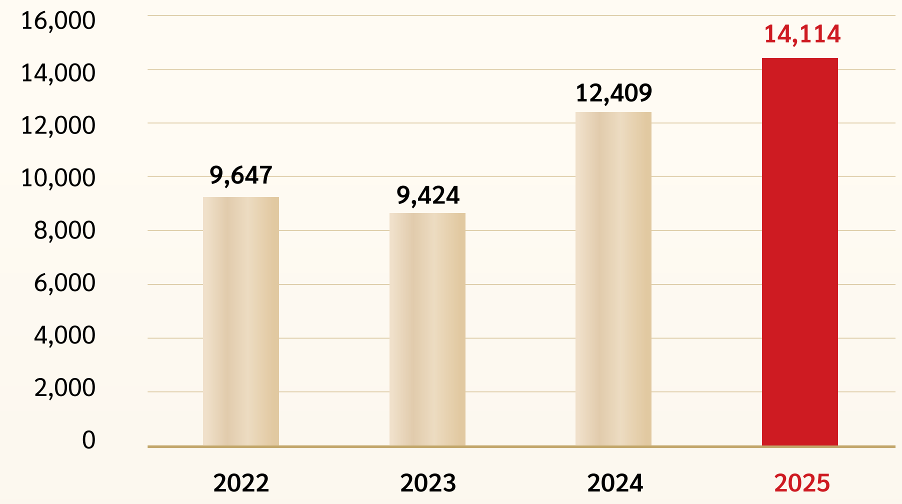
Completed
106%
of the plan



TOTAL OPERATING INCOME (TOI)
Unit: VND billion

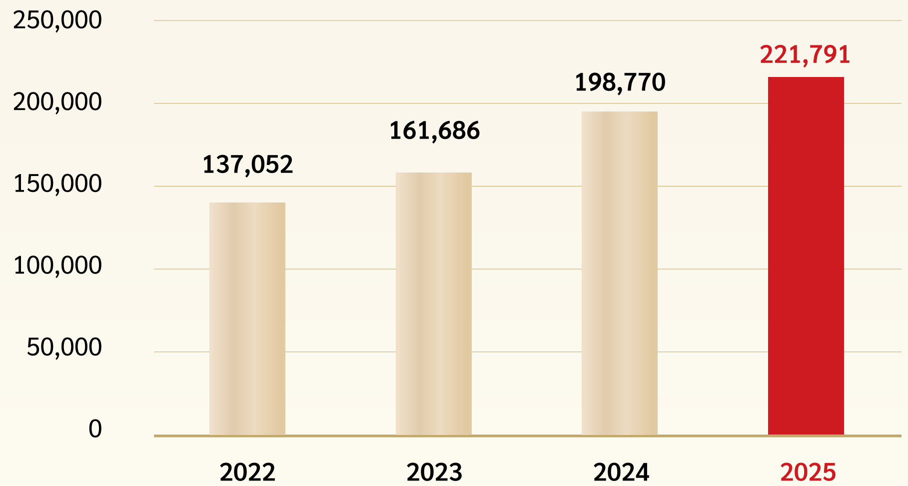
Total Operating Income (TOI) 2025
13.74%
compared to 2024

Completed
112%
of the plan



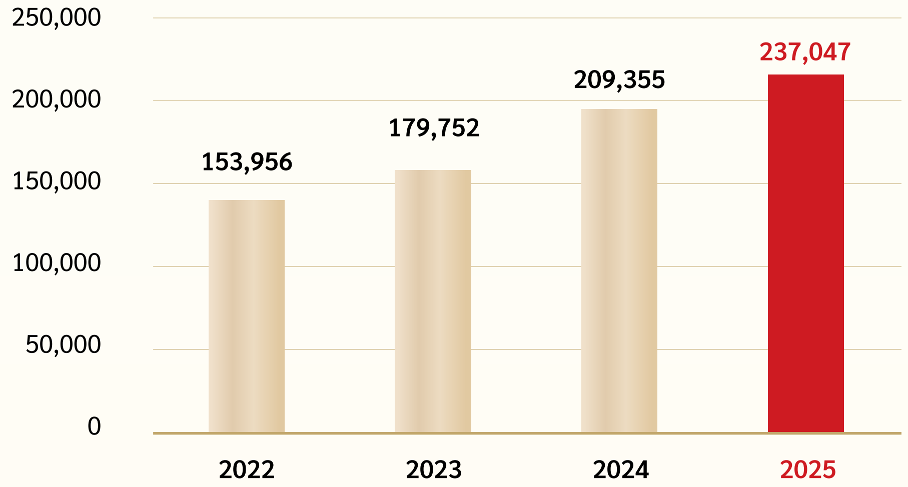
TOTAL CUSTOMER DEPOSITS AND VALUABLE PAPERS
Unit: VND billion

Total customer deposits and valuable papers 2025
11.58%
compared to 2024



CUSTOMER LOANS
Unit: VND billion

Customer loans 2025
13.23%
compared to 2024



ECONOMIC VALUE DISTRIBUTED

SeABank distributes the economic value generated from its business activities to create value for stakeholders, including shareholders, partners, customers, and the community, thereby contributing to sustainable economic development linked to community prosperity.

RETURN ON AVERAGE ASSETS (ROA)
1.53%

RETURN ON AVERAGE EQUITY (ROE)
14.62%

STATE BUDGET CONTRIBUTION
VND 1,755 billion
23.67%
compared to 2024

COMMUNITY CONTRIBUTION
>VND 34 billion
~42%
compared to 2024

TOPIC 3: ENHANCING MARKET POSITION AND DEVELOPING A SUSTAINABLE BRAND

SUSTAINABLE BANKING BRAND DEVELOPMENT

BRAND DEVELOPMENT OBJECTIVES

SeABank aims to become the **"Favorite Retail Bank"** among customers, partners, and the community by providing a diverse range of financial products and services with the best experience for all customer segments, while ensuring sustainable development linked to the interests of stakeholders.

HIGHLIGHTS OF SUSTAINABLE BRAND DEVELOPMENT IN 2025

In 2025, fueled by the "Believe" spirit to overcome all challenges, SeABank maintained its competitive position and reputation in the market. Notable achievements include:

- SSB shares continued to receive positive recognition from the market, remained in the VN30-Index.
- The Annual Report and information transparency were highly rated by organizations, continuing to be honored in the Top 10 Annual Reports - Finance sector (VLCA 2025). This affirms SeABank's reputation, corporate governance quality, and commitment to accountability and operational transparency.
- Moody's maintained the Ba3 rating for the long-term deposit portfolio and the B1 Baseline Credit Assessment (BCA) for SeABank with a Stable outlook.
- International reputation continued to grow, attracting an additional funding of USD 80 million from Proparco and FMO, expanding SeABank's mobilization and international cooperation following investments from reputable international investors such as IFC, DFC, Nordfund, and AIIB.
- The Bank received recognition from many reputable domestic and international organizations for its growth and market position. Details of SeABank's awards and recognitions in 2025 are presented on pages 70-73 of the 2025 Annual Report.
- SeABank's ESG-focused sustainable development activities were also recognized and honored by many reputable organizations. Details are presented in the Overview of SeABank and Sustainable Development, page 21-22 of this Report.

ORIENTATION AND ACTIVITIES FOR SUSTAINABLE BRAND DEVELOPMENT IN 2025

With a focus on developing a green and sustainable brand, SeABank is one of the pioneering banks in the system to research and integrate ESG standards into operations to create both economic and social value, while fostering connections among communities, partners, and customers to generate shared value for society.

SeABank's brand strength is built on a steadfast commitment to a sustainable development strategy anchored in five core pillars: Technology Investment, Risk Management, Customer Development, Human Resource Development, and Corporate Culture.

"5 core pillars: Technology Investment, Risk Management, Customer Development, Human Resource Development, and Corporate Culture"

Pillar	Brand development orientation	Implementation details
TECHNOLOGY INVESTMENT	Becoming a "Lifelong Financial Advisor" and applying technology to reduce internal operating costs	**Implementation orientation:** Building an advanced digital platform, combined with professional expertise and dedication, to help customers simplify financial management and spending, enhance customer value, and leverage technology to optimize internal operations and improve cost efficiency. **2025 Implementation:** • SeABank is among the Vietnamese banks that prioritize investment in advanced and modern technologies, while actively researching and adopting innovative solutions to deliver superior customer experiences and accelerate its digital transformation journey. In 2025, SeABank continued to upgrade its core banking software while implementing core technology projects: the Nextgen project. • Actively applying the most advanced technologies such as data centers, AI, blockchain, big data, cloud computing, machine learning, etc., to comprehensive digitalization, bringing convenient, seamless experiences to retail banking and corporate baking customers, notably the Visa SeASoul 2in1 card and SeABiz Ultra Cash international debit card. • Applying a digital transformation model to optimize operations.
RISK MANAGEMENT	Minimizing risk, putting customer interests first	**Implementation orientation:** Strengthening risk management according to Vietnamese regulations and international standards, applying modern technology to minimize risk, enhancing safety, and ensuring the rights of stakeholders. **2025 Implementation:** • SeABank continues to affirm its position in risk management through standardization and application of international standards: Basel III risk management standards; International Financial Reporting Standards (IFRS 9); ISO/IEC 27001:2013 standard on information security management; PCI DSS payment card data security standards; operating a strict "3 lines of defense" model and internal control system according to the COSO framework to create a buffer against market shocks, ensuring safe, effective, sustainable, and transparent business operations, reducing deviations, and increasing operational efficiency. • SeABank's credit rating was maintained at Ba3 for key portfolios, with a Stable outlook (Moody's). • Technology & Digital Risk Management: Focusing on preventing security risks, investing in data loss prevention systems, Digital Authentication Framework, and upgrading eKYC technology for transaction safety. • E&S Risk Management: Integrating a 100% screening process for credit transactions, rejecting high-risk projects, and promoting green credit.
CUSTOMER DEVELOPMENT	Customer-centric approach and prioritize customer experience	**Implementation orientation:** Develop customer by segments, implement comprehensive financial solutions through product digitalization, and provide "tailored" services for customers. **2025 Implementation:** • Provide a wide range of products and services in a digitized and "tailored" manner, combined with professional service quality. At the same time, the customer experience journey is enhanced through product and service diversification and operational processes optimization on a modern, digitized technology platform. • Accelerate digital experience by optimizing e-banking products and services on the SeAMobile/SeAMobile Biz, creating a seamless, convenient experience and increasing interaction in the digital environment. • Develop SME and female customers 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 funding and support for SMEs and women-owned enterprises, while enhancing international reputation. • Launch unique and creative financial products, typically the Visa SeASoul 2in1 card, combining financial incentives and artistic experiences to attract young and middle-class customers. • Enhance service quality by maintaining a NPL ratio below 3%, ensuring effective risk management while achieving high credit growth to retain and attract customers. • Maintain and constantly expand the Bank's value chain, expanding exclusive utilities for customers through an ecosystem of over 30 million partners and customers across multiple fields. This is an important foundation for SeABank to expand its brand, increase market share, strengthen cross-selling of products and services, and develop new customers.
HUMAN RESOURCES DEVELOPMENT	Developing human resources to create internal strength	Identifying human resources as a key driver for internal strength, SeABank constantly improves the quality of its human resources. **2025 Implementation:** • Simplify the organizational structure, restructure operations to a vertical model, and strengthen the development of technology talent by prioritizing training in modern and emerging technologies, enabling employees to effectively apply new technologies in their work and thereby enhance productivity. • Prioritize superior remuneration policies to enhance the engagement and effectiveness. • Develop talent retention policies, training programs, and appropriate promotion paths to create opportunities for capacity development.
CORPORATE CULTURE	Becoming the "Leading Bank in Corporate Culture"	SeABank promotes corporate culture in a humane direction, putting people and the community first through: • Building an ideal working environment: a healthy, respectful, equal, fair, transparent, and safe working environment where employees can express themselves and break through their limits. • Enhancing the spirit of solidarity, building a culture of sharing among employees as well as between employees and the Bank, through a series of internal activities for employees and their families. • Spreading humane values and sharing love from within SeABank to the community through 4 internal charity funds and a series of CSR activities. • Recognition of gender equality and empowerment of women in the business environment.

DEVELOPING THE DIGITAL BANKING AND FINANCIAL SERVICES ECOSYSTEM

VALUE CHAIN

SeABank's value chain is built on the "Wholesale Retail" model, strongly reinforced by the new wave of FDI relocation and the "embedded banking" strategy. Accordingly:

"Wholesale Retail" model

SeABank approaches large corporate clients (wholesale) as strategic gateways to unlock the full potential of their ecosystems, rather than providing standalone services. Through these anchor enterprises, SeABank expands its reach to serve the entire value chain, including suppliers, distributors, and employees, thereby creating multiple parallel retail revenue streams.

"Embedded Banking" strategy

Deeply integrates banking and financial services into the enterprise's ERP system through host-to-host connections.

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

MANAGING AND DEVELOPING THE VALUE CHAIN

Segments	Approach Strategy	2025 Implementation
Large Corporate Banking	• Attract leading chain enterprises with capital scale from USD 50-200 million (Samsung, LG, Foxconn, Hino...). • Exploit the ecosystem/strategic partners (Sumitomo, Vietnam Airlines, Central Group, BigC...). • Large, long-standing customers in the energy sector (EVN, Petrolimex).	• Expand access to at least 20-30 suppliers/ distributors/contractors in the ecosystem of leading chain enterprises through supply chain financing solutions. • Expand the corporate customer portfolio that are contractors of large corporations, providing payroll/account services for individual customers who are employees.
Corporate Banking	• Expand access to strategic customer portfolios (FDI customers, import-export). • Develop partner ecosystem (BRG Retail, Vinfast, Carlsberg, Thien Long, Cocacola, DHL...).	• Launch strong products serving the corporate customer portfolio such as: Construction and installation, Logistics, Unsecured corporate loans... • Develop new products focusing on increasing fees such as: Non-recourse purchase of documents, import financing package. • Product digitalization, including: online account opening using AI, online disbursement, online L/C and guarantee issuance, etc. Applying new technology (AI, OCR, chatbot...) to optimize operations, automate tasks such as preparing proposals, answering professional questions, etc.
Retail Banking	• Strongly digitize products and processes provided to customers. • Exploit and develop new strategic customer portfolios, partner channels, e-commerce platforms, reputable investors/real estate agents, administrative and non-business units, and expand exploitation from SeABank's Wholesale/Corporate ecosystem.	• Continuously upgrade and improve SeANet/ SeAMobile/SeAMobile Biz e-banking platforms to attract more primary account transaction customers, transfer cash flow, increase CASA, and savings. • Digitize key credit products such as: home loans, business loans, consumer loans, unsecured loans, credit cards... to optimize time and meet customer needs to the maximum.

DEVELOPING DIGITAL BANKING AND DIGITAL FINANCIAL PRODUCTS

In 2025, SeABank continued to promote the development of its digital banking platform and the digitization of products and services to enhance customer experience, expand access to financial services, and increase transaction convenience on online channels.

SeAMobile

Continuously improve, upgrade, and develop new features focusing on enhancing user experience, strengthening security, and complying with regulations. In 2025, 18 new digital products and services were launched on SeAMobile, contributing to expanding the ecosystem, increasing experience, and promoting customer interaction levels.

- Some typical programs: KOL games to promote transactions, eKYC with new ID cards to open accounts and ebank, features to comply with Decree 13/2023/ND-CP on personal data protection, partnering with ASEAN Securities for stock trading, e-forms for loan products...
- Upgrade notification features for fees incurred through payment accounts.
- Add SoftOTP authentication step when opening new/depositing money into online savings books.
- Standardize fee collection and overdraft limit management processes, including: collecting fees before opening limits, updating contract appendices when adjusting or liquidating limits according to SBV regulations.
- Complete integration with National Database Management systems to authenticate customers via VNeID, allowing online account opening, ebank, and online biometric collection.
- Add optional online card transaction authentication feature according to EMV 3DS standards, allowing customers to flexibly choose authentication methods or authorize the Bank to assess risks.

SeANet/ SeAMobile Biz (e-bank for corporate customers)

Develop ebank products for corporate banking customers, including both Wholesale and SME. Priority is placed on modernization, new technology update, and flexible product/feature customization to meet the needs of each customer segment. Thereby, enhancing experience and expanding capacity to serve customers' production and business activities.

- Successfully implemented many utility features such as: online international money transfer; foreign currency sales and export document query; registration for Vietnam Airlines' Golden Lotus Account for corporate/retail banking customers...
- Upgrade features on corporate ebank: Napas fast money transfer, automatic order splitting for large-value transactions; simultaneously update new administrative boundaries to ensure data synchronization and suitability with the current business model.
- Supplement, complete in-depth account and cash flow management utilities for Wholesale ebank: provide batch statement reports, debit/credit advice attached with the Bank's digital signature, daily transfer limit management, loan query with repayment schedule and transaction history. Compliance control functions according to SBV regulations are implemented synchronously such as blocking inappropriate transactions for non-resident customers.
- Develop Cashback Biz Ultra Cash debit card with many utilities for corporate customers, flexible cashback based on the monthly average CASA balance of the payment account.

Digital financial services on a modern, secure platform

SeABank continues to expand financial services in the digital environment and enhance customer experience through the implementation of technology projects and modern payment systems. These solutions help customers access services quickly, perform transactions conveniently on online channels, while ensuring the safety, stability, and continuity of the system.

- Card product digitalization: Completed the implementation of multiple card digitalization initiatives, including virtual debit cards, real-time installment payment functionality immediately after transactions, proactive card limit increases through digital channels, and enhanced card features on the eBank platform. At the same time, SeABank launched new card products, such as Personalized Cards and JCB Platinum Cards, while digitalizing the credit card onboarding process for new customers through integration with telco scoring services and introducing digital payment solutions such as Click to Pay.
- Online remittance system: Put into operation the online remittance service via MoneyGram on a modern technology platform, allowing fast international money receipt and real-time transaction status tracking right on the SeAMobile application. This service supports 24/7 money receipt, helping customers proactively manage cash flow and enhance service usage experience.
- Develop digital payment solutions: The Bank implemented the SeAPayPro system to automate the batch payment accounting process, helping to shorten transaction processing time, reduce manual operations, and limit errors during processing. Thereby, customers' payment transactions are performed quickly, accurately, and continuously.
- Modernize interbank payment system: Through the Out-Money Project, SeABank completed the development and deployment of a payment system compliant with IBPS 2.5 standards, enabling the high-speed processing of large transaction volumes while flexibly supporting both batch and individual transactions. The system also incorporates reporting and reconciliation functionalities, enhancing operational control efficiency and ensuring transparency in payment activities.
- Upgrade and modernize IT infrastructure: Invest in upgrading server systems, data storage, and technology integration platforms to enhance processing capacity, stability, and scalability of the IT system, helping to ensure digital banking services operate stably, reduce the risk of service interruption, and create a foundation for deploying new digital financial products.
- Enhance security: Implement a new generation WAN network architecture to enhance connection quality between the Bank's transaction points and data centers. The system allows for transmission route optimization, bandwidth control, and integration of advanced security solutions, thereby ensuring stable, secure access to digital banking services and maintaining a uniform service experience for customers across the system.

TOPIC 4: ENHANCING TRANSPARENCY, ENSURING SHAREHOLDERS' RIGHTS AND INTERESTS

TRANSPARENT INFORMATION DISCLOSURE, ENSURING INVESTOR RIGHTS

COMMITMENT TO TRANSPARENCY AND INFORMATION DISCLOSURE

- SeABank performs full, accurate, and timely information disclosure in accordance with legal regulations and international practices. Information disclosed is not only to meet compliance requirements but also to enhance transparency and accountability to the market.
- Use the official website as the key information disclosure channel, while performing disclosure on the systems of management agencies, stock exchanges, and depository organizations as prescribed. In addition, SeABank proactively uses mass media and digital platforms to enhance investors' access to information.
- **Information disclosure is carried out according to the "3 NO" principle:**

NO selective disclosure of information that may disadvantage shareholders

NO information asymmetry among different groups of shareholders

NO delayed, misleading, or inaccurate disclosure of information

INFORMATION DISCLOSURE ACTIVITIES IN 2025

Activities	Implementation in 2025
Standardizing reporting governance	• Continue implementing the financial reporting system according to IFRS in addition to Vietnamese Accounting Standards to increase international comparability, reliability, and integrity of financial information. In 2025, the Bank continued to prepare the 2024 consolidated Financial Statements in accordance with international standards, and is gradually moving towards broader disclosure following a suitable roadmap. • Comply with full reporting requirements, meeting the demands of regulatory bodies such as: Self-inspection reports, internal control assessment reports, limited assurance reports on internal control systems related to financial statement preparation and presentation; while expanding the application of advanced governance reporting frameworks such as: Basel III (Risk Management), COSO (internal control), ESG reporting as required by international financial institutions (IFC, Norfund, AIIB, DFC...), and other international reporting standards. Thereby, strengthening consistency, reliability, and enhancing supervision capabilities across the entire system.
Enhancing transparency and accessibility of the information disclosure system	The information disclosure system has been restructured to enhance the accessibility of information for domestic and foreign investors, in accordance with OECD best practices and the 'disclosure' criteria of ACGS. Some typical activities in 2025 include: • Launching the new SeABank website with a user-friendly UX/UI interface and content categorization. The website content is synchronized in both English and Vietnamese, reviewed regularly to ensure timely, full, and transparent information disclosure according to good practices in Vietnam and internationally. • Maintaining regular updates, continuously refreshing content and formats on official information channels such as: Facebook, YouTube, Tiktok, Zalo... Thereby, communicating key information in a timely manner to customers, partners, and stakeholders.
Strengthening transparency with assurance from an independent third party	The Bank's internal control system is audited independently on an annual basis to ensure transparency. In 2025, SeABank implemented an independent audit with PwC (Vietnam) Co., Ltd. The audit results serve as a basis for the BOD to evaluate control effectiveness, thereby continuously improving and ensuring the completeness of the internal assessment process regarding capital adequacy, including control culture factors, risk identification and assessment, control activities, information exchange, and supervision mechanisms.

SHAREHOLDER AND INVESTOR RELATIONS ACTIVITIES

IMPLEMENTATION IN 2025

- Successfully organized the 2025 AGM on April 25, 2025.
- Organized shareholder opinion collection 01 time in the year in July-August 2025.
- The number of SeABank shareholders as of December 31, 2025, was over 10,800, an increase of nearly 32% compared to the end of 2024.
- Provided full, accurate, and timely information to shareholders and investors through diverse and accessible information channels such as the website, Facebook social network, email, SMS... Information is provided in both Vietnamese and English.
- Successfully organized and participated in many programs and events to meet with investors.

Number of SeABank shareholders

10,800 shareholders

(as of December 31, 2025)

Nearly **~32%** compared to the end of 2024

PLAN TO STRENGTHEN SHAREHOLDER RELATIONS IN 2026

- Maintain the provision of transparent and timely information to shareholders and investors.
- Continue to review and improve information disclosure on the Bank's website, especially the English website and key contents that correctly reflect corporate governance principles according to VNCG 2026 and ACGS requirements.
- Research and propose applying technology in sending meeting invitations, GMS documents, and collecting shareholder opinions in writing to increase voting opportunities for minority shareholders.
- Continue working with international investors to promote SeABank's cooperation relations 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, lending to green project, women-owned businesses, climate change response projects...

SEABANK'S COMMITMENT AND CONTACT POINT

Commitment to protecting rights and treating shareholders fairly

- SeABank affirms that protecting the legitimate rights and interests of shareholders is one of the fundamental principles in our corporate governance. The Bank is committed to ensuring that all shareholders, including minority shareholders and foreign shareholders, are treated fairly and equally and are facilitated to fully exercise their rights in accordance with the law and the Bank's Charter.
- SeABank ensures:
  - » **The right to full, timely, and accurate information access;**
  - » **The right to attend, vote, and propose content at the GMS;**
  - » **The right to share reasonable value from the Bank's operational results;**
  - » **The right to be protected against transactions that may give rise to conflicts of interest.**
- The Bank is committed to non-discrimination among shareholder groups and to maintaining a stable, transparent shareholder structure consistent with its long-term development strategy.

Dividend policy and shareholder value maximization

- SeABank establishes its dividend policy based on a balance between long-term growth objectives and the current interests of shareholders.
- Since the listing of SSB shares on HOSE, the Bank has maintained the payment of dividends and/or bonus shares in accordance with regulations, ensuring execution within the statutory time limit following the AGM.
- In the coming period, SeABank commits to:
  - » **Maintaining a stable dividend policy, aiming for sustainable growth;**
  - » **Updating the payout policy to be consistent with operational conditions, capital adequacy requirements, and regulatory guidance;**
  - » **Ensuring profit distribution is transparent, equitable, and based on a prudent financial foundation.**

Enhancing interaction and dialogue with shareholders

- SeABank recognizes that regular dialogue with shareholders is a vital part of good corporate governance. The Bank maintains multiple interaction channels to ensure shareholders are heard, can access information, and fully exercise their rights.
- The Bank commits to further enhancing transparency, information quality, and responsiveness in interactions with shareholders.

AGM and Extraordinary GMS

Investor meetings, conferences, and roadshows

Dedicated communication channels (Zalo, Facebook, TikTok, SeABank website)

Protecting the rights and interests of stakeholders

- SeABank acknowledges the important role of stakeholders, including customers, employees, partners, investors, and the community, in the process of creating long-term value.
- The Bank commits to:
  - » **Respecting and protecting the legitimate rights and interests of stakeholders;**
  - » **Establishing a transparent mechanism for receiving and handling feedback and complaints;**
  - » **Integrating ESG factors into the development strategy;**
  - » **Conducting business responsibly, in accordance with ethical standards and international practices.**

Contact points and information reception mechanism

SeABank maintains dedicated contact points to ensure that information from shareholders and investors is received and handled transparently, professionally, and promptly

Contact point for stakeholders

Corporate Governance Secretariat - BOD Office

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

Email: thukycongty@seabank.com.vn

Tel: (+84) 24 3944 8688

Contact point for shareholders and investors

Investor Relation Management - BOD Office

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

Email: ir@seabank.com.vn

Tel: (+84) 24 3944 8688

SeABank commits to maintaining and continuously improving diverse, accessible information channels to support investors in making accurate and effective decisions.

SeABank Support Hotline (charged, 24/7 support) **1900 555 587**

Official SeABank Fanpage:

https://www.facebook.com/SeABankOfficialFanpage

ENVIRONMENTAL PILLAR (E)

BELIEF DRIVING GREEN GROWTH

ORIENTATION FOR ENVIRONMENTAL PILLAR IMPLEMENTATION

Material topics	Implementation orientation	Details
E.1 - Environmental and social risk management	**Comprehensive environmental and social risk management** » **Integrating E&S criteria into business activities:** Institutionalizing, developing, and refining policies that integrate E&S considerations into business operations to mitigate environmental and social impacts and risks. » **ESMS:** Updating, upgrading, and effectively implementing the Environmental and Social Risk Management System (ESMS) according to Vietnamese and international standards.	*Page* *121 - 129*
E.2 - Strengthening monitoring and assessment of environmental impact	**Green Operations - Managing environmental impacts from operational activities** » **Efficient use of energy and resources:** Implementing initiatives and applying technology to optimize resource and energy efficiency, minimizing carbon emissions from the Bank's operational activities. » **Accelerating the "Digital Convergence" strategy:** Comprehensive digitization from operations to products and services, thereby optimizing efficiency and minimizing environmental impact. » **Green offices and environmental awareness:** Transforming procurement and usage of facilities and equipment to be environmentally friendly, recyclable, and low-carbon. Promoting a "green" lifestyle through campaigns.	*Page* *130 - 144*
E.3 - Climate change and environmental impact management	**Promoting Green Finance and Climate Finance** » **Green credit and environmentally friendly project financing:** Promoting green credit and sustainable finance, prioritizing funding for projects with positive environmental impacts and contributing to greenhouse gas emission reduction. » **Sustainable mobilization instruments:** Researching and implementing sustainable capital mobilization instruments such as green bonds and blue bonds to supplement resources for green projects.	*Page* *145 - 148*

TOPIC 1 - COMPREHENSIVE ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT

ENVIRONMENTAL AND SOCIAL POLICY AND ESMS

POTENTIAL IMPACTS AND RISKS:

Beyond creating economic value, the Bank's business activities also generate significant impacts on the environment and society. SeABank identifies and manages potential risks as follows:

- **Reputational risk:** The Bank may suffer reputational damage if it finances projects or customers that cause negative E&S impacts, especially when reported negatively in the media.
- **Credit risk:** Risk of inability to recover loans from customers whose operations are suspended due to E&S issues or significant regulatory fines.

ENVIRONMENTAL AND SOCIAL RISK MANAGEMENT SYSTEM:

SeABank has implemented ESMS since January 2022 to ensure the Bank does not finance activities that harm the environment and the community.

In 2025, the Bank continued to improve and upgrade its ESMS (pursuant to Decision No. 17593/2025/QD-TGD) to meet international standards, adding requirements for supply chain risk management, assessment of physical risks related to climate change, and expanding the scope of applying E&S risk assessment standards according to IFC Performance Standards and World Bank Group's Environmental, Health, and Safety Guidelines.

As of 2025, SeABank integrates the following E&S principles into its credit and investment activities:

- (a) Communicating SeABank's E&S management policy to employees, shareholders, investors, customers, and stakeholders.
- (b) Requiring and guiding customers that are organizations/enterprises receiving credit/investment from SeABank to conduct E&S risk management in accordance with SeABank's E&S performance standards during their business operations.
- (c) Assessing E&S-related risks and opportunities for each financing or investment product to achieve the best long-term sustainable efficiency and minimize potential adverse E&S impacts.
- (d) Encouraging, evaluating, and striving to implement solutions, products, and services that bring positive E&S impacts.
- (e) Requiring customers/projects receiving credit/investment from SeABank to comply or commit to complying with the following E&S requirements:
    - » i. E&S Exclusion List: SeABank does not invest in/provide credit to any customer/activity on SeABank's E&S Exclusion List.
    - » ii. SeABank's E&S Exclusion List is developed based on advanced international practices while remaining consistent with the current status and development conditions of the Vietnamese economy.
    - » iii. Current Vietnamese regulations on E&S.
    - » iv. Core labor conventions of the International Labour Organization , 8 IFC Performance Standards , and World Bank Group Environmental, Health, and Safety Guidelines (for transactions with high E&S risk requiring application, according to SeABank's periodic ESMS regulations).
- (f) Monitoring the E&S performance of customers, organizations, or projects receiving credit/investment from SeABank, and promptly collecting reports on E&S incidents or accidents (if any), impacts or consequences arising or potentially arising from such incidents/accidents, and measures being implemented or planned to address/remedy them.

* *https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations*
** *Performance Standards on Environmental and Social Sustainability | International Finance Corporation (IFC)*

- (g) Promoting efficient use of materials and resources in SeABank's and customers' operations, including the use of domestically produced recycled goods and materials for activities/projects if appropriate, applying energy and water-saving measures if feasible.
- (h) Striving to reduce GHG emissions to limit climate change and ensuring SeABank plays an active role in the transition to a low-carbon economy.
- (i) Maintaining a grievance mechanism for employees, customers, and other stakeholders to report concerns or complaints regarding E&S performance and compliance with SeABank's E&S policy and E&S performance standards, and addressing these concerns/complaints systematically.
- (j) Ensuring sufficient human, financial, and material resources to effectively implement SeABank's ESMS.
- (k) Reviewing the annual ESMS performance assessment results and directing changes/improvements to achieve sustainable development performance as oriented.
- (l) Publicly disclosing SeABank's E&S performance according to best international practices.

ENVIRONMENTAL AND SOCIAL EXCLUSION LIST

EXCLUSION LIST: No investment/credit provision for customers/activities in industries/sectors with negative E&S impacts, typically:

- Tobacco production/trading;
- Alcohol production/trading (excluding beer and wine);
- Gambling/casino activities;
- Radioactive material production/trading;
- Logging activities from primary forests, production/trading of timber not sourced from sustainably managed forests;
- Coal industry activities;
- Activities using forced labor or child labor exploitation...

ASSESSMENT PROCESS SeABank conducts screening, classification, and E&S risk assessment for all credit facilities:

- For customers/projects with 'High' E&S risk levels, the E&S risk management expert group will participate with the BUs in screening and assessing E&S risks. This not only helps to assess E&S risks more accurately but also serves as an effective practical training method for the business team in identifying E&S risks in customer operations.
- Establishing a network of partners with expertise in E&S assessment to hire independent external experts to assess E&S risks for large enterprises/projects with 'High' E&S risk classification based on screening results.
- Proactively managing the credit portfolio for customers classified as 'High' and 'Medium' E&S risk to monitor compliance with remediation plans and take timely measures in case of increased risk (direct field inspection, suspending disbursement, early debt recovery...).
- Strengthening the high-level oversight role of the BOD/RMC regarding ESMS implementation through periodic meetings with thematic discussions on ESMS.
- Researching to incorporate climate risk assessment and management into the standard credit risk management process.

>10,000 credit proposals have been screened and assessed for environmental and social risks (equivalent to 100% of credit grants).

100% of projects with high risk without mitigation measures or projects/plans on SeABank's exclusion list were rejected for credit (excluding consumer loans and credit cards).

**The above figures are applicable to Corporate Banking credit facilities only.*

TRANSPARENCY, PUBLIC DISCLOSURE, AND MECHANISM FOR RECEIVING AND HANDLING COMPLAINTS/INQUIRIES RELATED TO ENVIRONMENTAL AND SOCIAL POLICY

REPORTING AND HANDLING INTERNAL ENVIRONMENTAL AND SOCIAL VIOLATIONS

Internal grievances/whistleblowing at SeABank 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.

** The procedure is published on SeABank website at https://www.seabank.com.vn/en/nha-dau-tu/tai-lieu-phap-ly/quy-trinh-giai-quyet-khieu-nai-tai-seabank*

Step 1: Reporting of violations

Employees report violations via the Compliance Hotline, including the phone number/email of the Head of the RM, L&C Division or authorized representatives from time to time, or via email: *baocaosaipham@seabank.com.vn*.

Step 2: Receipt and case allocation

The unit managing the Compliance Hotline, or the Head of RM, L&C Division, or authorized representatives, forwards the reported information/whistleblowing cases to relevant units responsible for inspection and verification, and works with related employees to clarify the reported issues (if any).

Step 3: Inspection, verification, and reporting

The responsible units conduct inspection and verification, and report findings together with proposed remedial measures and disciplinary actions (if any) to the competent authority for timely, prompt, and effective handling.

Step 4: Monitoring and resolution

The verification results are forwarded to the Compliance Supervision Department under the RM, L&C Division and/or relevant units to monitor and implement remedial actions in accordance with the instructions of the competent authority.

FOR CUSTOMERS - GRIEVANCE/INQUIRY RECEPTION PROCESS:

Step 1: Reception

- SeABank receives inquiries/complaints (if any) related to SeABank's E&S policy and/or projects financed by SeABank via email: **contact@seabank.com.vn** or hotline **1900 555 587.**
- In case a customer calls the hotline and the inquiry relates to a project/customer financed by SeABank, the SeABank hotline will request the customer to provide the inquiry/complaint in writing via email.

Step 2: Assessment, classification, handling & response to complaints

- The Sustainable Development team (Strategic Planning & International Finance Division) is the focal point for assessing and classifying the content of complaints or inquiries received.
- Based on the assessment and classification, the complaint is handled and a response is provided to the sender:

1 In case of requests for clarification/information provision

The Sustainable Development team processes and provides information to the hotline management department

→ The hotline management department responds to customers based on information provided by the Sustainable Development team

2 In case of complaints regarding customers seriously violating SeABank's policies

The Sustainable Development team forwards the complaint to the unit in charge of the customer

→
- The Sustainable Development team coordinates with the unit in charge of the customer to verify the complaint through discussion(s) with the customer and field visits.
- Require the customer to develop and implement an additional corrective action plan (if necessary), support the customer in planning, and monitor and accompany the implementation in accordance with regulations.

→ Request and monitor the customer's submission of a satisfactory written response to the complainant.

3 In case the complainant requests anonymity

SeABank receives and works with the customer to obtain feedback.

** The Sustainable Development team is responsible for tracking and maintaining a complete log of received complaints, including the date of receipt, nature and severity of the complaint, and a summary of the response provided.*

→ SeABank forwards the customer's feedback to the complainant.

2025 IMPLEMENTATION RESULTS

- In 2025, SeABank did not receive any negative feedback from stakeholders (community, customers, employees...) regarding SeABank's activities as well as the projects/activities of customers financed by SeABank.
- Annually, SeABank's report on E&S risk management implementation is sent to the SBV and international partners to evaluate management effectiveness.

TRANSPARENCY AND PUBLIC DISCLOSURE OF E&S INFORMATION

SeABank publishes its ESMS policy on the website https://www.seabank.com.vn/ and establishes a mechanism for receiving and handling complaints via: https://www.seabank.com.vn/nha-dau-tu/tai-lieu-phap-ly/quy-trinh-giai-quyet-khieu-nai-tai-seabank.

TOPIC 2 - GREEN OPERATIONS, MANAGING ENVIRONMENTAL IMPACTS FROM BANKING ACTIVITIES

EFFICIENT AND ECONOMICAL USE OF ENERGY AND RESOURCES

PRINCIPLES AND ORIENTATION FOR ELECTRICITY AND WATER RESOURCE MANAGEMENT AT SEABANK

Standardizing internal legal framework

- Establishing a system of regulations and detailed guidelines on economical resource use, applied consistently across the entire system and its affiliates.

Establishing a multi-layer monitoring network

- Focal departments (Technical, Security Monitoring, Security) coordinate closely to control equipment operation, ensuring continuity and transparency.

Maintaining operational discipline

- Conducting periodic daily inspections and post-checks; identifying and thoroughly handling waste or misuse of resources at the time of occurrence.

Spreading a 'saving' culture

- Implementing periodic internal communication campaigns, especially during peak periods (hot season) to transform awareness into voluntary action for all employees.

WATER MANAGEMENT AND WASTEWATER DISCHARGE

Objectives and measures for water management and wastewater discharge

- Maintaining water consumption below 30 liters/employee/day.
- Ensure the provision of clean domestic water that complies with applicable Vietnamese standards.
- Ensure that 100% of wastewater is treated prior to discharge, in compliance with applicable Vietnamese regulations and standards.

2025 Implementation Results

- Clean water: 100% of domestic water sources in compliance with Vietnam's Domestic Water Quality 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 was 20.5 liters/person/day, 32% lower than the set target thanks to effectively promoting the 4 pillars: Standardizing internal legal framework - Establishing a multi-layer monitoring network - Maintaining operational discipline - Spreading a 'saving' culture. Specifically:
  - » Installing water-saving devices: Equipping restrooms with self-shutting faucets and dual-flush toilets.
  - » System maintenance: Regularly inspecting and maintaining the water supply and drainage system to detect and promptly fix leaks, avoiding resource loss.
  - » Raising awareness: Promoting and guiding economical water use in pantry and restroom areas, raising employee awareness about using water for the right purposes.
- Wastewater discharge: 100% of wastewater is treated before being discharged into the environment. Specifically, at offices managed and operated by SeABank that hold wastewater discharge permits, wastewater quality is monitored on a quarterly basis in accordance with the parameters prescribed under QCVN 14:2008/BTNMT. Analysis results in 2025 show that all parameters are below the permitted limits according to QCVN 14:2008/BTNMT (column B, k = 1.2).

Average water consumption per employee:

~20.5 liters/employee/day

32% below the established limit target

Water consumption/employee in 2025:

~7.5 m³/employee

ELECTRICITY RESOURCE MANAGEMENT

Objectives and management measures

- Managing electricity usage according to established targets, measuring annual consumption per square meter of floor area (kWh/m²/year).
- Establishing measurement established targets for energy consumption at offices according to regional weather characteristics to serve as a basis for monitoring and evaluation.
- Internal communication, raising awareness about safe and efficient electricity usage regulations according to Regulation No. 5211/2021/QD-TGD.

2025 Implementation Results

In 2025, energy efficiency indicators showed positive changes compared to 2024 thanks to promoting the following activities:

Operational management

- Promoting, regulating, and guiding economical electricity usage at headquarters and branch offices.
- Assigning focal departments (technical, security monitoring, and security forces) to monitor and control compliance with electricity usage regulations at offices.
- Conducting daily periodic inspections and patrols of electricity usage, promptly correcting unreasonable usage cases such as: using electricity for personal devices of unknown origin/quality; plugging multiple devices into the same outlet; not turning off computers, air conditioners, lighting...
- Internal communication, raising awareness about regulations/guidelines, especially strengthening communication at the beginning of the hot season - the peak season for electricity usage.

Transitioning to high-efficiency equipment

- Replacing and selecting high-efficiency office equipment and energy-saving technology. Details are presented in Topic 2 - Environmental Pillar, pages 123-126 of this Report.
- Strictly managing electricity usage at offices according to Regulation No. 5211/2021/QD-TGD, thereby reducing electricity costs, minimizing fire and explosion risks at the office.

Electricity consumption per employee in 2025

1,385.7 kWh/employee

-0.22% YoY

Electricity consumption intensity by net revenue

2.89 kWh/VND billion

-9.91% YoY

WASTE MANAGEMENT

OBJECTIVES AND MANAGEMENT MEASURES

- Standardizing waste management procedures at the source, aiming for 100% conversion to sorted waste bins.
- Reducing the volume of landfilled waste, increasing recycling capacity, and forming waste sorting habits for all employees.

2025 IMPLEMENTATION

- Strengthening control and compliance with regulations on waste treatment
  - » SeABank office buildings currently do not organize collective kitchens/canteens, so the amount of solid domestic waste generated is negligible.
  - » Waste is segregated and collected at each building by office cleaning service providers and licensed waste management companies, ensuring daily collection and treatment in accordance with applicable regulations.
  - » Strengthening guidance and control of sorting activities at the source. Requiring and monitoring cleaning staff and employees to comply with sorting regulations.
  - » Arranging sorted waste bins at work areas including 3 types: recyclable waste, domestic waste, and hazardous waste.
- Waste collection process:

- Environmental awareness campaign: promote environmental awareness and a green lifestyle by implementing the "Waste-for-Gifts Days" initiative, encouraging the exchange of recyclable waste (cardboard, boxes, etc.) for eco-friendly gifts.
  - » Organizers: SeAGreen Environmental Fund in coordination with Hanoi Urban Environment One Member Ltd. Liability Co. (URENCO)
  - » Time: Periodically on the 2nd Friday morning of each month (from June to November 2025)
  - » Objective: Promoting and guiding knowledge about recyclable waste. Raising 'green' awareness, consciousness, and creating habits through practical actions.
  - » Rules: Participants (employees and local residents) collect and sort recyclable waste at the source. Participants bring sorted recyclable waste (paper, cardboard, plastic, metal...) to the program counter to exchange for eco-friendly gifts such as mini green plants, eco-bags, eco-friendly cleaning products...
  - » Results: After 6 sessions, the program attracted nearly 2,500 participants, including employees and local residents in the area, totally collected over 3.6 tons of recyclable waste.

Session 1: 272kg → Session 2: 479kg → Session 3: 516kg → Session 4: 543kg → Session 5: 577kg → Session 6: 1.247kg

GREENHOUSE GAS EMISSION MANAGEMENT

GREENHOUSE GAS MEASUREMENT

SeABank identifies the 3 main scopes of greenhouse gas (GHG) emissions to monitor and measure emissions, thereby coming up with 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.

Lượng phát thải khí nhà kính năm 2025:

Direct emissions (scope 1):

716 tCO_2eq

- SeABank's direct GHG emissions arise from the consumption of fuel (gasoline and diesel) by vehicles owned and operated by the Bank.

Indirect emissions (scope 2):

4,957 tCO_2eq

-2.3% YoY

- SeABank's primary source of indirect GHG emissions (Scope 2) is electricity consumption.
- The Bank calculates its annual GHG emissions using the GHG inventory guidelines of the Intergovernmental Panel on Climate Change (IPCC), specifically the Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories, together with the grid emission factor for Vietnam.
- SeABank purchases electricity from Vietnam Electricity (EVN) and does not procure electricity from renewable energy suppliers (e.g., wind or solar power providers).

Measurement unit:

- GHG emissions calculated in tons of CO_2 equivalent **(tCO2eq)**.

Calculation year: 2025

- Reason for choosing the base year: based on legal regulations in Decree 06/2022/ND-CP dated January 7, 2022, on Regulations for reducing GHG emissions and protecting the ozone layer.
- Context for any significant changes in emissions leading to recalculation of base year emissions: The state management agency issued a new electricity grid emission factor.
- Data source of emission factors used: the electricity grid emission factor is referenced according to Document No. 1726/BDKH-PTCBT dated December 3, 2024, on announcing the calculation results of Vietnam's electricity grid emission factor in 2023 (as the competent authority has not yet announced the electricity grid emission factor for 2024 and 2025, SeABank uses the most recent year's data as the basis for calculation).
- Emission consolidation method: includes equity share, financial control, or operational control.
- Standards, methodologies, assumptions, and/or calculation tools used: Statistics on total annual electricity consumption in 2025 (excluding SeABank's subsidiaries and affiliates).

Standards and methodologies applied in greenhouse gas measurement

- GHG emission ratio according to organizational indicators.
- Organizational-specific indicator (denominator) selected for ratio calculation.
- Types of GHG emissions included in the reported ratio: electricity and fuel consumption.
- Gases included in the calculation: CO_2, CH_4, N_2O converted equivalently to tCO_2eq.

Believe

GREENHOUSE GAS EMISSION REDUCTION INITIATIVES

- Issuing SeABank's Sustainable Development Strategy according to Decision No. 1497/2025/QD-TGD, setting goals to reduce greenhouse gas emissions.
- Monitoring and measuring GHG emissions: issuing regulations on efficient use of energy and resources at the office to specify energy efficiency indicators (BEI - electricity consumption index; COP - air conditioner efficiency index) to create a basis for evaluating energy efficiency at SeABank.

	Nội dung sáng kiến
Reducing Scope 1-2 GHG emissions	• Transitioning to using eco-friendly equipment/fuels. Details are presented in Topic 2 - Environmental Pillar, pages 123-126 of this Report. • Promoting "Digital Convergence", comprehensively digitizing operational processes and products and services. Details are presented in Topic 2 - Environmental Pillar, pages 126-130 of this Report. • Building a green lifestyle habit for employees through activities of the SeAGreen Environmental Fund such as: Citizens' Week, SeAHero, Ocean Cleanup... Details are presented in Topic 2 - Environmental Pillar, pages 130-132 of this Report.
Reducing Scope 3 GHG emissions	• Applying ESMS and integrating ESG criteria into business activities, reducing lending to enterprises in industries/sectors with high GHG emissions. Details are presented in Topic 1 - Environmental Pillar, pages 111-114 of this Report. • Prioritizing partners and suppliers with green - sustainable activities in procurement, supply, and business cooperation of the Bank according to the Supplier Code of Conduct issued and published on the Bank's website. • Spreading green lifestyle and habits to stakeholders through programs/ campaigns like SeAHero Kids program, Waste-for-Gifts Exchange Days. Details are presented in Topic 2 - Environmental Pillar, pages 130-132 of this Report.

GREENING BANKING OPERATIONS

SeABank always focuses on protecting the environment, protecting the ecosystem, aiming for sustainable development of the entire community based on 17 UN SDGs, in line with the motto "acting responsibly towards society".

Following the green bank orientation, in 2025, SeABank implemented many green transformation solutions across the system, applied in internal operational activities.

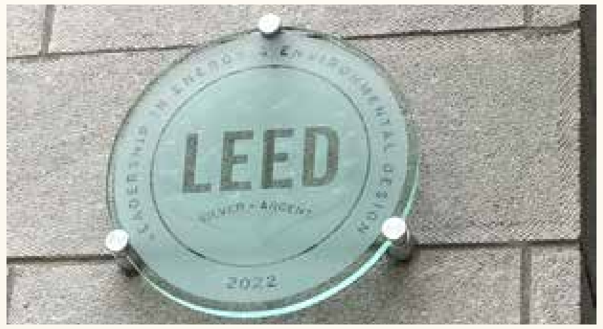
GREEN BUILDINGS AND SMART BUILDINGS

Shifting the workspace to a Green Building model combined with Smart Building solutions is a strategic step to optimize operations towards a green bank, while protecting the health of employees.

Objectives

- Emission reduction: Aim to reduce energy and water consumption by at least 10-20% compared to standard office buildings.
- Performance optimization: Automate operational processes, minimize human error, and extend equipment lifespan.
- Improving the working environment: Ensuring air quality, natural lighting, and office greenery to enhance employee efficiency and health.

2025 Implementation



- Prioritizing locating headquarters and leasing offices at office buildings that have achieved international green certifications:
  - » Focusing on standards such as LEED (USA), LOTUS (Vietnam), and especially EDGE (IFC - World Bank).
  - » 2 SeABank offices with green building certifications:
    - EDGE: Head Office building at BRG Tower, 198 Tran Quang Khai (Hanoi). Accordingly, requiring a minimum reduction of 20% in energy, water, and sustainable material usage.
    - LEED (Silver): SeABank Lang Ha branch office building at Diamond Park Plaza, 16 Lang Ha (Hanoi). LEED is a popular international standard for green buildings with many requirements on carbon reduction, resource reuse, and performance optimization.
- Applying smart technology in building operations:
  - » Smart sensors: Installing motion sensors and presence sensors in low-traffic areas such as hallways, restrooms, and meeting rooms. Lighting and air conditioning systems are automatically switched off when areas are unoccupied and automatically activated when in use.
  - » Lighting based on natural light: The curtain and lighting system automatically adjusts intensity based on the level of sunlight outside, helping to maintain standard brightness while still saving electricity.
  - » Centralized management (BMS - Building Management System): Integrating the entire electricity, water, and fire protection system into a centralized management software. This system allows setting automatic shutdown of all office electrical equipment after 18:00 (except for priority areas), avoiding the situation of forgetting to turn off equipment after working hours.

PROCUREMENT AND MANAGEMENT OF EQUIPMENT, FACILITIES, AND OFFICE SUPPLIES

Objective: Build a green - clean - beautiful office, prioritize the procurement and use of recyclable and reusable items, while saving paper and printer ink.		
Implementation in 2025	Green - clean - beautiful and environmentally friendly office	• 100% equipped with air purifiers, ventilation systems, and fresh air filtration to remove dust, bacteria, and pollutants. • Planting greenery in the office. • Designing windows to optimize natural light usage. • Installing inverters for large-capacity ventilation fans in buildings managed by SeABank. • Using glass water bottles and water filtration plants in the office instead of single-use plastic bottles/jugs. • Managing stationery and utility usage according to established targets.
	Saving paper and printer ink from printing activities	• Promoting the use of digital signatures and electronic records, limiting the printing of unnecessary documents. • Setting default double-sided printing for office printers. Encouraging the reuse of single-sided paper for internal tasks. • Enhancing document exchange and transmission via email systems and internal management software (SeAOffice, SeAPurchase...). Printing paper consumption intensity (at the Head Office) by net revenue decreased by 7.5% YoY.

TRANSITIONING EQUIPMENT, PRIORITIZING ENERGY-SAVING TECHNOLOGY:

In the past period, SeABank focused on reviewing and replacing old equipment consuming high electricity with high-efficiency equipment, specifically:

- Upgrading electrical systems to limit losses during use: Upgrading wire cross-sections and installation quality to avoid heat-related energy loss on lines.
- 100% of equipment (air conditioners, elevators, generators...) is maintained periodically according to legal regulations and manufacturer specifications to ensure optimal operation and save fuel and electricity.
- Strengthening supervision and communication to ensure electrical equipment is used for the intended purpose and within designed capacity at the office.

100%
replacement of traditional lighting systems with energy-saving LEDs in new office construction

Elimination of 100% of traditional light bulbs in operations

Selecting office equipment that meets energy labels with a CSPF>4

100%
replacement with Inverter air conditioners using environmentally friendly R32, R410A gas in new office construction

PLAN TO PROMOTE "GREENING" OPERATIONS UNTIL 2030

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

- Replacing and upgrading equipment systems, prioritizing energy-saving and eco-friendly technology, aiming for a 100% equipment rate achieving CSPF>4.
- Continuing to issue, adjust, and strengthen compliance monitoring for regulations on saving energy, resource, and environment.
- Raising awareness and responsibility of employees, researching to apply a target-based resource saving model with emulation and reward evaluation.
- Gradually researching and implementing green operational solutions, consistent with the orientation and goals set out in the Sustainable Development Strategy according to Decision No. 1497/2025/QD-TGD, for each period.
- Prioritizing searching for locations achieving green certifications in opening new/relocating offices (LEAD, EDGE, LOTUS...).
- Building a data application model to predict energy, water, and resource demand, thereby optimizing supply. Predicting equipment failure before incidents occur, reducing downtime.
- Cooperating with partners committed to the environment and society, ensuring criteria according to the **Supplier Code of Conduct*** published on the Bank's website, ensuring the entire supply chain complies with sustainable standards.
- Building plans and scenarios, adaptation measures for climate change and risks, disaster response, and risk insurance.

** The Supplier Code of Conduct is published on SeABank website at https://www.seabank.com.vn/tin-tuc/thong-tin-tuan-thu/tuyen-bo-tuan-thu/bo-quy-tac-ung-xu-danh-cho-nha-cung-cap*

COMPREHENSIVE DIGITIZATION STRATEGY "DIGITAL CONVERGENCE"

Digitization is one of the important pillars in SeABank's sustainable strategy, helping to improve operational efficiency, reduce resource consumption and carbon emissions, while promoting digital financial solutions to support the economy's transition to a green growth model and towards the net-zero goal.

In 2025, SeABank continued to synchronously implement investment programs and upgrade IT systems, ensuring stable, safe operations, complying with SBV regulations, and creating a foundation for comprehensive digital transformation.

OBJECTIVES AND KEY FOCUS OF THE DIGITIZATION STRATEGY

4 main focus groups and objectives include:

Upgrade and modernize IT infrastructure and data centers, including investments in and replacement of network equipment, servers, storage systems, load balancers, firewalls, transmission equipment, and technical infrastructure at DC/DR sites, as well as the deployment of WAN, SASE, and DWDM networks.	Enhance processing capacity while ensuring high availability, resilience, disaster recovery capability, and business continuity across the Bank's operations.
Invest in software licenses, technology services, and system maintenance, focusing on core platforms such as Oracle, Temenos (T24, TPH, AA), Microsoft 365, ExaCC, ETL platforms, monitoring tools, IT asset management solutions, and technical support services.	Ensure software licensing compliance, maintain vendor support services, and optimize long-term operating costs.
Strengthen information security and regulatory compliance through the deployment and enhancement of SIEM, DLP, IAM, anti-virus solutions, vulnerability and security weakness management tools, system patch management, core banking monitoring systems, DDoS protection devices, FIDO certificates, HSMs, and application security solutions.	Ensure compliance with the SBV's Circular No. 09 and Circular No. 50, as well as international information security standards.
Accelerate digital transformation and data platform development through the implementation of a new Loan Origination System (LOS), a reporting system replacing Temenos, the migration of ETL processes and the Data Warehouse model from T-1 to a real-time Data Warehouse (T0), investments in big data and streaming data processing platforms, and integration with VNeID under Project 06.	Enhance data analytics capabilities, support timely decision-making, and facilitate the development of digital products and services.

2025 IMPLEMENTATION OF "DIGITAL CONVERGENCE" STRATEGY

Optimizing energy usage through infrastructure modernization

SeABank has comprehensively upgraded and modernized its IT infrastructure at the main Data Centers (DC) and Disaster Recovery (DR) centers to optimize energy efficiency, including:

- Investing in and upgrading network equipment, servers, storage, firewalls, and load balancers.
- Deploying high-speed WAN, SASE, and DWDM networks.
- Enhancing virtualization and optimizing system resource allocation.

Implementation effectiveness:

- Increased transaction processing efficiency while reducing electricity consumption per transaction, such as limiting unnecessary physical infrastructure expansion. These activities are implemented continuously each year to reduce long-term operating costs and enhance business continuity and disaster recovery capabilities.
- IT system availability was maintained at approximately 100%, with the number of incidents affecting operations decreasing sharply from 55 incidents (2024) to 22 incidents (2025). This significantly contributed to reducing resource consumption for incident handling and indirect emissions.

IT system availability

~100%

Number of IT incidents affecting operations

-60% YoY

Risk management and ensuring system continuity

In 2025, SeABank also focused on implementing data backup, recovery, and periodic testing of contingency plans for the Bank's critical systems, ensuring recovery capabilities in the event of an incident. Concurrently, strengthening supervision and standardizing processes helped the Bank improve technology management efficiency, contributing to long-term sustainable development goals.

Some typical activities include:

- Regularly implementing DRP conversion activities for all critical systems (level 3) such as: T24 Core Banking system, Way4 card system, SWIFT, CITAD, LOS...
- Regularly reviewing security, deploying patches, and controlling access to IT systems, ensuring full compliance with regulations and standards on information security and IT risk management to ensure the systems meet business requirements to the maximum extent.

Implementation effectiveness:

- Ensuring continuous, stable operations and maximum responsiveness to serve business growth goals.
- Full compliance with regulations and standards on information security and IT risk management.

Average incident handling time

1 hour and 42 minutes

lower than the 2-hour target for 2025

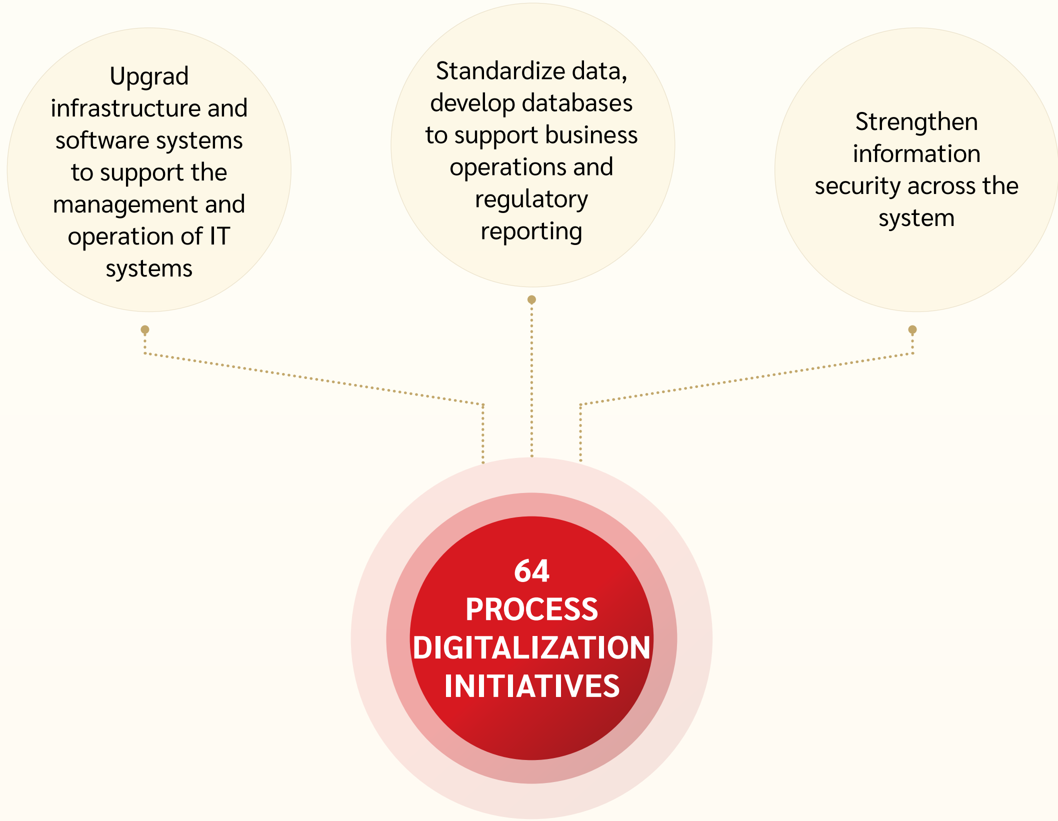
Enhancing customer experience and benefits

In 2025, SeABank continued to accelerate digital transformation to enhance customer experience and operational efficiency. The Bank comprehensively upgraded its e-banking platforms, updated eKYC and online biometrics, strengthened security, and expanded its remittance ecosystem. At the same time, many digital solutions for businesses in international trade and cash flow management were developed, along with the automation of internal processes, contributing to shortening processing time, reducing risks, and promoting a sustainable digital banking model.

** Details are presented in Topic 2 - Social Pillar, pages 158-162 of this Report.*

Digitizing processes, reducing paper and physical resource usage

In 2025, SeABank implemented 64 process digitization initiatives across 3 key areas:



Some typical systems and tasks:

- **New LOS system:** Completed construction and put into operation on a new technology platform, deploying stable and efficient document flow processes, replacing the old LOS system, and saving annual operating costs.
- **Reporting system:** A new reporting system was built and put into use, replacing the Temenos reporting system, continuing to bring clear efficiency in reducing operating costs and improving data exploitation capabilities.
- **Data Warehouse technology transformation model:** Built and gradually transitioned from a batch data processing model with T-1 latency to a Realtime Data Warehouse (T0), allowing for the aggregation and provision of data in real-time as soon as it is generated from source systems. This model will timely support decision-making, improve management reporting capabilities, and ensure the provision of accurate and complete data for compliance reports as required by relevant units.

** Details on investment status and project implementation are presented on pages 52-57 of the 2025 Annual Report.*

Implementation effectiveness:

- Significantly reduced annual operating costs and licensing fees.
- Contributed to significantly shortening transaction execution time, improving efficiency and customer experience.
- Strengthened security layers, ensuring information security and assets for users.
- Reduced dependence on over-the-counter transactions, helping to optimize resources and improve overall service quality.

Paper consumption at the Head Office

9,678 reams

(achieved target < 10,000 reams)

Paper consumption/revenue:

-7.57% YoY

(Paper consumption at the Head Office)

MOVEMENT FOR THE ENVIRONMENT - SPREADING A GREEN LIFESTYLE

With a green banking orientation, SeABank actively builds a "green living" habit for employees through small daily actions, while spreading a green lifestyle to stakeholders through meaningful programs.

COMPLETED THE GOAL OF PLANTING 1 MILLION TREES AHEAD OF SCHEDULE

Goal:

Plant **1 million trees** by 2030

13 CLIMATE ACTION; 15 LIFE ON LAND

Actual achievement:

Achieved the target of planting 1 million trees in 2025, 5 years ahead of schedule.

- **Implementing unit:** SeAGreen Environmental Fund - SeABank
- **Purpose:** Responding to the "Planting 1 billion trees" project launched by the Prime Minister, restoring and protecting ecosystems, reducing the impact of climate change, and improving livelihoods for local people.
- **2025 Implementation:** Planted and donated over 670,000 trees to 112 households in Ha Tinh province with forest areas damaged by storms and floods, completing the goal of planting 1 million trees.

SPREADING A GREEN LIFESTYLE

Green programs	Content	Total contribution to the community	Purpose
SEAHERO Green life	A movement to promote green transportation by encouraging employees to commute to work using public transportation, bicycles, or walking. Participants were required to share check-in photos of their green commuting activities on personal social media platforms, contributing to the adoption of sustainable lifestyles and the promotion of environmental responsibility awareness.	RAISING AWARENESS, CREATING HABITS	13 CLIMATE ACTION

Green programs	Content	Total contribution to the community	Purpose
SEAHERO KIDS Save the planet	A program for employees' children, encouraging recyclable waste sorting. Participants bring sorted recyclable waste to SeABank's affiliated collection units and submit check-in photos to receive green gifts based on their contribution. The 25-week program helps cultivate environmental responsibility among SeABank's younger generation.	RAISING AWARENESS, CREATING HABITS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

Green programs	Content	Total contribution to the community	Purpose
'WASTE FOR GIFTS' exchange day	A community program open to the public, implemented by SeABank in coordination with URENCO, encouraging the collection and sorting of recyclable waste (e.g., paper, plastic, and metal) in exchange for eco-friendly gifts. • **6 exchange sessions** from June to November 2025. • **~2,500 employee** and local resident participants. • **>3.6 tons** of recyclable waste collected.	RAISING AWARENESS, CREATING HABITS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION

Green programs	Content	Total contribution to the community	Purpose
Ocean CLEANUP 2025	Implemented in 11 provinces and cities, including: Quang Ninh, Quang Nam, Hai Phong, Nha Trang, Vung Tau, Thai Binh, Nam Dinh, Nghe An, Thanh Hoa, Ho Chi Minh City, Da Nang. Main activities: beach cleanup, installing environmental awareness signage, donating public trash cans to tourist beach areas, donating biodegradable bags to ferry terminals with high tourist traffic.	VND 224 MILLION 31% YoY	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER

Green programs	Content	Total contribution to the community	Purpose
CITIZENS' WEEK	The program implements a series of activities focusing on: • Supporting the recovery from natural disasters and floods in many provinces and cities nationwide; • Practicing a green lifestyle - planting trees, cleaning up waste, limiting single-use plastics; • Blood donation to save lives.	**~1 BILLION**	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND

TOPIC 3 - PROMOTING GREEN AND SUSTAINABLE FINANCE

SUPPLEMENTING RESOURCES FOR SUSTAINABLE FINANCE GOALS

With the goal of promoting sustainable and inclusive economic development, SeABank continues to expand cooperation with international financial institutions and domestic partners to advance sustainable development projects and initiatives. Through the mobilization of USD 1.1 billion in long-term funding (including trade finance), along with technical support from IFC, DFC, AIIB, Norfund, Proparco, FMO, and other reputable international financial institutions, SeABank is gradually enhancing its capacity to implement sustainable finance programs, focusing on financial inclusion and climate finance, while aligning its operations with international ESG standards.

EXPAND COOPERATION WITH INTERNATIONAL INSTITUTIONS

INTERNATIONAL MOBILIZATION FOR SUSTAINABLE FINANCE ACTIVITIES

~USD 1.1 BILLION

SUPPLEMENTING RESOURCES FOR SUSTAINABLE FINANCE GOALS *(continued)*

Key areas of focus for the mobilized funding are as follows:

Inclusive Finance	SeABank continues various financial and non-financial initiatives to support women-owned businesses and SMEs. Notable are tailored financial product and service packages to expand capital access for women-owned businesses, along with non-financial support activities such as: • Networking and training carried out by the SeAPower Club. • Specialized credit packages and service solutions for target customer segments. • Supporting businesses in improving management capacity, expanding business operations, and promoting gender equality in the economy. *Details are presented in Topic 1 and Topic 2 - Social Pillar, pages 137-152 of this Report.*
Climate finance and green economic initiatives	Expand cooperation with international organizations to boost green credit and sponsor environmentally friendly projects. Total green credit financing mobilized in 2025 by SeABank exceeded **VND 3,801 billion**, prioritized allocation for sectors/projects under the green classification list according to the Prime Minister's Decision No. 21/2025/QD-TTg on environmental criteria and confirmation of investment projects under the green classification list; or for sectors recognized as green by international organizations, including: green buildings, renewable energy, energy efficiency, EV & charging stations, fisheries, ocean-friendly chemicals and plastics, sustainable tourism, smart agriculture. *Details are presented in Topic 3 - Environmental Pillar, pages 134-135 of this Report.*
Digital transformation	Expand cooperation with technology and payment partners to advance digital payment solutions and modern banking services. Cooperation focuses on expanding the cashless payment ecosystem, improving user experience, and facilitating easier access to formal financial services for diverse customer groups. *Details are presented in Topic 3 - Environmental Pillar, pages 144-147 of this Report.*

Through these projects and activities, SeABank aims to build a circular, sustainable economy where every individual and business has equal development opportunities, while indirectly creating employment and promoting inclusive economic growth.

GREEN CREDIT, FINANCING, AND INVESTMENT

With the goal of contributing to the National Strategy on Green Growth and Net-zero, SeABank has issued its Sustainable Development Strategy according to Decision No. 1497/2025/QD-HDQT. The strategy sets out specific sustainable development goals and targets, including green credit growth, social finance, and GHG emission reduction, with a target to increase the proportion of green credit in the total loan portfolio to 5% by 2030.

PROGRAMS AND POLICIES IMPLEMENTED BY SEABANK:

- 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 2021-2025 period issued with Decision No. 5151/2021/QD-TGD dated April 13, 2021.
- Growth promotion program for green credit: regulations are built according to the characteristics of each industry and price incentive policies for each period. In 2025, SeABank focuses on projects under the green classification list according to the Prime Minister's Decision No. 21/2025/QD-TTg on environmental criteria and confirmation of investment projects under the green classification list, or for sectors recognized as green by international organizations, including: green buildings, renewable energy, energy efficiency, EV & charging stations, fisheries, ocean-friendly chemicals and plastics, sustainable tourism, smart agriculture...
- Green financial support: Providing green credit packages with preferential interest rates to support emission reduction projects such as renewable energy plants, energy saving, and environmental protection initiatives.
- Developing green financial products: green financing specifically for sustainable projects, facilitating retail and corporate customers to participate in the green transition process; preferential green credit for businesses applying circular economy models or environmentally friendly technologies.

2025 IMPLEMENTATION RESULTS:

Outstanding green credit balance
(accumulative figure as of 31/12/2025)

VND 1,634 billion

0.69% of total loan portfolio

Total green credit financing
(for 2025 alone)

VND 3,801 billion

SUSTAINABLE FINANCIAL INSTRUMENTS

GREEN BOND

2024

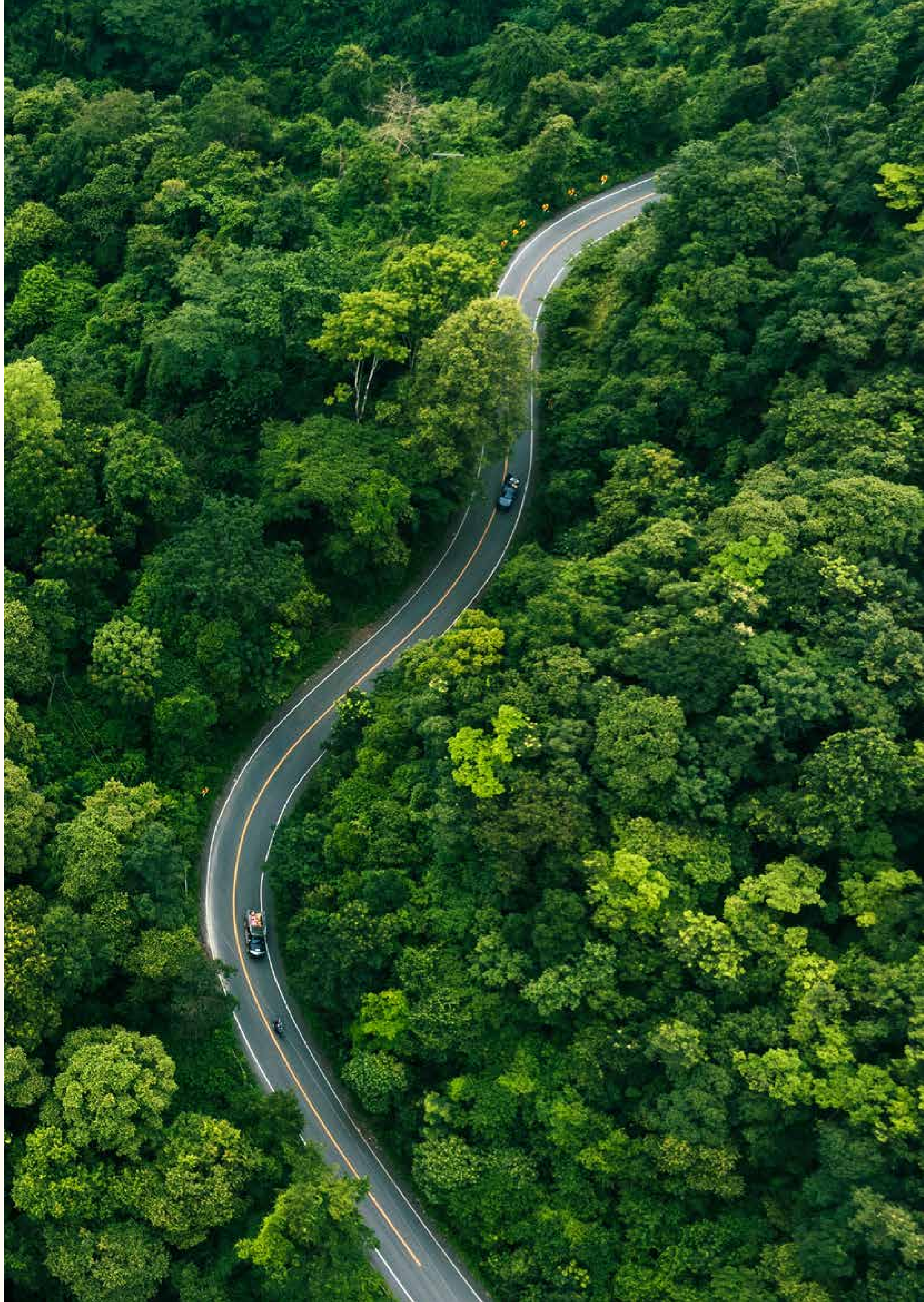
Issued USD 150 million in green bonds to AIIB and IFC, including:

- Vietnam's first blue bond: supplementing capital for sustainable economic activities related to oceans and water such as aquaculture and fishing, clean water supply...
- Green bonds: supplementing capital for sectors such as green buildings, renewable energy, and energy efficiency.

2025

Completed and announced the Green Bond Framework in accordance with ICMA's Green Bond and Blue Bond Principles, while referencing IFC and AIIB standards.

- SeABank's Green Bond Framework was rated **"Medium Green"** - the second highest level according to the 6-level Shades of Green framework (S&P Global).
- Standardizing sustainable capital mobilization activities according to international practices, creating a foundation for implementing green bond issuances in the next phase.



SOCIAL PILLAR (S)

BELIEVE IN CREATING SHARED VALUE FOR SOCIETY

1 NO POVERTY
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES

ORIENTATION FOR SOCIAL PILLAR IMPLEMENTATION

Material topics	Implementation orientation	Page
S.1. Products for female customers and women-owned businesses	**Building a comprehensive financial & non-financial ecosystem for female customers** » ***Finance:*** Promoting financial inclusion for female customers and women-owned businesses through flexible, preferential financial solutions. » ***Non-finance:*** Supporting comprehensive capacity building, connecting and expanding resources for female customer groups and women-owned businesses to enhance economic empowerment for women.	Page 153-155
S.2. Financial accessibility for diverse customer groups	**Serving and meeting customer needs by segment** » ***Improving service quality:*** Standardizing and improving customer service, serving and meeting the needs of customers by segment to bring benefits and satisfaction. » ***Digitization and product development:*** Applying modern technology to diversify products, tighten security, limit information and asset risks, and enhance customer experience. » ***"Tailored" financial solutions:*** Implementing diverse customized solutions by segment and industry characteristics, focusing on financial access and incentives for vulnerable groups such as SMEs, micro-enterprises, business households...	Page 156-169
S.3. Meeting the needs and expectations of stakeholders	**Promoting a culture of Diversity - Equity - Inclusion** » ***Building corporate culture and DEI workplace***: building an inclusive and 'healthy' working environment that ensures physical - mental well-being, cohesion and satisfaction of employees, thereby creating motivation to unleash potential and boost work efficiency. » ***Talent development:*** Ensuring fair opportunities, clear training and promotion paths to develop team capacity and meet growth targets. » ***HR policy system:*** Competitive and fair compensation, benefits, and remuneration policies that comply with applicable regulations and safeguard employees' rights and interests.	Page 170-182
S.4. Responsibility to the community	**Putting people and the community first** » ***Spreading humanistic culture to stakeholders:*** Maintaining activities of internal funds, promoting community spirit through many CSR activities, covering various UN SDGs. » ***Building a happy, prosperous community:*** Expanding strategic partnerships and mobilize additional resources to advance its sustainable development goals, creating long-term prosperity and shared value for society.	Page 183-187

TOPIC 1: BUILDING A COMPREHENSIVE FINANCIAL & NON-FINANCIAL ECOSYSTEM FOR FEMALE CUSTOMERS

COMPREHENSIVE FINANCIAL SUPPORT FOR FEMALE CUSTOMERS

WSME support package:

Comprehensive financial service packages with preferential pricing and diversified financing solutions (e.g., loans, guarantees, trade finance, card services, account services, deposit products). SeABank's exclusive financing package for women-owned businesses offers a range of incentives, including:

- Visa Corporate credit card with an unsecured overdraft limit of up to VND 5 billion.
- Waiver of key fees in the first year (annual card fees, bundled account service fees) to reduce entry barriers and encourage service adoption.
- Optimized financing terms, with a loan-to-collateral value ratio of up to 100%, subject to applicable policies.

SeALady international credit card:

Distinguished by its cashback benefits of up to 2% of transaction value, with enhanced rewards on special occasions for women, such as birthdays, International Women's Day (March 8), and Vietnamese Women's Day (October 20), as well as at selected insurance, healthcare, and beauty partners.

The SeALady Cashback card is one of the pioneering charity-linked credit cards in the market. For every transaction from VND 1 million made using the card, SeABank contributes VND 2,000 to the "Bright Tomorrow" Cancer Patient Support Fund. As of 2025,

Total contributions to the charity fund

VND **4,122** billion

SeABank had contributed a total of VND 4,122,140,000 to the Fund.

First launched in 2017, the product won the "Credit Card of the Year 2019" award by The Asian Banker. By the end of 2025, SeABank had issued over 98,000 SeALady cards.

SeAWomen loan package for members of the Women's Union:

Maximum loan limit of VND 150 million and maximum loan term of 60 months, free early repayment, and simplified application procedures and documentation requirements for members. Since its launch, this product has remained a widely accessible unsecured consumer loan solution for many customers, thanks to its attractive features and social impact. had reached

SeAWomen loan package outstanding balance

VND **1,183** billion

(+10% YoY)

more than 22,300 cumulative customers, with an outstanding balance of VND 1,183 billion, up 10% year-on-year.

SeASoul 2in1 multifunctional Visa card:

In 2025, SeABank, in collaboration with singer My Tam, launched the SeASoul 2in1 multifunctional Visa card. The card offers financial benefits associated with the spiritual values of Resonant Souls - Serene Minds - Kind Hearts.

- Integrated credit and debit card functionalities, with discounts of up to 15% when making payments on entertainment platforms.
- For each newly issued and successfully activated SeASoul card, SeABank contributes VND 3,000 to SeABank's Charity Funds or MT Foundation by My Tam to support charitable activities.

SUPPORTING CAPACITY DEVELOPMENT, ENHANCING SUSTAINABLE ECONOMIC EMPOWERMENT

SeAPower - Exclusive Club for Women Entrepreneurs:

Purpose: To support women entrepreneurs in overcoming challenges arising from gender disparities and to promote women's sustainable economic empowerment.

Strategic orientation:

Building a community for knowledge sharing and experience exchange through:

- Training, thematic sessions, seminars, workshops, etc. in various forms.
- Networking events.

Providing non-financial support and comprehensive care through:

- Privileged care when using SeABank services.
- Incentives from SeABank's partner ecosystem.
- Exclusive incentives on special occasions, or in special fields for women such as health, fashion, beauty...

2025 Implementation:

- Organizing training programs to improve corporate governance capacity. In response to increasing requirements for transparent governance and the need for continuous regulatory updates, the training curriculum emphasizes key areas of governance, legal compliance, finance, and operational management. In 2025, the Bank organized free online courses on its exclusive forum https://forum.seabank.com.vn/ attracting 5,000 members to attend.
- Cooperating with business associations and non-profit organizations to implement large-scale seminars/events, expanding connections and sharing governance experience. In 2025, SeABank coordinated with local Tax Departments to organize a series of **5+ in-depth tax seminars** nationwide, helping women-owned businesses update timely on important changes in the 2025 Tax policy and the IFRS application roadmap.
- Continuing to provide communication - brand promotion support packages, connecting partner ecosystems to increase added value for customers.

Mastering Tax and Finance - Confidently Transitioning from Household Business to Enterprise

- **Target audience:** Household businesses and small enterprises.
- **Objective:** To provide a comprehensive understanding of taxation, e-invoicing, and accounting, helping reduce compliance risks and optimize financial management.
- **Course structure:** The program comprises 40 online video lessons, divided into 2 specialized tracks for household businesses and small enterprises.

Enterprise Governance Handbook - Business Management 101

- **Target audience:** Business leaders and senior executives.
- **Objective:** To provide a comprehensive framework of foundational and advanced corporate governance knowledge across industries, enabling participants to make more informed and effective decisions, mitigate risks, and address business challenges.
- **Course structure:** The program comprises 5 specialized modules, featuring strategic insights and advisory sessions from leading industry experts.

2025 OPERATIONAL RESULTS AND 2026 PLAN

2025 results and achievements

- Growth indicators reflect the effectiveness of the "finance + non-financial" model, especially in the ability to maintain operations and increase customer engagement.
- Achieved the international ESG Business Awards for gender equality, proving the consistency in the financial inclusion orientation and contribution to the community.

Women-owned customer growth

150% YoY

WSME credit balance growth

120% YoY

2026 action plan

- Continuing to enhance financial solution packages and expand the SeAPower ecosystem to become a "lifetime partner" for women-owned businesses throughout their business lifecycle.
  - » Upgrading financial solution packages (credit, cash flow, cards).
  - » Consulting/training services: (i) Adjusted in line with business development stages; (ii) Developed online training on financial solutions - sales management in coordination with MobiFone.
- Integrating digitalization into customer care - business development: increase the adoption of digital channels, enhance transaction frequency, and improve customer experience.
  - » Expanding partnerships and communication activities by industry and locality to broaden outreach.
  - » Prioritizing sectors with a high proportion of women-owned businesses and recurring cash flow needs.
  - » Standardizing communication messages and toolkits to improve implementation efficiency across BUs.

TOPIC 2: SERVING AND MEETING CUSTOMER NEEDS BY SEGMENT

BUILDING A SERVICE CULTURE AND ENHANCING CUSTOMER EXPERIENCE

With a customer-centric approach, SeABank prioritizes service quality to enhance customer satisfaction and foster long-term relationships. In an increasingly competitive market environment, customer experience remains a key driver of the Bank's success in 2025, supporting its sustainable development strategy while delivering tangible value to customers.

IMPROVING SERVICE QUALITY - PROFESSIONALISM AND DEDICATION

Improving service quality is one of SeABank's important goals in the current period to deliver superior customer experience. In 2025, to optimize experience and bring value to customers at every touchpoint, SeABank implemented service quality improvement initiatives such as:

- **Customer experience measurement system:** The Callbot system conducts customer calls immediately or within one day after a transaction, reaching an average of approximately 50,000 customers per month, with an interaction rate of around 40%.

Customer satisfaction with products and services (CSAT)

95.02%

Customers willing to continue using and recommending products (NPS)

56%

- **'Mysterious Customer' Program**: With 1,852 assessments conducted across 181 transaction points, the program covered 100% of SeABank's BUs. Two key priorities throughout 2025 include "Customer Welcoming" and "Cross-selling of Products and Services", aiming to enhance service quality and customer advisory effectiveness.

Customer Greeting and Hospitality Practices

28.3% YoY

Cross-selling capacity for products and services

58.3% YoY

- **Camera Program**: To ensure a professional image, convey positive brand values, and strengthen customer trust, SeABank conducted continuous monitoring through 3,670 assessments in 2025. With enhanced supervision and more stringent evaluation criteria implemented by the Counter Service Quality Control unit, the number of identified and recorded deficiencies increased by 81% compared to 2024. This enabled Business Units to better identify areas requiring improvement and implement timely corrective actions.

- **Customer Survey Program**: implemented in 2 phases

Phase 1 - Phone call survey
(January 2025 - September 2025)

Direct phone calls made by 24/7 unit.

7,016 successful survey responses.

Phase 2 - QR code survey
(September 2025 - December 2025)

Fast and user-friendly channel for collecting feedback, serving as an alternative to traditional feedback methods.

11,694 valid survey responses collected.

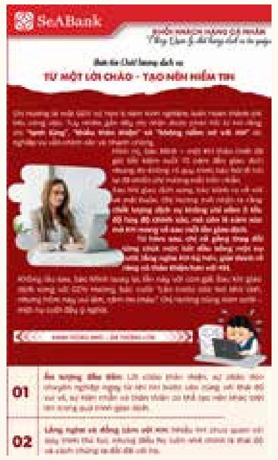
- **Direct evaluation program**: Improving service quality through direct monitoring, evaluation, and accompaniment at BUs, focusing on facilities and people.

- **Training**

Successfully organized 30 training classes (offline and online) in 9 regions with the participation of 162 BUs. A total of 600 training hours were delivered, focusing on enhancing employees' soft skills and standardizing service communication practices.

- **Communication**

Implementing internal newsletters on service quality with a frequency of 1-2 newsletters/week. A total of 83 newsletters were implemented in 2025, conveying stories and initiatives to improve work efficiency. This activity contributes to updating information, sharing useful stories, and cultivating standard communication skills for employees.



- **Fraudulent account review**

Reviewing to detect accounts with signs of suspicion of fraud, scams, impersonation, and legal violations with a frequency of 1 time/month, detecting 1,941 suspicious accounts that need review.

- **SeALoyalty - customer loyalty program**

SeABank implemented SeALoyalty to increase the number of loyal customers and take care of customers with incentives in many fields. At the same time, the Bank implemented point accumulation, point redemption, customer notification, and automatic care tools, allowing fast information provision and personalized experience.

- **Closed-loop customer care process**

The closed-loop customer care process ensures that all customer needs and queries are resolved comprehensively and effectively. This process includes:

INFORMATION INTAKE:
All customer requests are promptly received through customer service channels.

PROCESSING AND RESOLUTION:
SeABank's dedicated specialists promptly process and resolve customer requests professionally and efficiently

FEEDBACK AND FOLLOW-UP
Customers receive detailed feedback and ongoing follow-up to ensure the highest level of satisfaction.

MULTI-CHANNEL SALES STRATEGY - ENSURING INTERACTION AND CONVENIENCE

With the goal of enhancing customer experience, SeABank has been diversifying customer care channels to ensure all customer queries, requests, and feedback are received, resolved quickly and effectively. Customers can easily access information and support through different platforms, thereby increasing convenience and flexibility when using banking products and services.

TRANSACTION COUNTERS	ZALO	SMS
HOTLINE	EMAIL	WEBSITE
FACEBOOK	MOBILE APP	CHATBOT/CALLBOT

In particular, SeABank established a proactive customer listening program applying AI technology to Callbot.

Number of customers being listened
~50,000 customers/month

Interaction rate
~40%

ACTION PLAN AND STRATEGY:

"Customer-centric" strategy until 2030:

Customer Centricity

- Fast, safe, accurate transactions
- Excellence in customer welcome and hospitality
- Cross-selling capacity for products and services

2026 action plan

SeABank will maintain the implementation of periodic assessment/evaluation and quality control channels, focusing on 3 core skills in training and standardizing activities.

- Problem-solving skills: 100% of counter staff (tellers) equipped with the skills to resolve customer issues and complaints immediately at the point of service. 100% of employees equipped with comprehensive knowledge of related products and services to deliver integrated financial solutions beyond traditional counter operations.
- Consulting and demand-evoking skills: Encouraging employees to engage with customers effectively while adhering to standardized customer service processes to ensure consistency across the Bank's network. Continued training to enhance consulting and communication skills, aiming to deliver a more personalized and satisfactory experience. This approach helps build and maintain strong, long-term customer relationships, supports effective cross-selling and advisory activities, and lays the foundation for expanding SeABank's loyal customer base.
- Empathy-driven communication and creating personalized impression:
  - » Training on emotional intelligence and customer psychology management. Enhancing employees' ability to understand customer emotions, respond empathetically, and adapt service approaches flexibly according to customers' emotional contexts.
  - » Training on personalized impression, strengthening employees' ability to create memorable customer experiences and foster long-term relationships. Employees are encouraged to understand and remember the preferences and habits of priority customers, enabling more personalized and authentic interactions and increasing customer return rates.

DIGITIZATION AND PRODUCT DEVELOPMENT, ELEVATING CUSTOMER EXPERIENCE

DIGITAL APPLICATIONS TO ENHANCE SECURITY

SeABank consistently prioritizes and invests in the development of information security and safety to ensure the maintenance of modern IT systems that meet international standards for security and safety. In 2025, SeABank strengthened the standardization and digitization of processes and e-banking platforms, significantly increasing efficiency and minimizing operational risks.

- Completed the eKYC solution, shortening account opening and verification times, ensuring compliance with current legal regulations by applying AI technology in recognition and biometric matching; implemented biometric authentication for high-value electronic transactions, first-time logins, or when customers change devices, thereby strengthening risk control and protecting customer interests.
- An online integrated feature for legal representatives updates, enabling businesses to proactively complete documentation without needing to visit a branch.
- The two-layer SoftOTP authentication system has been further strengthened to enhance safety during login and transaction processes. Added a Soft OTP authentication step when opening new savings accounts or depositing additional funds into online savings accounts.
- Login and transaction security mechanisms on e-banking products have been upgraded to meet new standards.
- Developed an automatic high-value transfer splitting feature to limit risks and optimize processing workflows.
- Upgraded the notification feature for fees incurred on payment accounts.
- Completed integration with National Database Management system to facilitate customer verification via VNeID, allowing for the opening of payment accounts, e-banking, and online biometric collection. The entire e-banking system has been updated to synchronize with the new administrative boundaries, ensuring the accuracy and consistency of data across the entire system.
- Added an optional online card transaction authentication feature compliant with EMV 3DS standards, allowing customers to flexibly choose the authentication method or authorize the Bank to assess risks.
- Continued to accelerate the automation of internal processes in key areas such as finance-planning, credit, and treasury operations.

DIGITAL APPLICATIONS TO ENHANCE EXPERIENCE

In 2025, SeABank continued to focus on promoting its strategy to enhance digital experience and increase customer self-service capabilities through the comprehensive upgrade of its SeANet, SeAMobile, and SeAMobile Biz e-banking platforms. These platforms have been supplemented with many key digital features, contributing to the optimization of the customer journey by segment in the online environment.

Retail Banking

- Continued development of e-banking products: With the orientation of promoting digital transformation and innovation according to the SBV's guidelines, SeABank has been continuously upgrading its SeAMobile/SeANet platforms. As of the end of 2025, the system provides over 150 features, utilities, and products, meeting diverse financial transaction needs, promoting cashless payments, and improving access to banking services.

RETAIL BANKING

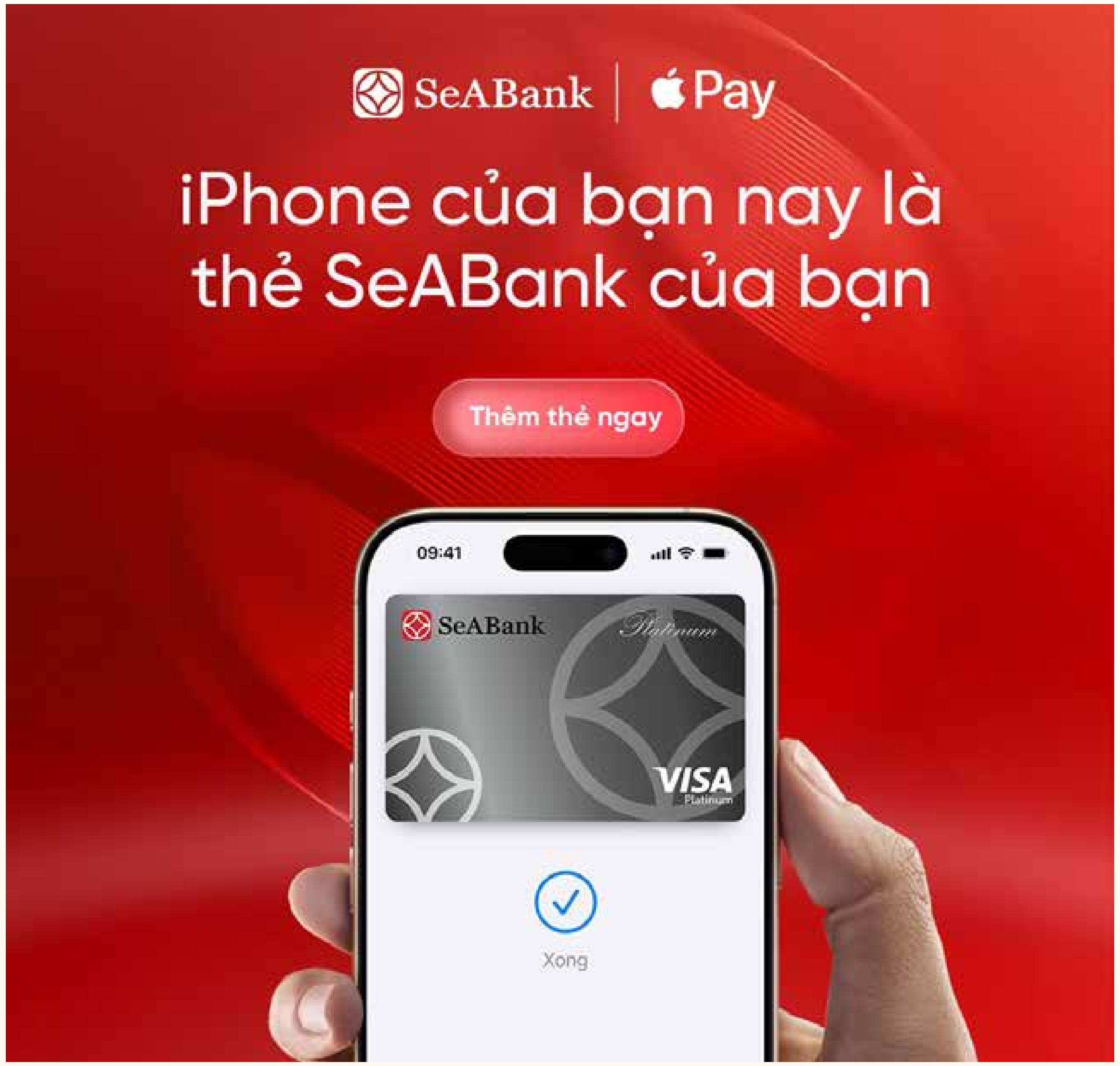
Credit: Implemented digitized products, offering 100% online lending for customers with existing accounts or deposits at SeABank, while continuing to expand online unsecured top-up consumer loans for existing borrowers.

Launched 18 digital service products and new programs on the SeAMobile application, notably: eKYC with new ID cards for account/e-banking opening, features in compliance with Decree 13/2023/ND-CP on personal data protection, partnering with ASEAN Securities for stock trading, e-forms for loan products...

Developed the Apple Pay contactless payment solution for Visa cards to help accelerate transactions and create convenience for customers.

Card products: Completed the implementation of many card product digitization projects (virtual debit cards, real-time installment projects; proactive online card limit increases, and improved card functionality via e-banking); implemented major projects (digitized credit card opening processes for new customers combined with Telco scoring services, digital payments via Click to Pay...).

Successfully launched online debit and credit card issuance, with the SeASoul 2in1 card serving as the strategic focus for the 2025–2026 period. Developed in collaboration with singer My Tam, the card is among the first products to integrate NFC technology and 2in1 card functionality (debit and credit) on a single physical card. End-to-end digital card issuance processes has enhanced customer experience and simplified debit and credit card application procedures.



Retail Banking *(continued)*

- Implemented many programs to promote e-banking services and cashless payments such as: "Smart Spending - Pick Vouchers", SeAPet 3 series on SeAMobile; 2025 e-banking payment incentive program; flight ticket purchase incentive program on SeAMobile; incentives at Tiktokshop for SeAEasy cardholders; cashback programs in essential areas; contactless payment incentive program; overseas spending promotion program for SeABank cardholders; loyalty incentives for high-spending customers... These programs contributed to increasing transaction frequency on electronic channels, expanding service coverage, and promoting digital payment habits.
- Continued to upgrade existing functions to improve quality and user experience, such as expanding the partnered service ecosystem, optimizing money transfer processing speed, shortening eKYC processing time, and reducing error rates during transactions.
  - » Maintained and effectively utilized the partnership with Thunes.
  - » Collaborated with operational units to expand cooperation and connection with new remittance partners such as MoneyGram, FinFan... Expanding the remittance partner ecosystem has contributed to diversifying products, increasing utilities for Retail Banking customers, bringing clear efficiency in foreign currency (NFX) exploitation and fee revenue growth, contributing positively to the overall business results.

Corporate Banking and Trade Finance

In 2025, SeABank continued to accelerate the development of specialized digital banking solutions for corporate customers, especially in the fields of international trade and financial management. Utilities were implemented with the goal of improving operational efficiency, optimizing transaction processes, and increasing proactivity for businesses in a volatile business environment.

- Provided online international money transfer and online foreign currency sale features, helping businesses conduct transactions quickly and flexibly.
- Allowed online export documentation queries, supporting businesses in tracking document status and processing progress transparently and promptly.
- Supplemented and improved advanced account and cash flow management utilities, increasing transparency in financial activities, significantly shortening transaction processing time, and minimizing administrative procedures
  - » Batch statement reporting function and issuance of debit/credit notes with SeABank's digital signature help standardize electronic vouchers, improving legal validity and convenience in accounting and auditing.
  - » Feature for managing money transfer limits and querying loans and repayment schedules is integrated synchronously on the digital platform, helping businesses comprehensively control financial obligations and cash flow.

NOTABLE RESULTS AND ACHIEVEMENTS

SeABank has improved the accuracy, transparency, and safety of all operational activities, contributing to strengthening the sustainable risk management foundation.

- Loan disbursement processing time has been shortened from 13 minutes per file to just about 0.1 minutes per file, demonstrating a significant step forward in productivity

Disbursement processing time

0.1 minutes/file

99% processing time YoY

- For treasury and investment, the system is capable of processing 500 to 700 accounting entries per day automatically and stably. Significantly reducing manual entry operations, thereby saving resources and minimizing errors caused by human.

These results affirm SeABank's efforts in promoting digital transformation, enhancing user experience, and improving digitization processes, improving operational quality, minimizing system risks, and ensuring service continuity, thereby contributing positively to the Bank's sustainable business growth.

"TAILORED" SERVICE BY SEGMENT, SUPPORTING COMPREHENSIVE AND EQUAL FINANCIAL ACCESS

"CUSTOMER SEGMENTATION" DEVELOPMENT STRATEGY

The 'customer segmentation' development strategy is implemented to ensure equal access for all customers to SeABank's financial products and services.

- Focus on meeting the exact needs of each customer segment, promoting financial inclusion, reducing disparities in banking service access, and supporting sustainable economic growth.
- The segmentation approach helps optimize product design, improve service quality and risk management, aliging with financial capacity, risk appetite, and specific needs of each customer group.

ORIENTATION FOR IMPLEMENTATION

- **Providing "tailored" financial solutions:** Developing exclusive card lines and products by customer segments (female customers/women-owned businesses, SME/micro- enterprises...), by consumption needs (online shopping, travel, resorts, business trips, home/car/business loans...).
- **Personalizing service experience:** Card lines and financial products come with specialized financial and non-financial incentives and privileges, thereby maximizing benefits and customer experience.

IMPLEMENTATION OF KEY SEGMENTS IN 2025

Segment	Implementation in 2025
SME, business household, micro-enterprise	The targeting customer group of SeABank's financial inclusion strategy. Proactive solutions are implemented to meet the needs of this segment in compliance with regulations: • Following the issuance of Decree 168/2025/ND-CP, SeABank promptly built a business development and management system for micro-enterprises and business households, ensuring seamless customer experience when switching business types. • Increase business efficiency and maximize the sales capacity of Retail Banking sales staff, optimizing business efficiency. • Promote cashless payment solutions and cash flow management, enhancing transparency in business activities. • Support consulting and training, helping business households improve management capacity and access to official banking services. Details are presented in Topic 1- Social Pillar, page 138-139 of this Report. • Develop flexible credit products suitable for the scale and characteristics of operations: unsecured loans for business households (SeAShop), credit cards for business households, production and business loan packages... **Typical products/policies:** • "The Quartet" of corporate privilege cards - smart financial assistant: » SeAMilleage and SeABank Visa Business cards: help optimize business travel costs and commercial transactions, accumulate air miles, and enjoy exclusive privileges at SeABank's partner network. » SeABank Visa Corporate credit card: access capital without collateral. Unsecured overdraft limit up to VND 5 billion, first year fee-waiver (annual card fee, combo account opening fee), credit/collateral ratio up to 100%. » SeABiz Ultra Cash debit card: earn profit on idle cash flow thanks to the flexible cashback feature based on the monthly average CASA balance. • Build separate appraisal policies and processes with simple and fast procedures, closely following actual operations. » Flexible repayment methods and principal installments, suitable for the business cycle of each industry. » Expand the collateral list in the SeAPro credit package, accepting transport vehicles such as passenger cars up to 16 seats, trucks, pickup trucks - popular assets of micro-SMEs. » Update business lending packages and consider extending credit to enterprises with a minimum operating history of three months. » Credit term maintained up to 36 months for regular credit; 120 months for machinery/equipment investment/factory expansion; 300 months for purchasing/receiving transfer of real estate for production - business. • Improve SeANet/SeAMobile Biz e-banking services exclusively for businesses, supporting needs for cash flow management and business operations.

Segment	Implementation in 2025
Private Banking	**Strategic orientation:** Focusing on building an integrated ecosystem that connects financial solutions, technology, and lifestyle services to create sustainable value and deepen customer relationships. The ecosystem for ultra-high-net-worth customers is continued to be enhanced, addressing increasingly sophisticated needs in wealth management and long-term financial planning. **Implementation in 2025:** • Developed a comprehensive wealth management model, providing integrated solutions across investment, insurance, retirement planning, as well as wealth structuring and succession planning advisory services. • Designed highly personalized solutions tailored to each customer's financial strategy, risk appetite, and long-term objectives. • Strengthened the team of senior wealth advisors and expanded cooperation with international strategic partners to enhance advisory capabilities and align with global standards. • Accelerated investment in technology platforms and data analytics, enabling customers to manage their wealth in a transparent, secure, and efficient manner. In the long term, Private Banking is positioned as a strategic pillar in elevating SeABank into a leading provider of comprehensive wealth management solutions, accompanying customers in preserving, growing, and transferring wealth sustainably across generations.
Priority Customer - SeAPremium	Continue to consolidate and improve the quality of SeAPremium priority banking services, adhering to 3 core values: Stability - Exclusivity - Advisory (S.E.A). • SeAPremium Lounge model - a dedicated transaction and advisory space designed in accordance with boutique banking standards, featuring 28 priority banking counters and 6 SeAPremium Lounges nationwide.

Segment	Implementation in 2025
Priority Customer - SeAPremium	• Accelerating personalized digital transformation, key features including one-touch access to dedicated relationship experts, instant online membership tier upgrades. • Expanding customer care programs (birthday benefits), lifestyle privileges raging from travel, golf, dining, and wellness. The 3rd season of SeAPremium Master Golf Tournament was successfully organized, participated by premium brands such as Vietnam Airlines, Chu Dau Ceramics, MANCODE by PNJ, Canali, Cao Fine Jewelry, Hapro, and Bao Minh. Key achievements in 2025: • Customer scale increased by 16.7% YoY. • Contributed nearly 81% of total deposits and 54% of TOI, up 33% YoY. In 2026, SeABank will continue to strengthen SeAPremium services through deeper personalization and stronger integration of financial solutions and lifestyle offerings. This strategic approach will enable SeABank to build long-term customer relationships, increase customer lifetime value, and progressively expand into higher-end customer segments within its comprehensive financial ecosystem.
Mass Affluent (MAF)	In 2025, SeABank accelerated the implementation of the Mass Affluent (MAF) customer segment - a currently fast-growing retail segment in Vietnam with monthly income from VND 15-50 million/individual, average daily spending from about VND 250,000-2,500,000. SeABank is oriented towards sustainable development coupled with risk control. • Complete classification and identification criteria for customers as a basis for building suitable financial solutions. • Implement integrated product packages, supporting customers in asset accumulation and effective financial management. • Promote communication and financial education activities, contributing to raising awareness and responsible financial behavior. Implementation in 2025: • Complete the customer group persona and identification criteria, build specific guidelines for identifying and finding customers. • Implement focused sales activities, solve the right needs, and enhance customer experience such as point-of-sale financial solutions (Merchant QR). • Promote the GenZ young customer segment (born approximately from 1997-2012), research and propose specific products and product combos suitable such as the "Wings for homeownership dreams" home loan package for young people. • In 2025, the whole system recorded 172,220 MAF customers, a growth of 102% compared to 2024. In 2026, the orientation to expand customer scale by segment remains a development focus. SeABank promotes the development and construction of an automatic identification system for personal customer segments, ensuring customer rights when meeting identification criteria to upgrade segments throughout the customer's service life cycle at SeABank.

TOPIC 3: PROMOTING A CULTURE OF DIVERSITY - EQUITY - INCLUSION

COMMITMENT AND PRINCIPLES FOR DEVELOPING CORPORATE CULTURE - DIVERSITY, EQUITY, AND INCLUSION

In 2025, SeABank continued to adhere to its established direction of building a diverse, equitable, and inclusive culture based on DEI principles, aiming to:

- Ensure every individual is respected, has equal opportunities to develop and maximize capacity.
- Improve employee experience, enhance innovation, collaboration effectiveness, and sustainable value for the Bank.

Commitment is implemented based on core principles:

DIVERSITY

Welcoming talent from all regions, genders, ages, ethnicities, religions... Organizing training programs on culture and teamwork skills, helping employees learn to respect the differences and cooperate effectively in a diverse environment.

EQUITY

Implementing fair and transparent HR policy systems (recruitment, training, compensation, benefits, performance evaluation, and salary/bonus). The system ensures no bias or discrimination against any factor other than professional capacity and performance, empowering and ensuring equal opportunities for every individual

INCLUSION

Building an open feedback culture, encouraging employees to share opinions and contribute to improving the working environment through periodic surveys and interaction on internal communication channels. Developing an engaged internal community through a series of corporate culture and internal communication initiatives.

COMPREHENSIVE CARE, INCREASING EMPLOYEE ENGAGEMENT AND SATISFACTION

SAFE AND HEALTHY WORKPLACE

- SeABank offices are equipped with safe, clean, modern facilities and working conditions, ensuring the health and labor productivity of employees across the entire system:
  - » SeABank employees are fully equipped with modern work equipment: desktop computers, keyboards, mice, Cisco internal telephone systems, document cabinets, monthly stationery...
  - » SeABank offices are fully equipped with modern facilities, prioritizing environmentally friendly equipment with energy labels of CSPF>4.
  - » 100% of offices are equipped with air purifiers, ventilation systems, and fresh air filtration to remove bacteria, dust, and ensure health.
  - » Increase the planting of greenery in offices and optimize the use of natural light.
  - » 100% of domestic water is ensured to comply with Vietnamese domestic water standards: QCVN 01-1: 2018/BYT of the Ministry of Health and QCVN 14:2008/BTNMT of the Ministry of Natural Resources and Environment.
- Occupational health care policy:
  - » SeACare private insurance: comprehensive private health insurance for employees and their families, with benefits increased and expanded by year, position, and seniority...
  - » Periodic health check-up program: in addition to the basic general check-up package, SeABank offers specialized check-up categories based on gender; in-depth check-up categories are supplemented and increased based on position and seniority... The program is implemented at reputable hospitals with professional service quality and modern medical facilities.
- SeABank ensures active implementation of its commitments regarding human rights, non-use of child labor, forced labor, and no sponsorship/cooperation with parties that engage in child labor or forced labor.

ENHANCE EMPLOYEE MORALE AND ENGAGEMENT

Aiming to become the "leading bank in corporate culture," SeABank identifies corporate culture as one of the important foundations supporting the implementation of its sustainable development strategy. In 2025, the Bank focused on promoting its new framework of Vision and Core Values with 3 core values: **Have a Purpose - Aim for Excellence - ư.**

- **Have a Purpose**: Enhance team morale through engagement and appreciation programs, spread sustainable values, and promote community spirit through CSR programs and the activities of 4 internal charity funds.
- **Aim for Excellence:** Standardize the professional conduct, work style, and behavior of employees, thereby shaping SeABank's cultural identity, promoting a spirit of cooperation and proactivity to achieve the Bank's strategic goals.
- **Be Happy:** Promote internal interaction, enhance the engagement and satisfaction index of employees, thereby motivating dedication and breakthroughs, promoting creativity, improving morale and work efficiency

Implementation status in 2025

During the year, more than 20 engagement events and programs were organized, focusing on employee appreciation and engagement. Notably:

- **SeAProud - seniority recognition program:** Honoring more than 1,500 long-serving employees in 2025 in recognition of their dedication and contributions.
- **"Cultural Ambassador" program:** Accelerating the dissemination of corporate culture through selected representative individuals. In 2025, the program involved approximately 160 ambassadors, contributing to stronger employee engagement and the promotion of corporate culture and internal activities.
- **Strengthen corporate culture learning and internal emulation**
  - » **Employee engagement activities on special occasions:** "Shining Beauty" - International Women's Day March 8, "The SeABanker I Love" - Vietnamese Women's Day October 20, SeABank's 31st anniversary... Notably, International Men's Day was organized for the first time to recognize the contributions of male employees and promote the message of gender equality at SeABank.
  - » **Annual engagement programs**: SeATalk talk shows, Year-end and New Year celebrations, team-building activities, year-end encouragement visits/early spring Lunar New Year greetings, etc., strengthening connections and foster engagement among employees, between employees and leadership.
  - » **Family engagement program:** SeATet gifts, new-year lucky money and activities for employees' children through SeAKids (Christmas contest "Festive Season in my eyes"), expressing care and strengthening.
- **Strengthen internal communication channels:** The multi-platform internal communication system continues to be developed, attracting thousands of employees to participate and interact, enhancing corporate culture and bonding.
  - » **Email communication**: update important news/events, celebrating Business Unit anniversaries and employee seniority milestones, rolling out internal initiatives and movements via comm.center@seabank.com.vn.
  - » **Internal Facebook group:** strengthen internal interaction and propagate corporate culture through regular games, video series and discussion threads such as Happy Tuesday, SeALog...
  - » **SeASound radio:** broadcasted every Friday afternoon to end the productive week with moments of listening to music and reviewing typical events of the week. By the end of 2025, the program reached the 361st broadcast milestone.
  - » **SeANews publication:** an internal cultural magazine published periodically every quarter, summarizing typical events, promoting communication of cultural values by theme to employees. In 2025, SeABank implemented 4 SeANews publications issues 85-88 with the active content contribution from employees nationwide, providing many perspectives on professional, specialized, and local characteristics...

Employee Happiness Index

SeABank successfully maintained satisfaction and commitment indices above 90% as targeted.

Intention to stay with SeABank for at least the next 2 years

90.5%

Employee satisfaction

90.37%

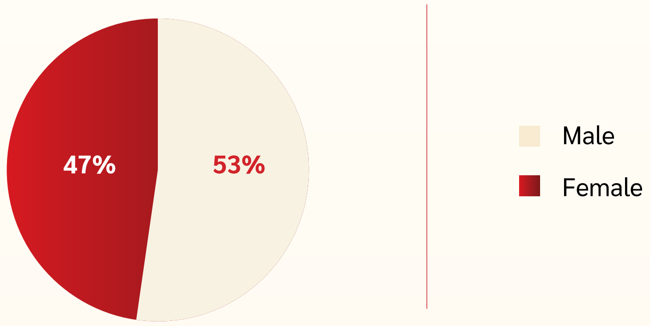
WOMEN EMPOWERMENT

As one of the pioneering Vietnamese banks to sign a gender equality commitment, SeABank continues to lead in empowering and enhancing the role of women, considering this a key pillar of its sustainable development strategy and efforts to build an inclusive and equitable workplace. The Bank recognizes women not only as an essential part of the workforce but also as a driving force of inspiration that fosters innovation and organizational development.

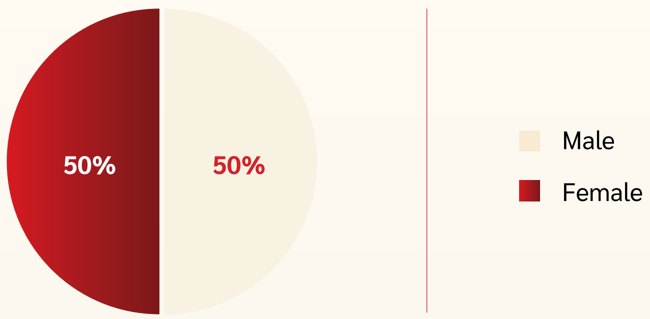
To actualize this commitment, SeABank has applied the following methods:

- Build policies to support female employees in equal career development, develop a comprehensive and equal HR system. Focus on maximizing capacity, removing gender barriers, and encouraging women to participate in management positions. In 2025, SeABank achieved gender balance at leadership and management levels.

GENDER RATIO IN MANAGEMENT AND LEADERSHIP POSITIONS



GENDER RATIO IN THE BOD



- Establish a flexible working environment, supporting female employees in balancing work and family responsibilities through: marriage leave, maternity leave for male and female employees; policies to support female employees during maternity (reducing working hours for female employees having children under 1 year old, equipping lactation rooms, breast milk storage cabinets...); welfare policies for employees with young children, support/gift programs on special occasions for employees' children...
- Empower women through community projects, products, services, and specialized financial solutions for female customers and female entrepreneurs. The Bank launches SeAPower Club exclusively for female business owners, which actively supports women's startups, helps with financial skills and economic independence enhancement, thereby building a more progressive and equal society. Details are presented in Topic 1 - Social Pillar, page 137-140 of this Report.

The commitment to gender equality is an important pillar in SeABank's sustainable development strategy, fulfilling the role of a responsible bank. Adhering to the vision of "putting people and the community first," SeABank constantly creates sustainable value for its female employees and customers, thereby motivating and expanding opportunities for the entire female community, contributing to build an equal society, a comprehensive financial ecosystem, and an inclusive economy.

WHISTLEBLOWING & SPEAK-UP MECHANIS

Implemented through dedicated hotlines and email channels. The whistleblowing process is carried out in accordance with Decision No. 144/2022/QĐ-HĐQT dated February 10, 2022, of the BOD and guiding documents.

Compliance - Risk Management,
Legal & Compliance Division

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

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

Email: baocaosaipham@seabank.com.vn

TALENT DEVELOPMENT

HUMAN RESOURCE DEVELOPMENT

TOTAL EMPLOYEE REPORT:

The average number of employees in 2025

5,396

The total number of employees reccorded at December 31, 2025

5,427

AVERAGE INCOME

Average income in 2025

VND 31.6 million/person/month

an increase of

4.9 % YOY

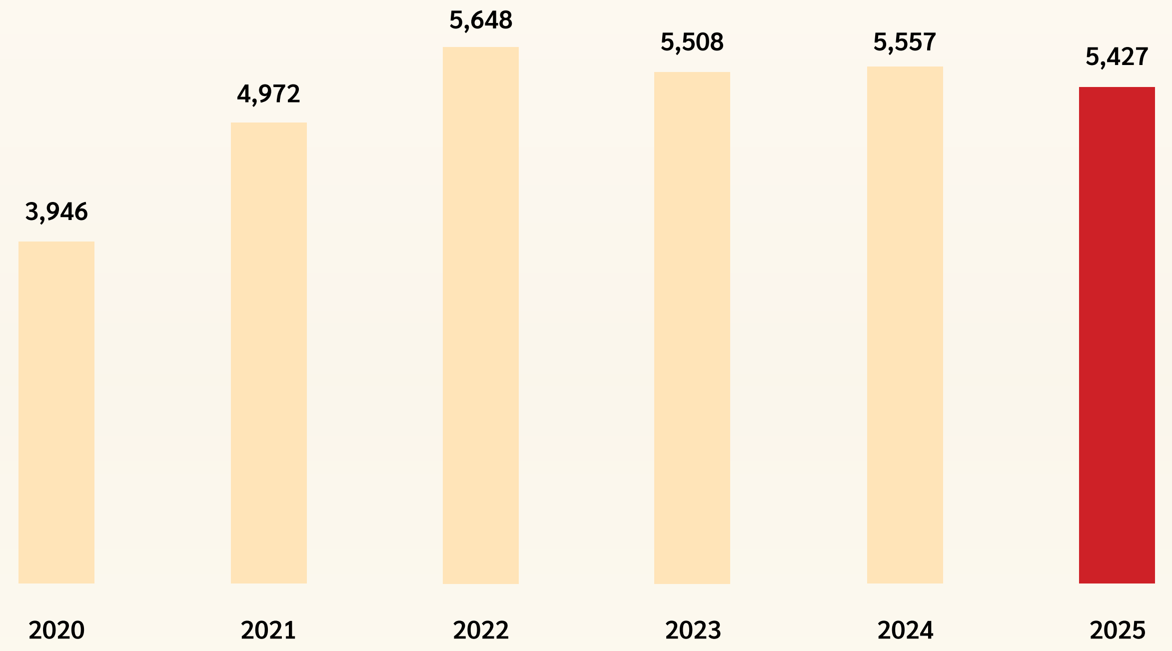
SATISFACTION INDEX:

90.37% of employees are satisfied working at SeABank.

90.5% of employees will stay with SeABank for at least the next 2 years.

NUMBER OF SEABANK EMPLOYEES AS OF DECEMBER 31 (2020-2025 PERIOD)

(Unit: Employees)



In 2025, in addition to continuing to implement HR policies with advisory from Mercer – Talentnet, SeABank intensified its investment in enhancing and developing HR policy frameworks aligned with the Bank's long-term strategy. Notable activities include:

- **Strengthen specialization of organizational structure:** optimize structure and human resources to enhance effectiveness, readiness to advance the Bank's business strategy.
- **Improve the performance management system (KPIs):** SeABank constantly improves the KPI-based system to manage work performance for Head Office Divisions and BUs.
- **Enhance the Total Rewards system:** focus on policies that promote the effectiveness of business goals and strategies such as supplementary business salary policies, promotion and business emulation programs.
- **Planning and developing the successor team:** implemented through capacity assessment/evaluation, planning and appointment programs at the Head Office divisions and BUs to strengthen human resources for the Bank's sustainable development.
- **Develop benefits of existing welfare policy:** improving benefits with strong focus on:
  - » (i) Health protection: Expand the SeACare private insurance and periodic health check-up categories, especially in-depth categories.
  - » (ii) Attractive remuneration: Build policies to attract and retain talent through competitive welfare packages.
  - » (iii) Promote performance-oriented culture: Create motivation for work and engagement through flexible and encouraging programs.
  - » (iv) Attract and retain talent: Implement the SeAESOP to strengthen the commitment and companionship of the staff.
- **Promote employer branding:** Develop an employer brand in the HR market through diverse channels such as: recruitment services of leading partners; Social Recruiting channels; sourcing programs, potential intern programs, candidate referral programs... with the goal of attracting candidates with capacity and qualifications suitable for SeABank's strategic business direction and core culture.
- **Promote teamwork and engagement culture:** The policy of encouraging new ideas and worthy rewards for effective initiatives has contributed to a more dynamic and innovative working environment.

Thanks to these efforts, SeABank not only retains talent but also attracts quality resources from external sources, contributing to the strong development of the Bank. This is a clear testament to SeABank's commitment to building a strong team to advance the long-term development of the Bank.

KEY INDICATORS ON TRAINING AND CAPACITY DEVELOPMENT ACTIVITIES IN 2025

Comprehensive solutions for employee training and capacity development:

With the vision of building high-quality human resource, SeABank invests strongly in training, coaching programs, and building an ideal working environment for employees to maximize their potential through comprehensive solutions:

- Design training programs for each target group based on expertise and skills.
- Diversify learning forms, helping employees proactively improve their knowledge while ensuring work progress.
- Build a clear career development path, encouraging employees to constantly innovate and improve capability.

Results of talent development activities in 2025:

Number of training courses:
1,541 courses
up **6.7%** YoY

Average training hours/ employee:
62 hours/employee
up **5.4** hours YoY

Number of participants:
6,690 people
up **16.8%** YoY

Number of training participations:
79,038 participations
up **9.1%** YoY

Average evaluation score:
9.49/10 points

Ensure
100% training of
- competency group
- target group
- job title group
- New employees

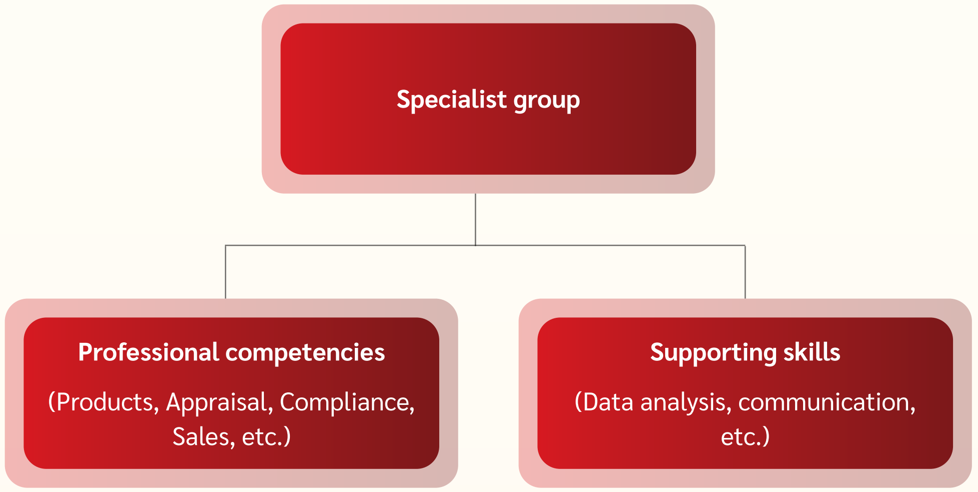
- **Training methods are continuously innovated, optimizing the resources of internal lecturers and coaches:** the participation in training, teaching, and coaching of the BOD and EMB members, Directors of Head Office Divisions, Regional Directors, Center Directors, Head Office Professional Directors...
- **Organization form:** blended learning (combining all 3 forms: classroom, online, and e-learning), especially the e-learning form helps save costs for organizing and operating classes, teaching costs, document printing costs, travel and accommodation costs for students and lecturers, reducing off-site study time for students, while still ensuring capacity improvement and work efficiency.
- **Internal lecturer team:** In 2025, the number of internal lecturers and coaches reached 268 people.
- **Training, knowledge and skill sharing activities for internal lecturers and coaches:** Coaching Conversations, Problem-solving coaching through Action Learning, Team Coaching...

NOTABLE TRAINING PROGRAMS, ACTIVITIES, AND IMPLEMENTATION RESULTS:

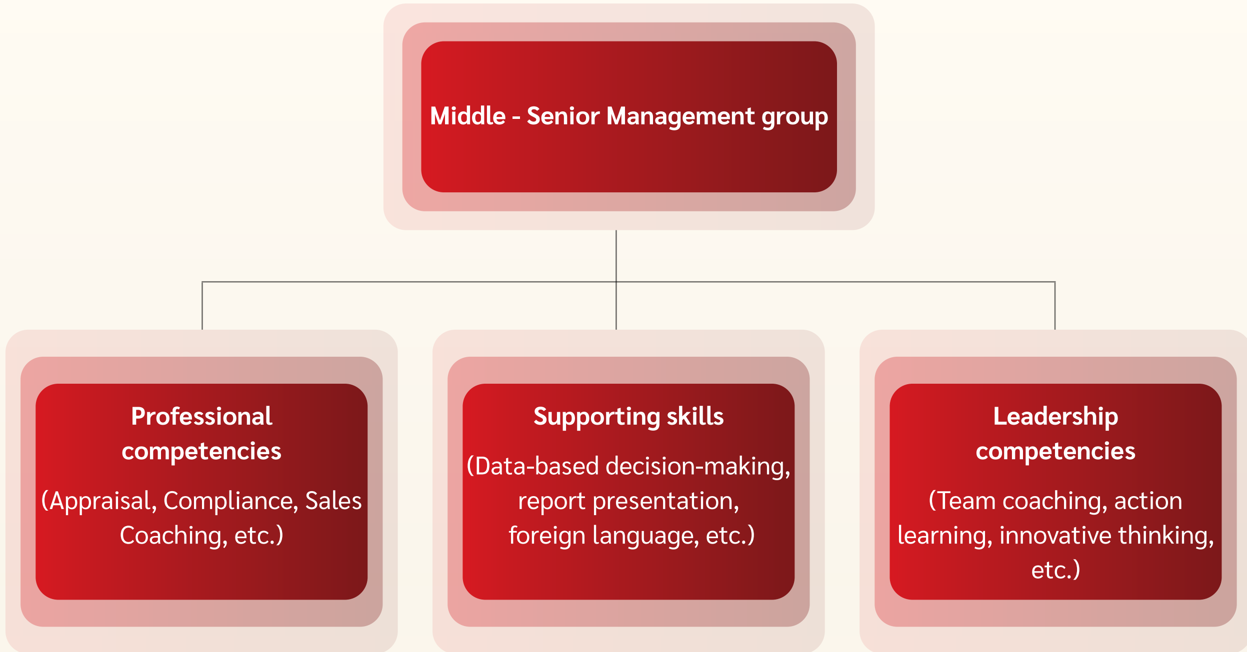
Standardization program in line with capacity framework:

100% of job title groups (from Specialists to Senior Management) are trained and developed, in which:

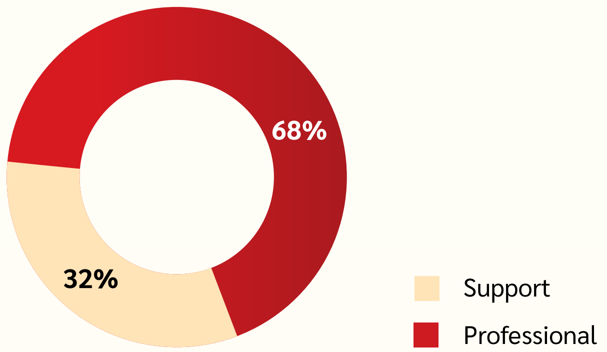
- **Specialist group:** focus on 2 main competency groups: professional and support.



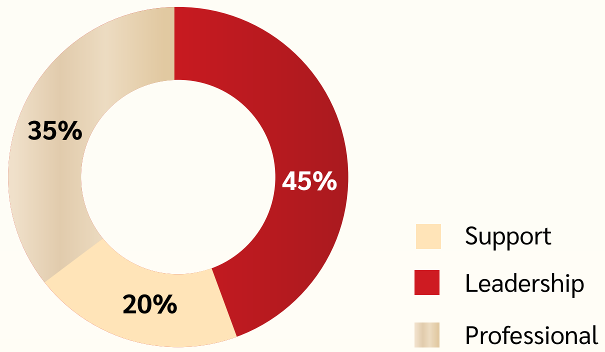
- **Middle and Senior Management group:** focus on 3 competency groups: professional - support - leadership.



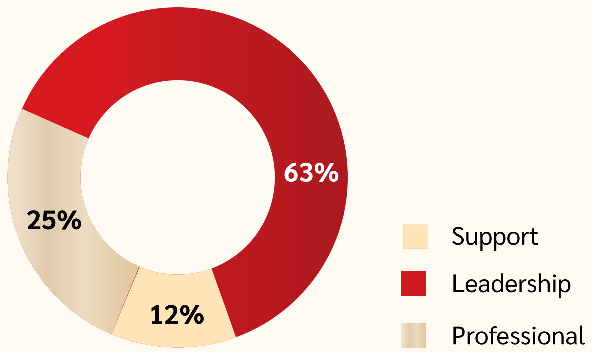
PERCENTAGE OF COURSES FOR SPECIALISTS



PERCENTAGE OF COURSES FOR MIDDLE MANAGEMENT



PERCENTAGE OF COURSES FOR SENIOR MANAGEMENT



Key training programs:

- **Management capacity enhancement:**
  - » 05 courses to enhance management capacity for BOD members: BOD Certification Program (DCP33, DCP40); In-depth training program on Audit Committee (ACMP8, ACMP9); Seminar "BOD creating the future: Perspective from Digital Governance & Sustainable Development".
  - » 05 courses as required by state management agencies: AML & anti-terrorism financing; ESG; AI; Distinguishing real and fake money; Recognizing fake documents, signatures, and seals.
- **Close capacity GAP based on new model:**
  - » Build a capacity framework based on the new model for 100% of job titles at BUs,
  - » Assess training needs according to the new capacity framework,
  - » Train to close GAP for 100% of multi-functional Tellers across the system.
- **Sourcing/Post-appointment:**
  - » 100% of new managers are trained and coached after appointment,
  - » 100% of Division Directors and Center Directors at BUs are coached for sourcing.

Review, assess/evaluate capacity, develop talent:

Program	Details and results of 2025 implementation
Development of competency maps, success indicators, and training needs assessment for job titles at BUs	**Objective:** • Update and standardize competency frameworks for job titles at BUs according to the new business model. • BUs can coordinate with the HR Management and Development Division to manage and retain high-quality personnel, aligning with SeABank's culture and development requirements through the construction of comprehensive competency frameworks, competency maps, and training needs assessments. **Implementation details:** The subjects for assessment/survey/development of competency maps, success indicators, and training needs include the following job title groups at BUs: • Regional Director • Business Center Director • Segment Director • Team Leader • Staff positions (Specialist/Senior Specialist/Expert/Officer) **Implementation results:** Results recorded after 3 months of implementation (from September to November 2025) with the following products: • Competency dictionary updated and supplemented with new job titles. • Competency maps according to career development paths • Learning paths linked to job competency frameworks • Learning maps linked to individual career development paths • Success indicators • Training needs assessment, analysis, and proposal report (TNA: Training Need Analysis). **Impact:** Create a premise and useful basis for training and competency development planning, and subsequent competency assessments.
Periodic professional examinations	**Objective:** Regularly check the quality of HR at all levels from specialists to team leaders/experts, ensuring the maintenance of high-quality HR and creating development motivation for employees. **Implementation details & results:** • Successfully conducted periodic professional examinations twice a year for job title groups from specialist to team leader/expert positions. • Updated the content and structure of the exam question bank. • Applied camera-based supervision and exam session management throughout the exam from online bridge points to enhance seriousness and efficiency.

EQUAL HUMAN RESOURCE POLICY SYSTEM

NON-DISCRIMINATORY RECRUITMENT POLICY

At SeABank, diversity and equality in HR are considered an important foundation to promote creativity and innovation. SeABank commits to:

- Implement equality in all aspects of HR activities, from recruitment, training, promotion to issuing remuneration policies.
- Respect talent from all regions, genders, ages, and qualifications, contributing to creating a diverse and dynamic collective.
- Respect differences: SeABank respects personal culture and style, employees are encouraged to express their own identity, creating an organization rich in ideas and capacity.

DESERVED REMUNERATION, SALARY, AND WELFARE POLICIES

SeABank always focuses on building equal, transparent, and competitive welfare policies, aiming to bring satisfaction and encourage each individual to do their best. SeABank creates an ideal working environment for employees through ensuring welfare and remuneration in accordance with the Labor Law and Social Insurance Law, while building an attractive Total Rewards and salary/bonus system.

Flexible compensation system based on individual competency, job position, and contribution level	In addition to attractive base salaries, SeABank implements a bonus policy system: • Periodic bonuses and performance-based bonuses (KPIs) based on individual and unit performance and contribution to the Bank. • Supplementary sales salary for the sales force according to the Bank's strategy and business segments. • Excellence awards for individuals with outstanding achievements or initiatives that bring value to the organization.
Comprehensive benefits	• Extended leave policy, increasing with seniority and rank. • Financial support policies: support policies for employees facing difficulties, SeAStaff Privilege preferential loan policy, etc. • For female employees, SeABank also implements special policies such as maternity support, childcare support, and conditions to balance work and family life.

TOPIC 4: FULFILLING SOCIAL RESPONSIBILITY FOR A HAPPY AND PROSPEROUS COMMUNITY

With humanitarian values built from within the corporate culture, SeABank aims to spread these values more widely to the social community, thereby creating sustainable values and contributing to building a prosperous community.

In 2025, SeABank implemented many meaningful CSR activities with a total cost of over VND 34 billion, including many meaningful activities and programs covering many aspects of life according to the 17 UN SDGs.

CSR budget in 2025

>VND34 billion

41.67% YoY

Some typical programs:

PROGRAMS BY SEASMILE FUND

SEABANKERS FOR THE CHILDREN

Implementation details	Budget	SDGs
An annual program spreading love to children in remote areas, pediatric patients, and children in difficulties nationwide. In 2025, the program built libraries and reading rooms; granted scholarships to poor yet high-achieving students; and donated essential items, clothing, facilities, and necessities to schools and social protection centers.	VND 790 MILLION	1, 2, 3, 4, 8, 10, 11

SPRING OF LOVE

Implementation details	Budget	SDGs
Spring of Love 2025 awarded many gifts to children, the elderly, patients, and families in difficulties at hospitals, schools, and protection centers in many provinces and cities nationwide.	VND 725 MILLION	1, 2, 3, 4, 8, 10, 11

ANNUAL PROGRAM 'DAY OF LOVE'

Implementation details	Budget	SDGs
Day of Love (on September 7th) is the day SeABank employees across the system deliver humanistic values to the community. Day of Love 2025 was implemented with 2 major focuses including: • Charity activities in many provinces and cities. • Fundraising activities to support the SeAGreen and SeADreams Funds.	VND 1.5 BILLION	1, 2, 3, 4, 8, 10, 11

PROGRAMS BY SEADREAMS FUND

AWARDED STUDY PROMOTION SCHOLARSHIPS TO >130 POOR YET HIGH-ACHIEVING STUDENTS

Implementation details	Budget	SDGs
Increased monthly scholarship amount to VND 1,500,000/student. Scholarships are awarded to poor, studious students sponsored by the Fund. As of December 31, 2025, the Fund is sponsoring 124 students.	OVER VND 2 BILLION	1, 2, 3, 4, 8, 10, 11

Believe

Journey of Love

PROGRAMS BY SEADREAMS FUND

STARTUP SCHOLARSHIPS FOR 15 NEW GRADUATES

Implementation details	Budget	SDGs
Scholarships worth VND 10 million/student were awarded to SeADreams students graduating from high school, motivating their future journey.	VND 150 MILLION	1, 2, 3, 4, 8, 10, 11

OTHER PROGRAMS BY SEABANK

CITIZENS' WEEK

Implementation details	Budget	SDGs
The program included a series of activities focusing on: • Supporting the recovery of damage caused by natural disasters and storms in many provinces and cities nationwide; • Practicing a green lifestyle - planting trees, cleaning up trash, limiting single-use plastics; • Voluntary blood donation, donating life.	~ VND 1 BILLION	3, 11, 12, 13, 15

PROGRAMS SEABANK PARTICIPATED IN

POST-DISASTER RECOVERY OF 2025 STORMS

Implementation details	Budget	SDGs
Supported nearly VND 6.5 billion for people and SeABank employees heavily affected nationwide (North, Central, Central Highlands).	~ VND 6.5 BILLION	1, 11, 13

ELIMINATION OF TEMPORARY AND DILAPIDATED HOUSES

Implementation details	Budget	SDGs
Coordinated to build new, repair, and hand over 856 houses for poor and near-poor households. By 2025, the total accumulated number of houses SeABank has built/ repaired nationwide has reached nearly 1,800.	VND 30 BILLION	1, 2, 3, 9, 11

SBV SCHOLARSHIP

Implementation details	Budget	SDGs
Sponsored study promotion scholarships for excellent students in difficult circumstances in the Finance - Banking sector.	VND 160 MILLION	1, 2, 3, 4, 8, 10, 11

GRI INDEX

SUSTAINABILITY
DEVELOPMENT REPORT

DECLARATION OF APPLICATION

This SeABank Sustainability Report has been prepared and disclosed with reference to the standards of the Global Reporting Initiative (GRI) for the 2025 reporting period. The contents listed in the GRI Index below belong to the reporting period from January 1, 2025, to December 31, 2025, unless otherwise noted in the corresponding disclosure in the report.

GRI 1 APPLICATION

GRI 1: Foundation 2021

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 1: Foundation 2021	1-1 Reporting principles application	Stated in the reference section for GRI 1-4	10
GRI 1: Foundation 2021	1-2 Disclosure according to GRI 2 - General Disclosures 2021	Stated in the reference section for GRI 2	10-11
GRI 1: Foundation 2021	1-3 Identification of material topics	Overview of SeABank and Sustainable Development	14-57
GRI 1: Foundation 2021	1-4 Disclosure according to GRI 3 - Material Topics 2021	Stated in the reference section for GRI 3	14-57
GRI 1: Foundation 2021	1-5 Selection of disclosures according to GRI 200, 300, 400 standards for each material topic	Governance Pillar Environmental Pillar Social Pillar	60-117 118-147 150-185
GRI 1: Foundation 2021	1-7 Include an appendix table of the list of GRI contents applied in the report	Implemented in this table	
GRI 1: Foundation 2021	1-8 Statement of application according to GRI reporting standards	Implemented in the application statement table above	
GRI 1: Foundation 2021	1-9 Notification to GRI	Notified about GRI usage and application statement via email to reportregistration@globalreporting.org	
GRI 2: General Disclosures 2021	2-1 Organizational details	Overview of SeABank and Sustainable Development - Subsidiary	14-15
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's Sustainable Development Reporting	Introduction to SeABank's Sustainability Report	16-17

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency, and contact point	Introduction to SeABank's Sustainability Report	10-11
GRI 2: General Disclosures 2021	2-4 Restatements of information	Introduction to SeABank's Sustainability Report	10-11
GRI 2: General Disclosures 2021	2-5 External assurance	Introduction to SeABank's Sustainability Report	10-11
GRI 2: General Disclosures 2021	2-6 Activities, value chain, and other business relationships	Governance Pillar - Topic 3 Overview of SeABank and Sustainable Development - Subsidiary	110-111 16-17
GRI 2: General Disclosures 2021	2-7 Employees	Social Pillar - Topic 3	168-180
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	*SeABank has no form of labor other than full-time official employees.*	
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance Pillar - Topic 1 Annual Report - Chapter V	61-66 146-154
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Governance Pillar - Topic 1	76-79
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Governance Pillar - Topic 1 Annual Report - Chapter V	63 146-154
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Governance Pillar - Topic 1	74-75
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Overview of SeABank and Sustainable Development - Material Topics	44
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Governance Pillar - Topic 1	64-66
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Governance Pillar - Topic 1 Annual Report - Chapter V Annual Report - Chapter V	66-73 120-123 199

Believe

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Governance Pillar - Topic 1 Annual Report - Chapter V	80-82 218-221
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Governance Pillar - Topic 1 Annual Report - Chapter V	80-82 218-221
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Governance Pillar - Topic 1 Annual Report - Chapter V	80-82 218-221
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Overview of SeABank and Sustainable Development - Sustainable Development Orientation, Goals, and Strategy	46-53
GRI 2: General Disclosures 2021	2-23 Policy commitments	Overview of SeABank and Sustainable Development - Principles and commitments for sustainable development	32-35
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	Overview of SeABank and Sustainable Development - Sustainable Development Orientation, Goals, and Strategy	46-53
GRI 2: General Disclosures 2021	2-25 Grievance mechanism for negative impacts	Governance Pillar - Topic 1	83-102
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Environmental Pillar - Topic 1 Governance Pillar - Topic 3	124-127 173
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Governance Pillar - Topic 1	95-102
GRI 2: General Disclosures 2021	2-28 Membership of associations	Annual Report - Chapter I	25
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Overview of SeABank and Sustainable Development - Stakeholder Engagement	54-57
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	Governance Pillar - Topic 1	98-102
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Overview of SeABank and Sustainable Development - Material Topics	38-45

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 3: Material Topics 2021	3-2 List of material topics	Overview of SeABank and Sustainable Development - Material Topics	38-45
GRI 3: Material Topics 2021	3-3 Management of material topics	Overview of SeABank and Sustainable Development - Material Topics	38-45
GRI 200: Economic Standard	201-1 Direct economic value generated and distributed	Governance Pillar - Topic 2	103-105
GRI 200: Economic Standard	201-2 Financial implications and other risks and opportunities due to climate change	Governance Pillar - Topic 1 Overview of SeABank and Sustainable Development - Material Topics	86-95 38-45
GRI 200: Economic Standard	201-3 Defined benefit plan obligations and other retirement plans	Social Pillar - Topic 3 Social Pillar - Topic 3	168-169 180
GRI 200: Economic Standard	201-4 Financial assistance received from government	*SeABank did not receive any financial assistance from the Government during the reporting period.*	
GRI 200: Economic Standard	203-2 Significant indirect economic impacts	Environmental Pillar - Topic 1 Annual Report - Chapter 3	121-127 252-255
GRI 200: Economic Standard	205-1 Operations assessed for risks related to corruption	Governance Pillar - Topic 1	102
GRI 200: Economic Standard	205-2 Communication and training about anti-corruption policies and procedures	Governance Pillar - Topic 1	102
GRI 200: Economic Standard	205-3 Confirmed incidents of corruption and actions taken	*In 2025, there were no incidents directly related to corruption or disciplinary actions regarding corruption at SeABank.*	
GRI 300: Environmental Standard	302-1 Energy consumption within the organization	Environmental Pillar - Topic 2	128-136

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 300: Environmental Standard	302-3 Energy intensity	Environmental Pillar - Topic 2	128-136
GRI 300: Environmental Standard	302-4 Reduction of energy consumption	Environmental Pillar - Topic 2	128-139
GRI 300: Environmental Standard	303-1 Interactions with water as a shared resource	Environmental Pillar - Topic 2	128
GRI 300: Environmental Standard	303-2 Management of water discharge-related impacts	Environmental Pillar - Topic 2	128
GRI 300: Environmental Standard	303-3 Water withdrawal	Environmental Pillar - Topic 2	128
GRI 300: Environmental Standard	303-4 Water discharge	Environmental Pillar - Topic 2	128
GRI 300: Environmental Standard	303-5 Water consumption	Environmental Pillar - Topic 2	128
GRI 300: Environmental Standard	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	*SeABank's buildings and operational sites are located in densely populated areas and are not in or adjacent to protected areas or areas of high biodiversity value outside protected areas.*	
GRI 300: Environmental Standard	304-2 Significant impacts of activities, products, and services on biodiversity		
GRI 300: Environmental Standard	304-3 Habitats protected or restored		
GRI 300: Environmental Standard	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 300: Environmental Standard	305-2 Energy indirect (Scope 2) GHG emissions	Environmental Pillar - Topic 2	132
GRI 300: Environmental Standard	305-5 Reduction of GHG emissions	Environmental Pillar - Topic 2	133-142
GRI 300: Environmental Standard	306-1 Waste generation and significant waste-related impacts	Environmental Pillar - Topic 2	130-131
GRI 300: Environmental Standard	306-2 Management of significant waste-related impacts	Environmental Pillar - Topic 2	130-131
GRI 300: Environmental Standard	306-3 Waste generated	Environmental Pillar - Topic 2	130-131
GRI 400: Social Standard	401-2 Benefits provided to full-time employees	Social Pillar - Topic 3	168-171
GRI 400: Social Standard	403-1 Occupational health and safety management system	Social Pillar - Topic 3	168-171
GRI 400: Social Standard	403-6 Promotion of worker health	Social Pillar - Topic 3	168-171
GRI 400: Social Standard	404-1 Average hours of training per year per employee	Social Pillar - Topic 3	174-179
GRI 400: Social Standard	404-2 Programs for upgrading employee skills and transition assistance programs	Social Pillar - Topic 3	174-179
GRI 400: Social Standard	404-3 Percentage of employees receiving regular performance and career development reviews	Social Pillar - Topic 3	174-179
GRI 400: Social Standard	405-1 Diversity of governance bodies and employees	Governance Pillar - Topic 1 Social Pillar - Topic 3	66-71 172

GRI Standard	Disclosure Content	Location in the Annual Report	Page number
GRI 400: Social Standard	406-1 Incidents of discrimination and corrective actions taken	Social Pillar - Topic 3 *SeABank has not recorded any incidents of discrimination. SeABank has established a procedure for receiving and handling employee recommendations and proposals, ensuring their rights and the implementation of policies regarding employees.*	168-180
GRI 400: Social Standard	408-1 Operations and suppliers at significant risk for incidents of child labor	Environmental Pillar - Topic 1 Social Pillar - Topic 3 *SeABank is committed to not using child labor.*	121-127 169
GRI 400: Social Standard	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Environmental Pillar - Topic 1 Social Pillar - Topic 3 *SeABank is committed to not using forced labor.*	121-127 169
GRI 400: Social Standard	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	*SeABank has not recorded any incidents of non-compliance concerning the health and safety impacts of products and services.*	

SeABank

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