

Appendix No. 4  
to the minutes of the Board  
of the JSC «ESC «KazakhExport»  
dated September 30, 2021, No. 56

«Approved  
by decision of the Board  
of the JSC «ESC «KazakhExport»  
dated September 30, 2021 (Protocol  
No. 56)»

**The stakeholders map of the joint-stock company  
Export Credit Agency of Kazakhstan**  
*as amended by No. 1 in accordance with the decision of the Board of the Joint Stock Company  
Export Credit Agency of Kazakhstan  
dated October 08, 2024 (Protocol No. 95)*

**Nur-Sultan**

## SUMMARY OF IND

|   |  |
|---|--|
| Name of the IND   | The stakeholder map of the Joint Stock Company Export Credit Agency of Kazakhstan  |
| Owner of the IND  | Department of International Cooperation<br><i>in accordance with the decision of the Board of the Joint-stock company «Export Credit Agency of Kazakhstan dated October 08, 2024 (Protocol No. 95)</i> |
| Access level  | Publicly available   |
| Activities aimed at familiarizing structural units with the IND | E-mail distribution within 1 (one) business day from the date of posting the IND on the Internal Portal network drive  |

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*Throughout the text, the words «KazakhExport» Export Insurance Company» and «KazakhExport» EIC» have been replaced by «Export Credit Agency of Kazakhstan», according to the decision of the Board of the Company dated October 08, 2024 (Protocol No. 95)*

## **Chapter 1. General provisions**

1. This Stakeholder map of the Export Credit Agency of Kazakhstan Joint Stock Company (hereinafter referred to as the Stakeholder map) has been developed in accordance with the legislation of the Republic of Kazakhstan, the Charter of the Export Credit Agency of Kazakhstan Joint Stock Company, the Corporate Governance Code of the Export Credit Agency of Kazakhstan Joint Stock Company, the Sustainable Development Policy of the Export Credit Agency of Kazakhstan Joint Stock Company».

2. The Stakeholder map has been developed in order to determine the list of stakeholders with whom the Export Credit Agency of Kazakhstan Joint Stock Company (hereinafter referred to as the Company) interacts in the course of its activities, and the degree of their influence.

3. The stakeholder map is designed to systematize and visualize information about the Society's environment, as well as for an adequate strategy for working with each of the stakeholders. Identifying stakeholders and working with them is one of the tools that allows you to increase the business reputation of a business, the capitalization of a company, and establish effective and balanced relationships with all stakeholders.

4. A stakeholder map is an image to clarify the position of the Company's stakeholders or a graphical representation of groups of stakeholders.

5. The creation of a successful and effective system of interaction with stakeholders is an integral part of sustainable development and is considered as an ongoing process in the daily activities of Society. Sustainable development and the achievement of strategic goals are possible only through the proper and responsible behavior of all stakeholders in Society.

6. The following terms and concepts are used in the Stakeholder Map:

1) **Sole shareholder, Holding** - is the National Managing Holding Baiterek Joint Stock Company;

2) **State bodies** - state institutions authorized by the Constitution, laws, and other normative legal acts to perform functions on behalf of the state in the following areas:

issuing acts defining generally binding rules of conduct,

management and regulation of socially significant public relations,

monitoring compliance with the generally binding rules of conduct established by the State;

3) **Management body** - is the Board of Directors of the Company;

4) **Stakeholders** – individuals and legal entities, groups of individuals or organizations that have a significant impact on the decisions made by the Company or are influenced by these decisions (for example, employees of the Company, customers, counterparties, etc.), on the Company's activities, products or services related to the activities of the organization;

5) **International financial institutions** - international organizations that, within the framework of agreements signed with them, jointly with the Company provide financial and insurance support for the export of Kazakhstani goods, works and services;

6) **Clients** are individuals or legal entities to whom the Company provides services in accordance with the current legislation of the Republic of Kazakhstan, the Charter and other internal documents of the Company;

7) **Competitors** - legal entities or individuals whose field of activity, interests and goals are identical in the field of activity, interests and goals of the Company;

8) **Management** - Chairman of the Management Board, members of the Management Board, Managing Directors of the Company who are not members of the Management Board;

9) **Population** – residents of the regions in which the Society is present;

10) **Public organizations** – public associations, non-governmental organizations and others;

11) **Public Council** - is an advisory, supervisory body formed by the Company in matters of its competence, together with non-profit organizations and citizens.

12) **Staff** - the general staff of the Company, united by the goals of financial and economic activities and business processes and possessing certain professional and qualitative characteristics;

13) **Foreign counterparties** – a foreign person, firm, or enterprise that is an opposing party to a commercial transaction;

14) **Suppliers** - individuals engaged in business activities, legal entities (with the exception of government agencies, unless otherwise established for them by the laws of the Republic of Kazakhstan), temporary associations of legal entities (consortia) acting as a counterparty to the Company in a procurement agreement concluded with it.;

15) **Mass media** - periodical printed and electronic publications (Internet resources), television and radio channels, other form of periodic or continuous public dissemination of mass information in accordance with the legislation of the Republic of Kazakhstan;

16) **Financial institutions** - organizations involved in the financial and credit system (government agencies, second-tier banks, insurance organizations, professional participants in the securities market, etc.);

17) **Subsidiaries of the Holding** - legal entities, fifty or more percent of the voting shares (participation interests) of which are directly or indirectly owned by NMH Baiterek JSC by right of ownership or trust management;

18) **Partners of the Company** - legal entities (their associations) that are participants in mutually beneficial cooperation, including strategic partners;

19) **Export credit agencies** are public or private institutions that support exports in exporting countries.

## **Chapter 2. Assessing the influence and importance of stakeholders**

7. Identifying stakeholders and working with them is one of the tools that allows you to improve the business reputation, capitalization of the company, establish effective and balanced relationships with all stakeholders.

8. The society distinguishes between two groups of stakeholders:

1) a close circle of stakeholders (an area of close influence) who have a direct and legitimate significant influence on the decisions made by Society or are influenced by these decisions;

2) a distant circle of stakeholders (an area of indirect influence) who have an indirect significant influence on decisions made by Society or are influenced by these decisions.

9. The inner circle of stakeholders:

- 1) Sole shareholder;
- 2) Management body;
- 3) Management;
- 4) Staff;
- 5) Customers;

10. The deep circle of stakeholders:

- 1) Government agencies;
- 2) Subsidiaries of the Holding;
- 3) Competitors;
- 4) Partners of the Company;
- 5) Export credit agencies;

- 6) International financial institutions;
- 7) Financial institutions;
- 8) Suppliers;
- 9) Foreign counterparties;
- 10) Public organizations;
- 11) Public Council;
- 12) Population;
- 13) Mass media;

11. The stakeholder map allows for the most adequate identification of stakeholders.

12. The level of proximity of stakeholders (areas of influence) expresses the degree to which Society can influence one or another interested party. In the figure, the «Stakeholder map and the degree of their influence on the interests of Society» (Appendix No. 1) is defined in the form of III, II and I linear relationships:

1) Area of authority/responsibility (III).

Stakeholders who are directly subordinate to the Company (administrative management levers) are located in this area.

2) The area of direct influence (II).

This area includes stakeholders who are directly influenced by Society based on a strategy for sharing resources or persuasion.

3) The area of indirect influence (I).

Stakeholders are located in this area, on whom the Society exerts a weak, indirect influence, using the support of stakeholders.

13. Influence is the strength of a stakeholder in influencing Society, his ability to influence the activities of Society, people who make decisions on key issues of Society's activities.

14. Importance is the contribution of a stakeholder as a result of the Company's activities. It is determined by the extent to which the satisfaction of the needs, problems and interests of each stakeholder can affect the outcome of the Company's activities.

15. The degree of importance of influence is assessed on two scales, where:

$x$  = from -5 to +5, in increments of 1 (or smaller) characterizes the degree of support/opposition by the Society's stakeholders (-5 is the extreme degree of opposition, +5 is the highest degree of support),

$y$  = from 0 to 5 in increments of 1 (or smaller) characterizes the degree of the stakeholder's influence on Society.

16. The information obtained during the construction of the Stakeholder Map is presented in the Table of the degree of influence of stakeholders on the interests of Society (Appendix no. 2) and a Table of Stakeholders' Interests and Interactions (Appendix No. 3). The values of the tables are subject to change at least once a year, depending on the implementation of the interaction strategy.

17. The Company annually sends questionnaire forms to the main stakeholders in order to determine the degree of stakeholders' interest, including in issues of sustainable development.

### **Chapter 3. Identification of interests and development of an interaction strategy**

18. The process of organizing the Company's interaction with stakeholders is based on the principle of engagement, which implies taking into account the interests of stakeholders at all stages of the Company's management process and involving stakeholders in discussing significant topics and important issues, potential risks and boundaries of responsibility.

19. In turn, engagement is achieved by following the following three principles:

1) The essential. The Company clearly defines its stakeholders and is aware of which stakeholders' interests are essential.

2) Completeness. In the course of its activities, the Company pays attention to the concerns of stakeholders, namely, it understands their views, needs and expected results of activities, as well as opinions on significant issues.

3) The response. The Company consistently responds to all significant issues from stakeholders.

20. In order to organize the management of relations with stakeholders, the Company focuses its activities on the basis of the following principles:

1) respects and takes into account the opinion of stakeholders;

2) strives to actively inform target audiences about its activities;

3) ensures objectivity, reliability, independence and a high level of information transparency regarding the implementation of government programs, certain internal procedures (procurement, competitive selection among external candidates for employment, provision of financial and non-financial services), as well as the use of financial resources;

4) ensures open and productive collaboration with all stakeholders;

5) fulfills its obligations to stakeholders;

6) receives feedback from stakeholders on a regular basis.

21. Based on the assessment of the degree of support / opposition of the Company's stakeholder, assessment of the strength of its influence on the Company, as well as the parameters of the importance of the stakeholder, each structural unit of the Company, as well as employees who are not part of the structural units of the Company, independently develop methods of interaction with this stakeholder, depending on the specifics of their activities.

22. The stakeholder importance parameter is calculated using the formula:

$$(\pm x + y) = d$$

23. For effective management of stakeholders, their interests should be harmonized as much as possible, that is, it is necessary to identify those interests that bring together the most significant stakeholders of the same type and ensure their alignment with the interests of Society.

24. The main areas of interaction with stakeholders are strategic planning, financial activities, project management, supply of goods, works and services, lawmaking, operational activities, interaction with the media.

25. The main forms of interaction with stakeholders are: joint programs and projects, memorandums of cooperation, joint working groups, activity reporting, meetings, publications, interviews, etc.

26. The strategy of interaction with each stakeholder, as well as the instruments of influence, are determined by the structural divisions of the Company independently, depending on the specifics of their activities and in accordance with approved internal regulatory documents.

27. The values of the table are subject to change (not static), depending on the implementation of the interaction strategy, at least once a year. Based on changes in the indicators of the table, the indicators of the Stakeholder Map are updated.

#### **Chapter 4. Final provisions**

28. Changes and additions to the Stakeholder map are made in accordance with the procedure established by the Company's internal documents.

29. The stakeholders map is generally binding for the application and management of all employees and structural divisions of the Company.

30. An employee of the Company responsible for sustainable development monitors the Stakeholders' Map on an annual basis for updating it.

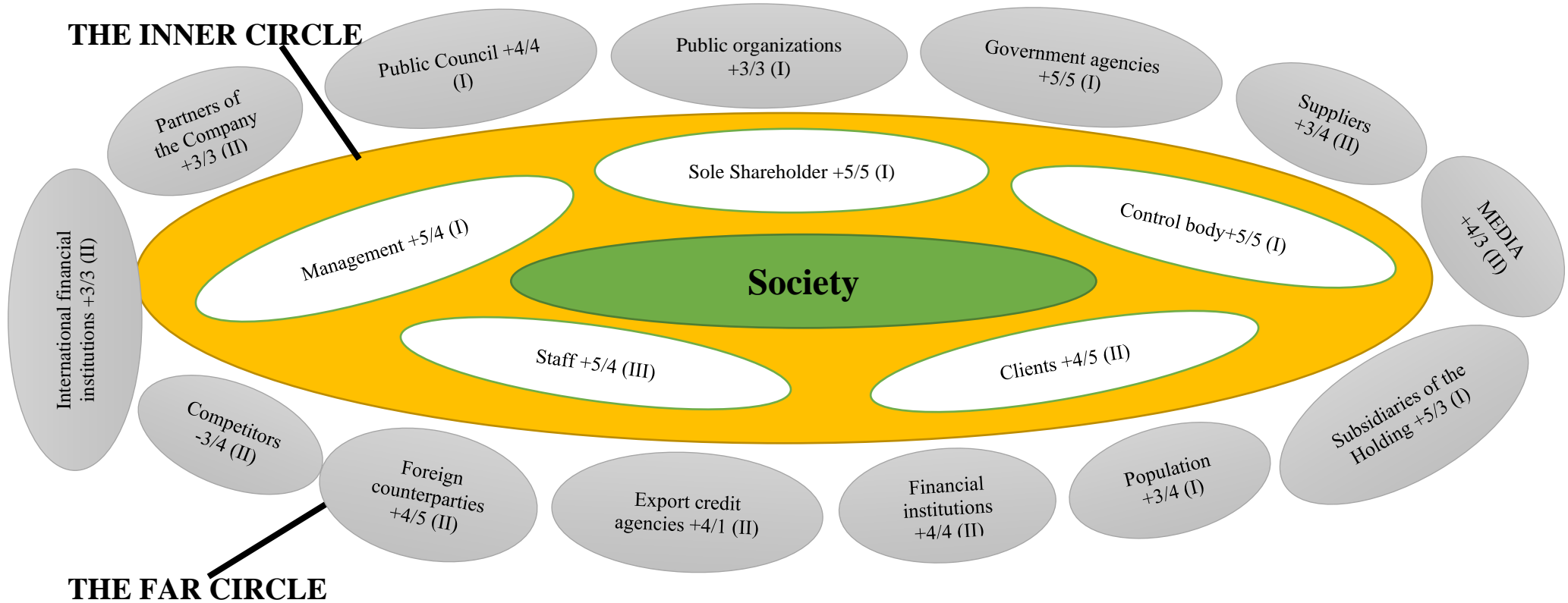
31. The Stakeholder map is required to be published on the official website of the Company.

32. The Stakeholder map comes into force from the date of approval by the authorized body of the Company.



**Appendix No. 1**  
**to the Stakeholder map of Export Credit Agency of Kazakhstan JSC**

**The form of the stakeholder map and the degree of their influence on the interests of Society**



X/Y

X = from -5 to +5 - the strength of the stakeholder's support/opposition (indicated by the first digit on the map)

Y = from 0 to 5 - the strength of the stakeholder's influence (indicated by the second digit on the map)

n = I, II, III – the degree of Society's influence on stakeholders (shown in parentheses on the map as lines I, II, III)

**Appendix No. 2**  
**to the Stakeholder map of Export Credit Agency of Kazakhstan JSC**

**The degree of influence of stakeholders on the interests of Society**

| Stakeholders                         | Spheres of influence on the interests of Society |                        |                       |   |                     |            |
|--------------------------------------|--|------------------------|-----------------------|---|---------------------|------------|
|                                      | Strategic leadership and development             | Operational activities | Regulatory regulation | Quality of project and/or business process management | Operational results | Reputation |
| <b>The Inner circle</b>              |  |                        |                       |   |                     |            |
| Sole shareholder                     |  |                        |                       |   |                     |            |
| Management body                      |  |                        |                       |   |                     |            |
| Management                           |  |                        |                       |   |                     |            |
| Staff                                |  |                        |                       |   |                     |            |
| Customers                            |  |                        |                       |   |                     |            |
| <b>The Far Circle</b>                |  |                        |                       |   |                     |            |
| Government agencies                  |  |                        |                       |   |                     |            |
| Subsidiaries of the Holding          |  |                        |                       |   |                     |            |
| Competitors                          |  |                        |                       |   |                     |            |
| International financial institutions |  |                        |                       |   |                     |            |
| Financial institutions               |  |                        |                       |   |                     |            |
| Suppliers                            |  |                        |                       |   |                     |            |
| Foreign counterparties               |  |                        |                       |   |                     |            |
| Population                           |  |                        |                       |   |                     |            |
| Public organizations                 |  |                        |                       |   |                     |            |
| Public Council                       |  |                        |                       |   |                     |            |
| Mass media                           |  |                        |                       |   |                     |            |
| Partners of the Company              |  |                        |                       |   |                     |            |
| Export credit agencies               |  |                        |                       |   |                     |            |

Note:

|   | High degree of influence   |  | Low degree of influence | * | High degree of interest |
|---|--|--|-------------------------|---|-------------------------|
| Strategic guidance and development                      | definition of long-term priorities, strategic directions of the Company's development through the adoption of state and sectoral development programs, development and approval of strategic documents of the Company. |  |                         |   |                         |
| Operational activities                                  | constant daily activities to manage the regular, standard processes of the Company.  |  |                         |   |                         |
| Regulatory regulation                                   | the adoption of regulations that directly or indirectly regulate certain aspects of the Company's activities.  |  |                         |   |                         |
| Quality of project management and/or business processes | the degree of competence and effectiveness of the Company's employees and management in providing project and/or business process management services.   |  |                         |   |                         |
| Operational results                                     | quantitative indicators of the Company's operational performance.  |  |                         |   |                         |
| Reputation  | the prevailing public opinion about the qualities, advantages and disadvantages of Society.  |  |                         |   |                         |

**Appendix No. 3**  
**to the Stakeholder map of Export Credit Agency of Kazakhstan JSC**

**The form of a table of stakeholders' interests and interactions**

| №                       | List of stakeholders (groups) | Degree of support/counteractions | Interests/motives   | The power of influence | Importance parameters | Instruments of influence                                      | Methods of interaction  |
|-------------------------|-------------------------------|----------------------------------|---|------------------------|-----------------------|---|---|
| <b>The Inner circle</b> |                               |                                  |   |                        |                       |   |   |
| 1.                      | Sole shareholder              | +5                               | Growth of profits and annual dividends, growth of the Company's value, efficiency of the Company's activities | 5                      | 10                    | The Company's Charter, Corporate Governance Code              | Coordination of the main areas of activity, as well as issues related to the general management of the Company.<br>Ensuring the exercise of the rights of the Sole Shareholder within the framework of corporate governance principles aimed at effective key decision-making in accordance with the legislation of the Republic of Kazakhstan and the Company's Charter.<br>Providing reliable information on the results of financial and economic activities in accordance with the requirements of the legislation of the Republic of Kazakhstan, the Charter, and internal documents of the Company.<br>Providing information about the plans, achievements, and problems of the Company's activities.<br>Decisions of the Sole Shareholder. |
| 2.                      | Management body               | +5                               | General management of the Company's activities  | 5                      | 10                    | The Charter of the Company, internal documents of the Company | General management of the Company's activities, with the exception of resolving issues attributed by the legislation of the Republic of Kazakhstan and (or) the Charter to the exclusive competence of the Sole Shareholder of the Company  |

| №  | List of stakeholders (groups) | Degree of support/counteractions | Interests/motives   | The power of influence | Importance parameter | Instruments of influence                                 | Methods of interaction  |
|----|-------------------------------|----------------------------------|---|------------------------|----------------------|--|---|
| 3. | Management                    | +5                               | Salary, bonuses, bonuses, status, areas of responsibility   | 4                      | 9                    | The Company's Charter, internal documents of the Company | Execution of decisions of the Sole Shareholder and the Board of Directors of the Company.<br>Preparation, implementation and monitoring of the implementation of the development plan and strategy, the action plan for the management of critical risks of the Company.<br>Preparation and implementation of other issues stipulated by the legislation of the Republic of Kazakhstan, the Charter, as well as those falling within the competence of the Board of Directors and the Management Board of the Company (according to the Company's Charter).<br>Meetings of the Company's Management Board and committees attached to the Management Board.<br>Working groups, operational meetings. |
| 4. | Staff                         | +5                               | Salary, bonuses, career growth, professional development, terms of the employment contract, social guarantees (including medical insurance), level of authority and responsibility, level of job satisfaction | 4                      | 9                    | Labor Code, employment contracts, civil law contracts    | The exercise of official powers aimed at the implementation of the tasks and functions of the Company.<br>Maintaining an open, transparent personnel policy aimed at the formation of qualified and motivated personnel.<br>Ensuring equal opportunities for all employees to realize their potential in the course of their work, an impartial and fair assessment of their results, recruitment and career development<br>employees solely on the basis of professional abilities, knowledge and skills.<br>Questionnaires and surveys.   |

| №                     | List of stakeholders (groups) | Degree of support/counteractions | Interests/motives  | The power of influence | Importance parameter | Instruments of influence                           | Methods of interaction  |
|-----------------------|-------------------------------|----------------------------------|--|------------------------|----------------------|--|---|
| 5.                    | Customers                     | +4                               | Commercial interests, obtaining high-quality services at reasonable rates      | 5                      | 9                    | Contracts  | Ensuring compliance with the expectations of consumers of products and services of Society.<br>Conclusion of contracts, control over the execution of contractual relations.<br>Analysis of customer satisfaction.<br>Negotiations, consultations.  |
| <b>The Far Circle</b> |                               |                                  |  |                        |                      |  |   |
| 6.                    | Government agencies           | +5                               | Legislative and executive functions, tax revenues, economic growth, employment | 5                      | 10                   | Laws, State programs of socio-economic development | Invitation to participate in working groups, forums, conferences organized by the Society.<br>Preparation and implementation of all necessary procedures provided for by the legislation of the Republic of Kazakhstan for the Company's participation in public procurement.<br>Coordination of the main directions of the Company's activities.<br>Participation in the development and implementation of government programs.<br>Providing reliable information on issues of interest in accordance with the requirements of the legislation of the Republic of Kazakhstan, the Charter, and internal documents of the Company.<br>Participation in government working groups;<br>Consultations with authorized government agencies.<br>Inspections and inspections.<br>Meetings and meetings. |

| <b>№</b> | <b>List of stakeholders (groups)</b> | <b>Degree of support/counteractions</b> | <b>Interests/motives</b>  | <b>The power of influence</b> | <b>Importance parameter</b> | <b>Instruments of influence</b>  | <b>Methods of interaction</b>  |
|----------|--------------------------------------|---|---|-------------------------------|-----------------------------|--|--|
| 7.       | Subsidiaries of the Holding          | +5                                      | Joint activities, commercial interests  | 3                             | 9                           | Contracts, Articles of Association of the Company, internal documents of the Holding, the Company and its subsidiaries                       | Mutually beneficial cooperation, improvement of business and technological processes and their automation.<br>Conclusion of contracts, control over the execution of contractual relations.  |
| 8.       | Competitors                          | -3                                      | Increasing the market share of insurance and reinsurance activities   | 4                             | 1                           | Application of more favorable insurance/reinsurance conditions, asset growth, tariff competition, active advertising policy, market research | Showing respect, avoiding the use of unreasonable advantages and distorting competition, following the principles of the Corporate Governance Code and The Company's Code of Business Ethics. Monitoring, analysis and marketing research of the market. |
| 9.       | Partners of the Company              | +3                                      | Joint activities, commercial interests,   | 3                             | 6                           | Memorandum, agreements   | Conclusion of contracts and agreements on mutually beneficial cooperation and mutual understanding.<br>Control over the execution of contractual relations.  |
| 10.      | Export credit agencies               | +4                                      | Discussion, elaboration of conditions and coordination of actions for the development of financial and insurance support between the countries, exchange of experience and information on financial and insurance support for exports, implementation of joint projects, commercial interests | 1                             | 8                           | Memorandum, agreements   | Conclusion of contracts and agreements on mutually beneficial cooperation and mutual understanding.<br>Control over the execution of contractual relations.  |

| <b>№</b> | <b>List of stakeholders (groups)</b> | <b>Degree of support/ counteractions</b> | <b>Interests/motives</b>  | <b>The power of influence</b> | <b>Importance parameters</b> | <b>Instruments of influence</b>  | <b>Methods of interaction</b>   |
|----------|--------------------------------------|--|---|-------------------------------|------------------------------|--|---|
| 11.      | International financial institutions | +3                                       | Implementation of joint international projects, commercial interests, reinsurance of risks  | 3                             | 6                            | Memoranda, agreements  | Conclusion of contracts and agreements on mutually beneficial cooperation and mutual understanding.<br>Improvement of business processes and their automation.<br>Control over the execution of contractual relations.  |
| 12.      | Financial institutions               | +4                                       | Placement of available funds in deposit accounts, participation in the implementation of the Company's programs, insurance of the Company's risks (including medical insurance), reinsurance of risks, maintenance and accounting of special accounts of the Company, transactions with equity securities and other financial instruments | 4                             | 8                            | Contracts  | Conclusion of contracts, control over the execution of contractual relations.<br>Improving the terms of the agreement.  |
| 13.      | Suppliers                            | +3                                       | Commercial interests, compliance with contractual obligations   | 4                             | 7                            | Rules for procurement of goods, works and services of the Company, contracts | Conclusion of contracts, control over the execution of contractual relations.<br>Business correspondence, inquiries.<br>Ensuring procurement of goods, works, and services based on the principles of:<br>- transparency and transparency of the procurement process;<br>- optimal and efficient spending of money used for purchases;<br>- purchase of high-quality goods, works, and services;<br>- providing all potential suppliers with equal opportunities to participate in the procurement process, provided that organizations with disabilities |



| №   | List of stakeholders (groups) | Degree of support/counteractions | Interests/motives   | The power of influence | Importance parameters | Instruments of influence  | Methods of interaction  |
|-----|-------------------------------|----------------------------------|---|------------------------|-----------------------|---|---|
|     |                               |                                  |   |                        |                       |   | (individuals with disabilities engaged in entrepreneurial activities) are supported;<br>- increasing the share of local content in goods, works, and services;<br>- fair competition among potential suppliers;<br>- control and responsibility for decisions made;<br>- minimizing the involvement of intermediaries in the procurement process.<br>Interaction based on mutual benefit, respect, trust, honesty and fairness.<br>Publishing information for potential suppliers on the website. |
| 14. | Foreign counterparties        | +4                               | Commercial interests, obtaining high-quality services at reasonable rates   | 5                      | 9                     | Contracts   | Ensuring compliance with the expectations of consumers of products and services of Society.<br>Conclusion of contracts, control over the execution of contractual relations.<br>Analysis of customer satisfaction.<br>Negotiations, consultations.  |
| 15. | Population                    | +3                               | Employment opportunities, solving social problems, transparency of Society's activities, environmental protection | 4                      | 7                     | Public opinion.<br>Appeals to higher-level and regulatory government agencies, the media. | Public opinion polls, implementation of a communication strategy.<br>Publication of financial and non-financial statements of the Company.<br>Demonstration of practical commitment to the principles of social responsibility, transparency of activities and sustainable development.<br>The desire to observe fair competition, generally accepted moral and ethical standards.<br>Making additional social commitments, solving urgent social problems.<br>Charitable activities.             |

| <b>№</b> | <b>List of stakeholders (groups)</b> | <b>Degree of support/counteractions</b> | <b>Interests/motives</b>   | <b>The power of influence</b> | <b>Importance parameter</b> | <b>Instruments of influence</b>  | <b>Methods of interaction</b>   |
|----------|--------------------------------------|---|--|-------------------------------|-----------------------------|--|---|
| 16.      | Public organizations                 | +3                                      | Implementation of the goals and objectives of public associations, obtaining sponsorship           | 3                             | 4                           | The Company's Charter, contractual relations under concluded agreements, holding forums, conferences, etc. | Compliance with the legislation. Conclusion of agreements on cooperation and mutual understanding. Implementation of charity and sponsorship. Conducting joint events (meetings, forums, conferences, etc.).  |
| 17.      | Public Council                       | +4                                      | Implementation of the goals and objectives of the Public Council, implementation of public control | 4                             | 8                           | The Charter of the Company   | Discussion of draft strategies and plans for the development of the Company; Discussion of reports and monitoring of the implementation of strategies and plans for the development of the Company; Development and submission of proposals to government agencies to improve the legislation of the Republic of Kazakhstan.  |
| 18.      | Mass media                           | +4                                      | Publications and information about the Company's activities, commercial interests                  | 3                             | 7                           | Publications and informing about the activity Societies, interviews, press releases, PR events and etc.    | Organization of information activities by:<br>- Implementation of PR events (press tours, press conferences, briefings);<br>- Communicating the strengths and capabilities of Society to the target audience;<br>- Creating a positive public opinion;<br>- Ensuring the transparency of the Company's activities through reliable, regular, continuous and timely disclosure of information;<br>- Maintaining the brand awareness of the Society;<br>- Presenting the results of the Company's activities to the public. |

**Deputy Chairman of the Board**



**A.E. Bektybaeva**

**Head of the Compliance Service**



**K.A. Kabsamatov**

**Director of the Department**



**L.G. Shabarbayeva**

**Director of the Department**



**A.S. Mazhenova**

**Director of the Department**



**A.Zh. Battalova**

**Director of the Department**



**S.K. Nurmukhambetov**

**Director of the Department**



**A.K. Kenesova**

**Deputy Chairman of the Board**



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**A.K. Kenesova**