

06

Sustainable development report

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1 - IMPLEMENTATION OF THRIFT AND COMPLIANCE WITH LAWS ON ENVIRONMENTAL PROTECTION

THRIFT PRACTICE

VietinBank implements measures for thrift practice, including saving on energy consumed, equipment management cost and labor optimization. VietinBank encourages staff to use water and electricity in the office in an economical manner; water and electricity consumption are under strict supervision. Since 2019, VietinBank has stopped using bottled water and shifted to using purified water in glass bottle to reduce plastic waste, ensure environmental friendly status and water saving. VietinBank also adopted thrift practice via implementing Electricity saving plan. Total volume of electricity saved in 2021 was over 224.000 Kwh, equivalent to a decrease of 3%, and with average price of VND 2,958/Kwh, electricity bill was cut by more than VND 663 millions.

VietinBank also implemented procurement and repairing in accordance with legal regulations, procedures as well as accessed and selected investment size and form in a more effective manner. Procurement and repairing activities were carried out as scheduled with proper model and quality designated. Total number of procurement and repairing bidding packages in 2021 was about 80 packages with total value of over VND 120 billion implemented via process of assessment, project and estimated cost approval, bidding and competitive quotation and an amount of VND 2.2 billion was saved via reassessment and final cost approval for procurement activities.

In 2021, VietinBank also saved a proportion of office rent expenses via negotiations reducing rental rate due to COVID-19 impact and therefore improved business efficiency by cutting operating expenses of the Bank.

In terms of labor saving and optimization, in parallel with timely allocation of staff ensuring sufficient resource to implement business plan, VietinBank regularly takes measures in labor structure and planning to ensure headcount growth compliant with the following targets: (i) Proportion of HO headcount is 16% less than that of total headcount; (ii) Net overall headcount growth less than 2%; (iii) Considering service contract type to apply to expert contracts or unskilled labor contracts... to increase self-determination in using resources on demand and reducing expenses compared to signing common labor contracts.

COMPLIANCE WITH LAWS ON ENVIRONMENTAL PROTECTION

VietinBank always complies with current legal regulations on environmental protection, including Law on Environmental protection 2014, Decrees and Circulars guiding status report and management of environmental observation data. On an annual basis, VietinBank signs service contracts with competent parties to make wastewater and periodic working environmental observations as well as signs contract to collect, transport and process waste in accordance with legal regulations.

Number of fine due to non-compliant with legal regulations on environmental protection: None.

Total amount of fine due to non-compliant with legal regulations on environmental protection: None.

2 - BUSINESS ACTIVITIES TOWARD GREEN ENVIRONMENT AND SOCIETY

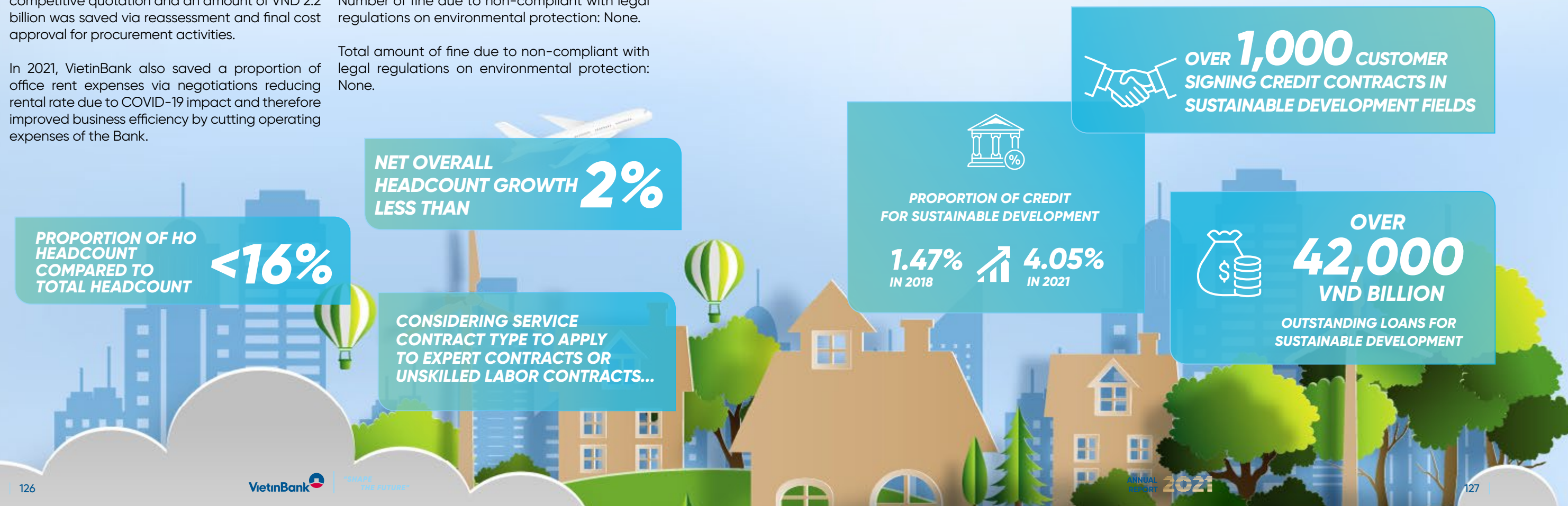
GREEN CREDIT PROGRAM FINANCING PROJECTS IN THE FIELD OF ENVIRONMENTAL PROTECTION, RESPONSE TO CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT; CREDIT PROGRAM FOR ENERGY SAVING AND EFFICIENCY PROJECTS

At the UN Climate Change Conference 26 (COP26) held at the end of 2021, Vietnam already committed carbon neutral roadmap toward Net Zero (zero net greenhouse gas emission) by 2050. Accordingly, along with actions taken by the Government and State agencies, VietinBank also contributed to introduce initiatives for sustainable development and considered participation in financing green projects as one of strategic actions in MBTP of the Bank. In addition, VietinBank has been preparing resources to actively study and get ready for more actions for this purpose.

Regarding Green Finance and Sustainable Development, VietinBank has already taken actions in 6 fields: Green agricultural; Sustainable forestry; Renewable and clean energy; Recycling and reuse resources; Waste processing and pollution prevention; Sustainable water management in urban and rural areas.

Proportion of credit for sustainable development of VietinBank has increased over time, from 1.47% in 2018 to 4.05% in mid-2021. Total number of customers signed credit agreement was over 1,000 with outstanding loans of more than USD 2 billions (VND 42,000 billion).

VietinBank implemented comprehensive financial solutions to shift business activities toward environmental protection in order to achieve above-mentioned results. The Bank already developed internal regulations on environmental-social risk management, 100% of projects financed by VietinBank had environmental-social risk assessment and applied standards on environment. VietinBank provided comprehensive financial solutions for entire supply chain of Energy sector from primary energy, production, transmission, distribution and services in Energy sector; proactively developed flexible products and solutions in financing Green projects: financing rooftop solar project; financing renewable energy projects with quick credit granting process in which customer was consulted to prepare minimum documents; designing tool for rapid calculation of financial results for credit officials to use; refinancing projects under efficient operation; loan guarantee for renewable energy projects with oversea fundings need.



Regarding projects with large capital demand exceeding capability of domestic commercial banks, VietinBank has been acting as arranger to consult and support investors in financing, merger and acquisition (M&A) activities for such projects, especially with international financial organizations. Besides, VietinBank played the role of disbursement bank under authorization, collateral management agent, project management agent for international financial organizations, opened and managed specialized accounts for receiving and paying of projects. Regarding projects with demand of buying foreign currencies for importing machinery and equipment or paying foreign debts, VietinBank is always ready to provide solutions for hedging exchange rate risk, reducing project's financial expenses due to exchange rate fluctuation. In the coming time, VietinBank will continue to work this way to expand outstanding loan portfolio and number of customers financed.

In order to ensure sustainable development goals, VietinBank will continue to promote business activities toward environmental protection and sustainable development, as well as draws roadmap to gradually reduce financing for large carbon emission sectors, encourage funding for projects contributing to neutral carbon target via developing financial solutions supporting investors with sufficient resources to explore new technologies.

ACTIVITIES RELATED TO FOREIGN INVESTMENT TRUST FOR DEVELOPMENT ASSISTANCE PROJECTS, ODA PROJECTS

In recent years, VietinBank has always been in the group of commercial banks holding top

market share in mobilizing, managing and disbursing projects/programs using international fundings. In which, VietinBank was assigned as on-lending agent and serving bank, managed funds and international credit programs with max amount once reached USD 2.5 billion. Some projects serviced by VietinBank namely: Project of Ha Noi Metro Line 3 Nhon – Ha Noi Railway station; Project of Ho Chi Minh Metro Line 2 Ben Thanh – Tham Luong; Thai Binh Thermal Power Plant (USD 1.2 billion); on-lending agent from G-bond (USD 1 billion); Project of T2 International Terminal of Noi Bai International Airport; Project of Da Nang – Quang Ngai highway... Most of these are key national projects which receive special attention from the Government.

Serving ODA projects has been implemented by VietinBank since 2009 and after a short time, VietinBank has become one of state-owned banks assigned to serve large projects financed by Government of Japan, France, Germany, Switzerland... and international financial organizations including World Bank, ADB, European Investment Bank (EIB)...

Projects were served and disbursed by VietinBank in a timely, safe and effective manner in accordance with regulations by Donors and Vietnamese Government. Disbursement was made under international standard of risk management. Via serving and on-lending for programs/projects nationwide such as projects in improving power grid, electricity transmission, education, water supply, waste management, VietinBank actively contributed to business activities of enterprises as well as poverty reduction, improvement of social living standards and development of key economic sectors of Vietnam.

GREEN CAPITAL MARKET ACTIVITIES IN ACCORDANCE WITH GUIDELINES OF THE STATE SECURITIES COMMISSION

Green bond, social bond and sustainable bond have been being considered as effective means to mobilize fundings from private sector for projects benefiting environment and society in order to support sustainable development goals and the Paris Agreement 2015. In recent years, development of green bond market attracted a large number of international investors. Community of institutional investors (pension funds management companies, assets management companies, wealthy individuals...) with large investment portfolio, including investors targeting sustainable development goals, has been looking for green investment opportunities in developing markets.

As one of the countries most affected by annual natural disasters and climate change, Viet Nam considers green growth as an important strategy toward sustainable development. On 14/04/2021, in Ha Noi, SSC issued the Manual of "Green bond, social bond and sustainable bond guidelines". This Manual helps issuers and other participants in Vietnam bond market understand international and regional practices in issuance and funds management for green projects and information disclosure on environment and society, as well as apply standards of green bond, social bond and sustainable bond to mobilize resources from international and



domestic capital markets for sustainable and environmental-social friendly projects.

As a member and market maker in debt market, VietinBank has been actively participating and cooperating with large international financial market as IFC, ADB, MUFG Bank to study and seek for opportunities in highly potential green bond market in Vietnam. VietinBank believes that green bond market will open a new funding channel for long-term projects in infrastructure, renewable energy which can not be fully satisfied by financial institutions with traditional financial tools. This will contribute to expand source of fundings supporting roadmap toward green and sustainable development of Vietnam.



3 - RESPONSIBILITIES TO OUR CUSTOMERS



**VIETINBANK ALWAYS ACCOMPANIES AND BRINGS
HIGHEST VALUE TO CUSTOMERS**

CUSTOMER SUPPORT AND CUSTOMER CARE IN
THE ENTIRE SYSTEM

With a huge portfolio of corporate and retail customers, VietinBank always pays great attention and continuously improve quality of customer care and support in the entire system by issuing policies, regulations, procedures, guidelines, and manuals to manage customer care quality. In 2021, VietinBank issued and broadly communicated to the entire staff in various means all documents to improve customer care quality such as: Picture Manual of Service quality standard in customer service point in VietinBank branches; Hall regulation and Customer journey in transaction office, Manual for handling customer complaint, 5S picture manual...

With the target of "Always accompany and bring highest value to customer", VietinBank has various channels to receive customer feedbacks and rapidly response to them. With 6 direct and indirect channels, customer can actively contact with the Bank anytime, anywhere and vice versa, VietinBank

can immediately consult customer on products or complaints: Hotline: 1900 558 868/(+84)2439 418 868; or Email: contact@vietinbank.vn; or Facebook: <https://www.facebook.com/VietinBank>; or website: www.vietinbank.vn; in-person meeting with our relationship managers (RMs) in all branches/transaction offices of VietinBank nationwide. Writing complaints sent by customer to VietinBank are always received and quickly directed to related departments to handle in a timely and appropriate manner on the basis of compliance with regulations, policies, risk and interest... of related parties. In the context of COVID-19, proposal by customers relating to fee waiver, interest reduction, loan restructuring... was carefully reviewed and assessed by VietinBank from HO to branch in order to find best supporting solutions and measures to make customer stay with VietinBank.

In 2021, during complicated situation caused by COVID-19, in order to maintain 24/7 services for customers, VietinBank Contact Center flexibly responded and took measures to adopt to new situation, successfully launched new customer care channel via Fanpage Inbox. These actions




contributed to increase business productivity and efficiency, fully meet customer's demand. Nearly 4 millions of customers were served via channels: phone, email, fanpage inbox, Interactive Voice Response – IVR. VietinBank Contact Center also performed marketing activities and surveyed **332,847** customers; handled thousands of inquiries, suggestion from customers which contributed to increase connection and satisfaction of customer about VietinBank's services and products.

VietinBank's customer care and support is always guaranteed, not only in quantity but also in quality. Proportion of customer satisfied with VietinBank's customer care service reached **84.8%** which was much higher than international standard of 71%. VietinBank also maintained top position in customer care in Vietnam when being awarded **Leading Contact Center Vietnam** by Global Banking and Finance Review (United Kingdom) for 4 consecutive years from 2018 to 2021.


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In-person meeting

3 - RESPONSIBILITIES TO OUR CUSTOMERS

CORPORATE CUSTOMER SUPPORT & CUSTOMER CARE

In 2021, given the negative impact of the COVID-19 pandemic, VietinBank pioneered the implementation of policies of the Government and the SBV in supporting and resolving difficulties for businesses and people affected by COVID-19, such as: debt restructuring, maintain the same debt group for corporate customers that face difficulties in payment cash flow; exemption/reduction for interest rate and a variety of service fees...Several programs/campaigns could be mentioned such as:

- Continuing to apply preferential interest rate programs to corporate customers affected by the COVID-19 even when these customers no longer meet the conditions of the preferential programs;
- For short-term loans without repayment term restructured/interest exemption or reduction/loan group unchanged due to the impact of COVID-19: VietinBank actively considered reducing interest rate up to 0.5%/year compared to with the current applicable interest rate;
- For short-term loans with restructured repayment term/interest exemption or reduction/loan group unchanged due to the impact of COVID-19 in accordance with VietinBank's

regulations from time to time (including disbursed loans under Credit Package): VietinBank branches were allowed to apply the interest rate not lower than the rate before the time of debt restructuring/interest exemption/reduction;

- For medium and long-term loans: VietinBank considered reducing interest rate up to 0.5%/year compared to the current interest rate applicable to existing loans/debts until next interest rate adjustment period or new disbursement of signed credit contracts;
- Applying fee waiver to maintain service, to issue up to 2 authentication devices, completely exemption of transaction fees on eFAST channel, including: VND transfer intra and inter-system, payroll payment, payment to the State Budget;
- Up to 100% exemption and reduction of international payment and trade finance fees compared to the current fee schedule, regardless of new or existing customers for customers with international payment transactions and trade finance affected by COVID-19/corporate customers operating in the field of supplying pharmaceuticals, medical equipment and supplies.

With the goal of accompanying customers to gradually recover in the context of the new normal, VietinBank had proactively, flexibly adapted, promoted the implementation of many customer-

oriented programs/services. These included:

- "VietinBank Corporate to Lead" program included comprehensive preferential products and services for the Large Corporate Customer segment with the spirit: "Collaboration to lead". Based on the theme "V - Go Fast; V - Go Far; V - Go Together", VietinBank provided corporate customers with preferential policies suitable to the characteristics of industries, business fields and the connection of enterprises in the chain of supply/distribution, bringing added value to corporate customers based on the advantages of the industry and linking the chain of operation;
- Credit packages with preferential interest rates and fees for corporate customers such as: SME long and medium-term program; Credit package for investment in ready-built factories in industrial parks and industrial clusters; Distribution Trading Credit Package for SME; Comprehensive package of refinancing incentives for corporate customers; Package of products and services to finance small and micro business with full collateral; Promotion program "Four precious fortunes - Ready to ride the wave in 2021", giving customers the opportunity to receive valuable gifts, increasing customers' good experiences when using the Bank's services.

In addition, VietinBank also provided domestic and international connection solutions to support corporate customers to increase partner network, business cooperation and operating markets

expansion, and to seek alternative business opportunities for the existing business activities affected by COVID-19; to introduce to customers with new electronic modes of transactions to replace over-the-counter transactions to ensure that customers can maintain normal transactions when company's board of directors cannot travel to Vietnam due to the impact of the pandemic. At the same time, together with subsidiaries and affiliates in the ecosystem, VietinBank provided comprehensive financial solutions to meet the increasing demands in business operation of corporate customers. Promoting the role of a large State-owned commercial bank, VietinBank was a reliable partner and continued to maintain its leading position in providing financial services to large state-owned and private corporations/groups, prioritizing funding sources for key national projects such as: renewable energy projects, industrial park real estate, inland roads... contributing to the country's economic development.

VietinBank also focused on providing business newsletters for each region, updating overall data and sale orientation of outstanding loans and funding; at the same time, in order to increase funding, branch managers set up specific funding bulletins of each branch which enhanced the staff to grasp and update sales tools, quickly reached groups of potential customers. VietinBank also regularly updated the economic information, market trends to customers so that they could

3 - RESPONSIBILITIES TO OUR CUSTOMERS



promptly grasp and evaluate the situation, hence decide their business orientation.

RETAIL CUSTOMER SUPPORT & CUSTOMER CARE

With the criterion "Taking customers' needs as the Bank's service goals" in order to "Improve the value of life", VietinBank always meets a variety of customers' needs with value-added services at competitive prices and with best service as well as establishes a sustainable relationship with customers on the basis of support and care from marketing to service provision and after-sale services.

VietinBank's new customers were fully consulted on documents, procedures, prices, etc. of banking and financial products/packages, and advised to get the best orientation and financial planning in the future. For existing customers, VietinBank implemented customer classification in order to manage customer relationships, take care of them regularly, and promptly meet the needs of all customer segments.

Since 2019, in the complicated context of COVID-19, which had far-reaching impacts on

all aspects of the economy, from production and business activities to people's lives, in order to strengthen the solutions to support customers affected by the pandemic, VietinBank had actively and proactively implemented timely supporting credit programs/packages, while promoting the improvement of procedures, processes and modes receiving documents from customers. Specifically, VietinBank has reduced interest rates by up to 1%/year to support businesses and people affected by COVID-19 with the total actual interest reduced for Retail segment to nearly VND 1,400 billion in 2021. Along with that, VietinBank implemented programs, products, and applied policies to support retail customers affected by COVID-19 such as:

- Providing the financial package for the frontline entities against the pandemic with preferential interest rates and fees for hospitals, police, army, and People's Committees which had a good effect in the market;
- Implementing debt restructuring, maintaining loan group for customers affected by the development of COVID-19 in accordance with regulations of the SBV;

- Allowing customers affected by COVID-19 with group 2 and 3 loan to access preferential loans under credit incentive programs issued by VietinBank, including preferential programs for loans to buy communal houses, preferential loans in the agricultural sector;

- Applying the policy of exempting/reducing the penalty fee for early payment, and exempting the collection of preferential interest rates for customers who repaid during the period affected by COVID-19; Disbursement policy via Email, Fax for customers affected by COVID-19, whereby customers were disbursed by the Bank without going to VietinBank's branch/transaction office...

With comprehensive support, incentives on policies, interest rates, fees, diversified transaction channels... VietinBank has been continuing to stand side by side with customers to overcome difficulties during the period affected by COVID-19. At the same time, we gradually tightened the comprehensive relationship between customers and VietinBank to create a sustainable bilateral relationship.

SPECIAL CREDIT PROGRAMS OF PREFERENTIAL INTEREST RATE SUPPORT FOR SMES

By December 31, 2021, there were more than **205,000** SMEs having a relationship with VietinBank with a total accumulated disbursement loan of nearly VND 600,000 billion, of which working capital disbursement for production and business operation was more than VND **550,000** billion and disbursement of medium and long-term capital for investment was more than VND 30,000 billion. Outstanding loans for SMEs at VietinBank by December 31, 2021 reached nearly VND 300,000 billion, an increase of VND 38,000 billion compared to 2020, the growth rate in 2021 reached 15%, which was an encouraging figure, contributing greatly to VietinBank's credit growth. The average credit growth rate in the last 5 years (from 2016) reached 15%/year. The SME customer segment contributed the most to the growth in number of new customers and outstanding loans, improving VietinBank's business performance indicators.

To achieve the above remarkable results, VietinBank always accompanied businesses in the priority areas of the economy, balanced loan sources, coordinated with the provincial authorities and State Bank local offices to develop socio-economic promotion programs

for 5 priority areas of the Government. Short-term ceiling rate for this group of 5 priority sectors was only 4.5%/year, in which, disbursed revenue for agricultural and rural development was more than VND 90,000 billion.

In 2021, in order to continue demonstrating VietinBank's companionship with SME customers in optimizing the efficiency of capital use, improving operational efficiency, and expanding production and business, VietinBank became the leading bank in the market that offered a comprehensive incentive package called "**VietinBank SME Stronger 2021**", fulfilling its commitment to develop together with SME customers through 3 main topics:

- Price incentives (interest rates and fees);
- Strong support for SME customers who were ready to innovate with specific products, in each industry, each business mechanism according to the customer's supply/distribution chain with products tailored specifically to the needs and characteristics of each customer, such as specific products for the textile and garment industry, trading and distribution; construction industry, pharmaceutical industry and medical supplies, ready-built factories; products for chain customers...
- Becoming an information bridge to help SME customers increase opportunities to connect with customers, cooperate in business and expand export markets with a wide network, large customer base and strategic partner banks in the world.

4 - RESPONSIBILITIES TO SHAREHOLDERS AND INVESTORS

VietinBank IR Team, which is a function unit under the BoD Secretariat & Investor Relations of the BoD Office, serves as a bridge between VietinBank and its investor community, responsible for the communication and information sharing from investor community to VietinBank BoD, protecting and attracting shareholders' interests in CTG shares within the Bank's business plan, aiming at creating sustainable value and maximizing interests for all shareholders and investors.

INFORMATION TRANSPARENCY, PROTECTING INVESTOR RIGHTS

As a listed company with a large number of shareholders, it is crucial for us to emphasize on the transparency in information disclosure in order to increase our shareholders' trust. VietinBank is also the leading bank in reporting and disclosing of sufficient information on a regular/extraordinary basis in a timely manner and in compliance with laws & regulations. VietinBank not only ensures the timeliness and quality of the information disclosed, but also ensures that the information is fully disclosed on the media as prescribed including The Investor Relations Website - <http://investor.vietinbank.vn> in both English & Vietnamese version, the website of Stock Exchanges, the information disclosure system of the SSC, the Vietnam Securities Depository; mass media, etc. In 2021, VietinBank provided comprehensive periodic and extraordinary information disclosure such as financial statements, corporate governance reports, information about AGM/EGM, increasing of Charter Capital through the issuance of share dividends, cash dividend payout; changes of internal persons; transactions with our subsidiaries as well as bond issuance, etc. Especially, VietinBank's 2020 annual report - **"Overcoming challenges, seizing opportunities, developing rapidly and**

sustainably", with significant improvements in both content and design, surpassed 50 large-cap enterprises, for the second year, to be listed in **Top 10 Best Annual Report in 2021** in category of listed large-cap companies in the 2021 Vietnam Listed Companies Award organized by the HOSE and Investment Reviews. Among banks, VietinBank is the only State-owned joint stock commercial bank to be honored with this award.

In addition, VietinBank also developed and issued the Regulation on Information Disclosure on the stock market in fully compliance with the provisions of Circular 96/2020/TT-BTC of the Ministry of Finance on information disclosure on the stock market as well as relevant laws.

VietinBank facilitates shareholders to promptly access information on the Bank's business results at the GMS (the AGM and EMG in 2021). VietinBank always ensures shareholders' rights through the practice that shareholders are entitled to question (directly/ indirectly) and propose recommendations to the BoD of VietinBank before voting on important issues related to VietinBank's operations. VietinBank also fully disclosed information on documents



VietinBank always fully complies with periodical and extraordinary information disclosure duties to ensure transparency and shareholders' rights

and content related to the above events and posted them on the VietinBank's IR website to ensure transparency of information to all shareholders and the community of investors. In addition, throughout the financial year, VietinBank's IR team actively supported and answered questions as well as information requests of investors through indirect channels such as email, phone and IR website.

INTERACTION BETWEEN VIETINBANK, INVESTORS AND THE MARKET IS CONSTANTLY IMPROVED IN TERMS OF QUALITY & FREQUENCY

In 2021, VietinBank continued to focus on the frequency, methods and quality of information disclosure. In the context of COVID-19's complicated development, on 17/03/2021, VietinBank successfully organized the online "Investors & Analysts Meeting" with the participation of many representatives from domestic & foreign Investment Funds, Securities companies, Fund Management companies. The guests highly appreciated the direct, open, transparent and friendly dialogue of the Chairman and senior leaders of VietinBank. At the same time, VietinBank maintained regular exchange and update of information to domestic and overseas investment funds, securities companies, and fund management companies about the business activities of VietinBank and

CTG share through direct or indirect methods (email, phone, online meeting, etc.) and through the implementation of Earning Calls for business performance update, Quarterly Financial Report Highlights, Monthly Investor Newsletter.

The above activities have contributed to improving the professionalism and transparency of VietinBank's information disclosure, helping investors access and update full information about VietinBank's operations, business results as well as strategic direction, thereby increasing investor confidence, contributing to enhancing VietinBank's brand prestige in the market.

ORIENTATION FOR IR ACTIVITIES IN 2022

In 2022, VietinBank is going to improve the quality of information, the level of interaction with investors and the market with the goal of gradually bringing VietinBank's IR activities closer to international practices and standards, improving efficiency performance, meeting the expectations of shareholders and investors. At the same time, VietinBank also continues to improve the internal regulations in IR activities to ensure compliance with relevant legal regulations as well as ensure the interests and enhance the value for shareholders.



5 - RESPONSIBILITY TO OUR EMPLOYEES

GUARANTEED EMPLOYMENT FOR OUR STAFF

The total number of our employees as of 31/12/2021 was **25,154** (including employees of all subsidiaries, business units, representative offices and employees working on temporary basis). In 2021, our employees were deployed and assigned in accordance with their qualifications and capability. Our job arrangements ensured that all employees in the entire system hold appropriate job title with signed labor contracts according to the provision of Labor Law.

Especially with the prolonged and complicated developments of COVID-19 that brought negative socio-economy impact universally, VietinBank had promptly built up response scenarios for HR and guided working, staffing arrangement, salary and benefits, remuneration regime to protect human resource, maintain stable jobs for employees and ensure continuous business operation, thus meeting customer demand for transactions and business, even in the peak of the pandemic and social distancing.

REMUNERATION POLICY

VietinBank employees are entitled to the following remuneration mechanism:

- VietinBank's salary scheme was built

according to international practices based on the principle of 3Ps: Pay for Position, Person and Performance in order to meet three main objectives: (i) Ensuring stable monthly, quarterly and annual salary for our employees; (ii) Creating constant motivation for our people to improve productivity; (iii) Flexibility in annual salary and salary incensement;

- Employees are recognized with their working capability to be entitled for promotion and appointment, as well as being eligible for award consideration;
- Training is made available to all employees to improve their professional competence;
- Social Security Retirement Benefits are provided to former employees with 2 month's salary before their retirement date. They are also funded for retirement activities by the Bank;

In 2021, despite the negative effects of COVID-19 pandemic on business activities of the entire system, VietinBank still ensured stable income for its employees. Details of the average salary of employees are presented in Part 7 - Audited Consolidated Financial Statements 2021.



Social insurance benefits and welfares are continuously carried out by VietinBank to take good care of our employees' life in the entire system

SOCIAL INSURANCE BENEFIT

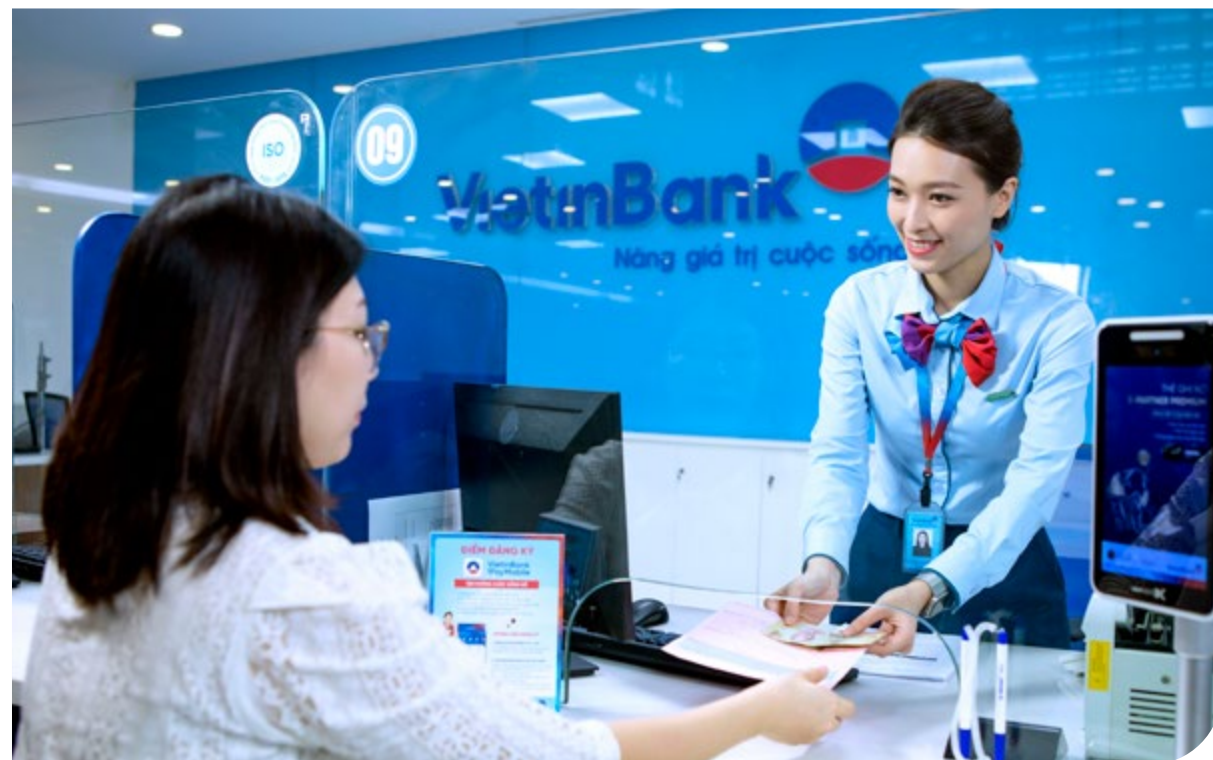
Our employees are insured under the law and regulations. Social insurance regime benefits our employees in the event of sickness, retirement or maternity... Especially for retirement, we coordinate closely with social insurance authority to ensure that our employees can retire at their retirement age.

WELFARE REGIME

In 2021, VietinBank continued the welfare regime for employees throughout the system to improve life care, labor regeneration, create work-life balance and enhance employee engagement and superior welfare regime for high-performing employees, talented employees, key leaders and senior leaders to demonstrate recognition an retaining of highly qualified and competent employees.

Currently, our welfare regime includes the followings:

- 15 general welfare regimes for all employees in the entire system including holiday vacations (Tet holiday, National Women's Day, International Women's Day, Children's Day, Mid-Autumn Festival...) and other labor union benefits in case of sickness, personal and family issues as well as health insurance coverage from VBI for those who have worked for at least 12 months at the Bank, etc.
- 04 outstanding remuneration policies for high-performing employees, key employees and Top 500 talents: Outstanding reward policy, high-end holidays, and tuition support for their children, special health insurance coverage, life insurance, etc.
- Especially, in the face of complicated developments and negative impacts of COVID-19, VietinBank promptly developed policies to encourage employees to work safely during the pandemic period, and at the same time ensure the safety and maintain continuous business activities: Developing flexible working plans (working from home, rotating work, 3 on-site...) to create favorable conditions for employees to work in pandemic context, implement the welfare regime of 10 million VND/employee infected with COVID-19, 300,000 VND/employee/day for who are F1 or who are practicing "3 on-site".



VietinBank maintains stable jobs for employees

5 - RESPONSIBILITY TO OUR EMPLOYEES

TRAINING QUALITY IMPROVEMENT

In 2021, VietinBank held **682 classes** (27% higher than the plan). The number of trainees participating in training sessions was **58,705 turns**, with the **average number of training sessions being 4.34 days/person**.



Table of average training duration and coverage of training programs classified by trainees

Trainees	Number of average training days	Training turn
Top-level Management, Mid-level Management (Branch Director/Deputy Director, Director/ Deputy Director of HO Dept., Director/Deputy Director of non-business Units)	4.49	3,312
Managers (Head/Deputy Head of Branches, Head/Deputy Head of non-business Unit)	5.13	18,193
Other employees	7.73	37,200
Total	4.34	58,705

Innovating the form of training and building an online learning culture, training associated with business orientation

In the past year, to adapt with the Covid-19 pandemic, training courses were fully online courses through video conference, livestream, E-learning, WebEx/Zoom, etc. Online training programs timely brought new experiences of the 4.0-training era with many modern training tools.

In 2021, VietinBank comprehensively renewed the design and development of training programs,

closely following the Bank's business plan and orientation; training content was highly practical, covering from knowledge on new products and services to supporting business promotion; system training was in the direction of digitalization to help improve labor productivity and prevent risks.

Particularly, training programs for business units were organized with **190 courses (39,877 turns)** for customer relationship managers, tellers, trade finance and credit support officers. In which, training contents focused on transaction



VietinBank organized interviews with candidates for positions of Branch Directors/Deputy Directors

banking courses, improving sales capability, consulting comprehensive financial solutions, performing operation skills on systems, online sales, etc. In addition, VietinBank also equipped necessary skills for mid-level leaders, Heads/Deputy Heads of Branch Departments to adapt and develop in the new circumstances with **82 training courses** such as: Positive thinking, Agile management, leadership psychology, digital transformation leadership, employee experience, task authorization, motivation, etc.

Develop and improve the quality of trainers, promoting and enhancing the effectiveness of KPI-assigned training to leaders and managers of the entire VietinBank system

With the total of **715 internal trainers** currently working at VietinBank (of which 63 trainers joined the team in 2021), VietinBank organized many supportive activities to enhance quality of trainers, flexibly adapt with changes in training methods.

Furthermore, internal training KPI was fully implemented in quantity and quality by HO units and branches throughout VietinBank system with

3,852 classes corresponding to 12,464 hours of training. Such solution helped: (i) improve the role of training, nurture and build a team of mid-level management and managers at units; (ii) promptly response to training needs and follow the actual operation at units; (iii) save costs for VietinBank.

Enhancing necessary capacity to adapt with variable context for a flexible organizational model

2021 was a year full of upheavals. VietinBank has quickly adapted, created and implemented training programs, which provided the most advanced knowledge, skills and tools to adapt with the constantly changing and volatile business context. Specifically, there was a comprehensive series of **"Agile Management"** training programs for VietinBank system, including 12 classes for nearly 700 trainees who were high-level management, mid-level management and some managers of 20 branches. In particular, training activities covered 100% of leaders and managers of key divisions such as Retail Division, Operations Division, Risk Management Division, and IT Center.

5 - RESPONSIBILITY TO OUR EMPLOYEES



VietinBank Top 500 Scheme, one of the main HR tasks, was continuously carried out to prepare promising candidates for managerial levels

CAREER ADVANCEMENT OPPORTUNITY AND VIETINBANK TOP 500 SCHEME

VietinBank implemented the **Job hierarchy-restructuring project** on entire system level in order to build a career path according to job positions and standardize staff rotation. At the same time, VietinBank also continued to promote early identification, build a training roadmap and comprehensively develop human resources for the positions of mid-level management and strategic officers of the Bank: (i) Continuing to implement the **VietinBank Top 500 Scheme** to create a source of management at all levels (identifying 105 new high-potential employees (Hipo) and graduating 115 incumbent Hipo, focusing on training programs on leadership, core competencies for Top 500, experience sharing activities between Exco - Key Person - Hipo); (ii) Pioneering in State-owned commercial banks to deploy Agile Management training for high-level and middle-level managements (BoD, BoM, Branch Directors, Heads/Deputy Heads of HO Departments) with the goal of promoting effective coordination between individuals and units, empowering initiative, engaging employees, improving labor productivity to meet human resource quality requirements with fast execution capacity; (iii) Comprehensive renewal of identification and creation of human resources for mid-level management positions (organization of recruitment exams and public

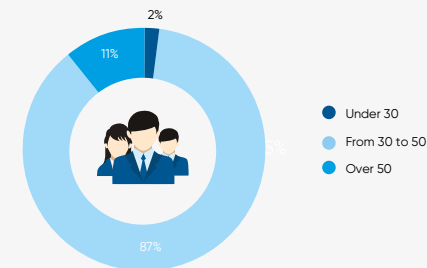
and transparent evaluation of candidates for the positions of Directors/Deputy Directors of Branches, Heads/Deputy Heads of HO Departments; development of a set of criteria for evaluating candidates that balance 2 factors of competence and professional expertise) to ensure the selection of suitable candidates, meeting VietinBank's HR requirements.

GENDER EQUALITY IN OUR BUSINESS

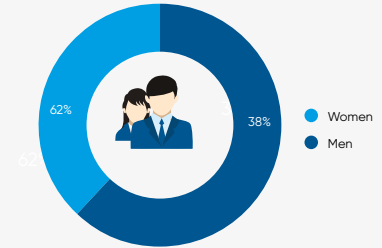
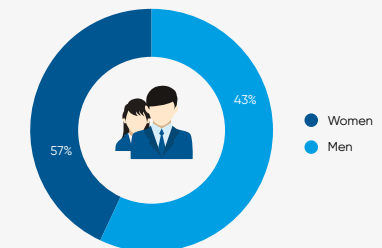
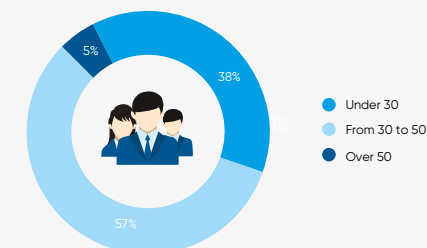
In 2021, with the attention of VietinBank's BoD, the Committee for the Advancement of VietinBank Women implemented the following activities:

- Develop a plan and issue instructions for units to implement activities in the Action Month of the year 2021;
- Launch the Action Month in an appropriate form; strengthen communication on the topic, message and activities of Action Month for gender equality and prevention of gender-based violence in various forms, suitable for each target group and actual situation, etc.
- Coordinate with VietinBank Trade Union to implement key programs for female employees, launch emulation activities along with organizing practical and effective campaigns and activities that attracted the participation of female officers, union members and employees. In

Structure of management team



Structure of staffs



In addition, the Committee for the Advancement of VietinBank Women directed units to take care and protect female employees' rights, inspect and supervise the implementation of regimes and policies for female employees; proactively advise and introduce excellent female officers to the Party committees and authorities in planning, training, nurturing and employing female officers, etc. Female employees were introduced to participate in advanced training profession, created favorable conditions to strive, contribute, enhance qualifications and participate in various activities to advance capability in all working fields, contributing to the representation and protection of female employees' interests; The reward scheme was always paid attention to promptly encourage outstanding achievements and motivate solidarity, unity, and best efforts of female employees to achieve VietinBank's goals and duties with excellence; Policies to support female employees who had difficulties due to the COVID-19 pandemic were promptly and effectively implemented; Communication, counseling and support for female employees during the complicated development of COVID-19 pandemic were strengthened as well.

INTENSIVE IMPLEMENTATION OF CORPORATE CULTURE

In 2021, through internal activities such as: Preliminary and sum-up conferences, Employee Conferences, newsletters on internal magazines, websites, posters and external

communication activities such as GMS, Investor Newsletter, domestic and foreign magazines/press, VietinBank strongly communicated to all levels, from HO to branches, from the BoD to all employees and partners, customers about VietinBank's strategic development orientation in the next 10 years and a vision to 2045 with the aspiration to become "a leading multi-functional, modern and efficient bank in Vietnam, being in the Top 20 strongest banks in the Asia Pacific region by 2030, being the strongest and most prestigious bank in Vietnam, a leading bank in the Asia-Pacific region and a highly reputable bank in the world by 2045", carrying out the mission of "Being a pioneer bank in the country's development on the basis of bringing optimal value to customers, shareholders and employees". Accordingly, VietinBank's officers and employees have had full and comprehensive access to VietinBank's vision and mission in the next 10 years, from which all VietinBank employees understand and believe in the direction of the BoD, towards the common goals.

Besides, VietinBank has also strongly propagated corporate culture towards 5 core values of the bank including "Customer-centricity", "Innovation", "Integrity", "Respect" and "Responsibility". Core values are expressed in consistent actions from high-level management to each staff position, changing from thought to action associated with core values and behavioral standards throughout all activities at all hierarchies, units within VietinBank system.

6 - CORPORATE SOCIAL RESPONSIBILITIES



social welfare program with a total value exceeding








519 VND BILLION

Total budget VietinBank has spent for social welfare programs up to now

8,000 VND BILLION

In recent years, in addition to successful fulfilment of business targets, active promotion of Banking Industry's good tradition, VietinBank has proactively conducted social-welfare-related activities in accordance with direction and policy of the Party, the Government and Banking Industry with the aim of hunger eradication, poverty reduction, and improvement of people's material and spiritual life in localities with difficult economic conditions and participated in many practical and meaningful programs to contribute to the overall development of society and community. VietinBank continued to promote social welfare and gratitude expression activities through sponsoring a number of social welfare related projects and programs with a total value of over **VND 519 billion**, increasing the total budget that VietinBank spent on this so far to over **VND 8,000 billion**. VietinBank's social welfare activities focused on building houses for the poor, building schools, healthcare facilities, and infrastructure works in difficult areas, rural and remote areas, supporting mitigation of damages caused by natural disasters, storms and floods. In particular, VietinBank has spent more than **VND 209 billion** for the fight against COVID-19. These charitable deeds of VietinBank have contributed to spread the brand name of VietinBank, leveling up the livelihood of people throughout the country.

Below is a sum-up of VietinBank's social welfare activities over past years and in 2021.

SOCIAL WELFARE ACTIVITY RESULTS	Previous years to 2021	In 2021	Units
TOTAL AMOUNT (committed/implemented)	> 8,000	> 519	VND billion
Typical activities:			
 Supporting the fight against COVID-19	209	166	VND billion
 Building new houses for the poor	43,410	980	houses
 Building schools	744	21	projects
 Building classrooms	408	2	projects
 Building bridges, rural roads	992	13	projects
 Building healthcare centers	140	7	projects
 Funding ambulance cars	295	12	cars

6 - CORPORATE SOCIAL RESPONSIBILITIES

SIGNIFICANT SOCIAL WELFARE PROGRAMS OF VIETINBANK

JOINING HANDS TO SUPPORT THE PREVENTION AND CONTROL OF COVID-19

Over the past 2 years, the COVID-19 pandemic has developed complicatedly and unpredictably, affecting greatly the socio-economic development of the country as well as the health and livelihood of people. Understanding the difficulties of citizen affected by the pandemic; promoting the role of a pivotal and key enterprise, VietinBank has donated over VND 209 billion to accompany the Government and localities in pandemic prevention and control such as: Donating to Vietnam COVID-19 Vaccine Fund (VND 60 billion), sponsoring ventilators, quick test kits, masks, antiseptic solutions, body temperature monitors, etc.



Certification of VietinBank's support for
Vietnam COVID-19 Vaccine Fund

209 VND BILLION
WAS DONATED BY VIETINBANK
FOR THE PREVENTION AND CONTROL OF
COVID-19



With the message "No one is left behind - Together, we would win", VietinBank's large-scale "Charity Rice Bank" program was organized to share a part of difficulties with the poor during the COVID-19 pandemic. The total amount of rice that had been distributed through VietinBank's "Charity Rice Bank" was 130 tons, equivalent to 26,000 rice servings at nearly 50 locations nationwide with a budget of approximately VND 2 billion.



VietinBank carried out "Rice Bank" to help the disadvantaged people during the COVID-19 pandemic

50 LOCATIONS
FOR CHARITY
RICE DISTRIBUTION
NATIONWIDE

26,000
RICE SERVINGS

WITH A BUDGET OF NEARLY
2 VND BILLION

In 2021, the COVID-19 pandemic not only affected citizen's health but also wreak havoc on the "health" of businesses. In order to companion with businesses and people to overcome difficulties and resume production, VietinBank promoted its role as a pioneer and proactive bank in supporting businesses and people to recover from hardship caused by the COVID-19 pandemic through interest reduction, debt restructuring, maintenance of debt group, etc. Along with that, VietinBank also actively advised and supported businesses to restructure their operations to suit the new situation; promptly satisfying the legitimate and necessary needs of capital and banking services of businesses, citizen, the economy and society. In 2021, VietinBank set aside nearly VND 7,000 billion from its profit to reduce lending interest rates, exempt and reduce service fees for businesses and citizen; making a very important and effective contribution to the economy to overcome difficulties, stabilize and continue to develop.

It can be affirmed that, with specific, practical and effective actions in the prevention and control of the COVID-19 pandemic, ensuring the maintenance of safe operations, VietinBank has been contributing to the successful implementation of the "dual target" of the Government. VietinBank wishes to join a hand with the Government and the community to deliver excessive resources for the prevention, control and fight against the COVID-19 pandemic to return the country to a new normal soon.

7,000
VND BILLION

TO SUPPORT CUSTOMERS
AFFECTED BY THE COVID-19 PANDEMIC

6 - CORPORATE SOCIAL RESPONSIBILITIES

JOINING HANDS FOR THE POOR, LEAVING NO ONE BEHIND



3,158
BREEDING BUFFALOES
AND COWS



43,400
HOUSES OF GRATITUDE

CHARITABLE PORRIDGE – THE WARM OF KINDNESS

At 6 a.m. every morning, VietinBank Youth Union members are present at Vietnam National Hospital of Pediatrics to distribute free porridge to poor children patients. The warm of charitable porridge not only promptly shares a part of difficulties with the families of patients, but also highlights humanistic tradition and VietinBank's responsibility to support the community.

Up to now, VietinBank has had more than 10 years of making a journey to bring free and warm porridge meals to children at the National Hospital of Pediatrics with the name "Kindhearted porridge pot". Each serving of porridge, in spite of small material value, contains the sincere feelings and responsibility of "VietinBank people" with the desire to share a part of hardship with the families of pediatrics patients, giving trust to the patients, together looking towards better things in life. Those are the porridge of compassion with all enthusiasm and responsibility.



VietinBank handed over breeding cows for the poor in Tra Vinh province

In order to promote the valuable tradition of "The leaves protect tattered ones" of the nation and implement the National Target Program on sustainable poverty reduction, responding to the campaign "The whole country joins hands for the poor – No one is left behind", during the past time, VietinBank has coordinated with the Central Committee of the Vietnam Fatherland Front and local authorities at all levels to take care of the poor and carry out poverty reduction. VietinBank has been donating 3,158 breeding buffaloes and cows for agricultural development; building and repairing over 43,400 houses of gratitude/house of solidarity and giving gifts on the occasion of annual Lunar New Year to ethnic minorities, poor households and disadvantaged families under preferential treatment policy in 63 provinces, cities for early livelihood stabilization



Members of VietinBank Youth Union participated in charity porridge delivery at the National Hospital of Pediatrics

200,000
NATIONAL FLAGS
60,000
UNCLE HO'S PICTURES



FOR THE SOVEREIGNTY OF THE FATHERLAND'S SEAS AND ISLANDS

In 2021, VietinBank and the Border Guard Command jointly organized the program "For the sovereignty of the Fatherland seas and islands" to show gratitude and encouragement to the people at border area and fishermen who have actively set sail, done sea-related businesses to build a prosperous life; VietinBank also actively participated with the armed forces and border guards to firmly protect the sovereignty and security of the sea and island border of the Fatherland. Accordingly, units in the entire Border Guard Command cooperated with VietinBank to unitedly present more than **200,000** national flags and **60,000** photos of Uncle Ho Chi Minh to people in sea and island border areas. Each fishing boat setting sail is a "living boundary marker" at the seas; affirming the country's sovereignty over the sacred seas and islands.

In the series of activities of the Program, VietinBank officers, soldiers, union members, local youth, and students have cleaned up, collected garbage at beaches in many areas.



VietinBank delivered gifts to disadvantaged families at the campaign "For the sovereignty of the Fatherland seas and islands" in 2021



VietinBank officers, soldiers, union members, local youth and students cleaned up beaches in many areas

6 - CORPORATE SOCIAL RESPONSIBILITIES

SUPPORT FOR HEALTH AND EDUCATION IN MANY LOCALITIES



744 SCHOOL
BUILDINGS



25 VND BILLION
DONATED TO THE PROGRAM
"INTERNET AND COMPUTERS
FOR CHILDREN"

Health and Education are two sectors that VietinBank always pays special attention to, devoting a lot of resources for development. VietinBank has consistently accompanied educational support programs of many localities. By the end of 2021, VietinBank has supported the construction of **744 school projects**, awarding scholarships and educational equipment; supporting study and talent promotion funds, etc. In 2021 alone, VietinBank donated VND **25 billion** to the program "**Internet and computers for children**" coordinated by the Ministry of Education and Training and the Ministry of Information and Communications with the aim of calling the whole society to join hands and support students with difficult circumstances, lack of means (computers) and online learning conditions during the period affected by the COVID-19 pandemic.



VietinBank donated VND 25 billion to accompany the program "Internet and computers for children"



140 MEDICAL STATIONS



295
AMBULANCE CARS

For the health sector, in addition to actively supporting the prevention and control of the COVID-19 pandemic, VietinBank also built **140 medical stations**; donated **295 ambulance cars**; donated medical equipment to hospitals from central to local areas. VietinBank's efforts have helped children have good, spacious and sustainable schools to play and study; people have better medical conditions to take care of their health.



VietinBank donated a number of ambulance cars and medial equipment to hospitals from central to to local areas

VietinBank's endeavors over the years have brought about certain successes in contributing to the fruitful implementation of the great policy of the Party, the Government and Banking sector for hunger eradication, poverty reduction and gratitude expression. Many poor districts and communes, after VietinBank's support, have gradually changed their appearance; the material, cultural and spiritual life of poor households and localities has been significantly improved and enhanced; people have houses to live in, have better medical conditions for health care as well as safe and convenient transportation, children have good, spacious and sustainable schools to play and study; people who are affected by natural disasters, storms, floods, COVID-19 pandemic have soon stabilized their lives, continued to work to promote production and business, etc. VietinBank always aims to develop a sustainable community in all aspects to demonstrate the social responsibility of a large-scale public enterprise that plays a pivotal role in the economy.