

BUSINESS PLAN

ON THE DEVELOPMENT AND OPERATIONAL EXPANSION OF JOINT-STOCK COMMERCIAL BANK "Asia Alliance Bank" For the year 2026



**APPROVED BY THE RESOLUTION OF THE SUPERVISORY BOARD OF JSC "Asia Alliance Bank"
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INTRODUCTION

This Business Plan outlines the initiatives and financial targets to be implemented by JSCB "Asia Alliance Bank" throughout 2026.

Joint-Stock Commercial Bank "Asia Alliance Bank" (hereinafter referred to as the "Bank") was established in August 2009. The Bank's headquarters is located at 2A Makhtumkuli Street, Tashkent, 100047, Republic of Uzbekistan.

The Bank is a member of the Uzbekistan Banking Association, the Citizens' Deposit Guarantee Fund, and the Uzbekistan Republican Currency Exchange. It is also a member of the SWIFT network and an associate member of VISA International.

Moody's Investors Service has assigned the Bank long-term and short-term local and foreign currency deposit ratings of B1 on the global scale with a "Stable" outlook, as well as a Counterparty Risk Assessment of B1.

ANALYSIS OF THE CURRENT SITUATION AND CHALLENGES FOR JSCB "Asia Alliance Bank"

Macroeconomic Trends

In 2025, Uzbekistan's economy maintained stable growth rates, relying on the expansion of the private sector, investments, and ongoing structural reforms. According to the Statistics Agency, in January-September 2025, the gross domestic product (GDP) of the Republic of Uzbekistan in current prices amounted to 1,303.7 trillion UZS (108.6 billion US dollars). USA), its growth compared to January-September 2024 in real terms amounted to 7.6%. The positive contribution to GDP growth was made by agriculture, forestry, and fisheries - 0.6 percentage points, industry - 1.7 percentage points, construction - 1.0 percentage point, and the service sector - 1.8 percentage points. Due to the growth of net taxes on products, GDP increased by 0.3 percentage points.

Gross domestic product by type of economic activity *(for January-September 2025)*

	Billion UZS	in % for January- September 2024
Gross domestic product	1,303,702.1	107.6
Agriculture, forestry and fisheries	211,035.3	103.6
Industry	323,805.7	106.8
Construction	92,873.0	114.2
Trade, accommodation and food services	140,121.1	110.6
Transportation and storage, information and communication	105,029.0	114.6
Other service industries	367,029.5	106.4
Net taxes on products	63,808.5	106.9

based on data from the Statistics Agency of the Republic of Uzbekistan and the Central Bank of the Republic of Uzbekistan

The GDP per capita indicator in current prices for the period from January to September 2025 amounted to 34,483.9 thousand UZS (or, in equivalent, 2.873.7 US dollars). USA) and, compared to January-September 2024, in real terms, increased by 5.6%. According to the main scenario, real GDP growth is projected at 5.5 - 6.5% in 206 and 6 - 7% in 2027-2028.

At the same time, under conditions of active aggregate demand, pro-inflationary risks associated with external supply factors and high service inflation remain. Taking these circumstances into account, the Central Bank Board decided to maintain the key interest rate unchanged at 14% per annum.

In September 2025, the overall inflation rate decreased by 0.8 percentage points and amounted to 8% year-on-year. At the same time, inflation in the food and non-food product group slowed to 6.1% and made a reducing contribution to overall inflation. Service inflation, including excluding regulated prices, remains higher than the overall inflation rate due to demand factors.

Core inflation shifted to a downward trend due to tight monetary conditions that led to some weakening of demand factors, as well as under the influence of exchange rate strengthening, and in September, it decreased to 7% year-on-year. In particular, the

strengthening of the UZS contributed to the slowdown of imported inflation and, to a certain extent, the stabilization of prices for non-food goods.

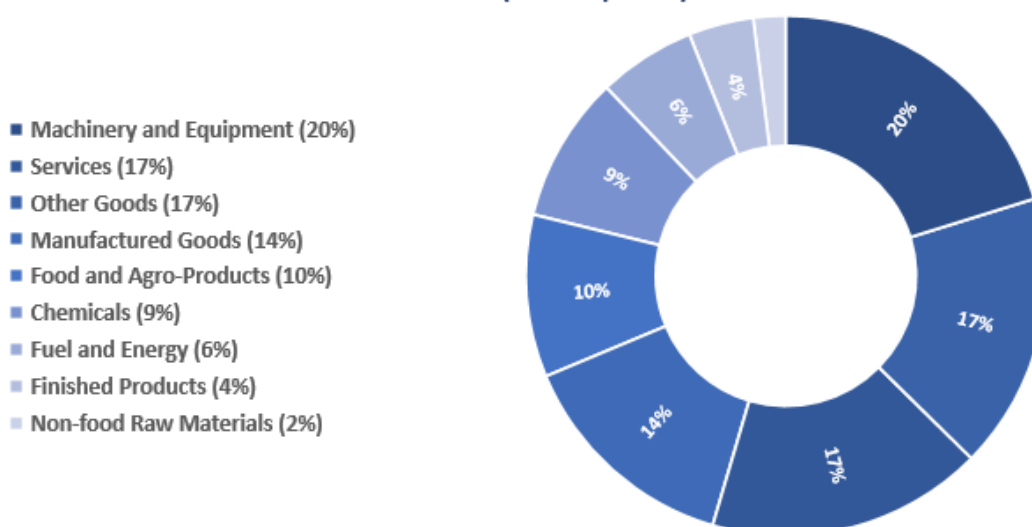
As a result of the tight monetary policy pursued by central banks, global inflation continues to gradually decline. The inflation rate in the consumer sector of the republic for January-September 2025 was 5.1%. Food products increased in price by an average of 2.1% during the specified period, increasing the inflation rate by 0.96 p.p. Non-food products increased in price by an average of 4.0% and ensured an increase in the aggregate indicator by 1.26 p.p., services became more expensive by an average of 12.4% and increased the aggregate indicator by another 2.83 p.p.

Based on the results of January-September 2025, the volume of investments in fixed assets from all sources of financing amounted to 443,613.6 billion UZS, and the growth rate compared to the corresponding period last year was 115.2%.

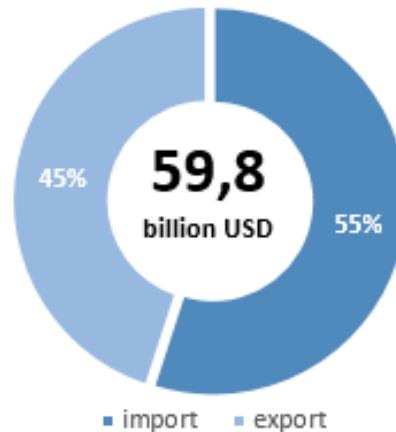
At the same time, the share of investments financed from the funds of enterprises in the total volume of investments in fixed assets amounted to 15.9%, foreign loans guaranteed by the Republic of Uzbekistan - 5.2%, loans from commercial banks and other borrowed funds - 2.0%, foreign direct investment and loans - 66.5%, of which foreign direct investment (FDI) - 41.3%, funds from the population - 5.9%, Republican budget - 4.2%, Reconstruction and Development Fund - 0.3%. The main sources of financing for high growth rates for the corresponding period of 2024 were: foreign direct investment (FDI) - 148.9%, foreign loans guaranteed by the Republic of Uzbekistan - 117.2%, Republican budget - 110.7%, household funds - 105.6%, foreign direct investment and loans - 117.0%, enterprise funds - 114.5%, commercial banks and other borrowed funds - 108.9%.

The republic's foreign trade turnover for the first nine months of 2025 amounted to US\$59.8 billion. USA and increased compared to the same period last year by 11.1 billion dollars. USA or by 22.9%. In particular, the volume of exports amounted to \$26.7 billion. USA (increase by 33.3%), import volume - \$33.1 billion. USA (increase by 15.6%).

Composition of Foreign Trade of the Republic of Uzbekistan (Jan – Sep 2025)



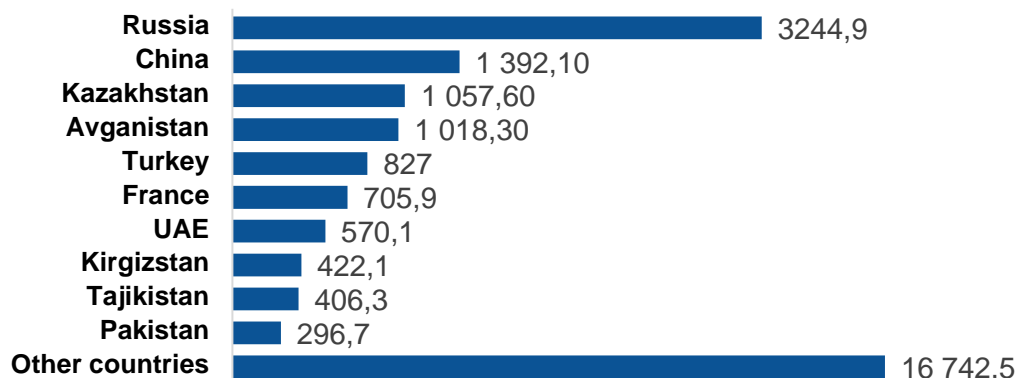
Uzbekistan's Foreign Trade Turnover (January – September 2025)



As a result of the reforms aimed at increasing the country's export potential, supporting exporters by the state, and expanding the range of exported products, the number of exporters, as well as the volume of exports of goods and services with partner countries, has significantly increased.

The main partners of Uzbekistan in the export of goods and services in foreign trade turnover in January-September 2025 were Russia (12.2%), China (5.2%), Kazakhstan (4.0%), Afghanistan (3.8%), Turkey (3.1%), France (2.6%), UAE (2.1%), Kyrgyzstan (1.6%), Tajikistan (1.5%), and Pakistan (1.1%). Their share in the total export volume reached 37.2%.

Volume of exports of the Republic of Uzbekistan by country (for January-September 2025, million dollars) USA)



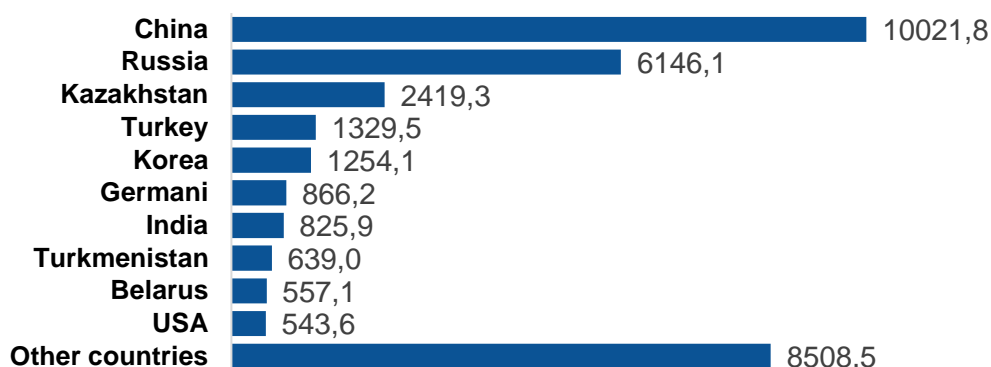
In the structure of exports, goods account for 74.7%, of which industrial goods - 10.7%, food products and live animals - 7.7%, chemical substances and similar products - 5.7%, various finished products - 4.7%.

During this period, imports amounted to \$33,111.0 million. (growth rate, compared to January-September 2024, was 15.6%). The main share in its structure is occupied by machinery and transport equipment (33.9%), industrial goods (15.9%), as well as chemical substances and similar products (12.3%).

Analysis of the dynamics of goods imports showed that in January-September 2025, compared to the same period in 2024, the volume of goods imports increased by \$3,529.1 million. USA and amounted to 29,465.0 million dollars. USA, and the import of services reached \$3646.0 million. USA.

In total, according to the results of January-September 2025, goods and services were imported to Uzbekistan from 175 countries. More than two-thirds of imports come from major partner countries such as China (30.3%), Russia (18.6%), Kazakhstan (7.3%), Turkey (4.0%), the Republic of Korea (3.8%), Germany (2.6%), and India (2.5%).

Volume of imports of the Republic of Uzbekistan by country (for January-September 2025, million dollars) USA)



The main share in the structure of imports is accounted for by machinery and transport equipment (33.9%), industrial goods (15.9%), as well as chemical substances and similar products (12.3%).

In January-September 2025, the exchange rate of the national currency of the Republic of Uzbekistan was characterized as relatively stable with moderate strengthening against the dollar and low volatility, due to the high growth of remittances, as well as the attraction of external borrowings by the public and private sectors. At the end of September, the official exchange rate fell by 6-6.5% below the level of the beginning of the year and amounted to 12050-12100 UZS per 1 US dollar, which is a consequence of macroeconomic factors, changes in the behavior of importers, and investment sentiment.

As of October 1, 2025, the volume of gold and foreign exchange reserves of the Republic of Uzbekistan reached a historic high of \$54.99 billion, which is \$13.8 billion (or approximately 33.5%) more than at the beginning of this year. According to the Central Bank, in the structure of reserves, the main part is occupied by gold assets, valued at about \$44.2 billion, while the foreign exchange component is about \$10.2 billion.

The average price of gold on the international market in September-October 2025 reached \$3950-4020 per ounce, which is 46-47% higher than in the same period last year. This growth was caused by a complex of global factors, including: geopolitical tensions in the world, instability in global trade, accelerating inflation in a number of countries, and expectations of further easing of monetary policy by the world's leading central banks, such as the US Federal Reserve and the ECB.

Over the first nine months of 2025, the volume of remittances received by the Republic of Uzbekistan from abroad continued to show positive dynamics. According to preliminary data

from the Central Bank of the Republic of Uzbekistan, the total volume of transboundary transfers for January-September of this year amounted to **13.9 billion US dollars**.

In 2025, the Central Bank of the Republic of Uzbekistan continues to implement policies aimed at ensuring price and financial stability while maintaining conditions for sustainable economic growth. The main goal of monetary policy remains the gradual reduction of inflation to the **target level of 5%** in the medium term. Monetary conditions will be maintained at a sufficiently strict level for the stable reduction of inflation, as well as timely necessary measures will be taken through monetary policy instruments in the event of all possible inflationary risks.

Since the beginning of 2025, the Central Bank's key interest rate has been maintained at 14.0% per annum, reflecting the need to contain inflationary risks and stabilize expectations of economic agents. As of October 1, 2025, the annual inflation rate was around 8%, which is higher than projected targets. Despite this, there is a trend towards a gradual slowdown in the growth rate of prices, which is facilitated by the limited policy in the field of money supply and the regulation of the banking sector's credit activity.

Within the framework of the medium-term program "Main Directions of Monetary Policy for 2026-2028," the CBR emphasizes the importance of maintaining real interest rates at a positive level, which contributes to increasing deposit attractiveness and strengthening public confidence in the national currency. Such a policy is aimed at stimulating savings, limiting excessive consumer demand, and creating prerequisites for a stable decrease in inflation.

At the same time, the CBU forecasts that in the event of a stable slowdown in inflation and stabilization of the macroeconomic environment in 2026, monetary conditions may gradually ease. However, until a confident reduction in inflationary risks is achieved, the regulator intends to maintain a conservative approach, maintaining the base rate at a level that ensures positive real returns and macroeconomic stability.

Thus, the monetary policy of the Central Bank of Uzbekistan in 2025 is characterized as moderately tight and is aimed at ensuring price stability while maintaining a stable financial sector. Maintaining the key interest rate at 14% reflects the regulator's desire to limit inflationary expectations, strengthen confidence in the national currency, and maintain a balance between the interests of depositors, investors, and credit institutions.

Banking Sector of Uzbekistan

Main indicators of the banking sector of Uzbekistan, billion UZS

Name of indicators	01.10.2024	01.10.2025	Increase, %
GDP*	1,015,332	1,303,702	-
Bank assets	728,529.	866,825	19%
The ratio of assets to GDP, in %	72%	66%	
Credit investments	515,641.	582,211	13%
Ratio of credit investments to GDP, in %	51%	45%	
Deposits	286,947	371,453	29%
The ratio of deposits to GDP, in %	28%	28%	
Capital	108,983	130,395	20%
The ratio of capital to GDP, in %	11%	10%	
Net profit	8,073	10,876	35%
ROA	2.0%	2.1%	0.1p.p.
ROE	10.5%	11.8%	1.3p.p.

based on data from the State Statistics Committee of the Republic of Uzbekistan and the statistical bulletin of the Central Bank of the Republic of Uzbekistan

Based on the results of 9 months of 2025, the main indicators of the banking sector demonstrated stable growth rates. The total assets of Uzbek banks increased by 19% compared to the same period last year and reached almost 867 trillion UZS in the first nine months of 2025.

During the compared period of 2025, the total loan portfolio of commercial banks increased by 13% compared to the same period last year and reached 582 trillion UZS as of October 1, 2025.

Compared to the results of the same period last year, as of 01.10.2025, the deposit base of banks significantly expanded and increased by 29% to 371 trillion UZS. At the same time, in the context of the policy of de-dollarization of the economy, an increase in the rate of attracting deposits in national currency is observed.

The total capital of banks increased by 20% and exceeded 130 trillion UZS. Banks' net profit for 9 months of 2025 increased by 35% compared to the same period last year and amounted to almost 10 trillion UZS. At the same time, there is an improvement in the performance indicators of banks, including the ROA indicator from 2.0% to 2.1%, and the ROE indicator from 10.5% to 11.8%.

Institutional Characteristics of the Banking Sector

As of October 1, 2025, the total number of operating commercial banks registered with the Central Bank of the Republic of Uzbekistan was 35, including 9 banks with state participation and 26 private and other banks.

Number of credit institutions and their structural subdivisions, units.

Name of indicators	01.10.2024	01.10.2025
Credit organizations, total*	221.	254.
<i>Including:</i>		
commercial banks, including:	36.	35.
Banks with state participation	9.	9.
Other banks	27.	26.
non-bank credit institutions, including:	185.	219.
Microfinance organizations	93.	126.
Pawnshops	91.	92.
Mortgage refinancing organizations	1.	1.
Commercial bank branches, total	488.	288.
Banking Service Centers (mini-banks)	1749.	1,688
24/7 self-service points	4,149.	5,047

based on data from the Central Bank's statistical bulletin

A high share of state participation is maintained in the banking sector of Uzbekistan. As of October 1, 2025, state banks control 65% of the total assets of the banking system, provide 68% of the loan portfolio, and retain 52% of the total depository base. The ratio of the deposit base of state-owned banks to their loans is 49%, while in private banks this figure exceeds 95%.

Information on the main indicators of commercial banks as of October 1, 2025

billion UZS	Assets		Credits		Capital		Deposits	
	Amount	Share,%	Amount	Share,%	Amount	Share,%	Amount	Share,%
Total	866.825	100%	582.211	100%	130.395	100%	371.453	100%
State banks	565.825	65%	394,906	68%	79.612.	61%	194.166	52%
Other banks	301,000	35%	187.304	32%	50.782	39%	177.287	48%

based on data from the Central Bank's statistical bulletin

As of the reporting date, the total assets of the banking system reached 866.8 trillion UZS, while the market structure continues to be characterized by a significant presence of the state. State-owned banks account for 65% of total assets and 68% of total loan portfolio, confirming their role as main operators in implementing large-scale investment programs.

At the same time, there is a qualitative strengthening of the positions of private and foreign credit institutions ("other banks" category): with a 35% share in assets, they ensure the attraction of 48% of all deposits in the system. This trend demonstrates the high competitiveness of the non-state sector in mobilizing free cash resources of the population and business entities. The system's total capital adequacy of 130.4 trillion UZS forms the necessary

reserve for financial stability. Overall, the indicators demonstrate a balanced development of the sector, where high credit activity is maintained by a stable inflow of deposit resources.

According to the current data of the Central Bank's statistical bulletin as of October 1, 2025, the total assets of the banking system reached 866.8 trillion UZS, while the market structure demonstrates a stable trend towards denationalization and decentralization of state institutions. Despite the fact that state-owned, banks still hold 65% of assets and 68% of the loan portfolio (394.9 trillion UZS), a qualitative shift is observed in the segment of attracting funds: the share of private and foreign banks in the total volume of deposits reached 48% and amounted to 177.3 trillion UZS.

In parallel with the privatization of systemically important banks, the Central Bank continues to liberalize conditions for foreign fintech companies and digital banks, which contributed to the growth of private sector capital to 50.8 trillion UZS. The implementation of Basel III international standards and compliance control systems allowed for increased sector stability, with the total capital of the system at the reporting date amounting to 130.4 trillion UZS. The current dynamics, supported by active participation, confirms the planned reduction of state direct participation and the formation of a highly competitive environment that meets global financial stability standards.

Information about bank plastic cards, terminals, ATMs, and info kiosks

Name of indicators	01.10.2024	01.10.2025	Growth, %
Number of bank plastic cards	53,583,382	65,044,604	21%
Number of payment terminals	424,009	424,729	1%
Number of ATMs and info kiosks	28,433	39,819	40%
Amount of payments made through payment terminals, billion UZS	237,481.	359,931	52%

based on data from the Central Bank's statistical bulletin

The dynamics of payment infrastructure development for the reporting period from October 1, 2024, to October 1, 2025, indicates a significant increase in the share of non-cash payments. The number of bank cards in circulation increased by 21% to 65 million, and the number of ATMs and infokiosks grew by 40% (to 39.8 thousand units), significantly increasing the availability of financial services. At the same time, despite the stagnation of the total number of terminals (424.7 thousand units), the volume of transactions conducted through them increased by 52% to 359.9 trillion UZS.

The implementation of the "Digital Uzbekistan - 2030" strategy has ensured a systematic transformation of the financial sector, aimed at the large-scale implementation of remote services and increasing their accessibility for all categories of the population. Currently, a stable segment of digital banks has been formed in the republic, represented by institutions such as TBC Bank, Anor Bank, Uzum Bank, Smart Bank, and Hayot Bank, which are key drivers of the industry's technological development. The activities of these organizations contribute to the integration of financial services into broad digital ecosystems and marketplaces, which qualitatively changes the model of consumer-bank interaction.

Main indicators of the money and currency markets

Name of indicators	01.10.2024	01.10.2025
Base rate	13.5%	14%
UZONIA Rate	13.5%	13.95%
Volume of Central Bank bonds issued for circulation (billion UZS)	9,000	130.922
<i>Average weighted rate</i>	15.6%	14.1%
Volume of funds offered by banks at the Central Bank's deposit auctions (billion UZS)	72,465	199,571.
Volume of attracted funds (billion UZS)	72,465	199,571.
<i>Average weighted interest rate</i>	13.8%	13.8%
Overnight deposits placed by commercial banks in the Central Bank (billion UZS)	15,672	25,048
<i>Average weighted interest rate</i>	11.8%	11.8%
Interbank deposits in national currency (attraction)	190,904	198,688
<i>Average weighted interest rate</i>	14.6%	13.3%
Volume of foreign currency trading on the UZCE, million dollars USA	18,202	22,809
<i>Purchase</i>	12,881	15,330
<i>Sale</i>	5,321	7,479
Average weighted exchange rate, USD USD/ UZS	12,599	12,756
The volume of foreign currency purchased by commercial banks from individuals, million dollars. USA	11,763	15,283
The volume of foreign currency sold by commercial banks to individuals, million dollars. USA	6,905	8,583
US dollar to UZS official exchange rate	12.715.	12.068
Change for 9 months of 2025, UZS	377.	-852.
Change for 9 months of 2025, %	3.05%	-7%

based on data from the Central Bank's statistical bulletin

Monetary policy in 2025 is characterized by tightening: the key interest rate was raised to 14%, and the volume of Central Bank bonds in circulation increased to 130.9 trillion UZS to sterilize excess liquidity. Overnight deposits growth to 25 trillion UZS confirms the high level of free resources in the banking system.

According to the Central Bank's data as of the reporting date, a 7% (12,068 UZS /USD) strengthening of the UZS was recorded in the foreign exchange market, which is due to the dominance of supply over demand. The volume of foreign currency purchases from the population reached \$15.3 billion, with the total growth of exchange trading to \$22.8 billion.

Main challenges for the bank

In 2025, Uzbekistan's banking sector will operate under conditions of active structural transformations, growing competition, and accelerated digitalization of the economy. External and internal factors create new risks and challenges that require commercial banks to increase the flexibility, resilience, and adaptability of their business models. To maintain competitiveness, banks must consider these challenges, which directly affect profitability, liquidity, and strategic positioning.

Macroeconomic and currency instability. In 2025, Uzbekistan's banking sector will continue to operate under conditions of moderate but uneven economic growth. According to forecasts, GDP growth rates will be around 5.0%-5.5%, which is lower than the 2022-2024 indicators. This slowdown is due to the decline in industrial production rates, the weakening of external demand from key trading partners, and the growing dependence of the economy on imports. Inflationary risks remain significant, despite the slowdown in price growth to 8-9%. Continuing tariff liberalization and rising energy costs are putting pressure on the cost of savings and bank margins. In the context of continuing macroeconomic volatility, special attention is required to manage interest and currency risks, as well as to stress-test their portfolios, taking into account possible changes in macroeconomic parameters.

A decrease in interest margin and increased competition with state-owned banks remains one of the key challenges for the banking sector. In 2025, against the backdrop of the stabilization of the Central Bank's monetary policy, weighted average interest rates on deposits and loans are showing a downward trend. As of October 1, 2025, the average interest rate on time deposits in national currency is 19.4%. The weighted average interest rate on loans in national currency as of October 1, 2025, is 23.2% per annum.

The predominance of state-owned banks in the financial sector limits the bank's ability to attract clients and cover a wide segment of the market by providing relatively cheap loans. At the same time, the bank has the ability to attract clients through prompt and high-quality customer service. To maintain stable profitability, further diversification of revenues in favor of commission operations - acquiring, settlement and cash services, cross-border transfers, and services for small and medium-sized businesses is required.

Strengthening regulatory requirements and Central Bank oversight. In 2025, the Central Bank continues its course towards increasing the transparency and stability of the financial system. Emphasis is placed on aligning with international regulatory standards, including Basel 3 and IFRS 9 elements.

For commercial banks, this creates the need to strengthen the internal risk management system, adapt stress testing models, and adjust procedures for controlling the concentration of loan portfolios. The liquidity, affiliates, and currency position controls introduced in 2024-2025 require significant organizational and technological resources.

Increased interest from international financial institutions in Uzbekistan's banking sector. In recent years, there has been an active expansion of international players' presence in Uzbekistan's banking sector. This includes the emergence of foreign commercial banks in the market, such as: Tenge Bank (Kazakhstan), TBC (Georgia), OTP Bank (Hungary), as well as the increase in the activities of major international investment financial institutions such as the European Bank for

Reconstruction and Development (EBRD), the World Bank, the Asian Development Bank, the Islamic Development Bank, and other organizations. The growing influence of international institutions is intensifying competition for quality borrowers and investment projects. By providing loans on preferential terms, these organizations form new work standards that local commercial banks need to adapt to.

Development of the financial technology market. The global fintech market is growing rapidly and its volume has exceeded \$300 billion by 2025, and is expected to exceed \$600 billion by 2030. This, in turn, opens up broad opportunities for the Uzbek market. Currently, there are 103 fintech companies in Uzbekistan. During the open dialogue between the President and entrepreneurs held on September 10 of this year, it was stated that a thousand startups would be supported, an "open banking" system would be introduced, and a five-year strategy for the development of fintech would be developed. Tasks were set to expand the technological capabilities of banks, increase the share of digital services, systematically support fintech companies and startups, and develop information technology infrastructure. Plans to establish an innovation hub to accelerate startups, implement new ideas, and attract investments, which will ultimately contribute to Uzbekistan's transformation into a regional fintech hub, were also approved.

This transformation creates a number of challenges for traditional commercial banks, as it necessitates significant investments in IT infrastructure, mobile application development and modernization, and their integration with external services.

The emergence of information security threats. Along with digitalization, the vulnerability of banking systems is also increasing. The development of online banking, the implementation of remote client identification, the transition to cloud solutions, and the use of artificial intelligence are creating an environment for the growth of cyber threats. The number of phishing attacks, internet banking hacks, and attempts to compromise corporate systems is growing. Attacks on interbank payment systems, client data leaks, and super app infrastructure failures pose particular danger. Taking the above into account, banks should improve the level of client personal data protection and accelerate the development of cyber resilience centers

Uzbekistan's interest in joining the WTO. In 2025, the process of Uzbekistan's accession to the World Trade Organization entered an active phase and became one of the key directions of the state's economic policy. Joining the WTO will lead to increased competition from foreign banks with experience in open markets. For domestic commercial banks, this creates a risk of losing part of their client base, especially in the corporate segment where international institutions can offer lower rates and comprehensive service.

Developing the ESG agenda and transitioning to sustainable financing. In the development strategies of commercial banks, the integration of ESG principles (Environmental, Social, Governance) is becoming increasingly important. The formation of a sustainable financial system is becoming a necessary condition for attracting long-term resources, participating in international investment programs, and increasing trust from external partners. Taking into account the growing demands from international partners for compliance with ESG principles, banks need to implement ESG screening when selecting projects, consider the environmental and social consequences of lending, and develop sustainable investment products and social programs.

Chronicle of the main events in the Bank's activities for 2025

February 2025

"Asia Alliance Bank" was awarded the prestigious Mastercard award "For advancing Mastercard business"

At the official ceremony of the international publication Global Finance held in London, Asia Alliance Bank received the award in the nomination "Best Bank for Small and Medium Enterprises in Uzbekistan 2025."

March 2025

"Asia Alliance Bank" JSC and the Islamic Corporation for the Development of the Private Sector signed a \$25 million agreement in the field of financing small businesses and private entrepreneurship in Uzbekistan.

May 2025

"Asia Alliance Bank" participated in the annual meeting of the Board of Governors of the Asian Development Bank (ADB) held in Milan, during which an agreement was reached on expanding cooperation between ADB and AADB by including our bank in the long-term financing program for small businesses, as well as jointly supporting projects in the field of "green" economy and sustainable development in Uzbekistan, as well as signing important documents with such banks as Bank of Georgia (Georgia) RBI AG, Crédit Agricole Italia S.p.A.

Signing of a Memorandum with the OZ PLANET digital platform in the field of digital factoring services

Asia Alliance Bank participated in the Annual Meeting of the Board of Governors and the Business Forum of the European Bank for Reconstruction and Development (EBRD) held in London, UK, during which an agreement was signed with ODDO BHF on the development of bilateral strategic partnership worth \$20 million.

From May 20, 2025, the new international money transfer system "Astrasend" became available at the bank.

July 2025

Asia Alliance Bank has launched the HUMO and Uzcard bank card delivery service, which can be downloaded in the mobile application Alliance Pay

Asia Alliance Bank signed a Confirming Bank Agreement with the Asian Development Bank (ADB), which allows the bank to become a confirming bank under the ADB Trade and Supply Chain Finance Program (TSCFP).

August 2025

The Visa Direct service has been launched, thanks to which international transfers to more than 195 countries have become even easier.

The international rating agency Moody's Ratings raised Asia Alliance Bank's rating in national and foreign currencies to B1 and assigned the bank a "stable" outlook.

September 2025

"Asia Alliance Bank" JSC was one of the active partners who supported the initiatives of the major international forum held in Tashkent on September 17-18 on the topic: "Implementation of Islamic banking on the path to sustainable financial development."

The bank registered and placed an additional issue of 200 billion UZS, thanks to which the bank's authorized capital reached 860 billion UZS.

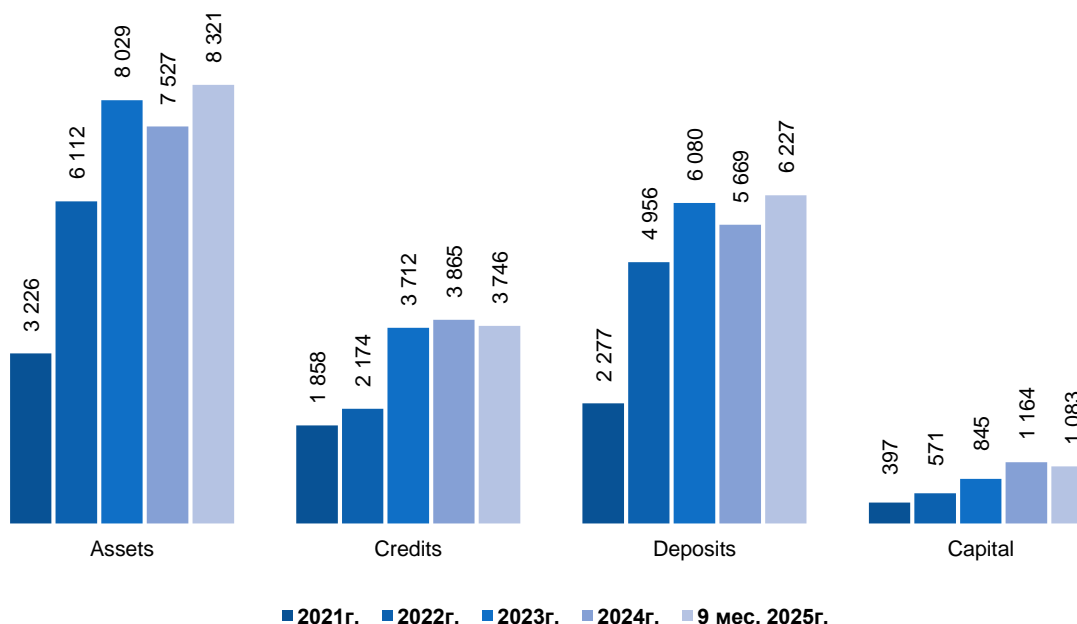
Bank's Market Position

During the first nine months of 2025, the bank's total assets increased by 11%, and the deposit base grew by 10%. The Return on Equity (ROE) indicator demonstrated an improvement of 3.6 p.p. while maintaining 1st place in the overall bank ranking.

"Asia Alliance Bank" JSC's market position

Indicators	As of as of 01.01.25		As of as of 01.10.25	
	billion UZS	bank position	billion UZS	bank position
Total assets	7,527	22.	8,321	21.
Credit portfolio (gross)	3,865	21.	3,746	21.
Customer deposits	5,669	17.	6,227	20.
Joint-stock capital	1,164	21.	1,083	22.
Net profit	400.6	9.	365.	11.
ROE	39.8%	1.	43.4%	1.

Dynamics of the Bank's main indicators (2021-2025), billion UZS



Competitive environment analysis

According to the assessment of the level of competition in the banking sector of the Republic of Uzbekistan, conducted by experts of the Institute of Macroeconomics and Regional Studies based on the results of the 3rd quarter of 2025, by calculating the concentration indicator based on the Herfindal-Hirschman index (HHI), the level of concentration in the market is decreasing, and competition in the banking market is intensifying.

According to the HHI indicator, since April 2019, there has been a high level of competition in the deposit, asset, and credit markets. That is, from this period, the HHI value for all three indicators has been consistently below the 1500 mark. In recent years, with the arrival of new players (OTP, TBC, Uzum, Anorbank, Hayot Bank, Smart Bank), competition in the retail and SMB segments among private banks has sharply increased. In the future, as part of the privatization program, new players are also expected to enter the banking market.

Analysis of the main indicators of the bank's activities compared to the indicators of competing banks as of 01.10.2025

Jars	Assets	Capital	Credits	Securities portfolio	Net profit	ROA	ROE
ASIA ALLIANCE BANK	8,321 (6)	1,083 (6)	3,746 (6)	1,349 (4)	365 (5)	6.2% (2)	43.4% (1)
COMPETITOR BANKS							
BANK IPAK YULI	24,998	4,249	15,200	3,731	752.5	4.2%	25.7%
ORIENT FINANS BANK	18,339	3,753	13,727	10.	793.5	6%	31.1%
INFINBANK	12,911	1,728.	8,045	1,054	196.5	2.1%	16.7%
TRUST BANK	12,866	3,417	7.407.	1,899	616.9	6.9%	26%
DAVR-BANK	11,634	1,862	8,376	1,717	465.1	5.9%	38.2%

based on the data of the rating agency "Ahbor-Reyting"

In the coming year, competition in the market will undoubtedly intensify, and the Bank needs to take measures to maintain competitive advantages and strive to build relationships with clients at a qualitatively new level, paying great attention to the introduction of modern technologies and innovations, the development of remote service channels, and the optimization of business processes.

Strategic Business Development Priorities of the Bank

In 2026, the Bank's activities will be aimed at fulfilling the following priority tasks set for the Bank:

- strengthening competitive positions in the main segments of the banking market (attracting deposits and lending to legal entities, attracting funds and lending to the population) and positioning among leading private banks in all key performance indicators;

- continuation of work in the field of business processes optimization and ensuring the implementation of processes with maximum automation, segmentation of the client base, improvement of the risk management and compliance system;

- technological improvement through the introduction of a modern ABS system and Internet banking, further development and implementation of promising innovative technologies, improvement of banking infrastructure, development of electronic sales channels;

- increasing the investment attractiveness of the Bank through the implementation of measures to improve the quality of the Bank's assets, introduce advanced methods of risk management, as well as strengthen the Bank's market position;

- development of the lending program for small businesses and entrepreneurship;

- expanding the retail loan portfolio through the mass promotion of retail loan products such as: car loans, microloans, consumer loans, mortgage loans, credit cards, and overdrafts;

- The bank's policy regarding the product line will be aimed at creating a complex of banking services, as well as actively mastering target market segments, which will increase brand awareness and ensure the profitability of the product line;

- expansion of banking services and sales channels, standardization of banking products and improvement of customer service quality, implementation of business process quality indicator systems;

- expansion of the bank's intermediary activities in the field of buying and selling government securities, development of market-maker activities to maintain the secondary market, as well as expansion of income sources;

- development of cooperation with international financial institutions and foreign banks. The bank's main tasks in this area will remain the development and deepening of cooperation in the field of trade finance, lending to small businesses, and the introduction of new financial instruments, including derivatives, that allow for the effective management of market and other risks;

- improving the knowledge and skills of Bank employees, increasing productivity and labor incentives based on employee performance indicators.

Lending Operations

As of 01.10.2025, the Bank's loan portfolio, less credit reserves (gross), amounted to 3,746 billion UZS (including guarantees and letters of credit - 4,605.8 billion UZS), including 2,090 billion UZS in foreign currency loans (56%).

The total volume of loans allocated for 9 months of 2025 amounted to 2,249 billion UZS (including guarantees and letters of credit 3,151 billion UZS), including by client types:

- legal entities - 1,523 billion UZS (including guarantees and letters of credit 2,453 billion UZS)

- to individuals - 526 billion UZS

In 2026, work will continue on increasing the volume of the bank's loan portfolio through financing real economy projects and lending to the population. Taking into account the capital adequacy indicator forecast, the projected volume of loans issued in 2026 is planned to be more than 4.8 trillion UZS (including guarantees and letters of credit - 5,118 billion UZS). The projected balance of the loan portfolio (gross) at the end of 2026 will be **5.465.6 billion UZS** (including guarantees and letters of credit 6.438 billion UZS). The ratio of the loan portfolio (gross) to total assets will be formed at 54% (as of January 1, 2027). The remaining reserves for loans and leases are planned to be 109 billion UZS or 2.0% of the total loan portfolio.

Bank's main credit performance indicators, billion UZS

Main indicators	01.10.2025 (fact)	01.01.2026 (expect.)	Forecast as of 01.01.2027	See, (expected) %
Credit portfolio balance	3,746	4,300	5,466	27%
Balance of the loan portfolio of legal entities	2,391	2,700	3,400	26%
Balance of the loan portfolio of individuals	1,355	1,600	2,066	29%
Volume of issued loans	2,249	3,779	4,818	27%
Average interest rate on loans	21.1%	21.0%	21.0%	-
Reservation level,%	1.4%	1.7%	2%	0.3 p.p.
Share of retail loans in the portfolio, %	36.0%	37.0%	38.0%	1.0 p.p.

In order to expand the bank's credit line, as well as improve the quality of customer service, 46 types of modular lending were introduced in 2025, which provide for standard lending terms and approval of loan applications through an underwriting mechanism, online lending, and factoring operations through partner platforms (Billz, Oz planet). The total volume of modular loans issued during the reporting period amounted to 931.5 billion UZS.

The expansion of the loan portfolio is planned to be ensured by financing projects of promising sectors of the economy, including financing projects through credit lines of international financial institutions in the amount of 480 billion UZS, issuing modular loans to small businesses and private entrepreneurship in the amount of 1,623 billion UZS, as well as expanding the volume of retail credit products.

During 9 months of this year, retail and corporate credit products were introduced. To expand the coverage of various market segments, opportunities have been created to provide

loans to individuals with stable income sources without providing a salary certificate and online loans to individuals in the salary project.

Within the framework of the bank's credit business development program, work will be carried out in 2026 to expand the product line, improve the scoring model based on a risk-based approach to pricing, and improve the quality of loans. Also, in 2026, it is planned to launch a credit card, new types of online loans within the framework of the mobile application for individuals, partner channels, and online banking for legal entities.

Work will also continue on optimizing the business processes of lending to small businesses and individual entrepreneurs, in particular, by organizing work on the introduction of a credit conveyor and CRM.

In 2026, work will continue on the implementation of the Collection system, which provides for the systematization and unification of the processes of servicing borrowers after lending and collecting loan debt based on best banking practices and principles (pre, soft, hard, legal).

As of 01.10.2025, overdue loan debt (principal and interest) amounted to 95.5 billion UZS, loans in court - 171.9 billion UZS, as well as 115.7 billion UZS of restructured loans on the bank's balance sheet. By the level of loan portfolio quality, the share of loans classified as "standard" loans in the Bank's loan portfolio amounted to 3.116.2 billion UZS or 83.2% of loans, while "substandard" loans accounted for 599.8 billion UZS (16%). Problem loans classified as "unsatisfactory," "doubtful," and "bad" loans (NPL) amounted to 30.2 billion UZS or 0.8% of the Bank's loan portfolio. The amount of net created (accumulated) reserves on loans amounted to 53.7 billion UZS or 1.4% of the loan portfolio. In 2026, the level of overdue loans is expected to be 2.0%, the amount of net accumulated reserves - 109 billion UZS.

For 9 months of 2025, the amount of interest income received from credit activities amounted to 610.3 billion UZS, which is 10% more than the previous year. At the same time, the weighted average loan portfolio rate as of the reporting date was 20.7% per annum, including 25.8% for loans in national currency and 9.4% for loans in foreign currency.

Based on the current situation in the money market, as well as to ensure the necessary level of the Bank's net interest margin, an average weighted lending rate of 26% per annum is planned for 2026, including 27% for loans in national currency and 12.5% for loans in foreign currency. The Bank will increase lending to SMEs by issuing modular loans with high margins (annual 27%-28%).

The Bank will take measures to ensure adequate diversification of the Bank's loan portfolio. As part of the expansion of retail lending, the Bank plans to increase the retail loan portfolio to 38% (2 066 billion UZS) of the Bank's total loan portfolio.

Investment and Emission Activities of the Bank

The bank is carrying out consistent work to develop investment activities. Currently, the bank's investment portfolio is formed from investments in the authorized capital of enterprises included in the financial market infrastructure, as well as highly liquid securities in the form of government securities (GSE). The Bank actively carries out operations in the primary and secondary markets of government securities as an investor and primary dealer. The total book value of the GS portfolio as of October 1, 2025, amounted to 1.349.5 billion UZS, and the average permanent portfolio for 9 months amounted to 827.5 billion UZS. During the reporting period, transactions for the purchase of government securities for the investor totaling 2,194.8 billion UZS were carried out, as well as transactions for the sale of government securities totaling 2,706.4 billion UZS.

Taking into account the increased demand for liquidity and capital adequacy indicators, the Bank will continue to increase its portfolio of government securities. In 2026, it is planned to increase the volume of purchase and sale and maintain the volume of government securities in the amount of more than 990 billion UZS, and it is planned to bring the average permanent portfolio to 948.8 billion UZS by the end of 2026, which will ensure the optimal structure of the Bank's liquid and profitable assets. Work will be carried out to expand the bank's intermediary activities in the field of buying and selling government securities, develop the activities of a market maker to maintain the secondary market, as well as expand sources of income.

The Bank has successful experience in financial markets, where a team has been formed with good knowledge and understanding of financial market operations, as well as corporate legislation. Work has been organized to monitor trends and changes in market conditions with the formation of broad analytical and management data, extensive accumulated experience in issuing and placing own securities, in particular, since the bank's establishment, 17 issues of bank shares have been organized, as well as 6 issues of deposit certificates and the debut issue of subordinated bonds.

Taking into account the expected positive changes in the capital market, the Bank will continue to monitor trends in the Uzbek capital market in 2026 to assess its ability to act as an investment intermediary, trust manager of investment assets, and investment consultant in the securities market.

In 2026, the Bank's issuance activities will be aimed at strengthening its long-term resource and capital base through the issuance and sale of debt securities. The issuance of securities will allow the Bank to expand and diversify its resources, as well as provide all depositors and investors of the Bank with an alternative opportunity to place their free funds on attractive terms.

In order to improve capital adequacy indicators in September 2025, the sole shareholder decided to capitalize the bank's profit in the amount of 210.5 billion UZS. In the future, work will continue on supporting the capital from internal and external injection sources.

Interbank Money and Foreign Exchange Market Operations

Today, the Bank is one of the active participants in the interbank market, as well as conducting operations to attract and place interbank deposits in national and foreign currencies in the money market, conversion and forex transactions in the foreign exchange market. The bank acts as a market maker in the local currency market.

Cooperation has been established with all banks of the Republic of Uzbekistan, and general agreements have been signed with local and foreign counterparty banks in the field of placement and borrowing, as well as conducting forex operations in the interbank market. Operations in the interbank market are carried out with partner banks through REFINITIV trading terminals, partner banks' terminals, and UZCE.

In order to maintain a sufficient level of liquidity in national and foreign currencies, the Bank regularly carried out transactions for the placement and attraction of interbank deposit accounts, and also actively participated in the over-the-counter foreign exchange market.

In order to effectively manage liquidity by the Bank, REPO transactions with government securities are concluded on the special platform of the Central Bank and on the platform of UZCE (intermediary REPO). For 9 months of 2025, the volume of "REPO purchase" transactions amounted to 27.7 trillion UZS, while "REPO sale" transactions were not executed.

Operations in the money and currency markets, in million US dollars.

Indicators	01.10.2025		01.01.2025 (expected)		01.01.2026 (forecast)	
	Amount	Number-in transactions	Amount	Number-in transactions	Amount	Number-in transactions
Interbank transactions						
Placement	79,806	603.	106,408	804.	127,690	965.
<i>in national currency, in billion UZS</i>	10,902	117.	14,535	156.	17,442	187.
<i>in foreign currency, in equivalent billion UZS</i>	68,905	486.	91,873	648.	110,248	778.
Attraction	1,009	8.	1,345	11.	1,614	13.
<i>in national currency, in billion UZS</i>	300.	3.	400	4.	1,000	10.
<i>in foreign currency, in equivalent billion UZS</i>	709.	5.	945.	7.	2,134	12.
Placement of deposits in the Central Bank (overnight), in billion UZS	14,675	59.	19,567	79.	23,480	95.
Conversion to UZCE	774.	361.	1,000	469.	1,200	563.
Conversion of foreign currency into national currency (local banks)	145.	78.	189.	101.	227.	121.
Forex transactions	862.	966.	1,121.	1,256	1,345	1,507

Taking into account the internal and external economic conditions, the prospects for the development of financial markets of Uzbekistan, the expansion of the list of financial instruments, the Bank will carry out consistent work in the field of operations in the money and foreign exchange markets, as well as in the capital market, including:

- work will continue on optimizing business processes for transactions carried out by the Treasury Department through their automation and unification, integration with Internet

banking systems, mobile applications, and external platforms (Refinitiv, Bloomberg, UzRFB, UZCE, Depository);

- Expansion of the number of partner banks to maintain foreign currency liquidity and receive a stream of favorable quotes;
- improvement of the risk management system and open currency position based on modern technologies and approaches;
- improvement of the methodological base in the field of balance sheet assets and liabilities management, interest and currency risks;
- implementation and use of various financial instruments, including forwards, futures, and other hedging instruments;
- optimization of the structure of risky assets and effective use of capital through the purchase of Eurobonds and other low-risk instruments;
- development of the treasury's product range through the expansion of investment instruments: the possibility of implementing trading in precious metals, including depersonalized metal account instruments, Islamic financing instruments, and cryptocurrencies;
- development of a proposal for transfer pricing through the preparation of treasury calculations and approaches for the cost of resources, net interest margin, resource allocation;
- Regular training of specialists in the field of treasury, urgent, and derivative instruments.

International Operations

During 2025, work continued to expand the Bank's foreign economic activity. In particular, in March 2025, a financing line agreement was signed with the Islamic Corporation for the Development of the Private Sector (ICRCS) and \$25.0 million in resources were attracted. In connection with the successful development of the \$10.0 million trade financing line from the International Islamic Trade Finance Corporation (ITFC), the financing line was increased to \$20.0 million in March 2025. Also, to strengthen the bank's resource base, an Agreement worth 1.0 million US dollars was signed with the Swiss company Symbiotics Investments. Including, a Base Loan Agreement has been signed with AKA Bank to finance joint projects.

To expand the bank's correspondent network, correspondent accounts were opened in rubles and euros with Prior Bank (Belarus), rubles with Moskomersbank (Russia), US dollars and euros with Aloqa Bank (Uzbekistan), rubles with LBBW (Germany), drams and rubles with Converse Bank (Armenia), US dollars and lari with Bank of Georgia (Georgia), which allowed for increased operational efficiency and improved payment service for bank clients.

As part of efforts to strengthen cooperation in the international banking market, 11 agreements have been signed with 10 banks, including the General Agreement on Interbank Operations with Moskomersbank (Russia), the General Agreement on Treasury Transactions with Bank of Georgia (Georgia), the General Agreement on Connection to the AktifFX Platform with AktifBank (Turkey), the General Agreement with Spitamenbank (Tajikistan), the Memorandum of Understanding with Commerzbank (Germany), the Memorandum of Understanding with RBI (Austria), the Memorandum of Understanding with LBBW (Germany), the General Agreement with Converse bank (Armenia), the General Agreement with Pasha bank Georgia (Georgia), and the General Agreement on Interbank Operations with the People's Bank of Belarus (Belarus).

A significant result of the successful work carried out over the past years was the increase in the international rating of JSCB "Asia Alliance Bank" from B2 to B1 in August 2025 with a forecast of "Stable" by the international rating agency Moody's. Improving the credit rating is an important strategic achievement for the Bank, especially considering that the rating has been maintained at B2 level throughout recent years. To maintain its image and status, the bank has participated in international events such as the annual meeting of the EBRD (London), the IBRD (Algeria), the SIBOS Forum (Frankfurt), EuroMoney (Vienna), AFIForum (Thailand), and others. The Bank also won the Global Finance (USA) award in the "Best Bank for Small and Medium-Sized Businesses in Uzbekistan 2024" nomination.

In order to expand the scope of the Bank's activities, as well as to develop relations with international financial institutions and foreign banks, the following measures will be implemented in 2026:

- expanding the network of partner banks by opening correspondent accounts in euros and US dollars in RBI (Austria), in dirhams in First Abu-Dhabi Bank (UAE), and attracting resources from international investment companies such as Enabling Qapital (Switzerland), ResponsAbility (Switzerland), and the Austrian Development Bank (OeEB);
- increase in the financing line from the ICRC for the amount of 15.0 million US dollars;
- consolidation and further development of the Bank's positive image as a solid, client-oriented and reliable banking institution;
- carrying out targeted work to improve the Bank's domestic and international ratings, as well as participation in national and international banking exhibitions and conferences;

- exploring the possibility of participating in projects to support energy efficiency and renewable, alternative energy sources and clean technologies.

Retail business

Over the past year, the Bank has achieved significant results in the development and expansion of retail services. In particular, the bank's retail services have been expanded and improved by introducing new types of services, improving the quality of service, and creating new service channels. The share of retail business in the total volume of operations is steadily growing. Thus, based on the results of 9 months of 2025, the share of the Bank's retail loan portfolio in the total loan portfolio amounted to 36%, and the share of retail deposits in the total deposit base was 32%.

The measures implemented within the framework of the bank's business transformation allowed for the expansion of operations and improvement of service quality. In particular, the introduction of the new version of the "Alliance Pay" mobile application, the introduction of a modern risk-based scoring model, as well as the introduction of new types of deposits based on constructor deposits, contributed to improving the technological process, expanding the potential for lending and attracting client deposits, and optimizing the bank's operating expenses. As of October 1, 2025, the share of online deposits in the total balance of retail deposits was 84%, and the share of online conversion by individuals in the total volume of currency sales was 40%, and currency purchases were 13%.

During the reporting period, the Department of Retail Business implemented a number of strategically important projects aimed at developing the card business, expanding the product line, increasing technological independence, and strengthening the Bank's position in the market.

- The VISA Direct service has been launched, which provides the ability to instantly transfer funds to cards. The project made it possible to expand the functionality of card products and improve the convenience of client operations.

- The bank received the status of Settlement Bank for Card Transactions of the Discover Network and Diners Club international payment systems. AAB became the first bank to accept Discover Network and Diners Club cards in its own acquiring network, which significantly expanded acquiring opportunities and enhanced the Bank's attractiveness for international clients and partners.

- Launch of MasterCard World Elite and Sherdor premium cards. MasterCard World Elite and Sherdor premium card products focused on wealthy customers have been introduced. The launch of these cards contributed to the development of the premium segment and strengthened the Bank's image as a provider of high-class financial solutions.

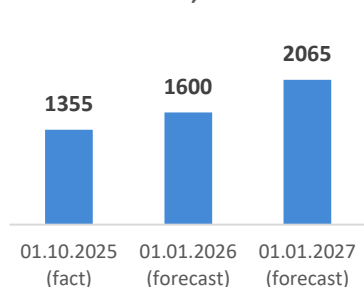
- Order and deliver cards online, including Junior line cards. An online service for ordering and delivering bank cards, including Junior line cards, has been implemented. The project is aimed at digitalizing the customer journey, increasing product accessibility, and improving customer experience.

- A dedicated transaction processing channel based on the Visa international payment system has been established.

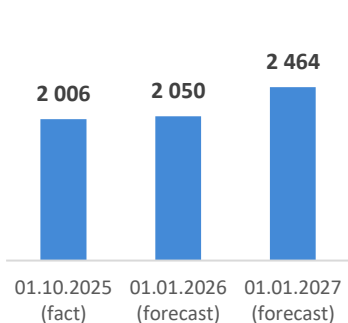
Also, active work was carried out to increase the number of bank cards sold, the total number of issued cards during the reporting period amounted to 54,993 units. The balance of funds on plastic cards of individuals as of 01.10.2025 reached 620.6 billion UZS, the network

of ATMs and info kiosks was expanded (242 units), the number of automated deposit machines reached 50 units, and others.

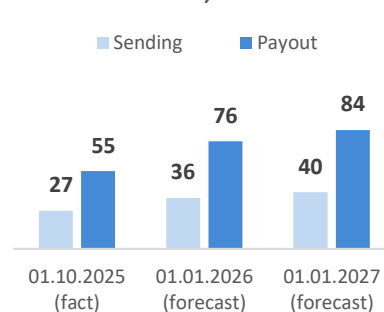
Dynamics of the volume of loan portfolio balances for individuals, bln UZS



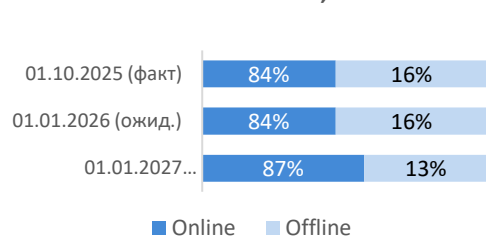
Dynamics of Deposit Balances, billion UZS



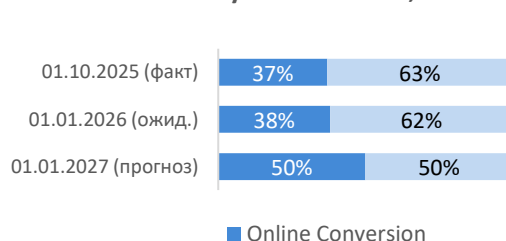
Comparative Volume of Remittances, million USD



Structure of Term Deposit Balances by Sales Channel, %



Structure of Foreign Exchange (FX) Transactions by Sales Channel, %



As the well-being of the population grows, their demand for new retail banking services increases. Taking into account the strong competition from banks and fintech companies, the Bank's measures for the development of retail business should provide for a significant expansion of the volume of retail operations, the transition from offering individual banking products and services to the population to forming a comprehensive model of interaction with clients, which will allow meeting most of their needs in the field of financial services and servicing a significant share of operations, including:

- expansion of cooperation with new international and regional money transfer systems;
- product line development and intensive development of all sales and service channels - formation of a multifunctional customer service system and widespread implementation of remote sales and service channels;
- building an effective cross-selling system, packaging products, and using flexible pricing, taking into account the level of risk;
- expanding the volume of lending to individuals, developing and implementing standard, in-demand retail credit products;
- organization of work on the development and expansion of sales channels for credit products through its own online channel (Alliance Pay), as well as online channels of partners;
- improving the deposit service quality management system and ensuring the attractiveness of deposit products for the population, developing and expanding the sales channels of deposit products through modern comprehensive customer service centers, and actively applying the cross-sell mechanism.

In 2026, the Bank will begin implementing several key projects aimed at developing the card business, expanding the payment ecosystem, increasing commission income, and enhancing the Bank's technological independence.

- **Implementation of the MasterCard MoneySend service:** the launch of money transfers between MasterCard cards will expand the functionality of card products, increase the volume of transactions, and form a stable source of commission income.
- **Moment Card issuance:** This initiative aims to expedite the acquisition of new customers, reduce the time until the first transaction, and improve retail sales efficiency.
- **Development of cross-border transfers through the Elcart system (Kyrgyzstan):** launching this direction will expand the geography of transfers, increase the volume of international operations, and strengthen the Bank's position in the regional market.
- **Issuing cards with individual design and "golden" numbers:** projects are focused on monetizing the demand for premium and personalized solutions, which will ensure increased customer engagement and additional income.
- **Marketing activity with MPS Visa for the FIFA World Cup (FIFA 2026):** conducting joint promotions will promote cashless payments, increase transactional activity, and enhance brand awareness.
- **Launching your own Processing Center:** switching to your own platform is a key project of the year. This will minimize dependence on external vendors, optimize operating costs, and create a base for scaling the acquiring business.
- **Development of the biometric ATM network:** The launch of 50 Face ID-enabled devices will improve operational security, reduce service time, and strengthen the Bank's status as a technological leader.
- **Implementing a unified CRM system for retail businesses:** centralizing customer data will automate sales, create a unified customer profile, and significantly improve the effectiveness of marketing initiatives.
- **Personnel Universalization and Updating of the Electronic Queue System:** The optimization of the department's operating model is aimed at improving staff flexibility, reducing waiting times, and enhancing customer experience quality at all service points.

Corporate Business

The development of customer service for the corporate segment and small business entities will remain a priority area for the Bank's activities for the coming year. The Bank will continue its active client policy in the corporate segment. Corporate business is the largest direction for the Bank in terms of asset volume, generating the largest share of income.

The active work carried out in 2025 to attract clients ensured a significant expansion of the bank's client base. As of November 1 of this year, "Asia Alliance Bank" JSC serves 18,227 clients, including 5,917 clients of business entities without the formation of a legal entity.

Client type	Number of clients
Total customers	18,227
<i>Legal entities</i>	<i>12,310</i>
<i>Individual entrepreneurs</i>	<i>5,917</i>

The main priority of corporate business in the coming year will be aimed at implementing a client-oriented business model that allows for ensuring high-quality, timely customer service while maintaining the profitability of banking operations at a sufficient level. Considering the high potential of the client base, work will be carried out to activate the client base in branches with a high share without the movement of settlement accounts, as well as direct campaigns to return clients who have lost their operational activity.

Also, the Corporate Business Department defines the development of salary projects as one of the main priorities of its activities for 2026 and the main channel for increasing transactional activity, which is of strategic importance for the growth of the retail network, card products, cashless turnover, and cross-selling.

The main target category of corporate clients is considered to be large and medium-sized enterprises of private and state ownership, which are dynamically developing and have prospects for increasing the volume and range of operations carried out. The basis of relationships with this category of clients will be the principle of comprehensive service, combining standard technologies for conducting operations with an individual approach. The implementation of such approaches will be carried out by developing a system of client managers with the assignment of a separate Bank specialist to the client, performing the duties of a qualified consultant and manager.

Further development of the Bank's corporate segment will be focused on the following main areas:

- implementation of a client-oriented business model based on the principle of comprehensive service and development of a client management system;
- improving customer service by creating effective cross-selling mechanisms, optimizing business processes, and actively implementing new innovative technologies, CRM, and developing remote service channels, as well as expanding product lines;
- expanding the functionality and security of the Internet Banking system, in particular, remote account management with the introduction of TTP passwords, supplementing the option for selling deposit and other products, as well as creating access to the system from mobile devices;

- in the field of attracting free funds of corporate clients, the main focus will be on improving the quality of deposit services by introducing best global practices and innovative technologies, creating effective cross-selling mechanisms, pursuing a flexible deposit policy, taking into account market trends and the attractiveness of deposit products, expanding the product range, taking into account the individual needs of clients, and creating new, including structured, deposit products;
- Creating a good corporate client base will contribute to the development of the Bank's investment and intermediary services. The Bank will work out issues related to the development of investment intermediary services such as an investment consultant, underwriting services for the issuance and placement of corporate clients' securities, brokerage and dealer services in the stock market;
- further development of the Bank's activities in the field of financing projects of large corporate clients, as well as small businesses and private entrepreneurship. In this direction, special attention should be paid to the implementation of measures to attract and utilize credit lines from international financial institutions, which will significantly expand the corporate client base and many other advantages.
- ensuring the bank's security of operations, minimizing risks, guaranteeing bank secrecy for all operations;
- organize regular meetings of the bank's management with the heads of the bank's client organizations throughout the year;
- ensuring the bank's ability to provide the client with accompanying information on changes in legislation in the banking sector;
- monitoring compliance with customer service quality standards;
- expanding the incentive program for branches to attract customers.

Indicators	01.11.2025	01.01.2026	01.01.2027	Change
		(Forecast)	(Forecast)	(expected %)
Number of clients	18,227	18,600	20,500	11%
Corporate clients	12,310	12,500	13,800	11%
Individual entrepreneurs	5,917	6,100	6,700	10%
Interest-free income, billion UZS	55.	66.	72.5	10%

Risk Management System

In order to bring the bank's risk management system in line with the requirements of legislation and international standards, the bank engaged an international consultant in 2024. As a result of joint work:

- the Bank's current internal regulatory documents were analyzed and the following were developed and approved in a new edition: risk appetite statement, market, operational risks and liquidity risk management policies, as well as procedures/methods for managing these risks, emergency additional financing plan and stress testing procedure; key operational risk indicators were determined;

- the form of the bank's daily report on significant risks has been developed; the format of reports on significant risks for the Management Board (monthly), the PRC, and the Council (quarterly) has been revised; the introduction of an incident database on operational risks has been systematized; international practice in assessing and analyzing counterparty banks and financial institutions and establishing limits for conducting operations with them has been studied;

- the procedure for interaction between the bank's management bodies and structural units in case of violation of key indicator/trigger/risk appetite indicators for significant risks, etc., has been improved.

Risk management, being part of the corporate governance system, is aimed at ensuring the sustainable development of the Bank and achieving its competitive advantages. The main tasks for risk management for the coming year are:

- ensuring a unified understanding of the Bank's risks by the participants of the risk management corporate system and popularizing risk culture among the Bank's employees;

- ensuring a continuous coordinated risk management process based on timely identification, assessment, control, and monitoring to ensure the achievement of set goals;

- setting limits, monitoring, and controlling the implementation of the risk appetite within the established limits;

- assessment and forecast of the bank's necessary internal resources to cover significant risks in case of stressful events due to internal and external risk factors;

- improving the efficiency of the Bank's assets management, including optimizing the risk/return ratio in all areas of activity;

- minimization of financial losses due to the implementation of market, operational and other risks to ensure the principle of continuity of the Bank's activities, including the preservation of the Bank's own capital;

- integration of the risk management system into the new automated banking system of the Bank and implementation of work on the implementation of risk management software;

- promoting a risk-oriented approach in the bank, especially within all active operations, using best global practices.

Risk management in the Bank will be carried out in accordance with the Bank's internal risk management documents approved by the Bank's Supervisory Board/Board. These documents define the goals and objectives, procedures and tools, as well as the participants in the risk management process, their functions, responsibilities, and powers.

The Bank's Risk Supervision Committee will continue to assist the Supervisory Board in organizing a high-quality and modern risk management system in the Bank and its proper functioning, implementing risk management within the approved risk appetite, determining priority measures, and other important tasks for risk prevention.

The Bank's Management Board will ensure conditions for the effective implementation of the risk management system and take necessary measures to improve the organizational structure of risk management.

Bank risk management will constantly identify, assess, monitor, and control significant risks of the bank; conduct stress testing quarterly and prepare a management report on credit, market, and operational risks and liquidity risk; monitor compliance with risk appetite indicators and their triggers, early warning indicators, and key risk indicators to reduce risks and related losses (damage); maintain and analyze an incident database on operational risks.

Information technology (IT)

Information technology plays a key role in the Bank's development, ensuring the automation and optimization of internal processes, improving customer service, and enhancing competitiveness. This allows the Bank to reduce costs, reduce risks, analyze data to make more informed decisions, and create personalized services for clients, such as mobile banking and online services.

The development of information technologies in 2026 is aimed at achieving the main strategic objectives, reaching a qualitatively new level of automation of intra-bank processes, introducing modern technologies in banking services to form unique competitive advantages of the bank, in particular, the work will continue:

- on the implementation of new projects and the expansion of the functionality of software modules of the IACS system;
- Implementation of a CRM system for CS with the aim of automating sales and customer service processes, as well as maintaining a complete history of interaction with the client through various communication channels;
- on the implementation of the "Voice Assistant" system and the use of robotic assistants in the activities of the PS for processing the most frequent requests;
- on the implementation of the "Knowledge Base" system to provide operators with current information on the Bank's products and services;
- on the creation of a proprietary data storage system (DWH) and the automation of regulatory reports using RegTech technology;
- for the development of an automatic control system and collection of overdue debt by Alliance Collection;
- on the implementation and improvement of remote banking systems for individuals (Alliance Pay) and legal entities (Alliance Business), as well as other solutions, taking into account the needs of the bank's business units, within the approved budget;
- on the development of the E-Com system for improving the instant payment mechanism in retail trade;
- on the development and improvement of the ADM system - automated deposit machine;
- on the organization and construction of a backup Data Processing Center (DBC) for the creation and ensuring the uninterrupted operation of information systems and data storage. Compliance with the requirements of the UzDSt2875:2014 standard "REQUIREMENTS FOR DATACENTERS";
- on updating the equipment of server and telecommunications complexes for the further development of the bank and the creation of fault-tolerant and productive IT and IT infrastructure, ensuring the continuity of business processes, protection and accessibility of information resources;
- implementation of the licensing purity of software used in the Bank to comply with security requirements, pass through international standards and certifications, eliminate reputational risks, comply with legislation and copyright;
- on the implementation of Anti-fraud systems, designed to detect and prevent fraudulent transactions and ensure the security of financial transactions and protect client funds;
- for technical support in construction and implementation:
 - *TIETO Processing Center for payment processing and management, integration of payment solutions;*

- *installation of communication channels and interaction systems with the VISA international payment system;*
- *standards and regulations in the field of financial services and data protection, such as PCI DSS.*

Human Capital Management and Development

Personnel is the bank's main asset and competitive advantage. The main goal of the "Asia Alliance Bank" JSC's personnel management system is to effectively manage and develop the bank's human capital, form and maintain a team of specialists capable of implementing the bank's strategy at optimal costs, and create conditions for employees to realize their professional ambitions aimed at harmonizing personal goals and objectives of the bank.

In 2026, in order to further develop the Bank's personnel potential, the following activities are planned:

- staffing the Bank's Head Office and regional bank service offices with both qualified specialists with experience in the banking sector and young graduates with potential for further development;
- organization of an internship program for graduates of higher educational institutions, in particular, young specialists are familiarized with the activities of the Bank and, subsequently, with a positive result of the internship and interview, the interns are enrolled in the staff of the Bank;
- training and retraining of employees by applying new teaching technologies, ensuring their training in specialized educational institutions of the Republic, as well as participation in various trainings, programs, seminars at the local/international level;
- continuous professional development of the leadership and reserve personnel through training and retraining at specialized training centers. on bank operations, as well as by internal rotation;
- organizing and conducting corporate training programs in the "iSpring" SDO, which, in addition to training in professional knowledge, support the development of employees' personal qualities and teamwork;
- in order to distribute positions according to the value of the company, to combine adjacent positions into groups and assign uniform salaries to each group, to develop the Bank's grading with external consultants;
- introduction into daily practice of norms and traditions of corporate behavior and style, which in combination will contribute to maintaining the stable activities of the bank, strengthening its image and increasing the confidence of clients;
- improvement and optimization of both material incentive (KPI) and non-material incentive mechanisms to guide employees towards the final result in achieving the set goals and objectives.

PROJECT FINANCE AND IMPLEMENTATION OF THE ESCROW ACCOUNTS SYSTEM

In accordance with the ongoing reforms in the housing construction sector of the Republic of Uzbekistan, starting from July 1, 2026, a mandatory procedure is being introduced for the sale of housing at the construction stage exclusively based on the escrow account system. This mechanism is aimed at protecting shareholders' funds, minimizing risks in the construction sector, and transitioning to full project financing.

To date, the Bank has successfully completed the initial inventory of the client base, covering 46 construction industry enterprises. The estimated funding amounts are set at 63 billion UZS from 25 developers, which serves as a foundation for pilot projects. The negotiation process with key market players continues with the aim of fixing financing conditions until the legislative changes come into force (July 1, 2026).

Within the framework of the Bank's preparation for the implementation of this mechanism and ensuring technological readiness in 2026, the following priority tasks and achieved indicators have been identified:

Consulting support: To develop and implement project financing methodology, as well as to integrate the escrow system into the Bank's operational activities, the international consulting company EY has been engaged. Work is underway with experts to adapt the Bank's internal regulations to the new regulatory requirements.

Analysis and formation of a pool of developers until 2027: Formation and updating of a list of development companies for long-term cooperation. Detailed study of developers' activities by region, analysis of their production capacities and business reputation.

Project parameterization: Determining the average size of the "check" (cost per square meter and total investment volume), as well as setting projected implementation deadlines for construction cycles for each project.

Development of a financial model and pricing mechanisms: Development of flexible pricing algorithms for project financing products that take into account the cost of funding and the specifics of managing funds in escrow accounts.

Operational Plan until 2027: Preparation of a comprehensive action plan that integrates best international practices and recommendations from EY consultants.

Regulation of interaction: Approval of internal regulations regulating interaction between risk, treasury, lending, and project monitoring departments under new conditions.

FINANCIAL PLANNING

As a result of the successful implementation of the planned tasks for the further development of the Bank's priority areas, stable dynamics of key financial indicators are projected for 2026.

Expanding the scope of its activities, the Bank will strive to strengthen its position in the lending and retail services market. At the same time, special attention will be paid to a qualitative change in the structure of the Bank's balance sheet and income. The main focus in expanding the Bank's operations will be on the Bank's unconditional compliance with the prudential standards of the Central Bank of the Republic of Uzbekistan to ensure a high level of the Bank's financial stability.

In particular, the forecast of the main parameters of the Bank's balance sheet indicators was based on the following:

a) liquid assets were forecasted taking into account the regulator's requirements for liquidity indicators;

b) the loan portfolio was forecasted taking into account the regulator's requirements for capital adequacy indicators;

c) client funds were forecasted taking into account the forecast of the loan portfolio and the GS portfolio.

Capital adequacy forecast for 2026

Characteristics	01.10.2025 (fact)	01.01.2026 (expected)	01.01.2027 (forecast)	Change
Total risk-weighted assets	6 961 163	8 646 723	10 186 923	1 665 538
Assets for leverage calculation	9 493 473	10 801 524	10 954 513	152 989
Level 1 capital	922 067	922 067	1 424 230	502 163
Total - Regulatory capital	1 174 315	1 310 065	1 742 236	462 171
Level 1 capital adequacy ratio	13,25%	10,66%	13,69%	n.n. 3.03%
Regulatory capital adequacy ratio	16,87%	15,15%	16,73%	n.n. 2.58%
Leverage coefficient	9,71%	8,53%	10,99%	n.n. 2.46%
Maximum Risk Amount for Tier 1 Capital	8 995 775	8 995 775	13 894 662	4 898 887

In the financial planning of activities for 2026, no additional contributions to the Bank's capital, as well as significant changes to the Bank's business model, are envisaged.

The Bank's profit or loss forecast for 2026 was based on the following:

a) interest income is calculated based on the volume of the loan portfolio and the portfolio of government securities;

b) loan loss reserves will be approximately 2.0% of the loan portfolio;

c) interest-free income will increase by approximately 22% compared to 2025.

d) operating expenses will increase by approximately 37% compared to 2025.

In particular, the volume of interest receipts in 2026 is planned to be 1,321 billion UZS, including 1,023 billion UZS for credit activities (a 28% increase compared to 2025).

According to calculations, due to a significant increase in the number of personnel and depreciation of the Bank's fixed assets, the Bank's operating expenses will amount to 584.5 billion UZS.

As a result, the Bank expects to receive net profit in the amount of 620 billion UZS.

Taking into account the stated principles, the Bank's forecast indicators for 2026 are attached to the Business Plan.

Monitoring and control over the fulfillment of forecast indicators of the business plan will be carried out on the basis of detailing the planned indicators for business areas, as well as relevant action plans.

PROJECTED BALANCE SHEET (in million UZS)

Key Indicators	Expected as of 01.01.2026.	Forecast as of 01.04.2026.	Forecast as of 01.07.2026.	Forecast for 01.10.2026	Forecast for 01.01.2027
ASSETS					
Cash on hand	650,000	657,500	665,000	672,500	680,000
Receivable from the Central Bank	285,000	305,080	325,161	345,241	365,322
Funds in banks	1,423,922	1,427,093	1,572,596	1,645,604	1,764,376
Trading securities	870,000	922,500	945,000	967,500	990,000
Loans and leases, net	4,244,471	4,721,552	5,009,877	5,227,020	5,356,811
Investments	414	414	414	414	414
Fixed assets	405,000	421,250	437,500	453,750	490,000
Other assets	479,500	494,625	509,750	524,875	540,000
TOTAL ASSETS	8,358,307	8,950,015	9,465,298	9,836,905	10,186,923
OBLIGATIONS					
Demand deposits	3,000,000	3,116,283	3,174,851	3,233,452	3,300,000
Deposits, savings and term deposits	3,200,000	3,525,645	3,725,654	3,836,043	3,907,175
Other bank accounts, interbank deposits, loans and borrowings	743,910	770,959	805,246	839,533	873,820
Issued bonds	45,114	45,114	100,000	100,000	100,000
Other liabilities	150,408	155,306	160,204	165,102	170,001
TOTAL OBLIGATIONS	7,139,432	7,613,307	7,965,955	8,174,129	8,350,996
CAPITAL					
Authorized capital	860,280	860,280	860,280	1,060,280	1,060,280
TOTAL CAPITAL	1,218,875	1,336,708	1,499,342	1,662,775	1,835,927
TOTAL OBLIGATIONS AND CAPITAL	8,358,307	8,950,015	9,465,298	9,836,905	10,186,923

PROJECTED INCOME STATEMENT *(in million UZS)*

Name of indicators	Expected as of 01.01.2026.	Forecast as of 01.04.2026.	Forecast as of 01.07.2026.	Forecast for 01.10.2026	Forecast for 01.01.2027
INTEREST INCOME	1,063,046	300,215	625,007	967,394	1,320,952
INTEREST EXPENDITURES	485,235	137,355	281,927	433,876	591,593
NET INTEREST INCOME	577,811	162,860	343,079	533,518	729,358
Assessment of possible losses	92,241	60,000	73,267	86,533	99,800
NET INTEREST INCOME after estimation of possible losses	485,570	102,860	269,813	446,985	629,559
INTEREST-FREE INCOME	1,007,186	260,659	553,678	855,544	1,167,012
INTEREST-FREE EXPENSES	451,529	101,910	230,113	358,315	486,518
NET NON-PROCENT INCOME	555,657	158,749	323,565	497,229	680,494
OPERATIONAL EXPENSES	428,203	131,634	273,188	421,178	584,500
NET PROFIT BEFORE TAX PAYMENT	586,833	129,975	320,190	523,035	725,552
Income tax assessment	86,054	18,846	46,428	75,840	105,205
NET PROFIT (LOSS)	500,779	111,128	273,762	447,195	620,347