

DEVELOPMENT STRATEGY

of Joint-Stock Commercial Bank “Tenge Bank”

for 2025 – 2027

Mission and Primary Strategic Focus of the Bank for 2025–2027

The mission of JSCB “Tenge Bank” is to provide services in Uzbekistan at international standards, thereby ensuring the safekeeping, efficient placement and growth of clients’ and shareholders’ funds.

As an anchor product to scale the active customer base, the Bank envisages expanding lending activities. The primary focus will be on increasing the Bank’s loan portfolio, improving portfolio diversification by segments (growth in the share of SMEs) and by product (growth in the share of microloans within the retail portfolio). By the end of 2026, the gross loan portfolio balance is expected to increase by UZS 1,628 billion).

Due to active loan expansion, an increase in the active customer base and transactional activity is expected, including:

- Growth in MAT Tenge Business;
- Increase in MAU Tenge24;
- An increased share in FTT between Kazakhstan and Uzbekistan;
- An increase in the share of outbound remittances from Uzbekistan to Kazakhstan;
- Growth in the volume of trading operations.

Corporate Segment Development

During the strategic cycle, the corporate portfolio is expected to expand. The average annual growth rate is projected at +33% against an expected market growth of +10%.

Outpacing market growth will be achieved through the following factors:

- Increasing the Bank’s capital to raise the K-3 limit;
- Expanding the client base and stimulating transactional activity of corporate clients;
- Supporting the parent bank’s corporate business in financing large projects in Uzbekistan.

SME Segment Development

Over the strategic period the SME portfolio is expected to grow substantially. The average annual increase is forecast at +127%, while the market is expected to grow by +15% per year.

Significant portfolio expansion will be achieved through the following measures:

- Prioritizing the promotion of credit and transactional products to counterparties of corporate clients at all stages of supply chains;
- enhancing DB for legal entities and expanding the product range, scaling digital products and rapid solutions for MSE;

- improving and training sales and relationship teams, accumulating transactional data for processing to materially increase AR quality.

In the next three years, the Bank plans to scale its digital SME servicing project. The focus will be on increasing the active client base for corporate digital banking – Tenge Business.

To achieve these targets, the following initiatives will be implemented:

- Expansion of online onboarding
- Development of optimized tariff packages
- Online RWK lending
- Integration with Didox/Factura.uz services
- Online accounting services
- Overdraft
- Govtech
- Online guarantees (SCF)
- online POS/cash register solutions (Soft POS)

An increase in Tenge Bank's participation in foreign trade operations between Uzbekistan and Kazakhstan is expected. Principal growth drivers include:

- Competitive SWIFT transfer tariffs via Halyk Bank and across Kazakhstan;
- The ability to purchase Kazakhstani tenge and other currencies directly;
- short execution times for SWIFT transfers thanks to access to Halyk Bank's correspondent network;
- advantages from cooperating with Halyk Bank in obtaining potential counterparty data through the "Data Factory".

Retail Business

Tenge Bank intends to focus on expanding its microloan portfolio in the short term for the following reasons:

- High market growth rate
- High margin potential
- Низкие доходы населения, не позволяющие предоставлять автокредиты и ипотечные кредиты
- A market gap

During the strategic cycle Tenge Bank plans to grow its microloan portfolio. Client base and portfolio growth will be ensured through BAAS partnerships and collaborations with large partners, as well as active development of BNPL.

Additionally, a significant expansion of the active client base for the Tenge24 retail digital banking platform is expected by broadening the product offering and mobile app functionality, including:

- Development of BAAS, payments and other services
- Loyalty program
- BNPL

- Creation of new card products
- Govtech

Another retail focus area is the development of cross-border transfers between Kazakhstan and Uzbekistan. An increase in market share is expected for incoming transfers from Kazakhstan to Uzbekistan.

Funding.

To finance credit portfolio growth, a substantial increase in customer funds is anticipated—both demand and term deposits. Over the strategic cycle the average annual growth of customer funds is projected at +61% per year.