

VIETNAM BANK FOR AGRICULTURE AND RURAL DEVELOPMENT



**AGRIBANK**

*Bring prosperity to customers*

# 2015

ANNUAL REPORT FOR

STEADILY  
**OVERCOME  
DIFFICULTIES**





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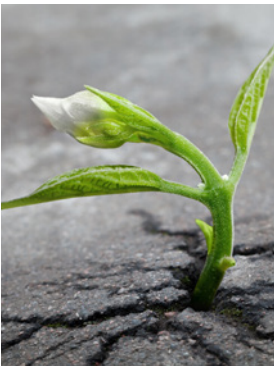
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MESSAGE FROM THE CHAIRMAN OF  
THE BOARD OF DIRECTORS

“Over nearly 30 years of operation, Agribank has always been the leading commercial bank in Vietnam in terms of: total assets, funding resources, outstanding loans, number of employees, operation scale, outlet network, especially millions of customers having credit relationship with Agribank, etc. ”



# MESSAGE FROM THE THE CHAIRMAN OF THE BOARD OF DIRECTORS

## *Ladies and Gentlemen,*

Over the last few years, there still appeared information about incidents that happened at a few branches of Agribank. Although these incidents occurred five to seven years ago, and the national legal authorities had handled the cases in accordance with legal procedures, but still it created some hesitance and anxiety of Agribank's sustainable development.

Although there were certain vicissitudes, but thanks to prosperity in national economy, appropriate measures and policies from the Government and the State Bank of Vietnam, with striving efforts and strong determination of more 40 thousand employees at nearly 2200 branches, Agribank finalized its fiscal year 2015 with significant achievements in all aspects of business operations.



**Ph.D. TRINH NGOC KHANH**  
Chairman of the Board of Directors

Over nearly 30 years of operation, Agribank has always been the leading commercial bank in Vietnam in terms of: total assets, funding resources, outstanding loans, number of employees, operation scale, outlet network, especially millions of customers having credit relationship with Agribank, etc. As at December 31st, 2015, Agribank had total assets of VND 874 trillion, increased by 14.56% compared with the same period of the previous year. Credit growth was cemented with credit quality: Total outstanding loans to customers reached more than VND 673 trillion, increased by 16% compared with that of 2014, while non-performing loans (NPLs) were reduced to 2.01%. Deposits from customers reached more than VND 763 trillion, increased by 16.31% compared with 2014. Profits before tax was VND 3,183 billion, increased by 25.9% compared with 2014, operation safety ratio was ensured.

In foreign business and international relations, Agribank increased image building activities, implemented trade promotion programmes, explored cooperation opportunities in the potential markets such as the United States of America, Japan, South Korea, Taiwan, Cuba and other countries in the European Union. In order to make solid foundation for further progress in deeper and wider international economic integration.

With its much positive contribution, in 2015, Agribank was recognized by the Government, the State Bank of Vietnam and International Organizations as well as the community with many prestigious awards such as: Top 10 Famous Trademarks in Vietnam and the Most Famous Trademark of Vietnam Banking Industry; International Rating Agency Fitch

Ratings has upgraded Agribank's credit rating for long term from B to B+ with expectation of stable future development; Award "The Bank for Community 2015".

Charity and social activities have been deployed throughout the country with total value of nearly VND 500 billion. This shows Agribank's social responsibility for the community and society through many significant programmes. Stepping forward into 2016, the progress of international economic integration of Vietnam in general and financial and banking integration in particular will be stronger, wider, deeper and more comprehensive. New Free Trade Agreements (TPP, EVFTA, AEC) are expected to bring breakthrough improvements in business environment and new investment waves. Given active effects from the Government policies and the State Bank of Vietnam, banking industry is expected to achieve a great progress as a bright point of national economy in the coming year.

With a strategic vision, synchronous and comprehensive measures, with qualified and enthusiastic employees, Agribank much understands significant opportunities as well as new challenges. Agribank has well prepared all necessary conditions to accompany with you, gradually to reach new achievements, striving sustainable development target, ready for equitization upon approval by the Government to create more favourable conditions for its future competition.

On behalf of the Management and all Agribank's staff and employees, I hereby express my sincere thanks for valuable support and confidence from millions fellow customers and counterparts during the past years.

Wishing for your further development and success.

Yours Sincerely,



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## AGRIBANK - BRAND STRENGTH BASED ON STRONG ROOTS

1. GENERAL INFORMATION OF AGRIBANK
2. LIST OF PRODUCTS AND SERVICES
3. ESTABLISHMENT AND DEVELOPMENT
4. VISION/ MISSION/ CORE VALUES/  
BUSINESS PHILOSOPHY
5. ORGANIZATIONAL STRUCTURE  
AND SENIOR LEADERS





# GENERAL INFORMATION OF AGRIBANK

**NAME OF COMPANY IN VIETNAMESE:** Ngân hàng Nông nghiệp và Phát triển Nông thôn Việt Nam.

**NAME OF COMPANY IN ENGLISH:** Vietnam Bank for Agriculture and Rural Development

**ABBREVIATION :** Agribank.

License of establishment and operation No. 280/QĐ/NH5 issued by the State Bank of Vietnam,  
dated October 15th, 1996.

**ENTERPRISE CODE:** 0100686174.

**CHARTER CAPITAL :** VND 29,003,641,000,000.

**ADDRESS:** No. 2 Lang Ha Street, Thanh Cong Ward, Ba Dinh District, Hanoi, Vietnam.

**TEL:** 84 4 37724621.

**FAX:** 84 4 38313717.

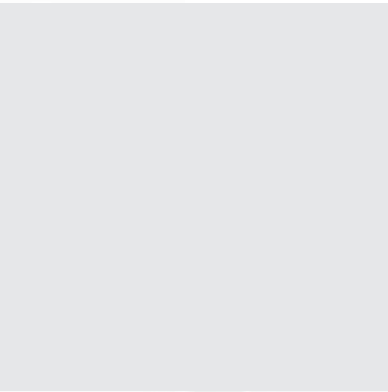
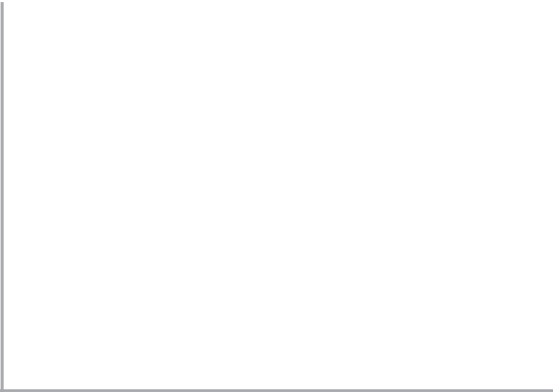
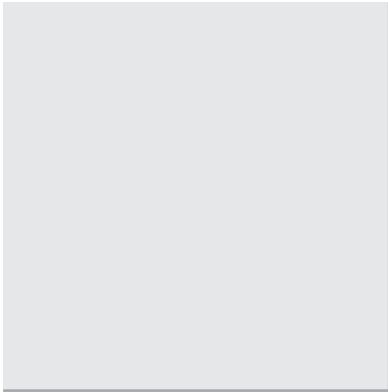
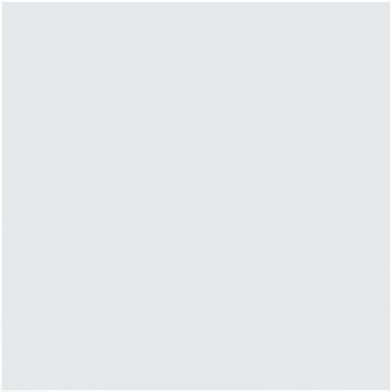
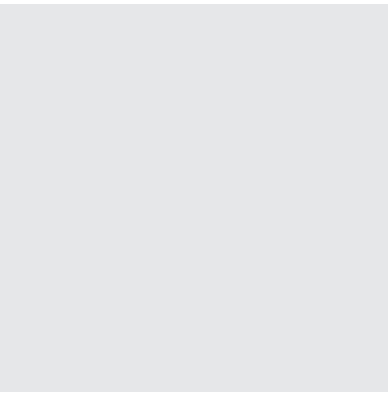
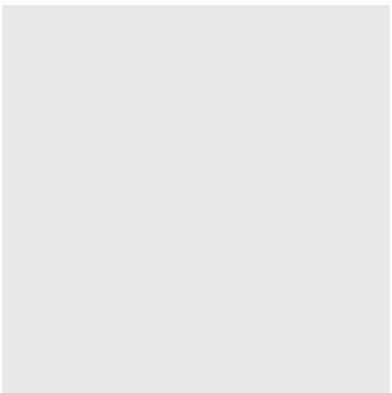
**WEBSITE:** [www.agribank.com.vn](http://www.agribank.com.vn)





# LIST OF PRODUCTS AND SERVICES

- Capital mobilisation.
- Loan services.
- Domestic payment services.
- International payment services.
- Treasury services.
- Investment services.
- Card services.
- E-banking services.
- Treasury and cash management services.
- Other services.





# ESTABLISHMENT AND DEVELOPMENT

1988	Established under the name of Agricultural Development Bank of Vietnam.	1995	Making recommendations to set up Vietnam Bank for the Poor which was separated from Vietnam Bank for Agriculture.	2003	- Awarded with Title of Labor Hero of the reform "Doi moi" era. - Launching the Interbank Payment and Customer Accounting System (IPCAS) in Agribank's branches.	2006	Received the Vietnam Gold Star Award.
1990	Renamed to Vietnam Bank for Agriculture.	1996	Officially renamed to Vietnam Bank for Agriculture and Rural Development.	2005	Opening the First Overseas Representative Office in the Kingdom of Cambodia.	2007	Ranked the number one enterprise in Vietnam by United Nations Development Programme (UNDP).



2008	- Awarded the Second Independence Medal. - Elected as Chairman of the Asia-Pacific Rural and Agricultural Credit Association (APRACA).	2010	Named for the Top 10 of the 500 biggest enterprises in Vietnam (VNR500).	2012	- Praised as the biggest commercial bank in terms of total assets in Vietnamese banking industry. - Listed in the Top 10 of the 500 biggest enterprises in Vietnam (VNR 500). - Top Asia Enterprises; Top Brand of Asian; Top commercial banks for payment in Vietnam.	2014	- Changing Brand Identity System. - Being the only commercial bank in Vietnam on the list of Top 10 VNR 500 for the 5th consecutive time.
2009	- Being the Top 10 of Vietnam Gold Star Award, the Top 10 of the most prestigious Vietnamese brands. Title "Sustainable Development Enterprise" was recognized by the Ministry of Industry and Trade. - Launching the IPCAS (phase II) in Agribank's branches and transaction offices.	2011	Shifting the operation to the model of Sole Member State - Owned Limited Liability Company.	2013	- Holding its 25th Anniversary (1988-2013). - Awarded the Third of Labor Medal for excellent achievements in serving the agricultural and rural development and farmers during the reform "Doi moi" era.	2015	- Basically completing the Restructuring Scheme, 2013-2015 period. - Becoming the member institution of Eurogiro community. - Received the awards such as Top 10 of VNR 500 list, The Bank for community 2015, etc.



• VISION

To be the modern and the leading bank in Vietnam with safe, effective and sustainable development of high competitiveness and full international economic integration.

• MISSION

To be the largest commercial state owned bank which plays a dominant and key role for the national economy, particularly for the agricultural and rural areas and farmers; to take the leading mission of directing the market, making significant contributions to the socio-economic development in Vietnam.

• CORE VALUE

Honesty, Discipline, Creativity, Quality, Efficiency.

• BUSINESS PHILOSOPHY

Bring prosperity to customers.





## ORGANIZATIONAL STRUCTURE AND SENIOR LEADERS



# THE BOARD OF DIRECTORS



**MR. TRINH NGOC KHANH**  
Chairman of the Board of Directors

Year of birth: 1959.  
Professional Qualification: Ph.D.  
Working for Agribank since 1993.  
Assigned as Chairman of the Board of Directors since June 06th, 2014.



**Mr. PHAM DUC AN**  
Vice Chairman of the Board of Directors

Year of birth: 1970.  
Professional Qualification: Master.  
Working for Agribank since 2014.  
Assigned as Vice Chairman of the Board of Directors since June 06th, 2014.



**Mr. TIET VAN THANH**  
Member of the Board of Directors, General Director

Year of birth: 1962.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Member of the Board of Directors and CEO - General Director since February 09th, 2015.



**Mr. PHAM HOANG DUC**  
Member of the Board of Directors

Year of birth: 1961.  
Professional Qualification: Master.  
Working for Agribank since 2014.  
Assigned as Member of the Board of Directors since June 06th, 2014.



**Mr. NGUYEN NGOC**  
Member of the Board of Directors

Year of birth: 1958.  
Professional Qualification: Bachelor.  
Working for Agribank since 2014.  
Assigned as Member of the Board of Directors since June 06th, 2014.



**Mr. NGUYEN VAN MINH**  
Member of the Board of Directors

Year of birth: 1962.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Member of the Board of Directors since June 06th, 2014.



**Mr. NGUYEN MINH TRI**  
Member of the Board of Directors

Year of birth: 1963.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Member of the Board of Directors since October 22nd, 2012.



**Mr. NGUYEN VIET MANH**  
Member of the Board of Directors

Year of birth: 1962.  
Professional Qualification: Master.  
Working for Agribank since 2014.  
Assigned as Member of the Board of Directors since June 06th, 2014.



**Mr. NGUYEN DANG HONG**  
Member of the Board of Directors

Year of birth: 1958.  
Professional Qualification: Master.  
Working for Agribank since 2014.  
Assigned as Member of the Board of Directors since June 06th, 2014.



**Mr. DANG VAN QUANG**  
Member of the Board of Directors

Year of birth: 1958.  
Professional Qualification: Ph.D.  
Working for Agribank since 1988.  
Assigned as Member of the Board of Directors since June 10th, 2015.



**Mr NGUYEN XUAN DONG**  
Member of the Board of Directors

Year of birth: 1956.  
Professional Qualification: Ph.D.  
Working for Agribank since 1988.  
Assigned as Member of the Board of Directors since August 01st, 2011.



# SUPERVISORY BOARD



**Mrs. NGUYEN THI LIEN**  
Head of Supervisory Board

Year of birth: 1961.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Head of Supervisory Board since May 01st, 2012.



**Mr. BUI HONG QUANG**  
Member of Supervisory Board

Year of birth: 1970.  
Professional Qualification: Master.  
Working for Agribank since 1994.  
Assigned as Member of Supervisory Board since October 01st, 2014.



**Mr. NGUYEN BACH DUONG**  
Member of Supervisory Board

Year of birth: 1962.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Member of Supervisory Board since October 01st, 2014.



**Mr. HOANG VAN THANG**  
Member of Supervisory Board

Year of birth: 1966.  
Professional Qualification: Master.  
Working for Agribank since 2014.  
Assigned as Member of Supervisory Board since October 01st, 2014.



# THE BOARD OF MANAGEMENT



**Mr. TIET VAN THANH**  
General Director

Year of birth: 1962.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as General Director since February 09th, 2015.



**Mr. NGUYEN HAI LONG**  
Deputy General Director

Year of birth: 1974.  
Professional Qualification: Master.  
Working for Agribank since 1997.  
Assigned as Deputy General Director since October 02nd, 2014.



**Mr. NGUYEN MINH PHUONG**  
Deputy General Director

Year of birth: 1968.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Deputy General Director since October 01st, 2014.



**Mrs. NGUYEN THI PHUONG**  
Deputy General Director

Year of birth: 1968.  
Professional Qualification: Master.  
Working for Agribank since 1992.  
Assigned as Deputy General Director since June 06th, 2014.



**Mrs. LE THI THANH HANG**  
Deputy General Director

Year of birth: 1961.  
Professional Qualification: Ph.D.  
Working for Agribank since 1988.  
Assigned as Deputy General Director since June 01st, 2006.



**Mr. NGUYEN TUAN ANH**  
Deputy General Director

Year of birth: 1975.  
Professional Qualification: Ph.D.  
Working for Agribank since 1996.  
Assigned as Deputy General Director since October 22nd, 2012.  
Assigned as Director of Finance and Accounting Department since October 20th, 2015.



**Mr. TRUONG NGOC ANH**  
Deputy General Director

Year of birth: 1960.  
Professional Qualification: Master.  
Working for Agribank since 1988.  
Assigned as Deputy General Director since June 10th, 2015.



**Mr. PHAM TOAN VUONG**  
Deputy General Director

Year of birth: 1976.  
Professional Qualification: Master.  
Working for Agribank since 1999.  
Assigned as Deputy General Director since June 10th, 2015.



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YEAR 2015

2. AWARDS 2015

3. BASIC PERFORMANCE INDICATORS IN 2015

4. ASSESSMENT OF THE BOARD OF MANAGEMENT

5. ASSESSMENT OF THE BOARD OF DIRECTORS

6. OPERATION STRATEGY IN 2016

7. BUSINESS ORIENTATION IN 2016





# OPERATION HIGHLIGHTS OF AGRIBANK IN THE YEAR 2015

## BASIC COMPLETION OF THE RESTRUCTURING SCHEME FOR THE 2013 - 2015 PERIOD

During 2013-2015 period, Agribank has achieved remarkable results, such as: (i) gradually improving regulatory documents related to the operations, administration, internal supervision; (ii) widening operating network; strengthening the management machine at all levels, limiting the number of employees, restructuring towards streamlining human resources, while ensuring work efficiency; (iii) restructuring and raising the quality of capital; accompanying credit growth with the credit quality, controlling the NPL ratio under 3%; (iv) on the basis of advanced information technology, Agribank is currently providing 200 traditional and modern products and services. Revenue from service charges maintains a high growth rate of 13-19% over the years; (v) strengthening the activities of international relations and external business; Enhancing propaganda and promotion of Agribank's brand.

## SUCCESSFULLY HOLDING THE NINTH AGRIBANK'S PARTY CONGRESS OF 2015 -

**2020 TERM** confirming the role of Agribank's Party in developing Agribank's solidarity, unification and responsibility, directing and implementing synchronized solutions, leading Agribank to accomplish business tasks.

## SUCCESSFULLY HOLDING THE 4TH ADVANCED TYPICAL CONFERENCE OF 2010

**-2015 PERIOD** is an opportunity for the Government, the State Bank of Vietnam to record achievements of individuals and collectives in Agribank's system who have completed successfully the tasks assigned, contributing to the achievements of entire units and the whole system.

## CONTINUING TO STRENGTHEN THE HIGH - LEVEL PERSONNEL AND ORGANIZATIONAL

**MODEL** by adding titles of Members of the Board of Directors and the Board of Management, while establishing Representative Office of Southwest region to improve the quality management and unit operation in Agribank's system, especially in the Southwest; establishing the Treasury Centre, marking the development of money market activities towards a concentrative, professional and efficient way, gradually operating under the model of a modern commercial bank.

## INTRODUCING ISSUANCE AND PAYMENT SYSTEM OF EMV STANDARD CHIP CARDS

of various facilities, secure and fast payments, marking development of Agribank in card services, contributing to enhancing confidentiality, minimizing risks, increasing customer services.



## SIGNING PARTNERSHIP WITH 02 LOCAL COMMERCIAL BANKS IN THE REPUBLIC OF CUBA

during President Truong Tan Sang's visit to Republic of Cuba and the Cuban Minister of Foreign Trade and Investment's visit to Vietnam; Contributing significantly to promoting economic, trade and investment relationship with domestic and foreign partners, improving Agribank's reputation and image.



## BECOMING A MEMBER OF EUROGIRO -

Alliance among Banks and postal organizations in various countries to provide remittance services among nations – helping Agribank extend remittance network with nearly 660 thousand transaction points of 24/7 continuous working time of Eurogiro members in various countries where many Vietnamese people have been living and working.

## BEING HONORED TO RECEIVE THE AWARD "THE BANK FOR COMMUNITY IN THE YEAR 2015",

continuing to affirm the prestige, brand of Agribank for social communities, particularly in the rural and agricultural areas. In the year 2015, Agribank showed its social responsibilities to the country and the community through a variety of social welfare programs, focusing on the areas of education, health, disaster relief, rural roads, etc. with an amount of nearly VND 350 billion.



# AWARDS 2015

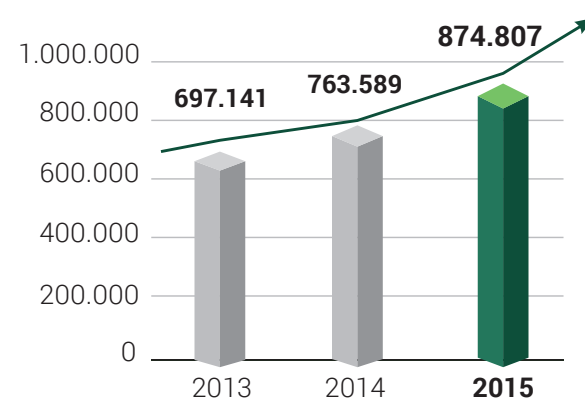
- Top 10 of Vietnam's well-known brands and the most famous brand for its services and products.
- Award "The Bank for Community in the year 2015".
- Payment Quality Prizes from the world's leading banking partners such as Wells Fargo, JP Morgan Chase, Standard Chartered Bank.
- Receiving the Service Quality Prize of the 6th consecutive time from the Bank of New York Mellon



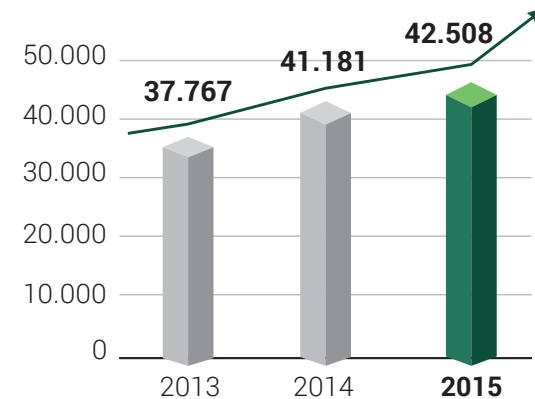


# BASIC PERFORMANCE INDICATORS IN 2015

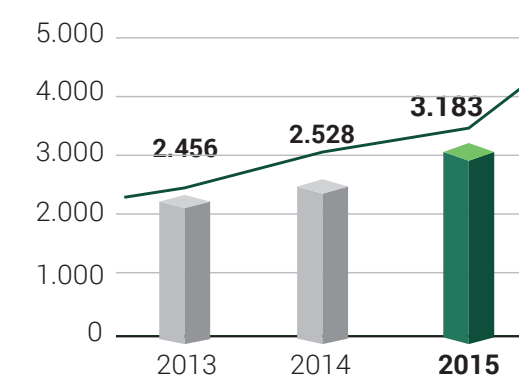
**TOTAL ASSETS** (Billion VND)



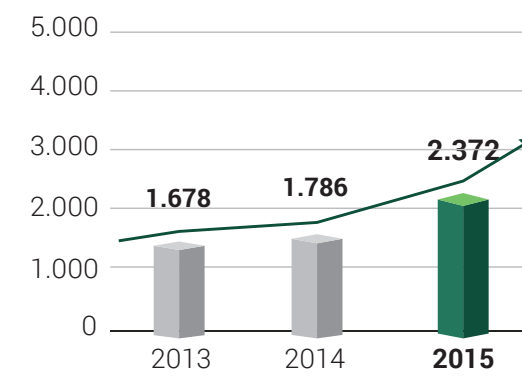
**EQUITY** (Billion VND)



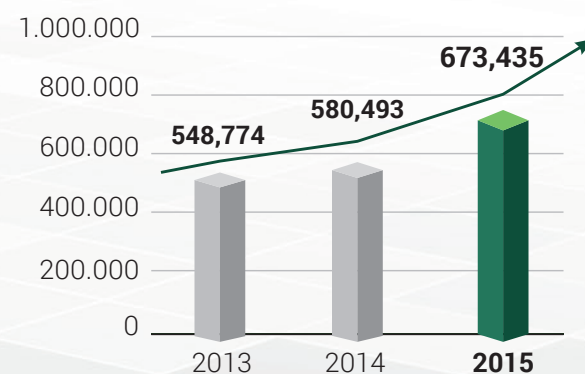
**PROFIT BEFORE TAX** (Billion VND)



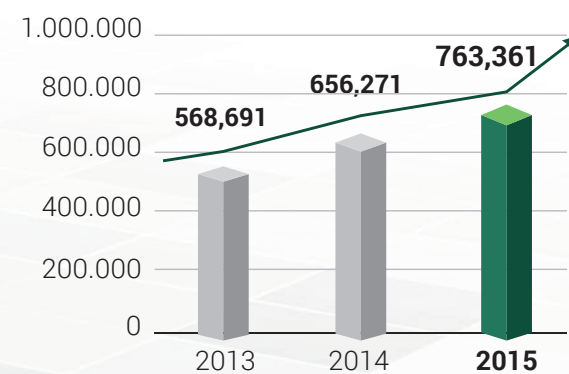
**PROFIT AFTER TAX** (Billion VND)



**TOTAL OUTSTANDING LOANS** (Billion VND)



**CUSTOMER DEPOSIT** (Billion VND)



**CAPITAL ADEQUACY RATIO (CAR)**

**9,17%**

**LIQUIDITY**

**18,33%**





## ASSESSMENT OF THE BOARD OF MANAGEMENT

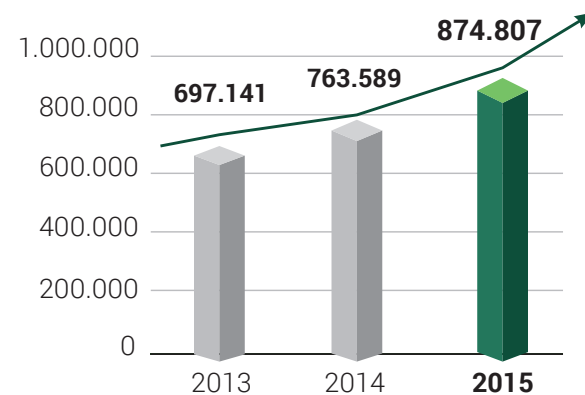


In 2015, on the basis of proper and reasonable strategic orientation by the Board of Directors, the Board of Management implemented effective measures to bring positive results in the business operations of Agribank, namely:

## TOTAL ASSETS

As at December 31st, 2015

**TOTAL ASSETS** (Billion VND)



the total assets of Agribank reached  
**VND 874.807 billion**

increasing by VND111.218 billion, equivalent to 14.56% compared to that of 2014. Total assets of Agribank has not only increased in scale but also ensured asset quality enhancement.

Focusing on lending traditional customers and investing on long-term securities development policies, the proportion of profitable assets of Agribank has remained at a high level from 92% (2014) to 94% (2015) in total assets. Meanwhile, the proportion of cash, gold, gem, jewelry accounted for little - more than 1%. With such asset structure, Agribank always aims to maximize the capital utilizing efficiency, while ensuring the adequacy of capital liquidity.

## STABLE AND SUSTAINABLE CAPITAL GROWTH

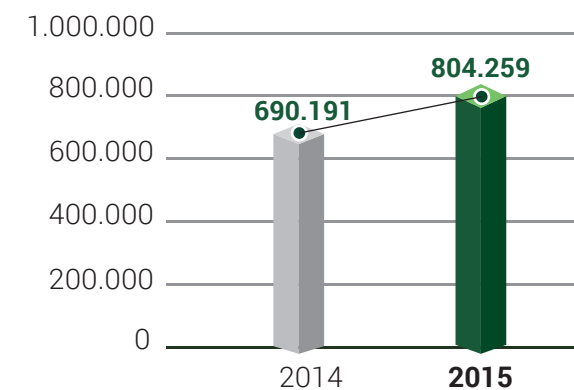
Together with the market demand, maximizing reputation brand and broad networks, Agribank proactively issued and completed product portfolio compatible with each customer segment. Quality of service provided to customers was paid more attention and increased.

As at December 31st, 2015, the total Agribank capital mobilization reached

**VND 804,259 billion**

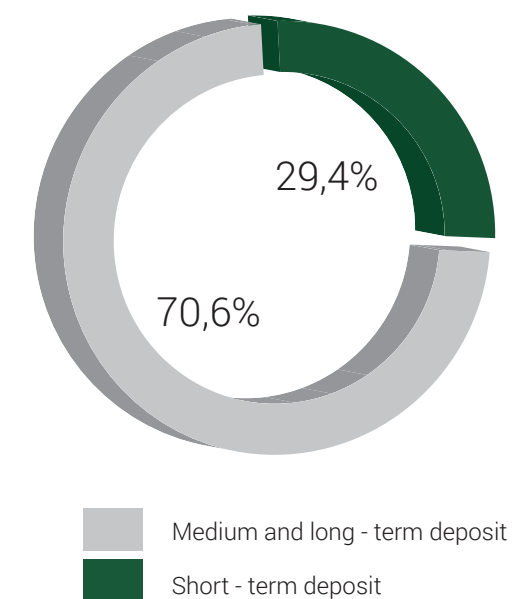
increased by VND 114,068 billion, up 16.5% compared to that by the end of 2014, surpassing the planned target.

**TOTAL CAPITAL MOBILIZATION** (Billion VND)



With steady growth, deposits contributed by residential customers reached VND 763 billion by the end of 2015, up 16.31% compared to that of 2014. Medium and long term deposit grew to VND 61,586 billion, equivalent to 35.2% compared to 2014, accounted for 29.4% of the total mobilized funds.

The fund structure continued transforming to positive, sustainable direction, rose to stable fund, medium- and long-term deposits in accordance with the Restructuring scheme. Deposits from residential customers increased constantly and represented high ratio in total deposit. Capital mobilization from tier 2 market, deposits from credit and financial institutions were closely managed.





## CREDIT ACTIVITY

**Flourishing credit activity, market - leading investment in agriculture and rural development in Vietnam.**



In the first months of 2015, the credit activity of commercial banks in general and Agribank in particular faced with many difficulties because of the business environment, capital absorption of the economy, the tough competition between commercial banks. However, thanks to the implementation of synchronic and efficient solutions, such as: appropriate management of lending rate and capital transfer charges; close coordination with local authorities on communication and implementation of credit policy for agricultural and rural sectors under Decree 55/2015/NĐ-CP, other banks and enterprises connection programs; implementing corporate lending package of VND 30,000 billion etc. Agribank reached the credit growth as planned, loan quality complied with management capacity, risk management of the system. Credit structure was adjusted towards positive direction ensure investment ratio for agricultural and rural sectors, production, business and high-priority areas of the Government, the State Bank of Vietnam, and foster lending to other areas to ensure the efficient business.

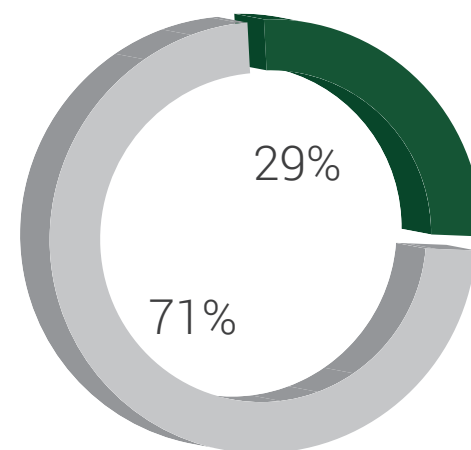
As at December 31st, 2015, total outstanding loans (including outstanding loans in tier 2 market and VAMC bonds) reached

VND **673.435** billion | an increase by VND **92,942** billion, up **16%** over 2014

An increase by  
VND **92,942** billion

up 16% over 2014

The loans ratio in the agricultural and rural sectors gained VND **444,660** billion, accounted for 71% of the outstanding loans to the economy, completed the business plan in 2015, with over 50% of the total outstanding loans to agricultural and rural sectors.



- Lending to other sectors
- Lending to agricultural and rural sectors

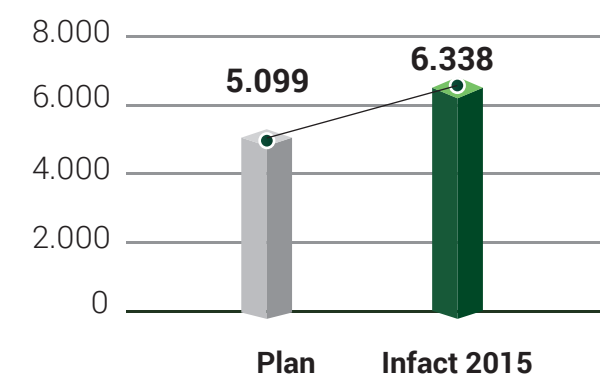
In addition, loan structure mainly focused on VND, total outstanding loans reached VND 604,849 billion, accounted for 97% of the total outstanding loans to the economy, increased by 14.1% compared to that of 2014, in line with the Government direction to convert foreign currency transactions into VND ones.

## INVESTMENTS IN VALUABLE PAPERS AND MONEY MARKET ACTIVITIES

On the basis of keeping a close watch on market movements and flexible application of the national monetary policy, Agribank's investment activities on valuable papers on the interbank market achieved positive results, took maximum use of temporarily available capital resources, ensured liquidity and improved business efficiency.

Agribank implemented flexible solutions such as: adjust plans on valuable paper repurchase activities; increase trade limits with other credit institutions; invest in T-bills; diversify investment portfolio in Government bonds, Treasury bills, Central Bank bills, municipal bonds and other safe and high interest-bearing valuable papers, etc.

As at December 31st, 2015, outstanding loans and term deposits in interbank market reached VND **55,516** billion, increased by VND **18,133** billion (by 48.5%) as compared with the same period in 2014; outstanding investment balance on valuable papers reached VND **64,632** billion, decreased by **36.8%** compared to December 31st, 2014. Revenue from valuable paper investments and money market activities gained VND **6,338** billion, completed by **124.3%** of business plan.



**Revenues from valuable paper investment and money market activities**  
(billion)





# PRODUCTS AND SERVICES DIVERSIFICATION

In the context of credit performance returns to growth, Agribank's structure of service revenue in 2015 achieved positive changes and resulted with a gain of 3,054 billion VND, increased by 14.6% compared to 2014, reached the goal set out in the Restructuring scheme. Non-credit revenue reached 9.6% of total income. All service groups grew from the previous year which highlights the E-banking service with the highest growth rate reaching VND 189 billion (an increase of 37.9%), followed by trust fund services generated VND 145 billion (an increase of 37.2%) and card service reached VND 461 billion (an increase of 33.4% compared with 2014).

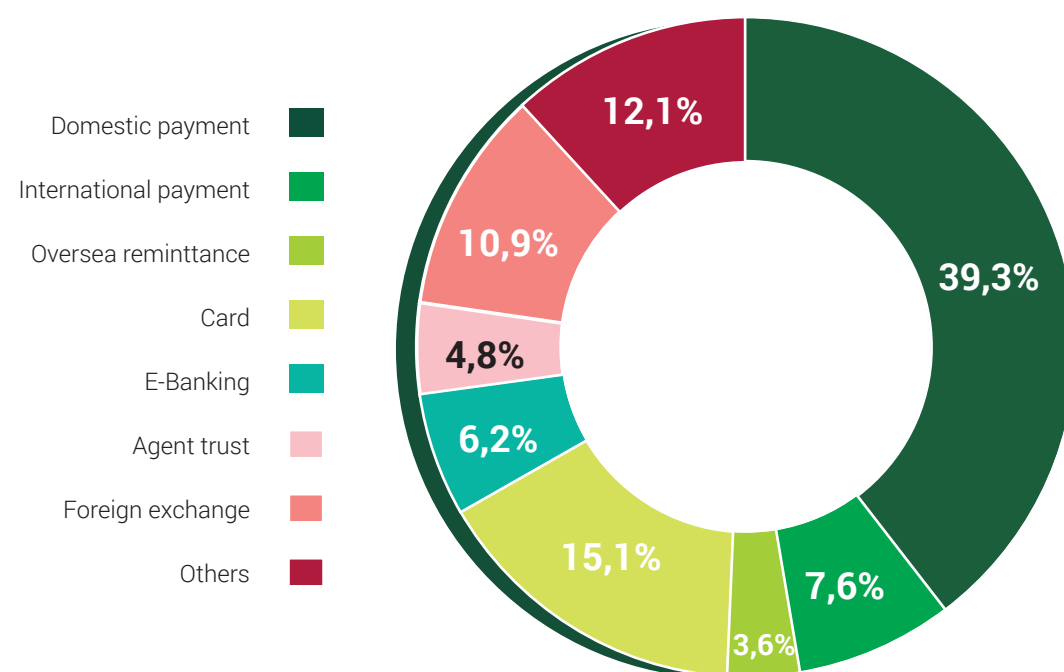
Below are the performance indexes of major services in 2015:

## DOMESTIC PAYMENT:

Providing services in remittance, cash collection, payment connection with customers; cooperation agreement in providing services to partners, developing bill payment connection services.

Revenue from the service fees achieved VND 1,215 billion and continued to be a stable income, accounted for 39,8% of the bank's total service revenue with a growth of 10% per annum.

By the end of 2015, total number of personal accounts reached 8.4 million accounts, accounted for 15% shares nationwide. Total number of corporate VND accounts reached 295,000 accounts. Outstanding balance on VND accounts reached 94,000 billion VND (excluding financial institution balances).



Structure of service fee 2015

## INTERNATIONAL PAYMENT:

International payment services received positive changes, resulted in an increase of 14.5% service fee from the business as compared to 2014, fulfilled the business plan. Within the last 10 years, Agribank has continued to receive remarkable awards from correspondent banks. In 2015, Agribank was proud to receive International Payment Quality Award presented by The Standard Chartered Bank. In addition, in 2015, Agribank issued guiding documents regarding international payment activities which has laid the foundation for the next development in this area in 2016 and the following years.

## FOREIGN EXCHANGE:

Total revenue from foreign exchange business gained **USD 15,02 billion**

increased by **13,6%** compared to 2014.

Net revenue reached **334 billion VND** (109% of the business plan).

## E-BANKING SERVICE:

Aiming at satisfying the diverse needs of customers, Agribank has constantly invested in products and services in terms of expansion, enrichment and quality improvement, enhancing the application of advanced technology in card operation, taking gradual steps to achieve the goal of becoming a modern bank in Vietnam. In 2015, Agribank's e-banking service attained strong growth in both the number of utilities and the quality of service, thus benefits Agribank in many ways. The proportion of service income in total income has considerably increase and made greater contribution to Agribank's total income. As the end of 2015, the number of customers using e-banking service reached about 4.4 millions.

## CARD SERVICE:

Take good advantage of its wide network, Agribank has attained highly effective development of card payment service, boosting the efficient use of terminal equipment like ATM, EDS/POS, receiving a considerable service income from this business line.

At the end of 2015, the turnover of card usage and card payment reached VND 274,000 billion and VND 296,000 billion respectively, increased by 15% and 14% over the same period last year. Total income from card services of the Bank gained 461VND billion, accounted for 113% of the planned target.

With 2,500 ATMs which accounts for 15% market share, Agribank continued to be the only commercial bank in Vietnam to deploy its ATM network throughout country.

Agribank's card services has been praised by domestic and foreign organisations with awards such as "Top 3 banks with biggest transaction turnover through card acceptance units"; "Payment Bank with fastest development in transaction turnover through card acceptance unit" presented by Visa – the international card organization; "Typical Member Bank" presented by Vietnam National Payment Service Company.

The impressive achievements clearly justified Agribank's constant effort of enhancing the quality of card services offered by the bank in recent years.

## OVERSEAS REMITTANCE:

The volume of oversea remittance achieved USD 1,341 million, whereas Agribank continues to be one of commercial banks in Vietnam that have significant remittance volumes through Western Union. In addition, Agribank strives to develop remittance network through big and reputable banks worldwide. Revenue from service fees reached USD 5.2 million and 2015's business plan.



## RISK MANAGEMENT CONTINUED THE BANK'S FOCUS AND HEADED TO THE INTERNATIONAL STANDARDS.

Last year, Vietnam's economy showed evident signals of recovery. Economic growth rate reached 6.68%; inflation was curbed at a low figure; foreign investment strongly increased. Real estate market was warmer; poor performing real estate enterprises were dismissed; nearly all existing firms are newly established or restructured ones and mainly concentrate on market stages that are really in demand. However, liquidating mortgage assets was proven an obstacle to banks in general and Agribank in particular.

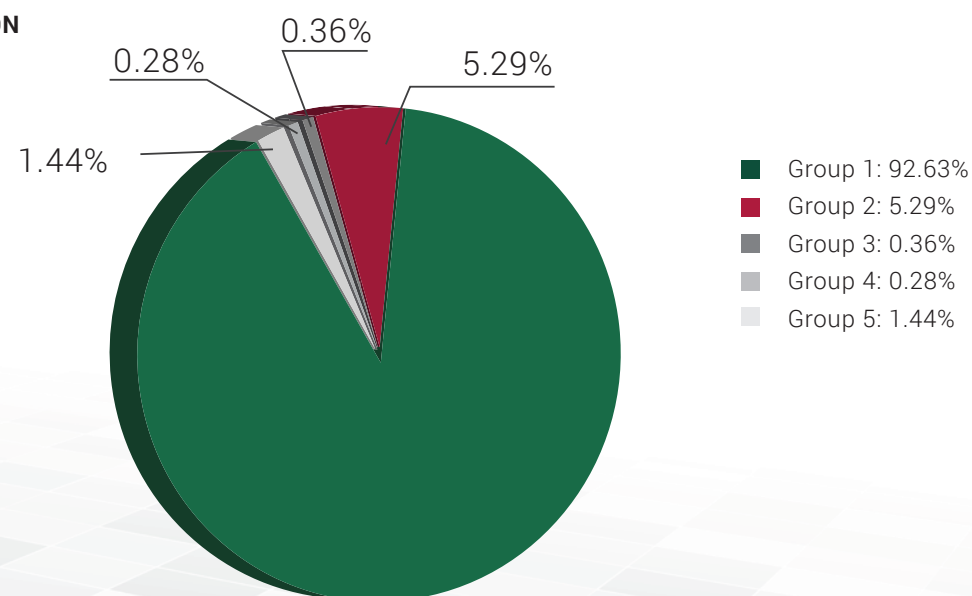
From the beginning of the year, Agribank considered the risk management as one of the key targets that attached to all business lines of the bank. With the flexible policies, instruments and mechanisms like interest rate reduction, mortgage disposal, loans transfer to VAMC, etc. Agribank gained important achievement in risk management:

- The measures of controlling and monitoring debts and warning risk-potential debts took a part in bringing the Bank's NPLs to 2.01% at the end of 2015 that was better than the planed target of maximum 3% as set in the Restructuring Regime 2013-2015 approved by the State Bank of Vietnam.

- The review, amendment and supplement of the internal rating ladder were completed on the basis of customer data collected during the year and in accordance with the State Bank's regulation.

- The collection of debts that had been written-off by provisions or sold to VAMC has been attached importance and actively taken. In 2015, the collection of written-off debts amounted VND3,974 billion, increasing by VND1,287 billion compared to that of 2014. Collection of debts sold to VAMC amounted for VND2,438 billion, up VND2,228 billion compared to that of 2014.

DEBT CLASIFICATION



## ORGANIZATIONAL MODEL, BRANCH NETWORK AND HUMAN RESOURCE HAVE BEEN INNOVATED AND COMPREHENSIVELY DEVELOPED.

- **Organizational structure:** In 2013 to 2015 period, senior management of the Bank had been strengthened, bringing a fresh breath to the Bank's governance and management. Organizational model and operation had been innovated and enhanced pursuant to the Restructuring Regime approved by the State Bank of Vietnam. Many departments/units had been newly established or adapted their functions towards the conformity with governance model, the avoidance of function overlap and the optimum of effective use of human resource.

- **Network expansion:** In 2015, Agribank established Western Area Representative Office, two branches: U Minh Thuong in Kien Giang Province and Kim Thanh in Lao Cai Province, one transaction office namely Sop Cop under Agribank Son La Branch.

- **Enhancement of human resource qualification:** With the view that human resource development is always

long and comprehensive strategy of every organization, Agribank has been developing highly qualified staff that is the ground for every success.

Agribank enhances the quality of employees from the recruitment stage to the selection for the best position for each employee, carries out employing progress which focuses on employees' professional skills.

Agribank continued to invest in staff training activities in a professional and flexible manner and regularly update the process. By end of 2015, Agribank had organised training for 108,952 staff members. Among these, Agribank school organised 21 courses for 1,389 personnel and other departments and entities of Agribank arranged training for a total of 107,563 of their own employees. Agribank believes that its remuneration policy and adequate recognition of employees' hard work and efforts will help Agribank to build a strong labor workforce for achieving further goals in the future.



## BRAND IMAGE AND BRAND DEVELOPMENT

2015 marked a year of evident changes in public relations for Agribank. Thanks to series of national and international programs that Agribank joined and sponsored, such as Financials Investments Program, "Dialogue and Prospect of Vietnam Coffee" Forum, The Expo of High-Tech International Agricultural and series of 2015 Agrotex Products, Agribank's image and

reputation is continuously communicated to all of its customers. In 2015, the level of Agribank's public relations took the 4th place among 31 banks in Vietnam (according to VNR), This was also the first time Agribank appeared on national channel with 13 topics broadcasted, and was considered 1 of 3 banks with most frequently televised "CEO".



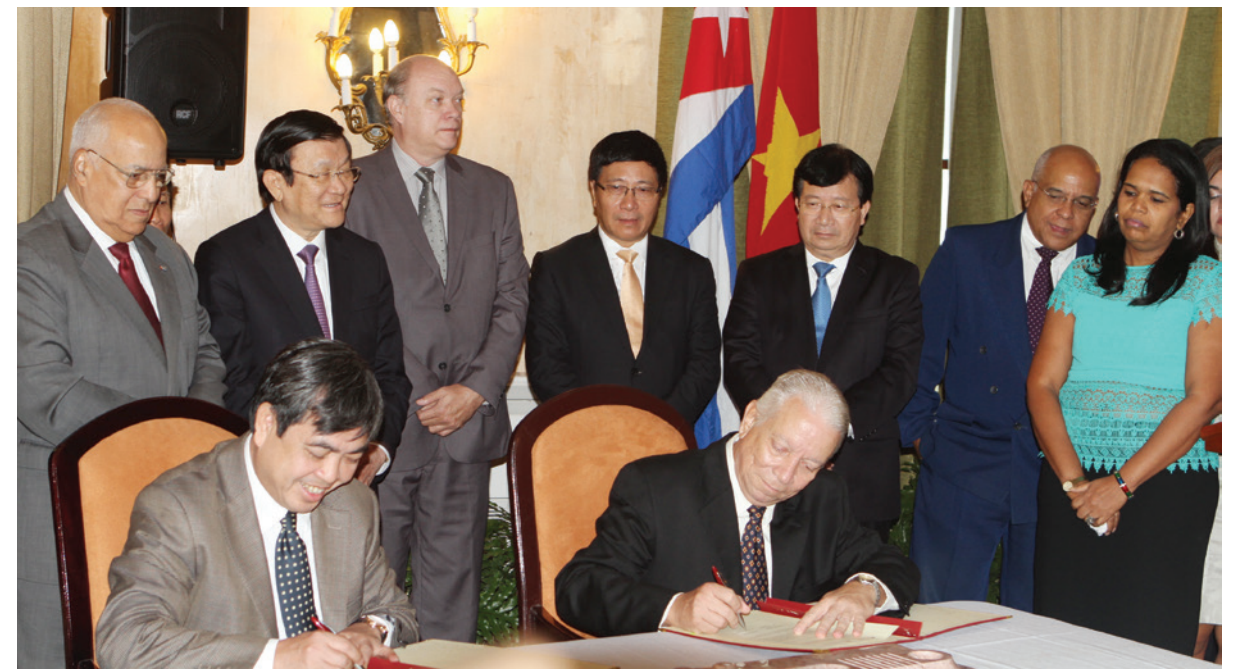
## INTERNATIONAL COOPERATION ACTIVITY

Agribank took initiative in approaching and effective implementation of major projects, signed agreements of cooperation with international partners in order to diversify its funding resources and provide better products and services to customers.

Besides maintaining its Cambodia branch operation, in September 2015, Agribank honorably joined President Truong Tan Sang mission in Cuba. During Cuba-Vietnam trading forum, under the witness of high ranking officials and international media, Agribank signed a cooperation agreement with International Trade Bank of Cuba (BICSA) and National Bank of Cuba (BNC).

In 2015, Agribank was also recognized by international organizations for effective cooperation such as:

- Agribank took the 446th place in the list of 1000 worldwide largest banks (by The Banker - a popular magazine that has a long standing influence in rankings of worldwide banks).
- Remain "B+" in credit ratings by Fitch Ratings with "stable" outlook.
- Agribank has received numerous awards from its big partner banks from around the world such as Wells Fargo and Bank of New York for "High quality international payment services".





## ASSESSMENT OF THE BOARD OF DIRECTORS



# ASSESSMENT OF BUSINESS PERFORMANCE

Agribank has chosen consistent business objectives and solutions, applied the persistent, aggressive and flexible measurers of direction and management to implement business operation in line with the actual situation in order to reach the planned targets. With the positive achievements gained in 2015, Agribank made strong and confident steps on the path of development in the period of 2016 - 2020 and of the international economic integration.

In 2015, most of the basic indicators of Agribank's business performance in term of fund mobilization and lending reached or exceed the planned targets, higher than the average growth of the banking sector; bad debts settlement achieved impressive results, the capital structure and lending profile were reasonably redirected, credit quality was improved, non – credit services grew stably. These help the bank to maintain financial capability and stable income for its employees.

Unit: billion VND

INDICATORS	IN 2014	IN 2015	GROWTH (%)
Total Assets	763.589	874.807	+14,56
Total customer deposit	656.271	763.361	+16.31
Total outstanding loans	580.493	673.435	+16,00
Profit before tax	2.528	3.183	+26,00

## IMPROVE THE STRUCTURE OF ASSETS AND QUALITY OF ASSETS

Total assets of Agribank as at December 31st, 2015 reached 874,807 VND billion, maintained its position as the largest bank in Vietnam. Proportions of profitable assets, lending to households and individual as well as the medium and long term loans exceeded the planned targets. Total fund mobilization also maintained stable and sustainable growth in accordance with the orientation, and timely met the needs of business operations. Concurrently, the structure of mobilization was adjusted effectively towards increasing the proportion of stable funds, medium and long

term capital, and public mobilization; the bank played a leading roll in the market to reduce the mobilizing interest rates, maintain low rates in order to improve the efficiency of business performance and strengthen the financial capacity. Thanks to the implementation of synchronous solutions in accordance to The Restructuring Scheme and close guidance of the Board of the Directors, credit activities in the past year achieved reasonable growth with good quality while closely follow Agribank strategic plan in financing for agriculture, rural areas and farmers.



## RISK MANAGEMENT AND DEALING WITH BAD DEBTS ARE PRIORITIZED

Agribank strictly monitored potentially risky debts in order to keeping these from turning into NPLs, put forth aggressive measures and flexible solutions to settle bad debts, as a results, the NPLs rate fell to 2,01%. Inspection and internal control activities are performed on a regular basis with focus across the whole business operations, especially focus on more risky areas; the supervising and auditing methodology is gradually improved. Besides close relation with credit operations, risk management activities also associated with various aspects of business operations of Agribank. The establishment of the Treasury Center is evident that shows Agribank's orientation towards improved efficiency of capital utilization in connection with securing the the bank's liquidity. The Interbank Money-Market and FX trading focused on its development in line with market situations. Agribank not only ensures its solvency but also initiate and support to the market liquidity. Agribank's basic adequacy ratios fulfill the regulations of the State Bank. The Board of Directors has directed the staffs to strictly implement the bank's risk provision plan, push forth the measures and solutions to recover written-off bad debts, increase revenues and reduce costs, enhance the rate of incomes from interest, make contributions to the strengthening of financial capacity and guarantee the source of income for employees.

## POSITIVE CHANGES IN ORGANIZATION STRUCTURE AND NETWORK, GRADUAL IMPROVEMENTS IN QUALITY OF EMPLOYMENT.

The plan for restructuring of subsidiaries and investment portfolio was continued to implement with the adoption of effective solutions to reorganize the business operations and strengthen the supervision of subsidiaries, and joint venture companies. Numerous companies were established or rearranged in order to increase specialization and guarantee the centralized management. The initiative by the Board of Directors in personnel rotation and re-allocation was effectively implemented, provided additional human resources for branches in rural areas to develop their business and gain growth in lending to agricultural and rural sector.

## OTHER ASPECTS WITH POSITIVE RESULTS

Agribank always pay attention to the diversification of the investment profile and develop products and services to promote services business in order to achieve positive growth, contributing to the improved efficiency of business operations. Strengthen business cooperation with domestic and foreign partners. Communication, marketing and branding activities are constantly being renewed, contributing to improving the reputation and image of Agribank. Information technology system is operated under a stable, safe and effective manner which gives positive support for business activities of the bank. Moreover, remuneration policy was amended in line with Agribank's targets in business operation so as to motivate and encourage employees to fulfill their tasks. Agribank focused on contributing to social welfare programs and charity to support community, thereby enhancing Agribank's images positively in the eyes of the public.





## ACTIVITIES OF THE BOARD OF MANAGEMENT

In 2015, significant efforts were made by the Board of Management to consistently manage the Bank's operations in order to meet its strategic targets and specific goals set out by the Board of Directors.

Despite ongoing difficulties and challenges in the business environment, thanks to close guidance of the Board of Directors, management activities were strengthened and business operations remained to be stable and positively developed.

The Board of Management and its members successfully fulfilled their responsibilities and duties in the interest of Agribank's customers and the Bank itself, thereby contributing to the fruitful performance in 2015.

## ACTIVITIES OF THE BOARD OF DIRECTORS

The Board of Directors fulfilled their roles and made great efforts to improve governance efficiency which has brought about stability and development to Agribank.

The Board of Directors and the Board of Management closely cooperated in monitoring the Bank's operations and implementation of the Board's resolutions. Additionally, the Board of Directors keeps a close look at actual situations in order to appropriately regulate the Bank's business operation and promote the role of each member of the Board.



# OPERATION STRATEGY IN 2016

## BUSINESS OBJECTIVES

The international and domestic economy in 2016 is forecasted to possibly bring about many opportunities and challenges for the Bank. In that context, the Board of Directors identified objectives and specific tasks to achieve the targets on the basis of its successful performance in 2015 as follows:

### General objectives

The Bank should stabilize, supplement and improve the efficiency of its business operations; enhancing the Bank's competitive capability; maintaining its role as the leading bank in giving loans to agriculture and rural sector; providing a wide range of high-quality products and services; efficiently promote sustainable growth of its business operation.

### Specific objectives

- With efficiency being the central of its business activities, Agribank aims at increasing the proportion of on-balance sheet income; recover bad debts which were previously provisioned; focus on reducing costs and strengthening financial capability and ensuring stable income for the employees.

- Boosting services diversification; apply modern information technology; enhance productivity; increase revenue; expand retail businesses; concentrate on strengthening its relationship with customers including individuals, small and medium enterprises.

- Keeping credit growth at a reasonable rate while ensure safe and efficient operations; increasing loans for agriculture and rural areas and other prioritized sectors; strengthening credit quality control; recovering bad debts and potential bad debt and prevent new bad debts from occurring.

- Proper adjustment of fund mobilization to suit actual credit growth; ensure adequate capital for business operations; adjustable capital structure and maintain stable input interest rates in compliance with the State Bank's regulations; diversification deposit services and raising capital in line with enrichment of products portfolio and expanding market share; increasing the proportion of saving deposits and non-term deposits in the overall structure of short-term funding; Raising cheap funding to meet fund requirements for business operations.



## TARGETS

- ✓ Profit before tax: increased at least by **8.1%**;
- ✓ Total loan: increased by **14-18%**, in which the proportion of loans to agriculture and rural areas accounts for a minimum of **70%** of total outstanding loans;
- ✓ Tier 1 deposits : increased by **13-15%** and adjustable in accordance with the growth of outstanding loans;
- ✓ NPL ratio: Maximum of **3%**;
- ✓ Fees: increased at least by **17%**;
- ✓ Maintain operational adequate ratios as regulations by the State Bank.

# BUSINESS ORIENTATION IN 2016

## GOVERNANCE ORIENTATION

In 2016, Agribank continues to enhance its business model; increasing the roles and responsibilities of all the departments at its head office; consolidating the management structure and personnel for new established units to ensure effective operations; supplement and amend and reform operational procedures.

Enhance the effectiveness of network management, implementing the power decentralisation towards strengthening the initiative of branches with good, safe and effective business performance and improving the supervision role of the representative offices and Head Office; increase the initiative and coordination between Head Office and branches; monitor, evaluate and provide specific measures to boost the processing of work within the power of each party.

Enhance the branch classification system, the salary and wage mechanisms, jurisdiction, financing, emulation, working facilities and tools; developing a work force scheme as a basis for adequate salary payment, support quality, equality and responsibility in the workplace.

Finalize the supervision and management mechanism for branch operations; review and assess the ability of staff; build a staff rotation process in the bank; improve the quality of internal consultants; reform the training activities based on actual needs with a focus at each stage.

Risk management per customers and sectors; strengthen inspection activities to prevent credit risks. Improve the quality of warning for potentially risky debts, vigorous control of bad debts, analyze and assess each bad debt and potential bad debts in order to carry out effective treatment plans.

Recovering the written-off debts is determined as a key task in 2016. The bank is maintaining the operation of the Control Committee for bad debt settlement and the Committee for debt recovery at branches that had high percentage of bad debts and written-off debts; synchronically implementing the handling and recovering of bad debts under the plan.

## ORIENTATIONS FOR BUSINESS GROWTH

Continue to implement and fulfill the remaining contents of Restructure Scheme; develop and implement Business Strategy Scheme for the period 2016 - 2020 with the target of safe, stable development and toward capitalisation; solve the difficulties and problems of models, mechanisms, facilitate business operations.

To implement mobilizing fund plan in line with the growth rate of loans, continue the restructuring of capital, ensure capital capacity for business activities, and maintain adequate liquidity and financial ratios; to manage centralized capital, to apply flexibly interest rate instruments, remain the stability of mobilizing interest rate under the direction of the State Bank.

Effective expansion of credit sector in connection with ensuring the appropriate credit structure and controlling the quality and safety of capital; Priority loan for sectors such as production, business, agriculture, rural, exports, small and medium-sized enterprises; build appropriate incentive mechanism, create a legal framework and encourage the effective growth of outstanding loan.

Improve Agribank's business efficiency, financial capacity, and competitiveness. Speeding up customer services, considering customer policy as a foundation to promote the development of business activities in 2016 and subsequent years.

Develop services, focus on development for agriculture and rural areas; promoting the development of retail banking, modern banking, cross-selling products, maintaining stability and increasing market share on each category of services; this will significantly support financial stability in the whole banking system.

Continue to invest in upgrading information technology system to improve operation management and product development for high quality and attain competitiveness of modern banking services.

Innovate and enhance the efficiency of communication, branding and commendation; promote the power of the Unions, the power of unity and consensus through out the system, thus generate the power for achieving success and meet the needs of development not only in agriculture and rural areas but also in the national economy system.



# 4 CONNECT TO REACH HIGHER

AGRIBANK – LEND A HAND TO  
COMMUNITY DEVELOPMENT



# AGRIBANK – LEND A HAND TO COMMUNITY DEVELOPMENT

During the 27 years of establishment and development, Agribank has always played a leading role in investment and development in rural areas, embraced and complied with the idea, the policy guidelines of the Party and State. Besides fulfilling the assigned economic tasks, Agribank is always interested in maintaining practical contributions to the community and society. In 2015, Agribank has spent nearly 350 billion dong for social welfare activities, providing the community a cumulative total amount of contributions in value of over 2,500 billion dong.



In the past year, Agribank has expressed solidarity through a series of activities for the community such as: Supports for poor districts, Muong Ang and Tua Chua in Dien Bien Province; jointly build of solidarity houses, oncology hospitals; removing bad living facilities; funding heart operations for children with congenital heart disease etc.

Besides, the implementation of the Government's Resolution No.30A/2008/NQ-CP on the support program for fast and sustainable poverty reduction, until 2015, Agribank has used VND2,314 billion supporting 54,947 customers of 42 poorest districts in 17 provinces across the country.



Acknowledged for the continuous efforts in contribution to the overall development of the community and society, in 2015, Agribank was honorably awarded by Vietnam Banking Association and the Group IDG international data with the "Bank for the Community 2015" prize.

Not only representing responsibility to the community by taking part in social welfare activities, Agribank is also committed to continuously focusing and improving the quality of products and services, continuously creating new values, bringing prosperity to each customer.





5

# GROWING IN CHALLENGE

- 1. CONSOLIDATED FINANCIAL REPORT 2015
- 2. BUSINESS NETWORK





## CONSOLIDATED FINANCIAL REPORT 2015

Vietnam Bank for Agriculture and Rural Development  
CONSOLIDATED BALANCE SHEET  
As at 31 December 2015

B02/TCTD-HN

	Notes	31 December 2015 VND million	31 December 2014 VND million
<b>ASSETS</b>			
<b>Cash, gold and gemstones</b>	<b>5</b>	<b>12,117,983</b>	<b>10,947,504</b>
<b>Balances with the State Bank of Vietnam ("the SBV")</b>	<b>6</b>	<b>43,165,771</b>	<b>14,268,021</b>
<b>Placements with and loans to other credit institutions</b>	<b>7</b>	<b>61,472,998</b>	<b>42,048,734</b>
Placements with other credit institutions		18,684,154	15,936,274
Loans to other credit institutions		42,788,844	26,112,460
Provision for losses		-	-
<b>Securities held for trading</b>		<b>57,933</b>	<b>374,357</b>
Securities held for trading	<b>8</b>	111,677	430,513
Provision for securities held for trading		(53,744)	(56,156)
<b>Derivatives and other financial assets</b>	<b>9</b>	<b>14,602</b>	<b>1,234</b>
<b>Loans to customers</b>		<b>618,114,085</b>	<b>543,351,750</b>
Loans to customers	10	630,478,892	558,658,784
Provision for loans to customers	11	(12,364,807)	(15,307,034)
<b>Investment securities</b>	<b>12</b>	<b>115,886,352</b>	<b>128,276,785</b>
Available-for-sale securities	12,1	72,669,829	101,025,957
Held-to-maturity securities	12,2	49,849,420	29,413,848
Provision for investment securities	12,3	(6,632,897)	(2,163,020)
<b>Long-term investments</b>	<b>13</b>	<b>285,213</b>	<b>685,376</b>
Investments in joint ventures	13,1	-	406,325
Investments in associates	13,2	126,951	113,991
Other long-term investments	13,3	166,800	213,895
Provision for impairment of long-term investments	13,4	(8,538)	(48,835)
<b>Fixed assets</b>	<b>14</b>	<b>7,456,864</b>	<b>7,345,032</b>
Tangible fixed assets	14,1	4,880,784	4,748,256
Cost		12,161,071	11,228,647
Accumulated depreciation		(7,280,287)	(6,480,391)
Intangible fixed assets	14,2	2,576,080	2,596,776
Cost		3,209,162	3,124,697
Accumulated amortization		(633,082)	(527,921)
<b>Investment properties</b>	<b>15</b>	<b>10,604</b>	<b>10,903</b>
Cost		12,822	12,822
Accumulated depreciation		(2,218)	(1,919)
<b>Other assets</b>	<b>16</b>	<b>16,224,922</b>	<b>16,280,101</b>
Receivables	16,1	6,076,665	5,581,684
Accrued interest and fee receivables	16,2	9,765,115	10,280,467
Deferred corporate income tax	23,2	119,177	90,479
Other assets	16,3	2,261,738	2,377,662
Provision for other assets	16,4	(1,997,773)	(2,050,191)
<b>Total assets</b>		<b>874,807,327</b>	<b>763,589,797</b>

Vietnam Bank for Agriculture and Rural Development  
CONSOLIDATED BALANCE SHEET (continued)  
As at 31 December 2015

B02/TCTD-HN

	Notes	31 December 2015 VND million	31 December 2014 VND million
<b>LIABILITIES</b>			
<b>Borrowings from Government and the SBV</b>	<b>17</b>	<b>17,126,980</b>	<b>17,566,583</b>
<b>Deposits and borrowings from other credit institutions</b>	<b>18</b>	<b>3,822,581</b>	<b>9,644,601</b>
Deposits from other credit institutions		2,461,256	7,179,370
Borrowings from other credits institutions		1,361,325	2,465,231
<b>Deposits from customers</b>	<b>19</b>	<b>763,361,419</b>	<b>656,271,081</b>
<b>Funds financed, entrusted for investment, lending</b>	<b>20</b>	<b>13,652,450</b>	<b>13,772,743</b>
<b>Valuable papers issued</b>	<b>21</b>	<b>12,293,035</b>	<b>4,397,225</b>
<b>Other liabilities</b>	<b>22</b>	<b>22,042,795</b>	<b>20,756,405</b>
Accrued interest and fee payables	22,1	12,085,959	13,067,951
Deferred corporate income tax payables	23,2	181	4,596
Other payables and liabilities	22,2	9,956,655	7,683,858
<b>TOTAL LIABILITIES</b>		<b>832,299,260</b>	<b>722,408,638</b>
<b>OWNER'S EQUITY</b>			
<b>Capital and reserves</b>			
<b>Capital</b>	<b>24</b>	<b>29,364,474</b>	<b>29,204,499</b>
Charter capital		29,003,641	28,840,252
Share premium		12,151	23,360
Treasury shares		(15,827)	(15,827)
Other capital		364,509	356,714
<b>Reserves</b>	<b>24</b>	<b>15,329,092</b>	<b>13,826,921</b>
<b>Foreign exchange differences</b>	<b>24</b>	<b>-</b>	<b>113,028</b>
<b>Assets revaluation differences</b>	<b>24</b>	<b>37,548</b>	<b>37,548</b>
<b>Accumulated losses</b>	<b>24</b>	<b>(3,058,661)</b>	<b>(2,931,167)</b>
<b>Non-controlling interest</b>	<b>24</b>	<b>835,614</b>	<b>930,330</b>
<b>TOTAL OWNER'S EQUITY</b>		<b>42,508,067</b>	<b>41,181,159</b>
<b>TOTAL LIABILITIES AND OWNER'S EUIY AND NON-CONTROLLING INTEREST</b>		<b>874,807,327</b>	<b>763,589,797</b>



**Vietnam Bank for Agriculture and Rural Development**  
**CONSOLIDATED BALANCE SHEET (continued)**  
 As at 31 December 2015

B02/TCTD-HN

**OFF-BALANCE SHEET ITEMS**

	31 Dec 2015 VND million	31 Dec 2014 Restarted VND million
Credit guarantees	318,645	150,702
Commitments of dealing foreign exchange	1,015,071	198,088
- Commitments of purchasing foreign currencies	486,814	67,421
- Commitments of selling foreign currencies	472,956	67,991
- Commitments of swap transactions	55,301	62,676
- Commitments of forward transactions	-	-
Irrevocable loan commitments	-	-
Commitments of Letters of Credit	3,306,581	4,209,520
Other guarantees	15,292,150	13,208,126
Other commitments	218,837	420,492

Prepared by:

Approved by:

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Hanoi, Vietnam

12 August 2016

**Vietnam Bank for Agriculture and Rural Development**  
**CONSOLIDATED INCOME STATEMENT**  
 For the financial year ended 31 December 2015

B03/TCTD-HN

	Notes	2015 VND million	2014 Restarted VND million
Interest and similar income	25	57,570,547	57,855,581
Interest and similar expenses	26	(32,917,854)	(36,197,321)
<b>Net interest income</b>		<b>24,652,693</b>	<b>21,658,260</b>
Fee and commission income		3,633,676	3,080,802
Fee and commission expenses		(1,511,500)	(1,343,167)
<b>Net fee and commission income</b>	<b>27</b>	<b>2,122,176</b>	<b>1,737,635</b>
<b>Net gain from trading foreign currencies</b>	<b>28</b>	<b>425,868</b>	<b>378,204</b>
<b>Net gain from trading securities held for trading</b>	<b>29</b>	<b>2,046</b>	<b>5,718</b>
<b>Net gain/(loss) from trading investment securities</b>	<b>30</b>	<b>52,678</b>	<b>(38,133)</b>
Other income	31	3,793,806	2,565,866
Other expenses	31	(487,592)	(534,094)
<b>Net other income</b>	<b>31</b>	<b>3,306,214</b>	<b>2,031,772</b>
<b>Net gain/(loss) from capital contributions and investments in other entities</b>	<b>32</b>	<b>275,457</b>	<b>(39,022)</b>
<b>Total operating income</b>		<b>30,837,132</b>	<b>25,734,434</b>
<b>Total operating expenses</b>	<b>33</b>	<b>(16,006,100)</b>	<b>(14,897,783)</b>
<b>Net profit before provision for credit losses</b>		<b>14,831,032</b>	<b>10,836,651</b>
Provision for credit losses	34	(11,647,754)	(8,308,245)
<b>Profit before tax</b>		<b>3,183,278</b>	<b>2,528,406</b>
Current corporate income tax expenses	23,1	(840,533)	(726,245)
Deferred corporate income tax income/(expenses)	23,2	30,006	(15,166)
<b>Corporate income tax expenses</b>		<b>(810,527)</b>	<b>(741,411)</b>
<b>Profit after tax</b>		<b>2,372,751</b>	<b>1,786,995</b>
<b>Non-controlling interest</b>		<b>(14,452)</b>	<b>63,488</b>
<b>Net profit in the year</b>		<b>2,387,203</b>	<b>1,723,507</b>

Prepared by:

Approved by:

Approved by:

Ms. Nguyen Thi Ly  
 Deputy Head of Finance  
 and Accounting Department

Mr. Phung Van Hung Quang  
 Chief Accountant

Mr. Tiet Van Thanh  
 General Director

Hanoi, Vietnam

12 August 2016



**Vietnam Bank for Agriculture and Rural Development**  
**CONSOLIDATED CASH FLOW STATEMENT**  
For the financial year ended 31 December 2015

B04/TCTD-HN

	Notes	2015 million	2014 Million
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Interest and similar income received		58,076,666	59,463,743
Interest and similar expenses payments		(33,899,845)	(36,343,763)
Fee and commission income received		2,122,176	1,754,300
Net receipts/ Payments from foreign currencies, gold and securities trading activities		430,010	378,323
Other expenses		(337,126)	(396,205)
Proceeds from recovery of bad debts previously written off		3,632,143	2,426,927
Operating and employees payments		(13,343,104)	(14,275,281)
Income tax paid for the year	23	(1,104,746)	(860,464)
<b>Net cash flows from operating activities before changes in operating assets and liabilities</b>		<b>15,576,174</b>	<b>12,147,580</b>
<b>Changes in operating assets</b>			
(Increase)/Decrease in cash, gold, placements with and loans to other credit institutions		25,186,592	(10,181,821)
Increase in securities trading		(31,523,333)	(6,278,427)
(Increase)/Decrease in derivatives and other financial assets		(13,368)	13,067
Increase in loans to customers		(92,264,385)	(21,870,306)
Utilisation of provision for loans, securities and long-term investments		(10,184,956)	(9,842,849)
Other (increase)/decrease in operating assets		(1,766,339)	1,156,665
<b>Changes in operating liabilities</b>			
Decrease in borrowings from the Government and the SBV		(439,603)	(4,021,045)
Decrease in deposits and borrowings from other credit institutions		(5,822,020)	(6,685,381)
Increase in deposits from customers		107,090,338	87,579,191
Increase/(Decrease) in valuable paper issued (except valuable paper issued for financial activities)		7,895,810	(14,009,934)
Increase/(Decrease) in other borrowed and entrusted funds		(120,293)	1,421,222
Other increase/(decrease) in operating liabilities		1,449,782	1,579,260)
Utilizations of reserves		-	-
<b>Net cash flows from operating activities</b>		<b>15,064,399</b>	<b>27,848,702</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchases of fixed assets		(1,172,884)	(1,502,102)
Proceeds from disposals of fixed assets		11,197	2,376
Payments for investments in other entities		-	-
Proceeds from investments in other entities		391,725	52,059
Dividends received from long-term investments		14,257	15,815
<b>Net cash flows used in investing activities</b>		<b>(755,705)</b>	<b>(1,431,852)</b>

**Vietnam Bank for Agriculture and Rural Development** B04/TCTD-HN  
**CONSOLIDATED CASH FLOW STATEMENT (continued)**  
For the financial year ended 31 December 2015

	Notes	2015 million	2014 million
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in charter capital		44,989	2,517,400
Increase in capital from interest of special Government bonds		118,400	118,470
<b>Net cash flows from financing activities</b>		<b>163,389</b>	<b>2,635,870</b>
<b>Net cash flows during the year</b>		<b>14,472,083</b>	<b>29,052,720</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>89,557,450</b>	<b>60,504,730</b>
<b>Cash and cash equivalents at the end of the year</b>	35	<b>104,029,533</b>	<b>89,557,450</b>

Prepared by:



Ms. Nguyen Thi Ly  
Deputy Head of Finance  
and Accounting Department

Approved by:



Mr. Phung Van Hung  
Chief Accountant

Approved by:



Mr. Viet Van Thanh  
General Director



Hanoi, Vietnam

12 August 2016



# BUSINESS NETWORK

As at the end of 2015, the business network of Agribank consists of: Headquarter, 03 Functional Units, 03 Representative Offices, 155 level I and level II Branches, 785 level III Branches, 1,303 Transaction Offices spread over 63 Cities and Provinces across the country and 01 Foreign Branch in the Kingdom of Cambodia.





AGRIBANK'S BRANCH NETWORK

NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
I	IN THE HANOI REGION		34	14	220	268
1	Agribank Operation Centre branch	1200	1	0	0	1
2	Lang Ha branch	1400	1	0	7	8
3	Bach Khoa branch	1401	1	0		1
4	My Dinh branch	1410	1	0	5	6
5	Son Tay branch	2203	1	0	7	8
6	Dong Anh branch	3140	1	0	10	11
7	Hoan Kiem branch	1502	1	0	2	3
8	Dong Da branch	1504	1		7	8
9	Thanh Xuan branch	1505	1	0	0	1
10	Tam Trinh branch	1508	1	0	3	4
11	Nam Ha Noi branch	1460	1	0	7	8
12	Tay Do branch	1462	1	0	3	4
13	Thu Do branch	1483	1	0	4	5
14	Trung Yen branch	1302	1	0	4	5
15	Trang An	1305	1	0	8	9
16	Tay Ha Noi branch	1480	1	0		1
17	Gia Lam branch	3120	1	0	7	8
18	Long Bien branch	1220	1	0	4	5
19	Tay Ho branch	1506	1		6	7
20	Hong Ha branch	1260	1	0	0	1
21	Me Linh branch	2802	1	0	4	5
22	Ha Noi branch	1500	1	0	15	16
23	Bac Ha Noi branch	1440	1	0	5	6
24	Hoang Quoc Viet branch	1450	1	0	5	6
25	Thang Long branch	1300	1	0	9	10
26	Ha Thanh branch	1303	1	0	6	7
27	Dong Ha Noi branch	1420	1	0	4	5
28	Cau Giay branch	1507	1	0	5	6
29	Thanh Tri branch	3180	1		9	10

NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
30	Hung Vuong branch	1482	1	0	0	1
31	Tu Liem branch	3100	1	0	11	12
32	Soc Son branch	3160	1	0	7	8
33	Hoang Mai branch	1240	1	0	5	6
34	Ha Tay branch	2200	1	14	51	66
II	THE MEKONG DELTA REGION		15	145	153	313
1	Hau Giang branch	7000	1	8	3	12
2	Can Tho branch	1800	1	8	9	18
3	Ninh Kieu branch	1890	1	0	2	3
4	Long An branch	6600	1	19	12	32
5	Dong Thap branch	6500	1	11	10	22
6	An Giang branch	6700	1	14	10	25
7	Tien Giang branch	6900	1	11	15	27
8	Ben Tre branch	7100	1	10	18	29
9	Vinh Long branch	7300	1	9	28	38
10	Tra Vinh branch	7400	1	10	11	22
11	Soc Trang branch	7600	1	13	5	19
12	Kien Giang branch	7700	1	16	10	27
13	Phu Quoc branch	7790	1	0	2	3
14	Bac Lieu branch	7200	1	7	9	17
15	Ca Mau branch	7500	1	9	9	19
III	BRANCHES IN THE SOUTHEAST REGION		8	55	79	142
1	Binh Duong branch	5500	1	7	3	11
2	Song Than industrial zone branch	5590	1	2	5	8
3	Tay Ninh branch	5700	1	10	10	21
4	Dong Nai branch	5900	1	13	27	41
5	Bien Hoa branch	5990	1	0	3	4
6	Ba Ria Vung Tau branch	6000	1	6	16	23
7	Vung Tau branch	6090	1	0	4	5
8	Binh Phuoc branch	5600	1	17	11	29



NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
IV	BRANCHES IN THE RED RIVER REGION		14	112	195	321
1	Hai Phong branch	2100	1	22	16	39
2	Vinh Phuc branch	2800	1	9	15	25
3	Phuc Yen branch	2890	1	0	2	3
4	Sao Do branch	2311	1	2	3	6
5	Hai Duong branch	2300	1	12	25	38
6	Thai Binh branch	3400	1	9	32	42
7	Nam Dinh branch	3200	1	11	24	36
8	Bac Nam Dinh branch	3203	1	3	11	15
9	Ninh Binh branch	3300	1	12	28	41
10	Hung Yen branch	2400	1	8	14	23
11	My Hao branch	2407	1	2	2	5
12	Bac Ninh branch	2600	1	8	16	25
13	Tu Son branch	2603	1	0	3	4
14	Ha Nam branch	2900	1	14	4	19
V	BRANCHES IN THE NORTH MOUNTAINOUS REGION		8	80	62	150
1	Cao Bang branch	8300	1	13	7	21
2	Lang Son branch	8400	1	12	5	18
3	Lai Chau branch	7800	1	7	5	13
4	Son La branch	7900	1	10	10	21
5	Lao Cai branch	8800	1	11	10	22
6	Ha Giang branch	8200	1	11	7	19
7	Bac Kan branch	8600	1	7	9	17
8	Dien Bien branch	8900	1	9	9	19

NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
VI	BRANCHES IN THE NORTH MIDLAND REGION		8	85	175	268
1	Tuyen Quang branch	8100	1	7	24	32
2	Yen Bai branch	8700	1	10	22	33
3	Thai Nguyen branch	8500	1	10	19	30
4	Bac Giang branch	2500	1	13	32	46
5	Mong Cai branch	8090	1	2	4	7
6	Quang Ninh branch	8000	1	16	23	40
7	Hoa Binh branch	3000	1	12	16	29
8	Phu Tho branch	2700	1	15	35	51
VII	BRANCHES IN THE FORMER ZONE 4		7	98	145	250
1	Thanh Hoa branch	3500	1	30	33	64
2	Nghe An branch	3600	1	21	47	69
3	Ha Tinh branch	3700	1	16	23	40
4	Sam Son branch	3590	1	0	1	2
5	Thua Thien Hue branch	4000	1	11	15	27
6	Quang Binh branch	3800	1	10	13	24
7	Quang Tri branch	3900	1	10	13	24
VIII	BRANCHES IN THE CENTRAL COASTAL REGION	9	109	93	211	
1	Da Nang branch	2000	1	14	20	35
2	Hai Chau branch	2001	1	0	5	6
3	Quang Nam branch	4200	1	26	17	44
4	Quang Ngai branch	4500	1	14	11	26
5	Binh Dinh branch	4300	1	12	11	24
6	Phu Yen branch	4600	1	10	7	18
7	Khanh Hoa branch	4700	1	12	13	26
8	Ninh Thuan branch	4900	1	7	2	10
9	Binh Thuan branch	4800	1	14	7	22



NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
<b>IX</b>	<b>BRANCHES IN THE CENTRAL HIGHLAND REGION</b>		<b>7</b>	<b>83</b>	<b>56</b>	<b>146</b>
1	Gia Lai branch	5000	1	23	8	32
2	Kon Tum branch	5100	1	8	4	13
3	Dak Lak branch	5200	1	22	15	38
4	Buon Ho branch	5208	1	7	6	14
5	Dak Nong branch	5300	1	8	6	15
6	Lam Dong branch	5400	1	11	15	27
7	Nam Lam Dong branch	5490	1	4	2	7
<b>X</b>	<b>BRANCHES IN HO CHI MINH CITY</b>		<b>42</b>	<b>7</b>	<b>125</b>	<b>174</b>
1	Sai Gon branch	1600	1	1	4	6
2	District 1 branch	1601	1	0	0	1
3	Branch 3	1602	1	1	5	7
4	Ly Thuong Kiet branch	1603	1	0	4	5
5	Phu Nhuan branch	1604	1	0	3	4
6	An Phu branch	1606	1	0	6	7
7	Phan Dinh Phung branch	1607	1	0	2	3
8	Truong Son branch	1608	1	0	1	2
9	Ho Chi Minh city branch	1700	1	0	4	5
10	Branch 8	1702	1	0	2	3
11	Sai Gon Centre branch	1900	1	0	2	3
12	Branch 4	1902	1	0	1	2
13	Tan Tao industrial zone branch	1903	1	0	3	4
14	Mien Dong branch	1904	1	0	2	3
15	Hiep Phuoc branch	1940	1	0	2	3
16	Thu Duc branch	6100	1	0	5	6
17	Binh Trieu branch	6110	1	0	0	1

NO.	BRANCH	BRANCH CODE	BRANCH(ES) OF LEVEL I, II	BRANCH(ES) OF LEVEL III	TRANSACTION POINT(S)	TOTAL
18	Cu Chi branch	6120	1	0	3	4
19	An Suong branch	6130	1	0	2	3
20	Hoc Mon branch	6140	1	0	4	5
21	Xuyen A branch	6150	1	0	3	4
22	Nam Sai Gon branch	6160	1	1	5	7
23	Can Gio branch	6180	1	0	1	2
24	Binh Tan branch	6200	1	0	3	4
25	Cho Lon branch	6220	1		5	6
26	Nam Hoa branch	6221	1	0	0	1
27	District 5 branch	6222	1	0	4	5
28	Thanh Do branch	6223	1	0	3	4
29	Dong Sai Gon branch	6280	1	0	6	7
30	Branch 9	6300	1	1	6	8
31	Tay Sai Gon branch	6320	1	0	3	4
32	Bac Sai Gon branch	6321	1	0	1	2
33	Nha Be branch	6340	1	0	3	4
34	Phuoc Kien branch	6350	1	1	3	5
35	Tan Binh branch	6360	1	1	6	8
36	Binh Thanh branch	6380	1	0	3	4
37	Binh Chanh branch	6440	1	0	3	4
38	Gia Dinh branch	6400	1	0	4	5
39	Branch 10	6420	1	0	1	2
40	Hung Vuong branch	6421	1	1	1	3
41	Tan Phu branch	6460	1	0	5	6
42	Branch 11	6480	1	0	1	2
	<b>TOTAL</b>		<b>155</b>	<b>785</b>	<b>1303</b>	<b>2243</b>



## SUBSIDIARIES, JOINT VENTURES

SUBSIDIARIES	ABBREVIATED NAME	OPERATING LICENSE	SECTORS	CHARTER CAPITAL (billion dong)	OWNERSHIP RATE
<b>SUBSIDIARIES</b>					
Agriculture Bank Insurance JSC	ABIC	License for establishment and operation No.38/GP/KDBH, date 18/10/2016 issued by Ministry of Finance.	Insurance, reinsurance and financial services.	380	55.63%
Agribank Gold Joint Stock Corporation	AJC	Business license No: 0103034278 issued by Hanoi for Authority Planning and Investment dated on 19/01/2009.	Gold and silver trading, jewelry crafting, Pawn business	206	61,24%
Agribank Banking Services Company Limited	ABSC.,LTD	Certificate of business registration No: 0101452242 issued by Hanoi Authority Planning and Investment.	Commercial Printing, Advertisement, Construction design for basic constructions, Training and supply for banking treasury services.	510	100%
Haiphong Trading and Investment Company limited	HAIPHONG TIC LTD	Business license No: 0200457474 issued by Haiphong Authority Planning and Investment on 31/10/2011.	Commerce, Transportation and Food processing	7,3	100%
Agribank Jewelry Company – Ho Chi Minh City	AGRIBANK VJC	Certificate of Registration of Enterprises No: 0303119075 issued by Ho Chi Minh Authority for Planning and Investment.	Gold and silver trading, jewelry crafting, Pawn business.	112,7	100%

SUBSIDIARIES	ABBREVIATED NAME	OPERATING LICENSE	SECTORS	CHARTER CAPITAL (billion dong)	OWNERSHIP RATE
Agribank Assets Management Company Limited	AGRIBANKAMC	Certificate of business registration No: 0106134589 initially issued by Hanoi Authority for Planning and Investment dated on 25/3/2013.	Debt management and exploitation of collaterals.	30	100%
Agribank Securities Joint - Stock Company	AGRISECO	License for establishment and operation No: 08/QĐ/GPHĐKD issued by State Securities Committee dated on 04/05/2001	Trading in securities	2.120	75.21%
Financial Agribank Financial Leasing Company I	ALCI	Establishment Decision No.238/1998/QĐ-NHNN issued by Governor of the State Bank of Vietnam on 14/7/1988.	Financial leasing	200	100%
Agribank Financial Leasing Company II	ALC II	Establishment Decision No.239/1998/QĐ-NHNN issued by Governor of the State Bank of Vietnam on 14/7/1988.	Financial leasing	350	100%
<b>ASSOCIATED COMPANIES</b>					
Vietnam Agriculture Trading and Tourism JSC	Agritours	Certificate of business registration No: 3500103312 issued by Ba Ria Vung Tau Authority Planning and Investment.	Tourist Services, hotel investment, business and commerce	230	23%
Vietnam National Financial Switching JSC	Banknetvn	Certificate of business registration No: 0101517122 issued by Ha Noi Authority for Planning and Investment.	Financial services	191	19,84%



# 2015

ANNUAL REPORT FOR

## STEADILY OVERCOME DIFFICULTIES

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VIETNAM BANK FOR AGRICULTURE AND RURAL DEVELOPMENT



**AGRIBANK**

*Bring prosperity to customers*

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