

Số: ~~1694~~ 1/2026/CV-BDH.NCB  
Re: Measures and roadmap to rectify the  
warning status of securities

Hanoi, ~~23~~ March 2026

To: The State Securities Commission  
The Hanoi Stock Exchange

1. Name of organization: National Citizen Commercial Joint Stock Bank
2. Stock code: NVB
3. Business code: 1700169765
4. Address: No. 25 Le Dai Hanh Street, Hai Ba Trung Ward, Hanoi City
5. Tel: 024.6269 3355 Fax: 024.6269 3535
6. Website: <https://www.ncb-bank.vn/vi/nha-dau-tu/>
7. Submitted by: Mr. Ta Kieu Hung – Chief Executive Officer
8. Type of information disclosure:  
☒ Periodic ☐ Unusual ☐ 24 hours ☐ Upon request
9. Content of disclosed information:

National Citizen Commercial Joint Stock Bank (“NCB”) extends our respectful greetings and thanks for the cooperation and support of the Securities Commission and the Hanoi Stock Exchange (“HNX”) over the past time.

Regarding the Hanoi Stock Exchange's decision to maintain a warning status for NVB securities and to maintain NVB securities a warning as stated in Decision No. 3954/TB-SGDHN dated 04 September 2025 by the Hanoi Stock Exchange, the National Citizen Bank (NCB) hereby submits a report detailing the measures and roadmap to address the situation in which NVB securities are under warning and control due to negative undistributed profit after-tax in the consolidated financial statements for 2025 and in the consolidated financial statements for 2024 as follows:

- ▶ On 08 June 2020, the Prime Minister issued Decision 689/QĐ-TTg “approving the plan to restructure the system of credit institutions associated with bad debt handling for the period 2021-2025.” Based on this, in 2023, NCB cooperated with the consulting firm Ernst & Young Vietnam to assess the financial status and update the restructuring plan for submission to the competent authorities. On 07 February 2024, the State Bank of Vietnam provided feedback according to Official Letter No. 62/NHNN-TTGSNH.





- 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 2025, NCB successfully completed capital enhancement, increasing its charter capital by VND 7,500 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 2026 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 31 December 2025, NCB has achieved significant results in implementing its 2025 business plan. Specifically, the business results for the year ended 2025 were very impressive. Accordingly, the consolidated profit after tax of the year 2025 reached at VND 78 million, an increase of over VND 5,129 billion compared to the loss of VND 5,128.9 billion in the last year, equivalent to an increase of over 100%. Additionally, in the year ended 2025, NCB has completed its 2025 target reported to the General Meeting of Shareholders as follows:

Unit: VND billion, %

No	Indicator	2025 Target	2025 Performance	+/- Growth	% Completion of 2025 Target
1	Total assets	135,500	163,730	28,230	121%
2	Deposits from customers	118,500	131,937	13,437	111%
3	Loans to customers	92,528	97,545	5,017	105%
4	Customer growth	424,000	473,290	49,290	112%
5	CASA	7,586	11,473	3,887	151%
6	Profit before Restructure Plan	59	949	890	1608%

- In addition, to enhance financial capacity and support the Bank's overall business activities, NCB has 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 Kiên Hưng*