



# STAKEHOLDER ENGAGEMENT

GRI 2-26, GRI 2-29

Kazakhtelecom JSC places great emphasis on effective stakeholder engagement, viewing it as an essential element of sustainable development and corporate governance. The Company builds a systematic and transparent dialogue aimed at promptly identifying stakeholder expectations, increasing the level of trust, and strengthening long-term partnerships. This approach contributes to sound managerial decision-making and enhances business resilience in a rapidly changing external environment.

THE COMPANY’S STAKEHOLDER ENGAGEMENT PRINCIPLES ARE AS FOLLOWS:

## MATERIALITY

The Company identifies its stakeholders and understands which of its own interests and those of stakeholders are material;

## COMPLETENESS

The Company understands stakeholder concerns, i.e., their perspectives, needs, and expectations, as well as their views on issues important to them;

## RESPONSIVENESS

The Company consistently responds to material issues relevant to both stakeholders and the organization itself.

Kazakhtelecom JSC identifies two groups of stakeholders:

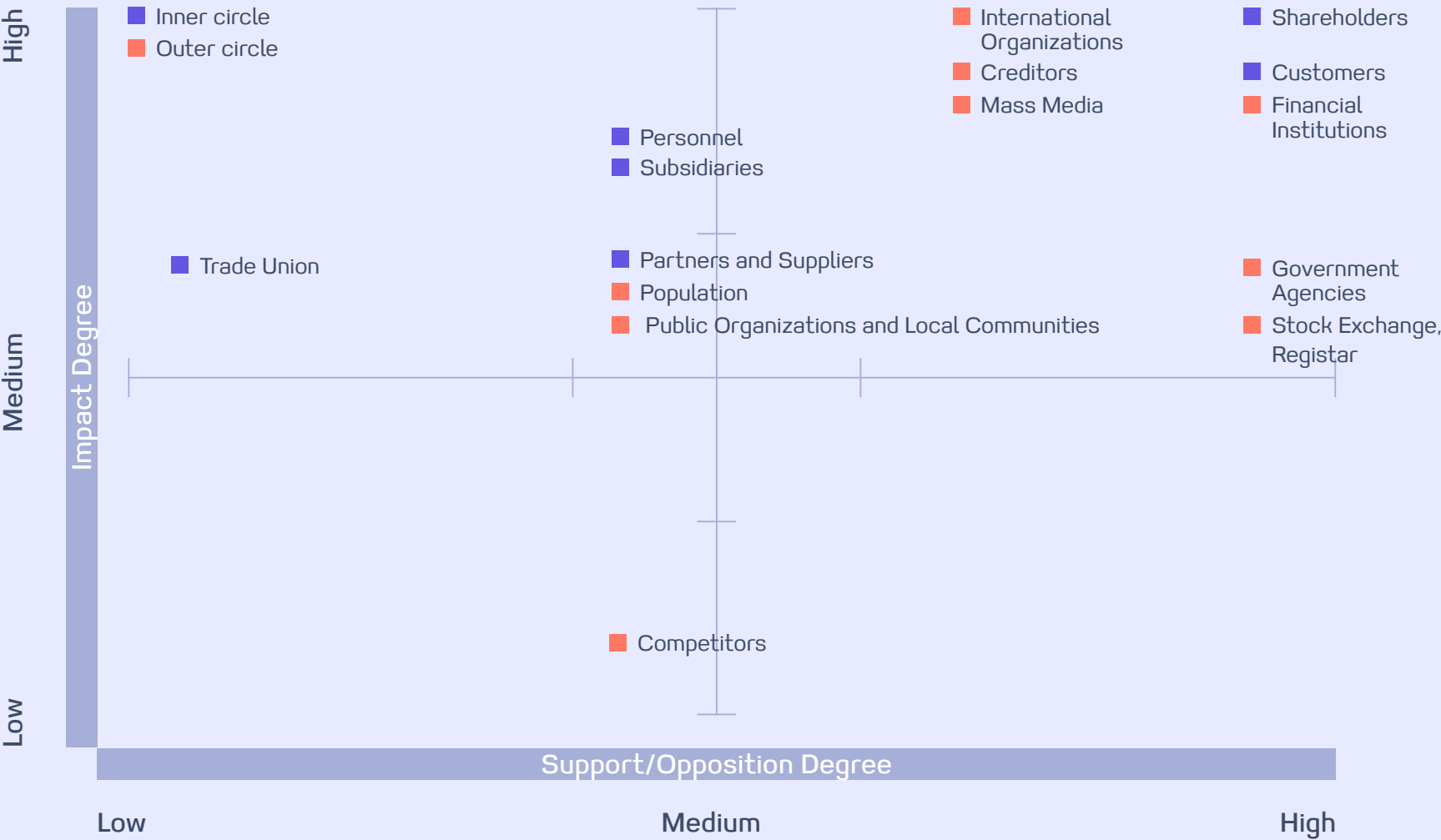
**Inner circle** (direct area of influence) – stakeholders that have a direct and significant impact on the Company’s decision-making or are directly affected by those decisions:

- › Shareholders;
- › Employees;
- › Subsidiaries;
- › Trade union;
- › Partners (including international) and service providers
- › Customers.

**Outer circle** (indirect area of influence) – stakeholders that have an indirect impact on the Company’s decision-making:

- › Government bodies;
- › Competitors;
- › International organizations;
- › Financial institutions;
- › Creditors;
- › Stock exchange, registrar;
- › Population;
- › NGOs and local communities;
- › Mass media.

KAZAKHTELECOM JSC’S STAKEHOLDER MAP



The Company’s Stakeholder Map was updated in 2023 in line with international standards and best practices in sustainable development. Based on this map, Kazakhtelecom JSC annually develops a Stakeholder Engagement Communication Plan. An updated version of this Plan was approved in 2024.

The updated Stakeholder Map is available on the Company’s website at [telecom.kz](https://telecom.kz).



COMMUNICATION CHANNELS WITH STAKEHOLDERS

Kazakhtelecom JSC adheres to the principles of information transparency and openness, providing stakeholders with information on its activities.

The Company uses various channels to engage with stakeholders:

- › Information on the Company’s activities is published on the official website [telecom.kz](https://telecom.kz);
- › Information material to shareholders is disclosed in the Company’s Annual Reports;
- › The Company maintains online communication channels;
- › News on corporate projects, training and development programs, as well as incentives and employee benefits, is published on the internal corporate portal;
- › A Hotline is in place for reports of legal violations (fraud, corruption, discrimination, unethical behavior, etc.);
- › A dedicated platform for B2B clients – [ismet.kz](https://ismet.kz) – provides relevant information;
- › Company news is also published in the mass media.



ONLINE COMMUNICATION CHANNELS



Call center



Whatsapp



Telegram



Business



Technical support



Verification service

STAKEHOLDER ENGAGEMENT MAP

INNER CIRCLE

Stakeholder

Interests

- › Increase in Company value
- › Dividend income
- › Stability and growth of operations
- › Transparency
- › Effective risk management
- › Maximization of Company and dividend value

Contribution

- › Capital investment
- › Charter capital replenishment

Engagement Mechanisms

- › Dividend payments
- › Approval of annual financial and non-financial reports
- › Implementation of the JRun transformation program
- › Meetings, negotiations, discussions
- › Strategic and investment decision-making
- › Surveys, questionnaires, assessments

Employees

Interests

- › Company performance and achievements
- › Development prospects
- › HR and social policy
- › Safe and comfortable working conditions
- › Human rights
- › Employee engagement and development
- › Financial and non-financial motivation, youth policy
- › Collective agreement

Contribution

- › Human resources
- › Loyalty

Engagement Mechanisms

- › Creation of safe and decent working conditions
- › Employee participation in management
- › Social benefits
- › Training and development programs
- › Regular meetings with management
- › Internal communication channels and Hotline
- › Online feedback mechanisms (surveys/questionnaires)

Subsidiaries

Interests

- › Protection of shareholder interests

Contribution

- › Protection of shareholder interests

Engagement Mechanisms

- › Regular monitoring of subsidiaries’ performance
- › Joint mobile business development
- › Participation of subsidiaries in strategic decision-making as shareholders



STAKEHOLDER ENGAGEMENT MAP

| INNER CIRCLE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | OUTER CIRCLE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <div>Trade union</div> <div>Interests</div> <div><div>› Social responsibility and employee protection;</div><div>› Implementation of the Collective Agreement;</div><div>› Compliance with legislation.</div></div> <div>Contribution</div> <div><div>› Social stability support;</div><div>› Labor relations regulation and conflict resolution.</div></div> <div>Engagement Mechanisms</div> <div><div>› Fulfillment of Collective Agreement provisions;</div><div>› Interest-free loans to employees;</div><div>› Public hearings;</div><div>› Internal communication channels and Hotline.</div></div> | <div>Partners and suppliers</div> <div>Interests</div> <div><div>› Commercial interests.</div></div> <div>Contribution</div> <div><div>› Joint project implementation;</div><div>› Technology and innovation transfer.</div></div> <div>Engagement Mechanisms</div> <div><div>› Mutually beneficial cooperation;</div><div>› Participation in strategic decisions;</div><div>› Meetings, negotiations, correspondence;</div><div>› Operational reporting.</div></div> | <div>Customers</div> <div>Interests</div> <div><div>› Commercial interests;</div><div>› Service quality;</div><div>› Continuity of service;</div><div>› Qualified support.</div></div> <div>Contribution</div> <div><div>› Loyalty;</div><div>› Revenue through purchase of goods and services.</div></div> <div>Engagement Mechanisms</div> <div><div>› Contractual interactions;</div><div>› Quality improvement;</div><div>› Online service;</div><div>› Development of support channels;</div><div>› Feedback systems;</div><div>› Customer satisfaction analysis.</div></div> | <div>Government Agencies</div> <div>Interests</div> <div><div>› Exercising legislative and executive functions;</div><div>› Implementation of state policy in the field of telecommunications; job creation.</div></div> <div>Contribution</div> <div><div>› State regulation.</div></div> <div>Engagement Mechanisms</div> <div><div>› Working groups, forums, conferences;</div><div>› Meetings, negotiations, business correspondence;</div><div>› Timely submission of reports on current activities;</div><div>› Providing feedback;</div><div>› Monitoring compliance with the legislation of the Republic of Kazakhstan.</div></div> | <div>Competitors</div> <div>Interests</div> <div><div>› Increasing market share.</div></div> <div>Contribution</div> <div><div>› Market development.</div></div> <div>Engagement Mechanisms</div> <div><div>› Adherence to the principle of fair competition.</div></div> | <div>International Organizations</div> <div>Interests</div> <div><div>› Development of international cooperation among ITU and RCC member states, experience exchange, adoption of common standards in technology use;</div><div>› Compliance with international standards and agreements in the field of sustainable development, equitable and balanced growth, adherence to environmental standards, and the development of infocommunication services.</div></div> <div>Contribution</div> <div><div>› International grants;</div><div>› Opportunities for future development.</div></div> <div>Engagement Mechanisms</div> <div><div>› Conferences, sessions, meetings, forums;</div><div>› Signing of agreements, contracts, memorandums, and cooperation agreements.</div></div> |



STAKEHOLDER ENGAGEMENT MAP

OUTER CIRCLE

| Financial Institutions                                                                                                                        | Creditors                                                                                                                                                                                                                                                                                                                                        | Stock Exchange, Registrar                                                                                                                                       | Population                                                                                                                                                                                                                                                                                         | Public Organizations                                                                                                                                           | Mass Media                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Interests</p> <ul style="list-style-type: none"><li>› Placement of available funds in deposits; maintenance of special accounts.</li></ul> | <p>Interests</p> <ul style="list-style-type: none"><li>› Targeted use of funds;</li><li>› Fulfillment of the terms of loan agreements;</li><li>› Timely repayment of principal and interest;</li><li>› Stability and transparency of the Company’s operations.</li></ul>                                                                         | <p>Interests</p> <ul style="list-style-type: none"><li>› Development of the securities market (listing rules, registrar’s code of rules).</li></ul>             | <p>Interests</p> <ul style="list-style-type: none"><li>› Job creation;</li><li>› Transparent information on the Company’s development prospects;</li><li>› Service quality;</li><li>› Attractive service tariffs;</li><li>› Social and charitable programs;</li><li>› Health and safety.</li></ul> | <p>Interests</p> <ul style="list-style-type: none"><li>› Various issues within the scope of activities of public and non-governmental organizations.</li></ul> | <p>Interests</p> <ul style="list-style-type: none"><li>› Informing the public about the Company’s activities.</li></ul>                                                                                                                                  |
| <p>Contribution</p> <ul style="list-style-type: none"><li>› Provision of favorable conditions for the placement of funds.</li></ul>           | <p>Contribution</p> <ul style="list-style-type: none"><li>› Provision of funds.</li></ul>                                                                                                                                                                                                                                                        | <p>Contribution</p> <ul style="list-style-type: none"><li>› Participation in the development of the securities market.</li></ul>                                | <p>Contribution</p> <ul style="list-style-type: none"><li>› Support in the Company’s regions of operation.</li></ul>                                                                                                                                                                               | <p>Contribution</p> <ul style="list-style-type: none"><li>› Mutually beneficial cooperation.</li></ul>                                                         | <p>Contribution</p> <ul style="list-style-type: none"><li>› Constructive cooperation;</li><li>› Favorable public opinion.</li></ul>                                                                                                                      |
| <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Interaction within the framework of contracts/agreements.</li></ul>      | <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Interaction within the framework of contracts/agreements;</li><li>› General meeting of bondholders;</li><li>› Disclosure of information via mass media and the Company’s website;</li><li>› Submission of reports in accordance with loan agreement requirements.</li></ul> | <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Negotiations, meetings with stakeholders;</li><li>› Feedback through mass media.</li></ul> | <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Regional development;</li><li>› Interaction through social media, hotline;</li><li>› Reputation audit;</li><li>› Charitable activities;</li><li>› Public reporting.</li></ul>                                                 | <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Cooperation under agreements;</li><li>› Public reporting.</li></ul>                       | <p>Engagement Mechanisms</p> <ul style="list-style-type: none"><li>› Publication of information about the Company in the media;</li><li>› Social media, hotline;</li><li>› Providing responses to media inquiries;</li><li>› Public reporting.</li></ul> |