



Long-term development strategy for 2026-2030

April 2026

Need for Long-Term Development Strategy

This long-term strategy was initiated and developed by the Management Board of JSC “KDB Bank Uzbekistan” (hereinafter referred to as “the Bank” or “KDB Uz”) to define the Bank’s development direction for 2026–2030.

It aims to enable the Bank to proactively respond to a rapidly changing domestic and international environment and to become **a leading corporate and investment bank in the CIS region** with foreign ownership, recognized for sustainable growth, strong risk management, and long-term client relationships.

In addition, the strategy is required to ensure the diversification of the Bank’s revenue streams and to strengthen the stability of its funding base amid increasing competition and evolving market conditions.

Lastly, it provides a structured framework for the efficient allocation of capital and resources, supporting sustainable growth and enhancing the Bank’s overall financial resilience.

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I. Overview

- ▷ Key milestones
- ▷ Bank's profile
- ▷ Financial results over the past 5 years
- ▷ Key achievements over the past 5 years



Key milestones

1997

Establishment of the Bank

Established as UzDaewoo Bank under Daewoo Group's international expansion

2013

Expansion

Merger with RBS NB Uzbekistan and rebranding to KDB Bank Uzbekistan

2006

Acquisition by KDB Seoul

Acquired by KDB and renamed UzKDB Bank

2025

Record high performance

Total assets exceeded USD 1 bln, with net income before tax reaching nearly USD 63 mln.

Bank's profile



Corporate-focused bank

KDB Uz delivers high-quality financial services in line with international standards, with a primary focus on corporate clients.



Strategic shareholder

As a state-owned policy bank in South Korea with extensive experience in corporate and investment banking, KDB (rated AA with a stable outlook) always provides strategic guidance and financial support.



Credit Ratings

S&P Global affirmed the Bank's stand-alone credit rating at 'BB' with a stable outlook, the same as Uzbekistan's foreign currency long-term sovereign credit rating, and noted that it could be up to three notches higher, reflecting potential extraordinary support from the Bank's strategic shareholder.

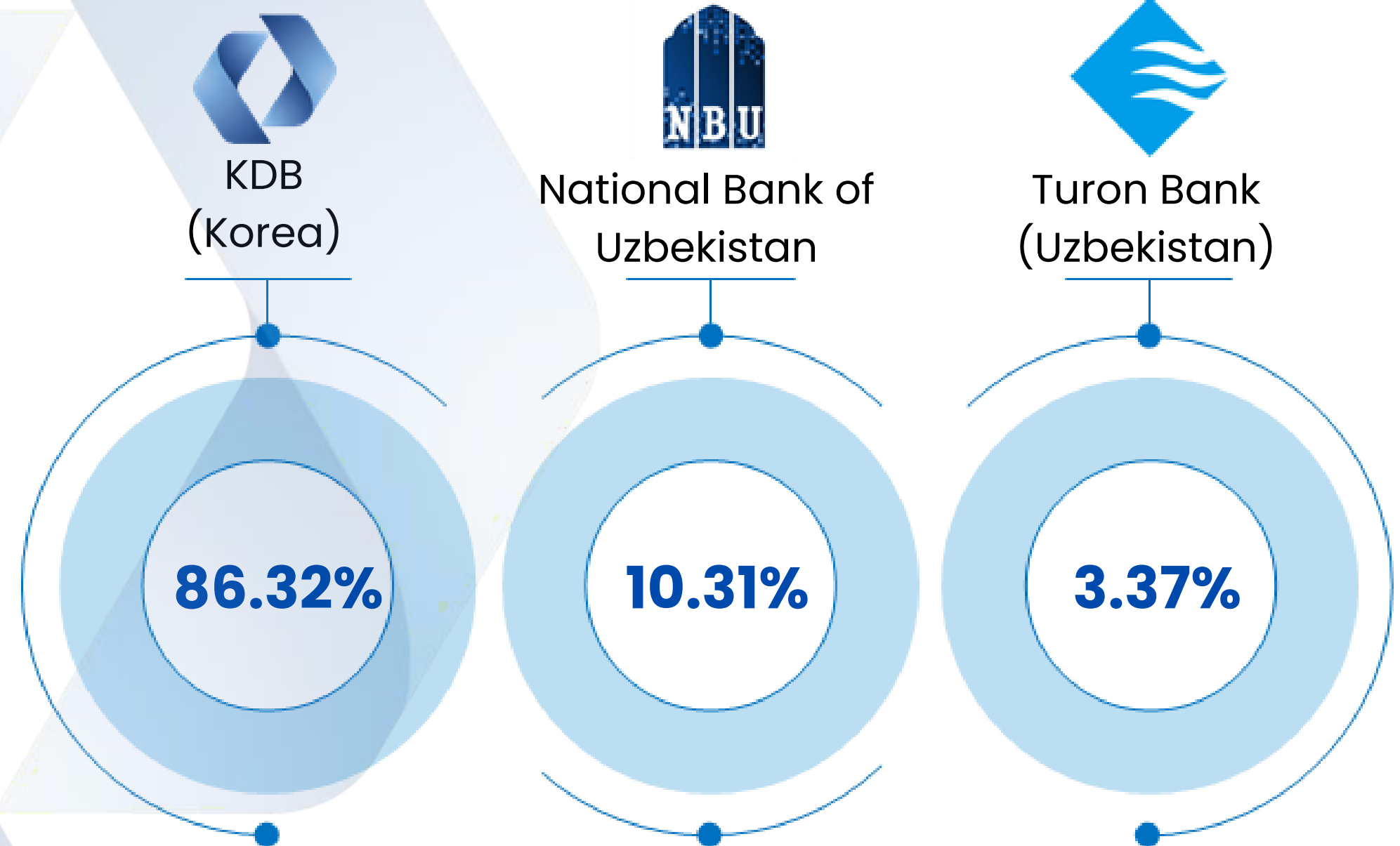


Bank premises & employees

Both the Bank's Head Office and Oybek Branch are located in Tashkent, and the Bank has no regional branch across the country. The Bank employs approximately 250 staff members.



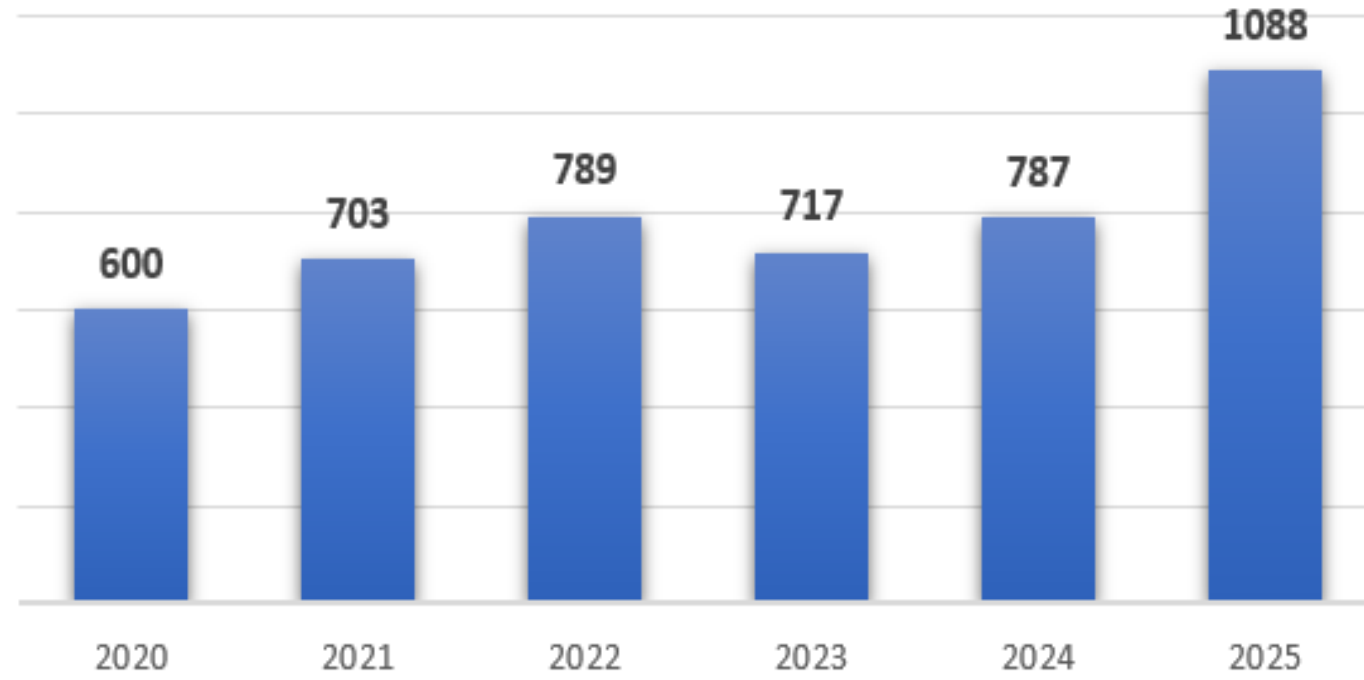
Shareholding structure



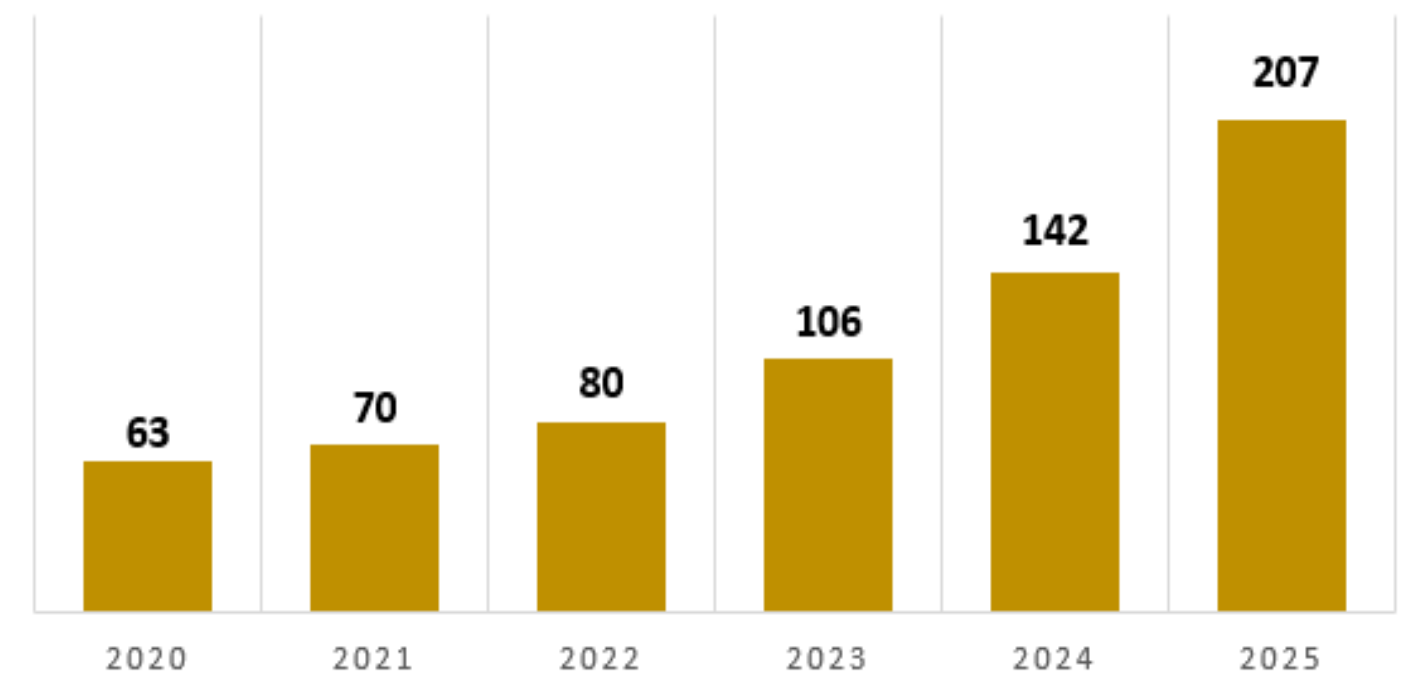
Financial results over the past 5 years



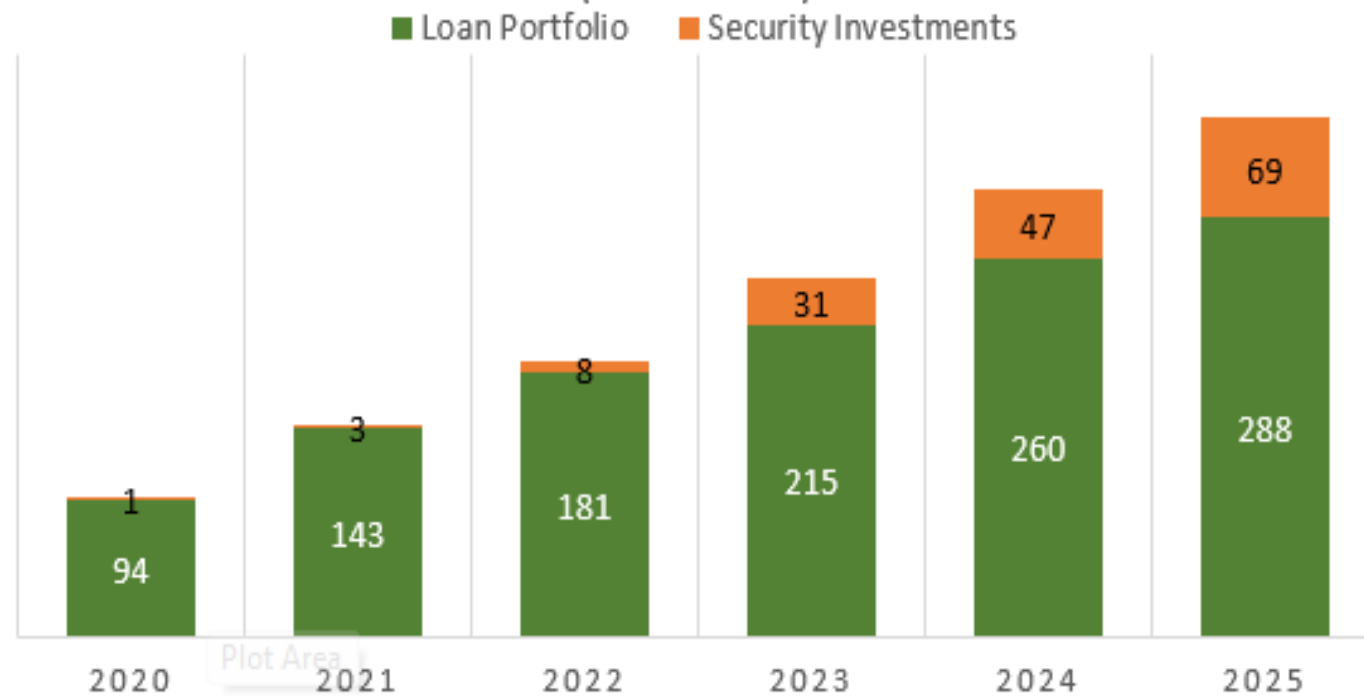
Total Assets (USD mln)



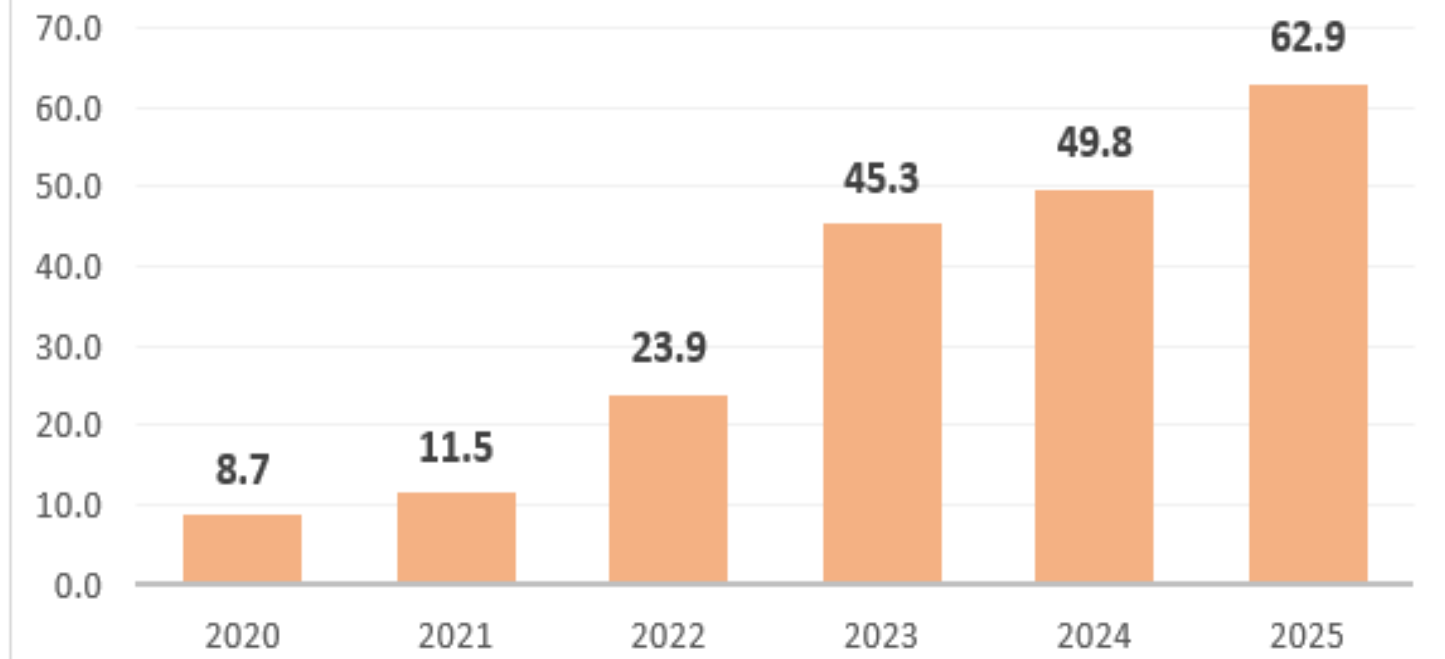
Equity (USD mln)



Operating Assets (USD mln)



Net Income Before Tax (USD mln)



Key business achievements over the past 5 years

1) Launch of on-lending and trade financing loans

The Bank launched on-lending and trade financing facilities for creditworthy local banks to support small business development and foreign trade operations in the country.

2) Significant expansion of direct lending to SOEs

To ensure stable growth and diversification of its loan portfolio, the Bank significantly expanded direct lending to leading state-owned enterprises.

3) Participation in global syndicated loans

Since 2024, the Bank has participated in two global syndicated loans to finance local enterprises and gained recognition as a lead arranger in a transaction executed in 2025.

4) Cross-selling through onshore accounts

To expand its deposit base and diversify fee-generating revenue streams, the Bank has focused on attracting onshore accounts of companies implementing large-scale projects financed through foreign investments and borrowings.

5) Stable funding through long-term borrowings

To support the growth of its loan portfolio, the Bank has strengthened its stable funding base by securing long-term borrowings from KDB and other members of the KDB Group.

6) Enhancement of digital platforms

In line with the ongoing digitalization of banking services, the Bank has upgraded its internet and mobile banking platforms to attract deposits and enhance cross-selling opportunities.

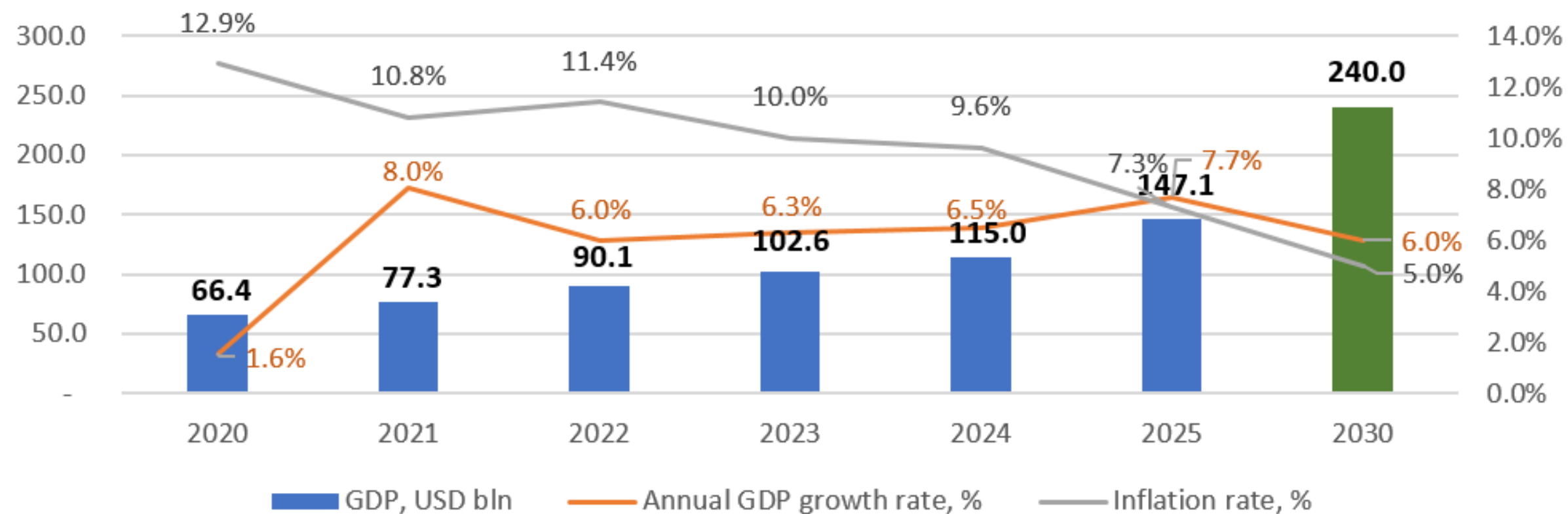
II. Strategic Foundation

- ▷ Macroeconomic & financial environment
- ▷ Banking sector overview
- ▷ SWOT analysis – Bank positioning



Macroeconomic & financial environment

Key macroeconomic indicators of Uzbekistan's economy

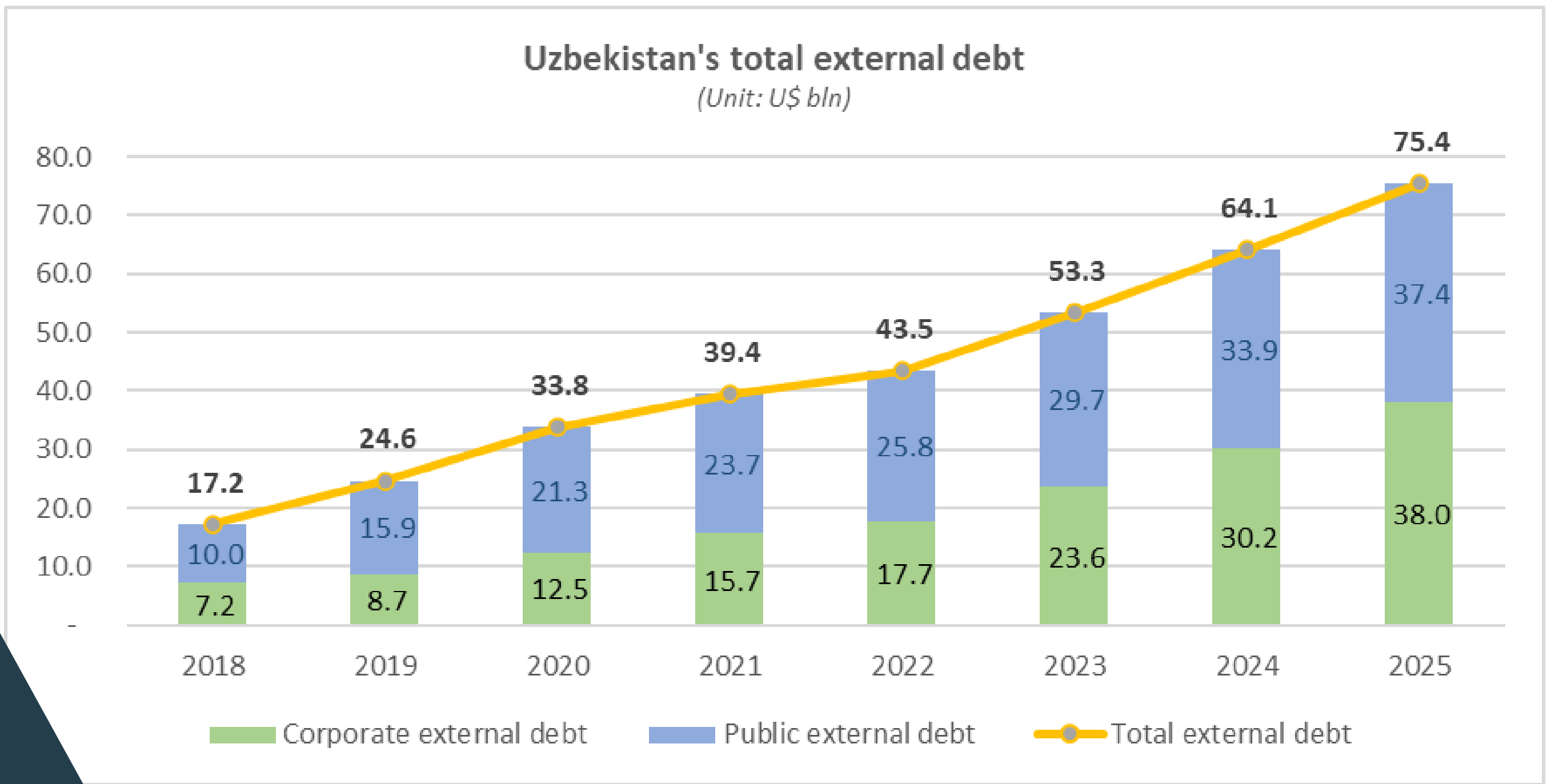


Key points of “Uzbekistan-2030” Strategy

- A target GDP of USD 240 bln by 2030 through maintaining annual inflation at 5-6%, ensuring fiscal stability, enhancing the country's investment attractiveness, efficiently utilizing domestic raw materials, and developing high-tech based industry and services
- Transitioning to a green economy, transforming the country into a regional “IT HUB”, **increasing competition in the banking sector**, creating the most favorable environment for entrepreneurial activity and implementing comprehensive regional development



Macroeconomic & financial environment (ext.)



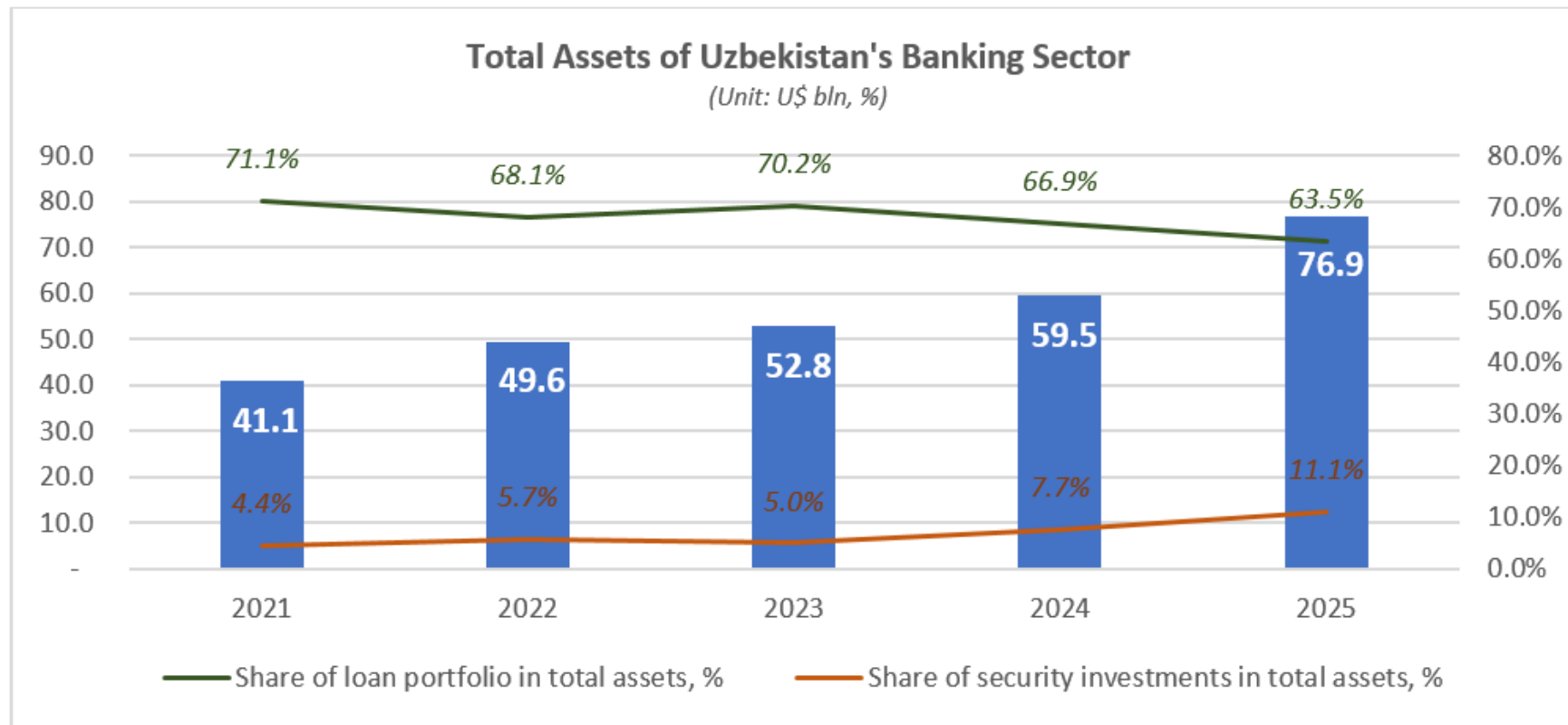
Uzbek banks and enterprises have gained **greater access to international financial markets** in recent years.

As a result:

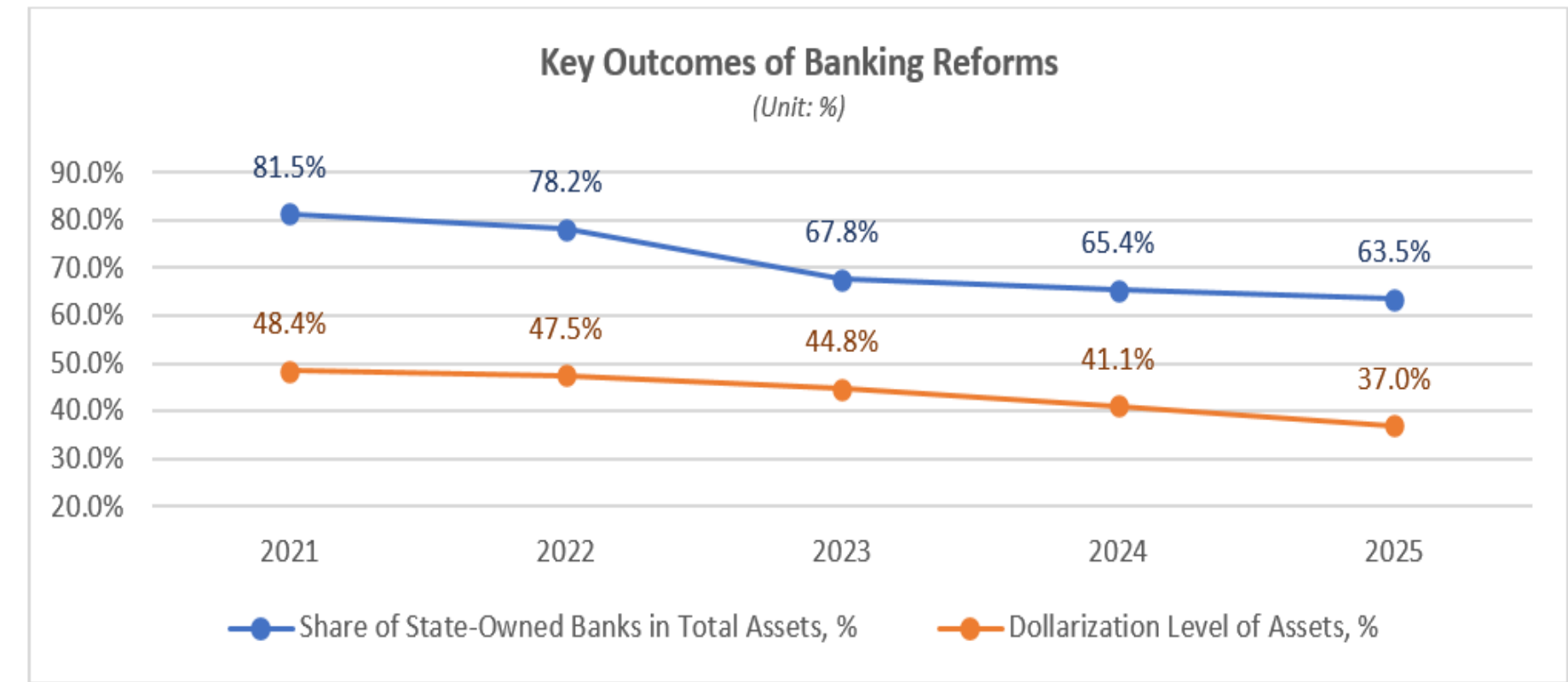
- Local banks now have a stronger and more diversified funding base; and
- Financially strong companies now have limited demand for large-scale borrowing from the domestic banking sector.

Banking sector overview

1 Growth Trends in Uzbekistan's Banking Sector during 2021-2025



2 Key Outcomes of Banking Reforms Implemented during 2021-2025



3 Outlook for Uzbekistan's Banking Industry, 2026-2030

- Privatization of state-owned banks through selling state shares to strategic foreign investors and decrease their number from 9 (nine) in 2025 to 4 (four) by 2030
- Continuing active attraction of external borrowings by banks due to the limited availability of long-term domestic funding
- Implementation of Islamic finance products
- Improvements in cybersecurity and climate-related risk management

SWOT analysis – Bank positioning



S

Strengths

- Strong international credibility and corporate & investment banking expertise of the strategic shareholder (KDB)
- Adequate and reliable funding supported by customer deposits, borrowings from KDB, and shareholders' equity
- Strong capital adequacy to support loan growth

W

Weaknesses

- Limited scale and regional presence
- Weak fee-based revenue streams
- Low diversification of operating assets and long-term funding

O

Opportunities

- Strong financing demand from state-owned enterprises and banks
- Decline in policy lending due to ongoing privatization reforms in the country's banking sector
- Prospects of capital market development in Uzbekistan

T

Threats

- Intensified competition driven by the increased access to international financial markets for Uzbek enterprises, as well as the entry of foreign investors into Uzbekistan's banking sector
- Reinforcement of supervisory regulations
- Rapid development of digital banking and sharp decline in fee-based business

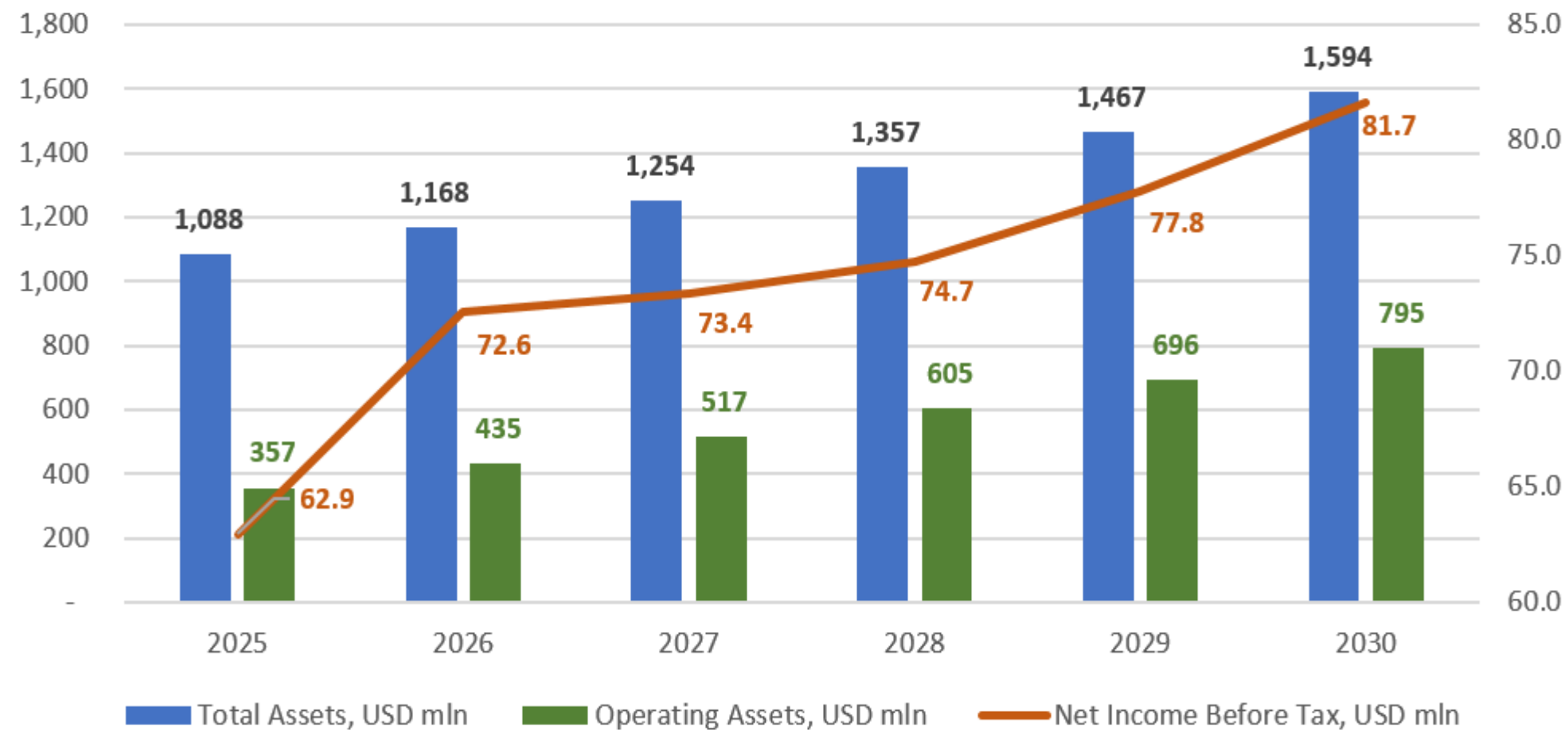
III. 2030 Vision Strategy

- ▷ Vision, goals, and strategic priorities
- ▷ Growth & diversification of operating assets
- ▷ Growth & diversification of funding base
- ▷ Improvement of revenue streams
- ▷ Enhancement of risk management, compliance, and cybersecurity



Vision, goals, and strategic priorities

1 Key financial targets for 2026–2030



The chart shows steady growth from 2025 to 2030, with total assets rising from USD 1,088 mln to USD 1,594 mln, operating assets (loans and investments in debt securities) from USD 357 mln to USD 795 mln, and net income before tax from USD 62.9 mln to USD 81.7 mln, reflecting expanding operations and improving profitability.

2 Vision

A leading corporate and investment bank in the CIS region

3 Goals

To become a leading corporate and investment bank in the CIS region with foreign ownership, recognized for sustainable growth, strong risk management, and long-term client relationships

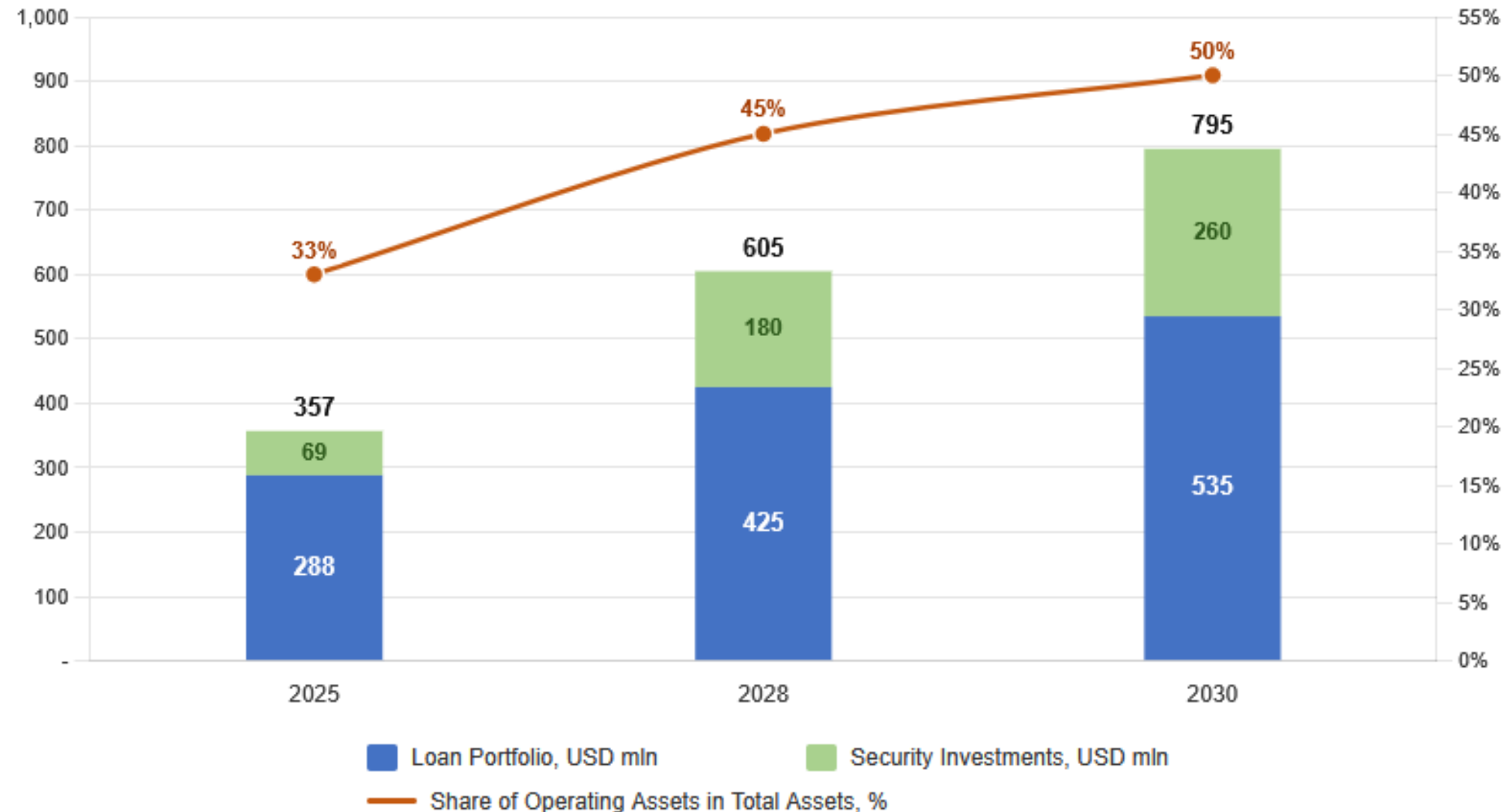
4 Strategic development directions

- Growth & diversification of operating assets
- Growth & diversification of funding base
- Improvement of revenue streams
- Enhancement of risk management, compliance, and cybersecurity

Growth & diversification of operating assets

Growth of Operating Assets

(Unit: USD mln, %)



The graph represents a total growth of 122.8% over the period, with a compound annual growth rate of 17.4%.

Key strategic priorities

01

Increase in the share of Operating Assets in Total Assets
33% (2025) → 45% (2028) → 50% (2030)

To further strengthen the sustainability of its profit-generation model through higher-yielding assets, the Bank intends to increase both the volume of Operating Assets and their share in Total Assets.

02

Increase in the number of corporate borrowers
40 (2025) → 55 (2028) → 70 (2030)

To further diversify its loan portfolio, the Bank plans to increase the number of corporate borrowers (including banks). The Bank will also target financially sound medium- to large-sized private companies alongside large state-owned corporates.

03

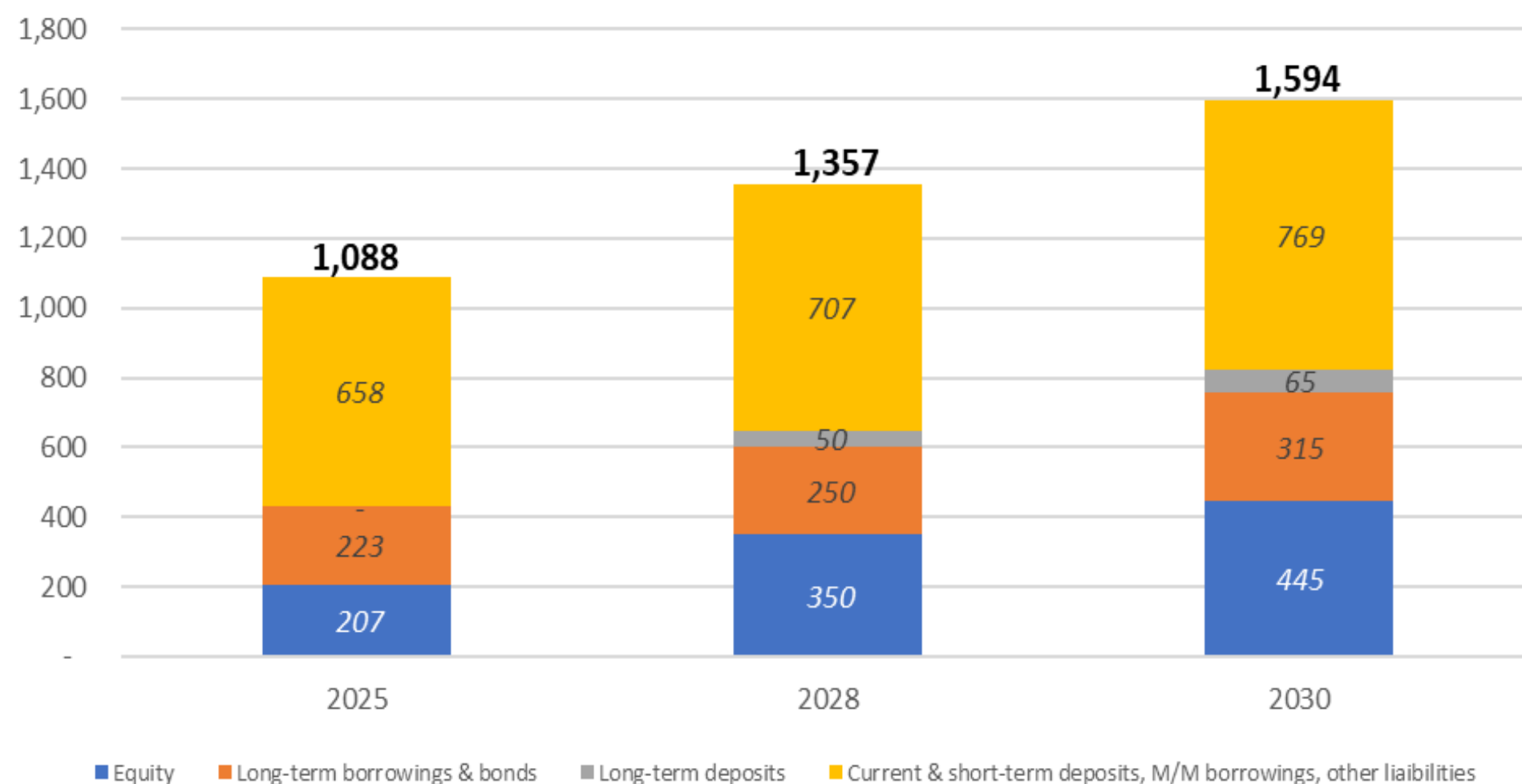
Growth in the volume of UZS-denominated Operating Assets
USD 111 mln (2025) → USD 276 mln (2028) → USD 395 mln (2030)

To improve capital efficiency, the Bank aims to increase UZS-denominated Operating Assets by granting loans and investing into debt securities. In addition to investing into government securities, the Bank plans to purchase UZS-denominated debt securities issued by local banks and corporates.

Growth & diversification of funding base

Growth of Stable Funding

(Unit: USD mln)



Enhanced Asset-Liability Management and Funding Cost Optimization

To ensure proper alignment of maturities, currencies, and interest rate profiles, as well as to reduce liquidity and market risks, the Bank will enhance its asset-liability management, enabling optimization of funding costs and enhancement of net interest margins.

Key strategic priorities

01

Growth in long-term borrowings from foreign FIs
USD 223ln (2025) → USD 250 mln (2028) → USD 315 mln (2030)

The Bank will seek to diversify its sources of long-term foreign funding, while the KDB Group will continue to serve as a key partner and a potential backstop in the event that the Bank is unable to secure the required volume of long-term funding.

02

Attraction of FCY long-term customer deposits
USD 0 (2025) → USD 50 mln (2028) → USD 65 mln (2030)

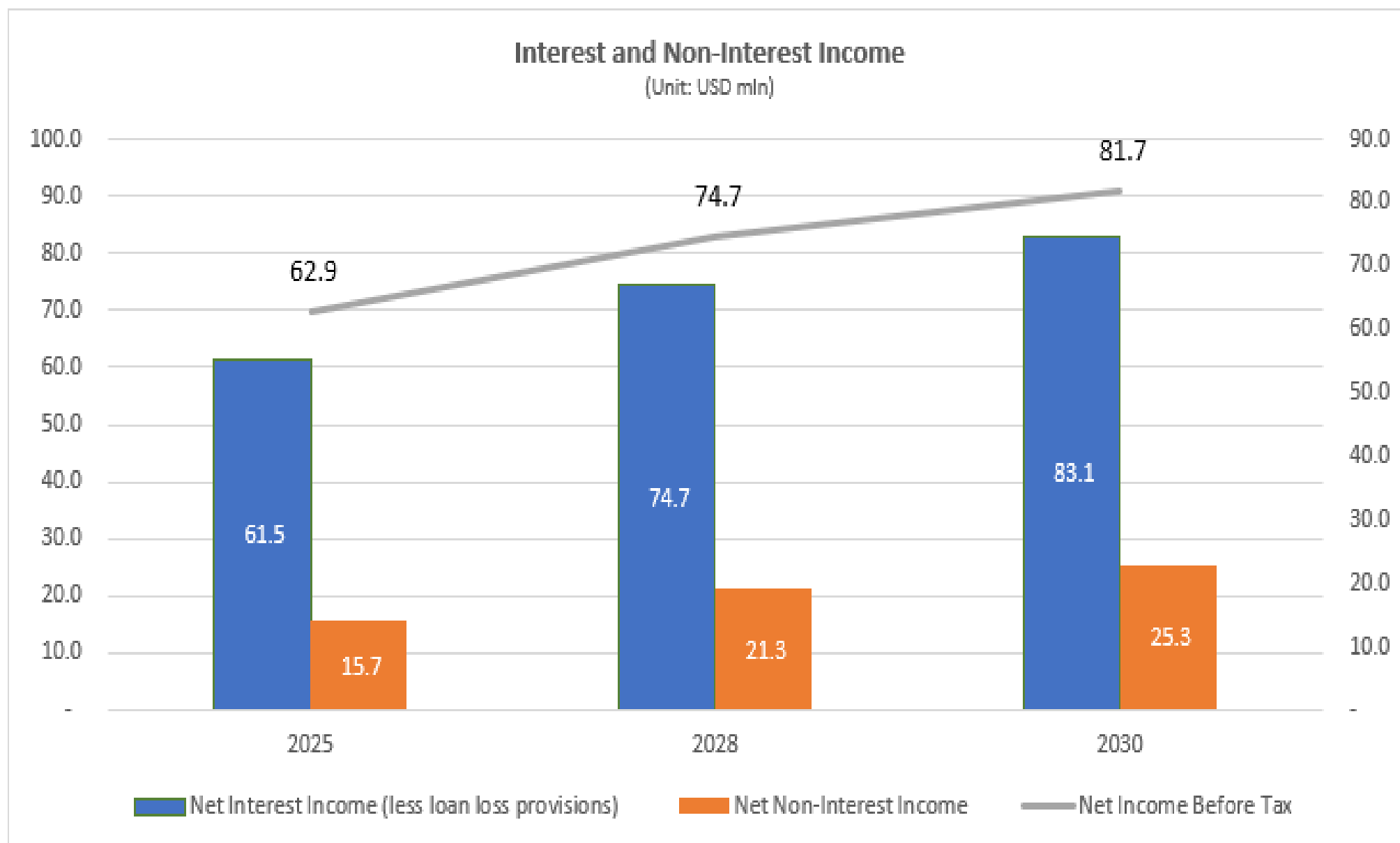
Although long-term corporate deposits remain limited in the market, the Bank will seek to gradually increase FCY term deposits. To achieve this, the Bank will enhance its value proposition for corporate clients through competitive pricing, tailored deposit products, and strengthened relationship management.

03

Growth in current & short-term deposits and M/M borrowings
USD 658 mln (2025) → USD 707 mln (2028) → USD 769 mln (2030)

The Bank will further strengthen its marketing activities – such as attracting onshore and primary accounts and enhancing product offerings through digital channels – to support the growth of current and short-term deposits. For liquidity management purposes, the Bank may also raise FCY-denominated M/M borrowings.

Improvement of revenue streams



Gradual increase in the share of Net Non-Interest Income in Total Net Operating Revenue
20.3% (2025) → 22.2% (2028) → 23.4% (2030)

Key strategic priorities

01

Development and enhancement of interest-earning products

Building on the extensive expertise of the strategic shareholder (KDB) and in response to demand in Uzbekistan's banking sector, the Bank will focus on the development of new interest-earning products and enhancement of existing ones, including project finance, syndicated loans, finance leasing, and investments in corporate bonds.

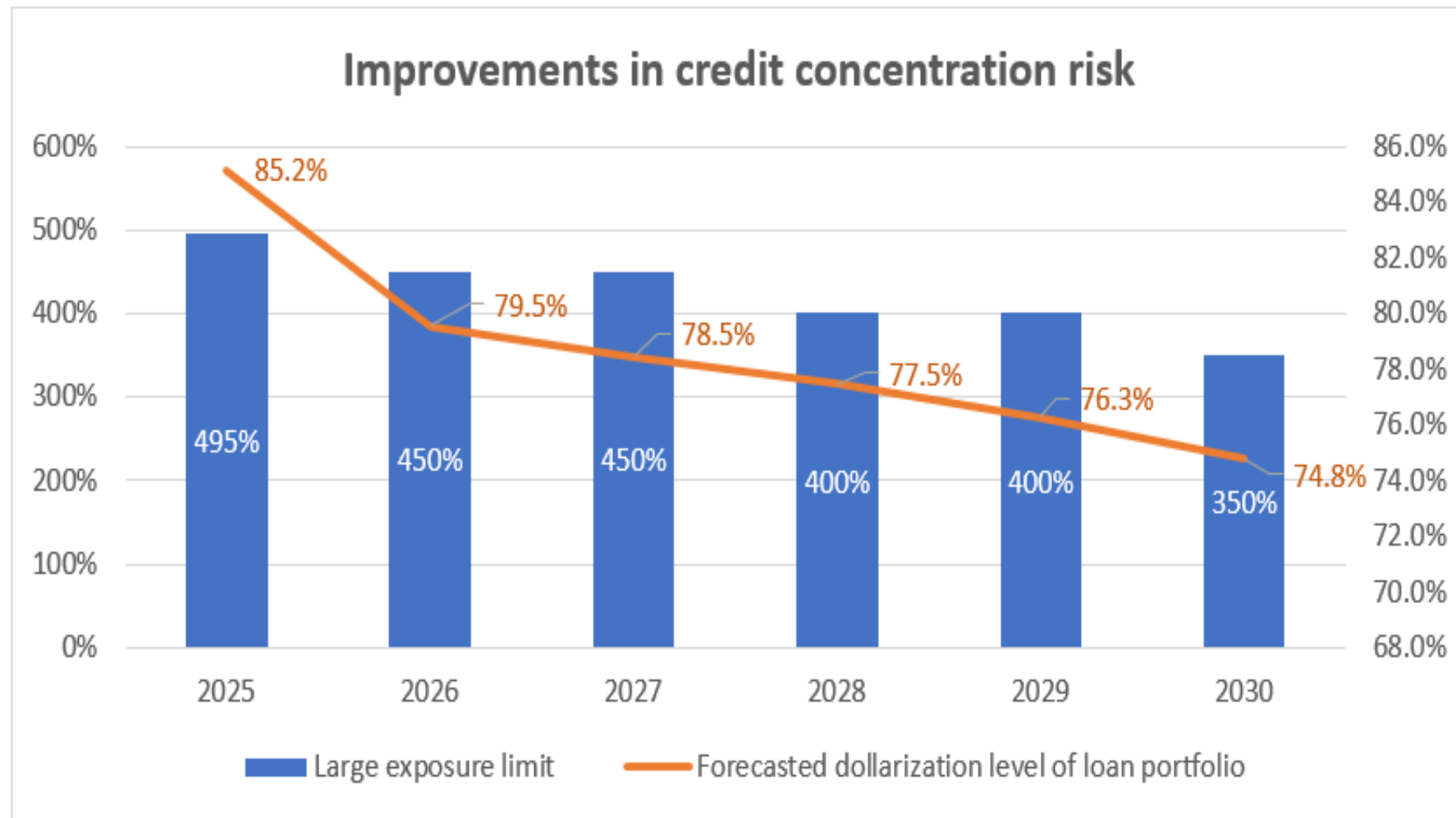
02

Development and enhancement of fee-generating products

The Bank will further advance the digitalization of transaction banking and card operations, provide clients with a wide range of FX-related services, and introduce products such as Islamic finance, factoring, and export L/C discounting. In addition, by leveraging the KDB Group network, the Bank will seek to expand its L/C confirmation and bank guarantee activities.

Enhancement of risk management, compliance, and cybersecurity

01 Mitigation of credit risk and credit concentration risk



Despite currently having no non-performing loans, the Bank plans to strengthen its credit review, loan monitoring, and problem loan management frameworks to **mitigate credit risk** amid the expected growth of its loan portfolio over the next five years.

To manage credit concentration risk, the Bank will gradually **reduce the large exposure limit** in its Risk Appetite Statement. In addition, the Bank will progressively **reduce the dollarization level** in its loan portfolio in the coming years.

02 Introduction of climate-related risk management

In line with the evolving regulatory requirements, the Bank will develop and implement methodologies to assess the impact of climate-related risks on borrowers' credit risk profiles and integrate these considerations into its credit risk management framework in the coming years.

03 Strengthening compliance & operational risk management

In response to increasing regulatory expectations and frequent updates to supervisory requirements, the Bank will enhance its risk identification, monitoring, and control processes, while fostering a strong compliance and operational risk culture across all business units. This will support sustainable operations, safeguard the Bank's reputation, and ensure alignment with long-term strategic objectives.

04 Enhancement of cybersecurity

The Bank will further strengthen its cybersecurity framework to protect critical systems and customer data from evolving digital threats, ensuring the resilience, integrity, and continuity of its operations.

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