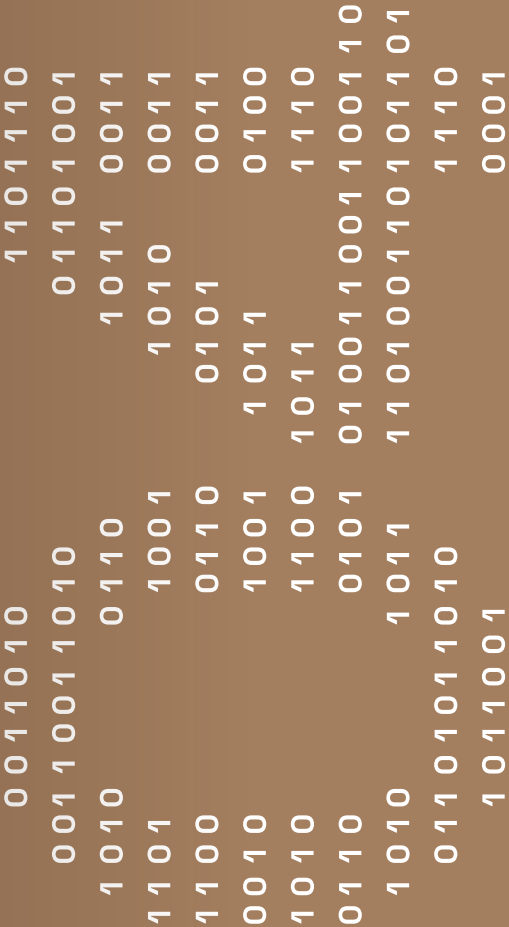


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CORPORATE GOVERNANCE

THE BOARD OF DIRECTORS

Over the years, under the direction of the Board of Directors as well as complying with regulations on corporate governance under Vietnam laws, Vietcombank has actively applied good corporate governance practices in the world and in the region in order to promote the improvement of governance practices for the whole system and raise the awareness of managers and employees about good corporate governance practices.

Structure of the Board of Directors

Vietcombank shares owned					
No.	Full name	Position	Number of shares	Ownership	Remarks
1	PHAM QUANG DUNG	Chairman of BOD	4,943	0.000088%	Elected as a Member of the BOD by the General Meeting of Shareholders since April 25 th , 2013. Elected by the Board of Directors of Vietcombank to hold the position of CEO from November 1 st , 2014. Elected by the Board of Directors of Vietcombank to hold the position of Chairman of BOD from August 30 th , 2021. Dismissed the position of Chairman of the Board of Directors on January 1 st , 2024 according to Decision No. 1669/QĐ-TTg of the Prime Minister.
2	NGUYEN THANH TUNG	Member of the BOD, CEO	14,933	0.000267%	Assigned by the Board of Directors to be in charge of VCB's Board of Management on August 30 th , 2021. Elected by the 2023 Extraordinary General Meeting of Shareholders as a member of the Board of Directors of VCB for the 2018 – 2023 term on January 30 th , 2023. On the same day, VCB's Board of Directors unanimously agreed to appoint Mr. Nguyen Thanh Tung to the position of CEO of VCB. Elected by the General Meeting of Shareholders as a member of the Board of Directors for the 2023 – 2028 term on April 21 th , 2023.
3	DO VIET HUNG	BOD member	0	0 %	Elected as a Member of the BOD by the General Meeting of Shareholders since April 26 th , 2019. Assigned to be in charge of operation of VCB's Board of Directors on January 1 st , 2024.
4	NGUYEN MANH HUNG	BOD member	3,420	0.000061%	Elected by the 2014 Extraordinary General Meeting of Shareholders as a member of the Board of Directors on December 26 th , 2014. Non-executive member.
5	NGUYEN MY HAO	BOD member	10,566	0.000189 %	Elected as a Member of the BOD by the General Meeting of Shareholders since April 28 th , 2017. Non-executive member.
6	HONG QUANG	BOD member	2	0 %	Elected as a Member of the BOD by the General Meeting of Shareholders since April 27 th , 2018.

7	SHOJIRO MIZOGUCHI	Member of the BOD, Deputy CEO	0	0 %	Elected by the General Meeting of Shareholders as a member of the Board of Directors on April 23 rd , 2021.
8	VU VIET NGOAN	BOD member	0	0 %	Elected by the General Meeting of Shareholders as an independent member of the Board of Directors on April 21 st , 2023. Independent member.
9	NGUYEN THI KIM OANH	BOD member	5,000	0.00009%	Elected by Extraordinary General Meeting of Shareholders in November, 2023 as a member of the Board of Directors on November 24 th , 2023. Non-executive member.
10	TRUONG GIA BINH	BOD member	0	0 %	Elected as a Member of the BOD by the General Meeting of Shareholders since April 27 th , 2018. The term of the Board of Directors member expired on April 21 st , 2023.

Operation of the BOD

In 2023, Vietcombank's Board of Directors (BOD) held 59 meetings and consulted in ballots for 92 cases to guide and direct Vietcombank's operations from time to time, to consider and decide on matters within the authority of the Board of Directors, or discuss a number of specific topics.

Attendance rate of members of the Board of Directors in 2023 were as follows:

No.	BOD member	Position	Membership of BOD starting date	Number of Board of Directors meetings attended	Number of meetings attended in the form of ballot	Meeting attendance rate
1	Pham Quang Dung	BOD chairman	25/4/2013	59/59	92/92	100%
2	Nguyen Thanh Tung (1)	Member of the BOD, CEO	30/01/2023	54/59	75/92	100%
3	Do Viet Hung	BOD member	26/04/2019	59/59	92/92	100%
4	Nguyen Manh Hung	BOD member	26/12/2014	59/59	92/92	100%
5	Nguyen My Hao	BOD member	28/04/2017	59/59	92/92	100%
6	Hong Quang	BOD member	27/04/2018	59/59	92/92	100%
7	Shojiro Mizoguchi	BOD member, Deputy CEO	23/04/2021	59/59	92/92	100%
8	Vu Viet Ngoan (2)	BOD member	21/04/2023	08/59	0/0	100%
9	Nguyen Thi Kim Oanh (3)	BOD member	24/11/2023	07/59	0/0	100%
10	Truong Gia Binh (4)	BOD member	27/04/2018	0/0	0/0	0%

Note

(1) Mr. Nguyen Thanh Tung was elected as a member of the Board of Directors on January 30th, 2023, so the attendance rate of Mr. Nguyen Thanh Tung is calculated based on ballots from January 30th, 2023.

(2) Mr. Vu Viet Ngoan was elected as an independent member of the Board of Directors on April 21st, 2023, so the attendance rate for plenary meetings from April 21st, 2023 is calculated.

(3) Ms. Nguyen Thi Kim Oanh was elected as a member of the Board of Directors on November 24th, 2023, so the attendance rate of Ms. Nguyen Thi Kim Oanh is calculated based on ballots from November 24th, 2023.

(4) Mr. Truong Gia Binh (independent member of the Board of Directors) did not attend all Board of Directors meetings due to being busy with other works. Mr. Truong Gia Binh was no longer an independent member of the Board of Directors from April 21st, 2023, so his attendance rate was only calculated from January 1st, 2023 to April 21st, 2023.

CORPORATE GOVERNANCE

THE BOARD OF DIRECTORS

Committees within the Board of Directors

VCB has 02 committees under the Board of Directors: Risk Management Committee and Human Resource Committee. The establishment of the Committees ensures compliance with the regulations of the State Bank of Vietnam (SBV) and the laws. The Committees operate according to the Regulations on organization and operation of each Committee issued by the Board of Directors.



Risk Management Committee

Risk Management Committee assisted the BOD in approving appropriate policies and directions with regard to various types of risks (credit risk, market risk, operational risk, etc.) in each period, including defining risk ratios, limits/restrictions and risk appetite of the Bank. In 2023, the Risk Management Committee held 04 regular meetings, coordinated with relevant departments to continuously developing and completing Vietcombank’s regulations/models. In addition, the Risk Management Committee also organizes seminars, exchanges with experts, comments and assessments on the current and future macroeconomic situation. The Risk Management Committee advises and proposes to the BOD strategies, risk management policies, and measures to prevent risks in many areas of operation. In line with the change of senior personnel and the actual operation situation, in 2023 VCB’s BOD approved the establishment of the Risk Management Committee for the 2023–2028 term.

Human resource committee

The Human Resources Committee consults and advises the Board of Directors on issues related to human resources, salary, remuneration, bonus and other welfare policies of Vietcombank. After the regulatory documents on personnel management were promulgated synchronously, the Human Resources Committee was actively and proactively consulting, evaluating, and proposing the appointment planning for authorized cadres, consolidating Organizational model and network development, acquiring personnel in line with Vietcombank’s business strategy and goals. In line with the change of senior personnel and the actual operation situation, in 2023 VCB’s BOD approved the establishment of the Human Resources Committee for the 2023–2028 term.

All members of the Board of Directors have participated in training programs on corporate governance.

SUPERVISORY BOARD

Member and structure of the Supervisory board



In Resolution No. 16/TN2023/NQ-ĐHĐCĐ dated April 21st, 2023, the 2023 Annual General Meeting of Shareholders approved the number of members of the Supervisory Board for the 2023 – 2028 term to be 05 members and the number of members elected to the Supervisory Board for the 2023 – 2028 to be 04 members. At the first meeting of the Supervisory Board for the 2023 – 2028 term, the Supervisory Board members agreed to elect Mr. Lai Huu Phuoc to hold the position of Head of the VCB Supervisory Board for the 2023 – 2028 term.

At the extraordinary General Meeting of Shareholders on November 24th, 2023, the General Meeting of Shareholders agreed to dismiss Ms. La Thi Hong Minh – member of the Supervisory Board for the 2023–2028 term to arrange other work. The number of members of the Supervisory Board as of December 31st 2023 was 03 members.

In 2023, the Supervisory Board members attending the Supervisory Board meeting were as follows:

No.	Members of the Supervisory Board	Position	Membership of Supervisory Board starting date	Number of Supervisory Board meetings attended	Meeting attendance rate
1	Mr. Lai Huu Phuoc	Head of Supervisory Board	26/06/2020	11/11	100%
2	Ms. La Thi Hong Minh (1)	Members of the Supervisory Board	26/04/2008	08/11	72.7%
3	Ms. Do Thi Mai Huong	Members of the Supervisory Board	26/04/2008	11/11	100%
4	Ms. Tran My Hanh	Members of the Supervisory Board	29/04/2022	11/11	100%

Note

(1) On November 24th, 2023, the extraordinary General Meeting of Shareholders agreed to dismiss Ms. La Thi Hong Minh – member of the Supervisory Board for the 2023–2028 term to arrange other work. Therefore, her meeting attendance rate was only calculated until November 24th, 2023.

Operation of the Supervisory board

Assessment on activities of Supervisory Board

Supervision on BOD, BOM and shareholders by Supervisory Board:

- The Supervisory Board supervised the Board of Directors (BOD) and Executive Management (BOM) in implementing VCB's 2023 business orientations and goals approved by the General Meeting of Shareholders. It monitored compliance with laws and the Bank's Charter in governance. Despite facing challenges from the global economy and domestic economic slowdown in 2023, VCB outlined appropriate directions, closely followed SBV's policies and directions in implementing monetary policies, proposed suitable solutions, and focused on implementing measures to promote business, accelerate work progress, and address difficulties and issues across the system to ensure business development and goal achievement. Overall, VCB's business activities aligned with the direction set by the General Meeting of Shareholders with the guidelines of "Transformation – Efficiency Sustainability; the governance and operations of the Board of Directors (BOD) and Executive Management (BOM) complied with the provisions of the Law on Credit Institutions and the Charter of the Bank
- The Supervisory Board's oversight activities were conducted through the review, evaluation, and analysis of reports from departments/units at the Headquarters, reports from the Board of Directors (BOD) and

Executive Management (BOM), and internal audit reports on various operational areas. The supervision included monitoring the customer portfolio, the credit issuance situation by industry, the credit issuance to large borrowers and related parties of VCB, investment procurement activities, the implementation status of fundamental investment projects, and the execution of the BOD's resolutions and decisions to implement the directives of the General Meeting of Shareholders. In addition, the Supervisory Board tracked the issuance, updating, and amendment of VCB's regulatory documents to ensure compliance with the State Bank of Vietnam (SBV) regulations and relevant laws.

- In accordance with the Law on Credit Institutions, the Supervisory Board monitored the list of founding shareholders, major shareholders, members of the BOD, members of the Supervisory Board, Deputy General Directors responsible for Executive Management, and related persons of BOD members, Supervisory Board members, Deputy General Directors responsible for Executive Management, and updated information regularly to ensure that information was fully updated and timely as required.

The coordination between the Supervisory Board and the Board of Directors, Executive Management, and other managers:

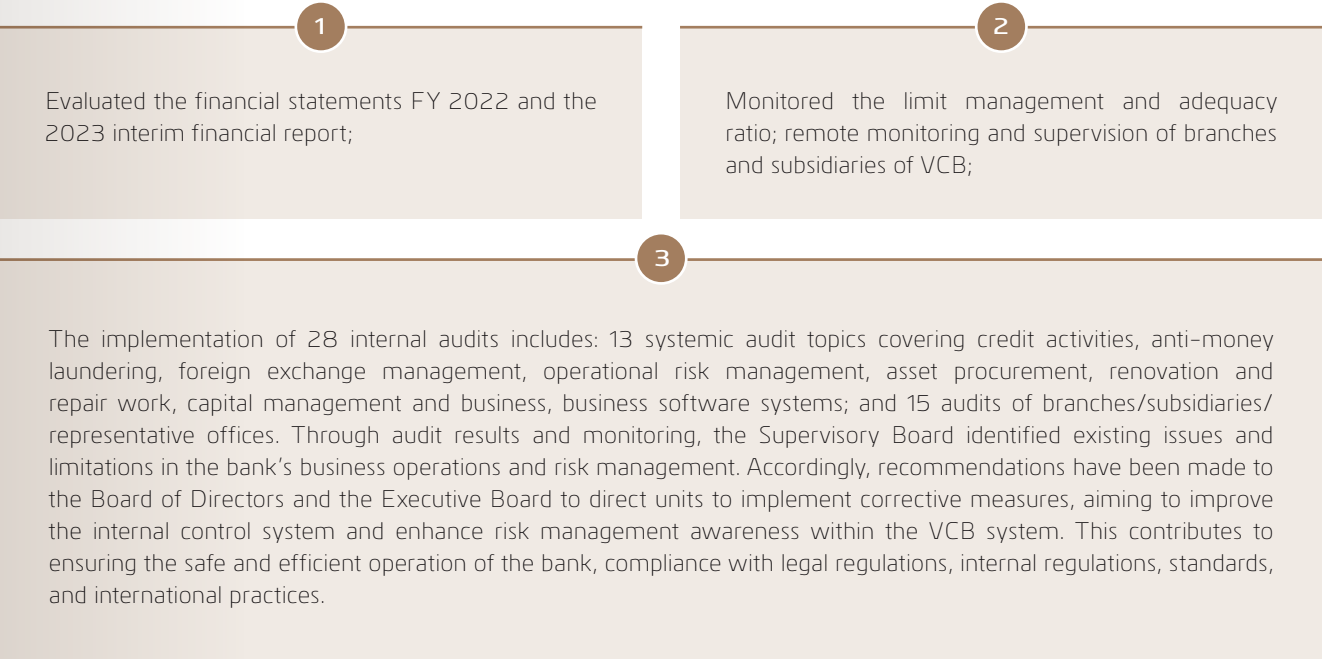
- In accordance with VCB's internal governance regulations, the Supervisory Board attended periodic meetings of the Board of Directors and the monthly executive meetings of the Executive Management. The Supervisory Board was also provided with reports, information, and documents regarding the bank's management, operations, and business activities to facilitate their audit and supervision functions.
- The Supervisory Board closely coordinated with the Board of Directors (BOD) and the Executive Management (BOM) in carrying out their assigned functions and duties, collaborating in the bank's supervision and audit activities. The Supervisory

Board regularly provided opinions, recommendations, and proposals to the BOD and BOM regarding the issuance of regulatory documents and internal policies of VCB to ensure compliance with legal regulations in banking operations. Through its supervisory activities, the Supervisory Board offered insights and suggestions to the BOD and BOM on measures to enhance control, minimize risks, and ensure adherence to legal, charter, and internal regulations, contributing to improve the quality, efficiency, and safety of the bank's operations. The recommendations of the Supervisory Board were directed by the BOD and BOM for implementation across the entire system.



Other operation of the Supervisory Board:

- In 2023, the Supervisory Board directed its subordinate departments to effectively carry out their duties as stipulated in the VCB Charter:



- The Supervisory Board actively monitored and urged the Departments/Centers at the Head Office and branches in the process of implementing the recommendations of the Supervisory Board, Internal Audit and recommendations according to the conclusions of the external inspection agencies.
- The Supervisory Board regularly consulted and recommended to the Board of Directors measures regarding additional, modified, or improved organizational management structures, policies, and regulations of VCB to strengthen control and risk management.
- The members/staff of the Supervisory Board actively participated in projects to enhance the bank's management capabilities and other projects; researched, proposed, and implemented scientific initiatives; participating in training courses and professional seminars to enhance management and operational knowledge; developing plans, programs, training contents, and training for the supervision and audit team, enhancing exchange of experiences, and audit methods for new staff.

Transactions of internal shareholders and related parties.

In 2023, VCB made 01 transaction involving the purchase of shares by internal shareholders and related parties, as follows:

			Beginning number of owned shares		Closing number of owned shares		Reasons for increase or decrease
TT	Individuals in transaction	Relationship with insiders	Number of shares	Percentage	Number of shares	Percentage	
1	Nguyen Thi Kim Oanh	Insider	0	0%	5,000	0.00009%	Purchase of shares

The remuneration of each member of the Board of Directors, the salary of CEO and other managers

The remuneration of each member of the Board of Directors, the salary of CEO and other managers are disclosed in the audited 2023 Consolidated Financial Statements of VCB (Note 41).

The average remuneration of each member of the Board of Directors and the salary of CEO and other managers in 2023 by gender were as follows:

	Average income in 2023 (VND million)	Number of members in 2023
Board of Directors	2,098	8
Male	2,059	7
Female	2,370	1
Board of Management	3,042	13
Male	3,894	8
Female	1,678	5
Total	2,682	21

Investor relations

Investor meetings

As a leading bank in terms of asset quality, operational efficiency, and the largest publicly listed company in Vietnam, Vietcombank has always emphasized and professionalized its investor relations activities, aiming for the highest international standards. Vietcombank has conducted meetings, engagements, and exchanges with shareholders, investors, and analysts to update VCB’s operations, business results, and strategies, as well as to discuss the macroeconomic context, financial and banking situation, and business environment in Vietnam. In 2023, Vietcombank held 4 quarterly business result disclosure meetings, engaged in approximately 75 interactions,

and participated in 17 investor events in major financial markets worldwide (Singapore, Hong Kong, Tokyo, Dubai, etc.), with the attendance of more than 600 investors and analysts from both domestic and international contexts. These activities have consistently been appreciated by securities firms and investors for their quality and professionalism. As a result, information about Vietcombank’s business activities is transmitted fully, promptly, and accurately to investors and the market, contributing to maintaining its leading position in terms of market capitalization and the effectiveness of investment in Vietcombank’s stocks, despite adverse market fluctuations in general.

Information disclosure on the stock market

Recognizing the role of transparent and timely information regarding business operations for investors, Vietcombank places great emphasis on its disclosure activities. Vietcombank has consistently conducted accurate, timely, and comprehensive disclosures of over 130 regular and extraordinary information updates about its banking operations,

ensuring compliance with regulations and enhancing the trust of shareholders and investors. This approach enables shareholders and investors to timely grasp and update themselves on Vietcombank’s operations, plans, and strategies, thereby increasing their confidence in the bank.

Achievements in 2023

With the determination and efforts of the entire system, Vietcombank successfully achieved key business targets and maintained its position as the number one bank in terms of operational efficiency with well-controlled asset quality. In 2023, Vietcombank’s pre-tax profit reached a record high of 41.2 trillion VND, the highest in the industry, with the return on average equity (ROAE) maintaining a high level (~21.99%). Regarding risk management, amidst the global and domestic economic uncertainties, Vietcombank continued to adhere to a cautious operational approach and effectively controlled asset quality, demonstrated by its bad debt ratio at 0.99%, the lowest among large-scale banks in the market.

Vietcombank’s leading position in asset quality and operational performance continued to be affirmed as the bank was rated at the highest level by all three international credit rating agencies, Fitch Ratings, Moody’s, and

S&P, among commercial banks in Vietnam, equivalent to the national credit rating level. Particularly, at the end of December 2023, Fitch upgraded Vietcombank’s long-term issuer default rating and the Government support from BB to BB+, on par with the national rating level.

In addition, Vietcombank continued to receive numerous prestigious annual awards, such as the Best Investor Relations Bank award presented by International Finance, recognition as one of the top 20 listed companies with the best Sustainable Development Index (VNSI) in the market, and the award for one of the top 10 listed companies with the best annual reports in the financial sector in 2023 held by the Ho Chi Minh Stock Exchange in collaboration with other organizing parties. These awards and positive feedback from investors are evidence of the bank’s dedication and relentless efforts in investor relations over the years, aiming to build a transparent and professional image of Vietcombank’s brand.

In 2023, Vietcombank continued to implement its capital increase plan as mandated by the General Shareholders’ Meeting. In September 2023, Vietcombank successfully completed the issuance of shares to pay dividends from the remaining profits of 2019 and 2020 after tax, with a corresponding issuance rate of approximately 18.1% of the equity at the time of issuance, raising Vietcombank’s equity to 55.891 trillion VND. In addition, Vietcombank continued to develop plans for issuing shares to pay dividends while actively implementing steps to issue shares separately, thereby enhancing its equity capital and financial capacity. With the continuous increase in equity capital, Vietcombank is gradually realizing the strategic goal of the banking industry in general and Vietcombank in particular, striving towards listing its shares on foreign stock markets in the near future.



RISK MANAGEMENT

In order to maintain the strategic goal of being the best risk management bank in Vietnam, Vietcombank has always actively improved its risk management culture and pioneered in research and application of advanced risk management models and methods according to international standards, the direction of the Regulatory authorities, as well as the internal governance needs.

GENERAL INFORMATION

In terms of organization and risk management, Vietcombank regularly reviews and consolidates its risk management apparatus in line with 3 lines of defense:

1

The first line is to identify, control and mitigate risks;

2

The second line is to develop risk management policy, internal regulations on risk management, measurement, and monitoring in compliance with the law;

3

The third line is for internal auditing.

At the same time, Vietcombank strengthens and enhances roles and functions of Committees, Councils and Departments in the risk management process, such as the Risk Management Committee, the Risk Council, the Risk Management Department, the Compliance Department, and the Internal Audit Department, thereby improving the effectiveness of risk control, while actively supporting business activities to achieve the best results for the Bank.

Documents, policies, regulations, and guidelines on risk management are continuously reviewed and regularly updated by Vietcombank to meet the requirements and directions of regulatory authorities, as well as the operational status of Vietcombank.

Vietcombank also focused on researching and developing advanced methods for risk measurement tools

and models. Risk quantification models were developed to cover most of the bank portfolio. In addition, Vietcombank regularly upgraded its supporting information technology systems to meet management requirements. Data quality review and enhancement were prioritized and continuously maintained to ensure quality control and data completeness. Vietcombank identified ensuring data quality as a top priority in this period to maintain and enhance the Bank's competitive edge.

In 2023, in the context of the difficult socio-economic situation in the country, Vietcombank continued to maintain effective business operations and continued to promote the completion of solutions to improve risk management for the Bank.

Following the success of the first bank in Vietnam approved by the State Bank of Vietnam to apply Circular 41/2016/TT-NHNN before the prescribed deadline, as well as completing the internal capital adequacy assessment process (ICAAP - Pillar 2 Basel II), Vietcombank, in addition to operating risk management and capital calculation according to Basel II standards and standard methods, continued to proactively research and implement solutions and initiatives related to Basel II according to advanced methods as well as researched and prepared the necessary capabilities to deploy and apply Basel III, thereby aiming to become a pioneer bank in Vietnam to meet higher Basel standards immediately upon SBV's promulgation of official regulations, instructions.

Also in 2023, Vietcombank reviewed its strategy to 2025, vision to 2030, which affirms the strategic goal of being the leading risk management bank in Vietnam, and reviewed and updated strategic solutions to achieve the above goals.



RISK MANAGEMENT

MANAGEMENT OF SIGNIFICANT RISKS AT VIETCOMBANK IN 2023

Credit risk management

Credit risk includes:

- 1

Credit risk (the risk that a customer fails to fulfill or is unable to fulfill part or all of the debt repayment obligations under a contract or agreement with the bank);
- 2

Counterparty credit risk (the risk that a counterparty fails to fulfill or is unable to fulfill part or all of the payment obligations in advance or when due for proprietary transactions; repo and reverse repo transactions; derivative transactions for hedging purposes; foreign exchange transactions and financial asset transactions to meet the needs of customers, partners, and transactions to offset these transactions).



Vietcombank’s credit risk management framework includes organizational structure, policies, processes, credit risk quantification models, credit risk limits, and credit risk reporting. Key credit risk management outcomes in recent times include:

- Effective operation of the Early Warning Signs (“EWS”) system, built on quantitative analysis models of core banking system data, combined with qualitative questionnaires and expert opinions to assess customers’ creditworthiness, business operations, and repayment capabilities. The operation of the EWS system helps to evaluate and early identify corporate customers with potential risks, thereby enabling timely preventive measures to enhance the quality of the Bank’s credit portfolio.
- Regular review and timely adjustment of policy documents on credit risk management, including: (i) credit risk management policies; (ii) regulations on credit limits for a customer/ group of customers; (iii) regulations

on counterparty credit limits for a Vietcombank partner; (iv) regulations on credit approval authority; (v) credit guarantee policies; (vi) regulations on the purchase, sale, and guarantee of corporate bond payments; (vii) credit procedures by customer segment, etc. in compliance with legal regulations, risk appetite, and the Bank’s business requirements.

- Development and refinement of credit risk quantification models according to Basel II; gradually integrating these models into implementation for credit risk management policies and business operation management policies.
- Continuously improving the quality, timeliness, and proactiveness in credit portfolio management by implementing multidimensional management reports that align with the actual macroeconomic developments and the specific characteristics of Vietcombank’s credit portfolio. In addition, implementing and completing programs, projects and initiatives to improve governance



capacity and enhance information technology application in credit portfolio management.

- Develop and review economic sector orientations based on the evaluation of macroeconomic developments, impacts, and portfolio analysis to make timely adjustments, supporting business development, credit planning, as well as the appraisal, review, and approval of credits.
- Improve the quality and update information about groups of related customers to manage and control risks in granting credit to portfolios of related customer groups, especially key customer groups according to Vietcombank’s specific risk appetite.
- Establish, monitor, and manage credit risk limits, including: (i) Credit limit by customer, industry, economic sector on the basis of customers’ ability to repay debts, credit risk of economic sectors and fields; (ii) Credit limit by product, form of guarantee on the basis of corresponding credit risk of the product, types of collaterals.

In 2023, the Bank incorporated regulations on environmental risk management in credit activities into its Credit risk management policy, reflecting the Bank’s direction and objectives regarding this risk. In the context of macroeconomics being affected by the world economy with rapid and unpredictable fluctuations affecting the entire economy, businesses, and people, Vietcombank has maintained synchronized policy/regulation solutions and advanced technology systems as well as regularly assessment of loan portfolio quality. Despite the general difficulties of the economy affecting the Bank’s credit quality, Vietcombank still ensured credit quality control, affirming its position as a financially strong bank that continues to maintain safe and effective credit operations.

RISK MANAGEMENT

Operational risk management

Operational risk is the risk arising from inadequate or flawed internal processes, human factors, system failures, or external factors that cause financial loss or non-financial negative impacts (including legal risk) to the bank. Operational risk excludes reputational risk and strategic risk.

The operational risk management framework of Vietcombank includes the model, organizational structure, risk management culture, system of policies, processes, risk appetites, limits, tools, and systems and continuous repoting mechanisms. These elements are consistenly upgraded, refined, and fully implemented to ensure compliance with the regulations of the State Bank of Vietnam, adhering to advanced Basel II standards, aiming to meet Basel III standards and aligning with the practical operations of the Bank.

In 2023, amidst general economic challenges and the rapid development of high-tech service products leading to potential operational risks, particularly high-tech external fraud risks, Vietcombank continued to emphasize and enhanced operational risk management with the goal of minimizing operational risk losses to protect the Bank, its shareholders, and its customers. The components of the operational risk management framework, especially operational risk management tools (such as incident reporting, risk self-assessment and controls, development and monitoring of key risk indicators (KRIs), and risk assessments of new products and processes) were implemented synchronously across the entire system. This ensured the timely and comprehensive identification,

measurement, monitoring, and control of operational risks in all products, business activities, operational processes, IT systems, and other management systems of the Bank, thereby effectively supporting business operations and ensuring operational safety.

In addition, VCB consistently enhanced specific measures for managing operational risks, including the reinforcement of the fraud risk management framework, the IT risk management framework, the operational risk management of outsourced activities, and business continuity management. In addition to measures to prevent, detect and minimize operational risks, VCB also transferd operational risks through insurance packages covering the Bank's assets, thereby adding an extra layer of protection against significant losses. Vietcombank's culture of operational risk management was continuously fortified and advanced through comprehensive training initiatives. These initiatives encompassed advanced training in operational risk management, adherence to codes of conduct for all employees, fundamental training in operational risk management for all new recruits, and the cultivation of a cohesive, compliant, and responsible work environment to prevent risks.



Market risk management

Market risk is the risk arising from adverse fluctuations in market prices, including but not limited to exchange rates, interest rates, stock prices, and commodity prices, which affect the value of the bank's financial asset portfolio. Market risk includes interest rate risk and equity price risk in the Trading Book; foreign exchange risk and commodity price risk in both the Trading Book and the Banking Book.

Vietcombank's market risk management framework is a close combination of organizational structure, policies, processes, models, and risk management tools, alongside the establishment and monitoring of limits, and risk analysis and reporting. Vietcombank employs measurement metrics (valuation, sensitivity, value at risk (VaR), mark-to-market profit/loss, VaR backtesting, and stress testing) that are developed in accordance with international standards while complying with legal regulations, the bank's risk appetite, and business requirements. Market risk management is meticulously executed down to each business unit and transaction based on the specific risk profile and overall risk appetite of Vietcombank. Through this comprehensive market risk management framework, Vietcombank can proactively mitigate risks to minimize the adverse impacts of market fluctuations.

In 2023, Vietcombank continued to review and periodically update the market risk management framework to meet laws, business unit's needs for new products, and piloted and tested higher international standards such as Basel III, applied digital transformation, and strengthened automation to improve efficiency in market risk management.

Liquidity risk management

Liquidity risk is the risk that arises from:

- 1

The bank fails to fulfill its repayment obligations; or
- 2

The bank's ability to fulfill its repayment obligations at maturity but only at a higher cost than the average market cost according to Vietcombank's internal regulations

Vietcombank's liquidity risk management framework has been fully established with models, governance structure, policy documentation system, processes, regulations and comprehensive limits to identify, measure, supervise and report risks in accordance with international practices and innovative Basel standards, and strictly comply with the SBV's regulations on solvency and liquidity ratios in banking operations. Regulations, processes, limits, liquidity risk management tools, etc. are reviewed and updated annually to promptly adapt to meet the regulatory requirements and implthe practical implementation within the Bank.

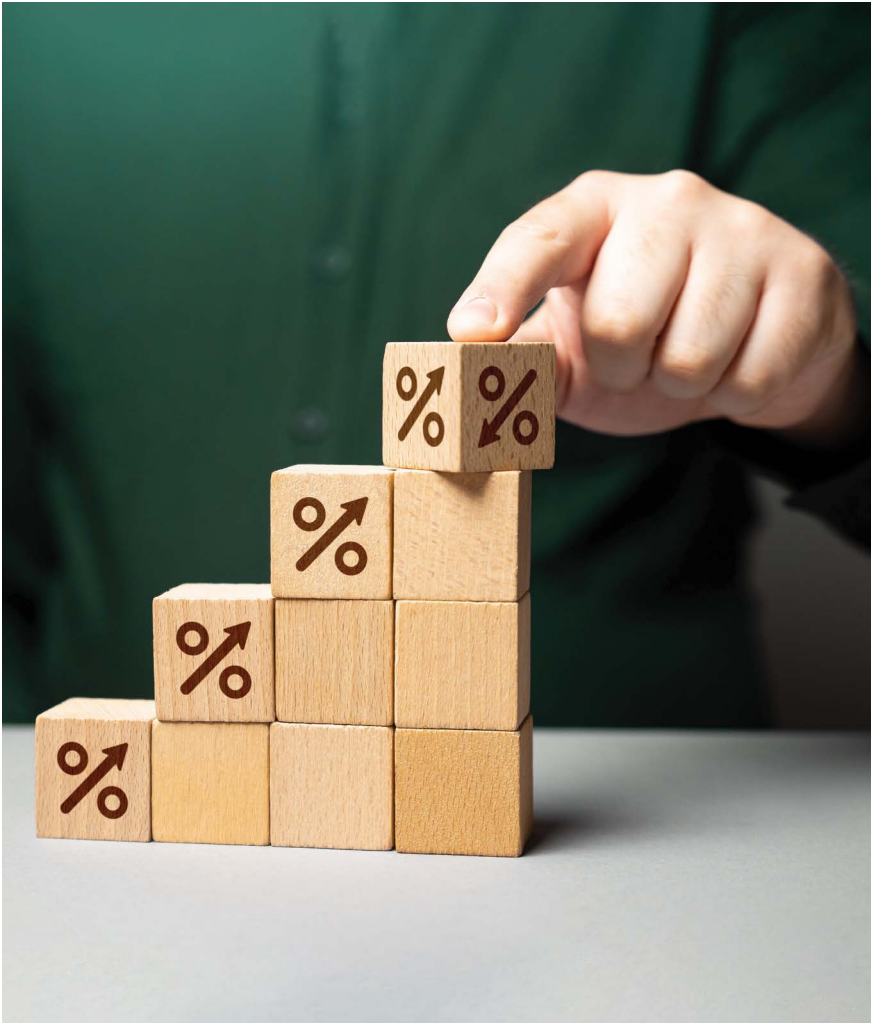
In 2023, the Bank's liquidity always remained securely controlled. Following the year 2022, besides closely monitoring and controlling liquidity risks on a daily basis, Vietcombank proactively updated market liquidity information, thereby drawing lessons from crises at both domestic and international banks to improve internal regulations and processes related to handling liquidity crisis management. In addition, Vietcombank established an internal early warning threshold for NSFR (Net Stable Funding Ratio) in VND and planned to gradually increase these thresholds to meet the Basel minimum requirement of 100%. Furthermore, the Bank set out a plan to establish limits and early warning thresholds for the LCR (Liquidity Coverage Ratio).

RISK MANAGEMENT

Interest rate risk management in the banking book

Interest rate risk in the banking book refers to the risk arising from adverse movements in interest rates, which can impact a bank's income, the value of its assets and liabilities, and the value of its off-balance-sheet commitments. This risk arises from:

- 1
- Floating interest rates or change in interest period;
- 2
- Changes in the relationship between interest rates of different financial instruments with the same maturity;
- 3
- Changes in the relationship between interest rates across different maturities;
- 4
- The influence of interest rate options and products with embedded interest rate options.



In managing interest rate risk in the banking book, Vietcombank has instituted a comprehensive framework of policies, procedures, guidelines and limits to identify, measure, monitor, control and report risks in accordance with international standards such as Basel II, with objective to align with Basel III requirements as well as comply with the State Bank of Vietnam's regulations as stipulated in Circular No. 13/2018/TT-NHNN.

Vietcombank applies various tools and limits for managing interest rate risk in the banking book within its risk management framework. This includes managing the repricing gap between interest-sensitive assets and liabilities,

as well as off-balance-sheet items. The bank also monitors the sensitivity of net interest income (NII) and the economic value of equity (EVE) to interest rate changes. In addition, Vietcombank utilizes appropriate derivative products to mitigate the negative impacts of interest rate fluctuations.

In 2023, Vietcombank continuously monitored and supervised the interest rate risk limits in the banking book, ensuring that these limits were consistently maintained within the established limits.

Concentration risk management

Concentration risk is the risk that arises when a bank's business activities are heavily focused on a single customer (including related parties), partner, product, transaction. Sector, economic field, or currency to an extent that significantly impacts income and risk status according to internal regulations of the Bank. Concentration risks include those related to the Bank's credit portfolio and Trading Book.

Vietcombank has established a comprehensive concentration risk management framework, composed of organizational model and structure, comprehensive system of policies, processes, regulations, and limits to identify, measure, supervise and report risks for compliance with the State Bank's regulations as well as Vietcombank's internal regulations.

In managing concentration risk in credit activities, Vietcombank diversified its credit portfolio based on the following principles: (i) determining concentration risk limits for credit products, customers, industries, economic sectors and types of collateral assets; (ii) identifying related parties of customers in accordance with legal regulations and the Bank's designations; (iii) assessing the diversify level and interaction between credit products, industries and economics sectors. In 2023, Vietcombank constantly supervised and closely monitored credit limits of concentration risks to ensure the credit limits to be maintained

within the established limits. In addition, Vietcombank enhanced the framework for testing the capital endurance to credit risk and credit concentration risk in order to optimize capital sources in the bank's business activities.

For concentration risks in self-trading, Vietcombank officially deployed management tools based on criteria to identify trading portfolio for limit setting in order to ensure the diversity and interactivity. The limits were set based on the maximum proportion of the trading volume, the currency and the counterparty compared with the total trading balance. In 2023, Vietcombank constantly supervised and closely monitored these limits to ensure the self-trading concentration risk limits to be maintained within the established limits. In addition, measurement methods and risk limits were reviewed/updated by Vietcombank to ensure compliance with laws, risk appetites as well as meet the Bank's business needs.



BUSINESS NETWORK

NO.	Branches	Address	Telephone
1	An Giang	No. 26 Hai Ba Trung Street, My Long Ward, Long Xuyen City, An Giang Province	02963.898999
2	Ba Dinh	No. 72 Tran Hung Dao Street, Tran Hung Dao Ward, Hoan Kiem District, Hanoi City	024.37665318
3	Ba Ria	No. 03 Truong Chinh Street, Phuoc Trung Ward, Ba Ria City, Ba Ria - Vung Tau Province	0254.3716275
4	Bao Loc	No. 452 Tran Phu Street, Ward 2, Bao Loc City, Lam Dong Province	02633.726.886
5	North Binh Duong	Lot D1-4-TT, NA3 Street, My Phuoc 2 IP, My Phuoc Ward, Ben Cat Town, Binh Duong Province	0274.3697979
6	Bac Giang	No. 278 Hoang Van Thu Street, Dinh Ke Ward, Bac Giang City, Bac Giang Province	02043.797.888
7	North Ha Tinh	No. 52 Tran Phu Street, Hong Linh Town, Ha Tinh Province	0239.6262555
8	Bac Lieu	No. 49 Hoa Binh Street, Ward 1, Bac Lieu City, Bac Lieu Province	0291.3955055
9	Bac Ninh	6-way intersection Street, Dai Phuc Ward, Bac Ninh City, Bac Ninh Province	0222.3811.282
10	North Gia Lai	No. 737 Pham Van Dong Street, Yen The Ward, Pleiku City, Gia Lai Province	02693 867927
11	North Saigon	No. 155-155A Truong Chinh Street, Tan Thoi Nhat Ward, District 12, Ho Chi Minh City	028.73008999
12	Ben Tre	No. 55B3, Dong Khoi Boulevard, Phu Khuong Ward, Ben Tre City, Ben Tre Province	0275.6255888
13	Bien Hoa	No. 22, 3A Street, Bien Hoa 2 IP, Bien Hoa City, Dong Nai Province	0251.3991944
14	Binh Dinh	No. 66C Le Duan Street, Ly Thuong Kiet Ward, Quy Nhon City, Binh Dinh Province	0256.3526666
15	Binh Duong	No. 185-187 Binh Duong Boulevard, Phu Tho Ward, Thu Dau Mot City, Binh Duong Province	0274.3831227
16	Binh Phuoc	No. 744 Phu Rieng Do Street, Tan Xuan Ward, Dong Xoai Town, Binh Phuoc Province	0271.3558888
17	Binh Thuan	No. 50 Nguyen Tat Thanh Boulevard, Hung Long Ward, Phan Thiet City, Binh Thuan Province	0252.3739064
18	Ca Mau	No. 07 An Duong Vuong Street, Ward 7, Ca Mau City, Ca Mau Province	0290.3575857
19	Can Tho	No. 03-05-07 Hoa Binh Street, Tan An Ward, Ninh Kieu District, Can Tho City	0292 3820445
20	Chau Doc	No. 20 Le Loi Street, Chau Phu B Ward, Chau Doc City, An Giang Province	0296.3565603
21	Chi Linh	No. 1 Thai Hoc Street, Sao Do Ward, Chi Linh Town, Hai Duong Province	02203.885522

NO.	Branches	Address	Telephone
22	Chuong Duong	No. 564 Nguyen Van Cu Street, Gia Thuy Ward, Long Bien District, Hanoi City	024.3652.3333
23	Da Nang	No. 140-142 Le Loi Street, Hai Chau Ward, Hai Chau District, Da Nang City	0236.3822110
24	Dak Lak	No. 06 Tran Hung Dao Street, Thang Loi Ward, Buon Ma Thuot City, Dak Lak Province	02623.818444
25	Dong Anh	Nghia Lai Village, Uy No Commune, Dong Anh District, Hanoi City	024.38835999
26	East Binh Duong	No. 26 Le Duan Street, Zone 2, Hoa Phu Ward, Thu Dau Mot City, Binh Duong Province	0274.3589999
27	Dong Nai	No. 53-55, Vo Thi Sau Street, Quyet Thang Ward, Bien Hoa City, Dong Nai Province	0251.3823666
28	East Saigon	No. 22F-24 Phan Dang Luu Street, Ward 06, Binh Thanh District, Ho Chi Minh City	028.38407924
29	Dong Thap	No. 66, 30/4 Street, Ward 1, Cao Lanh City, Dong Thap Province	0277.3872110
30	Dung Quat	East Dung Quat IP, Dung Quat Economic Zone, Binh Son District, Quang Ngai Province	0255.3632333
31	Gia Dinh	No. 415 Le Van Viet Street, Tang Nhon Phu A Ward, Thu Duc City, HCMC	028.37307799
32	Gia Lai	33 Quang Trung Street, Hoi Thuong Ward, Pleiku City, Gia Lai Province	0269.3875566
33	Ha Long	No. 166 Ha Long Street, Bai Chay Ward, Ha Long City, Quang Ninh Province	0203.3811808
34	Ha Nam	Le Hoan Street, Hai Ba Trung Ward, Phu Ly City, Ha Nam Province	0226 361 6666
35	Hanoi	Floor 1-5, 11B Cat Linh Street, Quoc Tu Giam Ward, Dong Da District, Hanoi City	024.39746666
36	Ha Thanh	No. 344 Ba Trieu Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi City	024.36503333
37	Ha Tinh	No. 02 Nguyen Thi Minh Khai Street, Tran Phu Ward, Ha Tinh City, Ha Tinh Province	0239.3857003
38	Hai Duong	No. 66 Nguyen Luong Bang Street, Binh Han Ward, Hai Duong City, Hai Duong Province	03203.891259
39	Hai Phong	No. 275 Lach Tray Street, Dang Giang Ward, Ngo Quyen District, Hai Phong City	0225.3842658
40	Ho Chi Minh City	VBB Tower, 05 Me Linh Square, Ben Nghe Ward, District 1, HCMC	028.38297245
41	Hoan Kiem	No. 23 Phan Chu Trinh Street, Phan Chu Trinh Ward, Hoan Kiem District, Hanoi City	024 39335566
42	Hoang Mai	Floor 1-2, Tower 1, Times City, 458 Minh Khai, Vinh Tuy Ward, Hai Ba Trung District, Hanoi City	024.38383383

BUSINESS NETWORK

NO.	Branches	Address	Telephone
43	Hue	No. 78 Hung Vuong Street, Phu Nhuan Ward, Hue City, Thua Thien Hue Province	0234.3811900
44	Hung Vuong	No. 664 Su Van Hanh Street, Ward 12, District 10, HCMC	028.38663983
45	Hung Yen	No. 02 Nguyen Cong Hoan Street, Ban Yen Nhan Ward, My Hao Town, Hung Yen Province	0221.3941886
46	Khanh Hoa	No. 17 Quang Trung Street, Van Thanh Ward, Nha Trang City, Khanh Hoa Province	0258.3568899
47	Kien Giang	No. 89, 3/2 Street, Vinh Bao Ward, Rach Gia City, Kien Giang Province	02973862749
48	Kinh Bac	Long Phuong Building, 370 – 372 Tran Phu Street, Dong Ngan Ward, Tu Son Town, Bac Ninh Province	0222.3818.828
49	Kon Tum	No. 01 Phan Dinh Phung Street, Quyet Thang Ward, Kon Tum City, Kon Tum Province	0260.3703337
50	Ky Dong	13-13 Bis Ky Dong Street, Ward 9, District 3, HCMC	028.39318968
51	Lam Dong	No. 33 Nguyen Van Cu Street, Ward 1, Da Lat City, Lam Dong Province	0263.3511811
52	Lang Son	No. 39 Le Loi Street, Vinh Trai Ward, Lang Son City, Lang Son Province	0205.3859859
53	Lao Cai	No. 52 Hoan Lien Street, Coc Leu Ward, Lao Cai City, Lao Cai Province	0214.3828396
54	Long An	No. 2A Pham Van Ngu Street, Quarter 5, Ben Luc Town, Ben Luc District, Long An Province	0272.3633683
55	East Dong Nai	No.53A/4 National Highway 1A, Hoi Nai 3 Commune, Trang Bom District, Dong Nai Province	02513.646151
56	Mong Cai	No. 05 Hung Vuong Street, Tran Phu Ward, Mong Cai City, Quang Ninh Province	0203.3757575
57	South Binh Duong	No. 121, DT 743B Street, Thong Nhat 1 Quarter, Di An Ward, Di An Town, Binh Duong Province	0274.7307777
58	South Da Nang	No. 537 Tran Hung Dao Street, An Hai Tay Ward, Son Tra District, Da Nang City	0236.3932999
59	Nam Dinh	No. 629 Tran Hung Dao Street, Loc Vuong Ward, Nam Dinh City, Nam Dinh Province	0228.3558666
60	South Hanoi	Floor 1-2-3, Cau Tien Apartments, 1277 Giai Phong Street, Thinh Liet Ward, Hoang Mai District, Hanoi City	024.38699696
61	South Hai Phong	No. 11 Hoang Dieu, Minh Khai Ward, Hong Bang District, Hai Phong City	0225 3552299
62	South Saigon	Floor 1, 2, 3, 4 V6 Tower, Lot V, Himlam New Urban Area, 23 Nguyen Huu Tho, Tan Hung Ward, District 7, HCMC	028.37701634
63	Nghe An	No. 21 Quang Trung Street, Quang Trung Ward, Vinh City, Nghe An Province	0238.3842033

NO.	Branches	Address	Telephone
64	Nghi Son	Nam Yen Village, Hai Yen Commune, Tinh Gia District, Thanh Hoa Province	0237 3613999
65	Nha Trang	No. 14 Le Thanh Ton Street, Phuoc Tien Ward, Nha Trang City, Khanh Hoa Province	0258.3826279
66	Nhon Trach	Nguyen Huu Canh Street, Xom Ho Hamlet, Phu Noi Commune, Nhon Trach District, Dong Nai Province	0251.3521888
67	Ninh Binh	No. 1069 Tran Hung Dao Street, Quarter 14, Van Giang Ward, Ninh Binh City, Ninh Binh Province	0229.3894444
68	Ninh Thuan	No. 47, 16/4 Street, Kinh Dinh Ward, Phan Rang – Thap Cham City, Ninh Thuan Province	0259.3922.755
69	Pho Hien	No. 186 Chu Manh Trinh Street, Hien Nam Ward, Hung Yen City, Hung Yen Province	0221.3596666
70	Phu Nhuan	No. 285 Nguyen Van Troi, Ward 10, Phu Nhuan District, Ho Chi Minh City	028.38479966
71	Phu Quoc	No. 1A, Hung Vuong Street, Quarter 1, Duong Dong Town, Phu Quoc District, Kien Giang Province	0297.3981037
72	Phuc Yen	Hoai Nam Building, No.06 Group 8 Hai Ba Trung Street, Hung Vuong Ward, Phuc Yen Town, Vinh Phuc Province	02113 636 666
73	Quy Nhon	No. 433 Lac Long Quan Street, Tran Quang Dieu Ward, Quy Nhon City, Binh Dinh Province	0256.3541377
74	Phu Tho	No. 01 Tran Phu Street, Gia Cam Ward, Viet Tri City, Phu Tho Province	0210.3766666
75	Phu Yen	No. 145 Hung Vuong Street, Ward 6, Tuy Hoa City, Phu Yen Province	0257.3818184
76	Quang Binh	No. 01C, Tran Hung Dao Street, Dong My Ward, Dong Hoi City, Quang Binh Province	0232.3840380
77	Quang Nam	No. 35 Tran Hung Dao, Tam Ky City, Quang Nam Province	0235.3813062
78	Quang Ngai	No. 345 Hung Vuong Street, Tran Phu Ward, Quang Ngai City, Quang Ngai Province	0255.3828578
79	Quang Ninh	25/4 Street, Bach Dang Ward, Ha Long City, Quang Ninh Province	"0203.3629213
80	Quang Tri	No. 34 Hung Vuong Street, Ward 1, Dong Ha City, Quang Tri Province	0233.3555727
81	Saigon	No. 69 Bui Thi Xuan Street, Pham Ngu Lao Ward, District 1, HCMC	028.38359323
82	Saigon Cho Lon	No. 963-965-967 Tran Hung Dao Street, Ward 5, District 5, HCMC	028.39600477
83	Sai Thanh	No. 2A-2B-2C Ly Thuong Kiet Street, Ward 12, District 5, HCMC	028.39573378
84	Operation center	No. 11 Lang Ha Street, Thanh Cong Ward, Ba Dinh District, Hanoi City	024.39368547

MẠNG LƯỚI HOẠT ĐỘNG

NO.	Branches	Address	Telephone
85	North Hanoi	Lai Xa Industrial Cluster, Van Xuan Street, Kim Chung Commune, Hoai Duc District, Hanoi City	024.35950000
86	Soc Trang	No. 3 Tran Hung Dao Street, Cluster 6, Ward 3, Soc Trang City, Soc Trang Province	02993 883888
87	New Binh Duong	No. 16 Le Trong Tan Street, Binh Duong 2 Quarter, An Binh Ward, Di An Town, Binh Duong Province	"0274.3792158-
88	Tan Binh	No. 108 Tay Thanh Street, Tay Thanh Ward, Tan Phu District, HCMC	028.38157777
89	Tan Dinh	No. 72 Pham Ngoc Thach, Vo Thi Sau Ward, District 3, HCMC	02838208762
90	New Saigon	No. 1943-1945 Huynh Tan Phat Street, Quarter 5, Nha Be Town, Nha Be District, HCMC	028.3873.8686
91	Tan Son Nhat	No. 366A33 Phan Van Tri Street, Ward 5, Go Vap District, HCMC	028. 3985 6868
92	West Can Tho	Lot 30A7A, Tra Noc 1 IP, Tra Noc Ward, Binh Thuy District, Can Tho City	0292.3844 272
93	West Hanoi	Lot HH-03, To Huu Street, Van Phuc Ward, Ha Dong District, Hanoi City	024.33554545
94	Tay Ho	No. 565 Lac Long Quan Street, Xuan La Ward, Tay Ho District, Hanoi City	024.37581111
95	Tay Ninh	No. 313, 30/4 Street, Quarter 1, Ward 1, Tay Ninh City, Tay Ninh Province	0276.3818996
96	West Saigon	No. 321-323-325 Pham Hung Street, Him Lam Residential Area, Hamlet 4A, Binh Hung Commune, Binh Chanh District, HCMC	028 3758 9297
97	Thai Binh	No. 75 Le Loi Street, Le Hong Phong Ward, Thai Binh City, Thai Binh Province	02273.839.724
98	Thai Nguyen	No. 10 Cach Mang Thang Tam Street, Phan Dinh Phung Ward, Thai Nguyen City, Thai Nguyen Province	0208.3658200
99	Thang Long	Phu Tho PVOIL Building, 148 Hoang Quoc Viet Street, Nghia Tan Ward, Cau Giay District, Hanoi City	024.3755.7194
100	Thanh Cong	No. 01 Thai Ha Street, Trung Liet Ward, Dong Da District, Hanoi City	024.62578686
101	Thanh Hoa	No. 05 Phan Chu Trinh Street, Dien Bien Ward, Thanh Hoa City, Thanh Hoa Province	0237.3728286
102	Thanh Xuan	Floors 1-2 Artemis Commercial, Office and Apartment Center, 3 Le Trong Tan Street, Khuong Mai Ward, Thanh Xuan District, Hanoi City	024.35578589
103	Thu Duc	No. 50A, Dang Van Bi Street, Quarter 4, Binh Tho Ward, Thu Duc City, HCMC	028.38966806
104	Thu Thiem	No. 55-56, Song Hanh Street, An Phu Ward, Thu Duc City, HCMC	028.73079668
105	Tien Giang	No. 152 Dinh Bo Linh Street, Ward 2, My Tho City, Tien Giang Province	0273.3976999

NO.	Branches	Address	Telephone
106	Tra Vinh	No. 05 Le Thanh Ton Street, Ward 2, Tra Vinh City, Tra Vinh Province	0294.3868780
107	Tuyen Quang	Group 8, Tan Quang Ward, Tuyen Quang City, Tuyen Quang Province	0207.3999666
108	Vinh	No. 9 Nguyen Sy Sach Street, Ha Huy Tap Ward, Vinh City, Nghe An Province	0238.8699567
109	Vinh Long	No. 5C Hung Dao Vuong Street, Ward 1, Vinh Long City, Vinh Long Province	0270.3888288
110	Vinh Phuc	No. 392A Me Linh Street, Khai Quang Ward, Vinh Yen City, Vinh Phuc Province	0211.3720920
111	Vung Tau	No. 27 Le Loi, Ward 4, Vung Tau City, Ba Ria – Vung Tau Province	0254.3852309
112	Hoa Binh	No. 810 Cu Chinh Lan Street, Phuong Lam Ward, Hoa Binh City, Hoa Binh Province	02183.858383
113	Yen Bai	Dien Bien Street, Group 8, Minh Tan Ward, Yen Bai City, Yen Bai Province	0216.385.8999
114	East Quang Ninh	No. 584 Tran Phu Street, Cam Tay Ward, Cam Pha City, Quang Ninh Province	0203.3551551
115	Hoi An	No. 2 Tran Cao Van, Cam Kho Ward, Hoi An City, Quang Nam Province	02353.916.619
116	Dak Nong	No. 74 Huynh Thuc Khang Street, Gia Nghia City, Dak Nong Province	02613555678
117	East Hai Phong	No. 12-13 LK 20, Quang Minh Urban area, Thuy Son Commune, Thuy Nguyen District, Hai Phong City	02253.866999
118	North Da Nang	No. 249A Nguyen Luong Bang Street, Hoa Khanh Bac Ward, Lien Chieu District, Da Nang City	0236.3649668
119	North Dak Lak	No. 149 Tran Hung Dao, Buon Ho Town, Dak Lak Province	0262.7306789
120	Son La	No. 286 To Hieu Street, Group 9, Chieng Le Ward, Son La City, Son La Province	02123.836836
121	Hau Giang	No. 197A-197B-197C, Tran Hung Dao Street, Area 3, Ward 5, Vi Thanh City, Hau Giang Province	0293.3949888
122	East Hanoi	HD03-SP.BH 74-76-80-82, Vinhomes Ocean Park, Trau Quy Town, Gia Lam District, Hanoi City	243,2088686
123	West Bac Giang	Lot C03, Dinh Tram Industrial Park, Nenh Town, Viet Yen District, Bac Giang Province	0204.3666868
124	North Thanh Hoa	SH01-SH05, Phu Chau street, Eurowindow Garden City Thanh Hoa, Hong Hac Intersection, Nguyen Hoang Boulevard, Dong Huong Ward, Thanh Hoa City, Thanh Hoa Province	0237.3693999
125	New Long An	No. 85-91 Hung Vuong Street, Ward 6, Tan An City, Long An Province	0272.3939986
126	Long Thanh	No. 272A-272E, Le Duan Street, Van Hai Area, Long Thanh Town, Long Thanh District, Dong Nai Province	0251.3545068

BUSINESS NETWORK

SUBSIDIARIES/JOINT-VENTURES AND ASSOCIATES

VCBL	VCBS	VCBR
Vietcombank Leasing Co., Ltd Floor 4 – 25T1 Building, N05 Hoang Dao Thuy – Trung Hoa – Cau Giay District – Hanoi Telephone: 024.39289289 Fax: 024.39289150	Vietcombank Securities Company, Ltd Floor 5, 6, 7, 8 Vietcombank Building – 72 Tran Hung Dao, Hoan Kiem District, Hanoi Telephone: 1900 98 9999 Fax: (+84-24) 3936 0262	Vietcombank Remittance Company Floor 4, VCB Ky Dong Tower, 13 – 13 Bis, Ky Dong Street, Ward 9, District 3, HCMC Telephone: 028.35260888 Fax: 028.35260808
VBB	VCBT	VCBF
Vietcombank – Bonday – Ben Thanh Joint-venture Company Limited Floor 22, Vietcombank Tower, No. 5, Me Linh Square, Ben Nghe Ward, District 1, HCMC Telephone: 028.39.153.360	Vietcombank Tower 198 Ltd Floor 14 – Room 1406 – 198 Tran Quang Khai, Hoan Kiem, Hanoi Telephone: 024.39340919 Fax: 024.39340918	Vietcombank Fund Management Floor 15, VCB Tower, 198 Tran Quang Khai Street, Hoan Kiem, Hanoi Telephone: 024.39364540 Fax: 024.39364542

VCBB	VFC	VCBM
Vietcombank – Bonday – Ben Thanh Joint-venture Company Limited 35 Nguyen Hue, Ben Nghe Ward, District 1, Ho Chi Minh City Telephone: 028.38213321, 38213345 Fax: 028.38213366, 38213366	Vietnam Finance Company Limited in Hong Kong (“Vinafico”) 16/F, Golden Star Building, 20-24, Lockhart Road, Wanchai, Hong Kong Telephone: +852-28653905 Fax: +852-28660007	Vietcombank Money Inc. 12112 Brookhurst Street, Suite 11, Garden Grove, CA 92840 United States Telephone: (+1)-714-979-1055 Fax: (+1)- 714-979-1278
VCB LAOS		
Vietcombank Laos Limited 12, Lot 15, Lanexang Avenue, Hatsadee-Tai Village, Chanthabouly District, Vientiane, Lao PDR Telephone: +85621253838		