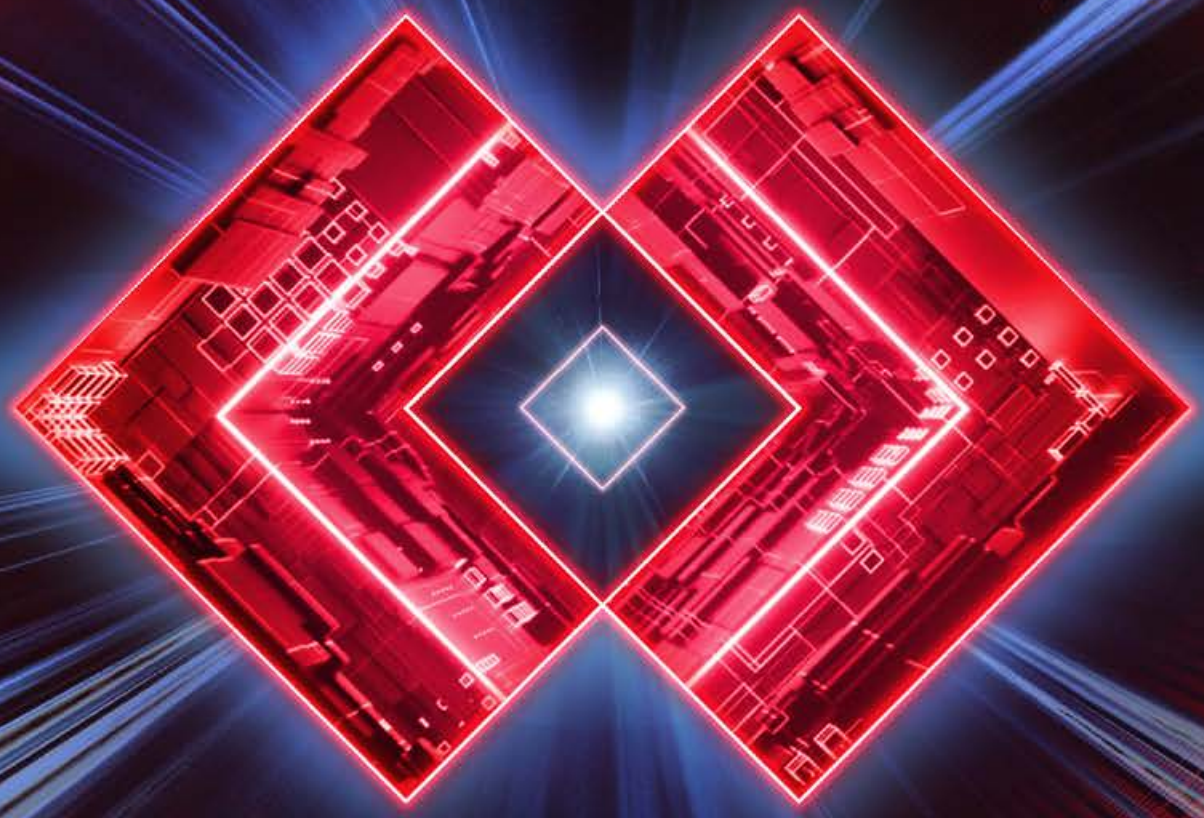
TECHCOMBANK

FROM NATIONAL LEADER TO GLOBAL STATURE



2025 ANNUAL REPORT

BE GREATER

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Who we are

The first and only bank in Vietnam
to achieve the award

“Best Bank in Vietnam”

from 3 prestigious organizations: Global Finance, FinanceAsia
and Euromoney for the second consecutive year

Techcombank is one of the largest joint stock banks in Vietnam, and a leading financial institution in Asia, guided by a vision to **“Change banking, Change lives”**. For more than three decades, we have aspired to **“Be Greater”** and support Vietnam’s economic development by enabling growth for individuals, businesses, and corporations.

As we concluded our 2021-2025 transformation strategy, Techcombank has evolved from a leading private bank into the core of an integrated financial ecosystem, built on strong digital foundations and driven by a customer-centric strategy. We now serve more than 18 million retail and corporate customers, delivering comprehensive solutions across banking, payments, wealth management, capital markets and protection.

We serve our customers through market-leading digital banking platforms and mobile apps, complemented by a nationwide network of 302 branches and transaction offices across 29 of Vietnam’s 34 cities and provinces. In 2025, Techcombank’s credit rating was upgraded to BB by S&P Global Ratings and we were assigned first time long-term issuer default rating of BB- with a ‘Positive’ Outlook by Fitch Ratings, reflecting our strong capital position, resilient asset quality, and prudent risk management.

We also became the first and only bank in Vietnam to be named “Best Bank in Vietnam” by Global Finance, FinanceAsia and Euromoney for the second consecutive year.

As Vietnam enters a New Era of Growth, driven by rising affluence, accelerating digitalization, and large-scale infrastructure development, Techcombank is well positioned to play a leading role in shaping the country’s financial industry. Building on a proven business model, outstanding digital and data capabilities, and an integrated ecosystem, we are advancing our ambition to evolve from a national leader into an integrated financial institution of global stature and create sustainable long-term value for customers, shareholders and for Vietnam.

2025 business highlights

Total operating income (TOI)

53.4

Trillion VND

2018–2025 TOI Compound annual growth rate (CAGR): **16.5%**

Profit before tax (PBT)

32.5

Trillion VND

2018–2025 PBT CAGR: **17.3%**

Profit after tax (PAT)

26.0

Trillion VND

2018–2025 PAT CAGR: **17.3%**

Return on Assets (ROA)

2.4%

Industry-leading. 2018–2025 average: **~3.0%**

Net fee income market share

16.0%

#1 in the industry
Net fee income includes FX sales and bond distribution fee

Capital adequacy ratio

14.6%

Industry leading

Total assets

1,192

Trillion VND

+21.8% YoY

CASA ratio

40.4%

#1 in the industry

Non-performing loan (NPL) ratio

1.13%

Industry-leading asset quality

Number of customers

18

million

2.7 million new customers acquired in 2025

Retail transactions

86%

Conducted digitally

Transaction volume via NAPAS

TOP 1

Awards and recognitions in 2025

The first and only bank to achieve this award from 3 prestigious organizations: Global Finance, FinanceAsia and Euromoney for the second consecutive year

BEST BANK IN VIETNAM

Global Finance

BEST BANK IN VIETNAM

FinanceAsia

BEST BANK IN VIETNAM

Euromoney

Gold award

CUSTOMER-CENTRIC PRODUCT DESIGN

Stevie 22nd Annual International Business Awards

Bronze award

BEST AI-ENABLED PRODUCT

Stevie 22nd Annual International Business Awards

Bronze award

BEST FINANCIAL SERVICES PRODUCT

Stevie 22nd Annual International Business Awards

WORLD'S BEST BANK 2025

Forbes

LEADERSHIP IN PAYMENT VOLUME

VISA

BEST COMPANIES TO WORK FOR SOUTHEAST ASIA 2025

Fortune and Great Place to Work

DIGITAL BANK OF THE YEAR IN VIETNAM

The Assets

BEST MOBILE BANKING APP IN VIETNAM

The Assets

BEST MANAGED BANK IN VIETNAM

The Asian Banker

BEST TRANSACTION BANK IN VIETNAM

The Asian Banker

BEST CASH MANAGEMENT BANK IN VIETNAM

The Asian Banker

BEST INTEGRATED AND TAILORED COLLECTION SOLUTION IN ASIA PACIFIC

The Asian Banker

01

THE VISION OF TECH

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A message from our Chairman

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From this position of strength, we move forward with conviction and with the bold ambition to become a financial group of global stature and play a leading role in shaping Vietnam’s new era of opportunity.

Mr. Ho Hung Anh
Chairman of the Board of Directors

Dear Valued Shareholders,

In 2025, despite continued uncertainties in the global economic and geopolitical environment, Vietnam’s economy once again demonstrated remarkable resilience. The country maintained its strong growth momentum, reinforcing macroeconomic stability and further strengthening market confidence. Supported by decisive and flexible policies from the Government, and the concerted efforts of the entire political system, businesses and citizens, the economy accelerated significantly, achieving growth of over 8% by the end of the year. This sets a solid foundation for 2026, a year that marks the beginning of a new era of national ambition. One guided by a renewed vision and supported by meaningful policy reforms that have begun to be implemented from the start of the year.

In our 32nd year, Techcombank and our ecosystem continued our unwavering commitment to empowering individuals and businesses to achieve their own greatness, and to contributing to Vietnam’s economic development. Our customer-centric strategy – a guiding principle throughout our journey – was further strengthened as we continued to introduce and scale pioneering financial products and services. Our product innovations enabled us to further expand our market share among retail customers and reinforce Techcombank’s position as a trusted growth partner for Vietnam’s business community.

Digital, data, and talent remained the three strategic pillars of our transformation, while artificial intelligence (AI) became more deeply integrated across our ecosystem. At the same time, we continued to proactively attract world-class AI talent to unlock the full potential of the data and technology foundations that Techcombank has built over the years.

Techcombank, with our comprehensive ecosystem, is increasingly realising synergies to deliver integrated products and services, seamless one-touch experiences, enhance customer retention and increase lifetime value. Through our ecosystem we are also gaining access to new high-value opportunities and reaching into new customer segments, which together are giving us a distinct competitive advantage and laying firm foundations for our sustainable, long-term growth. By the end of 2025, the Bank delivered an impressive performance with profit after tax reaching VND 26.0 trillion, up 19.3% compared to 2024. Its capital adequacy ratio (CAR) stood at 14.6%, maintaining the Bank’s leading position in the banking sector.

The oversubscribed IPO of Techcom Securities marked a historic milestone for both Techcombank and Vietnam’s capital market, further strengthening our leadership in wealth management. Meanwhile, we accelerated our life and non-life insurance businesses through the launch of Techcom Life Insurance and the strong expansion of Techcom General Insurance, further enhancing our integrated ecosystem model.

Our customer base grew by 2.7 million in 2025, and we are now proud to serve more than 18 million individuals, businesses and corporate clients. At the same time, our brand has strengthened significantly and now stands among the most trusted in the industry, as demonstrated by our consistently high Brand Equity Index and Net Promoter Scores. As a result, Techcombank is now widely recognized by the market as a leading financial institution in Vietnam and in ASEAN. This was reflected by numerous international recognitions, including becoming the only bank to be named “Best Bank in Vietnam” by Euromoney, Finance Asia and Global Finance for two consecutive years.

It is from this position of strength that we now embark on a new five-year strategy and have set bold new growth aspirations. We move forward together with Vietnam, with shared conviction and commitment, as the nation enters a new era of opportunity and progresses on its journey towards becoming a high-income economy by 2045.

The government has placed its trust in the private sector to act as the primary engine of economic growth and is supporting major investments in new infrastructure, including new airports, seaports and highways, creating unprecedented opportunities for economic advancement.

Techcombank, with our ecosystem, stands ready to embrace this national responsibility and to pioneer new standards for Vietnam’s emerging economy. We will move forward with conviction and with the bold ambition to transform Techcombank from a national leader into a fully integrated financial institution of global stature in Vietnam’s new era of growth.

On behalf of the Board of Directors, I would like to extend our deepest gratitude to our valued shareholders and partners for their continued support throughout our journey.

Yours sincerely,

Mr. Ho Hung Anh
Chairman of the Board of Directors

CEO Report

2025 marked the final year of Techcombank's last five-year transformation strategy, a pivotal period that saw us evolving from a leading private bank into the core of an integrated financial ecosystem, built on strong digital foundations.

With our ecosystem we are serving customers at greater scale and more comprehensively than ever before, with products and services spanning banking, capital markets, wealth and protection. Our progress has been underpinned by strategic investments in advanced data and AI capabilities, digital platforms and top-tier talent. Together, these capabilities enable us to unlock synergies across our ecosystem, deliver more data-enabled products and hyper-personalized customer experiences, while driving meaningful gains in operational efficiency and productivity. As a result, Techcombank is now among the fastest growing and most profitable banks in Vietnam.

We now begin our next five-year strategy from a position of strength. We are the bank of choice for affluent Vietnamese and blue-chip corporates, the nation's leading wealth manager, and among the top transaction banks in the country. Our brand ranks among the strongest in the sector, as reflected by leading Brand Equity and Top-of-Mind scores. At the same time, we have reinforced our leadership in the real estate and bond markets, while maintaining the strongest capital profile in the Vietnamese banking sector.

Mr. Jens Lottner

Chief Executive Officer

This milestone on our journey coincides with a pivotal moment for Vietnam. As the country enters a new era of high growth, to be driven by the private sector and supported by major investments in new digital and physical infrastructure, Techcombank is well positioned to capture new opportunities and accelerate our growth trajectory.

Looking ahead, we will continue to scale our financial ecosystem platform to serve the needs of Vietnam's growing affluent and mass affluent segments and further expand our SME and merchant businesses. We will become even more relevant in our customers' lives by embedding our services into key economic sectors such as real estate, consumption and health. At the same time, we will aspire to be an enabler of Vietnam's development as a leading capital arranger and growth partner for the country's businesses, and by continuing to lead the digital transformation of the financial industry.

> Through this next phase of our journey, we aspire to transform Techcombank from a national leader into an integrated financial group of global stature
> In so doing, we are confident we can create more value for our customers and shareholders and play a leading role in shaping Vietnam's new era of high growth.

Proven foundations, resilient growth

Vietnam's economy expanded 8.02% in real terms in 2025, retaining its position as one of the fastest growing in Asia. Despite a challenging environment, including increasing global economic fragmentation and US trade tariffs, severe flooding in northern and central regions, and pressure on foreign exchange rates, the economy showed its resilience and maintained a strong growth trajectory.

Following the favourable outcome of discussions with the US on tariff rates, exports continued to expand, domestic consumption remained robust, and foreign direct investment inflows continued to rise. The government continued to support economic activity through public investment and, importantly, introduced four key resolutions aimed at restructuring the economy and creating a more enabling environment for private sector growth. Together, these developments have reinforced the foundations for Vietnam's sustainable economic growth in the years ahead.

Supported by Vietnam's economic momentum, underpinned by the transformation achieved over the past five years, and driven by disciplined execution, Techcombank delivered another year of robust financial performance in 2025.

2025 HIGHLIGHTS

Techcombank delivered a solid set of financial results and achieved all components of our full-year financial guidance, despite persistent headwinds in 2025:

Unit: VND billion

Items	2024	2025		% Versus	
		Plan	Actual	2024	Plan
Credit balance[1]	640,668	745,738	758,285	+18.36%	+1.68%
Total deposits from customers[2]	631,173		776,530	+23.03%	
Total assets	978,799		1,192,344	+21.82%	
Profit before tax	27,538	31,500	32,538	+18.16%	+3.30%

[1]The Bank's credit balance and growth are calculated according to SBV regulations
[2]Including Certificates of Deposit

Total operating income grew by 13.6% year on year (YoY), while profit before tax reached a record VND 32.5 trillion, representing an increase of 18.2% YoY and beating our AGM target. Our return on assets remained steady at 2.4%, still among the highest in the industry. We achieved these results while maintaining our disciplined approach to risk management and ensuring strong capital adequacy and asset quality.

Our strong financial performance was driven by robust growth in net interest income (NII) and net fee income (NFI) and the expansion of our wealth business. Our net interest income grew by 7.5% YoY, supported by strong credit demand from retail and corporate customers and our effective mitigation of rising funding costs amid a competitive liquidity environment.

We continued to generate more fee income than any other Vietnamese bank, with NFI up 7.8% YoY. This was driven by strong momentum in bancassurance fees, which grew by 91.8% YoY following the launch of our general and life insurance businesses, together with growth in investment banking and FX fees and the expansion of our wealth management proposition.

The growth of our credit book once again outpaced the industry, expanding over 18% in-line with the credit quota granted by the SBV. At the same time, our prudent risk management kept asset quality high, with our non-performing loan ratio remaining among the industry's lowest at 1.13%, while our coverage ratio increased to 127.9% reflecting the bank's strong balance sheet.

[1]Net fee income includes FX sales and bond distribution fee

Supported by robust domestic consumption we continued to diversify our credit book towards retail and small and medium-sized enterprises (SMEs). Our retail book grew by 30.8% in 2025, significantly higher than the 13.4% growth of our corporate portfolio, driven by strong momentum in mortgages and higher-yield unsecured lending, margin lending and merchant products.

Within our corporate book we continued to strategically diversify lending towards economic sectors driven by domestic consumption, with real estate reducing to 31% of our total credit book, down from 33% at the end of 2024.

Delivering customer value

Techcombank welcomed over 2.7 million new customers in 2025, bringing the total number of individual and business customers served to over 18 million at year's end. Our strong new-to-bank customer acquisition, together with the continued success of Auto-earning 2.0 and new merchant solutions, drove our CASA balance to a record high, ensuring Techcombank's CASA ratio remained among the highest in the industry.

We further strengthened our leadership in the High-Net-Worth and Affluent segments and now serve well over half of all customers in these segments through our Private and Priority brands. At the same time, the quality of our digital banking platforms, data-enabled products and hyper-personalized engagement strategies supported further expansion of market share in the large Mass Affluent segment.

Our expanded suite of customer propositions for micro-SMEs and household merchants also drove further gains in market share and, importantly, attracted a growing number of main transaction bank relationships, which grew by 63.7% within the segment.

We continued our strategic shift into higher-yield unsecured lending, with our unsecured credit book growing 3.5 times, enabled by our enhanced machine learning and AI-enabled credit risk assessment capabilities.

To deepen our relationships with large corporate clients in new economic sectors, we advanced our sector-led strategy by creating dedicated sector-focused teams and tailored solutions. In parallel, we significantly enhanced our value proposition for FDI customers, establishing dedicated service models and highly specialised relationship managers to more effectively originate and serve this strategically important segment.

Techcombank's brand continued to strengthen and at year's end was once again ranked #1 in the industry by Brand Equity Index, according to market research firm NielsenIQ. The Bank's Top of Mind awareness rose to 23%, ranking second in the industry, while its Net Promoter Score increased to 92. Together, these metrics reflect the strong trust customers place in the Techcombank brand and further validate our customer-centric approach.

Techcombank welcomed over

2.7 Million

new customers in 2025

The Bank's Top of Mind awareness

23%

ranking second in the industry

Integrated financial ecosystem

Notably, we achieved several major milestones that have positioned Techcombank as a one-stop financial solutions provider serving customers across banking, wealth management, capital markets and protection.

In 2025, we made significant progress on our ecosystem strategy, further advancing our transformation into an integrated financial services group and giving us a distinct competitive advantage that will be hard for others to replicate.

Through a growing ecosystem of affiliated businesses and strategic partners, we are integrating financial and non-financial products to meet a broader range of customer needs and embedding our financial services more deeply within high-growth sectors such as real estate, consumption and health.

The oversubscribed IPO of Techcom Securities (HOSE: TCX) was a historic moment for Techcombank and for Vietnam's capital markets. Its success demonstrated strong investor confidence in our ecosystem and reaffirmed Techcom Securities' position as Vietnam's leading securities company and the cornerstone of our wealth and capital markets proposition.

In addition, with the total assets under management (AUM) of funds and discretionary portfolios managed by Techcom Capital reaching approximately VND 12 trillion by the end of 2025, serving nearly 50,000 investors, Techcom Capital further strengthened its position and capabilities in fund management, actively diversifying its investment product offerings, and contributing meaningfully to the Techcombank financial ecosystem.

In 2025, we also strengthened our insurance proposition to better meet our customers' growing demand for high-quality protection solutions. The official launch of Techcom Life Insurance Joint Stock Company (Techcom Life) in September enabled us to advance our life and health insurance strategy, while our general insurance affiliate, Techcom General Insurance JSC (TCGI), continued to scale. By the end of its full first year of operations, TCGI was providing protection to more than 650,000 customers.

In parallel, we leveraged our strategic partnerships with Masterise and One Mount Group to embed financial services more deeply into real-world customer experiences. Through our partnership with Masterise, for example, we now support homebuyers end-to-end, offering early and exclusive access to leading property developments, alongside tailored mortgage and insurance solutions.

We are confident that our ecosystem approach will enable us to engage with more customers, be more relevant in their lives, and play an increasingly important role in shaping Vietnam's financial industry. By unlocking ecosystem-wide synergies, such as integrated offerings, data sharing, improved customer retention and higher customer lifetime value, our ecosystem is providing a strong foundation for our long-term growth.

Our five-year transformation journey (2021-2025)

Five years ago, we embarked on a transformation strategy anchored around three pillars of excellence: digital, data and talent. Since then, investments in our technology capabilities and digital platforms, coupled with the dedication of our people have enabled us to nearly double our customer base, while improving operational efficiency and productivity to support faster and more profitable growth.

Together, our data and digital platforms provide us with a meaningful competitive advantage, enabling us to integrate seamlessly with ecosystem partners to serve more customers, with more integrated and relevant customer value propositions based on better customer insights.

Having established these strong digital foundations, our focus in the final year of our last five-year strategy shifted towards the structured deployment of our advanced data and AI capabilities and increasing integration across our ecosystem to deliver real business and customer value.

DATA

Our cloud-based 'Data Brain' is one of the most significant achievements of our transformation strategy to date. It enables us to understand each unique customer and apply that knowledge in real time to deliver hyper-personalisation at scale. It is constantly evolving, but at the end of 2025 was integrating information from ~100 different source systems, processing around 8 billion data points every day, and described each customer by more than 12,500 features.

This is a powerful bank-wide data resource that has been cleansed and organized to enable the deployment of AI and machine learning models across a wide range of use cases.

Data Brain processed around

8 Billion

data points every day

Described each customer by more than

12,500 Features

At the end of 2025, we were using over 55 models across our business to unlock real business value:

Sales and marketing optimisation
Models enabled hyper-personalized customer engagement, increasing lead conversion rates and return on marketing investment.

Improved productivity
Conversational AI assistants and AI agents were available to every employee helping to improve operational efficiency and decision-making

Enhanced credit underwriting
AI-based underwriting improved risk assessments, accelerated approvals and supported our growth in unsecured and merchant lending.

DIGITAL

Today, banking is digital by definition and Techcombank has one of the most advanced digital banking platforms in the region, serving both retail and corporate customers. Through our mobile banking apps we are engaging in a hyper-personalised way with millions of individual customers based on insights from their own data. Richer customer engagement and new data-enabled products enabled us to increase e-banking transactions, build main transaction bank relationships and drive cross-selling of new services and products.

Our Techcombank Rewards loyalty ecosystem continued to expand and now has over 148,000 partner merchants and 13.1 million active users, embedding our services into the lives of customers and enabling us to give back and reward our most loyal customers. Our game-changing Auto-earning 2.0 product, available via our mobile banking apps, had reached over 5 million users by the end of the year, significantly contributing to our CASA momentum.

Together our hyper-personalized engagement strategies and product innovations contributed to a 26.9% YoY increase in retail customer e-banking transaction volume and a 28% rise in the number of our customers using Techcombank as their main transaction bank. This momentum enabled Techcombank to maintain its number one position on NAPAS 24/7 for both inbound and outbound transactions nationwide throughout 2025.

Over 2021-2025 we have seen exponential growth in digital banking:

Growth in new customers acquired digitally
▲ 365%

Customers now use the Techcombank app
6.2 million customers

Growth in e-banking transaction volume
▲ 395%

Active users of the Techcombank Business app
▲ 32% Per annum

TALENT

The Great Place to Work in Asia 2025

Great Place to Work®

Our people continue to be the beating heart of Techcombank. In 2025, we advanced our global talent strategy to attract and empower high-calibre professionals for critical roles across the Bank and our ecosystem companies. We continued to strengthen our capabilities by bringing in top-tier talent across priority data and digital domains, while deepening expertise in key growth areas including wealth management, insurance and corporate finance.

Through overseas talent roadshows in Los Angeles, Paris and Singapore, we engaged Vietnamese professionals with international experience who are considering returning home to contribute to Vietnam's next phase of development.

To ensure our workforce remains future-ready, we refreshed our leadership and functional academies and accelerated large-scale upskilling initiatives, while expanding digital and AI literacy programmes to prepare our people for the next phase of transformation.

Across the Bank, more than 1,000 generative AI use cases have already emerged organically, developed by teams seeking to enhance efficiency and decision-making. This reflects a high level of organisational readiness for generative and agentic AI.

Our focus going forward will be on harnessing this momentum through a more structured and scalable approach to maximize bank-wide impact.

Once again, we were named among the best workplaces in Vietnam, and in Asia by Great Place to Work®.

Building sustainably

In 2025, Techcombank continued to place sustainability at the heart of our business strategy and operations, guided by the belief that sustainable growth is good for our customers, shareholders and for Vietnam.

We remained committed to supporting corporate clients in advancing green development initiatives and adopting more sustainable business practices. Leveraging our proven capabilities in project financing, we expanded our green lending portfolio for sustainability-related projects to more than VND 18.7 trillion.

Our retail sustainability offerings continued to receive a very positive response. By year end we had issued more than 1 million Techcombank Visa Eco Debit and Credit Cards to customers enabling them to track and offset carbon emissions linked to their spending. Together, the Techcombank Visa Eco Debit and Credit Cards helped to offset approximately 201.9 tonnes of CO_2 during the year.

Techcombank continued to improve our operational efficiency, reducing our energy and water consumption despite the expansion of our branch network. In fact, we were the first Bank in Vietnam to open fully paperless branches, further embedding sustainability into our operations.

Our commitment to making a positive contribution to society remained strong. The 4th Techcombank Hanoi Marathon and the 9th Ho Chi Minh City International Marathon together attracted a record 36,000 runners, reinforcing our efforts to promote healthy and active lifestyles. Our 'Winter Giving' initiative saw nearly 9,000 employees and their family members come together to plant over 40,000 trees across the country. In parallel, Techcombank contributed VND 231 billion to support social initiatives across Vietnam.

Recognizing Techcombank's efforts in implementing Environmental, Social, and Governance (ESG) principles, advancing green finance, and strengthening social responsibility, the Ho Chi Minh City Stock Exchange included Techcombank in the Vietnam Sustainability Index (VNSI), placing the Bank among the top 20 listed companies with strongest sustainability practices in the market.

2026 - 2030 Strategy

Vietnam has set a clear ambition to become a high-income, innovation-driven economy by 2045. To achieve this goal, the government has passed a series of resolutions (57, 59, 66 and 68) aimed at accelerating digital transformation, deepening Vietnam's integration into global supply chains, and creating a more enabling environment for the private sector to emerge as the primary engine of growth.

Together, these reforms are expected to drive a major restructuring of Vietnam's economic model. Their successful implementation will require substantial capital formation to finance large-scale investments in physical and digital infrastructure, support the transition towards advanced, higher value-added manufacturing, and to promote development that is green and sustainable.

Against this backdrop, Techcombank and Vietnam stand together at the beginning of new era of high growth.

As the core of a leading integrated financial ecosystem, Techcombank is well positioned to capture the new opportunities created by Vietnam's fast-growing economy and play a leading role in enabling and shaping Vietnam's next phase of development.

Rising affluence and domestic consumption, coupled to the relative under penetration of our core mortgage, wealth, investment and insurance products still provide a substantial runway for growth. At the same time, the enhanced regulatory environment will open new opportunities for the banking sector, and specifically for Techcombank, in areas such as infrastructure and industrial financing, and the development of new financial assets – in line with Vietnam's progressive opening to digital assets.

Over the next five years, we are committed to seizing these opportunities, building on our position as a national leader to become an integrated financial institution with genuine global stature. To achieve this, we have set ourselves bold aspirations to double the number of customers we serve, double our market share and increase our TOI fourfold by the end of 2030.

OPERATIONAL DIRECTION

In 2026, we will remain focused on the disciplined execution of our customer-centric strategy and delivering our three 'must-wins':

1. Building our CASA momentum driven by accelerated new customer acquisition, deepening engagement through Techcombank Rewards and data-enabled products, like Auto-earning 2.0, and through cross-selling synergies from our ecosystem.
2. Diversifying our credit portfolio to enhance our risk-return profile, including through the continued rotation of our credit book towards retail, merchants and SMEs, expanding unsecured lending, and increasing lending to sectors such as infrastructure and healthcare, aligned with the priorities of the government.
3. Strengthening and diversifying our fee income by building on our strengths in capital structuring, bond issuance, and supply-chain finance, strengthening our general and life insurance propositions and creating new fee generating products in gold and crypto.

To achieve our five-year growth aspirations, we have also identified four key strategic areas where we will work to establish market leadership and which we believe will be critical in shaping Vietnam's development:

Capital arranger

Serve as the leading capital arranger to support the development of Vietnam's physical, urban and digital infrastructure and further diversifying our credit portfolio.

Wealth and health manager

Become the leading provider of wealth management and protection solutions that meet the evolving needs of Vietnam's growing affluent and mass affluent population.

SME growth partner

Become the leading growth partner for SMEs, supporting development of domestic value-chains and higher-end manufacturing.

Embedded finance

Be the leading provider of embedded finance across fast growing sectors such as real estate, consumption, and healthcare.

Techcombank, with our ecosystem, has the capabilities and momentum to deliver on these aspirations, and we are already underway. We have a proven track record in infrastructure project financing and are Vietnam's leading advisor on bond issuances. Our SME and merchant business continues to scale rapidly, supported by new offerings, such as our all-in-one business-management platform, and our enhanced AI-powered underwriting capabilities.

In private banking and wealth management, Techcombank Private is the market leader and is pioneering the industry's shift from product distribution to advisory services. Through Techcom Securities, we operate the leading securities and WealthTech platform in Vietnam, while the establishment of Techcom Life and Techcom General Insurance is enabling us to rapidly build our insurance proposition.

Finally, our Techcombank Rewards loyalty platform is already the largest in the industry, and as the core of an integrated ecosystem, we are ready to embed more of our financial products into the services of our partners and become even more relevant in the lives of customers.

To achieve our new five-year aspirations, we will need to engage with our customers, provide advice and manage risk at a greater scale than ever before. This will necessitate the Bank's continued transformation through further investment in our AI and data capabilities, our technology platforms, and in the development of our talent.

Artificial intelligence is already fundamentally changing how we run our businesses and this will accelerate. Thanks to the investments we have already made in data and technology, we are in a unique position in the industry to embed AI in everything that we are doing.

We will leverage data and AI across our entire ecosystem through shared platforms and through AI agents that can run across our businesses and interact with one another. In this way we will empower our people to perform better, continue to realise ecosystem-wide synergies from our shared customer base, and create new integrated customer value propositions that will be very hard for other banks to replicate.

We will continue our cloud-first strategy by moving our core banking platform to the cloud. This will be a major investment, but it will set the foundations for future growth by readying us to serve many more customers in the future and enabling faster product innovation and even greater platform resilience.

Finally, we will continue to invest in high-calibre professionals for critical roles, in strengthening our senior leadership and in providing training for our people through our new academy so that every employee is ready to use new generative and agentic AI tools. Increasingly we will work as one integrated ecosystem and share talent and expertise across our businesses.

Over the past five years, Techcombank has built strong digital foundations, advanced data and AI capabilities, and a highly skilled and future-ready organisation. As Vietnam enters its new era of high growth, Techcombank embarks on our new five-year strategy from a position of strength, ready to capture emerging growth opportunities and play a leading role in shaping Vietnam's financial industry.

As we head into 2026, we continue to build on our proven foundations to **seize new opportunities to realise our vision, Change Banking, Change Lives.**

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About us

TRADING NAME	
Name in Vietnamese	NGÂN HÀNG THƯƠNG MẠI CỔ PHẦN KỸ THƯƠNG VIỆT NAM
Name in English	VIETNAM TECHNOLOGICAL AND COMMERCIAL JOINT-STOCK BANK
Trading name	TECHCOMBANK
Abbreviated name	TECHCOMBANK

The Bank's Banking Licence No. 0038/GP-NHNN dated 6 March 2018 was issued by the State Bank of Vietnam (SBV), replacing the Licence No. 0040/NH-GP dated 6 August 1993.

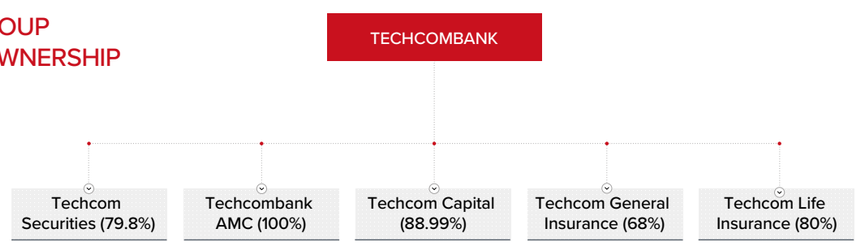
CERTIFICATE OF BUSINESS REGISTRATION NO.	**0100230800**
First registration	7 September 1993
The 57th amendment	3 January 2024

CHARTERED CAPITAL	**VND 70,862,404,140,000**
Chartered capital expressed in words	Seventy trillion, eight hundred sixty-two billion, four hundred four million, one hundred forty thousand Vietnamese dong

GENERAL INFORMATION	
Address	Techcombank Tower – 6 Quang Trung St., Cua Nam Ward, Hanoi, Vietnam
Phone number	(+84) (243) 944 6368
Fax	(+84) (243) 944 6395
Website	http://www.techcombank.com
Stock code	TCB

TECHCOMBANK GROUP STRUCTURE AND OWNERSHIP OF SUBSIDIARIES

(31/12/2025)



Techcombank's mission is to lead the digital transformation of Vietnam's financial industry, enabling individuals, businesses and corporates to progress and thrive sustainably.

Established on 27 September 1993, at the outset of Vietnam's transition from a centrally-planned to a more market-oriented economy, Techcombank has evolved significantly from our modest beginnings. Starting with a charter capital of VND 20 billion, we have grown over the past 32 years to become Vietnam's fourth largest bank by charter capital. This process reflects the consistent execution of our customer-centric strategy and our ability to anticipate and meet the evolving needs of our customers.

We provide a comprehensive range of banking, wealth management and protection products and services to more than 18.0 million retail and corporate customers across Vietnam. We serve our customers through our market-leading digital banking platform and mobile apps and our nationwide network comprising one head office, two representative offices and 302 transaction offices across 29 cities and provinces.

Guided by our vision **"Change banking, Change lives"**, Techcombank fosters a culture that encourages everyone to reach their full potential. We are committed to creating greater and more sustainable value for our customers and shareholders by delivering pioneering, digital-led solutions that address diverse financial needs. As we look ahead, we will continue to drive the digital transformation of the financial industry and empower individuals, businesses, and corporations to sustainably grow and thrive in Vietnam's rapidly evolving economy.

BANKING SERVICES

Core banking services include:

- Collecting short, medium and long-term deposits from organisations and individuals
- Conducting SBV approved settlement, cash and other banking services
- Investing in associates, joint ventures, companies and bonds
- Granting short, medium and long-term loans
- Foreign exchange (FX)

BRANCH NETWORK

1 Head Office | **2** Representative Offices | **302** Transaction offices nationwide

Vision and Mission

VISION

“Change banking, Change lives.”
Uplifting everyone to reach their full potential.

MISSION

Lead the digital transformation of the financial industry, enabling individuals, businesses, and corporations to progress and thrive sustainably.

Brand story

Our

BE GREATER

spirit continues to drive our business and purpose-led brand strategy taking it to new heights.

“In 2025, we elevated our brand at the national and regional level, and our Brand Equity Index (BEI) retained its position as #1 among all Vietnamese banks.

Ms. Thai Minh Diem Tu
Chief Marketing Officer

BRAND STORY

Techcombank is Vietnam's most pioneering bank with a vision to "Change banking, Change lives".

This is the north star that guides our business strategy and gives our brand its purpose. It's why we strive to make lives better every day and serve everyone who seeks autonomy and success on their own terms.

For 32 years, we have always made sure to share our success with the Vietnamese people by being an enabler of the nation's sustainable development and empowering every individual and business to achieve their own greatness.

We are driven by our brand promise to 'Be Greater' – the commitment to strive for success and make every day even greater than the last. It guides our product innovation and inspires our commitment to customer-centricity. It underpins our efforts to engage with the community and to enable Vietnam's ambitions to become a high-income economy by 2045.

Through its brand strategy, Techcombank seeks to inspire bold aspirations — the courage to stand apart and to be greater, every day. In 2025, the Bank brought this brand promise to life through a series of flagship initiatives aligned with national priorities for the new development phase, including fostering a healthier nation in the spirit of Resolution 72, and advancing digital transformation and human capital development in accordance with Resolution 57.

PURPOSE-LED BRAND STRATEGY

In 2025, Techcombank continued its transformation into an integrated financial services group under the 'Be Greater' brand through the expansion of Techcom Life and Techcom General Insurance. This expansion served to further align our brand positioning with Vietnam's national development priorities and with the aspirations of the Vietnamese people for a healthy life, education and success on their own terms.

1 Supporting a healthy nation (Resolution 72)

In support of Vietnam's goal to create a healthy nation, set out in Resolution 72, we began to offer customers high quality life and health insurance products through Techcom Life. We also continued to build our national-scale health living brand platform through support for the 8th edition of the Techcombank Ho Chi Minh City International Marathon and the 4th edition of the Techcombank Hanoi Marathon. Together, these two world-class events attracted more than 36,000 runners from over 80 countries, creating a powerful platform to engage communities and promote physical fitness and healthy lifestyles.

The Ho Chi Minh City Marathon became the largest marathon ever held in Vietnam, with over 23,000 participants, firmly reinforcing its status as a landmark event on Vietnam's sporting calendar. Held over 3 days, the event now transcends sport and has become one of the most anticipated occasions in the city and nationwide, attracting international visitors and showcasing Ho Chi Minh City's energy, culture, and hospitality to the world.

MAKE IN VIETNAM

2 Advancing digital transformation (Resolution 52)

To support Vietnam's digital transformation and nurture the next generation of AI talent, we launched Vietnam's first ever televised National AI Challenge, under the direction of the Ministry of Public Security. Much more than an innovation competition, the Challenge aimed to identify and develop young AI talent, promote a "Make in Vietnam" approach to innovation, and raise public awareness of the transformative potential of AI.

More than 400 teams took part, bringing together Vietnamese talent based in nine different countries. The winning teams were awarded Techcombank scholarships worth up to USD 1 million to pursue advanced AI studies overseas before returning to Vietnam to contribute to the country's future innovation and competitiveness.

The initiative reflects Techcombank's long-term commitment to AI as a strategic investment to drive business growth and support Vietnam's national development ambitions. By investing early in talent, education, and capability-building, the bank is helping cultivate a strong domestic AI talent base to underpin Vietnam's long-term economic growth. The program also achieved exceptional public reach, becoming one of the most viewed AI-focused initiatives on national television, significantly amplifying awareness and engagement nationwide.

3 Inspiring rally to "Be Greater"

Aligned with Vietnamese aspiration for autonomy and our ambition to become a high-income nation, our My Own Greatness campaign continued to inspire all Vietnamese to strive for success and achieve their own personal greatness. In 2025, the campaign reached new heights through live concerts, branded entertainment, influencers, and social storytelling that spread the Be Greater spirit among younger audiences. My Own Greatness reached its crescendo with the release of "Tiến Tới Ước Mơ 2" — a Techcombank-branded music video created in collaboration with top Vietnamese artist Soobin. The campaign delivered outstanding impact, generating 14 million views, ranking #1 on iTunes Vietnam and #6 on YouTube Vietnam Trending, with widespread organic features across national TV programs. More than a campaign asset, the song became a widely embraced anthem for individuals who embody the "Be Greater" mindset.

BE GREATER

4 Uplifting everyone to "Be Greater"

In 2025 our brand promise continued to translate into innovative new products and customer experiences, and we continued to deliver innovative product marketing campaigns to deepen engagement with our loyal customers. The "Be Greater" spirit is now embedded throughout our organisation and our corporate culture so that our people feel empowered and inspired to strive every day to reach their full potential and deliver outstanding service to our customers.

5 Our brand reached new heights

Over 32 years of growth alongside the nation, Techcombank has established itself as a trusted partner — empowering individuals and businesses to reach their full potential. In 2025, the Bank proactively embedded its "cultural DNA," rooted in Vietnamese identity, into its brand strategy to reflect the country's new era of growth.

This approach enables Techcombank to deliver distinctive, emotionally resonant brand experiences for customers, while projecting the image of a modern financial ecosystem at both national and regional level. It represents a strategic lever for the Techcombank brand to progressively strengthen its positioning and extend its footprint across Asia — a market historically shaped by established financial brands from Singapore, South Korea, and China.

Techcombank's brand value rose to USD 1.6 billion according to Brand Finance, rising seven places in the ASEAN 500 ranking, from 49th to 42nd in just one year.

#1	#1
Brand Equity Index (BEI: 4.6)	Brand Consideration (81%)

The strength of our brand, our deep customer centricity and our commitment to being a trusted partner to Vietnam in its new era of growth mean we are delivering our vision "Change banking, Change lives."

History and Key Milestones

Techcombank was established in 1993, during the Doi Moi period of economic reform. Like Vietnam's economy, we have passed through various stages of development in our 32-year journey; going from strength to strength. As Vietnam's economy continues to rise and its financial system matures, the future holds even greater opportunity and promise.

This year marked an important milestone for Techcombank, as we completed our five-year transformation strategy and reached our aspirations. Building on strong results in 2024 and 2025, Techcombank profit before tax was VND 32.5 trillion, exceeding AGM guidance and placing us as Vietnam's leading bank for operating efficiency. Our ability to sustain a ~20% growth trajectory through market cycles, while delivering strong profitability and a ~14.6% Capital Adequacy Ratio (CAR) proves the strength of the Bank's business model. This success enabled us to pay a cash dividend of VND 1,000 per share in 2025 - the second consecutive year the Bank has distributed dividends to shareholders. We are firmly on track to achieve our 2026 targets and maintain our long-term growth trajectory.

1993 - 2003

Established in 1993 with a charter capital of VND 20 billion

Implemented the Globus core banking system in line with international standards

Joined the global card payment network

2004 - 2015

Became the first bank in Vietnam to collaborate with McKinsey, one of the world's leading strategy consulting firms

Joined the "club" of banks with total assets exceeding USD 1 billion

Became a founding member of Smartlink, Vietnam's largest card alliance at the time

Reached 3.7 million retail customers and 48,000 corporate clients

2016

Entered a breakthrough phase with the launch and rollout of the 2016–2020 strategy, aimed at becoming the bank that leads the financial lives of Vietnamese people and the number-one bank in Vietnam

Profit in 2016 doubled compared to the previous year

2017

Ranked at the top in credit quality with ratings equivalent to Vietnam's sovereign ceiling as announced by S&P

Delivered another year of strong performance with profit doubling versus the previous year, and was ranked second in Asia for profitability by The Asian Banker, with the customer base surpassing 5 million

Became the leading bank in Vietnam in terms of international VISA card payment volume

Maintained market leadership in Bancassurance, driven by the strategic partnership with Manulife, one of the world's leading insurance providers

2018

Officially listed on the Ho Chi Minh City Stock Exchange under the ticker TCB, with a market capitalization of USD 6.5 billion at the time of listing

Tripled its charter capital to nearly VND 34,966 billion

Became the first private commercial bank in Vietnam to surpass VND 10,000 billion in profit

Recognized by VISA as the leading bank in Vietnam for VISA card transaction volume (both debit and credit)

2019

Inaugurated the new Head office – Techcombank Agile Center, located at 119 Tran Duy Hung Street, Cau Giay District, Hanoi

Ranked first in the banking industry in operational efficiency, achieving the strategic targets two years ahead of plan, supported by an outstanding people foundation with record-high OHI and EES scores

Officially adopted Basel II standards from 1 July 2019, maintaining a CAR consistently at more than twice the minimum regulatory requirement set by the State Bank of Vietnam

2020

In the context of the COVID-19 pandemic, prioritized resources to safeguard employees and customers through enhanced protection measures

Strengthened digital and data capabilities by rolling out Agile ways of working and establishing the Data & Analytics Division

Developed a comprehensive ecosystem of end-to-end, omnichannel digital experiences—introduced for the first time in Vietnam

Recognized for the "Most Successful Syndicated Loan Transaction in Vietnam" in 2020 with a USD 500 million syndicated facility

Partnered with One Mount Group to deliver a fully integrated, end-to-end digital experience across the customer journey

No. 1 for operational efficiency
Forbes

Most Impressive Banking Brand 2020

Bank with the Best Brand Health
MiBrand - Brand Finance's representative in Vietnam

2021

Executed the 2021–2025 strategy "Transforming the financial industry, elevating life's value," with a strong focus on digital and data transformation

Built a cloud-based infrastructure and became one of the few pioneering banks in Vietnam to begin migrating to the cloud through a comprehensive partnership with Amazon Web Services (AWS)

Became the first private bank in Vietnam to join the "billion-dollar profit club," with profit before tax exceeding VND 23.2 trillion

Successfully raised USD 800 million in syndicated loans on the international market with 3-year and 5-year tenors

Only bank in Vietnam to win
Best Bank in Vietnam
Euromoney and FinanceAsia

2022

Completed the syndication of a USD 1 billion loan facility

Ranked #1 in total card payment volume across all card types, and #1 in new card issuance

The only bank in Vietnam honored by SAP at the Best Run Awards for Southeast Asia as "The Most Transformation – The Game Changer," recognizing its impressive digital transformation journey

In the United States, Techcombank became the first and only Vietnamese bank to win the award
"Best in Tech 2022"
in the "Integrated Learning" category— Pluralsight

2023

Became the first bank in Vietnam to partner with Salesforce to successfully implement a bank-wide Customer Relationship Management (CRM) system for all business units

Attracted 2.6 million new customers, the highest annual increase in the Bank's history

Increased brand value to USD 1.4 billion, becoming the most valuable Vietnamese private-sector banking brand

Ranked #1 in fee income (NFI), accounting for approximately 15% of the total NFI among all listed banks

2024

Pioneered the market with another breakthrough product launch — Auto-earning — which helped increase CASA balances to VND 231 trillion, the highest level in the Bank's history, strengthening our low-cost funding advantage

Became the first private bank in Vietnam to establish a Green Bond Framework and issue green bonds aligned with ICMA international standards

Became the first bank in Vietnam to launch the Visa Eco Debit Card, enabling customers to track their carbon emissions from spending and easily offset them by contributing to certified green projects

The first and only bank in Vietnam to be named three times in a single year
"Best Bank in Vietnam"
by Global Finance, Euromoney and FinanceAsia

2025

Marking the final year of Techcombank's five-year transformation strategy — a pivotal phase during which the Bank rose from being the leading private bank in the market to becoming the core of an integrated financial ecosystem

The Initial Public Offering (IPO) of Techcom Securities marked a historic milestone for both Techcombank and Vietnam's capital market

Officially launched Techcom Life (Techcom Life Insurance JSC) and Techcom General Insurance JSC (TCGI)

In partnership with One Mount Group and MobiFone, established MobiFone Digital Payment JSC (MDP), envisioned to provide switching and clearing services and support the development of next-generation digital payment infrastructure in Vietnam

Maintained the #1 position in fee income, accounting for 16% of total NFI among listed banks

Upgraded to BB with a Stable outlook by S&P Global Ratings and assigned a first-time BB- rating with a Positive Outlook by Fitch Ratings

Shareholder Structure

Shareholding structure and changes to shareholders' equity

(as at 31/12/2025)

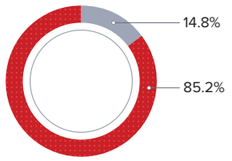
SHARES

The total number of common shares issued by Techcombank as at 31 December 2025 was 7,086,240,414 (equivalent to VND 70,862,404,140,000 of charter capital), where:

Total number of outstanding shares	7,086,240,414
Number of treasury shares	0
Number of restricted shares	1,266,778,075
Number of unrestricted shares	5,819,462,339

SHAREHOLDING STRUCTURE

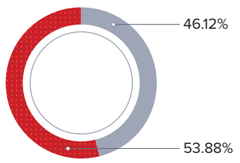
Major and other shareholders



	SHARES OWNED	SHAREHOLDING (%)
Major shareholders	1,048,630,998	14.80
Other shareholders	6,037,609,416	85.20
Total	**7,086,240,414**	**100.00**

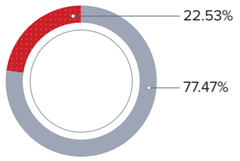
Pursuant to Article 4.8 of the Law on Credit Institutions promulgated in 2024, a "Major Shareholder" refers to a shareholder of a credit institution that is a joint-stock company who owns 5% or more of the voting shares of such credit institution, including shares held indirectly by that shareholder.

Institutional and individual shareholders



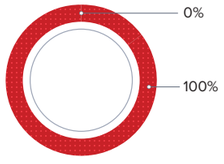
	SHARES OWNED	SHAREHOLDING (%)
Institutional shareholders	3,268,075,314	46.12
Individual shareholders	3,818,165,100	53.88
Total	**7,086,240,414**	**100.00**

Domestic and foreign shareholders



	SHARES OWNED	SHAREHOLDING (%)
Domestic shareholders	5,489,798,295	77.47
Foreign shareholders	1,596,442,119	22.53
Total	**7,086,240,414**	**100.00**

State and other shareholders



	SHARES OWNED	SHAREHOLDING (%)
State shareholders	0	0
Other shareholders	7,086,240,414	100.00
Total	**7,086,240,414**	**100.00**

CHANGES IN SHAREHOLDERS' EQUITY

In 2025, Techcombank increased its share capital from VND 70,648,517,390,000 to VND 70,862,404,140,000 after issuing ESOP shares.

OTHER SECURITIES

In 2025, Techcombank had no treasury share and there were no such shares on book as of 31 December 2025.

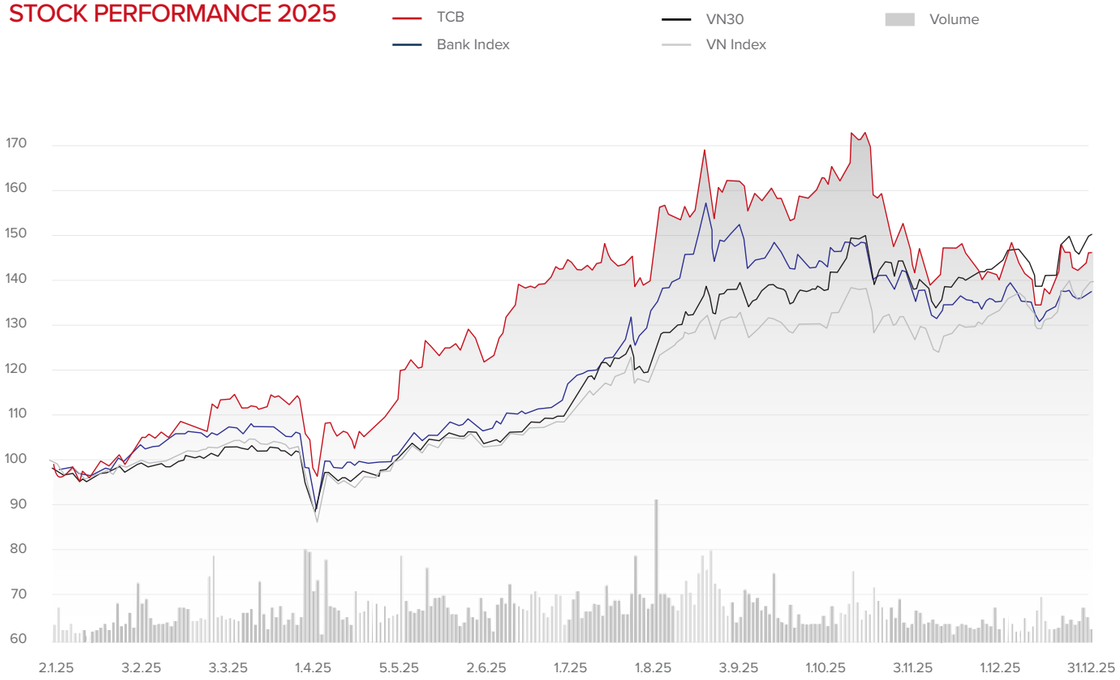
Investor Relations activities in 2025

TECHCOMBANK SHARE INFORMATION

(as of 31/12/2025)

Ticker Symbol	Foreign ownership limit
TCB	22.5386%
No. of outstanding shares (shares)	**Market capitalisation (VND billion)**
7,086,240,414	247,310

STOCK PERFORMANCE 2025



(%YTD)	
TCB	**47.1%**
Bank Index[2]	**38.0%**
VN-Index	**40.5%**
VN30	**51.2%**

During 2025, TCB's share price increased by **47.1%**, rising from VND 23,722 and closed the last trading day of the year at VND 34,900 per share, after reaching a year-high of VND 41,300/share in mid-October. Average daily trading volume reached **22.4 million shares**, representing a **53.9%** increase compared to 2024.

Over the same period, the VN-Index gained **40.5%**, increasing **from 1,269.71 to 1,784.49** as of 31 December 2025, with an average daily trading value of VND 26.5 trillion.

As of 31 December 2025, TCB's market capitalisation reached **VND 247.3 trillion.**

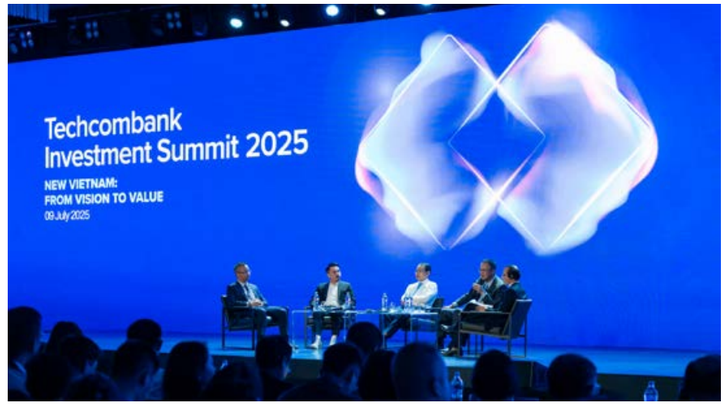
(1) As of 31/12/2025
(2) Bank index includes ACB, BAB, BID, CTG, EIB, HDB, KLB, LPB, MBB, NVB, SHB, STB , TCB, TPB, VCB, VIB, VPB

2025 HIGHLIGHTS

340 meetings with analysts

230 analysts and investors

During the year, we conducted approximately **340 meetings** with analysts from research houses and institutional investors, of which 260 meetings were conducted in person. We maintained active engagement with **approximately 230 analysts and investors** throughout the year.



THE GOAL OF INVESTOR RELATIONS (IR) ACTIVITIES

Proactive and transparent information disclosure

- Ensure full compliance with Circular 96/2020/TT-BTC while progressively aligning disclosure practices with leading international standards
- Provide timely and continuous updates and disclosures in both Vietnamese and English
- Proactively communicate information that may materially impact shareholders' and investors' interests
- Ensure the accuracy, clarity, and true reflection of the Bank's business activities in all disclosed information

Enhancing data credibility

- Improve the comparability and transparency of financial information by publishing financial statements under both VAS and IFRS; Techcombank is the first bank in Vietnam to implement IFRS 9
- Ensure financial statements are subject to rigorous internal review and independent audit processes
- Apply the "four-eyes principle" to all published or presented data, requiring review by relevant department heads and full reconciliation with the Bank's financial statements

Strengthening communication with investors

- Leverage a broad range of communication channels — including online and in-person meetings, investor conferences, and other engagement platforms — to provide timely updates on business performance, strategic direction, macroeconomic conditions, and regulatory developments, while addressing investor inquiries and concerns
- Deliver quarterly business updates with clear highlights of key achievements both for the quarter and year-to-date
- Actively participate in reputable domestic and international investor and capital market events organized by leading financial institutions

Investor Relations (IR) plays a critical role in ensuring transparent, timely, and continuous engagement between listed companies and their investors, shareholders, and partners.

AT TECHCOMBANK, PROTECTING THE INTERESTS OF SHAREHOLDERS AND INVESTORS IS ONE OF OUR CORE PRIORITIES

We ensure equal, fair, and transparent access to information for all investors and shareholders, including matters relating to voting rights and key approvals such as annual financial statements, business plans, dividend policies, restructuring programs, and other financial and non-financial disclosures of the Bank.

Our IR website provides comprehensive investor materials, including quarterly investor presentations, regular financial updates, and press releases, available in both Vietnamese and English.

We disclose financial, non-financial, and other material information beyond the minimum requirements of Circular No. 96/2020/TT-BTC and Law No. 56/2024/QH15 amending the Law on Securities. Notably, the Bank recorded no information disclosure violations in 2025.

Throughout 2025, we organized regular online and in-person briefings; annual and quarterly meetings; and conferences with domestic and international investors and analysts. These engagements provided updates on business performance, key product and service initiatives, dividend programs, and other matters of investor interest.

Key business information is disseminated through multiple communication channels, including our website, mass media, investor and press meetings, press releases, presentation materials, event recap videos, infographics, and other digital content.

Retail investor conferences are customized based on investor preference and feedback, enhancing both engagement quality and relevance.

INVESTOR ENGAGEMENT ACTIVITIES IN 2025

In 2025, the IR department successfully organized 12 investor events, including:

- The Annual General Meeting of Shareholders held in April 2025
- The first-ever Techcombank Investment Summit held in July 2025
- Eight quarterly earning calls for institutional investors, analysts and retail investors
- Two follow-up offline analyst meetings following quarterly earnings releases

700

institutional and retail investors at **2025 Techcombank Investment Summit: From Vision to Value**

In addition, the IR team participated in investor conferences organized by leading international and domestic brokerage firms including UBS, JPMorgan, CITIC CLSA, Morgan Stanley, Jefferies, SSI, Ho Chi Minh City Securities Corporation (HSC) and Vietcap. Our efforts to strengthen engagement with retail investors were further enhanced through substantive collaboration with HSC and Vietcap, leveraging retail investment forums and digital platforms, and investor webinars featuring Techcombank's senior leadership to share strategic insights and address investor queries.

In 2025, the IR team successfully organized the 2025 Techcombank Investment Summit: From Vision to Value, welcoming more than 700 institutional and retail investors from multiple countries, alongside senior management and industry experts. The Summit featured two high-level panel discussions and in-depth presentations, focusing on priority sectors driving Vietnam economy and providing a comprehensive platform to communicate Techcombank's strategic priorities, business performance, and long-term growth outlook. This event marked the first time a Vietnamese bank has successfully hosted an international-scale investment summit, convening global speakers and investors in a professional and digital enabled space. The Summit also received extensive domestic and international media coverage, including from Bloomberg TV.

IR EVENTS CALENDAR IN 2025

No.	Event	Quarter
1	FY24 Earnings call for institutional investors and analysts	Quarter 1
2	FY24 Earnings call for retail investors	
3	Group Analyst meeting post FY24 results	
4	ASEAN Financials Forum – JPMorgan	
5	Vietnam Access Day – Vietcap	
6	21st CITIC CLSA Asean Forum	
7	Jefferies 6th Asia Forum	
8	1Q25 Earnings call for institutional investors and analysts	Quarter 2
9	1Q25 Earnings call for retail investors	
10	Group Analyst meeting post 1Q25 results	
11	2025 Annual General Meeting of Shareholders	
12	Techcombank Investment Summit: New Vietnam – From Vision to Value	Quarter 3
13	2Q25 Earnings call for institutional investors and analysts	
14	2Q25 Earnings call for retail investors	
15	3Q25 Earnings call for institutional investors and analysts	Quarter 4
16	3Q25 Earnings call for retail investors	
17	Emerging Vietnam - Beyond the Upgrade – SSI	
18	Emerging & Frontier Markets Virtual Investor Conference – SSI and Auerbach Grayson	
19	VinaCapital's 2025 Annual Investor Conference	
20	24th Annual Asia Pacific Summit – Morgan Stanley	

In 2025, the IR department played a pivotal role in supporting Techcombank's successful credit rating achievements, including S&P Global Ratings' upgrade to BB and Fitch Ratings' first-time long-term issuer default rating of BB- with a 'Positive' Outlook.

The IR team coordinated comprehensive, transparent, and structured engagement with these leading global rating agencies, clearly articulating Techcombank's robust capital adequacy, superior profitability metrics, prudent risk management framework, and sustainable long-term growth strategy. These strengths were consistently highlighted in Fitch's assignment of a Positive Outlook and S&P's upgrade to BB with a Stable Outlook.

Through proactive engagement, timely financial disclosures, and comprehensive presentations of the Bank's risk profile, capital position, and growth prospects, the IR team contributed meaningfully to reinforcing confidence among analysts and the broader investment community. These efforts played an important role in supporting Techcombank's strengthened international credit profile in 2025.

Driven by relentless efforts to deepen engagement with the investment community, Techcombank's IR department was honored with the 'Investor Relations Best Practice Awards for Financial Large Cap' in 2025 by Vietstock, the Vietnam Association of Financial Executives (VAFE) and Fili e-Magazine. This award – one of the most highly regarded recognitions within Vietnam's financial sectors – acknowledges excellence in transparency and effectiveness of financial communication, accuracy in management and outstanding IR performance, reaffirming Techcombank's leadership in investor relations best practices.

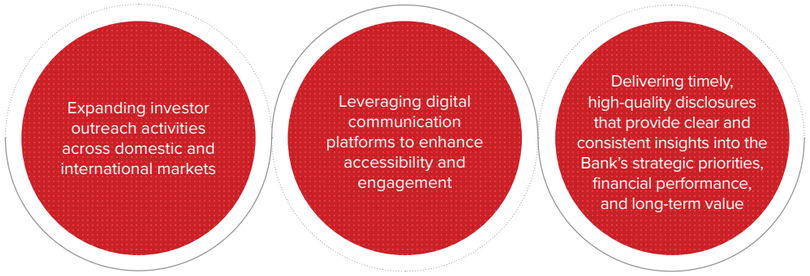
The "Investor Relations Best Practice Awards for Financial Large Cap" in 2025

Furthermore, Techcombank is the only bank at FChoice Awards 2025 honored as "The Leading Bank of the Year" and "Investors' Favorite Banking Stock of the Year" demonstrating the strong confidence from the investor community.

2026 FOCUS

In 2026, the IR team will continue to strengthen engagement with the investment community, further enhance transparency, and build deeper, long-term relationships with investors.

KEY PRIORITIES



We will maintain proactive and responsive communication with both institutional and retail investors through regular earnings calls, webinars, investor conferences, industry events, and direct meetings, while remaining fully committed to promptly addressing investor and analyst inquiries and fostering open, constructive dialogue with the market.

Through these initiatives, we aim to further strengthen investor confidence, support sustainable shareholder value creation, and reinforce the Bank's position as a leading benchmark for corporate transparency and investor relations excellence in the region.

The Investor Relations Department can be contacted at **ir@techcombank.com.vn.**

03

THE ACHIEVEMENT OF TECH

—

Bank-Wide Management Report 46

Retail Banking Group (RBG) 58

Corporate and Institutional Banking Group (CIBG) 68

Subsidiaries 76

Bank-Wide Management Report

“Techcombank delivered strongly on both growth and profitability in 2025, exceeding our full-year guidance

Mr. Alexandre Macaire
Group Chief Finance Officer

The successful IPO of Techcom Securities (HOSE: TCX) and the official launch of Techcom Life and Techcom General Insurance have unlocked new growth avenues and reinforced our ecosystem. With a solid foundation built through our 2021–2025 strategic plan, the Bank is well poised for breakthroughs in the next five-year strategy.

Reaching new heights in 2025

Exports
▲ 17% YoY

Foreign direct investment
▲ 9% YoY

Public investment
▲ 38% YoY

GDP growth
▲ 8.02% YoY

The global economy experienced a context of high volatility in 2025, marked by economic and geopolitical uncertainty, as well as trade disruption caused by increased US tariffs on many countries, including Vietnam.

Despite these challenges, Vietnam’s economy achieved an impressive growth rate of over 8%, the second highest in 15 years.

Exports continued to power the economy with a 17% YoY increase, while disbursement of foreign direct investment also showed a robust growth of 9%. This performance reflects the increased competitiveness of Vietnam’s economy, supported by its stable political environment, low production costs and increasingly stringent standards across quality, sustainability, and traceability.

Public investment - one of the most critical growth drivers - surged by more than 38% compared to the prior year. Although interest rates were on an upward trend, their level is still allowing households and businesses to readily access capital for consumption and investment. In the coming period, high value-added productions, public-private partnerships, and critical infrastructure projects are expected to be pivotal drivers of development.

The new vision for Vietnam which we see emerging holds a number of promises for the financial industry in general, and Techcombank in particular. As the country continues to rise in affluence and pivot toward the digital economy, with a greater openness to financial innovation, we will look to leverage our dominance in digital banking and wealth services in order to accelerate our growth, creating more value for our customers and shareholders.

FINANCIAL HIGHLIGHTS

Profit before tax (PBT)

32.5

Trillion VND

▲ 18.2% YoY

exceeding the target of VND 31.5 trillion

Total operating income (TOI)

53.4

Trillion VND

▲ 13.6% YoY

with robust growth in both net interest income (NII) and net fee income (NFI)

Total credit exposure

758.3

Trillion VND

▲ 18.4% YoY

in line with the credit quota granted by the State Bank of Vietnam (SBV)

CASA ratio

40.4%

driven by a strong increase in CASA balance

NPL ratio

1.13%

among the lowest in the industry

Credit costs

0.6%

among the lowest in the industry

Capital adequacy ratio (CAR)

14.6%

significantly above the 8.0% regulatory requirement

Return on equity (ROE)

16.0%

among the highest in the industry

Return on assets (ROA)

2.4%

Industry leading

Operationally, 2025 saw us solidify our leadership position in the sector by building on our traditional strengths:

- #1 CASA[1] ratio of 40.4% at the end of 2025, supported by an increase of 17% in CASA & Auto-earning balances
- #1 wealth management bank by total assets under management (VND 645 trillion for Private and Priority (PnP) customers, up 86% YoY)
- #1 in card businesses with 27% market share of Visa's nation-wide card payment volumes
- #1 in net fee income[2] (NFI) accounting for 16% of net fees generated by all listed banks
- #1 in bond issuance with 38% of the market (excluding bank bonds)
- #1 in equity brokerage among banks on HOSE with 9% market share

[1] In line with their financial nature, Auto-earning balances are included in the "Savings Account" component of CASA

[2] Net fee income includes FX sales and bond distribution fee

Meanwhile, we made impressive breakthroughs in several highly strategic areas including:

- #1 transaction bank – increasing our market share of nation-wide digital transactions to 16% in terms of transaction volume, according to Napas
- #1 in Brand Equity Index (BEI) as assessed by NielsenIQ - making Techcombank the leading banking brand in Vietnam

As we move into 2026, the global economic landscape continues to look uncertain, and we anticipate some lingering pressure on the net interest margin of the sector. Despite these headwinds we expect Vietnam's growth to remain robust, supported by the continued rebound in domestic demand and significantly increased investment in infrastructure and energy projects.

Techcombank's digital lead, balance sheet strength, and growing partner ecosystem mean that we are well-positioned for Vietnam's 'New Era of Growth', and ready to seize the exciting new opportunities that it entails.

Operating results

NET INTEREST INCOME

38.2 Trillion VND

▲ **7.5% YoY**

In 2025, net interest income (NII) increased by 7.5% YoY to VND 38.2 trillion, driven by credit growth of 18.4%. Net interest margin (NIM) stood at 3.8%, easing from 2024 while remaining well above the 3.0% industry average. The rapid expansion of credit across the market, far outpacing deposit growth, created pressure on NIM as abundant loan supply coincided with rising funding costs from tighter banking liquidity.

The Bank however managed to keep the cost of funds under tight control, with a moderate increase of 20bps during the year, while on the asset side, the declining trend in yields observed during 2024 was stopped and rates were held broadly stable, albeit at a lower level compared to the average of 2024.

NET FEE INCOME

11.5 Trillion VND

▲ **7.8% YoY**

Net fee income (NFI) grew 7.8% YoY to VND 11.5 trillion. Techcombank recorded very strong results across bancassurance, investment banking and FX sales. However, these were partly offset by the impacts from accounting changes affecting cards as well as Usance Payable at Sight (or UPAS LC), a specific category of letters of credit with funding component. In both cases, there were offsets in either NII or credit provisions, which means the impact of the accounting changes to the Bank's PBT was neutral.

In terms of individual performance by product for FY25:

INVESTMENT BANKING FEES

Reached VND 4,179 billion, up 20.7% YoY with strong growth across all key business lines, namely brokerage & agency management, bond advisory & distribution and other services. The Bank's specialised subsidiary Techcom Securities Joint Stock Company (TCBS) increased its equity transaction volumes by 19% YoY, expanding its market share to 9.0% in 4Q25 on HOSE.

LETTERS OF CREDIT, REMITTANCE AND OTHER CASH AND SETTLEMENT

Generated VND 3,052 billion, down 14.0% YoY as a consequence of the above-mentioned change in accounting treatment for UPAS LC products. However, this decline was partly offset by the growth, in the later part of the year, of fee-based solutions catering to the corresponding customer needs.

CARDS

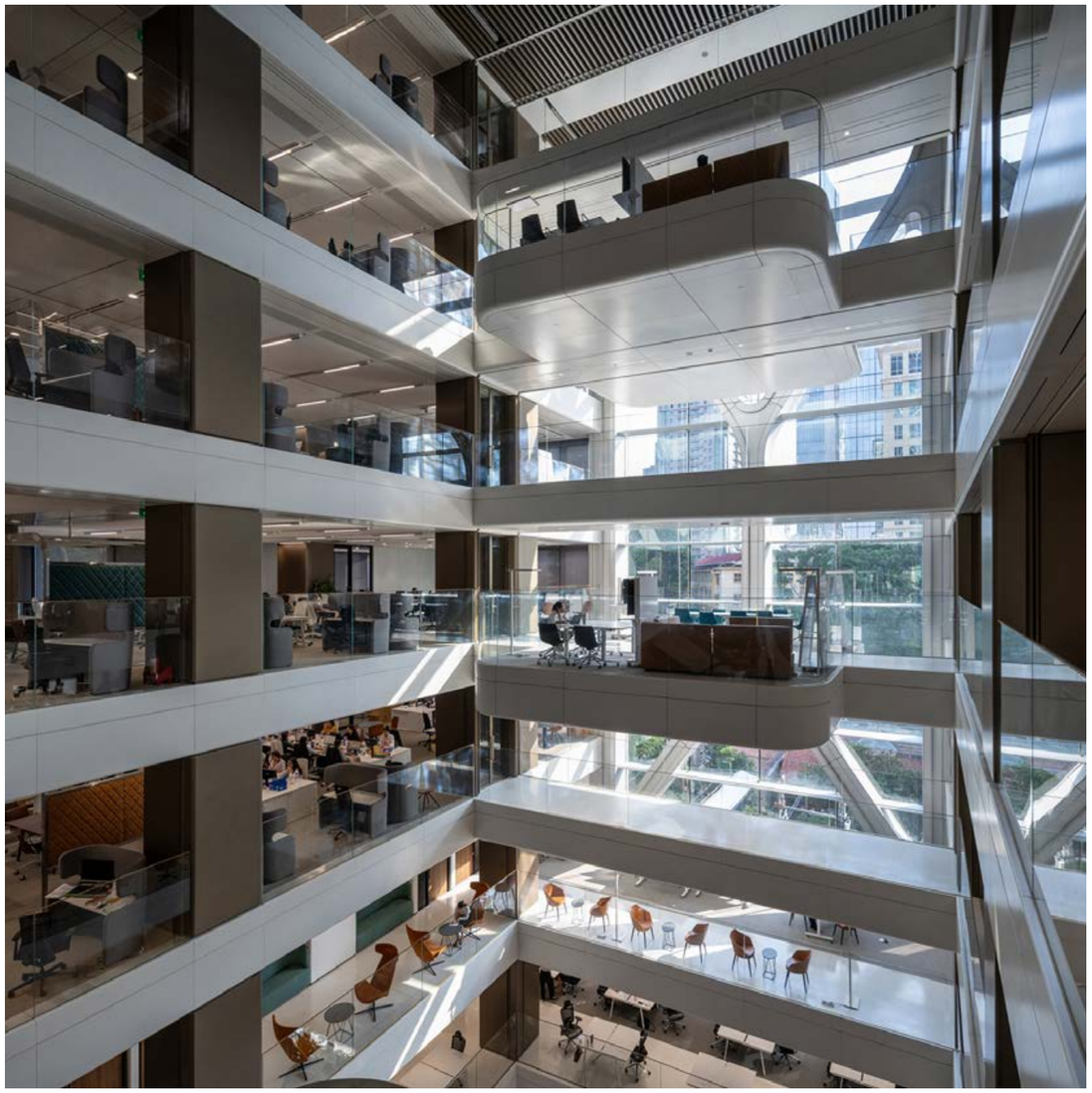
Generated VND 1,673 billion in fees, down 15.1% YoY: the year-on-year decline is also partly a result from a change in accounting treatment, on top of the wider industry trend which sees customers moving away from debit cards to other payment forms like QR code.

FX SALES

Reached VND 1,211 billion, up 36.9% YoY. This performance is attributable to a compelling range of FX products, particularly new offerings tailored for the needs of retail customers.

BANCA

Delivered VND 1,162 billion in fees, up 91.8% YoY against a lower base in 2024, when the termination of the bancassurance partnership with Manulife temporarily impacted sales. This stellar performance was achieved in a difficult insurance market, marked by new regulations and a 7% decline in industry sales. Techcombank sustained its position as the second-largest player by market share, with a 22% growth in Annual Premium Equivalent (APE). 2025 was also a landmark year for our insurance business, with the licensing and initial operations of Techcom Life - the Bank's new life insurance subsidiary. The company was set up in record time and the initial customer feedback collected during the pilot phase was extremely positive.



OTHER INCOME

3.8 Trillion VND

▲ **245% YoY**

Foreign exchange trading

1.6 Trillion VND

▲ **77% YoY**

Other income, comprising gains from foreign exchange trading, investment securities, recoveries, and other activities, increased 245% YoY, reaching VND 3.8 trillion. In 2024, the Bank recorded two significant non-recurring items, being the expense incurred on the termination of the exclusive banca distribution agreement with Manulife (negative impact of VND 1.8 trillion) and the gain from the partial sale of the Bank's Head Office building in Ho Chi Minh City (VND 0.5 trillion). In 2025, the growth was mainly driven by net gain from foreign exchange trading (spot and forward contracts), which rose 77% YoY to VND 1.6 trillion, reflecting the Bank's effective capture of market opportunities amid significant exchange-rate volatility in 2025.

COST EFFICIENCY

Operating expenses	Cost-to-income ratio
16.4 Trillion VND	30.8%
▲ 6.9% YoY	▼ 1.9% compared with 32.7% in 2024

Data and Digital expenses

Total technology and infrastructure expenses amounted to VND 3.8 trillion, up 28.4% YoY. This investment reflects Techcombank's unwavering commitment to technology and innovation. It translated into the launch of several market-leading digital products, including the breakthrough Auto-earning proposition, as well as a continued enhancement in the level of personalization of customer experiences.

Talent

As of 31 December 2025, the Bank's total workforce reached 12,705 employees, up from 11,848 in the previous year. Most of the recruitments took place in the frontline and in the insurance business, where 260 additional employees joined the new Techcom Life and Techcom General Insurance subsidiaries.

Total personnel costs increased by 3% compared to 2024, while the average monthly total operating income (TOI) per employee recorded a 6% growth. These achievements reflect the optimization of the Bank's productivity thanks to training, capability development, and especially the accelerated adoption of technology and AI in operational processes.

Marketing and promotion expenses

Marketing expenses in 2025 decreased by 8% YoY, supported by a reallocation of the spend toward the areas of highest impact. Customer acquisition expenses increased by 18% YoY, with 70% allocated to the digital channel – equivalent to a 40% YoY increase for this channel. As a result, the number of new customers grew by 37% YoY, outpacing the growth of acquisition costs and highlighting the effectiveness of the Bank's digital channel.

Meanwhile, Techcombank continued to strengthen customer engagement through dedicated activities tailored to each customer segment. In addition to doubling spending on Tier Care engagement campaigns compared to 2024, the Bank also enhanced premium touchpoints by opening Private Lounges at Noi Bai and Tan Son Nhat international airports, highlighting the Bank's dedication to delivering differentiated, premium service to its customers.

Improved balance sheet strength

The Bank's total balance sheet reached

1,192 Trillion VND

▲ 21.8% YoY

at 31 December 2025

- Customer lending and corporate bonds increased by 20.7% YoY to VND 824.1 trillion.
- Customer deposits and Certificates of Deposit increased by 23.0% YoY to VND 776.5 trillion.
- Total equity expanded by 21.3% YoY to VND 179.5 trillion.

FUNDING POSITION

CASA balances (including Auto-earning)

▲ 40.4%

E-banking transaction volumes

▲ 26.9% YoY

The number of our customers using Techcombank as their main transaction bank

▲ 28% YoY

Auto-earning users

>5 million

Techcombank successfully expanded total deposits from customers and Certificates of Deposit by 23.0% to VND 776.5 trillion, while maintaining the cost of funds at a level which is among the lowest in Vietnam's banking sector.

Various successful data-led offerings for individual customers, as well as new solutions for merchants and corporate customers, contributed to a 17% growth in our CASA balances (including Auto-earning) and resulted in a CASA ratio of 40.4% at the end of 2025.

From a retail segment perspective, a big contributor to our CASA momentum was the increase in e-banking transaction volumes, which were up 26.9% YoY. This strengthened our leading market share position of in-bound and out-bound transactions nationwide to 16% and 17% respectively, according to data from NAPAS.

For the year 2025, the number of our customers using Techcombank as their main transaction bank (defined as 20-100 active transactions within 30 days, depending on specific customer segments) increased by around 28%. Additionally, the number of truly active customers (defined as customers that make at least 10 active transactions within 30 days) increased by 20%. Both drivers served as key contributors to the growth of our CASA balance.

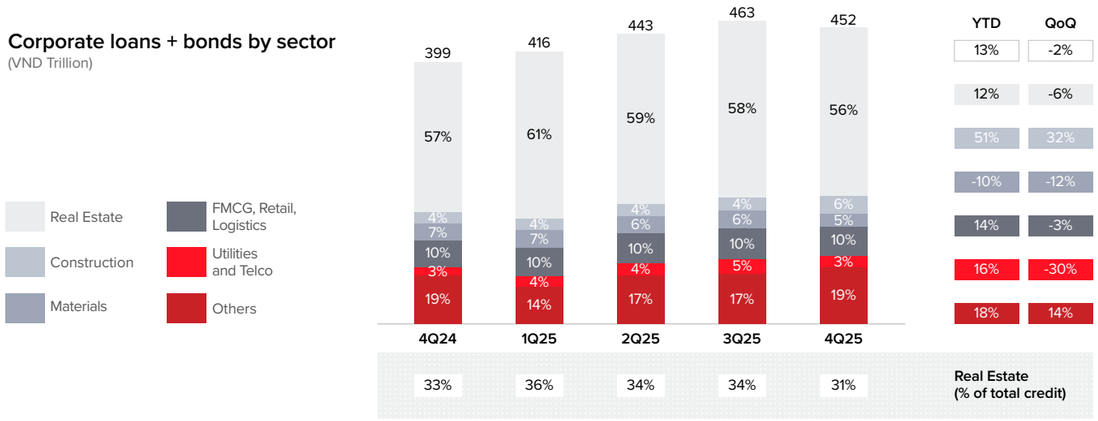
This deepening of our relationships with our customers was supported by hyper-personalised engagement strategies and data-driven offerings – including new payment and collection propositions for merchants and micro-SMEs.

In 2025, we rolled-out Auto-earning 2.0, an upgraded version designed to deliver greater value to customers. Powered by advanced technology and AI, the product attracted 2.3 million new users during the year and reached over 5 million users by year end. Its break-through nature was recognized at the 22nd International Business Awards® with a Gold Stevie® for Customer-Centric Product Design and a Bronze Stevie® Award for Best AI-Driven Product.

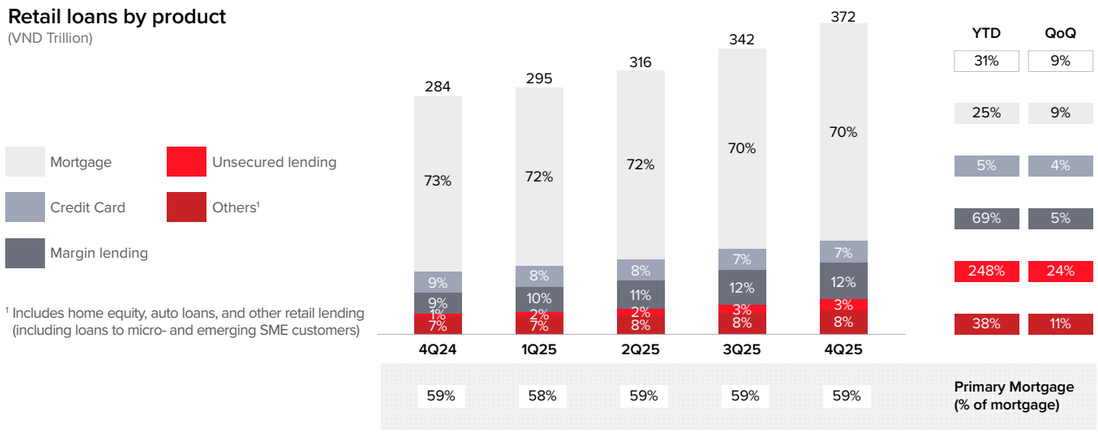
DIVERSIFYING OUR CREDIT PORTFOLIO

At the bank-only level, customer credit grew by 18.4% YoY to VND 758.3 trillion, in line with the quota granted by the SBV. Consolidated credit balance at Group level grew by 20.7% to VND 824.1 trillion.

Corporate loans + bonds by sector
(VND Trillion)



Retail loans by product
(VND Trillion)



[1] Includes home equity, auto loans, and other retail lending (including loans to micro- and emerging SME customers)

Corporate credit (i.e. loans and bonds to customers of our Corporate and Institutional Banking Group segment) grew by 13.4% YoY to VND 452.1 trillion. We made further progress on our diversification strategy, with our corporate real estate portfolio accounting for 31% of total credit exposure at end 2025, compared to 33% a year earlier. Our credits to the real estate sector grew 11.6% YoY, while our exposure to other sectors including FMCG (+13.6%), Utilities and Telecommunication (+15.7%), Construction (+51.4%), Finance and public services (+106.0%) grew much faster.

Retail credit (including margin lending) achieved outstanding growth, increasing 30.8% YoY to a record high of VND 372 trillion, further supporting our credit diversification efforts. Among retail credit growth drivers, mortgage lending continued to gain momentum, expanding 24.7% YoY to VND 260.4 trillion. Unsecured lending recorded stellar growth of 247.9% on the back of the Bank's strategic expansion towards higher-yield products. A key driver was the Bank's effort to cater to the specific needs of the merchant segment, including through accelerated approval processes, flexible credit limit policies and competitive interest rates, aligned with the financial needs of these customers.

Strong growth was also achieved in margin lending, up 69.3% YoY, supported by TCBS' expanding market share on HOSE.

LIQUIDITY MANAGEMENT

Techcombank demonstrated robust liquidity throughout 2025, consistently maintaining liquidity ratios well above the SBV compliance limits. Beyond these limits, as part of our risk appetite, we set minimum liquidity requirements based on Basel III international standards. We regularly run internal stress tests with varying severity levels and perform liquidity drills to evaluate the effectiveness of our Liquidity Contingency Plan (LCP).

LIQUIDITY RATIOS	LIMIT 2025 (%)	ACTUAL 31/12/2025 (%)	LIMIT 2024 (%)	ACTUAL 31/12/2024 (%)
Liquidity reserve ratio	10%	18.7%	10%	20.8%
30 days solvency ratio - VND	50%	66.6%	50%	95.9%
Lending-to-deposit ratio	85%	76.5%	85%	77.1%
Short-term funding used for medium-to-long-term loans ratio	30%	24.6%	30%	26.3%

CAPITAL MANAGEMENT

Techcombank remained one of Vietnam's best-capitalised banks, consistently maintaining a Capital Adequacy Ratio (CAR) well above the State Bank of Vietnam's regulatory minimum of 8.0%. This strong position reflects robust retained earnings and the benefits of asset diversification on risk-weighted assets.

Our annual ICAAP exercise provided a comprehensive assessment and proactive management of capital adequacy, ensuring full alignment with our strategic objectives and risk appetite.

ASSET QUALITY AND NPL MANAGEMENT

The Bank experienced an increase in non-performing loans (NPLs) during the first two quarters of the year, followed by an encouraging downward trend in the third and fourth quarters of 2025. Special mention loans (B2) declined sharply from 0.73% at end 2024 to 0.53% at end 2025, while NPLs lowered to 1.13%.

Our cost of credit eased further, to the very low level of 0.6% for FY25. The NPL coverage ratio at year-end improved to 127.9%, reflecting prudent provisioning.

Looking forward: greater heights in Vietnam's new era of growth

As already highlighted in introduction, Vietnam's 'new era of growth' entails many promises of accelerating and sustainable development for the country's economy. Supporting factors include:

- Strong exports driven by external demand (assuming impact from US tariffs remains contained)
- Strong and resilient FDI thanks to extensive government support in AI, semiconductors and other technology products
- Continued investment in infrastructure, and competitive energy and construction costs compared to other regional markets
- Prospect of increase in public spending, and real estate recovery

Looking at the financial sector specifically, Vietnam's policymakers are increasingly opening the door for leading banks to partner with them in shaping the country's next era of growth. This creates meaningful opportunities for institutions with the capability and ambition to lead. In this context, Techcombank stands ready to play an active role in formulating Vietnam's digital asset strategy — an important foundation to help the country achieve its aspiration for double-digit, sustainable growth beyond 2026.

At the same time, our ability to harness ecosystem synergies enables Techcombank to materially optimize customer acquisition and retention costs, scale our distribution capabilities more efficiently, and unlock step change in profitability. By combining these strategic advantages with our commitment to deep participation in Vietnam's core growth engines, Techcombank aims not only to capture superior long-term value for shareholders but also to contribute to the broader transformation of the national economy.

Regarding 2026, our overarching aim will be to see more results of our investments in **"Change banking, Change lives"**, helping Vietnam's transformation into a leading knowledge economy with a strong sense of social and environmental responsibility. Specifically, our credit growth was in line with the credit quota approved by the SBV, which was 18.4% in 2025. Importantly, we expect to maintain asset quality, and therefore credit costs, while continuing to manage liquidity and funding in a disciplined manner, aligned with prevailing market conditions.

In order to keep creating unparalleled value for our customers and shareholders, we will focus on three areas:

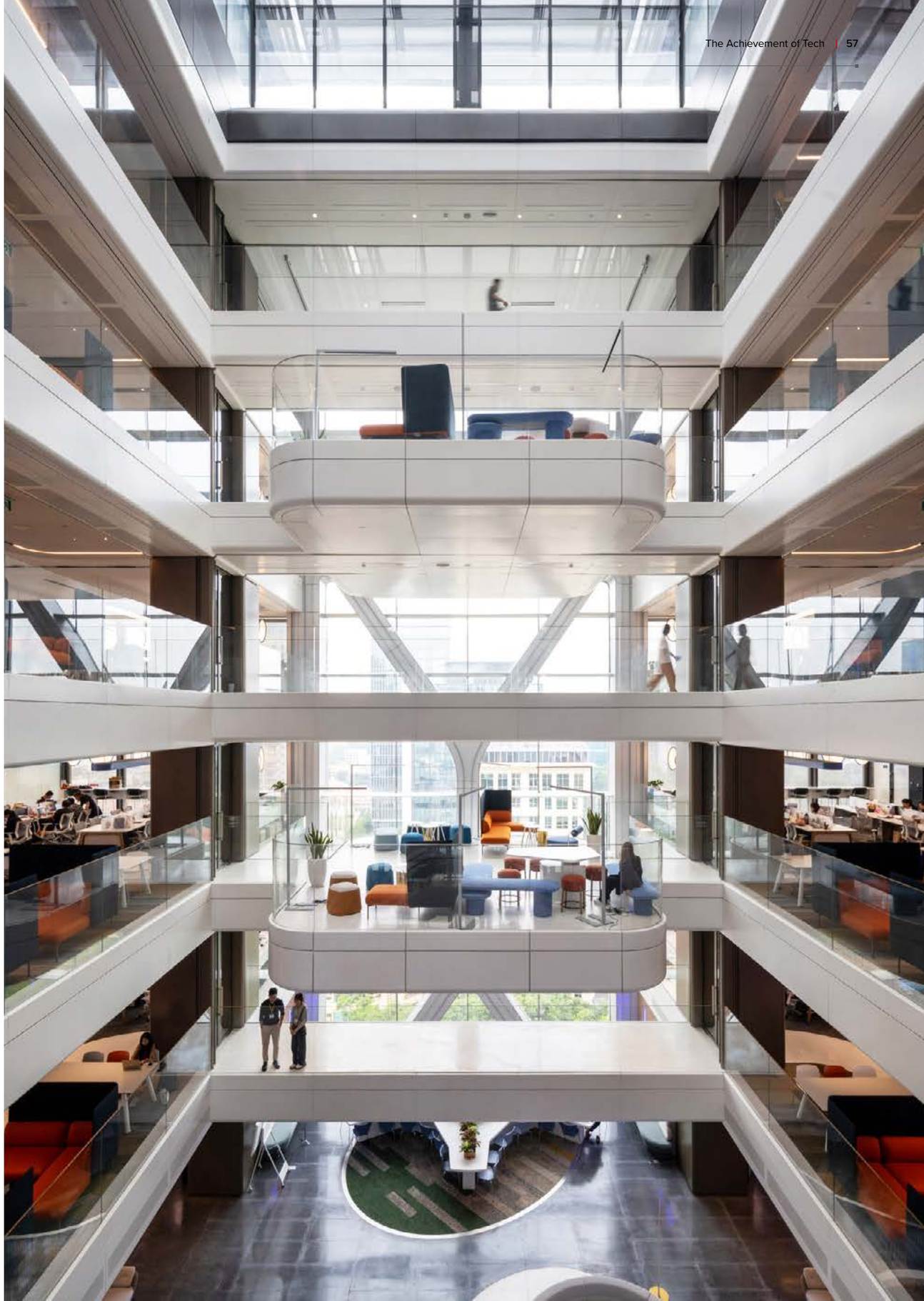
We will continue working toward being the first fully AI-powered bank:

- Enabling more unique customer value propositions (CVPs) like near 24/7 service availability, hyper-personalised experiences and shorter time-to-market
- Empowering our staff to achieve exponential productivity gains through innovations like virtual sales assistant, more efficient coding and hyper-personalized marketing content creation

We will expand our unique 'beyond banking' ecosystem, with the aim to lead an integrated, diverse group providing a range of financial and non-financial products and services

We will double-down on our commitment to becoming fully ESG enabled through the provision of innovative solutions:

- Maintaining the leadership initiated with our green bond framework
- Continuing active engagement with Vietnamese leaders and policymakers on ESG, including Net Zero transition.



Retail Banking Group (RBG)

“

The year 2025 established a solid foundation for Techcombank as we enter the new growth phase of 2026–2030

Mr. Nguyen Anh Tuan
Chief Retail Banking Group Officer

In 2026, the Retail Banking Group will accelerate its ‘value-connect’ strategy, developing ecosystem-based solutions to attract high-quality customer segments and deepen engagement with our existing customers. We will continue to invest significantly in data and technology, particularly AI and ESG applications, to strengthen operational capabilities, enhance service efficiency, and expand our ability to deliver personalized solutions.

This strategic direction enables RBG to maintain its leadership in the Affluent segment while expanding market share across the Mass Affluent and Merchant/SME segments. Techcombank remains steadfast in pursuing sustainable growth, a customer-centric approach, and disciplined capital efficiency foundations that will continue to generate long-term, synergistic value for customers, shareholders, and investors.”

2025 Highlights

The year 2025 marked a pivotal milestone for Techcombank, concluding the 2020–2025 strategic cycle and establishing a solid foundation for the 2026–2030 journey, aligned with national development priorities and the Bank’s digital-ecosystem strategy. During the year, the Bank delivered positive growth across most key performance indicators:

Customer loans
328.1 Trillion VND
▲ 26.9% YoY

Net interest income (NII)
21.9 Trillion VND
▲ 9.4% YoY

Customer deposits
475.8 Trillion VND
▲ 15.7% YoY

Total operating income
28.3 Trillion VND
▲ 12.8% YoY

These results reaffirm Techcombank’s consistent execution capability, sustainable operational strength, and increasingly solid market position as the Bank enters a new phase of growth.

2025 marked a year of strong advancement for Techcombank as we continued to strengthen our core capabilities and maintain our leadership position in the market.

146%

The Bank **modernized its service** model with the online advisory channel VAC integrated Live Agent Chat, Chatbot, Click-to-Call, CRM, and AWS, enabling the Lead-to-Deal conversion rate to reach 146% of plan.

5 Million users

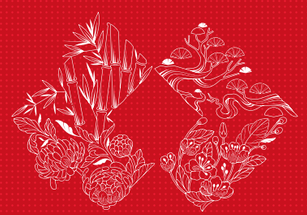
3 Awards

Auto-earning 2.0 continued its strong momentum, reaching 5 million users (+137% YoY) and winning three Stevie Awards, reaffirming our pioneering role in optimizing customers' cash flows.

19 New branches

75 Upgraded location

Techcombank also continued to lead in branch digitization with **Vietnam's first fully paperless branch model**. The network was further expanded with 19 new branches and 75 upgraded locations, driving walk-in traffic 20% above market and digital transactions to 50%.



In the private customer segment, the **Techcombank Private Lounges** at Noi Bai and Tan Son Nhat airports welcomed 27,518 visitors with a CSAT of 89%, setting a new benchmark for Private & Priority banking services.

89%

123%

Smart Unsecured Lending delivered robust growth supported by a data-driven model and two flagship products — Overdraft and ShopCash — attracting more than 303,000 customers and driving a 123% increase in unsecured loans.

2.3 Million merchants

The household business segment continued to expand with an all-in-one merchant platform serving over 2.2 million merchants, helping customers digitalize payments and financial management; meanwhile, the **SME/EMSE segment** recorded a 60% increase in new customers.

Alongside business scale expansion, we continued to deliver superior service quality and enhanced operational efficiency, strengthening customer trust and **reinforcing Techcombank's position** as the primary transaction bank for our customers, with:

Leading transaction bank

~16% share of NAPAS 24/7 transactions

#1 Market share in Visa cards

E-banking transactions

4.1 Billion transactions

#1 Brand consideration

These achievements provide a solid foundation for the Bank to continue leading financial innovation and delivering sustainable growth in the years ahead.

Sales and service model transformation

Lead-to-Deal conversion
146%
of plan

Lead-to-Opportunity conversion
50%

O2O leads
500,000

Processing time reduced by
60%

Throughout the year, the Bank accelerated its end-to-end digital transformation across the customer journey, most notably through the modernization of the VAC online advisory channel. By integrating Live Agent Chat, Chatbot, Click-to-Call, and seamless connectivity with CRM and AWS, complemented by enhanced engagement through the Techcombank Mobile app, the Bank significantly improved customer experience and outreach processes. As a result, the Lead-to-Deal conversion rate reached approximately 146% of plan, demonstrating our ability to unlock business opportunities beyond expectations and achieve marked improvements in sales effectiveness.

In parallel, the Bank continued to lead the market with branch-digitization initiatives, including deploying Vietnam's first paperless branch model, introducing the e-ticket platform, and rolling out more than 20 online-to-offline (O2O) journeys. These efforts delivered strong outcomes: processing time was reduced by around 60%, over 500,000 O2O leads were generated, and the Lead-to-Opportunity conversion rate reached nearly 50%. Collectively, these advancements strengthened operational efficiency and elevated customer experience across the entire network.

Network modernization

Opened
19 New branches

Upgraded exterior design
75 Branches nationwide

In 2025, the Bank opened 19 new branches across various provinces and upgraded the exterior design of approximately 75 branches nationwide. These efforts significantly enhanced customer accessibility and improved the overall service experience. As a result, walk-in traffic surpassed the market average by around 20%, while online transactions accounted for approximately 50% of total transaction volume.

Auto-earning 2.0 - A pioneering solution redefining market standards for idle money optimization

Auto-earning 2.0 continued to reinforce Techcombank's pioneering position in delivering intelligent cash-management solutions, setting a new standard for optimizing idle funds in the retail banking market. With automated sweeping that transfers surplus balances into suitable yield-generating products, the platform enables customers to maximize returns effortlessly while maintaining full liquidity for everyday spending needs. In 2025, the solution reached 5 million users, representing a 137% YoY increase, underscoring its strong market appeal and ability to meet evolving personal finance needs in an increasingly competitive landscape. It also contributed meaningfully to strengthening the Bank's low-cost funding base, enhancing profitability, and reducing overall funding costs.

The strength of Auto-earning 2.0 lies in its customer-centric design: fully automated, transparent, intuitive, and optimized for the benefit of each customer segment. Advanced technology plays a core role in analyzing balances, spending behavior, and cash-flow patterns to allocate funds into optimal earning portfolios. This ensures customers maintain day-to-day liquidity while maximizing the value of surplus funds capabilities that traditional savings solutions have yet to offer.

With its breakthrough innovations, Auto-earning 2.0 received strong international recognition, earning **three Stevie Awards** in the categories of:

- Customer-centric **product design**
- Excellence in artificial intelligence **application**
- Innovative **financial service**

These accolades highlight Techcombank's creativity, technological strength, and distinctive vision in driving financial innovation in Vietnam.

Beyond its rapid user growth and contribution to CASA expansion, Auto-earning 2.0 has established a new market benchmark for how banks can proactively help customers optimize personal finances. The solution will remain a strategic pillar within Techcombank's digital ecosystem, reinforcing long-term competitive advantages and contributing sustainably to the Bank's overall performance.

Breakthroughs in smart unsecured lending

The number of active customers

303,446 Customers

Unsecured loan outstanding[1] increased

123% YoY

[1] Unsecured lending includes Overdraft and ShopCash

The year 2025 marked a significant leap in Techcombank's journey to redefine unsecured lending through a smarter, more personalized, and data-driven approach. At the core of this strategy is the development of credit models tailored to each customer profile, built on deep insights into financial behavior, needs, and repayment capacity. This new methodology not only broadens access to credit but also meaningfully enhances customer experience, as every step from consultation to approval is fully digitized and optimized on advanced technology platforms.

Alongside strengthening analytical capabilities, the Bank accelerated the digitalization of advisory journeys to ensure customers receive information that is clear, timely, and consistent across all touchpoints. Intelligent cross-selling solutions were also introduced to expand customer value, most notably the launch of the Visa Eco Credit Card, which integrates green benefits and sustainable lifestyle experiences aligned with modern consumption trends. Expanded partnerships with strategic collaborators further enriched the Bank's credit ecosystem, enhancing access to high-quality customer segments and diversifying the product portfolio.

These initiatives laid the groundwork for the successful rollout of two flagship unsecured-lending products: Overdraft and ShopCash designed to meet both flexible spending and recurring payment needs. As a result, the number of active customers reached 303,446, representing 55% YoY growth, while unsecured loan outstanding increased an impressive 123% YoY, reflecting the effectiveness of our smart unsecured-lending model and the strong appeal of our new product ecosystem. This is a clear testament to Techcombank's innovation capabilities in retail unsecured lending, expanding safe and accessible credit while driving sustainable growth powered by data and technology.

Merchant segment & SME

In 2025, Techcombank launched an integrated all-in-one business-management solution for merchants and micro-businesses, combining essential functions including payments, collections, revenue management, reconciliation and reporting, cash-flow management, and credit connectivity on a single unified platform. A key focus was the rollout of QR-code payments and Tap-to-Pay at points of sale, enabling fully digital transactions without the need for specialized devices, reducing cash-handling costs, and minimizing reconciliation errors. With real-time revenue data, the Bank is able to leverage transaction insights to shorten credit-approval times and reduce reliance on collateral, thereby improving credit accessibility for household businesses.

At the operational level, the all-in-one platform provides a unified revenue ledger, enabling household businesses to gain clear visibility into their cash flows, optimize purchasing and inventory planning, and unlock opportunities for cross-selling financial solutions (payment accounts, overdraft, ShopCash, insurance, and bill management) directly at digital touchpoints. Powered by this ecosystem, more than 2 million household businesses have adopted Techcombank's payment and revenue-management solutions. These results reaffirm the Bank's strategic direction in retail digitalization, enhancing cash-flow transparency and supporting household businesses in tax declaration and settlement, in alignment with the government's broader policy orientation.

For the SME segment, performance remained positive thanks to a focused approach on priority industries and a more diversified product portfolio. This expansion not only increased the customer base and income-generating assets, but also created a solid foundation to enhance CASA quality and drive cross-selling of enterprise financial solutions.

Successful rollout of investment solutions and Techcombank Private Lounge: redefining privilege for the Private & Priority segments.

Techcombank Private Lounge total service counts

90,600 Customer visits

Overall customer satisfaction scores (CSAT)

89%

In 2025, Techcombank continued to strengthen its leadership position in the Private & Priority customer segments by introducing a suite of specialized investment solutions that enable customers to access, evaluate, and select optimal financial products, such as the capital-preservation solution iOptima, iTracker, and iPO TCBS. These offerings were complemented by the development of a refined premium service ecosystem designed to international standards.

The Techcombank Private Lounge remained a cornerstone of the Bank's differentiated customer-experience strategy. Designed exclusively for Private & Priority clients, the lounge model offers a key competitive advantage by extending access privileges to accompanying family members, an industry-first policy that reflects Techcombank's deep understanding of the importance of family connectivity among affluent customers. Since opening at Noi Bai (13 May 2025) and Tan Son Nhat (19 June 2025), the two lounges have welcomed 27,518 customer visits, with total service counts reaching 90,600 interactions, quickly establishing themselves as high-value touchpoints for premium clients. Customer satisfaction scores reaffirmed the strength of the model, with the lounges achieving an overall CSAT of 89%, 90% for service quality, and 91% for facilities – demonstrating the Bank's commitment to exceptional service standards, operational excellence, and delivering experiences that exceed expectations.

For the Private segment, the Bank offers 24/7 global Concierge services, along with exclusive opportunities to attend curated cultural, artistic, and lifestyle experiences such as the opera Carmen, the White Night concert, and collaborations with leading luxury brands.

The Private Rewards program further reinforces this differentiated value proposition by transforming everyday transactional accumulation into lifestyle privileges across dining, travel, and wellness—while also enabling point-sharing among family members to strengthen multi-generational connections.

These achievements not only reinforce our customer-centric strategy but also demonstrate Techcombank's commitment to building a comprehensive value ecosystem — where financial services, wealth-management solutions, and premium experiences are seamlessly integrated to deepen engagement, strengthen loyalty, and enhance our long-term competitive edge in the Private & Priority segment. The strong reception of the Techcombank Private Lounges, world-class art and cultural programs, and curated lifestyle privileges underscores that our premium-service strategy is on the right track, further solidifying Techcombank's position as the preferred bank for affluent and high-net-worth customers in Vietnam.

Brand and market position

The year 2025 marked an important step forward in strengthening Techcombank's brand equity and competitive position in the financial-services market.

The Bank achieved a notable breakthrough in the payments segment, being ranked by Visa as the market leading partner in Vietnam. This recognition reflects the effectiveness of Techcombank's continued investments in digital infrastructure, operational excellence, and product innovation capabilities that cater to the rapidly evolving spending behaviors of digital-first consumers. These achievements also reaffirm the Bank's central role in promoting cashless payments and expanding a secure, modern, and internationally connected transaction ecosystem.

In parallel with business growth, the Bank's Brand Equity reached major milestones. Being ranked number one in the market demonstrates that the Techcombank brand is built on a foundation of trust, service quality, and sustainable innovation. Leading the industry in Brand Consideration further reinforces the Bank's position as the preferred choice when customers evaluate financial solutions – clear evidence of a consistent brand strategy that resonates across priority customer segments.

Collectively, these indicators reflect a continuously strengthening brand foundation – anchored in product excellence, differentiated customer experiences, and a commitment to sustainable development. These results not only reinforce Techcombank's leadership in the banking sector but also provide strong momentum for long-term growth, customer-base expansion, and further enhancement of brand value in the coming years.

2026 Focus

The period 2026–2030 will usher in a new phase of development for Vietnam as the economy enters a higher-growth cycle, driven by large-scale public investment, continued FDI shifts into high-value manufacturing sectors, and the rapid acceleration of digital transformation across all industries. These trends create favorable conditions for the formation and expansion of digital ecosystems where financial services, commerce, and lifestyle utilities are seamlessly connected, delivering a more integrated experience for customers.

Against this backdrop, Techcombank's long-term growth strategy is oriented toward building sustainable competitive advantages through strengthening core customer relationships, enhancing technology and data capabilities, and expanding a holistic value ecosystem.

To realize this ambition, the Bank will focus on the following priorities:

1 **Deepening relationships with high-value customer segments including High-Net-Worth, Affluent, and Priority customers groups** that play a pivotal role in the Bank's shift toward an experience- and asset-led banking model. A key emphasis is delivering a consistently elevated customer experience through "beyond banking" solutions that integrate lifestyle, convenience, and multi sector privileges, thereby expanding engagement touchpoints and strengthening loyalty.

2 **Accelerating the development of investment solutions and expanding co-loyalty programs that help customers maximize value across the ecosystem.** At the same time, the Bank will continue investing in a comprehensive Wealth Platform and a Robo-Advisor capability, as well as a service and advisory model delivered by professionals trained to international standards, to enhance advisory quality, optimize individual investment portfolios, and reinforce technology-driven differentiation.

3 **Driving strong growth in the Mass Affluent (MAF) segment**

With a focus on solutions that provide convenience and tangible everyday value. Strategic priorities include:

- Expanding payment utilities across essential touchpoints such as shopping, education, healthcare, transport, and entertainment, integrated with the market leading Techcombank Rewards program and a broad partner network.
- Enhancing simple, accessible consumer lending solutions to support modern spending needs.
- Developing health protection services through the Health Hub platform, an increasingly important component of the Bank's value-added ecosystem, bringing customers convenient access to high quality healthcare solutions with a more seamless and reassuring experience.

4 **Leveraging our strengths in the Merchant segment and capturing greater market share in the SME segment**

The Merchant Hub will serve as a comprehensive platform enabling merchants and SMEs to optimize operations, manage cash flows, and scale efficiently. Designed for centralized management, the platform supports fast-track credit access with the shortest processing times in the market, alongside flexible financial-protection solutions. Techcombank will also deliver integrated financial packages designed holistically for business owners, their enterprises, and their families – creating a seamless experience across payments, revenue management, credit access, insurance, and other value-added services.

5 **AI implementation**

AI will be embedded into relationship-management platforms to empower advisors with behavior- and need-based recommendations, automate data entry, and optimize customer allocation boosting productivity, ensuring service consistency, and improving responsiveness.

AI will play a central role in developing hyper-personalized credit decisioning models, enabling faster, more accurate, and risk-aligned lending decisions.

Beyond customer journeys, AI will be deployed across business analytics, performance management, compliance, risk management, HR, and internal operations – contributing to automation, reducing manual workloads, improving productivity, and ensuring consistency in decision making.

Corporate and Institutional Banking Group (CIBG)

“2025 marked a pivotal milestone for CIBG, reflecting a decisive transformation as we established our strategic roadmap for the next five years and aligned ourselves to proactively support Vietnam’s National Development Strategy.

—

Ms. Nguyen Thu Lan

Chief Corporate and Institutional Banking Group Officer

With the aspiration to become a leading capital-arrangement bank in Vietnam and the region, we are committed to enabling national priority projects, partnering with the country’s core economic groups, and supporting businesses across every stage of their development—thereby contributing to the creation of long-term, sustainable value for the Vietnamese economy.”

Overview

In 2025, the Corporate and Institutional Banking Group (CIBG) marked a significant transformation in its journey to fulfil the mission of supporting Vietnam’s national development agenda. As the Government sets an ambition for sustainable GDP growth of around 10% per year during 2026 – 2030, anchored by major infrastructure, energy and healthcare projects, institutional reforms, and the advancement of digital transformation, CIBG proactively restructured its sector coverage, strengthened its domain expertise, and expanded financial solutions for strategic industries. As the core business unit serving corporate customers, CIBG brings Techcombank’s strategic direction to life: asserting its pioneering position and becoming a leading strategic financial partner that provides comprehensive capital-arrangement solutions and superior transaction banking services. Leveraging a modern digital and data-driven foundation, CIBG accompanies businesses through every stage of growth and contributes to creating sustainable value for the economy.

The integration of The Corporate & Institutional Banking Group (CIBG) and The Global Transaction Services division (GTS)

In 2025, the CIBG Division restructured its economic sector coverage and integrated the Global Transaction Services (GTS) Division. This adjustment aims to drive more effective and aligned strategy execution across all units, while supporting the business growth of key clients, those that serve as pillars of Vietnam’s economic development in the years ahead.

The transformation focused on optimizing processes and placing strategic talent in critical roles. The consolidated team has strengthened Techcombank’s ability to deliver comprehensive financial solutions, effectively addressing the increasingly complex business needs of our clients.

2025 Highlights

In 2025, the global economy faced significant volatility: growth momentum softened amid persistent inflation in several regions and tighter monetary policies; supply chains continued to adjust in response to geopolitical developments; meanwhile, accelerating digitalization and the green-transition agenda reshaped business models across industries. These shifts created both cost and risk challenges, while also opening new opportunities for businesses capable of adapting and innovating.

Against this backdrop, Techcombank proactively supported clients with flexible financial solutions that help optimize cash flows, strengthen risk management, and capture investment opportunities. This strategic approach enabled us to deliver standout financial results:

Credit balance[1]

▲ 13% YoY

New-to-bank customers

▲ 65% YoY

Deposits from customers

▲ 24% YoY

Bond issuance volume

▲ 117% YoY

(1) Credit balance includes loans to corporate customers and corporate bonds

Key enhancements in our sector-restructuring efforts, customer-service model transformation, technology-platform investments, and the rollout of new governance systems have strengthened our deep industry understanding, enabling us to deliver more comprehensive and tailored solutions.

These advancements have been instrumental in elevating the customer experience and reinforcing Techcombank's position as the primary banking partner of choice for our clients.

Breakthrough in the FDI Customer Service Model – Elevating experience and accelerating growth

Loan to customers

▲ 19% YoY

Deposits from customers

▲ 39% YoY

Total operating income (TOI)

▲ 14% YoY

In 2025, Vietnam continued to reinforce its position as a premier destination for foreign direct investment (FDI), supported by competitive cost advantages, strategic geographic location, and ongoing global supply-chain diversification. FDI inflows remained concentrated in high-tech manufacturing, renewable energy, and services – sectors expected to lead the country's growth over the next decade.

Capturing this momentum, Techcombank has refined its FDI customer service model, tailoring processes, strengthening system capabilities, and developing specialized financial solutions for foreign enterprises. The Bank accompanies investors throughout their entire journey: from exploring investment opportunities in Vietnam, to the initial investment phase, and through subsequent stages of market expansion.

Notably, on the Techcombank Business digital banking platform, we continuously expanded our multilingual interface to serve clients from diverse markets. We also established a dedicated FDI team, refined legal and documentation workflows, and improved the account-opening process with a commitment to faster turnaround times. At the same time, the Bank launched a dedicated FDI customer service hotline and introduced a specialized staffing model to support transaction needs. These enhancements have made it easier for international clients to access our services, operate smoothly, and strengthen their engagement with Techcombank.

Thanks to these comprehensive advancements in the FDI service model, Techcombank not only improved customer experience and satisfaction but also laid a robust foundation for accelerated growth. This segment made a strong contribution to the Bank's 2025 performance, with outstanding indicators: loan balances for this customer group increased by 19%, deposits from customers was up by 39%, while total operating income (TOI) expanded by 14%.

Enhancing digital customer experience

In 2025, Techcombank continued to reinforce its pioneering role in end-to-end digitization, especially in elevating the corporate customer experience through seamless processes, enhanced security, and optimized operational efficiency. A key focus was the ongoing enhancement of the Techcombank Business (TCBB) platform to integrate more digital solutions, expand the product suite, and strengthen operational capabilities for businesses of all sizes.

Notably, the multi-channel centralized Entitlement Management System (EMS) – a new extended feature integrated directly into TCBB, was designed specifically for conglomerates and large corporates with complex organizational structures. EMS enables unified governance across the entire group (parent company and subsidiaries) under a single access account, with multi-dimensional authorization, automated input-to-approval workflows based on roles or transaction attributes, flexible configurations tailored to each entity, and multi-layered security and limit controls to mitigate financial risks and ensure compliance. These innovations not only enhance the customer experience but also serve as a catalyst for the Bank's overall growth.

New customers through digital channels

▲ 439%

Domestic transactions

▲ 65% in volume

▲ 44% in value

International money transfers

▲ 34% in volume

▲ 69% in value

Foreign-exchange (FX) transactions

▲ 19% in volume

▲ 31% in value

New guarantee issuances

▲ 81% in volume

▲ 152% in value

Digital loan

▲ 39%

*Compared to 2024

"The Partnership Imprint" – Setting a new standard in corporate client engagement

In December 2025, CIBG successfully hosted its Customer Appreciation Conferences in both Hanoi and Ho Chi Minh City, with the participation of Techcombank's leadership and executives from more than 220 of Vietnam's leading corporations. The events were not only an expression of gratitude for our shared journey, but also a reaffirmation of our strategic commitment: placing customers at the center, creating shared value, and accompanying businesses in their growth across a new era.

Featuring an elegantly curated "Partnership Imprint" experience space, the program set a new benchmark in serving priority corporate clients and marked the beginning of a series of strategic initiatives to strengthen Techcombank's position as a trusted partner for Vietnamese enterprises.

Strengthening capabilities – Building the foundation for sustainable growth

In an increasingly competitive banking landscape, corporate clients are no longer seeking only comprehensive and specialized financial services, they also expect strategic advisory support. Strengthening the capabilities of our Relationship Managers (RMs) has therefore become not only essential but also a decisive factor in differentiating Techcombank and sustaining our leadership position.

In 2025, we launched a large-scale capability development program in partnership with a world-class training provider, aimed at designing an internationally benchmarked competency framework for our advisory teams. The program focuses on enhancing corporate financial advisory capabilities, enabling RMs to better accompany the expanding scale and complexity of our clients' businesses, requiring deep expertise in capital arrangement, liquidity optimization, and effective balance-sheet management.

This marks a strategic step toward building an RM team that can compete at the level of leading regional banks.

In parallel with talent development, we also accelerated the rollout of the Customer Service Team (CST) model – a professional and holistic service structure combining experienced RMs, product specialists, and reputable Sponsors. This model enables faster and more effective delivery of tailored solutions and timely decision-making to meet evolving customer needs.

Strengthening RM capabilities and providing them with the right tools not only enhances the professionalism of our advisory teams but also delivers tangible benefits for our clients: high-quality advisory services, optimized financial solutions, and a superior partnership experience, reinforcing Techcombank's position as a trusted strategic partner for businesses.

Leveraging data and AI to drive performance

In 2025, we deployed advanced AI-integrated data platforms that enable comprehensive market data collection and analysis. This gives our Relationship Manager (RM) teams deeper insights to provide timely and relevant solutions. The entire customer journey – from initial engagement to credit assessment and disbursement – is now tracked transparently, ensuring greater operational efficiency. All key metrics are consolidated and benchmarked against business plans on a unified platform, allowing our sales teams and management to evaluate progress accurately and make faster, data-driven decisions.

Looking ahead, Techcombank will further harness the power of GenAI to deliver continuously updated market intelligence and industry trends, enabling RMs to capture critical developments more quickly and convert insights into effective action plans. At the same time, integrating AI into the product-development process will accelerate innovation, helping us create solutions that align with evolving business needs and keep pace with market dynamics.

AWARDS AND RECOGNITIONS

In 2025, the Corporate and Institutional Banking Group (CIBG) was honored with several prestigious domestic and international awards:

THE ASIAN BANKER

1. **Best Transaction Bank in Vietnam**
2. **Best Cash Management Bank in Vietnam**
3. **Best Customised Integrated Receivables Solution in Asia-Pacific (APAC)**

Risk Asia Awards 2025

Deal of the Year 2025

LSEG

1. **Best Market Maker 2025**
2. **Top 5 Institution with the Highest Automated FX Matching Volume**

VBMA Vietnam Bond Market Association

1. **Highest Repo Market Maker**
2. **Second-Highest FX Swap Market Maker**

Top Market Maker in the Banking Sector

2026 Focus

Vietnam is entering a pivotal decade of strong growth, where national aspirations align with global transformations.

To realize our ambition of becoming one of the leading banks in the Region, in 2026 we will focus on:

- Strengthening our transaction banking capabilities to optimize the customer experience, enhance cash-flow management efficiency, and expand sustainable fee-based income.
- Deploying specialized service models for strategic clients to deliver more tailored and holistic support.
- Enhancing our capital-arrangement and distribution capabilities for national-priority projects, while continuing to build an internationally benchmarked Relationship Manager (RM) team.
- Applying digital technologies to improve productivity and elevate service quality.

Through these actions, Techcombank is committed to accompanying businesses on their journey of sustainable growth and enabling them to lead in the digital era.

Subsidiaries

Techcom Securities Joint Stock Company (Techcom Securities – TCBS)

"2025 marked a significant milestone in TCBS's development journey, further reinforcing our track record of sustainable long-term growth and disciplined execution.

For the full year, profit before tax exceeded VND 7.1 trillion, achieving 123% of the annual plan, while total assets surpassed VND 80.6 trillion. These results reflect the Company's strong capital efficiency, prudent risk management, and solid financial foundation.

Following the successful IPO and listing of TCX shares, TCBS has consolidated its market-leading position with the largest charter capital and shareholders' equity in the industry, reaching VND 23.1 trillion and VND 44.1 trillion, respectively, as of 31 December 2025. At the same time, TCBS maintained its No.1 ranking in equity margin lending, with outstanding balances of VND 43.9 trillion, and captured a 38% market share in corporate bond issuance, reaffirming our pivotal role in channeling capital flows and supporting the development of Vietnam's financial markets.

Mr. Nguyen Xuan Minh
Chairman of Techcom Securities

> Alongside expansion, 2025 represented a key inflection point in the execution of TCBS's WealthTech strategy

The accelerated adoption of technology, data analytics, and artificial intelligence across the entire value chain has enabled the TCInvest ecosystem to scale rapidly, serving over 1.2 million clients with rising engagement levels. This provides a robust foundation for sustainable growth in the years ahead.

With a strong financial base, continuously enhanced technology capabilities, and an unwavering commitment to innovation, TCBS remains firmly dedicated to partnering with clients and stakeholders, delivering long-term value in a transparent, disciplined, and sustainable manner, and contributing to the continued development of Vietnam's capital markets."

2025 Highlights

2,041
Billion VND
Profit before tax in 4Q25, up nearly 120% YoY

7,109
Billion VND
Profit before tax for 2025, achieving 123% of the annual plan

80,632
Billion VND
Total assets as of 31 December 2025, up 51% YoY

17
million
Average monthly visits to the TCInvest platform

TOP 1
Charter capital as of 31/12/2025
Reached **23,113** Billion VND

TOP 1
Shareholders' equity as of 31/12/2025
Reached **44,100** Billion VND

TOP 1
Equity margin lending balance as of 31/12/2025
Reached **43,860** Billion VND

TOP 1
Corporate bond issuance market share
Of **38%**

FINANCIAL PERFORMANCE

Return on equity (ROE)

16.7%

Return on assets (ROA)

8.4%

TCBS delivered another strong quarter in 4Q25, with profit before tax reaching VND 2.0 trillion, up nearly 120% YoY. For the full year 2025, profit before tax reached a record VND 7.1 trillion, representing 123% of the annual plan and an increase of 48% compared to 2024.

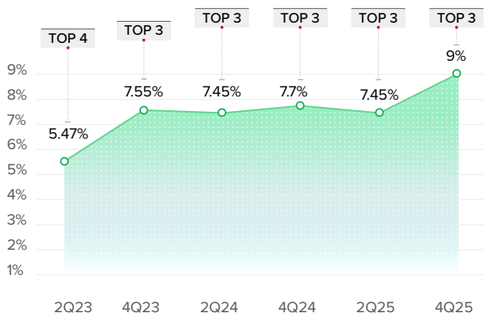
Following its successful IPO and stock exchange listing in October 2025, TCBS firmly consolidated its position as the securities firm with the largest shareholders' equity in the market, while continuing to deliver industry-leading capital efficiency, recording the highest performance over the most recent 11 quarters. Return on equity (ROE) stood at 16.7%, while return on assets (ROA) reached 8.4%, reflecting effective capital deployment and disciplined balance sheet management.

As of 31 December 2025, TCBS' total assets exceeded VND 80.6 trillion, representing a 51% YoY increase. Asset growth was primarily driven by the expansion of margin lending activities and increased investments in financial assets, aimed at optimizing capital utilization.

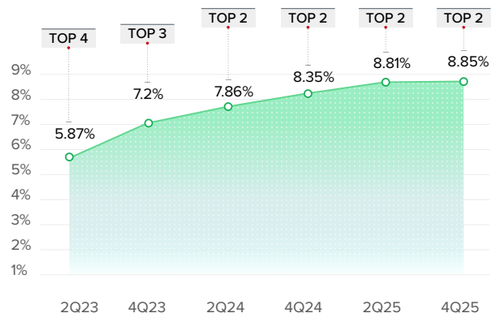
In 2025, following successful private placements and the IPO, TCBS continued to maintain its position as the No.1 securities company in terms of charter capital and shareholders' equity. The Company preserved a strong capital structure, with the total debt-to-equity ratio remaining at a prudent level of 0.77x.

The capital adequacy ratio (CAR) in 4Q25 exceeded the minimum regulatory requirement of 260% by more than 1.9 times, providing a solid buffer to support future growth and absorb potential market volatility.

Stock brokerage market share and ranking of TCBS on HOSE



Stock brokerage market share and ranking of TCBS on HNX



Brokerage and Securities Custody

Brokerage and securities custody income in 2025

356 billion VND

▲ **63%** compared to 2024

Brokerage and securities custody income in 4Q25 reached VND 89 billion, up 19% YoY, while full-year 2025 income amounted to VND 356 billion, representing a 63% increase compared to the prior year. The number of newly active equity trading clients increased sharply, rising by more than 64% compared to 2024.

During the quarter, the Company continued to expand its equity brokerage market share, maintaining a Top 3 position on HOSE and achieving a significant milestone with a 9.0% market share, up 1.3 percentage points YoY. On HNX, TCBS ranked Top 2, with a market share of 8.85%, an increase of 0.5 percentage points YoY.

This performance was driven by a combination of the Zero-fee trading policy, targeted trading activation programs, and stable, fast, and reliable service quality, further reinforced throughout 2025. In addition, leveraging its WealthTech strengths, TCBS successfully implemented the KRX trading system, representing a comprehensive upgrade of its technology and infrastructure. The new platform supports a maximum throughput of up to 3 million orders per day, while Gateway processing speed has been enhanced to 15,000 orders per second.

Fund distribution volume 2025

23,300 Billion VND

▲ **24%** compared to 2024

In 2025, TCBS launched its covered warrants business for the first time, offering more than 24 warrant series with a total offering value exceeding VND 350 billion. The expanded product suite provided clients with a broader range of investment alternatives and risk–return profiles.

In 4Q25, fund distribution volume exceeded VND 4.5 trillion, contributing to full-year 2025 distribution of VND 23.3 trillion, up 24% YoY. The year 2025 marked the launch and rapid scaling of Fundmart, TCBS's intelligent fund distribution platform and one of the leading platforms in Vietnam.

Fundmart currently offers 30 investment funds managed by reputable asset management firms, including Techcom Capital, Dragon Capital, VinaCapital, SSI, VCB Capital, and UOB, collectively accounting for nearly 50% of total net asset value (NAV) of domestic funds. Fundmart continued to roll out advanced features, notably in 4Q25 with the introduction of a pioneering and market-first buy–sell signal back-testing tool. This feature attracted more than 22,000 investors, while monthly active usage of the platform consistently exceeded 70,000 investors.

Margin lending and securities advances

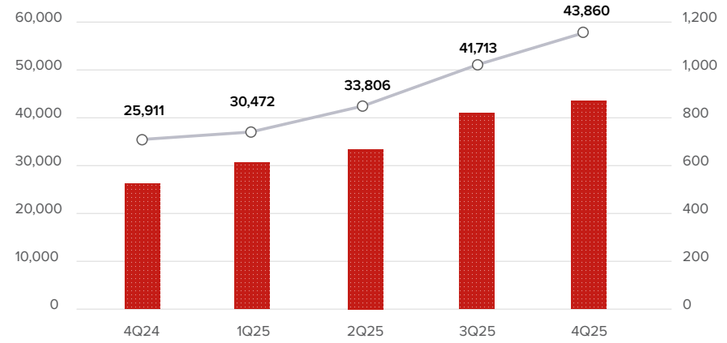
Interest income from margin lending and securities advances in 2025

3,664 Billion VND

▲ **43%** compared to 2024

In 4Q25, interest income from margin lending and securities advances reached VND 1.1 trillion, representing an increase of 12% QoQ and 64% YoY. For the full year 2025, total interest income from these activities amounted to VND 3.7 trillion, contributing 37% of net operating income and growing 43% compared to 2024.

In 2025, following successful capital increases through private placements and the IPO, the margin lending-to-equity ratio was maintained at 0.99x, significantly below the regulatory cap of 2.0x set by the State Securities Commission. This provides TCBS with ample headroom to further expand its margin lending activities.



Investment banking

2025 revenue

2,018 Billion VND

▲ **50%** compared to 2024

The investment banking segment recorded net revenue of VND 468 billion in 4Q25, up 110% YoY. For the full year 2025, revenue reached VND 2.0 trillion, representing a 50% increase compared to 2024.

In 2025, the total value of corporate bond issuance exceeded VND 85 trillion, representing approximately 38% of the corporate bond issuance market, further reinforcing TCBS's market-leading position.

Capital markets and bond distribution

2025 revenue

3,966 Billion VND

▲ **42%** compared to 2024

In 4Q25, net income from capital markets activities and bond distribution reached VND 1.2 trillion, more than doubling YoY (+101%). For the full year 2025, total revenue amounted to VND 4.0 trillion, accounting for 40% of total revenue and growing 42% compared to the prior year.

During 4Q25, TCBS distributed over VND 19.6 trillion of corporate bonds to individual investors, up 32% QoQ, contributing to total bond distribution volume of more than VND 70.8 trillion in 2025. In parallel, the iConnect online bond trading platform continued to gain traction among investors, with annual trading value exceeding VND 21 trillion in 2025.

WEALTHTECH HIGHLIGHTS IN 2025

2025 marked another year of significant progress for TCBS in the execution of its WealthTech strategy, with a continued focus on the increasingly sophisticated and scalable application of financial technology and artificial intelligence (AI)

During the year, TCBS successfully deployed more than 1,350 technology initiatives, demonstrating strong execution capabilities, a high pace of innovation, and the ability to respond swiftly to evolving market demands.

Information security remained a key priority, as evidenced by strong international benchmarks, with a Microsoft Secure Score of 83.24/100 and an AWS Foundation Security Best Practices score of 90/100. At the same time, the TCInvest platform recorded over 138,000 new accounts opened during the year, bringing the total number of individual clients to more than 1.2 million, with an average of nearly 17 million visits per month, underscoring high levels of client engagement.

TCBS continued to differentiate itself through the application of AI across both client experience and internal operations. The TCInvest platform was enhanced with AI-powered multilingual translation (English, Japanese, Korean, and Chinese), marking an important step in supporting the Company's rapid expansion into international markets.

TCBS successfully deployed more than

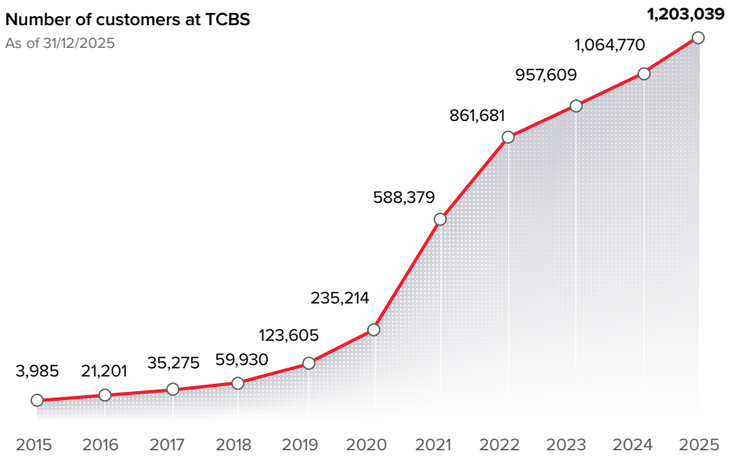
1,350 Technology initiatives

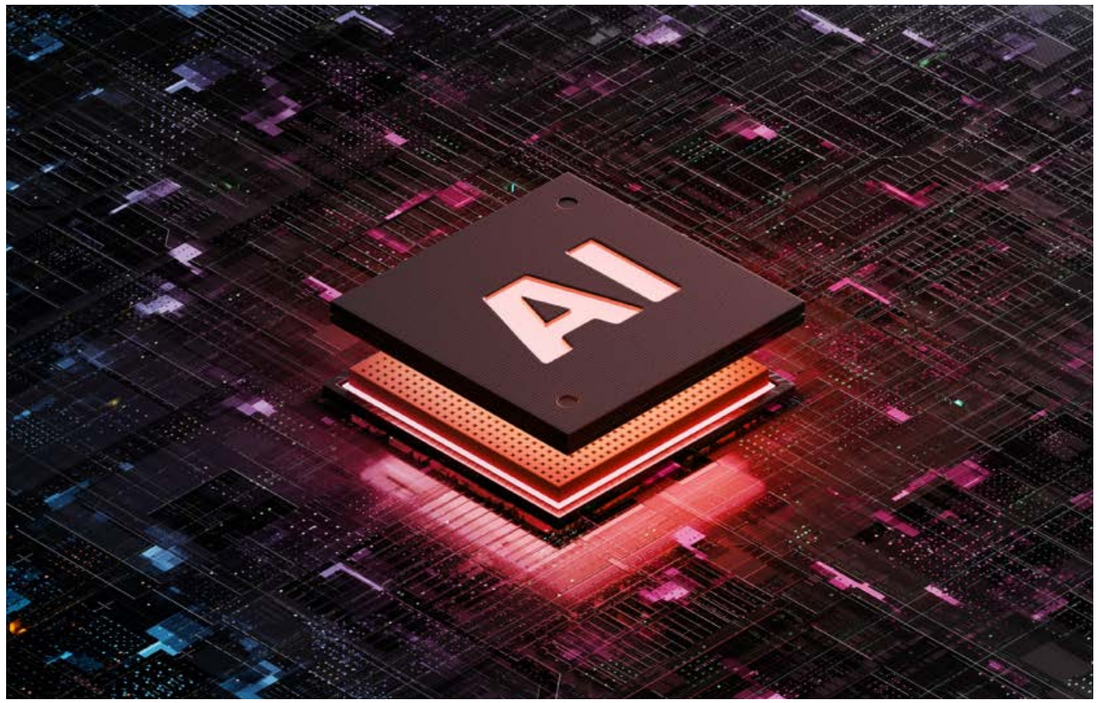
The TCInvest platform recorded

138,000 New accounts

Number of customers at TCBS

As of 31/12/2025





Cost-to-income ratio (CIR)

13.7%

▼ **0.5%** compared to 2024.

Recognized by reputable domestic and international organizations,

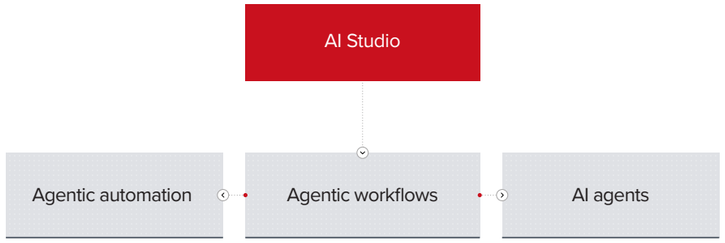
18 Awards

Across the fields of technology, finance, and wealth management.

In parallel, TCBS continued to design and roll out advanced AI-driven solutions, most notably AI Studio, representing a major step forward in the development of agentic workflows, AI-powered automation, and AI agents. These solutions have been deployed across the Company's operating functions, supporting both front-office and internal processes. The automation and AI enablement of operational workflows has enabled TCBS to save thousands of operating hours, while empowering business units to proactively leverage data for timely decision-making in product development and investment activities. As a result, TCBS maintained a cost-to-income ratio (CIR) of 13.7% in 2025, representing an improvement of 0.5 percentage points compared to 2024.

Notably, starting from 4Q25, TCBS began implementing an AI Agent model in software development (AI Agentic Software Development), with the objective of enhancing development productivity, shortening time-to-market, and improving the stability and resilience of digital features. This initiative establishes a robust technology foundation to support scalable operations and the continuous enhancement of client experience over the long term.

TCBS' technology innovation efforts in 2025 were widely recognized by reputable domestic and international organizations, with the Company receiving 18 awards across the fields of technology, finance, and wealth management.



TCBS' AWARDS IN 2025

FCHOICE 2025

1 IPO Deal of the Year

2 Securities Company of the Year

COUNTRY AWARDS FOR ACHIEVEMENT FinanceAsia

Most Innovative Technology Application in Vietnam – Blockchain

FinanceAsia

1 Best IPO Deal in Vietnam and Asia-Pacific

2 Best Bond Transaction in Vietnam
VinFast bond issuance valued at VND 5 trillion

ASIAN TECHNOLOGY EXCELLENCE AWARDS

Outstanding Digital Financial Technology – Vietnam

IBS intelligence
Global FinTech Perspectives

1 Best GenAI Application

2 Best Wealth Management and Private Banking Platform

TRIPLE A AWARDS 2025 THE ASSET

1 Best Syndicated Loan

2 Best Digital Wealth Management Experience

1 Flagship Technology and Digital Transformation Product

2 Innovative Personal Finance Solution

3 Leading Financial Brokerage Service

1 Outstanding Member in Securities Custody Operations – 2025

2 Outstanding Member in Cash Equity Trade Settlement – 2025

3 Outstanding Member in Derivatives Trade Settlement – 2025

2026 Focus

Entering 2026, Vietnam's economy and capital markets are expected to maintain a positive trajectory, supported by a stable macroeconomic environment, as the market moves into a new phase of development following market reclassification and the continued enhancement of trading infrastructure.

Against this backdrop, the Company has defined its strategic focus as selective and disciplined growth, anchored in client quality, product depth, and technology capabilities. At the same time, TCBS will continue to leverage the strengths of its ecosystem to drive coordinated growth across its core business lines:

- Expand corporate bond issuance and distribution activities, leveraging the remaining growth potential of the bond market amid a more prudent credit policy stance by the State Bank of Vietnam, thereby reinforcing the role of the corporate bond market as a key channel for medium- and long-term capital provision.
- Accelerate the distribution of financial assets with a focus on diversification and personalization, aligned with the risk appetite and investment objectives of each client segment. Key offerings include Fundmart, iTracker automated portfolio personalization, covered warrants (CW), digital assets, gold, P2P lending, fund management, and structured products.
- Sustain brokerage growth through a zero-fee policy and competitive margin lending offerings, underpinned by robust risk management, capital structure optimization, and system safety across periods of market volatility.
- Expand the base of high-quality clients by deepening penetration of the banking–insurance–financial ecosystem, including Techcombank, TechcomLife, and TCGI, through integrated onboarding programs such as 2-in-1 and 3-in-1 account openings.
- Develop the institutional client base through upgrades to trading infrastructure, algorithmic trading, API connectivity, dark pool solutions for confidential trades, and One Click Research for advanced analytics, enhancing the Company's capability to serve large domestic and international capital flows and proactively capture institutional inflows following market reclassification.
- Continue to prioritize investment in technology, automation, and AI across trading, wealth management, and internal operations, with the objective of enhancing client experience, improving productivity, and strengthening cost efficiency.

Techcom Capital Joint Stock Company (Techcom Capital – TCC)

2025 Highlights

Total assets
1,181 Billion VND

31/12/2025
50,000 Investors

Total revenue
326 Billion VND
▲ **44% compared with 2024**

Profit before tax
183 Billion VND
▲ **52% compared with 2024**

Outstanding Fund Management Company

Vietnam Securities Depository and Clearing Corporation (VSDC)

Outstanding Asset Management Service Award

(Asset management award)

Vietnam High-Level Financial Advisory Forum

—

Mr. Phi Tuan Thanh
Director of Techcom Capital

In 2025, total assets reached VND 1,181 billion. Techcom Capital's total revenue and profit before tax amounted to VND 326 billion and VND 183 billion, respectively, representing year-on-year growth of 44% and 52% compared with 2024.

Total assets under management (AUM) across Techcom Capital's funds (TCBF, TCFF, TCEF, TCFIN, TCSME, TCRES, TCREIT, FUETCC50) and discretionary portfolios as of 31 December 2025 reached approximately VND 12 trillion, serving nearly 50,000 investors.

Over the years, Techcom Capital has consistently received numerous prestigious awards, including Outstanding Fund Management Company as voted by the Vietnam Securities Depository and Clearing Corporation (VSDC), and Outstanding Asset Management Service Award as recognized by the Vietnam High-Level Financial Advisory Forum, among others.

INVESTMENT FUNDS MANAGED BY TECHCOM CAPITAL

Techcom Bond Fund (TCBF)

Fund type: Open-ended fund, established in Vietnam

Assets under management: Approximately VND 10,000 billion as of 31 December 2025, ranking first among domestic open-ended bond funds in Vietnam with an estimated 52% market share.

Investment strategy: TCBF primarily invests in fixed-income instruments, including corporate bonds issued by companies with high credit ratings and/or bonds guaranteed by reputable banks. The fund targets expected returns higher than the average 12-month deposit interest rate, realized over the investment holding period.

Techcom Flexible Balanced Fund (TCFF)

Fund type: Open-ended fund, established in Vietnam

Assets under management: VND 126 billion as of 31 December 2025.

Investment strategy: TCFF adopts a balanced investment approach between equities and bonds, enabling investors to access equities with strong growth potential while mitigating market volatility risks through bond investments. The fund targets long-term expected returns of approximately 1.5 times the average 12-month deposit interest rate, realized over the investment holding period.

Techcom Equity Fund (TCEF)

Fund type: Open-ended fund, established in Vietnam

Assets under management: VND 326 billion as of 31 December 2025.

Investment strategy: TCEF focuses on investing in equities of leading enterprises listed on Vietnam's stock exchanges, characterized by dominant market positions in key industries, strong long-term growth potential, sound corporate governance, solid financial foundations, and diversified and sustainable shareholder structures. The fund targets long-term expected returns of approximately 2 times the average 12-month deposit interest rate, realized over the investment holding period.

In 2025, TCEF ranked among the Top 5 best-performing equity funds on TCInvest's Fundmart platform, the leading fund certificate trading platform featuring 30 investment funds and accounting for over 50% of Vietnam's open-ended fund management market.

TOP 5
Best-performing equity funds on TCInvest's Fundmart platform

Techcom Banking and Financial Services Equity Fund (TCFIN)

Fund type: Open-ended fund, established in Vietnam

Assets under management: VND 811 billion as of 31 December 2025, nearly four times higher than at the beginning of the year.

Investment strategy: TCFIN invests in equities of leading enterprises in the banking and financial services sector listed on Vietnam's stock exchanges.
This sector represents a core pillar of the economy and grows in parallel with Vietnam's economic development, with listed companies accounting for approximately 40% of VN-Index market capitalization. The fund targets long-term expected returns of approximately 2 times the average 12-month deposit interest rate, realized over the investment holding period.

Techcom Small and Medium Enterprise Equity Fund (TCSME)

Fund type: Open-ended fund, established in Vietnam

Assets under management: VND 87 billion as of 31 December 2025.

Investment strategy: TCSME invests in equities of leading mid-cap and small-cap enterprises listed on Vietnam's stock market, targeting long-term expected returns of approximately 2 times the average 12-month deposit interest rate, realized over the investment holding period.

Techcom Real Estate Equity Fund (TCRES)

Fund type: Open-ended fund, established in Vietnam

Assets under management: VND 300 billion as of 31 December 2025.

Investment strategy: TCRES invests in equities of leading companies operating in the real estate and construction materials sectors listed on Vietnam's stock market, targeting long-term expected returns of approximately 2 times the average 12-month deposit interest rate, realized over the investment holding period.

In 2025, TCRES delivered the highest investment performance among equity funds on TCInvest's Fundmart platform, which hosts 30 investment funds and represents over 50% of Vietnam's open-ended fund management market.

#1

Best-performing equity fund on TCInvest's Fundmart

Techcom Real Estate Investment Trust (TCREIT)

Fund type: Listed closed-ended fund, established in Vietnam

Assets under management: VND 65 billion as of 31 December 2025.

Investment strategy: The fund aims to deliver long-term benefits to investors through stable and recurring income from real estate assets, as well as long-term capital appreciation driven by effective and dynamic real estate management strategies. In addition, the fund may invest in fixed-income instruments with strong credit quality, including bank deposits, Vietnamese government bonds, corporate bonds, local government bonds, and leading listed equities on the HOSE and HNX exchanges.

ETF Techcom Capital VNX50 (FUETCC50)

Fund type: Exchange-traded fund (ETF), established in Vietnam

Assets under management: VND 128 billion as of 31 December 2025.

Investment strategy: The ETF Techcom Capital VNX50 aims to replicate, as closely as possible, the performance of its benchmark index. The fund adopts a passive investment strategy with the objective of closely tracking benchmark returns. Passive management is intended to minimize costs and achieve closer benchmark replication by maintaining lower portfolio turnover compared to actively managed funds.

2026 Focus

Accelerating growth and product innovation

The year 2026 marks an acceleration phase for Techcom Capital, with strategic objectives centered on expanding market share, enhancing asset management efficiency, and delivering modern investment solutions to clients. The Company will focus on three strategic pillars to meet increasingly diverse investor needs and reinforce its position as a market pioneer.

Professional Investment Management Services

Techcom Capital will continue to enhance service quality and provide transparent, professional reporting. We are committed to partnering with clients to optimize portfolio allocation and achieve long-term financial objectives.

Product Diversification and Trend Leadership

Techcom Capital is actively researching and launching new fund products as well as innovative asset management services to address a broad range of investment needs, from capital preservation and stable income generation to return maximization. At the same time, the Company is leveraging technology to deliver intelligent investment experiences with lower costs and enhanced efficiency.

Expansion of Distribution Channels

Through strategic partnerships with potential collaborators, Techcom Capital will continue to broaden investor access to its high-quality investment products, enabling a wider investor community to participate in compelling financial opportunities.

Techcombank Asset Management Company Limited – TechAMC

“Steadfast in our commitment to data-driven governance and compliance, we identify technology—centered on AI and automation—as the strategic lever to optimize debt recovery efficiency and risk control

Mr. Tran Nhat Quang
Director of TechAMC

Systematic and professional investments in systems and human capital, alongside the continuous refinement of policy frameworks, compliance oversight, and professional ethics, have enabled TechAMC to undergo a profound transformation: from experience-based operations to large-scale portfolio management. This robust foundation empowers us to scale operations, diversify functions, and reaffirm TechAMC’s position as a modern, efficient, and sustainably developing asset management company.”

OVERVIEW

The year 2025 unfolded against a backdrop of challenges within the economy and the financial-banking sector. Debt recovery and collateral management were significantly impacted by market volatility, liquidity constraints, and high-level legislative shifts.

In this context, TechAMC focused on perfecting debt resolution protocols, strengthening governance capabilities, streamlining our organizational model, and developing a high-caliber professional workforce. All activities were executed consistently under the principle of legal compliance and in strict alignment with Techcombank’s strategy and direction.

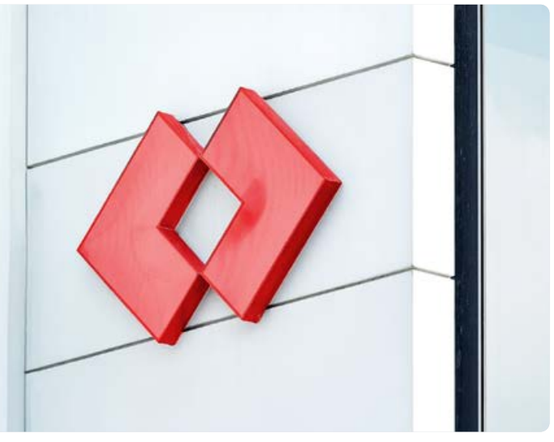
TechAMC reaffirms its position as a professional market leader in debt recovery

As of the end of 2025, TechAMC was entrusted with the collection of debts for approximately 176,000 customers, with total outstanding principal of approximately VND 26.7 trillion. Of this portfolio, debts already provisioned for credit risk accounted for approximately 88% of the entrusted portfolio. Furthermore, TechAMC managed and processed approximately 4,100 collateral assets with a total value of around VND 15.5 trillion. Total cash collections in 2025 reached VND 12.1 trillion, making a direct and substantial contribution to Techcombank’s overall business performance.

Entrusted with collection of debts for **176,000** customers	Managed and processed **4,100** collateral assets
Value of collateral assets **15,500** Billion VND	Total cash collections **12,138** Billion VND

With a foundation built and reinforced over recent years, TechAMC reaffirms its position as a professional market leader in debt recovery, ready to enter the 2026–2030 development phase with a proactive, sustainable, and efficiency-driven mindset.

2025 Highlights



Building and strengthening the foundation

Throughout 2025, AMC remained focused on delivering its strategic priorities set at the beginning of the year, with data-driven governance, proactive risk control, and operating cost optimization serving as the core guiding principles. These efforts laid a solid foundation for the growth phase of 2026–2030.

Data: Enhancing Decision Quality and Recovery Strategies

A defining highlight of 2025 was positioning data at the core of our governance. Our centralized data system was continuously refined, serving as a powerful tool for portfolio analysis, repayment capacity assessment, and segment-specific recovery measurement.

Standardized, real-time data has enabled us to shorten decision-making cycles, improve the accuracy of resolution plans, and dynamically adjust strategies, ensuring maximum transparency and operational control.

Risk Management: Proactive Control and Early Identification

TechAMC prioritized proactive and preventive risk management. In 2025, we intensified portfolio monitoring and enhanced early risk identification across all customer groups and asset types.

By meticulously reviewing and classifying portfolios, we developed recovery roadmaps that balance financial returns with acceptable risk appetites. This approach helped TechAMC mitigate potential losses, improve portfolio quality, and meet Techcombank's increasingly stringent governance standards.

Operations: Automation, Streamlining, and Cost Control

Focused on cost optimization objectives, TechAMC accelerated the automation and standardization of operational workflows. Manual tasks were phased out in favor of system-integrated processes, significantly reducing processing times and boosting labor productivity.

Our management structure was streamlined to ensure clear accountability, allowing us to maintain strict cost control while upholding high-quality resolution standards and regulatory compliance. These improvements generated tangible and sustainable efficiencies during the current foundation-building phase.

People and Technology: The Bedrock of Sustainability

TechAMC recognizes human capital as the key to achieving our strategic goals. In 2025, we strengthened our debt processing, legal, and management teams to meet the demands of complex, large-scale portfolio governance.

The synergy of high-quality personnel with digital technology has fortified our analytical and decision-making capabilities, and management control, while fostering a transparent, disciplined, and compliance-oriented working culture. This serves as a key foundation for TechAMC to sustain its competitive advantage and progressively affirm its position as a modern, professional debt resolution and recovery organization.

The cultural journey

The "Cultural Journey" remains a vital component of TechAMC's identity, closely integrated with the culture of Techcombank and its broader Ecosystem. Through structured engagement activities, we have fostered a cohesive environment that promotes collaboration and professional pride.

In 2025, TechAMC's strong spirit was showcased through achievements in various activities such as Football tournaments and T-Talent program... These accomplishments not only reflect the team's strong sense of unity and positive energy but also demonstrate a harmonious balance between business performance and corporate life - an essential foundation for TechAMC's long-term sustainable development.

2026 Focus

As we transition into the 2026–2030 cycle, 2026 stands as the pivotal year. TechAMC will focus on six strategic pillars: **Data & AI – Systems & Tools – Policy – Operations – Compliance – People**, with People remaining at the heart of our mission.

Guided by these pillars, TechAMC will review and refine our Operating Model under the principle of Unified Objectives to meet medium and long-term strategic requirements.

With the newly enacted legal frameworks—particularly the amended Law on Credit Institutions—TechAMC is poised for a breakthrough to expand its scope of operations and further strengthen its market position.

Building on our Solid Foundation, TechAMC is Ready to Accelerate alongside Techcombank and the Ecosystem, entering a new era of growth and contributing to the nation's era of advancement and transformation.

Techcom Life Insurance Joint Stock Company (Techcom Life)

“

Techcom Life is not merely an insurance company – we are shaping a new journey for the Vietnamese people

—

Mr. Mukesh Pilania
Chairman of Techcom Life

Techcom Life is not merely an insurance company – we are shaping a new journey for the Vietnamese people, where protection, health, and financial wellbeing become a natural and seamless part of everyday life. Guided by the spirit of Transform Insurance, Empower Futures, we are committed to nurturing healthier lifestyles, strengthening financial security, and creating pathways to lasting prosperity. Our mission is to bring a better life to every Vietnamese citizen - becoming a trusted companion who empowers individuals and families to live well, build wealth with confidence, and enjoy life to the fullest, every single day.

OVERVIEW

Techcom Life is a strategic pillar within Techcombank’s integrated financial ecosystem, established to deliver long-term protection solutions that accompany customers throughout their financial journeys. As Vietnam’s life insurance market enters a period of structural transition, Techcom Life leverages Techcombank’s strengths in technology, data capabilities, distribution network, and operational excellence to develop a differentiated model: **integrating insurance into the broader financial ecosystem**, enhancing customer experience while optimizing long-term value creation.

MOTIVATION BEHIND THE ESTABLISHMENT OF TECHCOM LIFE

Vietnam is among the fastest-growing economies in Southeast Asia, with rising demand for financial security, healthcare protection, and quality of life. Despite this strong macroeconomic backdrop, life insurance penetration in Vietnam remains significantly below the regional average, indicating substantial long-term growth potential.

Against this backdrop, Techcombank made a strategic decision to establish **Techcom Life Insurance Joint Stock Company (Techcom Life)** with a clear long-term vision. First, Techcom Life strengthens and completes Techcombank’s financial ecosystem by adding a protection pillar alongside transaction banking, investment, and wealth management services. At the same time, Techcom Life aims to **lead innovation in the insurance sector,** applying proven financial management expertise, advanced technology, and data capabilities to develop “tailor-made” insurance solutions aligned with the real needs of Vietnamese customers.

With the vision of **“Transform Insurance, Empower Futures,”** Techcom Life focuses on simplifying the customer experience, enhancing transparency, and enabling customers to take greater ownership of their protection and financial planning decisions. This represents a natural extension of Techcombank’s long-standing customer-centric & innovation-driven approach, reflected in market-shaping initiatives such as Zero Fee, Automated Savings, and Wealthtech.

Techcom Life – Transform Insurance, Empower Futures

2025 Highlights

LAYING THE FOUNDATION FOR SUSTAINABLE GROWTH

The year 2025 marked the initial operating phase of Techcom Life, distinguished not only by encouraging commercial outcomes and operational effectiveness, but also by the company's ability to establish itself and enter the market with speed, discipline, and clarity of purpose.

From the outset, Techcom Life accelerated the company setup process in a comprehensive manner, encompassing not only the completion of regulatory licensing, but also the parallel establishment of core operating systems, a digital advisory platform, foundational business processes & a strong team. This integrated approach allowed the company to move swiftly from inception to execution while ensuring operational resilience and scalability.

The rapid completion of preparatory activities and the successful acquisition of operating licenses reflected a structured and disciplined execution model from day one. This was supported by rigorous governance processes, focused investments, and clear strategic direction from Techcombank, alongside the early onboarding of an experienced leadership team and domain specialists with deep industry and market expertise. As a result, Techcom Life was able to obtain the necessary approvals and launch its insurance solutions within a compressed timeframe.

In parallel, targeted investments in modern technology infrastructure enhanced operational efficiency, improved customer experience, and reduced time to market new solutions. Collectively, these initiatives have positioned Techcom Life for sustainable, long-term development, prioritizing structural capability building and execution excellence over short-term performance gains.

2026 Focus

SCALING UP, ENHANCING QUALITY, AND LEADING GROWTH

In the context of a challenging life insurance market, Techcom Life has set a clear and ambitious direction focused on accelerating business momentum from the very beginning of the year.

Techcom Life will accelerate nationwide expansion by fully leveraging the synergies within the Techcombank ecosystem. Following a successful pilot phase in few regions in 2025, insurance solutions will be rolled out in a synchronized manner across more than 300 Techcombank branches and distribution channels, maximizing the value of the existing customer base while rapidly expanding market reach.

At the core of this strategy is a strong emphasis on enhancing service excellence through a team of professional advisors & PRM and Techcombank's customer-centric service model, ensuring long-term value and relevance for customers.

At the same time, Techcom Life will continue to **intensify investments in technology and end-to-end digitalization of the customer journey**, from advisory and policy issuance to post-sales service. The overarching goal is to improve operational efficiency, ensure transparency, and maintain a consistent customer experience across all touchpoints, thereby enabling controlled scalability and long-term growth.

In terms of product strategy, 2026 will see the introduction of multiple new insurance solutions, flexibly designed to address diverse customer needs across different life stages. Through strategic partners, Techcom Life will further harness Techcombank ecosystem synergies to deliver comprehensive solutions—moving beyond standalone insurance products toward its broader mission of **empowering customers with greater futures**.

Techcom Non-Life Insurance Joint Stock Company (Techcom Insurance – TCGI)

“In 2025, TCGI reaffirming the strength of the Techcombank ecosystem in placing customers at the center and leveraging technology as a core foundation

Mr. Nguyen Quang Vinh
Chief Executive Officer
Techcom Insurance

In 2025, TCGI made a strong start with over VND 500 billion in revenue and served approximately 650,000 customers, reaffirming the strength of the Techcombank ecosystem in placing customers at the center and leveraging technology as a core foundation. This marks a solid first step, positioning TCGI closer to its long-term aspiration of becoming a leading digital non-life insurance company in Vietnam during the 2026–2030 period.”

OVERVIEW

2025 Revenue
500 Billion VND

Served
650,000 Customers

In the context of a highly competitive insurance market with 82 insurance companies, including 33 non-life insurers, TCGI’s breakthrough performance in its first year of operation clearly demonstrated its long-term vision of creating sustainable value for customers, partners, investors, and employees.

In 2025, TCGI achieved revenue of over VND 500 billion and served more than 650,000 customers. This represents a remarkable milestone for a newly established company, affirming TCGI’s strong governance capability, differentiated business strategy, and the synergistic strength of the Techcombank ecosystem. By maintaining a strong focus on building a solid operational foundation, developing an integrated governance model, and investing in technology systems to support long-term growth, TCGI successfully completed its foundational phase. This included the establishment of quality management processes aligned with international standards, the successful execution of facultative reinsurance contracts with limits of up to USD 35 million, and the launch of insurance products approved by the Ministry of Finance.

TCGI focuses on providing non-life insurance solutions through B2B, B2B2C, and digitally enabled D2C channels. Its integrated governance model leverages the strengths of the banking ecosystem combined with insurance expertise, prioritizing customer experience, strict risk management, and comprehensive digital transformation, while simultaneously building a centralized data platform to support advanced analytics. With a diversified product portfolio covering health, motor, property, and corporate insurance solutions, the Company prioritizes the development of “made-to-measure” products to meet the specific needs of each customer segment. Facultative reinsurance arrangements with limits of up to tens of millions of USD have been established, ensuring strong risk-bearing capacity from the first year of operation. Through strategic partnerships and distribution channels, TCGI is positioned as a critical component within the Banking – Insurance – Investment ecosystem, leveraging Techcombank’s financial resources and advanced management systems to build a broad, efficient, and scalable distribution network.

TCGI is positioned as a critical component within the Banking – Insurance – Investment ecosystem

2025 Highlights

In 2025, TCGI marked a significant foundational milestone by completing a portfolio of 65 insurance products and serving more than 650,000 customers nationwide, thereby rapidly affirming its competitive capabilities from its first year of operations. TCGI partnered with numerous major corporations and enterprise clients, including Masterise, Vingroup, Sun Group, Masan Group, Thaco, Eurowindows, DKSH Group, Coca-Cola, Gelex, Vietjet, and Vietnam Airlines, establishing a diverse and sustainable customer base.

The distribution system was significantly expanded through Techcombank's 280 branches and 3,500 sales staff, while market presence was further strengthened through collaborations with major distribution partners such as BeeVN, Ky Nguyen, and TCA. From an organizational perspective, TCGI established a workforce of 115 employees across 4 branches, ensuring professional operational standards. These efforts delivered notable financial results, with gross written premiums reaching VND 513 billion, total assets of VND 988 billion, including VND 757 billion in cash and investments, and technical reserves of VND 331 billion, forming a solid financial foundation for growth in subsequent years.

280 Branches	3,500 Sales staffs
Total assets 988 Billion VND	Cash and investments 757 Billion VND

2026 Focus

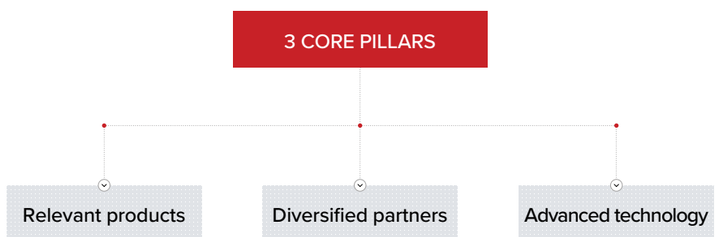
TCGI moves into a phase of accelerated growth, guided by a strategic development orientation based on ecosystem integration – With customer centricity and technology as the foundation

Entering 2026, TCGI moves into a phase of accelerated growth, guided by a strategic development orientation based on ecosystem integration, with customer centricity and technology as the foundation. The Company will continue to enhance its technology systems in line with international standards and deploy customer support and service solutions along the digital customer journey, leveraging artificial intelligence and data-driven personalization.

TCGI's 2026 objectives focus on expanding the retail network through cooperation with strategic partners, combined with technology and data solutions as the foundation for scalable expansion. With a particular emphasis on health insurance, the Company aims to contribute to the national comprehensive healthcare strategy, recognizing this as a highly potential field given the increasing demand for healthcare services.

THE 2026–2030 PERIOD IS DEFINED BY THE FOLLOWING STRATEGIC PILLARS:

TCGI's long-term business development strategy is built on three core pillars: relevant products, diversified partners, and advanced technology. The Company delivers practical insurance solutions integrated with comprehensive healthcare and protection services through partnerships, addressing the diverse needs of the Vietnamese population. In parallel, TCGI continues to invest in advanced technology platforms based on artificial intelligence and big data to deliver superior customer experiences.



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THE TRANSFORMATION OF TECH

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Transformation Report

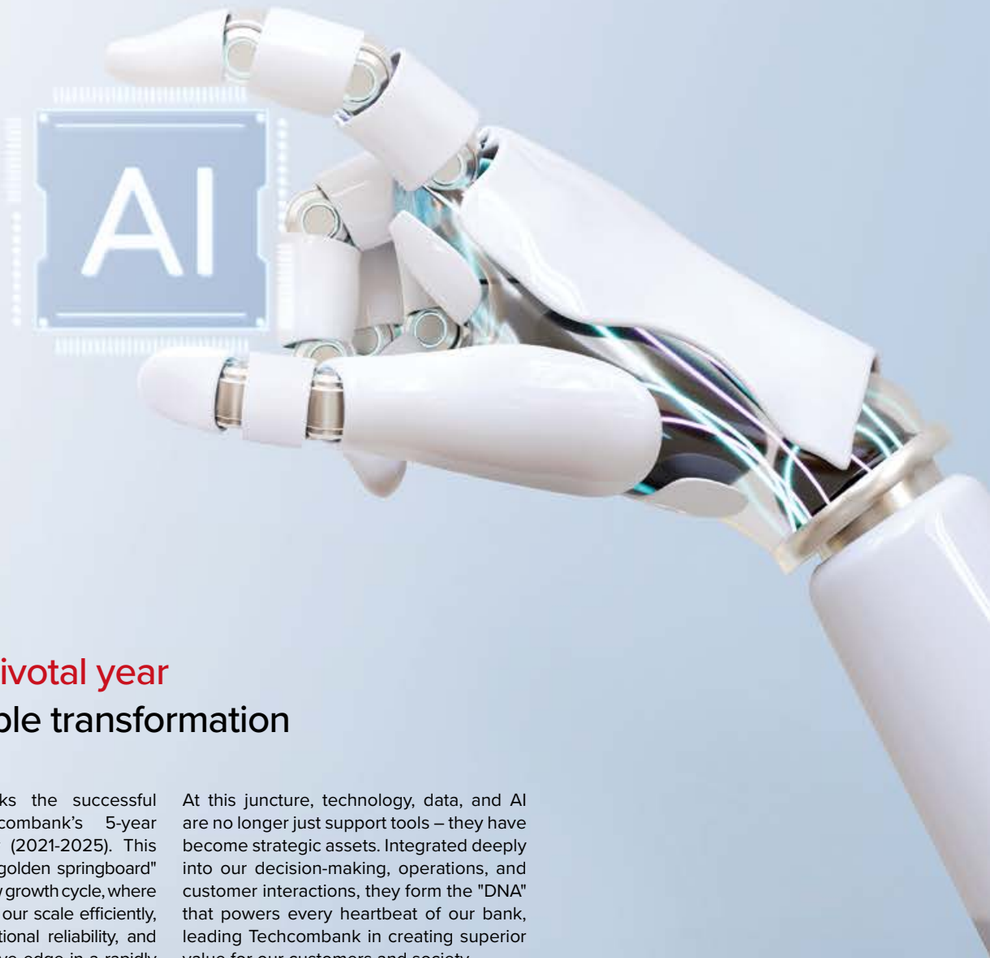
“As we enter a world enabled by AI capabilities, our focus shifts towards using this unique capability to build and rapidly scale up new business models across the TCB ecosystem.

—
Mr. Prasenjit Chakravarti
Chief Strategy & Transformation Officer

Real transformation is not a project with an end date - it is the courage to rebuild foundations, talent and business models to sustain and grow in this rapidly evolving world.

TECHCOMBANK

Pioneering spirit – Unlocking the AI era



2025 – A pivotal year of remarkable transformation

The year 2025 marks the successful conclusion of Techcombank’s 5-year transformation journey (2021-2025). This milestone serves as a "golden springboard" for us to embark on a new growth cycle, where we focus on expanding our scale efficiently, maintaining high operational reliability, and solidifying our competitive edge in a rapidly evolving financial landscape of Vietnam. We are moving from an era of digital platforms to AI led transformation powering new business models and growth for Techcombank and the broader economy.

At this juncture, technology, data, and AI are no longer just support tools – they have become strategic assets. Integrated deeply into our decision-making, operations, and customer interactions, they form the "DNA" that powers every heartbeat of our bank, leading Techcombank in creating superior value for our customers and society.

ROBUST TECH FOUNDATION FOR EFFICIENT GROWTH: POWERING THE "DIGITAL HEART"

By 2025, Techcombank has completed the key milestones in its technology modernization program, achieving unprecedented speed, absolute reliability, and superior scalability, establishing a solid launchpad for the future

Pioneering a "Cloud-first" approach

With **60%** of our tech infrastructure already migrated to the cloud - including core platforms such as Corporate Digital Banking, Retail Digital Banking, and CRM, among others, Techcombank far exceeds the industry average of around 20%. This flexible architecture has enabled scalability, allowing us to support more than twice as many customers over the past 5 years without a corresponding increase in headcount. Going forward, we will continue to leverage this scalable cloud infrastructure to accelerate customer growth while growing profits.

Industry leading Techcombank Business platforms

Over last 5 years, Techcombank has built an industry leading business banking application and supporting platforms like Entitlement Management System which was launched in 2025. This strategic capability enables centralized, multi-channel authorization management allowing enterprises to manage complex finances on the Techcombank Corporate Banking platforms with ease. As Vietnamese corporations grow in size and complexity, we believe these solutions will be a key differentiator in enabling Techcombank to meet and exceed customer expectations.

Differentiated retail banking to enable ecosystem growth

From the fully redesigned Techcombank Mobile – featuring a natural, conversational interface that allows customers to interact as if speaking directly with a teller anytime, anywhere, delivering a simple and intuitive experience with a complete suite of services including accounts, cards, savings, deposits, card issuance, loan origination, and personal financial management, empowering customers to complete every transaction with just one tap – to iDO, our paperless in-branch transaction platform, we are eliminating the boundaries between traditional banking and digital technology. Leveraging these capabilities, Techcombank launched the first paperless branch in Vietnam, showing the power of innovation to bring new experiences to Vietnamese customers.

OPERATIONAL EXCELLENCE & EXECUTION DISCIPLINE TRANSFORMATION: EFFICIENCY IN EVERY BEAT

At Techcombank, "Pioneering" goes hand in hand with "Discipline"

We have transformed our operating model from traditional to modern, emphasizing cross-functional teams to ensure high agility, rapid market adaptation, and accelerated speed-to-market.

Successfully transforming the operating model has generated significant impact on performance across the entire organization:

- **Industry-leading go-to-market speed:** Achieved a 96% successful product launch rate, delivered a 17% YoY increase in speed, demonstrating a lean, precise, & highly execution-driven operating model.
- **Labor Productivity:** Recorded a 30% growth in productivity by applying Agile ways of working.

These outcomes affirm Techcombank's capability to effectively deliver at scale, execute with discipline, and translate operating model transformation into measurable business impact.

DATA & AI TRANSFORMATION: CORE CAPABILITIES FOR BETTER DECISION-MAKING

We have transformed our data capabilities which have enabled deep insights & moved us beyond data collection to transform data into a competitive advantage through Artificial Intelligence (AI):

Hyper-personalization at Scale

Techcombank currently processes more than 8 billion customer data points daily, building detailed profiles with approximately 12,500 attributes per individual. This enables large-scale personalization, enhancing risk management and optimizing business decisions based on data.

Data-driven Value Creation

The power of Data and AI is manifested in our deep customer insights and the NBO (Next Best Offer) model integrated into our CRM, contributing to a conversion rate of 34.1% - 37%, and reinforcing Techcombank's leadership in customer insight as a sustainable competitive advantage.

Practical AI deployment with real impact

AI is strategically deployed from internal operations (GenAI boosting IT productivity, Smartie assistant for staff) to customer-facing solutions (AI Chatbots), guided by principles of efficiency, transparency, and human oversight. AI is present in every corner of the Bank, making work faster, better, and more cost-effective.

Intelligent Hub – The nucleus of Innovation

Techcombank established a centralized Intelligent Hub acting as the "heart" that drives the Bank's entire AI transformation toward sustainability, creating continuous value for shareholders and customers.

CUSTOMER EXPERIENCE TRANSFORMATION AT SCALE: PERSONALIZATION AT EVERY TOUCHPOINT

In 2025, Techcombank proudly served over 18 million customers with a truly hyper-personalized experience

Digitized branch journeys

Driven by a “Digital-first” strategy, nearly 90% of transactions are conducted via digital channels, and 100% of branches have implemented e-ticket solutions, and we are the first bank to adopt a paperless model, reducing average counter wait times by 60%.

End-to-end omnichannel advisory transformation

Through the Virtual Advisory Center (VAC), we eliminate the boundaries between online and offline via Live Agent Chat, Chatbot Triage, and Click-to-Call on Techcombank Mobile, significantly boosting accessibility.

Enhanced customer engagement

Attracted over 2.7 million new customers in 2025. Total online transaction volume in 2025 reached 4,147.8 million, a 26.9% YoY increase. Our Net Promoter Score (NPS) leads the market at 92 points, significantly outperforming industry benchmarks.

New customers
2.7 Million

Total online transaction volume
4,147.8 Million
▲ 26.9% YoY

Net Promoter Score (NPS)
92 Points

Living solutions ecosystem (Health & Wealth)

Deep personalization

Techcombank pioneers personalizing customer experiences through digital interactions, providing the right information at the right time. The Lifestyle Hub has become a touchpoint for rewards and experiences tailored to daily life. Unsecured credit solutions are also customized to each customer's financial profile.

Synergistic ecosystem power

Seamlessly integrated with strategic partners and ecosystem companies like TCBS, TCGI, Techcom Life, Masterise Group, and One Mount Group... to meet essential needs: Finance – Housing – Health – Consumption.

We do more than provide banking services; we architect smart living solutions through a "frictionless" ecosystem, where every customer need is understood and met instantly.

PEOPLE TRANSFORMATION: THE VITAL FACTOR FOR SUCCESS

Techcombank’s most valuable asset is its people. Over the past five years, Techcombank has successfully transformed its talent pool from traditional banking professionals into a team of "digital warriors" who are highly skilled and possess a comprehensive digital mindset:

Digital-native Workforce

A workforce equipped with digital capabilities, making technology an integral part of their daily work identity, with the ability to rapidly adapt to and master modern operating models.

Innovation Culture

The synergy between human intelligence and technology has forged a new generation of "Techcomers" – creating an agile organization ready to respond quickly to market changes, ensuring sustainable growth and long-term value for partners and shareholders.

Our foundation of human excellence gives us the confidence to pursue the goal of building the "Techcomer 2.0" generation. With AI as the lever and the core engine of transformation, we are pioneering the mission to transform the financial industry, elevate the value of life, and accompany Vietnam in its era of national ascent.

2026 FOCUS: PIONEERING THE AI ERA

Closing a proud 2025, Techcombank embarks on its 2026-2030 transformation journey, continuing its noble mission: transforming the financial industry, enhancing the value of life, and accompanying Vietnam in an era of national ascent.

Our central focus for 2026 is **AI-Led Transformation** – with a clear strategy, a robust foundation, and an unceasing desire for innovation – aiming for the goal of becoming the leading AI-applied bank in Vietnam – building and operating based on artificial intelligence, leading the future of the financial industry.

Building upon a strong investment in digital foundations, data, operational excellence, and human capital, we confidently enter the new era with key strategic thrusts:

Tightening synergy across ecosystem entities & elevating the operating model to meet the growth velocity of the AI era

In 2026, Techcombank will continue to strengthen the capabilities and market position of its ecosystem entities across financial services, including wealth management and capital markets (Techcom Securities), fund management (Techcom Capital), life insurance (Techcom Life Insurance), and non-life insurance (Techcom General Insurance). Simultaneously, the Bank will deepen the execution of its synergy strategy with One Mount Group and Masterise Group across technology, data, digital transformation, and real estate, infrastructure, and industrial development, thereby providing customers with a comprehensive range of financial services and lifestyle solutions through a seamless, integrated ecosystem.

Driving new growth engines in Life and Health Insurance

By creating innovative AI-enabled business models, which will usher in innovative solutions for Vietnamese citizens and corporations and strive to deliver world-class services and capabilities. This will expand Techcombank's footprint to become a full financial services group and help play a leading role in the growth and maturity of the Financial Services industry in VN over the coming years.

Core Banking Transformation – Enabler for next phase of business growth

The largest transformation project in Techcombank's history is creating a modern, flexible, and secure operating platform ready to serve the goal of doubling the customer base between now and 2030 and transforming the business capabilities to deliver new products faster to market. Built on open architecture and cloud computing, the new system scales rapidly, providing seamless connectivity and breakthrough performance. With a processing capacity of 3,000 transactions/second, 99.985% stability, and a 50% reduction in time-to-market, the project creates powerful momentum for innovation, automation, and superior customer experience.

AI Transformation – Building AI capabilities & Shared Data for the entire ecosystem

AI will be the pillar driving transformation from 2026. Our vision is to build a unified AI platform for the entire ecosystem, focusing on deep transformation in key pioneer areas, following a "self-designed – not copied" approach, and making decisions based on unified, seamless data across the entire ecosystem.

Building comprehensive AI infrastructure

A unified data platform and modern core banking are ready for AI, an expanded open ecosystem, pioneering products, optimized security, and flexible integration capabilities.

Transformation in priority sectors – Scaling AI value into key industries

Techcombank will focus on applying AI and data models to sectors with high impact on growth and the ecosystem, including Banking, Securities, Real Estate, Healthcare, Logistics & Airports. This will be the engine creating Techcombank's competitive edge in the coming years.

With a strategic vision, pioneering spirit and the solid foundation already in place, Techcombank is committed to continuously exceeding expectations, creating a smart and prosperous financial future for everyone.

Data and Analytics (DnA)

"2025 was the year Techcombank became an AI-driven bank.

Mr. Santhosh Mahendiran
Chief Data and Analytics Officer

With a world-class data platform, robust analytical models, and strong governance, we deployed multiple generative AI use cases and began piloting agentic AI workflows in production.

But our greatest achievement is the transformation of our people — across every division — into tech-savvy, AI-knowledgeable experts now in demand across the region.

Overview

Over the past year, our Bank has advanced from deploying discrete analytics initiatives to operating an enterprise-wide AI and Data monetization engine. AI is no longer an adjunct capability — it is embedded within our value chain and has become central to how we originate demand, price risk, personalize engagement, and scale products. This strategic shift has translated into measurable business outcomes: stronger campaign performance, accelerated lending growth, operational efficiencies, and industry recognition for innovation.

2025 Highlights

EMBEDDING AI ACROSS THE VALUE CHAIN

AI and Data have become the cornerstone of our monetization strategy, exemplified by the VND 1.3 Trillion incremental revenue delivered through advanced analytics and machine learning.

Through extensive campaigns for Retail Banking Group (RBG) and Corporate & Institutional Banking Group (CIBG), we exceeded targets and demonstrated the tangible impact of data-driven decisioning.

- This achievement was powered by our Marketing and Sales engines, which leveraged AI-driven lead scoring, propensity models, and hyper-personalized campaigns to optimize customer engagement and conversion.
- Beyond marketing, data integration now permeates every strategic initiative—from Retail Banking and Corporate Banking to Operations, Finance, and Technology.

SCALING ON A MODERN DATA & AI PLATFORM

- Our AI outcomes are powered by a resilient and cost-efficient platform. The DataLake & D-B1 platform now manages 5 petabytes of data and processes 8 billion data points per day. Through tuning and optimization on Databricks, we achieved 30% savings in compute and storage costs, enabling reinvestment into new models and features. We migrated eight applications from the traditional data warehouse to the lake platform, consolidating pipelines, improving latency, and reducing total cost of ownership.
- At the heart of our model development is an Enterprise Feature Store containing ~12,500 reusable features—from behavioral signals to merchant attributes and risk indicators. This shared asset library dramatically reduces time-to-model, enforces governance, and increases consistency across use cases.
- Our Artificial intelligence/ Machine Learning Operations (AI/ML Ops) — Continuous Integration/Continuous Delivery (CI/CD) for models, automated retraining, model monitoring, and lineage—are supplemented by AI copilots and agents that accelerate code generation and operational automation.

These investments ensure that AI products are not one-off pilots but reliable services continuously learning from fresh data.

FUELING PRODUCT GROWTH AND CREDIT EXPANSION

AI is a key driver of our lending growth.

- In Unsecured Lending, we now run AI-powered underwriting that blends merchant identification, sales turnover estimation, and image analytics to enrich applications and detect anomalies.
- In Merchant Lending, partnerships and advanced credit models have expanded reach and improved unit economics. This has supported lending of above VND 6 Trillion, while improving risk selection and customer experience.
- Our Next Best Offer (NBO) capability now covers six products, achieving 176–234% Conversion Rate (CR) uplift, which translates into higher cross-sell and deeper primary relationships.
- Altogether, DnA initiatives enabled ~6.2 trillion VND in lending and helped the Bank develop Vietnam's first ROMI (Return on Marketing Investment) model for any industry — an enduring advantage that connects marketing spend to financial outcomes with precision.

DEVELOPMENT AND ADOPTION OF AI PRODUCTS

Techcombank continues to lead the industry in AI product innovation, creating solutions that drive efficiency, democratize analytics, and enhance customer engagement.

- Smartie 3.0 – Intelligent Reasoning Agent: Smartie is our AI-powered assistant, integrated with Microsoft Teams via ZooleoHub, designed for secure and rapid internal information retrieval. Leveraging RAG techniques, backed by a knowledge base of more than 12,000 enterprise documents, Smartie provides accurate, contextual answers with source citations and document links. It supports multilingual interaction (English/Vietnamese) and offers specialized personas and delivering significant efficiencies across Operations, HR, CA, and other support functions, serving ~1,400 Techcomers.
- TalkZone – Conversational Analytics for Everyone: TalkZone is a conversational AI agent that democratizes analytics by enabling natural language queries to access insights from behavioral and transaction data of 15+ million customers. This product empowers business teams to make data-driven decisions without technical barriers, accelerating time-to-insight and fostering a culture of analytics across the organization.

Continuous Evolution of AI Products: Our earlier AI products—Techcombank Data Discovery Centre (TDDC), Lead Allocation and Curation Engine (LACE), and Zickoi—continue to evolve, incorporating latest AI technologies and user feedback to become more robust and impactful. These solutions have already delivered measurable uplifts in conversion and engagement, and their ongoing enhancement ensures sustained value creation.

BUILDING A CULTURE OF DATA FLUENCY

Sustained monetization requires a workforce fluent in data.

- We ran 80+ training and sharing sessions on Data Products, DBx, and Data Governance, reaching 6,000+ colleagues across the organization. Through DataCamp learning campaigns, 2,544 users completed 159,000 course units, building proficiency from SQL and Python to Machine learning Operations (MLOps) best practices.
- Our AI Champion program (776 participants in Round 2) has nurtured internal evangelists who accelerate adoption within their business lines.
- We also cultivated external ecosystems. The TCB Datathon drew 156 participants and yielded 19 solutions, while the VTV AI Challenge convened 100 teams from 14 countries, showcasing frontier ideas. At the HUST Hackathon, 452 participants formed 106 teams, generating 170 ideas that our teams evaluated for pilot opportunities.

INDUSTRY LEADERSHIP IN AI ADOPTION

Our leadership is recognized by peers and independent evaluators.

- We received The Asian Banker's **"Best AI-Based Analytics Initiative in Vietnam"** award for LACE, which delivered a **250%** CR uplift.
- More importantly, the breadth of our deployments from NBA and NBO to underwriting, feature stores, and ML Ops—demonstrates production-grade use of latest large language models (LLMs) and machine learning tools across the Bank.

GOVERNANCE, SAFETY, AND RESPONSIBLE AI

As AI adoption accelerates and Vietnam introduces its AI Law, we ensure governance evolves to keep pace.

We standardize model documentation through Scientific Data Management System (SDMS) and Standard Operating Procedures (SOPs), enabling explainability and traceability. Audit-ready lineage spans datasets, models, and decisions, while Software composition analysis (SCA) controls, model monitoring, and drift detection safeguard integrity and performance. Security and privacy-by-design principles are integrated into all solutions to protect customer data. These guardrails mitigate risks, uphold ethical standards, and form the foundation for sustainable commercialization.

Responsible AI is not an overlay—it is a core requirement for trust and long-term monetization.

LOOKING AHEAD: FROM MONETIZATION TO COMPOUNDING ADVANTAGE

The coming year will focus on three priorities:

- Deeper Personalization — expand NBA/NBO to more products, integrate richer real-time signals, and broaden hyper-personalization to optimize full lifecycle value;
- Credit Intelligence — advance underwriting and portfolio analytics with multi-modal data and continuous learning, improving risk-adjusted returns;
- AI-Native Operations — scale AI copilots and Agentic AI across technology and operations to reduce cycle times, enhance quality, and free capacity for innovation, while continuing to harvest platform efficiencies.

With AI embedded in our operating model and monetization engine, the Bank is positioned to compound advantage: each deployment generates data and insights that feed the next, creating a virtuous cycle of improved experience, lower cost, and superior returns.

Revenue & Engagement

VND ~1.3 trillion forecasted (116% target); 122% CR uplift via NBA; 40% open-rate uplift; 20,000 incremental transactions.

Scale & Efficiency

5 PB data; 8B data points/day; 30% compute/storage savings; 8 apps migrated to DataLake.

Features & Ops

~12,500 features in the Enterprise Feature Store; AI copilots/agents accelerating delivery.

Lending

VND ~7.7 trillion households lending enabled; AI underwriting; NBO 176–234% CR uplift; Shopcash VND ~3.8 trillion and Shopcredit VND ~3.9 trillion EOP balances.

Culture & Ecosystem

80+ sessions to 6,000+ users; 2,544 learners, 159k units; Datathon, VTV AI Challenge, HUST Hackathon.

Recognition

Best AI-Based Analytics Initiative in Vietnam (LACE, 250% CR uplift).

2026 Focus

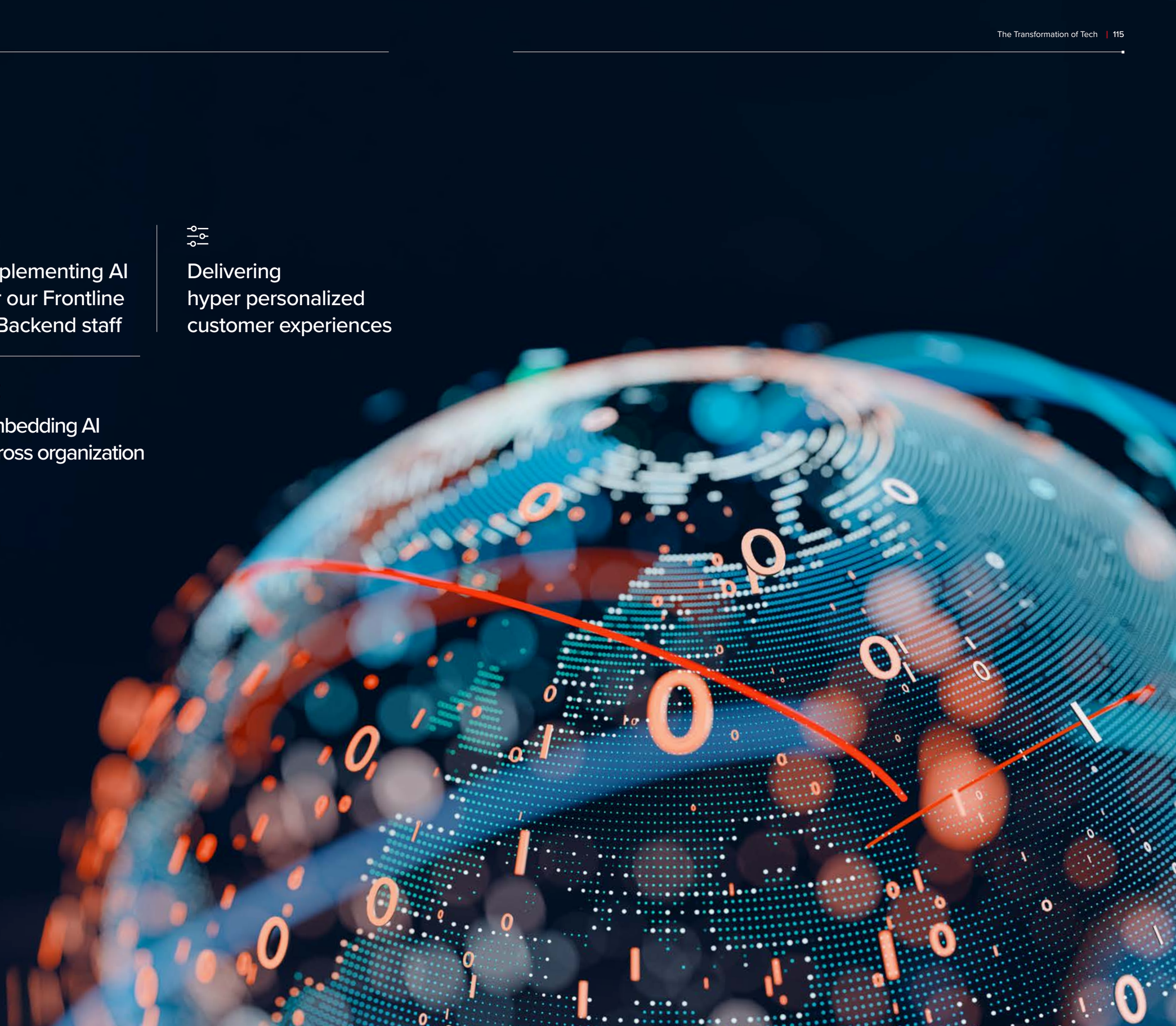
Building up AI Bank of future

Implementing AI for our Frontline & Backend staff

Delivering hyper personalized customer experiences

Driving customer value proposition across ecosystem

Embedding AI across organization



Digital Office (DO)

“

In 2025, we advanced Techcombank’s digital leadership by scaling AI, hyper-personalization, and ecosystem-led innovation.

—

Mr. Pranav Seth
Chief Digital Officer

These capabilities strengthened customer engagement, accelerated digital adoption, and built sustainable value, reinforcing our commitment to redefining banking in Vietnam.

Overview

1.5x

New customers acquired through digital channels in 2025 vs. 2024

16.6%

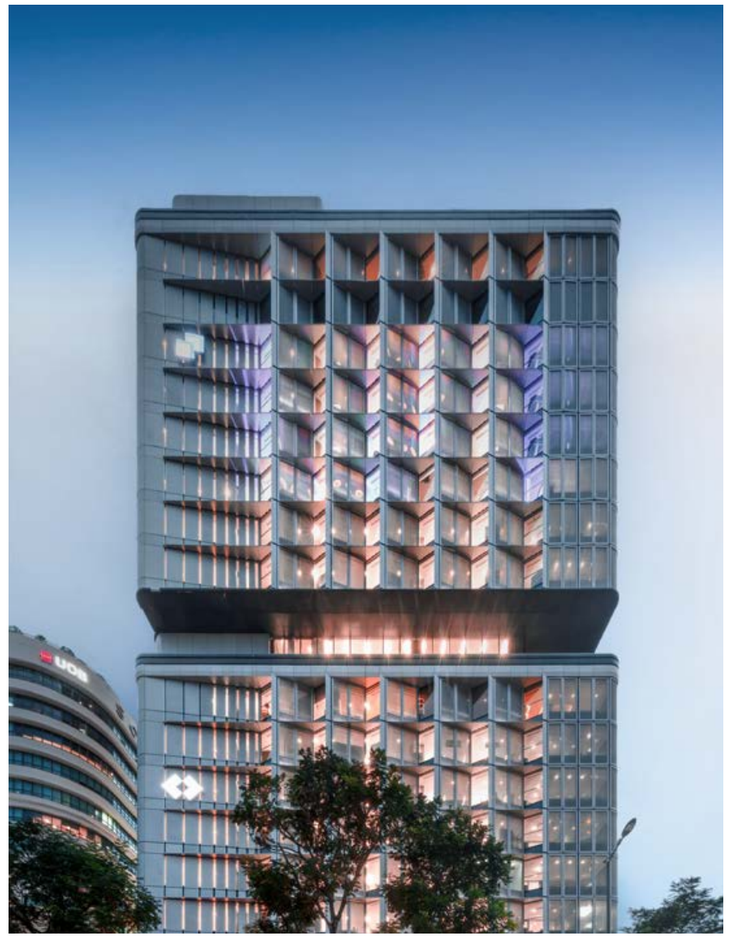
Growth in CASA balance in 2025 driven by Techcombank Auto-earning

2.8x

The number of SME customers acquired through digital channels in 2025 vs. 2024

13.1 Million

Members of the Techcombank Rewards program

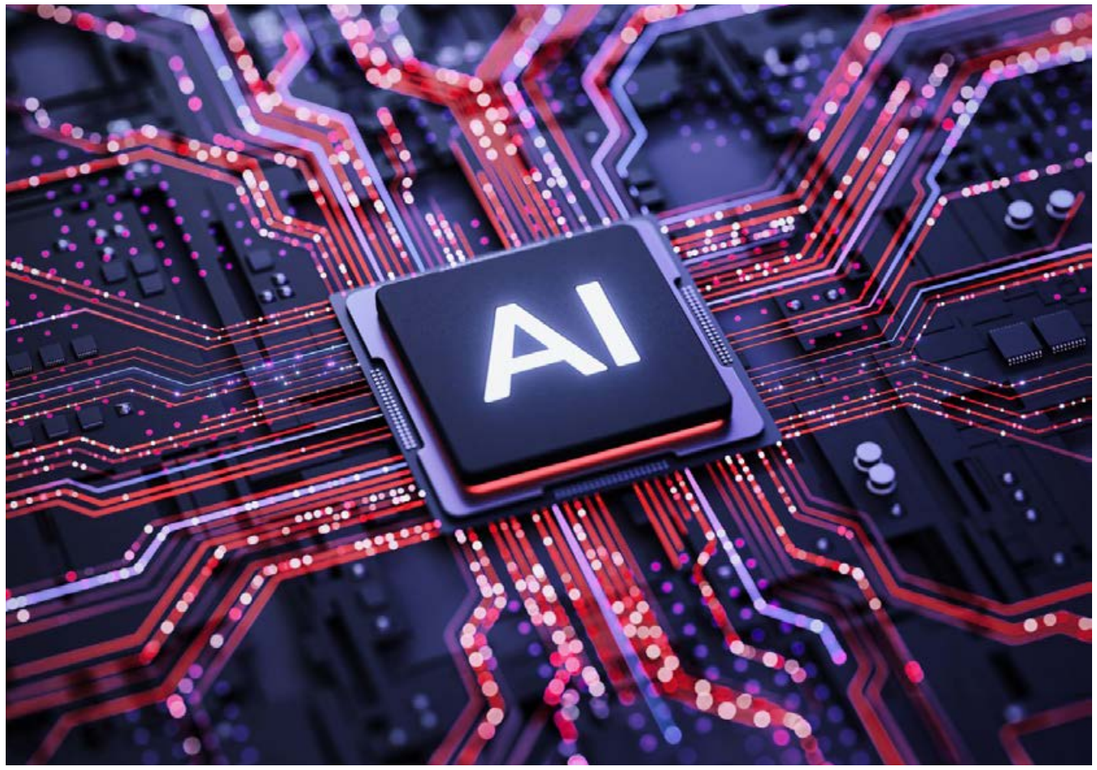


In 2025, Techcombank’s Digital Office continued to reinforce its leadership in digital innovation and customer acquisition, thereby accelerating the transformation of the Bank’s customer-centric business model. Through strategic investments in digital transformation talent, technology platforms, and experience design, Techcombank delivered increasingly seamless and personalized financial journeys, powered by artificial intelligence (AI) and tailored to the diverse financial needs and lifestyles of its customers.

As of 31 December 2025, Techcombank served 18.0 million customers, with the number of new customers acquired through digital channels increasing to 1.5x compared to 2024. The continued expansion of digital transformation capabilities for the small and medium enterprise (SME) segment delivered strong results, with the number of SME customers acquired via digital channels increasing to 2.8x compared to 2024. Meanwhile, the Techcombank Auto-earning initiative significantly enhanced customer engagement and lifetime value, contributing to a 16.6% growth in CASA balances in 2025.

Techcombank Rewards remained one of Vietnam’s leading loyalty programs, with approximately 13.1 million members in 2025, playing a critical role in strengthening customer engagement, increasing usage frequency, and expanding cross-selling opportunities. Core digital initiatives, seamlessly integrated with intuitive design and a consistent user experience, continued to underscore Techcombank’s commitment to leveraging technology to build deeper customer relationships and drive sustainable growth.

2025 Highlights



MARTECH – CORE ENABLERS

Marketing campaigns reached over

8 Million customers

Uptiering customers (Truly Inspire sub-tier)

▲56%

Over the past years, Martech has built a solid foundation for understanding and serving our customers more effectively. We have unified digital data and customer behaviors to generate reliable insights; automated content delivery and multi-channel campaigns; and established real-time journey orchestration and responsiveness. The system also enables continuous testing and optimization to ensure each customer receives more relevant experiences. All of this is powered by platforms such as CDP, Adobe Analytics, AEM, Adobe Campaign Classic, Adobe Journey Orchestration, and Adobe Target — forming a critical internal capability that enables Techcombank to scale personalization and drive growth in the years ahead.

2025 was a landmark year as we fully matured the commercialization of our customer engagement capabilities, achieving a true breakthrough in how we connect with our customers and drive growth. This transformation was fueled by hyper-personalization and a rapid shift toward AI adoption. As a result, 56% of our campaigns are real-time trigger and model-based, up from 9% in 2024. The Decision Engine-led pilot in 3 months alone, significantly enhanced our level of personalization and customer centricity by reducing the campaign volume by 50% while maintaining and improving business outcomes.

AI-driven automation has transformed our marketing operations, enabling an 11x increase in O2O campaign volume and delivering a seamless omnichannel customer experience. Compared to 2024, we executed 4x more marketing campaigns, reaching over 8 million customers with over 3.8 billion messages and 2,600+ types of personalized interactions across digital platforms. These efforts have strengthened customer relationships, reflected in a 56% growth in uptiering customers (Truly Inspire sub-tier).

2025 AWARDS

- Digital Bank of The Year (Vietnam) — **The Assets**
- Best Retail Mobile Banking Experience (Vietnam) — **The Assets**
- Best Consumer Digital Bank (Vietnam) — **Global Finance**
- Best Mobile Banking App (Vietnam) — **Global Finance**
- Best Digital Bank for Corporate/ Institutional Customers — **Global Finance**
- Best Corporate Digital Bank Asia-Pacific (APAC) — **Global Finance**
- Best Digital Bank (Vietnam) — **The Digital Banker**
- Best Retail Bank (Vietnam) — **The Digital Banker**
- Innovative Initiative for SMEs – Vietnam — **Asian Banking & Finance**
- Digital Banking Initiative of the Year – Vietnam — **Asian Banking & Finance**
- Outstanding Digital Channel Application for Enhancing Customer Experience — **Digital CX Award**
- Breakthrough Growth in Corporate Banking Services — **Backbase**

LEADING RETAIL DIGITAL BANKING

Digital-originated transaction value

12.1 Quadrillion VND

▲ 6.7% YoY

Commercialize capabilities in the digital economy (further automation & scaling)

In 2025, Techcombank entered a new phase of maturity, shifting decisively from capability building to large-scale commercialization. Digital platforms that had been established in prior years were further automated, modularized, and embedded across the retail, wealth, merchant, and ecosystem domains, enabling consistent execution at national scale. As a result, more than 56% of core retail journeys were fully automated, reducing manual intervention by 50% compared with 2024, lowering unit processing costs while improving speed and reliability. Digital channels accounted for 86% of total retail transactions, with digital-originated transaction value reaching approximately VND 12.1 quadrillion, representing a year-on-year increase of 6.7%. Monthly active digital users grew to 8.6 million, reinforcing Techcombank's leadership position in Vietnam's digital banking landscape and demonstrating readiness to compete at regional standards.

Family & Friend Banking

46,000

Active family groups contributing

82,812 Billion VND

in total AUM

Relationship-led banking continued to be a distinctive pillar of Techcombank's digital banking in 2025 through the expansion of Family and Friend Banking. The Family Chapter proposition was enhanced to deepen engagement and deposit stickiness, particularly through CASA balances. New security and support tools were introduced to improve transparency and peace of mind for family members, while push notifications strengthened real-time communication. By the end of 2025, the number of active family groups reached approximately 46,000, contributing an incremental VND 82,812 billion in total AUM. Customers participating in family-linked relationships demonstrated engagement levels 64% higher than individual users, underscoring the effectiveness of this approach in increasing customer lifetime value.

Friend Banking was further elevated through its integration with Auto-earning Plus, delivering a differentiated market proposition. A redesigned onboarding journey with full configuration options enabled customers to form and manage groups intuitively, supported by a centralized dashboard and member-initiated payment requests to top up shared funds. Enhanced benefits were introduced for group bundling Friend Banking with Auto-earning Plus, strengthening both acquisition and retention. In 2025, approximately 68,000 friend groups were active, while average balance per group increased by 38% in 2025, reinforcing the role of social finance in driving sustainable balance growth.

Hyper-personalization with data & AI

10 Million

Personalized offers were delivered

Building on this foundation, 2025 marked a significant acceleration in data- and AI-driven hyper-personalization. Building on controlled experiments conducted in 2024, Techcombank successfully deployed intelligent decisioning capabilities across the Bank, orchestrating seamless customer experiences across products. During the year, approximately 10 million personalized offers were delivered. AI-driven journeys recorded an open rate 39% higher than traditional campaign approaches. The establishment of closed-loop feedback mechanisms enabled models to self-learn and optimize in real time, accelerating campaign execution and transforming personalization into a sustainable competitive advantage.

The rewards platform processed

9 Million transactions

▲ 530% YoY

Techcombank Rewards

Techcombank Rewards continued its evolution into a real-time, behavior-driven engagement engine. In 2025, the rewards platform processed approximately 9 million transactions, representing year-on-year growth of 530%. Customers actively engaging with rewards demonstrated a 200% increase in transaction frequency compared with non-engaged customers, while the partner ecosystem expanded to over 148,000 merchants. By integrating rewards seamlessly across cards Auto-earning, Friend Banking, and merchant offers, Techcombank strengthened its position at the center of customer's daily financial life.

CASA balance including Auto-earning

▲ 16.6% YoY

Auto-earning

Auto Earning continues to serve as a strategic product focused on safety, differentiation, and personalization. The upgraded Auto Earning 2.0 version introduces the "Optimize with U-Point" feature, which allows customers to convert interest earnings into U-Points at a rate of 1 VND = 2 U-Points. This enables customers to double their benefits and use the points flexibly—for voucher redemption, QR payments, air-mile exchanges, and more.

The implementation of Auto Earning within the Friend Banking service has created a truly distinctive feature in the market, combining superior financial benefits with a community-driven experience. At the same time, the dynamic pricing mechanism based on customer profiling applied to Auto Earning lays the foundation for expanding personalized benefits to other products. As a result, CASA balances—including Auto Earning—increased by 16.6% compared with 2024.

Total assets under management

▲ 20% YoY

Wealth

In Wealth, the Bank continued to advance a digital-first and ecosystem-connected strategy. Online-first pricing was applied to new term deposit contracts, encouraging digital adoption while optimizing funding costs. The Bao Loc Certificate of Deposit was enhanced with dynamic pricing tailored to tier-based personas, improving competitiveness and relevance. Integration with One Housing's co-broker platform strengthened Techcombank's ecosystem presence, while the introduction of Lombard loans collateralized by term deposits expanded liquidity solutions for affluent customers. By the end of 2025, 100% of new deposit contracts were opened through digital channels, and total assets under management increased by 20% compared with 2024.

CORPORATE DIGITAL BANKING

Transaction volume and value

▲ 3.3x

Online currency trading transaction values

11 Billion USD

In 2025, we reinforced our leadership in corporate banking digital transformation by continuously upgrading the Techcombank Business platform. Our priorities included integrating advanced digital solutions, expanding our product portfolio, and improving operational efficiency to deliver a seamless, secure, and convenient experience for diversified-size businesses.

We enhanced fully digitized short-term loan disbursement journeys, achieving 3.3x growth in both transaction volume and value. To further improve convenience, we are preparing to launch digital credit card and debit card issuance journey through our mobile application or website. Additionally, the introduction of the future payment feature has provided greater flexibility for customers, allowing them to plan payments in advance.

We also expanded our digital foreign exchange offerings with the launch of FX Hub and FX Alert, enabling clients to monitor currency movements and set alerts proactively, with ~15,000 customers actively engaged with these features. Online foreign currency trading also continued to grow, with transaction values reaching USD 11 billion in 2025, contributing significantly to FX business performance. Last but not least, to support large corporations with complex structures, we introduced the EMS Authorization Management System, a solution designed to strengthen security and improve operational control.

Collectively, these initiatives have reinforced the Bank's growth momentum and customer centric value proposition, earning Techcombank Business the title of “Best Integrated Corporate Banking Program in Asia-Pacific” 3 times, together with numerous other prestigious awards.

SUPPORTING THE NATIONAL AGENDA

Merchant

We also strengthened our merchant proposition in line with national priorities under Decree 70 and Resolution 68-NQ/TU. The Bank worked closely with major SaaS partners, including KiotViet, Tendo, Viettel, and OMD, to implement solutions supporting tax declaration and electronic invoice issuance directly within banking journeys. Full lifecycle connectivity was delivered, covering web-to-app and app-to-app linkage, as well as termination and cancellation processes, ensuring compliance and operational resilience.

eKYC & Biometrics Compliance

79,186 Corporate customers successfully completed the biometric authentication process

Techcombank demonstrated exceptional agility in responding to Vietnam's evolving regulatory landscape. Following the State Bank of Vietnam's Circular 17/2024 mandating biometric authentication for corporate banking customers by July 1st, 2025, we rapidly developed and deployed comprehensive digital solutions on our corporate banking platform.

Recognizing the potential impact on business operations, we prioritized a seamless customer experience by offering multiple convenient channels for identity update and biometric collection: self-service through our mobile application, in-branch support, and relationship manager-assisted service. This multi-channel approach ensured our corporate clients could maintain uninterrupted access to critical banking services while meeting new compliance requirements.

By mid-2025, 79,186 corporate customers successfully completed the biometric authentication process. Our swift deployment of these digital capabilities exemplifies Techcombank's commitment to transforming regulatory requirements into value-added customer experiences. This proactive approach not only ensures regulatory adherence but reinforces our position as a trusted banking partner that anticipates market changes and delivers innovative solutions that support our clients' business continuity.

2026 Focus

As we move towards 2026, Techcombank will drive a customer-led digital banking strategy built on ecosystems and powered by data and AI.

Our focus will center on delivering simpler, more integrated and more personalized experiences across customers’ most important financial journeys.

Deepening ecosystem-led customer journeys

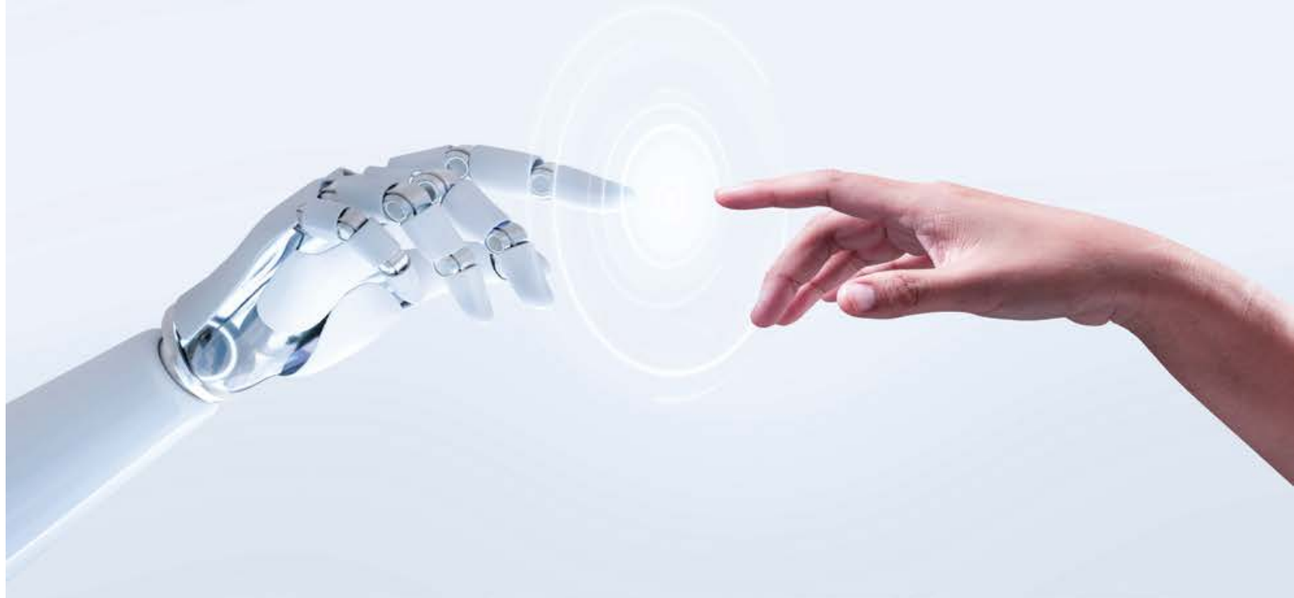
We will bring digital banking deeper into customers’ daily lives by connecting financial services across key ecosystem areas such as wealth, consumption, real estate, healthcare and SME operations. This approach supports everyday needs and long-term goals - from daily spending to wealth building and healthcare. Beyond personal finance, it also signals Techcombank’s continued journey with businesses and, further ahead, with the country’s development as a whole.

Advancing personalized digital engagement

Building on our leadership in data-driven personalization, we will continue to deliver relevant, contextual and timely experiences across channels, moving closer to a true “segment-of-one” model that strengthens engagement, loyalty and long-term value.

Harnessing AI to enhance customer value

AI and GenAI will remain core enablers, powering smarter recommendations, personalized offers and intuitive digital interactions - helping customers make better financial decisions while reinforcing Techcombank’s role in Vietnam’s digital economy and its growing regional stature.



Technology (IT)

“In 2025, our “Twin Turbocharger” strategy did more than just double our efficiency, it proved that we could execute complex, high-visibility initiatives at a world-class pace.

Mr. Nguyen Anh Tuan
Chief Information Officer

From scaling GenAI to achieving 99.99% service availability, we have built a foundation that is as resilient as it is innovative.

Looking ahead, we will continue to leverage cloud-native and AI-powered solutions to anticipate our customers' evolving needs. By pushing the boundaries of technology today, we are ensuring that Techcombank remains a leader in driving growth and redefining the banking landscape in Vietnam.

2025 Highlights

FROM ACCELERATION TO EXPONENTIAL IMPACT

Building on the “Turbocharge” momentum of 2024, the Technology Division shifted into high gear with the “Twin Turbocharger” mode.

This year, technology moved beyond digital experimentation to deliver step-changes in operational efficiency and best-in-class customer experience.

GenAI at Scale

We transitioned GenAI from pilot programs to core operations, driving measurable productivity gains and accelerating delivery across the entire Division.

Elevating the Customer Journey

We successfully launched the Techcombank Private Lounge systems at Noi Bai and Tan Son Nhat airports. Delivered one month ahead of schedule, the platform supported 15,000+ visits in its first six weeks, maintaining a near-perfect customer satisfaction rating.

Platform Excellence

Leveraging the existing secured and scalable infrastructure and software platforms in the Bank, we were able to build out entirely new set of systems in record 6-month time to support the launching of the new life insurance company.

Unmatched Reliability

By optimizing infrastructure, we reduced database usage by 30% and lowered consumption by 25%, all while maintaining a gold-standard 99.99% service availability.

People Excellence & Future Leaders

Recorded high engagement and enablement scores across Technology division. All new 12 MA leaders graduated as Senior Officers with highest satisfaction rate about the program.

RECOGNITIONS & INTERNATIONAL AWARDS OF IT DIVISION IN 2025

Including 3 individual recognitions and 5 project and solution awards.

Operational Excellence

Celent

IT Maestro of The Year

WFIS 2025

Cyber Practitioner of The Year

WFIS 2025

Best Data Analytics Initiative – Customer Experience

The Digital Banker

Best KYC & Customer Onboarding Technology Initiative in Vietnam

The Asian Banker

Best Automation Technology Initiative in Asia Pacific

The Asian Banker

Best Digital Infrastructure Architecture Initiative in Asia Pacific

The Asian Banker

CIO of The Year in Asia Pacific

The Asian Banker

Technology Division is an integral part of the ecosystem, playing a crucial role in Techcombank execution strategy for the next 5-year journey

PROCESS STANDARDIZATION

In 2025, the Technology Division (IT) standardized core governance and operational processes to establish a common operating framework across Techcombank ecosystem. Architecture governance was unified through a Design Advisory Board (DAB), which was supported by shared architectural principles, reference architectures, and standardized technology stacks to ensure consistent, secure, and scalable system design.

At the operational level, IT established an ecosystem-wide Change Advisory Board (CAB) and standardized the Change and Incident Management processes. A centralized monitoring platform was deployed to provide real-time visibility across the ecosystem entities, including TCBS (69 endpoints), TCGI (5 endpoints), One Mount Group (40 endpoints), and Masterise Group (10 endpoints).

This standardized and centralized operating model enhanced system resilience, reduced operational risks, and created a scalable foundation to support ecosystem expansion and the forthcoming five-year technology strategy.

STRENGTHENING SECURITY AND TECHNOLOGY ENABLEMENT ACROSS THE ECOSYSTEM

IT played a pivotal role in enabling Ecosystem subsidiaries and supporting strategic national infrastructure initiatives.

MDP – VULCAN (NATIONAL SWITCHING PLATFORM)

Even though the ecosystems used external consultants for this build out effort, Techcombank IT still needs to step in to refine and improve on scalability & security architecture, technology stacks, operational and compliance requirements, addressing gaps in local regulatory understanding. This ensured full alignment with Vietnamese information security regulations and successful completion of system-wide security assessments, policies, and operational standards.

ONE MOUNT – ECOSYSTEM SECURITY OPERATIONS

IT partnered with One Mount Group to design and propose a centralized Security Operations Center (SOC) model

- Strengthening unified monitoring;
- Threat detection;
- Incident response across the ecosystem.

TCGI ENABLEMENT

IT supported TCGI by establishing enterprise and security architecture, standardizing technology stacks, and providing interim security assessment support during capability build-up.

TECHCOM LIFE ENABLEMENT

IT rapidly set up the full technology and security foundation for Techcom Life accelerating security testing and enabling the platform to go live within six months.

IT strengthened Ecosystem-wide security by:

- Identifying and resolving 64 vulnerabilities;
- Remediating 9 critical security issues;
- Addressing 58 leaked sensitive accounts, including security risks related to TCBS sensitive business and IPO information.

This helps to reinforce trust and regulatory compliance.

People Excellence

People are Techcombank's most valuable asset. In 2025, the Bank continued to strengthen its internal capabilities through structured development programs, including the Architecture Academy, Green Belt certification, and standardized technical assessments.

All IT employees completed technical testing, with average scores improving by 13.8% YoY. Additionally, the proportion of employees reaching proficient levels increased by 63%, demonstrating significant skills advancement.

BUILDING FUTURE LEADERS

Techcombank is dedicated to nurturing future talent through its Techcombank Future Generation (TFG) program. By the end of 2025, all 12 participants from the Management Associate (MA) class of 2024 will have graduated as Senior Officers, taking on their expected roles and responsibilities.

As part of their final project, the MA participants were assigned an AI capstone project that involved integrating an AI platform with JIRA, JIRASM, the CAB database, and Confluence. This integration aimed to support the triage and impact analysis of incidents. Preliminary testing utilized Natural Language Processing (NLP) to determine whether an incident is related to an implemented Change Request or a past incident, and to identify which recovery playbook can be used to restore service. The testing achieved an accuracy rate of 70%.

In addition to building capabilities, Techcombank places a strong emphasis on Environmental, Social, and Governance (ESG) initiatives, recognizing its responsibility to society and the community. Various internal engagement events have been organized to strengthen employee connections while contributing meaningfully to the broader community, fully aligning with the Bank's long-term sustainability goals. This commitment is reflected in a 94% employee engagement score and a 96.97% satisfaction rate for internal events.

Engineering Excellence

DRIVING PRODUCTIVITY THROUGH AI ADOPTION AND ENGINEERING DISCIPLINE

Software productivity improved significantly by integrating AI-assisted development with stricter quality controls. Amazon Q, an AI tool designed to assist developers in writing and reviewing code, was implemented across engineering teams. By the end of the year, 75-80% of developers were using Amazon Q on a weekly basis, resulting in an average increase of approximately 700 additional lines of code per developer each week. This enhancement in delivery capacity was achieved without increasing the workforce.

These productivity gains were further supported by enhancing the reuse of existing software services, which reduced the need to recreate similar functions across different systems. The service reusability rate reached 50%, surpassing the annual target of 35% by over 40%. Additionally, the amount of duplicated code detected during scanning decreased to 77.7%, significantly outperforming the targeted reduction of 50%.

In terms of quality, increased automation facilitated earlier detection of defects in the software development lifecycle. Automated functional testing reached 83.8%, exceeding the target of 78%. Moreover, defect leakage into User Acceptance Testing (UAT) was reduced by 57.9%, nearly doubling the planned improvement. This led to enhanced release stability and a decrease in operational risk.

INNOVATION

Techcombank accelerated innovation by operationalizing AI in a controlled, bank-grade environment focusing on measurable productivity gains, faster frontline enablement, and stronger decision support.

GenAI Platform (Enterprise-grade AI foundation)

The Bank continued to mature its GenAI Platform and delivered the Business Analyst Agent, which reduced manual effort by ~70% in key business analysis tasks. Building on this, 2026 roadmap expands to additional agents across the delivery lifecycle (e.g., architecture and solution design assistance, tester support, and software development). The long-term vision is a "virtual development team", a set of specialized AI agents that amplify engineering throughput by multiple times while improving accuracy through connected data inputs, enabling faster and more reliable analysis and decision-making.

AE+ Chatbot (Frontline product enablement)

To strengthen frontline advisory effectiveness, IT implemented the AE+ chatbot with 200+ curated Q&A items drawn from AE+ product knowledge. This capability helps reduce response time by approximately 94% when frontline teams need quick, consistent answers while consulting customers, improving both service speed and customer experience at branches.

Intelligence Hub (Safe access to leading AI tools)

IT also launched the Intelligence Hub, providing employees with access to leading AI tools (e.g., ChatGPT, DeepSeek, Claude, etc.) within a secure, governed banking environment designed to prevent data leakage and protect confidential information.

CYBERSECURITY

Cybersecurity is essential for ensuring business continuity, customer trust, and regulatory compliance. This is achieved through a specialized and skilled information security team, bolstered by strong engineering capabilities and advanced automation.

Techcombank. As one of the largest banks in Vietnam, Techcombank operates on a large scale and is a primary target for cyber threats in the industry. Despite a highly complex threat landscape, the Bank is committed to maintaining its position while

Key cyber security achievements in 2025

- 142,548 security events detected and handled (+5.3% YoY), with zero impact on system availability, including 57,371 medium-risk and 41,143 high-risk attack attempts;
- Identified and resolved 28,423 leaked credentials and sensitive customer data exposed on the internet (2x vs. 2024);
- Detected and mitigated 2,642 fraudulent websites, applications, social media pages, and phishing messages impersonating Techcombank;
- Discovered and remediated 5 critical vulnerabilities on AWS infrastructure, preventing potential large-scale data leakage and material financial and reputational risks;
- Completed vulnerability assessment across 100% of Techcombank assets (27,468 assets), to proactively fix and prevent exploitation;
- Automated analysis of 37,429 new Common Vulnerabilities and Exposures (CVEs), reducing detection and response time for high and critical vulnerabilities to 4.34 hours (38% YoY faster);
- Built and deployed in-house security tools (Red Team Hunter, AI threat modeling, firewall audit, configuration verification), improving protection efficiency while reducing external license costs;
- Established standardized AI security controls, enabling safe and scalable deployment of multiple AI agents across the Bank.

SYSTEM OPERATION AND UPGRADES

System operation forms the foundation that keeps the Bank running seamlessly. While largely behind the scenes, stable and secure IT operations are critical to ensuring uninterrupted customer transactions, regulatory compliance, and business continuity at scale.

In 2025, Techcombank continued to prioritize disciplined system operations and proactive upgrades to safeguard core platforms, reduce operational risk, and ensure the Bank could operate smoothly during both normal and peak periods.

Key system operations and upgrade outcomes in 2025

Database stability
Upgraded 245 on-premise databases and 80 on-cloud databases, together with 40 critical patches, reducing outage risks from outdated software.

Standardization
Reviewed and remediated 934 server and infrastructure components, strengthening standardization and closing infrastructure gaps.

Infrastructure security
Upgraded 120 servers and completed full upgrades for 197 Red Hat servers supporting mission-critical workloads, improving system reliability and security.

Capacity for growth
Expanded processing capacity by 50% and NAPAS connectivity by 30%, enabling the platform to handle 30–50% higher peak transaction volumes without service disruption.

IT BUILDING FOUNDATION TO DELIVER SEAMLESS CUSTOMER SERVICE

IT enhanced support operations throughout the entire bank by managing technology requests from head office functions to frontline staff, ensuring seamless customer transactions both at the counter and across the system. By improving the quality of ticket resolution and maintaining service discipline, IT delivered consistently high performance, achieving a 99.96% Service Level Agreement (SLA) and a 99.71% customer satisfaction rate. This demonstrates their capability for fast and reliable issue resolution on a large scale.

At the same time, IT upgraded infrastructure in 50 branches, transforming standard branches into Model Branches. They modernized network connectivity by replacing wired networks with secure, high-performance Wi-Fi, which boosted employee productivity and enhanced the in-branch customer experience. To further bolster security, IT replaced all 153 non-compliant camera servers, ensuring that surveillance systems met safety and regulatory standards across all branches, thereby safeguarding bank operations.

Operation Excellence

OPTIMIZATION

Optimization is a core pillar of operational excellence, enabling the Bank to scale efficiently, control costs, and improve performance without compromising service quality or resilience.

Cloud Cost Optimization

IT improved cloud efficiency by increasing the adoption of AWS Graviton processors, which are AWS-designed chips that offer better price-performance. The usage of Graviton-based EC2 instances, Amazon's cloud computing service for running applications and workloads, rose from 5% to 20%. This shift resulted in securing USD 500,000 in AWS credits.

In combination with capacity right-sizing, reserved instance planning, and storage lifecycle optimization, these efforts produced annual cloud cost savings of USD 3.2 million and achieved a Cloud Optimization score of 70.64%. This score surpasses that of regional high-performing banks, which average around 50%.

Notification Hub

The centralized Notification Hub delivered near real-time transaction alerts (~1 second), integrated 39 services, and generated cumulative savings of approximately VND 80 Billion (2023 – 2025).

Database optimization & archive

We implemented a structured database archiving program to optimize data storage and system performance. A total of 126 production databases were archived, which reduced the data volume in live systems and improved processing efficiency. This initiative decreased the infrastructure load, enhanced system stability, and lowered both long-term storage and operating costs. Additionally, we ensured that historical data remained accessible while complying with regulatory and audit requirements.

IT OPERATIONAL RISKS AND COMPLIANCE

Operational risk and compliance governance have been reinforced through disciplined execution and strict adherence to regulatory and internal standards. For the second consecutive year, we achieved 100% timely resolution of IT operational risks and compliance findings, resulting in no overdue items.

Additionally, IT conducted five internal compliance assessments across key operational areas and successfully managed over ten audit and assessment programs involving both internal stakeholders and external organizations, such as ISO and PCI DSS.

2026 Focus

In 2026, Techcombank Group will initiate its five-year strategy for 2026–2030, which aims to enhance market capitalization by unlocking synergies within its ecosystem and leveraging artificial intelligence on a large scale.

Therefore, the focus of the Technology Division in 2026 is not on short-term optimization; instead, it is centered on building strong foundations to support sustainable growth, operational efficiency, and value creation across the entire ecosystem over the next five years.

Process excellence - Building scalable and cost-efficient operations

1. Automate technology system change implementation and enable one-click deployment to reduce manual intervention, execution risk, and time-to-market;
2. Streamline end-to-end workflows to eliminate process waste, improve productivity, and support faster scaling;
3. Strengthen execution compliance to ensure consistent, predictable outcomes across complex operations;
4. Enhance cloud cost management to support growth while maintaining cost efficiency and margin discipline;
5. Standardize ecosystem processes and platforms to accelerate cross-entity integration and unlock ecosystem synergies.

People excellence - Building capabilities for the future growth

1. Foster a culture of ownership and continuous improvement build a healthy, high-trust working environment, where employees are encouraged to challenge the status quo, think independently, and pursue meaningful, long-term improvement rather than short-term metrics;
2. Build capabilities in AI-enabled DevSecOps, testing, and IT operations, strengthening the Bank's AI execution engine;
3. Invest in leadership development, particularly for newly promoted people managers, to manage scale and complexity;
4. Expand training and sponsorship for broader employee base, strengthening the internal talent pipeline;
5. Accelerate succession planning to ensure leadership continuity throughout the 2026–2030 strategy cycle.

Talent (HR)

“

In 2025, we strengthened the foundations of a future-ready workforce and transformed HR into a strategic co-pilot for value creation.

—

Mr. Jens Lottner
Chief Executive Officer cum
Chief Human Resource Officer

This momentum empowers us to lead with greater confidence as we build a high-performing, resilient, and human-centered organization for the next strategic cycle.

Overview

At Techcombank, talent is one of our key strategic pillars. We are committed to investing in our people – creating opportunities, strengthening support systems and enabling them to succeed and thrive. Our ambition is to unlock their full potential, dare to be greater, elevate performance to regional benchmarks and make Techcombank a workplace where the best talent chooses to build their careers.

As of 31 December 2025

12,705 Employees

857 employees
compared to 2024

Average monthly salary/employee

48 Million VND

2.0% compared with 2024

We initiated a major uplift of our operating model from Q3

Guided by our HR vision to become a true co-pilot to the business, we initiated a major uplift of our operating model from Q3. We restructured our Business Partner and Talent Acquisition teams into a unified People Partner structure—responsible for end-to-end people agenda execution in each business line, ensuring seamless alignment between business strategy and people outcomes.

Talent Acquisition — Business Partner — People Partner

Complementing this, our Centers of Excellence (CoEs)—covering Learning & Development, Total Rewards, Talent Management, Performance & Career Development, Culture, Engagement & Inclusion—were strengthened to design and govern enterprise-wide capabilities and frameworks, serving as the capability engine that keeps HR future ready and fit for purpose.

This transformation has already yielded visible positive results in 2025 and has been well recognized not only internally but also by international institutions.

2025 Highlights

In 2025, we accelerated this ambition through bold initiatives that strengthened our foundations and repositioned HR as true strategic co-pilot – driving capability, agility and meaningful employee experiences across the Bank.

BUILD A STRONG TALENT ACQUISITION ENGINE

Our compelling employer brand enabled us to attract top-tier talent despite an intensely competitive market.

By year-end, the Bank led the industry in digital engagement, reaching 147,000 followers on LinkedIn and 117,000 followers on its Facebook career platforms, reflecting strong interest from professionals and young talent.

In 2025, strong talent acquisition engines remained. We attracted many talents from leading local and global institutions, including highly specialized positions in IT, Data/ AI, Digital, and Wealth—capabilities critical to our transformation, onboarded them rapidly, and built high-performing teams delivering impact from day one.

147,000
followers on LinkedIn

117,000
followers on Facebook career platforms

To strengthen our talent engine, we:

- Launched targeted referral programmes to unlock quality networks
- Conducted proactive talent mapping, particularly for frontline and critical roles
- Expanded sourcing through unconventional channels, including local and overseas roadshows, client and industry events
- Tripled in-house recruitment capacity, successfully hiring ~3,000 hard-to-fill roles over five years while significantly reducing reliance on agencies

2025 marked the third year of our Overseas Talent Roadshows, engaging Vietnamese and international professionals in Los Angeles, Paris, and Singapore—broadening access to scarce skillsets beyond the local market.

Techcombank implemented high-impact engagement programs, notably the AI Challenge 2025 — the first nationally televised artificial intelligence competition in Vietnam — which attracted hundreds of university teams and technology professionals and offered a USD 1 million scholarship, strengthening the Bank's position as a premier destination for innovation talent.

ACCELERATE LEARNING AND DEVELOPMENT

In 2025, Techcombank significantly accelerated in-house capability building across frontline, leadership and future-ready skills:

- Frontline excellence programs to strengthen account planning, client advisory, relationship management, wealth management, product advisory, and business performance management.
- Leadership programs to enhance self and team leadership, collaboration, trust building, change management, resilience, problem solving, adaptability, and overall leadership effectiveness.
- Future-ready capability programs focused on product management, design thinking, data analytics, data-driven decision making, AI, solution architecture, and technology application.

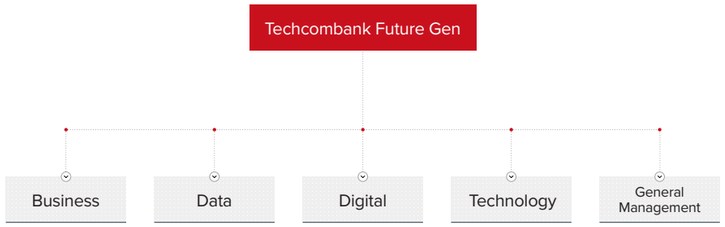
To enable scalable and personalized learning, we deployed new digital learning platforms and tools — DataCamp, Skillsoft, HR Connect, and Pluralsight — providing employees with curated content, interactive resources, and real-time progress tracking.

At the same time, we continue to foster a culture of continuous learning, empowering employees to take ownership of their development journey.

STRENGTHEN LEADERSHIP BENCH AND SUCCESSION

Multiple interventions have been put in place to grow our key talents and strengthen leadership bench:

Revamp Techcombank Future Gen (TFG) selection process to 6 rigorous assessment stages – enabling holistic evaluation of capability and culture fit. From thousands of applicants, only the top 2% demonstrating strong aspiration, ability and commitment were selected. Techcombank Future Gen (TFG) continued to serve as a special development program for Management Associates, enabling young talent to learn, grow, and gain practical exposure across five capability streams: Business, Data, Digital, Technology, and General Management.



Key Talent Program

Continue invest in Key Talent Program to identify our most exceptional talent, empower them to realize their fullest potential, and enable them to deliver sustainable, enterprise-wide impact. This program serves as a strategic lever to strengthen our leadership pipeline and drive long-term business success. Key Talent are provided with high-impact opportunities that stretch their capabilities and position them to contribute meaningfully to the Bank's strategic agenda. Key talents also received targeted, customized development through a suite of different programs, including:

- HIPO – TechcomRise: High potential talent acceleration;
- Specialist – SHINE: Deep expertise advancement;
- Fast Track – Techcombank Future Gen: Early leadership acceleration;
- Other bespoke development initiatives aligned with strategic business

Build TechcomLead 2.0

A comprehensive leadership program integrating online and offline learning to uplift mindset and managerial skills. By end of 2025, all 1,500 people managers had completed the program

Develop TechcomLead 2.1

A business leadership program for frontline managers, training over 100 managers to lead effectively in dynamic environments

SEL Level-up Program

Aims to raise leadership effectiveness by uncovering more personal qualities essential to superior leadership and adopting personal habits necessary to keep up with rising leadership expectations

Techcombank now has a credible baseline on succession readiness, and development priorities going into 2026.

In addition, 2025 marked a step-change in how succession planning (SSP) is governed and executed across Techcombank. SSP was strengthened to a more rigorous, evidence-based decision process, with tightened criteria, standardized assessments, and strong & balanced panel mix. The process surfaced a clear, realistic view of succession bench strength and distinguishing candidates ready within 2 years. As a result, Techcombank now has a credible baseline on succession readiness, and development priorities going into 2026.

ENHANCE REWARDS, BENEFITS AND EMPLOYEE WELL-BEING

Techcombank continued providing one of the most competitive total rewards packages in the market, aligned with our top productivity and strategic talent needs.

We conducted comprehensive reviews of incentive and bonus schemes to ensure fairness, market competitiveness, and direct linkage to business outcomes. Notable initiatives included:

1. Star of Hope program piloting—challenging elite teams to deliver breakthrough performance with significantly elevated rewards
2. Updated incentive frameworks for enhanced productivity and reduced attrition

We also advanced our holistic benefits approach to ensure employees' financial security, health, and quality of life:

1. An Cư (Happy Home) program continued supporting homeownership and expanded into Homecare, offering corporate discounts through top real estate partners
2. Comprehensive health insurance and annual health checks, on-site healthcare facilities
3. Employee Assistance Program (EAP) launched, offering professional mental health support—ensuring employees receive care through challenging moments in work and life.

ADVANCE HR TECHNOLOGY AND DATA

Techcombank is one of the leading HR Technology transformations in Vietnam. We received the SAP HCM Transformation Award, recognizing our success in delivering a full-suite HR system that enhances transparency, convenience, and workforce insights. In addition, the launch of GenAI HR on HR Connect created a one-stop digital HR platform, offering in-context guidance, self-service, and real-time assistance for employees and managers.

We also continued centralizing HR data into a single source of truth, enabling sophisticated analytics across HR functions and supporting stronger workforce decisions.

As a result, our employee engagement continues to be strong:

Employee Engagement Index	Enablement Index	Employee Performance Index
93%	92%	89%
▲ 7% compared to 2023	▲ 5% compared to 2023	▲ 9% compared to 2023

Top 1% of banks with the highest engagement and enablement index

Top 1% of organizations with the highest employee performance index

And our efforts were honored with prestigious awards, reinforcing our position as a leading employer in Vietnam and the region:

Fortune 100 Best Companies to Work For – Southeast Asia 2025

Bronze Stevie® Winner, Employer of the Year (Banking)

Stevie Awards for Great Employers 2025

Great Place to Work – Vietnam

SAP Customer Excellence Awards 2025

HCM Transformation Award

These accolades reflect our unwavering commitment to innovation, employee experience, and organizational excellence across all human resource domains.

2026 Focus

In 2026, we will continue to fuel business growth, strengthen foundations and level up HR into true co-pilot for value creation

Key focus areas:

Strengthen leadership bench

Build a robust leadership pipeline to power the next wave of transformation

Launch Techcom Academy

Develop critical capabilities in high-impact areas (e.g., frontline), accelerate leadership level-up and equip future-ready skills

Redesign Performance & Rewards

Revamp performance and compensation to drive productivity and accountability and differentiated outcome

Build One Unified Culture

Embed One Culture to enable strategy execution, enhance productivity, and sustain long-term people development

Elevate HR as strategic advisor

Uplift People partner to act as a true strategic advisor to the business and strengthen COE to embed employee experience mindset in all HR processes, ensuring a people-centric design

Advance employee well-being

Advance well-being initiatives to build a healthier, more engaged and sustainable workforce

05

THE FOUNDATION OF TECH

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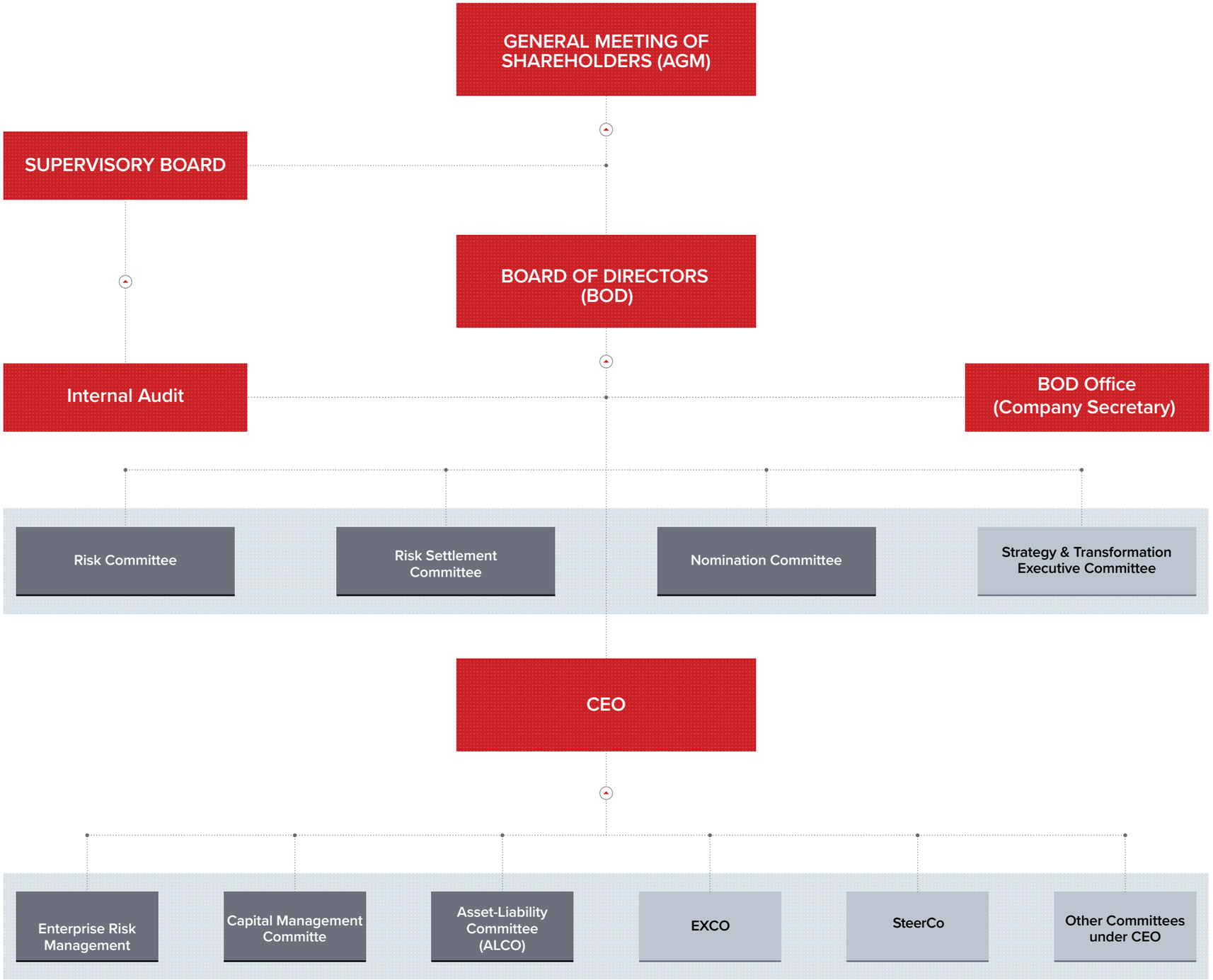
Corporate Governance

Corporate Governance model

TECHCOMBANK'S TARGETED CORPORATE GOVERNANCE MODEL

The Supervisory Board (BOS) has the function of overseeing the Board of Directors (BOD) and the Chief Executive Officer (CEO) in managing and operating the Bank, and is accountable to the General Meeting of Shareholders (AGM) for the fulfillment of their duties and responsibilities. The BOS performs the function of independent internal audit through the activities of the Internal Audit. All personnel of the Internal Audit are recruited, appointed, dismissed and report directly to the BOS. The Internal Audit is responsible for reviewing and accessing the Bank's financial statements, conducting audits of the Bank's business activities and operations in accordance with the Third Line of Defense under the Three Lines of Defense model, performing other tasks as prescribed by law and the Bank's Charter.

The Nomination Committee (NORCO) at Techcombank performs functions related to Nomination and Remuneration.



Note

Committees/Councils are established to comply with the Law and regulation

Committees/Councils are established according to the needs of the Bank

* The composition of Committee/ Council includes both members of the Board of Directors and the Executive Board

Board of Directors

BOARD OF DIRECTORS STRUCTURE

A Diverse and Professional BOD

The Bank regards corporate governance as a fundamental pillar for sustainable growth and long-term value creation for shareholders. In 2025, Techcombank continues to adhere to international governance standards to ensure transparency, accountability, and effectiveness in the operations of the Board of Directors. Techcombank remains committed to building a diverse and professional Board that reflects a balance of experience, gender, nationality, and tenure. The criteria for selection, tenure, as well as the nomination and appointment processes for members of the BOD are conducted in compliance with applicable laws and are clearly stipulated in the Bank's Charter, Internal Governance Regulation, and the Regulations on the Organization and Operations of the BOD of Techcombank.

Board composition diversity

In 2025, the Board comprises nine non-executive members, including two independent directors and one female member. This structure ensures diversity in expertise, professional background, and gender, in line with global best practices.

Nationality Diversity

The Board combines domestic and international perspectives, with two out of nine members being foreign nationals. The presence of international members brings valuable experience from developed markets, facilitates the adoption of advanced governance practices, and strengthens transparency and risk management. This diversity is particularly critical in an era of global integration, helping balance local market characteristics with global opportunities while expanding partnerships and enhancing brand reputation.

Tenure Diversity

The Board's tenure structure strikes a balance between stability and innovation: 44% of members have served for over ten years, providing deep industry knowledge and regulatory insight, while another 44% have served for less than five years, contributing fresh perspectives, innovation, and technological adaptability. This combination creates a Board that is both experienced and adaptable to change.

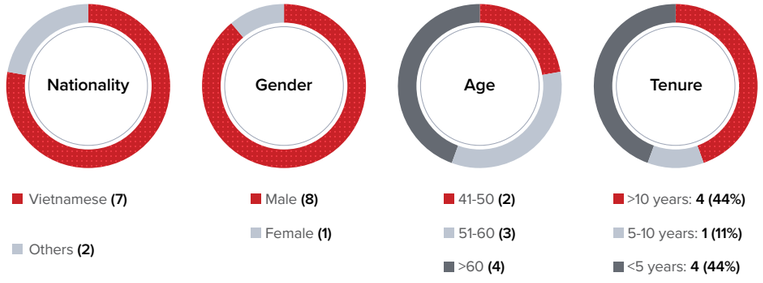
The separation of the role of the chair of BOD and CEO

Techcombank adheres to the principle of clearly separating the roles of the Chairman of the Board and the CEO, ensuring independence in oversight and transparency in management. This separation helps mitigate conflicts of interest, enhance the effectiveness of delegation and accountability, and strengthen the confidence of shareholders and stakeholders in a robust governance framework.

Board composition

9 (100%)
Non-Executive Directors

2 (22%)
Independent board members



Establishing a competent and professional Board

The 2024-2029 Board comprises members with strong core competencies, broad expertise, and deep experience in critical aspects of the banking sector, enabling robust and effective governance.

No.	BOD member	Member classification	Position	Strategy & Governance	Law, Risk Management & Compliance	Finance & Accounting	Business	Operations & IT	Human Resources	Data, Marketing & Communication
1	Mr. Ho Hung Anh	Non-executive board member	Chairman of the Board	x	x	x	x	x	x	x
2	Mr. Nguyen Dang Quang	Non-executive board member	First Vice Chairman of the Board	x	x		x	x	x	
3	Mr. Nguyen Thieu Quang	Non-executive board member	Vice Chairman of the Board	x		x			x	
4	Mr. Nguyen Canh Son	Non-executive board member	Vice Chairman of the Board	x	x				x	
5	Mr. Ho Anh Ngoc	Non-executive board member	Vice Chairman of the Board	x		x	x	x	x	x
6	Mrs. Nguyen Thu Lan	Non-executive board member	Vice Chairwoman of the Board	x	x		x		x	x
7	Mr. Saurabh Narayan Agarwal	Non-executive board member	Board member	x	x	x		x	x	x
8	Mr. Pham Nghiem Xuan Bac	Independent board member	Independent Board Member	x	x	x	x		x	
9	Mr. Eugene Keith Galbraith	Independent board member	Independent Board Member	x	x		x		x	

ROLES AND RESPONSIBILITIES OF THE BOD

Techcombank's governance framework is built on principles of accountability, effective delegation, and robust oversight to support sound decision-making. The Board has established Committees/Councils, including two Committees required by law—the Board Risk Committee and the Human Resources Committee—to support the BOD in performing its duties and authorities in accordance with Techcombank's Charter and applicable legal regulations. The roles and responsibilities of these Committees/ Councils are defined by the BOD in compliance with the regulations of the State Bank of Vietnam. The Board also appoints the Chief Executive officer (CEO) and authorizes the CEO to manage the Bank, except for matters reserved for the Board or its Committees.

Techcombank's Charter clearly defines the composition, tenure, roles, responsibilities of the BOD as well as the roles and responsibilities of the BOD Chairman and BOD members. The primary purpose of the Board is to ensure prudent and responsible management of the Bank, provide leadership, set strategic direction, and oversee the execution of the Bank's mission.

Outlined below is a summary of the Board's key roles and responsibilities:

Strategy & Governance

- Review and approve Techcombank's strategy report/strategy update report.
- Review and approve Techcombank's business plan and budget.
- Approve plans for capital contribution, purchase or sale of shares or equity interests of Techcombank in other organizations under authority of the BOD.
- Decide on investment, purchase, or sale of fixed assets, asset liquidation and compensation levels for asset loss handling at Techcombank under authority of the BOD.
- Decide on repurchase of Techcombank shares.
- Decide on: offering prices for shares and convertible bonds or bonds with warrants issued by Techcombank; offering unsold shares within the authorized number of shares of each type issued by Techcombank; issue non-convertible bonds without warrants.
- Propose the General meeting of shareholders (AGM) to decide on profit distribution plans, dividend rates, timing and procedures for dividend payment, or handling of business losses.
- Approve contracts and transactions between Techcombank and members of the BOD/BOS/major shareholders/ subsidiaries/affiliates under authority of the BOD.

Risk Management

- Approve Risk Appetite of Techcombank.
- Amend, supplement regulation/policy on Risk Management.
- Decide risk management policy and monitor the implementation of risk prevention measures of Techcombank.

Compliance

- Manage all activities of Techcombank; act on behalf of Techcombank to exercise rights and obligations except those under the authority of the AGM; be accountable to the law and the GMS.
- Decide on credit granting in accordance with the Law on Credit Institutions, except transactions under the authority of the GMS.
- Issue internal regulations and policies on organization, governance, and operations of Techcombank in compliance with laws and the Charter, except matters under the AGM's authority.
- Promptly notify the State Bank of Vietnam of any information negatively affecting the status of BOD members, BOS members, or the CEO.

Finance & Accounting

- Submit Techcombank's annual financial statements to AGM.
- Decide annual financial plan in accordance with business and investment plans.

Business

Decide on the establishment of branches, representative offices, and non-business units of Techcombank

Remuneration & Nomination

- Decide on appointment, dismissal, remuneration, discipline, and suspension of the CEO, Deputy CEOs, Chief Accountant, positions directly advising and assisting the BOD, Branch Directors, and other positions under the BOD's' authority.
- Appoint authorized representatives in other organizations and decide on their remuneration and benefits (if any).

CEO Management

Examine, supervise and direct the CEO to perform their assigned tasks and annually evaluate the performance of the CEO.

Information disclosure

- Prepare dossiers and documents for submission to the AGM on matters under its authority, except those under the BOS's functions and duties.
- Approve Techcombank's annual report in accordance with legal requirements.
- Approve the BOD's programs and action plans; programs and documents for AGM meetings; convene AGM meetings or collect shareholders' opinions in writing to adopt AGM resolutions.

INFORMATION ABOUT THE MEMBERS OF BOD

No.	BOD Members	Position	Appointment/Dismissal date of a member/independent member of BOD	
			Appointment date	Dismissal date
1	Mr. Ho Hung Anh	Chairman of the Board	20/4/2024	
2	Mr. Nguyen Dang Quang	First Vice Chairman of the Board	20/4/2024	
3	Mr. Nguyen Thieu Quang	Vice Chairman of the Board	20/4/2024	
4	Mr. Nguyen Canh Son	Vice Chairman of the Board	20/4/2024	
5	Mr. Ho Anh Ngoc	Vice Chairman of the Board	20/4/2024	
6	Mrs. Nguyen Thu Lan	Vice Chairwoman of the Board	20/4/2024	
7	Mr. Saurabh Narayan Agarwal	Board member	20/4/2024	
8	Mr. Pham Nghiem Xuan Bac	Independent Board Member	20/4/2024	
9	Mr. Eugene Keith Galbraith	Independent Board Member	20/4/2024	

INFORMATION ABOUT THE MEMBERS OF BOD

Mr. Ho Hung Anh

Chairman

Born in: 1970
Board member since: 03/2004

Experience

Mr. Ho Hung Anh has been the Chairman of Techcombank's BOD since May 2008. Prior to his election as Chairman, Mr. Ho Hung Anh served as a BOD member since 2004. His professional career also includes several years of executive-level experience at large organizations, including Masan.

Diploma

Mr. Ho Hung Anh holds a degree in electrical engineering from the Kiev Polytechnic Institute in Ukraine and a Master's degree in Human Resource Management from Moscow Automobile and Road Construction State Technical University.

Mr. Nguyen Dang Quang

First Vice Chairman

Born in: 1963
Board member since: 01/1999

Experience

Dr. Nguyen Dang Quang is First Vice Chairman of Techcombank's BOD. Previously, he was Vice Chairman from 01/1999 to 09/2002 and from 05/2008 till now, he has served as the BOD member and the First Vice Chairman of Techcombank's BOD. Before becoming a BOD member, Dr. Nguyen Dang Quang had more than 20 years of executive experiences in key management positions at Techcombank since 1995 and Chairman of the BOD of Masan Group Corporation.

Diploma

Mr. Nguyen Dang Quang holds a PhD of Sciences from the National Academy of Sciences of Belarus and an MBA from the Plekhanov Russian University of Economics.

Mr. Nguyen Thieu Quang

Vice Chairman

Born in: 1959
Board member since: 06/1999

Experience

Mr. Nguyen Thieu Quang has been a member of Techcombank's BOD since June 1999 and has been the Vice Chairman since May 2008. Mr. Nguyen Thieu Quang has significant executive experiences and has held various key positions at large corporates including: Masan, Vinaconex and Sai Gon – Senco.

Diploma

Mr. Nguyen Thieu Quang holds a degree in Mining Construction Engineer from Donetsk Polytechnic Institute in Ukraine (now Donetsk National Technical University).

Mr. Nguyen Canh Son

Vice Chairman

Born in: 1967
Board member since: 05/2008

Experience

Mr. Nguyen Canh Son has served as a member of Techcombank's BOD since May 2008 and has been Vice Chairman since April 2009. Mr. Nguyen Canh Son has more than 20 years of experience, including positions as Chairman and member of BOD of large corporates such as Eurowindow JSC, Eurowindow Holding JSC and Trade Center Investment JSC - Hanoi Moscow.

Diploma

Mr. Nguyen Canh Son graduated as a Civil Engineer from the Moscow Institute of Civil Engineering which was named after Valerian V. Kuibyshev in Russia (now Moscow State University of Civil Engineering).

Mr. Ho Anh Ngoc

Vice Chairman

Born in: 1982
Board member since: 04/2021

Experience

Mr. Ho Anh Ngoc has been Vice Chairman of Techcombank's BOD since April 2021. Prior to his appointment, Mr. Ho Anh Ngoc had more than 14 years of experience, has held various key positions at Techcombank and its subsidiaries. He also holds executive positions at several large organizations, including One Mount Distribution JSC and One Mount Consumer JSC.

Diploma

Mr. Ho Anh Ngoc graduated from Macquarie University, Sydney Australia with a Bachelor's Degree in Commerce and Accounting and a Master's Degree in Economics.

He is also a member of CPA Australia.

Mrs. Nguyen Thu Lan

Vice Chairwoman

Born in: 1969
Board member since: 04/2024

Experience

Ms Nguyen Thu Lan has served as Vice Chairwoman of Techcombank's BOD since April 2024. She has more than 22 years of experience working at Techcombank and has held various key positions at Techcombank and its subsidiaries.

Diploma

Ms. Nguyen Thu Lan graduated from National Economics University, Vietnam with a Bachelor's Degree in Economics. She also holds a Bachelor's Degree in Russian from Hanoi Foreign Languages Teacher Training University.

INFORMATION ABOUT THE MEMBERS OF BOD

Mr. Saurabh Narayan Agarwal

BOD Member

Born in: 1981
Board member since: 04/2019

Experience

Mr. Saurabh Narayan Agarwal has been member of Techcombank's BOD since 04/2019. Prior to joining Techcombank, he held executive positions in renowned financial organizations such as: Senior Analysis Expert; Director of McKinsey & Company in New Delhi, India, and New Jersey in the US, and Director of Warburg Pincus, New York, the US and Singapore.

Diploma

Mr. Saurabh Narayan Agarwal graduated from the Indian Institute of Technology, Bombay with a Bachelor of Technology and Electrical Engineering, and a Master of Technology and Microelectronics. He holds an MBA from Harvard Business School in the US.

Mr. Pham Nghiem Xuan Bac

Independent BOD Member

Born in: 1961
Board member since: 04/2024

Experience

Mr. Pham Nghiem Xuan Bac has been an independent member of Techcombank's BOD since 04/2024. Mr. Pham Nghiem Xuan Bac has held many leadership positions in a number of domestic and international organizations and has had years of experience working in the field of foreign investment, consultancy on corporate governance, enterprise restructuring, analysis and development of business strategy, finance and banking, securities/ capital market, real estate, intellectual property. He has held executive positions in Ho Chi Minh City Securities Corporation (HSC), Vision & Associates Co.,Ltd, Vision & Associates Legal Co.,Ltd, Resonance JSC,... and has over 30 years practicing as a lawyer.

Diploma

He has an MBA from Henley Management College, UK; a Bachelor of Law – Hanoi National University; a post graduate program, Moscow Academy of Intellectual Property, Russia; Engineering - Automobile Mechanic Institute of Moscow, Russia.

Mr. Eugene Keith Galbraith

Independent BOD Member

Born in: 1952
Board member since: 04/2024

Experience

Mr. Eugene Keith Galbraith has served in Techcombank's BOD as an independent member since April 2024. Mr. Eugene Keith Galbraith has had many years of experience working as an Advisor on Provincial Economic Planning and Economic Advisor for Indonesia Ministry of Finance. He has also held pivotal leadership roles at securities companies, international organizations and banks in Indonesia such as: CEO at ABN-Amro Asia Indonesia Securities Companies; Member of the Board at ABN-Amro Asia Indonesia Securities Companies; Founder cum CEO at Asiawise.com; Vice Chairman of the Board at OCBC NISP; Deputy CEO, Chairman of the Member Council at Bank of Central Asia (BCA); Senior Advisor at Bank Pictet & Cie (Asia) Ltd; Senior Advisor at McKinsey & Company; Advisor at PT Sarana Menara Nusantara Company.

Diploma

Mr. Eugene Keith Galbraith holds a Doctor of Anthropology from Johns Hopkins University; graduated from Pennsylvania University with a Master of Anthropology and a Bachelor of Philosophy from Johns Hopkins University.

CORPORATE GOVERNANCE OFFICER, COMPANY SECRETARY

Mr. Nguyen Tuan Minh

Corporate Governance Officer, Company Secretary and Chief of BOD Office

Born in: 1967
Corporate Governance Officer since: 11/2019

Experience

Mr. Nguyen Tuan Minh joined Techcombank in May 2013 and has held many different management positions at Techcombank, including: Head of Legal; Head of Compliance at Operational Risk and Legal Division; Head of Legal Counsel at Corporate Affairs Division. Prior to that, he spent over 20 years in legal consulting – as a practicing lawyer, an in-house general counsel and in senior management position at private law firms, in the Vietnamese branches of international law firms, in a commercial bank and securities company. Mr. Nguyen Tuan Minh was appointed and served as Corporate Governance Officer cum Chief of BOD Office since November 2019.

Diploma

Mr. Nguyen Tuan Minh holds a Bachelor's degree in International Relations from the Diplomatic Academy of Vietnam and a Bachelor of Law from Hanoi Law University.

He is a practicing lawyer and member of the Hanoi Bar Association.

TECHCOMBANK

POSITIONS IN OTHER COMPANIES HELD BY MEMBERS OF THE BOD

All members of the BOD comply with the regulations on the limitation of holding positions as members of the BOD at other companies. Specifically:

No.	Full Name	Position in Techcombank	Positions in other companies held by BOD members
1	Mr. Ho Hung Anh	Chairman	None
2	Mr. Nguyen Dang Quang	First Vice Chairman	• BOD Chairman - Masan Group Corporation • BOD Chairman cum CEO - Masan Corporation • BOD Chairman - VCM Services And Trading Development JSC • BOD Chairman - Phuc Long Heritage Corporation
3	Mr. Nguyen Thieu Quang	Vice Chairman	• BOD Member - Masan Consumer • BOD Chairman - Saigon Environmental Technology & Construction Corporation - Senco
4	Mr. Nguyen Canh Son	Vice Chairman	• BOD Chairman cum CEO - Eurowindow Holding JSC • BOD Chairman - Eurowindow JSC • BOD Member - T&M Van Phong Investment & Tourism JSC • BOD Chairman - Hanoi Moscow Trade center Investment JSC (Incentra JSC)
5	Mr. Ho Anh Ngoc	Vice Chairman	• BOD member - One Mount Distribution JSC BOD member - One Mount Consumer JSC • BOD member - Viet Nam Cruise Co.,Ltd. • BOD Chairman - Masterise Group Corporation
6	Mrs. Nguyen Thu Lan	Vice Chairwoman	• Chairman of the Member's Council - VietNam Technological and Commercial Joint Stock Bank - Asset Management Company Limited (TechAMC) • BOD member - Techcom Life Insurance Joint Stock Company (Techcom Life)
7	Mr. Saurabh Narayan Agarwal	Non-Executive Director	• Independent Board Member - Online Mobile Services JSC • Non-executive Director - Circles Asia Cayman Limited (WC-363828) • Director - Advance Intelligence Group Ltd • Director - Aseana Insurance Holdings Investments Pte Ltd • Commissioner - BFI Finance • Director - Globe Fintech Innovations Inc • Commissioner - ABDA Insurance PT Asuransi Bina Dana Arte Tbk • Director - Oona Holdings Pte. Ltd • Director - Oona Indonesia Pte. Ltd • Director - Oona Philippines Pte. Ltd • Commissioner - Oona Philippines Holdings Corporation • Director - Xuyen A company • Director - Everise Holdings Pte. Ltd
8	Mr. Pham Nghiem Xuan Bac	Independent Director	• CEO - Vision & Associates Pte. Ltd • BOD Chairman - Resonance JSC • BOD Chairman - VietNam Cruise Co.,Ltd. • Chairman of the Board of Lawyers - Vision & Associates Law Pte. Ltd
9	Mr. Eugene Keith Galbraith	Independent Director	None

ACTIVITIES OF THE BOARD OF DIRECTORS

Meetings of the BOD

In 2025, Techcombank's BOD held 04 onsite Board meetings and opinion polls/online for more than 200 resolutions/decisions.

No.	BOD Members	Position	Day appointed as member of BOD	Day dismissed as member	No. of meetings attended in person and by proxy	Rate of attendance in person and by proxy	Reasons for absence
1	Mr. Ho Hung Anh	Chairman of the Board	20/4/2024		04	100%	
2	Mr. Nguyen Dang Quang	First Vice Chairman of the Board	20/4/2024		04	100%	
3	Mr. Nguyen Thieu Quang	Vice Chairman of the Board	20/4/2024		04	100%	
4	Mr. Nguyen Canh Son	Vice Chairman of the Board	20/4/2024		04	100%	
5	Mr. Ho Anh Ngoc	Vice Chairman of the Board	20/4/2024		04	100%	
6	Mrs. Nguyen Thu Lan	Vice Chairwoman of the Board	20/4/2024		04	100%	
7	Mr. Saurabh Narayan Agarwal	Board member	20/4/2024		04	100%	
8	Mr. Pham Nghiem Xuan Bac	Independent Board Member	20/4/2024		04	100%	
9	Mr. Eugene Keith Galbraith	Independent Board Member	20/4/2024		04	100%	

ACTIVITIES OF THE BOARD OF DIRECTORS

Resolutions of the Board in 2025 – onsite meetings

No.	Resolution No.	Issuance date	Main content
1	0180	21/03/2025	• Review and approve business performance as of February 2025. • Review and approve business plan, budget for 2025 and submission to the 2025 AGM for approval. • Review and approve the report on Techcombank's Strategy Update. • Review and approve the BOS's report and recommendations for the First Quarter 2025. • Approve Techcombank's capital contribution to establish Mobifone Digital Payment Joint Stock Company to provide switching and financial payment services, along with other payment intermediary services. Accordingly, (i) Techcombank will contribute capital to own 11% of Mobifone Digital Payment Joint Stock Company; (ii) Mr. Phan Thanh Son - Deputy General Director cum Chief Global Transaction Banking (GTS) Officer is appointed as the representative to manage Techcombank's capital contribution at this Company (after the Company is established). • Review and approve the agenda for 2025 AGM.
2	0390	20/06/2025	• Review and approve the CEO's report on Techcombank's business performance as of May 2025. • Review and approve the CEO's report on updates to Techcombank's strategy. • Review and approve the report on the implementation of ESG at Techcombank. • Review and approve the BOS's report and recommendations for the Second Quarter 2025.
3	0631	26/09/2025	• Review and approve the CEO's report on Techcombank's business performance as of August 2025. • Review and approve the CEO's report on updates to Techcombank's stategy. • Review and approve Techcombank's strategic metrics for the 2026-2030 period. • Review and approve the BOS's report and recommendations for the Third Quarter 2025.
4	0766	19/12/2025	• Review and approve the CEO's report on Techcombank's business performance as of December 2025. • Review and approve the CEO's report on updates to Techcombank's strategy. • Review and approve the 2026 business plan and budget in accordance with the CEO's report and proposals. The Chairman of the BOD is authorized to review, assess and decide on any necessary adjustment (if deemed appropriate) and to report to the BOD for approval at the subsequent meeting, for submission to the 2026 AGM. • Review and approve the report on the implementation of ESG at Techcombank in 2025. • Review and approve the BOS' report and recommendations for the Fourth Quarter 2025.

Resolutions of the Board in 2025 – opinion polls

No.	Resolution No.	Issuance date	Main content
5	0004	06/01/2025	Approve credit limit granting to One Mount Consumer Joint Stock Company (OMC) is the transaction between Techcombank and a related entity of Techcombank's insider.
6	0019	10/01/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
7	0020	10/01/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
8	0025	14/01/2025	Approve the appointment of Techcombank's capital representative in TCGIns.
9	0093	14/02/2025	Approve the transaction on signing an Agreement with One Mount Group Joint Stock Company on developing, building and operating the Merchant Portal system as a related person of Techcombank's insider.
10	0054	20/01/2025	Approve the final registration date for finalizing the list of shareholders whose written inputs are solicited.
11	0058	22/01/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
12	0072	07/02/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
13	0086	13/02/2025	Approve the granting credit transaction to MAG, MAA and through the signing of the Credit Contracts and related documents between Techcombank and MAG, MAA.
14	0101	18/02/2025	Approve the seeking of shareholders' written inputs on: (i) The Proposal on the execution of capital contribution for the establishment of Life Insurance Company as Techcombank's subsidiary; and (ii) The Proposal on the execution of the share buyback for Techcom Non-life Insurance Joint-stock Company (TCGIns) to become a legal subsidiary of Techcombank.
15	0097	15/02/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
16	0095	14/02/2025	Approve the internal capital adequacy assessment (ICAAP) and some contents related to (ICAAP).
17	0102	18/02/2025	Approve 2025 network development plan.
18	0116	24/02/2025	Approve the amendments, supplements of the Regulation on environmental and social risk management at Techcombank
19	0117	24/02/2025	Approve the date of registration deadline to finalize the list of shareholders to attend the Annual General Meeting of Shareholders 2025.
20	0120	24/02/2025	Approve the signing of Contract with One Mount Group Joint Stock Company, a related person of Techcombank's Insider, for the supply of Soundbox equipment and Soundbox device management software in the pilot.
21	0129	05/03/2025	Approve the signing of the Credit Agreement, and documents relating to these Agreement between Techcombank and Wincommerce as a related person of Techcombank's insider and Techcombank's major shareholder.
22	0134	07/03/2025	Approve the adjustment of the effective date of Resolution on the dismissal and appointment of Branch Directors under the Retail Banking Group (RBG).

No.	Resolution No.	Issuance date	Main content
23	0143	11/03/2025	Approve the amendments, supplements of the Regulation on Management of Public Service Expenses.
24	0144	11/03/2025	Approve the amendments and supplements to the Regulation on Credit operations.
25	0145	11/03/2025	Approve the issuance of replacement to Statute on organization and operation of Early Warning Committee.
26	0154	12/03/2025	Approve the adjustment of the area and transfer price of a part of Techcombank Quang Trung Tower at No. 6 Quang Trung Street, Tran Hung Dao Ward, Hoan Kiem District, Hanoi.
27	0161	18/3/2025	Approve TechAMC's 2025 Plan.
28	0168	20/3/2025	Approve the implementation of the "Plan to contribute capital and purchase shares of Techcombank to establish a subsidiary operating in the insurance sector".
29	0169	20/3/2025	Approve the implementation of the "Share repurchase plan for Techcom Non-Life Insurance Joint Stock Company (TCGINs) to become a subsidiary of Techcombank".
30	0170	20/3/2025	Approve the signing of the Contract with One Mount Group on the provision of Sales App system software, a related person of Techcombank's insider.
31	0189	28/3/2025	Approve the revision to the Regulation on Approval Authority of Management Level on Cost Budgeting at Techcombank.
32	0189	28/3/2025	Approve the issuance of Regulations on Real Estate Related Activities at Techcombank.
33	0182	24/3/2025	Approve the signing of the Contract with One Mount Group Joint-Stock Company (OM) for assigning personnel to provide lawful services developed by OM.
34	0194	29/3/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
35	0192	29/3/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
36	0193	29/3/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
37	0209	03/4/2025	Approve the addition of "Treasury Services for Credit Institutions and Foreign Bank Branches" into the Establishment and Operating License of Techcombank.
38	0216	10/4/2025	Approve non-credit contracts between Techcombank and Mr. Ho Hung Anh, and between Techcombank and each entity/person belonging to the List of related person of Mr. Ho Hung Anh.
39	0217	10/4/2025	Approve non-credit contracts between Techcombank and Mr. Nguyen Canh Son, and between Techcombank and each entity/person belonging to the List of related person of Mr. Nguyen Canh Son.
40	0218	10/4/2025	Approve non-credit contracts between Techcombank and Mr. Ho Hung Anh, and between Techcombank and each entity/person belonging to the List of related person of Mr. Ho Hung Anh.
41	0219	10/4/2025	Approve non-credit contracts between Techcombank and Mr. Ho Anh Ngoc, and between Techcombank and each entity/person belonging to the List of related person of Mr. Ho Anh Ngoc.
42	0228	14/4/2025	Approve the amendments and supplements to the Regulation on Partnership development and management in Techcombank.
43	0234	16/4/2025	Approve the private placement of Techcombank bonds in 2025 - First issuance.
44	0235	16/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - First issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
45	0236	16/4/2025	Approve the private placement of Techcombank bonds in 2025 - 2nd issuance.
46	0237	16/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 2nd issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
47	0238	16/4/2025	Approve the private placement of Techcombank bonds in 2025 - 3rd issuance.
48	0239	16/4/2025	Approves the transaction/contract on underwriting services related to Techcombank bonds in 2025 – 3rd issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
49	0240	16/4/2025	Approve the private placement of Techcombank bonds in 2025 - 4th issuance.
50	0241	16/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 4th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
51	0253	22/4/2025	Approve the credit card limit granting transaction between Techcombank and Customer being related person of Mr. Ho Hung Anh – BOD Chairman of Techcombank.
52	0255	23/4/2025	Approve the private placement of Techcombank bonds in 2025 - 5th issuance.
53	0256	23/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 5th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
54	0257	23/4/2025	Approve the private placement of Techcombank bonds in 2025 - 6th issuance.
55	0258	23/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 6th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
56	0261	24/4/2025	Approve the addition of content to the Agenda of the Annual General Meeting of Shareholders on April 26, 2025 and the additional documents to be submitted to the Annual General Meeting of Shareholders on April 26, 2025.
57	0260	24/4/2025	Approve contracts and transactions worth over 10% of the Bank's charter capital, relevant to granting credit limit to VAS Nghi Son Group Joint Stock Company.
58	0272	29/4/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
59	0273	29/4/2025	Approve the private placement of Techcombank bonds in 2025 - 7th issuance.
60	0274	29/4/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 7th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.

No.	Resolution No.	Issuance date	Main content
61	0278	05/05/2025	Approve non-credit contracts between Techcombank and related companies of Mr. Ho Hung Anh.
62	0279	05/05/2025	Approve the signing of Contract with Mobicast Joint Stock Company to provide Wintel 4G SIM to Techcombank.
63	0283	07/05/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
64	0288	09/05/2025	Approve the implementation of the 2025 charter capital increase plan through the issuance of shares under the Employee Stock Option Programs of Techcombank.
65	0289	09/05/2025	Approve the adjustment of Techcombank's maximum foreign ownership ratio, from 22.5136% to 22.5386%.
66	0290	09/05/2025	Approve the use of the Bank's public digital signature, provided by the Vietnam Posts and Telecommunications Group (VNPT) to access the online communication portal of the Vietnam Securities Depository and Clearing Corporation (VSDC).
67	0293	13/05/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
68	0294	13/05/2025	Approve the credit card limit granting transaction between Techcombank and Customer being related person of Mr. Nguyen Thieu Quang - Vice Chairman Board of Directors of Techcombank.
69	0297	15/05/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
70	0309	21/05/2025	Approve the issuance to Policy on risk management at Techcombank and Statute on organization and operation of Risk Settlement Committee at Techcombank.
71	0307	20/05/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
72	0310	21/05/2025	Approve the Internal Business Plan 2025.
73	0311	21/05/2025	Approve the supplementing and utilizing the budget for the establishment of Life Insurance Company of Techcombank (TCLife).
74	0320	27/05/2025	Approve the private placement of Techcombank bonds in 2025 - 8th issuance.
75	0321	27/05/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 8th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
76	0324	27/05/2025	Approve the private placement of Techcombank bonds in 2025 - 10th issuance.
77	0325	27/05/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 10th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
78	0322	27/05/2025	Approve the private placement of Techcombank bonds in 2025 - 9th issuance.
79	0323	27/05/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 9th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
80	0334	04/06/2025	Approve the private placement of Techcombank bonds in 2025 - 11th issuance.
81	0335	04/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 11th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
82	0336	04/06/2025	Approve the private placement of Techcombank bonds in 2025 - 12th issuance.
83	0337	04/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 12th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
84	0338	04/06/2025	Approve the private placement of Techcombank bonds in 2025 - 13th issuance.
85	0339	04/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 13th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
86	0347	05/06/2025	Approve the signing of the Contract with One Mount Group Joint Stock Company (OM) on the provision of goods and services accompanying technology procurement activities. The Company is a related person of Techcombank's insider.
87	0345	05/06/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
88	0346	05/06/2025	Approve the amendment and supplement of Regulation on credit risk management; Regulation on credit operation; Regulation on troubled debt management, settlement and collection.
89	0368	12/06/2025	Approve the private placement of Techcombank bonds in 2025 - 14th issuance.
90	0369	12/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 14th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
91	0370	12/06/2025	Approve the private placement of Techcombank bonds in 2025 - 15th issuance.
92	0371	12/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 15th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
93	0373	13/06/2025	Approve the credit card limit granting transaction between Techcombank and Customer being related person of Mr. Ho Hung Anh - Chairman BOD Techcombank and Vice Chairman BOD Techcombank.
94	0374	13/06/2025	Approve the granting credit limit for customers being representative of Techcombank contributing capital to TechAMC, a related person of Techcombank.
95	0375	13/06/2025	Approve contracts and transactions worth over 10% of Techcombank's charter capital.
96	0376	13/06/2025	Approve the issuance of Regulation on Remuneration, Other Benefits and Cost Norms Of The Board Of Directors, Supervisory Board Of Techcombank.
97	0379	16/06/2025	Approve the proposed personnel to continue appointing Mr. Jens Lottner as Chief of Executive Officer Techcombank.
98	0377	14/06/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
99	0387	19/06/2025	Approve the amendments and supplements to the Regulation on foreign exchange management at Techcombank.

No.	Resolution No.	Issuance date	Main content
100	0396	24/06/2025	Approve contracts and transactions over 10% of Techcombank's charter capital.
101	0397	25/06/2025	Approve the private placement of Techcombank bonds in 2025 - 16th issuance.
102	0398	25/06/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 16th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
103	0401	26/06/2025	Approve the dismissal of Mr. Phan Thanh Son from the position of Deputy Chief Executive Officer of Techcombank from June 26, 2025 to receive new assigned work tasks.
104	0433	10/07/2025	Approve the contracts and transactions for the acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a guarantee limit to Vinfast Auto Ltd.
105	0434	10/07/2025	Approve the additional changes in Branch/Transaction office locations to the 2025 Plan.
106	0446	14/07/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
107	0454	22/07/2025	Approve the non-credit transaction between Techcombank and Techcom Nonlife Insurance, a subsidiary of Techcombank.
108	0458	24/07/2025	Approve the contracts and transactions for the acquisition of assets of over 10% of Techcombank's charter capital as a collateral for the loan of Vincom Retail Joint Stock Company.
109	0459	24/07/2025	Approve contracts and transactions worth over 10% of the Bank's charter capital on granting a credit limit to Ha Long Sun Company Limited (HLC).
110	0460	24/07/2025	Approve the contracts and transactions for the acquisition of assets of over 10% of Techcombank's charter capital to secure the loan of Khai Minh Nam Service Joint Stock Company.
111	0486	30/07/2025	Approve the amendment of Procurement Regulation.
112	0479	29/07/2025	Approve the dismissal of the position of Standing Deputy Chief Executive Officer for Mr. Phung Quang Hung from 01/8/2025 to take on new assigned work.
113	0485	30/07/2025	Approve the non-credit transaction between Techcombank and Techcom Life Insurance, a subsidiary of Techcombank.
114	0487	30/07/2025	Approve the signing Contract/Appendix with One Mount Group Joint Stock Company (OM) on the provision of information technology goods and services.
115	0488	30/07/2025	Approve the amendment to Techcombank's Financial Regulations.
116	0510	04/08/2025	Approve credit transaction for Nui Phao Mining Co. Ltd and Masan Vonfram Co. Ltd.
117	0511	04/08/2025	Approve the credit granting transactions to Masan Brewery HG One Member Company Limited.
118	0512	04/08/2025	Approve the Guarantee Contract signing transaction between Techcombank and Masan Consumer Corporation as the Guarantor for the credit obligations incurred by Masan HG One Member Company Limited.
119	0508	01/08/2025	Approve the results of stock distribution according to Employee Stock Option Programs of Techcombank 2025 and the plan to handle undistributed shares.
120	0514	05/08/2025	Approve the signing of contracts and documents related to FX Forward transactions, Accrual Interest Rate Swap (AIRS) transactions, Cross-Currency Swap (CCS) transactions, and trading of valuable papers of Masan Group Corporation (MSN).
121	0515	05/08/2025	Approve the signing of contracts and documents related to FX Forward transactions, Accrual Interest Rate Swap (AIRS) transactions, Cross-Currency Swap (CCS) transactions, and trading of valuable papers of The Sherpa Company Limited.
122	0516	05/08/2025	Approve of the contract and transaction with value equal to or exceeding 10% of Techcombank's charter capital for granting short-term Credit Limit to Thaco Auto Distribution Company Limited.
123	0517	05/08/2025	Approve the appointment of representative of Techcombank's 100% capital in Techcom Life Insurance Joint Stock Company.
124	0527	08/08/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
125	0528	08/08/2025	Approve the Changes to the composition of the Investment and Cost Council.
126	0529	08/08/2025	Approve the Plan to buy back TCBL2427012 Bonds issued in 2024 before maturity.
127	0531-0543 and 0548-0549	11/08/2025	Approve of non-credit transaction between Techcombank and related persons of Techcombank's major shareholders and Techcombank's insider (including members of the Board of Directors, members of the Supervisory Board, Chief Executive Officer, Deputy Chief Executive Officer).
128	0554	15/08/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
129	0562	18/08/2025	Approve the deposit contracts and transactions over 10% of Techcombank's charter capital for Vinhomes Joint Stock Company.
130	0565	22/08/2025	Approve the supplement of the network development plan 2025.
131	0579	05/09/2025	Approve the contracts, transactions and cooperation documents signed between Techcombank and Masterise Group (MAG), Masterise Homes (MH) and MAG's subsidiaries (if any).
132	0580	05/09/2025	Approve the contracts and transactions over 10% of Techcombank's charter capital for the credit limit to Truong Son Construction Corporation.
133	0576	03/09/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
134	0585	09/09/2025	Approve the change of representative of Techcombank's contributed capital at TechcomSecurities ("TCBS") and TechcomCapital ("TCC").
135	0592	11/09/2025	Approve the transactions/ contracts of non-credit business between Techcombank and its subsidiaries.
136	0593	11/09/2025	Approve the credit limit re-issuance transaction for EuroWindow Joint Stock Company, a related person of a member of the Board of Directors of Techcombank.
137	0595	12/09/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).

No.	Resolution No.	Issuance date	Main content
138	0598	15/09/2025	Approve the deployment of Dividend Payment Plan 2024.
139	0600	16/09/2025	Approve the plan to pay social insurance and health insurance fee for members of the BOD and BOS of Techcombank.
140	0613	24/09/2025	Approve the execution of foreign currency and interest rate derivative transactions between Techcombank and Techcombank Securities Joint Stock Company (TCBS), a replaced person of Techcombank.
141	0614	24/09/2025	Approve the change of representative of Techcombank's contributed capital at National Payment Corporation of Vietnam (NAPAS).
142	0617	24/09/2025	Approve the signing of the Comprehensive Cooperation Agreement between Techcombank and Techcom Life Insurance Joint Stock Company (Techcom Life).
143	0624	25/09/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
144	0626	25/09/2025	Approve the private placement of Techcombank bonds in 2025 - 17th issuance.
145	0627	25/09/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 17th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
146	0628	25/09/2025	Approve the private placement of Techcombank bonds in 2025 - 18th issuance.
147	0629	25/09/2025	Approves the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 18th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
148	0633	29/09/2025	Approve credit transactions and contracts, transactions with a value of 10% or more of Techcombank's charter capital for Eurowindow Light City Real Estate Investment Company Limited, a related person of Techcombank's insider.
149	0634	29/09/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
150	0635	29/09/2025	Approve the contract for lending a part of Techcombank's surplus area at the headquarters at 119 Tran Duy Hung, Yen Hoa Ward, Hanoi City to be used as the Office headquarters of Techcom Life Insurance Joint Stock Company (Techcom Life) which is a related person to Techcombank.
151	0636	29/09/2025	Approve the issuance, amendments and supplement documents on capital safety ratio management, market risk management and documents related to debt purchase and sale at Techcombank.
152	0639	30/09/2025	Approve the signing of the contract in principle and the purchase orders for gift cards/points/point recharge codes - collectively referred to as services related to Upoint provided by One Mount Consumer Joint Stock Company.
153	0640	30/09/2025	Approve the Disciplinary Action against the Branch Directors under the Retail Banking Group (RBG).
154	0643	02/10/2025	Approve the using of the digital signature of Techcombank Headquarters (Remote digital signature).
155	0650	08/10/2025	Approve the contract and transaction for acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a credit limit to Green Urban Construction and Trading Joint Stock Company.
156	0651	08/10/2025	Approve the contract and transaction for acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a credit limit to Southern Star Urban Development and Trading Investment Joint Stock Company.
157	0652	08/10/2025	Approve the private placement of Techcombank bonds in 2025 - 19th issuance.
158	0653	08/10/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 19th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
159	0660	13/10/2025	Approve the amendments and supplement of the Regulation on Credit risk management.
160	0663	14/10/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 20th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
161	0664	14/10/2025	Approve the private placement of Techcombank bonds in 2025 - 20th issuance.
162	0665	14/10/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
163	0668	16/10/2025	Approve the contract and transaction on providing credit to the Limited Liability Company - PetroVietnam Exploration Production Corporation Limited (PVEP).
164	0669	17/10/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 21st issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
165	0670	17/10/2025	Approve the private placement of Techcombank bonds in 2025 - 21th issuance.
166	0686	24/10/2025	Approve the private placement of Techcombank bonds in 2025 - 22th issuance.
167	0687	24/10/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 22nd issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
168	0690	27/10/2025	Approve the supplement contracts and transactions for acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a credit limit to Southern Star Urban Development and Trading Investment Joint Stock Company.
169	0693	29/10/2025	Approve the credit-granting transaction for Golden Lotus Trading and Manufacturing Company Limited, a related person of Techcombank's insider.
170	0694	29/10/2025	Approve the contract and transaction to receive assets of over 10% of Techcombank's charter capital to ensure the granting of a credit limit to Minh Tan Urban Investment and Development Limited Liability Company.
171	0695	29/10/2025	Approval of the contract and transaction for acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a credit limit to New Times T&T Joint Stock Company.
172	0696	29/10/2025	Approve the contract and transaction for acquisition of assets over 10% of Techcombank's charter capital to ensure the granting of a credit limit to Grand Mountain Trading and Service Joint Stock Company.
173	0700	04/11/2025	Approve the audit service provider for 2026 and the audit fee budget for 2026.
174	0707	10/11/2025	Approve the change of Techcombank's representative of contributed capital at TechAMC.
175	0708	10/11/2025	Approve the credit card limit granting transaction to Customer being related person to Techcombank's major shareholders.

No.	Resolution No.	Issuance date	Main content
176	0713	14/11/2025	Approve the transaction between Techcombank and Techcom Life Insurance Joint Stock Company (Techcom Life) on signing a distribution contract, establishing an agency relationship to provide Techcom Life's life insurance and health insurance products to Techcombank customers.
177	0721	25/11/2025	Approve the amendment to the Regulations on environmental and social risk management policies at Techcombank and issuing a replacement for the Regulation On Management Of Operational Risk, Reputation Risk And Strategic Risk At Techcombank
178	0726	27/11/2025	Approve the private placement of Techcombank bonds in 2025 - 23rd issuance.
179	0727	27/11/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 23th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
180	0728	27/11/2025	Approve the private placement of Techcombank bonds in 2025 - 24th issuance.
181	0729	27/11/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 24th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
182	0733	01/12/2025	Approve the transaction between Techcombank and Techcom Life Insurance Joint Stock Company (Techcom Life) on signing a Data Sharing Cooperation Contract.
183	0734	01/12/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
184	0739	04/12/2025	Approve the signing of the contract in principle and the purchase orders for gift cards/points/point recharge codes - collectively referred to as services related to Upoint provided by One Mount Consumer Joint Stock Company.
185	0742	08/12/2025	Approve the private placement of Techcombank bonds in 2025 - 25th issuance.
186	0743	08/12/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 25th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
187	0744	08/12/2025	Approve the credit card limit granting transaction to Customer being related person to Techcombank's major shareholders.
188	0754	15/12/2025	Approve the appointment and dismissal of Branch Directors under the Retail Banking Group (RBG).
189	0755	15/12/2025	Approve the transaction between Techcombank and Techcom Nonlife Insurance, a subsidiary of Techcombank.
190	0758	17/12/2025	Approve the contract, credit transaction valued at 10% or more of Techcombank's charter capital relating to credit limit granting and the receipt of collateral for Newtimes Industrial Trade and Export Services Joint Stock Company.
191	0773	23/12/2025	Approve non-credit transaction between Techcombank and Masan Group Corporation.
192	0774	23/12/2025	Approve the credit card limit granting transaction between Techcombank and customers who are related person to member of Techcombank's Supervisory Board.
193	0775	23/12/2025	Approve the private placement of Techcombank bonds in 2025 - 26th issuance.
194	0776	23/12/2025	Approve the transaction/contract on underwriting services related to Techcombank bonds in 2025 - 26th issuance between Techcombank and Techcom Securities Joint Stock Company (TCBS), a related person of Techcombank.
195	0777	23/12/2025	Approve the granting credit limit for customers being the representative of Techcombank contributing capital to Debt Management and Asset Exploitation Company Limited - Vietnam Technological and Commercial Joint Stock Bank (TechAMC), a related person of Techcombank.
196	0782	25/12/2025	Approve the replacement for the Regulation On Liquidity Risk Management.
197	0787	29/12/2025	Approve the dissolution of Global Transaction Services Division (GTS) and Digital Office (DO) and adjustment of bank-wide organizational structure.
198	0788	29/12/2025	Approve the credit granting transaction for Masan Agri Co., Ltd being related person of Techcombank's insider and Techcombank's major shareholders.
199	0789	29/12/2025	Approve the termination of document validity under the approval authority of the Board of Directors.
200	0791	31/12/2025	Approve the credit card limit granting to the Chief Executive Officer of Techcombank.

ACTIVITIES OF THE BOARD OF DIRECTORS

Activities of Independent Directors

1. Execute the rights and fulfill duties of independent BOD members in accordance with Techcombank's internal regulations and the assignment decisions of the BOD/Chairman of the BOD with due diligence and integrity, thereby contributing to the successful business performance of Techcombank in 2025.

2. Fully attend and/or validly authorize attendance at all meetings of the BOD, the BRC, and the NORCO; provide adequate and constructive opinions on all matters deliberated and approved at meetings, as well as on resolutions adopted by way of written opinions within the Boards/Committees in which participation was assigned.

3. Implement the resolutions and decisions of the 2025 AGM, in accordance with the task assignments as resolved by the BOD.

4. Report and disclose information in accordance with current law when performing transactions with their related persons at Techcombank.

5. Report to the BOD on remuneration receiving from companies other than Techcombank (if any).

6. Complete tasks and responsibilities associated with the roles and positions as assigned by the BOD, effectively support the BOD in making timely and informed decisions on governance process.

7. Independent Directors' assessment on the performance of the BOD:

In 2025, the BOD operated in a proactive, diligent, and highly effective manner. Accordingly, the Board timely and actively issued resolutions and decisions to ensure the effective implementation of the resolutions of the 2025 AGM. Notably, the Board successfully completed the following key tasks:

- Work with the members of the BOD in directing, supervising the CEO/ Executive Committee to complete the 2025 business plan as approved by the 2025 AGM;
- Perform the roles, functions and responsibilities of the independent members of the BOD in supervising the CEO to perform duties and responsibilities assigned by the BOD;
- Review and approve the issuance of internal regulations related to Techcombank's organizational structure, governance and professional activities falling within the authority of the BOD;
- Provide opinions and discuss on the implementation of Techcombank's annual strategy and overall development plans;
- Supervise the CEO in organizing and implementing control activities, operating and maintaining the information management system and information sharing mechanism; maintain the control culture and professional ethical standards in Techcombank; supervise the handling of internal violations and breaches of professional ethics standards;
- Make decisions on solutions related to market development, marketing and technology solutions, digital transformation,...;
- Make decisions on risk management policies and monitor the implementation of risk prevention measures in Techcombank; and
- Perform other duties assigned and directed by the State Bank of Vietnam and the Chairman of the BOD.

BOD's supervision over the Board of Management

The BOD supervises the operations of the CEO/ Heads of Division (HODs) through Techcombank's internal regulations issued by the BOD. For activities under the review and decision authority of the BOD, the CEO reports and submits to the BOD for consideration. On that basis, the BOD will make timely decisions for the CEO/ HODs to implement.

Training on Corporate Governance

Members of the BOD, CEO, Members of the Executive Committee and Bank's Secretary regularly update and practice Corporate Governance in accordance with regulations, international best practices, State Security Commission of Vietnam and recommendations from related regulatory bodies.

INFORMATION TRANSPARENCY AND PROTECTION OF SHAREHOLDERS' RIGHTS

Providing Transparent, Comprehensive, and Timely Information

Techcombank consistently prioritizes transparency, accuracy, and timeliness in its information disclosure to shareholders through diverse and easily accessible channels, including the Techcombank website, the disclosure systems of the State Securities Commission, stock exchanges, and direct communication at the Annual General Meeting of Shareholders (AGM). All information is provided in both Vietnamese and English.

In 2025, Techcombank fully complied with regulations on periodic and ad-hoc disclosures, including financial statements, corporate governance reports, annual reports, AGM invitations, AGM minutes, and AGM resolutions. All documents were published on Techcombank's website to ensure transparency and equal access for all shareholders.

Safeguarding Shareholder Rights

Shareholder rights are clearly stated in Techcombank's Charter.

In April 2025, Techcombank held its AGM in both offline and online format via livestream on Youtube, in full compliance with existing legal regulations, ensuring maximum protection of shareholder rights and interests. The English and Vietnamese livestream link was attached in shareholders' meeting invitations, which were distributed to shareholders via email, post, and available on Techcombank's website. Specifically:

- Meeting invitations were sent to all shareholders, providing complete details on time, venue, agenda, proxy forms, links to meeting materials, and registration guidelines. All notifications and AGM documents were delivered in both Vietnamese and English via postal mail, email, and published on Techcombank's website at least 21 days prior to the meeting, allowing shareholders sufficient time to prepare as required by law and relevant regulations.
- At the AGM, voting rights were exercised either in person or by proxy, in accordance with the Bank's Charter and applicable laws. Based on the reports and proposals presented, shareholders voted on key matters, including the business plan and budget, remuneration for the Board of Directors and Supervisory Board, capital increase plans, amendments to the Charter, revisions to the BOD's' regulations, and dividend distribution plans,...
- During the meeting, shareholders were able to raise questions, express opinions, and make recommendations openly and equally. The Chairman of the Board, the CEO, and relevant Division Heads were present and ready to address shareholder inquiries.
- AGM resolutions and minutes were published on Techcombank's website in both Vietnamese and English within 24 hours, in full compliance with regulatory requirements.

Total dividend payment

>7 Trillion VND

Techcombank ensured dividend payments in accordance with legal provisions. Since 2024, the AGM has approved the Bank's dividend payment plan. Pursuant to the 2025 AGM resolution, Techcombank distributed cash dividends for 2024 at VND 1,000 per share, with total dividend payments exceeding VND 7 trillion.

Committees under the Board of Directors

ACTIVITIES OF COMMITTEES UNDER THE BOARD OF DIRECTORS

The Board of Directors has established two committees in accordance with legal requirements, including: the Board Risk Committee (BRC) and the Human Resource Committee (NORCO), which serve as advisory bodies to the Board on relevant matters. In 2025, these committees fully and promptly performed their functions and duties as stated in their respective Regulations on Organization and Operation. The activities of the committees are as follows:

BOARD RISK COMMITTEE (BRC)

Information about the members of BRC

No.	BRC members	Position	Appointment//Dismissal date of members of BRC	
			Appointment date	Dismissal date
1	Mr. Ho Hung Anh	Chairman	20/4/2024	
2	Mr. Nguyen Dang Quang	Member	20/4/2024	
3	Mr. Nguyen Canh Son	Member	20/4/2024	
4	Ms. Nguyen Thu Lan	Member	20/4/2024	
5	Mr. Saurabh Narayan Agarwal	Member	20/4/2024	
6	Mr. Pham Nghiem Xuan Bac	Member	20/4/2024	
7	Mr. Eugene Keith Galbraith	Member	20/4/2024	

Roles and Responsibilities of BRC

Board Risk Committee is established by the BOD to execute several professional functions and tasks assigned by the BOD in relation to examination, supervision and risk management of the Bank. In 2025, BRC reviewed and endorsed, thereby advising the BOD to make decisions on updating and completing the risk management policy, including periodically reviewing Risk Appetite for a minimum of 3 years but no more than 5 years thereafter:

- Techcombank Group Risk Appetite is to strengthen an enterprise-wide risk management framework that achieves sustainable, social-responsible business growth, orchestrate our ecosystem plays towards together one momentum whilst thriving market leading capital ratio, liquidity and leverage ratios to accelerate Vietnam's new growth era as a leading arranger in private economic sector, embrace the innovation, technology breakthrough, digital transformation and improve our value to customers.
- Techcombank upholds a prudent risk culture and governance. We maintain zero tolerance for violations & breaches of the regulatory, market conduct requirements and have low risk appetite for material risks, reputational risk, data privacy and loss of trust due to business disruption. However, Bank's risk appetite is aligned business objective and underlying micro economic environment. (Excerpt from Techcombank's 2026 Risk Appetite Statement).

Activities of BRC in 2025

In 2025, the year concluding the 2021-2025 strategy and laying the foundation for the implementation of the 2026-2030 strategy, BRC has advised the BOD on continuously improving a robust risk management foundation; focusing on enhancing its risk management framework to comply with legal requirements, advanced international standards, and Techcombank's next five-year strategy; while also strengthening risk management capabilities for Techcombank's strategic partners and customers.

In addition, BRC has directed the roadmap of an application for the implementation of Basel III in accordance with the requirements of the State Bank of Vietnam under Circular 14/2025/TT-NHNN, quantifying market risk (as per IMA approach - Basel II advanced), determining capital buffers, and managing liquidity risk according to ILAAP standards as per European Central Bank guideline; optimizing its model risk management system and automated the independent model validation process; enhancing environmental, social, and governance (ESG) risk management towards sustainable development, responsible to the community, and in line with the trend of green credit and green bonds. In particular, BRC continuously required for enhanced efficiency and capacity in identifying, assessing, and mitigating risks in the context of the rapid development of technology, digitalization, AI, information exchange, etc., with emerging risks and systemic risks across the banking industry.

Regards to material risk management, in 2025, BRC has actively directed and supervised risk management throughout the Bank on basis of monitoring the implementation of and compliance with the regulations of the law, the State Bank of Vietnam, Risk Management Policy, Risk Appetite and safety thresholds and limits in banking activities. Specifically:

1 Regarding the overall risk management

BRC continuously directs to enhance risk management and improve the risk management capacity, focusing on:

- Promote the implementation and application of components of the risk management framework in daily business, enhance knowledge and awareness of 1st line of defense in risk management; advance the role of the Risk Management Division in identifying and assessing material risks since the design of products/ Offerings/strategic projects;
- Improve risk management capacity, including traditional and non-traditional banking activities, managing emerging risks (technology risks, AI risk, digital transformation...) in the context of daily and continuous changes of Techcombank;
- Enhance overall risk management capabilities across the entire Techcombank system and risk management within the ecosystem.

2 Regarding credit portfolio management and credit risk, concentration risk

- In the context of fluctuations of the global economy and Vietnam, BRC directed to assess/analyze the key risk factors based on the impacts of macroeconomic fluctuations on customer segments; while remaining steadfast in the objective of focusing on selected key economic sectors/industries and leading market customers to ensure credit portfolio quality and maintain Techcombank's market position while simultaneously diversifying the portfolio and control concentration risk. Thereby enhancing capabilities to identify and manage overall risks, while also developing and applying automation to serve customers and strengthen risk management;
- Request relevant units to strengthen monitoring customers, implement periodic quality management reports to analyze and evaluate customer status/ highly concentrated portfolio, promptly give instructions to minimize and prevent risks that may arise.

3 Regarding operational risk management, technology risk and fraud risk

BRC always focuses on operational risk, technology risk and fraud risk management and spends time to discuss in all regular meetings, emphasizing the ability to implement the risk management framework in practice, ensuring the initiative, speed, drastic and effective direction not only at the units directly involved in risk management activities but also the orientation to all Techcombank staff and ecosystem.

- BRC paid special attention to strengthen mechanisms for identifying, monitoring, assessing and handling operational risks in a quick and timely manner; in particular, it requires: (a) the proactiveness of the risk management unit when directly involved in the process of building products/ business programs/offerings; (b) improve decision-making mechanisms in handling operational risks;
- In the context of Techcombank and strategic partners, customers experiencing rapid growth, BRC required relevant units to take a more proactive approach in identifying risk issues, managing risks, and developing longer-term plans; particularly in managing risks related to digitalization and AI—not limited to controlling risks in the bank's AI application activities;
- At the same time, BRC enhanced & promoted the assessment and management of emerging risks such as: operational risk management for 3rd parties, cybersecurity risks...

4 Regarding liquidity, market risk, IRRBB and concentration risk on proprietary transactions

- BRC maintained quarterly monitoring of liquidity risk, market risk, IRRBB risk, concentration risk in Proprietary trading;
- Direction on implementing the internal liquidity adequacy assessment process (ILAAP) to move towards comprehensive Basel III implementation;
- BRC consistently recommended that risk management units enhanced their capabilities and implemented specific plans in the context of launching new business activities, with a balance sheet that is significantly more complex than ever before at Techcombank.

5 Regarding other material risk types

BRC supervised the implementation through periodic monitoring of the Risk Appetite indicators, Risk limits for material risks and thresholds, assurance limits in banking operations.

Meetings of BRC in 2025

In 2025, Board Risk Committee of Techcombank held 04 onsite Board meetings and conducted opinion polls/online for 01 resolution/decision.

No	BRC Members	Position	Day appointed as member of BRC in the period of 2024-2029	Day dismissed as member of BRC in the period of 2024-2029	No. of meetings attended in person and by proxy	Rate of attendance in person and by proxy	Reasons for absence
1	Mr. Ho Hung Anh	BRC Chairman	20/4/2024		4	100%	
2	Mr. Nguyen Dang Quang	BRC member	20/4/2024		4	100%	
3	Mr. Nguyen Canh Son	BRC member	20/4/2024		4	100%	
4	Ms. Nguyen Thu Lan	BRC member	20/4/2024		4	100%	
5	Mr. Saurabh Narayan Agarwal	BRC member	20/4/2024		4	100%	
6	Mr. Pham Nghiem Xuan Bac	BRC member	20/4/2024		4	100%	
7	Mr. Eugene Keith Galbraith	BRC member	20/4/2024		4	100%	

Resolution of BRC in 2025 – onsite meetings

No.	Resolution No.	Issuance date	Main content
1	0179/NQ-BRC	21/03/2025	**1. Endorse the update and review report Quarter I/2025,** including: Update the implementation status of BRC's requirements at QIV/2024; Organize the implementation of risk management policies: monitor risk appetite, update risk limits periodically, manage, and review the status and risk strategy for Techcombank's material risk; Access the impact of changes in regulatory law and requirement on Techcombank. **2. Regarding credit risk management:** • Regarding debt settlement and recovery: Reinforce debt settlement and speed up to handle existing problematic debts; Follow the progress of legalizing the contents of Resolution 42/NQ-CP to consider continuing the debt settlement measures that Techcombank has successfully implemented, ensuring the compliance with legal regulations and improving the effectiveness of debt settlement. • Regarding new business segments: Establish clear credit orientations, focusing on deeply knowledgeable customer segments with leading industry customers and good credit ratings. In cases where focus has already been placed on deeply knowledgeable, leading industry customer segments with good credit ratings, but market share has not been captured and expanded, the divisions are required to take measures to accelerate development by reviewing policies and credit conditions more suitable for customers. **3. Regarding operational risk, technology risk and fraud risk management:** Focus on enhancing operational risk management capabilities, especially regarding emerging risks and need to have a plan with faster and more comprehensive steps to meet the development expectations of the country in general and Techcombank in particular in the near future. **4. Regarding the enhancement of risk management capabilities:** Require to closely coordinate between functional divisions to build and enhance capabilities promptly and systematically to manage all key risks across activities and areas between Techcombank and subsidiaries, affiliates, third parties, and strategic partners; risk management should be aligned with the customer journey to meet all customer needs.
2	0390/NQ-BRC	20/06/2025	**1. Endorse the update and review report Quarter II/2025,** including: Update the implementation status of Board Risk Committee's requirements at QI/2025; Organize the implementation of risk management policies: monitor risk appetite, update risk limits periodically, manage, and review the status and risk strategy for Techcombank's material risk; Access the impact of changes in regulatory law and requirement on Techcombank. **2. Regarding credit risk management:** • For risk and efficiency measurement indicators: Implement to research, monitor, analyze and report risk cost according to the life cycle of the product/loan; especially for products/loans with collateral to ensure correct assessment of business efficiency and risks of products and customer segments. • Regarding the review of business orientation, credit orientation for the second half of 2025: Re-evaluate the sub-segments currently being deployed; especially for sub-segment with low RoRWA performance and high credit costs in recent years, and propose a business plan for the second half of 2025. • In the process of building business orientation and credit orientation: the relevant divisions need to be consistent with the strategy of selecting targeted customer segments/ sub-segments of high value; market leading customers with good credit ratings belong to the selected target segments/sub-segments. **3. Regarding operational risk, technology risk and fraud risk management:** • Require to assess TOF risk events through the analysis of different perspectives from: (i) customer experience; (ii) positive and negative information from customer feedback and complaints (if any) and information sources from external markets; (iii) internal events and information (such as system disruptions, internal fraud, etc.) to develop short-term solutions and long-term plans for drastic, timely and proactive implementation in detecting, preventing and handling operational, technological events affecting Techcombank. • Regarding the management of TOF risk of the ecosystem partners: the expectation is not only to build and deploy effective risk management for Techcombank but also to build, deploy and improve operational risk management capacity for the entire ecosystem (including Techcombank, subsidiaries, affiliates, strategic partners in the ecosystem that Techcombank chooses), minimizing reputational risks to Techcombank. • Proactively propose actions to be taken, implementation methods to competent authorities and speed up the ordination process, proactively work with partners in the ecosystem to build and enhance risk management capacity for partners in particular and the entire ecosystem in general.
3	0630A/NQ-BRC	26/09/2025	**1. Endorse the update and review report Quarter III/2025,** including: Update the implementation status of Board Risk Committee's requirements at QII/2025; Organize the implementation of risk management policies: monitor risk appetite, update risk limits periodically, manage, and review the status and risk strategy for Techcombank's material risk; Access the impact of changes in regulatory law and requirement on Techcombank. **2. Regarding the credit risk management:** Techcombank is always consistent with the objective of focusing on selected key economic sectors/industries, market-leading customers to ensure the quality of the credit portfolio, maintaining Techcombank's position in the market. In that context, it is significant to continuously review and upgrade processes, systems, and resources to promptly serve and improve customer experience. **3. Regarding the management of operational risk, technology risk and fraud risk:** In the context of Techcombank's strategy to deploy new business areas, expanding its ecosystem strategy with new business areas that are both promising and challenging, operational risks are becoming more complex and occurring faster. Therefore, require to develop a detailed plan: • Improve the capacity of operational risk management in Techcombank synergistic level and the ecosystem. In addition, it is necessary to consider taking advantage of short-term consulting and expert resources and refer to operational risk management systems in advanced companies and corporations around the world to learn, invest and apply methods and systems that bring high efficiency to Techcombank; • Promote and enhance the effectiveness of the multi-functional team mechanism while ensuring timely response to business needs, balancing benefits and risks. Enhance the proactiveness, ownership and readiness to support Business Divisions in operational risk management, especially when participating in new areas and projects to meet the expectations of the organization and the country. Meanwhile, Business Divisions also need to raise risk awareness to proactively identify, evaluate, control and request Risk Management Division to directly participate/consult from the beginning; • Review and strengthen technology risk management to ensure smooth daily operations of Techcombank, without interruption or problems in the implementation of new projects/plans/strategies. **4. Regarding the market risk management:** When implementing new business activities with increasingly complicated balance sheets, have a specific plan to ensure effective market risk management to meet business requirements. **5. Regarding the enhancement of risk management capacity for the Techcombank system:** Techcombank is proud to be assigned important responsibilities and great expectations of the country and to receive maximum support from the Government and state agencies. Therefore, in order to complete the mission and responsibility according to those expectations, there is a must to implement faster, more decisively, and innovate in a breakthrough way of thinking. Require to develop and report a detailed and specific action plan during the process of developing the annual plan (AP) for 2026 and implementing the strategy for the next 5 years. Special attention is paid to building risk management capacity, identifying scenarios to meet business requirements and proactively and effectively managing risks, taking early action in new financial areas.

No.	Resolution No.	Issuance date	Main content
4	0765/NQ-BRC	19/12/2025	**1. Endorse the update and review report Quarter IV/2025,** including: Update the implementation status of Board Risk Committee's requirements at QIII/2025; Organize the implementation of risk management policies: monitor risk appetite, update risk limits periodically, manage, and review the status and risk strategy for Techcombank's material risk; Access the impact of changes in regulatory law and requirement on Techcombank. **2. Endorse and propose to the Board of Directors for approval of Risk Appetite for a period of at least 3 years but not longer than 5 years** **3. Regards to credit risk management:** • For corporate customer segment: Quickly finalize the 2026 Business Orientation and Credit Orientation to clearly identify the sub-segments that need to be focused in the identified key economic sectors; and to develop risk management indicators for these sub-segments. In addition to enhancing their capabilities to identify and manage overall risks; and simultaneously develop and apply automation in customer service and risk management; • For retail customer segment: Need to conduct research to develop an effective credit assessment, approval, and risk management model that connects the value chain from corporate to retail customers; • It is necessary to raise awareness and understanding among first-line defense regarding proactively risk identifying, controlling, and reporting; and to strengthen seamless coordination among three lines of defense to enhance responsibility and risk management effectiveness across the entire organization. **4. Regarding the management of operational risk, technology risk and fraud risk:** In the context of Techcombank's rapid ecosystem development, it is essential to be more proactive in identifying risks, managing risks, and developing longer-term plans; especially risk management related to digitalization, AI... not just controlling risks in the bank's AI application operations. **5. Regarding the liquidity risk, market risk and IRRBB risk management:** In the coming period, as new business activities are implemented with more significantly complicated balance sheet than ever before, it is essential to strengthen capabilities and implement specific plans to ensure effective management of these risks. **6. Regarding the enhancement of risk management capacity:** Techcombank is having significant opportunities with its rapid growth rate; however, this rapid growth requires robust risk management. In 2026, it is essential to proactively implement the approved 2026 plan effectively while simultaneously analyzing and evaluating opportunities and challenges in Techcombank's strategy to continuously improve risk management capabilities; including talent training; improving risk management policies and processes; and developing and applying technology, digitalization, and AI...
5	0091/NQ-BRC	13/02/2025	Endorse the report of the CEO on the Internal Capital Adequacy Assessment ("ICAAP") and propose the Board of Directors to consider and approve some contents related to ICAAP as follows: • The list of material risk types; • Some contents related to the Capital Stress testing; • Capital plan.

Strategic Orientation and Operational Plans for 2026 of BRC

Techcombank is embracing significant opportunities with rapid growth, accompanied by continuous enhancement of a comprehensive risk management framework aimed at sustainable business development and leading a synergistic ecosystem toward an era of excellence. In 2026, Board Risk Committee in its advisory role to Board of Directors will continue to proactively oversee risk management activities in the following key areas:

- Enhance the advisory role to the BOD in developing and implementing risk management policies (including at least the following: conducting an annual review of the Risk Appetite; identifying the bank's key risk types and directing/supervising the review and development of strategies/regulations for managing these key risks). Approve the Risk Management Policy before submitting it to the BOD for approval/decision, as well as other risk management matters within the authority stipulated in Techcombank's internal regulations.
- Continue to strengthen the oversight of enterprise-wide risk management through risk policies, risk appetite, and regulations governing the management of risk-related issues in Techcombank's operations;
- Focus on analyzing, assessing, and reporting to the BOD on:
  - The current level of risk, the effectiveness of risk management, and warnings about potential threats and risks in the bank's operations, along with proposing preventive and/or mitigating measures for both the short and long term;
  - The appropriateness and effectiveness of the Bank's existing risk management policies and regulations to ensure alignment with changes in relevant legal documents, advanced international standards, and the bank's strategy; thereby proposing necessary adjustments to current processes, policies, and operational strategies (if any).
- Approve the Capital plan and matters related to the Internal Capital Adequacy Assessment Process (ICAAP) within its authority, and review and assess to provide recommendations and proposals for the Board of Directors ' approval.
- Provide advisory support to the BOD in deciding on the approval of investments, related transactions, governance policies, and risk-handling plans within the scope of functions and responsibilities assigned by BOD.
- Assume a critical role in advising and recommending to the BOD on addressing and resolving shortcomings and limitations in risk management, in accordance with the requirements and recommendations of SBV, independent auditors, and other competent authorities.
- Act promptly and effectively in directing the resolution and remediation of risk management shortcomings and limitations as required by the State Bank of Vietnam, independent auditors, and other competent authorities.
- In addition, BRC should continue to perform other tasks assigned by the BOD as stipulated in Techcombank's internal regulations or as delegated from time to time.

HUMAN RESOURCE COMMITTEE (NORCO)

Information about the members of NORCO

No.	NORCO members	Position	Appointment//Dismissal date of NORCO member	
			Appointment date	Dismissal date
1	Mr. Pham Nghiem Xuan Bac	NORCO Chairman	20/4/2024	
2	Mr. Ho Hung Anh	NORCO Vice Chairman	20/4/2024	
3	Mr. Nguyen Thieu Quang	NORCO member	20/4/2024	
4	Mr. Eugene Keith Galbraith	NORCO member	20/4/2024	
5	Mr. Jens Lottner	NORCO member	20/4/2024	
6	Ms. Nikki Dang My Quyen	NORCO member	20/4/2024	

Human Resource Committee's roles and responsibilities

Advise the BOD on: (i) the size and structure of the BOD and management in line with the size, operations, and development strategy of the Bank; (ii) personnel issues arising in the course of performing the procedures for appointment, relief from duty, and dismissal of members of the BOD, the BOS, and the executives in accordance with provisions of law and Charter of Techcombank; (iii) internal regulations of Techcombank under approval authority of the BOD including but not limited to the following policies: salary and remuneration policies, statute on selection and training of employees, and other benefits for executives and employees of Techcombank; (iv) qualifications and conditions for the positions under approval authority of BOD; (v) candidate for the position of Techcombank's owner representative and/or share capital in its subsidiaries/affiliates and companies to which Techcombank contributes capital; (vi) remuneration, salary, and particular benefits for executive positions of Techcombank and its subsidiaries that are subject to the BOD's appointment.

Advise the BOD on handling HR-related issues during processes of recruitment, rotation, appointment, election, release from duty, dismissal, labour discipline, suspension of positions and determination of compensation, allowance, bonus and other benefits (if any) for positions under the authority of the BOD as stipulated in Techcombank's Charter issued in each period.

Activities of NORCO in 2025

Regarding its operations, NORCO meetings were held regularly on a quarterly basis, in full compliance with the regulations on operations of NORCO. In months without scheduled meetings, NORCO reviewed periodic reports on key human resource and talent indicators of the Bank and provided feedback when necessary.

Throughout four (04) quarterly meetings in 2025, NORCO discussed key human resource issues with the aim of:

Building a qualified workforce to drive transformation and business growth

NORCO directed the design and implementation plan of key talent programs, ensuring the programs was designed by the Human Resource Management Division with clearly defined and practical development components. Many development programs have been executed to uplift people capability in terms of leadership, functional and future-ready skills. The goal is to develop a workforce capable of leading transformation and driving business growth, creating a solid foundation for sustainable organizational development.

Leadership Development & Succession Planning

NORCO focused on programs for developing mid-level and business leaders, ensuring these programs are tailored to practical requirements and strategic direction. This is a critical step to strengthen leadership capabilities and meet the demands of guiding the organization through its strategic phase. In addition, updates on the Leadership Engine project were regularly provided to the Committee to ensure alignment with the intended direction.

In 2025, NORCO mandated strict implementation of succession planning, emphasizing the quality of plans and recruitment for positions without successors. It also required consistent communication with incumbents and a review of processes for remaining groups to ensure alignment. 2025 marked a significant shift in how TCB managed and implemented its Succession Planning Program (SSP). The SSP was upgraded with a rigorous evidence-based decision-making process, strict criteria, standardized evaluation, and a highly balanced board. Ownership was clearly transferred to incumbents and Division's leaders, directly linked to performance and transparent evaluation. The process reflected the reality of succession capabilities and identifies candidates ready within two years. Therefore, TCB now has a reliable database on SSP readiness and development priorities for 2026

Strategic Workforce Planning

NORCO directed strategic workforce planning to ensure alignment with business aspiration, with a particular focus on attracting the right talent for new business and key areas. This initiative aims to meet staffing needs for priority areas and secure resources aligned with the organization's growth strategy.

Human Resource Master Plan 2026 Orientation

NORCO set the direction for developing the Human resource Master Plan 2026 with three key pillars: supporting business growth through people agenda for each division, Strengthen key foundations, and level up human resource capability. This plan is designed to ensure alignment between human resource strategy and organizational goals, serving as the basis for implementing critical plan in the coming year.

Meetings of NORCO in 2025

In 2025, NORCO of Techcombank held 4 onsite Board meetings for 4 resolutions.

No.	NORCO Members	Position	Day appointed as member of NORCO in the period of 2024-2029	Day dismissed as member of NORCO in the period of 2024-2029	No. of meetings attended in person and by proxy	Rate of attendance in person and by proxy	Reasons for absence
1	Mr. Pham Nghiem Xuan Bac	NORCO Chairman	20th April 2024		4	100%	
2	Mr. Ho Hung Anh	NORCO Vice chairman	20th April 2024		4	100%	
3	Mr. Nguyen Thieu Quang	NORCO member	20th April 2024		4	100%	
4	Mr. Eugene Keith Galbraith	NORCO member	20th April 2024		4	100%	
5	Mr. Jens Lottner	NORCO member	20th April 2024		4	100%	
6	Ms. Nikki Dang My Quyen (*)	NORCO member	20th April 2024		2	50%	Ms Nikki has attended 100% of meetings before retirement in September 2025.

Resolutions of NORCO in 2025 – onsite meeting

No.	Resolution No.	Issuance date	Main content
1	01/2025/BB-NORCO	20/03/2025	• Agree on the overall design and implementation plan for the leadership training program for mid-level managers and business managers in 2025. • Review the results of Phase 1 implementation of Competency Framework Assessment (CFA) and provide guidance on the evaluation methodology framework for broader rollout across the Bank. • Provide guidance on the reward mechanism for achieving objectives and for cross-functional working groups (MFT).
2	02/2025/BB-NORCO	19/06/2025	• Direct the update of Human resource reports to focus more on breakthrough and strategic indicators related to workforce development rather than operational metrics. • Provide guidance and emphasized the importance of closing succession gaps for management positions reporting directly to Heads of Division (HOD). • Set strategic priorities for the 2026–2030 workforce planning, focusing on hiring the right talent and ensuring effective employee integration, while identifying key capability development areas in new business and critical domains to support the Bank's ambitious business strategy.
3	03/2025/BB-NORCO	25/9/2025	• Direct the implementation of succession planning to ensure quality, consistent communication, and to drive recruitment for positions without adequate successors. • Approve the design of the 2026 Key Talent Program comprising four segments, reaffirming the direction to implement the program consistently across member companies. Additionally, emphasized that key talent development must be reflected in practical actions and attitudes in daily work. • Provide guidance on human resource management principles for 2026, focusing on cost-based management and empowering business leaders to take ownership of resource allocation for execution. • Directed the Human Resource Management Division to develop a capability-building plan for the function to effectively deliver strategic initiatives over the next five years.
4	04/2025/BB-NORCO	18/12/2025	• Approve the overall human resource masterplan 2026 proposed by the HR Division, which includes (i) People agenda of each business unit, (ii) Key human resource foundations, and (iii) human resource Level-up plans to enhance human resource capabilities. During implementation, ensure adherence to timelines, quality standards, and comprehensive communication to all employees. • Emphasize the need for clear communication regarding the implications for incumbents in the succession planning process. For management groups not directly reporting to Division Chief (HOD), requested the Human Resource Management Division to revamp the approach and execution process for succession planning to ensure consistency and alignment.

Strategic Orientation and Operational Plans for 2026 of NORCO

In 2026, NORCO will continue to advise and support the BOD in the following areas:

1 **Strengthening Core Foundations**

Continue to refine the Competency Framework, strengthen leadership bench strength, and foster the shared culture across member companies. At the same time, standardize human resource policies within the ecosystem to ensure competitiveness and support talent attraction and retention across all entities.

2 **Strategic Workforce Planning and Enhancing Workforce Quality**

Ensure high-quality talent for key business areas, with a strong focus on hiring the right people for priority areas to drive sustainable growth. Additionally, prioritize capability development by equipping employees with future-ready skills such as data management, AI, and technology.

Supervisory Board (BOS)

INFORMATION ON BOS MEMBER

Mr. Hoang Huy Trung

Head of Supervisor Board

Born in: 1973
BOS's member since: 12/2012

Experience

Mr. Hoang Huy Trung has many years of experience in the banking industry and has held various management positions at the State Bank of Vietnam and Techcombank. He has been a Full-time member and Head of the Techcombank's Supervisory Board since December 2012.

Diploma

He graduated with a Master of Economics, specializing in Banking at the National Economics University and a Bachelor of Accounting in Academy of Finance.

Ms. Bui Thi Hong Mai

Full-time member

Born in: 1972
BOS's member since: 03/2010

Experience

Ms. Bui Thi Hong Mai has many years of experience in accounting and finance. She has been a member and a Full-time member of Techcombank's Supervisory Board since March 2010.

Diploma

Ms. Bui Thi Hong Mai graduated with a Bachelor's degree in Accounting from the University of Finance and Accountancy.

Ms. Do Thi Hoang Lien

Member

Born in: 1972
BOS's member since: 04/2024

Experience

Ms. Do Thi Hoang Lien has many years of experience in accounting and finance. She has been a member of Techcombank's Supervisory Board since April 2024.

Diploma

Ms. Do Thi Hoang Lien graduated with Bachelor's degree in Accounting from the University of Finance and Accountancy.

No.	BOS members	Position	Appointment//Dismissal date of a member/independent member of BOS	
			Appointment date	Dismissal date
1	Mr. Hoang Huy Trung	Full-time Member, Head of Supervisory Board	20/4/2024	
2	Ms. Bui Thi Hong Mai	Full-time Member	20/4/2024	
3	Ms. Do Thi Hoang Lien	Member	20/4/2024	

Techcombank's Supervisory Board (BOS) consists of 03 members (including Head of the BOS and 02 other members) meeting standards and conditions prescribed by laws and Techcombank's Charter regarding professional qualifications and work experience in accounting/finance, ensuring independence from the Bank's Board of Directors and Executive board.

ACTIVITIES OF SUPERVISORY BOARD (BOS)

Roles and Responsibilities, Principles of operations of BOS

The Supervisory Board is elected by the General Meeting of Shareholders and operates independently from the BOD and the Executive Board.

1 Roles and Responsibilities of BOS

- Supervise the compliance with the laws and Techcombank's Charter in governance and management activities of the Bank
- Perform the internal audit function, including reviewing the effectiveness of the Bank's internal control system
- Appraise the Bank's semi-annual and annual financial statements
- Supervise the financial status and regulations on restrictions to ensure operational safety of the Bank as stipulated in Chapter VII of the Law on Credit Institutions
- Perform other duties in accordance with the laws and the Bank's Charter
- Supervise the approval and implementation of investment projects, purchase and sale of fixed assets, other contracts and transactions of the Bank under the decision authority of the AGM and the BOD
- Prepare a list of founding shareholders within 05 years from the date of becoming founding shareholders, shareholders owning 01% or more of the Bank's charter capital; and related persons of members of the BOD, the BOS, the Chief Executive Officer and shareholders owning 01% or more of the Bank's charter capital
- Perform audit and supervision at the request of competent authorities, organizations and/or major shareholders/ group of major shareholders in accordance with the laws and the Bank's Charter

2 Principles of operations and coordination between the Supervisory Board and the Bank's Board of Directors and Executive leaders

- The BOS operates on the principle of independence, and at the same time closely coordinates with the BOD and executive leaders in the governance and management activities of the Bank with the aims of preventing, detecting and completely handling the shortcomings in the Bank's operations, improving the capacity of the internal control system, improving regulations, processes, products, risk management in business activities and improving the governance and management capability of the system
- The BOD and executive leaders of the Bank recognize, proactively organize and give directions to overcome the shortcomings according to the recommendations of the BOS and Internal Audit, and also create favorable conditions for the BOS to perform its duties

Activities of BOS in 2025

- Direct to implement successfully the Internal Audit Plan for the year 2025, which has been prepared and supplemented based on recommendations from competent authorities, in accordance with the laws, Techcombank's Charter, and Techcombank's internal regulations and procedures.
- Direct to implement successfully the supervisory activities according to the laws, Techcombank's Charter, including:
  - Finalizing internal regulations, procedures, and guidelines on supervisory activities;
  - Enhancing the effectiveness of supervision over: Implementation of resolutions of the 2025 AGM and resolutions adopted by opinion polls; Governance and management activities of the BOD, the CEO, and Committees under the BOD, Councils under the CEO, and Techcombank's internal control system; Investment activities, purchase and sale of fixed assets, contracts, and other transactions under the authority of the AGM and the BOD; Financial status and compliance with restrictions to ensure the Bank's operational safety; Compliance with shareholding regulation; Urging remediation of shortcomings identified by State regulatory authorities, independent auditors, the BOS, and internal audit.
- Promptly communicate audit and supervisory results to the BOD, the CEO, and other managers of Techcombank, contributing to the improvement of the internal control system and strengthening the effectiveness of senior supervision by the BOD and the CEO.
- Carry out BOS's activities in 2025 in accordance with legal regulations, the Bank's Charter, and Techcombank's internal rules, promptly approve and decide on matters within its functions and responsibilities, and successfully complete its planned activities.

Meetings of BOS in 2025

The Supervisory Board for the 2024–2029 term consists of three members who meet the requirements of laws and Techcombank's Charter regarding structure, standards, and conditions. In 2025, the Supervisory Board operated through regular meetings, with attendance rates as follows:

No.	BOS members	Position	Date appointed as member of the BOS in the period of 2024-2029	Day dismissed as member of the BOS in the period of 2024-2029	No. of meetings attended in person and by proxy	Rate of attendance in person and by proxy	Reasons for absence
1	Mr. Hoang Huy Trung	Full-time Member, Head of Supervisory Board	20/04/2024		4	100%	
2	Ms. Bui Thi Hong Mai	Full-time member	20/04/2024		4	100%	
3	Ms. Do Thi Hoang Lien	Member	20/04/2024		4	100%	

The Supervisory Board established the Internal Audit with a staffing of 30 experienced professionals specializing in financial auditing, banking, information technology,... in order to advise and implement the functions and duties of the Supervisory Board in compliance with legal regulations, Techcombank's Charter, and relevant internal policies.

Resolutions of BOS in 2025 – onsite meetings

No.	Resolution No.	Issuance date	Main content
1	01/2025/NQBKS	18/03/2025	• Review and approve the internal audit results for Quarter I/2025. • Review and approve the internal supervision activities for Quarter I/2025. • Review and approve the Supervisory Board's report to the 2025 Annual General Meeting of Shareholders and related documents.
2	02/2025/NQBKS	17/06/2025	• Review and approve the internal audit results for Quarter II/2025. • Review and approve the internal supervision activities for Quarter II/2025. • Review and approve the supplementation of the 2025 internal audit plan.
3	03/2025/NQBKS	23/09/2025	• Review and approve the internal audit results for Quarter III/2025. • Review and approve the internal supervision activities for Quarter III/2025.
4	04/2025/NQBKS	12/12/2025	• Review and approve the internal audit results for Quarter IV/2025. • Review and approve the internal supervision activities for Quarter IV/2025. • Review and approve the internal audit report on 2025 performance results and the 2026 internal audit plan. • Review and approve the budget for operating expenses, salaries, and remuneration of the BOS and Internal Audit for 2026.

Resolutions of BOS in 2025 – opinion polls

No.	Resolution No.	Issuance date	Main content
1	06/2025/BKS-TCB	27/02/2025	Approve reports on Internal Audit for the year 2024 (submitted to SBV annually in compliance with regulations
2	12/2025/BKS-TCB	14/05/2025	Approve the supplementation of the 2025 Internal Audit plan.

Strategic Orientation and Operational Plans for 2026 of BOS

Based on the functions and duties of the BOS and the Bank's operational orientation, the BOS sets the following key activity directions for 2026:

- Timely and effectively implement supervisory activities and internal audit plans in accordance with the laws and Techcombank's internal regulations.
- Continue to improve and enhance the capacity and quality of internal audit and supervisory activities to contribute to establishing and maintaining a safe, efficient and sustainable development process for the Bank.
- Strengthen internal training, encourage and support employees in obtaining professional certifications; attract and recruit new personnel with professional expertise from within and outside the Bank.

Executive Team

Mr. Jens Lottner

Chief Executive Officer cum Chief Human Resources Officer
since 1st October 2025

Experience

Dr. Lottner was appointed Chief Executive Officer of Techcombank on 18 August 2020. Before joining Techcombank, Dr. Lottner was Senior Executive Vice President at Siam Commercial Bank for five years. During his tenure, he held roles as Chief Strategy Officer, Chief Transformation Officer and Chief Data Officer, designing and orchestrating the Bank's digital transformation program towards more customer centricity. His last role at Siam Commercial Bank was Chief Financial Officer.

Dr. Lottner began his career with McKinsey & Company in 1992 in Germany, where he was elected Partner in 2000. He moved to Malaysia in 2001 and to Singapore in 2005, where he was a Senior Partner leading McKinsey's financial services practice in ASEAN until 2012. He simultaneously led its Asia Pacific Risk Management Practice and was a member of the Asia Pacific Management Committee. From 2012 to 2015, Dr. Lottner was Senior Partner and Managing Director of the Boston Consulting Group in Singapore, heading its financial services practice across ASEAN.

Diploma

Dr. Lottner holds a Doctorate in Economics from the Dresden University of Technology, Germany, and attained a Diploma in Economics from the University of Bonn, Germany.

Mr. Pham Quang Thang

Deputy CEO cum Chief Corporate Affairs Officer

Experience

Mr. Pham Quang Thang joined Techcombank in 1994 and has over 30 years of experience in the banking industry, where he has held many key leadership positions including Chief Accountant. Since 2004 he was appointed Deputy General Director of Techcombank cum Director of Treasury Centre. Since October 2007, he has been Deputy General Director of Techcombank cum Head of Business Banking Division, Head of Credit Approval Division, Head of Legal and Compliance division, and Chief Corporate.

Diploma

Mr. Pham Quang Thang holds a Master's degree from Swinburne Technology University, Australia and a Bachelor's degree from the National Economics University, Vietnam.

Mr. Phung Quang Hung

Standing Deputy CEO cum Chief Corporate And Institutional Banking Group Officer
until 31st July 2025

Experience

Mr. Phung Quang Hung has many years of management experience in finance and banking. He held various positions at different international banks, including Head of IT and Operations at ABN AMRO Vietnam, Business Partner at the National Australia Bank, London. Mr. Phung Quang Hung joined Techcombank in January 2010 as Head of IT, Head of the Operations and Technology Division, he was then appointed Head of Sales and Distribution, Head of Customer Service and Financial Advisory Division, Managing Director and then Standing Deputy CEO, Standing Deputy CEO cum Chief Business Banking Officer, Standing Deputy CEO cum Chief Corporate and Institutional Banking Group Officer.

Diploma

Mr. Phung Quang Hung has a Master's degree of business administration from Washington State University, USA and a Bachelor's degree in Information Technology from the Hanoi University of Science and Technology, Vietnam.

Mr. Phan Thanh Son

Deputy CEO until 25th June 2025
Chief Global Transaction Services Officer until 31st August 2025

Experience

Mr. Phan Thanh Son was appointed Deputy CEO and Head of Global Transaction Banking Division in August 2019. Prior to this, he was a Transformation Director of Transaction Banking and Head of the Treasury and Financial Markets Division from February 2011. He has more than 25 years of experience in local financial markets and played an important role in developing local foreign exchange, fixed income markets. He was the Deputy Chief Executive Officer at Tien Phong Bank. He has held multiple key positions in the Global Markets Divisions at Standard Chartered Bank (Vietnam), Citibank (Vietnam), and Citigroup Global Markets Ltd. (Hong Kong).

Diploma

He holds a Master's degree in Economics from the National Economics University, Vietnam.

Mrs. Nguyen Thu Lan

Vice Chairwoman cum Chief of Staff until 31st July 2025 cum Chief Corporate And Institutional Banking Group Officer since 1st August 2025

Experience

Ms Nguyen Thu Lan has over 22 years of experience at Techcombank and she has held various key leadership positions across corporate banking, retail banking, and risk management at Techcombank and its subsidiaries. With her deep organizational expertise, strategic vision, and strong leadership capabilities, she has made significant contributions to Techcombank's growth journey. On 1st August 2025, she was appointed Chief Corporate and Institutional Banking Group Officer.

Diploma

Ms. Nguyen Thu Lan graduated from National Economics University, Vietnam with a Bachelor's Degree in Economics. She also holds a Bachelor's Degree in Russian from Hanoi Foreign Languages Teacher Training University, Vietnam.

Mr, Nguyen Anh Tuan

Chief Retail Banking Group cum Chairman of Techcom Nonlife Insurance Joint Stock Company (TCGI)

Experience

Mr. Nguyen Anh Tuan has many years of leadership experience working in the field of finance and banking. He has held various senior positions at Techcombank in both Corporate banking and Retail banking, and has gained comprehensive expertise in strategy implementation, front-line operations and large-scale business management. With over 19 years working at Techcombank and extensive experience in various managerial roles, he has served as Branch Manager, Regional Director, Director of Customer Service & Advisory Division, Head of Omni Channel Development, Deputy Chief of Business Banking and Deputy Chief of Retail Banking, then he was appointed Chief of Retail Banking Group in 2023.

Diploma

He holds an MBA from the University of Applied Sciences and Arts Northwestern Switzerland and a Bachelor's degree in Financial Banking from the Banking Academy of Vietnam, Viet Nam.

Mr. Alexandre Macaire

Group Chief Finance Officer

Experience

Mr. Alexandre Macaire is Group Chief Finance Officer of Techcombank, overlooking the operations of the Finance and Planning Division and supporting the Bank's investor relations. He is a member of the Executive team of Techcombank and a member of the Board of Director of Techcom Securities Company and TechcomLife Insurance Company.

Prior to that, he worked at HSBC for 15 years in senior management positions across Investment Banking, Capital Management and Finance. He was Chief Financial Officer for Wealth and Personal Banking, Asia Pacific. In this capacity, he helped scale up manufacturing and distribution capabilities across the region and expand into new products and channels, contributing to HSBC's ambition to be the top wealth manager in the region.

Diploma

Mr. Alexandre Macaire graduated from the French National School of Administration and gained a master's degree in Mathematics and Physics from Ecole Polytechnique in France.

Mr. Prasenjit Chakravarti

Chief Corporate Strategy and Transformation Officer

Experience

Mr. Prasenjit Chakravarti (PC) leads the Strategy & Transformation of Techcombank with more than 25 years of experience in Banking, P&L management, and Strategy Consulting across North America and South East Asia. He is responsible for defining strategic agenda, multi-year masterplan and executing the overall transformation of the Bank across all business areas and functions including digital, data, ESG, talent, Agile ways of working to drive the commercial benefits.

Prior to joining Techcombank, he led the Banking and Payments Practice in ASEAN for Accenture where he was responsible for building the practice, the talent pool in the region and was a member of the Global Banking Strategy Leadership. Before joining Accenture, he worked as a leader in Strategy Consulting with McKinsey in New York and in Banking at Standard Chartered based in Singapore where he was the Group Head of Strategy across Commercial, SME, Retail & WM business and Global Head of Personal Banking, working with Group Board of Directors and as an executive member of Group Retail Banking & Wealth Management Team responsible for global P&L.

Mr. PC has execution leadership experience in leading multi-market digital transformations across APAC markets, driving P&L impact and leading change of business models and new ways of working. As a part of his portfolio, Mr. PC has demonstrated impact across multiple initiatives which have significantly uplifted revenue and improved customer and frontline experience.

Diploma

Mr. PC holds an MBA from Harvard Business School, US, and Bachelor of Technology from the Indian Institute of Technology (I.I.T.) Mumbai, India.

Ms. Sanchita Mustauphy

Chief Risk Officer since 1st July 2025

Experience

Ms. Mustauphy is a senior financial services executive with nearly three decades of leadership experience across Banks, NBFCs, Insurance, Asset management, and Capital markets in India. She has a proven track record in building and scaling new businesses, strengthening governance, driving enterprise risk management and aligning strategy to shareholder value creation. She is also experienced in Board engagement, regulatory interface, and leading large multi-disciplinary teams.

Prior to joining Techcombank, she worked as Chief Risk Officer at Aditya Birla Capital, one of India's largest financial conglomerates. She was a founding member of Tata Capital (Tata Group) and spent over 17 years in various roles, including Chief Risk Officer and Chief Credit Officer. She also held positions at ICICI Bank and Citi Group.

Diploma

Ms. Mustauphy holds a Bachelor of Commerce from Calcutta University, India. She is a qualified Cost Accountant from ICWAI, India. She also holds an MBA from Indian Institute of Management, Calcultta, India and a Master's Degree in Risk Management from NYU Stern, US.

She has a certification under senior Leadership program from Michigan University, US under Tata Group Executive Leadership program.

Ms. Le Hong Hanh

Acting Chief Risk Officer until 30th June 2025

Experience

Ms. Le Hong Hanh has many years of leadership experience working in the field of finance and banking. She has held the position of Head of Market and Liquidity Risk Management, Head of Governance and Policy Supervisor of Bank-wide Risk Management.

Before joining Techcombank, she had 16 years of experience working at Standard Chartered Bank in the field of Risk Management and Financial Accounting.

Diploma

She has a Master's degree from Swinburne University of Technology, Australia, a Bachelor's degree from the University of National Economics, Vietnam.

She has an Australian Certified Public Accountant certificate and is currently a Financial Risk Manager member of Global Association of Risk Professionals.

Mr. Nguyen Anh Tuan

Chief Information Officer

Experience

Mr. Nguyen Anh Tuan has over 27 years of experience in technology and management. He was the LATAM Head of Payments & Receivables at Citibank N.A. Prior to this, he was the Chief Information Officer, Claims Division at Travelers Insurance; and Chief Technology Officer at Finastra, Las Vegas Sands, Wolters Kluwer, and General Electric.

Diploma

Mr. Nguyen Anh Tuan holds two master's degrees: MBA and Master of Science in Computer Science, and a Bachelor of Science in Computer Science, all three from the Virginia Commonwealth University, USA. He furthered his study with an Advanced Master's Certificate at George Washington University, USA.

He is also a certified Project Management Professional (PMP) from PMI.

Ms. Thai Minh Diem Tu

Chief Marketing Officer

Experience

Ms. Thai Minh Diem Tu is a seasoned marketing and general business leader with more than two decades' experience across the financial services and FMCG sectors. As Chief Marketing Officer of Techcombank, Ms. Thai Minh Diem Tu leads the bank's Marketing Division and oversees the brand strategy for its ecosystem. Since joining Techcombank, Ms. Thai Minh Diem Tu has overseen the creation of the Bank's vision, "Change banking, Change Lives" and led innovative, multi-channel marketing and customer engagement strategies that have contributed to a significant increase in Brand Value, and Top of Mind and Brand Consideration scores.

Prior to joining Techcombank, Ms. Thai Minh Diem Tu held various senior executive positions including a decade with FrieslandCampina and eight years with Unilever.

Ms. Tu was named in Campaign Asia's Asia-Pacific Power List for 2024 and 2025 as one of the region's most influential marketers.

Diploma

Ms. Tu has an MBA from the University of California Irvine and a Business Management graduate degree in HCMC University of Foreign Languages and Information Technology, Vietnam.

Mr. Chu Hong Ngoc

Chief Operations Officer

Experience

Mr. Chu Hong Ngoc has many years of experience in the field of banking and project management. He manages a team that ensures the Bank has appropriate operational controls, administrative procedures and effective reporting so it delivers quality service and runs efficiently.

Before joining Techcombank, he held many positions, such as Technical Supervisor, Engineering at O'Connor's Singapore office, Project Director cum Technical Director at Millicom Company, Project Manager at VP Bank's BOD and COO at VP Bank.

Diploma

Mr. Chu Hong Ngoc graduated with Honors with his Bachelor of Telecommunication Engineering degree from the University of South Australia.

Mr. Santhosh Mahendiran

Chief Data and Analytics Officer

Experience

Mr. Santhosh Mahendiran has over 25 years of global experience, specializing in Technology, Data and Digital. Prior to joining Techcombank, he worked for Standard Chartered Bank, Singapore as Managing Director and Global Head, Digital Foundation Technology. Previously, he was the Global Head of Data, Analytics & AI and Global Head of Enterprise Data Management, where he was responsible for strategy, design, development and delivery of a bank-wide Enterprise Data Management platform. Before Standard Chartered, he held various senior leadership roles at Citibank (Singapore), including Vice President responsible for the delivery, implementation and support of data warehouses in Europe, the Middle East and Africa. He was also the head of the development team that pioneered the world's first touch screen paperless onboarding systems for Citibank (Japan).

Diploma

Mr. Santhosh Mahendiran holds double Master's degrees – Computer Applications and Software Engineering – from Madurai Kamaraj University, India and the National University of Singapore.

He completed the leadership program at the European Institute of Business Administration (INSEAD) in 2015.

Mr. Pranav Seth

Chief Digital Officer cum BOD member of Techcom Nonlife Insurance Joint Stock Company (TCGI) since 9th December 2025

Experience

Mr. Pranav Seth was appointed the position of Chief Digital Officer on 13 January 2021. He has over 20 years of experience as a transformational leader and corporate entrepreneur with a proven track record of building businesses, championing and executing large scale business and organizational transformations. Over the last four years, he has led the transformation of Techcombank's digital business and helped the Bank gain domestic and international reputation as a digital leader. Under his leadership, Digital has fueled the Bank's robust customer acquisition and helped with rapid deepening of customer relationships. In December 2025, Mr. Pranav Seth was appointed as a member of the Board of Directors of Techcom Non-Life Insurance Joint Stock Company (TCGI).

Prior to Techcombank, Mr. Pranav Seth worked for OCBC Bank, Singapore, as Senior Vice President & Head of Digital & Innovation. In this role, he was responsible for OCBC's challenger bank, "FRANK by OCBC", led OCBC group's innovation arm, "The Open Vault", drove fintech and ecosystem partnerships and led the Digital Business and Transformation units for OCBC's consumer bank. Prior to OCBC Bank, he was an Engagement Manager at McKinsey & Company where he helped banks and financial services firms build strategies and carry out large-scale transformation.

Diploma

Mr. Pranav Seth holds a Master of Business Administration from the UCLA Anderson School of Management (Los Angeles), an engineering degree from Delhi University and has completed an Executive Program in Strategy & Organization from Stanford University Graduate School of Business, USA.

Ms. Nikki Dang My Quyen

Chief Human Resources Officer until 30th September 2025

Experience

Ms. Nikki Dang My Quyen is a senior professional with extensive experience in human resources for banking and financial services industry, having worked for the Federal Deposit Insurance Corporation (FDIC) – a primary banking regulator in the United States. She has held many senior positions, including Executive Vice President & Chief HR Officer at Bank of California; Director of Human Resources at National Credit Exchange; Resolution & Receivership Specialist at FDIC; Operations Manager at Bank of America.

Prior to joining Techcombank, Ms. Nikki Dang My Quyen was Executive Vice President & Chief HR Officer at Hanmi Bank, the second largest Korean American Bank in the US where she led the transformation of HR technology solutions, designed an Executive Leadership development program and implemented a Long-Term Equity Program for Executives. Additionally, she served the role of Diversity Officer responsible for the development of Diversity and Inclusion programs.

Diploma

Ms. Nikki Dang My Quyen graduated with a Bachelor of Business Administration – International Business from California State University, Fullerton, USA.

Mr. Nguyen Xuan Minh

Chairman of the BOD of Techcom Securities
Chief of Investment Banking Division

Experience

Mr. Nguyen Xuan Minh was appointed Chairman of the BOD of Techcom Securities – Chief of Investment Banking Division. He has more than 29 years of experience in fund management and investment banking. Prior to this, he was Chairman of Vietnam Asset Management Ltd. (VAM), Senior Vice President of Franklin Templeton Investments under Mark Mobius in Singapore and a member of the BOD of many listed companies in Vietnam.

Diploma

He holds a Master's degree in Applied Finance & Investment from Securities Institute of Australia, Australia, Master of Science in Engineering with major in Petroleum Mechanics from Gubkin Russian State University, Russia.

He is a Chartered Financial Analyst Charterholder.

Mr. Mukesh Pilania

Chairman of Techcom Life Insurance Joint Stock (Techcom Life)

Experience

Mr Mukesh Pilania has more than 20 years of experience in banking and insurance, with a strong track record in building and Mr Mukesh Pilania has more than 20 years of experience in banking and insurance, with a strong track record in building and transforming insurance businesses across Asia. He held senior leadership roles at AXA and Tokio Marine, where he led local and regional initiatives in new business launches, multi-channel distribution strategy, operations excellence, customer experience and digital transformation at scale. He has been working with Techcombank for the last 5 years and has been driving retail digital banking and payments transformation before leading the project to start a new life insurance company. As Chairman of Techcom Life, he leads Techcombank's strategic expansion into insurance business, adding a protection pillar to its integrated financial ecosystem. He applies his deep insurance knowledge with his digital expertise to build a customer centric, technology & data-enabled life insurance business in Vietnam, translating the vision of "Transform Insurance, Empowering Lives" into tangible value by redefining simplicity, transparency, and long term financial empowerment for customers.

Diploma

Mr. Mukesh Pilania has an MBA from Fores School of Management, India.

He holds a Fellowship certification from the Insurance Institute of India (FIII), Associate membership of the Chartered Insurance Institute from CII London (ACII), and has obtained the FLMI 1 certificate in Insurance from the Life Office Management Association (LOMA).

Transactions, remuneration and benefits of the Board of Directors, the Supervisory Board and the Executives

INFORMATION ON INTERNAL SHAREHOLDERS' OWNERSHIP OF TECHCOMBANK SHARES AS AT 31 DECEMBER 2025

No.	Name	Position in Techcombank	Number of Techcombank shares	% shareholding
Board of Directors				
1	Mr. Ho Hung Anh	Chairman	78,619,158	1.10946%
2	Mr. Nguyen Dang Quang	First Vice Chairman	18,806,352	0.26539%
3	Mr. Nguyen Thieu Quang	Vice Chairman	60,512,862	0.85395%
4	Mr. Nguyen Canh Son	Vice Chairman	35,909,958	0.50676%
5	Mr. Ho Anh Ngoc	Vice Chairman	0	0%
6	Ms. Nguyen Thu Lan	Vice Chairman	2,276,254	0.03212%
7	Mr. Saurabh Narayan Agarwal	Non-Executive Director	0	0%
8	Mr. Pham Nghiem Xuan Bac	Independent Director	0	0%
9	Mr. Eugene Keith Galbraith	Independent Director	0	0%
10	Mr Nguyen Tuan Minh	The Corporate Governance Officer, Company Secretary and Chief of BOD Office	788,067	0.01112%
Supervisory Board				
1	Mr. Hoang Huy Trung	Full-time Member, Head of Supervisory Board	115,008	0.00162%
2	Ms. Bui Thi Hong Mai	Standing Member	96	0.000001%
3	Ms. Do Thi Hoang Lien	Member	0	0%
Executives				
1	Mr. Jens Lottner	CEO	878,000	0.01239%
2	Mr. Pham Quang Thang	Deputy CEO cum Chief Corporate Affairs Officer	2,907,705	0.04103%
3	Mr. Phung Quang Hung	Standing Deputy CEO until 31st July 2025 (*)	6,206,814	0.08759%
4	Mr. Phan Thanh Son	Deputy CEO until 25th June 2025 (**)	3,253,148	0.04605%
5	Mr. Alexandre Charles Emmanuel Macaire	Group CFO	1,517,773	0.02142%
6	Ms. Nguyen Thi Tra My	Chief Accountant	52,845	0.00075%
7	Ms. Thai Ha Linh	Person authorized to disclose information until 30th June 2025 (**)	1,185,333	0.01677%

(*) The number of stocks is compiled based on the shareholders list provided by the VSDC as at July 31, 2025
(**) The number of stocks is compiled based on the shareholders list provided by the VSDC as at June 30, 2025.

SHARE TRANSACTIONS BY INTERNAL SHAREHOLDERS AND AFFILIATED PERSON

In 2025, the number of transactions and volume of Techcombank shares traded by insiders were as follows:

	Number of Transaction	Transaction Volume (number of share)
Buy	7	3,380,906
Sell	3	1,120,000
Total	10	4,500,906

In 2025, the number of transactions and volume of Techcombank shares traded by internal insiders' affiliated parties were as follows:

	Number of Transaction	Transaction Volume (number of share)
Buy	1	30,348
Sell	1	200,000
Total	2	230,348

Detailed information on the transactions by Internal shareholders and their affiliated parties are published on Techcombank's website: https://techcombank.com/nha-dau-tu/cong-bo-thong-tin/thong-tin-khac

REMUNERATION AND OTHER BENEFITS AND EXPENSES FOR EACH MEMBER OF THE BOD, THE BOARD OF SUPERVISOR, CEO IN 2025

Salary/Rewards/Remuneration and other benefits of BOD members

No.	Name	Position	Salary, rewards, remuneration and benefits (VND Million)
1	Mr. Ho Hung Anh	Chairman	4,462
2	Mr. Nguyen Dang Quang	First Vice Chairman	4,000
3	Mr. Nguyen Thieu Quang	Vice Chairman	2,375
4	Mr. Nguyen Canh Son	Vice Chairman	3,880
5	Mr. Ho Anh Ngoc	Vice Chairman	2,769
6	Ms. Nguyen Thu Lan	Vice Chairman	-
7	Mr. Saurabh Narayan Agarwal	Non-Executive Director	-
8	Mr. Pham Nghiem Xuan Bac	Independent Director	1,920
9	Mr. Eugene Keith Galbraith	Independent Director	7,170

Salary/Rewards/Remuneration and other benefits of Supervisory Board members

No.	Name	Position	Salary, rewards, remuneration and benefits (VND Million)
1	Mr. Hoang Huy Trung	Full-time Member, Head of Supervisory Board	5,166
2	Ms. Bui Thi Hong Mai	Full-time Member	1,559
3	Ms. Do Thi Hoang Lien	Member	360

Salary/Rewards/Remuneration and other benefits of CEO

No.	Name	Position	Salary, rewards, remuneration and benefits (VND Million)
1	Mr. Jens Lottner	CEO	27,556

CONTRACTS OR TRANSACTIONS WITH INTERNAL SHAREHOLDERS

Refer to the 2025 Consolidated Financial Statement – Footnote No. 41 on "Transactions with related parties".

Corporate Governance Regulations

REPORT ON PERFORMANCE OF CORPORATE GOVERNANCE REGULATIONS

Recognized among

TOP 20

VNSI Index on HOSE for Sustainability

The BOD of Techcombank has promulgated the Compliance Governance Policy, which stipulates the Bank's compliance governance framework and establishes a systematic, enterprise-wide compliance governance structure. This structure ensures seamless coordination among individuals and units to both enhance customer service and deliver superior customer experiences, while ensuring compliance with applicable laws and Techcombank's internal regulations.

Compliance governance at Techcombank is implemented based on Compliance Governance Principles established in alignment with Vietnamese laws on corporate organization and governance in general, as well as regulatory requirements applicable to listed companies operating in the banking sector. At the same time, Techcombank has proactively adopted international standards and best practices in corporate governance, increasingly aligning its governance model with the principles and standards set forth in the OECD Principles of Corporate Governance, the ASEAN Corporate Governance Scorecard, the Vietnam Corporate Governance Best Practices Principles jointly developed by the State Securities Commission and the International Finance Corporation (IFC), the VNCG50 Corporate Governance Scorecard for listed companies, the VNSI Sustainability Index, and the COSO Internal Control Framework. These frameworks collectively encompass all dimensions and functions of relevant stakeholders, reflected through: (i) the oversight functions of the Board of Directors and the Chief Executive Officer; (ii) the compliance responsibilities of all employees; and (iii) the establishment of a comprehensive compliance function, ensuring independence and effective coordination across the Lines of Defense.

Techcombank's leadership is committed to consistently upholding compliance governance principles throughout implementation of all activities, aiming to achieve effective, Bank-wide compliance governance.

In 2025, Techcombank continued to uphold compliance with regulations and guidelines on corporate governance issued by State regulatory authorities, including but not limited to:

- **Law on Securities No. 54/2019/QH14;**
- **Law on Enterprise No. 59/2020/QH14;**
- **Law on Credit Institutions No. 32/2024/QH15;**
- **Decree No. 155/2020/NĐ-CP** on guiding some articles of the law on securities;
- **Circular No. 116/2020/TT-BTC** on guiding the implementation of some articles on corporate governance applicable to public companies in Decree 155/2020/ND-CP;
- **Circular No. 96/2020/TT-BTC and amendments** on guiding information disclosure in the securities market;
- **Circular No. 13/2018/TT-NHNN and amendments o**n internal control systems of commercial banks, foreign bank branches, and other relevant regulations;
- **Circular No. 22/2019/TT-NHNN and amendments** on limits and prudential ratios of banks and foreign bank branches;
- **Circular No.11/2021/TT-NHNN** regulating the classification of assets, the level of deduction, the method of setting up risk provisions and the use of provisions to handle risks in the operation of credit institutions and foreign bank branches;
- **Decree No. 86/2024/ND-CP** on providing for amounts and method of setting up risk provisions, the use of provisions to handle risks in the operation of credit institutions and foreign bank branches and cases in which credit institutions allocate reversed interest receivables;
- **Circular No. 31/2024/TT-NHNN** regulating the classification of assets in the operation of commercial banks, non-bank credit institutions, and foreign bank branches;
- **Code of Best Practices of Corporate Governance** issued in August 2019 by the State Securities Commission and International Finance Corporation (IFC).

In compliance with existing legal regulations, Techcombank has proactively reviewed, updated, and refined their internal governance documents to ensure a robust legal foundation for governance and executive management activities, including:

- Charter (amended in full in 26th April 2025);
- Regulation on in Internal governance (updated on 15th August 2024);
- Regulation on organization and operation of the Board of Directors (updated on 5th August, 2025);
- Regulation on organization and operation of the Supervisory Board (updated on 28th August 2025).

Within Techcombank's Governance and Executive Management structure, Committees and Councils at both governance and executive levels continue to effectively fulfill their assigned roles and responsibilities, supporting the Board of Directors and the Chief Executive Officer in overseeing and managing the Bank's day-to-day operations, while providing strategic advice on critical and long-term matters. The operating mechanisms of these Committees and Councils have been increasingly aligned with the Bank's nature and transformation roadmap, thereby enhancing decision-making efficiency, ensuring prudence in risk management, and strengthening transparency and accountability.

Techcombank has implemented measures to establish a clear and transparent delegation and authorization framework, preventing conflicts of interest and defining responsibilities. In accordance with Article 4 of the Internal Governance Regulations, the Bank has developed an authority matrix specifying approval authority for each level and position, ensuring compliance with legal requirements and alignment with Techcombank's governance structure:

- The Board of Directors defines the authority for the Committees and Councils under the Board of Directors, CEO;
- The CEO defines the authority for the Councils under CEO, titles from Deputy CEO, Head of Division and equivalent roles downward.

COMPLIANCE STATEMENT AND PRINCIPLES AT TECHCOMBANK

Techcombank's compliance statement

At Techcombank, we have developed a transparent, safe and sustainable business strategies and execution. Accordingly, Techcombank has issued the compliance policy to establish compliance culture at Techcombank, demonstrates the highest level of compliance commitment from Techcombank's Board of Directors, Chief Executive Officer and management levels, as well as all employees of Techcombank are committed to understand, act and comply volutarily.

1. Establish a compliance policy for the entire Techcombank system. Conformance with the compliance policy is the responsibility of employees at all levels, from governance and management level to all employees.
2. Promote a strong compliance culture to protect customers as well as contribute to building and protecting the Bank's brand and reputation. The Bank's senior management and management at all levels are exemplary in complying with, encouraging and implementing appropriate measures to support and motivate employees to strictly comply in their daily work.
3. Require every individual to be responsible for fulfilling compliance obligations, as well as reporting and clearly explaining all related compliance issues and violations.
4. Do not accept or tolerate any practice that might conflict with the Bank's core values, regulations and standards. All violations of compliance must be detected, investigated, enforced to clarify and strictly dealt with in accordance with Techcombank's internal regulations and external laws.
5. Establish a whistleblowing mechanism to encourage the exposure of compliance violations by any individual, unit in Techcombank or any external individual, organizations while working at Techcombank; also commit to implement a mechanism to secure information and ensure the safety of whistleblowers.

Compliance management principles

To implement Techcombank's management commitment to compliance, 05 principles are executed consistently:

1. Oversight of the BOD and CEO
2. Responsibility of compliance
3. Comprehensive compliance function
4. Independence
5. Prioritized resources and collaboration

Compliance management structure according to the three lines of defense model

To ensure compliance functions are organized at all levels within the Bank, Techcombank has designed an organizational structure to implement compliance management according to the 3 lines of defense model based on Vietnamese law and international standards and best practices.

Operating under a 3 lines of defense mechanism helps us manage compliance comprehensively from identifying, measuring, monitoring and controlling compliance risks, thereby ensuring the achievement of the Bank's common goals and supporting the sustainable development of Techcombank.

ESTABLISHING AND MAINTAINING AN ETHICAL CORPORATE CULTURE

Code of ethics and conduct

At Techcombank, we have issued a complete set of documents, regulations, processes and guidelines on key compliance issues in the Bank's operations, including areas such as Anti-Corruption, Anti-Money Laundering and Terrorist Financing, Information Security and Data Privacy, etc. In addition, the implementation of these activities is built on the foundation of Code of Ethics and Conduct designed and practiced by all Techcombank staff.

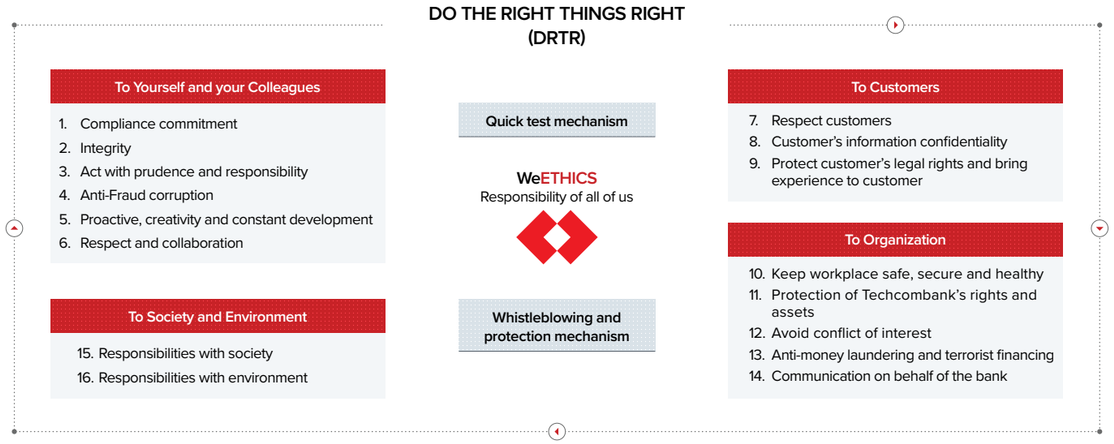
The Code of Ethics and Conduct establishes requirements and standards of conduct for all Techcombank employees in all situations and daily activities. The establishment of these standards will play an important role as well as effectively support employees in making the right decisions and actions in any situation.

Whistleblowing and whistleblower protection

At Techcombank, all employees are encouraged and protected when they speak up about any violations or suspicions of violations. We have established a system of channels to receive reports, protect whistleblowers and against any from acts of retaliation.

Channel to report violations/signs of violations at Techcombank

We always strive to listen to all opinions from employees about reporting violations/ signs of violations by building a network of information collection channels. Techcombank collects opinions through the 24/7 hotline, internal reporting email, or for particularly serious and urgent situations, employees can directly contact the Chief of Corporate Affairs Officer by phone. In addition, Techcombank also organizes the annual Do-the-Right-Things-Right Survey program so that each employee can speak up about violations/signs of violations at work.



Techcombank commits to protecting the Whistleblower

- Techcombank commits to keeping whistleblowing information confidential at the highest level. The identity of the whistleblower will not be disclosed under any circumstances.
- Techcombank absolutely does not accept and strictly prohibits acts of threatening, retaliation, punishing or insulting whistleblowers, and establish necessary methods to protect whistleblowers and related individual.
- Techcombank commits to reporting the investigation outcomes and case resolution to the whistleblower in accordance with applicable regulations.

Anti-corruption and anti-bribery management

At Techcombank, the spirit of "Say No to Fraud and Corruption" is defined as one of the core values within our Code of Ethics and Conduct. The Bank rigorously implements anti-corruption measures through three key pillars:

Improve the institutional framework

Improving the Institutional Framework: Establishing a system of standardized regulations (Regulation On The Operations Of The Steerings Committee On Anti-Corruption, Misconduct And Crime In The Banking Sector At Techcombank and Guidance On Prevention Of Fraud And Corruption At The Units). These documents aim to institutionalize State and State Bank of Vietnam regulations, creating a robust legal corridor to identify and mitigate fraud risks.

Strengthen the Organizational Structure

Maintaining The Steerings Committee On Anti-Corruption, Misconduct And Crime, directly chaired by the Chairman of the Board of Directors. This is the central governing body responsible for leading, urging, and monitoring the implementation of unified anti-crime activities across the entire system.

Promote culture

With the goal of building a transparent and ethical business culture, the Bank places special emphasis on training and communication. Anti-corruption content is deeply integrated into training programs on professional ethics, compliance, and risk management. Through these initiatives, every employee is not only updated on legal knowledge but also encouraged to heighten their sense of responsibility, contributing to the protection of Techcombank's reputation and sustainable development.

Ecosystem Aspiration

The comprehensive Techcombank – Masterise Group – One Mount ecosystem fulfilling its mandate to deliver national priority projects and propel the Vietnamese economy onto the regional and global stage

Techcombank – Masterise Group – One Mount Powering National Growth and Shaping a New Vietnam

Vietnam is entering a pivotal phase of transformation, underpinned by a series of strategic resolutions that embody breakthrough thinking and a comprehensive approach to addressing the country's socio-economic development challenges. These policy pillars are designed to firmly position Vietnam in a new era of development and to realize the nation's long-term strategic objectives toward 2030 and 2045. Key among them are: Resolution No. 57-NQ/TW dated 22 December 2024 of the Politburo on breakthroughs in science and technology development, innovation, and national digital transformation; Resolution No. 52-NQ/TW dated 27 September 2019 on proactively participating in the Fourth Industrial Revolution; and Resolution No. 214/NQ-CP dated 23 July 2025, promulgating the Government's Action Plan to accelerate data creation and utilization in support of comprehensive digital transformation, with a strong emphasis on digital data and data sovereignty. Within this context, the Techcombank – Masterise Group – One Mount ecosystem plays a pioneering role in shaping and accompanying the Government in the implementation of national priority projects, driving Vietnam's economic growth and elevating the quality of life for millions of Vietnamese people. Through these efforts, the ecosystem contributes to strengthening Vietnam's competitiveness on the regional and global stage.

With customers at the core of its strategy, the Techcombank – Masterise Group – One Mount ecosystem continues to expand its value-creation capabilities by harnessing the combined strengths of finance, real estate, technology, and consumer services. This integrated approach enables the delivery of seamless, hyper-personalized experiences tailored to each stage of the customer's life journey. From banking and financial needs, housing and healthcare, to lifestyle and entertainment, the ecosystem serves as a foundational platform for advancing a new standard of quality of life for the Vietnamese people.

Entering 2025, in tandem with the country's new development momentum and the rapid acceleration of the digital economy, the Techcombank – Masterise Group – One Mount ecosystem has evolved beyond the traditional Finance – Real Estate – Technology model. It is emerging as a comprehensive ecosystem that contributes directly to the realization of Vietnam's national strategic objectives. Backed by a long-term vision, strong execution capabilities, and an expanding scale of operations, the Techcombank – Masterise Group – One Mount ecosystem was honored as "Comprehensive Finance–Technology Ecosystem of the Year" by Fchoice 2025. This recognition affirms the ecosystem's pioneering role in shaping the market and highlights its position as a leading private-sector economic ecosystem, delivering sustainable value to customers, partners, communities, and society at large.

Unlocking the Power of Digital Transformation in Tandem with Sustainable Development

A HOLISTIC DIGITAL TRANSFORMATION STRATEGY EXECUTION AND EFFECTIVE DATA EXPLOITATION

Digital transformation has been identified by the Vietnamese Government as one of the strategic breakthroughs to drive sustainable development and enhance national competitiveness in the new era. In alignment with this national direction, Techcombank continues to accelerate digitalization and the development of a comprehensive ecosystem, demonstrating its strong commitment to actively contributing to the modernization of the economy and supporting Vietnam's deeper global integration.

Driven by the Bank's vision of **"Change banking, Change lives"** and **the philosophy of customer centricity**, Techcombank has been at the forefront of significant investments in in three strategic pillars "Data, Digitalization and Talent", Techcombank is among the leading banks in Vietnam in applying artificial intelligence (AI) and machine learning across the entire banking value chain — from customer acquisition and insights, to the development of personalized products and services tailored to specific customer needs, as well as optimizing employee productivity and strengthening risk management and fraud prevention capabilities. This holistic and substance-driven approach represents a key differentiating factor in Techcombank's digital transformation journey.

The Bank's persistent efforts in digital transformation and in delivering advanced financial solutions to customers have been recognized through prestigious technology awards conferred by The Asian Banker (TAB), including the award for "Best AI based Analytics Initiative in Vietnam", underscoring Techcombank's strong technological capabilities and its continuous spirit of innovation.

Best AI based Analytics Initiative in Vietnam

The Asian Banker

Driving Data Fluency & AI Adoption in 2025

Driving transformation to Data & AI

1.3 Trillion VND
incremental revenue delivered through advanced analytics and machine learning

333 Biz campaigns
were supported, which exceeded targets and demonstrated the tangible impact of data-driven decisioning

6.2 Trillion VND
in merchant lending (outstanding balance) and helped the Bank develop Vietnam's first ROMI (Return on Marketing Investment) model for any industry enabled by Data & Analytics initiatives

Data Literacy & Capability Development

Award from The Asian Banker
The Best AI Based Analytics Initiative in Vietnam
(LACE – 250% CR uplift)

1.200+ active users
from 11 divisions show successful data democratization

VTV AI Challenge
(An AI competition broadcast on VTV, Techcombank as the exclusive sponsor and co-organizer)
100 teams, from 14 countries

HUST Hackathon
Hanoi University of Science and Technology as the organizer, Techcombank as the strategic partner)
452 participants, 106 teams, 170 ideas

Training/Sharing
80++ sessions about Data Product, DBx, Data Governance... reaching 6000++ users across organization

TCB Datathon
156 participants from RBG, CIBG
19 products/solution

Learning campaigns on DataCamp
2,544 users,
159k course units completed

AI Champion program
776 participants in Round 2
727 posts about AI on FB
Supporting the formation of internal core teams that promote the adoption of AI and data analytics within business lines

Development and Adoption of AI Products

Sustained monetization requires a workforce fluent in data

New Products Development & Rollout

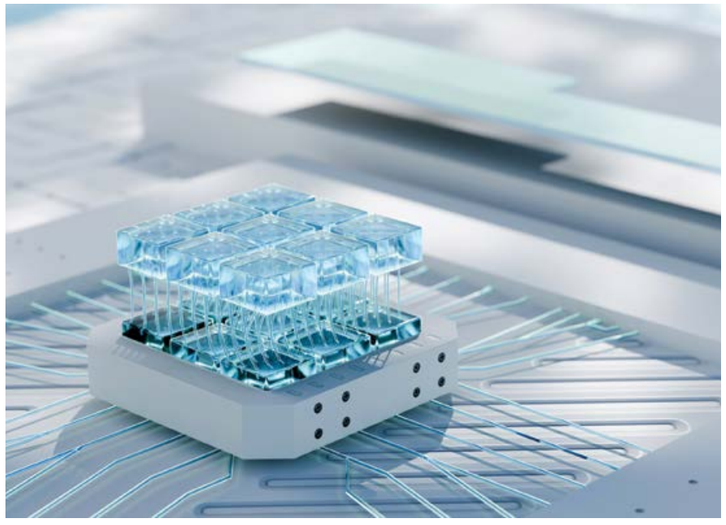
SDMS, SOPs, SCA | TalkZone | Audience Store | MetaMind | Customer ranking (Heavy/ light ranking)

Products in Operation with Expansion & Enhancement

TDDC | LACE | Zickoi

2026 Focus

In 2026, Techcombank continues to focus on AI product innovation, creating solutions that drive efficiency, democratize analytics, and enhance customer engagement



Building up AI bank of future

Use AI for automation, predictive analytics, and real-time decision-making, transforming traditional banking into a seamless, data & AI driven ecosystem.

Implementing AI for our Frontline & Backend staff

Drive productivity uplift for Frontline teams through AI-driven insights and virtual assistants for personalized customer engagement and service. Deliver efficiency improvement for Backend teams by AI driven customer journey, predictive analytics, and smart document handling.

Delivering hyper personalized customer experiences

Redefine customer engagement by leveraging advanced AI technologies to deliver hyper-personalized experiences across all touchpoints. This initiative focuses on using predictive analytics, real-time insights, and adaptive personalization to anticipate customer needs, tailor offerings, and creates seamless interactions. By integrating AI-driven solutions into our customer journey, we will enhance satisfaction, build stronger relationships, and drive sustainable growth.

Driving customer value proposition across ecosystem

Create a unified, customer-centric approach that delivers consistent value at every touchpoint. By leveraging data, AI, and partnerships, we ensure personalized experiences, seamless integration of products and services, and enhance trust. This approach strengthens loyalty, maximizes lifetime value, and positions the organization as a key player in a connected financial ecosystem.

Embedding AI across organization

Embed AI across the organization through integrating intelligent technologies into every function and process—from customer engagement and operations to risk management and decision-making. This approach ensures data-driven insights, automation of repetitive tasks, and personalized experiences, creating a culture where AI is not just a tool but a core enabler of efficiency, innovation, and growth.

PIONEERING IN SUSTAINABILITY AND SOCIAL RESPONSIBILITY

Creating sustainable value for customers

Driven by the Bank's vision of **"Change banking, Change lives"** and its mission to lead the digital transformation of Vietnam's financial sector, Techcombank remains steadfast in its goal to accompany customers on their journey toward sustainable development. The Bank continues to make relentless efforts to create long-term value for customers and partners.

- Techcombank reaffirms its leadership in delivering financial solutions aligned with ESG standards. Our diverse portfolio of products and services spans multiple industries, enabling customers to access green financing and implement sustainable projects. In 2025, the Bank's outstanding green loans were VND 18.7 trillion—representing a tenfold increase compared to Q3/2023, underscoring Techcombank's strong commitment to advancing green finance.
- Alongside credit solutions, Techcombank also pioneered sustainable lifestyle initiatives with the launch of the Techcombank Visa Eco credit card. The card is available in two versions: a physical card made from recycled PVC, featuring a design that promotes a green and sustainable lifestyle; and a virtual version to help reduce plastic consumption and protect the planet.
- Together with the Techcombank Visa Eco debit card, this duo represents Vietnam's first and only green debit and credit card offering, marking a significant milestone in the Bank's sustainability strategy. This initiative not only delivers superior financial solutions to customers but also aligns with the Government's vision of modernization, digitalization, green transformation, and sustainable economic growth. By the end of 2025, Techcombank had issued more than one million Eco cards, including both debit and credit cards—reflecting strong market adoption and reaffirming the Bank's commitment to creating lasting value for the community.
- Techcombank received a medium- and long-term loan facility of EUR 200 million from the European Investment Bank (EIB) to support its sustainable lending activities. This facility has also been approved by the State Bank of Vietnam in accordance with prevailing regulations.

Sustainability – Embedded in Techcombank's Strategy and Culture

In 2025, Techcombank continued to reaffirm its leadership role by embedding the ESG strategy into the organizational culture in a substantive and meaningful way.

9,000 Participants

40,000 Trees planted

1,000 Children supported

Winter Giving stands as a clear testament to this commitment: a program that engages the broad employee base, reinforces daily habits, and promotes sustainable lifestyles—transforming ESG from a policy led by a dedicated function into everyday behaviors at work and in life for 9,000 employees and their families throughout a month-long series of activities.

As an annual initiative, Winter Giving introduces a distinct theme each year, with refreshed implementation approaches and an expanded scope of impact. While the 2024 program focused on "Greener Everyday" (the letter E – Environment), the 2025 edition continues to strengthen the E pillar while extending into the S – Social pillar with the theme "With gratitude, we give love." This aligns with the launch of the Love Touching Foundation, enabling employee actions to translate directly into social impact.

In terms of operating mechanisms, each activity undertaken by employees and their families is converted into contributions to the fund and visualized in real time on individual and team dashboards (e.g., number of trees planted, number of children supported). This data-driven, measurable, and automated reporting model successfully engaged 9,000 participants, delivering tangible outcomes: 40,000 trees planted (in U Minh Ha, Cuc Phuong, and Ben En) and support provided to 1,000 disadvantaged children.

Winter Giving drives deep and sustained impact across three core value layers: Give Self (Take care of yourself with actions that benefit mental and physical health), Give People (Loving and sharing with family, colleagues and the community), and Give Planet (Protecting the environment from small everyday tasks to sustainable lifestyles). This transforms Winter Giving from a message into a continuous practice—cultivating positive habits and fostering social and environmental responsibility from within.

Overall, through Winter Giving - a well-structured, consistent, and continuously innovated program—Techcombank demonstrates that Sustainability has been naturally, effectively, and pervasively integrated into its strategy and culture, establishing an ESG cultural operating mechanism that connects functions and builds sustainable capabilities across the organization.

Committed to the Community - Shaping a Sustainable Future

Techcombank remains steadfast in the commitment to supporting the Hanoi and Ho Chi Minh City International Marathons as part of the long-term strategy to enhance the quality of life for the Vietnamese people. In 2025, Techcombank reaffirmed its pioneering role in creating value for the community by continuing as the strategic partner of **the 4th Hanoi Techcombank International Marathon** and **the 8th Ho Chi Minh City Techcombank International Marathon**. These events are not only world-class sporting occasions but also a testament to Techcombank's sustainable development strategy—building a stronger Vietnam on the foundation of a robust economy and a healthy, connected community.

The two marathons attracted impressive participation: over 13,000 runners from 51 countries in Hanoi and more than 23,000 runners from 81 countries in Ho Chi Minh City, underscoring their reputation and appeal on par with regional events and moving toward international standards. Notably, this year's Hanoi race introduced AI-powered personalized video services for all runners, delivering a modern and distinctive experience.

Contributed over **4.2** Billion VND For Love Touching Charity Fund

Allocated over **214** Billion VND community development and socio-economic programs

Alongside these sporting activities, Techcombank continued its mission to spread compassion through charitable initiatives. Across both marathons, Techcombank contributed over 11 billion VND to community programs such as the "For the Poor" Fund in Hanoi and Ho Chi Minh City, the Child Protection Fund, disaster relief efforts, tourism workforce training, and sports talent development. In 2025, Techcombank also launched a new milestone—the virtual race "Stride for a Greater Vietnam", in conjunction with the debut of Love Touching Foundation Digital Charity Fund, a transparent and modern philanthropic platform sponsored by the Techcombank–One Mount–Masterise Ecosystem, where each kilometer taken in this virtual race helps provide children with leg deformities the chance to walk normally. Every kilometer completed is more than a personal challenge—it is a message of health, solidarity, and aspiration. With the participation of over 20,000 runners, Techcombank continues to write a story of a stronger, more compassionate, and ever-progressing Vietnam. Techcombank contributed over VND 4.2 billion to this fund.

Each year, Techcombank implements numerous social responsibility programs to support disadvantaged communities, build bridges and schools, and partner with social initiatives to foster development across the country, with annual contributions amounting to hundreds of billions of VND. In 2025 alone, Techcombank allocated over VND 214 billion to community development and socio-economic programs nationwide, particularly disaster recovery efforts and cultural and sports activities. Beyond its sustainable growth objectives, Techcombank remains committed to joining hands with the community and the nation to create a meaningful legacy for future generations

Risk Management Department

“

Operating in Vietnam’s rapidly evolving digital banking landscape, the Bank continues to strengthen its risk management framework in line with the State Bank of Vietnam’s regulatory requirements and the Board-approved risk appetite.

—

Sanchita Mustauphy

Head of Risk Management Department

During the year, key focus areas included credit risk discipline supported by data-driven underwriting, cyber and information security resilience and operational continuity. Enhanced governance over data, technology, and model risks, together with strong capital and liquidity positions, enabled the Bank to support digital growth while ensuring customer protection, regulatory compliance, and financial stability

As Centre of excellence, Group Risk oversees an integrated risk management framework designed to assess monitor and control risk across all subsidiaries and business lines in line with group strategy and board approved risk appetite

Overview

In an increasingly digital and interconnected financial ecosystem, effective risk management remains central to sustaining trust, resilience, and long-term value creation. As a digital-first bank, our risk profile continues to evolve with rapid technological innovation, changing customer behavior, and a dynamic regulatory environment.

During the year, the Bank maintained a strong and forward-looking risk governance framework, aligned with our growth strategy and risk appetite approved by the Board. We continued to strengthen the integration of risk management into business decision-making, product design, and customer journeys, ensuring that innovation is pursued responsibly and sustainably.

Given our digital operating model, technology and cyber risks remain top priorities. Throughout the year, we enhanced our Operational resilience through continuous monitoring, advanced threat detection, incident management. We further strengthened our operational resilience framework, including business continuity planning, third-party risk management, and disaster recovery capabilities. Our critical systems achieved high availability, and we conducted regular resilience testing to ensure uninterrupted service to customers.

Our credit risk strategy continues to leverage advanced analytics, alternative data, and automated decisioning while maintaining prudent underwriting standards. Portfolio performance remained within the Board-approved risk appetite, supported by robust early-warning indicators and model risk governance. Liquidity and capital positions remained strong, building a centralized market risk platform with intraday monitoring, and completing LCR/NSFR validation alongside Phase 1 ILAAP for liquidity risk. CCR and IRRBB capabilities advanced through stress testing,

As the use of AI and machine learning expands across credit, fraud, and customer engagement, we reinforced our model risk management framework. This includes independent model validation, bias testing, explainability standards, and governance oversight to ensure ethical, transparent, and responsible use of algorithms.

A strong risk culture underpins our success. During the year, we reinforced the “three lines of defense” model, enhanced risk training across the organization, and promoted accountability at all levels. The Board Risk Committee provided active oversight, supported by timely, data-driven risk reporting.

For 2026, Techcombank’s risk management priorities will focus on strengthening enterprise-wide resilience and further advancing digitalization, while adapting to evolving regulatory requirements and heightened macroeconomic uncertainties. Key initiatives will include enhancing data and model risk governance, more deeply embedding risk considerations into product design and strategic planning, and continuing to reinforce stress testing, capital, and liquidity frameworks at both the entity and group levels. We will also strengthen oversight of third-party and outsourcing risks, reinforce regulatory compliance, and continue fostering a strong risk culture to support sustainable growth and long-term value creation.

2025 Highlights

CREDIT RISK MANAGEMENT

Retail customers Credit risk management (RBG)

1. Introduced new mortgage loan solutions that enabled business growth of 124%

   Mortgage solutions strengthened customer engagement with Techcombank through superior features such as multi-purpose lending options and flexible repayment schedules tailored for younger customer segments.

2. Streamlined and automated credit processes, enabling fairer decisions and enhanced personalization

   Modernized and standardized credit processes for each customer segment—faster, more relevant, and more automated. Strengthened local underwriting combining on-site assessment with digital data, improving underwriting and approval TAT by 150% for key processes/products.

3. Developed early warning scoring models to detect risks early and protect the credit portfolio

   Early warning tools enabled first-line business teams and Risk to intervene before loans became seriously delinquent, helping minimize credit losses.

4. Maintained risk cost within the defined risk appetite and credit risk orientation.

5. Built execution capability for SME strategy

   Completed integration of SME, ESME, and MSME risk management functions, reinforcing execution capability for the SME credit strategy.

6. Delivered 13 new credit risk models, raising the total to more than 30 models

   Expanded model coverage for Retail and SME segments and ensured timely deployment to support business growth.

7. Completed system architecture planning for all credit-related platforms

   Including the LOS, Early Warning (EW) system, and Limit Proxy.

Corporate customers Credit risk management (CIBG)

2025 marked a significant transformation in credit risk management, focusing on efficiency and quality through standardized processes and full-scale digitalization. The credit appraisal structure was redesigned into specialized sector-based teams combined with three approval lanes, enhancing flexibility and expertise. The internal credit rating model was upgraded to optimize portfolio management and risk-based pricing, improving decision-making capabilities. Post-disbursement controls and early warning systems were strengthened to maintain portfolio stability and keep risk costs at a prudent level. In addition, risk management continues to actively support business in diversifying customer portfolio through the development of diverse & tailor-made credit solutions for infrastructure, manufacturing, trade, services, import and export sectors, etc. These improvements not only boosted productivity but also laid a solid foundation for sustainable growth.

MARKET RISK MANAGEMENT

The year 2025 marked a significant milestone in Techcombank's market risk management, with the completion of technology platforms, automation of analytics, and alignment with international standards. These achievements not only ensure system safety but also lay the foundation for the strategy to reach global stature in the coming years.

Techcombank strengthened its market risk management capabilities through critical initiatives, ensuring effective risk monitoring and control amid highly volatile market conditions

Centralized Data Platform & Advanced Analytics

Consolidated market risk data on a unified platform in Cloud to enhances the ability to leverage and process with big data; implemented multidimensional advanced analytics to support early warning and decision-making.

The centralized Cloud-based data platform project

With the centralized Cloud-based data platform project, for the first time, intraday risk monitoring and tracking have been enabled, laying the foundation for implementing intraday market risk monitoring. This helps shorten the time to detect and address abnormal issues arising during the day.

Foundation for Advanced Internal Capital Calculation

Built technical infrastructure for internal models (expected shortfall, backtesting, and P&L attribution).

LIQUIDITY RISK MANAGEMENT: PROVEN STRENGTH, READY TO RISE

In 2025, Techcombank reinforced its leadership in liquidity risk management by achieving key milestones aligned with global best practices:

Independent validation of LCR and NSFR calculations by leading consultants, ensuring accuracy and transparency under Basel III standards.

Advanced AI integration into LR dashboards for predictive analytics and faster decision-making.

Phase 1 of ILAAP completed, including gap analysis, liquidity stress testing, and intraday liquidity management.

Enhanced liquidity risk framework, introducing behavioral cash flow gap thresholds for proactive control.

Apply a comprehensive behavioral model and implement the development and application of model results in liquidity stress testing in accordance with best practices.

Upgraded data infrastructure on cloud, enabling real-time intraday data and advanced dashboards powered by Databricks.

INTEREST RATE RISK MANAGEMENT IN THE BANKING BOOK (IRRBB): DRIVING TECHNOLOGY AND AI ADOPTION IN RISK MANAGEMENT KEY ACHIEVEMENTS IN 2025

These achievements strengthen Techcombank's foundation and position us among the most advanced banks in the region.

In 2025, Techcombank reinforced its leadership in liquidity risk management by achieving key milestones aligned with global best practices:

1 Maximizing AI & Automation in IRRBB Management

- Centralizing multi-dimensional data into the Data Lake, laying the foundation for automation, AI, and ML.
- Fully automating the reporting process from KRM to the Power BI analytics platform, ensuring real-time updates and daily risk status notifications.
- Applying AI (Copilot) to analyze IRRBB metrics, delivering timely insights to senior management.

2 Enhancing IRRBB Models & Upgrading the KRM System

- Developing advanced methodologies such as VaR within the KRM system.
- Upgrading KRM to improve accuracy, accommodate complex financial products, and support interest rate volatility forecasting.

3 Expanding Risk Management Scope

- Initiating interest rate risk management for life insurance products, laying the groundwork for IRRBB governance across the entire financial ecosystem.

OPERATIONAL - IT - FRAUD RISK MANAGEMENT

Operational risk

In a context where both TCB and the broader ecosystem are undergoing significant and challenging changes, conducting risk identification and assessment from the design stage enables the Bank to proactively control and address risks in a timely and appropriate manner.

Operational risk losses are consistently maintained at a low level, significantly below the internal operational risk limits, even in an environment where external threats and new technologies continue to emerge.

TCB continuously invests in technology and data to optimize risk management practices, thereby enabling more proactive and accurate decision-making.

An operational risk management culture has been firmly established, with consistent messaging communicated from the highest level of leadership down to every employee across all business units of bank.

IT risk

In 2025, the Bank effectively strengthened capabilities in identifying and assessing Information Technology & Information Security risks across strategic digital products, including Auto earning solutions, CDB++, centralized entitlement set up, and end-to-end digital journeys that customers could self-onboard and manage users in TCBB, as well as entrusted loan Home Credit, etc. By embedding technology and security controls from the early design and development stages. These initiatives enabled the Bank to proactively detect and mitigate latent risks related to cyberattacks and digital fraud across digital channels. As a result, operational and financial losses were reduced, while service continuity for both retail and corporate customers was consistently maintained. These efforts have contributed significantly to reinforcing Techcombank's reputation and credibility as a leading digital bank in Vietnam, distinguished by its high standards of trust, safety, and reliability. They also supported the growth of mobilized funds from online customer segments, thereby establishing a solid foundation for financial performance and long-term shareholder value creation.

Furthermore, 2025 marked a pivotal year with the issuance and update of multiple regulatory and legal frameworks, exerting substantial impact on TCB's products, services, and ecosystem. In this context, IT & Information Security Risk Management played a critical role in ensuring regulatory compliance, strengthening the security and resilience of the technology platform, enhancing digital customer experience, and building sustainable trust between customers and the Bank.

Fraud risk

Completed
180 risk assessment reports

Preventing potential losses of
1,400 Billion VND

2025 marked a significant milestone in fraud risk management with the following highlights:

- Standardized and strengthened fraud risk governance: Completed revisions and issued core documents such as Fraud Risk Management Policy (including black/suspect list management and fraud scheme library), unified fraud investigation process, and guidelines for identifying fraud indicators—creating a solid foundation for Techcombank's fraud risk framework.
- Restructured fraud risk management functions: Expanded investigation scope to new areas such as internal fraud, FX, and bond fund; introduced Mystery shopping programs as proactive tools for fraud detection and investigation across the bank.
- Enhanced monitoring and data analytics: Delivered 5 dashboards for key segments (Unsecured Retail Lending, Household, SME) and for Sao Moc (ecosystem company) to support early fraud detection.

Loss prevention and risk mitigation: Completed 180 risk assessment reports, including 17 in-depth reviews for high-risk processes/products in corporate and retail segments. Conducted pre-disbursement application fraud investigations, preventing potential losses of ~VND 1,400 billion (credit limits of fraudulent cases).

STRENGTHENING RISK MANAGEMENT AND BASEL III READINESS

In 2025, Techcombank achieved significant milestones in advancing its risk management framework and aligning with international best practices under Basel III:

1 IRB Implementation

Successfully enhanced the accuracy and risk sensitivity of regulatory capital measurement, delivering an estimated 2%-3% improvement in the Capital Adequacy Ratio (CAR). The Bank achieved full compliance with SBV Circular 14 and reinforced readiness for Internal Ratings-Based (IRB) adoption, receiving positive feedback from regulators and strengthening transparency and trust.

2 ICAAP & Stress Testing

Enhanced ICAAP methodology by integrating macro-economic linkages and upgrading stress-testing models, enabling more reliable forecasting and proactive responses to adverse scenarios. These improvements supported the Bank in setting risk appetite and defining risk limits more effectively.

3 Integrated Risk Management

Advanced holistic risk measurement capabilities, improved concentration risk management, and provided deeper insights into risk premiums and risk-based pricing. These enhancements support better strategic decisions and optimize risk-adjusted returns for sustainable growth.

2026 Focus

CREDIT RISK MANAGEMENT

Retail customers
Credit risk management (RBG)

Strategic Orientation 2026–2030

Credit risk management geared toward sustainable growth, safe and precise market expansion in the digital era, built upon five new risk management capability pillars across the end-to-end credit journey

1. Leading expertise in credit solutions for High Net Worth (HNW) customers
2. Accelerated design, testing, and scaling of solutions for MAS customers
3. Driving Merchant success through comprehensive and seamless solutions
4. Accelerating the model lifecycle to unlock growth with high accuracy
5. An integrated, automated, and predictive technology system

Supported by three critical enabling capabilities:

- A team of top regional risk management experts, proficient in data & technology, and deeply knowledgeable in credit operations
- Diverse data sources enabling intelligent and informed decision-making
- An integrated, automated orchestration system with embedded AI applications

Corporate customers Credit risk management (CIBG)

Strategic Direction 2026–2030

The upcoming strategy focuses on three pillars. First, acting as a leading bank in financing infrastructure, real estate, key projects with standardized appraisal frameworks, centralized monitoring, and proactive early-warning mechanisms. Second, expanding financing for top-tier conglomerates and their ecosystems through value-chain solutions, co-financing models, and advanced risk governance aligned with Basel III and F-IRB standards. Third, driving productivity through AI integration, data digitalization, and process optimization, while deploying collateral management systems and limit governance within the core banking transformation. The overarching goal is to accelerate growth while safeguarding capital, ensuring robust risk concentration management, and maintaining portfolio quality over the long term.

MARKET RISK MANAGEMENT

Strategic Direction 2026–2030

Techcombank aims to upgrade market risk management capabilities to meet Basel international standards, leveraging **AI/ML, real-time monitoring, and proactive management:**

1. **Unified & Flexible Platform**
   Develop a comprehensive market risk management system for the entire ecosystem, enabling fast operations and adaptability to market changes.
2. **Real-Time Monitoring & AI/ML**
   Deploy real-time dashboards and apply AI/ML to forecast interest rate and FX movements and detect anomalies.
3. **Dynamic, Multi-Factor Stress Testing**
   Implement complex scenario simulations to assess comprehensive impacts on trading portfolios.
4. **Basel & FRTB Standardization**
   Finalize internal models, implement FRTB SA, and prepare for IMA adoption.
5. **Proactive Exception Management**
   Establish early control mechanisms to support rapid decision-making based on real-time data.

COUNTERPARTY CREDIT RISK (CCR)

Strategic Direction 2026–2030

Techcombank aims to elevate its risk management capabilities to Basel standards, ensuring system safety and capital optimization for shareholders. A structured 5-year roadmap:

Phase 1

Adopt SA-CCR to calculate RWAccr more accurately, reflecting actual counterparty credit risk in derivative portfolios.

Phase 2

Integrate CVA Framework (Credit Valuation Adjustment) to manage credit valuation volatility and reduce potential counterparty losses.

Phase 3

Build a comprehensive Basel-compliant risk management ecosystem, leveraging big data and AI for forecasting, early warning, and capital optimization.

LIQUIDITY RISK

Strategic Direction 2026–2030

Building on this momentum, Techcombank is committed to elevating liquidity risk management to a global standard: **Full ILAAP/Basel implementation** across the Group, embedding best-in-class governance with robust escalation mechanism covering for new business model and products.

- Comprehensive stress testing with diverse, forward-looking scenarios including reversed liquidity stress test
- Deep AI-driven analytics for liquidity risk and customer behavioral insights, with a focus on intraday liquidity optimization and early warning.
- Continuous enhancement of data and automation capabilities, ensuring resilience and agility in a dynamic market, integrated data and interconnected system for liquidity risk across TCB group (e.g. early warning for intraday liquidity), Gen AI integrated in intelligent reporting system

INTEREST RATE RISK MANAGEMENT IN THE BANKING BOOK

Strategic Direction 2026–2030

- Full compliance with Basel III requirements for interest rate risk management.
- Integrating interest rate risk management with liquidity risk to build a holistic, synchronized, and more efficient risk governance framework.
- Applying advanced AI/ML for IRRBB analysis, early warning systems, and customer behavior forecasting.
- Extending risk management across the entire financial ecosystem.

OPERATIONAL - IT - FRAUD RISK MANAGEMENT

Operational risk

- TCB continuously enhances the operational risk management capabilities through the comprehensive strengthening of governance policies, implementation tools, operating models, and risk management culture, applied consistently across TCB as well as the ecosystem.
- Technology innovation, data connectivity, and the application of AI are leveraged to deliver enhanced risk analytics and forecasting.

IT risk

- Looking ahead to 2026–2030, the Bank will continue to elevate its IT & Information Security Risk Management capabilities through the development and enhancement of a comprehensive, end-to-end risk governance framework aligned with international standards and covering the entire digital product lifecycle.
- The Bank will also intensify investment in training and developing specialized human resources in technology risk and cybersecurity, while establishing a flexible collaboration model between digital business units and the Risk Management Division. This approach aims to embed risk-aware thinking into all product development and strategic decision-making processes.

In parallel, the Bank will leverage Artificial Intelligence (GenAI) and advanced data analytics technologies to automate the identification, assessment, monitoring, and mitigation of IT & Information Security risks across strategic digital products and the broader banking ecosystem. This will enhance early risk detection capabilities, shorten response times, and optimize operational costs, thereby supporting sustainable and secure digital growth.

Fraud risk

- Strengthen fraud risk governance execution: Enhance fraud risk management capabilities through training and coverage of new business areas, including ecosystem products.
- Improve risk assessment and data analytics: Standardize risk taxonomy, assessment processes, and control effectiveness; integrate behavioral data; apply AI/ML models for anomaly detection; build real-time monitoring dashboards.
- Develop investigation and frontline control capabilities: Train staff on fraud indicators; implement mystery shopping programs; reinforce collaboration across Techcombank and ecosystem units.

Support sustainable growth: Ensure robust risk controls for key segments such as SME and unsecured lending, while maintaining transparency and efficiency during customer onboarding.

STRENGTHENING RISK MANAGEMENT AND BASEL III READINESS

Basel IRB

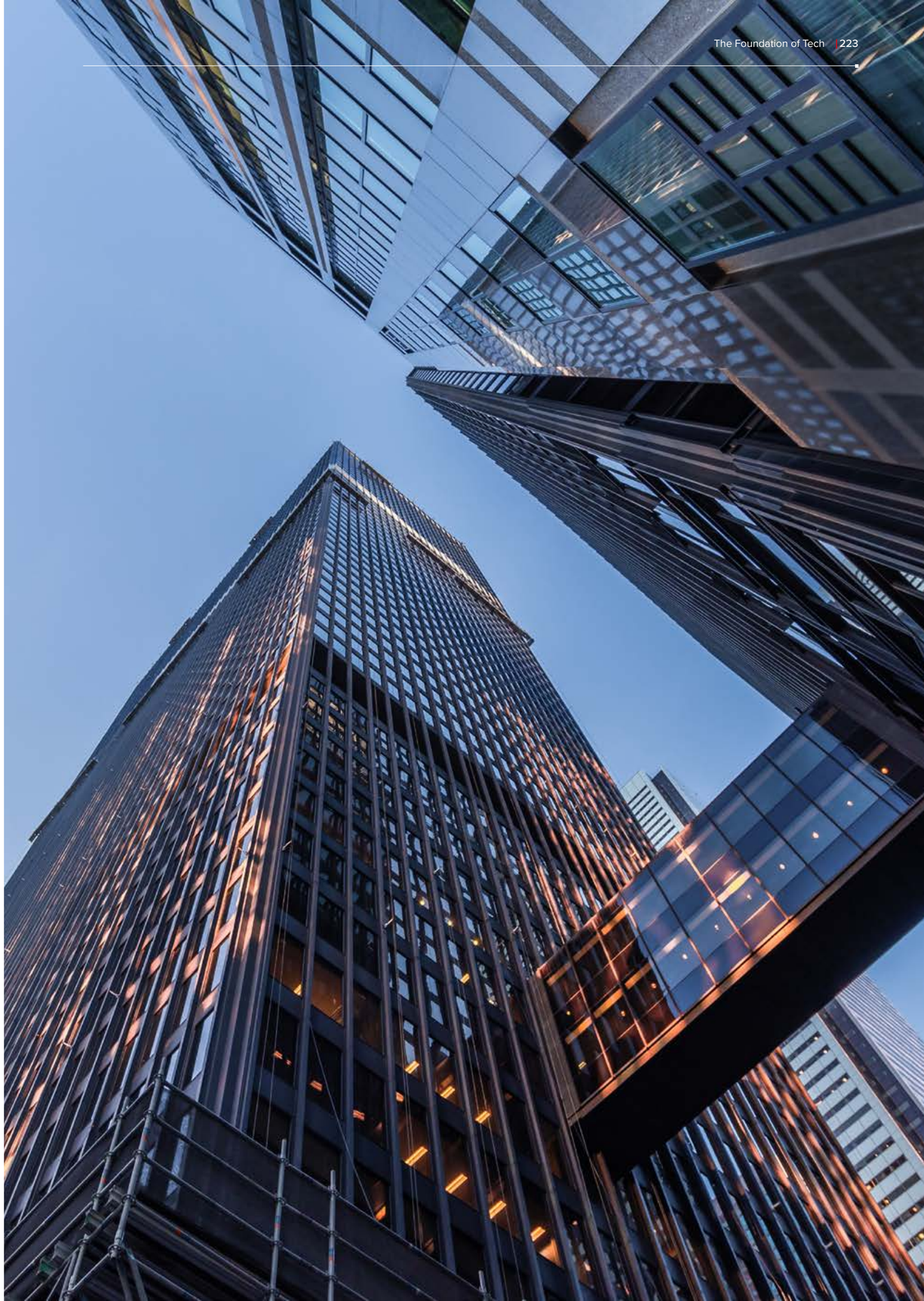
Secure official SBV approval for IRB approach to optimize capital requirements and enhance risk sensitivity; align capital planning with strategic objectives and strengthen risk-adjusted performance tracking (RoRWA).

Stress Testing

Continue enhancing stress-testing capabilities with robust macroeconomic scenarios and contingency planning, ensuring resilience and readiness under adverse conditions.

Integrated Risk Management

Advance holistic risk management across all material and emerging risks; strengthen integration of risk and business objectives; enhance coordination across entities within Techcombank Group for consistent risk governance.



Corporate Culture

“2025 demonstrated that true ownership—of growth, work, and impact—makes us stronger together.

—
Jens Lottner
Chief Executive Officer
cum Chief Human Resources Officer

As we look to 2026, we focus on building a unified One Culture that accelerates alignment, unlocks synergy, and equips our people and the ecosystem to achieve greater heights together.

Overview

Take Ownership – Proven Strength, Ready to Rise

In 2025, as Techcombank continued to reinforce its position as a national leader while building readiness for regional expansion, corporate culture remained a critical driver of sustainable performance and long-term value creation.

Anchored in the belief that greatness starts with ownership, Techcombank focused on embedding the Take Ownership mindset across the organization—empowering employees to proactively own their development, their work, and their contribution to the Bank's success. This cultural foundation strengthened execution discipline, enhanced collaboration, and ensured the organization remained agile in an increasingly complex operating environment.

2025 Highlights

A CULTURE THEME THAT ENABLES OWNERSHIP

The Take Ownership culture theme guided all culture initiatives in 2025 and was embedded across four core dimensions:

1. **Own Your Personal and Career Development**

   Encouraging employees to set clear goals, continuously build capabilities, and actively leverage internal platforms for growth.

2. **Own the Working Culture and Way of Work**

   Promoting a speak-up environment where employees proactively identify issues, challenge inefficiencies, and follow through on improvements aligned with Techcombank values.

3. **Work Effectively and Be Greater**

   Enabling continuous improvement through modern tools, enhanced ways of working, and a strong focus on productivity and impact.

4. **Embrace and Accept Challenges**

   Fostering ambition, resilience, and readiness to take on new responsibilities in a fast-evolving business landscape.

This theme served as the foundation for translating cultural aspirations into measurable actions and outcomes.

KEY CULTURE ACHIEVEMENTS & MEASURABLE IMPACT IN 2025

In 2025, Techcombank implemented six flagship culture programs, reaching scale across the organization, and delivering tangible behavioral and operational impact.

Activating Knowledge Ownership: Master Sharing

Master Sharing served as an open platform enabling employees with expertise to share practical knowledge and best practices across the Bank, promoting continuous learning culture.

181
Master Sharing sessions delivered in 2025

290
internal experts contributed as speakers

Around **730**
employees participated in each session on average

More than **132,000**
times for all sessions nationwide

By unlocking internal expertise, Master Sharing strengthened learning agility and reinforced ownership of personal and team development.

Strengthening Speak-Up Culture: Make No Sense

The Make No Sense program empowered employees to speak up on policies, procedures, or practices that were misaligned with Techcombank values and proposed practical improvements.

1,982
issues and improvement ideas raised by employees

50%
pointed out the misalignment with Techcombank values

300
initiatives translated into policy or process improvements

This program played a critical role in strengthening governance, enhancing operational efficiency, and reinforcing trust through transparent follow-up and action.

Enhancing Leadership Visibility & Alignment: Leader Talk & Mini Leader Talk

Leader Talk has always been an interactive communication format for Leaders to meet and share about strategy, business & culture topics with employees twice per year. This year, a new & smaller format Mini Leader Talk was designed to encourage people managers at all level to proactively share strategic updates, business insights, and meaningful topics with employees.

3,584
Mini Leader Talk sessions conducted

80%
of people managers participated as speakers

13,158
employees reached across units

Leader Talk reinforced leadership accountability and ensured consistent alignment across the organization.

Driving Collaboration & Well-being: Team-Up & Team Active Saturday

Team-Up and Team Active Saturday strengthened cross-functional collaboration, employee engagement, and holistic well-being.

1,032
people managers teamed up with others to participated in Team-Up programs.

2,148
missions delivered under Team-Up, fostering people manager community, uplifting leadership capability while helping them to nurture their team's culture.

Meanwhile, Team Active Saturday (TAS) remains the essential platform to promote all culture and engagement activities where employees can proactively participate in team activities on Saturday besides working. Especially 02 fixed TAS event Summer Nurturing (Family Day) and Winter Giving were scored 4.94/5 by employees, claiming to win Techcomers' hearts.

These initiatives reinforced the belief that sustainable performance is built on strong collaboration and employee well-being.

Sustaining Culture at Scale: Culture Ambassadors

The Culture Ambassadors network including REDS and CEO Culture Awards winners played a pivotal role in sustaining culture at grassroots level and reinforcing desired behaviors through peer influence.

322
Culture Ambassadors appointed

Coverage across **100%**
of units/divisions

100%
culture initiatives had REDS or CEO Culture Awards champions involved in designing or leading directly ensure culture was not only led from the top but actively lived across the organization

Culture Beyond the Workplace: Social Impact & Responsibility

In 2025, Techcombank continued to extend its ownership culture to the wider community through large-scale, purpose-driven initiatives.

TAS "Winter Giving"
Through the TAS "Winter Giving" initiative which is anchored through 03 pillars of giving and appreciation: Give Self – Give People – Give Planet, every positive employee action was translated into tangible social impact.

5.4 Billion VND
contributed in 2025

8,027
employees participated in the campaign

40,000
trees will be planted in 03 reforestation projects supported

1,000
children in need received assistance

This initiative demonstrated how ownership culture translates into shared value for society and reinforces Techcombank's commitment to sustainable development.

2026 Focus

ONE CULTURE, ONE ECOSYSTEM

Looking ahead to 2026, we will establish a unified One Culture across the ecosystem — driven by strong alignment and visible commitment from senior leadership across all entities.

We will scale the cultural priorities that directly enable strategy execution, productivity uplift, and sustainable people development.

People Managers are pivotal — leading, embedding, and sustaining these shifts across the organization.

2026 CULTURAL PRIORITIES

AI-Enabled, High-Performance Culture

Elevate enterprise AI capability and build a strong AI mindset by democratizing tools and knowledge — embedding AI adoption into everyday work to enhance speed, quality, and decision-making.

Continuous Learning & Self-Ownership

Foster a culture of continuous learning through accessible, bite-sized development and ecosystem-wide knowledge sharing — empowering employees to take ownership of their growth.

Compliance & Responsible Leadership

Strengthen a culture of accountability and compliance by equipping People Managers to lead responsibly within their mandates and uphold strong governance standards.

With a proven ownership mindset, Techcombank is well positioned to amplify collective strengths and accelerate its journey toward regional excellence.

Well-being and Sustainable Performance

Positioning employee well-being as a key priority in 2026 in response to the EES 2025 insights, Techcombank aims to cultivate an effective and sustainable workplace environment.

SUSTAINABILITY REPORT 2025

CEO's Message

Jens Lottner
Chief Executive Officer

Dear Valued Shareholders, Customers, Partners and Techcomers,

Globally, 2025 marked another pivotal year for sustainability. Economies continued to navigate the intersection of climate change, geopolitical uncertainty, technological transformation and social inclusion. Financial institutions are increasingly expected not only to manage climate and social risks but also to mobilize capital for the transition toward a low-carbon and inclusive economy. Sustainable finance has moved firmly into the mainstream, with investors and regulators demanding greater transparency, measurable impact and long-term value creation. In 2025, EU & APAC achieved record-breaking volumes with global sustainable, social and other ESG debt crossing USD 1 trillion (up over 20% YoY).

In Vietnam, the sustainability agenda accelerated significantly. The Government reaffirmed its commitment to achieving net-zero emissions by 2050 and continued to roll out policies guiding the financial sector's role in this transition. The State Bank of Vietnam further strengthened its direction on green credit and environmental and social risk management, while ministries advanced work on Vietnam's green taxonomy and transition finance frameworks. Together, these developments signal a clear trajectory: sustainability is becoming embedded in the core of banking operations, risk management and capital allocation across the country.

At Techcombank, we view this moment as both a responsibility and an opportunity. Sustainability is not a parallel initiative—it is central to our long-term strategy and our purpose of "Change banking, change lives." In 2025, we made meaningful progress in embedding environmental, social and governance (ESG) principles across our business and in supporting Vietnam's transition to a more resilient and inclusive economy.

OUR 2025 ESG ACHIEVEMENTS

Successfully issued a

500 Billion VND Green bond

Long-term facility from EIB

200 Million EUR

We strengthened our leadership in sustainable finance and innovation. Techcombank became one of the first private bank in Vietnam to publish the Green Bond Framework and issue Green Bond aligned with international standards and Vietnam's sustainable finance guidelines. We also published a post-issuance report—among the pioneering efforts in Southeast Asia—and received the second-highest rating from S&P Global. During the year, we successfully issued a VND 500 billion Green bond and secured a EUR 200 million long-term facility from the European Investment Bank (EIB), approved by the State Bank of Vietnam, to expand lending for sustainable projects.

On the product and innovation front, we launched new solutions to empower customers and businesses in their sustainability journeys. We issued approximately one million Eco debit and credit cards equipped with carbon-tracking technology to help customers better understand and manage the environmental footprint of their daily spending.

Our sustainable financing capabilities continued to expand. We completed a comprehensive green credit framework and strengthened policies for evaluating and managing environmental and social risks across our lending portfolio. We also advanced the measurement of financed emissions, completing initial carbon-footprint calculations to enhance transparency and inform our decarbonization roadmap.

Beyond financing, we invested in people and partnerships. We rolled out ESG training programmes to build capabilities across the organisation, attracting more than 3,000 participants across internal ESG training sessions. We actively engaged with regulators, industry associations, and global partners to help shape sustainable finance practices in Vietnam. During the year, we also published our inaugural standalone Sustainability Report aligned with Vietnamese and international standards, and launched a dedicated ESG section on our website to enhance disclosure and stakeholder engagement.

TCB has contributed a total of

231 Billion VND

Our commitment to society remained strong. Through community initiatives, employee volunteer programs and partnerships, we supported education, environmental protection and inclusive growth. More than 8,000 employees participated in our "Winter Giving" campaign, contributing to planting more than 40,000 trees and supporting more than 1,000 children. Also in 2025, TCB has contributed a total of VND 231 billion to social initiatives across Vietnam, reflecting our ongoing dedication to inclusive growth and long-term social impact alongside our business performance. We also continued to promote healthier and more connected communities through two flagship international marathons in Hanoi and Ho Chi Minh City. By bringing thousands of runners together, these marathons promote active living, community engagement and long-term wellbeing – values that sit at the heart of Techcombank's sustainability agenda.

As a result of these collective efforts, in 2025 Techcombank was honored to be included in the Vietnam Sustainability Index (VNSI) by the Ho Chi Minh City stock exchange (HOSE), ranking among the Top 20 listed companies with the best ESG practices in Vietnam—reflecting the strength of our governance, transparency and sustainable finance initiatives. Techcombank was also honored with the "Best Sustainable Bank" award by FinanceAsia - a testament to our consistent performance, innovation and long-term commitment to creating sustainable value for customers, shareholders and communities.

"Best Sustainable Bank" award in Vietnam

FinanceAsia

LOOKING AHEAD

While we are proud of the progress made in 2025, we recognize that the journey toward sustainable development requires continued ambition and collaboration. In the coming years, Techcombank will focus on scaling sustainable solutions for our customers—expanding green, social, transition and ESG-linked financing, and leveraging digital and data capabilities to help our customers measure, manage and reduce their environmental impact. We will also deepen the integration of ESG and develop ESG foundations across all entities within the Techcombank Group and our broader ecosystem, ensuring consistent standards, governance and impact across our operations and value chains. In parallel, we will explore how AI could support our customers in their sustainability journey by clarifying financing opportunities and documentation requirements, and by enabling a more intuitive and seamless application experience. By expanding our sustainable financing solutions, strengthening risk management, enhancing disclosures, building internal capabilities and leveraging technology, we aim to support our customers' transition while creating lasting value for Vietnam, ensuring that the progress we make today supports a resilient, inclusive and sustainable future for generations to come.

Jens Lottner
Chief Executive Officer

Techcombank's sustainability strategy

Led by our vision of **"Change banking, Change lives. Uplifting everyone to reach their full potential"** and our mission to lead the digital transformation of the financial industry, enabling individuals, businesses and corporations to progress and thrive sustainably, the Bank seeks to create value for all stakeholders in a sustainable way. By embracing sustainability, Techcombank aims to balance business growth with environmental and social responsibility – creating a positive, lasting impact for future generations.

TECHCOMBANK'S SUSTAINABILITY ASPIRATIONS AND TARGETS

At Techcombank, we aspire to become a leading sustainable finance champion, helping to drive Vietnam's green growth and fostering long-term economic resilience. By embedding sustainability at the core of our business strategy, we aim to provide innovative financial solutions that empower businesses and individuals to transition towards a low-carbon economy. Our commitment extends beyond financing, we actively promote responsible ESG practices, support sustainable projects and collaborate with stakeholders to drive positive environmental and social impact.

Aligned with Vietnam's National Green Growth Strategy and the goal of achieving net-zero emissions by 2050 as well as global sustainability frameworks such as the United Nations (UN) Sustainable Development Goals (SDGs), we integrate ESG considerations into our operations, policies and decision-making processes. Our sustainability commitment is structured around key strategic areas:

Sustainable finance and economic growth goals

- Allocate increasing share of total outstanding lending credit to ESG focused customers, sectors and projects, with green lending indicators increased by 20%.
- Achieve full digitalisation of core banking services to transition to paperless branches and reduce paper consumption.
- Expand financing to small and medium enterprise (SME) and women-led businesses, with a focus on helping them to build new, sustainable and thriving businesses.

Environmental responsibility goals

- Reduce the Bank's carbon footprint, aligning with Vietnam's goal of achieving net-zero emissions by 2050.
- Guide clients to reduce their carbon footprint and achieve sustainable low-carbon intensive growth.

Social impact and governance goals

- Maintain at least 50% representation of female managers.
- Ensure compliance with Vietnam laws and regulations.
- Be recognized among the top companies in Vietnam for governance excellence.
- Contribute meaningfully to ESG-focused community events.

Sustainability is embedded in our long-term business strategy, creating new approaches that balance business growth with environmental and social responsibility through a comprehensive framework

As a leading financial institution, we want to create an impact for a 'Greater Vietnam', by bringing aspects of environmental and social impact into our dialogue and engagement with our key stakeholders.

CUSTOMERS
Empowering clients with customer-centric and sustainable solutions

We are committed to empowering our clients with customer-centric and sustainable solutions, helping them to achieve their own sustainability goals through tailored financing options, green investments and responsible lending practices. By embedding sustainability into our products and services, we are supporting Vietnam's transition to a low-carbon economy, while seeking to enhance the overall customer experience through digital innovation.

SHAREHOLDERS
Creating long-term value through sustainable growth

For our shareholders, we strive to create long-term value through sustainable growth, ensuring responsible and resilient financial performance. Our commitment to sustainable growth is reinforced by transparent governance, ESG-aligned business strategies and policies that protect and enhance shareholders' interests.

EMPLOYEES
Building an inclusive and purpose-driven workforce

Internally, we are building an inclusive and purpose-driven workforce fostering a diverse and equitable workplace where employees are encouraged to contribute to ESG goals and initiatives.

REGULATORS
Leading with integrity and compliance

In the regulatory space, we are leading with integrity and compliance, not only are we ensuring strict adherence to Vietnam's ESG regulations we seek to exceed industry standards. We are also focused on strengthening governance frameworks and risk management policies that will uphold ethical and responsible business practices.

SOCIAL AND INTERNAL PRACTICES
Embedding sustainability in everything we do

We are also embedding sustainability in everything we do through our planning and responsible social and internal practices. By reducing our carbon footprint, optimising operational efficiency and implementing eco-friendly policies, we are looking to minimise our carbon footprint. Additionally, we are investing in community development initiatives such as financial literacy, education and corporate social responsibility programs, reinforcing our role as a leading financial institution committed to sustainable development.

	CUSTOMERS	SHAREHOLDERS	EMPLOYEES	REGULATORS	SOCIAL AND INTERNAL PRACTICES
Key pillars	**"Empowering clients with customer-centric and sustainable solutions"**	**"Creating long-term value through sustainable growth"**	**"Building an inclusive and purpose-driven workforce"**	**"Leading with integrity and compliance"**	**"Embedding sustainability in everything we do"**
Strategic focus	Support our clients to be more sustainable and integrate sustainability into financing solutions and investment opportunities. Make finance simple, accessible, and affordable for all.	Deliver long-term value and uphold shareholders' interests. Enhance ESG disclosures aligned with global standards.	Foster an inclusive and diverse workplace where employees are encouraged and equipped to contribute to our ESG goals and initiatives.	Comply with regulatory requirements and strive to exceed these standards by adopting best practices in ESG. Foster sustainable growth and support the development of Vietnam's sustainable finance market.	Implement internal policies and practices that reduce our carbon footprint and promote community development initiatives.

Through these five key pillars, Techcombank integrates ESG principles across all aspects of our business, driving sustainable growth, enhancing stakeholder value and supporting Vietnam's 2050 net-zero emissions target. We have clearly defined the key components of our ESG strategy and are systematically building this in line with our customer needs and the evolving regulatory environment.

SUSTAINABLE JOURNEY OF TECHCOMBANK

Techcombank's sustainability journey reflects our long-term commitment to responsible growth, strong governance and creating positive impact for customers, communities and the economy. Over the years, we have progressively integrated environmental, social and governance (ESG) considerations into our strategy, operations and culture, building the foundation for sustainable finance and inclusive development.

2012

Launched the Cultural Journey Program, fostering a strong internal culture at Techcombank through a series of employee engagement activities.

2017

Organized the Techcombank International Marathon, contributing to promoting a healthy lifestyle in society.

2021

Disclosed sustainability information in the Annual Report, enhancing communication with stakeholders and ensuring transparency.

2022

Conducted a materiality assessment related to sustainable development, helping guide the Bank's overall activities and ESG priorities.

2023

Issued Environmental and Social Risk Management (ESMS) policies to strengthen controls over credit granting and risk management.

Established an ESG Advisory Board led by the CEO, with the Chief Corporate Strategy & Transformation Officer acting as ESG Executive Sponsor.

2024

Launched the Eco Card, the first payment card solution in Vietnam to track carbon footprints and promote a sustainable lifestyle.

Established the ESG function under the Corporate and Institutional Banking Group to advance sustainable finance activities.

First private bank in Vietnam to issue a green bond framework with a "Medium green" rating from S&P Global, followed by green bond issuance

2025

Issued first standalone Sustainability Report

Launched dedicated ESG section on TCB website to promote ESG practices

Secured a EUR 200 million long-term facility from EIB

Selected in the Vietnam Sustainability Index (VNSI) by the Ho Chi Minh city stock exchange (HOSE), ranking among the Top 20 listed companies with the best ESG practices in Vietnam

Honored "Best sustainable Bank in Vietnam" by FinanceAsia

Best sustainable Bank in Vietnam

FinanceAsia

2025 Key highlights & achievements

CUSTOMER

Empowering clients with customer-centric and sustainable solutions

- **~ 1 Million Eco cards opened -** First green card in Vietnam with carbon tracking technology - supporting sustainable spending behaviors
- **VND 18.7 trillion** in green lending balance, increased 15% compared with 2024
- Completed designing **Green package for Infrastructure sector**
- Completed **green project evaluation policy**
- Completed development of **green deposit framework**

EMPLOYEES

Building an inclusive and purpose-driven workforce

- **Winter Giving** – 8K+ employees actively participated, helped plant 40K+ trees and support 1K+ children
- **Internal and external training** to build ESG knowledge and awareness among employees
- Ensuring stable living conditions for employees with an average monthly income of **VND 48 million**
- **No recorded workplace accidents** ensuring a safe and positive working environment for employees

SHAREHOLDERS

Creating long-term value through sustainable growth

- **Issued VND 500 billion Green Bond** in December
- Completed **SPO post-issuance report** for green bond, among the pioneers in SEA region with 2nd highest ratings from S&P

REGULATORS

Leading with integrity and compliance

- Selected in **top 20 VNSI by HOSE**, position among **pioneer ESG banks** in Vietnam
- Engage with regulators to support **National Green Growth Strategy**

SOCIAL AND INTERNAL PRACTICES

Embedding sustainability in everything we do

- Published **inaugural standalone ESG Report** following **GRI standards**
- **Launched dedicated ESG section** on TCB website to promote ESG practices
- **Completed financed emission calculation methodology** for 07 focused sub-industries
- Continued to **promote health, social cohesion, and shared societal value** through **Techcombank Marathon series,** attracting more than 36,000 participants
- Contributed **VND 231 billion to social, charitable, and community-related initiatives**
- **Total R&D expense in 2025 was VND 1,673 billion**, increase 40% compared to 2024

Awards and recognition in 2025

In 2025, beyond accolades for business performance and operational excellence highlighted in previous sections, Techcombank was further recognized for our strong commitment to sustainability.

FinanceAsia honored the Bank as the “Best sustainable Bank in Vietnam”, acknowledging Techcombank’s long-term contributions to Vietnam’s sustainability agenda.

The Bank also continued to excel in digital transformation and innovation, receiving awards from Global Finance, The Asset, and TAB Global for its achievements in data and artificial intelligence. In addition, Techcombank remained consistently recognized as a leading employer, including distinctions from Great Place to Work (GPTW) and the Stevie Award for Great Employers 2025.

These achievements reinforce Techcombank’s brand strength at both regional and global levels, reflected in a 2025 brand value exceeding USD 1.6 billion and a rise of seven positions in the ASEAN 500 rankings (Brand Finance).

- GREAT PLACE TO WORK - BEST PLACES TO WORK
- FINANCE ASIA - BEST BANK IN VIETNAM
- INCLUSION IN THE VIETNAM SUSTAINABILITY INDEX
- AMCHAM ESG TECH INNOVATION AWARD

Materiality assessment

WHY MATERIAL TOPICS ASSESSMENT IS IMPORTANT TO US

Assessing material sustainability topics is essential for Techcombank to understand where the Bank's actions have the greatest impacts and where these impacts shape our long-term development. This process helps ensure that our sustainability agenda remains focused, relevant and responsive to both stakeholders' expectations and the Bank's strategic priorities. It enables Techcombank to:

- **Identify the Bank's most significant ESG impacts across the value chain:** The assessment highlights Techcombank's key actual and potential impacts, both positive and negative, on the environment, people and the economy, reflecting our growing commitment to responsible and sustainable value creation.
- **Prioritise topics that require strengthened management focus:** By recognising issues of highest significance, the assessment supports the Bank in directing appropriate governance oversight, resources and internal controls toward areas that impact stakeholders and is relevant to our strategic ambitions.
- **Integrate sustainability into strategy and enterprise risk management:** Insights from the assessment help inform the Bank's strategic planning, risk management, product innovation and operational practices, contributing to enhanced resilience and long-term competitiveness.
- **Enhance engagement with key stakeholders:** Through structured dialogue and feedback channels, the assessment ensures that the perspectives of customers, employees, regulators, investors and communities are meaningfully reflected in Techcombank's sustainability priorities.

MATERIALITY ASSESSMENT PROCESS

Techcombank applies a structured four-step materiality assessment process to identify and prioritise sustainability topics that are most relevant to the Bank's long-term development and its stakeholders. This approach reflects widely recognized principles for impact-based materiality and is tailored to the Bank's operational context.

1 Identifying the Context of Impacts

Techcombank reviews the broader sustainability landscape and its own business context, including regulatory trends, industry developments, market expectations and the Bank's own value chain, to identify areas that may give rise to environmental, social or governance impacts. This step incorporates insights from stakeholder expectations, strategic objectives and key ESG considerations relevant to the banking sector.

2 Determining Relevant Sustainability Topics

Based on the findings from Step 1, the Bank develops a comprehensive list of potential sustainability topics that reflects the actual or potential impact of the Bank. This list is informed by national regulatory requirements, international sustainability practices, peer benchmarking and Techcombank's own operational characteristics. The topics capture potential positive and negative impacts on people, the economy, the environment and the Bank's business performance.

3 Assessing Topic Significance

Techcombank assesses the significance of each topic to determine which matters are most relevant and therefore require management attention. This step helps identify potential influences on the Bank's strategic direction, operational resilience, stakeholder relationships and long-term value creation. The assessment is conducted by internal analysis and leadership discussions to ensure a balanced understanding of the topics that matter most to the Bank and its stakeholders.

4 Validating and Approving Material Topics

The identified topics are reviewed across relevant business units to ensure they accurately reflect Techcombank's operational context and stakeholder expectations. Senior leadership then endorses the final list to confirm its strategic relevance. Once validated, these topics are incorporated into the Bank's sustainability strategy, risk management practices and reporting processes, guiding how the Bank structures its ESG commitments and management focus.

OUR LIST OF MATERIAL TOPICS

Following a rigorous assessment process and in accordance with the guidance of GRI 3: Material Topics, Techcombank has identified the following materials topics:

Domain	Material Topic	Description	Reference
Environment	E1–Supporting the Transition to a Low-Carbon Economy	Advancing the transition to low-carbon economy through green products (green bonds/loans, ESG advisory, green deposits, Eco Card) and operational decarbonisation.	Section Green Products
	E2–Responsible Use of Resources and Waste Reduction	Reducing resource intensity and improving waste sorting, treatment and the circular use of materials across operations.	Section Sustainable Operation (GHG emissions, electricity and water consumption)
	E3 - Conserving Natural Ecosystems	Avoiding sensitive habitats in site selection and integrating environmental safeguards in operations and due diligence.	Section Sustainable Operation (Material consumption, waste management)
Social	S1–Contributing to National Economic Growth	Sustaining business performance and macro contribution (assets, credit, taxes, dividends) to support national development.	Section Economic Contribution
	S2–Responsible Tax Contribution	Transparent, timely fiscal contributions and disclosures aligned with applicable regulations.	Section Economic Contribution (state budget/tax contributions)
	S3–Ensuring Fair Workplace Changes	Ensuring workplace democracy, dialogue mechanisms and clear internal regulations when organizational changes affect employees.	Section Employee rights & benefits (Workplace democracy)
	S4–Promoting Equal Opportunities and Inclusion	Fostering inclusive, equitable policies for recruitment, remuneration and advancement and maintaining a diverse workforce.	Section Employee rights & benefits (Inclusive & diverse workforce)
	S5–Maintaining a Safe and Healthy Workplace	Safeguarding employee wellbeing through policies, training, internal activities, and monitoring of working conditions.	Section Employee rights & benefits (Ensuring workplace safety)
	S6–Fair Compensation and Working Conditions	Ensuring competitive and fair remuneration and benefits, supported by transparent working-time practices that promote employee retention and engagement.	Section Employee rights & benefits (Employee benefits and remuneration)
	S7–Building a Skilled and Engaged Workforce	Implement talent attraction, engagement and development activities to build long-term capability and leadership.	Section Employee rights & benefits (Employee engagement, employee development)
	S8–Creating Positive Impact in Local Communities	Community investment and social initiatives that enhance local wellbeing and participation.	Section Contribution to local communities
	S9–Protecting Customer Data and Strengthening Privacy	Protecting customer data through robust privacy governance and incident-prevention measures, while enhancing service quality and strengthening complaints-handling processes.	Section Customer protection and satisfaction
	S10–Enhancing Financial Inclusion and Customer Wellbeing	Expanding access to responsible financing solutions that promote inclusion for under-served groups (e.g., SME, women-led businesses).	Section Social Financing
Governance	G1–Engaging Transparently in Public Policy Dialogue	Constructive engagement with regulators and stakeholders to advance sustainable finance and other sustainable practices.	Section Stakeholder Engagement
	G2–Responsible Product Information and Customer Communication	Responsible marketing and transparent product information to protect customer interests and trust.	Section Stakeholder Engagement
	G3–Upholding Integrity and Preventing Financial Crime	Strengthening ethics, AML/CFT controls, and anti-corruption measures through continuous training and rigorous enforcement.	Section Code of Ethics and Crime Prevention

Environment

GREEN PRODUCTS

With climate change emerging as a material risk for Vietnam's economy, Techcombank aspires to become a trusted partner for both corporate and individual customers in their low-carbon and climate-resilient transition through comprehensive and sustainable financing solutions. Leveraging its deep understanding of sector-specific dynamics and international sustainability trends, Techcombank has developed a diversified suite of green and sustainable solutions. We have developed comprehensive solutions for corporate customers, including green bond, green loan, sustainability-linked loan, ESG transition advisory, green deposit , while also launched Eco Card for retail customers, which are designed to meet the evolving needs of our clients as they shift towards more sustainable and resilient growth models.

Green bond framework

In December 2024, Techcombank became the first private or non-state-owned bank in Vietnam to issue VND 450 billion Green Bond, which aligned with our Green Bond Framework following the Green Bond Principles published by the ICMA. Our Green Bond Framework is a guiding document that ensures compliance with the principles for the use of proceeds from Techcombank's green bond issuances.

The framework provides the following four guiding pillars:

1. Use of proceeds
2. Process for project evaluation and selection
3. Management of proceeds
4. Reporting.

New issuance of
500 Billion
Green Bond

The proceeds raised from the issuance of green bonds will be used by Techcombank to finance projects that provide sustainable environmental benefits. To ensure compliance with ICMA's principles, Techcombank has chosen S&P Global Ratings – an independent and reputable external evaluator, to provide a second party opinion for its Green Bond Framework. S&P Global Ratings has assessed Techcombank's Green Bond Framework as compliant with ICMA's Green Bond Principles and rated the Framework as 'Medium Green', the second highest level on S&P Global Ratings' Shade of Green scale.

Following our inaugural green bond issuance in 2024, Techcombank is among the first banks in the region to obtain an independent post-issuance Second Party Opinion with S&P Global Ratings, help enhance transparency, credibility and investor confidence in our green finance disclosures. The review covered both the Allocation Report and the Environmental Impact Report prepared under Techcombank's Green Bond Framework, in line with the Green Bond Principles and other recognized sustainable finance standards. S&P Global Ratings has confirmed that the allocations were consistent with pre-issuance commitments and assessed the financed electric vehicle manufacturing project as a 'Medium Green' solution contributing to the decarbonisation of the transport sector. The review has also provided constructive recommendations to enhance data granularity, impact assumptions and quantitative metrics over time, supporting the continuous improvement of Techcombank's green bond reporting practices.

In 2025, Techcombank has continued to advance sustainable finance through the new issuance of VND 500 billion Green Bond, reinforcing our commitment to mobilising capital towards environmentally sustainable activities. This issuance reflects Techcombank's ongoing efforts to integrate sustainability considerations into our funding strategy, diversify our investor base, and support the transition of the real economy towards lower-carbon and more resource-efficient business models.

The complete Green Bond Framework, together with the detailed Eligible Project Categories, is available on Techcombank's website at: https://techcombank.com/en/about-us/sustainability/solutions/sustainable-banking/green-bond-framework

Green Loan & Sustainability-Linked Loan

Techcombank's green credit exposure

18.7 Trillion VND

▲ **15% compared with 2024**

Techcombank aims to mobilise capital towards projects that deliver positive environmental outcomes, supporting the implementation of Vietnam's National Green Growth Strategy and the Government's net zero commitments. Through green financing, Techcombank seeks to accompany corporate clients in their transition towards lower-carbon operations, contribute to greenhouse gas emissions reduction, and support the development of a more resilient, green and sustainable economy.

Recognising that green transition pathways vary across sectors and are associated with distinct standards, certifications and green credit criteria, Techcombank has developed and issued internal guidelines in 2025 to identify and assess green credit across priority sectors aligned with Techcombank's sustainability strategy. These guidelines enable business divisions to consistently identify, assess and classify green credit in compliance with regulatory requirements and with reference to international good practices. In parallel, Techcombank has conducted internal training programmes for front-line teams on green criteria and green credit assessment processes, and actively shared practical experience on green financing at national, regional and industry forums, contributing to broader market awareness and capability building.

As a result, Techcombank's green credit exposure increased by nearly 15% compared with 2024, to reach VND 18.7 trillion, distributed across key green sectors such as sustainable transport, green buildings, sustainable forestry and green agriculture.

Industries	Green credit exposure 2024 (VND billion)	Green credit exposure 2025 (VND billion)
Green agriculture	4,463	2,719
Sustainable forestry	-	2,464
Green manufacturing	-	825
Renewable energy	613	120
Green building	-	2,024
Sustainable transportation	11,372	10,535

Building upon the traditional green credit solutions, Techcombank continues to advance sustainable finance offering by developing Sustainability-Linked Loans to support broader ESG transition. For Sustainability-Linked Loans, Techcombank would introduce ESG Key Performance Indicators (KPIs) and Sustainability Performance Targets (SPTs) which are tailored to clients' sector characteristics and their business strategies. SPTs are designed to be ambitious yet achievable, supported by financial incentive mechanisms such as interest rate adjustments when clients meet predefined sustainability commitments.

This approach aims to align financing terms with measurable sustainability outcomes while supporting long-term business resilience. During 2025, Techcombank has developed a set of ESG KPIs and SPTs in one priority economic sector and would expand the KPI and SPT framework to additional sectors and formally launch the Sustainability-Linked Loan product in 2026.

ESG Advisory

Techcombank enhances support for corporate clients in accessing and effectively utilising sustainable finance solutions through ESG advisory services. These services aim to enable clients to improve their ESG practice and at the same time align with the criteria for Techcombank's green finance, sustainability-linked finance and transition finance offerings, supporting clients' long-term transition pathways. Our solutions include:

- Collaborate with the Climate Bonds Initiative (CBI) to deliver ESG transition advisory for hard-to-abate sectors such as steel manufacturing, power generation and oil and gas, which are critical to the development of transition finance at national level.
- Provide advisory support on the development and application of ESG criteria for infrastructure projects, establishing a foundation for future green credit and sustainability-linked financing.
- Organize thematic workshops on ESG transition and sustainable finance opportunities, supporting clients in defining and refining ESG criteria for green and sustainability-linked financing.

In the third quarter of 2025, Techcombank, in collaboration with CBI, has organized an ESG transition roadmap workshop for corporate clients in the steel manufacturing sector. Techcombank has also developed sector-specific guidance and green criteria for infrastructure projects and delivered ESG advisory for the key airport infrastructure project, covering technical standards, implementation pathways and cost–benefit assessments. These initiatives provide a foundation for the future deployment of green credit and sustainability-linked loans for infrastructure projects.

Green deposit framework

Techcombank commits to allocating

100%

of proceeds raised from Green Deposits to finance and/or refinance eligible green projects

To diversify its sustainable finance solutions and enhance corporate participation in the green transition, Techcombank has developed the Green Deposit product to enable corporate clients to optimise surplus liquidity through indirect investment in eligible green projects. The product is designed to deliver financial value while supporting clients' ESG commitments, strengthening corporate reputation, and contributing to Vietnam's green transition objectives.

To ensure transparency, consistency and alignment with international market practices, Techcombank has established a Green Deposit Framework that clearly defines the use of proceeds, eligible green criteria and fund management principles. The eligibility criteria for green projects are aligned with and derived from the Bank's Green Bond Framework, which has been reviewed and assessed at a high level against market standards by S&P Global Ratings. This alignment ensures coherence across Techcombank's sustainable funding instruments and reinforces the credibility of its disclosures.

Under the Green Deposit Framework, Techcombank commits to allocating 100% of proceeds raised from Green Deposits to finance and/or refinance eligible green projects, in accordance with responsible use-of-proceeds principles and with the objective of generating measurable positive environmental impact.

Through Green Deposits, corporate clients can indirectly support eligible green projects while advancing their ESG objectives and enhancing sustainable governance practices and brand positioning. For Techcombank, Green Deposits represent an additional source of green funding, complementing green bond issuances and funding from international financial institutions. This diversified funding base supports the expansion of Techcombank's green financing portfolio and reinforces its role as a financial intermediary facilitating Vietnam's transition towards a greener and more sustainable economy.

Our deposit framework is published on TCB's website at https://techcombank.com/en/about-us/sustainability

Eco Card

Techcombank had issued more than

1,000,000

Visa Eco Debit and Credit Cards

Customers collectively offsetting over

200 tons of CO_2

Building on the strong market reception of the Visa Eco Debit Card and in line with our commitment to promoting responsible consumption, Techcombank launched the Techcombank Visa Eco Credit Card in 2025. This is Vietnam's first eco-focused debit and credit card suite, designed to empower customers to better understand and manage the environmental footprint of their daily spending, while encouraging more sustainable lifestyle choices. By the end of 2025, more than one million Visa Eco Debit and Credit Cards had been issued, with customers collectively offsetting over 200 tons of CO_2, reflecting growing engagement in carbon-conscious spending and sustainable finance solutions.

Leveraging Visa's advanced carbon-tracking technology, the Visa Eco Debit and Credit Cards enable customers to view estimated greenhouse gas emissions (CO_2td) associated with their transactions across different spending categories. Through the Techcombank Mobile application, customers can access an aggregated carbon footprint dashboard, enhancing the awareness of consumption patterns. The cards also offer an optional carbon offset feature, allowing customers to voluntarily contribute to offset their emissions. These contributions are allocated by Techcombank to verified environmental projects in Vietnam that support emissions reduction and sustainable development outcomes.

Both products are available in physical and digital formats to promote flexibility and reduce material usage. The physical card is manufactured from recycled PVC, while the digital card enables instant activation. Customers can use the Eco Card for online payments, integration with digital wallets such as Apple Pay, Google Pay and Samsung Pay, and cardless ATM withdrawals at Techcombank. In parallel, Techcombank collaborates with strategic partners to promote greener lifestyles, including initiatives such as free access to Hanoi Metro services and preferential spending programs in insurance and education sectors.

External engagement, forums, and thought leadership

In 2025, Techcombank has continued to strengthen its presence and positioning as a proactive financial institution supporting sustainable development in Vietnam. Techcombank has actively participated in and co-organized reputable ESG-related forums and events at national and regional levels, reinforcing its role in advancing ESG transition and sustainable finance across the corporate sector. Techcombank is also a Steering Committee member of EuroCham's Sustainable Finance Sector Committee and actively supports the collaboration and growth of green and sustainable finance in the country.

Regional and National Forums and Conferences

Techcombank has engaged in high-profile regional and national forums to share perspectives on green finance, contribute to policy dialogue, and promote the role of commercial banks in supporting sustainable economic transition.

ASEAN Federation of Accountants (AFA) Conference 2025 – Hanoi (October 2025): Organized by the Vietnam Association of Accountants and Auditors, the conference focused on "Green Accounting and Finance for a Sustainable Future". Techcombank has contributed to panel discussions on green finance, highlighting opportunities and challenges in Vietnam and Techcombank's advisory role in supporting corporate alignment with the national green taxonomy.

Supporting events for enterprises in ESG Transition

Through targeted industry events, Techcombank has supported enterprises in understanding ESG requirements, accessing sustainable finance solutions, and strengthening competitiveness during ESG transition

- ESG for Manufacturing Enterprises – in collaboration with Huawei (April 2025): Techcombank shared insights on ESG drivers in manufacturing, regulatory developments, and sustainable finance solutions supporting enterprise transition.
- "ESG Practices: Strengthening Competitiveness of Vietnamese Manufacturers in Global Supply Chains" – HAMI (August 2025): Techcombank discussed access to sustainable finance and the role of banks in supporting compliance with global supply chain ESG expectations.
- ESG Workshop for Industrial Parks – in collaboration with IPC Club (November 2025): Techcombank presented ESG requirements for industrial parks and tenant enterprises, highlighting sustainable finance solutions and value-added advisory support.
- Transition Finance Workshop for the Steel Sector – co-organized with Climate Bonds Initiative: Techcombank introduced decarbonisation pathways for steel manufacturers, attracting strong interest from corporate clients in hard-to-abate sectors.

EuroCham Sustainable Finance Series (April and November 2025)

Techcombank has contributed thought leadership to EuroCham's sustainable finance webinars, supporting knowledge-sharing and practical implementation of sustainable finance among European and Vietnamese enterprises. As a Steering Committee member of the Sustainable Finance Sector Committee under EuroCham, Techcombank has actively contributed to webinars in April and November 2025, covering:

- Sustainable industrial park transition and the role of banks; and
- International green loan documentation standards and regional practices

In addition to the above, Techcombank has participated in and supported various sector-specific and supply-chain-focused ESG workshops, contributing to broader awareness and accelerating ESG implementation across Vietnam's business ecosystem.

Participation in industry association and professional organizations

Over the past year, Techcombank has continued to actively participate in and contribute to various industry associations and professional organizations, strengthening collaboration, knowledge sharing and supporting the sustainable development of the financial sector.

Techcombank is a member of the Vietnam Banks Association (VNBA) and the Vietnam Bond Market Association (VBMA), both of which play a critical role in connecting financial institutions and promoting the healthy development of Vietnam's financial system. Through these platforms, Techcombank actively contributes to policy discussions, shares practical insights and stays informed on market developments, thereby supporting enhanced transparency, efficiency and sustainability of the banking and capital markets.

In addition, Techcombank is a member and strategic partner of EuroCham and actively participates in key committees, including the Sustainable Finance Sector Committee (SFSC) and the Green Growth Sector Committee (GGSC):

- Within SFSC, Techcombank holds position on the Board, contributing to policy advocacy on sustainable finance and engaging with regulators on ESG-related topics in the financial sector. We also benefit from access to European best practices and regularly participates as a speaker in industry webinars and forums, enhancing its visibility and thought leadership in sustainable finance.
- Within GGSC, Techcombank engages in knowledge-sharing and policy dialogue related to renewable energy and green industrial development. We receive regular updates on regulatory and market trends, and actively contributes to policy discussions. Participation in these platforms has also facilitated business opportunities, including engagements with clients in renewable energy and electric mobility sectors. Through these committees, Techcombank continues to strengthen its capabilities, expand partnerships and reinforce its role in advancing green growth in Vietnam.

Internal capability building for ESG solutions

In parallel with external engagement and policy dialogue, Techcombank has placed strong emphasis on strengthening internal ESG capabilities to ensure the effective integration of sustainability considerations across its operations. In 2025, Techcombank implemented a series of internal training and communication programmes aimed at updating knowledge, standardising competencies and enhancing understanding of ESG requirements in credit granting activities and day-to-day operations.

1. **General ESG Training for Business Units**

During the year, Techcombank has conducted two ESG-focused training sessions for business teams in Northern and Southern Vietnam. These sessions have provided an overview of ESG transition trends and requirements across priority economic sectors, while introducing Techcombank's suite of sustainable finance products and practical approaches to supporting corporate clients in their green transition

2. **Green Lending Guidance and Practical Application**

Techcombank has delivered two thematic internal trainings on green lending, providing hands-on guidance for business teams on applying the internal Green Project Evaluation and Selection Process. These sessions have supported consistent implementation of green lending practices in line with Techcombank's internal policies.

3. **Updates on Government Incentives for Green Finance**

Techcombank has organized dedicated workshop to update business units on the latest government incentive policies for green lending. The workshop has clarified eligibility criteria under Vietnam's Green Taxonomy and outlined applicable incentive mechanisms and implementation processes for eligible green projects.

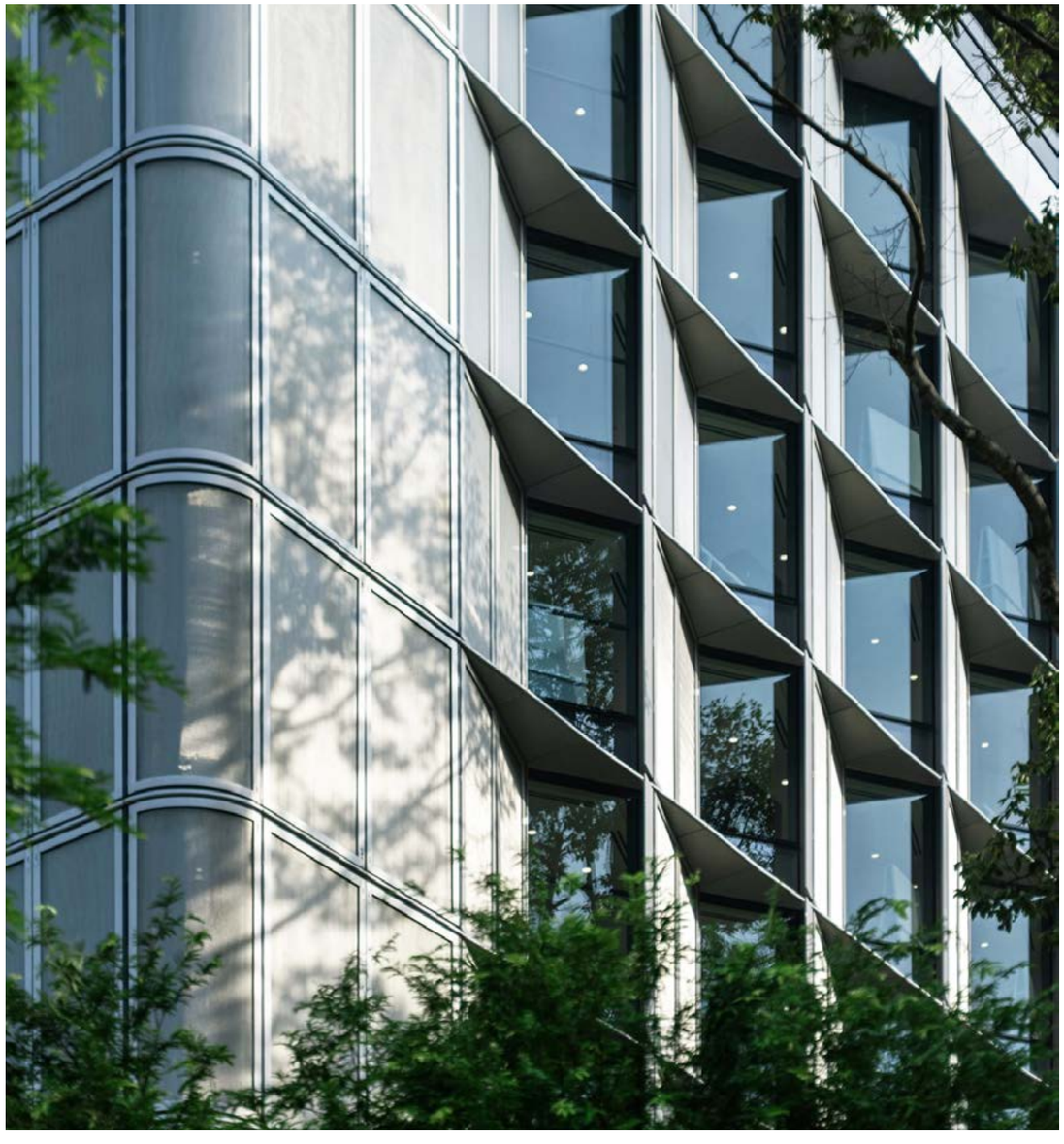
These training and communication initiatives have played a key role in strengthening ESG capabilities across Techcombank, reinforcing the foundation for effective execution of Techcombank's sustainable finance strategy and enabling business teams to better support clients in their ESG transition journey.

SUSTAINABLE OPERATION

Techcombank has adopted a systematic and disciplined approach to managing the environmental impacts of our operations, such as material consumption, electricity and water consumption, waste management and greenhouse gas emissions. Environmental management practices are designed to ensure full compliance with applicable regulatory requirements in all areas of operation and in the process of providing products and services, while also supporting continuous, voluntary improvement in operational efficiency and environmental performance over time

GHG emissions

Techcombank has tracked greenhouse gas emissions at its head/key offices and branch operations. Afterwards, we have implemented initiatives to minimise emissions through operational efficiency, disciplined emissions management and continuous operational improvement.



Scope 1 & 2 emissions

Techcombank has been tracking greenhouse gas emissions across our head/key offices and branch network, focusing on Scope 1 and Scope 2 emissions. This estimation includes emissions from fuel consumption for owned assets and generators, as well as indirect emissions from purchased electricity:

- Scope 1 – direct emissions from fossil fuel consumption: Techcombank's Scope 1 emissions are calculated for fuel combustion sources serving its generator systems and owned vehicle fleet, including gasoline, diesel and kerosene. The calculation method follows the IPCC 2006 Guidelines, applying an activity data–and emission factor–based approach. Specifically, for each fuel type, emissions of each greenhouse gas (CO_2, CH_4, N_2O) are calculated using the formula: Emissions of gas i = (Fuel consumed) × (Net calorific value) × (Emission factor of gas i), in which the net calorific value is referenced from IPCC 2006. Emissions are then converted to tonnes of carbon dioxide equivalent (tCO_2td) by adding CO_2 emissions to CH_4 and N_2O emissions after applying the relevant global warming potential (GWP) factors. Fuel-specific CO_2/CH_4/N_2O emission factors are referenced from Decision No. 2626/QD-BTNMT on the publication of emission factor datasets for greenhouse gas inventories. All calculations are subject to strict unit consistency controls (e.g., converting litres to the appropriate energy unit) to ensure accuracy and auditability.

- Scope 2 – indirect emissions from consumption of electricity from the national grid: Techcombank's Scope 2 emissions are calculated based on electricity purchased from the national grid for its head/key offices and branch network. The calculation applies the grid emission factor approach, as follows: Emissions (tCO_2td) = (Electricity consumption) × (Grid emission factor). Electricity consumption is recorded in kWh, and the grid emission factor used for 2025 is an estimate derived by Techcombank based on appropriate publicly available studies. Assumptions regarding the emission factor will be reviewed/updated when an official grid emission factor, or a factor published by a competent authority, becomes available, to ensure consistency, comparability and reliability of data across reporting periods.

- Methodology for collection and processing of activity data: Activity data for emissions calculations are collected based on the principle of prioritising primary data that are verifiable and consistently attributable to specific locations. For head/key offices, Techcombank collects electricity and fuel consumption data by site using metering sources and relevant supporting documentation. For the branch network, Techcombank applies a representative sampling approach based on appropriate criteria (such as geographic region and outlet size), and then extrapolates the results to the full network using corresponding scaling factors.

In parallel, Techcombank has implemented initiatives to reduce greenhouse gas emissions, with an emphasis on optimising electricity consumption through energy-efficient technologies and operational controls, alongside measures to reduce fossil fuel usage. These efforts help reduce emisssions and reinforce Techcombank's commitment to responsible and sustainable operations.

Scope	Average emission (tCO_2td/employee)		Total emission (tCO_2td)	
	2024	2025	2024	2025
Head/key Offices	1.64	1.33	10,397	9,771
Scope 1[1]	0.10	0.01	685	26
Scope 2[2]	1.54	1.32	9,712	9,745
Branches	1.41	1.08	7,807	7,752
Scope 1[1]	0.07	0.01	366	36
Scope 2[2]	1.34	1.07	7,441	7,716

Note:
[1] Includes fuel consumption (gasoline, diesel, kerosene) for Techcombank's generator systems and owned vehicle fleet.
[2] Includes electricity consumption from the national grid.

Financed emission

In 2025, Techcombank has taken initial steps to measure financed emissions by piloting emissions tracking for selected high-emission sectors, applying the PCAF methodology as a reference. The pilot has covered key sectors as electricity generation, cement manufacturing, iron and steel, construction and industrial parks, logistics and transportation, automobile manufacturing, as well as agriculture and livestock, reflecting our key exposure areas.

In parallel, Techcombank has explored potential approaches to financed emissions disclosure and target-setting, with a focus on aligning future methodologies with international practices. This included assessing data availability, portfolio coverage and the applicability of different transition metrics to support credible, decision-useful disclosure over time.

Techcombank recognises current limitations in financed emissions measurement, particularly the lack of Vietnam-specific emission factors, sectoral coefficients, and consistent borrower-level data. Techcombank will continue to monitor market developments, refine methodologies, and progressively adopt appropriate metrics and coefficients, with the intention to disclose financed emissions and establish targets as the domestic sustainable finance ecosystem further matures.

Emission from business flights

In 2025, Techcombank continued to track emissions from business travel and implement measures to optimize the carbon intensity of flights. In parallel, Techcombank has prioritised virtual meetings and digital collaboration tools for employee discussion to limit air travel where feasible, supporting emissions optimization.

Data report	2024	2025
Total business flights	8,409	11,753
Average business flights per employee	0.7	0.8
Total emission (tCO_2td)	2,255	3,394
Average emission per employee per flight ($kgCO_2td$)	0.023	0.019

Electricity and Water consumption

Techcombank has monitored electricity and water consumption at our head/key offices and branches, and also implements targeted efficiency initiatives to optimise resource use. These measures both support the regulatory compliance and help increase cost efficiency and continuous improvement in our environmental performance across the operation.

Data	Techcombank consumption		Management methods applied
	2024	2025	
Electricity	At branches: Average consumption of **2.02 MWh/employee** At Head/Key Offices: Average consumption of **2.33 MWh/employee**	At branches: Average consumption of **1.72 MWh/employee** At Head/Key Offices: Average consumption of **2.09 MWh/employee**	Techcombank continues to enhance electricity efficiency through a structured approach to consumption management. In 2025, Techcombank has continued to implement the following initiatives/technologies: • The Building Management System (BMS) in head/key offices collects data from temperature, humidity, and CO_2 sensors to adjust operations based on actual demand, saving 10-15% of operational energy. • The Variable Refrigerant Flow system in head/key offices uses temperature sensors to regulate cooling levels, saving 30-40% energy compared to conventional air conditioners. • Lighting systems in head/key offices buildings use energy-saving LED lights instead of fluorescent lights, saving 40-50% energy. • The lighting system is controlled by the BMS (scheduled from 8 AM to 7 PM daily) and motion sensors (automatically turn off when not in use), saving 20-30% energy in hallways and restrooms. • Dark curtains are installed in head/key offices buildings to reduce heat from the environment, aiding in energy savings for air conditioning systems. They can also be manually adjusted to utilize natural light, reducing energy consumption by 15-25%. • Additionally, Techcombank promotes initiatives and educates employees at branches to encourage them to save electricity & avoid unnecessary usage.
Water	At Head/Key Offices: Average consumption of **12.5 m3/employee**	At Head/Key Offices: Average consumption of **10.87 m3/employee**	Techcombank is committed to always implementing initiatives to reduce water consumption, through the application of water-saving technologies and promoting sustainable practices: • All sanitary equipment at the head/key offices uses sensors to avoid waste and optimize water savings • Encourage and promote at branches to raise awareness of water saving and avoid unnecessary water use.

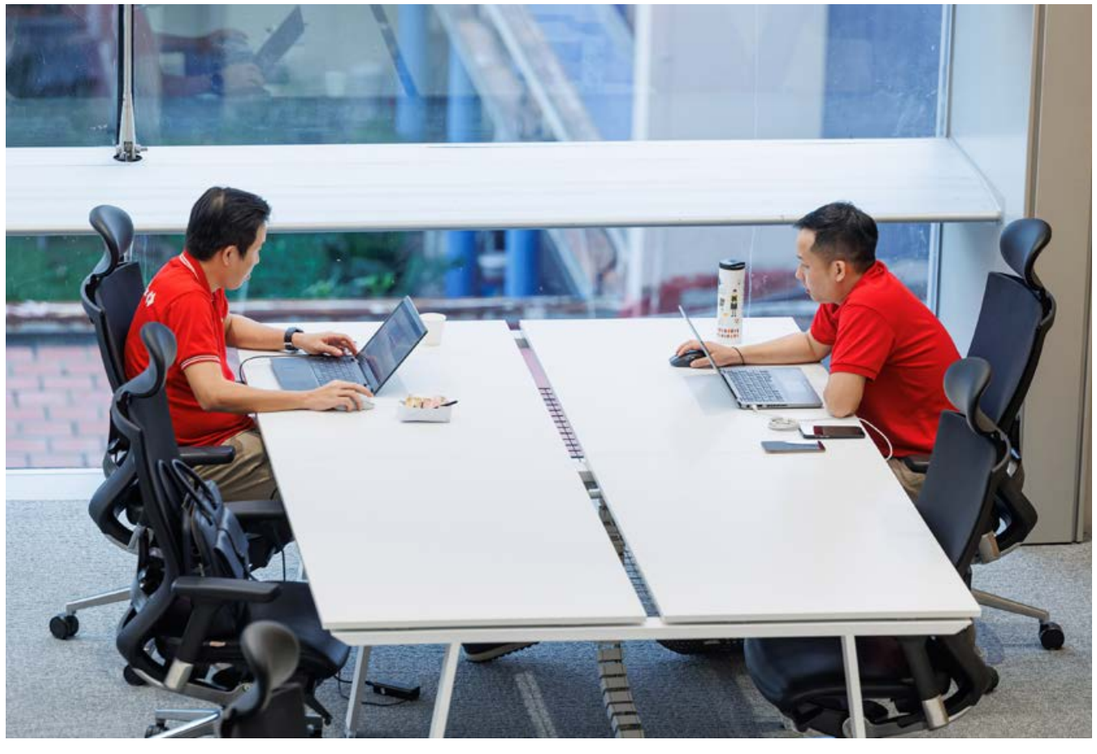
* Head/Key Offices here includes Tower Head Office at 06 Quang Trung - Hanoi, Operations Headquarter at 119 Tran Duy Hung - Hanoi, Tower Head Office at 23 Le Duan – TP.HCM, Office in 304-306 Nguyen Van Linh - Da Nang and Office in Lumiere RiverSide – TP.HCM

Material consumption

Techcombank has monitored the consumption of key materials at our head/key offices and implements targeted initiatives to optimize material use. These efforts support responsible resource management, operational efficiency and continuous improvement in line with Techcombank's environmental management objectives.

Material	Techcombank material consumption (at Head/Key Office*)		Management methods applied
	2024	2025	
Paper	Total **63.2 tons**, equivalent to **9.9 kg/employee**	Total **35.5 tons**, equivalent to **4.7 kg/employee**	Techcombank continues to enhance resource efficiency through a structured approach to material consumption management. In 2025, Techcombank has conducted following initiatives: • Advance our digital transformation initiatives towards a paperless branch model, contributing to reduced paper usage across operation • Invest in modern printing equipment that consumes less ink, complemented by increased use of recycled paper and environmentally friendly packaging • Use recycled materials which account for around 5% of total paper inputs, supporting circular resource use. • Work with professional service providers to collect and properly treat used ink, paper and packaging. • Organize ongoing employee training to raise environmental awareness and promote responsible use of materials throughout Techcombank.
Printing ink	Total **3.1 tons**, equivalent to **0.5 kg/employee**	Total **1.6 tons**, equivalent to **0.2 kg/employee**	
Plastic bag	Total **7.5 tons**, equivalent to **1.2 kg/employee**	Total **8.6 tons**, equivalent to **1.2 kg/employee**	

* Head/Key Offices here includes Tower Head Office at 06 Quang Trung - Hanoi, Operations Headquarter at 119 Tran Duy Hung - Hanoi; Tower Head Office at 23 Le Duan – TP.HCM, Office in 304-306 Nguyen Van Linh - Da Nang and Office in Lumiere RiverSide – TP.HCM.



Waste Management

Techcombank has implemented a comprehensive waste management approach covering regular solid waste, hazardous waste and wastewater across our operations. Techcombank has implemented practices for waste reduction, segregation and responsible disposal practices, which are embedded into daily operations, and supported by licensed service providers, then help ensure compliance with regulatory requirements and to minimise environmental impacts.

Type of waste	Generated Volume	Management methods applied	
		Reduce/reuse	Disposal and treatment
Solid waste	**950 tons**, equivalent to **74.8 kilograms per employee** (The coefficient of average solid waste/person/day is referred to the information on the 2019 National Environmental Status Report)	• Eliminate unnecessary use of trash bags in various areas of the building to reduce plastic waste. • Equip pantries and photocopy areas on each floor with bins for waste segregation according to solid waste classification regulations and provide signage to guide users on proper waste sorting. • Encourage employees to bring meals from home and limit ordering food from outside to reduce waste and plastic usage. • Install signs to remind employees to use paper sparingly (for hand drying, cleaning, etc.). • Use suppliers with high-quality materials (E.g., highly durable paper). • Manage paper and materials strictly to avoid waste	• Contract with specialized companies for daily collection and treatment of solid waste. • Collected waste is then transferred to a qualified outsourcing unit for treatment according to legal regulations.
Hazardous waste*	**296.6 kilograms** of hazardous waste was generated, including the following types: • Fluorescent lamp: **80 kilograms** • Packaging waste: **92 kilograms** • Battery waste: **124.6 kilograms**	• Replace fluorescent lighting with energy-efficient and environmentally friendly LED alternatives. • Minimize the use of hard plastic and metal packaging waste by using environmentally friendly packaging. • Promote the refilling of printer and photocopier cartridges rather than replacing them with new ones to reduce waste.	• Register all potentially hazardous waste types according to environmental permits in compliance with legal regulations. • Transfer periodically hazardous waste to licensed units for collection and treatment in accordance with legal and environmental protection standards. • Maintain documentation for the management and transfer of hazardous waste required by law.
Wastewater	**112 dam³**, equivalent to **8.8 m³ per employee** (The coefficient is based on the average amount according to TCXDVN 33:2006 on water supply. The flow of domestic wastewater will be determined according to Article 39 of Decree 80/2014/ND-CP)	All sanitary equipment at our head/key offices uses sensors to prevent waste and optimize water conservation. • Automatic sensor faucets: Reduce water consumption by 30-50% by automatically turning on/off when hands are present/absent. • Automatic sensor toilets and urinals: Flush according to usage needs, saving 30-40% water compared to conventional types. • Aerators for faucets: Reduce water flow to 5-6 L/min, saving 30-40% water while maintaining pressure. • Smart irrigation system (Timer): Water 3 times/day, 10 minutes each time, then reduce water usage by 30-50% compared to manual watering.	• Establish wastewater treatment systems in head/key offices to ensure that discharged wastewater meets technical standards. • Conduct annual monitoring at head/key offices buildings, adhering to QCVN 14:2008/BTNMT for domestic wastewater and QCVN 19:2009/BTNMT for industrial emissions of dust and inorganic substances

*We cover hazardous waste for Tower Head/Key Offices at 06 Quang Trung - Hanoi, Operations Headquarter at 119 Tran Duy Hung - Hanoi; Tower Head Office at 23 Le Duan – TP.HCM and Office in 304-306 Nguyen Van Linh - Da Nang.

Biodiversity

Techcombank is committed to ensuring that our operations have no negative impact on biodiversity. We strategically select branch locations, intentionally avoiding areas critical to natural habitats. Our environmental due diligence process incorporates assessments aligned with all applicable regulations and guidelines.

By integrating sustainable practices into our site planning and infrastructure development, we safeguard local ecosystems and contribute positively to environmental conservation. Our dedication to preserving biodiversity underpins our commitment to sustainable development.

Social

ECONOMIC CONTRIBUTION

In a challenging macroeconomic environment, Techcombank has proactively identified growth opportunities while responding flexibly to market volatility. Techcombank has remained disciplined in its strategic priorities, strengthened its financial and governance foundations, then continued to deliver sustainable value to customers, shareholders and the broader economy, reinforcing its position as one of Vietnam's leading private commercial banks

Operating income

Techcombank has delivered strong and resilient operating income growth, reflecting diversified revenue streams, disciplined balance sheet management and our ability to sustain profitability across economic cycles.

	2023	2024	2025
Operating income (VND Billion)	40,061	46,990	53,391

Total assets

Total assets have expanded steadily, underpinned by prudent balance sheet growth, strong liquidity management and continued customer expansion across retail and corporate segments.

	2023	2024	2025
Total assets (VND Billion)	849,482	978,799	1,192,344

Total credit outstanding[1]

[1] Total credit outstanding includes loans to customers and corporate bonds on a consolidated basis.

Credit growth has remained robust and well-controlled, supporting economic activity while maintaining asset quality through disciplined underwriting and risk management practices.

	2023	2024	2025
Total credit outstanding (VND Billion)*	561,150	683,028	824,104

Note: Include corporate bond

Equity

Shareholders' equity has increased consistently, reflecting retained earnings growth and a strong capital base to support future expansion and resilience.

	2023	2024	2025
Total equity (VND Billion)	131,616	147,940	179,501

Capital adequacy ratio (CAR)

Techcombank has maintained a solid capital adequacy ratio above regulatory requirements, demonstrating prudent capital management and capacity to absorb potential shocks.

	2023	2024	2025
Capital adequacy ratio (%)	14.35%	15.40%	14.60%

Profit before tax

Profitability has strengthened over time, driven by effective cost control, resilient core banking income and improved operational efficiency.

	2023	2024	2025
Profit before tax (VND Billion)	22,888	27,538	32,538

Net interest margin (NIM)[2]

[2] Net interest margin (LTM) = Net interest income for interesting earning assets for the consecutive 4 quarters/Average daily interest earning assets (over 5 lastest quarters)

While NIM moderated in line with market conditions, Techcombank has maintained competitive margins through active balance sheet optimisation and pricing discipline.

	2023	2024	2025
Net interest margin	3.97%	4.17%	3.67%

Cost-to-income ratio (CIR)

Operational efficiency has remained a key strength, with a consistently low CIR reflecting effective cost management and supported by ongoing investments in digitalisation.

	2023	2024	2025
Cost-to-income ratio	33.1%	32.7%	30.8%

SAFEGUARDING ECONOMIC STABILITY

Techcombank contributes to macroeconomic stability and investor confidence, supporting sustainable economic development by preventing illicit financial flows and maintaining regulatory compliance.

Dividend payments

In 2025, Techcombank completed the distribution of VND 7,065 billion in dividends, reaffirming the Bank's commitment to delivering sustainable, long-term value to shareholders

	2023	2024	2025
Dividend payments (VND billion)	–	5,284	7,065

With these performances, Techcombank continues to make a meaningful economic contribution through its tax and statutory payments to the State. In 2025, Techcombank's contributions to the State budget increased to VND 8,645 billion, compared with VND 6,075 billion in 2024 and VND 6,265 billion in 2023.

This growth reflects our improved business performance and sustained compliance with tax and regulatory obligations. Through consistent and transparent fiscal contributions, Techcombank supports national development priorities and reinforces its role as a responsible financial institution contributing to Vietnam's socio-economic development.

	2023	2024	2025
State budget contribution (VND billion)	6,265	6,075	8,645

EMPLOYEE RIGHTS & BENEFITS

Workplace Democracy

As one of the leading financial institutions in Vietnam, Techcombank is not only committed to complying with Vietnamese laws, but also to upholding, protecting, and enhancing human rights in accordance with international practices. Techcombank commits not to use child labor, underage labor and forced labor. In addition, we have also implemented policies and regulations to safeguard human rights for our employees.

Statute on Workplace Democracy

Techcombank has implemented the Statute on Workplace Democracy. This document clearly states the principles of Techcombank as an employer:

- Techcombank must respect and ensure the employees' democratic rights in the workplace; democratic rights shall be exercised within the legal framework, from which Techcombank's democracy statute was issued.
- Techcombank shall enforce the Statute on Workplace Democracy on the basis of transparency, good will, collaboration, honesty, fairness to ensure the respect of legitimate interests and benefits of employees and employer.
- The Trade Union's management team shall collaborate with the CEO, Deputy CEO, Managing Director and Head of Divisions to draft and enforce the statute on the employees
- Techcombank will adhere to workplace democracy in compliance with the applicable law, statute and social ethics.

Based upon this statute, Techcombank has regulated several topics for workplace democracy:

- Key items of workplace democracy must be publicised by Techcombank, and such items are to be consulted/decided/check and supervised by employees.
- Techcombank is responsible to hold ‘workplace talks’ for employees, including providing the mechanism for workplace talks, this would also include selecting the items of workplace talks.
- Techcombank is responsible to permit organized employee meetings and the implementation of employee meeting resolutions.

With the majority of employees participating in the Trade Union, we can be assured that our employees’ voices are heard, and their interests are safeguarded. By fostering a supportive and fair working environment, our Trade Union helps maintain a positive workplace culture, promoting the well-being and professional growth of our staff. We are committed to upholding the highest standards of labour rights and ensuring that our employees feel valued and respected in every aspect of their work.

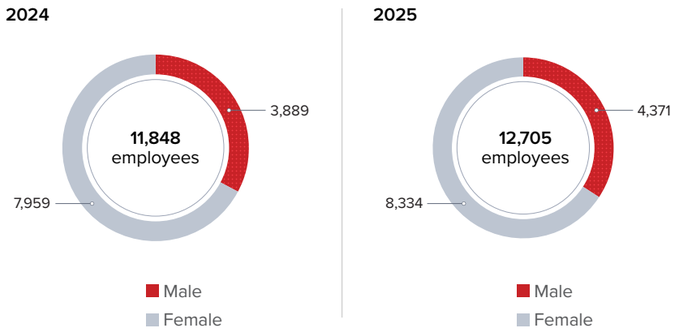
Inclusive & diverse workforce

Techcombank ensures equal opportunities for both men and women through its policies on salaries, bonuses, recruitment, and appointments, which are based solely on job requirements, employee capacity and job performance. Techcombank does not consider gender in these processes, ensuring fair remuneration for all who are appointed. Additionally, Techcombank regularly organises annual employee engagement programs and events, such as teambuilding activities, bank birthdays, thank you parties and family days, where all employees, regardless of gender, are equally encouraged to participate. These initiatives highlight Techcombank's commitment to fostering a fair and inclusive workplace for everyone.

New hiring

	2024	2025
Total new hires	2,349	2,304
Hiring rate	19.83%	18.58%
By Gender		
Male	1,044	1,169
Female	1,305	1,135
By Age group		
<30 y.o.	Not published in 2024 Report	1,312
30–50 y.o.		975
>50 y.o.		17

Total employees

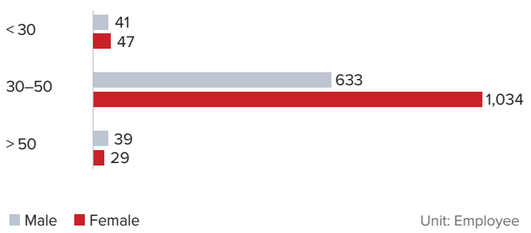


Age and gender breakdown of managers

Total number of managers

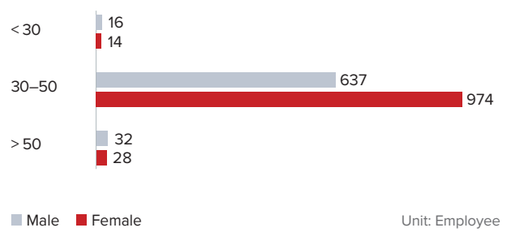
Unit: Employee

Total number of managers in 2024 (by age)



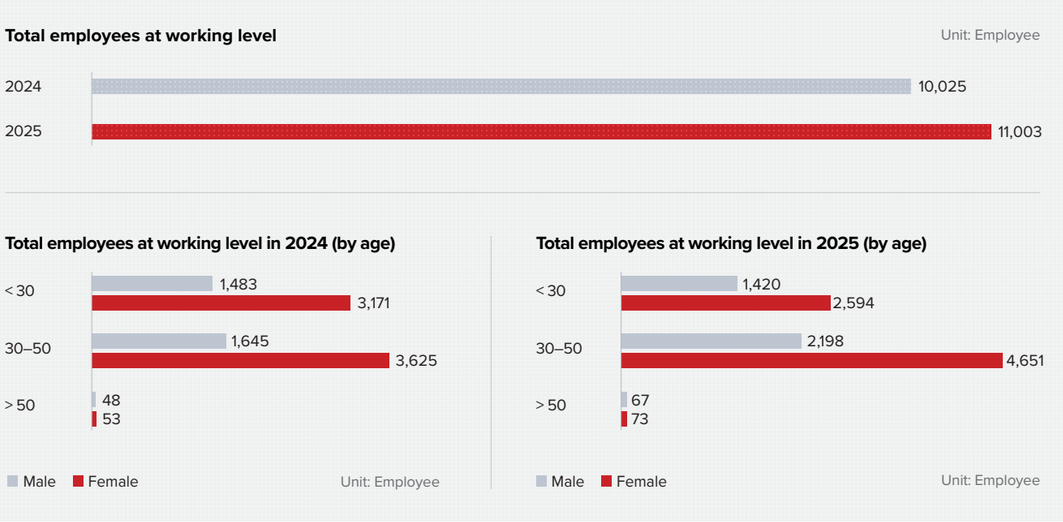
Unit: Employee

Total number of managers in 2025 (by age)



Unit: Employee

Age and gender breakdown of working level



Other employee data

	2024	2025
Attrition rate	18%	16%
Average tenure	6.2 years	6.4 years
# of expat	49	52
# of employee nationalities	16	16

Ensuring workplace safety

Based upon Techcombank's internal labour regulations, we always seek to ensure the safety of all employees during their work processes. The regulations clearly state Techcombank's responsibilities in maintaining workplace safety and hygiene, which includes:

- Providing sufficient labour protection equipment and the means to ensure safety and hygiene of the working environment for employees.
- Examining and evaluating dangerous or harmful factors, providing means to eliminate and mitigate dangerous and harmful hazards, improving working and health care conditions for employees.
- Equipping appropriate technical and medical facilities to ensure a timely response if incidents or occupational accidents occur, including first aid.
- Developing incident handling, emergency response plans and organising on-site emergency teams in accordance with legal regulations. Emergency teams must be appropriately trained with the required skills and have regular practice drills.
- Declaring, investigating, conducting statistics, reporting, compensating, providing allowances for occupational accidents, occupational diseases and serious incidents in accordance with the provisions of the Labour Code.
- Preparing plans for appropriate measures to ensure occupational safety and hygiene when Techcombank builds, expands or renovates establishments and facilities to produce, use, preserve and store machines, equipment, supplies or materials with strict requirements on occupational safety and hygiene, to submit to competent state authorities for approval of new construction, expansion and renovation of any establishments and facilities in accordance with the provisions of the Labour Code.

Besides that, Techcombank has also built a medical office, implemented labour protection and health care for Techcombank employees:

- Techcombank has built a Health Department to take care and manage the health of Techcombank employees at Head Offices in Hanoi and TP.HCM. Techcombank carries out routine medical examinations and provides treatment, first aid and emergency aid to any employees in case of any occupational accidents and technical incidents resulting from an occupational safety and hygiene failure.
- Health examinations and treatment of occupational diseases for employees of Techcombank are readily available:
  - Every year, Techcombank organises periodic health checks for its employees in accordance with the regulations on labor benefits
  - For employees who do heavy, hazardous, dangerous or extremely heavy, hazardous or hazardous work; employees with disabilities; the elderly are entitled to regular health checks in accordance with the provisions of the Labour Code.
- For Techcombank employees who do heavy, hazardous, and dangerous jobs:
  - Those employees working with dangerous or toxic factors are to be equipped and provided with sufficient means to protect themselves from hazards and must use those means during their work
  - Working time will not exceed six hours per day for employees doing extremely heavy, hazardous or dangerous jobs
  - Those employees working with dangerous or harmful factors are entitled to a hazardous allowance in accordance with Techcombank's regulations.

Techcombank has conducted regular occupational environmental monitoring by contracting with experienced units in this field.

- Measurements include temperature, humidity, wind speed, noise levels, toxic gases, dust, and ergonomic assessments at technical positions, following occupational environmental monitoring methods. Sampling and analysis techniques adhere to recognized methods as stipulated in the national regulations
- The results of Techcombank's environmental monitoring consistently meet the standards across all categories under QCVN 26:2016/BYT, demonstrating the company's leadership's strong commitment to occupational safety and hygiene. All employee-related policies and regimes are well-implemented within the company.

In conclusion, Techcombank has successfully implemented its internal labour regulations, resulting in a year free from serious labour incidents. This achievement underscores Techcombank's commitment to maintaining a safe and secure working environment for all employees. By adhering to strict safety protocols and continuously monitoring workplace conditions, Techcombank has ensured the well-being of its staff. The proactive approach to safety has not only proven to protect employees but has also fostered a culture of responsibility and care within the organisation. This dedication to safety highlights Techcombank's ongoing efforts to prioritise the health and security of its workforce.

Employee benefits and remuneration

Techcombank has issued a regulation on benefits – remuneration with several schemes, showing Techcombank's interest in the spiritual and material life of our employees. Techcombank strictly adheres to all the labour rights regulations, ensuring that our employees receive all the employee benefits mandated by the law. Besides that, we also provide additional benefits and remuneration that is applicable to each staff. These benefits are designed in line with Techcombank's remuneration policy and reflect employees' capability and contribution to the Bank's development.

Techcombank benefits include:

Personal and Family Support

Techcombank provides comprehensive support for significant life events, ensuring employees and their families are well taken care of. This includes benefits for occasions such as births, marriages, and other family milestones.

Work-Life Balance

We offer various activities and allowances to help employees maintain a healthy work-life balance. These programs encourage physical activity, team building.

Health and Wellness

Our health and wellness programs are designed to promote the overall well-being of our employees. These initiatives ensure that employees have access to necessary health resources and support for maintaining a healthy lifestyle.

Techcombank remuneration & leave policy includes

Financial Support

Our financial support programs provide additional assistance during significant life transitions and everyday needs. This includes allowances and preferential rates that enhance employees' financial well-being.

Leave Policies

We offer flexible leave policies to ensure employees can take time off to rest and celebrate important events. These policies are designed to support employees' overall job satisfaction and work-life balance.

Professional Development and Recognition

We invest in our employees' professional growth and recognize their contributions through various programs. These initiatives foster a culture of appreciation and continuous learning.

Specifically, Techcombank has continued to implement several notable benefit programs focusing on housing support, health and wellbeing, education, family care and social protection, reinforcing Techcombank's long-term commitment to employee welfare and engagement:

Program	Detail	Our result/impact in 2025
Preferential Home Purchase Programme (Homecare)	Techcombank introduces a preferential home purchase programme in collaboration with strategic partners, enabling employees and eligible family members to access housing at discounted prices. The programme comprises three tiers aligned with employee profiles and applies transparent, consistent eligibility criteria across the workforce.	The "Homecare" programme represents a long-term benefit supporting employee stability and family wellbeing, reinforcing Techcombank's commitment to providing a secure foundation that enables employees to focus on professional growth and long-term career development.
Employee Assistance Programme (EAP)	Launched in October 2025, the Employee Assistance Programme provides 24/7 confidential mental health support, self-care resources and professional counselling services, fully sponsored by Techcombank.	During the initial implementation phase, nearly 1,000 employees accessed the programme, contributing to improved mental health support and promoting work–life balance.
Scholarships for Employees' Children (TechcomKid)	Through the TechcomKid programme, Techcombank provides education support to children of senior leaders and high-performing employees.	Through the TechcomKid programme, Techcombank continued to support the education of employees' children, nurturing future talent while strengthening employee engagement. In 2025, financial support was provided to 52 beneficiaries across kindergarten to university levels.
Techcombus – Tet Homecoming Programme	Since 2015, Techcombank has sponsored annual Tet homecoming transport for employees and their families.	In 2025, 40 sponsored trips enabled approximately 1,360 participants to travel home, reflecting Techcombank's ongoing focus on family-oriented employee wellbeing.
Health Insurance Programme (Techcombank Care)	Techcombank offers comprehensive annual health insurance coverage for employees and eligible family members.	In 2025, approximately 15,600 beneficiaries were supported, reinforcing employee' & their families' well-being.
Compassion Fund	Techcombank Compassion Fund was established to provide financial support to employees and their eligible family members in cases of serious illness, natural disasters or other unforeseen hardships. The Fund also awards annual scholarships to TechcomKid beneficiaries achieving outstanding results in academic and sports activities.	In 2025, support totalled approximately VND 3.36 billion for 112 cases, alongside the continued long-term assistance for dependents of deceased employees.
Natural Disaster Relief	Techcombank has provided timely financial assistance to support affected employees and their families under severe natural disaster in 2025.	In response to severe weather events in 2025, Techcombank provided targeted financial assistance to 279 affected employees, with total support of VND 1.2 billion, helping families recover and restore stability.
"Chắp cánh ước mơ" Scholarship Program	The annual "Chắp cánh ước mơ" programme recognises outstanding academic achievements among employees' children.	In 2025, scholarships were awarded to 22 recipients, with a total value of VND 430 million, reinforcing Techcombank's commitment to education and long-term human capital development.

Employee engagement

The Employee Engagement Survey (EES) 2025 continues to serve as a key platform for Techcombank to gain deeper insights into employee experiences and perspectives. Recognising employees as a central driver of Techcombank's current and future success, our survey includes factors such as working environment, workload, compensation relative to workload, remuneration and benefits, etc. During the survey period, over 98% of Techcombank employees participated - the highest participation rate to date. This strong response reflects a high level of trust in internal dialogue and a shared commitment to contributing to Techcombank's employee development.

Survey results indicated sustained and broad-based improvements across key engagement dimensions, reflecting Techcombank's ongoing efforts to foster a supportive, inclusive and high-performing workplace:

Employement Engagement Index	Effective Workforce Index
93%	89%
▲ 7% compared to 2023	▲ 9% compared to 2023
Enabling Environment Index	**Organisational Culture Index**
92%	96%
▲ 5% compared to 2023	▲ 2% compared to 2023

According to Korn Ferry benchmarking, Techcombank is ranked among the top 1% of banks globally for employee engagement and enabling environment, and among the top 1% of organisations with highly effective workforces.

Beyond these indicators, more than 90% of employees expressed pride in working at Techcombank and willingness to recommend us as an employer. These results reinforce Techcombank's commitment to continuous listening, translating feedback into action, and further enhancing employee experience. Through EES 2025, Techcombank continues to identify strengths to build on and areas for improvement, supporting a healthy, effective and sustainable workplace over the long term.

Employment development

Techcombank has issued the Training and Development Policy to standardize training and people development activities, and to clarify employees' rights and responsibilities when participating in training and applying knowledge in practice. In 2025, Techcombank continued to invest significantly in workforce capability development, recording nearly 870,000 training hours and over 17,400 learning attendances.

870,000	17,400
Training hours	Learning attendances

Overall training

Each Techcombank employee averaged

53.6 hours spent in training

In 2025, each Techcombank employee averaged 53.6 hours spent in training. A total of 866,193 training hours were recorded, with future capability development programs related to technology, data, digitisation and agility accounted for ~15% of training time or 147,881 hours.

Average training hour by gender

Male	Female
53.4 hours	62.2 hours

Average training hour by level

Management level	Employee level
59.4 hours	59.1 hours

The majority of training resources have been directed towards practice-oriented programmes, reflecting our focus on strengthening real-world skills, professional effectiveness and long-term organisational capability.

- Corporate and Institutional Banking Group has implemented a dedicated capability uplift programme aimed at accelerating account planning, relationship management and advisory skills, while Retail Banking Group has focused on customer-centric advisory, communication and feedback-handling programmes attracting over 1,000 participants per course, contributing to measurable improvements in customer interaction quality.
- Product and business training have continued to receive strong investment. Notable programmes included unit-linked insurance products with nearly 4,800 learners, and TechcomLife Health with over 3,000 participants, significantly strengthening specialised advisory capabilities among RM, PRM and VAC teams.
- Digital capability development has been further expanded through training on artificial intelligence, process automation and data analytics, drawing participation from thousands of employees. For the first time, the Architecture Academy was launched, enabling software developers to take on the crucial role of Solution Architect – a specialized position essential for designing scalable, secure, and future-ready systems. Additionally, professional workshops and a Datathon competition, with over 200 participants from technology functions, successfully addressed real-world business challenges.
- Leadership development has been a key focus, with large-scale workshops such as Reset Your Own Leadership engaging more than 1,300 participants, alongside flagship programmes including TechcomLEAD and TechcomPACE. Nano-learning initiatives such as "Gõ cửa phòng sếp" have further supported the development of managerial capability and leadership readiness across the organisation.

In addition to employee training programs, Techcombank has established a performance management system to help employees clearly understand job expectations, align with career development pathways and enhance individual performance, while ensuring that rigorous and detailed evaluations promote transparency, fairness and provide a solid basis for talent development, recognition and performance management decisions.

Accordingly, Techcombank has issued the Regulation on Employee Performance Management and Evaluation, which applies to the management and evaluation of performance of employees at Techcombank, including Assignment and evaluation of level of work completion, goal setting, assessment and rating of annual performance. Annual performance goal is the performance goal of an employee in a specific performance year, including but not limited to information about:

Goal: is a clear description of the results to be achieved by the employee for the assigned work in the year

Grading scale: is the set of scores and respective levels to be achieved with each metric or goal to achieve each score

Metric: is the criteria on the quantity, ratio, scale, time, to measure and evaluate the level of achievement of the goal

Weight: is the percentage assigned to reflect the contribution of each goal and its corresponding result to the employees' overall annual objectives and expected results

Target: is the level at which a metric or a goal is considered as meeting expectation

In addition, Techcombank has developed the HRConnect human resource management platform on a cloud-based infrastructure to support employees in setting meaningful goals, monitoring progress and measuring productivity and performance systematically. As a result, performance evaluations are conducted in a transparent and consistent manner, enabling employees to clearly understand their performance outcomes and development opportunities within the organization.

CONTRIBUTION TO LOCAL COMMUNITIES

In 2025, Techcombank has continued to deliver meaningful social value through a combination of internal ESG initiatives and external community programmes. These In 2025, Techcombank has continued to deliver meaningful social value through a combination of internal ESG initiatives and external community programmes. These activities reflect our commitment to integrating social responsibility into both organisational culture and engagement with society. During the year, Techcombank has allocated a total of **VND 231 billion** to social, charitable, and community-related initiatives. Of this amount, **VND 100 billion** was dedicated to social welfare and charitable activities, while **VND 131 billion** was invested in long-term community development programmes. Through this balanced approach, Techcombank aims to address immediate social needs while supporting sustainable community resilience and inclusive socio-economic development.

Social, charitable, and community-related initiatives
231
Billion VND

Social welfare and charitable activities
100
Billion VND

Long-term community development programmes.
131
Billion VND

Winter Giving & other internal ESG events

9,000
employees and family members participated

5.4 Billion VND
donations through accumulated actions

ESG culture plays a foundational role in shaping organisational mindset, behaviours and responsible decision-making. Through Winter Giving, Techcombank has translated ESG commitments into lived behaviours, generating both deep and broad impact across employees, their families and the wider community. With its accessible, measurable and emotionally engaging design, the programme has enabled ESG to be actively embedded into everyday organisational life, fostering sustainable cultural adoption and becoming a highly recognized and anticipated initiative among employees.

Implemented for the second consecutive year, Winter Giving has continued to serve as a cultural mechanism translating environmental, social and governance commitments into everyday actions for a broad base of employees. In 2025, Winter-Giving has adopted the theme "Sharing Love with Gratitude", focusing on sustainability through personal meaning and long-term motivation. The programme has encouraged employees to engage across three core pillars: Give Self (self-care), Give People (community care) and Give Planet (environmental stewardship). By anchoring action in gratitude and purpose, positive behaviours towards people and the environment are more likely to be sustained and naturally amplified.

A key strength of Winter Giving lies in transforming ESG commitments into shared cultural experiences. Behaviour-based challenges have been designed to be easily integrated into daily life, with clear impact measurement and voluntary participation from employees and their families. In 2025, approximately 9,000 employees and family members participated, generating nearly VND 5.4 billion in donations through accumulated actions:

- For Environment, more than 40,000 trees have been planted across three watershed forests: U Minh Hạ (Cà Mau), Cúc Phương (Ninh Bình) and Bến En (Thanh Hóa).
- For Social, the raised fund by Winter Giving was spent to build auxiliary facilities, sponsor infrastructure, and deliver "Warm Winter for Children" gifts to more than 1,000 children in remote areas; Supported schools and disadvantaged households in constructing and repairing facilities affected by storms and floods in Region 9 (Quy Nhơn, Đắk Lắk, Lâm Đồng, Nha Trang, Huế...)
- For Internal Culture and Governance, Techcombank has focused on equipping employees with practical knowledge on sustainable living, goal setting and impact measurement:
  - Approximately 8,000 employees participated in the Winter Giving online challenges, completing daily and weekly activities aligned with the Give Self – Give People – Give Planet pillars
  - Around 2,000 employees and family members took part in the Winter Giving Community Days in Hanoi and Ho Chi Minh City, strengthening family engagement and nurturing values of gratitude and sustainable living among future generations
  - Nearly 2,000 employees attended knowledge-sharing sessions on self-care and personal wellbeing, reinforcing the foundation for sustained performance and responsible lifestyles
  - Nearly 300 employees participated in forest-planting activities at designated Winter Giving sites, gaining hands-on experience in environmental conservation and further promoting green practices in daily life

Post-programme surveys conducted following the Winter Giving initiative have reflected a strong level of engagement and positive perception among participants:

97%
of respondents agreed that the three pillars—Give Self, Give People and Give Planet—were meaningful and beneficial to them.

100%
of respondents affirmed that Winter-Giving effectively enabled employees to practise Techcombank's ESG strategy in daily lives.

99%
of respondents recognized the programme's contribution to strengthening the shared One Culture across the ecosystem.

92%
of respondents expressed a desire to continue participating in the programme in the following year.

4.77/5 Overall, Winter-Giving achieved an average score of 4.77 out of 5 for contribution to an effective and positive working environment.

Beyond the Winter-Giving event series in 2025, the programme was designed not as a standalone initiative but as an integrated cultural platform. The message of "Sharing Love with Gratitude", together with a common point-based mechanism, was consistently embedded across other internal activities implemented during the same period. This integrated approach created strong synergies, maximised resource efficiency and amplified collective impact across functions pursuing shared objectives. Key integrations included:

- Chạm Yêu Thương Foundation: Launched in October 2025 as one of Vietnam's leading digital philanthropy platforms, the" Chạm Yêu Thương Foundation was closely integrated with Winter-Giving. Employee actions under the programme were converted into fundraising contributions, directly supporting medical treatments and nutrition programmes. In parallel, Give People activities of Winter Giving encouraged employees to participate as volunteers and advocates for the Fund.
- Inspirer's Day: Activities under the Give People pillar were aligned with Inspirer's Day, encouraging employees to reflect on their personal development journeys and express appreciation towards individuals who had meaningfully contributed to their growth.
- Virtual Run – Steps for the Future of Vietnamese Children: Participation in the virtual run was integrated into Winter-Giving, whereby each step taken not only promoted physical wellbeing but was also translated into financial contributions supporting disadvantaged children.
- Employee Assistance Programme (EAP): Winter-Giving also served as a channel to promote and communicate mental wellbeing initiatives initiated by HR Division. More than 2,000 employees participated in knowledge-sharing sessions on mental health, alongside the rollout of 1,000 Intellect counselling accounts under the EAP, reinforcing Techcombank's holistic approach to employee wellbeing.

Techcombank Marathon & other social initiatives

In 2025, Techcombank continued to anchor the community engagement strategy through large-scale, inclusive sporting events that promote health, social cohesion and shared societal value. The Techcombank Marathon series—comprising the Hanoi International Marathon Techcombank and the Ho Chi Minh City International Marathon Techcombank—reinforced Techcombank's commitment to embedding ESG principles into long-term community development.

Performance highlights:

Hanoi International Marathon Techcombank 2025

Approximately **14** Billion VND raised for charitable causes

with more than **13,000** participants from 51 countries

Ho Chi Minh City International Marathon Techcombank 2025

Approximately **9** Billion VND contributed to community programmes

with more than **23,000** participants marking the largest scale to date

The Techcombank Marathon series is designed to promote healthier lifestyles and inclusive participation across diverse communities. In 2025, both the Hanoi and Ho Chi Minh City marathons offered race distances suitable for professional athletes, amateur runners, families and first-time participants, enabling broad-based engagement regardless of age, nationality or fitness level. By encouraging regular physical activity and personal resilience, the events have supported public health objectives while fostering a shared culture of wellbeing, inclusiveness and active living.

Beyond health and participation, the marathon series served as a platform to translate collective effort into tangible social impact. Through entry fees, sponsorships and fundraising mechanisms, the 2025 events generated significant charitable contributions supporting healthcare, education and vulnerable communities. The Hanoi Marathon raised approximately VND 14 billion with participation from runners across 51 countries, while the Ho Chi Minh City Marathon contributed approximately VND 9 billion through its largest-ever field of participants. This integrated model reflects Techcombank's approach to shared value creation, where community engagement and philanthropy are embedded within core initiatives.

The Techcombank Marathon series also played an important role in strengthening social cohesion and civic pride. Close coordination with local authorities, volunteers and community partners ensured safe and well-organized events while respecting local contexts. Marathon routes highlighted cultural and urban landmarks, contributing to responsible city promotion and community connection. Thousands of volunteers supported race operations, reinforcing collaboration between the private sector, public institutions, and civil society in delivering large-scale community events.

The sustained growth and impact of the Techcombank Marathon series underline our long-term commitment to community investment. Rather than one-off sponsorships, the marathons represent a multi-year platform that consistently delivers health, social and charitable outcomes. By mobilising large and diverse participant bases, Techcombank reinforces its role as a responsible corporate citizen contributing to social capital, community resilience and national wellbeing. Building on the strong outcomes achieved in 2025, Techcombank will continue to evolve the marathon series as part of its broader sustainability strategy. Future priorities include enhancing participant experience, deepening partnerships with community stakeholders and further strengthening the integration of environmental and social considerations. Through the Techcombank Marathon series, we remain committed to connecting people, promoting wellbeing, and creating lasting positive impact beyond the finish line.

CUSTOMER PROTECTION AND SATISFACTION

Techcombank remains committed to safeguarding customer rights and strengthening engagement through transparent communication, responsible product delivery and responsive service channels. These efforts have translated into sustained improvements in customer satisfaction, with net promoter score increasing from 82 in 2023 to 91 in 2024, and reaching 92 in 2025, reflecting growing customer trust and service quality.

Data security & privacy

As a customer-centric organisation, Techcombank recognises the protection of personal data as a fundamental pillar of sustainable development, closely linked to risk management, customer trust and regulatory compliance. Customer data is treated as a critical asset requiring robust safeguards across governance, processes, people and technology. Accordingly, we have implemented a comprehensive and disciplined approach to minimise data security and privacy risks, while continuously strengthening our protection capabilities.

Governance Structure and Commitment

Techcombank's personal data protection is underpinned by strong Board and Executive oversight, a dedicated governance structure, and clearly defined roles, ensuring accountability, strategic alignment and effective implementation of data privacy responsibilities across organization.

1 **Commitment from the Board of Directors and Executive Management**

The Board of Directors and Executive Management provide strong oversight and strategic direction for personal data protection, recognising it as integral to operational resilience, reputation management and long-term value creation. Data protection considerations are embedded within corporate governance, digital transformation initiatives and customer trust frameworks. A Bank-wide Personal Data Protection initiative has been established to ensure Techcombank's readiness to comply with evolving regulations and safeguard customer information effectively.

2 **Personal Data Governance Structure**

Techcombank has established the specialised Data Privacy and Security Department under the Data Governance, Data & Analytics Division. This unit works closely with the Information Security and Technology Infrastructure Services Department to design, implement and operate technical safeguards. Meanwhile, Data Protection Officer (DPO) and Data Privacy Champions are appointed with clearly defined roles, equipped with recognized certifications, including CIPM (IAPP) and VnDPO, strengthening professional standards in data protection.

Policies and Compliance Framework

A comprehensive policy and compliance framework govern personal data protection at Techcombank, integrating regulatory requirements, internal standards and structured processes to ensure consistent application, transparency and ongoing compliance across all operations and business units.

1 **Personal Data Protection Policy**

Techcombank has formally issued its Regulation on Data Privacy and Security Standards, defining principles and mandatory requirements applicable to all employees, which is closely linked with Personal Data Protection Law and Data Law, including conducting DPIAs and cross-border transfer assessments submitted to the Ministry of Public Security. Meanwhile, data policies, including Information Security and Labour Regulations, are regularly updated, reflecting current government regulations.

2 **Personal Data Protection Framework**

Developed in collaboration with Deloitte, Techcombank's Data Protection Framework comprises eight core capabilities covering 1. Governance and Accountability, 2. Consent, Purpose, and Notice, 3. Data Accuracy, 4. Data Retention, 5. Data Subject Rights, 6. Privacy by Design, 7. Data Sharing and Third Parties, 8. Security and Breach Notification. The framework has been operating consistently across Techcombank since 2024.

Measures to Enhance Personal Data Protection

Techcombank applies a layered set of technical, organisational and procedural measures to safeguard personal data, covering security controls, third-party management, incident response, employee awareness and independent assurance to continuously strengthen data protection resilience.

Security Measures and Technical Controls

Advanced security technologies are deployed, including Data Loss Prevention (DLP), Microsoft Azure Information Protection, role-based and attribute-based access controls, data classification, encryption, anonymisation and secure Data Lake controls.

Third-Party Data Sharing

Clear governance processes regulate personal data sharing with third parties, supported by contractual privacy obligations, defined controller–processor roles, data minimisation principles and legal compliance requirements.

Incident Response and Reporting

Formal procedures govern incident detection, reporting and coordination with authorities. Data privacy breaches are embedded within labour discipline regulations, supported by annual response drills to ensure preparedness.

Training and Awareness

Mandatory training programmes, regular workshops and annual refreshers are delivered Bank-wide to reinforce data protection awareness, covering information security, privacy principles and operational risk.

Independent and Internal Audits

Independent assessments by Deloitte and internal audits are conducted to evaluate compliance and control effectiveness, with recommendations used to strengthen oversight and employee capability.

In 2025, Techcombank strengthened its data protection maturity through active engagement with regulators in developing the **Data Law** and **Personal Data Protection Law**, enabling early internal alignment. No material personal data incidents were recorded. Compliance levels improved through audits and training, reinforcing customer trust and positioning Techcombank in line with regional and international best practices.

Customer complaints handling

With a **customer-centric approach**, a strong commitment to safeguarding customers' legitimate rights and interests, and strict adherence to applicable laws and the State Bank of Vietnam's guidance, Techcombank maintained a transparent and consistent customer complaint handling mechanism throughout 2025. We received complaints through multiple channels, ensuring that 100% of customer complaints were properly recorded, processed, and responded to in accordance with regulations.

Accordingly, Techcombank strictly complies with legal requirements on consumer protection, data confidentiality, and transaction security, with particular attention given to customers who fall within the category of vulnerable consumers. All complaint resolution outcomes are determined on the basis of clear legal grounds and are applied consistently under Techcombank's Policy Framework. Techcombank has maintained a structured and transparent framework for receiving, handling and resolving customer complaints and denunciations, following our Regulation on Settlement of Complaints, Grievances and Denunciations. We have prioritized fairness, timeliness, and confidentiality, ensuring legitimate customer interests are protected while safeguarding operational integrity, regulatory compliance and trust across the entire service lifecycle.

Principles for Receiving and Settling Customer Complaints and Denunciations

Techcombank handles complaints and denunciations based on principles of objectivity, professionalism and responsiveness. Each case is assessed thoroughly to identify root causes and appropriate remedies, while protecting customer rights, preserving our reputation and ensuring compliance with applicable laws and internal regulations. Confidentiality and respectful engagement are strictly upheld throughout the resolution process.

Principles for Protecting Reported Information and Whistleblowers

Techcombank applies strict confidentiality and protection measures for denounced information and whistleblowers. Identities are treated as sensitive information, with safeguards against retaliation or discrimination. Multiple secure reporting channels are provided, and protection measures are implemented proportionately to ensure personal safety, employment security and legal rights, in accordance with regulatory requirements.

In addition, we remain committed to sustainable development values and continuous improvement through the following actions:

- Product and service information is disclosed publicly in a clear and transparent manner;
- Social impact assessments are conducted for new policies prior to implementation;
- Customers are protected against potential risks in the digital environment through strengthened online transaction safeguards, including risk alerts, multi-layer authentication, and monitoring of abnormal transactions; enhanced communication on online fraud prevention; and expedited handling procedures for suspected fraudulent transactions to help minimise customer losses;
- Trends and recurring issues are identified to address root causes, thereby reducing the likelihood of issues that may adversely affect customers.

Techcombank remains committed to handling customer complaints with transparency, fairness, and a customer-first mindset. Our focus on consumer protection and a socially responsible approach helps reinforce public trust and contributes to the stability and safety of the banking system.

SOCIAL FINANCING

In 2025, Techcombank has continued to strengthen its role as a financial partner to inclusive economic growth by delivering tailored social financing solutions. Through integrated banking products, advisory support and digital platforms, Techcombank supports SMEs and micro SMEs, household businesses and supply chains, contributing to job creation, workforce stability and business resilience.

Data in 2025	SMEs and Micro SMEs	Women SME (under SME)
Number of customers	266,967	47,917
Total credit balance (VND Billion)	17,463	4,864

Techcombank also applies risk-based due diligence, sanctions screening and counter-terrorist financing controls to social financing beneficiaries and transactions, helping ensure that funds are not misused for prohibited activities and that social impact objectives are safeguarded.

In 2025, Techcombank has developed and launched targeted product initiatives to support SMEs across their growth journey. These solutions are designed to address operational, workforce and financing needs, enabling SMEs to enhance resilience, improve productivity and contribute more effectively to inclusive economic development:

Payroll and Salary Payment Solutions for SMEs

Techcombank's payroll solutions enable SMEs to digitise salary payments efficiently, ensuring timely and transparent income for employees. By integrating payroll with transaction banking and employee services, the solution supports operational efficiency, improves employee experience and promotes formal financial inclusion across SME workforces.

Digital Banking Solutions for Household Businesses and Micro-Enterprises

Through simplified digital banking platforms, Techcombank provides household businesses and micro-enterprises with access to payments, financing and account management tools. These solutions reduce administrative burden, improve financial transparency and support the formalisation and growth of small-scale economic activities.

Supply Chain and Working Capital Support

Techcombank supports SMEs in adapting to global supply chain shifts by offering flexible working capital, trade finance and cash management solutions. These offerings help businesses manage liquidity, mitigate supply chain disruptions and remain competitive amid evolving market conditions.

Advisory and Ecosystem-Based Support

Beyond financing, Techcombank actively accompanies SMEs through advisory initiatives, ecosystem partnerships and knowledge-sharing programmes. By connecting businesses with market insights, technology partners and financial planning tools, Techcombank supports SMEs in strengthening governance, productivity and long-term resilience

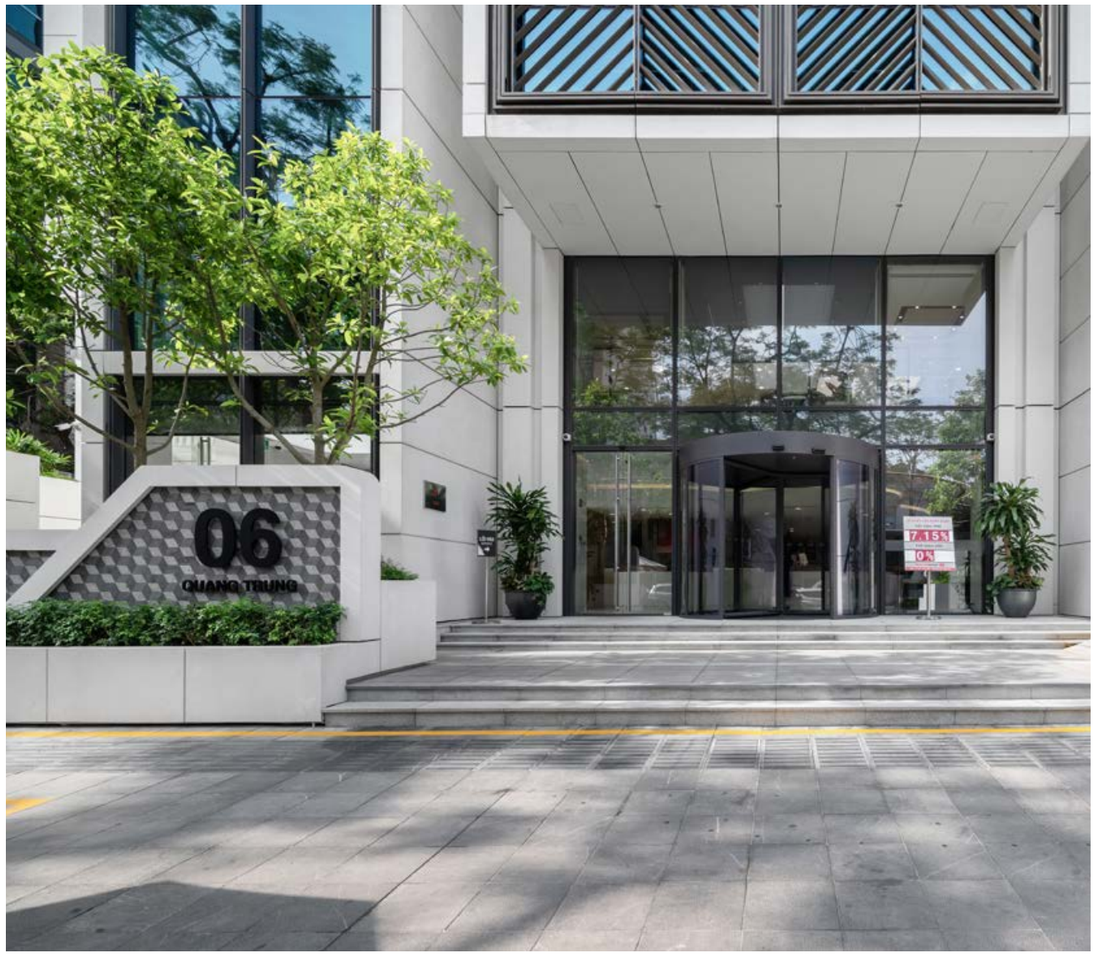
Governance

TECHCOMBANK GOVERNANCE STRUCTURE

Techcombank's governance structure can be found in the Corporate Governance section from page 145 to page 211 of this Annual Report.

STAKEHOLDER ENGAGEMENT

Techcombank recognises effective stakeholder management as a core element of its ESG framework and long-term value creation. Techcombank maintains diverse and structured engagement mechanisms to communicate with shareholders & investors, customers, employees, regulators, local community, press & media release and service providers. Through a combination of formal disclosures, digital platforms, direct dialogue and continuous feedback channels, Techcombank actively gathers stakeholder perspectives, responds to expectations and addresses emerging environmental, social and governance issues. Engagement outcomes are integrated into strategic planning, risk management and operational improvements, enabling Techcombank to manage ESG-related risks, strengthen trust and deliver sustainable, responsible growth for all stakeholders.



Stakeholders	Communication channel	Frequency	Topics of interest	Engagement from Techcombank
Shareholders and Investors	Annual General Meeting	Annually	Key topics of interest from shareholders and investors are: • Bank-wide financial performance, transformation journey and looking-forward plan • Corporate governance, social contributions and ESG initiatives • Short-term and long-term perspective on Vietnam economic developments	Run annual general meeting on 26th April to share on financial performance, Techcombank 5-year transformation journey and looking-forward plan
	Investor Presentation	Half-year		Run once every six months to share on Vietnam macro and sector update, catalyst for Techcombank Growth and Performance Update & Outlook
	Earning Presentation/ Analyst Presentation	Quarterly		Run quarterly analyst presentations to share on key highlights, economic update, financial results and outlook
	Techcombank Investment Summit	Annually		Organize the Techcombank Investment Summit 2025 – New Vietnam: From Vision to Value, help connect global investors with Vietnam's growth opportunities, strategic reforms and long-term value creation
	Conferences organized by securities companies/ investment funds	Regularly		Attend investor conferences arranged by leading domestic and international securities companies and investment funds
	Formal discussion on banking topics	Regularly		Attend group discussions on topics such as banking and finance and digital banking transformation
	Social media/ Other discussion	Regularly		Publish details about our financial performance, business activities, social contribution, corporate governance, etc. on social media platforms like forum, YouTube, Techcombank fan page Develop and promulgate the Regulation on Settlement of Complaints, Grievances and Denunciations, as a basis for receiving and handling complaints from shareholders. Continuously strengthen its corporate governance policies and protocols to protect the interests of investors/shareholders For any inquiries, shareholders & investors could contact us at: **ir@techcombank.com.vn**

Stakeholders	Communication channel	Frequency	Topics of interest	Engagement from Techcombank
Customers	Official websites, social networks, bank applications	Regularly	Key topics of interest from customers are: • Regular updates on promotional programmes, preferential offers, product policies and applicable fee structures. • Feedback on service quality & customer satisfaction and ensure timely, fair and transparent resolution. • Customer complaints on issues when using Techcombank services	Provide timely updates, digital services, promotions, and transparent information through secure, user-friendly platforms
	Branches, transaction offices	When customer has demand		Deliver personalized advisory, in-person support, and consistent service experiences by well-trained relationship managers across nationwide physical locations
	Information from mass media	Daily		Communicate key announcements, products, and corporate initiatives through credible media to enhance public awareness
	Hotline/Call centre	When customer has demand		Offer 24/7 customer support for both individual and business customers (both local and foreign), issue resolution, and service guidance through professionally managed contact centres
	Other contact channels (email, text message)	Daily		Share personalized notifications, service updates, and transactional alerts in a timely and compliant manner.
	Satisfaction survey	Regularly		Collect customer feedback to assess service quality, identify improvement areas, and enhance overall customer experience
Employees	Internal communication (E.g., Email. Newsletters, HR platform, etc.)	Regularly	Key topics of interest from employees are: • Compensation package, and learning opportunities to support career development and future readiness • Internal corporate culture events to fosters sense of belonging • Channels for raising concerns and fair resolution of workplace issues	Share timely information, strategic updates, and resources to support employee engagement and alignment, via our internal email, newsletters, HR platform (HRConnect)
	Email support	Regularly		Provide responsive assistance to address employee inquiries, concerns, and administrative needs efficiently via email: **HR_Support@Techcombank.com.vn**
	Direct engagement with human resource business partner staff	Regularly		Offer personalized guidance on career development, performance management, and workplace matters.
	Trade union	Regularly		Facilitate constructive dialogue to protect employee interests and promote harmonious labor relations
	Corporate culture events	Quarterly/ Annually		Foster connection, inclusion, and shared values through engaging activities and internal initiatives.
	Internal training	Quarterly/ Annually		Enhance skills, capabilities, and career growth through structured learning and professional development programmes

Stakeholders	Communication channel	Frequency	Topics of interest	Engagement from Techcombank
Government/ Regulatory agencies	Reporting requirements from government authorities	Monthly/ Quarterly	Key topics of interest from government/ regulatory agencies: • Reporting on banking operations in accordance with regulatory • Feedback and technical input on laws and regulations related to banking operations. • Assurance that Techcombank operates in full compliance with applicable laws and regulations, minimise potential risks. • Ongoing cooperation and support from Techcombank in joint initiatives and sector-wide activities.	Provide timely, accurate and comprehensive reports to support regulatory oversight and informed policy decision
	Contributions for draft legal and regulatory documents	Monthly/ Quarterly		Contribute constructive feedback and technical insights to support effective, practical and sustainable regulations
	Other communication channels	Regularly		Maintain proactive dialogue through meetings and correspondence to support coordination and regulatory compliance
Local Community	Feedbacks on environmental & social issues	Regularly	Key topics of interest from local community: • Bank's supports socio-economic development through partnership programmes, job creation and assistance for disadvantaged groups • Feedback on environmental and social issues, ensuring Techcombank's activities contribute positively to community wellbeing	Regularly receive and respond to our stakeholder feedback through our sustainable development email**: ESG. TCB@techcombank.com.vn**
	Community program	Regularly		Deliver inclusive financial solutions, support job creation, implement community development programmes, and provide targeted assistance to disadvantaged groups, contributing to sustainable socio-economic development
Press and media agencies	Press releases, news, TV shows	Quarterly	Key topics of interest from press and media agencies: • Bank's business performance, strategic direction, and market positioning • Bank's achievements and initiatives related to prominent societal themes such as digital transformation, innovation, artificial intelligence, etc	Coordinate with the media to provide transparent and timely information about business results, significant achievement of Techcombank, as well as notable events, products & services of Techcombank Participate in in-depth interviews/meetings to address questions and concerns about diverse topics Co-organized and exclusively sponsored the "AI Thực Chiến" programme, demonstrating leadership in practical AI adoption, knowledge sharing, and promoting responsible application of AI within Vietnam's banking and business community
	Other communication channels (E.g., website, email, telephone, etc,)	Regularly		
Service providers	In-person meetings	Regularly	Key topics of interest from services providers are: • Ensure product & service quality, fulfill Techcombank demand • Follow responsibilities and obligations agreed and committed by both parties as well as regulations • Ensuring publicity, transparency and efficiency in bidding activities	Build collaborative partnerships through direct dialogue, aligning expectations, performance standards, and long-term cooperation. Maintain timely communication to provide guidance, address issues promptly, and support efficient service delivery
	Other communication channels (E.g., email. Telephone, etc.)	Regularly		

ESG GOVERNANCE

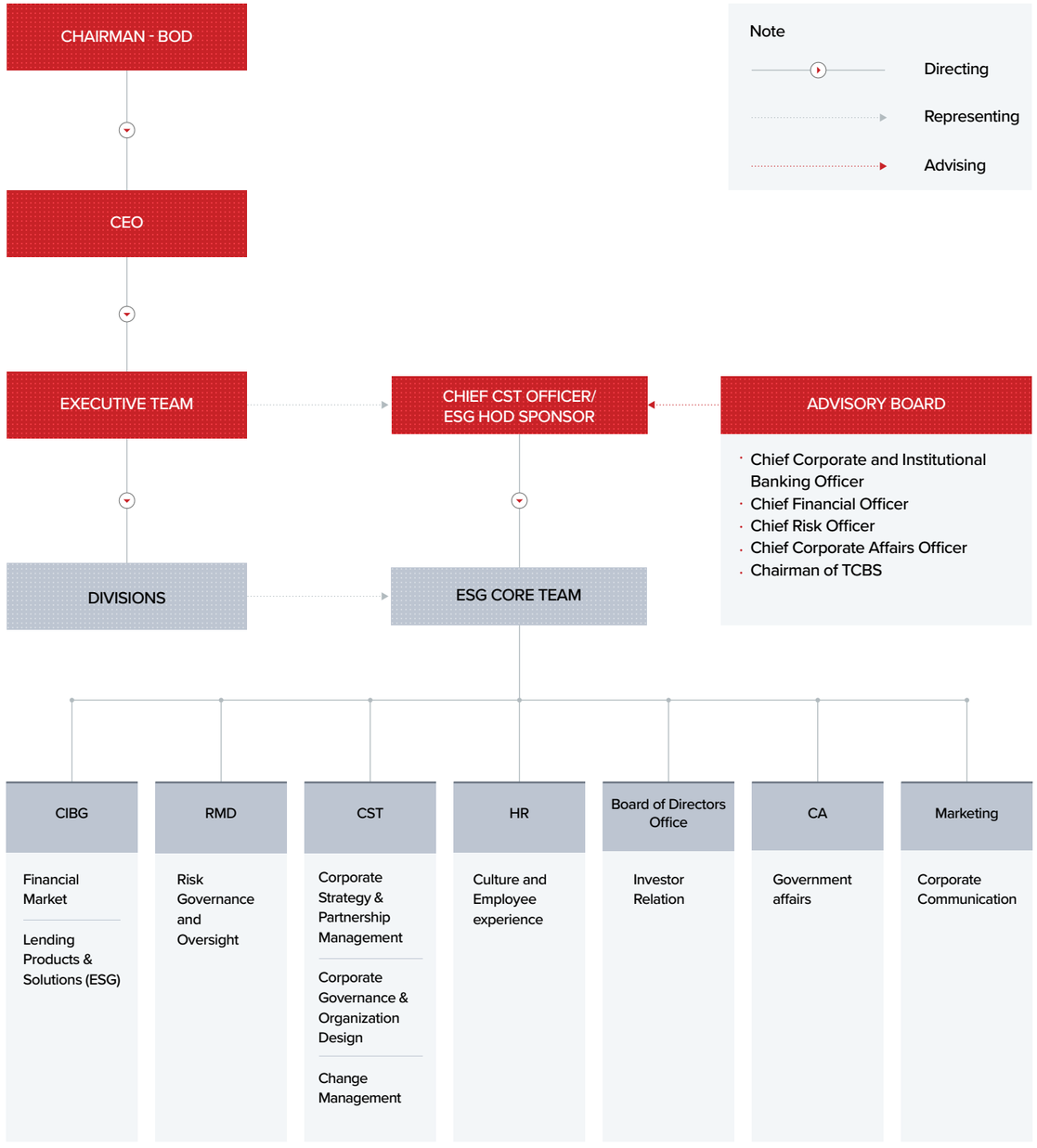
ESG has been integrated into multiple workstreams across Techcombank, supported by the enhancement of committee charters, internal guidelines, policies and operating procedures aligned with international standards and leading market practices. These mechanisms are designed to ensure consistency with Techcombank's long-term business strategy and evolving regulatory and stakeholder expectations. Techcombank's enterprise-wide management framework provides structured oversight and built-in safeguards to support disciplined execution and ongoing monitoring of ESG-related matters.

Over recent years, Techcombank has further strengthened its ESG governance framework by clearly defining the roles and responsibilities of the Board of Directors and the Chief Executive Officer in overseeing ESG risks and priorities, as well as establishing an ESG Advisory Board led by the CEO to support strategic direction, coordination and effective implementation across the organisation.

Our CEO – Dr. Jens Lottner leads our ESG Advisory Board which includes our Chief Finance Officer, Chief Corporate & Institutional Banking Group Officer, Chief Corporate Strategy and Transformation Officer, Chief Risk Officer, Chief Corporate Affairs Officer, Chief Marketing Officer and Chairman of TCBS. They work together to develop and execute our ESG initiatives, monitor progress, report on our performance and oversee the core ESG team (see diagram below).

Mr. Prasenjit Chakravarti – Our Chief Corporate Strategy and Transformation Officer acts as our ESG Executive Sponsor, driving the integration of sustainability into our strategic planning, transformation initiatives and day-to-day business operations. This role demonstrates our dedication to aligning our business transformation with ESG principles, ensuring that our growth is both sustainable and responsible. Specifically, Techcombank will periodically hold quarterly ESG Advisory Board meeting between the Advisory Board, Our Chief Corporate Strategy and Transformation Officer, and the CEO to discuss and provide guidance on Sustainable Development topics that have a significant impact on business operations.

ESG TEAM STRUCTURE



ESG RISK MANAGEMENT

Effective management of environmental, social and governance (ESG) risks is an integral component of Techcombank's enterprise-wide risk management framework and long-term sustainability strategy. ESG-related risks, including environmental and social (E&S) risks, may directly affect asset quality, credit performance, reputation and business resilience, while also interacting with traditional financial risks. As market expectations, regulatory requirements and stakeholder scrutiny continue to evolve, Techcombank recognises the importance of proactively identifying, assessing and managing ESG risks in a systematic and disciplined manner. We therefore continue to strengthen governance, policies, processes and internal capabilities to ensure ESG risks are appropriately embedded into decision-making, supporting prudent growth and sustainable value creation.

Approach to managing Environmental and Social risks

We recognise ESG risks, especially environmental and social risks, as an integral part of credit risk, with the potential to transmit into other risk types such as operational, reputational and compliance risks. Accordingly, we have designed governance structures, established processes and enhanced internal capabilities to identify, assess and control these risks in a consistent manner. Priority is progressively assigned to projects and transactions with higher potential ESG impacts, in line with our sustainability commitments and strategic objectives.

Beyond risk mitigation, Techcombank works closely with customers and partners to strengthen ESG risk management capabilities, enhance resilience to market and regulatory changes, and support the practical integration of ESG considerations into business operations. ESG risk assessment and enhanced ESG due diligence are not solely screening tools, but also serve as a mechanism to promote international good practices and deliver value-added advisory to customers. When effectively managed, ESG considerations represent both risk and opportunity, enabling us and our customers to build competitive advantage, strengthen reputation and support the transition towards sustainable growth.

Key enablers supporting the transformation of ESG risks into business opportunities include:

- Understanding customer and market needs to design appropriate financial solutions;
- Anticipating regulatory, policy and technological transitions;
- Promoting green transition and investment in innovation and technology;
- Aligning with international standards and sustainability practices;
- Enhancing transparency, credibility and stakeholder trust through responsible operations; and
- Maintaining open and constructive dialogue with stakeholders.

In addition to credit-related environmental and social (E&S) risk considerations, Techcombank recognises that illicit financial flows may act as underlying enablers of environmental and social harm. Financial crime risks—including money laundering, terrorist financing, and sanctions evasion—are therefore considered complementary risk dimensions within the broader ESG risk landscape.

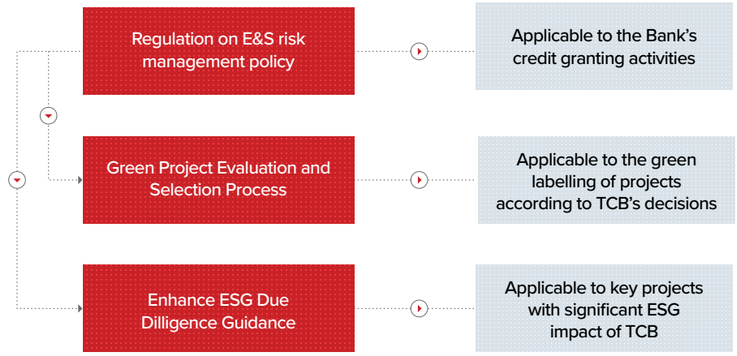
Techcombank applies a risk-based approach to customer and transaction due diligence. Accordingly, 100% of Techcombank customers are subject to due diligence processes, including but not limited to beneficial ownership identification, screening against watchlists and sanctions lists, transaction monitoring, and other relevant controls. Through these measures, Techcombank identifies and prevents financial relationships that may be linked to activities such as human trafficking, labour exploitation, illegal wildlife trade, illicit mining, corruption, or other forms of social and environmental misconduct.

In 2025, Techcombank filed hundreds of Suspicious Transaction Reports (STRs), contributing to fraud and financial crime investigations conducted by competent authorities. In addition, hundreds of thousands of cross-border transactions were screened in real time, and transactions amounting to millions of US dollars suspected to be linked to higher-risk entities were stopped.

By integrating financial crime compliance controls into ESG risk management, Techcombank strengthens its ability to detect red flags at the financial flow level, enhances overall risk visibility, and reinforces the integrity of sustainable capital allocation.

Internal regulatory system to manage E&S risk

Techcombank has established and continued to enhance a structured framework for managing E&S risks within its credit activities. The framework comprises a set of internal policies, guidelines and procedures developed and implemented by RMD, including:



We have been progressively strengthening our ESG risk management framework to ensure full integration of Environmental, Social and Governance pillars, moving from a fragmented approach towards a consistent and system-wide methodology.

The framework is informed by a combination of international standards and local regulatory requirements, including **IFC Performance Standards, ISO 14000 and ISO 45000, LEED, the Equator Principles, ICMA Green Bond Principles**, guidance from international partners, and applicable Vietnamese laws and regulations such as environmental protection laws, government decrees and sector-specific regulations.

Regulation on E&S risk management policy

To help effectively and properly manage our E&S risk, Techcombank has issued and implemented our Regulation on E&S Risk Management Policy, which was approved by our BOD and has been effective in implementation.

Purpose

This regulation sets out detailed policies, requirements and standards regarding the management of E&S risks, processes to be applied, guidelines to follow and tools to be used to review and monitor E&S risks and opportunities associated with the credit granting activities of Techcombank. Techcombank continually ensures effective E&S management practices are adhered to in all its activities, products and services with a special focus on the following:

- Ensuring that all activities undertaken by techcombank are consistent with the E&S risk management policy outlined from time to time
- Ensuring that all credit activities are reviewed against the e&s risk management policy from time to time
- Reviewing finance projects only when they are expected to be designed, built operated and maintained in a manner consistent with the e&s risk management policy
- Giving guidance to ensure that all projects are operated in compliance with the E&S risk management policy on an ongoing basis, during techcombank's financing
- Ensuring transparency in its activities
- Providing direction to management and shareholders of the client companies so that they understand the policy commitments made by techcombank in this area

Overall principles for our E&S risk management

E&S risk management is integrated into the strategic and operational objectives of Techcombank, both in the annual planning and long-term plan, in accordance with the Regulations on E&S Risk Management Policy from time to time. This E&S policy will be reviewed and updated annually based on operational learning and strategic objectives.

Techcombank's approach to risk management rests on three options:

1. Avoid or reduce the risk of the occurrence and/or consequence
2. Transfer the likelihood of the occurrence and/or consequence
3. Accept the likelihood of the occurrence and/or consequence

If E&S risks were identified, only the first of the above options is possible to be applied. E&S risks must be avoided or mitigated to an acceptable level. This is achieved through dialogue with the customer/investee and the implementation of a set of corrective measures (e.g. an E&S Action Plan). In cases where the risk is too high for Techcombank and the customer/investee is not willing to implement sufficient corrective measures, then Techcombank reserves the right to terminate the relationship.

Techcombank's E&S management system (ESMS) components

Techcombank has built the E&S Risk Management System, which will be fully integrated into Techcombank's organisational structure, planning activities, responsibilities, processes, procedures and practices. Moreover, Techcombank's ESMS comprises:

- Internal policies, procedures, guidelines and others that prescribe Techcombank's E&S risk management requirements and standards
- Clearly defined roles, responsibilities and organizational structures required to implement the ESMS
- E&S risk assessment and classification tools; the information needs to be collected for E&S risk management purposes; E&S risk internal report
- Information technology infrastructure that is required to support ESMS implementation

Applicable national regulations and international standards

To develop the E&S Risk Management Policy, Techcombank has followed local and national environmental, health and safety legislations in addition to the State Bank of Vietnam (SBV) regulations. This approach has ensured customer and investee operations are assessed for compliance with relevant Vietnamese legislation and national E&S regulations.

Techcombank has actively reviewed the development of evolving national E&S legislation and policies through periodic reviews. Such reviews were conducted by Techcombank's E&S management unit, and they ensured that the ESMS and E&S requirements were regularly updated, as required, ensuring that Techcombank is progressing in line with relevant national E&S legislation and policy.

In addition, Techcombank will ensure E&S requirements are implemented in line with international environmental management conventions and requirements such as:

- Labour standards and working conditions including occupational health and safety
- Community impacts including human rights, public health, safety and security
- Impacts on indigenous peoples and cultural heritage, including land acquisition and involuntary resettlement
- Conservation, management and sustainable use of natural biodiversity resources
- The safeguarding of critical habitats and the enhancement of natural habitats, where possible.

Green Project Evaluation and Selection Process

Techcombank has built and implemented the Green Project Evaluation and Selection Process using the Regulation on E&S Risk Management Policy as the base. This process aims to standardise the procedures for selecting and evaluating investment projects in the environmental protection field, or projects that deliver environmental benefits, in accordance with Techcombank's criteria and policies. We want to ensure that capital is optimised for the right purpose and will produce E&S benefits.

Under Techcombank principles, 'green projects' are projects that include at least one of the following environmental benefits and belong to investment projects in the field of environmental protection:

- Climate change mitigation
- Climate change adaptation
- Protection of the natural environment, natural ecosystems and biodiversity
- Pollution prevention and control
- Application of the circular economy principles
- Sustainable use, protection and conservation of natural resources

According to the above principles, below are the lists of eligible green projects. This list is for our reference only and projects not listed in this list can still be considered as green projects if they meet at least one of the above environmental benefit principles.

No.	Eligible project Categories	Alignment with UN SDGs
1	Renewable energy, clean energy	**Goal 7:** Affordable and clean energy
2	Green industries	**Goal 9:** Industry, innovation and infrastructure
3	Provision of environmental protection and energy-efficient services	**Goal 7:** Affordable and clean energy; **Goal 8:** Decent work and economic growth; **Goal 9:** Industry, innovation and infrastructure
4	Sustainable transportation	**Goal 11:** Sustainable cities and communities
5	Green construction	**Goal 11:** Sustainable cities and communities
6	Green agriculture	**Goal 2:** Zero hunger; **Goal 12:** Responsible consumption and production; **Goal 15:** Life on land
7	Sustainable forestry	**Goal 12:** Responsible consumption and production; **Goal 15:** Life on land
8	Sustainable water management in urban and rural areas	**Goal 6:** Clean water and sanitation; **Goal 11:** Sustainable cities and communities
9	Waste treatment and pollution prevention control	**Goal 11:** Sustainable cities and communities
10	Terrestrial and aquatic biodiversity conservation and climate change adaptation	**Goal 11:** Sustainable cities and communities
11	Recycling, reusing natural resources	**Goal 12:** Responsible consumption and production

After issuing these internal regulations, Techcombank also conducted comprehensive internal dissemination of our environmental policies. Following this dissemination, we implemented rigorous evaluations to assess employees' understanding of the policies. According to internal assessment, 100% of relevant staff in Techcombank are committed to fully implementing policies in credit granting activities in accordance with regulations. Additionally, we have provided training sessions to ensure the thorough comprehension and effective application of these environmental policies across all levels of the organisation. These initiatives underscore our commitment to fostering an environmentally responsible culture and ensuring that our workforce is well-equipped to uphold our sustainability standards.

Internal ESG risk capability building

To support the effective and consistent application of ESG risk management across its operations, Techcombank has conducted a series of targeted training programmes. These initiatives aim to strengthen internal capabilities, standardise risk assessment practices, and embed ESG considerations into credit decision-making and risk management processes across relevant business and control functions.

Training programme 1

Green Credit Identification and Assessment

- **Objectives:** This training programme aimed to enhance staff capabilities in identifying and assessing green credit criteria, thereby strengthening the integration of environmental considerations into credit appraisal and credit risk management. The programme focused on standardising green loan assessment methodologies in line with international practices and domestic regulatory requirements, supporting the expansion of Techcombank's green credit portfolio and improving the management of environmental and social impacts. The programme also contributed to promoting sustainable finance and directing capital towards environmentally friendly and energy-efficient projects, in line with Techcombank's green growth strategy.
- **Participants:** Approximately **100 participants**, including relationship managers from business units—particularly those covering priority green growth sectors—staff involved in credit appraisal, credit approval and risk management, and functional units responsible for developing, implementing or overseeing sustainable finance programmes.

Training programme 2

Emerging ESG Risks and Opportunities

- **Objectives:** This programme introduced core ESG concepts to risk management staff and examined their implications for corporate activities and risk profiles. It reviewed market trends and emerging ESG developments to enhance understanding of ESG impacts on both Techcombank and its customers, forming the basis for strengthening appropriate risk control measures. The programme also explored ESG as a potential source of competitive advantage when effectively managed, recognising its role in supporting business development and enhancing institutional reputation.
- **Participants:** Approximately **50 staffs** from the Risk Management Division.

Training programme 3

Environmental–Social Risk Assessment and ESG Due Diligence – Practical Application

- **Objectives:** This programme focused on the practical application of enhanced ESG due diligence for projects with significant environmental and social impacts, particularly large-scale infrastructure projects. It covered sector-specific ESG considerations for transport and logistics infrastructure, green real estate and renewable energy. The programme highlighted how ESG practices may materially affect project construction, operations and long-term financial performance, reinforcing the importance of robust ESG assessment to identify emerging risks and propose appropriate mitigation measures.
- **Participants:** Approximately **100 participants** attended, primarily credit appraisal and risk assessment staff from the Risk Management Division.

CODE OF ETHICS AND CRIME PREVENTION

In 2025, Techcombank has continued to strengthen the legal and compliance framework to ensure full adherence to applicable laws and regulatory requirements, while aligning with international best practices in risk governance. With the Code of Ethics and Conduct for Techcombank's employees and Regulation on Management of Operational Risk, Reputational Risk and Strategic Risk, we have reinforced a comprehensive risk management architecture and enhanced our ability to anticipate, monitor and mitigate emerging risks across the organization

Code of Ethics and Conduct

At Techcombank, Code of Ethics and Conduct are one of the foundations for building a transparent, healthy, and safe workplace—where employees can work with peace of mind, contribute together, and strive for excellence for society, the organisation, and themselves. We have developed and formally issued a Code of Ethics and Conduct applicable to all employees, including the Bank's senior leadership, to set out required standards of conduct and behaviour in all situations and day-to-day activities, as well as specific measures for handling violations. This Code was approved by the Board of Directors and publicly promulgated internally; all employees can access it via the Bank's internal document management system.

The Code comprises 16 standards guiding conduct toward four stakeholder groups: **Society and Environment — Customers — Organisation — and Self and Colleagues.**

1. **For employees themselves and colleagues:** sets expectations on integrity, prudence, and a strong sense of responsibility; and includes a commitment to compliance and a zero-tolerance stance toward fraud and corruption.
2. **For customers:** sets requirements to protect customers' interests and deliver the best customer experience; to treat customers with respect, fairness, and consistency; and to safeguard customers' personal information.
3. **For society and the environment:** encourages employees to participate in social and charitable activities and to contribute to improving quality of life, especially through programmes that generate positive spillover effects in the community, thereby supporting national efforts to enhance citizens' living standards.
4. **For the organisation:** requires employees to strictly comply with anti-money laundering and anti-corruption regulations; to avoid conflicts of interest in transactions involving personal interests; and to protect the Bank's assets and information systems.

100%

of employees to complete Techcombank's professional ethics training course

Within the scope of ethical practice, Techcombank is committed to respecting fundamental human rights across all of its activities. This commitment is reflected in principles on protecting customers' personal data and privacy; ensuring fair and non-discriminatory treatment for all customers; maintaining a working environment that respects human dignity and complies with labour laws; and firmly rejecting any acts of corruption or bribery that may infringe upon the legitimate interests of stakeholders.

To ensure consistent implementation of the Code across the organisation, Techcombank integrates ethical commitments into operating processes and internal assessment criteria. For managers, in addition to complying fully with the standards applicable to all employees, they are required to lead by example and proactively promote these standards within their respective units.

We conduct training and communications on the Code of Ethics and Conduct for all employees to raise awareness and prevent risks related to non-compliance with legal requirements. Communications and training are delivered through multiple formats, including—but not limited to—onboarding training for new hires, annual refresher training, e-learning platforms, and periodic compliance newsletters, ensuring that all employees have regular access to updates. During the year, we required 100% of employees to complete Techcombank's professional ethics training course.

Anti-Money Laundering

1 Anti-Money Laundering Principles

Sustainable growth requires more than environmental commitments and social initiatives—it requires financial integrity. Illicit financial flows are often hidden enablers of environmental degradation, human rights violations, corruption, and organized crime. Techcombank recognises that robust Anti-Money Laundering (AML), Counter-Terrorist Financing (CTF), and sanctions compliance frameworks constitute a critical line of defence in safeguarding sustainable finance.

Techcombank therefore applies a risk-based compliance model encompassing:

- Customer identification and due diligence;
- Sanctions compliance;
- Transaction monitoring;
- Regulatory reporting.

Through these controls, Techcombank actively prevents its financial services from being misused to fund activities that may cause social or environmental harm. By embedding financial crime controls into its ESG governance and risk management framework, Techcombank strengthens institutional resilience, protects stakeholder trust, and helps ensure that capital flows contribute responsibly to long-term economic, environmental, and social sustainability.

2 Anti-Money Laundering Management

Techcombank's AML governance structure is designed to ensure clear accountability, robust oversight and effective implementation across the organization. The Board of Directors bears ultimate responsibility for ensuring that Techcombank operates in full compliance with legal and regulatory requirements relating to AML, CTF and sanctions. Through formal resolutions and directives, the Board assigns responsibilities to the Chief Executive Officer (CEO) and relevant functions to implement necessary measures to meet statutory and regulatory obligations.

The Supervisory Board and Internal Audit function independently review and assess the effectiveness of AML controls and processes, providing assurance on the adequacy of Techcombank's risk management framework. At the executive level, the CEO (or authorized person) is responsible for overseeing and ensuring that Techcombank is appropriately structured with sufficient resources, systems and tools to comply with AML regulations. The CEO may delegate specific AML, CTF and sanctions compliance responsibilities to designated functions or officers, while retaining overall accountability.

Within business and support divisions, Heads of Division are responsible for implementing AML requirements in line with both local regulations and Techcombank's internal policies. A dedicated Money Laundering Risk Officer, appointed by the CEO and registered with the State Bank of Vietnam, is tasked with organizing, directing and monitoring compliance with applicable laws and international best practices.

Importantly, AML is not confined to control functions alone. All employees and units share responsibility for adhering to Techcombank's AML principles, policies and procedures. This three-lines-of-defense approach reinforces collective accountability, strengthens risk awareness and supports Techcombank's commitment to ethical, transparent and sustainable banking operations.

3 Integration of Anti-Money Laundering into Sustainable Finance

In parallel with the development of green and sustainability-linked products, Techcombank integrates AML to safeguard the integrity of sustainable finance flows. The risk assessment and Customer & Transaction due diligence process are fully applied to all Sustainable solutions:

- Green loan & Sustainability-linked loans
- Green deposit
- Eco Card

This approach mitigates risks related to greenwashing, misuse of proceeds, carbon credit fraud, and environmental sanctions breaches. By embedding AML and sanctions controls into sustainable finance activities, Techcombank ensures that environmental capital allocation aligns with both sustainability objectives and financial integrity standards.

Anti-Corruption

At Techcombank, the principle of **"Zero tolerance for fraud and corruption"** is defined as a core value within our Code of Ethics and Conduct and is regarded as a long-term plan. We remain resolute in preventing and progressively curbing corruption, fostering positive improvements in overall operations and thereby safeguarding organisational stability. Our corruption-risk management activities are built on clear principles to identify, assess, control, monitor, measure, and report risks, ensuring compliance with legal requirements and alignment with international standards and best practices.

We continuously strive to strengthen our internal governance framework to maintain and promote anti-corruption and anti-bribery efforts at Techcombank in an effective, consistent, and legally compliant manner:

Strengthening the governance structure

Techcombank has established and maintained the Steering Committee on Anti-Corruption, chaired directly by the Chairman of the Board of Directors. This Committee serves as the central body responsible for developing programmes and action plans; directing units across the system to implement anti-corruption and anti-bribery measures; and advising the Board of Directors on solutions to enhance the effectiveness of anti-corruption and anti-bribery work.

Developing and issuing policies and guidance

To operationalise anti-corruption and anti-bribery measures, Techcombank has issued detailed regulations and guidance and communicated them openly to all employees. These documents strictly prohibit any acts of giving or receiving bribes involving colleagues, customers, partners, or any organisations and individuals. They also encourage employees to speak up and report violations or suspicious behaviour through the Bank's established reporting channels.

All anti-corruption and anti-bribery policies, procedures, and documents are published on Techcombank's internal document management system, ensuring that all employees can readily access them.

To enhance employees' awareness and capability in preventing corruption and bribery, Techcombank has included this topic as a mandatory annual training component for all employees through the Code of Ethics and Conduct course. In addition, Techcombank has strengthened internal communications through multiple channels. In particular, notable cases related to corruption and bribery are communicated transparently and in a timely manner to employees—including members of the Board of Directors and senior leadership—so that lessons learned can be drawn and any conduct involving elements of corruption or bribery is strictly avoided.

For any cases involving corruption or bribery, Techcombank applies strict disciplinary actions with no exceptions, including internal disciplinary accountability and, where applicable, liability under the law. This consistent enforcement approach is intended to protect the values of integrity and transparency and to reinforce a culture of compliance across the entire organisation.

During the year, Techcombank delivered anti-corruption communications to 100% of Board members and required 100% of employees to complete anti-corruption training through the Bank's internal learning system.

100%

of employees to complete anti-corruption training through the Bank's internal learning system.

Whistleblowing and Reporting Misconduct

At Techcombank, we believe that **remaining silent in the face of compliance breaches or suspected misconduct may effectively constitute a compromise with wrongdoing**

We therefore encourage employees to speak up, in order to protect our customers, themselves, and the organisation.

1 Reporting channels

Techcombank is committed to listening to employees' feedback and reports through a network of internal reporting channels that are communicated across the organisation. In particular, employees may submit anonymous reports via:

- 24/7 hotline
- Internal whistleblowing email
- For especially serious or urgent cases, employees may directly contact the Bank's compliance leadership through the internal escalation channel.

In addition, Techcombank conducts the annual "Do the Right Things Right" survey, enabling employees to raise concerns relating to actual or potential misconduct in their day-to-day work. Beyond whistleblowing channels, Techcombank also provides an email-based advisory channel, through which employees may seek guidance from relevant specialists on how to handle unclear or sensitive situations.

2 Commitment to confidentiality and whistleblower protection

- Ensuring the highest level of confidentiality for whistleblowing information; the identity of the reporting employee will not be disclosed under any circumstances.
- Zero tolerance for retaliation, intimidation, harassment, or any form of adverse treatment against whistleblowers; appropriate measures are implemented to protect the safety of whistleblowers and other relevant parties.
- Providing feedback on investigation outcomes and case handling to the whistleblower, in accordance with internal regulations and within permissible limits.
- Techcombank maintains a structured whistleblowing handling process, with clearly defined roles and responsibilities across relevant functions at each stage—from intake, investigation and verification, to whistleblower protection measures and disciplinary actions where breaches are confirmed.
- To ensure confidentiality and maximise protection for employees who speak up, Techcombank maintains a dedicated specialist team that is professionally competent in whistleblowing case handling and independent from the unit being reported. This provides a trusted foundation for employees to report misconduct with confidence.

SUPPLIER MANAGEMENT

Responsible Supplier Management

Techcombank recognizes that responsible supplier management is integral to safeguarding operational resilience, reputational integrity and sustainable value creation. In 2025, Techcombank continued to implement the **Regulation on Partnership Development and Management and the Third-Party Risk Management Process**, which collectively govern the onboarding, monitoring and evaluation of suppliers through assessment criteria on the level of environmental & social compliance practices. These frameworks incorporate a structured risk identification checklist designed to assess potential operational, legal, reputational and ESG-related risks associated with third-party engagements. Suppliers are required to comply fully with applicable laws and regulations, including those relating to environmental protection, occupational health and safety, social security, labor standards and human rights. Through clear contractual requirements, monitoring mechanisms and defined accountability, Techcombank seeks to mitigate third-party risks while promoting responsible business conduct across its value chain.

Supporting Local Business

In addition to strengthening risk oversight, Techcombank actively promotes the engagement of domestic suppliers to contribute to local economic development and value chain resilience. We prioritize qualified local vendors for operational activities where feasible, supporting inclusive growth and fostering stronger partnerships within the Vietnamese business ecosystem. In 2025, 100% suppliers engaged by the head offices for operational purposes were domestic providers. By leveraging local expertise and capabilities, Techcombank not only enhances operational efficiency and responsiveness but also contributes to the development of local enterprises and supply chains. This approach reflects our commitment to sustainable procurement practices that balance commercial performance with broader economic and social impact, reinforcing our role as a responsible financial institution supporting national development.

100%

suppliers engaged by the head offices for operational purposes were domestic providers

06

AUDITED CONSOLIDATED FINANCIAL STATEMENTS OF 2025

General information

THE BANK

Vietnam Technological and Commercial Joint Stock Bank ("the Bank") is a commercial joint stock bank registered and incorporated in the Socialist Republic of Vietnam.

The Bank was incorporated pursuant to Business License No. 0038/GP-NHNN issued by the Governor of the State Bank of Vietnam ("the SBV") on 6 March 2018 to replace Business License No. 0040/NH-GP on 6 August 1993 and decisions to amend and supplement the Bank's Business License for respective periods. The operating duration is 99 years since 6 August 1993.

The principal activities of the Bank are mobilizing and receiving short, medium and long-term deposit funds from organizations and individuals; lending on short, medium and long-term basis up to the nature and ability of the Bank's capital resources; conducting settlement and cash services and other banking services as approved by the SBV; conducting investments in subsidiaries, associates, joint-ventures and other companies; conducting investments in bonds and dealing in foreign exchange in accordance with applicable regulations.

BOARD OF DIRECTORS

Members of the Board of Directors of the Bank for the year ended 31 December 2025 and until the date of these consolidated financial statements are as follows:

Name	Position
Mr Ho Hung Anh	Chairman
Mr Nguyen Dang Quang	The first Vice Chairman
Mr Nguyen Thieu Quang	Vice Chairman
Mr Nguyen Canh Son	Vice Chairman
Mr Ho Anh Ngoc	Vice Chairman
Ms Nguyen Thu Lan	Vice Chairwoman
Mr Saurabh Narayan Agarwal	Member
Mr Pham Nghiem Xuan Bac	Independent Member
Mr Eugene Keith Galbraith	Independent Member

BOARD OF SUPERVISION

Members of the Board of Supervision of the Bank for the year ended 31 December 2025 and until the date of these consolidated financial statements are as follows:

Name	Position
Mr Hoang Huy Trung	Head of Board of Supervision cum Member in charge
Ms Bui Thi Hong Mai	Member in charge
Ms Do Thi Hoang Lien	Member

THE EXECUTIVE TEAM

Members of the Executive Team for the year ended 31 December 2025 and until the date of these consolidated financial statements are as follows:

Name	Position
Mr Jens Lottner	Chief Executive Officer cum Chief Human Resources Officer (from 1 October 2025)
Mr Phung Quang Hung	Standing Deputy Chief Executive Officer cum Chief Corporate & Institutional Banking Group Officer (until 31 July 2025)
Mr Pham Quang Thang	Deputy Chief Executive Officer cum Chief Corporate Affairs Officer (until 31 January 2026)
Mr Nguyen Anh Tuan	Deputy Chief Executive Officer (from 1 February 2026) cum Chief Retail Banking Group Officer
Mr Phan Thanh Son	Deputy Chief Executive Officer (until 25 June 2025) Chief Global Transaction Service Officer (until 31 August 2025)
Ms Nguyen Thu Lan	Chief Corporate & Institutional Banking Group Officer (from 1 August 2025)
Ms Le Hong Hanh	Acting Chief Risk Officer (until 30 June 2025)
Ms Sanchita Mustauphy	Chief Risk Officer (from 1 July 2025)
Mr Alexandre Charles Emmanuel Macaire	Chief Finance Officer
Ms Nikki Dang My Quyen	Chief Human Resources Officer (until 30 September 2025)
Mr Nguyen Anh Tuan	Chief Information Officer (until 31 January 2026)
Mr Chu Hong Ngoc	Chief Information Officer (from 1 February 2026) cum Chief Operations Officer
Ms Thai Minh Diem Tu	Chief Marketing Officer
Mr Santhosh Mahendiran	Chief Data and Analytics Officer
Mr Pranav Seth	Chief Digital Officer (until 31 December 2025)
Mr Prasenjit Chakravarti	Chief Corporate Strategy and Transformation Officer
Ms Nguyen Thi Van Hoai	Acting Chief Corporate Affairs Officer (from 1 February 2026)

LEGAL REPRESENTATIVE

The legal representative of the Bank for the year ended 31 December 2025 and until the date of these consolidated financial statements is Mr Ho Hung Anh, the Chairman.

Mr Jens Lottner is authorized to sign off reports and documents relating to operations management which comprise the accompanying consolidated financial statements for the year ended 31 December 2025 in accordance with Decision No. 0058/2020/UQ-CT-HDQT dated 6 February 2020.

REGISTERED OFFICE

6 Quang Trung Street, Cua Nam Ward, Hanoi, Vietnam.

AUDITORS

The auditor of the Bank is Ernst & Young Vietnam Limited.

Report of the executive team

The Executive Team of Vietnam Technological and Commercial Joint Stock Bank ("the Bank") is pleased to present its report and the consolidated financial statements of the Bank and its subsidiaries for the year ended 31 December 2025.

THE EXECUTIVE TEAM'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Executive Team of the Bank is responsible for the consolidated financial statements of each financial year which give a true and fair view of the consolidated financial position of the Bank and its subsidiaries and of the consolidated results of their operations and their consolidated cash flows for the year. In preparing those consolidated financial statements, the Executive Team of the Bank is required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the consolidated financial statements; and
- prepare the consolidated financial statements on the going concern basis unless it is inappropriate to presume that the Bank and its subsidiaries will continue its business.

The Executive Team of the Bank is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the consolidated financial position of the Bank and ensuring that the accounting records comply with the applied accounting system. It is also responsible for safeguarding the assets of the Bank and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Executive Team of the Bank confirmed that it has complied with the above requirements in preparing the accompanying consolidated financial statements.

STATEMENT BY THE EXECUTIVE TEAM

The Executive Team does hereby state that, in its opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Bank and its subsidiaries as at 31 December 2025, and of the consolidated results of their operations and their consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Accounting Systems for Credit Institutions and statutory requirements relevant to preparation and presentation of the consolidated financial statements.

For and on behalf of the Executive Team:

Mr Jens Lottner
Chief Executive Officer

Hanoi, Vietnam
16 March 2026

Independent auditors' report

To: The Shareholders of Vietnam Technological and Commercial Joint Stock Bank

We have audited the accompanying consolidated financial statements of Vietnam Technological and Commercial Joint Stock Bank ("the Bank") and its subsidiaries, as prepared on 16 March 2026 and set out on pages 6 to 98 which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of profit or loss and the consolidated cash flow statement for the year then ended and the notes thereto.

THE EXECUTIVE TEAM'S RESPONSIBILITY

The Bank's Executive Team is responsible for the preparation and presentation of these consolidated financial statements that give a true and fair view in accordance with Vietnamese Accounting Standards, Vietnamese Accounting Systems for Credit Institutions and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements, and for such internal control as the Executive Team determines is necessary to enable the preparation and presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Vietnamese Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Bank's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Executive Team, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the consolidated financial statements give a true and fair view, in all material respects, of the consolidated financial position of the Bank and its subsidiaries as at 31 December 2025, and of the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Vietnamese Accounting Systems for Credit Institutions and the statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

Ernst & Young Vietnam Limited

Nguyen Phuong Nga
Deputy General Director

Audit Practicing Registration
Certificate No. 0763-2024-004-1

Nguyen Van Trung
Auditor

Audit Practicing Registration
Certificate No. 3847-2026-004-1

Hanoi, Vietnam
16 March 2026

B02/TCTD-HN

Consolidated statement of financial position

as at 31 December 2025

ASSETS	Notes	31 December 2025 VND million	31 December 2024 VND million
Cash and gold	**5**	**4,360,821**	**3,384,770**
Balances with the State Bank of Vietnam ("the SBV")	**6**	**82,162,772**	**54,353,153**
Balances with and credit granting to other credit institutions ("CIs")	**7**	**114,958,312**	**84,590,474**
Balances with other CIs	7.1	108,143,393	74,887,085
Credit granting to other CIs	7.2	6,996,069	9,884,539
Provision for credit granting to other CIs	7.3	(181,150)	(181,150)
Held-for-trading securities	**8**	**4,815,777**	**9,000,644**
Held-for-trading securities		4,816,831	9,000,895
Provision for held-for-trading securities		(1,054)	(251)
Loans to customers		**757,118,751**	**623,634,271**
Loans to customers	9	767,617,129	631,724,964
Provision for loans to customers	10	(10,498,378)	(8,090,693)
Debts purchased	**11**	**30,647**	**141,628**
Debts purchased		32,561	144,380
Provision for debts purchased		(1,914)	(2,752)
Investment securities	**12**	**145,526,404**	**148,623,636**
Available-for-sale securities	12.1	145,942,288	142,202,792
Held-to-maturity securities	12.2	-	6,900,000
Provision for investment securities	12.3	(415,884)	(479,156)
Long-term investments	**13**	**3,246,622**	**3,102,523**
Investments in associates	13.1	32,263	-
Other long-term investments	13.2	3,215,508	3,103,672
Provision for long-term investments	13.3	(1,149)	(1,149)
Fixed assets	**14**	**12,122,934**	**12,466,885**
Tangible fixed assets	14.1	6,343,732	6,576,699
Cost		*9,539,276*	*9,080,615*
Accumulated depreciation		*(3,195,544)*	*(2,503,916)*
Intangible fixed assets	14.2	5,779,202	5,890,186
Cost		*9,535,997*	*8,485,022*
Accumulated amortization		*(3,756,795)*	*(2,594,836)*

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
as at 12 December 2025

B02/TCTD-HN

ASSETS	**Notes**	**31 December 2025** VND million	**31 December 2024** VND million
Other assets	**15**	**68,001,097**	**39,500,565**
Receivables		56,111,402	29,540,943
Accrued interest and fee receivables		9,787,070	8,125,964
Deferred income tax assets		40,487	79,856
Other assets		2,070,439	1,818,676
Provision for other on-balance sheet assets		(8,301)	(64,874)
TOTAL ASSETS		**1,192,344,137**	**978,798,549**

LIABILITIES	**Notes**	**31 December 2025** VND million	**31 December 2024** VND million
Due to the Government and the SBV	**16**	**4,323,867**	**11,531**
Deposits and borrowings from the Government, the SBV		4,323,867	11,531
Deposits and borrowings from other financial institutions and other CIs	**17**	**144,982,976**	**132,239,088**
Deposits from other financial institutions and other CIs	17.1	83,014,313	72,210,834
Borrowings from other financial institutions and other CIs	17.2	61,968,663	60,028,254
Deposits from customers	**18**	**618,911,535**	**533,392,350**
Derivatives and other financial liabilities	**19**	**2,416,947**	**931,231**
Valuable papers issued	**20**	**215,330,128**	**140,422,321**
Other liabilities	**21**	**26,877,242**	**23,862,407**
Accrued interest and fee payables		9,448,719	7,281,567
Other liabilities		17,428,523	16,580,840
TOTAL LIABILITIES		**1,012,842,695**	**830,858,928**

SHAREHOLDERS' EQUITY	**Notes**	**31 December 2025** VND million	**31 December 2024** VND million
Share capital		**78,626,366**	**78,412,544**
Charter capital		70,862,404	70,648,517
Share premium		(124)	(59)
Other capital		7,764,086	7,764,086
Reserves		**28,644,562**	**24,787,305**
Retained earnings		**62,773,576**	**42,219,306**
Non-controlling interests		**9,456,938**	**2,520,466**
TOTAL SHAREHOLDERS' EQUITY	**23**	**179,501,442**	**147,939,621**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**1,192,344,137**	**978,798,549**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
as at 12 December 2025

B02/TCTD-HN

CONSOLIDATED OFF-BALANCE SHEET ITEMS

	Notes	**31 December 2025** VND million	**31 December 2024** VND million
Guarantees for borrowings		14,965,995	11,507,947
Commitments for currency contracts		417,321,503	269,393,662
- Commitments to buy spot foreign currencies		*6,372,664*	*3,062,641*
- Commitments to sell spot foreign currencies		*7,295,512*	*3,511,618*
- Commitments to buy - foreign exchange swap contracts		*201,786,532*	*131,340,913*
- Commitments to sell - foreign exchange swap contracts		*201,866,795*	*131,478,490*
Letters of credit (L/C)		64,314,200	38,065,747
Other guarantees		122,225,620	58,558,478
Other commitments		182,638,941	213,069,830
- Commitments for cross-currency swap in foreign currencies		*76,639,219*	*91,410,203*
- Commitments for cross-currency swap in VND		*72,529,169*	*86,776,329*
- Commitments for interest rate swap in foreign currencies		*21,908,409*	*19,499,211*
- Commitments for interest rate swap in VND		*2,147,380*	*7,774,226*
- Valuable paper forward commitments		*4,723,478*	*5,157,684*
- Other commitments		*4,691,286*	*2,452,177*
Cancellable unused credit limit		377,201,795	313,179,746
Interest and receivable fees not yet collected	38	3,465,579	2,877,966
Written-off debts	39	64,226,095	58,234,347
Assets and other documents	40	148,708,761	166,251,765
		1,395,068,489	**1,131,139,488**

Hanoi, Vietnam
16 March 2026

Prepared by:	**Approved by:**	**Approved by:**
Ms Tran Thu Van	**Ms Nguyen Thi Tra My**	**Mr Jens Lottner**
Accountant	**Chief Accountant**	**Chief Executive Officer**

B03/TCTD-HN

Consolidated statement of profit or loss

for the year ended 31 December 2025

	Notes	2025 VND million	2024 VND million
Interest and similar income	24	68,017,450	60,089,462
Interest and similar expenses	25	(29,862,359)	(24,581,499)
Net interest and similar income		**38,155,091**	**35,507,963**
Fees and commission income		12,526,963	10,961,642
Fees and commission expenses		(3,754,968)	(2,919,394)
Net fees and commission income	**26**	**8,771,995**	**8,042,248**
Net gain from trading foreign currencies	**27**	**1,642,201**	**592,556**
Net gain from held-for-trading securities	**28**	**51,974**	**81,301**
Net gain from investment securities	**29**	**2,846,321**	**2,359,057**
Other operating income		6,426,334	9,324,928
Other operating expenses		(4,541,992)	(8,982,217)
Net gain from other operating activities	**30**	**1,884,342**	**342,711**
Income from investments in other entities	**31**	**39,201**	**64,561**
Total operating income		**53,391,125**	**46,990,397**
Operating expenses	**32**	**(16,432,434)**	**(15,369,735)**
Profit before provision for credit losses		**36,958,691**	**31,620,662**
Provision expenses for credit losses	**33**	**(4,420,625)**	**(4,082,294)**
Profit before tax		**32,538,066**	**27,538,368**
Current corporate income tax expenses	22.1	(6,544,225)	(5,787,711)
Deferred corporate income tax (expenses)/income	22.3	(39,369)	9,447
Corporate income tax expenses		**(6,583,594)**	**(5,778,264)**
Profit after tax		**25,954,472**	**21,760,104**
Non-controlling interests		**(664,242)**	**(237,176)**
Net profit contributed to the Bank's shareholders		**25,290,230**	**21,522,928**
Basic earnings per share (VND/share) (*)	**34**	**3,572**	**3,049**

(*) As at 31 December 2025 and 31 December 2024, earnings per share of the Bank are not affected by dilutive factors.

Hanoi, Vietnam
16 March 2026

Prepared by:	Approved by:	Approved by:
Ms Tran Thu Van	Ms Nguyen Thi Tra My	Mr Jens Lottner
Accountant	Chief Accountant	Chief Executive Officer

B04/TCTD-HN

Consolidated cash flow statement

for the year ended 31 December 2025

	Notes	2025 VND million	2024 VND million
CASH FLOWS FROM OPERATING ACTIVITIES			
Interest and similar income receipts		67,231,128	61,748,921
Interest and similar expense payments		(27,761,618)	(26,124,464)
Net fees and commission receipts		8,396,946	7,679,933
Net receipts from trading activities (foreign currencies and securities)		4,478,027	3,150,018
Other income/(other expenses)		96,244	(2,359,679)
Recovery of loans previously written-off	30	1,354,286	1,138,200
Payments for employees and other operating expenses		(13,326,686)	(10,106,171)
Current income taxation paid for the year	22.1	(7,177,741)	(4,089,321)
Net cash flows from operating activities before changes in operating assets and liabilities		**33,290,586**	**31,037,437**
Changes in operating assets			
Decrease in balances with and credit granting to other CIs		1,553,157	12,721,924
Increase in trading securities		(9,019,169)	(31,627,229)
Decrease in derivatives and other financial assets		-	143,611
Increase in loans to customers		(135,892,165)	(113,083,396)
Utilisation of provision	10, 15	(2,072,791)	(2,670,781)
(Increase)/decrease in other operating assets		(29,615,168)	34,701,809
Changes in operating liabilities			
Increase in due to the Government and the State Bank of Vietnam		4,306,722	-
Increase/(decrease) in deposits and borrowings from other CIs		12,743,888	(20,933,914)
Increase in deposits from customers (including State Treasury)		85,524,799	78,742,971
Increase in valuable papers issued (excluding valuable papers issued classified into financing activities)		74,907,807	55,719,021
Increase in derivatives and other financial liabilities		1,485,716	931,231
Increase/(decrease) in other liabilities		2,712,170	(3,303,550)
Use of reserves	23.1	(1,934)	(2,579)
Net cash flows from operating activities		**39,923,618**	**42,376,555**

CONSOLIDATED CASH FLOW STATEMENT (continued)
for the year ended 31 December 2025

B04/TCTD-HN

CASH FLOWS FROM INVESTING ACTIVITIES	Notes	2025 VND million	2024 VND million
Payments for purchases of fixed assets		(657,030)	(1,618,886)
Proceeds from disposals of fixed assets		3,503	1,741,528
Payments for disposals of fixed assets		(3,015)	(1,249,743)
Proceeds from sale of investment property		-	736,219
Payments for investments in other entities		(199,836)	(56,278)
Dividends received and profit shared from long-term investments	31	39,938	64,561
Net cash flows used in investing activities		**(816,440)**	**(382,599)**

CASH FLOWS FROM FINANCING ACTIVITIES	Notes	2025 VND million	2024 VND million
Proceeds from issuance of shares		213,822	198,242
Proceeds from capital contributed by non-controlling interests		12,106,839	2,253
Dividends payment to shareholders		(7,084,911)	(5,210,255)
Net cash flows from/(used in) financing activities		**5,235,750**	**(5,009,760)**
Net cash flows for the year		**44,342,928**	**36,984,196**
Cash and cash equivalents at the beginning of the year	**35**	**147,484,415**	**110,500,219**
Cash and cash equivalents at the end of the year	**35**	**191,827,343**	**147,484,415**

Hanoi, Vietnam
16 March 2026

Prepared by:	Approved by:	Approved by:
Ms Tran Thu Van	Ms Nguyen Thi Tra My	Mr Jens Lottner
Accountant	Chief Accountant	Chief Executive Officer

B05/TCTD-HN

Notes to the consolidated financial statements

as at 31 December 2025 and for the year then ended

1. GENERAL INFORMATION

Vietnam Technological and Commercial Joint Stock Bank ("the Bank") is a commercial joint stock bank registered and incorporated in the Socialist Republic of Vietnam.

Establishment and operations

The Bank was incorporated pursuant to Business License No. 0038/GP-NHNN issued by the Governor of the State Bank of Vietnam ("the SBV") on 6 March 2018 to replace Business License No. 0040/NH-GP on 6 August 1993 and decisions to amend and supplement the Bank's Business License for respective periods. The operating duration is 99 years since 6 August 1993.

The principal activities of the Bank are mobilizing and receiving short, medium and long-term deposit funds from organizations and individuals; lending on short, medium and long-term basis up to the nature and ability of the Bank's capital resources; conducting settlement and cash services and other banking services as approved by the SBV; conducting investments in subsidiaries, associates, joint-ventures and other companies; conducting investments in bonds and dealing in foreign exchange in accordance with applicable regulations.

Charter capital

As at 31 December 2025, the charter capital of the Bank is VND 70,862,404,140,000 (31 December 2024: VND 70,648,517,390,000).

Network

The Bank's Head Office is located at 6 Quang Trung, Cua Nam Ward, Hanoi. As at 31 December 2025, the Bank has one (1) Head Office, two (2) representative offices, three hundred and two (302) branches, transaction offices nationwide and five (5) subsidiaries, one (1) associate.

Subsidiaries

As at 31 December 2025, the Bank has five (5) subsidiaries as follows:

No.	Name	Business License No.	Industry	Percentage owned by the Bank
1	Techcom Securities Joint Stock Company	125/GP-UBCK dated 30 May 2018 and amended by License No. 93/GPDC-UBCK dated 19 September 2025 granted by the State Securities Commission	Securities activities	79.82493%
2	Vietnam Technological and Commercial Joint Stock Bank - Asset Management Company Limited	0104003519 dated 18 June 2008 granted by Hanoi Department of Planning and Investment which was amended for the 28th time by 0102786255 on 01 December 2025	Debt and asset management	100.00%
3	Techcom Capital Management Joint Stock Company	57/GP-UBCK dated 30 January 2019 and amended by License No. 07/GPDC-UBCK dated 24 January 2025 granted by the State Securities Commission	Fund management; Investment portfolio management; Securities investment consulting	88.99956%
4	Techcom Nonlife Insurance Joint Stock Company (*)	99/GP/KDBH dated on 2 October 2024 granted by the Ministry of Finance	Non-Life Insurance and Health insurance	68.00%
5	Techcom Life Insurance Joint Stock Company (**)	100/GP/KDBH dated on 16 July 2025 granted by the Ministry of Finance	Life Insurance and Health insurance	80.00%

(*) The purchase for additional shares of Techcom Nonlife Insurance Joint Stock Company was completed by 2 June 2025 making the Bank's ownership increased from 11.00% to 68.00%.

(**) The Bank completed its capital contribution to Techcom Life Insurance Joint Stock Company by 1 August 2025, with an ownership of 80.00%.

Associate

As at 31 December 2025, the Bank has one (1) associate as follows:

No.	Name	Business License No.	Industry	Percentage owned by the Bank
1	Mobifone Digital Payment Joint Stock Company (***)	0111115052 dated 27 June 2025 granted by the Hanoi Department of Finance	Payment gateway	11.00%

(***) The Bank is a significant investor in Mobifone Digital Payment Joint Stock Company ("the Company") due to having a capital representative who also serves as a key member of the Company's executive management.

Employees

As at 31 December 2025, the Bank and its subsidiaries have 12,705 employees (31 December 2024: 11,848 employees).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended
B05/TCTD-HN

2. ACCOUNTING PERIOD AND CURRENCY

2.1. Accounting period

The annual accounting period of the Bank starts on 1 January and ends on 31 December.

2.2. Accounting currency

Currency used in accounting of the Bank is Vietnam dong ("VND") and is rounded to the nearest VND million for presentation of consolidated financial statements.

3. APPLIED ACCOUNTING STANDARDS AND SYSTEM

3.1. Statement of compliance

The Executive Team of the Bank confirmed that it has complied with Vietnamese Accounting Standards, Vietnamese Accounting Systems for Credit Institutions and statutory requirements relevant to preparation and presentation of consolidated financial statements.

Accordingly, the accompanying consolidated statement of financial position, the consolidated statement of profit or loss, the consolidated cash flow statement and notes to the consolidated financial statements, including their utilization are not designed for those who are not informed about Vietnamese accounting principles, procedures and practices and furthermore are not intended to present the consolidated financial position of the Bank and its subsidiaries, the consolidated results of their operations and their consolidated cash flows in accordance with accounting principles and practices generally accepted in countries other than Vietnam.

3.2. Basis of preparation

The consolidated financial statements of the Bank are prepared in accordance with Accounting System for Credit Institutions applicable to credit institutions in Vietnam required under Decision No. 479/2004/QD-NHNN issued on 29 April 2004 and the circulars amending and supplementing Decision No. 479/2004/QD-NHNN, the Financial Reporting Regime applicable to credit institutions required under Decision No. 16/2007/QD-NHNN dated 18 April 2007, and the circulars amending and supplementing a number of articles of Decision No. 16/2007/QD-NHNN and other Vietnamese Accounting Standards promulgated by the Ministry of Finance as per:

- Decision No.149/2001/QD-BTC dated 31 December 2001 on the Issuance and Promulgation of Four Vietnamese Standards on Accounting (series 1);
- Decision No.165/2002/QD-BTC dated 31 December 2002 on the Issuance and Promulgation of Six Vietnamese Standards on Accounting (series 2);
- Decision No. 234/2003/QD-BTC dated 30 December 2003 on the Issuance and Promulgation of Six Vietnamese Standards on Accounting (series 3);
- Decision No.12/2005/QD-BTC dated 15 February 2005 on the Issuance and Promulgation of Six Vietnamese Standards on Accounting (series 4); and
- Decision No.100/2005/QD-BTC dated 28 December 2005 on the Issuance and Promulgation of Four Vietnamese Standards on Accounting (series 5).

3.3. Basis of consolidation

The consolidated financial statements comprise the financial statements of the Bank and its subsidiaries. Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Bank obtains control, and continue to be consolidated until the date that such control ceases. In case the Bank divests its equity interest in a subsidiary resulting in loss of control over the subsidiary, the Bank only consolidates the financial result of the subsidiary from the beginning of the period up to the date of the divestment without consolidating the net assets of the subsidiary. Furthermore, the Bank makes adjustments of indirect impact of the divestment transactions on the consolidated cash flow statement.

The financial statements of subsidiaries are prepared for the same reporting year as the parent bank, using consistent accounting policies.

All intra-company balances, income and expenses and unrealized gains or losses result from intra-company transactions are eliminated in full.

Non-controlling interests represent the portion of the profit or loss and net assets not held by the Bank and are presented separately in the consolidated statement of profit or loss and within equity in the consolidated statement of financial position.

3.4. Basis of assumptions and uses of estimates

The preparation of the consolidated financial statements requires the Executive Team to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent liabilities. These estimates and assumptions also affect the income, expenses and the resultant provisions. Therefore, such estimates are necessarily based on assumptions involving varying degrees of subjectivity and uncertainty and actual results may differ resulting in future changes in such relating items.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended
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4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

4.1. Changes in accounting policies and disclosures

The accounting policies adopted by the Bank in the preparation of the consolidated financial statements are consistent with those followed in the preparation of the consolidated financial statements for the financial year ended 31 December 2024, except for:

Decree No. 135/2025/NĐ-CP of the Government on the Financial regime applicable to credit institutions, branches of foreign banks, and the financial supervision and evaluation of the efficiency of State capital investment in wholly state-owned credit institutions and state-invested credit institutions ("Decree 135").

At 12 June 2025, the Government issued Decree No. 135, which supplements regulations on the annual financial plan of credit institutions. In which, the profit distribution for credit institutions and foreign bank branches shall be distributed in the following orders:

1. Profit sharing with parties contributing capital in joint arrangements according to signed transactions or contracts (if any);
2. Offsetting previous years' losses that are no longer eligible to be deducted from pre-tax profits in accordance with regulations;
3. Appropriation to the charter capital supplementary reserve fund:

Percentage of after-tax profit	Maximum fund balance
10% of after-tax profit	100% charter capital

4. Appropriation to the financial reserve fund:

Percentage of after-tax profit	Maximum fund balance
10% of remaining after-tax profit after deducting the amounts specified in Clauses 1, 2, 3 above	Not regulated

5. The remaining profit shall be distributed at the discretion of the credit institution or branch of a foreign bank in accordance with its charter, financial regulations, and internal rules.

Decree No. 135 comes into force as of 1 August 2025. The Bank shall distribute profit in compliance with Decree No. 135 on annual financial statements.

4.2. Cash and cash equivalents

Cash and cash equivalents comprise of cash, gold, balances with the SBV, treasury bills and other short-term valuable papers eligible for rediscount with the SBV; balances with other financial institutions and other CIs that are without a term and mature not exceeding three months from the transaction date and securities with recovery or maturity of three months or less from date of purchase.

4.3. Balances with and credit granting to other financial institutions and credit institutions

Balances with and credit granting to other financial institutions and credit institutions are presented at the principal amounts outstanding at the end of the reporting year.

The credit risk classification of balances with and credit granting to other financial institutions and credit institutions and provision for credit risks thereof are provided in accordance with Circular 31 and Decree 86. Accordingly, the Bank makes a provision for credit losses on balances (except for current accounts) with credit institutions, foreign bank branches and credit granting to other financial institutions and credit institutions according to the method as described in *Note 4.6*.

4.4. Held-for-trading securities

4.4.1. Classification and recognition

Held-for-trading securities include debt securities and equity securities acquired and held for resale. Held-for-trading securities are initially recognized at cost.

Held-for-trading securities shall be recorded when the investors acquire ownership, in particular:

- Listed securities are recorded at the time of order matching (T+0);
- Unlisted securities are recorded at the time in which the ownership is acquired as prescribed in regulations of law.

4.4.2.Measurement

Held-for-trading securities are recognized at cost less risk provision and provision for diminution in value of securities.

Provision for diminution in value of securities is made as described in *Note 4.7.3.*

Provision for credit losses on corporate bonds (including bonds issued by other credit institutions) which have not been listed on the stock market or have not yet been registered for trading on the Upcom trading system is made in accordance with Circular 31 and Decree 86 as described in *Note 4.6.*

Provision for held-for-trading securities which is mentioned above is reversed when the recoverable amount of held-for-trading securities increases after making provision as a result of an objective event. Provision is reversed up to the gross value of these securities before provision.

Gains or losses from the sales of held-for-trading securities are recognized in the consolidated statement of profit or loss.

4.4.3. De-recognition

Held-for-trading securities are derecognized when the rights to receive cash flows from these securities are terminated or the Bank transfers substantially all the risks and rewards of ownership of these securities.

4.5. Loans to customers

Loans to customers are presented at the principal amounts outstanding as at the end of the reporting year less any provision made for loans to customers.

Short-term loans have maturity of less than or equal to one year from disbursement date. Medium-term loans have maturity from over one year to five years from disbursement date. Long-term loans have maturity of more than five years from disbursement date.

The classification of credit risk for loans to customers and corresponding provision are made under Circular 31 and Decree 86 as described in *Note 4.6.*

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4.6. Debt classification and provision for credit losses

The Bank applied quantitative method as regulated under Article 10 of Circular 31 on classification the following assets: balances with and credit granting to other CIs, other foreign bank branches; purchases and trusted purchase of corporate bonds (including bonds issued by other CIs) which have not yet been listed on stock exchanges or have not yet been registered for trading on the Upcom trading system (not including buying unlisted bonds by entrusted capital that the entrusting party bears the risk); loans to customers; entrustments for credit granting; buying, selling loans in accordance with regulations; buying, selling Government bonds on stock market; buying certificates of deposit issued by other CIs and foreign bank branches, debts arising from the issuance of letters of credit, reimbursement of letters of credit, negotiation letters of credit, and purchase of documents without recourse presented under letters of credit, except for purchase of documents without recourse under letters of credit issued by the Bank (here refer as “debts”).

In accordance with the requirements of Circular 31, general provision is made at 0.75% of total outstanding debt balances as at the end of the reporting year excluding loans classified into loss group debts, balances with credit institutions, foreign bank branches and balances with overseas credit institutions; loans; buying forwards valuable papers among other credit institutions, foreign bank branches in Vietnam; balances of buying certificates of deposit, bonds issued by other CIs and foreign bank branches; repurchase agreements of Government bonds.

Specific provision is made based on the outstanding principal balance less discounted value of collaterals multiplied by provision rates which are determined based on the debt classification as at the end of the reporting year. The basis to determine the value and discounted value for each type of collaterals is specified in Decree 86.

The debt classification and specific provision rates for each group are presented as follows:

Group		Description	Provision rate
1	Current	a. Current debts that are assessed as fully and timely recoverable for both principals and interests; or b. Debts which are overdue for a period of less than 10 days and assessed as fully recoverable for both overdue principals and interests, and fully and timely recoverable for both remaining principals and interests.	0%
2	Special mention	a. Debts which are overdue for a period from 10 days to 90 days; or b. Debts with first-time adjusted repayment terms that are unmatured.	5%
3	Sub-standard	a. Debts which are overdue for a period from 91 days to 180 days; or b. Debts with first-time extend repayment terms that are unmatured; or c. Debts which interests are exempted or reduced because customers do not have sufficient capability to repay all interests under agreements; or d. Debts under one of the following cases which have not been recovered in less than 30 days from the date of the recovery decision: - Debts violating Clauses 1, 3, 4, 5, 6 under Article 134 of Law on CIs; or - Debts violating Clauses 1, 2, 3, 4 under Article 135 of Law on CIs; or - Debts violating Clauses 1, 2, 5, 9 under Article 136 of Law on CIs. e. Debts required to be recovered under inspection conclusions; or f. Debts that need to be recovered under premature debt recovery decisions of the Bank due to borrowers’ breach of agreements with the Bank but are not yet recovered in less than 30 days since the effective dates of recovery decisions; or g. When the SBV requires under regulatory inspection conclusions and related credit information.	20%

	Group	Description	Provision rate
4	Doubtful	a. Debts which are overdue for a period from 181 days to 360 days; or b. Debts which the repayment terms are restructured for the first time but still overdue for a period of less than or equal to 90 days under that restructured repayment term; or c. Second-time reschedule debts which are unmatured; or d. Debts which are specified in point (d) of Group 3 overdue for a period of from 30 days to 60 days from the effective dates of recovery decisions; or e. Debts required to be recovered under inspection conclusions but still outstanding with an overdue period up to 60 days since the recovery date as required by regulatory inspection conclusions; or f. Debts that need to be recovered under premature debt recovery decisions of the Bank due to borrowers' breach of agreements with the Bank, but are not yet recovered from 30 days to 60 days since the effective dates of recovery decisions; or g. When the SBV requires under regulatory inspection conclusions and related credit information.	50%
5	Loss	a. Debts which are overdue for a period of more than 360 days; or b. Debts which the repayment terms are restructured for the first time but still overdue for a period of 91 days or more under that first restructured repayment term; or c. Debts which the repayment terms are restructured for the second time but still overdue under that second restructured repayment term; or d. Debts which the repayment terms are restructured for the third time or more, regardless of being overdue or not; or e. Debts which are specified in point (d) of Loan group 3 and overdue for a period of more than 60 days from the effective dates of recovery decisions; or f. Debts required to be recovered under regulatory inspection conclusions but still outstanding with an overdue period of more than 60 days since the recovery date as required by regulatory inspection conclusions; or g. Debts that need to be recovered under premature debt recovery decisions of the Bank due to borrowers' breach of agreements with the Bank, but are not yet recovered in more than 60 days since the effective dates of recovery decisions; or h. Debts of CIs under special control as announced by the SBV, or debts of foreign bank branches of which capital and assets are blocked; or i. When the SBV requires under regulatory inspection conclusions and related credit information.	100%

Debts/loans may be classified into groups with lower level of risk in the following cases:

› For overdue debts, the Bank shall reclassify them into groups with lower level of risk (including group 1) when they fully meet the following conditions:

- Borrowers have fully paid the overdue principal and interest (including interest on overdue principal), and those in the next repayment terms within at least 3 (three) months with respect to medium-term and long-term debts; one (1) month with respect to short-term debts, from the date of full payment of overdue principal and interest;
- Proof of the borrower's debt repayment is available;
- The Bank possess sufficient information and documents to evaluate borrowers' ability to fully pay the remaining principal and interest by the predetermined due dates.

› For debts with rescheduled repayment terms, the Bank shall reclassify them into groups with lower level of risk (including group 1) when they fully meet the following conditions:

- Borrowers have fully paid the principal and interest varying according to the rescheduled repayment term in at least three (3) months with respect to medium-term and long-term debts; one (1) month with respect to short-term debts, from the start date of full repayment of such principal and interest;
- Proof of the borrower's debt repayment is available;
- The Bank possess sufficient information and documents to evaluate borrowers' ability to fully pay the remaining principal and interest by the rescheduled due dates.

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Debts/loans may be classified into groups with higher level of risk in the following cases:

› The indicators such as profitability, solvency, debt-to-capital ratio, cash flow, debt repayment ability of borrowers decrease progressively after three (3) continual debt assessment and classification sessions;
› Borrowers fail to provide sufficient, timely and truthful information at the request of the Bank to assess borrowers' debt repayment ability;
› Debts/loans are classified into group 2, group 3, group 4 for one (1) year or more, but are not eligible for being reclassified into groups with lower level of risk;
› Loans are granted by the act of credit extension subject to administrative penalties prescribed by law.

When a customer has more than one debt with the Bank and one of the outstanding debts is classified into a higher risk group, the Bank is required to classify the entire remaining debts of such customer into the higher risk group.

When participating in a syndicated loan as a participant, the Bank classifies loans (including syndicated loans) of the customer into the higher risk group between the assessment of the leading bank and its own assessment.

If a customer is classified by the Bank into the risk group which is lower than the risk group provided by the National Credit Information Center of Vietnam ("CIC"), the Bank is required to adjust the risk group of such customer following the risk group provided by the CIC.

From 24 April 2023, the Bank applied the policy of loan restructuring and loan classification retention to support customers who face difficulties in production and business activities, as well as facing difficulties in repaying loans to meet their daily life and consumption needs. This policy aligns with the conditions set forth in Circular No. 02/2023/TT-NHNN dated 23 April 2023 (amended by Circular No. 06/2024/TT-NHNN dated 18 June 2024) ("Circular 02") issued by the State Bank of Vietnam, which provides instructions to credit institutions and foreign branch banks on loan restructuring and the retention of loan classification to assist borrowers facing financial difficulties.

Accordingly, the Bank applies loan classification for loans that fall under the policy of loan restructuring and loan classification retention as follows:

Disbursement date	Repayment Schedule	Overdue status	Overdue during	Principle of loan classification retention
Before 24 April 2023	From 24 April 2023 to 31 December 2024	Current or overdue for a period of 10 days	From 24 April 2023 to 31 December 2024	Retain the latest loan classification as before the restructuring date.

If the outstanding debts after rescheduling and retaining debt categories are overdue and not granted another debt rescheduling, the Bank shall classify the debt groups and make provision for credit risk under Circular 31 and Decree 86.

Specific provision for customers with debts that have been restructured on term basis and are subject to loan classification retention

The Bank makes specific provision for customers with debts that have been restructured on term basis and are subject to loan classification retention according to the following formula: C = A - B

In which:
C: Additional specific provision;
A: Specific provision to be made for all outstanding loan balance of customers according to the results of loan classification under Circular 31 and Decree 86;
B: Total specific provision to be made for the outstanding balance of loans applying loan classification under the policy of loan classification retention and specific provision to be made for remaining loan balances of the customers according to the results of loan classification under Circular 31 and Decree 86.

Additional specific provision (called C) is made by the Bank when preparing financial statements, ensuring that the provisioning is determined as follows:

› For loans that fall under the policy of loan restructuring and loan classification retention as prescribed in Circular 02:

- By 31 December 2023: At least 50% of the additional specific provision must be made;
- By 31 December 2024: 100% of the additional specific provision must be made.

The Bank makes general provision for customers with debts that have been restructured on term basis and subject to loan classification retention according to Circular 02 by loan classification results that not applied loan classification retention.

Debt classification and provisioning policies for loans from margin activities and advances to investors of Techcom Securities Joint Stock Company ("TCBS") – a subsidiary of the Bank

Provisioning for loans from margin activities and advances to investors ensures alignment with reports of TCBS and is calculated as the difference between the market value of securities used as respective collaterals for loans and the outstanding balance of such loans. Increase or decrease in balances of provision is recognized in the "Provision expenses for credit losses" item in the consolidated statement of profit or loss.

4.7. Investment securities

4.7.1. Classification

Investment securities include available-for-sale investment securities and held-to-maturity investment securities. The Bank initially recognizes investment securities at cost and classifies investment securities into proper categories at purchase date. According to Official Letter No. 2601/NHNN-TCKT dated 14 April 2009 by the SBV, for investment securities, the Bank is allowed to reclassify maximum of one time after initial recognition.

Held-to-maturity investment securities

Held-to-maturity investment securities are debt securities with fixed maturities and fixed or determinable payments, where the Bank has positive intention and ability to hold until maturity.

Available-for-sale investment securities

Available-for-sale investment securities are debt or equity securities which are held for an indefinite period and may be sold at any time.

4.7.2. Recognition

The Bank recognizes investment securities on the date that it acquires substantially all the risks and rewards of ownership of these securities.

4.7.3. Measurement

Equity securities

Available-for-sale equity securities are recorded at cost less provision for diminution in value of securities determined.

As for listed securities, the actual market price of securities is the price on a nearest closing day having transactions to the end of the reporting year. If the listed securities are not traded in 30 days before making provisions, provisions are made for each securities investment in accordance with regulations prescribed in *Note 4.9*.

As for unlisted securities of unregistered public companies and state-owned enterprises equitized through public offering (Upcom), the actual market price is the average price within the last 30 transaction days before the end of the reporting year announced by the Stock exchange. If the listed securities of a joint-stock company in Upcom are not traded in 30 days before the end of the reporting year, provisions are made for each securities investment in accordance with regulations prescribed in *Note 4.9*.

Measurement policies for unlisted equity securities classified as available-for-sale securities of Techcom Securities Joint Stock Company ("TCBS") – a subsidiary of the Bank

Available-for-sale (AFS) financial assets are initially recognized at actual acquisition cost (for unlisted securities of the securities issuers) or at the transaction matching price of securities on the stock exchanges (for listed securities). The cost of AFS financial assets includes all

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directly related costs incurred in acquiring these financial assets, such as brokerage fees, transaction fees and banking fees. After initial recognition, investments in equity instruments that do not have quoted market prices in an active market, and investments whose fair value cannot be reliably measured, shall be carried at cost.

At the reporting date, the Bank assessed whether there is any objective evidence that equity instruments that do not have quoted market prices in an active market are impaired. Increase or decrease in balances of provision is recognized in the *"Net gain from investment securities"* item in the consolidated statement of profit or loss.

Debt securities

Debt securities are initially stated at cost, including transaction costs and other directly attributable costs. They are subsequently recognized at amortized cost (affected by premium/discount amortization) less provision for credit risk and diminution. Premium and discounts arising from purchases of debt securities are amortized to the consolidated statement of profit or loss on a straight-line basis from the acquisition date to the maturity date.

Post-acquisition interest income of available-for-sale debt securities and held-to-maturity debt securities is recognized in the consolidated statement of profit or loss on an accrual basis. The accrued interest before the Bank purchases debt securities will be deducted from the value of the accrued interest account when received.

Provision for diminution in value of securities is made when the carrying value is higher than the market value. Provision for diminution is recognized in the *"Net gain/(loss) from investment securities"* item of the consolidated statement of profit or loss.

For Government bonds, Government-guaranteed bonds and municipal bonds, the Bank does not make provision for these investments.

For corporate bonds that are listed, registered for transactions, the market price of bonds is the latest transaction price at the Stock Exchange within 10 days to the end of reporting year. If there is no transaction within 10 days to the end of reporting year, no provision is calculated for these investments.

The Bank is required to make provision for credit risk for corporate bonds (including bonds issued by other CIs) which have not yet been listed on stock exchanges or have not yet been registered for trading on the Upcom trading system under Circular 31 and Decree 86 as described in *Note 4.6*.

Other unlisted debt securities (excluding unlisted corporate bonds mentioned above) are stated at cost less provision for diminution in value determined by market value of securities. If there is no market value or market value cannot be determined reliably, these securities will be recognized at their carrying amount.

Provision for investment securities will be reversed when a subsequent increase in the recoverable amount of the investment securities is due to an objective event occurring after the provision is recognized. Provision is reversed only up to the carrying amount of these securities before provision has been made.

4.7.4. De-recognition

Investment securities are derecognized when the contractual rights to the cash flows from these securities expired or when the substantial risks and rewards of ownership of these securities have been transferred.

4.8. Repurchase and reverse repurchase agreements

Securities sold under agreements to repurchase at a specific date in the future are not derecognized from the consolidated financial statements. The corresponding cash received is recognized as a borrowing in the consolidated statement of financial position. The difference between the sale price and repurchase price is recognized in the consolidated statement of profit or loss based on the interest rate stipulated in the contract.

Conversely, securities purchased under agreements to resell at a specific date in the future are not recognized in the consolidated financial statements. The corresponding cash payment is recognized as a loan in the consolidated statement of financial position and the difference between the purchase price and resale price is recognized in the consolidated statement of profit or loss based on the interest rate stipulated in the contract.

4.9. Long-term investments

4.9.1. Investments in associates

Investments in associates are accounted for using the equity method. An associate is an entity over which the Bank has significant influence but is neither a subsidiary nor a joint venture of the Bank.

Under the equity method, the investment is initially recognized in the consolidated statement of financial position at cost, and subsequently adjusted for changes in the Bank's share of the investee's net assets after the acquisition.

The Bank's share of the profit/(loss) of the associate after acquisition is recognized in the consolidated statement of profit or loss. In addition, when changes are recognized directly in the associate's equity, the Bank recognizes its share of such changes in equity. The cumulative post-acquisition changes are adjusted against the carrying amount of the investment in the associate. Dividends received/profits distributed from the associate are deducted from the carrying amount of the investment.

The financial statements of the associate are prepared for the same reporting year as the Bank's consolidated financial statements and use accounting policies consistent with those of the Bank. Appropriate consolidation adjustments have been made where necessary to ensure consistency in accounting policies applied by the Bank.

4.9.2. Other long-term investments

Other long-term investments represent investments in other entities in which the Bank holds less than or equal to 11% of voting rights. These investments are initially recorded at cost at the investment date and recognized subsequently at cost less provision for diminution in the value of other long-term investments (if any).

4.9.3. Provision for impairment of other long-term investments

For equity investments in investee entities whose shares are listed, a provision for impairment is recognized when the closing price on the latest trading day prior to the date of preparation of the annual financial statements is lower than the original cost of the investment as at the end of financial year; for equity investments in investee entities whose shares are registered for trading on the Unlisted Public Company Market (Upcom), a provision for impairment is recognized when the average reference price over the 30 most recent consecutive trading days prior to the date of preparation of the annual financial statements, as published by the Stock Exchange, is lower than the original cost of the investment as at the end of financial year.

In other cases, provision for diminution in the value of other long-term investment is made when the investee suffers loss. Provision for impairment is determined as the total actual contributed capital of parties to the investee company less (-) the actual owner's equity multiplied (x) by the Bank's ownership percentage in the investee company. Provision is reversed when the recoverable amount of the investments increases after the provision is made. A provision is reversed only to the extent that the investment's carrying amount does not exceed the carrying amount that would have been determined if no provision had been recognized.

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4.10. Tangible fixed assets

4.10.1. Cost

Tangible fixed assets are stated at cost less accumulated depreciation. The initial cost of a tangible fixed asset comprises its purchase price, including import duties and non-refundable purchase taxes and any directly attributable costs of bringing the asset to its working condition and location for its intended use. Expenditure incurred after the tangible fixed assets have been put into operation, such as repairs and maintenance and overhaul costs, is normally charged to the consolidated statement of profit or loss for the year in which the costs are incurred. Where it can be clearly demonstrated that the expenditure has resulted in an increase in the future economic benefits expected to be obtained from the use of an item of tangible fixed assets beyond its originally assessed standard of performance, the expenditure is capitalized as an additional cost of tangible fixed assets.

4.10.2. Depreciation

Depreciation of fixed assets is computed on a straight-line basis over the estimated useful lives of tangible fixed assets which are as follows:

Buildings and structures	8 - 50 years
Machines and equipment	3 - 10 years
Vehicles	6 - 10 years
Other fixed assets	3 - 10 years

4.11. Intangible fixed assets

4.11.1. Computer software

The cost of acquiring new software, which is not an integral part of the related hardware, is capitalized and treated as an intangible asset. Software costs are amortized on a straight-line basis for the period from 4 to 8 years.

4.11.2.Land use rights

Definite land use rights

Definite land use rights are stated at cost less accumulated amortization. The initial cost of a land use right comprises its purchase price in conjunction with securing the land use right and expenses for compensation for site clearance, ground leveling and registration fees. Amortization is computed on a straight-line basis over the time using land.

Indefinite land use rights

Indefinite land use rights are stated at cost and are not amortized. The initial cost of land use rights comprises its purchase price in conjunction with securing the land right and expenses for compensation for site clearance, ground leveling and registration fees.

4.11.3. Other intangible fixed assets

Other intangible fixed assets are stated at cost less accumulated amortization Amortization is computed on a straight-line basis for the period from 4 to 8 years.

4.12. Operating lease payments

Payments made under operating leases are recognized in the consolidated statement of profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized in the consolidated statement of profit or loss as an integral part of the total lease expense.

4.13. Other receivables

Accounts receivable other than receivables from credit activities of the Bank are initially recognized at cost and subsequently presented at cost less provision.

Receivables are subject to review for impairment based on the number of overdue months from the original maturity date of receivables or expected loss of current debts in case the debts are not due for payment yet but the corporate debtors have fallen into bankruptcy or are in the process of dissolution, or of individual debtors who are missing, escaped, prosecuted, on trial or deceased. Provision expense incurred is recorded in "Operating expenses" item of the consolidated statement of profit or loss in the year.

For overdue receivables, the Bank uses provision rates based on the overdue months as below:

Status of aging	Provision rate
From six (6) months up to under one (1) year	30%
From one (1) year up to under two (2) years	50%
From two (2) years up to under three (3) years	70%
From three (3) years and above	100%

4.14. Business combination and goodwill

Business combinations are accounted for using the purchase method. The cost of a business combination is measured as the fair value of assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange plus any costs directly attributable to the business combination. Identifiable assets and liabilities and contingent liabilities assumed in a business combination are measured initially at fair values at the date of business combination.

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost the business combination over the Group's interest in the net fair value of the acquirer's identifiable assets, liabilities and contingent liabilities. If the cost of the business combination exceeds the fair value of the acquiree's net assets, the difference shall be immediately recognized as operating expenses if the amount is small, or systematically amortized on a straight-line basis over the estimated useful life, not exceeding ten (10) years, if the amount is significant.

4.15. Other provision

A provision other than provisions described in *Notes 4.3, 4.4, 4.5, 4.7, 4.9 and 4.13* is recognized if, as a result of a past event, the Bank has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the specific risk exposure to the liability.

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4.16. Other payables

Other payables are stated at cost.

4.17. Technical reserves

4.17.1. Nonlife Insurance

The establishment of technical reserves Techcom Nonlife Insurance Joint Stock Company is carried out in accordance with the provisioning methods selected by the Company and approved by the Ministry of Finance. The methods for setting up provisions for non-life insurance and health insurance are as follows:

(i) Unearned premium reserves

The unearned premium reserve is established using the daily pro-rata method, based on the following formula:

(**)

(ii) Claims Reserve

The claims reserve includes reserve for claims outstanding but not yet resolved, and claims incurred but not reported (IBNR) losses at the end of the accounting period.
Outstanding claim reserve is established based on the estimated claim payments for each claim for which the insurer is liable, which is either notified to the insurer or requested for payment but is still unresolved at the end of the accounting period after deducting recoveries from reinsurance cessions; and
The reserve for incurred but not reported (IBNR) claims is established at a rate of 3% of premiums for each line of insurance business

(iii) Catastrophe reserve

The catastrophe reserve for non-life insurance is made annually until it reaches 100% of the retained premium for the financial year and is established based on the retained premium. The catastrophe reserve is recorded as other liabilities.

On 28 December 2005, the Ministry of Finance issued Decision No. 100/2005/QD-BTC governing the publication of four new accounting standards, including Vietnamese Accounting Standard ("VAS") 19 - Insurance Contract. Accordingly, from January 2006, the provision of catastrophe reserve is no longer required since it represents "possible claims under contracts that do not exist at the reporting date". However, since the Ministry of Finance has not issued detailed guidance for the implementation of VAS 19 and according to current regulations, the Bank continues to make catastrophe reserve on the consolidated financial statements at the current rate of 1% of the total retained premium for each type of non-life insurance activities.

(iv) Equalization reserve

Equalization reserve is established for health insurance operations, with an annual provisioning rate of 1% of the retained premium.

Technical reserves related to direct insurance and inward reinsurance activities are presented as Other Liabilities; while technical reserves related to outward reinsurance activities are presented as Other Assets in the consolidated statement of financial position.

Changes in technical reserves arising during the year from direct insurance and inward reinsurance activities are recognized in Fees and commission expenses, whereas changes in technical reserves related to outward reinsurance activities are recognized in Fees and commission income in the consolidated statement of profit or loss.

4.17.2. Life Insurance

The technical reserves for the Universal Life product at Techcom Life Insurance Joint Stock Company are established in accordance with the method approved by the Ministry of Finance. Life insurance technical reserves include:

(i) Unearned Premium Reserve

Unearned Premium Reserve is a provision for unearned income from fees that have been paid as at the reporting date and is calculated based on gross premiums for all insurance contracts with a term of one (01) year or less that remain at the reporting date.

(ii) Mathematical reserve

- The insurance risk provision for each insurance contract is the greater of the provision calculated using the unearned premium method or the provision calculated using the cash flow method, in order to cover all future costs of paying insurance risk benefits throughout the term of the contract.
- The technical provision for the general-linked portion of each insurance contract equals: the total surrender value of the general-linked insurance contracts plus an additional provision to ensure payment of account value for contracts expected to experience an insurance event during the year.
- The provision for each insurance contract for other insurance benefits includes a provision for future contract maintenance bonus benefits.

(iii) Claims reserve

The claims reserve includes reserve for claims outstanding but not yet resolved, and claims incurred but not reported (IBNR) losses at the end of the financial year.

- Outstanding claim reserve is established based on the estimated claim payments for each claim for which the insurer is liable, which is either notified to the insurer or requested for payment but is still unresolved at the end of the financial year; and
- The reserve for incurred but not reported (IBNR) claims is established at a rate of 3% of premiums for each line of insurance business, Not applicable to life insurance contracts with a term of more than one (1) year.

(iv) Equalization reserve

Equalization reserve is established for health insurance operations, with an annual provisioning rate of 1% of the life insurance company's profit before tax until this provision reaches 5% of the insurance premiums collected during the financial year.

Technical reserves related to direct insurance and inward reinsurance activities are presented as Other Liabilities; while technical reserves related to outward reinsurance activities are presented as Other Assets in the consolidated statement of financial position.

Changes in technical reserves arising during the year from direct insurance and inward reinsurance activities are recognized in Fees and commission expenses, whereas changes in technical reserves related to outward reinsurance activities are recognized in Fees and commission income in the consolidated statement of profit or loss.

(v) Guaranteed interest rate provision

The guaranteed interest rate provision is established in cases where investment markets fluctuate or investment results from insurance premiums are lower than the guaranteed interest rate. It is calculated based on the difference between the investment results from insurance premiums and the guaranteed interest rate agreed upon by the Company and the customer in the insurance contract.

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4.18. Share capital

4.18.1. Charter capital

Charter capital of the Bank is recorded when the rights and obligations of the shareholders and the Bank relating to charter capital are established. Charter capital is recognized at par value. Incremental costs directly attributable to the issuance of ordinary shares are recognized as a deduction from share premium.

4.18.2. Share premium

Share premium records the difference (increase or decrease) between the issue price and the par value of the shares (including reissued treasury shares), as well as costs directly attributable to issuance of ordinary shares or sale of treasury shares.

4.18.3. Treasury shares

Own equity instruments which are reacquired (treasury shares) are recognized at cost and deducted from equity. No gain or loss is recognized in profit or loss upon purchase, sale, issue or cancellation of the Bank's own equity instruments.

4.18.4. Reserves and funds

Reserves and funds of the Bank

The Bank is required to make the following reserves before distribution of profits in accordance with Law on CIs No. 32/2024/QH15, Decree No. 135/2025/ND-CP and Charter of the Bank as follows:

	Percentage of profit after tax	Maximum balance
Charter capital supplementary reserve	10% of profit after tax, after distributing returns to parties contributing capital under signed transactions and contracts, and after offsetting prior-year losses that are no longer eligible for deduction from taxable corporate income (CIT) before tax.	100% charter capital
Financial reserve	10% of profit after tax, after appropriating the charter capital supplementary reserve.	Not regulated

Financial reserve is used to cover financial losses incurred during the normal course of business. Financial reserve and charter capital supplementary reserve are non-distributable and classified as equity.

Other funds are appropriated from profit after tax. The allocation from profit after tax and utilization of the other equity funds are approved by the shareholders in the Annual General Meeting of Shareholders. These funds are not required by law and are fully distributable.

Reserves and funds of subsidiaries

Vietnam Technological and Commercial Joint Stock Bank - Asset Management Company Limited:

According to Circular No. 27/2002/TT-BTC dated 22 March 2002 issued by the Ministry of Finance, the appropriation to reserves is made in a similar way to the Bank.

Techcom Securities Joint Stock Company and Techcom Capital Management Joint Stock Company:

Other funds are made according to the Resolution of the Annual General Meeting at the annual meeting of the General Meeting of Shareholders.

Techcom Nonlife Insurance Joint Stock Company and Techcom Life Insurance Joint Stock Company:

The Company establishes a Statutory Reserve Fund in accordance with Decree No. 46/2023/ND-CP. The fund is appropriated at 5% of annual after-tax profit, with a maximum balance not exceeding 10% of the charter capital.

4.19. Revenue and expenses recognition

4.19.1. Interest income

Interest income is recognized in the consolidated statement of profit or loss on the accrual basis with the debts classified in current loan group which is not required to make specific provision. Interest income of remaining debts (including restructured debts retained in current group under Circular 02) is recognized in the consolidated statement of profit or loss upon receipt.

4.19.2. Fees and commission income

Fees and commission income are recognized in the consolidated statement of profit or loss on an accrual basis.

4.19.3. Dividend income

Dividend receivables in cash are recognized in the consolidated statement of profit or loss when the Bank's right to receive dividends is established.

In accordance with Circular No. 200/2014/TT-BTC dated 22 December 2014 issued by the Ministry of Finance, dividends received in the form of shares, bonus shares and rights to purchase shares of the existing shareholders, shares distributed from retained earnings are not recognized as an increase in the value of the investment and income is not recognized in the consolidated statement of profit or loss. Instead, only changes in number of shares held by the Bank are updated and monitored.

4.19.4. Income and expenses from the sale and purchase of debts

Income and expenses from the sale and purchase of debts are recognized in accordance with Circular 18/2022/TT-NHNN ("Circular 18") providing guidance on the sale and purchase of debts of CIs and foreign bank branches.

According to Circular 18, the difference between the prices of debts purchased or sold and their book value are recorded as follows:

- For debts recorded in the consolidated on-balance sheet:
  - If the sale price is higher than the book value of the debt, the difference shall be recorded as income of the Bank in the year;
  - If the sale price is lower than the book value of the debt, the difference shall be used to offset against the indemnity paid by compensation (in case such damage is resulted from objective factors and is obliged to compensate in accordance with financial policy applicable to credit institutions, foreign bank branches), insurance (if any), use of outstanding provision recognized as expense; the remaining balance shall be recognized as other expense of the Bank in the year.
- For debts written-off and monitored off-balance sheet, the proceeds from sale of debts shall be recognized as other income of the Bank.

Book value of on-balance sheet debts purchased or sold is the book value of the principal, interest and related financial obligations (if any) of debts recorded in the consolidated on-balance sheet or off-balance sheet at the date of debts purchased or sold; or the book value at the date of writing-off of debts; or the book value of debts written-off previously at the date of debts purchased or sold.

The purchasing or selling price is the sum of consideration to be paid by a debt buyer to a debt seller under a debt purchase or sale contract.

Debts purchased are initially classified in the risk group which is not lower than the risk group of the debts before the purchase. Subsequently, debts purchased are monitored, classified and provided for credit losses similar to loans to customers in accordance with Circular 31 and Decree 86.

If the proceeds from selling a loan (except for written off debts) have not yet been fully collected, the Bank classifies that amount as an unsold loan in accordance with Circular 31 and Decree 86.

4.19.5. Interest expenses

Interest expenses are recognized in the consolidated statement of profit or loss on an accrual basis.

4.19.6. Income and expenses from insurance activities

Income and expenses from insurance activities are recorded in the consolidated statement of profit or loss under Fee and commission income and expenses.

Gross written premium

Gross written premium is recognized in the consolidated statement of profit or loss when:

- The insurance contract has been entered in to by the insurance company and the insured and the insured has paid the full insurance premium;
- There is evidence that the insurance contract has been entered into and the insured has fully paid insurance premium;
- When the insurance contract has been concluded and Techcom Nonlife Insurance Joint Stock Company has an agreement with the policyholder regarding the premium payment schedule, the insurance company recognizes premium for the amount payable by the policyholder as agreed in the insurance contract at the commencement of the insurance period; and
- The insurance contract has been entered into and there is an agreement with the insured for insurance premium being paid on instalment basis, the insurance company recognises the premiums revenue corresponding to the period or periods in which premiums revenue have been incurred and does not recognise premiums revenue that are not due to be paid by the insurance buyer as agreed in the insurance contract.
- When customers pay insurance premiums for multiple periods, the premiums actually received are initially recognized as deferred revenue.The revenue is then allocated and gradually recognized for each insurance period as the insurance obligation is fulfilled.

Claim expenses

Claim expenses are recognized when the claim documentation is completed and approved by the authorized person. In cases where the final compensation amount has not yet been determined but insurance company is certain that the loss is covered under the insurance policy and makes a partial payment to the customer at their request, the amount paid is also recognized as a claim expense. Claims that have not been approved as of the end of the accounting period are considered unsettled and are included in the statistics for setting up outstanding claim reserves.

Insurance payments and maturity expenses:

Insurance payments and maturity settlements are recognized when the payment obligation of Techcom Life Insurance Joint Stock Company under the terms of the insurance contract is established.

Commission, agent support and other expenses relating to insurance activities

Commissions payable for each type of insurance product is calculated based on a specific percentage of original insurance premium revenue, as stipulated in agency contracts and in accordance with current regulatory rates. Only the portion of commission expenses allocated during the year, in line with the corresponding earned premium revenue, is recognized as insurance business expenses. The unallocated portion of commissions is recorded as a prepaid expense and will be allocated to insurance business expenses in subsequent periods.

For health insurance operations, agent incentive and support expenses must not exceed 100% of the insurance commission for health insurance contracts underwritten during the accounting period, in accordance with current regulations.

For non-life insurance: the total amount of bonuses, support, and other benefits provided to insurance agents must not exceed 50% of the total insurance commissions for all non-life insurance contracts underwritten during the financial year.

For life insurance: Total bonuses, insurance agent support, and other benefits as agreed in agency contracts for each financial year:

- For agents engaged in new business acquisition: not exceeding a total value of 20% of the actual premiums collected from insurance contracts with a term of up to one (1) year and one (1) annual renewal, and 30% of the actual first-year premiums collected for insurance contracts with a term of more than one (1) year.
- For agents responsible for servicing renewal insurance contracts with a term of more than one (1) year: not exceeding 7% of the actual renewal premiums collected during the year.

Agent support expenses and other related expenses are expenses directly incurred to obtain insurance contracts.

Reinsurance ceded

Reinsurance ceded premiums, reinsurance commissions, and other income arising from reinsurance ceded activities are recognized in the same accounting period as the recognition of the corresponding gross written premium or assumed reinsurance premium. Expenses related to reinsurance ceded activities are recognized in accordance with current regulations, with full supporting invoices, documents, or other valid evidence.

Assumed Reinsurance

Assumed reinsurance premiums and other income arising from assumed reinsurance activities is recognized based on the confirmed reinsurance statement of account. Expenses related to assumed reinsurance activities are recognized in accordance with current regulations, with full supporting documents, or other valid evidence.

At the end of the financial reporting year, any reinsurance commission not yet recognized as an expense corresponding to unearned assumed reinsurance premium must be deferred to subsequent accounting periods, in accordance with the unearned premium reserve method.

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4.20. Foreign currency transactions

The Bank maintains its accounting system and records all transactions in original currencies. Monetary assets and liabilities denominated in foreign currencies are translated into VND using exchange rates ruling at the consolidated statement of financial position date. Non-monetary items arising in foreign currencies during the year are converted into VND at rates ruling on the transaction dates. Foreign exchange differences arising from the translation of monetary assets and liabilities into VND in the year are recognized and followed in the *"Exchange rate revaluation"* item under *"Shareholders' equity"* in the consolidated statement of financial position and will be transferred to the consolidated statement of profit or loss at the end of the reporting year.

4.21. Taxation

Income tax on the profit or loss for the year comprises of current and deferred tax. Income tax is recognized in the consolidated statement of profit or loss.

Current income tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the end of reporting year, and any adjustment to tax payable in respect of previous periods.

Deferred income tax is provided using the statement of financial position method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred income tax provided is based on the expected manner of realization or settlement of the carrying amount of assets and liabilities using tax rates enacted or substantively enacted at the end of reporting year.

A deferred income tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred income tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

The Bank's tax returns are subject to be examined by the tax authorities. Because the application of laws and regulations on taxation for different types of transactions can be interpreted in many different ways, the amounts presented on the consolidated financial statements may be subject to be changed according to final decision of the tax authorities.

4.22. Fiduciary assets

Assets held in a fiduciary capacity are not reported in the consolidated financial statements as they are not assets of the Bank.

4.23.Commitments and contingent liabilities

At any time, the Bank has outstanding commitments to extend credit. These commitments take the form of approved loans or overdraft facilities. The Bank also provides financial guarantees and letters of credit to guarantee the performance of customers to third parties. Many of the commitments and contingent liabilities will be expired without being advanced in whole or in part. Therefore, the amounts do not represent firm commitments of future cash flows.

Off-balance sheet commitments include guarantees, payment acceptances and other commitments with specific implementing time.

The classification of off-balance sheet commitments is made only for the purpose of managing and monitoring the credit quality under the policy applied to debt classification as described in *Note 4.6.*

In accordance with Circular 31 and Decree 86, no provision is required for off-balance sheet commitments.

4.24. Derivative financial instruments

4.24.1. Foreign exchange contracts

The Bank involves in currency forward contracts and currency swap contracts to facilitate customers to transfer, modify or minimize foreign exchange risk or other market risks, and also for the business purpose of the Bank.

The currency forward contracts are commitments to buy, sell an amount of a currency for another currency at the exchange rate at the transaction time where the payment is made at least three (3) working days from the transaction date. The currency forward contracts are recognized at nominal value at the transaction date and are revalued for the reporting purpose at the exchange rate at the end of the reporting year. Gains or losses realized or unrealized are amortized on a straight-line basis to the consolidated statement of profit or loss over the term of the contract.

The currency swap contracts are commitments, which include one commitment to buy and one commitment to sell an amount of a currency for another currency at the exchange rate at the transaction time and the payments of two commitments on different days. The discount or premium arising from difference between spot exchange rate at the effective date of the contract and the forward rate is recognized at the effective date of the contract as an asset if positive or a liability if negative in the consolidated statement of financial position. This difference will be amortized on a straight-line basis to the consolidated statement of profit or loss over the term of the contract.

4.24.2.Interest rate swap contracts

Commitment value in interest rate swap contracts is not recognized in the consolidated statement of financial position. Differences in interest rate swaps are recognized in the consolidated statement of profit or loss on the accrual basis.

4.24.3. Commodity derivatives contracts

The Bank involves in commodity derivatives contracts including commodity swaps and commodity options. The value of those contracts are not recognized in the consolidated statement of financial position but in the off-balance sheet instead. Income arising from the transactions is recognized in the consolidated statement of profit or loss.

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4.25. Valuable papers issued

Valuable papers issued are stated at cost and accumulated amortised premiums or discounts. Cost of valuable papers issued includes the proceeds from the issuance less directly attributable costs.

4.26. Offsetting

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset financial assets against financial liabilities or vice-versa, and there is an intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

4.27. Employee benefits

4.27.1. Post-employment benefits

Post-employment benefits are paid to retired employees of the Bank by the Social Insurance Agency which belongs to the Ministry of Labor, Invalids and Social Affairs. The Bank is required to contribute to these post-employment benefits by paying social insurance premium to the Social Insurance Agency at the rate of 17.5% of employees' basic salary plus other allowances. The Bank has no further obligation.

4.27.2. Voluntary resignation

The Bank has the obligation, under Article 46 of the Vietnam Labor Code No. 45/2019/QH14 effective from 1 January 2021, to pay allowance arising from voluntary resignation of employees, equal to a half of monthly salary for each year of employment up to 31 December 2008 plus salary allowances (if any). The average monthly salary used in this calculation is the average monthly salary of the latest six-month period up to the resignation date. Accordingly, the working time at the Bank to calculate the severance payment is the total actual working time at the Bank minus the time employees participating in the unemployment insurance in accordance with the law on unemployment insurance and the working time for which severance allowances have been paid by the employer.

4.27.3. Unemployment allowance

According to Article 57 of Law of Employment No. 38/2013/QH13 effective from 1 January 2015 and Decree No. 28/2015/ND-CP dated 12 March 2015 of the Government on guidelines for the Law on Employment in term of unemployment insurance, the Bank is required to contribute to the unemployment insurance at the rate of 1% of salary and wage fund of unemployment insurance joiners and deduct 1% of monthly salary and wage of each employee to contribute to the unemployment insurance.

4.28. Financial instruments

Solely for the purpose of providing disclosures about the significance of financial instruments to the consolidated financial position, consolidated results of operations and the nature and extent of risk arising from financial instruments in compliance with Circular No. 210/2009/TT-BTC dated 6 November 2009 of the Ministry of Finance, the Bank classifies its financial instruments as follows:

4.28.1. Financial assets

Financial assets recognized at fair value through statement of profit or loss

A financial asset at fair value through statement of profit or loss is a financial asset that meets either of the following conditions:

- It is considered by management as held-for-trading. A financial asset is considered as held-for-trading if:
  - it is acquired principally for the purpose of selling it in the near term; or
  - there is evidence of a recent pattern of short-term profit-taking; or
  - a derivative (except for a derivative that is financial guarantee contract or a designated and effective hedging instrument).
- Upon initial recognition, it is designated by the Bank as at fair value through statement of profit or loss.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and a fixed maturity that the Bank has the positive intention and ability to hold to maturity, other than:

- financial assets that, upon initial recognition, were categorized as such recognized at fair value through statement of profit or loss; or
- financial assets already categorized as available-for-sale; or
- financial assets that meet the definitions of loans and receivables.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than those:

- that the Bank intends to sell immediately or in the near term, which are classified as held-for-trading, and those that the Bank on initial recognition designates as at fair value through statement of profit or loss;
- that the Bank, upon initial recognition, designates as available-for-sale; or
- for which the Bank may not recover substantially all of its initial investment, other than because of credit deterioration, which are classified as available-for-sale.

Available-for-sale investments

Available-for-sale assets are non-derivative financial assets that are designated as available-for-sale or are not classified as:

- financial assets at fair value through profit or loss; or
- held-to-maturity investments; or
- loans and receivables.

4.28.2. Financial liabilities

Financial liabilities at fair value through profit or loss

A financial liability at fair value through profit or loss is a financial liability that meets either of the following conditions:

- It is considered by management as held-for-trading. A financial liability is considered as held-for-trading if:
  - it is incurred principally for the purpose of repurchasing it in the near term; or
  - there is evidence of a recent pattern of short-term profit-taking; or
  - a derivative (except for a derivative that is financial guarantee contract or a designated and effective hedging instrument).
- Upon initial recognition, it is designated by the Bank as at fair value through profit or loss.

Financial liabilities carried at amortized cost

Financial liabilities which are not classified as financial liabilities at fair value through profit or loss are classified as financial liabilities carried at amortized cost.

The above described classification of financial instruments is solely for presentation and disclosure purpose and is not intended to be a description of how the instruments are measured. Accounting policies for measurement of financial instruments are disclosed in other relevant notes.

4.29. Items which have no balance

Items or balances required by Decision No. 16/2007/QD-NHNN dated 18 April 2007 and Circular No. 49/2014/TT-NHNN ("Circular 49") dated 31 December 2014 issued by the SBV stipulating the financial reporting regime for CIs, and documents amending, supplementing, are not shown in these consolidated financial statements indicate nil balance.

4.30. Segment reports

A segment is a component determined separately by the Bank which is engaged in providing related products or services (business segment) or providing products or services in a particular economic environment (geographical segment), that is subject to risks and returns that are different from those of other segments.

According to Circular 49, any credit institutions having public securities and currently outstanding securities in the securities market are required to prepare and present segment reports in the consolidated financial statements. The primary segment reports of the Bank are prepared based on the business segments.

5. CASH AND GOLD

	31 December 2025 VND million	31 December 2024 VND million
Cash on hand in VND	3,717,775	2,859,368
Cash on hand in foreign currencies	643,046	525,402
	4,360,821	**3,384,770**

6. BALANCES WITH THE STATE BANK OF VIETNAM

Balances with the SBV	31 December 2025 VND million	31 December 2024 VND million
- In VND	68,480,205	45,582,218
- In foreign currencies	13,682,567	8,770,935
	82,162,772	**54,353,153**

Balances with the SBV include current accounts and compulsory deposits.

Under the SBV's regulations on compulsory reserve, banks are permitted to maintain a floating balance for the compulsory reserve requirement ("CRR"). The monthly average balance of the reserve must not be less than the preceding month's average balances of deposits in scope multiplied by the CRR rates as follows:

	CRR rates	
	31 December 2025	31 December 2024
Deposits in foreign currencies with term of less than 12 months	8.00%	8.00%
Deposits in foreign currencies with term of 12 months and above	6.00%	6.00%
Deposits in VND with term of less than 12 months	3.00%	3.00%
Deposits in VND with term of 12 months and above	1.00%	1.00%

Interest rates per annum at the end of the financial year are as follows:

	31 December 2025	31 December 2024
Deposits in VND		
Compulsory deposits	0.50%	0.50%
Amount over compulsory deposits	0.00%	0.00%
Deposits in foreign currencies		
Compulsory deposits	0.00%	0.00%
Amount over compulsory deposits	0.00%	0.00%

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7. BALANCES WITH AND CREDIT GRANTING TO OTHER CREDIT INSTITUTIONS

7.1. Balances with other CIs

	31 December 2025 VND million	31 December 2024 VND million
Current accounts	**13,060,774**	**11,734,594**
- In VND	4,125,406	7,222,388
- In foreign currencies	8,935,368	4,512,206
Term deposits	**95,082,619**	**63,152,491**
- In VND	67,362,419	44,268,106
- In foreign currencies	27,720,200	18,884,385
	108,143,393	**74,887,085**

Interest rates per annum of balances with other credit institutions at the end of the financial are as follows:

	31 December 2025	31 December 2024
Current accounts		
In VND	0.00%	0.00%
In foreign currencies	0.00%	0.00%
Term deposits		
In VND	6.00% - 10.00%	3.80% - 6.00%
In foreign currencies	3.60% - 4.15%	4.35% - 4.90%

7.2. Credit granting to other CIs

	31 December 2025 VND million	31 December 2024 VND million
In VND	6,996,069	9,884,539
	6,996,069	**9,884,539**

Interest rates per annum of credit granting to other credit institutions at the end of the financial year are as follows:

	31 December 2025	31 December 2024
In VND	0.00% - 7.05%	0.00% - 5.78%

7.3. Provision for credit granting to other CIs

	31 December 2025 VND million	31 December 2024 VND million
Specific provision	181,150	181,150
	181,150	**181,150**

The movement of provision for credit granting to other CIs for the year was as follows:

	2025 VND million	2024 VND million
Opening balance	181,150	101,100
Specific provision made for the year *(Note 33)*	-	29,880
Reclassified from provision for other assets	-	50,170
Closing balance	**181,150**	**181,150**

7.4. Credit quality for balances with and credit granting to other CIs

Analysis of credit quality for balances (excluding current accounts) with and credit granting to other CIs as at the balance sheet date was as follows:

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Current	101,897,538	99.82	72,855,880	99.75
Loss	181,150	0.18	181,150	0.25
	102,078,688	**100.00**	**73,037,030**	**100.00**

8. HELD-FOR-TRADING SECURITIES

	31 December 2025 VND million	31 December 2024 VND million
Debt securities	**4,778,366**	**8,984,049**
- Government and municipal securities	-	104,940
- Debt securities issued by local CIs	4,778,366	8,879,109
Equity securities	**38,465**	**16,846**
- Equity securities issued by local CIs	7,629	7,264
- Equity securities issued by local economic entities	30,836	9,582
Provision for held-for-trading securities	**(1,054)**	**(251)**
Provision for diminution in value of held-for-trading securities	(1,054)	(251)
	4,815,777	**9,000,644**

Movements in provision for held-for-trading securities were as follows:

	2025 VND million	2024 VND million
Opening balance	251	-
Provision made for the year *(Note 28)*	803	251
Closing balance	**1,054**	**251**

The listing status of held-for-trading securities was as follows:

	31 December 2025 VND million	31 December 2024 VND million
Debt securities	**4,778,366**	**8,984,049**
- Listed	-	104,940
- Unlisted	4,778,366	8,879,109
Equity securities	**38,465**	**16,846**
- Listed	38,465	16,846
	4,816,831	9,000,895

Analysis of quality of held-for-trading securities which are classified as credit risk bearing assets as follows:

	31 December 2025 VND million	31 December 2024 VND million
Current	4,778,366	8,879,109
	4,778,366	**8,879,109**

9. LOANS TO CUSTOMERS

	31 December 2025 VND million	31 December 2024 VND million
Loans to local economic entities and individuals	710,490,503	595,176,845
Discounted bills and valuable papers	13,134,125	10,523,985
Loans financed by entrusted funds	97	97
Payments on behalf of customers	130,804	108,263
Loans to foreign entities and individuals	1,868	4,528
Loans from margin activities and advances to investors	43,859,732	25,911,246
	767,617,129	**631,724,964**

Interest rates per annum of loans to customers at the end of the financial year are as follows:

	31 December 2025	31 December 2024
In VND	0.00% - 15.00%	0.00% - 15.00%
In foreign currencies	0.20% - 7.75%	0.20% - 7.69%

9.1 . Loan portfolio by quality

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Current	711,706,750	98.34	594,272,007	98.10
Special mentioned	3,852,272	0.53	4,440,911	0.73
Substandard	918,063	0.13	1,365,655	0.22
Doubtful	1,339,119	0.18	2,465,618	0.41
Loss	5,941,193	0.82	3,269,527	0.54
	723,757,397	**100.00**	**605,813,718**	**100.00**
Loans from margin activities and advances to investors	43,859,732		25,911,246	
	767,617,129		**631,724,964**	

9.2. Loan portfolio by term

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Short term	251,686,959	34.78	211,786,108	34.95
Medium term	97,010,931	13.40	85,211,565	14.07
Long term	375,059,507	51.82	308,816,045	50.98
	723,757,397	**100.00**	**605,813,718**	**100.00**
Loans from margin activities and advances to investors	43,859,732		25,911,246	
	767,617,129		**631,724,964**	

9.3. Loan portfolio by industrial sectors

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Loans to economic entities	**411,429,457**	**56.85**	**359,408,394**	**59.33**
Agriculture, forestry and aquaculture	3,622,411	0.50	4,324,232	0.71
Mining	1,295,588	0.18	2,082,826	0.34
Manufacturing and processing	56,386,701	7.79	58,465,029	9.65
Production and distribution of electricity, gas, hot water, steam and air-conditioning	3,861,933	0.53	2,017,000	0.33
Water supply; waste and wastewater management and processing	57,922	0.01	52,607	0.01
Construction	26,413,712	3.65	17,442,917	2.88
Wholesale and retail trade; repair of motor vehicles, motorcycles	61,559,029	8.51	54,777,567	9.04
Transportation and warehousing	7,892,391	1.09	6,213,823	1.03
Hospitality services	600,068	0.08	1,068,294	0.18
Information and communications	847,784	0.12	608,205	0.10
Banking, finance and insurance	19,255,776	2.66	9,377,851	1.55
Real estates	207,026,817	28.60	187,100,081	30.88
Professional services, science and technology	8,218,019	1.14	10,837,601	1.79
Administrative activities and supporting services	9,937,794	1.37	879,171	0.15
Education and training	216,055	0.03	160,204	0.03
Health care and social work	510,220	0.07	761,399	0.13
Art and entertainment	3,672,279	0.51	3,162,625	0.52
Other services	54,958	0.01	76,962	0.01
Loans to individuals	**312,327,940**	**43.15**	**246,405,324**	**40.67**
	723,757,397	**100.00**	**605,813,718**	**100.00**
Loans from margin activities and advances to investors	43,859,732		25,911,246	
	767,617,129		**631,724,964**	

9.4. Loan portfolio by ownership

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Loans to economic entities	**411,429,457**	**56.85**	**359,408,394**	**59.33**
State-owned limited liability companies	2,402,340	0.33	1,523,879	0.25
Other limited liability companies	154,564,007	21.35	132,756,739	21.92
Joint-stock state-owned companies	-	-	3,626	0.00
Other joint-stock companies	242,951,500	33.58	212,894,172	35.15
Private companies and partnership companies	5,969	0.00	29,887	0.00
Foreign-invested companies	11,406,162	1.58	12,167,778	2.01
Cooperatives and cooperative unions	11,175	0.00	23,334	0.00
Administration units. Party. unions. associations	28,242	0.00	234	0.00
Others	60,062	0.01	8,745	0.00
Loans to individuals	**312,327,940**	**43.15**	**246,405,324**	**40.67**
	723,757,397	**100.00**	**605,813,718**	**100.00**
Receivables from margin activities and advances to investors	43,859,732		25,911,246	
	767,617,129		**631,724,964**	

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10. PROVISION FOR LOANS TO CUSTOMERS

Provision for loans to customers was as follows:

	31 December 2025 VND million	31 December 2024 VND million
General provision	5,383,622	4,518,890
Specific provision	5,101,998	3,564,151
Provision for loans from margin activities and advances to investors	12,758	7,652
	10,498,378	**8,090,693**

Movements in provision for loans to customers for the year ended 31 December 2025 were as follows:

	General provision VND million	Specific provision VND million	Provision for loans from margin activities and advances to investors VND million	Total VND million
Opening balance	4,518,890	3,564,151	7,652	8,090,693
Provision made for the year *(Note 33)*	864,732	3,610,638	5,106	4,480,476
Utilisation of provision in the year	-	(2,072,791)	-	(2,072,791)
Closing balance	**5,383,622**	**5,101,998**	**12,758**	**10,498,378**

Movements in provision for loans to customers for the year ended 31 December 2024 were as follows:

	General provision VND million	Specific provision VND million	Provision for loans from margin activities and advances to investors VND million	Total VND million
Opening balance	3,755,848	2,367,273	4,775	6,127,896
Provision made for the year *(Note 33)*	763,042	3,866,493	2,877	4,632,412
Utilisation of provision in the year	-	(2,669,615)	-	(2,669,615)
Closing balance	**4,518,890**	**3,564,151**	**7,652**	**8,090,693**

11. DEBTS PURCHASED

	31 December 2025 VND million	31 December 2024 VND million
Debts purchased in VND	32,561	144,380
Provision for debts purchased	(1,914)	(2,752)
	30,647	**141,628**

Breakdown of debts purchased was as follows:

	31 December 2025 VND million	31 December 2024 VND million
Principals of debts purchased	30,879	142,698
Interest of debts purchased	1,682	1,682
	32,561	**144,380**

Movements in provision for debts purchased were as follows:

	2025 VND million	2024 VND million
Opening balance	2,752	2,302
Provision (reversed)/made for the year *(Note 33)*	(838)	450
Closing balance	**1,914**	**2,752**

Analysis of credit quality for debts purchased as at the end of financial years was as follows:

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Current	30,879	94.83	142,698	98.84
Loss	1,682	5.17	1,682	1.16
	32,561	**100.00**	**144,380**	**100.00**

12. INVESTMENT SECURITIES

Investment securities as at the balance sheet date included:

	31 December 2025 VND million	31 December 2024 VND million
Available-for-sale securities	**145,942,288**	**142,202,792**
Debt securities	144,235,771	141,070,873
Equity securities	1,706,517	1,131,919
Held-to-maturity securities	**-**	**6,900,000**
Debt securities	-	6,900,000
Provision for investment securities	**(415,884)**	**(479,156)**
Provision for available-for-sale securities	(415,884)	(438,656)
Provision for held-to-maturity securities	-	(40,500)
	145,526,404	**148,623,636**

12.1. Available-for-sale securities

(**)

12.2. Held-to-maturity securities

	31 December 2025 VND million	31 December 2024 VND million
Debt securities	**-**	**6,900,000**
Debt securities issued by other local CIs	-	1,500,000
Debt securities issued by local economic entities	-	5,400,000
Provision for held-to-maturity securities	**-**	**(40,500)**
General provision for unlisted corporate bonds	-	(40,500)
	-	**6,859,500**

12.3. Provision for investment securities

	31 December 2025 VND million	31 December 2024 VND million
Provision for credit risk of unlisted corporate bonds	413,075	455,217
Provision for diminution in value of investment securities	2,809	23,939
	415,884	**479,156**

Movements in provision for investment securities for the year ended 31 December 2025 were as follows:

	General provision VND million	Specific provision VND million	Diminution provision VND million	Total VND million
Opening balance	375,018	80,199	23,939	479,156
Provision made/(reversed) for the year *(Note 29)*	38,057	(80,199)	(21,130)	(63,272)
Closing balance	**413,075**	**-**	**2,809**	**415,884**

Movements in provision for investment securities for the year ended 31 December 2024 were as follows:

	General provision VND million	Specific provision VND million	Diminution provision VND million	Total VND million
Opening balance	301,059	16,040	45,204	362,303
Provision made/(reversed) for the year *(Note 29)*	73,959	64,159	(21,265)	116,853
Closing balance	**375,018**	**80,199**	**23,939**	**479,156**

12.4. Analysis of quality of investment securities which are classified as credit risk bearing assets

Analysis of credit quality of investment securities which are classified as credit risk bearing assets as at the end of financial year was as follows:

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Current	100.669.150	100,00	80.891.825	99,90
Loss	-	-	80.199	0,10
	100.669.150	**100,00**	**80.972.024**	**100,00**

13. LONG-TERM INVESTMENTS

	31 December 2025 VND million	31 December 2024 VND million
Investments in associates	32,263	-
Other long-term investments – cost	3,215,508	3,103,672
Provision for long-term investments	(1,149)	(1,149)
	3,246,622	**3,102,523**

13.1. Investments in associates

	31 December 2025			31 December 2024		
	Cost VND million	Present value VND million	Proportion owned by the Bank %	Cost VND million	Present value VND million	Proportion owned by the Bank %
Mobifone Digital Payment Joint Stock Company	33,000	32,263	11.00	-	-	-

13.2. Other long-term investments

	31 December 2025		31 December 2024	
	Ownership %	At cost VND million	Ownership %	At cost VND million
Banking Skills Training and Consultancy JSC	10.93	1,040	10.93	1,040
National Payment Corporation of Vietnam	0.42	1,000	0.42	1,000
Vietnam Credit Information JSC	6.64	7,962	6.64	7,962
Society for Worldwide Interbank Financial Telecommunication	0.03	4,578	0.03	4,578
Techcom Nonlife Insurance Joint Stock Company (*)	-	-	11.00	55,000
Vietnam Real Estate Exchange JSC	11.00	660	11.00	660
Hung Yen Urban Investment and Development Joint Stock Company	6.55	2,026,827	7.71	2,026,827
Newco Development and Investment Joint Stock Company	7.90	1,006,605	9.31	1,006,605
Techcom Cypto Exchanges Joint Stock Company	0.23	297	-	-
Wealthtech Innovations Joint	0.40	1,539	-	-
Tokenbay Investment and Technology Joint Stock Company	8.78	165,000	-	-
		3,215,508		**3,103,672**

(*) The purchase for additional shares of Techcom Nonlife Insurance Joint Stock Company was completed by 2 June 2025 making the Bank's ownership increase from 11.00% to 68.00% and become the Bank's subsidiary.

13.3. Provision for long-term investments

Movements in provision for long-term investments were as follows

	2025 VND million	2024 VND million
Opening balance	1,149	1,149
Closing balance	**1,149**	**1,149**

14. FIXED ASSETS

14.1. Tangible fixed assets

Movements in tangible fixed assets for the year ended 31 December 2025 were as follows:

VND million

	Buildings and structures	Machines and equipment	Vehicles	Others	Total
Cost					
As at 1 January 2025	5,291,991	3,467,973	306,169	14,482	9,080,615
Additions	-	77,105	1,893	-	78,998
Transfers from advances for fixed assets purchases and construction in progress	323,944	54,003	34,719	-	412,666
Disposals	(1,395)	(32,113)	-	(48)	(33,556)
Reclassification	(7,644)	8,115	-	-	471
Impact from purchasing subsidiary' shares	-	82	-	-	82
As at 31 December 2025	**5,606,896**	**3,575,165**	**342,781**	**14,434**	**9,539,276**
Accumulated depreciation					
As at 1 January 2025	331,943	2,034,356	133,073	4,544	2,503,916
Charges for the year	121,753	569,059	31,459	1,437	723,708
Disposals	(45)	(31,996)	-	(48)	(32,089)
Impact from purchasing subsidiary' shares	-	9	-	-	9
As at 31 December 2025	**453,651**	**2,571,428**	**164,532**	**5,933**	**3,195,544**
Net book value					
As at 1 January 2025	4,960,048	1,433,617	173,096	9,938	6,576,699
As at 31 December 2025	**5,153,245**	**1,003,737**	**178,249**	**8,501**	**6,343,732**

Additional information on tangible fixed assets:

	31 December 2025 VND million	31 December 2024 VND million
Cost of tangible fixed assets which have been fully depreciated but still in active use	681,359	498,536

14.2. Intangible fixed assets

Movements in intangible fixed assets for the year ended 31 December 2025 were as follows: VND million

	Land use rights	Computer software	Others	Total
Cost				
As at 1 January 2025	1,960,988	6,514,231	9,803	8,485,022
Additions	-	577,175	857	578,032
Transfers from advances for fixed assets purchases and construction in progress	2,870	492,570	-	495,440
Disposals	(908)	(24,297)	-	(25,205)
Reclassification	-	(574)	-	(574)
Impact from purchasing subsidiary' shares	-	2,069	1,213	3,282
As at 31 December 2025	**1,962,950**	**7,561,174**	**11,873**	**9,535,997**
Accumulated amortization				
As at 1 January 2025	86,273	2,505,359	3,204	2,594,836
Charges for the year	42,661	1,142,474	1,016	1,186,151
Disposals	(46)	(24,273)	-	(24,319)
Impact from purchasing subsidiary' shares	-	76	51	127
As at 31 December 2025	**128,888**	**3,623,636**	**4,271**	**3,756,795**
Net book value				
As at 1 January 2025	1,874,715	4,008,872	6,599	5,890,186
As at 31 December 2025	**1,834,062**	**3,937,538**	**7,602**	**5,779,202**

Additional information on intangible fixed assets:

	31 December 2025 VND million	31 December 2024 VND million
Cost of intangible fixed assets which have been fully amortized but still in active use	556,755	525,128

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15. OTHER ASSETS

	31 December 2025 VND million	31 December 2024 VND million
Receivables	**56,111,402**	**29,540,943**
Internal receivables	49,447	58,426
External receivables	56,061,955	29,482,517
- Tax receivables (Note 22)	*1,549*	*1,467*
- Deposits for office rental	*1,105,449*	*1,753,237*
- Optional deposits for office purchase	*10,256,847*	*9,570,484*
- Receivables related to interest subsidy programs	*20,006*	*33,937*
- Advances for contracts	*845,051*	*811,941*
- Deposits for commodity swaps and options	*155,193*	*150,600*
- Advances for fixed assets purchase	*1,789,723*	*1,245,016*
- Construction in progress	*219,187*	*145,612*
- Receivables from loans sold contract	*21,406*	*37,361*
- Credit risk bearing receivables relating to L/C	*2,933,949*	*7,874,929*
- Purchase of documents without recourse under LC issued by Techcombank	*37,990,324*	*7,070,103*
- Receivables from subsidiary's insurance activities	*55,971*	-
- Provision of fees and compensation for the reinsurance operations	*84,416*	-
- Other external receivables	*582,884*	*787,830*
Accrued interest and fee receivables	**9,787,070**	**8,125,964**
Deferred income tax assets *(Note 22.3)*	**40,487**	**79,856**
Other assets	**2,070,439**	**1,818,676**
- Materials	18,370	14,431
- Prepaid expenses	1,968,227	1,771,348
- Other assets	83,842	32,897
Provision for other on-balance sheet assets (i)	**(8,301)**	**(64,874)**
	68,001,097	**39,500,565**

(i) Provision for other on-balance sheet assets was as follows:

	31 December 2025 VND million	31 December 2024 VND million
Provision for receivables from loans sold contract	-	280
- *General provision*	-	*280*
Provision for other credit risk bearing assets	329	59,062
- *General provision*	*329*	*59,062*
Provision for other assets	7,972	5,532
	8,301	**64,874**

Movements in provision for other on-balance sheet assets during the year were as follows:

	2025 VND million	2024 VND million
Opening balance	64,874	692,866
Provision made/(reversed) for receivables from loans sold contract for the year *(Note 33)*	(280)	(280,031)
General provision	*(280)*	*280*
Specific provision	-	*(280,311)*
Provision reversed for other credit risk bearing assets for the year *(Note 33)*	(58,733)	(300,417)
General provision	*(58,733)*	*(300,417)*
Provision made for other assets for the year *(Note 32)*	2,440	3,792
Utilisation of provision in the year	-	(1,166)
Reclassification from provision made for other assets bearing credit risk into provision for loans to other CIs	-	(50,170)
Closing balance	**8,301**	**64,874**

Analysis of credit quality for balance of other assets bearing credit risk as at the balance sheet date was as follows:

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Current	2,955,355	100.00	7,912,290	100.00
	2,955,355	**100.00**	**7,912,290**	**100.00**

16. DUE TO THE GOVERNMENT AND THE SBV

	31 December 2025 VND million	31 December 2024 VND million
Deposits from the State Treasury		
- *In VND*	*17,145*	*11,531*
Borrowings from the State Bank		
- *In VND*	*4,306,722*	-
	4,323,867	**11,531**

17. DEPOSITS AND BORROWINGS FROM OTHER FINANCIAL INSTITUTIONS AND OTHER CREDIT INSTITUTIONS

17.1. Deposits from other financial institutions and other CIs

	31 December 2025 VND million	31 December 2024 VND million
Demand deposits	**1,199,178**	**763,334**
- *In VND*	*1,197,854*	*762,352*
- *In foreign currencies*	*1,324*	*982*
Term deposits	**81,815,135**	**71,447,500**
- *In VND*	*65,824,735*	*55,901,650*
- *In foreign currencies*	*15,990,400*	*15,545,850*
	83,014,313	**72,210,834**

Interest rates per annum of deposits from other financial institutions and credit institutions at the end of the financial year are as follows:

	31 December 2025	31 December 2024
Term deposits in VND	5.40% - 8.70%	3.80% - 5.50%
Term deposits in foreign currencies	3.65% - 4.15%	4.35% - 4.55%

17.2. Borrowings from other financial institutions and other CIs

	31 December 2025 VND million	31 December 2024 VND million
In VND	22,343,399	11,616,770
In foreign currencies	39,625,264	48,411,484
	61,968,663	**60,028,254**

Interest rates per annum of borrowings from other financial institutions and credit institutions at the end of the financial year are as follows:

	31 December 2025	31 December 2024
In VND	5.07% - 6.30%	3.90% - 6.14%
In foreign currencies	1.91% - 5.48%	3.88% - 6.15%

18. DEPOSITS FROM CUSTOMERS

18.1. Analysis by category of deposits

	31 December 2025 VND million	31 December 2024 VND million
Current accounts	**213,415,080**	**191,719,796**
Current accounts in VND	195,888,920	175,633,596
Current accounts in foreign currencies	17,526,160	16,086,200
Term deposits	**396,881,095**	**334,149,944**
Term deposits in VND	391,403,550	330,163,971
Term deposits in foreign currencies	5,477,545	3,985,973
Margin deposits	**8,615,360**	**7,522,610**
Margin deposits in VND	8,514,499	7,402,361
Margin deposits in foreign currencies	100,861	120,249
	618,911,535	**533,392,350**

Interest rates per annum of deposits from customers at the end of the financial year are as follows:

	31 December 2025	31 December 2024
Demand deposits		
Demand deposits in VND	0.00% - 0.50%	0.00% - 0.50%
Demand deposits in foreign currencies	0.00% - 0.01%	0.00% - 0.01%
Term deposits		
Term deposits in VND	2.50% - 7.70%	2.50% - 7.20%
Term deposits in foreign currencies	0.00% - 0.10%	0.00% - 0.10%

18.2. Analysis of deposits portfolio by ownership

	31 December 2025		31 December 2024	
	VND million	%	VND million	%
Deposits from organizations	**221,247,020**	**35.75**	**173,932,674**	**32.61**
State-owned limited liability companies	8,100,285	1.31	12,271,598	2.30
Other limited liability companies	80,027,993	12.93	61,558,121	11.54
Joint-stock state-owned companies	153,241	0.02	797,436	0.15
Other joint-stock companies	115,043,732	18.59	86,032,907	16.13
Private enterprises and partnership companies	504,162	0.08	304,209	0.06
Foreign-invested enterprises	12,265,107	1.98	10,105,732	1.89
Cooperatives and cooperative unions	42,367	0.01	146,842	0.03
Administration units, Party, unions and associations	3,632,077	0.59	2,328,366	0.44
Others	1,478,056	0.24	387,463	0.07
Deposits from individuals	**397,664,515**	**64.25**	**359,459,676**	**67.39**
	618,911,535	**100.00**	**533,392,350**	**100.00**

19. DERIVATIVES AND OTHER FINANCIAL LIABILITIES

VND million

	31 December 2025		31 December 2024	
	Total contract nominal value	Total net carrying value of assets (liabilities)	Total contract nominal value	Total net carrying value of assets/ (liabilities)
Foreign exchange forward contracts	103,727,474	(48,765)	146,149,641	211,727
Foreign exchange swap contracts	202,591,895	112,402	131,339,006	184,790
Cross-currency swap contracts	71,582,969	(2,480,584)	78,201,504	(1,327,748)
	377,902,338	**(2,416,947)**	**355,690,151**	**(931,231)**

Total contract nominal value is translated at the contractual exchange rates.
Total net carrying value is translated at the foreign exchange rates as at the balance sheet date.

20. VALUABLE PAPERS ISSUED

Valuable papers issued categorized by terms were as follows:

	31 December 2025 VND million	31 December 2024 VND million
Under 12 months	**48,870,006**	**22,000,006**
Certificates of deposits	48,870,006	22,000,006
From 12 months to 5 years	**166,460,122**	**118,422,315**
Certificates of deposits	108,748,160	75,780,290
Bonds	57,711,962	42,642,025
	215,330,128	**140,422,321**

Valuable papers issued categorized by types were as follows:

	31 December 2025 VND million	31 December 2024 VND million
Certificates of deposits issued for individual customers	93,314,509	68,935,183
Certificates of deposits issued for economic entities	64,303,657	28,845,113
Bonds	57,711,962	42,642,025
	215,330,128	**140,422,321**

Interest rates per annum of these bonds and certificates of deposits at the end of the financial year are as follows:

	31 December 2025	31 December 2024
Up to 12 months	5,10% - 7,80%	3,50% - 5,50%
From 12 months to 5 years	4,40% - 7,20%	3,60% - 10,80%

21. OTHER LIABILITIES

	31 December 2025 VND million	31 December 2024 VND million
Accrued interest and fee payables	**9,448,719**	**7,281,567**
Other liabilities	**17,428,523**	**16,580,840**
Internal payables	3,072,383	3,162,632
- Payables to employees	*3,054,035*	*3,126,827*
- Other internal payables	*18,348*	*35,805*
External payables	14,356,140	13,418,208
- Remittance payables	*854,850*	*829,535*
- Tax payables (Note 22)	*5,126,228*	*5,663,680*
- Deferred income	*1,191,151*	*683,612*
- Bonus and welfare funds	*4,526*	*11,474*
- Deferred proceeds from sale of collaterals	*17,086*	*61,216*
- Accrued operating expenses	*1,865,494*	*2,380,941*
- Settlement on behalf of other CIs	*1,017,350*	*419,292*
- Payables relating to insurance activities	*74,933*	-
- Provision for insurance operations of subsidiaries	*328,938*	-
- Other borrowings	*3,318,045*	*2,658,840*
- Other payables	*557,539*	*709,618*
	26,877,242	**23,862,407**

22. OBLIGATIONS TO THE STATE BUDGET

VND million

	Opening balance of tax receivables	Opening balance of tax payables	Incurred during the year			Closing balance of tax receivables	Closing balance of tax payables
			Impact from purchasing subsidiary's shares	Payables	Paid		
Value added tax	(1,467)	62,929	2,708	794,600	(759,960)	-	98,810
Corporate income tax	-	5,420,051	-	6,544,225	(7,177,741)	(1,549)	4,788,084
Other taxes	-	180,700	1,586	3,103,528	(3,046,480)	-	239,334
	(1,467)	**5,663,680**	**4,294**	**10,442,353**	**(10,984,181)**	**(1,549)**	**5,126,228**

22.1. Current corporate income tax

Current corporate income tax payables are determined based on taxable income of the current year. Taxable income may be different from the amount reported in the consolidated statement of profit or loss since taxable income excludes income which is eligible for tax or expenses which are subtracted in prior years due to the differences between the Bank's accounting policies and the current tax policies, and also excludes tax-exempted income and non-deductible expenses. The current corporate income tax payable of the Bank is calculated based on the statutory tax rates applicable at the end of the year.

The tax returns filed by the Bank are subject to examination by the tax authorities. As the application of tax laws and regulations is susceptible to varying interpretations, the amounts reported in the consolidated financial statements could change upon final determination by the tax authorities.

Current corporate income tax for the year ended 31 December 2025 and 31 December 2024 are computed as follows:

	2025 VND million	**2024** VND million
Profit before tax	**32,538,066**	**27,538,368**
- Adjustment for non-taxable dividend income	(39,841)	(64,561)
- Adjustment to decrease taxable income	(3,137,223)	(1,667,032)
- Adjustment for consolidation purpose	188,170	(21,134)
- Non-deductible expenses	2,955,534	3,083,495
Taxable corporate income	**32,504,706**	**28,869,136**
- Corporate income tax expense calculated on taxable income of current year	6,500,941	5,773,827
- Adjustment for over provision of corporate income tax expense in prior year	43,284	13,884
Current corporate income tax expense for the year	**6,544,225**	**5,787,711**
Opening corporate income tax payable	**5,420,051**	**3,721,661**
- Corporate income tax paid for the year	(7,177,741)	(4,089,321)
Closing corporate income tax payable	**4,786,535**	**5,420,051**

22.2. Applicable tax rate

The Bank's income tax rate for the year is 20% (2024: 20%).

22.3. Deferred corporate income tax

Movements in deferred corporate income tax during the year are as follow:

	2025 VND million	**2024** VND million
Deferred corporate income tax assets		
Opening balance	79,856	70,409
Deferred corporate income tax (expenses)/income arising from deductible temporary tax differences	(39,369)	9,447
Closing balance *(Note 15)*	**40,487**	**79,856**

23. CAPITAL AND RESERVES

23.1. Statement of changes in equity

For the year ended 31 December 2025:

VND million

			Reserves							
	Charter capital	Share premium	Charter capital supplementary reserve	Financial reserve	Other reserves	Total reserves	Retained earnings	Non-controlling interests	Other capital	Total
As at 1 January 2025	**70,648,517**	**(59)**	**13,098,701**	**11,688,130**	**474**	**24,787,305**	**42,219,306**	**2,520,466**	**7,764,086**	**147,939,621**
Capital increased for the year	213,887	(65)	-	-	-	-	6,244,850	6,121,988	-	12,580,660
Net profit for the year	-	-	-	-	-	-	25,290,230	664,242	-	25,954,472
Appropriations to reserves for the year	-	-	2,031,121	1,828,070	-	3,859,191	(3,859,191)	-	-	-
Appropriations to welfare fund for the year	-	-	-	-	-	-	(35,379)	-	-	(35,379)
Use of reserves for the year	-	-	-	(1,934)	-	(1,934)	-	-	-	(1,934)
Dividend paid for the year	-	-	-	-	-	-	(7,086,240)	-	-	(7,086,240)
Impact from purchasing subsidiary's shares (*)	-	-	-	-	-	-	-	150,242	-	150,242
As at 31 December 2025	**70,862,404**	**(124)**	**15,129,822**	**13,514,266**	**474**	**28,644,562**	**62,773,576**	**9,456,938**	**7,764,086**	**179,501,442**

(*) The purchase for additional shares of Techcom Nonlife Insurance Joint Stock Company was completed by 2 June 2025 making the Bank's ownership increased from 11.00% to 68.00%.

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23.2. Share capital

Breakdown of share capital at the balance sheet date:

	31 December 2025 VND million	31 December 2024 VND million
Charter capital	70,862,404	70,648,517
Share premium	(124)	(59)
	70,862,280	**70,648,458**

Number of shares at the balance sheet date:

	31 December 2025	31 December 2024
Registered share capital	**7,086,240,414**	**7,064,851,739**
Issued share capital	**7,086,240,414**	**7,064,851,739**
Ordinary shares	7,086,240,414	7,064,851,739

Movement of number of shares in circulation in financial year:

	2025	2024
Number of shares in circulation		
Ordinary shares at 1 January	7,064,851,739	3,522,510,811
Issued ordinary shares during the year	21,388,675	3,542,340,928
Ordinary shares at 31 December	**7,086,240,414**	**7,064,851,739**

Nominal value of the Bank's ordinary share is VND 10,000. Each share is entitled to one vote at General Shareholders Meetings of the Bank. All shareholders are entitled to receive dividends as declared from time to time. All ordinary shares are ranked equally with regard to the Bank's residual assets.

23.3. Dividends

Dividends payout shall be decided at Annual General Meeting of Shareholders.

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24. INTEREST AND SIMILAR INCOME

	2025 VND million	2024 VND million
Interest income from deposits	3,962,917	2,725,386
Interest income from loans	53,445,735	48,504,247
Interest income from debt investment securities	7,306,495	6,431,312
Income from guarantee services	1,352,959	925,648
Interest income from debt factoring activities	3,669	15,499
Other income from credit activities	1,945,675	1,487,370
	68,017,450	**60,089,462**

25. INTEREST AND SIMILAR EXPENSES

	2025 VND million	2024 VND million
Interest expenses for deposits	18,124,418	13,775,447
Interest expenses for borrowings	3,203,209	5,677,639
Interest expenses for valuable papers issued	8,228,548	4,794,992
Other expenses for credit activities	306,184	333,421
	29,862,359	**24,581,499**

26. NET FEES AND COMMISSION INCOME

	2025 VND million	2024 VND million
Fees and commission income from	**12,526,963**	**10,961,642**
Settlement and cash services	6,761,581	8,118,354
Cashier services	223	190
Trustee and agency services	905,107	617,337
Consulting services	302,431	163,261
Bancassurance services	1,161,966	605,677
Securities issuance guarantee services	807,312	561,259
Brokerage services	854,850	544,416
Fund management services	222,981	126,704
Insurance services	203,536	-
Other services	1,306,976	224,444
Fees and commission expenses for	**(3,754,968)**	**(2,919,394)**
Settlement and cash services	(3,095,298)	(2,559,197)
Cashier services	(74,562)	(62,840)
Brokerage services	(397,362)	(259,237)
Consulting services	(400)	(1,277)
Insurance services	(122,581)	-
Other services	(64,765)	(36,843)
	8,771,995	**8,042,248**

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27. NET GAIN FROM TRADING FOREIGN CURRENCIES

	2025 VND million	2024 VND million
Gain from trading of foreign currencies	**3,554,626**	**6,189,036**
Gain from spot foreign exchange trading	2,247,692	2,632,968
Gain from currency derivatives	1,306,934	3,556,068
Loss for trading of foreign currencies	**(1,912,425)**	**(5,596,480)**
Loss for spot foreign exchange trading	(174)	(950,518)
Loss for currency derivatives	(1,912,251)	(4,645,962)
	1,642,201	**592,556**

28. NET GAIN FROM HELD-FOR-TRADING SECURITIES

	2025 VND million	2024 VND million
Gain from trading of held-for-trading securities	280,189	235,365
Loss for trading of held-for-trading securities	(227,412)	(153,813)
Provision made for diminution in value of held-for-trading securities *(Note 8)*	(803)	(251)
	51,974	**81,301**

29. NET GAIN FROM INVESTMENT SECURITIES

	2025 VND million	2024 VND million
Income from trading of investment securities	3,968,352	3,392,047
Expenses for trading of investment securities	(1,185,303)	(916,137)
Provision made for general provision of unlisted corporate bonds *(Note 12.3)*	(38,057)	(73,959)
Provision reversed/(made) for specific provision of unlisted corporate bonds *(Note 12.3)*	80,199	(64,159)
Provision reversed for diminution in value of investment securities *(Note 12.3)*	21,130	21,265
	2,846,321	**2,359,057**

30. NET GAIN FROM OTHER OPERATING ACTIVITIES

	2025 VND million	2024 VND million
Other operating income	**6,426,334**	**9,324,928**
Income from other derivatives	4,727,679	5,171,634
Recovery of loans previously written-off	1,354,286	1,138,200
Income from sale of buildings and structures and land use rights (*)	-	1,732,136
Other income (**)	344,369	1,282,958
Other operating expenses	**(4,541,992)**	**(8,982,217)**
Expenses for other derivatives	(4,263,240)	(5,436,100)
The variance between the revalued price and the original cost of the investment in subsidiary	(3,354)	-
Expenses from sale of buildings and structures and land use rights (*)	-	(1,235,101)
Termination of insurance distribution partnership contract	-	(1,808,413)
Other expenses (**)	(275,398)	(502,603)
	1,884,342	**342,711**

(*) Includes income, expenses arising from the contract for the sale of a part of the construction of Techcombank Saigon Building at 23 Le Duan (Note 41)

(**) Includes income, compensation expenses due to premature settlement of derivative contracts.

31. INCOME FROM INVESTMENTS IN OTHER ENTITIES

	2025 VND million	2024 VND million
Dividend income received from investments in other entities		
- From equity investment securities	*29,127*	*58,038*
- From other long-term investments	*10,811*	*6,523*
- Share of loss in associates and joint-ventures under equity method	*(737)*	*-*
	39,201	**64,561**

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32. OPERATING EXPENSES

	Notes	2025 VND million	2024 VND million
Salaries and related expenses	36	7,109,261	6,894,019
Publication, marketing and promotion		1,652,849	1,792,640
Office and asset rental		457,866	419,553
Depreciation and amortization of fixed assets		1,909,859	1,581,263
Maintenance and repair of assets expenses		466,852	440,738
Information technology expenses (*)		1,507,626	1,237,873
Tax, duties and fees		340,137	229,715
Tools and equipment expenses		125,784	205,498
Telecommunication expenses		64,713	63,002
Utilities expenses		131,415	136,537
Customers' deposits insurance expenses		656,759	528,077
Per diem expenses		72,567	63,726
Provision made for other on-balance sheet assets	15	2,440	3,792
Goodwill		17,381	-
Consulting expenses		419,930	391,125
Other operating expenses		1,496,995	1,382,177
		16,432,434	**15,369,735**

(*) Information technology expenses exclude IT maintenance expenses and IT depreciation and amortization expenses.

33. PROVISION EXPENSES FOR CREDIT LOSSES

	Notes	2025 VND million	2024 VND million
Specific provision made for credit granting to other CIs	7.3	-	29,880
General provision made for loans to customers	10	864,732	763,042
Specific provision made for loans to customers	10	3,610,638	3,866,493
Provision made for loans from margin activities and advances to investors	10	5,106	2,877
Provision (reversed)/made for debts purchased	11	(838)	450
Provision reversed for receivables from loans sold contract	15	(280)	(280,031)
Provision reversed for other credit risk bearing assets	15	(58,733)	(300,417)
		4,420,625	**4,082,294**

34. EARNINGS PER SHARE

Basic earnings per share are calculated by dividing the profit or loss after tax which is attributable to shareholders holding ordinary shares of the Bank (after adjusting for appropriation to bonus and welfare fund) by the weighted average of the number of common shares outstanding for the year.

Diluted earnings per share are calculated by dividing the profit or loss after tax which is attributable to shareholders holding ordinary shares of the Bank (after adjusting for the dividends of convertible preferred shares) by the total of weighted average number of ordinary shares outstanding for the year and the weighted average number of ordinary shares which are issued in case all potential ordinary shares which have a diluting impact are converted into ordinary shares.

The Bank uses the following information to calculate earnings per share:

	2025	2024
Profit after tax attributable to ordinary shareholders (VND million)	25,290,230	21,522,928
Adjust for appropriation to bonus and welfare funds (VND million)	(35,379)	(36,000)
Profit after tax attributable to ordinary shares shareholders for calculating basic earnings per share (VND million)	25,254,851	21,486,928
Adjusted profit after tax attributable to ordinary shareholders for calculation of diluted earnings per share (VND million)	25,254,851	21,486,928
Weighted average number of ordinary shares used for calculation of basic earnings per share	7,069,481,069	7,046,592,861
Weighted average number of ordinary shares used for calculation of diluted earnings per share	**7,069,481,069**	**7,046,592,861**
Earnings per share (VND/share)		
Basic earnings per share (VND/share) (*)	3,572	3,049

(*) As at 31 December 2025, earnings per share of the Bank is not affected by dilutive factors.

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35. CASH AND CASH EQUIVALENTS

	31 December 2025 VND million	31 December 2024 VND million
Cash and gold	4,360,821	3,384,770
Balances with the SBV	82,162,772	54,353,153
Securities with maturity period not exceeding 3 months from the acquisition date	1,227,776	17,591,513
Balances with other CIs with original terms of 3 months or less	104,075,974	72,154,979
	191,827,343	**147,484,415**

36. EMPLOYEE BENEFITS

	2025 VND million	2024 VND million
Total employees as at 31 December (person)	12,705	11,848
I. Average number of employees for the year (person)	12,277	11,731
II. Employees' remuneration		
1. Basic salaries	5,794,591	5,914,970
2. Allowances and other income	1,314,670	979,049
3. Total (1+2)	**7,109,261**	**6,894,019**
4. Average salary/month	39	42
5. Average remuneration/month	48	49

37. ASSETS, VALUABLE PAPERS, MORTGAGED, PLEDGED, DISCOUNTED AND REDISCOUNTED

37.1. Assets, valuable papers, mortgaged, pledged, discounted and rediscounted to the Bank

	31 December 2025 VND million	31 December 2024 VND million
From customers	**1,438,753,380**	**1,243,072,604**
Real estates	325,283,714	284,455,152
Machinery, equipment, and vehicles	27,934,799	27,881,398
Valuable papers	273,067,726	132,183,057
Other collaterals	812,467,141	798,552,997
From other credit institutions	**17,742,851**	**21,557,657**
Valuable papers	16,735,835	16,915,553
Other collaterals	1,007,016	4,642,104
	1,456,496,231	**1,264,630,261**

37.2. Assets, valuable papers, mortgaged, pledged, discounted and rediscounted by the Bank

	31 December 2025 VND million	31 December 2024 VND million
Deposits	-	1,000,000
Investment securities	4,400,000	-
	4,400,000	**1,000,000**

38. INTEREST AND RECEIVABLE FEES NOT YET COLLECTED

	31 December 2025 VND million	31 December 2024 VND million
Interest from loans to customers not yet collected	2,908,727	2,397,101
Interest from securities not yet collected	-	282,411
Receivable fees not yet collected	556,852	198,454
	3,465,579	**2,877,966**

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39. WRITTEN-OFF DEBTS

	31 December 2025 VND million	31 December 2024 VND million
Principals of written-off debts under monitoring	17,808,222	16,645,014
Interests of written-off debts under monitoring	46,416,474	41,587,034
Other written-off debts	1,399	2,299
	64,226,095	**58,234,347**

40. ASSETS AND OTHER DOCUMENTS

	31 December 2025 VND million	31 December 2024 VND million
Precious metals, gemstones under custody services	77	42
Other assets kept under custody services	74,324,553	103,259,349
Operating lease assets (*)	-	-
Other valuable documents under safekeeping	74,384,131	62,992,374
	148,708,761	**166,251,765**

(*) The Bank has not determined the value of this item due to insufficient information and lack of detailed guidance on value under Vietnamese Accounting Standards and Financial Reporting Regime for Credit Institutions.

41. SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

Related party transactions are transactions undertaken with other entities to which the Bank is related. A party is considered to be related to the Bank if:

a. Enterprises that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Bank (including holding companies, subsidiaries and fellow subsidiaries);

b. Associates (see Vietnamese Accounting Standards No. 07 *"Accounting for Investments in Associates"*);

c. Individuals owning, directly or indirectly, an interest in the voting power of the Bank that gives them significant influence over the Bank, and close members of the family of any such individual. Close members of the family of an individual are those that may be expected to influence, or be influenced by, that person in their dealings with the Bank, for examples: parent, spouse, progeny, siblings;

d. Key management personnel having authority and responsibility for planning, directing and controlling the activities of the Bank, including directors and officers of the Bank and close members of the families of such individuals;

e. Enterprises in which a substantial interest in the voting power is owned, directly or indirectly, by any person described in (c) or (d) or over which such person is able to exercise significant influence. This includes enterprises owned by directors or major shareholders of the Bank and enterprises that have a member of key management in common with the Bank.

Significant transactions and balances with related parties for the year ended 31 December 2025 were as follows:

Bond transactions VND million

Related party	Relationship	2025			
		Opening balance	Increase	(Decrease)	Closing balance
Masan Group Corporation Joint Stock Company	(i)				
Face value		60,000	1,395,000	(1,130,300)	324,700
Interest receivables		60	10,441	(8,468)	2,033
Nui Phao Mining Company Limited	(iii), (v)				
Face value		170,921	5,346,650	(3,442,823)	2,074,748
Interest receivables		619	89,040	(54,013)	35,646
Masan High-Tech Materials Joint Stock Company	(iii)				
Face value		500,000	290,800	(660,200)	130,600
Interest receivables		1,693	4,816	(5,404)	1,105

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Loans to customers VND million

Related party	Relationship	2025			
		Opening balance	Increase	(Decrease)	Closing balance
Eurowindow Joint Stock Company	(ii), (iii)				
Loans to customers		549,942	737,743	(743,015)	544,670
Interest receivables		148	53,797	(53,787)	158
Nui Phao Mining Company Limited	(iii), (v)				
Loans to customers		1,514,642	1,161,335	(1,874,797)	801,180
Interest receivables		2,082	105,882	(107,269)	695
Masan Tungsten Limited Liability Company	(iii)				
Loans to customers		151,510	114,715	(235,336)	30,889
Interest receivables		178	4,264	(4,425)	17
WinEco Agricultural Investment Development and Production Limited Liability Company	(iii)				
Loans to customers		52,974	244,381	(227,416)	69,939
Interest receivables		61	3,551	(3,526)	86
One Mount Distribution Joint Stock Company	(ii)				
Loans to customers		907,364	2,166,249	(2,186,317)	887,296
Interest receivables		821	67,060	(66,941)	940

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Term deposits from customers

VND million

Related party	Relationship	2025			
		Opening balance	Increase	(Decrease)	Closing balance
One Mount Group Joint Stock Company	(iii)				
Term deposits from customers		-	120,000	-	120,000
Interest payables		-	173	-	173
One Mount Real Estate Joint Stock Company	(iii)				
Term deposits from customers		-	200,000	(100,000)	100,000
Interest payables		-	401	(255)	146
Eurowindow Holding Joint Stock Company	(iv)				
Term deposits from customers		-	347,000	(347,000)	-
Interest payables		-	332	(332)	-
TC Advisors Corporation	(iii)				
Term deposits from customers		63,000	189,000	(200,000)	52,000
Interest payables		34	1,709	(1,127)	616
ISADO Business Cooperation and Development Company Limited	(iii)				
Term deposits from customers		2,500	1,000	(2,000)	1,500
Interest payables		1	55	(56)	-
Masan Group Corporation Joint Stock Company	(i)				
Term deposits from customers		420,000	5,535,000	(5,685,000)	270,000
Interest payables		690	22,872	(22,543)	1,019
Masterise Homes Real Estate Development Company Limited	(ii), (iii)				
Term deposits from customers		358,110	634,114	(562,522)	429,702
Interest payables		3,073	14,712	(13,929)	3,856
Millennia Education Joint Stock Company	(iii)				
Term deposits from customers		-	1,000	(1,000)	-
Interest payables		-	2	(2)	-
P&N Investment Consulting and Trading Joint Stock Company	(iii)				
Term deposits from customers		-	100	-	100
Interest payables		-	-	-	-

VND million

Related party	Relationship	2025			
		Opening balance	Increase	(Decrease)	Closing balance
Mobifone Digital Payment Joint Stock Company	(iv)				
Term deposits from customers		-	345,000	(65,000)	280,000
Interest payables		-	6,430	(1,017)	5,413
A group of companies related to Masan Group Corporation Joint Stock Company	(v)				
Term deposits from customers		2,166,950	26,128,700	(23,638,650)	4,657,000
Interest payables		7,335	121,266	(112,424)	16,177
Members of the Board of Directors, Board of Supervision, the Executive Team and other related individuals	(vi)				
Term deposits from customers		1,185,167	1,937,019	(808,515)	2,313,671
Interest payables		11,853	32,974	(33,308)	11,519

Derivatives contract nominal value

VND million

Related party	Relationship	31 December 2025	31 December 2024
Cross currency swap contracts			
Masan Group Corporation Joint Stock Company	(i)	10,011,169	11,264,548
Masan Consumer Joint Stock Company	(ii)	1,269,900	1,015,300

Guarantees, letters of credit

VND million

Related party	Relationship	31 December 2025	31 December 2024
Eurowindow Joint Stock Company	(ii), (iii)	117,013	127,693
Nui Phao Mining Company Limited	(iii), (v)	16,486	93,334
One Mount Distribution Joint Stock Company	(ii)	10,151	34,668
WinEco Agricultural Investment Development and Production Limited Liability Company	(iii)	-	6,856
One Mount Consumer Joint Stock Company	(ii)	27,000	106,000
Masterise Group Corporation Joint Stock Company	(ii), (iii)	78,766	-
Masterise Homes Real Estate Development Company Limited	(ii), (iii)	-	91,841

Demand deposits from customers

Related party	Relationship	31 December 2025 VND million	31 December 2024 VND million
Eurowindow Holding Joint Stock Company	(ii), (iii)	30	220,021
Eurowindow Joint Stock Company	(ii), (iii)	3,808	1,007
One Mount Group Joint Stock Company	(iii)	52,765	2,049
One Mount Distribution Joint Stock Company	(ii)	21,956	126,530
One Mount Consumer Joint Stock Company	(ii)	49,868	4,187
One Mount Logistics Joint Stock Company	(ii)	25,249	129
Online Mobile Services Joint Stock Company	(ii)	54,621	189,267
Viet Thanh - Sai Dong Company Limited	(iii)	2,791	1,842
TC Advisors Corporation	(iii)	5,156	46,401
ISADO Business Cooperation and Development Company Limited	(iii)	2,111	806
Phong Phu - Lam Dong Joint Stock Company	(ii)	4,563	4,638
Masterise Group Corporation Joint Stock Company	(ii), (iii)	158,774	23,714
Quang San Investment Company Limited	(iii)	163	325
Sunflower Construction Company Limited	(ii)	1,156	340
An Binh General Trading and Service Joint Stock Company	(ii)	23	240
Vinh Shopping Mall Investment Joint Stock Company (Vicentra)	(ii)	9	20
Masan Group Corporation Joint Stock Company	(i)	14,891	693,029
Masterise Homes Real Estate Development Company Limited	(ii), (iii)	101,593	36,470
Millennia Education Joint Stock Company	(iii)	2,413	1,907
P&N Trading and Investment Consultancy Corporation	(iii)	648	111
One Seal Joint Stock Company	(iii)	2,249	2,265
Mobifone Digital Payment Joint Stock Company	(iv)	7,217	-
One Mount Real Estate Joint Stock Company	(iii)	66,895	21,183
Co-Broker Network Joint Stock Company - Real Estate Exchange	(iii)	1,009	-
The European Plastic Window Limited Company	(iii)	131	319
AI Platform One Nexus Joint Stock Company	(iii)	589	-
A group of companies related to Masan Group Corporation Joint Stock Company	(v)	93,905	2,136,336
Members of the Board of Directors, Board of Supervision, the Executive Team and other related individuals	(vi)	505,430	358,560

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Fee and commission income

Related party	Relationship	2025 VND million	2024 VND million
Masan Group Corporation Joint Stock Company	(i)	12,613	12,825
Nui Phao Mining Company Limited	(iii), (v)	62,375	150,480
Masan High-Tech Materials Joint Stock Company	(iii)	15,590	3,169

Net gain/(loss) from trading foreign currencies

Related party	Relationship	2025 VND million	2024 VND million
Masan Group Corporation Joint Stock Company	(i)	43,194	(673,493)
Masan Consumer Joint Stock Company	(ii)	(53,445)	(1,219)
Masan Tungsten Limited Liability Company	(iii)	102	1,386
Nui Phao Mining Company Limited	(iii), (v)	(8)	-

Income from other derivatives

Related party	Relationship	2025 VND million	2024 VND million
Masan Corporation Joint Stock Company	(ii)	-	48,727
Masan Group Corporation Joint Stock Company	(i)	534,314	710,409
One Mount Distribution Joint Stock Company	(ii)	-	2,559
Masan Consumer Joint Stock Company	(ii)	96,654	10,579

Expenses for other derivatives

Related party	Relationship	2025 VND million	2024 VND million
Masan Corporation Joint Stock Company	(ii)	-	(49,791)
Masan Group Corporation Joint Stock Company	(i)	(461,393)	(693,686)
One Mount Distribution Joint Stock Company	(ii)	-	(24,839)
Masan Consumer Joint Stock Company	(ii)	(86,785)	(10,104)

Net gain from other operating activities

Related party	2025 VND million	2024 VND million
The Sherpa Limited Liability Company (*)	**-**	**472,907**
- Income from sale of buildings and structures and land use rights	-	1,507,664
- Expense from sale of buildings and structures and land use rights	-	(1,034,757)

(*) According to Resolution No. 0582/2024/NQ-HĐQT-TCB date 31 July 2024, Contract for the sale of a part of the construction of Techcombank Saigon Building at 23 Le Duan, Ben Nghe Ward, District 1, Ho Chi Minh City to The Sherpa Limited Liability Company (a subsidiary of Masan Corporation Joint Stock Company) appointed by Masan Corporation Joint Stock Company.

Remuneration of members of the Board of Directors, Board of Supervision and salary of Chief Executive Officer during the year:

Full name	Position	2025 VND million	2024 VND million
Board of Directors			
Mr Ho Hung Anh	Chairman	4,462	4,367
Mr Nguyen Dang Quang	The first Vice Chairman	4,000	3,988
Mr Nguyen Thieu Quang	Vice Chairman	2,375	1,708
Mr Nguyen Canh Son	Vice Chairman	3,880	3,868
Mr Ho Anh Ngoc	Vice Chairman	2,769	2,674
Ms Nguyen Thu Lan	Vice Chairwoman (from 20 April 2024)	-	-
Mr Lee Boon Huat	Member (until 20 April 2024)	-	3,445
Mr Saurabh Narayan Agarwal	Member	-	-
Mr Nguyen Nhan Nghia	Independent Member (until 20 April 2024)	-	504
Mr Pham Nghiem Xuan Bac	Independent Member (from 20 April 2024)	1,920	1,331
Mr Eugene Keith Galbraith	Independent Member (from 20 April 2024)	7,170	6,750
Board of Supervision			
Mr Hoang Huy Trung	Head of Board of Supervision cum Member in charge	5,166	5,135
Ms Bui Thi Hong Mai	Member in charge	1,559	1,494
Mr Mag Rec Soc Oec Romauch Hannes	Member (until 20 April 2024)	-	124
Ms Do Thi Hoang Lien	Member (until 20 April 2024)	360	229
Chief Executive Officer			
Mr Jens Lottner	Chief Executive Officer	27,556	25,662

(i) Shareholder has its representative in the Board of Directors, or Board of Members, or Management or Board of Supervision being the representative in the Board of Directors, or the Executive Team or Board of Supervision of the Bank.
(ii) Related party has its representative in the Board of Directors, or Board of Members, or Management or Board of Supervision being the representative in the Board of Directors, or the Executive Team or Board of Supervision of the Bank.
(iii) Related party has its representative in the Board of Directors, or Board of Members, or Management or Board of Supervision or significant shareholders being related to members of the Board of Directors, or the Executive Team or Board of Supervision of the Bank.
(iv) Associate.
(v) Group of related companies of Masan Group Corporation Joint Stock Company has its representative in the Board of Directors, or Board of Members, or Management or Board of Supervision being the representative in the Board of Directors, or the Board of Members, or Management or Board of Supervision of the Bank; or members of the Board of Directors, or Board of Members, or Management or Board of Supervision of these companies are related to members of the Board of Directors, or the Executive Team or Board of Supervision of the Bank.
(vi) Individuals who are key management personnel of the Bank (including members of the Board of Directors, Board of Supervision and the Executive Team) and close members of the families of such individuals.

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42. GEOGRAPHICAL DISPERSION OF ASSETS, LIABILITIES AND OFF-BALANCE SHEET ITEMS

Concentration of assets, liabilities and off-balance sheet items by geographical region of the Bank's partners as at the end of financial year are as follows:

	Total loans VND million	Total deposits VND million	Other credit commitments VND million	Derivatives (*) VND million	Trading and investment securities VND million
Domestic	774,611,330	700,566,840	571,177,500	377,812,966	150,225,731
Overseas	1,868	1,376,153	12,221,396	89,372	533,388
	774,613,198	**701,942,993**	**583,398,896**	**377,902,338**	**150,759,119**

(*) Nominal contract value

43. RISK MANAGEMENT DISCLOSURE

This section provides details of the Bank's exposure to risks and describes the policies, the methods used by management to control risks. The most important types of financial risks to which the Bank is exposed are credit risk, liquidity risk and market risk.

The Board of Directors has overall responsibility for the establishment and oversight of the Bank's financial risk management framework to facilitate its business activities to thrive safely and sustainably.

Having taken that responsibility, the Board of Directors appropriately promulgates risk management policies and strategies, establishes business limit, directly approves high-value business transactions in accordance with both legal and internal requirement, and determine organizational structure and key managing directors.

Risk management strategies and policies are adhered to the Bank's Charter and Annual General Meeting of Shareholders resolution.

The Board Risk Committee ("BRC") is a committee established by the Board of Directors to perform a number of specialized functions and tasks assigned by the Board of Directors related to the supervision and risk management of banking activities.

BRC is responsible for proposing and advising the Board of Directors in preparing and organizing the implementation of risk management policies; supervising the risk management of the whole system; analyzing and giving warnings about the Bank's safety against potential risks that may affect and take preventive measures; advising the Board of Directors in approving decisions on investments, related transactions, governance policies and risk treatment plans within the scope of their functions.

44. CREDIT RISK

The Bank is subject to credit risk through its lending, investing activities and in cases where it acts as an intermediary on behalf of customers or other third parties or issues guarantees. Credit risk is the risk that may arise due to a customer's or a business partner's failure or incapability to pay debt or make payment obligations in part or in full under a contract or arrangement with the Bank. To manage the level of credit risk, the Bank attempts to deal with counterparties with good credit standing, and, when appropriate, obtains collaterals. The Bank's primary exposure to credit risk arises through its loans. The amount of credit exposure in this regard is represented by the carrying amounts of the assets on the consolidated statement of financial position. In addition, the Bank is exposed to off-balance sheet credit risk through commitments to extend credit and guarantees issued.

The Bank manages credit risk by using various tools: development and issuance of internal policies and regulations on credit risk management; development of credit procedures and manuals; regular review of credit risk; development of a credit rating system and loan classification; setting up authorization levels within the credit approval process.

The Bank has maintained a policy of credit risk management to ensure the following basic principles: set up an appropriate credit risk management environment; operate in a healthy process for granting credit facilities; maintain an appropriate management, measurement and credit monitoring process; and ensure adequate controls for credit risk.

The following table presents the maximum exposure to credit risk from on-balance sheet, before taking into account of any collaterals held or other credit risk enhancements:

	Neither past due nor impaired VND million	**Not past due but impaired** VND million	**Past due but not impaired** VND million	**Past due and impaired** VND million	**Total** VND million
Balances with and credit granting to other credit institutions – gross	114,958,312	93,367	-	87,783	115,139,462
Held-for-trading securities – gross	4,778,366	-	-	-	4,778,366
Loans to customers – gross	756,079,468	9,417,530	101,798	2,018,333	767,617,129
Debts purchased – gross	30,879	-	-	1,682	32,561
Investment securities – gross (*)	144,235,771	-	-	-	144,235,771
Other financial assets – gross	62,927,557	-	28,711	17,241	62,973,509
	1,083,010,353	**9,510,897**	**130,509**	**2,125,039**	**1,094,776,798**

(*) Excluding equity securities

The Bank classifies assets as not past due or past due based on the maturity date in the repayment period of the assets.

The assets that are not impaired of the Bank include debts secured adequately by collaterals of the borrowers in accordance with the debt classification policies and provisioning as prescribed in Note 4.6; other receivables and other financial assets whose provision does not have to be made. The assets that are impaired include debts not secured adequately by collaterals of the borrowers in accordance with the debt classification policies and provisioning as prescribed in Note 4.6; other receivables and other financial assets whose provision has to be made according to the Bank's policy.

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45. MARKET RISK

45.1. Interest rate risk

Interest rate risk arises when there is a difference of term in repricing of interest rate between assets and liabilities. All credit activities, mobilization activities, investment activities of the Bank create interest rate risk.

On the basis of the state of "interest rate sensitivity" according to periodic changes in interest rates, the items which are assets, equity and off-balance sheet assets are classified by terms into the table "interest gap" of the Bank.

Interest rate repricing terms for items with fixed interest rates are the remaining period until maturity date of assets, as for floating interest rates are the remaining period until the nearest repricing date.

The followings assumptions and conditions are applied when constructing "interest gap" table:

- Cash and gold, capital contribution, long-term investments, fixed assets, other assets and other liabilities are classified as "Non-sensitive to interest rate" items;
- Balances with the SBV of compulsory reserve are classified as "Under 1 month"; the portion that is not a part of compulsory reserve is classified as a "Non-sensitive to interest rate" item;
- Demand balances with other financial institutions and CIs are classified as "Under 1 month" items;
- Interest rate repricing terms of held-for-trading securities and investment securities are based on the remaining payment /maturity period under the contract at the end of the reporting year if such securities have a fixed interest rate or based on the nearest repricing date if such securities have a floating interest rate;
- Interest rate repricing of term items includes balances with and credit granting to other financial institutions and CIs; derivatives and other financial assets/(liabilities); loans to customers; debts purchased; due to the Government and the SBV; deposits and borrowings from other financial institutions and CIs, deposits from customers are identified as follows:
  - Items with fixed interest rates for the duration of contract: interest rate repricing terms based on actual payment/ maturity date under the contract since the end of the reporting year of the consolidated financial statements;
  - Items with floating interest rates: interest rate repricing terms based on the nearest repricing date under the contract since the end of the reporting year of the consolidated financial statements;
- Demand deposits, specialized funds, non-term margin deposits from customers:
  - For behavioral model applied portfolio: the interest rate re-pricing term is based on results of analysis of the behavioral model in the moderate stressful scenario;
  - Non-behavioral model portfolio is classified as "Non-sensitive to interest rate" for USD deposits, classified as "Under 1 month" for currencies other than USD;
- Demand deposits from financial institutions and other CIs, demand deposits from the Government are classified as "Under 1 month";
- Interest rate repricing terms of valuable papers issued based on the actual payment/maturity period under the contract of each type of valuable papers if there is a fixed interest rate or the nearest repricing date under the contract if there is a floating interest rate.

Interest rate sensitivity

Assuming that all other variables remain constant, the effects of fluctuation in interest rates of the items with floating interest rates on profit before tax and shareholders' equity of the Bank and its subsidiaries is as follows:

		Effects on	
	Increase in interest rate	**Profit before tax** VND million	**Equity** VND million
As at 31 December 2025			
USD	1.50%	(189,357)	(151,486)
VND	3.00%	2,287,850	1,830,280

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The following table presents the assets and liabilities of the Bank based on "Interest gap" as at 31 December 2025:

VND million

As at 31 December 2025			Interest re-pricing during the year						
	Overdue	Non-sensitive to interest rate	Under 1 month	From 1 to 3 months	Over 3 to 6 months	Over 6 to 12 months	Over 1 to 5 years	Over 5 years	Total
Assets									
Cash and gold	-	4,360,821	-	-	-	-	-	-	4,360,821
Balances with the SBV	-	62,452,820	19,709,952	-	-	-	-	-	82,162,772
Balances with and credit granting to other CIs (*)	87,783	685,558	95,829,692	15,134,360	1,073,907	1,824,795	503,367	-	115,139,462
Held-for-trading securities (*)	-	38,465	313,905	626,346	1,931,380	1,906,735	-	-	4,816,831
Loans to customers (*)	2,120,131	-	248,818,052	161,935,848	98,652,023	133,461,578	120,904,416	1,725,081	767,617,129
In which: *Loans from margin activities and advances to investors*	*15,306*	-	*8,393,421*	*32,555,864*	*2,895,141*	-	-	-	*43,859,732*
Debts purchased (*)	1,682	-	-	30,879	-	-	-	-	32,561
Investment securities (*)	-	2,747,425	1,834,448	6,819,147	46,074,278	26,535,797	27,949,742	33,981,451	145,942,288
In which: *Government bonds and bonds guaranteed by the Government for settlement*	-	*1,061,191*	-	*15,000*	-	*50,000*	*7,041,948*	*33,455,450*	*41,623,589*
Long-term investments (*)	-	3,247,771	-	-	-	-	-	-	3,247,771
Fixed assets	-	12,122,934	-	-	-	-	-	-	12,122,934
Other assets (*)	45,952	67,963,446	-	-	-	-	-	-	68,009,398
Total assets	**2,255,548**	**153,619,240**	**366,506,049**	**184,546,580**	**147,731,588**	**163,728,905**	**149,357,525**	**35,706,532**	**1,203,451,967**
Liabilities									
Due to the Government and the SBV	-	-	4,323,867	-	-	-	-	-	4,323,867
Deposits and borrowings from other financial institutions and other CIs	-	-	80,165,189	47,455,370	16,081,349	1,280,571	497	-	144,982,976
Deposits from customers	-	1,559,763	156,136,121	110,883,076	120,447,661	60,735,379	169,097,643	51,892	618,911,535
Derivatives and other financial liabilities	-	5,497	9,182,439	26,548,905	(1,621,287)	(5,664,543)	(26,034,064)	-	2,416,947
Valuable papers issued	-	(1,956)	27,835,757	96,315,509	44,011,900	44,723,918	935,000	1,510,000	215,330,128
Other liabilities	-	23,559,197	-	3,318,045	-	-	-	-	26,877,242
Total liabilities	**-**	**25,122,501**	**277,643,373**	**284,520,905**	**178,919,623**	**101,075,325**	**143,999,076**	**1,561,892**	**1,012,842,695**
Interest sensitivity gap	**2,255,548**	**128,496,739**	**88,862,676**	**(99,974,325)**	**(31,188,035)**	**62,653,580**	**5,358,449**	**34,144,640**	**190,609,272**

(*) These amounts exclude provision

45.2. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. The Bank was incorporated and operates in Vietnam with VND as its reporting currency. The major currency in which the Bank transacts is VND. The Bank's asset - liabilities structure included different types of currencies (such as USD, EUR, AUD, etc.), which is the main cause of currency risk. The Bank has set limits on positions by currency based on internal risk assessment process and regulations of the SBV. Currency positions are monitored on a daily basis and hedging strategies used to ensure positions are maintained within established limits.

Exchange rate sensitivity

Assuming that all variables remain constant, the following table shows the effects on profit before tax and equity of the Bank and its subsidiaries due to possible changes in exchange rates. Risk due to changes of exchange rates to other currencies of the Bank is not significant.

		Effects on	
	Increase in exchange rate	**Profit before tax** VND million	**Equity** VND million
As at 31 December 2025			
USD	1.00%	(36,678)	(29,342)
EUR	1.00%	123	98

The table in the next page shows the analysis of assets and liabilities in foreign currencies translated into VND as at the balance sheet date.

VND million

As at 31 December 2025	**USD equivalent**	**EUR equivalent**	**Other currencies equivalent**	**Total**
Assets				
Cash and gold	510,533	60,188	72,325	643,046
Balances with the SBV	13,682,567	-	-	13,682,567
Balances with and credit granting to other CIs (*)	34,817,725	596,083	1,241,760	36,655,568
Loans to customers (*)	17,766,414	212,410	319	17,979,143
Investment securities (*)	533,388	-	-	533,388
Other assets (*)	537,611	36,363	44	574,018
Total assets	**67,848,238**	**905,044**	**1,314,448**	**70,067,730**
Liabilities				
Deposits and borrowings from other financial institutions and other CIs	55,445,852	170,817	319	55,616,988
Deposits from customers	21,227,752	700,575	1,176,239	23,104,566
Derivatives and other financial liabilities	(5,523,620)	8,332	6,619	(5,508,669)
Other liabilities	1,261,514	16,902	77,745	1,356,161
Total liabilities	**72,411,498**	**896,626**	**1,260,922**	**74,569,046**
FX position on balance sheet	(4,563,260)	8,418	53,526	(4,501,316)
FX position off-balance sheet	895,499	3,858	23,491	922,848
Total FX position on and off-balance sheet	**(3,667,761)**	**12,276**	**77,017**	**(3,578,468)**

(*) These amounts exclude provision

45.3. Liquidity risk

Liquidity risk arises in the general funding of the Bank's activities and in the management of positions. Liquidity risk is caused by the Bank inability to fulfill debt obligations at maturity; or the Bank being able to fulfill debt obligations at maturity, but at higher costs than the average market costs, as specified in the Bank's internal regulations.

The maturity term of assets and liabilities represents the remaining period from the date of the consolidated financial statements to the contractual maturity date of assets and liabilities.

The following assumptions and conditions are applied in the analysis of overdue status of the Bank's assets and liabilities:

- Balances with the SBV are classified as demand deposits which include compulsory deposits. The balance of compulsory deposits depends on the proportion and terms of the Bank's deposits from customers;
- The maturity term of held-for-trading securities and investment securities is calculated based on the maturity date of each category of securities. In which, securities issued/guaranteed by the Government, despite the classification based on residual maturity, they are considered as liquid assets in the market that are readily convertible to known amounts of cash and subject to an insignificant risk of change in value. The maturity term of equity securities – investment securities of subsidiaries is determined based on the business plan;
- The maturity term of balances with and credit granting to other financial institutions and CIs; and loans to customers is determined on the payment date in accordance with the repayment period as stipulated in contracts. The actual maturity term may be altered because loan contracts may be extended/prepaid;
- The maturity term of equity investments is considered as more than five (5) years because these investments do not have specific maturity date;
- The maturity term of deposits and borrowings from other financial institutions and other CIs, deposits from customers, due to the Government and the SBV and other assets is determined based on features of these items or the maturity date as stipulated in contracts. The maturity term of demand deposits is determined based on the result of the customer behavior analysis model. The maturity term of borrowings and term deposits is determined based on the maturity date in contracts. In fact, these amounts may be rotated and therefore they last beyond the original maturity date;
- The maturity term of fixed assets is determined on the remaining useful life of assets;
- The maturity term of valuable papers issued is calculated based on the maturity date of each category of valuable papers;
- The maturity term of other liabilities is determined on the actual maturity date of each liability.

The table in the next page shows the analysis of assets and liabilities of the Bank according to their maturities as at the statement of financial position date.

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VND million

As at 31 December 2025	Overdue		Current					Total
	Over 3 months	Up to 3 months	Up to 1 month	Over 1 to 3 months	Over 3 to 12 months	Over 1 to 5 years	Over 5 years	
Assets								
Cash and gold	-	-	4,360,821	-	-	-	-	4,360,821
Balances with the SBV	-	-	82,162,772	-	-	-	-	82,162,772
Balances with and credit granting to other CIs (*)	87,783	-	96,515,249	15,134,360	2,898,703	503,367	-	115,139,462
Held-for-trading securities (*)	-	-	352,682	626,346	3,837,803	-	-	4,816,831
Loans to customers (*)	1,867,932	252,199	34,671,713	105,002,235	187,171,406	183,872,821	254,778,823	767,617,129
In which: Loans from margin activities and advances to investors	*15,304*	*2*	*8,393,421*	*32,555,864*	*2,895,141*	-	-	*43,859,732*
Debts purchased (*)	1,682	-	-	-	20,895	9,984	-	32,561
Investment securities (*)	-	-	3,540,488	1,815,819	55,742,898	42,386,977	42,456,106	145,942,288
In which: Government bonds and bonds guaranteed by the Government for settlement	-	-	-	*15,109*	*51,657*	*7,271,183*	*34,285,640*	*41,623,589*
Long-term investments (*)	-	-	-	-	-	-	3,247,771	3,247,771
Fixed assets	-	-	132,955	10,434	78,851	4,279,078	7,621,616	12,122,934
Other assets (*)	21,260	24,692	2,594,939	10,619,387	14,142,353	37,573,796	3,032,971	68,009,398
Total assets	**1,978,657**	**276,891**	**224,331,619**	**133,208,581**	**263,892,909**	**268,626,023**	**311,137,287**	**1,203,451,967**
Liabilities								
Due to the Government and the SBV	-	-	4,323,867	-	-	-	-	4,323,867
Deposits and borrowings from other financial institutions and other CIs	-	-	73,327,189	43,115,870	18,413,424	10,126,493	-	144,982,976
Deposits from customers	-	-	164,387,483	101,976,038	181,702,027	170,793,684	52,303	618,911,535
Derivatives and other financial liabilities	-	-	199,041	132,921	5,202	2,079,783	-	2,416,947
Valuable papers issued	-	-	508,305	16,000,166	35,545,562	163,276,095	-	215,330,128
Other liabilities	-	-	15,025,157	4,584,244	5,589,709	868,117	810,015	26,877,242
Total liabilities	**-**	**-**	**257,771,042**	**165,809,239**	**241,255,924**	**347,144,172**	**862,318**	**1,012,842,695**
Net liquidity gap	**1,978,657**	**276,891**	**(33,439,423)**	**(32,600,658)**	**22,636,985**	**(78,518,149)**	**310,274,969**	**190,609,272**

(*) These amounts exclude provision

45.4. Other market price risk

Securities held by the Bank are affected by market price risk arising from the uncertainty of future value of investment in securities.

Information about securities diminution in value at the end of the financial year as follows:

	31 December 2025 VND million	31 December 2024 VND million
Held-for-trading securities – gross	18,134	7,029
Investment securities – gross	188,897	1,253,577
	207,031	**1,260,606**

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46. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Book value and fair value of financial assets and financial liabilities of the Bank and its subsidiaries as at 31 December 2025 are as follows:

VND million

	Book value					Fair value
	Fair value through Profit & Loss statement	Loans and receivables	Available-for-sale	Other financial assets/(liabilities) at amortized cost	Total book value	
Financial assets						
Cash and gold	-	4,360,821	-	-	4,360,821	4,360,821
Balances with the SBV	-	82,162,772	-	-	82,162,772	(*)
Balances with and credit granting to other CIs	-	115,139,462	-	-	115,139,462	(*)
Held-for-trading securities	4,816,831	-	-	-	4,816,831	(*)
Loans to customers	-	767,617,129	-	-	767,617,129	(*)
Debts purchased	-	32,561	-	-	32,561	(*)
Available-for-sale securities	-	-	145,942,288	-	145,942,288	(*)
Other long-term investments	-	-	3,215,508	-	3,215,508	(*)
Other financial assets	-	62,973,509	-	-	62,973,509	(*)
	4,816,831	**1,032,286,254**	**149,157,796**	**-**	**1,186,260,881**	
Financial liabilities						
Due to the Government and the SBV	-	-	-	4,323,867	4,323,867	(*)
Deposits and borrowings from other financial institutions and CIs	-	-	-	144,982,976	144,982,976	(*)
Deposits from customers	-	-	-	618,911,535	618,911,535	(*)
Derivatives and other financial liabilities	2,416,947	-	-	-	2,416,947	(*)
Valuable paper issued	-	-	-	215,330,128	215,330,128	(*)
Other financial liabilities	-	-	-	15,600,374	15,600,374	(*)
	2,416,947	**-**	**-**	**999,148,880**	**1,001,565,827**	

(*) The Bank has not determined the fair value of these items due to insufficient information and lack of detailed guidance on fair value under Vietnamese Accounting Standards and Financial Reporting Regime for Credit Institutions.

47. SEGMENT REPORT

Segment report by operating activities for the year ended 31 December 2025: VND million

Criteria	Banking	Investment banking (*)	Debt handling and asset management	Fund management	Insurance	Elimination (**)	Total
I. Revenue	**84,309,313**	**11,162,994**	**216,488**	**325,756**	**234,223**	**(1,435,659)**	**94,813,115**
1. Interest revenue	63,437,014	4,472,473	21,100	102,775	29,702	(45,614)	68,017,450
2. Fee and commission income	9,248,679	2,989,825	-	222,981	204,521	(139,043)	12,526,963
3. Revenue from other business activities	11,623,620	3,700,696	195,388	-	-	(1,251,002)	14,268,702
II. Expense	**(54,470,506)**	**(4,052,340)**	**(208,122)**	**(142,692)**	**(377,102)**	**1,396,338**	**(57,854,424)**
1. Interest expense	(27,869,610)	(2,034,981)	-	-	-	42,232	(29,862,359)
2. Depreciation and amortization expenses	(1,883,055)	(24,874)	(997)	(12)	(921)	-	(1,909,859)
3. Expenses directly related to business activities	(24,717,841)	(1,992,485)	(207,125)	(142,680)	(376,181)	1,354,106	(26,082,206)
Profit before provision expenses for credit losses	**29,838,807**	**7,110,654**	**8,366**	**183,064**	**(142,879)**	**(39,321)**	**36,958,691**
Provision expenses for credit losses	(4,415,519)	(1,952)	-	-	-	(3,154)	(4,420,625)
Profit before tax	**25,423,288**	**7,108,702**	**8,366**	**183,064**	**(142,879)**	**(42,475)**	**32,538,066**
III. Assets	**1,125,765,759**	**80,632,257**	**782,930**	**1,181,278**	**2,262,857**	**(18,280,944)**	**1,192,344,137**
1. Cash and gold	4,360,821	-	-	-	-	-	4,360,821
2. Fixed assets	12,003,583	107,181	2,026	-	12,006	(1,862)	12,122,934
3. Other assets	1,109,401,355	80,525,076	780,904	1,181,278	2,250,851	(18,279,082)	1,175,860,382
IV. Liabilities	**980,624,452**	**36,532,677**	**69,268**	**32,119**	**636,228**	**(5,052,049)**	**1,012,842,695**
1. External liabilities	977,876,785	36,300,847	7,909	17,250	619,570	(5,052,049)	1,009,770,312
2. Internal liabilities	2,747,667	231,830	61,359	14,869	16,658	-	3,072,383

(*) Including securities guarantee services, brokerage services, consulting services, securities trading

(**) Elimination of internal transactions

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended
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48. PROFIT MOVEMENTS

The consolidated profit after tax for the year ended 31 December 2025 of the Bank increased by VND 4,194,368 million equivalent to a increase of 19.28% compared to the year 31 December 2024 due to the following reasons:

	Profit after tax VND million
Increase of profit after tax as a result of:	
Increase in net interest and similar income	2,647,128
Increase in net fee and commission income	729,747
Increase in net gain from trading foreign currencies	1,049,645
(Decrease) in net gain from held-for-trading securities	(29,327)
Increase in net gain from investment securities	487,264
Increase in net gain from other operating activities	1,541,631
(Decrease) in income from investments in other entities	(25,360)
(Increase) in operating expenses	(1,062,699)
(Increase) in provision expenses for credit losses	(338,331)
(Increase) in corporate income tax expenses	(756,514)
(Increase) in deferred tax expenses	(48,816)
Increase in profit after tax	**4,194,368**

49. EVENTS AFTER THE END OF THE FINANCIAL YEAR

There has not been any matter or circumstance that has arisen since the end of the financial year that has affected or may significantly affect the operations of the Bank and its subsidiaries, the consolidated results of those operations or the state of affairs of the Bank and its subsidiaries that requires adjustment of or disclosure in the consolidated financial statements of the Bank.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
as at 31 December 2025 and for the year then ended

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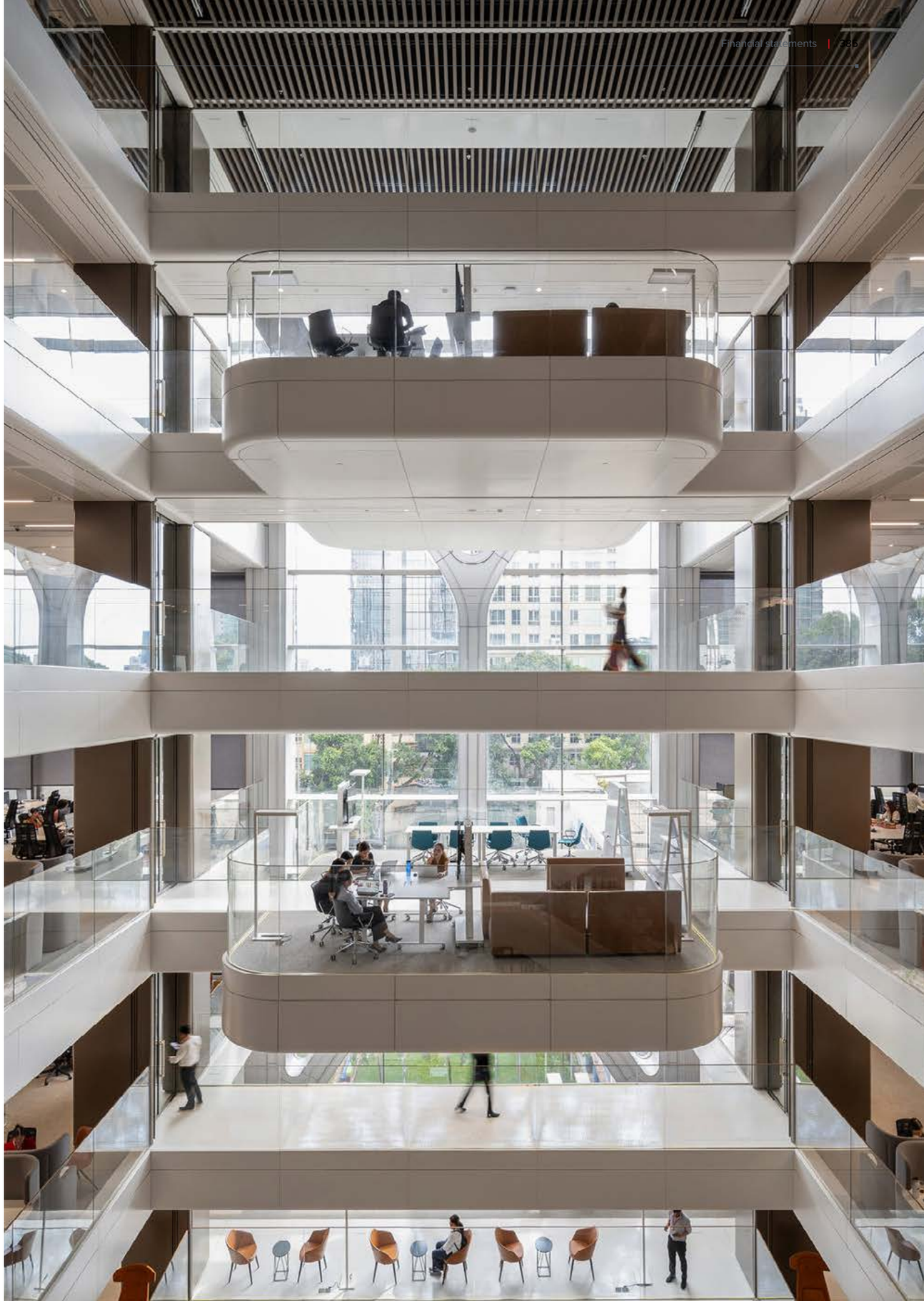
50. EXCHANGE RATES OF APPLICABLE FOREIGN CURRENCIES AGAINST VIETNAM DONG

	31 December 2025 VND million	**31 December 2024** VND million
AUD	17,578	15,834
CAD	19,195	17,736
CHF	33,153	28,185
CNY	3,763	3,491
DKK	4,133	3,557
EUR	30,865	26,525
GBP	35,334	31,958
HKD	3,448	3,281
JPY	168	162
NOK	2,613	2,249
SEK	2,855	2,315
SGD	20,450	18,706
THB	863	743
USD	26,300	25,485
XAU	15,355,000	8,320,000

Hanoi, Vietnam
16 March 2026

Prepared by:	**Approved by:**	**Approved by:**
Ms Tran Thu Van	**Ms Nguyen Thi Tra My**	**Mr Jens Lottner**
Accountant	**Chief Accountant**	**Chief Executive Officer**



Glossary

Term	Definition
AEM	Adobe Experience Manager
Affluent customer	Customers with annual income of over VND 1.3 billion (per household)
AGM	Annual general meeting
AI	Artificial intelligence
AI/ML Ops	Artificial intelligence/ Machine Learning Operations
AIP	Azure Information Protection
ALCO	Asset-liability committee
ALM	Asset-liability management
AML	Anti money laundering
APAC	Asia-Pacific
APE	Annual premium equivalent
API	Application Programming Interface
APM	Application Portfolio Management
APT	Advanced persistent threat
ASEAN	Association of Southeast Asian Nations
ATM/CDM	Automated Teller Machine/ Card Deposit Machine
AUM	Asset under management
Auto ML	Automatic Machine Learning
AWS	Amazon Web Services
B1	Loan Group 1 (Current)
B2	Loan Group 2 (Special mention)
B3	Loan Group 3 (Sub-standard)
B4	Loan Group 4 (Doubtful)
B5	Loan Group 5 (Loss)
Banca	Bancassurance
BB	Business Banking
BEI	Brand Equity Index
BG	Bank guarantee
BI	Business intelligence
BOD	Board of Directors
BOS	Supervisory Board
BRC	Board Risk Committee
CA	Corporate Affairs
CAR	Capital adequacy ratio
CASA	Current Account Savings Account
CCR	Counterparty credit risk
CD	Certificate of deposits
CDBL	Bao Loc certificates of deposits
CDP	Customer Data Platform
CEO	Chief Executive Officer
CI/CD	Continuous Integration/ Continuous Delivery
CIBG	Corporate and Institutional Banking Group
CIR	Cost-to-income ratio
CoF	Cost of Funds
COSO	Committee of Sponsoring Organizations
CR	Conversion rate
CRM	Customer relationship management
CSAT	Customer Satisfaction Score
CST	Client Service Team
CVA	Credit valuation adjustment
CVE	Common Vulnerabilities and Exposures
CVP	Customer value proposition
DCM	Debt capital market
DDoS	Distributed Denial of Service
DLP	Data Loss Prevention
DnA	Data and Analytics
DSO	DevSecOps
EES	Employee engagement survey
eKYC	Electronic Know Your Customer
ERP	Enterprise resource planning
ESG	Environmental, Social, and Governance
ETF	Exchange traded fund
EVE	Economic value of equity
EVP	Employee value proposition
EW	Early warning
EXCO	Executive committee
FDI	Foreign direct investment
FMCG	Fast moving consumer goods
FRTB	Fundamental Review of the Trading Book
FX	Foreign exchange
GDP	Gross domestic product
GenAI	Generative AI
GMS	General meeting of shareholders
GTS	Global Transaction Services
HNX	Hanoi Stock Exchange
HoD	Head of division
HoSE	Ho Chi Minh Stock Exchange
HR	Human Resources
HUST	Hanoi University of Science and Technology
IB	Investment banking
ICAAP	Internal Capital Adequacy Assessment Process
ICMA	International Capital Market Association
IFC	International Finance Corporation
ILAAP	Internal Liquidity Adequacy Assessment Process
IMA	Internal models approach
IPO	Initial public offering
IRB	Internal ratings-based approach
IRRBB	Interest rate risk in the banking book
IT	Information Technology
JSC	Joint Stock Company
LACE	Lead Allocation and Curation Engine
LC	Letter of Credit
LCP	Liquidity contingency plan
LCR	Liquidity coverage ratio
LDR	Loan-to-deposit ratio
LLM	Large language models
LOS	Loan Origination System
Mass Affluent customer	Customers with annual income from VND 0.3 billion - VND 1.3 billion (per household)
Mass customer	Customers with annual income below VND 0.3 billion (per household)
MDP	MobiFone Digital Payment Joint Stock Company
ML	Machine learning
MLOps	Machine learning Operations
MOA	Main operating account
MSME	Customers with total revenue of last fiscal year of under VND 20 billion
MTB	Main transaction bank
NAPAS	National Payment Corporation of Vietnam
NAV	Net asset value
NBA	Next Best Action
NBO	Next Best Offer
NFI	Net fee income
NII	Net interest income
NIM	Net interest margin
NORCO	Human Resources Committee
NPL	Non-performing loan
NPS	Net Promoter Score
NSFR	Net stable funding ratio
O2O	Online to offline
OECD	Organisation for Economic Co-operation and Development
OMD	One Mount Distribution Joint Stock Company
OTC	Over the counter
PBT	Profit Before Tax
PCI DSS	Payment Card Industry Data Security Standard
PDPD	Personal Data Protection Decree
PFE	Potential Future Exposure
RBG	Retail Banking Group
RM	Relationship manager
RMD	Risk management division
RMPB	Relationship managers playbook
ROA	Return on assets
ROE	Return on equity
ROI	Return on investment
ROMI	Return on Marketing Investment
RoRWA	Return on Risk-Weighted Assets
RWA	Risk-weighted assets
S&P	Standard & Poor's Global Rating
SA	Standardized approach
SaaS	Software as a service
SBV	State Bank of Vietnam
SCA	Software composition analysis
SDMS	Scientific Data Management System
SME	Customers with total revenue of last fiscal year of VND 20 billion - VND 200 billion
SOAR	Security Orchestration, Automation, and Response
SOP	Standard Operating Procedure
SSP	Succession Planning
TAS	Team Active Saturday
TC Life	Techcom Life Insurance Joint Stock Company
TCA	TC Advisors Joint Stock Company
TCB	Techcombank
TCBF	Techcom Bond Fund
TCBS	Techcom Securities Joint Stock Company
TCC	Techcom Capital Management Joint Stock Company
TCEF	Techcom Equity Fund
TCFF	Techcom Flexible Balanced Fund
TCFIN	Techcom Banking and Financial Services Equity Fund
TCGI	Techcom General Insurance Joint Stock Company
TCREIT	Techcom Real Estate Investment Trust
TCRES	Techcom Real Estate Equity Fund
TCSME	Techcom Small and Medium Enterprise Equity Fund
TCW	Techcomway
TDDC	Techcombank Data Discovery Centre
TechAMC	Techcombank Asset Management Company Limited
TFG	Techcombank Future Generation
TOI	Total Operating Income
UPAS LC	Usance Payable at Sight Letter of Credit
VAC	Virtual Advisory Center
VaR	Value-at-risk
VAT	Value added tax
VNSI	Vietnam Sustainability Index
VSDC	Vietnam Securities Depository and Clearing Corporation

GRI Appendix

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