

Techcombank is a customer-centric bank that puts customers at the centre of everything it does.



About us

- 08 General information
- 10 Our vision, mission, core values
- 12 Shareholder structure and changes in shareholders' equity
- 13 The Techcombank journey
- 16 Branch network and subsidiaries
- 24 CEO's story – The journey of happiness

General information

Trading name

- **In Vietnamese** NGÂN HÀNG THƯƠNG MẠI
CỔ PHẦN KỸ THƯƠNG VIỆT NAM
- **In English** VIETNAM TECHNOLOGICAL AND
COMMERCIAL JOINT STOCK BANK
- **Trading as** TECHCOMBANK
- **Abbreviation** TECHCOMBANK
- **Certificate of Business** The State Bank of Vietnam (SBV) issued us with Banking Licence # 0038/GP-NHNN on 6 March 2018. (replaced # 0040/NH-GP issued 6 August 1993)

| | |
|----------------------------|---|
| Registration number | 0100230800 |
| | <ul style="list-style-type: none"> • First registration: 7 September, 1993 • 51st amendment: 12 November, 2019 |





| | |
|--------------------------|---|
| Chartered capital | VND 35,001,399,620,000 |
| | Vietnamese dong thirty-five trillion, one billion three hundred and ninety-nine million, six hundred and twenty thousand. |

- | | |
|----------------|--|
| Address | Techcombank Tower – 191 Ba Trieu Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi, Vietnam |
|----------------|--|
- **Phone number** +84 (24) 3944 6368
 - **Fax** +84 (24) 3944 6395
 - **Website** <http://www.techcombank.com.vn>
 - **Stock code** TCB



Services and business

Our principal activities 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 and foreign exchange.

Techcombank was established in 1993, just as Vietnam was beginning its transition from a centrally-planned to a more market-oriented economy. Techcombank has come a long way since our modest beginnings 26 years ago, when we started with charter capital of only VND 20 billion. Today we are Vietnam’s third largest bank as measured by chartered 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 7 million retail and corporate customers in Vietnam. Our constant innovation to improve and expand our service and product offerings satisfy all our customers’ needs in daily personal and corporate banking, protection, investments and wealth management, in order to be their ‘one-stop shop’ for financial solutions and help them achieve their financial security objectives. Our extensive network – including one head office, two representative offices and 311 transaction offices across 45 cities and provinces

– provides convenient service anywhere they may be in Vietnam, while our significant investment in technology furthers that convenience 24 hours-a-day with unmatched security. Our customers have embraced our offerings to make us the #1 bank in online and mobile transactions.

Our mission is to be Vietnam’s #1 bank – catering to the daily and long-term financial needs of the Vietnamese people, so we can help them achieve their financial dreams.

Consolidated total assets as of
31/12/2019

 VND **383,699** bn
▲ 19.5% YoY

➤ Our vision, mission, core values

VISION

“To be the best bank and a leading enterprise in Vietnam.”

MISSION

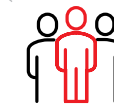
To be the trusted financial partner of those who bank with us – always providing an innovative and diverse range of customer-centric financial products and services.

To create a positive working environment for employees – with opportunities to make valuable contributions, experience professional growth and enjoy a successful career.

To deliver attractive, ongoing shareholder returns – driven by sound business strategy, underpinned by rigorous, internationally-recognised governance and risk management practices.



CORE VALUES



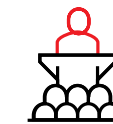
Customer centricity

“Because we only succeed when our customers succeed”



Innovation and creativity

“To always lead”



Collaboration for common objectives

“To create collective strength to bring outstanding results to both individuals and the organisation”



Self-development

“To be able to grasp development opportunities within the organisation”



Work efficiency

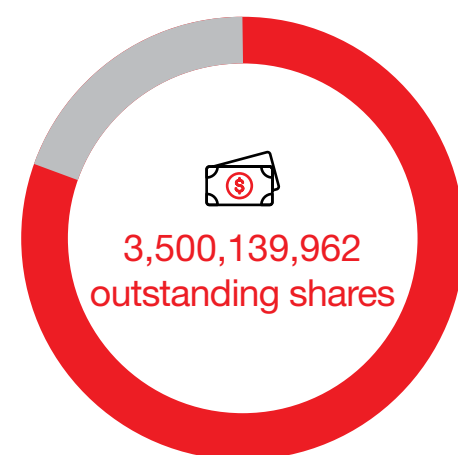
“To bring greater success with appropriate resources”

➤ Shareholder structure and changes in shareholders' equity

Shareholding structure

Shares

The total number of common shares issued by TCB as at 31 December 2019 is 3,500,139,962 (equivalent to VND 35,001,399,620,000 of charter capital), where:



- Number of unrestricted shares: 2,866,892,504
- Number of restricted shares: 633,247,458

Changes in shareholders' equity

In 2019, Techcombank's share capital increased from VND 34,965,921,600,000 to VND 35,001,399,620,000.

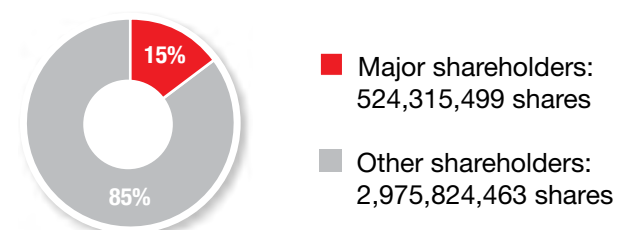
Transaction of treasury shares

In 2019, Techcombank had no treasury shares transactions.

Techcombank holds no treasury shares as at 31 December 2019.

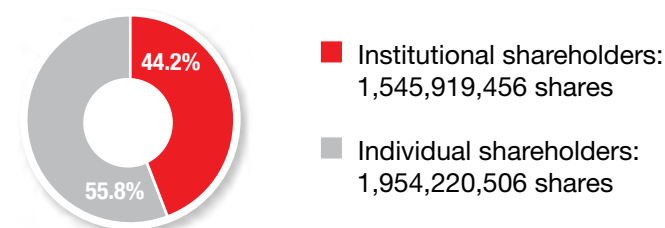
Shareholding structure

Major and other shareholders

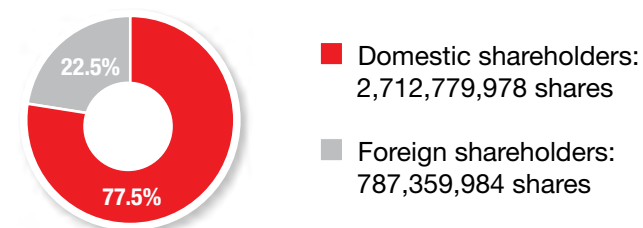


Under Article 4.26, Law of Credit Institutions, issued in 2010, 'major shareholders of credit institutions are those who own directly or indirectly more than 5% share capital with voting rights of the credit institution'.

Institutional and individual shareholders



Domestic and foreign shareholders



➤ The Techcombank journey

Techcombank was established in 1993, during the Doi Moi period of economic reform. Like Vietnam's economy, we've passed through various stages of development in our 26-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. Around 70% of our largely youthful population of 95 million people are unbanked, offering tremendous ongoing growth potential.

Our success will be measured by how well we complete our transformation and hit our milestones. Continuing our great achievements in 2018, Techcombank continued to affirm its leading position by reaching a new record profit before tax of over VND 12 trillion, welcoming over 1 million new customers, and becoming the leading bank for operating efficiency. We are confidently moving toward our 2020 targets and firmly continuing our transformation to become the best bank in Vietnam.



The Techcombank journey (continued)

1993 Established with chartered capital of VND 20 billion.

2001 Globus, our launch core banking system, complied with international standards.

2003 Participated in global card payment system via F@stAccess – Connect 24.

2006 Reached over USD 1 billion in total bank assets – an important milestone.

2008 • Founded Smartlink, Vietnam's largest card alliance.
• Launched the Techcombank Visa credit card.

2009 • Became a leading joint stock commercial bank – VND 5,400 billion chartered capital.
• Total assets of VND 95,000 billion.
• First Vietnamese bank to cooperate with leading global strategic consultant McKinsey.

2010 Winner of many global awards, including EuroMoney's Best Bank in Vietnam.

2011 Vietnam's second largest joint stock bank by network scale – 307 branches and total assets of VND 180 trillion.

2012 Vietnam's leading online bank – bringing our cardless ATM service to over 2.8 million customers.

2014 • Confirmed as Vietnam's leading bank for service quality, with 23 prestigious local and foreign awards from Global Finance, IFC and Finance Asia.
• The reliable choice for 3.7 million individuals and 48,000 corporates.

2015 Top 2 bank with 4.2 million customers and largest Visa transaction value.

2016 • Launched our highly successful 2016–2020 strategy to be Vietnam's #1 bank and lead the financial lives of our millions of customers.
• Doubled 2015 profit.

• Awarded Best Bank in Vietnam by Finance Asia, Vietnam House of the Year from Asia Risk and Enterprises, with Excellent HR Policies at the Vietnam HR Awards.

2017 • Received Standard and Poor's highest credit rating in Vietnam.
• Maintained double profit growth rate with VND 8,036 billion profit before tax; ranked by The Asian Banker as Vietnam's second most profitable bank with over 5 million customers.
• Leading Vietnamese bank for VISA transaction value.
• Market leader for bancassurance, through strategic cooperation with top insurance firm, Manulife.
• Voted by Techcombank employees as having the best HR and most engaged employees (Employee Engagement Survey), and as the second-best place to work in Vietnam's banking and finance sector.

• Held the inaugural Techcombank Ho Chi Minh City International Marathon – an event to help us connect with and contribute to our community.

2018 • Listed on Ho Chi Minh City Stock Exchange (HoSE) – code TCB – with capitalisation of USD 6.5 billion in South East Asia's third-largest IPO.
• Tripled charter capital to VND 34,965.9 billion.
• First private joint stock bank to make over VND 10,000 billion profit.
• Awarded leading bank in Visa (debit and credit) card transaction value by Visa International.
• Awarded Best Bank in Vietnam by EuroMoney and Best Trade Finance Bank in Vietnam by Global Banking and Finance Review.

2019 • Opened second Northern head office – Techcombank Agile Center, 119 Tran Duy Hung Street, Cau Giay District, Hanoi.
• New record profit before tax of over VND 12 trillion.
• Welcomed over 1 million new customers.
• Became the leading bank for operating efficiency, two years ahead of schedule in our 5-year plan.
• Continued to increase our regional-leading scores in Organisational Health Index (OHI) and Employee Engagement Survey (EES).
• Became Vietnam's leading bank in terms of Visa card volume and transaction value; won seven awards from VISA – the most a Vietnam bank has ever won.
• Officially complied with Basel II on 1 July – our CAR is double that required by the State Bank of Vietnam (SBV) regulations.
• Awarded Vietnam House of the Year by Asia Risk in recognition of derivative structuring capabilities, broad swap and hedge product offerings, combined with an effective internal risk management system to solve the financial needs of corporate customers of all sizes.
• Awarded Best Payments Bank in Vietnam by The Asian Banker.

2011–2015





1993–2010

Techcombank's success is driven by our shareholders' belief in us, the commitment of our employees, and the Bank's dedication to continuous improvement.

Branch network and subsidiaries

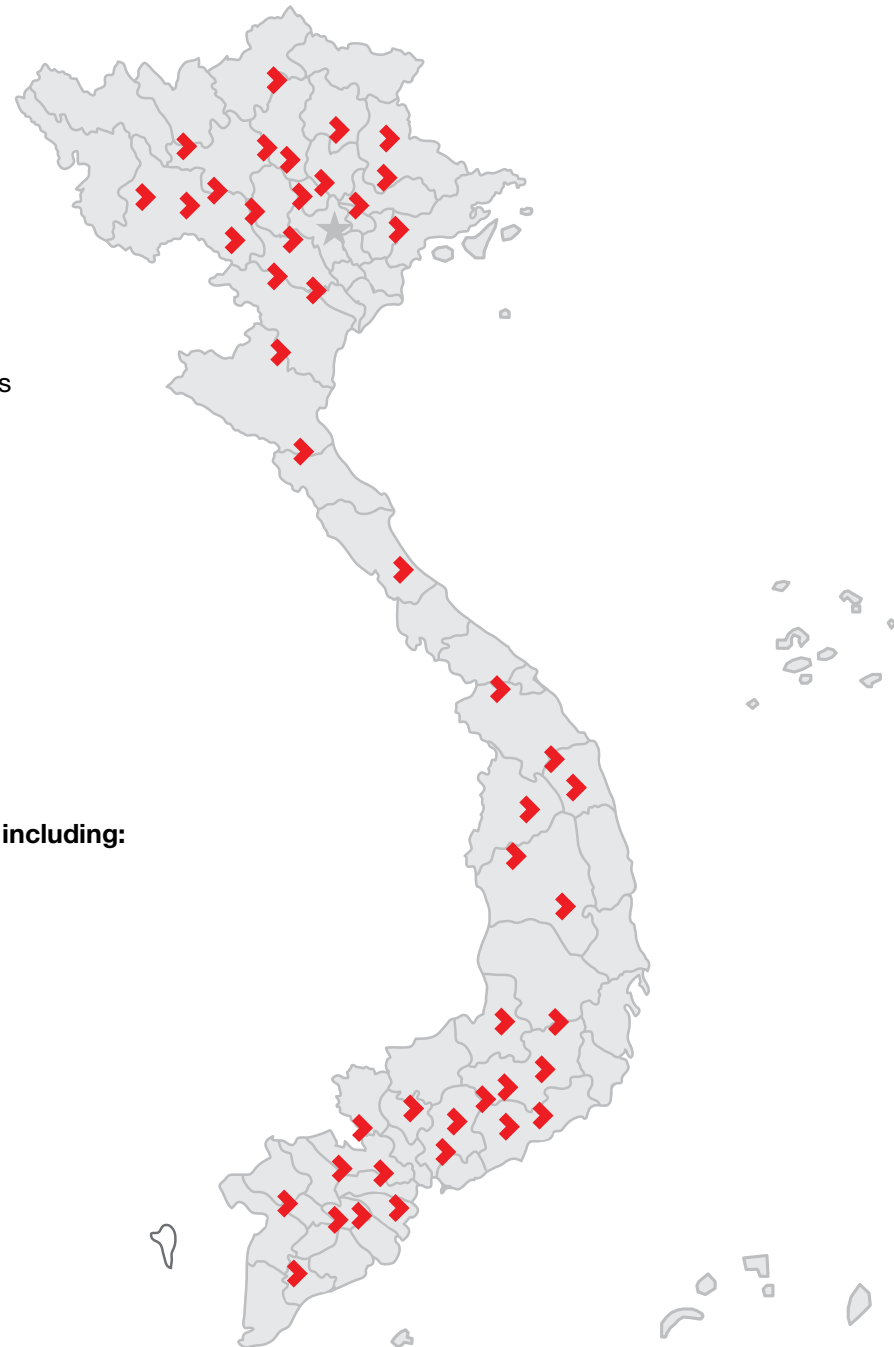
Our branch network

At 31 December 2019, our current branch network consists of:

-  **01** one head office
-  **02** two representative offices
-  **311** transaction offices
-  **03** subsidiaries

Operating across 45 out of 64 cities and provinces including:

- 128 in the Red River Delta
- 4 in the Northwest
- 16 in the Northeast
- 10 in the North Central
- 18 in the South Central
- 3 in the Central Highlands
- 117 in the Southeast
- 15 in the Mekong River Delta.



Subsidiaries

TECHCOM SECURITIES JOINT STOCK COMPANY – TECHCOM SECURITIES (TCBS)

| | |
|------------------------|--|
| Operating licence | : 37/GPĐC-UBCK, granted by State Securities Commission on 13/06/19 |
| Address | : Floors 10 and 21, Techcombank Tower, 191 Ba Trieu Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi |
| Nature of business | : Securities |
| Chartered capital | : VND 1,123,595,510,000 |
| % owned by Techcombank | : 89% |

With its two core business lines, **Corporate Advisory and Wealth Management**, Techcom Securities (TCBS) has become the market’s largest securities company in terms of profit. A very successful Wealthtech, TCBS boasts a large, highly-skilled tech development workforce and the driving ambition to be a leading global player in the high tech space.

TCBS maintained HoSE’s leading position in bond brokerage with an 82.4% market share, up 0.7% YoY.

Techcom Bond Fund (TCBF), distributed by TCBS, continued to be Vietnam’s largest domestic open-ended bond fund, with 93.5% market share.

2019 Highlights

TCBS had impressive investment product revenue growth of 53%. Bond investors and fund unit investors rose 37% and 106%, respectively, with 183% growth in new securities accounts.

TCBS continued winning prestigious awards including Best Bond House in Vietnam from 2017 to 2019 from Alpha Southeast Asia magazine; Best DCM House in Vietnam by Finance Asia magazine; and Best Domestic Bond House from The Asset.

Branch network and subsidiaries (continued)

Subsidiaries (continued)

Strong and healthy financial ratios

In 2019, TCBS's key financial ratios were stable and prudent, with total assets and revenue growing steadily between 2015 and 2019.

TCBS's 39% return on equity (ROE) put it in the ranks of Asia's top securities companies. Profit before tax hit VND 1,819 billion, up 19% YoY, while total assets soared 45%, driven by strengthening personal investment products including stocks, bonds and investment funds. Net profit margin remained stable at 67% in 2019.

Wealth Management – outstanding achievements and growth

iBond remains a market favourite

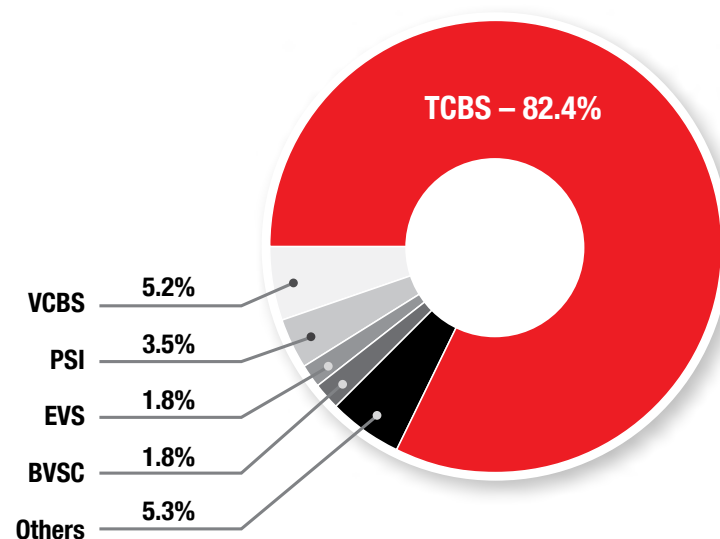
Leading the corporate bond market in Vietnam, in 2019, TCBS successfully advised and issued VND 60 trillion. Specifically, more than VND 30 trillion in bonds was distributed to individual investors, amounting to 47% YoY growth.

Incredibly, from 2014–2019, TCBS distributed over VND 80 trillion iBond products to the retail market. It's Vietnam's dominant player with 82.4% market share of corporate bonds in the HoSE, helping issue 95% of Vietnam's listed corporate bonds.

TCBF - stable growth despite volatility

TCBF's iFund distribution volume multiplied 2.7 times from 2018, to VND 18,801 trillion, representing 60% of Vietnam's domestic investment funds.

Market share of corporate bonds in 2019



Source: HoSE

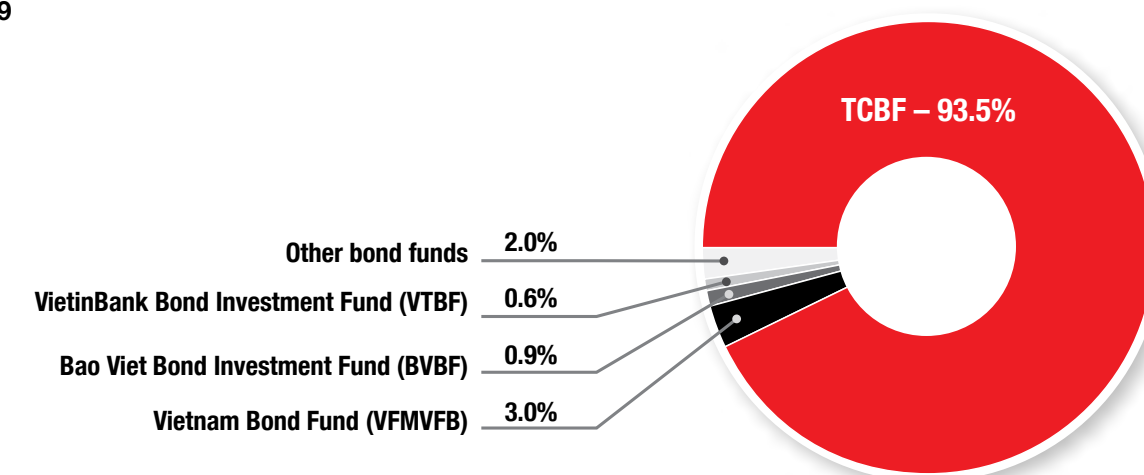
With over 22,720 investors, TCBF grew its assets under management (AUM) by 132% to VND 15,360 billion, and continued to top domestic open-ended funds in Vietnam with 93.5% market share.

TCBF maintained a stable bond yield focused on low market risk corporate bonds, unlike other funds that invested mainly in stocks and government bonds. Over the past three years, TCBF's unique strategy secured stable bond yields of:

- 8.2% for one year
- 17% over two years
- 26.7% over three years.

TCBF's rapidly expanding customer base is expected to attract more investors and grow AUM to USD 1 billion.

AUM of bond funds in 2019



A Wealthtech pioneer comprehensively upgrading customer service and experience

The strategy of adopting Wealthtech across the business secured TCBS first place in the digital transformation race. Simpler processes, procedures and paperwork, alongside constantly improving service quality and customer experience, have enticed many new customers. During 2019, innovation was key to modernising customer care:

- **e-KYC:** Using cutting edge technology to verify personal ID via biometrics, signature and ID – opening an account has never been easier.
- **e-Voting:** TCBS customers can get meeting invitations from the TCInvest system, obtain remote authorisation, and vote and elect – all online!
- **e-Learning system:** Manages online training for TCBS's Vietnamese business development partners, iWealth, and RMs/RBOs/CSOs.
- **iXu system:** Gives customers access to numerous services, financial utilities, iXu points and loyalty benefits.
- **iWealth Chatbot:** This AI innovation serves customers 24/7, advising them on investment products and responding quickly to enquiries.

Branch network and subsidiaries (continued)

Subsidiaries (continued)

| VIETNAM TECHNOLOGICAL AND COMMERCIAL JOINT STOCK BANK – ASSET MANAGEMENT COMPANY LIMITED (AMC) | |
|--|--|
| Operating licence | : #0102786255, granted by Hanoi Department of Planning and Investment on 18/6/08, 22 nd amendment on 03/05/19 |
| Address | : Techcombank Tower, 191 Ba Trieu Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi |
| Nature of business | : Asset management |
| Chartered capital | : VND 410,000,000,000 |
| % owned by Techcombank | : 100% |

Vietnam Technological and Commercial Joint Stock Bank – Asset Management Company Limited (Techcombank AMC) takes over the Bank’s bad or overdue debts. With a 300-strong team of young, highly-skilled professionals, it’s a market leader in debt settlement and asset management. Techcombank AMC’s remarkable 2019 result with VND 1,080 billion of recoveries made a significant contribution to our stellar overall performance.

This year Techcombank AMC launched a People Excellence project focused on developing human resources, and worked on upgrading our debt management system to optimise settlement processes. In 2020, on top of hitting its financial targets, these will remain Techcombank AMC objectives.



| TECHCOM CAPITAL JOINT STOCK COMPANY – TECHCOM CAPITAL (TCC) | |
|---|--|
| Operating licence | : 33/GPĐC-UBCK, granted by State Securities Commission on 05/06/19 |
| Address | : Floor 10, Techcombank Tower, 191 Ba Trieu Street, Le Dai Hanh Ward, Hai Ba Trung District, Hanoi |
| Nature of business | : Fund management |
| Chartered capital | : VND 44,943,820,000 |
| % owned by Techcombank | : 89% |

Established in 2008, Techcom Capital (TCC) provides portfolio management and corporate finance advisory services including corporate restructuring, fundraising, and Mergers and Acquisitions (M&A).



➤ Branch network and subsidiaries (continued)

Subsidiaries (continued)

Meeting market challenges

2019 was a volatile and challenging year for fund management. Despite this, TCC maintained its investment objectives. Our strategy kept us focused on Vietnam's key economic sectors, particularly sustainably developing enterprises. In 2019, TCBF, managed by TCC, recorded growth well above the VN-Index with over 8% net asset value (NAV) per fund unit.

At the end of 2019, TCC had profit before tax of VND 185 billion, 3.7 times higher than 2018. In Q4 of 2019, profit before tax grew by 204% to VND 63 billion. In 2019, ROE soared from 45% to 80%. From 2017–2019, profit after tax grew at an average of 174%.

Investment fund management

Techcom Bond Fund (TCBF)

Fund type: Open-ended, established in Vietnam

Total AUM: VND 15,360 billion as at 31 December 2019

Investment strategy: TCBF aims to create long-term profit via principal and yield growth by investing in fixed-income assets, e.g. corporate bonds issued by enterprises with a high credit rating, and bonds guaranteed by prestigious banks.

Performance: TCBF remained Vietnam's top domestic investment fund in 2019 with 93.5% market share. TCBF's NAV soared 132% YoY to VND 15,360 billion at 30 September 2019.

NAV/fund unit

| Year | 2018 | 2019 | Growth (%) |
|----------------------|--------|--------|------------|
| NAV/ fund unit (VND) | 12,726 | 13,765 | 8% |

Established: 8 September 2015

Techcombank's Flexible Bond Fund (FlexiCA\$H)

Fund type: Open-ended, established in Vietnam

Total AUM: VND 31 billion as at 31 December 2019

Investment strategy: FlexiCA\$H aims to maximise profit from short-term corporate and individual customer cash flow. Investors get a 6% yield from 'idle money', commonly deposited at banks at the demand interest rate of 0.5% per year, for one or more weeks.

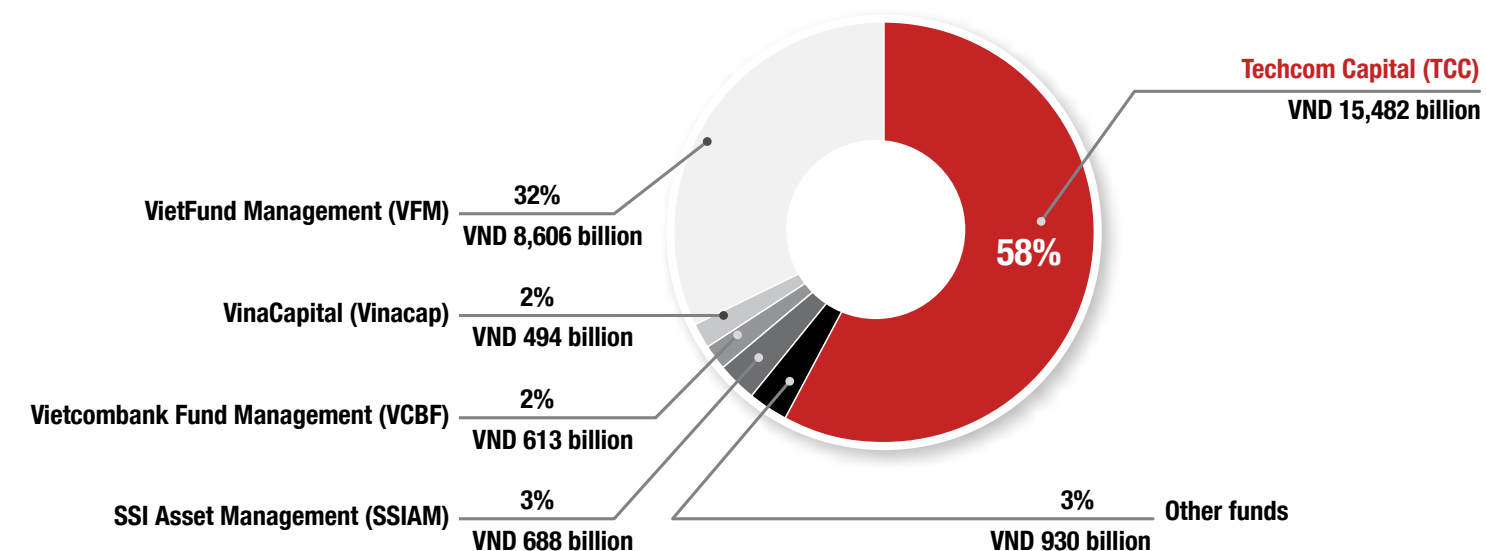
Performance: FlexiCA\$H focuses on highly liquid assets, e.g. term deposits, government bonds and short-term corporate bonds. VND 588 billion worth of FlexiCA\$H fund units were sold over 2019, 11.7 times higher than at the end of 2018 launch.

NAV/fund unit

| Year | 2018 | 2019 | Growth (%) |
|----------------------|--------|--------|------------|
| NAV/ fund unit (VND) | 10,065 | 10,642 | 6% |

Established: 5 December 2018

AUM of domestic open-ended funds in 2019



Techcom Equity Fund (TCEF)

Fund type: Open-ended, established in Vietnam

Total AUM: VND 90 billion as at 31 December 2019

Investment strategy: TCEF aims for long-term investor profit through principal and yield growth of (i) securities of industry leaders or potential leaders (including those with large market capitalisation) and securities issued by enterprises with a high credit rating or guaranteed by prestigious banks, (ii) potential long-term growth securities and/or securities of strong players, (iii) high-value securities, and (iv) securities with a high, stable yield.

Performance: TCEF's active, flexible investment strategy to counter the fall in the VN-index rewarded it with 6.1% growth in 2019. Its profit ratios ranked sixth out of Vietnam's 14 open funds.

NAV/fund unit

| Year | 2018 | 2019 | Growth (%) |
|----------------------|--------|--------|------------|
| NAV/ fund unit (VND) | 12,580 | 13,293 | 6% |

Established: 8 September 2015

Techcom Vietnam Real Estate Investment Trust (TCREIT)

Fund type: Listed closed-end, established in Vietnam

Total AUM: VND 61 billion as at 31 December 2019

Investment strategy: TCREIT aims for long-term investor profit via regular and stable income from real estate and long-term real estate capital growth, based on a flexible, effective real estate strategy. TCREIT invests in fixed-income assets with good quality credit such as bank deposits, government bonds, corporate bonds, municipal bonds, top listed HoSE and HNX stocks.

Performance: As at 31 December 2019, the Fund's NAV changed by 2.1% compared to September 30, 2019.

NAV/fund unit

| Year | 2018 | 2019 | Growth (%) |
|----------------------|--------|--------|------------|
| NAV/ fund unit (VND) | 10,957 | 12,261 | 11.9% |

Established: 29 June 2016



Mr Nguyen Le Quoc Anh
CEO

➤ CEO's story – The journey of happiness

A journey of a thousand miles begins with a single step ...

Walking along the street recently, I came across a man. He didn't look particularly sophisticated and his clothing was somewhat frayed. But, from the corner of my eye I noticed, astonished, that he was busily using the Techcombank app. It would have been remiss of me to saunter past such an extraordinary market research opportunity, so I politely engaged him and asked what he thought about it.

"I think it's great," said my new acquaintance. "It's really fast and easy for me to use and I can now bank from anywhere, anytime. So much time and hassle saved. And there's no fees." Needless to say, his response both delighted me and provided reassurance that Techcombank is on the right track.

Just before our chance encounter ended, the good man left me with a final anecdote that really touched my heart. "With the money I save on fees, I can now buy my beloved son an ice-cream every day."

This transformative story is literally one of millions that forms part of Techcombank's rapid and proud ascent toward becoming a customer-centric organisation. Our customer-centric pivot, to better understand and deliver what's important to Vietnamese people, is driven by our 5-year transformation plan. We want our customers to know they're at the centre of everything we do. They deserve the comfort that comes with choosing a bank that offers them financial tools to provide for their family and plan a life closer to their dreams.

C Customers

E Employees

O Owners

I'm proud to say we are a CEO-focused organisation. And no, that does not mean a focus on me. CEO is an acronym that refers to our focus on our Customers, our Employees and our Organisation.

Our focus on meeting people's needs and the power of digitalisation are helping change the face of Vietnamese banking. We've been targeting six consumption-led economic sectors that account for nearly half of Vietnam's GDP. And, our customer centricity is bearing fruit for shareholders too – 2019 was our fourth straight year of strong, sustainable growth.

“Our focus on meeting people's needs and the power of digitisation are helping change the face of Vietnamese banking.”

➤ CEO's story – The journey of happiness (continued)

Life in Vietnam is busy, whether you're farming in village fields or dodging motorbikes on your way to a city office. Everyone is more rushed than ever – up early and working hard all day – with few moments to spare. Yet, more and more, technology is offering people a little extra precious time. Cutting-edge solutions and innovations are bringing convenience, ease and simplicity to our crazy busy lives.

Ms Bui Thi Thi

Individual customer of Techcombank

“With F@st Mobile, I can pay a bill in five seconds flat!”



Ms Thi works for Vinhomes, a subsidiary of Vingroup. On the go from early in the morning, this busy working mum has little time to go out for dinner with friends, see a movie or spend special time with her husband and family. Even getting to the markets can be a challenge. The last thing she wants to do is fight her way through traffic to get her banking done. And that's where Techcombank's F@st Mobile has quickly become her friend.

Before coming to Techcombank, Ms Thi would have to go to 10 different ATMs to get cash. There had to be a better way. “With F@st Mobile, I can pay a bill in five seconds flat!” she beams. Mobile banking is quick and convenient, and Ms Thi can use it from the comfort of her desk during a work break or at home while her kids are doing their school revision.

It means she only needs to enter one of Techcombank's friendly branches when she needs specific assistance. She says, “When I do bank face-to-face, no matter how late in the day it is; if I need help, I can always rely on Techcombank staff. They're always smiling, full of energy and radiating positivity.” Even so, she still prefers online!



The dream of all Vietnamese people is to own their own home and enjoy a new, better life. At Techcombank, we work hard every day to make home ownership a reality for our deserving customers. We're there at each stage creating a feeling of ease and ensuring the process is as smooth as possible. So many Techcombank customers now have a place to call home. Their home.

Mr Nguyen Dinh Thi & Mrs Nguyen Hai Yen

M+ customer of Techcombank

“We love our new home, new land and new life.”



Starting a new life is a brave decision and it isn't always easy. But, with Techcombank on your side, you're off to a good start.

Mr Thi and Mrs Yen were living in Hai Phong when they saw some incredible photos of their perfect apartment in Vinhomes Ocean Park. As one of Vietnam's most modern and exciting new developments, the beautifully landscaped Vinhomes Ocean Park lies at the centre of an envied, cosmopolitan lifestyle. “We fell in love with it straight away,” explains Mr Thi. “I looked at my wife and asked, ‘Why don't we buy this luxurious condo and move?’ ”

“So, after a bit of haggling, we decided to do it. Techcombank emailed us with the documents we needed to begin the review process, and the entire loan was

approved within two days!” It was the first time Mr Thi had ever experienced a service that told him what documents to submit, advised him how long the process would take and, let him check how his application was going, online. “Before this kind of cutting-edge technology, I'd have had to muck about calling branches or consultants for updates. And, if they didn't respond right away, I'd have got nervous,” he states contentedly. “With Techcombank, I could check online whenever!”

Mr Thi and Mrs Yen love their new home, new land and new life. But most importantly, for them, it provides a whole different future for their family. Their kids will have experiences that wouldn't have been possible before and the new home offers them a much better place to grow up. The family have never been so happy.

➤ CEO's story – The journey of happiness (continued)

“ If people don't move in the same direction, they get confused, and there are gaps and overlaps; causing frustration and inefficiency. ”



Never-ending transformation

With phase one of our successful transformation scheduled to finish in 2020, momentum is already gathering for phase two. As they say, 'it's the journey not the destination', and our transformation is an ongoing, constant improvement process. Techcombank's 2021–2025 plan will build on everything we've achieved so far, until everyone recognises us as Vietnam's #1 bank.

We'll keep making people's lives easier and simpler. Whether it's a mobile or online transaction, we want to save them time and money. We'll offer opportunities for customers to transact when and wherever they want, with lower fees. But, seamless transactions are not our endgame – we're about developing long-term, trusted relationships. Through high levels of customer service, being trustworthy and providing security, we'll guarantee customers stay with us for the long haul.

Part of our transformation program means inspiring more than 11,000 employees to work together strategically towards shared goals. If people don't move in the same direction, they get confused and there are gaps and overlaps; causing frustration and inefficiency. By uniting our workforce around a common purpose, we create the magical synergy we need to produce customer-centric outcomes – today, tomorrow and always.



Whatever we do – whether it's an email, a phone call or a branch transaction, the question we always ask is, "Will our customer be better off for this?" It just makes good business sense, because if a customer succeeds, so do we. Their success is our success.

We're really excited about our progress, but there's always more to do. Our customers can expect us to continue listening, making changes and

providing the best possible experiences, no matter how they bank with us.

To ensure we win the battle for talent, we're developing and retaining only the best candidates. Providing our more than 11,000 staff with clear career paths motivates them to give 100%. Competitive salary increases and excellent technical and leadership training are worthy investments in both the future of our valued staff and the Bank itself.

➤ CEO's story – The journey of happiness (continued)

In September 2019, Techcombank won Employer of the Year – Banking at the Stevie Awards. This prestigious international award is the business equivalent of an Oscar and reflects our commitment to outstanding employment policies, individual satisfaction and inspiration.

Ms Phan Thi Hong Loan

Relation Manager
Customer Services and Financial Advisory Division

“Techcombank actively encourages me to be clear about my career aspirations and what I need to achieve them.”

“Over the 10 years I’ve been with Techcombank, I’ve always felt really supported,” starts Ms Loan. When she joined Techcombank, Ms Loan was a one-woman team but the cooperation and help she got from other staff members made her feel at home immediately. Seamless coordination with branches ensures her retail and corporate customers always get the most comprehensive, tailored service solutions.

Importantly, Techcombank actively encourages Ms Loan to be clear about her career aspirations and what she needs to achieve them. Ms Loan’s managers also pay close attention to her work so they know what coaching they can offer her. “Having clearly mapped career development stages motivates staff to devote ourselves to the company and work really hard,” says Ms Loan, who just graduated the TechcomLead course. At first, Ms Loan wondered why her boss was making her attend when she had so many other things to do. “But it was so worth it! It taught me how to better manage my workload to hit targets and goals. I also learnt a lot about leadership, and how a positive approach creates great outcomes,” she explains.



Even after a decade with Techcombank, Ms Loan is as enthusiastic as she was when she started. She still loves her workplace. “Techcombank just never sits still. It’s always transforming itself for the betterment of customers. When I graduated, I got two really good job offers. My uni mentor urged me to take up the Techcombank position because of its reputation as innovative and dynamic,” Ms Loan reveals. According to Ms Loan, Techcombank’s innovative services, digital options and smarter workflow also free her up to focus on customer needs.

The Bank’s commitment to making a positive contribution to communities through philanthropy, advancing diversity and inclusion, and creating economic opportunity is really import to Ms Loan. The dedicated Ms Loan works closely with a wealthy philanthropist, who brought all her money to Techcombank because of the Zero Fee program. Now Ms Loan gets to see what good can be done, first hand. “It’s simple maths. The money our charitable customer saves on fees, she can give to people in need. I feel like I’ve played a role helping my client assist those in need. It’s so rewarding.”

Ms Mai Thu Thao has been with Techcombank for 14 years and currently heads our Centre of Credit Administration (CCA) within the Business Banking Division. “To me, Techcombank is my second home”, Ms Thao says. “During my time with the Bank, I’ve enjoyed a front row seat as we’ve journeyed towards becoming a leading Vietnamese business.”

Ms Mai Thu Thao

Head of Centre of Credit Administration
in Business Banking Division

“Techcombank offers lots of things other companies can’t.”

The seamless coordination between Ms Thao’s team and the bricks-and-mortar branches generates great outcomes for customers and the Bank every day. Her team also works closely with Relationship and Customer Service managers to understand what our customers need and how we can give it to them.

During 2019, the CCA team was busy automating operations, building data sources, optimising data and making various other efforts to simplify operational processes. “For me, a highlight in 2019 was the team’s work with the Business Banking Centre (BBC) to reduce the time it takes to complete a guarantee service-level agreement from 105 minutes to an hour.” CCA initiatives have grown Techcombank’s efficiency and productivity, shortened customer transaction time, and provided many other advantages.



Does Ms Thao believe Techcombank is a good place to work?

“Definitely! Techcombank offers lots of things other companies can’t. We’re encouraged to be creative in deciding how best to serve our customers, the leadership here is inspiring and celebrates dynamism and innovation, and my work colleagues are devoted and friendly.” Ms Thao thinks for a minute, then adds, “And we’re actively encouraged to enjoy a good work-life balance.”

➤ CEO's story - The journey of happiness (continued)

Helping businesses be better

Small to medium enterprises (SMEs) are the engine room of the Vietnamese economy – when they thrive, we all thrive. But to succeed in business, you must be able to act fast, and adapt to evolving consumer needs. With that in mind, we've streamlined numerous SME processes – simplifying credit approvals, letters of credit, letters of guarantee and loan disbursement to within three hours. Making banking easier for SMEs improves business efficiency and productivity.

We're always looking at how to help businesses reduce operating costs. Our Zero Fees policy for electronic account transfers has been in place for over three years. By September 2019, three years into the program, over

18,000 customers had benefited from Zero Fees. Incredibly half these customers were added since September 2018. Other banks are inspired by what we do – many of them are following our lead and also waiving transfer fees.

Just to prove how dedicated we are to market leadership ... Since February 2020, all SME and corporate customers using our digital banking solutions, have been enjoying preferential foreign exchange rates and overseas remittance fees interest on their current account balances. This offers businesses more freedom to run things the way they'd like to, and is a big encouragement to those operating in government priority industries. This tiered interest rate offering is in addition to Zero Fees.



Digitalising and automating

Businesses have been facing technological challenges for centuries. Even before Alexander Graham Bell won the first US patent for the telephone in 1876, companies grappled with the relentless march of technology – transforming processes, products, and customers' expectations of convenience. For 21st century banks, the underlying theme of the disruptions and challenges is digitisation and automation. Techcombank's survival will depend on how we deal with these.

We know we must adapt to a rapidly digitalising world or perish. But, it's even more important that Techcombank provides customers with solutions and tools to transact online, because limiting cash transactions is SBV policy. So, we've been doing everything we can to accommodate the digital shift in the way people transact. For us the future is here – the environment is dynamic and we're well placed to ride the technological wave, making customers' lives easier.

Going digital means an opportunity to really rethink things, and we've reinvented the entire customer experience journey from start to finish. Before our mobile app, you had to visit a branch, using time you never get back! We've made it possible for people to stay home and make a phone call, or sip tea while they bank. It's all part of making customers financial lives easier, smoother, more convenient and lower cost. No wonder we're seeing significantly improved customer experience and satisfaction.

Our M+ product brings together a retail mortgage and loan application and was one of the first innovative things we did as part of our early digitisation and automation phase. M+ has shortened the application process to 200 minutes; loans can be approved within four days and customers can access and manage their loan profiles online. They can even get a credit card approved online within 15 minutes! In the past three years, there's been a twentyfold increase in



Techcombank's e-channel transactions – an astonishing shift in customer behaviour. And, we're attracting about 200,000 new retail customers a month.

Advanced technology allows millions of transactions to be processed in a matter of seconds. Our goal now is to digitise and automate all customer experiences so they're faster, better and more convenient. This stretches across the decision-making process, risk management, customer service and more. We commit at least 10% of our budget each year to making sure our equipment is always cutting edge and that we're leading Vietnam's banking revolution.

➤ CEO's story - The journey of happiness (continued)

A lot of us are committed to jobs that involve intense, long hours. A full weekend to do nothing but relax can seem like a distant, unachievable dream. But at Techcombank, technology is actively freeing-up precious moments for our busy customers. Our time-saving solutions make lives easier and transactions more convenient. And all this via our app!

Ms Cao Thi Mai Tram

Director of Le Ngoc Logistics Joint Stock Company

“While Techcombank is undeniably a leader in so many ways, it's my digital experience with the Bank that makes it a winner in my eyes.”

Ms Tram, a business woman, has been with us since 2010. She's had the unique experience of seeing Techcombank from both sides – as an individual and a corporate. “I couldn't be happier with the service, especially when it comes to the amazing digital innovations,” reveals Ms Tram.

“Transacting with Techcombank is almost seamless,” smiles Ms Tram. “Techcombank staff will prepare all the documents in advance, saving me heaps of time and hassle. Things are always fast and efficient.”

By consulting customers at every turn, the Techcombank team has developed an impressive number of product offerings with a strong value proposition. Ms Tram uses several different products and services – from credit, to our savings accounts and even our bond investment service. Every single choice she makes is available on our app!

According to Ms Tram, since joining Techcombank, she's seen significant improvement in the Bank's relationship managers and processes. “Manual procedures have become digital and



are now very fast and convenient,” says Ms Tram. For her, the Bank's greatest strength is its customers focus. “This is best demonstrated by things like the Zero Fee program. Hardly any other lender has been able to offer this! I rarely need to visit a branch, and I'm always notified of new, useful solutions,” effuses Ms Tram.

Ms Tram mainly deals with Ms Loan, a Relation Manager at Techcombank, who she says takes great care of her. “If I have some idle money, Loan will quickly direct me to a Techcombank product that maximises my return.” Needless to say, Ms Tram has happily referred Techcombank to lots of her friends. They've also made the shift and felt satisfied.

While Techcombank is undeniably a leader in so many ways, it's Ms Tram's digital experience with us that makes us a winner in her eyes. Ms Tram sums up her satisfaction, “Techcombank's technology is leading-edge stuff and helps me with notifications and alerts. I can access all the services I need on the app and make immediate transfers no matter where I am in the world.”

Over the past 15 years, Thien Thao Pharmacy has grown rapidly, in parallel with the steady rise of Techcombank as a leading Vietnamese bank. Our swift digital transformation has gifted our many business customers multiple opportunities for efficiencies they could not achieve with other banks.

Mr To Truong Quyen

CEO of Thien Thao Pharmacy

“Online payment makes things so convenient. In the past, I had to sign cheques every day, while my staff went back and forth to the bank – it was time-consuming stuff.”

Thien Thao Pharmacy began trading in 1995 and has had an incredibly successful growth trajectory. Its CEO, Mr Quyen, started with around 10 people, and today has about 200 employees. In the next five years, Thien Thao Pharmacy wants to become a leading company in the distribution and marketing of pharmaceuticals; both domestically and internationally. Mr Quyen also plans to expand into, other sectors.

As Thien Thao Pharmacy grows, being able to take out loans with reasonable fees supports them in bid guarantee and salaries. “Techcombank understands our credit needs and, in cases where we've overstretched a bit and exceeded credit limits, we've resolved it together. It's a great feeling to know that Techcombank staff listen to customers and do all they can to reach mutually acceptable solutions,” says Mr Quyen.

“Online payment makes things so convenient. In the past, I had to sign cheques every day, while my staff went back and forth to the bank – it was time - consuming stuff. And, we no longer have to wait for the branch manager to be free to handle every single payment!”



Thien Thao Pharmacy has worked with a few banks, but at 15 years, its relationship with Techcombank is by far the longest and best. For Thien Thao Pharmacy, the success of a bank is determined by the excellence of its services, and the quality of its smart and capable staff.

Looking ahead Mr Quyen expects to maintain a close relationship with Techcombank, creating greater value for both parties, in the perfect win-win scenario.



➤ CEO's story – The journey of happiness (continued)

Financial highlights for 2019


As the Vietnamese proverb goes, 'if you put in the work to sharpen the steel, it will eventually turn into needles'. In other words, patience and persistence are key to achieving your goals.

Exposure demographics are everything in the Vietnam story: 95 million (mostly young) people, a trend to urbanisation, and a growing middle class. Techcombank has strategically moved from commercial to retail lending services and meeting key customer needs. It's a good way of gaining exposure to this macro theme. A large percentage of our customers don't need to borrow, so a lending relationship isn't necessary – it's more transactional. But everyone needs to transact, so we're increasing transactional relationships, focusing more on services. Over the next two to three years we expect retail lending to grow from 40% of total loans to 50%.

Credit in Vietnam has been growing at nearly 14% annually for the past two years, driving strong profit growth for banks. Private banks can pick and choose which sectors and regions they enter. We're taking strategic advantage of these growth opportunities and entering sectors that touch people every day – fulfilling specific customer needs. Our success is reflected in our results. Among Vietnamese banks we are sixth in total assets, second for profit, and first in ROA. We've achieved our goal of being Vietnam's most efficient bank two years ahead of schedule. We also enjoy a compound annual growth rate (CAGR) of 20–30% per year.


Some of our 2019 financial highlights include:

 **ROA: 2.9%**

 **Total operating income: VND 21,068,145 million**

 **Profit before tax: VND 12,838,268 million**

 **Profit after tax : VND 10,226,209 million**

 **Current and savings account ratio: 34.5%**

For our many investors, Techcombank offers a leading opportunity to ride the wave of Vietnam's stellar GDP trajectory. We're ahead of the sector on most metrics and are the cleanest bank to get into. Corporate governance is also a priority and we've been a pioneer in transparency. We became Basel II compliant on 1 July 2019 and have been IFRS9 compliant since June 2018. Our CAR is always twice the level required by the SBV. Few banks in Vietnam are as advanced.

Looking ahead

Vietnam's developing economy is improving everyone's well-being. As a core element of the economy, the banking system in general and Techcombank in particular have a responsibility to lead the changes that drive economic success. And to us, success means the happiness of our customers, their families and the community. It's the result of concerted efforts – nothing extraordinary comes from half-hearted attempts. We want to be there with every one of our customers, step by step, as they take their own financial journey to success. Importantly, our focus on in-country consumption, combined with Vietnam's rapid growth, will continue to protect Techcombank from the fluctuations of foreign economies and the fall-out from trade wars.

'One swallow doesn't make a spring'. I would like to thank the Board, the management team, and all our staff for the enormous and ongoing efforts they make to secure Techcombank's growth and future. It's a privilege to have served throughout phase one of our transformation and we're excited to be laying-out our forthcoming 2021–2025 transformation plan. We're committed to being Vietnam's best bank.

Techcombank's next transformation plan will be rolled out between 2021 and 2025. Our aim, as always, is to be the #1 bank in Vietnam – empowering our customers, minimising



“Nothing extraordinary comes from half-hearted attempts.”

their costs and saving them time. To get there, we must 'Be Greater' everyday.

Finally, I would like to thank our shareholders for their unyielding support. We remain optimistic about the Bank's prospects and will continue to strengthen our capabilities, and to invest in technology and human resources to deliver growth, performance, and value creation.