

# SUSTAINABLE DEVELOPMENT REPORT

KAPITALBANK

2025






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# Statement by the Chairman of the Management Board

## Dear colleagues, partners, and customers!

We present to you the Kapitalbank report, in which we decided to openly share not only our financial results but also how we operate, how the Bank is governed, how we treat people—our employees and customers—and the impact we have on the environment.

For the Bank, 2025 was a period of consistent development and strengthening of the foundations laid previously. We continued to expand our digital ecosystem, making banking services more accessible to the public and businesses, including in the country's remote regions. At the same time, we strengthened internal processes and management practices, developed our approach to sustainability, and launched initiatives aimed at creating long-term value for our customers, employees, partners, and society.

We became the first bank in Uzbekistan to receive international information security certification, joined the ranks of the country's systemically important banks, reaffirmed our status as a top employer in Uzbekistan, and continued to grow.

However, what lies behind the numbers is equally important. We value the employees who make the bank better every day, the thousands of customers who trust us, and the growing understanding that sustainability is not merely a trend, but the only sensible path forward.

We do not claim that everything we do is perfect. This report is not a story of flawlessness, but an honest conversation about where we stand and where we are heading next. We believe that being a leader means not being afraid to change, taking responsibility, and building the future together with those who trust us.

**Thank you to everyone walking this path with us!**

**Kirill Maevsky**

Chairman of the Management Board "Kapitalbank" JSCB



For the first time bank assets have reached

**$4.7 billion**





# Report Objectives

This report by "Kapitalbank" JSCB has been prepared to provide an open and consistent account of how the bank develops its activities in corporate governance, people management, and environmental stewardship —three areas that form the foundation of sustainability for any modern organization.

We set several objectives for ourselves:

**01**

### Transparency

To provide stakeholders with a comprehensive and honest overview of the Bank's governance structure and the principles guiding our operations

**02**

### Accountability

To document specific results for 2025: ranging from financial stability metrics to data on workforce composition and the Bank's environmental footprint

**03**

### Consistency with international practices

To demonstrate that, even without formally adhering to a single specific reporting standard, the Bank aligns itself with best international practices regarding corporate governance, risk management, human resources, and environmental responsibility.

**04**

### A foundation for growth

To highlight not only our achievements but also areas for continued work—such as developing the ESG function within our governance system or deepening our climate agenda

This report covers the Bank's activities in 2025 and is structured around three key pillars: corporate governance, social responsibility, and environmental responsibility & climate. In each section, we have sought to combine concrete facts and figures with an explanation of why this work matters to the Bank.

# UN Sustainable Development Goals

The President of Uzbekistan has designated 2025 as the Year of Environmental Protection and the "Green" Economy. This is an ideal time to integrate ESG practices into the business environment. We recognize that adhering to ESG principles is not merely a modern standard, but a responsibility we owe to future generations.

We are convinced that by following ESG principles, we can help Uzbekistan not only preserve its unique natural environment and cultural heritage but also serve as a model of sustainable development for the entire region. To define and formalize our short-term and strategic objectives, we have initiated the development of the Bank's ESG strategy.

Accordingly, a strategy was developed and recently formally approved, and work has already started on achieving the goals outlined within it.

The Bank fully supports and recognizes the importance of the United Nations Sustainable Development Goals (UN SDGs), which aim to address critical environmental, economic, and social challenges worldwide. While the Bank strives to contribute to the achievement of all UN SDGs, the scale and regional nature of its operations mean that four specific goals are prioritized:




- Development of a digital ecosystem enabling service delivery to customers in remote regions.
- Financial service accessibility: Digital technologies expand access to banking products for remote and low-income populations, thereby fostering financial inclusion.
- Approximately 20 billion UZS in sponsorship provided for social support to the population over the last five years.
- Development of digital banking and the ecosystem; development of digital infrastructure in remote regions.
- Electronic document management.




- The Bank prioritizes the health and well-being of both its employees and the community at large by organizing sporting events, marathons, and trips to health and wellness facilities. Over 350 employees participated in marathons (Tashkent, Zaamin, Bukhara, etc.).
- Support for the Uzbekistan Olympic team.




- Launch of Kapital Academy for employee training.
- Professional HR events featuring the country's leading experts.




- Providing equal opportunities to employees—regardless of individual characteristics such as nationality, gender, social status, or other factors—is a key priority of the Bank's HR policy. We aim to apply this approach at every stage of the employee-Bank relationship. 34.7% of employees are women.




- Financing projects in partnership with the ONA Foundation aimed at improving water supply systems in remote regions.




- Installation of solar panels on bank buildings.
- Financing solar panel installation projects for customers




- Over 3,000 bank employees.
- Recognized as the best retail and innovative private bank in Uzbekistan (International Finance).
- Awards for ESG projects and HR processes.








- Accessible banking products for all social strata.




- "Yashil Makon" project: over 40,000 trees planted in 2024.
- Financing of sustainable projects.




- Implementation of electronic document management; reduction in paper usage.
- Switching from plastic bottles to glass bottles.




- Air quality monitoring sensors installed in 30 populated areas.
- Transition to remote service delivery.
- Carbon footprint reduction: Transitioning to digital service channels (mobile apps, internet banking) reduces the need for physical branches and paper documentation, thereby lowering CO2 emissions and natural resource consumption.
- Energy efficiency: The use of cloud technologies and data centre optimization enables the bank to reduce energy consumption.
- Energy savings achieved through the installation of solar panels at bank branches.




- Participation in the "Yashil Makon" (Green Space) program—tree planting and urban greening.




- Anti-corruption policy in accordance with the UN Global Compact.
- Internal control and compliance systems to prevent corruption.
- Compliance with international corporate governance standards.
- Ethical data management.
- The adoption of advanced technologies requires banks to manage customer data responsibly, including personal data protection and cybersecurity. Obtaining and maintaining international ISO 27001, ISO 27701, and PCI DSS certifications.



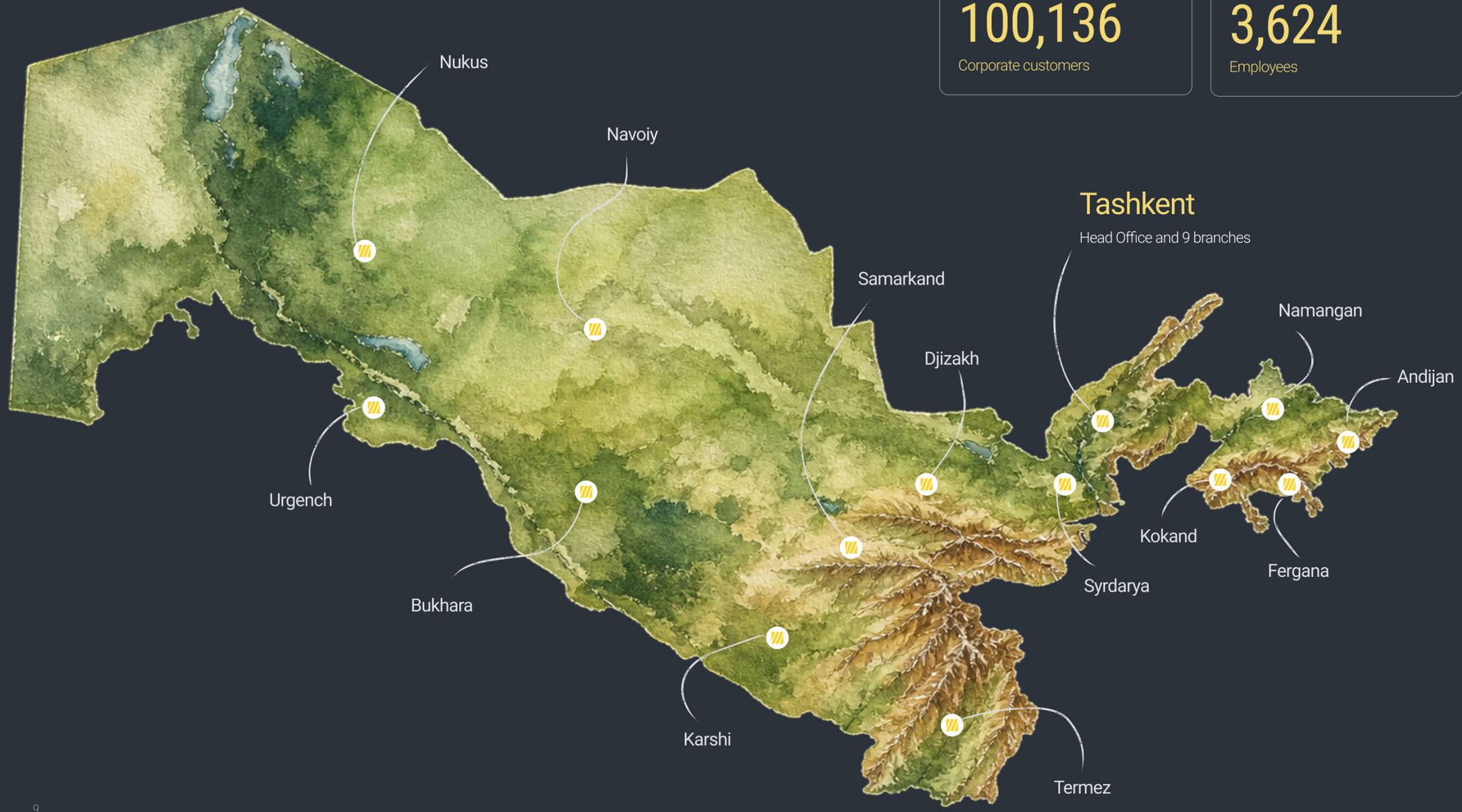
# "Kapitalbank" JSCB in 2025



# General Information about the Bank

"Kapitalbank" JSCB is one of Uzbekistan's major universal banks, offering a wide range of services to individuals, small and medium-sized enterprises (SMEs), and corporate customers. The Bank is included in the list of systemically important banks of the Republic of Uzbekistan—as approved by the country's Central Bank—underscoring its pivotal role in the nation's financial system.

The Bank's network comprises a Head Office, a Central Operations Department, Banking Service Centers, and branches across the republic, alongside expanding digital remote service capabilities.








## Key Bank Indicators (as of Year-End 2025)

| | | |
|---|---|---|
| $4,747 mln<br>Assets | $156 mln<br>Net profit | $640 mln<br>Equity |
| $2,171 mln<br>Retail deposits | $3,057 mln<br>Loan portfolio | 2.6 mln<br>Bank cards |
| 100,136<br>Corporate customers | 3,624<br>Employees | 1,655<br>ATMs |

**Geographic footprint (as of year-end 2025): the Bank's network included:**

15 Branches

65 Mini-branches and banking service offices

6 Banking service centres

# Our approach to Sustainable Development Management

## Corporate Governance

For JSCB Kapitalbank, robust and transparent corporate governance is a key factor in long-term stability. The bank's ability to confidently navigate economic cycles, maintain depositor trust, and remain a reliable partner for business and the state depends precisely on the quality of management decisions, the clear allocation of authority, and the capacity to timely identify and resolve conflicts of interest.

We view corporate governance as a dynamic system that evolves alongside the bank. The Bank consistently invests in the development of this system—updating internal policies, strengthening independent oversight, fostering a culture of zero tolerance for corruption, and establishing modern risk management mechanisms that meet international standards.

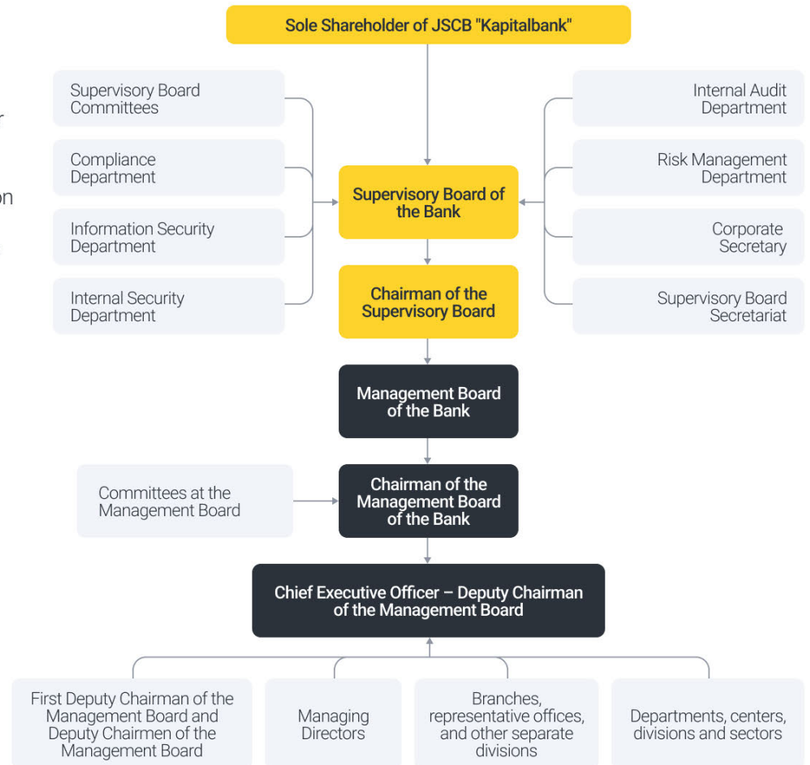
Below, we detail the Bank's current corporate governance framework—ranging from the structure of governing bodies and their authority to specific mechanisms for protecting the interests of shareholders, employees, and customers.



### Management Structure

The Corporate Governance of JSCB "Kapitalbank" is built on three levels: the Sole Shareholder (the Bank's highest governing body), the Supervisory Board (responsible for strategic direction and oversight), and the Management Board (a collective executive body responsible for day-to-day operations). This structure ensures a clear separation of strategic and operational functions, as well as independent oversight of management activities.

JSCB "Kapitalbank" is included in the list of systemically important banks in the Republic of Uzbekistan, which entails compliance with heightened standards for corporate governance quality and operational transparency.








## Supervisory Board

The Supervisory Board is the body that sets the bank's long-term direction and maintains a balance between ambitious growth goals and prudent caution. The Board provides general oversight of the bank's activities, defines the development strategy, monitors the allocation of authority and responsibilities among Management Board members, and is responsible for preventing and resolving conflicts of interest at the management level.

The Board consists of 9 members. Two members of the Supervisory Board are independent.

## Management Board

A collegial executive body that manages the bank's day-to-day operations in accordance with the strategy approved by the Supervisory Board and bears full responsibility for the bank's performance results.

The Management Board reports to the Supervisory Board.



**Kirill Leonidovich Maevsky**
Chairman of the Management Board



**Sardor Samidulaevich Ismailov**
First Deputy Chairman of the Management Board



**Alexey Pavlovich Glushchenko**
Deputy Chairman of the Management Board



**Konstantin Vladimirovich Tyan**
Deputy Chairman of the Management Board



**Ekaterina Alexandrovna Enikeeva**
Deputy Chairman of the Management Board



**Furkat Bakhramovich Khasanov**
Deputy Chairman of the Management Board



**Kakhramon Akhmadzhanovich Khasanov**
Director of the Compliance Department

### To ensure effective oversight, the following committees operate under the Supervisory Board and the Management Board:

**1 Audit Committee**
Oversees reporting, risks, audits, and regulatory compliance.

**2 Retail Lending Committee**
Responsible for approving loans to individuals, analysing their credit-worthiness, and managing credit risks.

**3 Finance Committee**
Oversees liquidity and asset-liability management; develops current financing strategies and the bank's investment policy.

**4 Personnel Assessment, Development, and Remuneration Committee**
Responsible for staff recruitment, assessment, and motivation; develops remuneration and career advancement systems.

**5 Bank Conflict of Interest Resolution Committee**
Identifies, analyzes, and prevents situations where personal or business interests could compromise the objectivity of decisions.

**6 Corporate Lending Committee**
Reviews applications from legal entities, assesses risks, and makes decisions regarding the issuance of corporate loans.

## Corporate Governance Code

It is important to us that corporate governance principles do not remain merely a declaration but are enshrined in a specific, regularly updated document. The Bank is guided by the Corporate Governance Code. The Code establishes key principles for the operation of the Bank's governing bodies: operational transparency and information disclosure; the prevention and resolution of conflicts of interest at all levels; professional ethics and management integrity; and competitive selection for leadership positions, including the participation of foreign managers. Oversight of compliance with the Code's provisions is the responsibility of the Supervisory Board.

## Internal Control, Compliance, and Anti-Corruption

The Bank takes systematic measures to prevent corruption, fraud, and unethical behavior, both internally and in its relationships with third-party partners.

The Bank is committed to recognized international standards and implements best practices in this area, adhering to the principles of the UN Global Compact and the requirements of the national legislation of the Republic of Uzbekistan.

An Anti-Corruption Policy, approved by the Supervisory Board, is in effect at the Bank; its requirements are mandatory for all employees and representatives. The Policy was developed to implement effective mechanisms for combating corruption and aims to minimize the risk of the Bank, its officials, and its employees becoming involved in corrupt activities.

We demonstrate zero tolerance for any form of fraud, corruption, violations of competition rules, discrimination, or harassment. The Bank does not finance political campaigns, political organizations, trade associations, or other tax-exempt groups whose role is to influence political decisions. We do not fund charitable or sponsorship projects for gaining commercial advantages in specific Bank projects. Bank employees are prohibited from engaging in any form of conduct considered corrupt, including but not limited to: bribery (giving or receiving), acting as an intermediary in bribery, commercial bribery, abuse of authority, and any other unlawful use of their official position contrary to the Bank's legitimate interests for the purpose of obtaining financial or other benefits or advantages.








**To effectively implement the Anti-Corruption Policy, the Bank has established well-functioning mechanisms for feedback, monitoring, and control.**

**1**

Regular anti-corruption training is conducted to foster a culture of zero tolerance toward any form of corruption. These courses aim to enhance employees' legal awareness and explain ethical standards, legal requirements, and procedures for handling conflicts of interest.

In 2025, Bank employees completed courses on the following topics: "Procedures for Preventing and Resolving Conflicts of Interest at JSCB 'Capitalbank'"; "JSCB 'Capitalbank' Anti-Corruption Policy"; and "Ethical Conduct of Bank Employees."

**>3,000** Employees are covered by Training

**2**

Customer inquiries and anonymous surveys: Systems are in place to receive customer reports regarding suspected corruption, alongside regular anonymous surveys of customers and employees for self-assessment and objective evaluation of perceived corruption levels.

**21** Inquiries

Processed in 2025 via dedicated anti-corruption channels; anonymous customer surveys conducted quarterly across all Bank branches.

**3**

Secure channels for Bank employees (Whistleblowing): Dedicated secure reporting channels allow employees to anonymously and confidentially report any suspicions of corruption or violations of internal standards.

**4**

The Bank guarantees the implementation of effective measures to protect the identity, confidentiality, and rights of individuals who report acts of corruption, strictly prohibiting any form of pressure, retaliation, or discrimination.

**In its operations, the Bank also strictly adheres to the Regulation on the Procedure for Resolving Conflicts of Interest, as approved by the Supervisory Board.**

This document establishes uniform procedures for identifying and resolving conflicts of interest and aims to ensure high standards of corporate governance through:

**Disclosure of information regarding conflicts of interest**

Mandatory disclosure of potential conflicts of interest and notification of actual conflicts of interest.

**Mandatory counterparty screening**

Screening of counterparties, affiliates, and ultimate beneficial owners for potential or actual conflicts of interest and personal interests whenever the Bank enters into contractual relationships with third parties. (In 2025, over 3,700 contracts were reviewed, and a potential conflict of interest was identified in more than 20 cases.)

**Voluntary recusal in cases of conflict of interest**

Employees refrain from participating in operations or transactions involving individuals with whom they or their family members have personal ties or financial interests; furthermore, individuals whose interests are affected must not participate in resolving or making decisions regarding the conflict.

# Risk Management

The Bank's risk management is structured not as a standalone function but as an integrated system covering all key business areas and aligning with international standards and best practices in banking risk management.

The system is underpinned by a comprehensive set of internal regulations governing risk management at all levels. A pivotal role is played by the overarching Risk Management Policy, which establishes unified principles, risk appetite, and the allocation of responsibilities within the Bank.

Organizationally, the risk management system is structured according to the "three lines of defence" model—a standard in international practice—ensuring a clear division of responsibilities and independent oversight at each level.



**Three lines of defence:**

**First Line of Defence**

The Bank's business units and branches that directly execute operations and enter into transactions. They are responsible for identifying risks in day-to-day activities—including during the launch of new products — and for ensuring compliance with established limits and restrictions.

**Second Line of Defence**

Risk management units that—independently of the business lines—assess risk levels, develop methodologies and limit systems, conduct stress testing, monitor regulatory compliance, and generate risk reports for management and collegial bodies. This line is also responsible for fostering a risk culture within the bank.

**Third Line of Defence**

The Internal Audit Service, which independently evaluates the effectiveness of the entire risk management system, informs management of identified deficiencies, and monitors their remediation.

In practice, this system is implemented through specific tools. As part of the transition to International Financial Reporting Standards, the bank is implementing credit risk assessment in accordance with IFRS 9, including the development of a rating model for corporate customers.

The bank is developing tools aligned with the standards of the Basel Committee on Banking Supervision, including an operational loss database and a risk self-assessment system.

**Kapitalbank is among the first in the Uzbek market to implement an anti-fraud system that monitors and prevents fraudulent transactions in real time.**





# Professional Ethics and Corporate Culture

The bank's culture is shaped not only by policies and regulations but also by how people treat one another and approach their work every day. We are convinced that no control system can replace an employee's internal commitment to integrity; therefore, the bank places as much importance on ethics as it does on financial performance.

The bank is guided by the Rules of Ethical Conduct for Employees, which set behavioural standards at all levels — from interactions with colleagues to dealings with customers and partners. Employees observe the chain of command, safeguard banking and commercial secrets, and refrain from using their official position for personal gain. These standards apply beyond working hours: the bank expects responsible behaviour from employees outside of work as well.

**The bank's corporate culture is grounded in a set of core values united by the motto "To Be First":**

## Leadership

To be first, we inspire growth and development



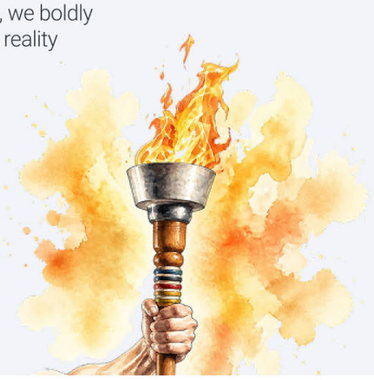
## Partnership

To be first, we build success through partnership



## Courage

To be first, we boldly transform reality



## Reliability

To be first, we create a reliable future



# Business Ethics and Stakeholder Engagement

| Stakeholders | Engagement objectives | Engagement mechanisms |
|---|---|---|
| **Shareholders and investors** | • Timely and accurate reporting on financial results and achievements<br>• Effective management and key decision-making<br>• Gathering feedback on the bank's operations | • General meetings of shareholders<br>• Communication via various channels (meetings, presentations, email correspondence)<br>• IR and corporate announcements (press releases, website)<br>• Public reporting<br>• Participation of management and bank representatives in investment events and conferences<br>• Implementation of corporate governance systems aligned with international best practices |
| **Customers** | • Collecting feedback on the quality of banking services<br>• Providing timely and accurate information to customers about the bank and its services<br>• Ensuring information security and data confidentiality<br>• Improving customers' financial literacy<br>• Increasing customer loyalty to the bank | • Measuring satisfaction levels with branch services<br>• Measuring satisfaction levels with call centre services<br>• Internet banking<br>• Call centre<br>• Service at branches and mobile service points<br>• Public reporting<br>• Online publications<br>• Media publications<br>• Bank's social media pages |
| **Сотрудники** | • Collecting feedback on working conditions at the bank<br>• Providing timely and accurate information to employees about the bank: its strategy and performance results<br>• Increasing employee loyalty to the bank as an employer | • Employee surveys, including engagement measurements;<br>• Anonymous channel for reporting violations<br>• Implementation of HR and social policies<br>• Training, professional development, and skills enhancement<br>• Corporate events<br>• Public reporting. |





| Stakeholders | Engagement objectives | Engagement mechanisms |
|---|---|---|
| **Society** | • Raising awareness of the Bank's activities and building trust<br>• Strengthening partnerships between the Bank and local communities<br>• Gathering feedback on the Bank's activities | • Volunteer, social, and charitable projects<br>• Educational programs and engagement with educational institutions<br>• Communication via call centers and social media<br>• Corporate announcements (press releases, website)<br>• Press conferences and interviews<br>• Public reporting<br>• Adoption of international best practices |
| **Suppliers and Partners** | • Mutual fulfilment of procurement and contractual obligations<br>• Raising awareness of the Bank's activities and building trust<br>• Strengthening partnerships between the Bank, suppliers, and partners | • Engagement regarding procurement procedures; information on tenders and procurement plans<br>• Contractual relationships; interaction during the execution of work or provision of services<br>• Meetings, conferences, and conference calls; corporate announcements (press releases, website); distribution of notifications<br>• Public reporting |
| **Government Authorities and Regulators** | • Ensuring full and timely disclosure of information regarding compliance with banking laws and regulations, as well as operational results<br>• Minimizing regulatory and operational risks | • Full and timely disclosure of information regarding compliance with laws and regulations concerning banking activities, the environment, and social matters<br>• Participation in meetings and discussions on financial sector development and legislative improvements<br>• Notification via communication channels<br>• Payment of all legally required fees and taxes<br>• Obtaining necessary licenses, permits, and official clearances; ensuring legal compliance<br>• Public reporting |

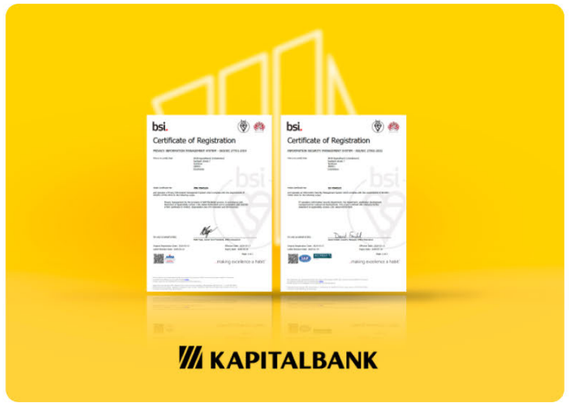
# Information Security

## ISO/IEC 27001:2022 and ISO/IEC 27701:2019

In an environment where customer trust in a bank depends directly on the security of their data and funds, information security has long since ceased to be a purely technical matter and has become an integral part of the bank's corporate governance.

In March 2025, Kapitalbank JSCB became the first bank in Uzbekistan to receive certification for two international standards simultaneously: ISO/IEC 27001:2022 (Information Security Management System) and ISO/IEC 27701:2019 (Privacy Information Management System).

In addition to ISO/IEC 27001:2022 and ISO/IEC 27701:2019, the bank maintains and annually renews its certification under the PCI DSS standard—mandatory for organizations handling payment cards—serving as further proof of the bank's maturity in protecting customer payment data.




## Seminar: "Cybersecurity and Fraud Prevention: Results, Trends, and Transformation in 2025"

The Central Bank of the Republic of Uzbekistan and JSCB Kapitalbank organized a joint seminar titled "Cybersecurity and Fraud Prevention: Results, Trends, and Transformation in 2025," discussing key cyber risks and current practices for protecting payment infrastructure. The seminar was part of the systematic efforts undertaken by the Central Bank and Kapitalbank to foster professional dialogue, ensure cybersecurity, and enhance the resilience of the banking system.









## The information security system relies not only on certification but also on day-to-day practices:

1

**The Bank regularly undergoes both scheduled and unscheduled audits.**

These include audits by a specialized working group comprising the Central Bank of the Republic of Uzbekistan, the Cybersecurity Center, the State Security Service (SSS), and the Security Council.

2

**Staff undergo continuous training, including simulated phishing campaigns, initial and refresher briefings, and mandatory e-learning courses via the corporate portal.**

The Bank systematically raises staff awareness, recognizing that the human factor remains a primary source of cyber risk.

A key indicator of system maturity:

**No significant information security incidents were recorded at the Bank in 2025—a result of systematic efforts in this area.**

**Kapitalbank JSCB consistently invests in cybersecurity development, the implementation of modern technological solutions, and the refinement of anti-fraud processes, viewing information security as a key factor in maintaining customer trust and ensuring the sustainable development of financial services.**



# Environment and Climate



# Environmental Responsibility

Kapitalbank JSCB views environmental issues as an integral part of its long-term development. Although banking operations do not involve large-scale industrial manufacturing facilities, the Bank impacts the environment through the consumption of electricity and other resources, the operation of buildings and vehicle fleets, waste generation, and the financing of companies and projects across various economic sectors.



**In 2025, the Bank continued its efforts across several key areas:**

- **Assessing its own carbon footprint**
- **Improving energy efficiency**
- **Expanding the use of renewable energy sources**
- **Responsible resource consumption**
- **Environmental Initiatives**
- **Developing approaches to climate risk management**

# Climate and Decarbonisation

## Managing Climate Impact

Climate change is becoming a significant factor for the financial sector, as climate risks can affect client operations, asset values, loan portfolio quality, and borrowers' ability to meet their obligations.

For the Bank, the climate agenda comprises two interconnected areas.

The first relates to the direct environmental impact of the Bank's own operations. This includes the consumption of electricity, natural gas, and fuel; the operation of buildings and transport; and the associated greenhouse gas emissions.

The second area relates to the activities financed by the Bank. Lending to enterprises across various economic sectors creates an indirect impact that significantly exceeds the Bank's own operational carbon footprint.

In 2025, the Bank continued to develop its climate impact tracking system and began formulating a consistent approach to reducing that impact.





## Carbon Footprint of the Bank

In 2025, the Bank calculated its greenhouse gas emissions across the main categories: Scope 1, Scope 2, and Scope 3 (Category 15).

**5.98** ths tons of aggregate man-induced CO2 equivalent

by Scope 1 and Scope 2 as of year-end 2025

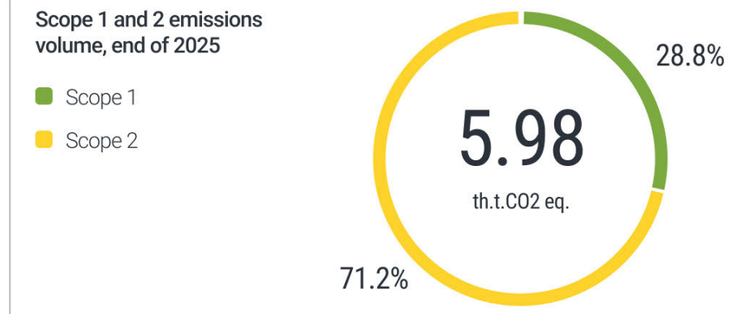
Including 1.72 tCO2e (Scope 1) and 4.26 tCO2e (Scope 2).

Scope 1 accounts for 28.8% of total emissions, and Scope 2 for 71.2%.

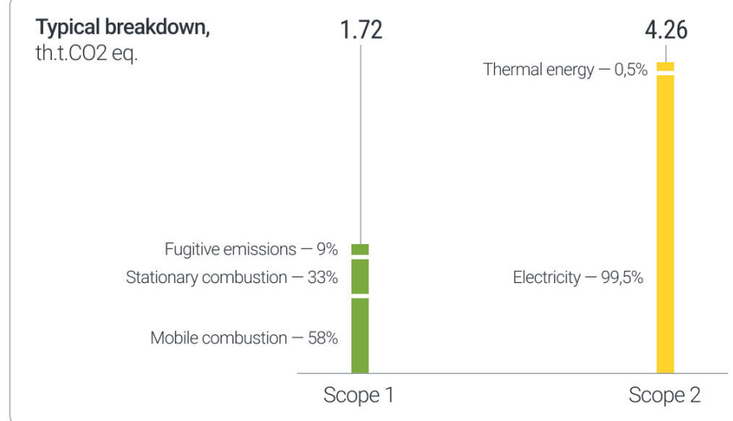
For Scope 1, the primary emission sources are mobile and stationary fuel combustion, as well as emissions from air conditioning systems.

Scope 2 is primarily associated with electricity and heat consumption.

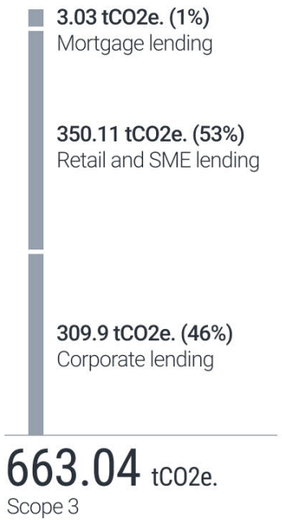
**Scope 1 and 2 emissions volume, end of 2025**




**Typical breakdown,** th.t.CO2 eq.




**A separate area of work concerns financed emissions (Scope 3, Category 15).**




A specific area of focus concerns Scope 3, Category 15 financed emissions. Calculations showed the portfolio's financed carbon footprint to be 663.04 tCO2e, comprising corporate lending – 309.9 tCO2e (46%); retail and SME lending – 350.11 tCO2e (53%); and mortgage lending – 3.03 tCO2e (1%). As part of this work, the Bank analysed its loan portfolio across specific economic sectors and identified the corresponding sources of emissions.

To assess financed emissions, the Bank utilized approaches from the Partnership for Carbon Accounting Financials (PCAF). JSCB Kapitalbank became the first bank in the Republic of Uzbekistan to officially join PCAF. Participation in the initiative enables the Bank to use an international methodological framework, exchange best practices with financial institutions from various countries, and consistently refine its approaches to measuring the carbon impact of its loan portfolio.

This standard enables more accurate measurement and management of GHG emissions associated with financial activities. The Bank employed an assessment approach based on simplified national GHG emission factors, calculated using data from the fuel and energy balance and IPCC classifications aligned with NACE (statistical classification of economic activities).

# Decarbonisation strategy

Based on the emissions assessment, a decarbonisation strategy was developed, outlining a step-by-step reduction of the Bank's carbon impact while taking into account the specifics of banking operations and the loan portfolio structure.

During the development of the approach, various scenarios for transitioning to a lower-carbon model were evaluated. The Bank selected a moderate transition scenario, which entails a gradual reduction in its carbon footprint without drastically altering the structure of its loan portfolio.

Decarbonisation is viewed as extending beyond the mere reduction of the Bank's own operational emissions. A gradual shift in the financing structure and increased focus on the climate-related characteristics of borrowers and industries are of significant importance.

**The Bank aims to achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2035.**

Key measures to reduce its own emissions include improving energy efficiency, developing in-house renewable energy generation, gradually electrifying the vehicle fleet, replacing diesel and gas generators, and optimizing refrigerant management. For Scope 2, the Bank is also considering increasing the use of its own renewable energy generation and purchasing green electricity.

Regarding Scope 3, the Bank's primary focus is on financed emissions associated with its loan portfolio. Reductions in financed emissions will be achieved by gradually shifting the loan portfolio structure toward less carbon-intensive industries, expanding green financing, and establishing climate-related ESG requirements for borrowers in carbon-intensive sectors.

Going forward, the Bank plans to further develop its system of climate metrics, refine the calculation of financed emissions, and incorporate the resulting data into the formulation of its credit and risk policies.







# Efficient Resource Use

## Water Consumption

**38,523** m³

Total water consumption in 2025

To support the operations of its branch network and central offices, the Bank does not directly extract water from natural sources. The Bank enters into formal contracts for municipal water supply and wastewater disposal with regional branches of JSC Uzsuvta'minot.

Water is sourced from municipal distribution networks, which minimizes the risks of the company's direct operational impact on water resources. To optimize resource consumption, energy audit initiatives include plans to replace water meters and upgrade or replace plumbing fixtures at selected facilities by 2035.

## Energy Efficiency and Energy Consumption

**5,836,871** kWh

Total electricity consumption in 2025

**351,193** kWh

Electricity generated by solar power plants

The Bank consistently implements solutions aimed at the rational use of energy resources and improving the energy efficiency of its facilities.

**A portion of the electricity used was generated by solar installations.** The volume of electricity generated by solar power plants totalled 351,193 kWh.

The use of renewable energy sources helps reduce dependence on traditional energy sources while simultaneously building the Bank's practical experience in energy efficiency.

As part of efforts to improve resource efficiency, the Bank is also implementing measures to upgrade equipment and reduce energy consumption.

**Specifically, the following measures were carried out in 2025:**

- installation of solar thermal collectors at regional branches
- transition to more energy-efficient HVAC equipment
- use of modern LED lighting fixtures
- automation of outdoor lighting controls
- use of automatic controllers to limit lighting operation
- during periods when it is not required
- modernization of lighting systems
- progressive reduction of electricity consumption through improved equipment energy efficiency

## Fuel Consumption

In addition to electricity, the Bank's operations involve the use of natural gas and motor fuel. The Bank's vehicle fleet utilized gasoline, diesel fuel, and liquefied gas.

| | |
|---|---|
| Total natural gas consumption for 2025 | 280,207 m³ |
| Diesel fuel, stationary sources | 17,568 L |
| Gasoline, motor vehicles | 394,917 L |
| Diesel fuel, motor vehicles | 791 L |
| Liquefied gas | 59,137 L |

As part of energy audit measures, a gradual expansion of the electric vehicle fleet is planned, involving the partial replacement of gasoline-powered vehicles with electric ones by 2035.

# Waste Management

**The Bank is gradually developing practices for the separate collection and transfer of specific waste types for recycling.**

Waste generation at the Bank is primarily associated with administrative and office activities. Key waste types include paper, cardboard, plastic, and packaging materials, as well as other waste resulting from the operation of offices and banking infrastructure.

Particular attention is paid to reducing the use of single-use materials and transitioning to more efficient resource use. The Bank uses water in glass bottles; after use, these are not sent to the general waste stream but are returned to the supplier for reuse. This approach extends the lifecycle of glass containers and reduces the volume of waste generated by single-use packaging.

**The digitalization of banking processes enables a gradual reduction in the need for paper documents and printed materials.**

The development of remote banking services and electronic document management also contributes to reducing the consumption of material resources.

As part of its environmental agenda, the Bank strives to gradually integrate principles of responsible consumption into its administrative processes and day-to-day operations.





# Environmental Initiatives

The Bank's environmental agenda encompasses not only reducing its own resource and carbon footprint but also participating in environmental protection initiatives.

One of the major undertakings in 2025 was another tree-planting drive carried out as part of the bank's environmental initiatives.

**24,256 trees**

Planted throughout the year across the Republic of Uzbekistan

The initiative was implemented in various regions of the country as part of the nationwide "Yashil Makon" (Green Space) program and formed part of the bank's systematic environmental efforts.

Tree planting helps green the landscape and raises awareness among employees and clients regarding environmental conservation.

For the bank, participating in such projects also offers an opportunity to engage employees in environmental initiatives and foster a responsible attitude toward the environment.

## Our environmental priorities

In the coming years, the bank plans to continue its work in the following areas:

**01 Reducing our carbon footprint**
Continuing measures to improve energy efficiency and ensure the rational use of resources

**02 Developing renewable energy**
Assessing opportunities for the further use of solar energy at the bank's facilities

**03 Improving emissions accounting**
Further development of Scope 1, Scope 2, and Scope 3 calculations

**04 Responsible consumption**
Reducing resource use and developing digital processes

**05 Environmental initiatives**
Continuing greening projects and other initiatives aimed at environmental conservation

**06 Climate risks**
Developing approaches to identify and assess physical and transition climate risks

**07 Decarbonisation of the loan portfolio**
Implementing approaches outlined in the decarbonization strategy, taking into account the portfolio's sectoral structure



# Social Responsibility

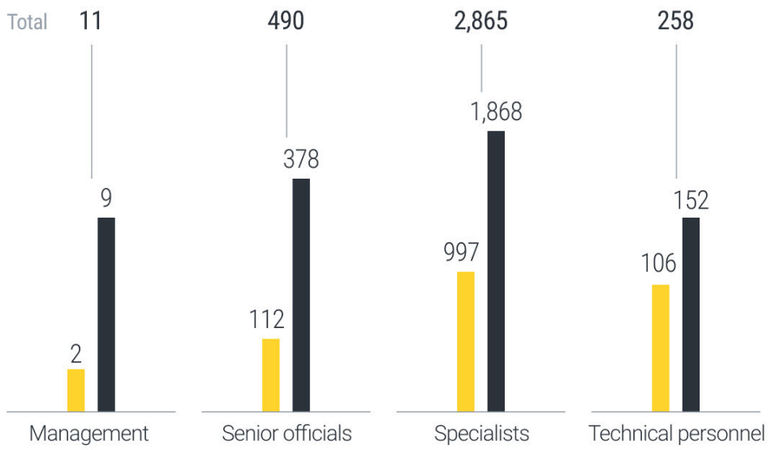


# Staff composition and structure

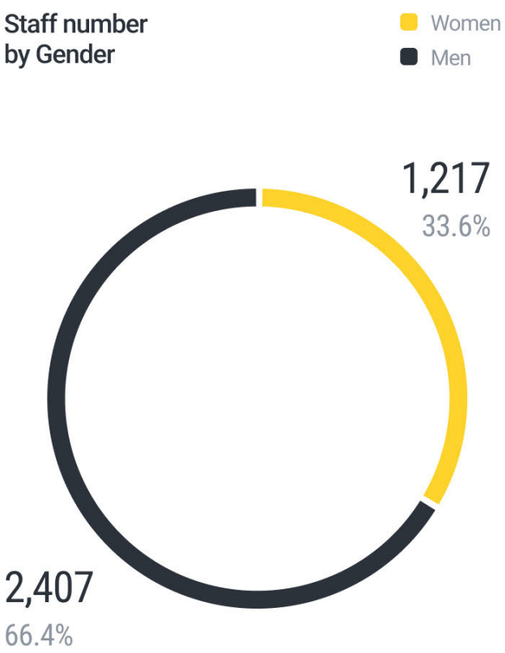
Employees are a key factor in the sustainable development of Kapitalbank JSCB. The Bank strives to create conditions for professional development, skills enhancement, and the realization of employee potential, fostering a work environment based on equal opportunities and mutual respect.

**3,624** persons
Bank headcount at the end of 2025

## Staff number by virtue of office, persons




## Staff number by Gender




## Generational Breakdown

More than half of the Bank's employees belong to Z generation (52%)

The high proportion of young professionals reflects the formation of a modern and dynamic team. Opportunities are created for employees to pursue professional development and training, participate in corporate initiatives, and realize their full potential.

Z Generation (1997–2012) – average age 26
**52.0%**

Millennials (1981–1996) – average age 38
**8.7%**

Generation X (1965–1980) – average age 52
**39.2%**

Baby Boomers (1946–1964) – average age 71
**0.1%**





# Training

## Training and Professional Development System

The Bank continued to develop its training and professional development system, focusing on both enhancing employee skills and building an internal talent pipeline. Throughout the year, a significant portion of educational programs was delivered via the remote learning platform—Kapital Academy (an academy for employee training).

**In 2025, the system recorded:**

**3,775**
user accounts

**97%**
activity level

**58,852** courses
completed by employees during the year

**16** courses
per employee



Training covered various areas essential for professional performance and the cultivation of a unified corporate culture. The most popular courses focused on compliance, corporate values, and risk management.

The Bank places special emphasis on developing employees with the potential to assume leadership roles in the future. In 2024–2025, 416 employees underwent training for inclusion in the talent pipeline.

## Top Employer

JSCB Kapitalbank achieved international "Top Employer" certification for the second time, confirming the high quality of its HR processes, corporate culture, and employee development initiatives.

The certification is awarded by the Top Employers Institute, which, in collaboration with BDO Audit Company, conducted a comprehensive assessment of Kapitalbank's HR processes and personnel management practices to ensure compliance with the highest international standards. Following an audit, JSCB Kapitalbank reaffirmed its status as a "Top Employer Uzbekistan," remaining the first and only bank in the country to hold this certification.



## Employer Brand Award Summit (EMBRAS) 2025

JSCB Kapitalbank took first place in the "Innovation" category at the prestigious international Employer Brand Award Summit (EMBRAS) 2025. The bank secured the win by presenting "Kapital People"—a mobile app for employee training and development—alongside an AI-powered system for creating training courses.

The victory was driven by the Kapital People project, a mobile app that combines the features of a corporate social network with remote learning capabilities. The app hosts company news, interactive courses, and training programs developed using artificial intelligence.




**Key platform features include:**

**A digital library** — a catalog of professional and motivational literature

**Gamified learning** — a system of points and rewards designed to boost engagement and professional development

**An online rewards store** — an e-shop where employees exchange points earned through engagement and training for branded merchandise (the first platform of its kind in Uzbekistan, launched in partnership with iSpring)

### The Bank continues to pursue its strategic course of supporting and fostering the development of Uzbekistan's youth.

A key priority for the Bank is creating an environment that enables young people to unlock their potential through initiatives in education, sports, and professional development.

In May 2025, JSCB Kapitalbank served as a sponsor for the Tashkent International Model United Nations (TIMUN), an international youth conference held at Westminster University with the support of the KONFIL Foundation and UN Women. TIMUN is Central Asia's largest platform for youth diplomacy, where participants develop leadership skills, engage in international dialogue, and discuss global challenges. HR staff played an active role in the event: they presented the "Be a Banker" internship program, collected applications, and conducted training sessions via the Kapital Academy on topics such as cultural intelligence (CQ) and the application of neural networks in the workplace.

*"One of the priority areas for JSCB Kapitalbank is supporting and developing the country's talented youth. We actively participate in social projects, support educational initiatives, and foster the development of both amateur and professional sports. We believe that supporting such social projects shapes our country's future by creating conditions for growth and development!"*

commented Maksud Abduvaliyevich Abdusamadov, Chairman of the Supervisory Board of JSCB Kapitalbank.

JSCB Kapitalbank's HR policy focuses on long-term collaboration with young professionals, support for initiatives that build a sustainable future, and the promotion of equal opportunity principles—all key components of the bank's ESG strategy. The bank continues to actively participate in projects that help unlock the potential of young people, thereby reinforcing Uzbekistan's status as a nation of talent.





# Motivation and Remuneration

The bank's employee social support policy aims to foster workforce stability and ensure the well-being of every staff member. The bank provides benefits and compensation as part of its comprehensive social package, in accordance with the Regulation on Remuneration and Material Incentives for JSCB Kapitalbank Employees.

### The regulations provide for the following types of social support for Bank employees:

#### Financial Assistance

Financial assistance is paid to employees in the following cases:

- upon marriage
- upon the birth or adoption of a child
- for medical treatment or surgery for the employee or their family members
- in the event of the death of the employee or a family member
- in other cases involving the loss of personal property due to fire or other natural disasters, as well as due to special personal circumstances



#### Childcare leave



#### Holiday bonuses



### Trade Union Committee

The Bank has an active Trade Union Committee, serving as the representative body entrusted by employees to represent and protect their interests. To support the health of employees and their children, the Bank's trade union organizes stays at health resorts and children's summer camps. 50% of the cost of the stay is covered by the trade union fund, and the employee pays the remaining 50%.



# Equal opportunities and non-discrimination

## Inclusivity

JSCB "Kapitalbank" adheres to principles of equal treatment and respect for the rights and dignity of its employees. The Bank does not tolerate discrimination in hiring, professional development, or interactions between employees.

The Bank's internal documents establish requirements for upholding ethical standards and preventing discrimination based on various grounds, including gender, age, nationality, social origin, physical ability, and other individual characteristics. The Bank does not tolerate physical, verbal, visual, sexual, or psychological abuse—including intimidation and aggression—that creates a hostile or unsafe workplace atmosphere or serves to humiliate, undermine, or damage the reputation of an employee.

In 2025, the Bank launched a Diversity and Inclusion program aimed at fostering an inclusive work environment and ensuring equal opportunities for all employees.

One of the program's key focus areas is creating conditions for the professional fulfilment of people with disabilities.

The Bank upholds and promotes the principles of diversity and inclusion, recognizing their importance and universal relevance. It believes that diversity and inclusion are vital to achieving the Bank's long-term development goals; they help attract, develop, and retain talent, facilitate effective decision-making, and enable a more agile response to dynamic changes in the external environment.

**71** persons

Number of employees with disabilities as of December 31, 2025








### Memorandum of Cooperation with the Association of People with Disabilities of Uzbekistan

JSCB "Kapitalbank" and the Association of People with Disabilities of Uzbekistan signed a Memorandum of Cooperation aimed at developing inclusive banking services and creating an accessible financial environment for people with disabilities




**The Bank has implemented a comprehensive set of inclusive solutions across every stage of the customer journey—from entering the branch to accessing banking products and digital services.**

- Communication capabilities for hearing- and visually-impaired clients, including online video consultations with sign language interpreters
- Practices for providing personal assistance and consultation to clients by Bank staff
- Accessible atms featuring Braille keypads and panels, as well as units at an accessible height for wheelchair users
- In-branch navigation and support features: tactile maps at the entrance and an assistance button to summon a staff member
- Priority service via electronic queue terminals
- Bank cards featuring Braille
- An updated Kapitalbank website with a dedicated section for customers with disabilities
- Systematic staff training on inclusive service standards and the use of a corporate inclusion guide in daily operations

*Kapitalbank strives to create an inclusive environment not only within the organization but also in its interactions with customers.*

**Moving forward, the bank plans to continue developing inclusive products and services, enhancing the customer experience, and expanding the accessibility of banking services for various customer groups.**

Kapitalbank supports initiatives aimed at providing women and girls with essential information, assistance, and social resources.

As part of implementing its ESG policy and expanding the social component of its operations, Kapitalbank signed a Memorandum of Cooperation with the United Nations Development Programme (UNDP), joining the "Call Umida" initiative.

"Call Umida" is a UNDP social project launched in Uzbekistan to enhance the safety of women and girls in public spaces. The project aims to combat street harassment and create a network of "safe spaces" where a woman can seek help if she feels threatened. The name "Call Umida" was chosen deliberately. "Umida" is a popular female name meaning "hope." It has become a code phrase that women can use in dangerous situations to discreetly ask for help. When the code phrase "Call Umida" is used, specially trained staff provide assistance—offering temporary shelter, helping to contact loved ones, or calling the police if necessary.




*"Supporting women and ensuring their safety is a key priority of our bank's social policy. We have a comprehensive set of initiatives aimed at protecting and empowering women, and we are proud to collaborate closely with the UN in this area. Joining the 'Call Umida' project is a continuation of our strategic contribution: we have developed a protocol for bank staff so that any woman facing a threat can receive timely assistance and protection. We are convinced that only by combining the efforts of business and international organizations can we create a truly safe and comfortable environment for all women and girls in Uzbekistan,"* noted Kirill Maevsky, Chairman of the Management Board of JSCB "Kapitalbank."

## Меморандум о сотрудничестве с Фондом ООН

The bank and the United Nations Population Fund (UNFPA) also signed a memorandum of cooperation aimed at joining forces to raise awareness of key social issues, foster inclusion for people with disabilities, and empower women through entrepreneurship and leadership initiatives.

The memorandum establishes a framework for collaboration that leverages the strengths and resources of both parties to support inclusive and sustainable development.

The partnership also entails promoting HR policies that foster work-life balance, provide parental leave, and support family caregiving responsibilities, as well as shaping positive social norms, overcoming gender stereotypes, and strengthening financial literacy—particularly among women and youth.

This memorandum was signed by Maksud Abdusamadov, Chairman of the Supervisory Board of JSCB "Kapitalbank," and Dr. Nigina Abaszadeh, UNFPA Representative.








# Health, Activity, and Corporate Unity

JSCB "Kapitalbank" consistently fosters a corporate culture that promotes physical activity, teamwork, and a healthy lifestyle among its employees. The bank's sports program is structured and comprehensive, featuring regular training sessions, internal championships, and participation in external competitions, mass running events, and other sporting activities, as well as corporate hiking trips and outdoor excursions. Sports activities include football, volleyball, basketball, table tennis, chess, sports, and running.

**>500** employees

are united within the bank's corporate sports movement, forming one of the largest corporate sports teams in Uzbekistan.

## Regular Training and Competitions

The bank organizes regular training sessions for team sports as well as internal corporate championships. Employee sports teams participate not only in internal tournaments but also represent the bank at external competitions and mass sporting events.



Regular corporate initiatives include:

- Championships in football, table tennis, and other team sports
- Kapitalbank cyber games, bringing together employees from various departments and regions
- Employee participation in chess and mind-sport activities
- Organized corporate training sessions for football, volleyball, and basketball
- Employee participation in local and international running events

**A distinct aspect of the bank's corporate life focuses on promoting sports and maintaining employee physical fitness.**

JSCB Kapitalbank, in collaboration with the Ministry of Sports and the Corporate Sports Association of Uzbekistan, conducted large-scale corporate fitness assessments to evaluate employees' physical conditioning. The event took place at the Republican Training Centre for Olympic and Paralympic Sports.

The assessments comprised a series of exercises testing strength, endurance, flexibility, and agility. Each participant had the opportunity to test their fitness, boost their energy, and experience team spirit. An atmosphere of competitive excitement and mutual support turned the event into a true celebration of health and corporate unity.



## Memorandum of Cooperation with the Corporate Sports Association of Uzbekistan

Kapitalbank JSCB and the Corporate Sports Association of Uzbekistan signed a memorandum of cooperation aimed at the comprehensive development of corporate sports. Kapitalbank became the first company in Uzbekistan to enter into such an agreement. The goal is to create a sustainable system of sports initiatives that foster employee health, build team spirit, and boost staff motivation.

Kapitalbank already holds a leading position in corporate sports and is confidently continuing to develop this area, reinforcing its status as a leader among Uzbekistan's major companies in this field. The program encompasses a wide range of activities—from mass running events to esports—uniting hundreds of employees across the country.




## A dedicated area of the program focuses on promoting mass-participation running

A team from JSCB "Kapitalbank" took part in a corporate trip to Bukhara, the highlight of which was the "Bukhara Night Race 2025" charity run. Around 200 bank employees gathered at the starting line in the ancient city centre, running along historic streets past the Ark Fortress, the Po-i-Kalyan complex, and other landmarks. In doing so, the Kapitalbank team once again became the largest corporate running squad in Uzbekistan.

*"For us, it is important not merely to participate in sporting events, but to foster a culture where sport becomes an integral part of every employee's life. The Bukhara night race is about more than just kilometres; it is about emotions, atmosphere, and team unity,"*

Noted Oksana Lyndina, Advisor to the Chairman of the Supervisory Board of JSCB "Kapitalbank."



## Active Leisure and Corporate Hiking

The sports program is complemented by regular corporate hikes and trips to mountainous regions. These events allow employees to combine physical activity with outdoor recreation and socializing with colleagues from various departments. Organized and planned routes include a hike to the Chukuraksu Waterfall and a corporate trek to the Aksu Canyon.








## As part of the "Big Heart" corporate social responsibility program, a "Donor Day" charity event was held on November 22 at the Blood Products Research and Production Centre.

Kapitalbank employees contributed to a worthy cause by helping those in need of donor blood, once again demonstrating that the bank's strength lies not only in professionalism but also in humanity.

Forty-six employees took part in the event, each becoming part of a significant collective effort.




## A team becomes truly strong beyond just the workplace

Sometimes, this requires stepping out of the routine, changing the scenery, and spending time together. That is precisely why the bank supports team-building activities within its departments. Such gatherings help team members get to know one another better, build trust, and simply enjoy each other's company. To support these initiatives, bank management allocates specific budgets for team-building events. These might include a bowling tournament, a team quest, a trip to a country house, or a short tour of cities within our Republic.



## Psychological support for employees

The bank has continued to develop programs supporting employee psychological well-being.

Through the Empatia corporate service, employees have the opportunity to receive free psychological assistance from professionals in a convenient online format. The service enables employees to seek psychological support for issues related to anxiety, emotional stress, fatigue, and personal circumstances.

Consultations are confidential, ensuring a safe environment for employees to seek professional help.

Access to the service is provided via the Empatia web platform and mobile app.

Bank employees can access the service using their corporate email addresses. The program is part of the employee well-being support system and aims to foster a work environment that prioritizes psychological health and emotional well-being.



# Community Support, Charity, and Volunteering

Kapitalbank JSCB continues to participate in social and charitable initiatives aimed at supporting the community and promoting sports and culture.

**Kapitalbank JSCB focuses on developing its corporate culture, fostering teamwork, and encouraging employee involvement in social, charitable, sports, and cultural initiatives.**

As part of the "Big Heart" corporate social responsibility program, the bank held the "Box of Kindness" charity drive to support those in need. Employee participation in such events allows the bank and its staff to pool their resources for social projects.




## Kapitalbank JSCB Celebrates the Centenary of Tashkent Football and Supports Inclusive Sports

Kapitalbank JSCB participated as a partner in the celebratory event marking the 100th anniversary of Tashkent football, continuing its series of projects dedicated to this centenary. A special place was reserved for charitable activities: as a partner of the Tashkent Football Association, the bank supported the "Matador" amputee football team, which earned the right to compete in the 2026 World Cup finals. Seventeen players and coaches received smart TVs, as well as certificates of merit and awards, in recognition of their resilience and their distinguished representation of Uzbekistan on the international stage.




**The bank's corporate activities also encompass support for cultural and socially significant initiatives.**

Kapitalbank JSCB and Uzum contributed to upgrading the stage flooring and sound equipment at the Mark Weil Ilkhom Theatre, supporting the theatre's landmark 50th season.







## Responsibility Demonstrated Through Action

In 2025, Kapitalbank JSCB continued its systematic support for the community, allocating significant funds to key social initiatives. The bank invested in the development of sports—ranging from grassroots amateur activities to the professional achievements of Uzbekistan's athletes. Particular attention was paid to supporting the arts; the bank helps artists and creative projects connect with their audiences. Furthermore, funds were directed toward direct community support, including aid for families in need and socially vulnerable groups.

Over

**26 billion UZS**

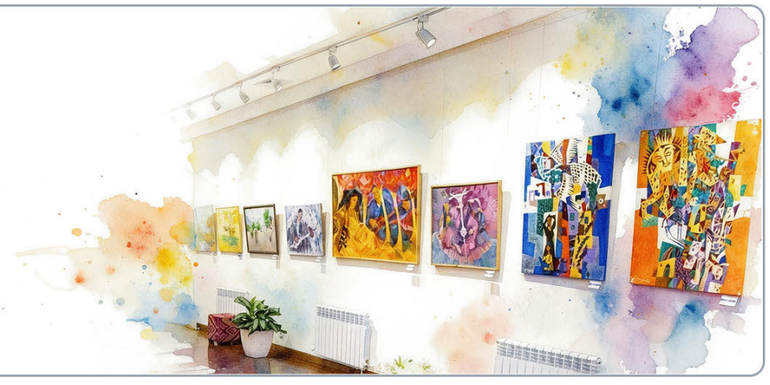
for investment in sports



Over

**3 billion UZS**

for supporting the arts



Over

**500 billion UZS**

for supporting the population



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