

- ▶ On 28 June 2024, the Board of Directors of National Citizen Bank approved the “Restructuring plan associated with bad debt handling for the period 2023-2025, with an orientation to 2030” (hereinafter referred to as “Restructuring Plan”), and reported to the State Bank of Vietnam according to Official Letter No. 1426/2024/CV-HDQT.NCB dated 28 June 2024.
- ▶ In 2024, NCB successfully completed capital enhancement, increasing its charter capital by VND 6,178 billion. This increase in charter capital represents a positive signal, serving as a crucial driving force for NCB's comprehensive and robust transformation process, aimed at achieving the Bank's strategic objectives and delivering improved business performance in 2025 and beyond.
- ▶ With the goal of focusing on stable development, gradually restructuring the Bank in accordance with the approved PACCL roadmap, and enhancing service quality, NCB is implementing and will continue to implement strong and synchronized plans and measures in the near future. These efforts aim to improve business performance in 2025, laying the foundation for the Bank's development journey in the coming years, as outlined in the Annual General Meeting of Shareholders in 2025 as follows:
 - Focus on developing credit in segments where NCB has advantages, with a planned customer lending growth of VND 21,353 billion in 2025, equivalent to a 30.0% increase compared to the end of 2024;
 - Implement and promote measures to resolve non-performing loans (NPLs) alongside controlling and preventing newly arising NPLs, aiming to enhance credit quality and reduce the NPL ratio; closely follow the roadmap outlined in the PACCL regarding NPL resolution for the 2023-2025 phase, with a vision toward 2030 as approved by the competent authority;
 - Stay attuned to market trends, optimizing appropriate and low-cost funding sources. Plans for customer deposits and CASA (Current Account and Savings Account) growth are targeted at 23.2% and 56.0%, respectively, compared to the end of 2024;
 - Launch digitalization projects to enhance user experience and service quality, aligned with the strategic vision for the next 5 years and extending to the next 10 years;
 - Continue to focus on non-credit products such as foreign exchange trading, increasing revenue from international payment activities, guarantees, LCs, and diversifying insurance products to boost fee income for the Bank, contributing to NCB's diversification of its income structure;
 - Optimize the network, streamline organizational structures, review and improve the efficiency of underperforming units, and enhance financial indicators.




- As at 30 September 2025, NCB has achieved significant results in implementing its 2025 business plan. Specifically, the business results for Q3.2025 were very impressive. Accordingly, the consolidated profit after tax for Q3.2025 reached VND 189.8 billion, an increase of VND 255.2 billion compared to the loss of VND 65.4 billion in the same period last year, equivalent to an increase of 390%. Additionally, in the Third quarter of 2025, NCB has completed between 101% and 114% of its 2025 target reported to the General Meeting of Shareholders as follows:

Unit: VND million, %

Indicator	2024 Performance	2025 Target		Performance as at 30/09/2025		% Completion of 2025 Plan
		Target	Growth	Actual	Growth	
Total assets	118,499	135,500	17,001	154,102	35,603	114%
Loans to customers	71,175	92,528	21,353	94,956	23,781	103%
Deposits from customers	96,117	118,500	22,383	119,326	23,209	101%

- In addition, to enhance financial capacity and support the Bank's overall business activities, NCB will continue its capital increase roadmap in 2025. Accordingly, NCB completed to issue private shares to raise its charter capital by a maximum of VND 7,500 billion in October 2025. The increase in charter capital serves as a crucial foundation for expanding banking operations, supplementing business capital, better meeting the credit capital demands of the economy, and contributing to achieving NCB's strategic objectives.

With the specific action plans mentioned above, NCB believes that the Bank's business results in 2025 will improve, creating a stepping stone for NCB's sustainable development in the following years.

This information is disclosed in accordance with regulations. We commit that the disclosed information is true and fully responsible before the law for the content of the disclosed information. 

Sincerely!

National Citizen
Commercial Joint Stock Bank 

Recipients:

- As stated above;
- Archived at the Clerical Office.



TỔNG GIÁM ĐỐC
Lê Kiều Hưng

