

STRONGER • FURTHER • TOGETHER

HARNESSING THE POWER OF DATA, DIGITAL, AND TALENT

2022

**TECHCOMBANK
ANNUAL REPORT**

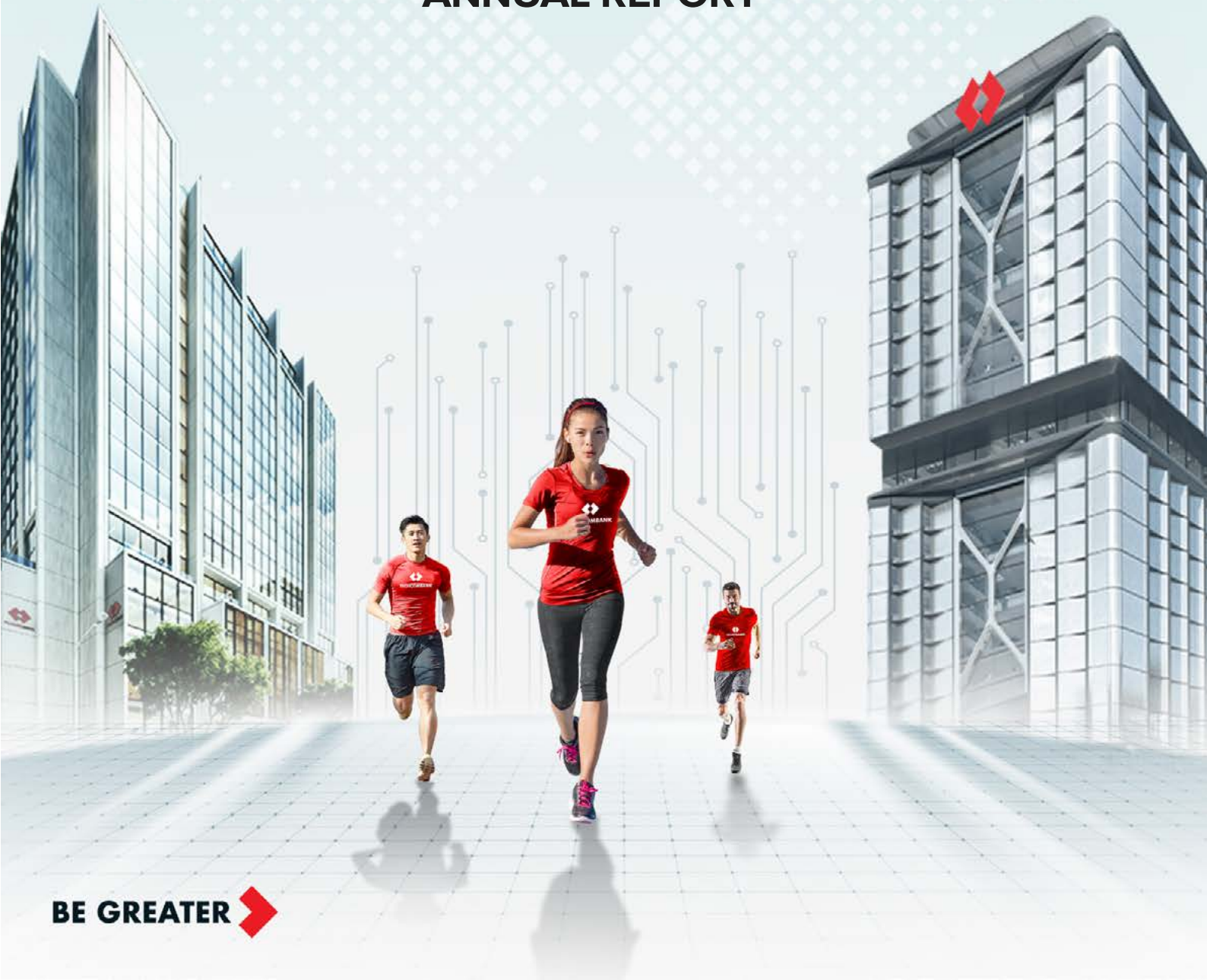


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at 31 December 2022

WHO WE ARE?

Techcombank is one of the largest joint stock banks in Vietnam, and a leading bank in Asia, with a vision to “Change banking, Change lives”. For nearly 30 years we have aspired to “Be Greater” and have been an enabler of growth, achievement, and human potential in Vietnam. We pursue a proven customer-centric strategy in providing a broad range of solutions and services to over 10.8 million retail and corporate customers. We serve and engage with customers through our market-leading digital banking platforms and mobile apps, and an extensive network of 300 branches and transaction offices across 46 out of 63 cities and provinces across Vietnam.

We believe that today’s achievements are just the stepping stone to higher accomplishments tomorrow, as we aspire to always “Be Greater”.

BUSINESS HIGHLIGHTS

**10.8
million
customers**

at 31 December 2022

**VND
40,902 billion**

2022 TOI

2016-22
TOI CAGR: 23.5%

**VND
25,568 billion**

2022 PBT

2016-22
PBT CAGR: 43.6%

**VND +22.9% YoY
699,033 billion**

Total Assets

at 31 December 2022

3.2%

ROA

Digital Banking

90%

transactions conducted
digitally

#1

Card payment volume
in the country

**USD
1.0 billion**

syndicated loans from
26 international lenders

HIGHLIGHTED AWARDS AND CERTIFICATION IN 2022

AsiaMoney
EuroMoney

Best Bank in Vietnam

GOOD DESIGN® award -
The Chicago Athenaeum

**Best User Experience
Design**

Global Finance

**Best Digital Consumer
Bank in Vietnam**

Global Business Outlook

**Most innovative mobile
banking app**

Asia Banking & Finance

**Domestic Retail Bank
of the Year**

The Asian Banker

**Best Supply Chain Finance
in Vietnam**

HR Asia

**Best Companies To Work
For In Asia**

Great Place To Work®

**First bank in Vietnam
to be certified**

01 THE VISION OF TECH

- ◆ A message from our Chairman
- ◆ CEO Letter



“

Techcombank's talented team of more than 12,300 people continued to deliver our customer-centric strategy that puts our customers at the heart of everything that the Bank does.”

Ho Hung Anh
Chairman of the Board of Director

A MESSAGE FROM OUR CHAIRMAN

Techcombank turned 29 in 2022. As one of Vietnam’s leading banks, we have always worked hard to empower Vietnamese people to “Be Greater”. We remain committed to leading the transformation of the Vietnamese banking industry and are on track to become a top 10 ASEAN bank by 2025. Our valued customers deserve the very best banking experience possible.

Dear Valued Shareholders, Customers, Partners and Techcomers,

In 2022, Vietnam’s economy bounced back from the worst of COVID-19, demonstrating the resilience of Vietnamese people and successful efforts by government, businesses and communities to stimulate economic recovery. Strong economic fundamentals and favourable macro trends, saw Vietnam’s economy record GDP growth of 8.0% in 2022, up from 2.6% in 2021. The banking sector played an important role in stimulating this recovery and Techcombank is proud and humbled to have been at the forefront of these efforts.

Techcombank turned 29 in 2022. As one of Vietnam’s leading banks, we have always worked hard to empower Vietnamese people to “Be Greater”.

We remain committed to leading the transformation of the Vietnamese banking industry and are on track to become a top 10 ASEAN bank by 2025. Our valued customers deserve the very best banking experience possible.

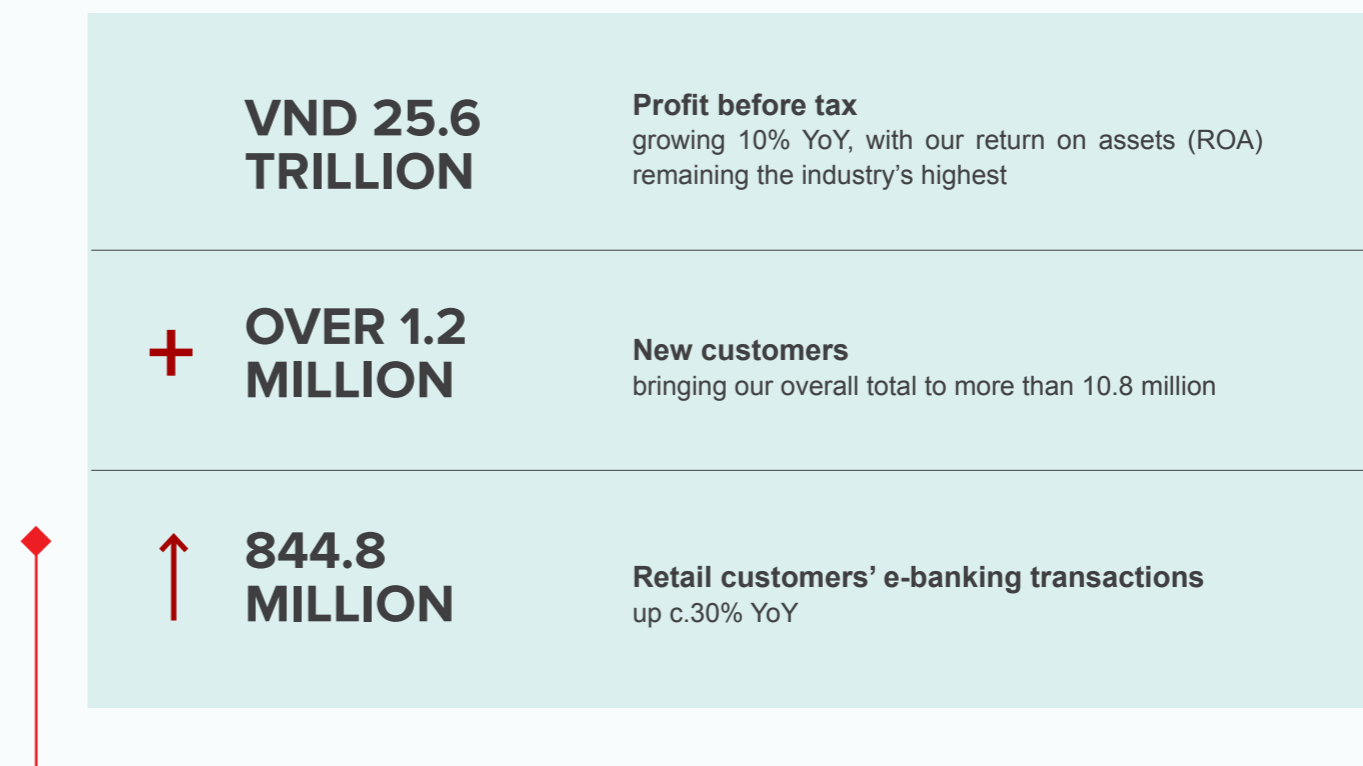
The Bank’s talented team of more than 12,300 is key to our success. They drive our customer-centric strategy that puts our customers at the heart of everything Techcombank does. They helped deepen customer engagement in 2022, with ever more personalised solutions to help customers achieve their financial aspirations.

At the same time, the Bank continued to join hands with the community, supporting social initiatives across the country with donations of nearly VND 80 billion. This included the

honour of supporting the fifth Ho Chi Minh International Marathon and partnering with local organisations to initiate the first in Hanoi. The two events helped promote awareness of healthier lifestyles.

The Bank did face some tough times as the year went on. Most notably – rising interest rates, tightening liquidity and volatility in the real estate and bond markets combined to test the robustness of our business model. And I am proud to say that we passed that test and continued to grow, thanks to the progress we have made across our key strategic pillars – Data, Digital, Talent the commitment of our employees and the trust of our customers.

In 2022, we stayed on-track to achieve the early objectives of our five-year transformation strategy,



continuing to deliver real results for customers and shareholders. Our deposits (including CD Bao Loc) grew faster than the market at 12.8% YoY, while profit before tax was VND 25.6 trillion, growing 10%, and our return on assets (ROA) remained the industry's highest.

We launched new branded tiers tailored to specific customer segments, including *Techcombank Private*, while new ecosystem partnerships helped make everyday banking easier and more convenient. Enhancements to our mobile banking platforms and new digital offerings saw retail customers' e-banking transactions grow to 844.8 million, up c.30% YoY. We welcomed 1.2 million new customers to the Bank, bringing our overall total to more than 10.8 million.

We continued to invest in best-in-class IT infrastructure and extend our 'Cloud First' strategy to build a strong 'data brain' foundation for the Bank. These initiatives strengthen our ability to understand customers and enhance our payment and unsecured lending capabilities, particularly for high net worth customers and micro, small and medium enterprises.

I thank all my colleagues who again showed great energy, dedication, ingenuity and co-operation in another eventful year. The Board and management team will stay focused on delivering our strategy and navigating what is likely to remain an uncertain macro-economic environment.

In 2023, inspired by our vision to “Change banking, Change lives” and with the trust and companionship

of our shareholders, customers, and partners, I am confident that together, we will “Be Greater”.

Warmest regards,

Ho Hung Anh
Chairman of the Board of Directors

“

We foster a collaborative working style which is now also reflected in our office space and environment. The new offices allow for increased collaboration and cross-pollination of ideas.”

CEO
Jens Lottner

CEO LETTER

In 2022, we continued to make good progress on our five-year strategy, aiming to realise our vision to “Change banking, Change lives”.

Dear Valued Shareholders, Customers, Partners and Techcomers,

Despite adverse conditions impacting some of our key business lines, we recorded a resilient financial performance. Our mantra of putting customers first sustained our growth trajectory and again delivered market leading profitability.

Total operating income (TOI) and profit before tax (PBT) both grew around 10% in 2022, on top of a 25.8% TOI compound annual growth rate (TOI CAGR) and PBT CAGR of 50.0% between 2016 and 2021.

Our return ratios – return on equity (ROE) and return on assets (ROA) – remained among the highest in the industry. Our robust risk management framework saw us maintain strong asset quality and liquidity – including very healthy coverage and capital adequacy ratios.

The underlying strength of our business enabled us to continue to invest in our transformation based on the three pillars of Talent, Digital, Data. These underpin our growth today and lay the foundations for the future.

- ◆ A series of new digital offerings and ecosystem partnerships enabled us to accelerate customer acquisition by making banking simpler, easier and more convenient.
- ◆ We are always working to improve the way we use data to better understand individual

customer needs and bring them personalised offerings, online and offline. This includes partnering with global fintech and martech ecosystem players to build a comprehensive martech stack and aim for hyper-personalisation at scale.

- ◆ We continued to recruit and retain the best talent and foster a corporate culture that empowers our people to “Be Greater” in line with our brand promise.

Our resilient performance in 2022 was achieved against the backdrop of several adverse local events:

- ◆ Lower credit quota granted to Techcombank, and at a later part of the year. Our total credit expansion was 14.5%, compared to 22.1% in 2021.
- ◆ Rising global interest rates and tighter liquidity in Vietnam's banking system led to an increase in term deposits and some reduction in CASA balances. This raised the cost of funds while reducing net interest income growth.
- ◆ Our strength in the bond and real estate markets meant we were particularly impacted by more stringent regulations and tighter government scrutiny in these areas. This accelerated over the year, reducing overall investor sentiment and our investment banking fees.

Even with these challenges and the added stressors of COVID-19, rising inflation and international geopolitical instability, our customer-centric strategy allowed us to:

- ◆ grow deposits and valuable papers faster than the market at 12.8% year on year (YoY), nearly doubling market growth
- ◆ acquire 1.2 million new customers
- ◆ maintain our non-performing loan ratio at a healthy 0.7%.

Throughout the year, we continued to rotate our credit book from large corporates to retail customers and small and medium enterprises (SMEs), improving our risk profile and capital efficiency. Our retail book grew 40.1% YoY as several real estate projects progressed to sales stage. Loans to SME customers were up 7.3% YoY as our Business Banking division accelerated their industry-focused digital offerings.

Customers come first

In 2022, we continued to build on our philosophy of ‘customer-centricity’. We deepened our understanding of our customers and offered simple, easy and convenient solutions to meet individual's needs at all stages of their financial lives (e.g., spending, saving, borrowing, protecting and investing).

Our Retail Banking Group launched new brand tiers focused on specific customer segments, including *Inspire* – our first proposition aimed at the young, aspirational ‘Why not?’ generation.

We partnered with Masan, one of the largest consumer-led companies in Vietnam and also our largest institutional shareholder, to launch the ‘all-in-one’ WINLife ecosystem. It aims to make the Bank’s financial services conveniently available in thousands of Masan WinMart stores across Vietnam.

For the second consecutive year, we held the number one position for credit card payment volume and extended our leadership to all card types. We attribute this to our attractive and tailored offerings and our fully digital credit card journeys, with simple application processes and the possibility of instant approval.

We sought to give back to customers through rewards and campaigns that strengthened engagement. Our ‘Mèo Đại Cát’ mega lucky draw game was the first of its kind in Vietnamese mobile banking and significantly increased usage of our app.

Capital market volatility this year, and its impact on customers, highlighted the need for more sophisticated wealth management offerings. Across the Bank we accelerated and completed revamping our distinct holistic advisory-led wealth management proposition. This included:

- ◆ Deepening the knowledge and digital tools available to our dedicated relationship managers (RMs) to facilitate more effective wealth management planning advice
- ◆ A widened range of financial products and solutions, customised for each stage of the customer journey from capital protection and investments, to succession and retirement plans

- ◆ Tailored rewards and privilege bundles.

Our customer focus and the trust we have created around our brand is reflected in our industry-leading net promoter and customer satisfaction scores.

Strategic progress

The second year of our five-year “Change banking, Change lives” strategy saw significant progress across our three foundational strategic pillars – Talent, Digital, Data. Our new compliance and risk management capability set new industry standards.

Talent

Our talented team are the Bank’s biggest asset and the foundation for our continued success. We are always striving to create a work culture that helps us attract the best people and then empowers them to achieve their full potential throughout their career. In 2022 we focused on enhancing the employee experience at all levels – from recruitment and on-boarding, learning and development, to rewards and recognition.

The Bank recruited over 2,700 new employees, integrating them through a new and improved orientation process. By fostering a strong and supportive workplace culture right from the start, new employees can quickly and easily understand and connect with our values. Improvements to our HR systems for performance measurement, career development and compensation were also made this year, to ensure that all Techcomers are motivated to succeed, and rewarded and recognised for their achievements.

We continued working with leading institutions to develop training programs that foster a culture of professional development. Across



the Bank, employees received approximately 900,000 hours of training – equivalent to around 70 hours per person – through virtual classroom, e-learning and in-class sessions. This included enhancing our people’s data and digital capabilities via a strategic training partnership with Amazon Web Services (AWS). We also developed customised learning roadmaps and leadership training programs for more than 1,000 roles. One thousand leaders have already participated.

Another innovation saw us become the first Vietnamese bank to conduct overseas talent roadshows. We visited Singapore, London and San Francisco to meet with and recruit Vietnamese talent, who had gained valuable and unique international experiences in these global financial centres.

Our efforts to enhance employee journeys and provide them with the tools and recognition they need for a satisfying working life, were noticed. Techcombank became the first Vietnamese bank to receive the certification ‘Great Place to Work’.

Digital

The shift to digital banking deepened further in 2022. Our investments in digital technologies positioned the Bank well for growth, helping to accelerate our customer acquisition and strengthen engagement.

We met rising demand for online banking by launching new digital offerings at speed and scale.

New digital platforms and technology infrastructure helped to enhance our customers’ banking experiences and meet their changing needs, virtually and in our branches. Approximately 72% of our nearly record-high new-to-bank customers in a quarter were acquired digitally in 4Q22.

By the end of 2022, all active retail customers were using our recently revamped Techcombank Mobile app. With an added 200+ features, it is a truly pleasant and seamless experience. Digital engagement also increased with in-app transactions

growing c.28% and average term deposit balances rising ~33%.

Our new digital banking platform for business also brought simple, intuitive banking to the fingertips of our business customers. Around 90% of total retail transactions were executed digitally.

A new iDO digital platform enables branch staff to help customers with a range of banking services from a tablet, using processes that are 100% paperless. This improves convenience for customers and frees up branch staff to provide value-adding advisory services.

Our ‘Cloud First’ strategy for technology infrastructure continued to accelerate and more of our applications and frontline processes are now conducted in the cloud. Our network of relationship managers have begun using Salesforce Financial Services Cloud, empowering them to deliver more seamless, personalised experiences to customers. This deployment is the first ever cloud customer relationship management (CRM) implementation in the Vietnamese banking industry.

Our investment in Adobe’s Experience Cloud including a real-time Customer Data Platform (CDP), will also see us become the first Vietnamese bank to launch an end-to-end customer experience technology platform. Once launched, we will deliver timely hyper-personalised banking experiences across digital and offline touchpoints. With Personetics, Techcombank can give customers hundreds of personal insights on their spending habits, flows of incoming/outgoing money, types of transactions and more, leading to better recommendations on how to build financial wellness.

At the same time, we are continually upgrading our internal IT systems and cyber security as we strive to be the most secure and operationally efficient bank in Vietnam.

c.90% of total retail transactions were digital

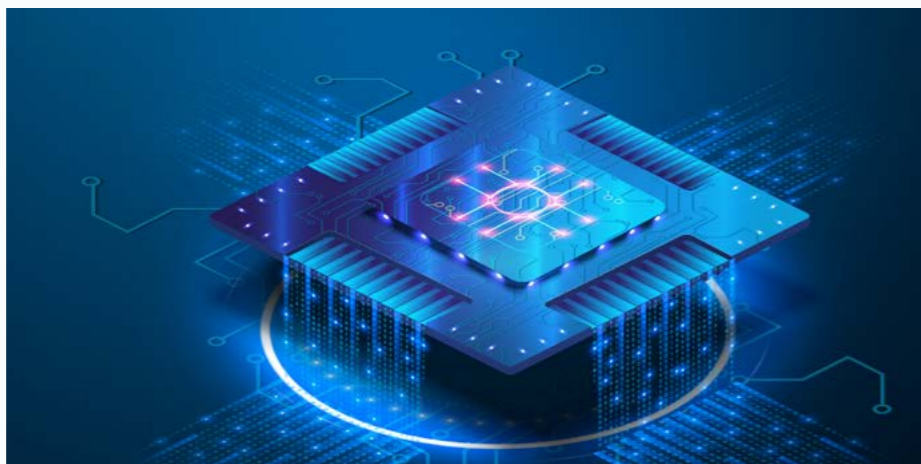
72% of new customers in 4Q22 were acquired digitally

Techcombank was the first bank to move so many systems onto the Cloud. This strategy, supported by best-in-class security protocols, is yet another example of how we contribute to changing the way customers bank.

Data

The ability to efficiently collect, store and analyse data from across the Bank's many functions is essential for informed decision making and the delivery of personalised customer experiences. We continued to extend our hybrid data lake on the cloud with AWS, aiming to build a strong 'data brain' foundation for the entire Bank.

- ◆ We focused on using data lake capabilities to improve propensity models, better understand our customers and offer them the right products for their needs. This has improved conversion rates from leads, accelerated customer acquisition and reduced customer turnover.
- ◆ A new customer-centric layer across the data lake is giving us a single, holistic view of our customers and enabling delivery of hyper-personalised banking experiences in real-time.
- ◆ We strengthened our data governance framework and underpinned it with robust policies, standards and technology capabilities to ensure that we keep our customers' information safe and secure and maintain their trust.



Our plans for 2023

Vietnam's 2023 GDP growth is forecasted to be in the range of 5% to 6%, despite headwinds caused by global and local factors. Depressed real estate transaction volumes, seen in the second half of 2022, continued in Q1 2023 – with the ongoing risk of non-performing loans associated with real estate developers and borrowers. However, market liquidity improved, supported by the SBV's purchase of USD 3.5 billion – equivalent to ~ VND 82 trillion – being injected into the economy.

International inflationary pressures, exacerbated by conflict in Russia-Ukraine, and quantitative tightening in most major economies continued to push up global interest rates at the beginning of 2023. This has meant continued customer reluctance to move balances from term deposits into other asset classes like bonds and stocks. While this will impact fee income in the short term, the Bank is confident in the fundamental relevance of these investment products and that the secular trends driving Vietnam's economic growth remain intact.

We expect to see a gradual improvement in financial market activities through 2023, supported by government interventions, rising affluence, increasing digitalisation and the large potential for more product penetration across

mortgages, bonds, stocks and insurance.

Consequently, our strategy will continue to hold in the third of our five-year transformation journey – our medium-term objectives remain unchanged. We are at an inflection point.

We spent the past two years building foundational capabilities – including putting in place core technology and digital platforms and transitioning processes to the cloud to support state-of-the-art data capabilities. Now, through these investments, we are ready to shift gears and leverage our new-generation platforms to deliver industry leading offerings and solutions.

In 2023, we are accelerating the launch of unique, differentiated customer value propositions, underpinned by progress across our three transformative pillars of data, digital and talent. New capabilities will help us deliver on our priorities, including increasing CASA balances, improving fee income through revamped business models and diversifying our credit portfolio by rotating the credit book towards retail and SME lending.

The Bank will become more agile, more customer and data focused. We'll step up our efforts to:

- ◆ shift the way we work
- ◆ change the way we think about our customers

- ◆ improve how we design and deliver to their needs.

All this will happen in a transparent, professional and trustworthy manner. We will become an era-defining Bank.

With market conditions firmly in mind, we'll focus on preserving the health of our credit book and enhancing risk and fraud management frameworks to set new standards for the industry. We will continue to maintain close contact with, and help our customers when they need us within the realm of relevant regulations – particularly those impacted by headwinds within the real estate sector.

Where we are comfortable with the risk, we will continue our deliberate expansion into retail and business banking credit.

The Bank's segmented approach to retail and corporate customers will also continue. For retail customers, we are building tiered propositions to engage and deepen relationships. Of note, is our developing holistic wealth management proposition for high net worth and affluent customers – part of our new branded tier offers for private and priority customers. It will join our newly launched *Inspire* program, for the 'Why not?' generation.

With around six million retail customers registered on Techcombank Mobile, we'll use the platform's critical scale to drive personalised customer interaction and engagement. Leveraging its digital marketing capabilities, we'll create tailored offers that deepen customer relationships, increase loyalty and maximise marketing spend. At the same time new rewards and loyalty programs will provide incentives for customers to increase their interactions and engagement with the Bank, through online and offline channels and across all banking services.

We will leverage ecosystem partnerships to accelerate customer acquisition, using cutting edge technology capabilities – APIs – integrated into our digital channels. This will enable us to reach customers at their points of transaction and enable them to meet their payment and saving needs more effectively. We aim to tap into a much wider pool of customers, while simultaneously managing costs.

The Bank will continue to diversify as we place an increasing focus on SMEs and MSMEs. We'll continue to deepen digitalisation and bring them new tailored offerings, driving growth in our main operating accounts. We are building a cash and payment optimisation tool for corporate customers – the first of its kind in Vietnam. It will build and bring novel payment collection solutions to meet the unique needs of these companies.

To expand fee-based income outside investment banking which has been impacted by bond market uncertainties, the Bank will continue focusing on credit cards, bancassurance, forex, cash management and corporate finance.

Today's financial marketplace offers customers an array of choices from a wide range of banks. The onus is on us to convince people to choose Vietnam's most pioneering bank, enticing them with superior journeys and solutions. It is not enough to be 'just another bank'. The way we interact with customers must be simple, intuitive, convenient and personalised.

To achieve this, we'll derive more real-time data insights to make sure we are never reactive, but always proactive, in addressing customer needs. We will leverage our customer panel to test and refine new offerings and solutions before they are launched. More agile ways of working will make the design-to-delivery of banking

solutions more effective and efficient. It will see new products brought to customers more quickly.

Of course, Techcombank will continue to focus on acquiring, developing and retaining the best talent at all levels. We will cement the strength of our leadership bench through curated training programs and new career advancing opportunities. We'll also continue investing in role-based learning and development programs and bite-sized online learning modules, to increase overall capability and productivity. Our emphasis on training and development to drive better customer and customer advisory services must also be sustained.

In closing...

I want to express my gratitude to our talented and dedicated staff who continued to put customers first while delivering another year of strong financial performance. I also appreciate the resilience of our shareholders who continue to stand by us in challenging times, and of course the important work of our regulators. It has been an eventful year, but our mutual efforts have delivered sound results and some wonderful achievements.

Everything the Bank does is focused on our vision to "Change banking, Change lives", and I truly believe we are succeeding. Doing our best for our growing customer base and leading the digital transformation of Vietnam's financial industry will have a long lasting, positive impact on the financial success of many Vietnamese people.

Finally, thank you to our customers for trusting us to be your Bank.

Kindest regards,

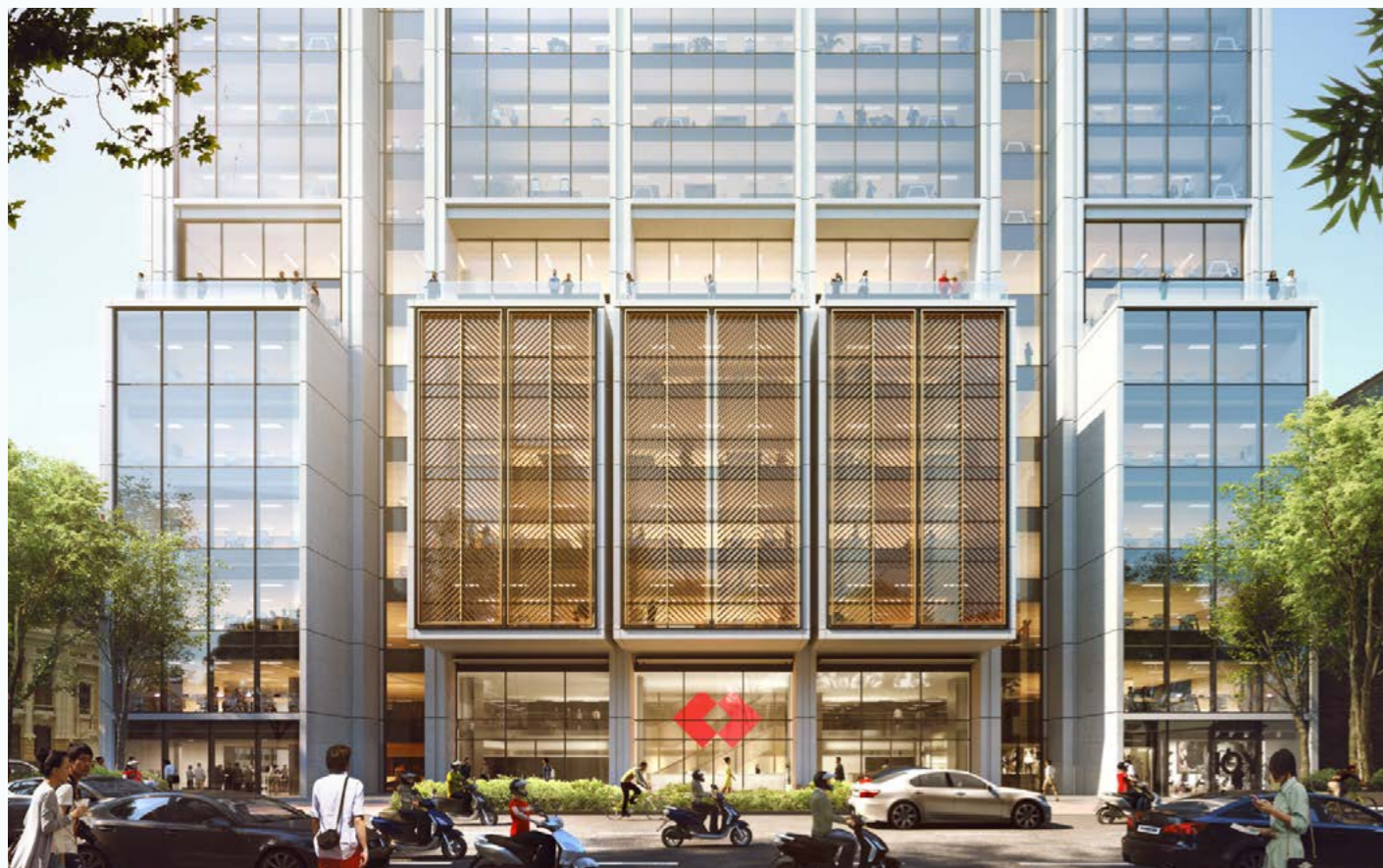
Jens Lottner
CEO

02

THE STORY OF TECH

- ◆ About us
- ◆ Our vision and mission
- ◆ Our history and key milestones
- ◆ Our shareholder structure

ABOUT US



Trading Name

Name in Vietnamese: NGÂN HÀNG THƯƠNG MẠI CỔ PHẦN KỸ THUẬT 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 56th amendment: 31 January 2023

Charter capital **VND 35,172,385,140,000**

Charter capital expressed in words: Thirty five trillion, one hundred and seventy two billion, three hundred and eighty five million, one hundred and forty thousand Vietnamese dong.

General information

Address: Techcombank Tower – 6 Quang Trung St., Tran Hung Dao Ward, Hoan Kiem Dist., Hanoi, Vietnam

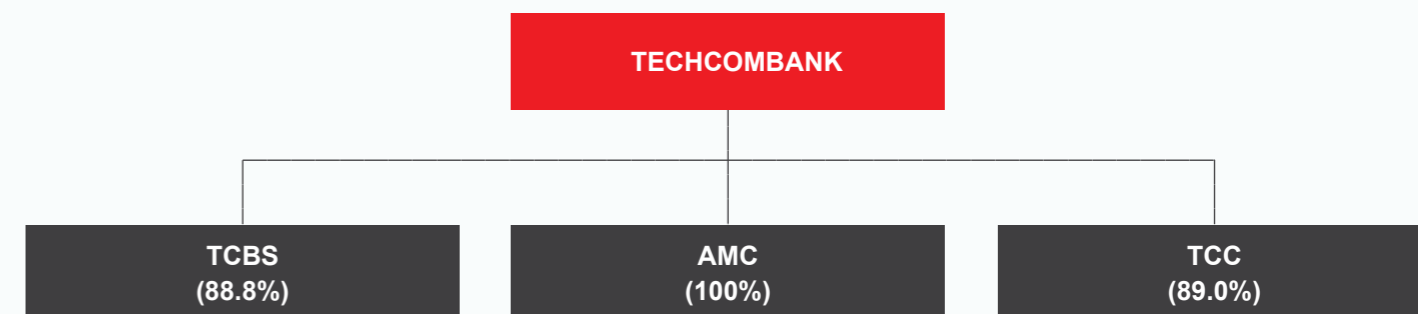
Phone number: (+84) (243) 944 6368

Fax: (+84) (243) 944 6395

Website: <http://www.techcombank.com>

Stock code: TCB

Techcombank group structure and ownership in subsidiaries (31/12/2022)



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

Techcombank was established in 1993, as Vietnam began its transition from a centrally-planned to more market-oriented economy. Techcombank has come a long way since our modest beginnings 29 years ago, when we started with charter capital of only VND 20 billion. Today we are Vietnam's third largest bank by charter capital – a success driven by our strategy of focusing on customers and meeting their evolving needs.

We provide a broad range of products and services to over 10.8 million retail and corporate customers in Vietnam. Our extensive network – including one head office, two representative offices and 300 transaction offices across 46 cities and provinces – satisfies both traditional banking requirements and our emphasis on security and wealth management.

With the vision of “Change banking, Change lives” that uplifts everyone to reach their full potential, Techcombank commits to continuously bringing greater value to customers and shareholders, focusing on pioneering solutions to meet their needs. Techcombank's mission is to lead the digital transformation of the financial industry, enabling individuals, businesses and corporates to progress and thrive sustainably.

Banking services

Core banking services include:

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

1

HEAD OFFICE

2

REPRESENTATIVE OFFICES

300

TRANSACTION OFFICES across 46 cities and provinces

OUR VISION & MISSION

VISION

“Change banking, Change lives”.

Uplifting everyone to reach their full potential.

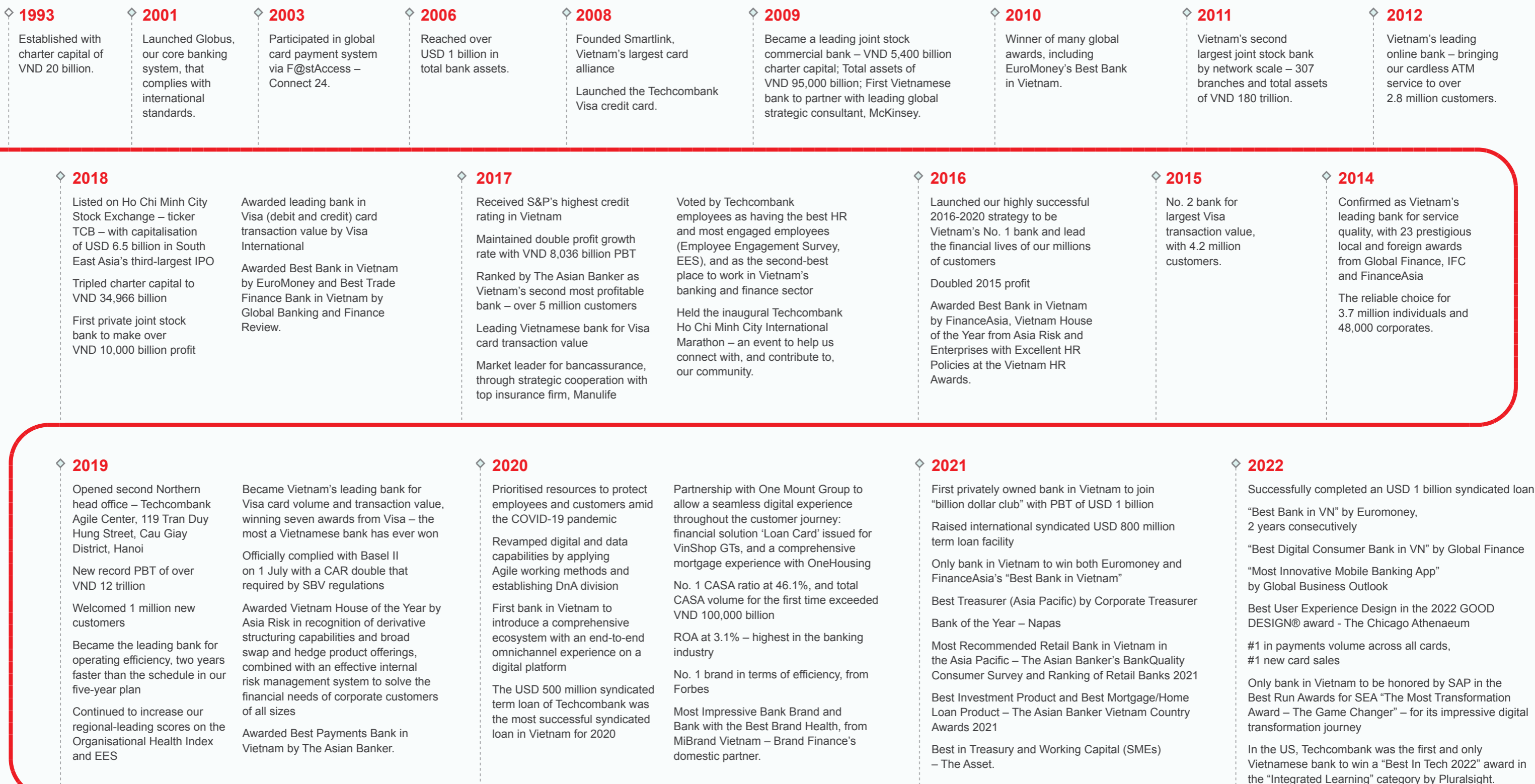
MISSION

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

OUR 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 29-year journey; going from strength to strength. Excitingly, Vietnam's domestic economy and financial system are still maturing and our nation presents great opportunity and promise.

Our success will be measured by how well we complete our transformation and hit our milestones. Continuing our great achievements in 2021, Techcombank reaffirmed the leading position by reaching a new record profit before tax (PBT) of over VND 25.6 trillion, welcoming 1.2 million new customers, and becoming the leading bank for operating efficiency. We are confidently moving towards our 2023 targets and firmly continuing our transformation to become the best bank in Vietnam.



OUR SHAREHOLDER STRUCTURE

Shareholding structure and changes to shareholder equity at 31 December 2022

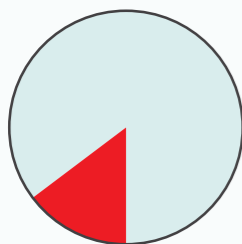
Shares

The total number of common shares issued by Techcombank as of 31 December 2022 was 3,517,238,514 (equivalent to VND 35,172,385,140,000 of charter capital), where:

Number of outstanding shares	3,517,238,514
Number of Treasury shares	0
Number of restricted shares	628,359,926
Number of unrestricted shares	2,888,878,588

Shareholder structure

Major and minor shareholders

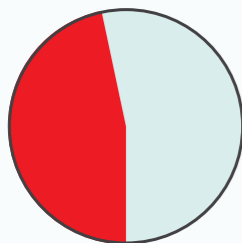


- Major shareholders
- Other shareholders

	Shares owned	Shareholding (%)
Major shareholders	524,315,499	14.9
Other shareholders	2,992,923,015	85.1
Total	3,517,238,514	100

Article 4.26 of the Law of Credit Institutions, issued in 2010, states, “major shareholders of credit institutions are those who own directly or indirectly more than 5% share capital with voting rights of the credit institution.”

Institutional and individual shareholders

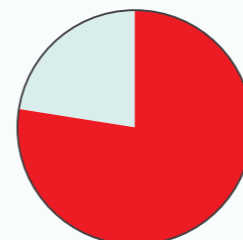


- Institutional shareholders
- Individual shareholders

	Shares owned	Shareholding (%)
Institutional shareholders	1,653,563,406	47.0
Individual shareholders	1,863,675,108	53.0
Total	3,517,238,514	100



Domestic and foreign shareholders



- Domestic shareholders
- Foreign shareholders

	Shares owned	Shareholding (%)
Domestic shareholders	2,727,284,445	77.5
Foreign shareholders	789,954,069	22.5
Total	3,517,238,514	100

Changes in shareholders' equity

In 2022, Techcombank increased share capital of VND 35,109,147,980,000 to VND 35,172,385,140,000.

Transaction of Treasury shares

In 2022, Techcombank had no Treasury share transactions and there were no such shares on book at 31 December 2022.

Other securities

Not applicable.

03

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“

Our robust business model drove double-digit profit growth, industry-leading asset quality and capital adequacy, despite market-wide headwinds impacting our key lines of business.”

Alexandre Macaire
Chief Finance Officer



BANK-WIDE MANAGEMENT REPORT

In 2022, Vietnam's economy continued to show commendable resilience in the face of mounting global challenges. Gross domestic product grew 8% with robust contributions from retail sales, exports and foreign direct investment. However, the Bank was tested by a higher interest rate environment and tightening liquidity, that drove up the cost of funding. Volatility in the bond and real estate markets, where Techcombank has strong commercial positions, also had an impact on our financial performance.

Despite these challenges, Techcombank delivered a robust set of financial results, reflecting the resilience of our business model.

Profit before tax of VND 25.6 trillion
(+10.0% YoY) – resilient earnings growth

Total operating income of VND 40.9 trillion
(+10.3% YoY) – aided by increasingly diversified fee income

Current account savings account (CASA) ratio of ~37.0%
– impacted by sector-wide headwinds
but still among the highest in the market

Return on equity (ROE) of 19.6% and
Return on assets (ROA) of 3.2% – sector-leading ratios

Non-performing loan (NPL) ratio of ~0.72% and
Capital adequacy ratio of 15.2%
– a healthy balance sheet

Double-digit growth in total operating income (TOI), supported by successful fee income diversification

Net interest income (NII) expanded 13.5% YoY to VND 30.3 trillion, driven by credit book growth, while the net interest margin (NIM) moderated to 5.1% from 5.6% in the same twelve months. The lower NIM was largely due to the higher cost of funds, which increased by 64 basis points in FY22, to 2.9%. The main factors contributing to this trend were the rise of global interest rates and tighter liquidity in Vietnam's banking system. These resulted in higher costs for term deposits and professional market funding and led to a decreasing proportion of CASA balances in the Bank's deposit base.

Net fee income (NFI) grew 24.8% YoY to VND 9.7 trillion, driven by strong performance from Cards, Banca and Trade Finance which helped offset the impact of a bond and stock market downturn on investment banking (IB) service fees.

- ♦ **Cards (VND 1,980.6 billion NFI, +83.5% YoY):** We affirmed our leadership in this segment by finishing the year as No. 1 for payment volume across all card types. A refreshed line of products and strengthened merchant partnerships enabled this outstanding performance.
- ♦ **Banca (VND 1,750.6 billion NFI, +12.3% YoY):** In FY22, Techcombank's annual premium equivalent (APE) reached VND 1,471 billion, up 23.0% YoY. The Bank's focus on increasing penetration among affluent customers saw Banca APE for this segment grow 57% YoY. The new 'Legacy' product launched in 2Q22, as a long-term wealth transfer and protection proposition, was positively received and accounted for 39% of the financial year's total retail APE.
- ♦ **Trade Finance including Letters of Credit (VND 2,016.0 billion NFI, +154.0% YoY) and cash & settlement (VND 467.7 billion NFI, +76.2% YoY):** The Bank

continued to reap the benefits of our digitalised and tailored offerings, including advanced solutions for foreign exchange (FX) and trade, and a new leading app for customers of Business Banking division.

- Within seven months of the app's launch, total digital transaction volume from business customers increased 33.5% YoY, accounting for 78% of the total payment volume for this segment in FY22.
- In parallel, the Bank's move to provide up to VND 1 trillion of pre-approved digital lending significantly improved the experience of SME customers and contributed to winning their main operating accounts.

- ♦ **FX fees (VND 912.2 billion NFI, +74.8% YoY):** In the context of foreign exchange rate volatility and high demand from import/export businesses, we provided the solutions customers needed, thus helping achieve impressive growth in FX sale fees.

- ♦ **IB fees (VND 2,591.2 billion NFI, -28.1% YoY):** Unfavourable market conditions caused a significant decline in stock market trading liquidity as well as muted bond underwriting and distribution volumes in the second half of the year. As a result, income from bond distribution decreased by 72.4% YoY and bond underwriting by 30.5%.

Other income posted a loss of VND 373 billion, impacted by rising rates which reduced opportunities for trading gains on debt instruments. We also incurred higher FX swap costs from hedging debts in US dollars.



Prudent cost management, focused on investing for growth

Operating expenses grew 19.9% YoY to VND 13.4 trillion, with the cost-to-income ratio (CIR) standing at 32.8%. The Bank’s headcount reduced from 12,506 to 12,339 and staff costs increased by a moderate 3%. Most of the growth therefore came from marketing, data and technology expenses, in line with investment priorities in the Bank’s strategic plan.

Personnel costs

Talent is one of the three core pillars of the Bank’s transformation strategy, alongside data and digitalisation. We strive to provide our employees with extensive training programmes so they gain new skills and can reach their full potential.

Across the Bank, employees received 900,000 hours of training in 2022 – equivalent to 70 hours each – leading to an 88% YoY increase in training costs. However, this investment enabled us to manage our headcount slightly down while delivering higher-quality services to more customers.

Marketing and promotion expense

Marketing and promotion expenses increased 63% YoY in 2022, as we invested in new marketing campaigns and initiatives to deepen customer engagement and further increase the value of our brand.

Among our significant initiatives in 2022 were the ‘Why not?’ clip for our *Inspire* proposition, which went viral on social media and the ‘Mèo Đai Cát’ mega campaign, which drew more than two million customers to our app-based lucky draw. We continued our partnerships in the Techcombank Ho Chi Minh City marathon, and helped run the first in

Cost-to-income ratio

32.8%

Technology and infrastructure expenses

↑ 57% YoY

Hanoi, embedding our brand story in people’s lives by promoting healthy living. Our many marketing initiatives enabled us to finish the year with the highest Net Promoter Score in the industry, as measured by YouGov.

Technology and infrastructure expenditure

We have stepped up our investment in technology, in line with our five-year transformation strategy and the general trend in the banking industry. The introduction of new digital banking applications for retail and corporate clients has helped us accelerate customer acquisition, deepen engagement, and shorten the time-to-market. On data, we continued to invest in the adoption of cloud services and the enhancement of our data infrastructure to increase work efficiency, and enable faster decisioning and more personalised experiences for our customers. Overall, our technology and infrastructure expenses increased 57% in 2022, reaching VND 1,516 billion.

Strong asset growth with improved diversification

The Bank’s total assets grew 22.9% YoY and on 31 December 2022 stood at VND 699,033

billion. Within this, our loan and bond balances grew 12.5% YoY, reaching VND 461,539 billion at year’s end. Receivables from Letters of Credit grew 77.0% YoY to VND 42,342 billion, in line with the expansion of our trade finance business. These activities made a significant contribution to the growth of fee income, as described earlier.

We continued to rotate our credit book from large corporates towards retail and SME customers, in line with our asset origination priorities. This resulted in higher diversification for our credit exposure, enhancing our risk profile and improving our capital efficiency. On average exposures to retail customers require c.40% less capital than large corporates.

On a consolidated basis, our retail loans grew 40.1% YoY to VND 226.5 trillion, accounting for 49.1% of the Bank’s outstanding credit book (up from 39.4% at 31 December 2021). Loans to SME customers were VND 69.4 trillion, up 7.3% YoY. At the same time, loans and bonds to large corporates reduced by 9.9% YoY to VND 165.6 trillion, or 35.9% of the Bank’s outstanding credit book. This compares to 44.8% at 31 December 2021.

In terms of sectors, our exposures to real estate, construction and construction materials (ReCoM) reduced to 36.8% of our total credit balance at 31 December 2022, down from 42.4% a year earlier.

Asset yields in 2022 improved to 7.5%, from 7.3% in 2021. The pace of asset repricing was slower than the increase in the Bank’s cost of funds, partly due to the rotation of our credit book towards the retail segment in 2021-22, where spreads and risk weight ratios are typically lower.

Items (VND bn)	2022	2021	Movement	
			+/-	%
Government bonds	38,830	17,279	21,551	124.7%
Loans to customers	420,524	347,341	73,182	21.1%
Corporate bonds	41,015	62,809	(21,794)	-34.7%
Other assets	118,412	98,046	20,366	20.8%
Total earning assets	618,780	525,475	93,305	17.8%
Balance from the State Treasury	8	1	7	829.5%
Medium to long-term funding from overseas financial institutions	42,543	27,420	15,123	55.2%
Balance from other financial institutions and credit institutions	125,020	85,039	39,981	47.0%
Deposits from customers	358,404	314,753	43,651	13.9%
Term deposits	225,942	155,894	70,048	44.9%
Current accounts & Margin deposits	132,462	158,858	(26,396)	-16.6%
Valuable papers issued	34,007	33,680	327	1.0%
Total funding	559,981	460,892	99,089	21.5%
Share capital	36,205	35,586	619	1.7%
Reserves	11,609	9,156	2,453	26.8%
Retained earnings	64,483	47,453	17,030	35.9%
Minority interest	1,129	847	282	33.3%
Total equity	113,425	93,041	20,383	21.9%

Robust funding position, driven by domestic customer deposits and international institutional lenders

Despite challenging monetary conditions in 2022, which led to higher term deposit rates and an erosion of CASA positions, we successfully expanded total funding balances by 21.5% to VND 560.0 trillion, while maintaining a cost of funds at the third lowest level in the Vietnamese banking sector.

Our customer deposits, including CD Bao Loc, grew 12.8%, mainly in the fourth quarter, reflecting our focus on maintaining a strong funding position amidst the higher interest rate and tighter liquidity environment.

Like other banks in Vietnam, we observed a shift in customer preferences. Large portions of CASA balances were moved to term deposits which offered higher interest rates. This effect was compounded in our case by the characteristics of our customer

base, which has a higher proportion of high net worth and other affluent customers with greater investment flexibility. Our CASA balances declined by 16.6% while at the same time our term deposit balances grew by 44.9%. This led our CASA ratio to reduce to 37.0%.

Customer deposits remain our primary source of funding but we aim to maintain a stable proportion of long-term financing from professional markets. Our objective is to optimise the Bank’s cost of funds, as well as the matching between the maturity profile of our assets and liabilities. In early 2022, we concluded a landmark USD 1.0 billion syndicated loan facility, setting another milestone in our offshore fund-raising activities.

With higher deposit and interbank rates in the market, compounded by the reduction in our CASA ratio, our cost of funds increased to 2.9% from 2.2% in 2021. Most of the increase was incurred in the second half of 2022, and more so in the fourth quarter.

Strong capital position

Driven by sustained profit generation from our operational activities, the Bank’s total equity expanded by 21.9%, reaching VND 113,425 billion at 31 December 2022. Our capital adequacy ratio strengthened further, from 15.0% at the end of 2021 to 15.2% at the end of 2022. This compares to a minimum regulatory requirement of 8.0%. As already noted, the rotation of our credit books from large corporates toward retail and SME customers helped improve the Bank’s capital efficiency.

Following the implementation of the Internal Capital Adequacy Assessment Process (ICAAP) in 2021, we continued to refine and enhance our approach for stress-testing the Bank’s solvency position. One of our key priorities is to regularly test the resilience of the balance sheet, to ensure we have sufficient capital to withstand severe shocks, especially during periods of greater uncertainty.

Prudent liquidity management

In 2022, our liquidity regulatory ratios improved or remained broadly stable, comfortably within regulatory limits.

	Limit 2022	Actual 31/12/2022	Limit 2021	Actual 31/12/2021
Liquidity ratios	%	%	%	%
Liquidity reserve ratio	≥ 10%	18.10%	≥ 10%	14.98%
30 days solvency ratio – VND	≥ 50%	78.51%	≥ 50%	60.78%
Loan-to-deposit ratio	≤ 85%	76.57%	≤ 85%	75.00%
Short-term funding to MLT loans	≤ 34%	28.75%	≤ 37%	28.77%

Beyond regulatory requirements, Techcombank has developed internal liquidity management ratios and early warning triggers, enhancing the Bank's liquidity management capabilities. Liquidity stress tests are conducted on a regular basis, based on large scale, market-wide liquidity event scenarios as well as Techcombank-specific scenarios. The tests aim at ensuring the Bank has enough liquidity to withstand situations of increased deposit withdrawal and limited interbank funding access. Finally, the Bank's liquidity contingency plan provides a set of actions to ensure timely responses, as well as preventative measures.

Robust asset quality

Amidst higher market volatility, the NPL ratio increased to a moderate level of 0.72% at 31 December 2022, up from 0.66% a year earlier. Regulations in Vietnam require that our customer classifications be adjusted immediately to mirror delinquency behaviour in other banks, even for customers still current in Techcombank's books. This automatic cross-default requirement was a primary driver for the increase in the Bank's NPL ratio during 2022.

Excluding the impact from cross-defaults, the bank-only NPL ratio was stable at 0.58%. Meanwhile, credit cost observed a significant decrease from 0.68% in 2021 to 0.31% in 2022, thanks to the reversal of provisions made for COVID-19 rescheduled loans in 2020-21.

Looking forward: Volatility in the short-term but intact medium-term potential

At the end of 2021, most of Techcombank's profitability and efficiency metrics were one to two years ahead of our five-year strategic plan. Beyond the benefits from the Bank's transformation effort, this outstanding performance was also attributable to a context of unusually low cost of funds, driven by the abundance of liquidity available during the COVID pandemic.

As outlined above, our CASA declined in 2022, particularly in the final quarter, as credit tightened across the banking system and customers shifted liquidity into term deposits to take advantage of higher interest rates. At the same time headwinds in the bond and real estate sectors saw our NIM contract and impacted fee income streams, particularly in bond and investment banking activities. We expect 2023, or at least the first half, to present a similar pattern.

There will be continued pressure on our NIM and muted performance on fee income, driven by low customer risk-appetite for bonds, funds, stocks and investment products in general. When required, and in accordance with relevant regulations, the Bank will aim to align the amount of interest accrued and collected from customers to their financial capacity, to make sure they are able to meet their debt obligations during this period of tighter liquidity.

While there will be an impact on the Bank's net interest income, reflected in the guidance provided below, organic NPL (relating to customers who are delinquent in our own books) is forecast to increase only moderately and remain under control. We expect that the interest reduction induced by the flexible pricing policy, where applied, will only be temporary. The Bank will look to recover the shortfall once customer cash flows improve.

Overall, 2023 is expected to be a year of consolidation in our growth trajectory and five-year strategic plan. The focus will be on keeping

our balance sheet strong and our customer ecosystem healthy; investing in the future with a revamped suite of digital products and propositions and growing our customer base at scale.

In the external environment, we can already see some catalysts for a potential rebound of activity in the bond and real estate markets:

- ◆ Changes in the laws around land, real estate businesses and housing
- ◆ Progress on clearing the legal situation regarding individual development projects
- ◆ Concerted efforts by the State Bank of Vietnam (SBV) to bring interest rates down
- ◆ Work by the Ministry of Finance to restart the bond market.

The question is whether these catalysts will be enough to quickly restore the investment appetite of customers, or whether we will have to look beyond 2023 to see if they bear fruit. The pace at which global inflationary pressures ease will also affect the outcome. Techcombank is prepared for both scenarios and, in either, the medium-term opportunities entailed in Vietnam's secular development trajectory remain the same.



2023 Financial Targets

Techcombank's Board of Directors will propose 2023 business plan to shareholders at the General Meeting of Shareholders on 22 April 2023. It outlines:

(i) Credit balance ⁽¹⁾	VND 511,297 billion (growth of 15% subject to SBV's approval)
(ii) Total deposits	To be in line with actual credit growth, so as to optimise balance sheet management
(iii) Profit before tax	VND 22,000 billion (down 14.0% YoY)
(iv) Non-performing loans ⁽²⁾	Lower than 1.5%

(1) The Bank's credit balance and growth are calculated according to SBV regulations

(2) Pre-CIC Bank-only NPL

The Bank's plans for 2023 are presented in the CEO letter from page 11 to 15 and broken down, by business division, below.

“

With our customer-centric philosophy, we personalised experiences for each expanded brand tier and turbocharged our wealth management strategy.”

Darren Buckley
Chief Retail Banking Group Officer



RETAIL BANKING GROUP

(RBG)

Bank-wide retail credit

↑ **40.1%** YoY

Added nearly
1.2 MILLION
new customers

Techcombank
Mobile App
4.7/5.0
rating on the app store

Overview

In 2022, we significantly accelerated our strategy to scale-up the Bank's retail business by bringing simpler, more convenient, personalised banking experiences to our retail customers through digital, off-line and online (O2O – off-line-to-online) channels.

The bank-wide retail credit book grew by 40.1% YoY. Excluding margin lending, RBG's stand-alone loan book expanded impressively by 48% YoY. We shifted our lending towards retail customers, in-line with our strategic objectives and the progression of ReCoM projects we financed. In parallel, we continued to focus on gaining primary banking relationships to grow our deposits and fee income.

We continued to use data to deepen our understanding of customers and introduce more personalised offerings and branded propositions to meet the unique needs of ever more defined customer segments.

New digital platforms, including our highly rated Techcombank Mobile app, and ecosystem partnerships helped us accelerate customer acquisition and quickly achieve scale by making everyday banking more seamless and convenient.

At the same time we doubled down on our wealth strategy, aimed at building the leading wealth management proposition in Vietnam for high net worth and other affluent customers.

By the end of the year, the Bank had added nearly 1.2 million customers and achieved industry-leading Net Promoter and Customer Satisfaction Scores, demonstrating the trust customers have in our growing franchise.

2022 Highlights

A data-enabled overhaul of customer value propositions (CVPs) with finer segmentation, rebranded tiers and more personalised experiences

We place our customers at the heart of everything we do. This customer-centric philosophy inspires us to get to know our customers, understand their financial needs and aspirations and become a trusted partner on their financial journey.

By understanding our customers, we can provide unique propositions that are carefully designed and tailored to meet the needs of highly specific customer segments at all stages of their financial lives:

- (1) Spending
- (2) Borrowing
- (3) Saving
- (4) Protecting
- (5) Investing.

In 2022, we used our comprehensive smart pricing mechanism to offer bundled offerings to high net worth and other affluent customers. They now pay less when they sign up for two or more of our products (e.g. banca, a loan, a term deposit, card) either at the same time, or over a period of time. This helps us remain price competitive and also encourages customers to make us their primary banking relationship, improving their holistic journey with us.

Affluent customers

For our highest net worth customers, RBG continued to launch innovative new investment, lending and bancassurance products and to provide more personal, exclusive experiences and advisory services.

We launched our 'Legacy' product, a long-term wealth transfer and protection proposition co-created with Techcom Capital, Manulife and Manulife Investment. 'Legacy' provides protection and investment

benefits to meet the needs of customers at different stages of their lives and accommodates varying risk appetites. The first product of its type in Vietnam, 'Legacy' was received very positively, ultimately accounting for c.39% of retail's total Banca annual premium equivalent in 2022.

We continued to widen our range of offerings including those with high levels of liquidity, across different asset classes. Some of the new offerings included:

- ◆ A wide range of high-quality retail bonds, which can be mixed with Certificate of Deposit 'Bao Loc' for flexible short-term liquidity at a customer's discretion to optimise their asset allocation
- ◆ Being first to offer secondary bond trading – iConnect, TCB iCap – on TCBS mobile app, which is linked with Techcombank Mobile App
- ◆ High end medical health care insurance (in partnership with Manulife) designed to better suit customer protection needs
- ◆ Repackaged Infinite and Signature credit cards with higher credit lines and a rewards wrapper
- ◆ Property-led real estate solutions, via targeted market research and early and exclusive deals designed with our developer partners, allowing us to continue our leadership in this area.





Techcombank Inspire

In another industry first, we launched *Inspire*, a new banking proposition dedicated to the young, aspiring and mass affluent ‘Why not?’ generation of customers. *Inspire* offers customers unique privileges, promotions and experiences that enable them to express their personality, maximise value, optimise their financial resources and get a more personal, advisor-led experience when required, to help these customers *Live Life Richly*.

Everyday banking

We continued to lead the digital transformation of retail banking and established new ecosystem partnerships to:

- ◆ Gain a bigger share of primary banking relationships
- ◆ Scale up to serve an even bigger market
- ◆ Make everyday banking simpler, easier and more convenient.

New Techcombank Mobile app

Our revamped Techcombank Mobile app was designed to be a ‘personal assistant in your pocket’ and has helped bring everyday banking services to our customers’ fingertips. They can:

- ◆ Execute financial transactions quickly and securely on the go
- ◆ Get credit card approval and use it instantly
- ◆ Easily open online deposits and have access to a wide range of financial products as they need
- ◆ Improve their financial planning – track spending and saving
- ◆ Automatically pay bills
- ◆ Apply for a mortgage
- ◆ Receive their credit score.

By the end of 2022, all our active retail customers had migrated to Techcombank Mobile. Now one of the top-rated apps in Vietnam, it has an app store rating of 4.7. The total number of retail e-banking transactions via Techcombank Mobile reached 844.8 million in 2022, up 29.6% from 2021 and accounted for nearly 90% of all annual retail transactions. Their gross value was VND 10.5 quadrillion, up 15.7% from 2021.

New iDO digital branch platform

To enhance our customers’ in-branch experience we introduced our new iDO digital platform, piloted at 68 branches before nationwide roll out. The iDO platform enables branch staff to provide many banking services from a tablet, using processes that are 100% paperless. This helps make in-branch banking more convenient for our customers and frees up branch relationship managers to provide value-added support and advice.

Another Vietnamese first – WINLife ‘all-in-one’ platform

We continued to establish new ecosystem partnerships to accelerate our expansion and further our vision to “Change banking, Change lives”.

In October we partnered with Masan to launch the WINLife ecosystem, an ‘all-in-one’ solution that serves consumers’ daily needs. Initially piloted in 27 WIN stores in Hanoi and Ho Chi Minh City, the WINLife ecosystem has the potential to make the Bank’s financial services conveniently available in over 3,000 WIN stores nationwide, rapidly accelerating customer acquisition. We also enabled convenient payment methods with T-pay such as QR payments and mobile push notifications, on top of in-store benefits.

Bigger milestones for our card business

Yet again we affirmed our leadership position, completing the year as number one in payment volumes across all card types. In credit cards, the Bank was the leader in payment volumes and new card sales in each consecutive quarter of the year, for the first time ever.

Our achievements were recognised with industry accolades in multiple categories:

- ◆ Payment volumes
- ◆ Debit card volumes
- ◆ Credit card volumes
- ◆ Contactless volumes.

And beyond... Innovative ways to pay – cashless, cardless, digital

Going beyond conventional payment methods, we came up with innovative ways to enable cashless and cardless digital payments, bringing the utmost transaction convenience to our customers. They involve:

- ◆ QR codes
- ◆ Collaboration with payment partners (Google Pay and Apple)
- ◆ Virtual cards.

Market leading promotions driving higher customer engagement

In November, we launched a mega multi-month lucky draw campaign on Techcombank Mobile, to increase customer engagement. Attractive prizes totalling VND 100 billion were on offer, supported by our memorable mascot ‘Mèo Đại Cát’ who represents good fortune in the year of the Cat (see Digital Office on page 62).

Wealth management

Volatility in capital markets during 2022 heightened demand from customers for solutions to help protect, optimise and grow financial wealth.

In previous years, Techcombank has collaborated with TCBS to pioneer investment solutions such as corporate bonds, fund and equity investing and insurance bundles. In 2022, we doubled down on this wealth strategy and worked across the Bank to develop a tiered wealth management proposition for our high net worth and other affluent customers.

We aimed to provide a best-in-class proposition, fulfilling our customers’ need for a premium, relationship manager (RM)-led service that offers a one-stop-shop for bespoke advice and access to customised wealth management products. The advisory services are also being offered to our emerging affluent *Inspire* customers as they start their journey to financial security.

So far, customers have reported high satisfaction with the services provided by our RMs. We will continue to upskill and resource these important staff members so the assistance they offer is even more appealing.

In 2022, we revamped our wealth management proposition and launched our *Techcombank Private* offering. This premium, RM-led service is designed to provide our most affluent clients with a more personal, exclusive, and privileged experience through access to a dedicated relationship-manager, *Priority+* service areas in branches, best-in-class mobile banking capabilities and exclusive rewards and privileges.

The focus of RBG for 2023

In 2023, RBG will continue to focus on gaining primary banking relationships to grow the Bank’s funding and fee income, and on developing our new branded tiers to meet the needs of specific customer segments. We will:

- ◆ Become the primary bank of high net worth clients by further developing our best-in-class wealth management propositions
- ◆ Grow our customer base through deeper digitalisation and scale our WINLife ‘all-in-one’ ecosystem offering
- ◆ Review our strategy for mass customers and proactively develop CVP for prioritised sub-segments, leveraging our partnership/ecosystem execute them
- ◆ Review our payment strategy and strengthen CVP & offerings for different segment to meet their specific needs
- ◆ Accelerate our protection solution & insurance advisory business through new customised products, offering solutions by customer segments. We will continue investing in data and digital capabilities to deliver best-in-class insurance advisory and after-sales services, bolstered by our partnership with leading insurance providers.
- ◆ Drive productivity through several initiatives, including enhancing capabilities of Private Relationship Manager (PCRM) and Priority Relationship Manager (PRM), collaborating with a world-class consulting firm to introduce omnichannel protection offerings and continuing to refine our CRM
- ◆ Invest in talent to continue improving customer service and our wealth management advisory capabilities
- ◆ Build out *Techcombank Private* and reposition *Techcombank Priority* as customer propositions.

“

Understanding our customers' struggles, we dramatically simplified their banking experiences with the new Techcombank Business app, alongside easier access to lending and tailored services to several industries.”

Phung Quang Hung
Deputy CEO
cum Chief Business Banking Officer



BUSINESS BANKING

(BB)

Overview

Business Banking (BB) division performed strongly in 2022, accelerating the Bank's business diversification.

Customers benefited from our deepened digitalisation propositions – from digital onboarding to a range of tailored offerings for each specific sub-segment across all corporate omnichannels.

We also improved our credit models and solutions, especially in export-led sectors. Meanwhile, our new Customer Relationship Manager (CRM) system means sales staff can provide faster, more seamless services.

2022 Highlights

Simpler ways of banking

To meet the complex challenges our business customers face, we continued to leverage the skills of our many partners and delivered a range of new value propositions across all channels, focusing on **convenience** and **simplicity**.

These include:

- ◆ A new app leveraging Techcombank's cutting-edge data lake and data analytics, offering a more seamless everyday banking experience and credit access
- ◆ Tailored services and financing packages to particular sub-segments

The results speak for themselves...

BB's focused, strategic approach produced strong results compared to 2021:

↑ 30.5%	Operating income
↑ 17.3%	Customer deposit
↑ 7.3%	Lending balance
↑ 33.5%	Net fee and FX income
↑ 34.9%	Domestic transaction volume
↑ 34.9%	International transaction volume and value up 47.4%
↑ 33.5%	Transaction volume on digital channels

- ◆ A simplified lending process, including pre-approval to existing small enterprise customers of up to VND 20 billion
- ◆ Enhanced Business One bundled offerings (see below), covering the holistic everyday banking needs of different business categories – both domestic and international.

'Techcombank Business' mobile app

Our new mobile Techcombank Business app was very well received by our customers and, together with other digital channels, accounted for about 78% of this segment's total payments volume in 2022. Our move to pre-approved digital lending also helped improve customer experience and contributed to the Bank winning more of their main operating accounts.

Tailored services to sub-segment

Tailoring our online and in-branch services to particular sub-segment customers, based on their typical business needs, meant we were also able to deliver a smoother, more seamless banking experience. Here are some examples:

- ◆ Industry-tailored financing packages to support businesses from fast moving consumer goods to utility, IT and telecommunications industries
- ◆ QR code payment service for merchants
- ◆ Virtual accounts for forwarders and logistics companies
- ◆ Certificate of Deposit 'Bao Loc' for customers to optimise cash surplus yields – for example businesses in education, medical services or consulting sectors
- ◆ 'B1C online' for customers seeking a small, but instant loan
- ◆ 'Automated or Negotiated Online FX' for importers and exporters with a reasonably stable trading volume.



Easier lending

This year saw us reach a new milestone when we significantly reduced the approval time for small credit amounts up to VND 20 billion, with pre-approval features. Powered by data and data analytics, we also rolled out two new offerings:

- (1) Loans of up to VND 5 billion for existing and new customers with no requirement for collateral
- (2) Loans of up to VND 20 billion for existing customers requiring partial collateral of just VND 10 billion.

New approvals and renewals are underwritten via strict rules using multiple parameters such as:

- ◆ Cash-flow transaction behaviour
- ◆ Debt payment capacity
- ◆ Financial indicators
- ◆ Built-in pre and post fraud scanning and early warning systems.

It is now much simpler and more convenient for small businesses to access quick funding than ever before. For example, turnaround time from application to disbursement was reduced to just three days. Everything can be done easily on our Techcombank Business app.

BusinessOne

We enhanced our flagship Business One product, tailoring it to meet the needs of particular customer profiles. Packages include:

- ◆ **BusinessOne Plus** – aimed at customers who incur large volumes of overseas payment transactions. Customers receive competitive international transfer fees and preferential foreign exchange rates via our digital banking app
- ◆ **BusinessOne Connect** – serving customers who incur large volumes of domestic payment transactions
- ◆ **BusinessOne Premium** – specifically for larger-scale enterprises with more incentives, decentralised account approval and two-layer security.

Partnership with MISA

As in previous years, our growth was underpinned by our extensive partner ecosystem. Our new partnership with MISA – Vietnam's leading accounting software provider with 27 years' experience and 120,000+ SME customers across 20+ countries – offers a digital SME product bundle with quick access to MISA's financial accounting and operations management solutions.



Sales force enhancement with a new CRM system

Techcombank's new Customer Relationship Management (CRM) system, implemented in the fourth quarter of 2022, changes the way our sales force works. In addition to improving productivity and customer experience, it has:

- ◆ Centralised customer portfolios, sales potential, contact points and related activities
- ◆ Simplified the 'know your customer' process by embedding enriched leads from multiple sources
- ◆ Provided multiple perspectives for managing and monitoring customers
- ◆ Standardised sales processes for specific customers
- ◆ Allowed for interactive, multi-perspective sales funnel management
- ◆ Improved customer query and complaints handling.

The focus of BB for 2023

In 2023, we will continue to grow with our customers by offering simpler business transactions, faster finance and access to our large network of partner ecosystems.

Specific priorities include:

- ◆ Further tailoring our financing packages and turbocharging customer growth, especially for importers-exporters in industries such as textiles, wood and furniture, rubber and cashew growing
- ◆ Providing customers with working capital and risk management tools to participate meaningfully in global business
- ◆ Growing customer value by optimising cash flow, simplifying operations and providing financing via our wide range of supply chain solutions
- ◆ Enhancing customers' cash and liquidity management with world-class capabilities and tools used by large corporates
- ◆ Making transactions easy, especially for merchants, via our apps and all-in-one payment packages
- ◆ Using the in-branch iDO platform so our sales force can more productively increase their focus on offering advisory services.





Diversifying strongly across sectors and improving our risk management and other capabilities, saw us successfully weather significant headwinds across key operating markets.”

Phan Thi Thanh Binh

Chief Wholesale Banking Officer



WHOLESALE BANKING

(WB)

Overview

Wholesale Banking (WB) continues to be an important contributor to Techcombank's overall business results and 2021-25 strategy – playing a leading role in the real estate and bond value chains. We work closely with customers and other divisions to build products and services, maximising the Bank's ability to serve large corporate customers and increase our market share.

Notably, under the leadership of the financial institutions (FI) department of WB, we successfully raised USD 1 billion syndicated loans (three to five year tenors) in the international markets. This was a significant milestone, given 2022's volatile, tighter liquidity environment. The Bank's ability to also secure USD 500 million in 2020 and USD 800 million in 2021 shows a pattern of success in accessing long-term and competitive sources of funding.

35.9%

of the Bank's credit book was provided to WB customers

2022 Highlights

Healthy credit and non-credit demand from WB customers

In 2022, we again focused on growing our customer base, prioritising, beyond real estate, construction and construction materials (ReCoM), three key economic sectors:

- ◆ Fast moving consumer goods (FMCG)
- ◆ Utilities (electricity and telecommunications)
- ◆ Financial services.

With our extended bundled package offerings, WB division was able to meet the intact credit and non-credit demands of large corporate customers, despite an adverse environment for the bond and real estate markets.

According to CBRE, in 2022, apartment supply in Hanoi and Ho Chi Minh city decreased by 53% between the first half and the second half of the year. Meanwhile, the number of successful apartment transactions decreased by 41% between the two periods, reversing the signs of recovery shown by the market post COVID-19. Segment-wise, high-end products represented 90% of the new supply in Ho Chi Minh city and accounted for 55% in Hanoi, showing therefore close alignment with Techcombank's priority segments for ReCoM customers.

In this challenging environment, credit provided to WB customers in 2022 was VND 165.6 trillion, down 9.9% YoY. The decline was largely due to our strategic shift towards retail lending under SBV's constrained credit quota. As a result, the share of WB in the Bank's total credit book reduced to 35.9% at the end of 2022, compared to 44.8% a year earlier.

Overall, the Bank remains convinced of the long-term potential of the real estate and debt capital markets and will continue to pursue an originate-to-distribute business model.

WB arranged capital for many large-scale projects, deploying a wide range of on and off balance sheet funding products; including bilateral loans, syndicated loans, loan guarantees, bonds, project financing and other market instruments. Net fee income (NFI) reached VND 3.3 trillion, thanks to strong growth in products like:

- ◆ Cash and settlements
- ◆ Loan guarantees – the largest offshore guarantee by a Vietnamese bank
- ◆ Usance Payable at Letters of Credit (UPAS LC)
- ◆ Derivative products.

In 2022, average WB deposits were VND 59.8 trillion, up 25.8% YoY. Average CASA balance remained stable compared to 2021, while the average amount in term deposits increased 59.7% YoY.

Continued diversification into non-ReCoM sectors with scaled-up capabilities

Despite a more constrained credit quota, average outstanding loans throughout 2022 to the FMCG and utilities sectors, increased by 56.5% YoY and 46.4% YoY respectively. Total operating income (TOI) in those sectors grew 55.8% and 72.8% respectively.

In November 2022 Techcombank completed a loan guarantee transaction for a large customer in a non-ReCoM sector. The loan facility enabled the company to access international lending with a total value of USD 300 million. It was the first time Techcombank guaranteed a transaction for an overseas company, and it was 2022's largest guarantee transaction in the Vietnamese market.

Advanced risk management is key

As part of Techcombank's value chain approach, we have been continuously enhancing our underwriting and operating model, especially in ReCoM.

Working with Risk Management Division (RMD), WB started to deploy a new corporate lending platform – the Business Credit Decision Engine (BCDE). By standardising the credit limit structure and covenants, and streamlining connectivity between the credit approval and operations systems, we aim to progressively automate, and optimise end-to-end credit process to improve the customer experience.

Prudent risk management ensured that we maintained WB's non-performing loans (NPL) at close to 0%.

Total provision for loans and bonds relating to WB customers in 2022 was a net income of VND 332 billion, compared with VND 543 billion expenses in the previous year, thanks to reversal of some provisions we had made under COVID program and health of our WB customer book.

Average outstanding loans

↑ **56.5%** YoY FMCG

↑ **46.4%** YoY Utilities

TOI

↑ **55.8%** YoY FMCG

↑ **72.8%** YoY Utilities



Further improvements in RM capabilities and tools

We launched Phase 1 of our Customer Relationship Management (CRM) platform in partnership with Salesforce, assisting relationship managers to interact with customers more efficiently and effectively. Our investment saw them engaged in a select range of credit, financial product and leadership training courses offered by international organisations such as Moody's and Simitri.

Customers have noticed improvements and feedback is positive, contributing to us again having the No. 1 Net Promoter Score in Vietnam in 4Q22.

The focus of WB for 2023

We aim to expand our customer base beyond the four current target sectors (see above) and into travel and leisure, automotive and larger foreign direct investment (FDI) companies.

We will continue to improve our capital arrangement capability through off-balance sheet products from various domestic and foreign funding sources. This will include green funding from leading development financial institutions (for customers that comply with and promote ESG standards).

In 2023 our focus to become customers' main transactional bank includes:

- ♦ Standardising and digitalising customer credit journeys for the best possible experience
- ♦ Continuing to provide best-in-class solutions and services from cash management to capital markets
- ♦ Partnering with leading platforms and international consultants to pilot Treasury solutions to enhance customers' working capital and liquidity management capabilities.



Our impressive growth was driven by first-class digital capabilities, breakthrough products and solutions, dedicated SME–MSME offerings and our unyielding pursuit of the Main Operating Account strategy.”

Phan Thanh Son
Deputy CEO cum
Chief Global Transaction Services Officer



GLOBAL TRANSACTION SERVICE (GTS)

NFI
↑ 54% YoY

Overview

The headwinds of 2022 were turned into opportunities thanks to GTS' quick strategic responses including enhanced digital capabilities, streamlined direct integration APIs, and dedicated offerings.

Net fee income was up 54% YoY driven by cash management (remittances, account services, agency services), trade services and FX. The stats speak for themselves, with YoY increases for:

↑ 89% Cash management products

- +29% by remittances
- +191% by account services
- +199% by agency services
- +33% by collection

↑ 44% Trade services

- +34% by Letters of Credit
- +65% by guarantees

↑ 75% FX income

At the same time, a series of activities were deployed throughout the year to make Techcombank our customers' main operating account (MOA). This included launching breakthrough products and solutions, and putting in place RATER model to measure and track service quality.

2022 Highlights

Enhanced digital capabilities

By focusing on improving and optimising digital platforms such as Techcombank Mobile and Techcombank Business, we increased digital transactions significantly:

- ◆ The number of domestic remittance transactions grew 58%. Digital transactions accounted for c.86% of total transactions, up from 81% in 2021.
- ◆ The transaction value of overseas remittances grew 69%. Digital transactions accounted for c.76% of total transactions, up from 68% in 2021.
- ◆ Foreign exchange (FX) transaction value grew 38%. Digital transactions accounted for c.66% of total transactions, slightly up from 65% in 2021.

Streamlining the Direct Integration system

We continued with our strategy of optimising our Direct Integration platform, thereby improving the experience of corporate customers. Major improvements were made, supporting high volume, high frequency automated transactions with quicker processing times.

- ◆ Payment transaction volume grew 2.9 times, while total value increased 82%.
- ◆ Collection transaction volume grew 57%, with total value growing 25%.

Expanded dedicated offerings for small and medium enterprise (SME) and micro SME (MSME) customers

Based on the typical business needs of SMEs and MSMEs, GTS and Business Banking division (BB) tailored Techcombank offerings to deliver a smoother, more seamless omnichannel banking experience. (See dedicated offering in Business Banking (BB) division on page 38 for more details). Here are some of the results:



SMEs

- ◆ Value of overseas remittances grew 31%.
- ◆ FX transaction value grew 22%, with volume up by 21%.

MSMEs

- ◆ Value of overseas remittances grew 118%.
- ◆ FX transaction value grew 64%, with volume up by 41%.

Accelerating Main Operating Account (MOA) strategy

We provided more reasons for customers to bank with us from transaction banking services, to new state-of-the-art tools such as cash and treasury management and a series of new complementary products. Techcombank customers are empowered to stay at the cutting edge of technology in order to operate efficiently in an increasingly volatile world. We have been:

Promoting Cash and treasury management solutions

We set up a project team to develop a corporate capital management solution package. Customers will be able to digitalise their cash flows and liquidity management and efficiently optimise their financial performance.

Techcombank was the first and only bank to organise a much-welcomed workshop dedicated to understanding customers' needs and their pain points regarding capital management. The insights gained through the workshop empowered the project team to build a unique and differentiating customer proposition.

Continuing to launch breakthrough products and solutions

In 2022, the breakthrough products that Techcombank put out into the market included:

- (1) Investment solutions
- (2) Supply chain financing
- (3) Virtual accounts
- (4) Expansion of QR code use
- (5) A digital signature hub.

Seminar series – ‘Market Forecast 2023: Liquidity Management for Vietnamese Enterprises’

400

CEOs, CFOs and financial directors from Vietnam's leading enterprises attended

80%

of participants found the content useful and particularly enjoyed the knowledge sharing and networking components

RATER model

60%

indicators improved in comparison with the baseline

Pioneering investment solutions

We launched a solution, based on a Certificate of Deposit (CD) structure, to digitally invest the idle cash of our corporate customers, thereby allowing them to maximise their cash management income. In 2022, the total value of the Certificates of Deposits issued exceeded VND 4.2 trillion, across 117 corporate clients.

launch, 20 clients already adopted this solution.

Expanding QR Code use

By co-operating with key market players – VNPay, Vimo and Ngan Luong – we were able to offer QR code use on payment transfers and acceptance, making them faster and more convenient.

the fluctuations of global politics and economics, helps position the Bank as a key business partner. Our survey indicated that 80% of participants found the content useful and particularly enjoyed the knowledge sharing and networking components. They expressed interest in attending similar seminars at least twice a year.

Fine-tuning and enhancing supply chain financing solutions

We standardised and digitalised our end-to-end processes to make it easier for SME and MSME customers to manage their supply chains more effectively – reducing operational costs and increasing productivity.

Digital signature hub platform

The launch of our digital signature platform for corporate clients was another first for the Vietnamese banking industry. It is a major step towards comprehensively digitalising our products, services and solutions.

A secure, online platform now offers a holistic suite of flexible financial solutions with real-time account access and customisable set-up features so customers can track all payments, receivables, liquidity and changes in value of assets. Cash flow management has never been easier with Techcombank.

‘Leading information, leading advice’

GTS worked with Wholesale Banking and Business Banking divisions to host a seminar series – ‘Market Forecast 2023: Liquidity Management for Vietnamese Enterprises’. Around 400 CEOs, CFOs and financial directors from Vietnam's leading enterprises attended the forums in Ho Chi Minh City and Hanoi.

Offering our market intelligence, forecasting capabilities and tools, to assist businesses in navigating

Virtual corporate account solutions

This new collection solution helps corporates effectively and immediately control and reconcile funds. Within two months of its



Key milestones and awards

Techcombank's efforts to provide customers with ever more convenient products and solutions were recognised with prestigious awards for FX, Payment and Supply Chain Finance:

- ◆ FX: Most Active Bank, Best Market Maker and Top 5 volume trader by Refinitiv
- ◆ Payment: Best Corporate Payment Implementation in Vietnam by The Asian Banker
- ◆ Supply Chain Finance: Best Supply Chain Finance in Vietnam by The Asian Banker.

A joint effort between GTS and Wholesale Banking (WB) division, saw the Bank participate in 2022's largest loan guarantee transaction in Vietnam's market, with a total value of USD 300 million.

The focus of GTS for 2023

We will aim to maintain our 2022 momentum and focus on winning the Main Operating Account (MOA) of our corporate clients, which will help drive the CASA balances of the whole Bank.

We will look to complete the strategic initiatives and deliver new liquidity management solutions to help customers optimise their working capital.

More generally, we will keep developing and optimising the products and services we offer, covering:

- ◆ New collection and digital payment solutions
- ◆ Account receivable management
- ◆ Liquidity management
- ◆ Investment products
- ◆ Cooperation with digital partners.



TCBS, TCC and AMC contributed significantly to our overall success, using world-class technologies to create innovative wealth management solutions and efficiently manage our assets.”

Nguyen Xuan Minh
Chief of Investment Banking



SUBSIDIARIES

Techcom Securities – TCBS

In 2022, we continued to move forward with our five-year strategy for Techcom Securities, with the aim of becoming Vietnam's orchestrator of capital flows and achieving our 5@5@5@5=2025 ambitions.



5 MILLION users



@ VND 5,000 BILLION profit



@ 5 SOLUTIONS per user



@ USD 5 BILLION market capitalisation

We delivered 2022 performance:

Total revenue
VND 5,218 BILLION

Pre-tax profit
VND 3,058 BILLION

Total assets
VND 26,091 BILLION

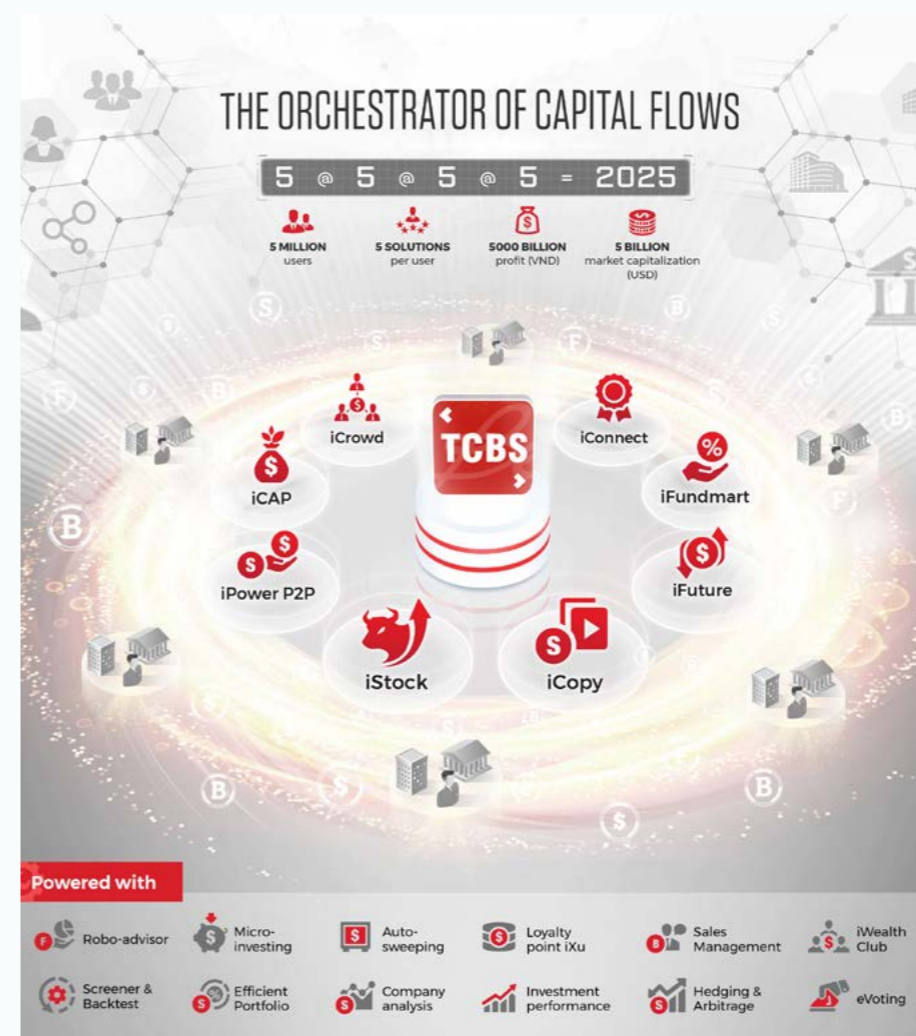
2022 Highlights

- ◆ We pioneered the use of **blockchain and smart contracts** in bond issuance and to manage bondholder's ownership and transactions. The use of blockchain will help customers in Vietnam to feel more secure when investing and trading in corporate bonds. TCBS also became the first financial institution to join the Vietnam Blockchain Association.
- ◆ We launched new financial investment products and tech systems, embracing cutting edge trends to flexibly meet our customers' investment needs.
- ◆ Our information security systems **ranked Grade A** – the highest ranking in a rigorous assessment by UpGuard.
- ◆ We signed **USD 300+ million in unsecured loan** syndication contracts – the biggest in Asia – with major financial institutions across the region.
- ◆ As per our 2021-25 strategic roadmap, we announced plans to issue **private shares worth more than VND 10,000 billion**






in 2023. After the share issue TCBS' total equity is expected to exceed VND 21,000, cementing our position as one of the largest asset management technology (Wealthtech) companies in Vietnam.

- ◆ The capital raised will be used to maintain our leading position in core business areas and promote breakthrough business programs and financial products. These new programs will help to increase our market share, strengthen our leading position in the wealth segment, and drive our growing profitability.
- ◆ TCBS' capital adequacy ratio (CAR) is a leading 300%+ while regulations call for just 220%.



2022 awards

Award	Category
<div>IBS Intelligence Global Fintech Innovation Awards 2022</div> <div></div>	<div>Best Wealth Management and Private Banking Implementation:</div> <ul style="list-style-type: none">◆ Best Program Governance◆ Best Adoption of Tools and Practices <div>Most Innovative use of Blockchain in Banking:</div> <ul style="list-style-type: none">◆ Most Agile Deployment◆ Most Impactful Project
<div>Asian Technology Excellence Awards 2022</div> <div></div>	<ul style="list-style-type: none">◆ Big Data – Banking
<div>FinanceAsia Country Awards 2022</div> <div></div>	<ul style="list-style-type: none">◆ Most Innovative Technology
<div>Forbes</div> <div></div>	<ul style="list-style-type: none">◆ #1 Brand Value Among Securities Companies in Vietnam
<div>The Asset Triple A Country Awards</div> <div></div>	<ul style="list-style-type: none">◆ Best Bond Advisor◆ Best Brokerage



Techcom Capital – TCC

Revenue VND 377.5 BILLION
Total assets VND 836.2 BILLION
Pre-tax profit VND 177.4 BILLION
Fund Assets under management VND 9,916 BILLION



The TCC funds

Techcom Bond Fund (TCBF)
Open-ended fund, established in Vietnam
Total assets under management: VND 9,200 billion as of 31 December 2022.
Investment strategy: Delivering long-term returns through growth in principal and income by investing primarily in fixed-income assets such as corporate bonds issued by companies with high credit ratings, and/or bonds guaranteed by reputable banks.

Techcom Equity Fund (TCEF)
Open-ended fund, established in Vietnam
Total assets under management: VND 376 billion as of 31 December 2022.
Investment strategy: Deliver long-term returns through growth in principal and income by investing in:
<ul style="list-style-type: none">◆ Securities of industry leaders or potential industry leaders, including stocks and bonds◆ Securities with good long-term growth potential and/or highly competitive businesses◆ Securities with attractive valuations◆ High-yield, stable securities.

Techcom Flexi Bond Fund (TCFF)
Open-ended fund, established in Vietnam
Total assets under management: VND 40.6 billion as of 31 December 2022.
Investment strategy: Optimising short-term cash flow profits of corporate and individual customers. Instead of leaving unused short-term money at the bank with an indefinite interest rate of 0.5%/year, investors can earn an expected profit of up to 6%/year for a short-term investment term of only 0.5%/year, from one to several weeks.

Techcom Value Fund (TCVF)
Closed-end fund, established in Vietnam
Total assets under management: VND 53.5 billion as of 31 December 2022.
Investment strategy: Create long-term returns via growth of principal and income by investing primarily in fixed-income assets such as corporate bonds issued by companies with high credit ratings or bonds guaranteed by reputable banks.

Real Estate Investment Fund (TCREIT)

Listed closed-end fund, established in Vietnam

Total assets under management: VND 43.8 billion as of 31 December 2022.

Investment strategy: Return long-term benefits to investors via regular and stable income from real estate and its long-term capital growth, employing a dynamic and effective real estate management strategy.

The fund can also invest in:

- ♦ Fixed income
- ♦ Good credit quality assets, including bank deposits
- ♦ Vietnamese government bonds
- ♦ Corporate bonds
- ♦ Local government bonds
- ♦ Top listed stocks on HOSE and the Hanoi Stock Exchange.

TCC established three new stock investment funds in 2022

Investment fund	Investment fund activities
Techcom Banking and Finance Equity Fund (TCFIN)	<p>Expected long-term profit of 12% p.a.</p> <p>Actively invest in leading banking and financial services on the HOSE. Best suited to investments of 1+ years.</p>
Techcom Real Estate Equity Fund (TCRES)	<p>Expected long-term profit of 12% p.a.</p> <p>Actively invest in leading real estate and building materials stocks on Vietnam stock's markets. Best suited to investments of 1+ years.</p>
Techcom Small and Medium Enterprise Equity Fund (TCSME)	<p>Expected long-term profit of 12% p.a.</p> <p>Actively invest in mid and small cap stocks on Vietnam's stock markets. Best suited to investments of 1+ years.</p>



Techcombank Asset Management Company Limited (Techcombank AMC)

VND 2,715 BILLION

Techcombank AMC debt collection, directly contributing VND 1,307 billion to the Bank's profit.



Operating in the final phase of the credit cycle, Techcombank AMC takes over the Bank's bad or overdue debts. With active, professional and law-savvy employees, it is a market leader in debt settlement and asset management. In 2022, Techcombank AMC collected VND 2,715 billion in debt, directly contributing VND 1,311 billion to the Bank's profit. The company reported total revenue of VND 256.6 billion and profit before tax of VND 40.6 billion.

All Techcombank AMC employees are guided by fair debt collection practices and focused on legal compliance, fairness and transparency. We prioritise debt settlement while supporting customer interests – showing respect, professional ethics and customer-centricity, in line with international standards.

As part of the Bank's commitment to innovative use of technology, both in Vietnam and internationally, Techcombank AMC is always improving its data management and information systems. It is a highly professional and essential part of the Bank's end-to-end lending process. In 2022, Techcombank AMC:

- ♦ Applied many flexible, synchronous solutions, optimising resources to shorten processing times and improve debt collection efficiency

- ♦ Enhanced its operations by:
 - Promoting training activities, improving staff's quality and skills
 - Conducting a review that helped standardise jobs and titles, incentivising staff to aim higher.

In 2023, Techcombank AMC will continue to improve our measurement tools, especially using digital and data to:

- ♦ Speed up strategic decisions
- ♦ Ensure business efficiency
- ♦ Improve risk management
- ♦ Minimise costs.

04

THE TRANSFORMATION OF TECH

- ◆ Data
- ◆ Digital (DO + IT)
- ◆ Talent



Using world-class technologies, we built a robust Bank-wide ‘data brain’ providing critical foundational support to our operations, performance tracking and governance.”

Santhosh Mahendiran
Chief Data and Analytics Officer



DATA AND ANALYTICS

(DnA)

2022
TOI impact from
new DnA models
↑ VND 500+
BILLION

Overview

Building a strong ‘data brain’ foundation for the entire Bank

DnA is working hard to ensure Techcombank really knows and even ‘thinks’ like our customers – we want to understand what products they prefer and why, what features they love or underuse, what they struggle with financially, what services they might benefit from and everything in between. When we can confidently predict and seamlessly personalise

customers’ online interactions with us and ensure our relationship managers are offering the ‘perfect’ insights at just the right time, banking with us will be an easy choice.

We are creating a ‘data brain’ to make this happen. Work has started to collect everything we know about each customer – from the Bank’s multiple systems and the channels of our ecosystems – and store this information on a single holistic customer data platform (CDP). As

our data set builds, so too will our analytical ability. We will harness the power of our ‘data brain’ to improve the way our customers manage their day to day finances, grow their businesses, plan their financial futures, and more.

2022 Highlights

Proactive and predictive

Building on work we did on the data lake in 2021, our first ‘data brain’ steps were to develop and apply customer-centric analytics. We’re aiming to learn everything about the customer life cycle – when we welcome a new customer, when they select or decline a product or service, when their banking experience with us ends. Already there have been some impressive results:

- Customer-centric propensity models were developed for several products. By better matching products to particular customers, we generated an estimated VND 317 billion in additional TOI.
- We designed a model for new-to-bank customers which helped us classify them into the correct tier, generating an additional VND 202 billion in TOI.
- Our churn model for corporate customers supported the Bank in retaining valued customers, leading to a TOI uplift of VND 5.8 VND billion.
- Customer insights helped us acquire around 41,500 customers via the WINLife program. For detailed information on the partnership, please refer to RBG on page 36.

The Bank’s ability to make better, faster decisions is transforming our approach from responding to customers’ needs when they arise, to being much more proactive and predictive.

More transparent and better tracking of business performance

During an eventful year for the Vietnamese economy, we employed data to transparently and effectively track business performance. We were

able to dig deep into several layers of customer data, with interactive dashboards tracking daily activities across the Bank and providing real-time feedback.

We gained insights into when and why customers withdraw or deposit funds, and some of their other decisions. This new understanding is being used to more accurately predict customer behaviour and will help us suggest appropriate plans of action to maximise engagement with our customers. We are also better equipped to pre-emptively minimise the volatility of the Bank’s liquidity.

A strengthened and scaled up data governance framework

In 2022, we focused on strengthening our data governance, documenting our processes and putting binding policies and standards in place. In compliance with enterprise security and privacy policy, this included:

- Automatic detection of protected personally identifiable information (PII)
- Tagging PII data in the data lake

- Implementing PII technology that protects customers’ privacy but still allows staff just enough access to work effectively with their information.

Safeguards like these ensure that we are able to build on our already strong technological capabilities, sustain our momentum and continue to deserve our customers’ trust.

The Bank’s completed inventory of data assets is managed in a systematic way, enabled by Collibra. It includes:

- 1,600+ business terms
- 3,400+ tables
- 26,400+ columns of data lake – up from 2,000+ in 2021
- Source systems with data lineage.

Data quality was monitored monthly for 75+ critical data elements (CDEs) in 2022 – including those yet to transition from the legacy data warehouse and those already on the new data lake – up from 50+ in 2021. Quality has improved by 10% for the top 25 CDEs.



World-class technology

We are proud of our work on the ‘data brain’ and of the innovative ways we are already using technology to build the Bank’s capability. Features include:

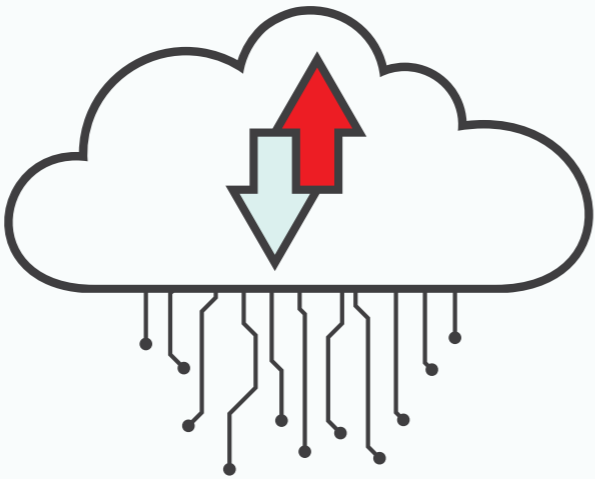
- ◆ Support for real and near-real time interaction using Kappa streaming architecture
- ◆ Automated data propagation, improving our access to information
- ◆ Data veracity and data quality management
- ◆ An automated data governance centre enabled by Collibra – the first such centre in Vietnam
- ◆ Data access management and data protection via a masking tool
- ◆ A machine learning platform with SageMaker
- ◆ Interactive visualisation of reports via PowerBI.

Data culture and a talent pipeline for the ‘data brain’

The ‘data brain’ is being orchestrated and built by leading experts with international experience, alongside our own homegrown talent. This combination of best-in-class talent is a differentiating experience. We hired leaders who not only possessed the right skills and knowledge but who could adapt to, and wanted to improve data culture within the Bank and by extension, Vietnam.

We are continuing to invest heavily in our future data talent:

- ◆ Five management associates were hired in 2022, with seven others recruited for a second cohort in 2023 – they receive specialised training and work



rotations to accelerate their knowledge acquisition and experience.

- ◆ We collaborated with Amazon Web Services (AWS) on training programs to enable our DnA professionals and 8,750 hours of training were undertaken, equivalent to 44+ hours per staff member, including:
 - 4,380+ hours on AWS
 - 390+ hours on Collibra
 - 300+ hours on *Changing mindset and ways of working*
 - Other specialised learning.

Techcombank’s data culture does not end with our dedicated DnA staff. We also offer custom-designed courses on data literacy, data visualisation and data governance for other employees. Programs like these, in combination with targeted staff communication, have been steadily and significantly maturing knowledge about data across-the-board – reinforcing a Bank-wide data transformation. During 2022, non-DnA employees spent 13,641 hours learning about data.

The focus of DnA for 2023

We will:

- ◆ Enable transformation by focusing on customer-centric strategic initiatives that get the most from our data and analytics capabilities
- ◆ Strengthen governance and data compliance to enhance data maturity Bank-wide
- ◆ Develop new ecosystems and partnerships to create and embrace new opportunities and increase the revenue generated by customers.

“

Digitally-enabled scalable and rapid business growth created winning customer experiences and transformed internal operating models to enable nimbleness and promote customer-centricity.”

Pranav Seth
Chief Digital Officer



DIGITAL OFFICE (DO)

Digitally-enabled scalability and new operating models – Boosting customer satisfaction and employee engagement.

Overview

In 2022, Digital Office (DO), together with all key business divisions in Techcombank, saw turbocharged franchise and partnership-led growth.

Online marketing methods, processes and practices continued to power retail banking – adding approximately 55% of the Bank’s new customers. Digital acquisition and servicing helped lower costs and enabled us to create a new partnership-led business model with WINLife – efficiently delivering our services to an even broader set of customers.

By extending our digital acquisition capabilities to small and medium (SME) business customers, we significantly increased the convenience we provide.

As a result, our digital sales of key products and transactions showed significant year on year (YoY) growth:

- ◆ There was a c.37% increase in new-to-bank accounts.
- ◆ We saw a six-fold increase in the number of high net worth customers we serve.

- ◆ We continued to be one of the leaders in market transaction volumes, with retail e-banking, growing by 29.6% YoY. Transaction value increased by 15.7% while for Business Banking customers, the number of transactions grew 19.2% YoY, with value rising by 27.5%.

2022 Highlights

In 2022 we focused our attention on three main pillars:

Use of the mobile platform and our desktop computer-based F@st Ebank (FEB) combined, accounted for 78% of all business transactions in 2022.

(1) Digital engagement and user experience

Continuously enhancing our retail mobile app, helping customers achieve more from their finances, increasing customer satisfaction

Our new Techcombank Mobile app was rolled out to all retail customers. Their positive reviews earned us a 4.7/5 rating on the App Store, helping to drive us to No. 1 Net Promoter Score among Vietnamese banks in 2022.

As one of the first banks in the market to incorporate investment options in customers' mobile banking app, we are helping to fulfill investment needs. We are deeply embedding investment products in our Techcombank Mobile. Customers can review their portfolio in-app, as well as execute investment requests:

- ◆ We have seen an increase of 33% for average term deposit balances.
- ◆ 57% of TCBS' new customers in 2022 were onboarded via Techcombank Mobile.

At the end of 2022, the total number of new retail customers who registered online was up 21% YoY, while the new app achieved an engagement measure of 64% digitally quarterly active users (QAU).

1 Bringing digital engagement and user experience to the next level

2 Enabling efficiency and creating operational advantage

3 Further promoting agility in a digital corporate culture



New customer experiences – Mèo Đại Cát 'in app' lucky draw

From November 2022 – January 2023, Techcombank ran a mega multi-month lucky draw campaign on the mobile app. It offered attractive prizes worth up to VND 100 billion and was supported by a memorable mascot 'Mèo Đại Cát', representing the Fortunate Year of the Cat.

For the first time, Techcombank Mobile customers enjoyed a fun and highly interactive game. They collected tickets and won prizes just by completing everyday banking tasks, such as checking the app, paying via QR code, maintaining a certain CASA balance or opening an online term deposit account.

'Mèo Đại Cát' lucky draw successfully increased customers' digital engagement, driving a jump in Techcombank Mobile app usage and generating online buzz. Over

two million customers took part, with over 17 million tickets redeemed.

The app's daily log-in rate during the program grew by more than 20%. The social media buzz generated meant that, in November 2022, Techcombank had the second highest online presence of all Vietnamese banks.

Centralised payment management

Techcombank is the first bank to create a centralised hub for all payments, helping customers manage different bills in one place. Auto-reminder and auto-pay features relieve customers from worrying about paying on time.

We continued our innovation journey by enabling pay-by-push (one-touch payment via mobile phone) in our T-Pay suite of collection solutions. This simple biometric-based payment solution was trialled in

120 WINLife stores in 2022. In the first three months of its launch, T-Pay solutions drove more than 17% of Techcombank's in-store payments.

At the same time, we also enabled better credit card management for retail customers who can now simply and instantly break down large payments into instalments.

Simple and intelligent banking with personalised insights

We continued our commitment to bring customers the best personalised banking services, with global leading fintech and martech ecosystem players like Adobe and Personetics.

Our partnership with Adobe will help Techcombank deliver hyper-personalised banking experiences, in real-time, across offline and digital touchpoints. Its launch will mark a significant milestone in Vietnam's banking industry, as we are the first to build a comprehensive Martech stack and aim for hyper-personalisation at scale – analysing customer browsing behaviours and deploying real-time, persona-based discovery paths.

With Personetics, Techcombank will be able to offer customers hundreds of personalised insights into their spending habits, the flow of their

incoming/outgoing funds, the nature of their transactions and more. This will lead to better recommendations around how to build their financial wellness.

Initial testing of these personalised insights confirmed a positive response from customers, leading to 67% logging in more often and customers also spending an average 20 seconds longer per login. With personalised nudges, the click-through rate reached 10-13% and thousands of customers were encouraged to start saving and investing. The Bank recorded significant sales growth across products – with one product recording a 36.8% increase.

New digital offering for Business Banking (BB) segment with modern, fully transactional app

The same customer-centric and research-based approach we used in retail was applied to building and launching a new mobile-led Techcombank digital platform for business customers. It gives them very convenient and powerful transaction capabilities on-the-go.

Use of the mobile platform and our desktop computer-based F@st Ebank (FEB) combined, accounted for 78% of all business transactions in 2022.

In the past, Micro Small to Medium enterprises (MSME) and SME segments were under-served, with limited access to capital. Techcombank has helped to change this by putting the power of big data and analytics into practice to achieve a zero minute, pre-approved, fully end-to-end digital overdraft process for these customers.

1.5 million+ new website monthly visitors

Techcombank launched its revamped public website in September 2022. Our new domain www.techcombank.com and brand-new user experiences are driven by advanced technology with a more modern design to boost the customer experience.

(2) Efficiency and operational advantage

'Digital only' approach to designing services and end-to-end digital sales processes

We continue to work toward the moment when customers can do every aspect of their banking with us online – with all products and services easily available.

- ◆ We added 200+ new features to our retail app in 2022, which means nearly 90% of retail transactions can be done digitally.
- ◆ We also simplified and digitalised the core process of account opening for businesses – creating paperless, digital onboarding for eligible customers. Together with the new Techcombank Business app, most services for business customers can now be conducted digitally.



(3) Agile and digital corporate culture

Building a solid foundation for future growth with agility, experimentation and modern ways of working

We continued building a digital culture, enabled by our agile operating model and strong engineering practices. With 600 team members working on our retail and corporate digital platforms, we released new features almost every week.

New agile operating model for digital customer engagement

Our new agile operating model for digital customer engagement, rolled out in September, delivers improved speed-to-market, greater innovation and more customer-centric campaigns and optimisation.

This operating model, combined with Adobe's Martech stack, will continuously enhance our ability to deliver personalised, data-driven experiences across channels, at scale. The model has already started improving sales and customer experiences. In just three months we delivered around 150 campaigns and improved digital engagement-related concepts.

#1 Martech Centre of Excellence in Vietnam with #1 Global partner for personalisation and customer engagement

The Martech Centre of Excellence focuses on developing our team's digital capabilities and upskilling people, processes, strategy and technology to accelerate our digital transformation and make the most of our Adobe experience cloud. It brings together the most sought-after digital and technology skills and develops digital talent in-house.

Awards and recognition

With outstanding achievements in digital banking – including the breadth and quality of our product offerings, the creation of seamless customer experiences and our contribution to the banking industry in general – Techcombank has been recognised by customers, partners and prestigious committees both globally and at home. Our awards and recognition include:

- Best Digital Consumer Bank 2022 – Global Finance
- Best User Experience Design in the 2022 GOOD DESIGN® award - The Chicago Athenaeum
- Most Outstanding Digital Products, Services and Offerings of the Year – Vietnam Digital Awards 2022
- Digital Transformation of the Business through Innovative Technology – Asia IoT Business Platform (AIBP) ASEAN Enterprise Innovation Award
- Silver trophy for 'Lead Generation' in the Marketing Impact category for CASA 2021 campaign at Mobile Marketing Association (MMA) Smarties, Vietnam 2022 – MMA Global
- #1 'Most Innovative New Mobile Banking App 2022' – Global Business Outlook
- Bank with Innovative Products award – Vietnam Retail Banking Forum, co-organised by Vietnam Banking Association (VNBA) and IDG Corp.

The focus of DO for 2023

In 2023, we will:

- Increase omnichannel engagement with customers and hyper-personalisation of experiences in real-time, using Adobe's Martech stack
- Create, with our partners, more joyful and delightful ways to reward customers through fun, gamified and personalised rewards programs. Customers will spend time on our dynamic platforms earning points according to how loyal their use is and redeem them. This will help differentiate our offering, fortifying our lead in customer experience and engagement
- Digitally enable businesses to open and access more credit products digitally and conveniently.
- Become the most trusted digital partner for retail customers by providing a hyper-personalised, simple, yet comprehensive digital banking experience for all. We'll fully support customers' day-to-day financial management; helping them maximise funds to improve their lifestyle and achieve long-term financial goals.



By building on our IT systems, DevSecOps approach, governance and risk management frameworks, we created great value for customers and our workforce, bolstered by strong talent development initiatives.”

Nguyen Anh Tuan
Chief Information Officer



IT DIVISION

Overview

In 2022, IT Division continued to modernise the Bank's systems to support more efficient operations and drive improvements to our customers' digital experiences. Our customers trust the Techcombank brand and remain at the forefront of our IT investment strategy. We sought innovative ways to deliver simple, intuitive and secure banking. Our focus was on:



EXECUTION EXCELLENCE AND TRANSFORMATION

COMPLIANCE AND RISK MANAGEMENT

CREATING CUSTOMER VALUE

IT TALENT

2022 Highlights

Execution excellence and transformation

Best-in-class technologies

We continued to invest in the best possible technology to accelerate our 'Cloud First' and digital strategy. The cloud means we can operate a lean infrastructure, scale quickly to serve customers reliably and be quick-to-market with innovative products and services. It drives a reliable, secure online banking experience and has allowed us to transform our IT practices with new techniques and tooling.

In 2022, the cloud supported use of programs such as:

- ◆ Oracle for Anti-money laundering
- ◆ Backbase for our digital transaction banking platform

- ◆ Salesforce for customer relationship management (CRM)
- ◆ Moody's CreditLens for our business credit decision engine
- ◆ Finastra's Kondor for asset and liquidity management
- ◆ SAP HR for managing human resources.

We're always finding more agile ways to get things done and are proud to be the first bank in Vietnam to build a Cloud Centre of Excellence with a fully funded certification program.

IT system upgrades

To support Techcombank's five-year transformation strategy and enhance business flexibility and growth, IT Division modernised key systems during 2022:

Core banking IT systems were upgraded with additional hardware capacity and more modern power

systems to support customer transaction growth and meet changing needs beyond 2025. The upgrades will:

- ◆ Support the migration of more customers to digital banking channels and increase adoption of new digital applications
- ◆ Better support retail omnichannel strategies, and spikes in online transactions during holiday seasons
- ◆ Serve growing demand for Techcombank's ecosystem and host-to-host payments.

The upgrade of our Card Management Systems have started, in partnership with a leading consulting company. In the first phase, tactical improvements will increase the automation of card deployment and enhance customers' experiences of deposit and withdrawal services.

Business Process Management was upgraded by implementing the Camunda platform.

Software-defined networking

Software-defined networking (SDN) automates our IT infrastructure and allows us to respond more efficiently to changing business requirements. Software-based controllers, or APIs, now direct our network traffic – making it faster, more flexible and secure; while reducing costs, enabling real-time health monitoring and accelerating the introduction of new applications.

Software-defined wide area network

Our new software-defined wide area network (SDWAN) improves customers' online experience with faster bandwidth and guaranteed quality connections. Our in-person branches are also better connected as they no longer use our region and province hub.

Modernisation of Enterprise Service Bus

We modernised our enterprise service bus (ESB) integration architecture by implementing the Mulesoft API platform on the cloud. This achieved several benefits, including creating a consolidated platform for all APIs, reducing licence and maintenance costs and enhancing scalability.

Office 365

Office 365 continues to support and improve our new agile way of working. Today, over 12,300 Bank employees can use Office 365 to work anywhere, any time and from any device. This is helping to:

- ◆ Create a more active, flexible, modern workplace environment
- ◆ Save each of our people around 18 minutes a week

- ◆ Reduce the cost of third-party working tools by around VND 290 billion over five years.

Change Advisory Board

Our Change Advisory Board (CAB) monitors, assesses, prioritises and authorises system changes in production, and ensures proper due diligence has been done to maintain stability. Each month, as part of its governance requirements, CAB reviews IT's deployment successes and suggests improvements. In 2022, independent assessor Temus endorsed our change process.

IT Executive dashboard

Built on Power BI, the dashboard monitors 30+ key performance metrics across ten aspects of IT Operations, constantly refreshing and giving near real-time updates on areas including:

- ◆ Service excellence
- ◆ Risk management
- ◆ Compliance
- ◆ People management
- ◆ Project execution.

IT management now has a holistic view across their operational area. It helps them better predict, prevent or deal with incidents, and accurately measure IT performance to suggest improvements.

IT Service Performance

Bank employees receive a very high level of service overall from IT Division. Between 2020 and 2022:

- ◆ Total number of system incidents reduced by almost half, from 1,161 to 656
- ◆ Satisfaction with IT support improved from 96.36% to 98.41%
- ◆ Compliance with service level agreement was up from 93.27% to 97.50%.

DevSecOps

DevSecOps – the amalgamation of development (Dev), security (Sec) and operations (Ops) teams – is an organisational approach that enables faster development of new applications and easier day-to-day maintenance. Stronger bonds between DevSecOps and other stakeholders within the Bank, encourage better control of the iterative process through the adoption of best practices, automation and new tools. It has changed how we develop and deliver products and services – accelerating the entire end-to-end process from writing code to customer use, responding to market feedback and making improvements.

DevSecOps empowers development teams while ensuring security is embedded every step of the way. We will continue to follow DevSecOps practices as we use Continuous Integration / Continuous Deployment (CI/CD) tools, automation integrated tools (e.g. Liquidbase, Ansible, ArgoCD, Git repository), monitoring tools and others.

- ◆ 66% of our existing workloads have been converted to DevSecOps
- ◆ 91.2% of new systems/ applications have adopted DevSecOps
- ◆ New enhancements adopting DevSecOps grew 374% between the first and second half of the year.

Compliance and risk management

Security management

In line with Asia's alarming cyber security trends, the Bank recorded over 23,000 attacks in 2022, 2.5 times that of 2021. However, our IT Security team's prudent



approach, bolstered by robust capabilities, ensured that all were unsuccessful.

Our ‘Cloud First’ strategy has seen Information Security rethink the Bank’s architecture pattern; improving automation and creating the flexibility to support a constantly changing landscape. In 2022, we enhanced distributed denial of service (DDoS) protection, intrusion prevention system (IPS), privileged access management (PAM), security information and event management (SIEM), web application firewall (WAF), and endpoint security. This allows us to proactively detect and prevent cyber-attacks and ensures our systems and services are always secure and available to customers 24/7.

As well as rigorously enforcing and maintaining the standards of the State Bank of Vietnam (SBV), we hold the following international certifications:

- ♦ ISO/IEC 27000:2013 certification on Information Security Management for Core Banking and Internet Banking Services, valid from 29.10.2021 until 28.10.2024
- ♦ PCI DSS (Payment Card Industry Data Security Standard) certification version 3.2.1 at Level 1 (the highest compliance level), valid from 25.11.2022 until 24.11.2023.

Bank-wide training materials were updated regularly, and cyber tests run throughout the year to deepen cybersecurity awareness and ensure security compliance.

In October 2022, our IT Security team won third prize in the DF Cyber Defence competition, organised by the National Cyber Security Centre and SBV.

Operational Risk management

The Bank operates a three-tiered Operational Risk Management Model, under which the first-line of defense responsibility* sits with IT Division. IT’s operations and governance comply strictly with

SBV regulations and the customer security programs of organisations like Swift. Risk management is an essential part of every Bank function and project.

Our closed cycle risk management program was trialled in Q2 and Q3 and officially implemented in Q4. It helps us identify, determine, monitor and act on risk more quickly and effectively via the IT Executive dashboard. The IT Board of Management provides additional safeguards.

Our ability to protect the Bank matured in 2022. The below table demonstrates great improvements in IT’s ability to self-assess risk.

	2022	2021	2020
Total number of risks	71	75	53
Number of IT self-assessment risks	60	55	22
Number of risks from other parties (Internal Audit, OpRisk, etc.)	11	20	31

In parallel, security violations reduced from 2021 by 14%.

The Bank’s Enterprise Risk Council oversees the Operational Risk Management defence model, and a monthly meeting is attended by the CEO and Deputy CEO of Risk Management, as well as divisional leaders.

*Before 2022, all projects were subject to a mandatory risk assessment and had to be approved by Risk Management Division (RMD) – the second line of defence.

Creating customer value

Techcombank Mobile Application

IT’s products and services continue to delight customers and win industry recognition.

The relaunched Techcombank Mobile uses advanced technology and has strengthened security and delivered a more user-friendly interface. Powered by Backbase, it is the first mobile app in the Vietnamese market using big data to offer a tailored, personal financial management tool. Customers can forecast their future spending, helping them plan financially and conveniently manage their asset portfolios. Its implementation drove YoY increases of:

21.2% Techcombank e-banking customers ~ 6.2 million customers

15.7% e-banking transaction value ~ VND 10.5 quadrillion

29.6% e-banking transaction volume ~ 845 million transactions.

This innovative product won us three awards. Please refer to RBG section on page 36 for more information.

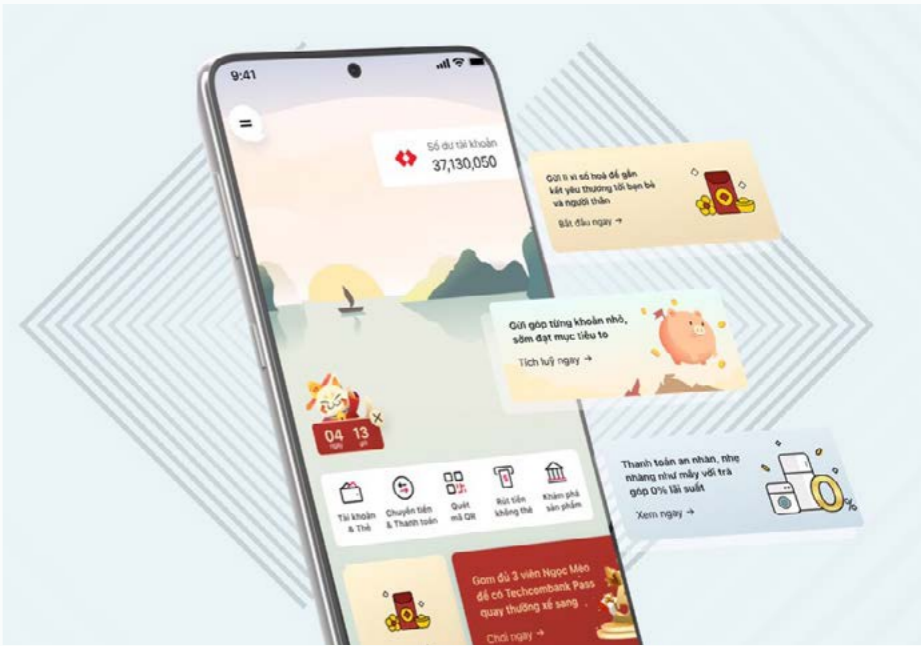
Techcombank Business Application

This year Techcombank:

Migrated 61.3% SME/MSME customers to the new app

Averaged a monthly 159.5% transaction growth

Averaged a monthly 138.8% transaction value growth.



Cảm ơn bạn đã đồng hành để
**Techcombank trở thành
ngân hàng số tốt nhất tại Việt Nam**

Do Global Finance bình chọn

We must continue to build on our reputation and brand loyalty. So, to achieve Techcombank’s 2025 goals for business banking, we are reimagining a more user-friendly, digitally-enabled business model to grow SME customers at scale and profitably serve their needs.

Our vision is an omnichannel SME platform – driving customer engagement and helping people build and grow their businesses. It must be a consistent, seamless experience, encouraging significant growth, greater market share and customer loyalty. Please refer to BB section on page 39 for more details.

IT Talent

Talent is a critical pillar in Techcombank's five-year strategy. We believe attracting, training and retaining the best IT professionals is crucial to our success. To make this happen we run recruitment and training programs to attract IT team members and then provide them with the resources they need to excel.

IT put a lot of effort into expanding how we recruit talent.

- ◆ We were the first Vietnamese bank to hold talent roadshows in Singapore, London, and San Francisco.
- ◆ We boosted our brand by participating in tech talks, webinars and job fairs with top local technological universities, including Hanoi University of Science and Technology, University of Science, Vietnam National University and others.

A strong digital transformation is taking place in every part of Vietnam, creating a large demand for these precious human resources. This is why IT is now looking at ways to fill skills gaps by recruiting from within.

Amazon Web Services (AWS) training and certification program

As part of our five-year cloud technology investment, 2022 saw us collaborate with AWS and their Skills Guild framework to train and upskill 2,800+ employees, recording 3,400 class attendances. Our innovative training program was a first for the region and saw 531 IT employees become certified. Classroom training, reinforced with learning on the job, was supplemented by an internal network of experts – 'Cloud Champions' – who are available 24/7 to guide team members and answer any questions they may have.

Ho Chi Minh City (HCMC) Digital Centre

Our HCMC Digital Centre grew 400% in 2022, adding 150 people. Its primary focus is delivering digital development projects and adopting comprehensive and streamlined internal processes for recruiting IT talent. The Centre has helped the Bank hire systems architects, business analysts and developers; as well as employees to work in testing, security, DevSecOps and cloud engineering.

FSOFT

As noted above, our ambitious digital transformation program is happening amid explosive growth in demand for IT professionals. Our strategic partnership with FSOFT will mobilise their ready-made squads and augment our capabilities. Techcombank staff and around 100+ FSOFT members worked together this year, under a joint performance management framework, across Hanoi, Danang and HCMC – jointly delivering on strategic projects, initiatives and stability/resiliency efforts.

Techcombank Future Gen in Tech and Data

Our Techcombank Management Associate (MA) Program in Technology began in 2021.

The very successful first Future Gen – Tech and Data program commenced in January and our first student cohort have completed 12 of their 18 months. Through three rotations, management associates have taken on highly challenging missions.

Several participants will enter TechcomLEAP, our senior leadership training program, as senior leader 'mentors'. This 'reverse mentoring'

sees young MAs bring fresh perspectives to senior leaders – bridging generation gaps and encouraging innovative thinking among the Bank's growing Gen Z workforce.

MAs have doubled since the program's launch. We received 1,300 applications for the second program (up 50% from 2021) and seven MAs commenced in January 2023 (up 38% from 2021).

MAs are already filling important IT roles within the Bank, and other divisions are now planning similar programs.

Other staff development initiatives

Other capability development activities to help build a world-class IT workforce include:

International Certification sponsorship program

As part of a long-term strategy to build a world-class IT organisation, by the end of 2022, 62% of IT employees held at least one international certificate. Combined, they hold more than 1,000 certificates issued by world-renowned organisations.

Learning via international e-learning platforms

Learning in the technology and digital era must be fast and optimal. The online learning platforms we use, draw on leading expert content and employees can study anytime, anywhere on any device. Total learning hours in 2022 were 63,438 – 54 learning hours per IT employee. One staff member recorded 278 hours.

62%
IT employees

completed at least 1
International Certificate

>1,000
certificate

awarded from world-class
institutions



KEY TALENT TECHCOMBANK

**TECHCOMBANK FUTURE GEN
TECH & DATA**

SEASON 3 NOW OPEN

18-Month
Fast-Track

Top-notch
Learning Opportunities

Global
Mentoring

APPLY NOW 

By 18.06.2023
https://bit.ly/TFG_2023



MANAGEMENT ASSOCIATE PROGRAM

BE GREATER 

The focus of IT Division for 2023

We will focus on improving the Bank's IT systems to enhance productivity, efficiency and our customers' banking experience. We will aim to:

- ◆ Accelerate operational excellence through the Bank's five-year strategy with 'Cloud First' workplace modernisation, DevSecOps transformation and agile adoption
- ◆ Excel in IT governance and compliance with international standards by applying the COBIT 2019 framework
- ◆ Deliver value for customers by continuing to apply the latest technology-based services and products and bolstering customer security
- ◆ Continue to invest in the best digital talent and capability building.

Technical tests were conducted on IT employees from six job families in 2022. These results will inform technical skill-up campaigns to bridge identified gaps in 2023. We'll focus on key skills such as:

- Business analyst
- Programming
- API design principles and patterns
- Automation testing
- DevSecOps tools
- IT services management
- Customer mindsets
- Cloud
- Terraform.

Besides skill-up campaigns, we'll continue fostering a learning culture. Our objective is continuous communication/ gamification and public recognition. We'll build and promote a culture of sharing and active knowledge seeking in IT, through seminars and discussion groups/ forums.

“

We delivered a holistic support system for Techcombank talent from recruiting and onboarding to development and retention; including specialised training, competitive remuneration and more.”

Nikki Dang My Quyen
Chief Human Resources Officer



The appeal of our workplace is widely acknowledged, not only by Techcomers, but also the broader labour market. We again won prestigious awards that reinforce our reputation, including:

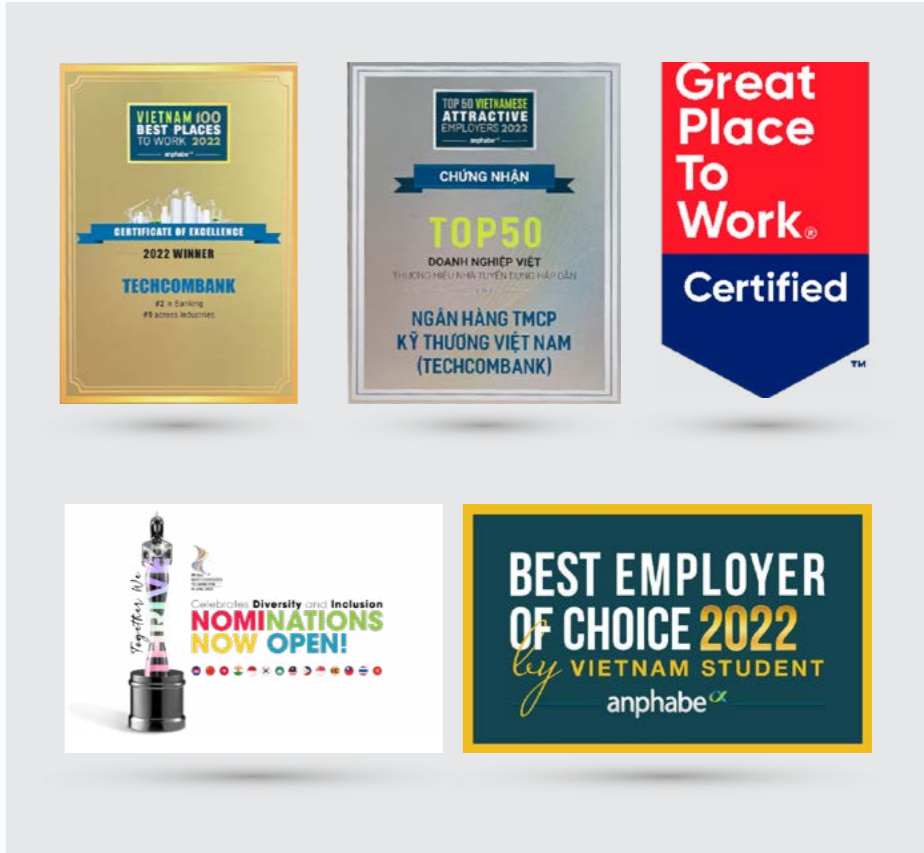
Vietnam’s Top 50 Most Attractive Employers 2022 – by *Anphabe*

Top 100 Best Places to Work in Vietnam (#2 in Banking and #9 across industries) – by *Anphabe*

Best Companies To Work For In Asia – by *HR Asia*

Great Place to Work – first bank in Vietnam to receive GPTW certification

Employer of Choice – as voted by Vietnamese students.



TALENT

(HR)

1,300

Applicants

for Management Trainee Program

Overview

Talent is one of the three key pillars in Techcombank’s five-year strategy.

In 2022 we continued to attract, develop and retain the best talent from within Vietnam and internationally.

Our targeted and effective recruitment approach saw thousands of talented people join our ranks in 2022, all keen to contribute and be part of a great working environment where:

They are empowered and rewarded

There are opportunities for staff development

Remuneration is competitive.

2022 Highlights

Attracting the best talent

In 2022, we became the first Vietnamese bank to run talent roadshows overseas, demonstrating our proactive approach to recruitment. We presented our vision to Vietnamese nationals in the major financial centres of Singapore, the UK and the US – aiming to attract talent with unique experience and skills in digital, leadership and risk management. From hundreds of candidates with whom we have engaged, we selected dozens of talented employees to assist in the Bank’s transformation.

We are also committed to recruiting and developing the best talent from within Vietnam. We continued to operate recruitment campaigns targeting graduates from top Vietnamese and overseas universities. These also attracted thousands of applications and resulted in high quality new hires.

TECHCOMBANK FUTURE GEN – TECH AND DATA

We started our Techcombank Management Associate Program in Technology in 2021. The very successful first Future Gen – Tech and Data program commenced in January 2022. Our first student cohort have completed 12 of their 18 months. Through three rotations, management associates (MAs) take on highly challenging missions.

MAs have doubled since the program’s launch. We received 1,300 applications for the second program (up 50% from 2021) and seven MAs commenced in January 2023 (up 38% from 2021).

With MAs successfully taking on important IT roles, other divisions are planning similar programs.

Getting it right from day one

We want all our new employees to feel comfortable and empowered to succeed. From day one they receive clear and effective guidance and instruction, plus a buddy to help them fit in. A welcoming induction and thoughtful integration into their team are all part of our culture and environment. Once they are settled, new staff are supported to set career goals and start building their future at the Bank.

Almost 100% of our new employees reported being satisfied with their onboarding experience. Despite this, we are always seeking ways to improve and look forward to creating an even better onboarding journey for future recruits.



Growing with us

Learning and development

Bankers must possess very specific knowledge in the digital era. Our long history of focused investment in people is making sure ours do, as our training program goes from strength to strength.

In 2022, we customised learning roadmaps for more than 1,000 roles and positions. Techcombank employees spent nearly 900,000 hours learning, either in class, via e-learning or in virtual classrooms – equivalent to more than 70 hours per person.

We offered diversified learning programs, covering both leadership and more function-based training. Our people gained Amazon Web Services (AWS), Moody's Certificate in Commercial Credit (CICC) and other world-class qualifications, were awarded IT certificates, completed many levels on e-learning platforms, and more.

Amazon Web Services (AWS) and international certification sponsorship program

As part of our five-year cloud technology investment under the Skills Guild framework, over 630 Techcomers have been AWS certified. Additionally, to build a world-class IT workforce, an international certification sponsorship has been launched and by end of 2022, 62% of IT employees held at least one international certificate.

For more information please refer to page 70 in IT talent development.

Moody's CICC

Moody's trained many of our employees toward its CICC, upskilling relationship managers' credit capacity against international standards. Sixty-three thematic workshops offered outstanding value to Techcomers across the organisation.

Pluralsight – an international e-learning platform

Learning in the technology and digital era must be fast and optimal. Our online learning platforms draw on leading expert content and employees can study anytime, anywhere on any device. Six hundred English Language Speech Assistant (ELSA) accounts were provided for learning English and taking tests.

In 2022, Techcombank won 'Best in Tech' award from Pluralsight. Our learning rates with them went up every quarter and nearly 81% of employees actively engaged in skill proficiency evaluation as part of upskilling. Median learning hours and number of courses watched was well above the industry average. Our total view time on Pluralsight was 10,445 hours for the year, an average of 16 hours per person – with 1,958 unique courses viewed and 444 exams taken.

Leaders today and tomorrow

By building our leadership capacity, we aim to realise Techcombank's vision to be a top 10 bank in our region by 2025. In 2022 we invested USD 10 million in TechcomLEAP. This pioneering program was developed by Techcombank and delivered with support and services from world leading firms such as McKinsey and IMD to build leadership capability at regional level. The Bank also has a strong roster of executive coaching and leadership programs, from *Leading Self* to *Leading Enterprise*, for thousands of other employees at various career levels.

"Be Greater" – Performance and management

Techcombank boasts very high productivity, as measured by total operating income (or profit) per employee. In 2022, we helped employees set reasonable, but challenging goals and provided them with the necessary coaching and support to enjoy success. The Bank's agile way of working ensures staff can deliver outstanding performance and customer service.

Digitalisation has rewarded frontline employees with powerful tools to effectively plan and track the performance of their portfolio in a timely manner. Like non-frontline employees, they also have close support and active coaching from motivating line managers.

A survey about our annual performance evaluations showed more than 90% of employees found the timelines suitable, templates and supporting tools helpful and the associated discussion with their line manager satisfactory.

Rewards and recognition

Our Job Architecture (JA) system, finalised in 2021, creates a foundation for simplifying and systemising career development, compensation and benefits. It is ensuring that we offer an attractive proposition to Bank employees, including competitive salaries and unique benefits like:

- ◆ Family health-care packages
- ◆ Awards for outstanding children of Techcomers (TechcomKids program)
- ◆ Transport for Techcomers to their hometown for family Lunar New Year celebrations (Techcom Bus).

The focus of HR for 2023

In 2023, Techcombank will continue to attract, develop and retain especially talented people so the Bank can leap toward its vision and objectives. We will do this using proven methods, such as overseas roadshows.

We will refresh our talent programs for employees with high potential and/or niche skills who share the organisation's core values and have a strong commitment to the Bank. Tailored, competitive offerings will help them develop their leadership and functional competencies and encourage them to keep working with us.

The Bank will also take steps to improve the journey of all employees by investing in enhanced features for the HR system; in performance management, succession planning and compensation. Improving these functions will help to:

- ◆ Fortify career and talent development
- ◆ Assist continuous improvement in performance
- ◆ Reduce the time and effort HR division and other employees spend getting things done, by eliminating manual processes and operations.



05 THE FOUNDATION OF TECH

- ◆ Risk management
- ◆ Corporate culture
- ◆ ESG sustainability



We significantly strengthened our risk management and compliance, including closely managing emerging risks, to build the Bank's overall resilience."

Siva R. Krishnan
Deputy CEO cum Chief Risk Officer



RISK MANAGEMENT

Overview

Risk Management Division (RMD) operates with an optimal balance of independence and internal business support to help Techcombank achieve its strategic objectives. With accelerated investments, we have been able to:

Address market volatility and uncertainty

Ensure sustainable and safe banking practices

Facilitate business transformation

Maintain market leadership.

As part of the 2021-25 masterplan, 2022 saw a major focus on building operational resilience throughout both our financial and non-financial risk management functions. We continued to integrate risk management across our key strategic pillars of data, digital and talent.

In the face of very challenging operating environment, the Bank's risk framework was substantially upgraded, with a strong focus on robust infrastructure and a resilient operating model. Significant improvements helped to better integrate our risk appetite framework into our governance, assessment, monitoring, mitigation and reporting functions.

With regulations rapidly changing, we took our ability to manage multiple risks to new levels;

including detecting and managing emerging threats such as model, digital, cyber and contagion risks. Specifically, we:

- ◆ Continued attracting talent with superior skills in advanced analytics
- ◆ Used complex data modeling to further strengthen our detection capabilities, helping prevent and manage cyber-attacks and contagion
- ◆ Aligned to regional and global standards, including progressing towards Basel III compliance.

While actively managing the range of risks to which we are exposed, we bolstered efforts to meet our regulatory and stakeholder-management responsibilities, aiming for the highest standards of compliance and transparency.

2022 Highlights

Credit risk management

In 2022 we set out to design and digitalise a new credit operating model, leveraging the infrastructure of the Business Credit Decision Engine (BCDE) system – successfully launched in 2020-21. As part of our commitment to continuous improvement, we wanted to reengineer underlying processes and upskill some of our people, to better serve corporate and business banking customers throughout the credit risk lifecycle.

The initiative involved:

- ◆ Revised credit models
- ◆ New automation features, including streamlining documentation
- ◆ Risk based profiling for checklist completion
- ◆ Underwriting resource selection
- ◆ Instant decision support for everyone in the business credit value chain
- ◆ Full digitalisation of our early warning and underwriting scores
- ◆ A new post-monitoring process for the BCDE system.

In major business locations where these changes were implemented, the precision and compliance of business lending decisions improved dramatically. There was a significant 50% reduction in turnaround times on 75% of credit underwriting volumes across categories. With customer experience now two to three times better than it was under the old operating model, we are well positioned to achieve full national roll-out in 2023.

We also worked toward achieving our strategic goal of diversifying the Bank's lending portfolios. Our 'Smart credit' retail loan origination platform

went live across the country for all secured and unsecured products. The omnichannel combination of new customer journeys, better credit models and alternate sources of data is already providing a better customer experience.

Liquidity risk management

Implement advanced liquidity risk management towards Basel III standards

We launched an advanced asset and liability management (ALM) platform, offered by a global leader in risk data and software. The platform includes specialised features that have been customised to help us execute our liquidity risk management strategy and deploy newer stochastic models, metrics and measures. Our 'liquidity tool box' has expanded to include customer behavioural models, so the Bank operates with more accurate liquidity risk scenarios and simulations.

We are now better placed to comply with Basel III regulations for monitoring both our net stable funding ratios across a range of scenarios, and our liquidity coverage ratio. Importantly, our liquidity risk management capabilities are many steps closer to international standards – particularly in regard to achieving ALM optimisation.

Liquidity stress tests and periodic 'fire-drills'

Regular stress tests carried out in 2022, focused in particular on how market movements could impact our funding sources. 'Fire-drills' ran at different levels and on different scales; with business units reviewing what happened in these near-real time situations. We considered scenarios such as:

- ◆ Interest rate hikes
- ◆ Tighter liquidity

- ◆ Cyber risk
- ◆ Other constraints.

The 'fire drills' informed recommendations and action plans for future events. We now have strategies in place so, if issues arise, we can act quickly and efficiently to keep our business running smoothly.

Market and interest rate risk in the banking book (IRRBB)

Advanced measurement of IRRBB

In 2022 we achieved holistic IRRBB management by:

- ◆ Introducing banking book yield curve methodology for better measuring the market/fair value of different assets/liabilities
- ◆ Measuring, piloting and monitoring Delta Economic Value of Equity (EVE) with a CASA behavioural model, for better assessing our interest rate risk tolerance
- ◆ Building a solid methodology to measure and monitor interest basis risk.

Managing market and counterparty credit risks

To ensure the robustness of our market risk management processes, we worked toward meeting relevant Basel II quantitative standards. We deployed aggregated Value at Risk (VaR) for monitoring market risk appetite limits and standardising our risk modelling process. This included VaR models for new trading products like Accrual Interest Rate Swap cap and floor.

We also took stronger steps to minimise counter-party risk on particular Bank offerings. By improving our models, we can now more thoroughly assess potential future exposure. This means we are better able to foresee possible risks

to the Bank before we enter longer term lending arrangements with wholesale banking and business customers.

Operational risk management

Our brand promise includes protecting the Bank, our customers and our staff. Throughout our digital transformation and in our day-to-day operations, we always need to be a step ahead of risks to keep these interests safe. This is even more important given what we learned from the rise in illegal activity within Vietnam during COVID-19 shutdowns and re-openings, and in light of the rapid rise in global financial crime.

During 2022, our focus on risk management framework was strengthened and operations modified to address risks from changing ecosystems and make it safer to improve our existing offerings and introduce new products and services.

The infrastructure, analytics and people capabilities of our digital and cyber risk framework were upgraded and we now have AI-driven fraud prevention, detection and mitigation processes. The benefits are evident, as we have already seen these at work in preventing and controlling emerging payment and lending scams.

Consultancies have helped us reduce our technological risks through strengthening our cyber risk and change management processes and assisting us to implement current assurance methods and techniques. Many new platforms were put in place so 2023's operations are backed by a more sophisticated 'three lines of defence' model across our business, risk and audit functions.

These upgrades to the way we manage operational risk are helping us meet the security expectations of our many stakeholders.

Data and model risk management framework

We are transforming into being an insight-driven Bank in both our internal and external interactions. To this end, 2022 saw us solidify the foundations of our data and model risk management framework. This included:

- ◆ Strengthening our regulations for data governance
- ◆ Stronger model risk management regulations
- ◆ New standards for model risk governance
- ◆ Model inventory and tiering
- ◆ Regular monitoring of the quality of model outputs
- ◆ An independent review and validation model – we have different levels of validation for over 30 models (initial validation, revalidation and model change validation).

Internal Capital Adequacy Assessment Process (ICAAP)

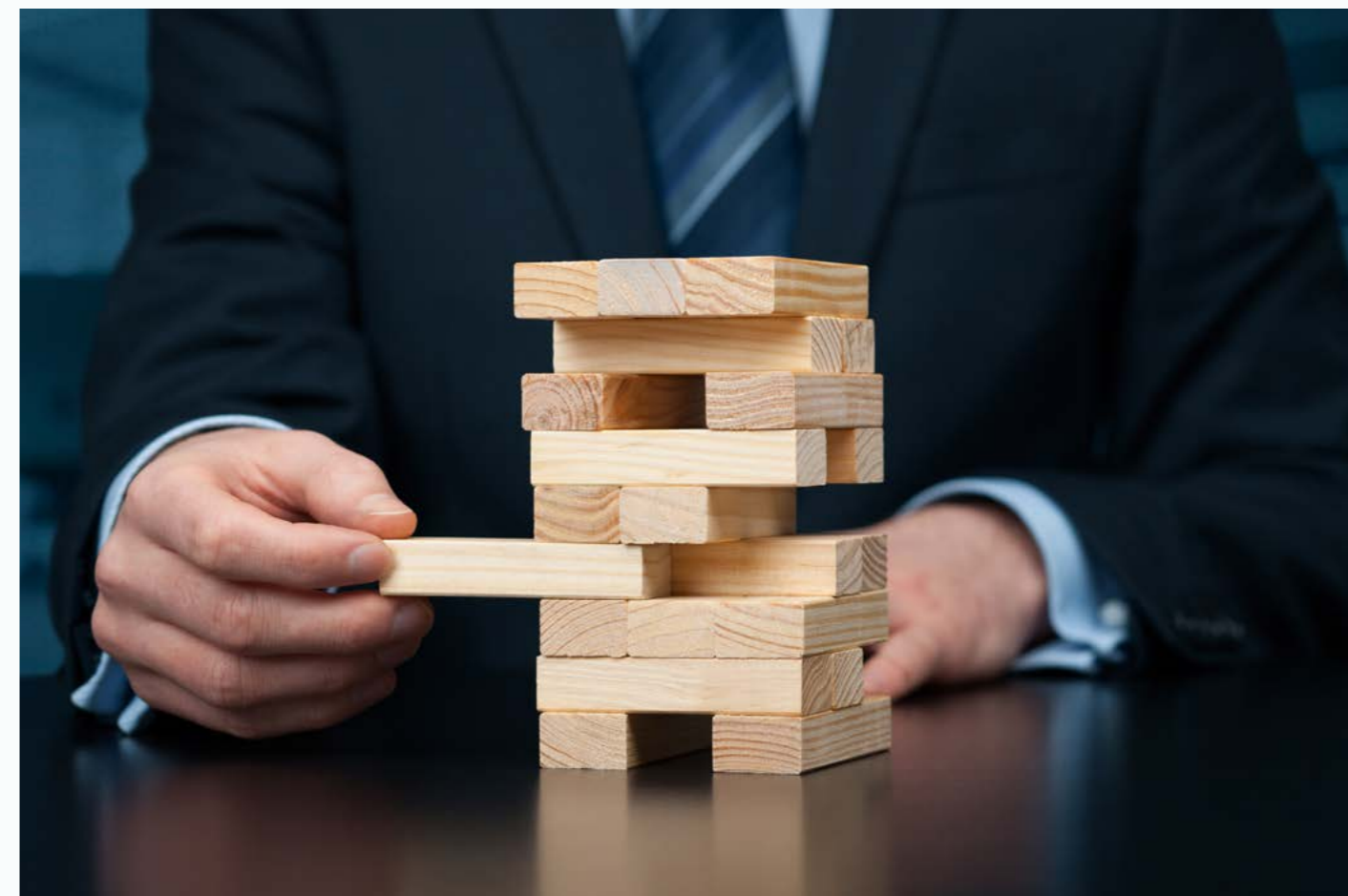
Better ICAAP/solvency stress testing is key to the Bank's resilience and helps us maintain sufficient capital across various scenarios, including severe shocks.

As part of our annual solvency stress testing, we applied satellite models synchronised with *International Financial Reporting Standards* (IFRS) 9 models. We created three to five year forecasts for base and stress scenarios encompassing all business lines and product portfolios, to quantify and mitigate all material risks.

A simple, yet powerful tool box was implemented to help identify scenarios, create sensitivity and simulate the Bank's stress test assessment and reporting. This strengthened the completeness and accuracy of our internal and external data driven infrastructure, making the process more rigorous and enhancing our regulatory reporting.

Our ICAAP framework and infrastructure are a key component of the Bank's strategic planning and capital management processes. Testing results are clearly linked to the Bank's risk appetite settings, limits and performance, and capital allocation and optimisation.

We will continue to benchmark capital adequacy against other banks in South East Asia and the Pacific as we work toward achieving international standards. We won't settle for less.



The focus of RMD for 2023

With various external headwinds, and their associated business impacts, firmly in mind, 2023 will see RMD focus on building the Bank's overall resilience.

- ◆ We will continue strengthening the risk governance framework, risk functions and associated internal committees and focus groups. This will meet the demands of our stakeholders for comprehensive oversights and enhanced decision making across the 'three lines of defence' model.
- ◆ ALM risk management capabilities will be bolstered through continuous model enhancements, efficient frameworks such as Internal Liquidity Adequacy Assessment Process (ILAAP) and improving underlying systems and processes. Our balance sheet will be optimised through cyclic stress testing and resilience assurance initiatives.
- ◆ We will comply with all risk management regulations set by the SBV and meet the expectations of other international regulatory and ratings bodies.
- ◆ Credit risk governance, infrastructure and operating models will be enhanced to achieve desired de-risking and diversification objectives.
- ◆ We will continue to upgrade our technology, operating model, anti-fraud capabilities and governance to support the Bank's data, digital and AI based initiatives.
- ◆ A series of contingency drills and continuous feedback loops will be used to ensure business continues during financial and non-financial shocks.

“

We built a strong corporate culture around our five core values, with several new initiatives, to deliver on our brand promise to always “Be Greater”.

Nikki Dang My Quyen
Chief Human Resources Officer



CORPORATE CULTURE

Corporate culture defines who we are

We think of our corporate culture as the Bank’s personality. It tells people who we are and what we stand for. At Techcombank we uphold five core values which are the foundation for our business decisions, our interactions with colleagues and our service to customers. They enable us to deliver on our brand promise – to always “Be Greater”.



Create sustainable development



Create a competitive advantage



Attract talent, and retain employees



Create foundations for strategic execution



Create our organisation’s own identity



Have a strong corporate culture, which can contribute to the Bank’s performance

2022 Highlights

Building on our Employee Value Proposition (EVP)

Bank-wide recognition for Culture Ambassadors

For the first time, in 2022, we introduced a CEO Culture Award to recognise employees who truly live with the core values and are role models for Techcombank’s DNA, and whose behaviour consistently sets a standard for others to aspire to.

Sixty per cent of all Bank employees took part, nominating their favourite Culture Ambassadors. They also helped identify over 1,000 potential Culture Ambassadors who we can reliably call upon to help develop our culture in 2023.

Culture Hub – one click to know everything about culture

This year we introduced Culture Hub – an information channel that provides everything about our culture in one place. We use it to:

- ◆ Highlight the importance of our culture, centrally and online
- ◆ Enable culture activation teams across the Bank to easily find the information and materials they need for their team’s execution
- ◆ Help new employees understand and connect with our values.

Leaders as role models at living the values

To “Be Greater”, our management team must be very clear what Techcombank stands for. That’s why in 2022, Techcombank introduced culture-based performance measures in the Balanced Scorecard of Techcombank and all of our subsidiaries. More than 120 of our top leaders have KPIs reflecting their role in living the Bank’s culture.

We measure their success via a 360° feedback survey using professional metrics to ensure confidentiality and reliability. Their manager, direct reports and peers all play a role. Ninety-six per cent of those surveyed agreed that the behaviour of Techcombank leaders frequently reflects our core values.

Culture knowledge in bank-wide competition

On the occasion of the Bank’s 29th anniversary, 70% of our employees participated in T-Pro, a bank-wide knowledge contest with culture as a key topic. Techcombank’s talent performance (T-Talent) saw 16 joint teams find creative and engaging ways to communicate our five core values to other staff.

60%

of all Bank employees took part, nominating their favourite Culture Ambassadors

>120

of our top leaders have KPIs reflecting their role in living the Bank’s culture

96%

of those survey agreed that the behaviour of Techcombank leaders frequently reflects our core values

70%

our employees participated in T-Pro



Refreshing and redesigning our 'Culture Journey' program

In 2022 we marked the ninth year of our bank-wide 'Culture Journey' program. We believe teamwork is critical to unlocking the creativity and potential of our people. That's why our 12,300 employees are divided into 16 'joint teams' – teams intentionally made up of staff from front-line and back offices, headquarters and branches, and across different geographical regions. Overseen by a Head of Division, these teams encourage collaboration, diversity and joint efforts in living our culture.

Each joint team went through customer-centricity and WeKaizen exercises, which enhanced collaboration as they competed for three prizes worth VND 500 million, VND 300 million and VND 200 million in cash.



2022 Culture Journey Redesign – Guiding Principles

Simplifying

Simplified the number of programs to maximise meaningful participation from all employees.

Reduced from 13 activities (2021) to 3 main activities and 2 non-compulsory, individual-based activities (2022).

Being Focused

2022 is the year of **Customer-centricity and Innovation** – aiming to create more meaningful impacts.

Increasing Understanding

Building on Techcomer's strong awareness of our core values, this year's program shifted toward **deepening understanding** of these, **to create behavior change**. More public and 'in-the-moment' recognition of individuals and teams who embrace our core values, ultimately help usher in meaningful behavioral changes.

In 2022, our main focus was on living two core values – 'customer-centricity' and 'innovation and creativeness':

Customer-centricity

The aim was to link our culture with Net Promoter Score (NPS) and Customer Satisfaction (CSAT) results, measuring customer feedback on our services and products.

Innovation and Creativeness

We asked our employees what they would do to improve our customers' experience or make Techcombank a better place to work.

From 1,100 WeKaizen ideas, 16 were shortlisted and evaluated by the Executive team based on actual impacts upon implementation.

We also worked on promoting the behaviours we expect against the other three values:

Self-development

Our 'Learning Champions' program aims to ensure we remain a learning organisation. We offered quarterly recognition for our Top 10 Learning Champions across the Bank. Average learning hours per employee was over 70 hours for the year.

Work efficiency and Collaboration for common objectives

'Be Greater Techcomers' encourages appreciation of fellow colleagues who contribute to our greater success. In addition to traditional email, the Yammer Praise function on Microsoft 365 is an interactive way to say thank you to a co-worker for doing something great. By also tagging their manager or leader, the positive energy is spread further and the praise made more powerful.

Culture Journey Program in 2022



Prasenjit Chakravarti
Chief Corporate Strategy and
Transformation Officer

Thai Minh Diem Tu
Chief Marketing Officer

Chu Hong Ngoc
Chief Operations Officer

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This year we significantly enhanced our ESG framework, including a materiality assessment and multiple strategic initiatives to support the Bank's sustainable development.”



ESG SUSTAINABILITY

ESG framework at Techcombank

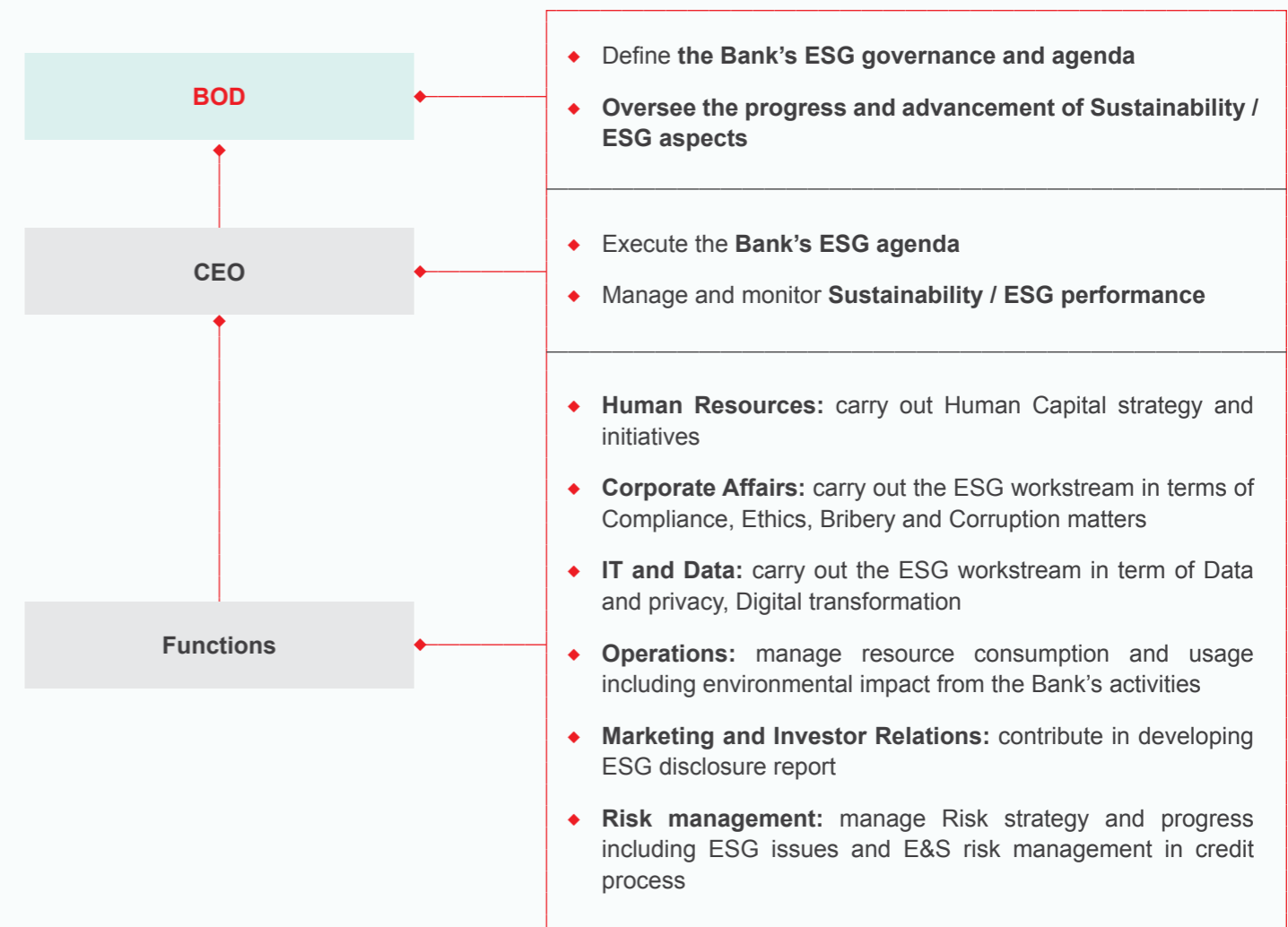
Techcombank's commitment to sustainable development is embedded in our mission:

Leading the digital journey of the financial industry, creating motivation for individuals, businesses and organisations to **develop sustainably** and successfully break through.



The Bank aims to maintain market leading capital, liquidity and prudent leverage ratios via sustainable and socially responsible business growth. Our enterprise-wide risk management framework provides built-in safeguards to keep us on track.

ESG governance



Environmental, social and corporate governance (ESG), which covers sustainability, is part of our long-term business strategy. The Board of Directors is responsible for its oversight, and the Executive team and CEO for day-to-day implementation. ESG is incorporated into various workstreams across the Bank's operations.

Techcombank makes ongoing efforts to improve our governance structure, to ensure appropriate oversight and accountability. We employ governance tools such as committee charters, guidelines, and internal processes and procedures that are appropriate for the Bank's long-term business strategy and in alignment with international standards.

Materiality assessment

Within an overall ESG framework, in 2022, we conducted a materiality assessment, designed to ensure that the Bank focuses on the most relevant ESG topics to the priorities of our business and stakeholders. These topics were assessed to have the highest potential to impact Techcombank’s long-term stakeholder value, as well as significant societal, environmental or economic impacts.

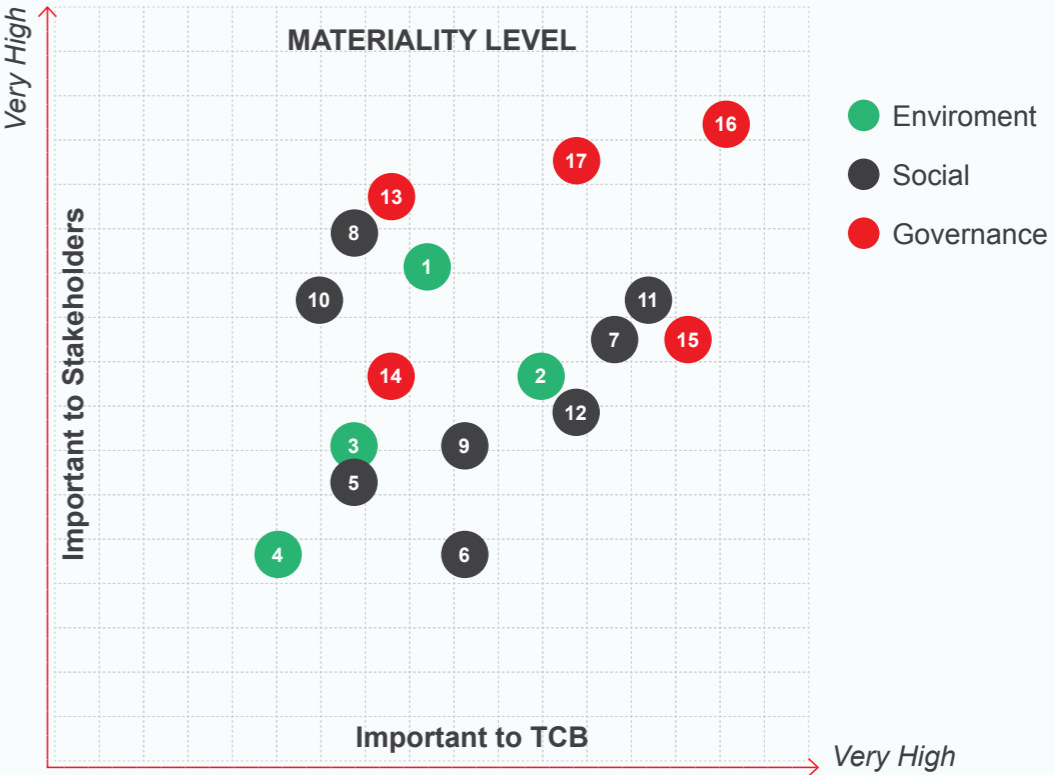
Our materiality assessment took into consideration internal and external stakeholder priorities; based on an internal survey, peer and sector disclosure benchmarking, regulatory and legal requirements.

We followed a four-step approach:

- (1) Identify and categorise potential ESG related topics
- (2) Prioritise material topics based on their strategic importance to the business and stakeholders, regulatory requirements and standard setters
- (3) Engage management to test and validate the results of the materiality assessment with key internal audiences and subject matter experts
- (4) Deliberate on, and determine, the final list after multiple rounds of management discussion, incorporating input from internal Heads of Division (HoD) and external consultants.

This short list of material ESG topics is based on priorities determined via Techcombank’s strategy, stakeholder expectations and best practices.

Pillar	#	ESG material topics
 Environment	1	Greenhouse gas emissions
	2	Financing environmental impacts
	3	Climate change
	4	Electricity, water consumption and waste production
 Social	5	Relationships with local communities
	6	Financial inclusion and socially responsible financing
	7	Digital transformation
	8	Diversity and inclusion
	9	Human capital management and talent attraction
	10	Workplace health and safety
 Governance	11	Personal data security and privacy
	12	Customer protection and product responsibility
	13	Ethics and conducts
	14	Corruption and bribery
	15	Regulatory compliance
	16	Corporate governance, internal controls and risk management
	17	Transparency



2022 Highlights



Greenhouse Gas (GHG) emissions/ Transition to Net Zero

Vietnam made strong commitments towards ‘zero’ emissions – Net Zero by 2050 – at the Conference of the Parties to the United Nations Framework Convention on Climate Change in 2021 (COP26).

In line with the Government’s green growth strategy, Techcombank continues to take steps toward a sustainable agenda.

In 2022, the Bank operated two high-class office buildings that meet international Grade A standards for construction quality and management. They hold LEED* certification for green buildings:

- ◆ Techcombank Tower, 6 Quang Trung, Hoan Kiem, Hanoi
- ◆ Techcombank Tower, 23 Le Duan, District 1, Ho Chi Minh City.

The Techcombank towers can save up to 26% and 28% in energy consumption (MWh/year) respectively, compared to the baseline level under Ashrae 90.1-2010 standards. Their GHG saving, energy-efficient solutions include:

- ◆ Double-layer glass (low-e) which reduces the amount of sunlight coming in and means less energy consumption by the air conditioning system
- ◆ High-efficiency, energy-saving LED lights
- ◆ Central air conditioning system (chiller) inverter control
- ◆ Effective and economical building management and operation.

Financing environmental impacts

From the early days of our establishment, management fully understood that success could only last by building sound governance into the Bank’s foundations and supporting the community, including sustaining the planet we live on.

Environmental and Social Management System (ESMS) framework

ESMS framework at Techcombank – based on International Finance Corporation (IFC) standards

1	General principles of assessment, rating and approval of environmental and social (E&S) risks, including transactions.
2	Requirements for E&S risk rating: rating criteria, assessments and rating (in the Report on Customer Appraisal). Requirements for E&S risk appraisal: including appraisal by business units and independent appraisals by Risk Management Division (RMD).
3	Requirements for E&S risk approval: all documents with Group A rating (high risk with potential significant, adverse environmental or social risks and/or impacts that are diverse, irreversible or unprecedented) must be approved by our E&S risk experts in RMD.
4	Requirements for post-disbursement controlling and monitoring and E&S risk reporting: (i) Relevant units must submit reports to heads of business divisions, E&S risk experts and the E&S risk management officer of RMD if they detect customers violating provisions of laws, commitments, regulations or conditions of the Bank (ii) Reports are prepared by the Independent Appraisal Unit and E&S risk management officers.
5	Roles and responsibilities of individuals and related departments: customer relationship officers; units and individuals with post-disbursement controlling functions; E&S risk experts; department/unit responsible for E&S risk under RMD.
6	Guidance on E&S risk rating <ul style="list-style-type: none">◆ Group A is classified as high E&S risk – requires a full, wide-ranging assessment◆ Group B is deemed as medium risk with potential limited adverse environmental or social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures◆ Group C is low E&S risk with minimal, or no, adverse environmental or social risks and/or impacts.

**Leadership in Energy and Environmental Design (LEED) is a green building certification program used worldwide. Developed by non-profit, US Green Building Council (USGBC), it is a way to rate the design, construction, operation and maintenance of green buildings, homes and neighbourhoods. Its aim is to help building owners and operators be environmentally responsible and use resources efficiently.*

Sector and project classification for assessment and appraisal

Techcombank has followed environmental and social risk management policy, developed according to the standards of the IFC, since 2010. It guides business units to identify, assess, screen and classify E&S risks, according to international credit standards.

Techcombank's exclusion list

Techcombank shall not grant credit to projects on the IFC's exclusion list, or activities that have negative impacts on environmental, social and business activities prohibited under Vietnamese law.

<div>1. Production or trade in illegal products or activities under State law or provisions of international agreements or in internationally prohibited fields</div> <div>2. Production or trade in weapons and ammunition</div> <div>3. Production or trade in alcoholic beverages (excluding beer and wine)</div> <div>4. Production or trade in tobacco</div> <div>5. Gambling, casinos and equivalent enterprises</div> <div>6. Production or trade in radioactive materials</div> <div>7. Drift net fishing in the marine environment using nets longer than 2.5 km</div> <div>8. Production or activities involving harmful or exploitative forms of forced labour/harmful child labour</div> <div>9. Deforestation, logging for commercial purposes</div> <div>10. Production or trade in timber and forest products which does not comply with regulations</div> <div>11. Producing, trading, storing, transporting or using dangerous chemicals</div> <div>12. Production or activities that impinge on lands owned by Indigenous peoples (or disputed lands) without their consent</div> <div>Projects detrimental to national defence, security and public interest</div> <div>13. Production and possession of narcotic substances</div> <div>14. Investing in the business of secret investigation services that infringe upon the interests of the State or the lawful rights and interests of organisations and individuals</div> <div>15. Investment in the field of private detectives, investigation</div>	<div>Projects that damage the history, culture, morals, fine customs or traditions of Vietnam</div> <div>16. Construction projects within the premises of national historical and cultural relics or projects that adversely affect the architecture and landscape of these national historical and cultural relics</div> <div>17. Producing depraved and superstitious cultural products</div> <div>18. Producing dangerous toys, harmful to a child's personality, health or education; or to social security, order and safety</div> <div>19. Prostitution business; trafficking in women and children</div> <div>20. Human cloning testing</div> <div>Projects that harm people's health, destroy resources or destroy the environment</div> <div>21. Production of Schedule 1 chemicals (as defined by international conventions)</div> <div>22. Producing veterinary drugs or pesticides banned, or not yet allowed, in Vietnam</div> <div>23. Producing medicines for human treatment, vaccines, medical biological products, cosmetics or insecticidal and germicidal chemicals and preparations not yet allowed in Vietnam</div> <div>Hazardous waste treatment projects brought from outside into Vietnam; production of harmful chemicals or use of toxic agents prohibited by international treaties</div> <div>24. Projects to treat hazardous waste brought from outside into Vietnam; producing toxic chemicals or using toxic agents prohibited by international treaties to which Vietnam is a party</div> <div>25. Other investment projects banned from investment, as prescribed by Vietnamese law</div>
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Techcombank is currently operating various projects to improve our capability in social and environmental risk management.

An external provider has sponsored a training program on ESMS in relation to credit granting activities, to promote sustainable development in Vietnam. Our E&S risk management framework will be updated to reflect:

The principles of international standards (e.g. IFC, Asian Development Bank)	Criteria and regulations based on environmental protection laws	SBV's guidelines (regulations, strategy etc.)
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Electricity, water consumption and waste production

Electricity and water consumption

	119 Tran Duy Hung	191 Ba Trieu
Electricity consumption in 2022	Electricity consumption: 3,417,400 KWh	Electricity consumption: 1,754,383 KWh
Water supply and amount of water used	All water (100%) was from the city's water supply	All water (100%) was from the city's water supply
Water consumption during business activities in 2022	Total water consumption: 14,400 m³	Total water consumption: 8,816 m³

In 2022, Techcombank faced no cases for violation of environmental laws and regulations.

Waste production

As part of our aim to achieve a greener and more sustainable working environment, we implemented various waste sorting initiatives.

Techcombank staff are expected to immediately reduce and 'say no' to plastic, especially disposables. These specific actions are encouraged:

- ◆ Replace plastic water bottles with glass jars or cups at meetings, including executive meetings
- ◆ Replace plastic utensils (chopsticks, spoons, spoons, straws, etc.) with those made from wood, stainless steel or environmentally friendly materials
- ◆ Bring a personal water bottle or glass for work office use and carry cloth or paper bags when shoppingg
- ◆ When buying takeaway, favour eco-friendly or recyclable food containers
- ◆ Reuse plastic bottles and food containers.

CSR – Relationships with local communities

Our “Change banking, Change lives” vision drives Techcombank’s deep commitment to being a socially responsible bank. Throughout the year, we ran activities and invested in programs that delivered positive impacts to the citizens of Vietnam and helped develop our nation.



The Inaugural Techcombank Hanoi Marathon and 5th Techcombank Ho Chi Minh International Marathon

For 29 years Techcombank has aspired to “Be Greater” by enabling growth, achievement and the reaching of human potential. For the last five years we have run the Techcombank HCMC marathon to further our “Be Greater” spirit and inspire healthier lifestyles. We believe running together in a marathon can be enjoyed by many people – regardless of age, gender, nationality, or profession.

Through marathons we aim to promote physical fitness and inspire people to improve themselves and achieve their personal goals. We want to leave a lasting legacy in the community, bringing people together through a common goal and delivering on our motto, “Greater Me. Greater You. For Greater Vietnam”.

This year, for the first time, we expanded our support to create the Techcombank Hanoi Marathon. On 25 September, over 7,000 athletes from 38 countries – including professional runners, celebrities, first time runners and those from charity groups, running clubs, and corporations – came together to compete in Hanoi. With great support from the Hanoi People’s Committee and other organisations in the capital, we organised this race to encourage healthy lifestyles and spread positive life values. The spirit of “Be Greater” was alive as participants demonstrated the satisfaction of achieving personal goals and reaching toward a brighter future.

Over the last five years the Techcombank HCMC Marathon has already inspired so many people to “Be Greater” together. In its fifth year this leading, professional running event saw more than 12,000 athletes conquer routes of between 5km and 42km, supported and encouraged by city leaders, organisers and a sea of spectators. The Bank’s long-term aim is that this event will help foster an expanding network of sports foundations, further promoting healthy lifestyles and leaving a lasting legacy for the community.

We donated VND 2 billion to the ‘For Greater Vietnam’ foundation this year.

Techcombank
donated over

**VND
2 BILLION**

“For Greater Vietnam”
foundation



Techcombank
donated nearly

**VND
80 BILLION**

to many different provinces,
cities and units

Community and social development

In 2022, Techcombank provided nearly VND 80 billion to many different provinces, cities and units.

These included:

- ◆ Quỹ vì người nghèo – a charity fund, initiated by the Vietnamese Fatherland Front, aiming to help people who face economic disadvantage to improve their quality of life
- ◆ Quỹ khuyến học Hồng Lam – sponsoring tuition fees for high performing students in Ha Tinh province
- ◆ Quỹ học bổng ngân hàng – scholarships for students studying banking in educational institutions, aiming to help develop a pipeline of talent for the sector.

Our support is delivering long-lasting benefits to communities across the country.

Financial inclusion and socially responsible financing

Vietnam has a large and young population, willing to experiment and accept new technological consumer products. Understanding this, in August 2022, Techcombank launched *Inspire*, the first financial brand dedicated to the ‘Why not?’ generation of customers who are young, ambitious and believe in a brighter future.

Techcombank *Inspire* is a whole value proposition designed around customers – to make banking seamless and easy and empower them to bank in a new way, tailored to their needs and preferences.

With this product, we aim to provide outstanding financial solutions to a large community of young Vietnamese people – helping them access financial products and services, facilitating their daily lives and being there as they plan for everything from long-term goals to unexpected emergencies.

Digital transformation

As emphasised in our vision, Techcombank will continue to promote the digitalisation of products and services for customers, as well as the Bank’s internal operations.

With our essential products and services accessible on mobile phones or computers, many people no longer choose (or need) to travel to our physical branches, potentially reducing vehicle emissions. The ability for our staff to work and meet online has the same positive impact, while also reducing the Bank’s use of electricity for lighting and temperature control in our buildings.

Another ESG advantage of digitalisation is that we use less paper. With many staff functions online, we don’t need cabinets full of physical files, internal documents, pay slips etc. At the same time, we are eliminating passbooks, account statements, etc. for customers.

These are all very positive developments for the environment.

Personal data security and privacy

We are committed to protecting the data we hold and process, in accordance with the laws and regulations. Our policies and procedures on data security and privacy ensure we appropriately manage risk.

Female employees

8,464

equivalent to 68.6% total employees

Female employees at leadership level

643

equivalent to 54.6% of leaders

Number of expatriates employed

60

Diversity and inclusion

Diversity and inclusion can bring many benefits to an organisation. These include faster problem solving, better decision making, increased innovation, greater employee engagement and better financial performance. Techcombank welcomes, and is expanding, opportunities for our multi-generational, multinational workforce; as well as encouraging and promoting gender equality standards. A culture of inclusivity helps us attract and retain talented people from all parts of the community.

Human capital management and talent attraction

Our human resource management practices have been strongly enhanced: from recruiting and onboarding, training and development, to performance management, reward and recognition. We aim to get the best from our human capital.

Techcombank continued to take steps to attract the best talent from within the country and among Vietnamese expats. In 2022, we became the first Vietnamese bank to conduct an international talent roadshow – going to Singapore, London and San Francisco.

Techcombank continues to foster an inclusive and collaborative workplace culture where employees are empowered to achieve their full potential. In 2022, the Bank introduced new initiatives to promote this culture, including a Culture Hub and a Culture Journey Program.

Workplace health and safety

Providing a healthy and safe working environment is important to the Bank. We have in place a range of initiatives and actions, including:

- ◆ A medical room for all staff and a lactation room for breastfeeding mothers
- ◆ A health care insurance program for employees
- ◆ Annual health check-ups for employees at large, reputable hospitals and other medical facilities
- ◆ Regular workplace occupational safety and health inspections
- ◆ Periodic building cleaning (e.g. carpet cleaning, insecticide spraying)
- ◆ Fire prevention awareness and fire drills, in compliance with the law.

Customer protection and product responsibility

Our policies and procedures set standards to ensure we consider and meet customers' needs. According to YouGov, Techcombank receives the highest Net Promoter Score (NPS) in the banking industry at the end of 2022. The reputable magazine, Asian Banking and Finance, ranked Techcombank the Domestic Bank of the Year. These achievements endorse consumers' trust in Techcombank's financial offerings.

Ethical conduct, corruption and bribery, regulatory compliance

Corruption and bribery represent significant risks to society and to our business. We are committed to taking all possible steps to prevent these risks.

Our employees are bound by a Code of Ethics which guides their conduct. This includes:

- ◆ Guidance for preventing fraud and corruption in a business unit
- ◆ Regulations for managing reputational, operational and strategic risk
- ◆ Other directives with detailed guidance reflecting updated policy from state authorities.

Measures are in place to detect and prevent corruption, including:

- ◆ Robust due diligence procedures
- ◆ On-going monitoring of high-risk transactions
- ◆ Regular and comprehensive training for all employees
- ◆ A mailbox and hotline maintained by Corporate Affairs Division to promptly receive reports on suspicious activities.

We fully comply with relevant state agency regulations to prevent corruption, in particularly SBV reporting requirements.

We encourage employees to take a proactive approach to compliance. In 2022 we established a bank-wide 'Do The Right Things Right – Speak Up' initiative which requires staff to speak up if they witness a compliance violation or foresee potential compliance risks. The message is *'Every Techcomer is a compliance ambassador.'*

Corporate governance, internal controls and risk management

On Corporate Governance

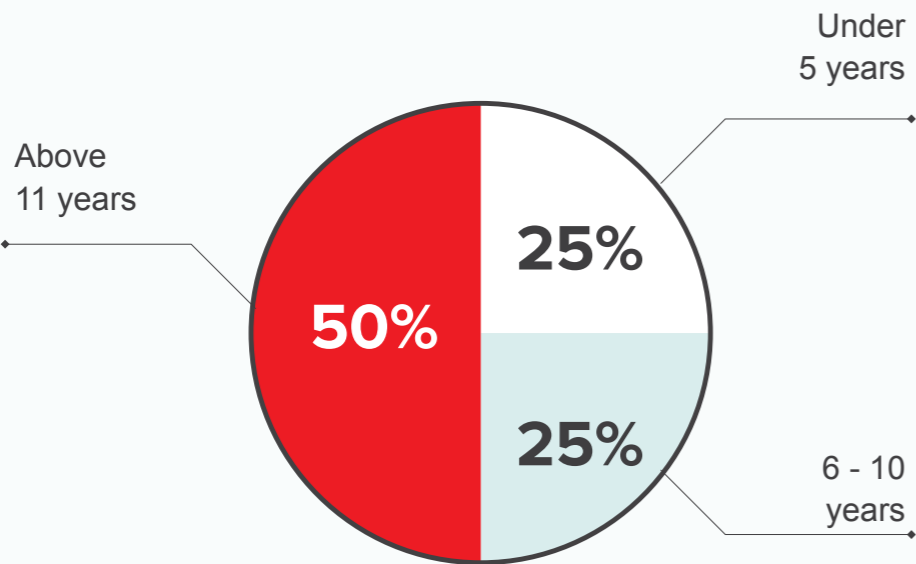
Techcombank is implementing a transparent and effective corporate governance structure to protect the interests of our customers, employees, shareholders and investors and guarantee the sustainable development and value of our organisation.

The corporate governance structure of Techcombank complies, in all material aspects, with the following corporate governance regulations and guidelines issued by Government agencies. Notable mentions are:

- I. Law on Credit Institutions No. 47/2010/QH12 and law amending and supplementing articles of Law on Credit Institutions No. 17/2017/QH14
- II. Decree 155/2020/NĐ-CP detailing and guiding the implementation of articles in the Law on Securities
- III. Circular No. 13/2018/TT-NHNN on the internal control systems of commercial joint-stock banks, foreign bank branches and other relevant regulations;
- IV. Code of Best Practices-based Corporate Governance issued in August 2019 by State Securities Commission and International Finance Corporation (IFC).

Board of Directors

Tenure of Board of Directors



Board of Directors – Techcombank (2019-2024 term)



Mr HO HUNG ANH
Chairman

Age	53
Board member since	03/2004

Experience

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

Education

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



Dr NGUYEN DANG QUANG
First Vice Chairman

Age	60
Board member since	01/2000

Experience

Dr Nguyen Dang Quang has served as First Vice Chairman of Techcombank’s BOD since April 2016. Previously, he was a BOD member from May 2014 to March 2016. He was also First Vice Chairman of the Bank from May 2008 to April 2014. Before becoming a BOD member, Dr Nguyen Dang Quang had more than 20 years of executive experience, including key management positions at Techcombank since 1995 and membership on the BOD of Masan.

Education

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



Mr NGUYEN CANH SON
Vice Chairman

Age	56
Board member since	04/2008

Experience

Mr Nguyen Canh Son has served on the 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 at Eurowindow Holding and Board member for T&M Invest Vietnam.

Education

Mr Nguyen Canh Son holds a degree in civil engineering from the Moscow Institute of Civil Engineering in Russia (now Moscow State University of Civil Engineering).



Mr NGUYEN THIEU QUANG
Vice Chairman

Age	64
Board member since	06/2000

Experience

Mr Nguyen Thieu Quang has been a member of Techcombank's BOD since 2000 and became Vice Chairman in May 2008. Mr Nguyen Thieu Quang has significant executive experience including in various key positions at Masan, Vinaconex and Senco.

Education

Mr Nguyen Thieu Quang holds a degree in civil engineering from Donetsk Polytechnic Institute in the Ukraine (now Donetsk National Technical University).



Mr HO ANH NGOC
Vice Chairman

Age	41
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 in key management positions at Techcombank and its subsidiaries. He also holds executive positions at several large organisations, including One Mount Group JSC, One Mount Real Estate JSC, One Mount Distribution JSC and One Mount Consumer JSC.

Education

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.



Mr LEE BOON HUAT
Non-executive Director

Age	66
Board member since	12/2012

Experience

Mr Lee Boon Huat has been a member of Techcombank's Board of Directors since May 2014. Prior to that, he was an Independent Director from December 2012 to April 2014. Before joining Techcombank, Mr Lee Boon Huat worked with several international organisations, including the Monetary Authority of Singapore, HSBC, Canadian Imperial Bank of Commerce, Chemical Bank and Standard Chartered Bank.

Education

Mr Lee Boon Huat holds a Bachelor's degree in Business Accounting from the Western Australian Institute of Technology (now Curtin University).



Mr **SAURABH NARAYAN AGARWAL**
Non-executive Director

Age	42
Board member since	04/2019

Experience

Mr Saurabh Narayan Agarwal was appointed to Techcombank’s Board on April 2019. Prior to joining Techcombank, he worked for many years in finance and financial investment. He held executive positions 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.

Education

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 a Master of Business Administration from Harvard Business School in the US.



Mr **NGUYEN NHAN NGHIA**
Independent Director

Age	54
Board member since	04/2019

Experience

Mr Nguyen Nhan Nghia was appointed as Techcombank’s independent director in April 2019. Prior to joining Techcombank, he held executive positions at financial institutions and banks, including Deputy Head of Department, Head of Rural Finance Project under the International Credit Project Management Unit at the State Bank of Vietnam; Deputy Head of BIDV’s Business Center 3; Deputy CEO and CEO of BIDV-Vietnam Partners.

Education

Mr Nguyen Nhan Nghia graduated from Water Resources University, majoring in Water Engineering. He has a Finance and Economics Master’s degree from the University of London and was awarded a CFA (Chartered Financial Analyst) certificate from the International Professional Financial Analysis program.



Mr **NGUYEN TUAN MINH**
Corporate Governance Officer cum
Company Secretary, Chief of BOD Office

Age	56
Appointed as Corporate Governance Officer	11/2019

Experience

Mr Nguyen Tuan Minh joined Techcombank in May 2013 and has more than 9 years of executive experience, including many different management positions at Techcombank such as Head of Legal; Head of Compliance at Operational Risk and Legal Division; and Head of Legal Counsel at Corporate Affairs Division. Prior to that, he spent over 20 years in legal consulting – as a practising lawyer, an in-house general counsel and in senior management position at a private law firm, in the Vietnam branch of an international law firm and in a commercial bank and securities company. Mr Nguyen Tuan Minh was appointed Company Secretary cum Chief of BOD Office in November 2019.

Education

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 practising lawyer and member of the Hanoi Bar Association.

Board of Directors – Techcombank
Positions in other companies held by members of the Board of Directors
2019-2024 term

No.	Full name	Position in TCB	Positions in other companies held by BOD members
1	Mr Ho Hung Anh	Chairman	<ul style="list-style-type: none">None
2	Mr Nguyen Dang Quang	First Vice Chairman	<ul style="list-style-type: none">BOD Chairman, Masan Group CorporationBOD Chairman cum CEO, Masan CorporationBOD Chairman, Mobicast JSCBOD Chairman, VCM Services And Trading Development JSCBOD Chairman, Phuc Long Heritage Corporation
3	Mr Nguyen Thieu Quang	Vice Chairman	<ul style="list-style-type: none">BOD Member, Masan ConsumerBOD Chairman, Saigon Environmental Technology & Construction Corporation – Senco
4	Mr Nguyen Canh Son	Vice Chairman	<ul style="list-style-type: none">BOD Chairman, Eurowindow HoldingBOD Member, T&M Van Phong Investment & Tourism JSCBOD Chairman, Incentra JSCBOD Chairman, Eurowindow JSC
5	Mr Ho Anh Ngoc	Vice Chairman	<ul style="list-style-type: none">BOD Chairman, One Mount Group JSCBOD Chairman, One Mount Distribution JSCBOD Member, One Mount Consumer JSCBOD Member, Viet Nam Cruise Co. Ltd
6	Mr Lee Boon Huat	Non-executive Director	<ul style="list-style-type: none">Independent Director, Alliance Bank BhdBOD member, British Malayan HoldingsBOD member, Techcom Capital (TCC)
7	Mr Saurabh Narayan Agarwal	Non-executive Director	<ul style="list-style-type: none">Independent Director, Online Mobile Services JSCNon-executive Director, Converge Information and Communications Technology Solutions IncNon-executive Director, Circles Asia Cayman LimitedDirector, Converge ICT Singapore Pte. LtdExecutive member, Nanhe Kadam – not-for-profit companyDirector, Advance Intelligence Group Limited
8	Mr Nguyen Nhan Nghia	Independent Director	<ul style="list-style-type: none">None

Board of Directors – Techcombank
Activities of Board of Directors in 2022

The Board of Directors oversees the operations of the CEO and the Bank’s executives through the authorisation and delegation mechanism, as well as TCB’s internal regulations, as issued by the Board. Significant decisions and activities must first be sanctioned by the BOD and Shareholders’ General Assembly, so the CEO seeks approval before working with other executives on implementation.

In 2022, the Board held four (04) Board meetings.

No.	BOD members	Position	Day elected to the Board of Directors	No. of meetings attended	Attendance rate
1	Mr Ho Hung Anh	Chairman	13/04/2019	4	100%
2	Mr Nguyen Dang Quang	First Vice Chairman	13/04/2019	4	100%
3	Mr Nguyen Thieu Quang	Vice Chairman	13/04/2019	4	100%
4	Mr Nguyen Canh Son	Vice Chairman	13/04/2019	4	100%
5	Mr Ho Anh Ngoc	Vice Chairman	24/04/2021	4	100%
6	Mr Lee Boon Huat	Non-executive Director	13/04/2019	4	100%
7	Mr Saurabh Narayan Agarwal	Non-executive Director	13/04/2019	4	100%
8	Mr Nguyen Nhan Nghia	Independent Director	13/04/2019	4	100%

Our Board of Directors

Board resolutions in 2022

No.	Resolution no.	Issuance date (day/month/year)	Main content
1	No 0188/2022/ NQ-HĐQT	18/3/2022	<ul style="list-style-type: none">Review and approve business results to February 2022Review and approve the business plan for 2022Review and approve Techcombank’s strategy update reportReview and approve the Supervisory Board’s report on the first quarter of 2022Review and approve the agenda and content of the Annual General Meeting of shareholders (AGM) in 2022.
2	No 0541/2022/ NQ-HĐQT	24/6/2022	<ul style="list-style-type: none">Review and approve business results to May 2022Review the 2022 business planReview and approve Techcombank’s strategy update reportReview and approve the Supervisory Board’s report on the second quarter of 2022.
3	No 0760/2022/ NQ-HĐQT	23/9/2022	<ul style="list-style-type: none">Approve the CEO’s report on the Bank’s business results to August 2022Approve the CEO’s strategy update reportReview and approve the Supervisory Board’s report on the third quarter of 2022 and its recommendations.
4	No 1066/2022/ NQ-HĐQT	22/12/2022	<ul style="list-style-type: none">Approve the CEO’s report on the Bank’s business results to November 2022Approved the CEO’s strategic updateApprove the 2023 Business Plan ‘in principle’ based on the report and proposal of the CEO. Assign the Chairman of the BOD to further review this, decide on any necessary adjustments and report to the full Board at the next meeting, ready to submit to the AGM in 2023.Review and approve the Supervisory Board’s report on the fourth quarter of 2022 and its recommendations.

Activities of Independent Board members

1. Executing the rights and obligations of independent BOD members in accordance with Techcombank’s internal regulations and decisions of the BOD/Chairman of the BOD carefully and honestly, contributing to the success of Techcombank’s 2022 business results.
2. Fully attending BOD meetings, the Board Risk Committee (BRC) and the Nomination Committee (NORCO) and giving opinions on issues adopted at the meeting, and issues approved in the form of collecting written opinions at the Committees they participate in.
3. Implementing the resolutions and decisions of the AGM and according to BOD decisions on the assignment of tasks.
4. Reporting and disclosing information in accordance with current law when performing stock transactions at Techcombank (buying ESOP shares) for their affiliated persons.
5. Completing tasks and responsibilities in roles and positions as assigned by the BOD – effectively supporting the BOD in making timely governance decisions.
6. Evaluating the BOD’s performance in 2022.

In 2022, the BOD has been active and effective. It proactively and promptly promulgated resolutions and decisions to effectively implement the Resolution of the AGM in 2022, including:

- ◆ Working with BOD members in directing, supervising the CEO/Executive Committee to complete the 2022 business plan approved by the 2022 AGM
- ◆ Performing the roles, functions and responsibilities of independent members of the BOD in supervising CEO to perform the tasks assigned by the BOD
- ◆ Reviewing and approving the issuance of internal regulations related to Techcombank’s organisation, governance and professional activities under the authority of the BOD
- ◆ Supervising the CEO in organising and implementing control activities, operating and maintaining the information management system and information exchange mechanism, maintaining the control culture and professional ethical standards in Techcombank, supervising the handling of internal violations and professional ethics standards
- ◆ Giving opinions and discussing the implementation of Techcombank’s annual strategy and development plan
- ◆ Making decisions on solutions related to market development, marketing and technology solutions
- ◆ Making decisions on risk management policy and monitoring the implementation of risk prevention measures in Techcombank
- ◆ Performing other tasks assigned and directed by the SBV and the Chairman of the BOD.

List of Directors with Corporate Governance certificates

In 2022, all members of Techcombank’s Board of Directors participated in programs covering corporate governance.

The majority of Techcombank’s BOD members, the CEO and Company Secretary, have completed a training program on corporate governance for public companies organised by the Securities Research and Training Center under the State Securities Commission.

Senior managers are regularly updated on any new or revised corporate governance regulations that apply to public companies.

Activities of Committees under the Board of Directors in 2022

The BOD established two committees in accordance with the law, including the Board Risk Committee and the Nomination Committee (NORCO), to provide the BOD with specific advice. Activities of the Committees in 2022 are as follows:

Board Risk Committee (BRC)

The Board Risk Committee was established by the BOD to execute professional functions and tasks in relation to examination and supervision of risk management for the Bank. In 2022, BRC reviewed, advised on, and gave the BOD confidence to approve the updating and completion of our risk management policy. They continue to periodically review our policy and suggest amendments *‘to maintain a comprehensive risk management framework with the target of sustainable business development and community engagement whilst maintaining market leading capital, liquidity and prudent leverage ratios...’ – Excerpt from Techcombank’s 2023 Risk Appetite Statement.*

The BRC has actively directed and supervised risk management throughout the Bank – monitoring implementation and compliance with regulations set out in law and by the State Bank of Vietnam; and our Risk Management policy, risk appetite, safety thresholds and limits for the Bank’s activities. Specifically:

Regarding credit portfolio management and credit risk:

- (i) In the context of fluctuations in the global economy and Vietnam, BRC directed the development of stress test scenarios based on analysis and assessment of the impacts of macroeconomic fluctuations on customer segments/ products/ business limits; thereby improving our mechanisms for monitoring, warning and early response to adverse market fluctuations.
- (ii) Request relevant units to strengthen their monitoring of customers, implement periodic quality management reports to analyse and evaluate customer status/ portfolio, and promptly give instructions to minimise and prevent risks that may arise.
- (iii) Propose and advise competent authorities to direct the improvement of credit orientation in line with the Bank’s business strategy; promoting investment in technology, digital transformation and developing automated processes on a prudent basis using effective risk management.

Regarding operational risk management:

BRC is always focused on operational risk management and spends time discussing it in regular meetings, emphasising the Bank’s ability to implement the risk management framework in practice to ensure that initiative, speed, drastic and effective direction happen not only within units directly involved in risk management activities, but bank-wide. BRC pays special attention to strengthening the mechanisms for identifying, monitoring, assessing and handling operational risks in a quick and timely manner. In particular, it requires:

- (i) The risk management unit must be proactive in detecting potential risks when directly involved in building products/ business programs/ proposals for customers (offerings), setting thresholds / limits of operational risks, requirements for testing time, testing products / offerings for a group of customers, so they can promptly address these before their deployment
- (ii) Decision-making mechanisms must be always improving so it is possible to abandon products/ offerings in a timely manner if risks arise.

Regarding liquidity and market risk management:

- (i) BRC maintains quarterly monitoring of liquidity risk, market risk and IRRBB risk, and reviews and approves reports on periodic stress tests
- (ii) BRC actively advises competent authorities to direct relevant units to quickly develop a risk management framework for emerging risks, especially the model risk management framework, in the context of the Bank’s rapidly developing digitalisation and automation. These models are increasingly important in supporting the decision-making process.

Regarding other material risk types:

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

Chairman of BRC

Mr Ho Hung Anh – Chairman

Member of BRC

- Mr Nguyen Dang Quang – First Vice Chairman of BOD
- Mr Nguyen Thieu Quang – Vice Chairman of BOD
- Mr Nguyen Canh Son – Vice Chairman of BOD
- Mr Lee Boon Huat – Non-executive Director
- Mr Saurabh Narayan Agarwal – Non-executive Director
- Mr Nguyen Nhan Nghia – Independent Director

Resolutions of the Board Risk Committee (BRC)

Order	Resolution	Issue date	Main content
1	0187/NQ-BRC	18/3/2022	<ul style="list-style-type: none">Revised the updated report and Q1/2022 review, including an update on the implementation of requirements from the Q4/2021 meeting; organising implementation of risk management policies (monitor risk appetite, update risk limits periodically, manage and review the status of, and strategy for, material risk); and accessing the impact of legislative changes on TechcombankRevised comprehensive and detailed credit quality reports for each customer segmentRegarding operational risk management: BRC required relevant units to: (i) promote implementation of the operational management framework in TCB’s business/ operation activities, especially in design and supply of products/ offerings; (ii) review and improve mechanisms for decision-making and for monitoring and timely handling of risk events; (iii) strengthen risk assessment in the context of escalating global tensions and embargoesRegarding compliance: Raised awareness of operational risk management and employee compliance, emphasising detecting and preventing internal fraud.
2	0542/NQ-BRC	24/6/2022	<ul style="list-style-type: none">Revised the updated report and Q2/2022 review, including an update on the implementation of requirements from the Q1 meeting; organising implementation of risk management policies (monitor risk appetite, update risk limits periodically, manage and review the status of, and strategy for, material risk); and accessing the impact of legislative changes on TechcombankRegarding credit risk management: BRC required the identification of socio-economic fluctuations in order to (i) analyse the impact of scenarios on particular customer segments/ products/ business limits; (ii) develop early monitoring, review and warning methods to help Techcombank improve its ability to respond early (prepared scenarios) for adverse market fluctuationsRegarding operational risk management and compliance: (i) enhance risk assessment in TCB’s daily business activities by establishing scenarios and early detection of potential risks to help Techcombank respond to operational challenges and risks; (ii) carefully and seriously assess the risk of internal data breaches (fraud) in the context of TCB’s strong digitalisation and automation.
3	0761/NQ-BRC	23/09/2022	<ul style="list-style-type: none">Revised the updated report and Q3/2022 review, including an update on the implementation of requirements from the Q2 meeting; organising implementation of risk management policies (monitor risk appetite, update risk limits periodically, manage and review the status of, and strategy for material risk); and accessing the impact of legislative changes on TechcombankReinforced that the development of risk appetite, risk limit, business and credit orientation for TCB in 2023 should align with the business strategyRegarding stress tests: Assessed and comprehensively analysed the impact of macroeconomic fluctuations on TCB’s customer segments, products and business indicatorsRegarding operational risk management: Required the establishment of operational risk threshold/ limits in products/ offerings, and development and analysis of operational risk scenarios to assist in timely responses.

4	1067/NQ-BRC	22/12/2022	<ul style="list-style-type: none">Revised the updated report and Q4/2022 review, including an update on the implementation of requirements from the Q3 meeting; organising implementation of risk management policies (monitor risk appetite, update risk limits periodically, manage and review the status of, and strategy for, material risk); and accessing the impact of legislative changes on TechcombankRegarding stress tests: Required completion of stress tests and a review of potential impacts on TCB's indicators and action plansRegarding operational risk management: Required improved operational risk management and proactive promotion of implementing the operational risk framework in daily businesses, especially in the design or supply of products/ offerings, and the application of technology systems.
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Nomination Committee (NORCO)

In order to attract, develop and retain talent, NORCO proactively researched, advised and made proposals to the Board on the HR action plan for 2022-23, consistent with the implementation roadmap of the Bank's 2021-2025 strategy and HR strategy. The Human Resource Governance Framework that NORCO helps create and monitor provides a supervision mechanism for the Board of Directors, BOD Chairman and executive management (the CEO and Divisional Heads) and contributes to successful implementation of the Bank's HR strategy.

The HR Strategy 2022-2025

NORCO held three (03) meetings to discuss the HR Strategy and HR Action Plan 2022-2025.

The Strategy affirms:

- Attracting top talent
- Building capacity to successfully execute the Bank's strategy
- Retaining high performing employees who have adapted well to the Bank's culture.

HR Action Plan 2022-2025

NORCO helped the BOD make timely decisions that helped the Bank attract, develop and retain talent. It endorsed:

- Enhancing recruitment and branding activities to recruit top talent at home and abroad (Singapore, London, California) in the fields of data, technology, digitalisation, priority customer consulting
- Leadership development program
- A redesign of talent segments in the Bank
- Reviewing short-term and long-term compensation and remuneration programs.

All these initiatives aim to enhance the Bank's skill base and give employees a sense of pride at being part of the 'Home of Top Talent' in the banking market.

Chairman of NORCO

Mr Nguyen Nhan Nghia – Independent Director

Members of NORCO

- Mr Ho Hung Anh – BOD Chairman
- Mr Jens Lottner – CEO
- Ms Nikki Dang My Quyen – Chief Human Resources Officer

Resolutions of NORCO in 2022

Order	Resolution	Issue date	Main content
1	01/2022/BBH& NQ-NORCO	21/6/2022	<ul style="list-style-type: none">Agreed on the HR Strategy and Master Plan to be implemented as part of the 2022-2025 roadmap and Human Resources Management (HR) division's proposals on key implementation plans for 2022Ordered that HR's systems be automated and on a solid foundation to ensure successful implementation of the HR strategyDecided that the CEO and Divisional Heads should focus on communicating with employees, building trust and motivation so employees believe in continuing to develop themselves, work effectively and bond to the organisation.
2	02/2022/NOR CO-TCB	14/10/2022	<ul style="list-style-type: none">Recognised and appreciated HR's efforts to implement its plans on schedule, focusing on improving the ability of EVPs* and HRBPs* to help attract and retain top talentListened to feedback on new HR activities / features that have helped strengthen EVPs, to ensure they reflect employee needsApproved the HR Management Framework and its components which cover five main areas (Attracting and Recruiting, Effective Management, Development Training, Recognition and Reward, HR Services) and are built on three fundamental pillars (Talent and Organisational Development, Organisational Culture and Employee Experience, Technology and Data). A six-month project team was endorsed to–<ul style="list-style-type: none">Develop a set of indicators to measure HR strategic goalsSystematise the Roles and Responsibilities of stakeholdersStandardise the authority and authorisation systemStandardise and simplify the current document system and internal training materials.
3	03/2022/NOR CO-TCB	22/12/2022	<ul style="list-style-type: none">Approved a report updating the HR strategy, including measurement indicators, within the HR Management Framework and delegated monitoring and reporting of these to HRApproved the HR Master Plan 2023 which requires HR to<ul style="list-style-type: none">Build a <i>reporting system to monitor implementation</i>Record <i>employee feedback and periodically report on EVP offerings</i>Coordinate with <i>trade unions to review the Bank's policies, with a view to removing any that are invalid or outdated</i>Improve the <i>employee experience in our new modern offices while maintaining a balance between wellbeing and discipline</i>.Initiated the Techcombank University project 2023 to actively upgrade the Bank's self-training capabilities.

(*) EVP: Employee Value Proposition // HRBP: Human Resource Business Partner

Our Supervisory Board



Mr HOANG HUY TRUNG

Head of Supervisory Board
and Full-time member

Age	50
BOS's member since	12/2012

Mr Hoang Huy Trung has had many years' experience in the banking industry and held various management positions at the State Bank of Vietnam and Techcombank. He has been Head and full-time member of the Techcombank Supervisory Board since December 2012.

Mr Hoang Huy Trung graduated with a Master of Economics, specialising in banking, from the National Economics University and has a Bachelor of Accounting from the Academy of Finance.



Mr MAG RER SOC OEC ROMAUCH
HANNES

Member

Age	48
BOS's member since	04/2012

Mr Mag Rer Soc Oec Romauch Hannes has many years' experience in banking and finance and has held many important management positions in financial institutions and large corporations. He has been a member of the Techcombank Supervisory Board since April 2012.

Mr Mag Rer Soc Oec Romauch Hannes holds a Master's Degree in Business Administration – majoring in finance, banking and marketing – from Klagenfurt University, Republic of Austria.



Ms BUI THI HONG MAI

Full-time member

Age	51
BOS's member since	03/2010

Ms Bui Thi Hong Mai has many years' experience in accounting and finance. Since 03/2010 she became a member and a full-time member of Techcombank Supervisory Board.

Ms Bui Thi Hong Mai holds a Bachelor's degree in Accounting from the University of Finance and Accountancy.

Our Supervisory Board's activities

Responsibilities and accountabilities of the Supervisory Board:

- ♦ Monitor compliance with legal regulations and Techcombank's Charter for governance and management activities
- ♦ Perform the internal audit function, including reviewing the effectiveness of internal control systems within the Bank and its subsidiaries
- ♦ Appraise the Bank's semi-annual and annual financial statements
- ♦ Perform inspections and monitoring (if any) at the request of the SBV or major shareholders or any group of major shareholders, in accordance with the law and the Bank's Charter
- ♦ Perform other duties in accordance with the law and the Bank's Charter.

Principles of operation and coordination between the Supervisory Board, the Bank's BOD and executive leaders

- ♦ The Supervisory Board operates on the principle of independence but, at the same time, closely coordinates with the Bank's BOD and executive leaders on governance and management activities. Their aims are preventing, detecting and completely handling any shortcomings in the Bank's operations; improving internal control systems; perfecting regulations, processes, products and risk management in business activities; and improving the system's governance and management capability.
- ♦ The BOD and the Bank's executive leaders create favorable conditions for the Supervisory Board to perform its duties; and recognise, proactively organise and direct improvements to the Bank's work, according to recommendations made by the Supervisory Board and Internal Audit.

Techcombank’s Supervisory Board for the 2019-2024 term, includes three (03) members; two (2) full-time and one (01) part-time. Their meetings attendances in 2022 are below.

Activities of the Supervisory Board in 2022

No.	Member	Title	Member start date	Number of meetings attended	Attendance rate
1	Mr Hoang Huy Trung	Head of Supervisory Board and full-time member	13/04/2019	4	100%
2	Ms Bui Thi Hong Mai	Full-time member	13/04/2019	4	100%
3	Mr Mag Rer Soc Oec Romauch Hannes	Member	13/04/2019	4	100%

Our Supervisory Board’s activities

No	Resolution No	Date issued	Main content
1	01/2022/NQBKS	15/3/2022	<ul style="list-style-type: none">Reviewed and approved the internal audit report for Q1, including the Bank’s adequacy ratiosReviewed the results of supervision of credit and non-credit granting activities with customers, subject to the approval of the Board of DirectorsReviewed and approved the report of the Supervisory Board for the General Meeting of Shareholders and related documents
2	02/2022/NQBKS	21/6/2022	<ul style="list-style-type: none">Reviewed and approved the internal audit report for Q2, including the Bank’s adequacy ratiosReviewed the results of supervision of credit and non-credit granting activities with customers, subject to the approval of the Board of Directors
3	03/2022/NQBKS	20/9/2022	<ul style="list-style-type: none">Reviewed and approved the internal audit report for Q3, including the Bank’s adequacy ratiosReviewed the results of supervision of credit and non-credit granting activities with customers, subject to the approval of the Board of DirectorsConsidered proposed amendments and documents related to the operation of the internal audit
4	04/2022/NQBKS	20/12/2022	<ul style="list-style-type: none">Reviewed and approved the internal audit report for Q4, including the Bank’s adequacy ratiosReviewed the results of supervision of credit and non-credit granting activities with customers, subject to the approval of the Board of DirectorsReviewed and approved the report on the performance of the 2022 internal audit and the plan for the 2023 internal audit

Our Executive Team

“Techcombank brings together an executive team with outstanding competency and extensive experience to lead the Bank’s strategic transformation objectives in 2021-2025.”



Dr JENS LOTTNER
Chief Executive Officer

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.

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 PHUNG QUANG HUNG

Deputy CEO cum
Chief Business Banking Officer

Mr Phung Quang Hung has many years of management experience and has worked at international banks. Previous positions include Head of IT and Operations at ABN AMRO Vietnam, and Business Partner at the National Australia Bank, London. Mr Phung Quang Hung joined Techcombank in January 2010 as Head of the Operations and Technology Division, before being appointed Head of Sales and Distribution (S&D), Head of Customer Service and Financial Advisory Division (CSA), Managing Director and then Standing Deputy CEO, Chief Business Banking Officer.

Mr. Phung Quang Hung has a master's degree in international business from Washington State University (USA) and a bachelor's degree in Information Technology from the Hanoi University of Science and Technology (Vietnam).



Mr SIVA R. KRISHNAN

Deputy CEO cum
Chief Risk Officer

Mr Krishnan has over 25 years of experience; covering global and regional banks and payment technology companies. He brings balanced cross functional experience, encompassing business strategy, transformation, risk management, data science and product development.

Prior to joining Techcombank, he was the Executive Vice President (Retail and Business Banking Risk Management) and Head of Credit Risk Analytics at Siam Commercial Bank (SCB), Thailand.

Prior to SCB, Mr Krishnan was the Deputy Chief Executive and Executive Vice President (Retail and SME Risk Management and Business Infrastructure) of Scotia Bank and instrumental in the acquisition and integration of its affiliate banks viz. Thanachart Bank, Siam City Bank Thailand. Mr Krishnan was appointed Techcombank's Deputy CEO on 10 January 2021.

Mr Krishnan holds a Master's degree in Commerce from University of Madras, India; a Graduate membership of the Institute of Cost and Management Accountants, India; an Associate membership of the Indian Institute of Bankers; and a Diploma in Finance from Chartered Financial Analysts of India.



Mr PHAN THANH SON

Deputy CEO cum
Chief Global Transaction Services Officer

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 January 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 various positions in the Global Markets Divisions at Standard Chartered Bank (Vietnam), Citibank (Vietnam), and Citigroup Global Markets Ltd. (Hong Kong).

He holds a Master's degree in Economics from the National Economics University (Vietnam).



Mr PHAM QUANG THANG

Deputy CEO cum
Chief Corporate Affairs Officer

Mr Pham Quang Thang joined Techcombank since 1994 and has been working for nearly 30 years in the banking industry, where he has held many key leadership positions. These include Chief Accountant and Director of Treasury Centre.

Since October 2007, he was appointed Deputy CEO and cum Head of Business Banking Division, Head of Credit Approval Division, Head of Legal and Compliance division, and Chief Corporate Affairs Officer.

Mr Pham Quang Thang holds a Master's degree from Swinburne Technology University (Australia), a Bachelor's degree from the National Economics University (Vietnam).



Ms PHAN THI THANH BINH

Chief Wholesale Banking Officer

Ms Phan Thi Thanh Binh was appointed Head of Wholesale Banking in April 2018. Prior to this, she joined Techcombank as Transformation Director of Wholesale Banking in July 2017. She has more than 20 years of experience with ANZ in various positions, including Head of Markets Vietnam, acting CEO of ANZ (Vietnam), member of the Board of Directors at ANZ (Vietnam, Cambodia and Laos) and Chairwoman of ANZ (Laos).

Ms Phan Thi Thanh Binh holds a Master's degree from University Libre de Bruxelles (Belgium).



Mr DARREN BUCKLEY

Chief Retail Banking Group Officer

Mr Darren Buckley has over 35 years of experience in global financial services in senior banking positions in London, New York, Tokyo, Shanghai, Singapore, and Bangkok.

Prior to joining Techcombank, Mr Buckley worked for 29 years with Citi, including as CEO in Japan, their third largest country globally, and Business/Country Head for China, Thailand, Cambodia, Myanmar and Laos. With responsibilities in both corporate and consumer banking, he has a track record of developing strong government and corporate client relationships and transforming retail banking through external partnerships and digitally enabled client-centric business models.

Mr Buckley, a Business Finance and Economics graduate from the United Kingdom, is also a UK Chartered Accountant (FCA), an honorary professor at two Chinese universities, the former Vice Chairman of the Thai Board of Trade, Chairman of the Thailand Association of International Banks, President of the American Chamber of Commerce (AmCham) Thailand, Director of the Japan International Bankers Association and Director of the Nippon Keizaidantai Rengokai.



Mr NGUYEN XUAN MINH

Head of Investment Banking Division

Mr Nguyen Xuan Minh was appointed Head of Investment Banking Division – Chairman of the Board of Directors of Techcom Securities Company. He has more than 20 years of experience in fund management and investment banking, including in previous positions such as CEO of Vietnam Asset Management Ltd. (VAM) and Senior Vice President of Franklin Templeton Investments under Mark Mobius in Singapore.

He holds a Master's degree in Applied Finance & Investment from Securities Institute of Australia (FINSIA), Master of Science in Engineering with major in petroleum mechanics from Gubkin Russian State University (Russia). He is a CFA Charterholder.



Mr PRASENJIT CHAKRAVARTI

Chief Corporate Strategy and Transformation Officer

Mr Chakravarti joined Techcombank with over 20 years of experience from Accenture PLC, McKinsey & Company, and Standard Chartered Bank. At Standard Chartered Bank, he was a member of the Consumer Banking Executive Committee and held various executive global management positions related to defining strategy, customer value proposition and organisational transformation. Previously, in his role at Accenture PLC (the world's leading consulting firm specialising in digital transformation and technology services) as ASEAN Head, Banking and Sustainable Finance Practice, he led the engagement of ASEAN banking clients to drive enterprise level digital transformation initiatives across Corporate, Retail and Payments domains. Previously at McKinsey & Company, Mr Chakravarti was an Associate Partner, leading teams that solved senior management issues at the intersection of strategy, technology and operation for top 10 North American Banks, insurers and Asset Management firms.

Mr Chakravarti received his Bachelor of Technology from Indian Institute of Technology, Bombay and his MBA, focused on General Management and Strategy, from Harvard Business School, USA.



Mr ALEXANDRE MACAIRE

Chief Finance Officer

Mr Macaire joined Techcombank from HSBC, where he worked for 15 years in senior positions across Investment Banking, Capital Management and Finance. Most recently, he was Chief Financial Officer for Wealth and Personal Banking Asia Pacific which is one of HSBC's top-priority business divisions. 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 #1 Wealth Manager ambition in Asia Pacific.

Mr Alexandre Macaire gained a Master's degree in Mathematics and Physics from Ecole Polytechnique and is a graduate from French National School of Administration (ENA).



Ms NIKKI DANG

Chief Human Resources Officer

Ms Nikki Dang 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 for United States. She has held many senior positions, including EVP & Chief HR Officer at Bank of California; Director of Human Resources at National Credit Exchange; Resolution & Receivership Specialist at Federal Deposit Insurance Corporation (FDIC); Operations Manager at Bank of America.

Prior to Techcombank Ms Nikki Dang was Executive Vice President & Chief HR Officer at Hanmi Bank, 2nd largest Korean American Bank in the US where she led the transformation of HR technology solutions, designed Executive Leadership development program and implemented a Long-Term Equity Program for Executive. Additionally, she served the role of Diversity Officer responsible for the development of Diversity and Inclusion programs.

Ms Nikki Dang graduated with a Bachelor of Business Administration – International Business from California State University, Fullerton, USA.



Ms THAI MINH DIEM TU

Chief Marketing Officer

Ms Thai Minh Diem Tu is a seasoned marketing and general business leader with more than 20 years of experience in senior consumer marketing and business management roles with leading multinational fast moving consumer goods companies in Vietnam.

Prior to joining Techcombank, Ms Tu Thai held various senior executive positions, including during ten years with FrieslandCampina where she reached the position of Vietnam Director, Specialised Nutrition and Global Specialised Nutrition Business Group Management team. Under her leadership, the business achieved considerable success, including sustainable profitable growth and digital transformational milestones in strengthening brand health. Prior to that, Ms Tu Thai worked for Unilever for eight years, where her last assignment was as Business Unit Director for Unilever Vietnam, across categories.

Ms Thai Minh Diem Tu has an MBA from the University of California Irvine (UCI) and a Business Management graduate degree from HCMC's University of Foreign Languages and Information Technology.



Mr CHU HONG NGOC

Chief Operations Officer

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 had 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 Board of Directors Office and COO at VP Bank.

Mr Chu Hong Ngoc graduated with Honours from his Bachelor of Telecommunication Engineering, University of South Australia.



Mr NGUYEN ANH TUAN

Chief Information Officer

Mr Nguyen Anh Tuan has over 27 years of experience in technology and management. He held senior management positions at Citibank N.A. Prior to these, 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.

Mr Nguyen Anh Tuan holds a Master's Degree in both Business Administration and Computer Science, as well as a Bachelor of Science (Computer Science), all from Virginia Commonwealth University. 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.



Mr SANTHOSH MAHENDIRAN

Chief Data and Analytics Officer

Mr Santhosh Mahendiran has more than 20 years of global experience with a specific focus on data and digital. He joined Techcombank with leadership experience in Technology, Data Management, Analytics, Digital & Governance. Prior to that, he worked for Standard Chartered Bank, Singapore as Managing Director and Global Head, Digital Foundation Technology. Previously, he was the Global Technology Head of Data, Analytics & AI and Global Head of Enterprise Data Management, where he was responsible for strategy, design, development and delivery of an Enterprise Data Management (EDM) platform for the whole bank. Before Standard Chartered, he held various senior leadership roles at Citibank, Singapore. He was the Vice President responsible for delivery, implementation and support of data warehouses in Europe, the Middle East and Africa – a region spanning 15 countries. He was also the head of the development team that pioneered the world's first touch screen paperless on-boarding systems for Citibank, Japan.

Mr Santhosh Mahendiran holds two Master's degrees – Computer Applications and Software Engineering – from Madurai Kamaraj University, India and the National University of Singapore. He has completed the leadership program at the European Institute of Business Administration (INSEAD) in 2015. He has worked across Asia, Europe and America.



Mr PRANAV SETH

Chief Digital Officer

Mr Seth was appointed 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 and championing and executing large scale business and organisational transformations.

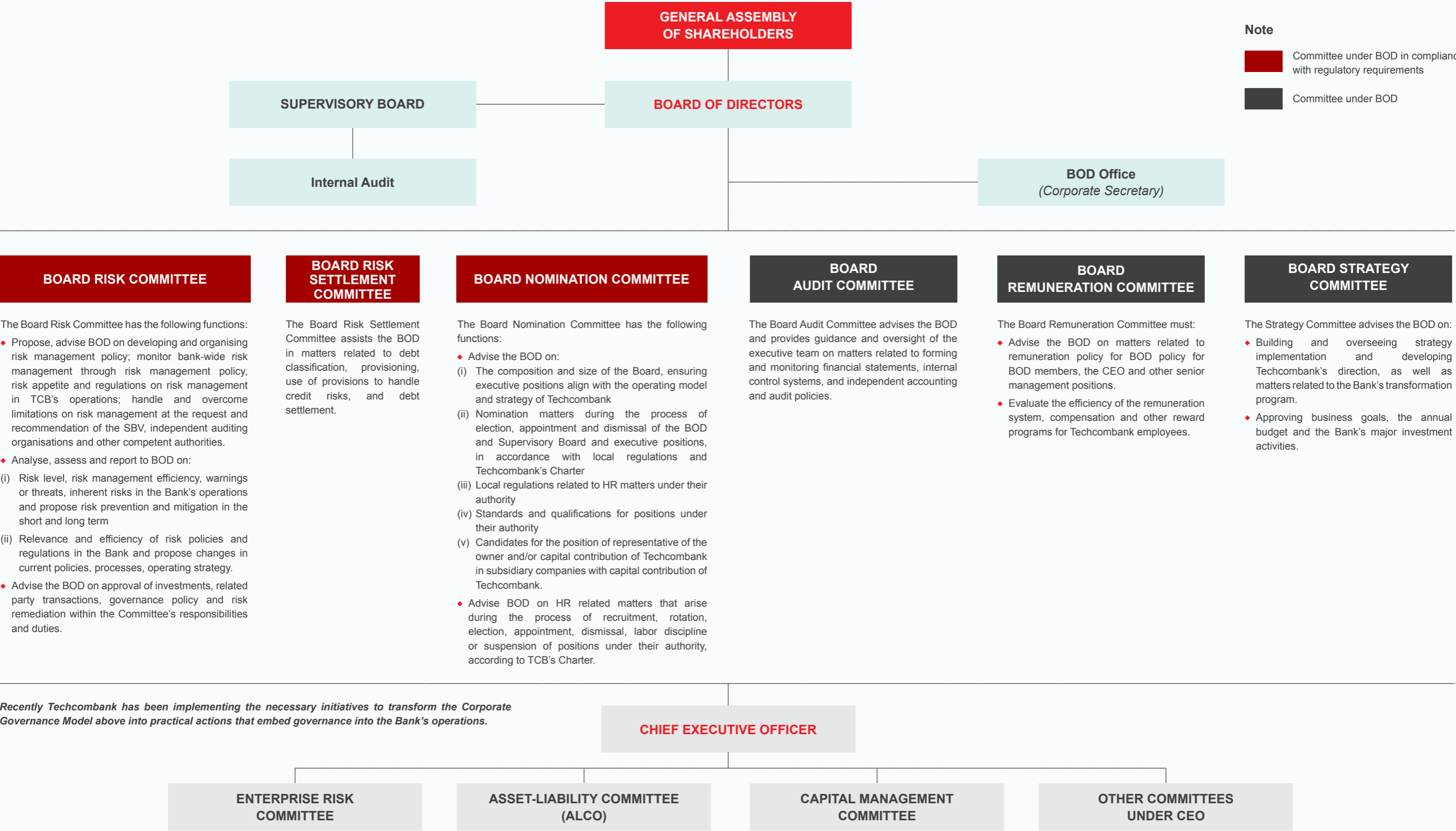
Previously, Mr Seth worked for OCBC Bank, Singapore as Senior Vice President and Head of Digital and Innovation. In this role, he was responsible for OCBC's challenger bank, "FRANK by OCBC". He led the OCBC group's innovation arm, 'The Open Vault' driving Fintech and ecosystem partnerships and led the Digital Business and Transformation units for OCBC's consumer bank. He had a critical role in the consumer bank's leadership team and was an anchor member of the OCBC group's Digital Transformation Council. Prior to OCBC Bank, he was an Engagement Manager at McKinsey & Company where he helped banks and financial services firms build strategies and execute large scale transformations.

Mr 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 and Organisation at Stanford University Graduate School of Business (Stanford).

Corporate Governance model

Techcombank's 2023 targeted Corporate Governance Model

Techcombank’s Board of Directors has approved the Bank’s targeted governance model, detailing the implementation schedule until 2023. In 2022, specific activities were continually undertaken to transition the Bank from the current model to the target model.



The Board Risk Committee has the following functions:

- Propose, advise BOD on developing and organising risk management policy; monitor bank-wide risk management through risk management policy, risk appetite and regulations on risk management in TCB's operations; handle and overcome limitations on risk management at the request and recommendation of the SBV, independent auditing organisations and other competent authorities.
- Analyse, assess and report to BOD on:
 - Risk level, risk management efficiency, warnings or threats, inherent risks in the Bank's operations and propose risk prevention and mitigation in the short and long term
 - Relevance and efficiency of risk policies and regulations in the Bank and propose changes in current policies, processes, operating strategy.
- Advise the BOD on approval of investments, related party transactions, governance policy and risk remediation within the Committee's responsibilities and duties.

The Board Risk Settlement Committee assists the BOD in matters related to debt classification, provisioning, use of provisions to handle credit risks, and debt settlement.

The Board Nomination Committee has the following functions:

- Advise the BOD on:
 - The composition and size of the Board, ensuring executive positions align with the operating model and strategy of Techcombank
 - Nomination matters during the process of election, appointment and dismissal of the BOD and Supervisory Board and executive positions, in accordance with local regulations and Techcombank's Charter
 - Local regulations related to HR matters under their authority
 - Standards and qualifications for positions under their authority
 - Candidates for the position of representative of the owner and/or capital contribution of Techcombank in subsidiary companies with capital contribution of Techcombank.
- Advise BOD on HR related matters that arise during the process of recruitment, rotation, election, appointment, dismissal, labor discipline or suspension of positions under their authority, according to TCB's Charter.

The Board Audit Committee advises the BOD and provides guidance and oversight of the executive team on matters related to forming and monitoring financial statements, internal control systems, and independent accounting and audit policies.

The Board Remuneration Committee must:

- Advise the BOD on matters related to remuneration policy for BOD policy for BOD members, the CEO and other senior management positions.
- Evaluate the efficiency of the remuneration system, compensation and other reward programs for Techcombank employees.

The Strategy Committee advises the BOD on:

- Building and overseeing strategy implementation and developing Techcombank's direction, as well as matters related to the Bank's transformation program.
- Approving business goals, the annual budget and the Bank's major investment activities.

Transactions, remuneration and benefits –
Board of Directors, Supervisory Board and executives

Information on internal shareholders' ownership of Techcombank shares at 31 December 2022

No.	Name	Position in Techcombank	Number of Techcombank shares	% shareholding
BOARD OF DIRECTORS				
1	Mr Ho Hung Anh	Chairman	39,309,579	1.1176%
2	Mr Nguyen Dang Quang	First Vice Chairman	9,403,176	0.2673%
3	Mr Nguyen Thieu Quang	Vice Chairman	30,256,431	0.8602%
4	Mr Nguyen Canh Son	Vice Chairman	17,954,979	0.5105%
5	Mr Ho Anh Ngoc	Vice Chairman	0	0.0000%
6	Mr Lee Boon Huat	Non-executive Director	0	0.0000%
7	Mr Saurabh Narayan Agarwal	Non-executive Director	0	0.0000%
8	Mr Nguyen Nhan Nghia	Independent Director	259,963	0.0074%
9	Mr Nguyen Tuan Minh	Corporate Governance Officer cum Company Secretary and Chief of BOD Office		
SUPERVISORY BOARD				
1	Mr Hoang Huy Trung	Head of Supervisory Board cum Full-time Member	57,504	0.001634%
2	Ms Bui Thi Hong Mai	Full-time Member	48	0.00000137%
3	Mr Mag Rer Soc Oec Romauch Hannes	Member	0	0.0000%
EXECUTIVES*				
1	Mr Jens Lottner	CEO	439,000	0.012481%
2	Mr Phung Quang Hung	Deputy CEO cum Chief Business Banking Officer	1,777,867	0.050547%
3	Mr Pham Quang Thang	Deputy CEO cum Chief Corporate Affairs Officer	1,365,517	0.038823%
4	Mr Phan Thanh Son	Deputy CEO cum Chief Global Transaction Services Officer	2,347,010	0.066728%
5	Mr Kalyanaraman Sivaramakrishnan	Deputy CEO cum Chief Risk Officer	42,118	0.001197%
6	Mr Alexandre Macaire	Group CFO	0	0.0000%
7	Ms Thai Ha Linh	Person authorised to disclose information	1,118,508	0.0318%
8	Ms Nguyen Thi Tra My	Chief Accountant	8,340	0.000237%

* List of executive personnel as defined in the Law on Credit Institutions, 2010 and Amendments, 2017

Share transactions by internal shareholders and affiliated persons

In 2022, the number of transactions and volume of Techcombank shares traded by internal shareholders were as follows:

	Number of transactions	Transaction volume (number of shares)
Buy	7	938,001
Sell	2	300,000
Total	9	1,238,001

Detailed information on transactions by internal shareholders and their affiliated parties are published on Techcombank's website: www.techcombank.com.vn/investors/financial-information

In 2022, the number of transactions and volume of Techcombank shares traded by internal shareholder's affiliated parties were as follows:

	Number of transactions	Transaction volume (number of shares)
Buy	1	100,021
Sell	3	1,039,996
Total	4	1,140,017

Remuneration and other benefits and expenses for each member of the Board of Directors, the Board of Supervisors, CEO

No.	Name	Position	Salary/Rewards/Remuneration and other benefits
1	Mr Ho Hung Anh	Chairman	Refer to the 2022 Consolidated Financial Statement – Footnote No. 42 on 'Significant transactions with related parties'
2	Mr Nguyen Dang Quang	First Vice Chairman	
3	Mr Nguyen Thieu Quang	Vice Chairman	
4	Mr Nguyen Canh Son	Vice Chairman	
5	Mr Ho Anh Ngoc	Vice Chairman	
6	Mr Lee Boon Huat	Non-executive Director	
7	Mr Saurabh Narayan Agarwal	Non-executive Director	
8	Mr Nguyen Nhan Nghia	Independent Director	

Salary, rewards, remuneration and other benefits and expenses for each member of the Supervisory Board in office 2019-2024

No.	Name	Position	Salary/Rewards/Remuneration and other benefits
1	Mr Hoang Huy Trung	Head of Supervisory Board cum full-time member	Refer to the 2022 Consolidated Financial Statement – Footnote No. 42 on 'Significant transactions with related parties'
2	Ms Bui Thi Hong Mai	Full-time Member	
3	Mr Mag Rer Soc Oec Romauch Hannes	Member	

Salary, rewards, remuneration and other benefits and expenses for the CEO

No.	Name	Position	Salary/Rewards/Remuneration and other benefits
1	Mr Jens Lottner	CEO	Refer to the 2022 Consolidated Financial Statement – Footnote No. 42 on ‘Significant transactions with related parties’

Contracts or transactions with internal shareholders

Refer to the 2022 Consolidated Financial Statement – Footnote No. 42 on ‘Significant transactions with related parties’

Report on performance of corporate governance regulations

In 2022, Techcombank complied with all applicable regulations and guidelines on corporate governance issued by state management agencies before and in 2022, including:

- ◆ **Law on Securities No. 54/2019/QH14**
- ◆ **Law on Enterprise No. 59/2020/QH14**
- ◆ **Law on Credit Institutions No. 47/2010/QH12** and law amending and supplementing articles of Law on Credit Institutions No. 17/2017/QH14
- ◆ **Decree No. 71/2017/ND-CP** on guiding corporate governance applied to public companies
- ◆ **Decree No. 155/2020/ND-CP** on clarification and guidance for Law on Securities amendment
- ◆ **Circular No. 95/2017/TT-BTC** on guiding Articles of Decree No. 71/2017/ND-CP
- ◆ **Circular No. 13/2018/TT-NHNN** on internal control systems of commercial joint-stock banks, foreign bank branches, and other relevant regulations

- ◆ **Circular No. 22/2019/TT-NHNN** regulating safety adequacy ratios and limits in the operation of banks and foreign bank branches
- ◆ **Circular No. 96/2020/TT-BTC** on guiding information disclosure for listed companies in the securities market
- ◆ **Code of Best Practices-based Corporate Governance** issued in August 2019 by State Securities Commission and International Finance Corporation (IFC).

Under the Bank’s corporate governance model, the Board and management committees continue to perform their designated roles and responsibilities well – helping the Board and CEO supervise and operate the Bank’s day-to-day matters and consulting on key and long-term matters. Strong governance has become ever more critical in light of the transformation occurring at Techcombank. It has helped the Bank’s leaders strengthen their decision-making processes and be more prudent in reviewing the risks inherent in operating the business.

Techcombank has implemented processes to establish a transparent and clear decentralisation and authorisation mechanism; defining responsibilities and avoiding conflicts of interest. According to Article 4 of the Internal Governance Statue, the Bank must develop a matrix of delegations to specify the approval authority at each level and for each title in the bank. Approval authority is based

on Techcombank’s governance structure, ensuring compliance with the law and in accordance with the Bank’s decentralised system.

- ◆ The Board of Directors stipulates the authority for the Committees and Councils under the Board of Directors; CEO.
- ◆ The CEO stipulates the authority for the Councils under CEO, titles from Deputy Director, Head of Division and equivalent titles and below.

Ensuring transparency with further investor engagement

We strictly complied with the information disclosure policy of the Ho Chi Minh City Stock Exchange, committing to provide clear, accountable information about the Bank’s governance, operations and performance to the public in an accessible manner.

In 2022, Techcombank’s Investor Relations function made great inroads in investor engagement, helping ensure the highest standards of transparency:

- ◆ Our successful Annual General Meeting (AGM) was held on 23 April 2022
- ◆ We conducted four quarterly earnings calls for institutional investors/analysts and four presentations for retail investors

- ◆ Our Investor Relations team held over 100 meetings with investors and attended 11 conferences with analysts all over the world
- ◆ We talked with 61 investors online and welcomed 49 to Head Office.

In addition to engaging with institutional investors and analysts, we also designed and organised exclusive meetings with retail investors. These meetings covered conventional performance reporting, but also provided an opportunity for the Bank to update investors on our overall business and strategy and address any questions or concerns.

Investors can register for our quarterly earnings calls and retail investor meetings at:

<https://techcombank.com/en/investors/other-events>

Investor Value Proposition

Drawing on the momentum from our successful work on the Customer Value Proposition, Techcombank designed and implemented an Investor Value Proposition (IVP) initiative. It was aimed at gaining a detailed understanding of retail investors’ profiles and expectations, allowing us to then improve our communication with this highly important group of stakeholders.

We conducted several surveys and undertook ‘social listening’ to obtain market opinions about Techcombank and our stock. In-depth analysis of the data helped us determine retail investors’ topics of interest, preferences and requirements. It has led to our quarterly earnings calls with this group being more effective. Meeting content and Q&As are accurately centred on what they truly want to know.

Website revamp

Another milestone was a comprehensive revamp of our Investor Relations website. After several months of conceptualising, design, development and testing, 2022 saw us finish the backend development phase, ensuring stable website operation.

The revised web pages are based on industry best practices and reflect our extensive research into investors’ wants and needs. They help improve user experience and provide investors with easier access to relevant information about Techcombank’s financial results, business activities and stock.

The focus of ESG for 2023

In 2023, Techcombank will further strengthen our ESG management with priorities set based on the materiality assessment done in 2022. Key workstreams include:

- ◆ Providing E&S training for 100% of our staff, relevant to their professional and management positions, to raise their awareness and capability in this area
- ◆ Collaborating with consulting partners to implement comprehensive E&S risk management that addresses challenges and changes in international standards
- ◆ Improving current policy, guidelines and tools to enhance E&S risk assessment – fully adopting the SBV’s requirements, and international standards

- ◆ Improving our E&S governance framework by
 - Setting clear roles and responsibilities for the BOD and CEO in managing and monitoring overarching E&S risk
 - Assigning a dedicated sub-committee/ dedicated BOD member for this area
 - Establishing an E&S unit to drive the development of ESG
- ◆ Seeking emerging opportunities in the green capital market; including mobilising green capital and providing green bonds/ loans for eligible projects like renewable energy, energy efficiency, clean transportation and green buildings

- ◆ Continuing to uphold Techcombank’s vision – supporting the Vietnamese people and communities through the Hanoi and HCMC marathons and other social activities to spread ever wider our message of physical fitness, self-development and human potential more broadly
- ◆ Adding new resources to investor relations – enhancing investor relations online and offline, and adding more resources dedicated to retail investors.

06

THE SUCCESS OF TECH

◆ Consolidated financial statements
at 31 December 2022

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 Business Registration Certificate No. 0100230800 issued by the Hanoi Department of Planning and Investment on 21 October 2022. The operating duration is 99 years since 6 August 1993.

On 30 January 2023, Business Registration Certificate No. 0100230800 of the Bank was amended for the 56th time.

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 2022 and until the date of these consolidated financial statements are as follows:

No.	Name	Position
1	Mr. Ho Hung Anh	Chairman
2	Mr. Nguyen Dang Quang	The first Vice Chairman
3	Mr. Nguyen Thieu Quang	Vice Chairman
4	Mr. Nguyen Canh Son	Vice Chairman
5	Mr. Do Tuan Anh	Vice Chairman <i>(until 22 April 2022)</i>
6	Mr. Ho Anh Ngoc	Vice Chairman
7	Mr. Lee Boon Huat	Member
8	Mr. Saurabh Narayan Agarwal	Member
9	Mr. Nguyen Nhan Nghia	Independent Member

Board Of Supervision

Members of the Board of Supervision of the Bank for the year ended 31 December 2022 and until the date of these consolidated financial statements are as follows:

No.	Name	Position
1	Mr. Hoang Huy Trung	Head of Board of Supervision cum Member in charge
2	Ms. Bui Thi Hong Mai	Member in charge
3	Mr. Mag Rer Soc Oec Romauch Hannes	Member

The Executive Team

Members of the Executive Team of the Bank for the year ended 31 December 2022 and until the date of these consolidated financial statements are as follows:

No.	Name	Position
1	Mr. Jens Lottner	Chief Executive Officer
2	Mr. Phung Quang Hung	Deputy Chief Executive Officer cum Chief Business Banking Officer <i>(from 11 January 2022)</i>
3	Mr. Pham Quang Thang	Deputy Chief Executive Officer cum Chief Corporate Affairs Officer
4	Mr. Phan Thanh Son	Deputy Chief Executive Officer cum Chief Global Transaction Service Officer cum Transformation Director <i>(until 21 January 2022)</i>
5	Mr. Kalyanaraman Sivaramakrishnan	Deputy Chief Executive Officer cum Chief Risk Officer
6	Mr. Alexandre Charles Emmanuel Macaire	Group Chief Finance Officer <i>(from 11 January 2022)</i>
7	Mr. Trinh Bang	Group Chief Finance Officer <i>(until 10 January 2022)</i> cum Chief Strategy and Development Officer <i>(until 21 January 2022)</i>
8	Ms. Phan Thi Thanh Binh	Chief Wholesale Banking Officer
9	Mr. Darren Neale Buckley	Chief Retail Banking Group Officer
10	Ms. Nikki Dang My Quyen	Chief Human Resources Officer
11	Mr. Nguyen Anh Tuan	Chief Information Officer
12	Mr. Chu Hong Ngoc	Chief Operations Officer
13	Ms. Thai Minh Diem Tu	Chief Marketing Officer
14	Mr. Santhosh Mahendiran	Chief Data and Analytics Officer
15	Mr. Kyle Timothy Justin	Chief Transformation Officer <i>(until 30 October 2022)</i>
16	Mr. Pranav Seth	Chief Digital Officer
17	Mr. Prasenjit Chakravarti	Chief of Strategy cum Chief of Transformation Office <i>(from 31 August 2022 to 19 October 2022)</i> Chief of Strategy and Transformation Officer <i>(from 20 October 2022)</i>

Legal Representative

The legal representative of the Bank for the year ended 31 December 2022 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 2022 in accordance with Decision No. 0058/2020/UQ-CT-HDQT dated 6 February 2020.

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 2022.

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 2022, and of the consolidated results of their operations and their consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Financial Reporting Regime for Credit Institutions, regulations of the State Bank of Vietnam and statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

For and on behalf of the Executive Team:

Mr. Jens Lottner
Chief Executive Officer

Hanoi, Vietnam
20 March 2023

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 20 March 2023 and set out on pages 137 to 203 which comprise the consolidated statement of financial position as at 31 December 2022, 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 fair presentation of these consolidated financial statements in accordance with Vietnamese Accounting Standards, Financial Reporting Regime for Credit Institutions, regulations of the State Bank of Vietnam and 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 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 2022, and of the consolidated results of its operations and its consolidated cash flows for the year then ended in accordance with Vietnamese Accounting Standards, Financial Reporting Regime for Credit Institutions, regulations of the State Bank of Vietnam and statutory requirements relevant to the preparation and presentation of the consolidated financial statements.

Ernst & Young Vietnam Limited

Dang Phuong Ha
Deputy General Director
Audit Practising Registration
 Certificate No. 2400-2023-004-1

 Hanoi, Vietnam
 20 March 2023

Tran Thi Thu Hien
Auditor
Audit Practising Registration
 Certificate No. 2487-2023-004-1

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

B02/TCTD-HN

as at 31 December 2022

	Notes	31 Dec 2022 VND million	31 Dec 2021 VND million
ASSETS			
Cash and gold	5	4,215,721	3,578,643
Balances with the State Bank of Vietnam (“the SBV”)	6	11,475,590	4,908,529
Balances with and credit granting to other credit institutions	7	82,873,754	70,515,258
Balances with other credit institutions	7.1	69,925,143	39,450,727
Credit granting to other credit institutions	7.2	13,049,711	31,064,531
Provision for credit granting to other credit institutions	7.4	(101,100)	-
Held-for-trading securities	8	961,034	5,070,812
Held-for-trading securities		961,034	5,074,479
Provision for held-for-trading securities		-	(3,667)
Derivatives and other financial assets	20	-	293,768
Loans to customers		415,752,256	343,605,581
Loans to customers	9	420,523,705	347,341,244
Provision for loans to customers	10	(4,771,449)	(3,735,663)
Debts purchased	11	107,725	133,418
Debts purchased		110,221	136,108
Provision for debts purchased		(2,496)	(2,690)
Investment securities	12	103,651,920	97,586,088
Available-for-sale securities	12.1	104,031,921	98,092,062
Held-to-maturity securities	12.2	-	200,000
Provision for investment securities	12.4	(380,001)	(705,974)
Long-term investments	13	12,813	12,813
Other long-term investments	13.1	13,962	13,962
Provision for long-term investments	13.2	(1,149)	(1,149)
Fixed assets	14	8,411,382	7,224,481
Tangible fixed assets	14.1	3,696,812	3,628,732
Cost		5,156,346	4,824,092
Accumulated depreciation		(1,459,534)	(1,195,360)
Intangible fixed assets	14.2	4,714,570	3,595,749
Cost		5,913,538	4,541,141
Accumulated amortization		(1,198,968)	(945,392)
Investment property	15	1,053,124	1,088,924
Cost		1,435,699	1,435,699
Accumulated depreciation		(382,575)	(346,775)

	Notes	31 Dec 2022 VND million	31 Dec 2021 VND million
Other assets	16	70,517,225	34,710,635
Receivables		61,609,133	28,117,180
Accrued interest and fee receivables		8,028,730	5,807,801
Deferred income tax assets		61,050	17,460
Other assets		1,616,735	1,448,617
Provision for other on-balance sheet assets		(798,423)	(680,423)
TOTAL ASSETS		699,032,544	568,728,950
LIABILITIES			
Due to the Government and the SBV	17	7,826	842
Deposits and borrowings from the Government and the SBV		7,826	842
Deposits and borrowings from other financial institutions and credit institutions	18	167,562,969	112,458,691
Deposits from other financial institutions and credit institutions	18.1	61,293,738	45,606,142
Borrowings from other financial institutions and credit institutions	18.2	106,269,231	66,852,549
Deposits from customers	19	358,403,785	314,752,525
Derivatives and other financial liabilities	20	1,851,213	-
Valuable papers issued	21	34,006,619	33,679,824
Other liabilities	22	23,775,166	14,795,596
Accrued interest and fee payables		6,144,022	3,121,881
Other liabilities		17,631,144	11,673,715
TOTAL LIABILITIES		585,607,578	475,687,478
SHAREHOLDERS' EQUITY			
Share capital		36,204,797	35,585,622
Charter capital		35,172,385	35,109,148
Share premium		476,415	476,474
Other capital		555,997	-
Reserves		11,608,569	9,155,896
Retained earnings		64,482,685	47,453,056
Non-controlling interests		1,128,915	846,898
TOTAL SHAREHOLDERS' EQUITY	24	113,424,966	93,041,472
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		699,032,544	568,728,950

Consolidated Off-Balance Sheet Items

	Notes	31 Dec 2022 VND million	31 Dec 2021 VND million
Guarantees for borrowings		13,253,457	56,682
Commitments for currency contracts		360,120,743	279,342,444
<i>Commitments to buy spot foreign currencies</i>		2,450,745	1,147,456
<i>Commitments to sell spot foreign currencies</i>		1,361,969	3,155,974
<i>Commitments to buy - foreign exchange swap contracts</i>		178,699,591	137,419,741
<i>Commitments to sell - foreign exchange swap contracts</i>		177,608,438	137,619,273
Letters of credit (L/C)		64,666,942	47,054,297
Other guarantees		44,870,251	30,068,017
Other commitments		449,697,675	358,478,746
<i>Commitments for cross-currency swap in foreign currencies</i>		42,535,867	43,139,850
<i>Commitments for cross-currency swap in VND</i>		42,343,196	43,642,094
<i>Commitments for interest rate swap in foreign currencies</i>		25,100,370	12,424,688
<i>Commitments for interest rate swap in VND</i>		15,173	781,540
<i>Valuable paper forward commitments</i>		13,357,717	13,359,572
<i>Unused credit limit</i>		326,345,352	244,944,122
<i>Other commitments</i>		-	186,880
Interest and receivable fees not collected yet	39	1,858,878	1,634,636
Written-off debts	40	46,946,553	44,636,762
Assets and other documents	41	172,003,576	165,905,108
		1,153,418,075	927,176,692

Prepared by:

Approved by:

Approved by:

Ms. Nguyen Thi Thao
Accountant

Hanoi, Vietnam
20 March 2023

Ms. Nguyen Thi Tra My
Chief Accountant

Mr. Jens Lottner
Chief Executive Officer

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

for the year ended 31 December 2022

B03/TCTD-HN

	Notes	2022 VND million	2021 VND million
Interest and similar income	25	44,752,636	35,503,251
Interest and similar expenses	26	(14,462,861)	(8,804,638)
Net interest and similar income		30,289,775	26,698,613
Fees and commission income		10,840,337	8,239,494
Fees and commission expenses		(2,312,843)	(1,857,254)
Net fees and commission income	27	8,527,494	6,382,240
Net (loss)/gain from trading foreign currencies	28	(275,063)	231,416
Net (loss)/gain from held-for-trading securities	29	(241,845)	152,305
Net gain from investment securities	30	425,553	1,804,408
Other operating income		4,499,949	4,343,731
Other operating expenses		(2,332,574)	(2,540,485)
Net gain from other operating activities	31	2,167,375	1,803,246
Income from investments in other entities	32	8,791	4,063
Total operating income		40,902,080	37,076,291
Operating expenses	33	(13,398,018)	(11,173,395)
Profit before provision for credit losses		27,504,062	25,902,896
Provision expenses for credit losses	34	(1,936,294)	(2,664,603)
Profit before tax		25,567,768	23,238,293
Current corporate income tax expense	23.1	(5,174,932)	(4,840,371)
Deferred income tax income	23.3	43,590	17,460
Corporate income tax expense		(5,131,342)	(4,822,911)
Profit after tax		20,436,426	18,415,382
Non-controlling interests		(286,049)	(363,132)
Net profit contributed to the Bank's shareholders		20,150,377	18,052,250
Basic earnings per share (VND/share)	35	5,725	5,137
Diluted earnings per share (VND/share)	35	(*)	(*)

(*) As at 31 December 2022 and 31 December 2021, earnings per share of the Bank are not affected by dilutive factors.

Prepared by:

Approved by:

Approved by:

Ms. Nguyen Thi Thao
Accountant

Hanoi, Vietnam
20 March 2023

Ms. Nguyen Thi Tra My
Chief Accountant

Mr. Jens Lottner
Chief Executive Officer

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 December 2022

B04/TCTD-HN

	Notes	2022 VND million	2021 VND million
CASH FLOWS FROM OPERATING ACTIVITIES			
Interest and similar income receipts		43,558,389	35,224,259
Interest and similar expenses payments		(12,185,090)	(9,042,851)
Net fees and commission receipts		8,451,733	5,958,416
Net receipts from trading activities (foreign currencies and securities)		(420,995)	2,502,188
Other income receipts		605,946	816,228
Recovery of loans previously written-off	31	1,311,053	1,121,235
Payments for employees and other operating expenses		(10,006,073)	(8,687,948)
Current income taxation paid for the year	23.1	(2,301,394)	(4,829,911)
Net cash flows from operating activities before changes in operating assets and liabilities		29,013,569	23,061,616
Changes in operating assets			
Decrease/(increase) in balances with and credit granting to other credit institutions		18,490,986	(23,454,273)
Decrease/(increase) in trading securities		13,920,515	(10,804,075)
Decrease/(increase) in derivatives and other financial assets		293,768	(293,768)
Increase in loans to customers		(73,182,461)	(69,816,629)
Utilization of provision	10	(683,006)	(626,647)
Increase in other operating assets		(36,029,613)	(15,607,626)
Changes in operating liabilities			
Increase in deposits and borrowings from other financial institutions and credit institutions		55,104,278	64,973,879
Increase in deposits from customers		43,658,244	37,294,716
Increase in valuable papers issued (excluding valuable papers issued classified into financing activities)		1,026,795	5,780,184
Increase/(decrease) in derivatives and other financial liabilities		1,851,213	(266,926)
Increase in other liabilities		2,009,069	2,598,519
Use of reserves	24.1	(4,856)	(10,749)
Net cash flows from operating activities		55,468,501	12,828,221
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchases of fixed assets		(1,110,111)	(939,995)
Proceeds from disposals of fixed assets		44,111	57,506
Payments for disposals of fixed assets		(51)	-
Payments for investments in other entities		-	(1,497)
Dividends received and profit shared from long-term investments		8,776	4,043
Net cash flows used in investing activities		(1,057,275)	(879,943)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

as at 31 December 2022 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 Business Registration Certificate No. 0100230800 issued by the Hanoi Department of Planning and Investment on 21 October 2022. The operating duration is 99 years since 6 August 1993.

On 30 January 2023, Business Registration Certificate No. 0100230800 of the Bank was amended for the 56th time.

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 2022, the charter capital of the Bank is VND 35,172,385,140,000 (31 December 2021: VND 35,109,147,980,000).

Network

As at 31 December 2022, the Bank has one (1) Head Office, two (2) representative offices, three hundred (300) transaction offices nationwide and three (3) subsidiaries.

As at 31 December 2022, the Bank’s Head Office was at 191 Ba Trieu, Hai Ba Trung District, Hanoi. From 4 January 2023, the Bank’s Head Office is at 6 Quang Trung, Hoan Kiem District, Hanoi.

	Notes	2022 VND million	2021 VND million
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issuance of shares		63,178	60,053
Payments for settlement of long-term valuable papers eligible for recognition as owners' equity and other long-term loans		(700,000)	-
Proceeds from capital contribution of non-controlling shareholders		1,894	-
Dividends payment for Non-controlling interests		(74,648)	-
Net cash flows (used in)/from financing activities		(709,576)	60,053
Net cash flows for the year		53,701,650	12,008,331
Cash and cash equivalents at the beginning of the year	36	47,604,230	35,595,899
Cash and cash equivalents at the end of the year	36	101,305,880	47,604,230

Prepared by:

Approved by:

Approved by:

Ms. Nguyen Thi Thao
Accountant

Hanoi, Vietnam
20 March 2023

Ms. Nguyen Thi Tra My
Chief Accountant

Mr. Jens Lottner
Chief Executive Officer

Subsidiaries

As at 31 December 2022, the Bank has three (3) subsidiaries as follows:

No.	Name	Business License No.	Industry	% owned by the Bank
1	Techcom Securities Joint Stock Company	125/GP-UBCK dated 30 May 2018 and amended by License No. 60/GPDC-UBCK dated 13 July 2022 granted by the State Securities Commission (*)	Securities activities	88.79884%
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 23rd time by 0102786255 on 19 October 2021 (**)	Debt and asset management	100%
3	Techcom Capital Management Joint Stock Company	57/GP-UBCK dated 30 January 2019 and amended by License No. 114/GPDC-UBCK dated 18 November 2022 granted by the State Securities Commission	Fund management; Investment portfolio management; Securities investment consulting	88.99956%

(*) As at 21 February 2023, the total charter capital of Techcom Securities Joint Stock Company is 1,126,994,200,000 VND according to the License amending the License for establishment and operation of securities companies No. 18/GPDC-UBCK granted by the Chairman of the State Securities Commission on 21 February 2023.

(**) At 18 January 2023, Vietnam Technological and Commercial Joint Stock Bank – Asset Management Company Limited amended the Business Registration Certificate No. 0102786255 for the 25th time.

Employees

As at 31 December 2022, the Bank and its subsidiaries have 12,339 employees (31 December 2021: 12,506 employees).

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, Financial Reporting Regime for Credit Institutions, regulations of the State Bank of Vietnam and statutory requirements relevant to the 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 Financial Reporting Regime applicable to Credit Institutions required under Decision No. 479/2004/QD-NHNN issued on 29 April 2004, Circular No. 10/2014/TT-NHNN dated 20 March 2014 and Circular No. 22/2017/TT-NHNN dated 29 December 2017 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 Circular No. 49/2014/TT-NHNN amending and supplementing a number of articles of Decision No. 16/2007/QD-NHNN and the chart of accounts for credit institutions issued in connection with Decision No. 479/2004/QD-NHNN by the State Bank of Vietnam and Vietnamese Accounting Standards issued by the Ministry of Finance and Circular No. 27/2021/TT-NHNN dated 31 December 2021 amending and supplementing a number of articles of Accounting System for Credit Institutions issued in connection with Decision No. 479/2004/QD-NHNN dated

29 April 2004 and Financial Reporting Regime applicable to Credit Institution issued in connection with Decision No. 16/2007/QD-NHNN dated 18 April 2007 by Governor of the State Bank of Vietnam 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 for the year ended 31 December 2022. 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 year 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 company, 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.

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.

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 Bank's consolidated financial statements for the year ended 31 December 2021, excepted for:

Circular No. 27/2021/TT-NHNN amending and supplementing a number of articles of Accounting System applicable to credit institutions issued in connection with Decision No. 479/2004/QĐ-NHNN dated 29 April 2004 and Financial Statement Regime applicable to credit institution issued in connection with Decision No. 16/2007/QĐ-NHNN dated 18 April 2007 by Governor of the SBV ("Circular 27")

On 31 December 2021, the SBV issued Circular 27 amending and supplementing a number of articles of the Accounting System of credit institutions issued together with Decision No. 479/2004/QĐ-NHNN dated 29 April 2004 and the Financial Reporting Regime for credit institutions issued together with Decision No. 16/2007/QĐ-NHNN dated 18 April 2007 of the Governor of the SBV.

The main changes to Circular 27 include:

- ◆ Amending and supplementing some accounts of the chart of accounts of credit institution
- ◆ Amending and supplementing the accounting guidelines for some accounts of chart of accounts of credit institutions; and
- ◆ Amending and supplementing a number of regulations on financial reporting regimes for credit institutions.

Circular 27 takes effect from 1 April 2022.

Circular No. 24/2022/TT-BTC amending and supplementing a number of articles of Circular No. 48/2019/TT-BTC dated 8 August 2019 of the Minister of Finance guiding the establishment and handling of provisions for devaluation inventory, loss of investments, bad debts and product warranties, goods, services and construction works at enterprises ("Circular 24").

On 7 April 2022, the Ministry of Finance issued Circular 24 amending and supplementing a number of articles of Circular No. 48/2019/TT-BTC dated 8 August 2019 of the Minister of Finance ("Circular 48") guiding the establishment and handling of provisions for devaluation inventory, loss of investments, bad debts and warranty products, goods, services and construction works at the enterprise.

Circular 24 amends and supplements to Point (a), Clause 1, Article 5 on provision for losses of financial investments, of which, it is not required to make provision

for Government bonds, Government guaranteed bonds and municipal bonds.

Circular 24 takes effect from 25 May 2022.

4.2. Cash and cash equivalents

Cash and cash equivalents comprise 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 credit institutions 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 period.

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 No. 11/2021/TT-NHNN dated 30 July 2021 issued by the SBV ("Circular 11"). 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 acquired and held for resale. Held-for-trading securities are initially recognized at cost.

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

Listed debt 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 in accordance with Circular 48 and Circular 24 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 11 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 period 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 11 as described in Note 4.6.

4.6. Debt classification and provisioning rate, risk provisioning for balances with and credit granting to other credit institutions; investments and trusted investments in unlisted corporate bonds (including unlisted bonds issued by other credit institutions); loans to customers; entrustments for credit granting; buying, selling loans in accordance with regulations; buying, selling Government bonds on stock market; buying promissory notes, bills, certificates of deposit issued by other credit institutions and foreign bank branches

The Bank applied quantitative method as regulated under Article 10 of Circular 11 on classification the following assets: balances with and credit granting to other credit institutions, other foreign bank branches; purchase and trusted purchase of corporate bonds (including bonds issued by other credit institutions) which have not yet been listed on stock exchanges or have not yet been registered for trading on the Upcom trading system; loans to customers; entrustments for credit granting; buying, selling loans in accordance with regulations; buying,

selling Government bonds on stock market; buying promissory notes, bills, certificates of deposit issued by other credit institutions and foreign bank branches (here refer as "debts").

In accordance with the requirements of Circular 11, general provision as at 31 December is made at 0.75% of total outstanding debt balances as at 31 December 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 promissory notes, bills, certificates of deposit, bonds issued by other credit institutions and foreign bank branches; balances of buying, selling Government bonds.

Specific provision as at 31 December 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 31 December. The basis to determine the value and discounted value for each type of collaterals is specified in Circular 11.

The debt classification and specific provision rates for each group are presented as follows:

No.	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 of between 10 days and 90 days; or (b) Debts which the repayment terms are restructured for the first time.	5%
3	Sub-standard	(a) Debts which are overdue for a period of between 91 days and 180 days; or (b) Debts which the repayment terms are extended for the first time; 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: <ul style="list-style-type: none"> ◆ Debts violating Clauses 1, 3, 4, 5, 6 under Article 126 of Law on Credit Institutions; or ◆ Debts violating Clauses 1, 2, 3, 4 under Article 127 of Law on Credit Institutions; or ◆ Debts violating Clauses 1, 2, 5 under Article 128 of Law on Credit Institutions. (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%
4	Doubtful	(a) Debts which are overdue for a period of between 181 days and 360 days; or (b) Debts which the repayment terms are restructured for the first time but still overdue for a period of up to 90 days under that restructured repayment term; or (c) Debts which the repayment terms are restructured for the second time; or (d) Debts which are specified in point (d) of Group 3 overdue for a period of from 30 days to 60 days since 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 from 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%

No.	Group	Description	Provision rate
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 from 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 since 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 credit institutions 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.*

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.

If 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 CIC.

Since 13 March 2020, the Bank has applied Circular No. 01/2020/TT-NHNN (“Circular 01”) issued by the SBV providing regulations on restructuring of loan repayment periods, exemption/reduction of interest/fees and keeping loan groups unchanged to assist customers affected by the COVID-19 pandemic. Accordingly, for customers incurring obligations of loan principal repayments and/or interest payments during the period from 23 January 2020 to the succeeding day of the date after three months from the Government’s announcement of the termination of COVID-19 pandemic and these customers

are unable to repay loan principals and/or to pay interest upon maturity of the signed loan contracts or agreements due to decreases in revenue and income caused by effect of the COVID-19 pandemic, the Bank is allowed to reschedule loan repayment periods and keep loan groups unchanged from those classified at the most recent date prior to 23 January 2020.

Since 17 May 2021, the Bank applied Circular No. 03/2021/TT-NHNN (“Circular 03”) that amended some articles of Circular 01 for customers having loans disbursed before 10 June 2020 and incurring obligations of loan principal and/or interest repayment from 23 January 2020 to 31 December 2021 and these customers are assessed by the Bank that they are unable to repay loan principal and/or interest upon maturity of the signed loan contracts, agreements due to decreases in revenue and income caused by effect of the COVID-19 pandemic.

From 7 September 2021, the Bank applied Circular No. 14/2021/TT-NHNN (“Circular 14”) issued by the SBV amending to the Circular 01 in providing regulations on restructuring of loan repayment periods, exemption/reduction of interest/fees and keeping loan groups unchanged to assist customers affected by the COVID-19 pandemic as follows:

Disbursement date	Repayment schedule	Overdue status	Overdue incurring period	Principle for debt retention
Before 23 January 2020	From 23 January 2020 to 30 June 2022	Undue or overdue up to 10 days	From 30 March 2020 to before 30 June 2022	Retain the debt groups that have been classified at the most recent date before 23 January 2020.
From 23 January 2020 to before 1 August 2021		Undue or overdue up to 10 days	From 17 May 2021 to before 17 July 2021 or from 7 September 2021 to 30 June 2022	Retain the debt groups that have been classified at the most recent date before the date of first rescheduling.
Before 23 January 2020		Overdue	From 23 January 2020 to 29 March 2020	Retain the debt groups that have been classified at the most recent date before 23 January 2020.
From 23 January 2020 to before 10 June 2020		Overdue	From 23 January 2020 to before 17 May 2021	Retain the debt groups that have been classified at the most recent date before the date the outstanding debts are categorized as overdue debts.
From 10 June 2020 to before 1 August 2021		Overdue	From 17 July 2021 to before 7 September 2021	

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 11.

Circular 03 requires the Bank to make the specific provision for borrowers whose debts are rescheduled or granted interest exemption or reduction based on 2 scenarios of debt classification: (1) loan groups are retained as the same as before being restructured, given interest exemption/reduction; (2) loan groups are classified in accordance with prevailing regulations of the SBV on debt classification. In case the difference in specific provision between scenario (2) and (1) is positive, the Bank shall make additional provision as follows:

Additional provisions	Period ended
At least 30% of the additional specific provision	31 December 2021
At least 60% of the additional specific provision	31 December 2022
100% of the additional specific provision	31 December 2023

KFrom 1 January 2024, pursuant to prevailing the SBV’s regulations on debt classification and provision making, the Bank shall make provision for all the outstanding debts and off-balance sheet commitments including the outstanding debts that are rescheduled, granted interest exemption/reduction and kept debt groups unchanged under the scope of Circular 03.

Debt classification and provisioning policies for receivables from margin activities and advances to investors of Techcom Securities Joint Stock Company (“TCBS”) – a subsidiary of the Bank

Provisions for receivables from margin activities and advances to investors of Techcom Securities Joint Stock Company are presented in Note 4.14 in accordance with Circular 48, in order to take into account the specific nature of these receivables and to ensure alignment with reports of TCBS. 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

Listed 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 period. 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 listed 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 period 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 period, provisions are made for each securities investment in accordance with regulations prescribed in Note 4.9.

For other equity securities, provision for diminution is determined as prescribed in Note 4.9.

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 the 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 in compliance with Circular 48 and Circular 24. 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 provisions for these investments. The provision balance of investments in Government bonds, Government-guaranteed bonds and municipal bonds that the Bank has set up until the effective time of Circular 24 shall be reversed in 2022.

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 the reporting period. If there is no transaction within 10 days to the end of the reporting period, no provision is calculated for these investments.

The Bank is required to make provision for credit risk for corporate bonds (including bonds issued by credit institutions) which have not yet been listed on stock exchanges or have not yet been registered for trading on the Upcom trading system under Circular 11 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 an investment 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. 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).

4.9.2. Provision for impairment of other long-term investments

For listed securities or unlisted but registered for trading securities on unlisted public company market (Upcom), provision for diminution in value is made when the actual market price is the average price within the last 30 transaction days before the end of the reporting period announced by the Stock Exchange is lower than the carrying value of the securities at the end of the reporting period as regulated in Circular 48.

In other cases, provision for diminution in the value of other long-term investment is made when the investee suffers loss, except that such loss had been forecasted in the investee’s business plan before the investment. 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 as regulated in Circular 48. 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.

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:

Tangible fixed assets	Period
Buildings and structures	8 - 50 years
Machines and equipment	3 - 10 years
Vehicles	6 - 10 years
Other fixed assets	4 - 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. Investment property

4.12.1. Cost

Investment property is stated at cost less accumulated depreciation. The initial cost of an investment property comprises its purchase price, cost of land use rights and any directly attributable expenditures of bringing the property to the condition necessary for it to be capable of operating. Expenditure incurred after investment property has been put into operation, such as repairs and maintenance, is charged to the consolidated statement of profit or loss for the year in which the expenditure is incurred. In situations where it can be clearly demonstrated that the expenditure has resulted in future economic benefits in excess of the originally assessed standard of performance of the existing investment property, the expenditure is capitalized as an additional cost of investment property.

4.12.2. Depreciation

Depreciation of investment property is computed on a straight-line basis over the estimated useful life of investment property which is as follows:

Investment property	Period
Building	10 - 40 years

4.13. 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.

4.14. 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 “*Other 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 in accordance with Circular 48 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%

4.15. 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 a business combination is less than the net fair value of the assets and liabilities of the subsidiary acquired, the difference is recognized directly in the consolidated statement of profit or loss. After initial recognition, goodwill is measured at cost less any accumulated amortization. Goodwill is amortized over five-year period on a straight-line basis.

4.16. Other provisions

A provision other than provisions described in Notes 4.3, 4.4, 4.5, 4.7, 4.9 and 4.14 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.

4.17. Other payables

Other payables are stated at cost.

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 Credit Institutions No. 47/2010/QH12 and Decree No. 93/2017/ND-CP and Charter of the Bank:

	Percentage of profit after tax	Maximum balance
Charter capital supplementary reserve	5% of profit after tax	100% charter capital
Financial reserve	10% of profit after tax	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:

According to Circular No. 146/2014/TT-BTC issued by the Ministry of Finance on 6 October 2014 guiding the financial regime for securities and fund management companies after compensating the prior year’s loss in accordance with Corporate income tax law and corporate income tax payments, realized profit of the Company shall be distributed as follows:

	Percentage of profit after tax	Maximum balance
Charter capital supplementary reserve	5% of profit after tax	10% charter capital
Financial reserve	5% of profit after tax	10% charter capital

Financial reserve is used to compensate the damages incurred in business activities. These statutory reserves are made at year-end, non-distributable and considered as equity of the Bank.

On 17 December 2021, the Ministry of Finance issued Circular No. 114/2021/TT-BTC (“Circular 114”) taken effect from 1 February 2022 to abolish Circular No. 146/2014/TT-BTC of the Minister of Finance guiding the financial regime for securities companies which stated:

- ◆ For the balance of charter capital supplementary reserve are made as prescribed by Circular No. 146/2014/TT-BTC: using to supplement charter capital in accordance with current regulations;
- ◆ For the balance of financial and professional risks reserve are made as prescribed by Circular No. 146/2014/TT-BTC: using to supplement charter capital or following to the decision of the General Meeting of Shareholders, the Board of Members or the Chairman of the company in accordance with current regulations.

In 2022, Techcom Securities Joint Stock Company and Techcom Capital Management Joint Stock Company transferred charter capital supplementary reserve and financial reserve in accordance with Circular 114.

Other funds are made according to the Resolution of the General Meeting of Shareholders at the annual meeting of the General Meeting of Shareholders.

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 01, Circular 03 and Circular 14) 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 the 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 No. 09/2015/TT-NHNN ("Circular 09") providing guidance on the sale and purchase of debts of credit institutions and foreign bank branches.

According to Circular 09, the difference between the prices of debts purchased or sold and their book value is recorded as follows:

- ◆ For debts recorded in the consolidated statement of financial position:
 - *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 an individual or guarantor (in case such individual or guarantor is determined to be responsible for the damage and obliged to make indemnity under prevailing regulations), or the compensation paid by the insurer, or use of outstanding provision recognized as expense previously. The remaining balance (if any) 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 debts purchased or sold is the book value of the principal, interest and related financial obligations (if any) of debts recorded in 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 11.

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 11.

4.19.5. Interest expenses

Interest expenses are recognized in the consolidated statement of profit or loss on the accrual basis.

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 year-end.

4.21. Taxation

Income tax on the profit or loss for the year comprises 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 the reporting period, and any adjustment to tax payable in respect of previous year.

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 the reporting period.

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 expire 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 11, 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 within three (3) working days after 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 period. 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 futures contracts

The Bank provides brokerage services for clients enter into the commodity future contracts, and accordingly the value of those contracts is not recognized in the consolidated statement of financial position. Income arising from the brokerage transactions is recognized in the consolidated statement of profit or loss.

4.25. Valuable papers issued

Valuable papers issued are stated at cost and accumulated amortized 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. Under Decision No. 28/2021/QD-TTg of Prime Minister, from 1 October 2021, the Bank is entitled to reduce the unemployment allowance contribution rate from 1% to 0% within 12 months.

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 entity on initial recognition designates as at fair value through profit or loss; or
- ◆ 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.

5. Cash and gold

	31 Dec 2022 VND million	31 Dec 2021 VND million
Cash on hand in VND	3,705,655	3,220,911
Cash on hand in foreign currencies	510,066	352,297
Gold on hand	-	5,435
	4,215,721	3,578,643

6. Balances with the state bank of Vietnam

	31 Dec 2022 VND million	31 Dec 2021 VND million
Balances with the SBV		
<i>In VND</i>	11,349,296	4,551,663
<i>In foreign currencies</i>	126,294	356,866
	11,475,590	4,908,529

Balances with the SBV include current accounts and compulsory deposits.

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 dated 31 December 2014 issued by the SBV stipulating the financial reporting regime for credit institutions, 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 No. 49/2014/TT-NHNN, 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.

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 Dec 2022	31 Dec 2021
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 reporting period are as follows:

	31 Dec 2022	31 Dec 2021
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%

7. Balances with and credit granting to other credit institutions

7.1. Balances with other credit institutions

	31 Dec 2022 VND million	31 Dec 2021 VND million
Current accounts	11,770,473	8,127,786
<i>In VND</i>	486,136	224,066
<i>In foreign currencies</i>	11,284,337	7,903,720
Term deposits	58,154,670	31,322,941
<i>In VND</i>	42,981,000	23,748,166
<i>In foreign currencies</i>	15,173,670	7,574,775
	69,925,143	39,450,727

Interest rates per annum of balances with other credit institutions at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
Current accounts		
<i>In VND</i>	0.00%	0.00%
<i>In foreign currencies</i>	0.00%	0.00%
Term deposits		
<i>In VND</i>	3.50% - 9.50%	0.00% - 5.25%
<i>In foreign currencies</i>	4.20% - 4.30%	0.01% - 0.20%

7.2. Credit granting to other credit institutions

	31 Dec 2022 VND million	31 Dec 2021 VND million
Credit granting to other credit institutions	13,049,711	31,064,531
<i>In VND</i>	13,036,790	30,604,703
<i>In foreign currencies</i>	12,921	459,828
Provision for credit granting to other credit institutions	(101,100)	-
	12,948,611	31,064,531

Interest rates per annum of credit granting to other credit institutions at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
In VND	0.00% - 12.00%	0.80% - 3.45%
In foreign currencies	4.64%	1.15% - 1.46%

7.3. Credit quality for balances with and credit granting to other credit institutions

Analysis of credit quality for balances (excluding current accounts) with and credit granting to other credit institutions at the end of the reporting period is as follows:

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Current	71,103,281	99.86	62,387,472	100.00
Loss	101,100	0.14	-	-
	71,204,381	100.00	62,387,472	100.00

7.4. Provision for credit granting to other credit institutions

	31 Dec 2022 VND million	31 Dec 2021 VND million
Specific provision	101,100	-
	101,100	-

Movements in provision for credit granting to other credit institutions for the year ended 31 December 2022 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
As at 1 January 2022	-	-	-
Provision made for the year (<i>Note 34</i>)	-	101,100	101,100
As at 31 December 2022	-	101,100	101,100

8. Held-for-trading securities

	31 Dec 2022 VND million	31 Dec 2021 VND million
Debt securities	961,034	5,074,479
Government bonds	961,034	2,841,047
Bonds issued by local credit institutions	-	2,233,432
Provision for held-for-trading securities	-	(3,667)
Provision for diminution in value of held-for-trading securities	-	(3,667)
	961,034	5,070,812

Analysis of credit quality for held-for-trading securities classified as credit risk bearing assets at the end of the reporting period is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Current	-	2,233,432

Movements in provision for held-for-trading securities for the year ended 31 December 2022 are as follows:

	General provision VND million	Provision for diminution VND million	Total VND million
As at 1 January 2022	-	3,667	3,667
Provision reversed for the year (Note 29)	-	(3,667)	(3,667)
As at 31 December 2022	-	-	-

Movements in provision for held-for-trading securities for the year ended 31 December 2021 are as follows:

	General provision VND million	Provision for diminution VND million	Total VND million
As at 1 January 2021	-	9,871	9,871
Provision made for the year (Note 29)	-	1,896	1,896
Use of provision in the year	-	(8,100)	(8,100)
As at 31 December 2021	-	3,667	3,667

The listing status of held-for-trading securities is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Debt securities		
Listed	961,034	2,841,047
Unlisted	-	2,233,432
	961,034	5,074,479

9. Loans to customers

	31 Dec 2022 VND million	31 Dec 2021 VND million
Loans to local economic entities and individuals	403,202,460	324,750,868
Discounted bills and valuable papers	7,930,134	6,696,171
Loans financed by entrusted funds	8,042	41,257
Payments on behalf of customers	19,625	1,416
Loans to foreign economic entities and individuals	8,840	-
Receivables from margin activities and advances to investors	9,354,604	15,851,532
	420,523,705	347,341,244

Interest rates per annum of loans to customers at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
In VND	0.00% - 15.70%	0.00% - 12.00%
In foreign currencies	1.50% - 8.61%	1.50% - 5.92%

9.1. Loan portfolio by quality

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Current	399,403,381	94.98	327,051,002	94.16
Special mention	8,733,115	2.08	2,144,836	0.62
Substandard	901,592	0.21	678,516	0.19
Doubtful	1,131,087	0.27	860,243	0.25
Loss	999,926	0.24	755,115	0.22
Receivables from margin activities and advances to investors	9,354,604	2.22	15,851,532	4.56
	420,523,705	100.00	347,341,244	100.00

9.2. Loan portfolio by term

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Short term	132,857,217	31.59	98,786,451	28.44
Medium term	79,300,508	18.86	93,573,522	26.94
Long term	199,011,376	47.33	139,129,739	40.06
Receivables from margin activities and advances to investors	9,354,604	2.22	15,851,532	4.56
	420,523,705	100.00	347,341,244	100.00

9.3. Phân tích dư nợ theo ngành nghề kinh doanh

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Loans to economic entities	193,716,757	46.07	184,907,782	53.24
Agriculture, forestry and aquaculture	2,095,342	0.50	911,643	0.26
Mining	1,451,843	0.34	1,719,047	0.50
Manufacturing and processing	28,006,736	6.66	28,699,541	8.26
Production and distribution of electricity, gas, hot water, steam and air-conditioning	3,951,228	0.94	4,489,294	1.29
Water supply; waste and wastewater management and processing	28,872	0.01	69,892	0.02
Construction	12,093,130	2.88	12,949,773	3.73
Wholesale and retail trade; repair of motor vehicles, motorcycles	34,129,848	8.12	34,708,861	9.99
Transportation and warehousing	1,516,639	0.36	2,369,405	0.68
Hospitality services	245,674	0.06	180,356	0.05
Information and communications	362,959	0.09	680,877	0.20
Banking, finance and insurance	45,852	0.01	1,241,371	0.36
Real estates	108,805,146	25.87	95,612,780	27.53
Science and technology	259,405	0.06	350,679	0.10
Administrative activities and supporting services	448,661	0.11	293,411	0.09
Education and training	104,111	0.02	181,274	0.05
Health care and social work	48,332	0.01	250,411	0.07
Art and entertainment	8,984	0.00	21,075	0.01
Other services	113,995	0.03	178,092	0.05
Loans to individuals	217,452,344	51.71	146,581,930	42.20
Receivables from margin activities and advances to investors	9,354,604	2.22	15,851,532	4.56
	420,523,705	100.00	347,341,244	100.00

9.4. Loan portfolio by ownership

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Loans to economic entities	193,716,757	46.07	184,907,782	53.24
State-owned limited liability companies	4,522,732	1.08	4,464,934	1.29
Other limited liability companies	102,451,642	24.36	73,427,678	21.14
Joint-stock state-owned companies	44,232	0.01	403,611	0.12
Other joint-stock companies	85,272,750	20.28	104,296,153	30.03
Private companies and partnership companies	158,070	0.04	347,689	0.10
Foreign-invested companies	1,208,940	0.29	1,949,719	0.56
Cooperatives and cooperative unions	13,423	0.00	14,475	0.00
Administration units, Party, unions and associations	44,968	0.01	3,523	0.00
Loans to individuals	217,452,344	51.71	146,581,930	42.20
Receivables from margin activities and advances to investors	9,354,604	2.22	15,851,532	4.56
	420,523,705	100.00	347,341,244	100.00

10. Provision for loans to customers

Provision for loans to customers is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
General provision	3,146,428	2,599,397
Specific provision	1,625,021	1,136,266
	4,771,449	3,735,663

Movements in provision for loans to customers for the year ended 31 December 2022 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
As at 1 January 2022	2,599,397	1,136,266	3,735,663
Provision made for the year (*) (Note 34)	547,031	1,171,761	1,718,792
Use of provision in the year	-	(683,006)	(683,006)
As at 31 December 2022	3,146,428	1,625,021	4,771,449

(*) For the year ended 31 December 2022, the Bank made 100% required specific provision for customers whose debts are rescheduled or granted interest exemption or reduction in accordance with Circular 03 as described in Note 4.6.

Movements in provision for loans to customers for the year ended 31 December 2021 are as follows:

	General provision VND million	Specific provision VND million	Total VND million
As at 1 January 2021	1,879,473	334,775	2,214,248
Provision made for the year (Note 34)	719,924	1,428,138	2,148,062
Use of provision in the year	-	(626,647)	(626,647)
As at 31 December 2021	2,599,397	1,136,266	3,735,663

11. Debts purchased

	31 Dec 2022 VND million	31 Dec 2021 VND million
Debts purchased in VND	110,221	136,108
Provision for debts purchased	(2,496)	(2,690)
	107,725	133,418

Breakdown of debts purchased is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Principals of debts purchased	108,539	134,426
Interest of debts purchased	1,682	1,682
	110,221	136,108

Analysis of credit quality for debts purchased as at the end of the reporting period is as follows:

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Current	108,539	98.47	134,426	98.76
Loss	1,682	1.53	1,682	1.24
	110,221	100.00	136,108	100.00

Movements in provision for debts purchased are as follows:

	2022 VND million	2021 VND million
Opening balance	2,690	1,682
Provision (reversed)/made for the year (Note 34)	(194)	1,008
Closing balance	2,496	2,690

12. Investment securities

Investment securities at the end of the reporting period include:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Available-for-sale securities	104,031,921	98,092,062
Debt securities	102,946,394	97,435,523
Equity securities	1,085,527	656,539
Held-to-maturity securities	-	200,000
Debt securities	-	200,000
Provision for investment securities	(380,001)	(705,974)
-Provision for available-for-sale securities	(380,001)	(514,601)
-Provision for held-to-maturity securities	-	(191,373)
	103,651,920	97,586,088

12.1. Available-for-sale securities

	31 Dec 2022 VND million	31 Dec 2021 VND million
Debt securities	102,946,394	97,435,523
Government bonds, municipal bonds	37,868,964	14,437,924
Bonds issued by other local credit institutions	24,062,608	20,388,806
<i>In which:</i>		
<i>Bonds guaranteed by the Government for settlement</i>	3,881,081	4,583,639
Bonds issued by local economic entities	41,014,822	62,608,793
Equity securities	1,085,527	656,539
Equity security issued by local economic entities	1,080,016	651,028
Fund certificates	5,511	5,511
	104,031,921	98,092,062
Provision for available-for-sale securities	(380,001)	(514,601)
General provision for unlisted corporate bonds	(291,944)	(456,507)
Specific provision for unlisted corporate bonds	(44,344)	(36,519)
Provision for diminution in value of available-for-sale securities	(43,713)	(21,575)
	103,651,920	97,577,461

12.2. Held-to-maturity securities

	31 Dec 2022 VND million	31 Dec 2021 VND million
Debt securities	-	200,000
Bonds issued by local economic entities	-	200,000
Provision for held-to-maturity securities	-	(191,373)
Specific provision for unlisted corporate bonds	-	(191,373)
	-	8,627

12.3. Analysis of quality of investment securities which are classified as credit risk bearing assets

Analysis of credit quality for investment securities which are classified as credit risk bearing assets is as follows:

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Current	56,772,648	97.18	76,749,546	99.74
Special mention	1,650,000	2.82	-	0.00
Loss	-	0.00	200,000	0.26
	58,422,648	100.00	76,949,546	100.00

12.4. Provision for investment securities

	31 Dec 2022 VND million	31 Dec 2021 VND million
Provision for credit risk of unlisted corporate bonds	336,288	684,399
Provision for diminution in value of investment securities	43,713	21,575
	380,001	705,974

Movements in provision for investment securities for the year ended 31 December 2022 are as follows:

	General provision VND million	Specific provision VND million	Provision for diminution VND million	Total VND million
As at 1 January 2022	456,507	227,892	21,575	705,974
Provision (reversed)/made for the year (Note 30)	(164,563)	(183,548)	22,138	(325,973)
As at 31 December 2022	291,944	44,344	43,713	380,001

Movements in provision for investment securities for the year ended 31 December 2021 are as follows:

	General provision VND million	Specific provision VND million	Provision for diminution VND million	Total VND million
As at 1 January 2021	373,566	-	12,145	385,711
Provision made for the year (Note 30)	82,941	227,892	11,730	322,563
Use of provision in the year	-	-	(2,300)	(2,300)
As at 31 December 2021	456,507	227,892	21,575	705,974

13. Long-term investments

	31 Dec 2022 VND million	31 Dec 2021 VND million
Other long-term investments – cost	13,962	13,962
Provision for long-term investments	(1,149)	(1,149)
	12,813	12,813

13.1. Other long-term investments

	31 Dec 2022		31 Dec 2021	
	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	0.00	3,300	0.00	3,300
Vietnam Real Estate Exchange JSC	11.00	660	11.00	660
		13,962		13,962

13.2. Provision for long-term investments

	2022 VND million	2021 VND million
Opening balance	1,149	660
Provision made for the year (Note 33)	-	489
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 2022 are as follows:

					VND million
	Buildings and structures	Machines and equipment	Vehicles	Others	Total
Cost					
As at 1 January 2022	1,915,434	2,597,138	310,089	1,431	4,824,092
Additions	13	475,992	18,198	4,118	498,321
Transfers from advances for fixed assets purchases and construction in progress	32,880	86,776	-	9,058	128,714
Disposals	-	(240,818)	(50,156)	(728)	(291,702)
Other movements	-	(3,079)	-	-	(3,079)
As at 31 December 2022	1,948,327	2,916,009	278,131	13,879	5,156,346
Accumulated amortization					
As at 1 January 2022	113,148	958,560	122,657	995	1,195,360
Charges for the year	42,004	383,721	27,932	1,478	455,135
Disposals	-	(140,205)	(50,028)	(728)	(190,961)
As at 31 December 2022	155,152	1,202,076	100,561	1,745	1,459,534
Net book value					
As at 1 January 2022	1,802,286	1,638,578	187,432	436	3,628,732
As at 31 December 2022	1,793,175	1,713,933	177,570	12,134	3,696,812

Movements in intangible fixed assets for the year ended 31 December 2021 are as follows:

Movements in intangible fixed assets for the year ended 31 December 2021 are as follows.

VND million

	Buildings and structures	Machines and equipment	Vehicles	Others	Total
Cost					
As at 1 January 2021	261,028	1,886,204	267,759	1,358	2,416,349
Additions	221,394	441,594	34,558	184	697,730
Transfers from advances for fixed assets purchases and construction in progress	1,438,664	411,378	18,667	-	1,868,709
Disposals	(5,652)	(143,800)	(10,895)	(111)	(160,458)
Other movements	-	1,762	-	-	1,762
As at 31 December 2021	1,915,434	2,597,138	310,089	1,431	4,824,092
Accumulated depreciation					
As at 1 January 2021	36,436	803,902	104,078	991	945,407
Charges for the year	79,510	298,431	29,283	37	407,261
Disposals	(2,798)	(143,773)	(10,704)	(33)	(157,308)
As at 31 December 2021	113,148	958,560	122,657	995	1,195,360
Net book value					
As at 1 January 2021	224,592	1,082,302	163,681	367	1,470,942
As at 31 December 2021	1,802,286	1,638,578	187,432	436	3,628,732

Additional information on tangible fixed assets:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Cost of tangible fixed assets which have been fully depreciated but still in active use	306,246	382,466

14.2. Intangible fixed assets

Movements in intangible fixed assets for the year ended 31 December 2022 are as follows:

				VND million
	Land use rights	Computer software	Others	Total
Cost				
As at 1 January 2022	2,622,527	1,906,692	11,922	4,541,141
Additions	1,626	610,164	-	611,790
Transfers from advances for fixed assets purchases and construction in progress	11,545	764,278	-	775,823
Disposals	-	(12,529)	-	(12,529)
Other movements	-	(2,687)	-	(2,687)
As at 31 December 2022	2,635,698	3,265,918	11,922	5,913,538
Accumulated amortization				
As at 1 January 2022	232	942,856	2,304	945,392
Charges for the year	8	265,169	1,055	266,232
Disposals	-	(12,245)	-	(12,245)
Other movements	-	(411)	-	(411)
As at 31 December 2022	240	1,195,369	3,359	1,198,968
Net book value				
As at 1 January 2022	2,622,295	963,836	9,618	3,595,749
As at 31 December 2022	2,635,458	2,070,549	8,563	4,714,570

Movements in intangible fixed assets for the year ended 31 December 2021 are as follows:

	Land use rights	Computer software	Others	VND million Total
Cost				
As at 1 January 2021	2,622,454	1,296,198	4,551	3,923,203
Additions	958	241,042	265	242,265
Transfers from advances for fixed assets purchases and construction in progress	-	372,409	7,106	379,515
Disposals	(885)	(160)	-	(1,045)
Other movements	-	(2,797)	-	(2,797)
As at 31 December 2021	2,622,527	1,906,692	11,922	4,541,141
Accumulated amortization				
As at 1 January 2021	476	778,003	2,243	780,722
Charges for the year	14	165,013	61	165,088
Disposals	(258)	(160)	-	(418)
As at 31 December 2021	232	942,856	2,304	945,392
Net book value				
As at 1 January 2021	2,621,978	518,195	2,308	3,142,481
As at 31 December 2021	2,622,295	963,836	9,618	3,595,749

Additional information on intangible fixed assets:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Cost of intangible fixed assets which have been fully amortized but still in active use	346,759	492,485

15. Investment property

Movements in investment properties for the year ended 31 December 2022 are as follows:

	Building VND million
Cost	
As at 1 January 2022	1,435,699
As at 31 December 2022	1,435,699
Accumulated depreciation	
As at 1 January 2022	346,775
Charges for the year	35,800
As at 31 December 2022	382,575
Net book value	
As at 1 January 2022	1,088,924
As at 31 December 2022	1,053,124

Movements in investment properties for the year ended 31 December 2021 are as follows:

	Building VND million
Cost	
As at 1 January 2021	1,435,699
As at 31 December 2021	1,435,699
Accumulated depreciation	
As at 1 January 2021	310,975
Charges for the year	35,800
As at 31 December 2021	346,775
Net book value	
As at 1 January 2021	1,124,724
As at 31 December 2021	1,088,924

Investment property mainly includes Techcombank Building with cost and accumulated depreciation amounting to VND 1,435,699 million and VND 382,575 million respectively, as at 31 December 2022.

16. Other assets

	31 Dec 2022 VND million	31 Dec 2021 VND million
Other receivables	61,609,133	28,117,180
Internal receivables	115,626	79,016
External receivables	61,493,507	28,038,164
<i>Deposits for office rental (i)</i>	1,396,662	898,432
<i>Deposits for purchase of office (i)</i>	9,703,207	-
<i>Receivables related to Interest Subsidy Program</i>	29,366	20,006
<i>Advances for contracts</i>	921,272	428,541
<i>Deposits for gold, commodity and foreign currencies trading in future markets</i>	52,251	50,747
<i>Advances for fixed assets purchase (ii)</i>	520,020	814,603
<i>Construction in progress (ii)</i>	2,449,111	1,247,158
<i>Receivables from UPAS L/C</i>	42,342,081	23,915,577
<i>(Usance Payable At Sight Letter of Credit) (iii)</i>		
<i>Receivables from loans sold contract (iv)</i>	330,311	449,939
<i>Receivables from securities activities</i>	3,449,677	-
<i>Taxes receivable (Note 23)</i>	3,612	-
<i>Other external receivables</i>	295,937	213,161
Accrued interest and fee receivables	8,028,730	5,807,801
Deferred income tax assets (Note 23.3)	61,050	17,460
Other assets	1,616,735	1,448,617
Materials	17,489	22,107
Prepaid expenses	1,598,624	1,424,814
Other assets	622	1,696
Provision for other on-balance sheet assets (v)	(798,423)	(680,423)
	70,517,225	34,710,635

- (i) These are deposits for office rental and purchase of office of the Bank's headquarter and branches.
- (ii) These are payments to purchase fixed assets and construct the Bank's offices.
- (iii) Receivables from UPAS L/C (Usance Payable At Sight Letter Of Credit) comprise of imported payable at sight letter of credit and domestic payable at sight letter of credit. These are receivables from the Bank's customers from advances for goods or services under payment terms of letters of credit issued by the Bank. Accordingly, the Bank made payment to the beneficiaries of these letters of credit prior to their matured dates and charged fees for advanced settlement services.
- (iv) Analysis of credit quality for balance of receivable from loans sold contract as at the end of the reporting period is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Loss	330,311	449,939

- v. Provision for other on-balance sheet assets, comprising of provision for overdue receivables, receivables from UPAS L/C (Usance Payable At Sight Letter of Credit) and receivable from loans sold contract is as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Provision for receivable from loans sold contract	330,311	449,939
<i>Specific provision</i>	330,311	449,939
Provision for receivables from UPAS L/C (Usance Payable At Sight Letter of Credit)	415,591	179,367
<i>General provision</i>	316,231	179,367
<i>Specific provision</i>	99,360	-
Provision for other assets	52,521	51,117
	798,423	680,423

Movements in provision for other on-balance sheet assets during the year are as follows:

	2022 VND million	2021 VND million
Opening balance	680,423	189,892
Provision (reversed)/made for receivable from loans sold contract for the year (<i>Note 34</i>)	(119,628)	425,500
<i>Specific provision</i>	(119,628)	425,500
Provision made for receivables from UPAS L/C (Usance Payable At Sight Letter of Credit) for the year (<i>Note 34</i>)	236,224	90,033
<i>General provision</i>	136,864	90,033
<i>Specific provision</i>	99,360	-
Provision made/(reversed) for other on-balance sheet assets for the year (<i>Note 33</i>)	1,404	(25,002)
Closing balance	798,423	680,423

17. Due to the Government and the SBV

	31 Dec 2022 VND million	31 Dec 2021 VND million
Deposits from the Vietnam State Treasury		
In VND	7,826	842
	7,826	842

18. Deposits and borrowings from other financial institutions and credit institutions

18.1. Deposits from other financial institutions and credit institutions

	31 Dec 2022 VND million	31 Dec 2021 VND million
Demand deposits	776,778	518,192
<i>In VND</i>	771,246	375,303
<i>In foreign currencies</i>	5,532	142,889
Term deposits	60,516,960	45,087,950
<i>In VND</i>	39,340,000	35,788,000
<i>In foreign currencies</i>	21,176,960	9,299,950
	61,293,738	45,606,142

Interest rates per annum of deposits from other financial institutions and credit institutions at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
Term deposits in VND	3.50% - 10.50%	0.80% - 3.00%
Term deposits in foreign currencies	4.15% - 4.50%	0.19% - 0.40%

18.2. Borrowings from other financial institutions and credit institutions

	31 Dec 2022 VND million	31 Dec 2021 VND million
In VND	21,603,024	12,004,051
In foreign currencies	84,666,207	54,848,498
	106,269,231	66,852,549

Interest rates per annum of borrowings from other financial institutions and credit institutions at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
In VND	3.57% - 12.90%	1.50% - 8.00%
In foreign currencies	0.75% - 12.25%	0.70% - 4.38%

19. Deposits from customers**19.1. Analysis by category of deposits**

	31 Dec 2022 VND million	31 Dec 2021 VND million
Current accounts	123,079,324	147,861,145
Current accounts in VND	113,445,822	140,018,181
Current accounts in foreign currencies	9,633,502	7,842,964
Term deposits	225,941,947	155,894,254
Term deposits in VND	222,345,948	151,837,741
Term deposits in foreign currencies	3,595,999	4,056,513
Margin deposits	9,382,514	10,997,126
Margin deposits in VND	9,308,312	10,940,538
Margin deposits in foreign currencies	74,202	56,588
	358,403,785	314,752,525

Interest rates per annum of deposits from customers at the end of the reporting period are as follows:

	31 Dec 2022	31 Dec 2021
Demand deposits in VND	0.00% - 1.20%	0.00% - 0.20%
Demand deposits in foreign currencies	0.00% - 0.10%	0.00% - 0.10%
Term deposits in VND	1.00% - 9.60%	0.20% - 7.10%
Term deposits in foreign currencies	0.00% - 0.60%	0.00% - 0.60%

19.2. Analysis of deposits portfolio by ownership

	31 Dec 2022		31 Dec 2021	
	VND million	%	VND million	%
Deposits from organizations	114,409,809	31.92	94,673,691	30.08
State-owned limited liability companies	15,402,482	4.30	3,986,470	1.27
Other limited liability companies	44,480,777	12.42	36,478,425	11.59
Joint-stock state-owned companies	84,681	0.02	92,415	0.03
Other joint-stock companies	47,740,094	13.32	46,191,977	14.68
Private enterprises and partnership companies	144,372	0.04	147,299	0.05
Foreign-invested enterprises	4,414,566	1.23	4,779,856	1.52
Cooperatives and cooperative unions	14,906	0.00	11,933	0.00
Administration units, Party, unions and associations	1,984,725	0.55	1,937,124	0.61
Others	143,206	0.04	1,048,192	0.33
Deposits from individuals	243,993,976	68.08	220,078,834	69.92
	358,403,785	100.00	314,752,525	100.00

20. Derivatives and other financial assets/(liabilities)

VND million

	31 Dec 2022		31 Dec 2021	
	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	104,596,820	(485,237)	117,920,007	(28,828)
Foreign exchange swap contracts	179,859,303	(1,169,554)	138,102,399	197,924
Cross-currency swap contracts	41,164,196	(196,422)	43,642,094	124,672
	325,620,319	(1,851,213)	299,664,500	293,768

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 end of the reporting period.

21. Valuable papers issued

Valuable papers issued categorized by terms are as follows:

	31 Dec 2022 VND million	31 Dec 2021 VND million
From 12 months to 5 years (i)	34,006,619	32,979,824
Over 5 years	-	700,000
	34,006,619	33,679,824

(i) These bonds and certificates of deposits bear interest rates ranging from 3.50% to 14.51% per annum (2021: 3.50% to 8.40%).

22. Other liabilities

	31 Dec 2022 VND million	31 Dec 2021 VND million
Accrued interest and fee payables	6,144,022	3,121,881
Other liabilities	17,631,144	11,673,715
Internal payables	8,335	12,937
External payables	17,622,809	11,660,778
<i>Remittance payables</i>	<i>1,272,730</i>	<i>1,911,365</i>
<i>Payables to employees</i>	<i>2,366,253</i>	<i>2,263,619</i>
<i>Taxes payable (Note 23)</i>	<i>4,255,802</i>	<i>1,373,333</i>
<i>Deferred income</i>	<i>544,330</i>	<i>633,051</i>
<i>Bonus and welfare funds</i>	<i>24,529</i>	<i>21,481</i>
<i>Deferred proceeds from sale of collaterals</i>	<i>11,380</i>	<i>44,386</i>
<i>Accrued operating expenses</i>	<i>1,352,075</i>	<i>873,783</i>
<i>Deposit certificates and funds kept for customers awaiting settlement</i>	<i>44,707</i>	<i>32,370</i>
<i>Settlement on behalf of other credit institutions</i>	<i>1,703,887</i>	<i>1,538,616</i>
<i>Other awaiting settlement</i>	<i>52,737</i>	<i>79,323</i>
<i>Payables for securities trading activities</i>	<i>5,272,870</i>	<i>2,361,816</i>
<i>Other payables</i>	<i>721,509</i>	<i>527,635</i>
	23,775,166	14,795,596

23. Obligations to the state budget

	VND million				
	Opening balance	Incurred during the year		Closing balance	
	Payables	Payables	Paid	Receivable	Payables
Value added tax	42,436	446,036	(452,032)	-	36,440
Corporate income tax	1,190,015	5,174,951	(2,301,394)	(3,612)	4,067,184
Other taxes	140,882	2,103,878	(2,092,582)	-	152,178
Taxes payable	1,373,333	7,724,865	(4,846,008)	(3,612)	4,255,802

23.1. 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 reporting period.

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 2022 and 31 December 2021 is computed as follows:

	2022 VND million	2021 VND million
Profit before tax	25,567,768	23,238,293
<i>Adjustments:</i>		
Non-taxable dividend income	(8,776)	(4,063)
Decrease taxable income	(1,379,228)	(730,790)
Adjustment to profit for consolidation purpose	69,810	117,305
Increase non-deductible expenses	1,684,498	1,207,065
Taxable corporate income	25,934,072	23,827,810
Corporate income tax expense calculated on taxable income of current year	5,186,814	4,765,562
Adjustment for (under)/over provision of corporate income tax expense in prior year	(11,882)	74,809
Current corporate income tax expense for the year	5,174,932	4,840,371
Opening corporate income tax payable	1,190,015	1,179,555
Corporate income tax paid for the year	(2,301,394)	(4,829,911)
Adjustment for corporate income tax payables in prior year	19	-
Closing corporate income tax payable	4,063,572	1,190,015

23.2. Applicable tax rate

The Bank's income tax rate for this year is 20% (2021: 20%).

23.3. Deferred income tax

Movements in deferred income tax during the year are as follow:

	2022 VND million	2021 VND million
Deferred income tax assets		
Opening balance	17,460	-
Deferred income tax income arising from deductible temporary tax differences	43,590	17,460
Closing balance	61,050	17,460

24. Capital and reserves

24.1. Statement of changes in equity

For the year ended 31 December 2022:

	VND million									
	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 2022	35,109,148	476,474	2,664,436	6,490,986	474	9,155,896	47,453,056	846,898	-	93,041,472
Capital increase for the year	63,237	(59)	-	-	-	-	-	1,894	-	65,072
Net profit for the year	-	-	-	-	-	-	20,150,377	286,049	-	20,436,426
Appropriation to reserves for the year	-	-	897,122	1,794,245	-	2,691,367	(2,691,367)	-	-	-
Appropriation to welfare fund for the year	-	-	-	-	-	-	(38,500)	-	-	(38,500)
Use of reserves for the year	-	-	-	(4,856)	-	(4,856)	-	-	-	(4,856)
Dividends paid for the period	-	-	-	-	-	-	-	(74,648)	-	(74,648)
Subsidiaries transferred reserves and retained earnings	-	-	(116,919)	(116,919)	-	(233,838)	(390,881)	68,722	555,997	-
As at 31 December 2022	35,172,385	476,415	3,444,639	8,163,456	474	11,608,569	64,482,685	1,128,915	555,997	113,424,966

For the year ended 31 December 2021:

Đơn vị: triệu đồng									
	Charter capital	Share premium	Charter capital supplementary reserve	Financial reserve	Other reserves	Total reserves	Retained earnings	Non-controlling interests	Total
As at 1 January 2021	35,049,062	476,507	1,872,102	4,917,067	474	6,789,643	31,815,808	483,766	74,614,786
Capital increase for the year	60,086	(33)	-	-	-	-	-	-	60,053
Net profit for the year	-	-	-	-	-	-	18,052,250	363,132	18,415,382
Appropriation to reserves for the year	-	-	792,334	1,584,668	-	2,377,002	(2,377,002)	-	-
Appropriation to welfare fund for the year	-	-	-	-	-	-	(38,000)	-	(38,000)
Use of reserves for the year	-	-	-	(10,749)	-	(10,749)	-	-	(10,749)
As at 31 December 2021	35,109,148	476,474	2,664,436	6,490,986	474	9,155,896	47,453,056	846,898	93,041,472

24.2. Share capital

Breakdown of share capital at the end of the reporting period:

	31 Dec 2022 VND million	31 Dec 2021 VND million
Charter capital	35,172,385	35,109,148
Share premium	476,415	476,474
	35,648,800	35,585,622

Number of shares at the end of the reporting period:

	31 Dec 2022	31 Dec 2021
Registered share capital	3,517,238,514	3,510,914,798
Issued share capital	3,517,238,514	3,510,914,798
Ordinary shares	3,517,238,514	3,510,914,798

Movement of number of shares in circulation in the year:

	2022	2021
Number of shares in circulation		
Ordinary shares at 1 January	3,510,914,798	3,504,906,230
Ordinary shares issued during the year	6,323,716	6,008,568
Ordinary shares at 31 December	3,517,238,514	3,510,914,798

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.

24.3. Dividends

Dividends payout shall be decided at Annual General Meeting of Shareholders.

25. Interest and similar income

	2022 VND million	2021 VND million
Interest income from deposits	1,409,942	266,751
Interest income from loans	34,247,955	27,259,759
Income from debt investment securities	7,885,156	7,068,841
Income from guarantee services	577,420	360,644
Income from debt factoring services	10,176	7,400
Other income from credit activities	621,987	539,856
	44,752,636	35,503,251

26. Interest and similar expenses

	2022 VND million	2021 VND million
Interest expenses for deposits	9,212,164	6,256,038
Interest expenses for borrowings	3,156,518	829,396
Interest expenses for valuable papers issued	1,897,675	1,635,280
Other expenses for credit activities	196,504	83,924
	14,462,861	8,804,638

27. Net fees and commission income

	2022 VND million	2021 VND million
Fees and commission income from	10,840,337	8,239,494
Settlement and cash services	6,566,746	3,739,055
Cashier services	287	3,055
Trustee and agency services	710,835	662,083
Consulting services	141,699	221,285
Bancassurance services	1,750,638	1,558,318
Securities issuance guarantee services	598,252	860,488
Brokerage services	753,760	746,828
Fund management services	307,706	428,685
Other services	10,414	19,697
Fees and commission expenses for	(2,312,843)	(1,857,254)
Settlement and cash services	(2,028,053)	(1,532,395)
Cashier services	(74,639)	(71,398)
Brokerage services	(154,916)	(166,005)
Consulting services	(274)	(136)
Other services	(54,961)	(87,320)
	8,527,494	6,382,240

28. Net (loss)/gain from trading foreign currencies

	2022 VND million	2021 VND million
Gain from trading of foreign currencies	3,819,491	1,543,299
Gain from spot foreign exchange trading	1,329,040	339,506
Gain from currency derivatives	2,490,451	1,203,793
Loss for trading of foreign currencies	(4,094,554)	(1,311,883)
Loss for spot foreign exchange trading	(477,916)	(209,406)
Loss for currency derivatives	(3,616,638)	(1,102,477)
	(275,063)	231,416

29. Net (loss)/gain from held-for-trading securities

	2022 VND million	2021 triệu đồng
Gain from trading of held-for-trading securities	108,741	567,239
Loss for trading of held-for-trading securities	(354,253)	(413,038)
Provision reversed/(made) for diminution in value of held-for-trading securities (<i>Note 8</i>)	3,667	(1,896)
	(241,845)	152,305

30. Net gain from investment securities

	2022 VND million	2021 VND million
Gain from trading of investment securities	927,729	2,639,664
Loss for trading of investment securities	(828,149)	(512,693)
Provision reversed/(made) for credit risk of unlisted corporate bonds (<i>Note 12.4</i>)	348,111	(310,833)
Provision made for diminution in value of investment securities (<i>Note 12.4</i>)	(22,138)	(11,730)
	425,553	1,804,408

31. Net gain from other operating activities

	2022 VND million	2021 VND million
Other operating income	4,499,949	4,343,731
Income from other derivatives	2,550,299	2,814,928
Recovery of loans previously written-off	1,311,053	1,121,235
Other income	638,597	407,568
Other operating expenses	(2,332,574)	(2,540,485)
Expenses for other derivatives	(2,087,707)	(2,081,690)
Expenses for social activities	(57,156)	(316,337)
Other expenses	(187,711)	(142,458)
	2,167,375	1,803,246

32. Income from investments in other entities

	2022 VND million	2021 VND million
Dividends from other long-term investments	8,791	4,063

33. Operating expenses

	Note	2022 VND million	2021 VND million
Salaries and related expenses	37	6,515,485	6,356,228
Publication, marketing and promotion		2,013,312	1,234,037
Office and asset rental		554,689	533,743
Depreciation and amortization of fixed assets		757,167	608,149
Maintenance and repair of assets expenses		331,183	331,295
Information technology expenses (*)		635,927	264,951
Tax, duties and fees		187,371	146,640
Tools and equipment expenses		136,933	141,227
Telecommunication expenses		63,899	90,494
Utilities expenses		91,961	87,629
Customers' deposits insurance expenses		347,127	313,727
Per diem expenses		56,869	45,542
Provision made for long-term investments	13.2	-	489
Provision made/(reversed) for other on-balance sheet assets	16	1,404	(25,002)
Consultancy expenses		407,121	370,963
Training and education expenses		105,329	47,545
Other operating expenses		1,192,241	625,738
		13,398,018	11,173,395

(*) Information technology expenses exclude IT maintenance expenses and IT depreciation and amortization expenses.

34. Provision expenses for credit losses

	Note	2022 VND million	2021 VND million
Specific provision made for credit granting to other credit institutions	7.4	101,100	-
General provision made for loans to customers	10	547,031	719,924
Specific provision made for loans to customers	10	1,171,761	1,428,138
General provision (reversed)/made for debts purchased	11	(194)	1,008
Specific provision (reversed)/made for receivable from loans sold contract	16	(119,628)	425,500
Provision made for receivables from UPAS L/C (Usance Payable At Sight Letter of Credit)	16	236,224	90,033
		1,936,294	2,664,603

35. 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:

	2022 VND million	2021 VND million
Profit after tax attributable to ordinary shareholders (VND million)	20,150,377	18,052,250
Adjust for appropriation to bonus and welfare funds	(38,500)	(38,000)
Profit after tax attributable to ordinary shares shareholders for calculating basic earnings per share (VND million)	20,111,877	18,014,250
Adjusted profit after tax attributable to ordinary shareholders for calculation of diluted earnings per share (VND million)	20,111,877	18,014,250
Weighted average number of ordinary shares used for calculation of basic earnings per share	3,513,028,478	3,506,552,413
Effect of upcoming shares issuance (*)	-	-
Weighted average number of ordinary shares used for calculation of diluted earnings per share	3,513,028,478	3,506,552,413
Earnings per share (VND)		
Basic earnings per share	5,725	5,137
Diluted earnings per share	(*)	(*)

(*) As at 31 December 2022 and 31 December 2021, earnings per share of the Bank are not affected by dilutive factors.

36. Cash and cash equivalents

	31 Dec 2022 VND million	31 Dec 2021 VND million
Cash and gold	4,215,721	3,578,643
Balances with the SBV	11,475,590	4,908,529
Securities with maturity period not exceeding 3 months from the acquisition date	15,690,426	143,497
Balances with other credit institutions with original terms of 3 months or less	69,924,143	38,973,561
	101,305,880	47,604,230

37. Employee benefits

	2022 VND million	2021 VND million
Total employees as at 31 December (person)	12,339	12,506
I. Average number of employees for the year (person)	12,423	12,154
II. Employees' remuneration		
1. Basic salaries	5,554,552	5,300,287
2. Allowances and other income	960,933	1,055,941
3. Total (1+2)	6,515,485	6,356,228
4. Average salary/month	37	36
5. Average remuneration/month	44	44

38. Assets, valuable papers, mortgaged, pledged, discounted and rediscounted**38.1. Assets, valuable papers, mortgaged, pledged, discounted and rediscounted to the Bank**

	31 Dec 2022 VND million	31 Dec 2021 VND million
From customers	901,336,716	814,694,006
Real estates	577,190,951	522,747,005
Movable assets	19,939,896	20,954,840
Valuable papers	80,226,207	123,966,832
Other collaterals	223,979,662	147,025,329
From other credit institutions	24,128,504	25,544,268
Valuable papers	24,119,900	25,535,950
Other collaterals	8,604	8,318
	925,465,220	840,238,274

38.2. Assets, valuable papers, mortgaged, pledged, discounted and rediscounted by the Bank

	31 Dec 2022 VND million	31 Dec 2021 VND million
Deposits	2,000,000	1,828,000
Investment securities	1,593,200	-
	3,593,200	1,828,000

39. Interest and receivable fees not collected yet

	31 Dec 2022 VND million	31 Dec 2021 VND million
Interest from loans to customers not collected yet	1,505,147	1,358,573
Interest from securities not collected yet	235,789	272,266
Receivable fees not collected yet	117,942	3,797
	1,858,878	1,634,636

40. Written-off debts

	31 Dec 2022 VND million	31 Dec 2021 VND million
Principal of written-off debts under monitoring	12,528,024	12,862,931
Interest of written-off debts under monitoring	34,417,396	31,772,698
Other written-off debts	1,133	1,133
	46,946,553	44,636,762

41. Assets and other documents

	31 Dec 2022 VND million	31 Dec 2021 VND million
Precious metals, gemstones under custody services	33	31
Other assets kept under custody services	161,378,019	86,600,095
Operating lease assets (*)	-	-
Foreclosed assets pending settlement	623	5,244
Other valuable documents under safekeeping	10,624,901	79,299,738
	172,003,576	165,905,108

(*) 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.

42. 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 example: 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 of the Bank for the year ended 31 December 2022 are as follows:

Bond transactions

Related party	Relationship	2022			VND million
		Opening balance	Increase	Decrease	
Masan Group Corporation Joint Stock Company	(i)				
Face value		384,997	5,999,879	(5,862,996)	521,880
Interest receivables		2,626	55,366	(44,836)	13,156
Nui Phao Mining Company Limited	(iii)				
Face value		269,578	6,126,574	(6,380,802)	15,350
Interest receivables		3,033	9,544	(12,497)	80
Masan High-Tech Materials Joint Stock Company	(iii)				
Face value		281,498	1,176,505	(1,302,529)	155,474
Interest receivables		2,315	11,558	(12,302)	1,571

Loans to customers

Related party	Relationship	2022			VND million
		Opening balance	Increase	Decrease	
European Plastic Window Joint Stock Company	(ii), (iii)				
Loans to customers		483,891	443,295	(555,054)	372,132
Interest receivables		1,835	36,433	(37,278)	990
Nui Phao Mining Company Limited	(iii)				
Loans to customers		1,257,375	1,388,390	(1,751,265)	894,500
Interest receivables		701	91,848	(91,336)	1,213
Masan Tungsten Limited Liability Company	(iii)				
Loans to customers		98,858	282,302	(196,731)	184,429
Interest receivables		53	5,376	(5,154)	275
WinEco Agricultural Investment Development and Production Limited Liability Company	(iii)				
Loans to customers		127,097	257,673	(279,308)	105,462
Interest receivables		86	7,613	(7,699)	-
One Mount Distribution Joint Stock Company	(ii)				
Loans to customers		-	1,011,485	(349,010)	662,475
Interest receivables		-	14,326	(13,264)	1,062

		2022				VND million
Related party	Relationship	Opening balance	Increase	Decrease	Closing balance	
One Mount Group Joint Stock Company Term deposits from customers Interest payables	(ii)	40,000 78	- 31	(40,000) (109)	- -	
One Mount Distribution Joint Stock Company Term deposits from customers Interest payables	(ii)	100,000 195	395,000 734	(495,000) (929)	- -	
Mobicast Joint Stock Company Term deposits from customers Interest payables	(ii)	10,000 60	- -	(10,000) (60)	- -	
Online Mobile Services Joint Stock Company Term deposits from customers Interest payables	(ii)	950,000 758	320,000 4,180	(1,220,000) (2,796)	50,000 2,142	
TC Advisors Corporation Term deposits from customers Interest payables	(iii)	31,208 823	17,056 1,181	(27,000) (1,415)	21,264 589	
ISADO Business Cooperation and Development Company Limited Term deposits from customers Interest payables	(iii)	2,000 3	1,500 102	(1,000) (101)	2,500 4	
NET Detergent Joint Stock Company Term deposits from customers Interest payables	(iii)	- -	158,500 862	(114,000) (708)	44,500 154	
Masan Group Corporation Joint Stock Company Term deposits from customers Interest payables	(i)	- -	5,395,029 352	(5,155,029) (340)	240,000 12	
A group of companies related to Masan Group Corporation Joint Stock Company Term deposits from customers Interest payables	(iv)	4,209,700 2,235	19,901,773 33,808	(22,195,338) (29,691)	1,916,135 6,352	
Members of the Board of Directors, Board of Supervision, the Executive Team and other related individuals Term deposits from customers Interest payables		1,033,486 13,614	505,554 31,431	(689,105) (33,045)	849,935 12,000	

Guarantee, Letter of credit contracts

VND million			
Related party	Relationship	31 Dec 2022	31 Dec 2021
European Plastic Window Joint Stock Company	(ii), (iii)	263,864	96,959
Mobicast Joint Stock Company	(ii)	230,175	450,175
Nui Phao Mining Company Limited	(iii)	221,844	50,929
Masan Tungsten Limited Liability Company	(iii)	23,168	-
One Mount Distribution Joint Stock Company	(ii)	228,390	-

Demand deposits from customers

VND million			
Related party	Relationship	31 Dec 2022	31 Dec 2021
European Plastic Window Joint Stock Company	(ii), (iii)	3,815	10,688
One Mount Group Joint Stock Company	(ii)	546	26,841
One Mount Distribution Joint Stock Company	(ii)	104,341	13,479
One Mount Consumer Joint Stock Company	(ii)	41,353	17,013
Online Mobile Services Joint Stock Company	(ii)	42,477	78,142
Viet Thanh - Sai Dong Company Limited	(iii)	575	457
TC Advisors Corporation	(iii)	3,982	8,487
ISADO Business Cooperation and Development Company Limited	(iii)	995	2,832
Mobicast Joint Stock Company	(ii)	3,783	133,032
Masan Group Corporation Joint Stock Company	(i)	9,925	1,233,572
Masan Tungsten Limited Liability Company	(iii)	2,052	1,804
WinEco Agricultural Investment Development and Production Limited Liability Company	(iii)	553	3,737
A group of companies related to Masan Group Corporation Joint Stock Company	(iv)	330,535	68,993
Members of the Board of Directors, Supervision, the Executive Team and other related individuals		264,914	194,580

Fee and commission income

VND million			
Related party	Relationship	2022	2021
Masan Group Corporation Joint Stock Company	(i)	47,477	188,478
Nui Phao Mining Company Limited	(iii)	30,815	22,963
Masan High-Tech Materials Joint Stock Company	(iii)	1,550	19,011

Remuneration of Board of Directors, Supervision and Executive Team

VND million

	2022	2021
Remuneration of the Board of Directors, Supervision and the Executive Team	378,710	318,386
Remuneration of the Board of Directors and Supervision	36,903	36,435
Remuneration of the Executive Team	341,807	281,951

- (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) Group of related companies of Masan Group Corporation Joint Stock Company which 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 Board of Members, or Management or Board of Supervision of the Bank; or members of the Board of Directors, 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.

43. 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 31 December 2022 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	433,564,576	417,563,624	440,303,894	321,301,821	104,992,955
Overseas	8,840	2,141,725	8,832,108	4,318,498	-
	433,573,416	419,705,349	449,136,002	325,620,319	104,992,955

(*) Nominal contract value

44. 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.

45. 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	82,873,754	93,367	-	7,733	82,974,854
Held-for-trading securities – gross	961,034	-	-	-	961,034
Loans to customers – gross	407,779,647	11,990,784	89,114	664,160	420,523,705
Debts purchased – gross	108,539	-	-	1,682	110,221
Investment securities – gross (*)	101,296,394	-	-	1,650,000	102,946,394
Other financial assets – gross	54,109,885	-	4,028	385,074	54,498,987
	647,129,253	12,084,151	93,142	2,708,649	662,015,195

(*) 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 in accordance with Circular 48 and Circular 24. 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 in accordance with Circular 48 and Circular 24.

46. Market risk

46.1. 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, demand balances with other financial institutions and credit institutions are classified as “Non-sensitive to interest rate” items;
- ◆ Interest rate repricing terms of held-for-trading securities and investment securities are based on the actual maturity date at the end of the reporting period 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 balances with and credit granting to other financial institutions and credit institutions; 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 credit institutions, deposits from customers are identified as follows:
 - *Items with fixed interest rates for the duration of contract: interest rate repricing terms based on actual maturity date since the end of the reporting period of the consolidated financial statements;*
 - *Items with floating interest rates: interest rate repricing terms based on the nearest repricing date since the end of the reporting period of the consolidated financial statements.*
- ◆ Interest rate repricing terms of valuable papers issued based on the actual maturity date of each type of valuable papers if there is a fixed interest rate or the nearest repricing date 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:

	Increase in interest rate	Effects on	
		Profit before tax VND million	Equity VND million
As at 31 December 2022			
USD	1.50%	(354,188)	(283,350)
VND	3.00%	5,856,021	4,684,817

The following table presents the assets and liabilities of the Bank based on “interest gap” as at the end of the reporting period:

	VND million	Interest re-pricing during the year							
		Non-sensitive to interest rate	Up to					Overdue	Total
			1 month	From 1 to 3 months	From 3 to 6 months	From 6 to 12 months	Over 1 to 5 years		
Assets									
Cash and gold	4,215,721	-	-	-	-	-	-	-	4,215,721
Balances with the SBV	11,475,590	-	-	-	-	-	-	-	11,475,590
Balances with and credit granting to other credit institutions (*)	7,733	14,107,038	53,324,215	9,855,171	5,587,330	-	93,367	-	82,974,854
Held-for-trading securities (*)	-	-	-	-	-	-	-	961,034	961,034
<i>In which:</i>									
Government bonds	-	-	-	-	-	-	-	961,034	961,034
Loans to customers (*)	753,781	-	149,615,679	86,331,302	46,287,996	58,561,766	78,210,131	763,050	420,523,705
Debts purchased (*)	1,682	-	24,960	83,579	-	-	-	-	110,221
Investment securities (*)	-	2,401,057	23,422,522	24,515,000	4,972,504	11,326,587	18,050,461	19,343,790	104,031,921
<i>In which:</i>									
Government bonds and bonds guaranteed	-	1,400,948	14,000,000	100,000	100,000	330,199	6,555,307	19,343,790	41,830,244
Long-term investments (*)	-	13,962	-	-	-	-	-	-	13,962
Fixed assets and investment property	-	9,464,506	-	-	-	-	-	-	9,464,506
Other assets (*)	386,316	70,929,332	-	-	-	-	-	-	71,315,648
Total assets	1,149,512	112,607,206	226,387,376	120,785,052	56,847,830	69,888,353	96,353,959	21,067,874	705,087,162
Liabilities									
Due to the Government and the SBV	-	7,826	-	-	-	-	-	-	7,826
Deposits and borrowings from other financial institutions and credit institutions	-	776,778	98,683,163	31,978,191	23,612,065	12,498,355	14,417	-	167,562,969
Deposits from customers	-	8,682,567	107,753,378	37,739,154	95,746,479	36,380,398	72,049,194	52,615	358,403,785
Derivatives and other financial liabilities	-	(1,759)	12,677,336	9,778,538	(8,574,033)	(5,680,637)	(6,348,232)	-	1,851,213
Valuable papers issued	-	4,173	3,859,507	12,550,800	3,139,500	20,002	14,432,637	-	34,006,619
Other liabilities	-	23,775,166	-	-	-	-	-	-	23,775,166
Total liabilities	-	33,244,751	222,973,384	92,046,683	113,924,011	43,218,118	80,148,016	52,615	585,607,578
Interest sensitivity gap	1,149,512	79,362,455	3,413,992	28,738,369	(57,076,181)	26,670,235	16,205,943	21,015,259	119,479,584

(*) These amounts exclude provision

46.2. 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 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 2022			
USD	1.00%	(15,600)	(12,480)
EUR	1.00%	82	66
Gold	3.00%	-	-

The table in the next page shows the analysis of assets and liabilities in foreign currencies translated into VND as at 31 December 2022.

	VND million			
	USD VND equivalent	EUR VND equivalent	Gold VND equivalent	Other currencies VND equivalent
Assets				
Cash and gold	397,702	59,726	-	52,638
Balances with the SBV	126,294	-	-	-
Balances with and credit granting to other credit institutions (*)	25,089,234	740,643	-	641,051
Loans to customers (*)	15,196,078	-	-	-
Other assets (*)	20,725,406	1,644,900	-	965,711
Total assets	61,534,714	2,445,269	-	1,659,400
Liabilities				
Deposits and borrowings from other financial institutions and credit institutions	103,261,094	1,644,905	-	942,700
Deposits from customers	11,906,168	727,546	-	669,989
Derivatives and other financial liabilities	(52,210,482)	46,224	-	(29,820)
Other liabilities	1,249,575	13,443	-	42,939
Total liabilities	64,206,355	2,432,118	-	1,625,808
FX position on-balance sheet	(2,671,641)	13,151	-	33,592
FX position off-balance sheet	1,111,596	(4,968)	-	(17,852)
Total FX position on and off-balance sheet	(1,560,045)	8,183	-	15,740

(*) These amounts exclude provision

46.3. 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 credit institutions; 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 financial institutions and credit institutions, 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. Demand deposits are transacted as required by customers and therefore being classified as current accounts, however, a large proportion of these deposit types of customers remain stable at the Bank over one (1) year. 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 31 December 2022.

VND million

	Overdue		Current					Total
	Up to 3 months	Over 3 months	Up to 1 month	From 1 to 3 months	From 3 to 12 months	From 1 to 5 years	Over 5 years	
Assets								
Cash and gold	-	-	4,215,721	-	-	-	-	4,215,721
Balances with the SBV	-	-	11,475,590	-	-	-	-	11,475,590
Balances with and credit granting to other credit institutions (*)	-	7,733	67,332,869	9,953,555	5,587,330	93,367	-	82,974,854
Held-for-trading securities (*)	-	-	-	-	-	-	-	-
<i>In which:</i>								
<i>Government bonds</i>								
Loans to customers (*)	115,343	638,438	32,122,462	34,202,212	98,304,353	67,759,760	187,381,137	961,034
Debts purchased (*)	-	1,682	-	2,496	23,391	82,652	-	961,034
Investment securities (*)	-	-	17,965,044	3,069,083	29,963,393	29,090,359	23,944,042	420,523,705
<i>In which:</i>								
<i>Government bonds and bonds guaranteed by the Government for settlement</i>	-	-	14,000,000	100,400	432,075	6,770,607	20,527,162	110,221
Long-term investments (*)	-	-	-	-	-	-	13,962	104,031,921
Fixed assets and investment property	-	-	274,377	532	23,579	2,449,727	6,716,291	41,830,244
Other assets (*)	649	385,667	25,304,340	18,676,579	25,883,514	577,658	487,241	13,962
Total assets	115,992	1,033,520	158,690,403	65,904,457	159,785,560	100,053,523	219,503,707	705,087,162
Liabilities								
Due to the Government and the SBV	-	-	7,826	-	-	-	-	7,826
Deposits and borrowings from other financial institutions and credit institutions	-	-	61,277,982	27,262,625	36,464,945	42,557,417	-	167,562,969
Deposits from customers	-	-	198,352,781	36,588,224	117,695,611	5,711,072	56,097	358,403,785
Derivatives and other financial liabilities	-	-	321,311	939,596	564,312	25,994	-	1,851,213
Valuable papers issued	-	-	-	-	6,033,184	27,973,435	-	34,006,619
Other liabilities	-	-	18,227,580	1,284,455	3,655,713	602,933	4,485	23,775,166
Total liabilities	-	-	278,187,480	66,074,900	164,413,765	76,870,851	60,582	585,607,578
Net liquidity gap	115,992	1,033,520	(119,497,077)	(170,443)	(4,628,205)	23,182,672	219,443,125	119,479,584

(*) These amounts exclude provision

46.4. 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 reporting period as follows

	31 Dec 2022 VND million	31 Dec 2021 VND million
Held-for-trading securities – gross	-	725,351
Investment securities – gross	1,910,511	1,588,608
	1,910,511	2,313,959

47. 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 2022 are as follows:

VND million

	Book value					Fair value
	Fair value through Profit & Loss statement	Held-to-maturity	Loans and receivables	Available-for-sale	Other financial assets/ (liabilities) at amortized cost	Total book value
Financial assets						
Cash and gold	-	-	4,215,721	-	-	4,215,721
Balances with the SBV	-	-	11,475,590	-	-	11,475,590
Balances with and credit granting to other credit institutions	-	-	82,974,854	-	-	82,974,854
Held-for-trading securities	961,034	-	-	-	-	961,034
Loans to customers	-	-	420,523,705	-	-	420,523,705
Debts purchased	-	-	110,221	-	-	110,221
Available-for-sale securities	-	-	-	104,031,921	-	104,031,921
Other long-term investments	-	-	-	13,962	-	13,962
Other financial assets	-	-	54,498,987	-	-	54,498,987
	961,034	-	573,799,078	104,045,883	-	678,805,995
Financial liabilities						
Due to the Government and the SBV	-	-	-	-	7,826	7,826
Deposits and borrowings from other financial institutions and credit institutions	-	-	-	-	167,562,969	167,562,969
Deposits from customers	-	-	-	-	358,403,785	358,403,785
Derivatives and other financial liabilities	1,851,213	-	-	-	-	1,851,213
Valuable paper issued	-	-	-	-	34,006,619	34,006,619
Other financial liabilities	-	-	-	-	15,212,462	15,212,462
	1,851,213	-	-	-	575,193,661	577,044,874

(*) 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.

48. Segment report

Segment report by operating activities for the year ended 31 December 2022:

VND million

Criteria	Bank	Trading Securities	Assets Management	Fund Management	Elimination (*)	Total
I. Revenue	59,834,204	5,213,305	264,678	377,462	(731,975)	64,957,674
1. Interest revenue	42,469,917	2,249,985	4,386	69,756	(41,408)	44,752,636
2. Fee and commission income	8,324,245	2,356,895	-	307,706	(148,509)	10,840,337
3. Revenue from other business activities	9,040,042	606,425	260,292	-	(542,058)	9,364,701
II. Expense	(35,597,273)	(2,161,484)	(222,536)	(200,059)	727,740	(37,453,612)
1. Interest expense	(13,844,923)	(667,974)	(23,213)	-	73,249	(14,462,861)
2. Depreciation and amortization expenses	(697,633)	(22,803)	(36,731)	-	-	(757,167)
3. Expenses directly related to business activities	(21,054,717)	(1,470,707)	(162,592)	(200,059)	654,491	(22,233,584)
Profit before provision expenses for credit losses	24,236,931	3,051,821	42,142	177,403	(4,235)	27,504,062
Provision expenses for credit losses	(1,869,118)	-	(1,598)	-	(65,578)	(1,936,294)
Profit before tax	22,367,813	3,051,821	40,544	177,403	(69,813)	25,567,768
III. Assets	675,372,111	26,080,918	1,264,691	836,201	(4,521,377)	699,032,544
1. Cash and gold	4,215,721	-	-	-	-	4,215,721
2. Fixed assets and investment property	8,326,864	84,569	1,054,934	-	(1,861)	9,464,506
3. Other assets	662,829,526	25,996,349	209,757	836,201	(4,519,516)	685,352,317
IV. Liabilities	572,910,700	15,096,329	425,510	24,399	(2,849,360)	585,607,578
1. External liabilities	572,902,245	15,096,329	425,510	24,399	(2,849,360)	585,599,123

(*) Elimination of internal transactions

49. Profit movements

The consolidated profit after tax for the year ended 31 December 2022 of the Bank increased by VND 2,021,044 million, equivalent to an increase of 10.97% compared to the year ended 31 December 2021 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	3,591,162
Increase in net fee and commission income	2,145,254
(Decrease) in net gain from trading foreign currencies	(506,479)
(Decrease) in net gain from held-for-trading securities	(394,150)
(Decrease) in net gain from investment securities	(1,378,855)
Increase in net gain from other operating activities	364,129
Increase in income from investments in other entities	4,728
(Increase) in operating expenses	(2,224,623)
Decrease in provision expenses for credit losses	728,309
(Increase) in current corporate income tax expense	(334,561)
Increase in deferred income tax income	26,130
Increase in profit after tax	2,021,044

50. Events after the end of the reporting period

There has not been any matter or circumstance that has arisen since the end of the reporting period that has affected or may significantly affect the operations of the Bank, the results of those operations or the state of affairs of the Bank that requires adjustment of or disclosure in the consolidated financial statements of the Bank.

51. Exchange rates of applicable foreign currencies against Vietnam Dong

	31 Dec 2022 VND	31 Dec 2021 VND
AUD	16,352	16,615
CAD	17,442	17,909
CHF	25,922	25,052
CNY	3,426	3,599
DKK	3,402	3,483
EUR	25,299	25,901
GBP	28,593	30,879
HKD	3,027	2,931
JPY	180	199
NOK	2,412	2,594
SEK	2,267	2,526
SGD	17,637	16,610
THB	683	689
USD	23,635	22,850
XAU	6,630,000	6,127,500

Prepared by:

Approved by:

Approved by:

Ms. Nguyen Thi Thao
Accountant

Hanoi, Vietnam
20 March 2023

Ms. Nguyen Thi Tra My
Chief Accountant

Mr. Jens Lottner
Chief Executive Officer

SEGMENT REPORTING


VND billion	FY21	FY22	%YoY
Total Operating Income	37,076	40,902	10.3%
Retail	14,422	19,160	32.9%
SME	3,821	5,003	31.0%
WB	13,351	11,515	-13.8%
Markets	4,589	3,639	-20.7%
Others	(228)	273	-219.9%
Recoveries	1,121	1,311	16.9%
Net Interest Income	26,699	30,290	13.5%
Retail	11,782	14,549	23.5%
SME	2,571	3,053	18.8%
WB	9,137	7,684	-15.9%
Markets	3,169	4,477	41.3%
Others	40	526	1214.5%
Net Fee Income	7,754	9,674	24.8%
Retail	2,943	4,481	52.3%
SME	1,236	1,897	53.5%
WB	3,648	3,313	-9.2%
Markets	(0)	(3)	n/a
Others	(73)	(14)	n/a
Recoveries	1,121	1,311	16.9%


GLOSSARY


Term	Definition
Affluent customer	Customers with annual income of over VND 1.3 billion (per household)
ALM	Asset-liability management
APE	Annual premium equivalent
API	Application Programming Interface
ATM/CDM	Automated Teller Machine/ Card Deposit Machine
Banca	Bancassurance
BCDE	Business Credit Decision Engine
CAR	Capital adequacy ratio
CASA	Current Account Savings Account
CDE	Critical data elements
CIR	Cost-to-income ratio
CMS	Card Management System
CoF	Cost of Funds
CRM	Customer relationship management
DDoS	Distributed Denial of Service
DevSecOps	Development - Security - Operations
EBS	Enterprise Service Bus
EVE	Economic value of equity
FEB	F@st EBank Electronic Bank, e-banking service for Techcombank’s corporate customers
FMCG	Fast moving consumer goods
FX	Foreign exchange
HNX	Hanoi Stock Exchange
HOSE	Ho Chi Minh Stock Exchange
IB	Investment banking
ICAAP	Internal Capital Adequacy Assessment Process
ILAAP	Internal Liquidity Adequacy Assessment Process
IPS	Intrusion prevention system
IRRBB	Interest rate risk in the banking book
LC	Letter of Credit
LCR	Liquidity coverage ratio
LDR	Loan-to-deposit ratio
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)
Micro SME (MSME)	Customers with total revenue of the most recent financial year under VND 20 billion
NII	Net interest income
NPS	Net Promoter Score
NSFR	Net stable funding ratio
PAM	Privileged Access Management
PFE	Potential Future Exposure
PII	Personally identifiable information
ReCoM	Real estate, construction and construction materials
RM	Relationship manager
SDWAN	Software-defined Wide Area Network
SIEM	Security Information and Event Management
SME	Customers with total revenue of the most recent financial year from VND 20 billion - VND 200 billion
TD	Term deposit
UPAS LC	Usance Payable At Sight Letter of Credit
VaR	Value at Risk
WAF	Web application firewall



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