

Approved
by the decision of the Board of the
National Company Kazakhstan
Temir Zholy Joint Stock Company
dated March 31, 2021
(minutes No. 02/11, question No. 3)

Approved
by the decision of the Board of
Directors of the
National Company Kazakhstan
Temir Zholy Joint Stock
Company
dated May 24, 2021
(minutes No. 8, question No. 1)

with amendments and additions
made by the decision of the Board
of Directors of the National
Company Kazakhstan Temir
Zholy Joint Stock Company
dated December 15, 2023
(minutes No. 17, question No. 3)

**Policy in the field of sustainable development
of the National Company
Kazakhstan Temir Zholy
Joint Stock Company**

Astana

2023

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1. GENERAL PROVISIONS

1.1 Concepts and abbreviations

The following concepts and abbreviations are used in this Policy:

Subsidiaries	subsidiaries are legal entities whose decisions can be determined by the Company based on the presence of a predominant interest in the authorized capital, as well as fifty or more percent of the voting shares (participation interests) of which directly or indirectly belong to the Company on the right of ownership or trust management.
Stakeholders	individuals, legal entities, a group of individuals and legal entities that influence or may be influenced by the Company's activities, its products or services and related actions by virtue of legislation, concluded agreements (contracts) or indirectly (indirectly), except for those who may be familiar with the Company or express an opinion about her, the main representatives of stakeholders are shareholders, employees, customers, suppliers, government agencies, subsidiaries, bondholders, creditors, investors, public organizations, the population of the regions in which the Company operates
Company, NC KTZ JSC	National Company Kazakhstan Temir Zholy Joint Stock Company
CSEP	Committee on Safety and Environmental Protection of the Board of Directors of NC KTZ JSC
Board of Directors	Board of Directors of NC KTZ JSC
Group of Companies	National Company Kazakhstan Temir Zholy Joint Stock Company and its subsidiaries
Corporate Governance Code of the Company	The Corporate Governance Code of the Joint Stock Company National Welfare Fund Samruk-Kazyna, approved by the Decree of the Government of the Republic of Kazakhstan dated November 5, 2012 No. 1403
Department of Strategy and Sustainable Development	the structural division of the Company responsible for the strategic development of the Company and the coordination of activities in the field of sustainable development
ESG	environmental, social and corporate governance

1.2 Purpose and scope of application

This Policy in the field of sustainable development of the Company (hereinafter referred to as the Policy) has been developed in order to implement a management system in the field of sustainable development, which will consistently and continuously follow the principles of sustainable development and ESG, confirm the commitment of the Company and its subsidiaries to standards in the field of sustainable development, as well as ensure a long-term sustainable trend of improving the Company's performance, while maintaining a balance interests of interested parties.

Objectives of this Policy:

- 1) consolidation of the responsibility of the Company's management bodies and its subsidiaries for the implementation of the principles of sustainable development;
- 2) definition of sustainable development goals and principles and ESG;
- 3) definition of the risk management process in the field of sustainable development;
- 4) establishment of a mechanism for achieving the goals and implementation of the principles of sustainable development;
- 5) creation of an effective management system for interaction with stakeholders of the Company and its;
- 6) determination of the procedure for disclosure of information about the Company's activities and its activities in the field of sustainable development.

The Policy is a fundamental document for improving the Company's activities in the field of sustainable development.

The provisions of the Policy must be observed by all officials and employees of the Company and its subsidiaries and included in the system of business relations with customers, suppliers and partners.

This Policy is a public document available on the Company's information resources.

1.3 Regulatory references

This Policy has been developed taking into account the requirements of the legislation of the Republic of Kazakhstan, as well as internal documents of the Company:

The Company's Charter approved by the decision of the Sole Shareholder of NC KTZ JSC dated December 24, 2010 (Order No. 94-p) with amendments and additions made by the decisions of the Board of Samruk-Kazyna JSC (Minutes dated December 24, 2012 No. 57/12, dated June 6, 2016 No. 21/16, dated May 25 2017 No. 14/17, dated May 14, 2018 No. 14/18, dated November 16, 2018 No. 34/18, dated July 24, 2019 No. 2419, dated July 13, 2020 No. 26/20, dated September 09, 2021 No. 39/21, dated May 27, 2022 No. 29/22);

The Company's development strategy approved by the decision of the Board of Directors of NC KTZ JSC (Minutes No. 3 dated March 29, 2023);

Corporate Governance Code of the Company;

Reference model on sustainable development for portfolio companies of Samruk-Kazyna JSC, approved by the decision of the Management Board of Samruk-Kazyna JSC (Minutes No. 09/17 dated March 17, 2017);

Guidelines for Sustainable Development Reporting (GRI Standards).

1.4 Distribution of responsibility

Name of the management body	Role
Board of Directors	Providing strategic guidance for activities in the field of sustainable development, monitoring and approval of the report in the field of sustainable development.
Committees under the Board of Directors	Contributing to a deep and thorough consideration of issues within the competence of the Board of Directors and improving the quality of decisions made in areas of sustainable development. Monitoring compliance with regulatory and regulatory requirements related to sustainable development, ensuring the ethics of sustainable development activities, monitoring risks in the field of sustainable development and the quality of non-financial information and reporting. Monitoring the implementation of the principles of sustainable development and the provisions of this Policy.
Management Board of the Company	Compliance with the principles and requirements of this Policy. Development of action plans for the Company and its subsidiaries for the implementation of principles in the field of sustainable development and monitoring of their implementation.
Executive bodies of subsidiaries	Compliance with the principles and requirements of this Policy. Implementation of the Company's action plans for the implementation of principles in the field of sustainable development.
Member of the Management Board in charge of sustainable development issues	Responsible for the implementation of this Policy.
Head of the Strategy and Sustainable Development Department	Responsible for coordinating sustainable development activities for the Company. Providing methodological support to the Company's subsidiaries on sustainable development issues.
Heads of structural	Compliance with the principles and requirements of

divisions and subsidiaries of the Company	<p>this Policy.</p> <p>Providing the necessary information and proposals for the formation of an integrated annual report, a report on the assessment of the effectiveness of sustainable development, action plans for the implementation of the principles of sustainable development.</p> <p>Implementation of the Company's action plans for the implementation of principles in the field of sustainable development.</p>
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2. FUNDAMENTALS OF SUSTAINABLE DEVELOPMENT

2.1 The key idea of sustainable development

The key idea of the Company's sustainable development is to achieve the Company's strategic goals in the long term, taking into account the interests of various stakeholders. Sustainable development takes into account all aspects of the Company's activities, including economic, social and environmental, and also corresponds to its corporate values.

Along with the improvement of financial results, environmental and social activity has a positive impact on the overall reputation of the Company. Despite the fact that the indicators do not have direct material expression, they also have a significant impact on market capitalization.

Global logistics companies strive to meet the ever-increasing requirements in the field of sustainable development. Leading companies have managed to turn sustainable development into one of the elements of value creation by increasing operational efficiency, increasing the importance of the social side of the company's activities, environmental efficiency, ensuring transparency of activities and improving relationships with key stakeholders.

Systematic management of sustainable development allows you to set the Company's priorities in the field of sustainable development at the strategic level, and then detail them to the operational level; regularly assess the performance of activities in this area, as well as prepare reports depending on the needs of stakeholders.

Thus, the Company's policy in the field of sustainable development determines the wide application of economic, social, and environmental aspects through the introduction of best practices in the field of production, environmental initiatives, occupational safety and social sphere, while maintaining an optimal balance between the interests of stakeholders and the strategic objectives of the Company.

All corporate decisions made by the Company's management must comply with the principles and goals in the field of sustainable development.

2.2 Principles in the field of sustainable development

The principles in the field of sustainable development are openness, accountability, transparency, ethical behavior, respect for the interests of stakeholders, legality, respect for human rights, intolerance to corruption, inadmissibility of conflicts of interest, personal example.

The Board of Directors and executive bodies of the Company and its subsidiaries are guided by the principles of sustainable development when making management decisions.

All employees, each at their own level, implement principles in the field of sustainable development through personal behavior and compliance with the relevant internal documents of the Company.

The principles of corporate social responsibility are reflected in detail in Appendix 1 to this Policy.

2.3 Key risks in the field of sustainable development

ESG risk management is carried out within the framework of the Company's corporate risk management and internal control system, which covers the management of corporate governance, social, environmental risks, including climate change risks.

2.4 Sustainable Development Goals

The implementation of the Company's ESG principles is one of the strategic goals of the Company, reflected in the Development Strategy until 2032, approved by the decision of the Board of Directors of NC KTZ JSC (hereinafter referred to as the Strategy).

The company declares its commitment to 17 UN Sustainable Development Goals. Of the 17 goals, the Company focuses on 6 sustainable Development Goals, which, due to the specifics of its activities, the Company can influence:



The following key performance indicators (KPIs) evaluate the implementation of these goals:

- *the rate of accidents with disability (registered) LTIR*
- *for women in leadership positions*
- *level of social stability*
- *level of involvement of administrative staff*
- *transportation safety level*
- *specific consumption of diesel fuel for train traction*
- *carbon footprint*

The target values of KPI are reflected in the Tree of key performance indicators in the field of sustainable development of the Company (Appendix 2 to this Policy).

Information about the Company's impact on the rest of the UN goals affecting the Company's activities is provided in the Company's annual integrated report.

2.5 Implementation of the Sustainable Development Goals

Four efficiency indicators in the field of sustainable development (*the level of social stability, the level of transportation safety, the carbon footprint, the coefficient of accidents with disability (registered) LTIR*) are strategic efficiency indicators, the remaining three efficiency indicators (*the level of involvement of*

administrative personnel, the proportion of women in leadership positions, the specific consumption of diesel fuel for train traction) assess the achievement of strategic initiatives.

In order to achieve the target values of strategic efficiency and initiatives and to distribute responsibility for their achievement among the members of the Management Board of the Company and Subsidiaries, the Company develops an Action Plan for the implementation of the Strategy. The action plan for the implementation of the Strategy also includes measures to achieve efficiency and initiatives in the field of sustainable development. The results of the implementation of the Action Plan for the implementation of the Strategy are submitted to the Board of Directors of the Company on an annual basis.

The process of developing and monitoring the implementation of measures to achieve efficiency in the field of sustainable development is already provided for within the framework of unified measures to achieve strategic efficiency. Therefore, the process of implementing and monitoring the Sustainable Development Goals is limited to the annual review by the CSEP and the Board of Directors of materials on the implementation of KPIs in the field of sustainable development with detailed factors that influenced the implementation/non-implementation of KPIs.

3. THE MECHANISM OF IMPLEMENTATION OF THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT IN THE COMPANY'S PROCESSES

The company systematically implements the principles of sustainable development in key processes. The process of implementing the principles of sustainable development is carried out by implementing the following measures:

- conducting a CSEP assessment of the effectiveness of sustainable development and identifying areas for improvement;

- inclusion of the members of the Company's Management Board and its key indicators in the field of sustainable development in the motivational efficiency.

3.1 Assessment of the effectiveness of sustainable development

The Company annually evaluates the effectiveness of sustainable development (Appendix 3 to this Policy). The assessment is carried out by comparing the indicators of the economic, environmental, social aspects of the Company's activities with the indicators of similar companies, socio-economic indicators for the Republic of Kazakhstan, historical indicators of the Company. Based on the results of the comparative analysis, each indicator is assigned an assessment (improvement, deterioration, unchanged). The results of the assessment of the effectiveness of sustainable development are presented in the context of the Company, subsidiaries.

The evaluation method used allows you to see the overall picture of the weaknesses and strengths of the Company and its subsidiaries compared to other companies.

Information on the results of the assessment of the effectiveness of sustainable development is submitted to the CSEP no later than the second quarter. Based on the results of the evaluation review, CSEP offers recommendations for improving low grades. The Department of Strategy and Sustainable Development brings the received recommendations to the structural divisions /subsidiaries for taking the necessary measures.

3.2 Inclusion of indicators in the field of sustainable development in the motivational efficiency of members of the Management Board of the Company and subsidiaries

In order to increase the incentive of the Company's managers and Subsidiaries in terms of the implementation of activities related to sustainable development, the motivation cards of the members of the Management Board of the Company and Subsidiaries include KPIs related to sustainable development.

4. INTERACTION WITH STAKEHOLDERS

The main goal of our interaction with stakeholders, including the responsible conduct of the Company's business, is to ensure transparency, trust and cooperation in the field of sustainable development, which contributes to mutual understanding and the achievement of common goals.

Interaction with stakeholders is an inseparable element of any Company's activities. The dialogue carried out by the Company and stakeholders has a significant impact on sustainable development.

The basis of interaction with stakeholders is the identification of stakeholders that have a significant impact on the Company, determining the degree of dependence of stakeholders on the Company, building a materiality matrix and forming a Plan for interaction with stakeholders.

4.1 Stakeholder map

The stakeholder map is designed to systematize and visualize information about the Company's environment in order to develop methods of interaction with each of the stakeholders.

The Company forms a consolidated Map of stakeholders, including its subsidiaries.

The methodology for developing the Stakeholder Map and the stakeholder map are provided in Annex 4 to this Policy.

The methodology for developing a Stakeholder Map includes the following procedures:

- identification of stakeholders, taking into account their contributions and expectations;

- prioritizing stakeholders based on their impact on our operations and importance;

the choice of the method of interaction with stakeholders depending on the context, including dialogue, consultations and other approaches.

5. DISCLOSURE OF INFORMATION IN THE FIELD OF SUSTAINABLE DEVELOPMENT

The Company strives for openness and awareness of stakeholders about the results of its activities in the field of sustainable development. The Company prepares and issues reports in the field of sustainable development on an annual basis as part of the formation of the Integrated Annual Report of the Company.

The Integrated Annual Report publishes information on both financial results and social, environmental and other non-financial aspects of the Company's activities.

The main principles of reporting are:

- Use of Global Reporting Initiative standards (GRI Standards version);
- The principle of materiality - focusing on topics relevant to stakeholders;
- The principle of comparability – providing users of the report to identify changes that have occurred in the company;
- The principle of continuous improvement of the quality of the report.

To ensure high reliability and quality of disclosure of information in the field of sustainable development, the Company conducts an independent external audit of its Integrated Annual Reports.

The Company publishes Reports on the official website of the Company to ensure the access of all interested parties.

5.1 Materiality Matrix

As part of the stakeholder analysis, the Strategy and Sustainable Development Department ranks significant (both for the Company and stakeholders) aspects of the Company's activities.

The Department of Strategy and Sustainable Development, no later than March 31, following the reporting period, conducts a survey of stakeholders according to the questionnaire, the form of which is presented in Annex 5 to this Policy.

As a result of the joint work of the Company's management and representatives of stakeholders, a Matrix of the Company's Materiality is formed taking into account the recommendations of the Global Reporting Initiative (GRI), as well as data from a survey of stakeholders.

The materiality matrix is one of the fundamental bases of reporting. Focusing on topics relevant to stakeholders makes the report more relevant, user-friendly and trustworthy to stakeholders.

The steps for determining the essential aspects are described below.

Stage	Tasks	Methodology
1. Identification of all aspects	Consideration of all aspects that are significant from the point of view of sustainable development for the Company, and highlighting potentially noteworthy aspects	Analysis of GRI standards; Assessment of the Company's data and indicators related to economic, environmental and social aspects; Assessment of the impact on the creation of long-term business value; Impact assessment on external stakeholders; Corporate risk assessment.
2. Definition of essential aspects	Conducting an analysis of the identified aspects for relevance to stakeholders and the Company	Survey of internal and external stakeholders
3. Graphic diagram of significant aspects (Materiality Matrix)	Graphical representation based on the results of the analysis of the identified significant aspects	Visual description of the list of essential aspects
4. Selection based on "double materiality"	Identification of materiality from the point of view of the Company's financial results and its long-term business value, as well as from the point of view of stakeholders	Selection of essential aspects in the Materiality Matrix
5. Confirmation of correctness	Conducting an expert assessment of the identified topics for completeness and balance with the participation of the Company's management	Consultations with experts in the field of sustainable development; conducting joint discussions with Company officials
6. Approval of the results of the materiality analysis	Submitting the results of the analysis to the CSEP for discussion and approval	

5.2 Preparation of reports in the field of sustainable development

Sustainability reporting allows reporting on the results of their activities and the impact on a wide range of aspects of sustainable development, covering environmental, social and management parameters, which allows companies to be more transparent about the risks and opportunities they face, providing stakeholders with a deeper understanding of the effectiveness of sustainable development activities.

The Company and its subsidiaries should adhere to the recommendations specified in Appendix 6 to this Policy.

Appendix 1
to the Policy in the field
of sustainable development of NC KTZ JSC,
approved by the decision
The Board of Directors of NC KTZ JSC
dated May 24, 2021
(minutes No. 8, question No. 1)

Principles in the field of corporate social responsibility

1. General provisions

The Company, realizing the social responsibility of the business, in order to ensure maximum benefits to the people of the Republic of Kazakhstan from its activities, accepts voluntary obligations for socially responsible participation in the life of the Company's employees, the population in the regions of the Company's activities and society as a whole.

Corporate social responsibility refers to the fulfillment of voluntarily assumed obligations to ensure maximum benefits not only to the people of the Republic of Kazakhstan, but also the creation of values for the Sole Shareholder, consumers and society as a whole.

The Company sees the role of social responsibility as a voluntary contribution of business to the development of society in the social, economic and environmental spheres directly related to the Company's activities and in accordance with the Company's capabilities.

By adopting the Principles of Corporate Social Responsibility, the Company confirms that the obligations voluntarily assumed:

- are additional to the obligations stipulated by the legislation of the Republic of Kazakhstan;
- addressed both to employees, non-working pensioners of the Company, the shareholder of the Company, to commercial partners, and to the state and the civil community;
- based on a commercial settlement confirmed in front of the Company's shareholder and business partners;
- designed for joint initiative actions of market participants and partnerships with the state and society;
- will be periodically reviewed taking into account the production and financial indicators of the Company and the level of socio-economic development of the Republic of Kazakhstan.

The company is convinced that the social aspect is becoming increasingly important for business reputation, supports the spread of this trend in the world and is one of the tools that allows:

to improve the business reputation of the business, the capitalization of the Company, to establish effective and balanced relations with all interested parties - the state, the Sole Shareholder, consumers, staff, partners;
effectively manage non-production risks arising in the business process;
to ensure the progressive development of business through the development of society.

2. Principles of social responsibility

The Company recognizes the fact that in the modern world socially responsible behavior in the face of society and the state ultimately contributes to the sustainable development of the Company. In this regard, it is necessary to clearly define that:

the social responsibility of the Company is formalized under the prism of corporate values of the GOOD (Security, Leadership, Ambition, Pride and Responsibility) in the form of social programs provided for by local acts of the Company, which are implemented and financed by the Company;

In its social activities, the Company takes an active part in the implementation of priority state and sectoral social programs, international and socially significant republican actions.

2.1. Participation in international corporate social responsibility initiatives.

The company has joined the Global Compact initiated by the United Nations. The Global Compact is a framework based on recognized values for UN cooperation with business at all levels. The Global Compact calls on the business community to be guided in their activities by ten fundamental principles in the field of human rights, labor relations and environmental protection. The Company undertakes to implement the following principles:

In the field of human rights:

to support and respect the observance of human rights proclaimed by the international community;

ensure their non-involvement in human rights violations.

In the field of labor relations:

to support freedom of association and the recognition in practice of the right to conclude collective agreements;

advocate for the elimination of all forms of forced labor;

advocate for the complete eradication of child labor;

advocate for the elimination of discrimination in the sphere of labor and employment; ensure equal opportunities and remuneration;

support efforts to end human trafficking.

In the field of environmental protection:

to contribute to the prevention of negative impacts on the environment;

take initiatives aimed at increasing responsibility for the state of the environment;

promote the development and dissemination of environmentally friendly technologies.

In the field of anti-corruption:

to resist all forms of corruption, including extortion and bribery.

At the same time, the Company strives to set an example of high civic and social responsibility, to develop partnerships with international organizations.

2.2. Transparency.

The Company adheres to the policy of openness and transparency of intentions and actions, providing access to the results of its activities by posting relevant information in the media on the Company's website.

Such a policy makes it possible to eliminate obstacles on the way to achieving the intended goals as effectively as possible, and also contributes to building a trusting attitude towards the Company's activities as a whole.

2.3. Initiative.

The Company's activity is not only the result of a reaction to any events taking place in society, but also aims at an active position on managing changes in the level of development of society, contributing to its approximation to the best international standards.

2.4. Economic efficiency.

The activities carried out by the Company represent social investments with expected and predicted returns. Social investments imply a strategic, purposeful long-term policy of the Company. At the same time, obtaining social benefits from programs and activities implies qualitative changes in the economic and cultural life of society.

At the same time, the Company constantly monitors and analyzes social expenditures, evaluates their effectiveness and predicts the consequences of changes introduced in this area using a system for evaluating the effectiveness and sufficiency of invested funds and directions in the Company's social activities.

3. Corporate social guarantees for employees, disabled and unemployed pensioners of the Company

3.1. Socially responsible regulation of labor, employment and industrial relations.

3.1.1. The policy of remuneration and motivation of work.

Taking into account the fundamental nature of the remuneration and motivation policy in relations with employees, the Company will build it on the following principles:

the unity of the remuneration and motivation policy in the applicable standards and mechanisms of remuneration for employees of the Company;

establishment of the minimum monthly wage rate of a first-class employee not lower than the minimum monthly wage established by the Law of the Republic of Kazakhstan on the Republican budget for the corresponding financial year.

the decision to increase/decrease the size of tariff rates (official salaries) should be made in compliance with the requirements of the Labor Code and based on the financial and economic capabilities of the Company;

the use of flexible bonus systems in order to take into account the most complete individual labor contribution of the employee;

the objectivity of the system of remuneration and motivation of employees and its competitiveness at the national level.

3.1.2. Industrial safety, labor and environmental protection.

In order to ensure safety, labor protection and the environment in all divisions at the level of leading companies in the world, the Company takes the following measures:

compliance with the principle of priority of preserving the life and health of the employee in relation to the results of production activities;

monitoring compliance by contractors working for the Company with the principles and standards in the field of industrial safety, labor protection and the environment, not lower than those provided for in the Company;

maintaining an open dialogue with all interested parties, including the public, regularly posting in the media, on the Company's website the results of the Company's environmental activities, creating favorable opportunities for public control.

3.2. Quality of working conditions, life of employees and their families.

3.2.1. Basic working conditions.

The Company strives to ensure safe and ergonomic organization and sanitary conditions of all workplaces in the Company.

3.2.2. Health protection.

In order to preserve and strengthen the physical and psychological health of each employee, the Company carries out the following work:

provides financing for measures aimed at protecting the health of employees;

organizes accounting and analysis of the causes of employee morbidity, disability and mortality in the Company, in order to develop measures to eliminate them;

conducts sanitary and epidemiological measures in order to prevent the import and spread of infectious diseases, which, in accordance with the recommendations of the World Health Organization (WHO) and the authorized state body in the field of health, pose a threat to society;

monitors the working conditions of the Company's employees to ensure the safety of the organization of work;

ensures compliance with the protection of the rights of pregnant women, nursing mothers, mothers with many children.

3.3. Housing policy and lending policy.

Taking into account the severity of the housing problem and the economic inefficiency of its solution entirely at the expense of the employer, the Company will build a housing policy based on:

providing and selling housing to the Company's employees on preferential terms;

provision of rental housing;

provision of office housing with the possibility of subsequent redemption.

3.4. Corporate social security and insurance.

In compliance with the obligations to participate in state social insurance systems and to provide all employees with mandatory social protection, the Company supports additional corporate social insurance and social security in the form of voluntary health insurance.

3.5. Health improvement, sports, physical education and recreation.

Contributing to the development and support of a healthy lifestyle, the Company: develops and implements comprehensive programs for improving health and involving employees and their family members in physical education and sports;

conducts systematic promotion of a healthy lifestyle and preventive medical measures among employees using corporate mass media.

3.6. Harmonious combination of work and family responsibilities.

Recognizing the importance for human life of the harmonization of labor and family responsibilities and following in its practice the norms of international conventions and the norms of the labor legislation of the Republic of Kazakhstan, the Company undertakes to provide paid annual labor leave, which at the request of employees can be divided into parts, as well as leave without pay, due to family circumstances.

3.7. Principles of youth policy.

Considering that the Company's sustainable development potential depends on qualified and competent young employees, the youth policy is based on the following basic principles:

promotion of professional growth, formation and development of professional leadership qualities, active life position and production initiative of young employees;

providing the Company's youth with economically sound, balanced social and material support that ensures the Company's competitiveness in the labor market;

improvement of career guidance, training and professional growth systems that take into account the real needs of the Company and its economic opportunities;

adaptation and consolidation of young employees in the corporate environment of the Company;

maintaining and increasing the pace of the Company's development, improving technologies and modernizing production with the active participation of young specialists and managers;

achieving an effective balance in staffing is the main source of effective development of the Company;

active use of the Company's competitive advantages obtained as a result of the implementation of the youth policy.

The Company also constantly pursues a policy aimed at promoting:
the creation of a staff rotation program and a personnel reserve in order to attract young professionals;
the revival of the school of mentoring (mentoring).

3.8. Training and development

The organization of training activities (both external and internal) and development is carried out: adaptation, advanced training, retraining, training of specialists, planned compulsory training, as well as the development of a mentoring culture. Formation of training schedules and their administration, as well as assessment of the quality of training. Development of adaptation programs. Identification and development of successors.

Managing the adaptation process. Familiarization with the goals of the organization, its features of activity, as well as the basic rules of the company and expectations from employees is carried out. During the adaptation process, employees also receive safety instructions. Based on the results of adaptation (probation period), an objective assessment of the employee's work is made and a decision is made to continue cooperation. The period of adaptation coincides with the trial period (3 months). In the absence of a trial period, the recommended adaptation period is 3 months.

Corporate training management. The needs for corporate training of employees, planning and organization of training, evaluation of the effectiveness of corporate training are determined.

Management of professional training. The needs for professional training of employees are determined, the planning and organization of vocational training is carried out, as well as the evaluation of the effectiveness of vocational training.

Talent management. The positions for which successors are necessarily needed are determined, and high-potential employees are selected based on the results of regular performance evaluation to determine the pool (reserve) of successors. The development of successors is the responsibility of managers 2 levels above the employees included in the successor pool. Such managers are determined by mentors of employees included in the successor pool. Thus, the institute of mentoring is being formed. Mentoring skills will be supported through corporate training. Also, rotation programs are being implemented for the successors.

3.9. Social support for unemployed pensioners and the disabled.

The Company assumes additional obligations provided for by the collective agreement and local acts of the Company to the obligations provided for by the legislation of the Republic of Kazakhstan on social support for disabled people who received disability while working in the Company and left their jobs, as well as employees of the Company who retired.

Invite non-working pensioners of the Company to festive and festive events held by the Company to provide moral and psychological support.

3.10. Compliance with high ethical standards

The Company strictly adheres to a zero tolerance policy for sexual and non-sexual harassment, emphasizing its commitment to providing a safe and respectful environment for all employees. The Company supports the right of each employee to personal space and the inadmissibility of violation of this right by providing complaint procedures and confidentiality for victims. The Company also undertakes to act against violators in accordance with the law and internal procedures, and also provides training and information to employees about sexual and non-sexual harassment, helping to raise awareness and recognize such situations.

4. Socially responsible participation of the Company in the life of society

Being aware of the social responsibility of the business, the Company makes voluntary commitments for socially responsible participation both in the life of the local population in the regions of the Company's activities and society as a whole.

4.1. Industrial and environmental safety.

The Company is aware of its responsibility to society for the preservation of a favorable environment, the rational use of natural resources, and also counts on society's understanding of the complexity and scale of the tasks facing the Company in this area, for which:

- carries out periodic information and maintains an open dialogue with all interested parties in the Company's activities in the field of industrial and environmental safety;

- encourages understanding of the health and environmental issues of the Sole Shareholder, partners and the population living in the Company's areas of operation.

4.2. Science and education.

Realizing that the competitiveness of the Company depends on the development of the scientific and technical base for the development of new technologies and materials, the quality of professional training of specialists, the Company is ready to contribute to the development of scientific potential and improve the quality of education by:

- paying for the training of citizens of the Republic of Kazakhstan in specialized higher and secondary specialized educational institutions, based on the results of ongoing competitions for awarding grants to the Company;

- providing scholarships to students of higher educational institutions of the Republic of Kazakhstan studying in the specialties of the railway profile, successfully fulfilling the curriculum.

4.3. Sports and culture.

Recognizing the importance of developing the general level of culture and healthy lifestyle of the population, the Company encourages the support of creative personalities and collectives, sports teams and individual athletes, organizations of children's and youth sports.

4.4. Climate change

Climate change is a global problem that requires decisive action.

In order to support the initiative of the Head of State to achieve carbon neutrality by 2060, as well as taking into account the high consumption of fuel and energy resources and electricity from coal generation in the Company, we undertake to reduce the carbon footprint.

4.5. Customer Relationships

For our Company, customer relationships represent the values on which our business is based. Ethical service and a customer-oriented approach serve as the foundation for successful cooperation between the Company and its customers.

The Company strives to continuously improve the quality of its services to meet the needs of its customers.

The Company monitors and sets quantitative goals to improve customer satisfaction.

To identify areas for improvement, our Company regularly conducts shipper and passenger surveys. The results are analyzed and specific measures to improve customer satisfaction are developed and implemented.

Continuous interaction with customers allows us to better understand customer needs. The feedback we receive from customers, which is focused on continuous improvement, is of particular importance to us.

5. The economic basis of social initiatives

Being a bona fide participant in free competition and an effective owner, the Company assumes economically justified social and ethical obligations, which it intends to fulfill using the following economic sources and mechanisms.

5.1. Implementation of continuous control over social expenditures.

The Company provides for a unified centralized system of accounting, analysis and monitoring of the Company's social costs in order to constantly monitor social costs, assess their effectiveness and predict the consequences of all changes introduced in this area.

In order to curb unjustified growth of medical care costs for employees and their family members within the framework of the voluntary medical insurance program, the Company:

- carries out control of the volume, timing and quality of medical care provided through an insurance medical company with which it interacts;

- requires the medical insurance company with which it interacts, when agreeing on the amount of funding, to provide a report containing an analysis of the consumption of medical services by the insured employees of the Company and their family members.

5.2. Optimization of the content of social infrastructure.

The Company recognizes the fact that social infrastructure that is not related to the main production can be on the balance sheet of a commercial organization that is a natural monopoly entity only if social infrastructure facilities are associated with the provision of other activities permitted in accordance with the procedure established by the legislation of the Republic of Kazakhstan. In this

regard, when solving issues about the maintenance of social and other non-production facilities, the Company strives to:

- to preserve social infrastructure facilities on the Company's balance sheet, which make up for the missing infrastructure and range of services in this area, or in another way increase the protection of the interests, rights and funds of the Company's employees;

- to ensure priority in the provision of services to employees and pensioners of the Company by health and wellness institutions;

- to participate in the repair, reconstruction, construction and maintenance of social infrastructure facilities.

5.3. Improving the efficiency of the production of social services.

Following modern trends in production management and respecting the freedom of individual choice of the consumer, the Company strives to minimize the production of social and other services and goods that are not related to the main production. To this end, the Company strives to make extensive use of the needs of personnel, attracting independent contractors and suppliers on the basis of fair competition. The Company realizes that outsourcing:

- reduces the internal costs of the Company;

- maintains the level of protection of the interests, rights and means of employees in the service market;

- expands the possibilities of freedom of choice for the consumer; promotes the development of the local market of services and goods; promotes the improvement of the price-quality ratio through fair competition.

The Company is also aware that the use of outsourcing is limited to regions with developed service markets, which requires maintaining the production of social services on its own in many remote areas of the Company's activities, or even insourcing to restore equal access of employees to corporate social guarantees.

5.4. Implementation of the principles of co-financing.

The company recognizes the fact that combining various sources of financing for the production of social goods creates a healthy basis for a dialogue of equal parties.

In this regard, the Company develops participation in socio-economic development programs provided for by local and republican budgets.

In its relations with central executive and other state bodies and local executive bodies, the Company strives for partner cooperation for the benefit of the integrated socio-economic development of the Company's region of activity and the creation of a favorable business climate in it. Taking into account the diversity of geographical, socio-economic, demographic and other living conditions in the region of activity, the Company strives for a flexible approach in finding co-financing opportunities, sharing responsibility with the state and local government during the socio-economic development of the region. To this end, the Company uses the following opportunities:

participation in social programs and projects together with commercial organizations;

providing access to the social and household infrastructure of the Company to the local population.

5.5. Socially responsible investment.

The investment activity of NC KTZ JSC is aimed at implementing a set of measures to ensure the sustainable functioning of railway transport, improving the quality and safety of transportation services.

Our Company adheres to the principles of economic integrity in its activities and at the same time pays special attention to ethical and social aspects. The Company strives to ensure that its investments contribute to the following aspects:

- Development of the production and economic base in the regions of its presence.
- Preservation of the environment and natural resources.
- Maintaining and ensuring the right to work for all.

5.6. Socially responsible relationships with contractors and suppliers.

Realizing that modern standards of relations between business and society require the Company to answer for the actions of its suppliers and contractors, the Company responsibly approaches their choice.

In this regard, the modern scale and branching of economic relationships require a special accounting, selection and monitoring system from the Company, which the Company undertakes to develop. At the same time, the Company, when choosing suppliers and contractors, when purchasing their services, will pay special attention to the following criteria:

their compliance with the fundamental principles and rights in the field of labor adopted by the International Labor Organization and provided for by the Labor Code of the Republic of Kazakhstan;

implementation of an effective policy in the field of environmental protection, safety and labor protection.

5.7. Responsible purchases

The Company is aware that our procurement activities, due to their scale, nature and potential, are not only important for our production and economic activities, but also have a significant impact on supply chains and a wide range of stakeholders. These aspects, in turn, affect our contribution to the environment, the socio-economic development of the regions in which we operate, and local communities.

The company adheres to the principles of fair business conduct, transparency, fair competition and effective resource management when choosing suppliers. Our responsibility includes compliance with safety, environmental and social standards.

The company strives to support its contractors and suppliers in compliance with socially responsible and ethical business standards, as well as the principles of sustainable development.

Appendix 2
to the Policy in the field of sustainable
development of NC KTZ JSC
approved by the decision of the Board of
Directors of the NC KTZ JSC
dated May 24, 2021
(minutes No. 8, question No. 1)

Efficiency tree in the field of sustainable development of NC KTZ JSC

17 UN goals



NC KTZ JSC focuses on six UN goals



Efficiency of NC KTZ JSC in the field of sustainable development for 2023 – 2032

The rate of accidents with disability (registered) LTIR					
2023	2024	2025	2027	2032	
0,17	0,16	0,16	0,15	0,12	

For women in leadership positions, %					
2023	2024	2025	2027	2032	
25	26	27	28	30	

Level of social stability, %					
2023	2024	2025	2027	2032	
66	67	68	70	75	

Level of involvement of administrative staff, %					
2023	2024	2025	2027	2032	
83	84	85	86	89	

Transport safety level, cases/million train-km					
2023	2024	2025	2027	2032	
1,04	1,03	1,02	1,00	0,7	

Specific consumption of diesel fuel for train traction, kg/m					
2023	2024	2025	2027	2032	
24,42	23,51	23,51	23,51	23,51	

carbon footprint, %					
2023	2024	2025	2027	2032	
-2,5	-2,7	-2,5	-3,2	-3,5	

Appendix 3
to the Policy in the field of sustainable
development of NC KTZ JSC
approved by the decision of the Board of
Directors of NC KTZ JSC
dated May 24, 2021
(minutes No. 8, question No. 1)

Methodology for assessing the effectiveness of sustainable development in NC KTZ JSC

The methodology for assessing the effectiveness of sustainable development in NC KTZ JSC was developed on the basis of Key measures to improve the Corporate Governance System of NC KTZ JSC for 2019 – 2020, approved by the decision of the Board of Directors dated April 18, 2019 (minutes No. 5).

The methodology is aimed at forming an assessment and monitoring of the effectiveness of sustainable development in the Company.

The effectiveness of sustainable development is assessed by comparing the Company's indicators with those of similar companies, socio-economic indicators for the Republic of Kazakhstan, and historical indicators of the Company.

The evaluation of indicators is carried out on 4 aspects of the Company's activities:

- economic aspect;
- social aspect;
- environmental aspect;
- occupational safety and traffic safety.

Each aspect is divided into groups of indicators. The group includes indicators on similar grounds. The indicators were determined on the basis of annual reports in the field of sustainable development of foreign railway companies (European and North American). Indicators evaluating the effectiveness of the Company's sustainable development have been selected from the annual reports. The list of basic indicators is given in the table below. At the same time, this list can be supplemented with indicators.

The assessment of the indicators of the group of companies is carried out in the context of: 1) Company 2) large subsidiaries.

Estimation calculation methodology

1. Data collection

The Department of Strategy and Sustainable Development collects indicators from annual reports of similar companies, websites containing statistical information and other open sources. The actual indicators of the Company for the reporting period are provided by structural divisions.

Based on the actual values of the indicators of the analog companies, an assessment of the indicators is derived.

2. Evaluation of indicator.

The actual values of the Company's indicators are compared with the values of the indicators of analog companies, socio-economic indicators for the Republic of Kazakhstan and historical data.

As a result of the comparison, an assessment is displayed according to the indicator: improvement, deterioration, no changes.

List of indicators

Section	Indicators
Economic aspect	Customer satisfaction Ebitda margin Debt / Ebitda Ratings of international agencies Operating Ratio Labor productivity Average daily performance of the locomotive Average daily performance of a freight car Average local speed of a freight train of all types of traction
Social aspect	Average monthly salary of railway workers (\$ USA) The ratio of wages of railway workers to wages in the country The proportion of women in senior positions in the KTZ Group of companies Social Stability Index Expenses for social support of employees Number of people provided with imported water Number of trained employees Taxes paid by the Company The share of local content in the procurement of goods / works and services Passenger turnover
Environmental aspect	Greenhouse gas emissions into the atmosphere from stationary installations Greenhouse gas emissions into the atmosphere from mobile installations Water consumption by the Company Volumes of emissions, discharges of pollutants Waste volumes Specific consumption of diesel fuel for train traction Specific electricity consumption for train traction The volume of protective forest plantations on railway right-of-way lanes Share of electrified railway lines The share of boiler houses with gas heating Number of locomotives using alternative energy sources Number of facilities using renewable energy sources
Occupational safety and train safety	Specific number of traffic safety violations

	LTIFR Fatal accidents Number of days of temporary disability per 1 employee
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Appendix 4
to the Policy in the field of sustainable
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approved by the decision of the Board of
Directors of NC KTZ JSC
dated May 24, 2021
(minutes No. 8, question No. 1)

Methodology for determining the Map of stakeholders

1. General provisions

The methodology for determining the Company's Stakeholders Card has been developed in accordance with the legislation of the Republic of Kazakhstan, the Company's Charter, as well as the requirements of the Company's Corporate Governance Code.

The stakeholder map is developed to systematize and visualize information about the Company's environment in order to develop a strategy for interaction with each of the stakeholders.

The Company's interaction with stakeholders is based on the following principles:

- respect and consideration of the interests, opinions and preferences of stakeholders;
- timely and regular informing of stakeholders;
- responsible fulfillment of the obligations assumed.

2. Identification of stakeholders

The Company defines a complete list of potential stakeholders with whom it interacts in the course of its activities, with a description of the contributions of stakeholders and their interests.

№	Stakeholders	Stakeholder input	Needs and expectations of stakeholders
1	Shareholder	Allocation of financial resources, replenishment of the authorized capital	Profit growth, timely payment of dividends, increase in value

2	Government agencies	State regulation	Tax revenues, economic growth, solving social problems, compliance with legal requirements
3	Associations/Associations	Execution of agreements / contracts / memoranda	Commercial interests
4	Trade unions	Promotion of social stability, regulation of labor relations	Observance and protection of workers' rights
5	Partners	Joint implementation of projects Transfer of technologies, competencies and innovations	Commercial interests
6	Suppliers and contractors	Supply chain efficiency and value chains Timely and high-quality performance of works and services	Commercial interests
7	Customers	Company Loyalty Financial resources through the purchase of goods and services	Commercial interests, meeting the needs for transport and logistics services, ensuring the safety of transportation of both cargo and passengers, to reduce the impact on the environment

8	Investors and creditors	International grants Preferential financing of projects Credit lines	Timely payment of principal and remuneration, return on investment. Placement of free funds on deposit accounts, maintenance of special accounts, participation in the implementation of the Company's programs, social and environmental responsibility, transparency in the financial and non-financial statements of the Company
9	Competitors	Opportunities for future development	Increasing the market share
10	Media	Constructive cooperation Favorable public opinion	Publications and information about the Company's activities, commercial interests
11	Public associations	Encouraging the application of high standards in activities Loyalty and cooperation	Implementation of the goals and objectives of public associations
12	Population	Support in the field of activity	Employment opportunities, job creation and support for economic development, solving social problems, minimizing the harmful environmental impact on the environment, transparency of the Company's activities, social programs and initiatives that the Company undertakes for charity and support of local communities

13	Employees	Human resources Loyalty	Fair and competitive remuneration, decent and safe working conditions in the workplace, professional development, career growth, social guarantees, creation of equal opportunities and inadmissibility of discrimination based on gender, age, race, religion and other factors
14	Board of Directors	Ensuring the growth of long-term value and sustainable development of the Company	Improving business reputation

5. Assessment of the importance of stakeholders

The next stage is the primary ranking of stakeholders by importance for the Company according to the model of Mitchell, Agla and Wood.

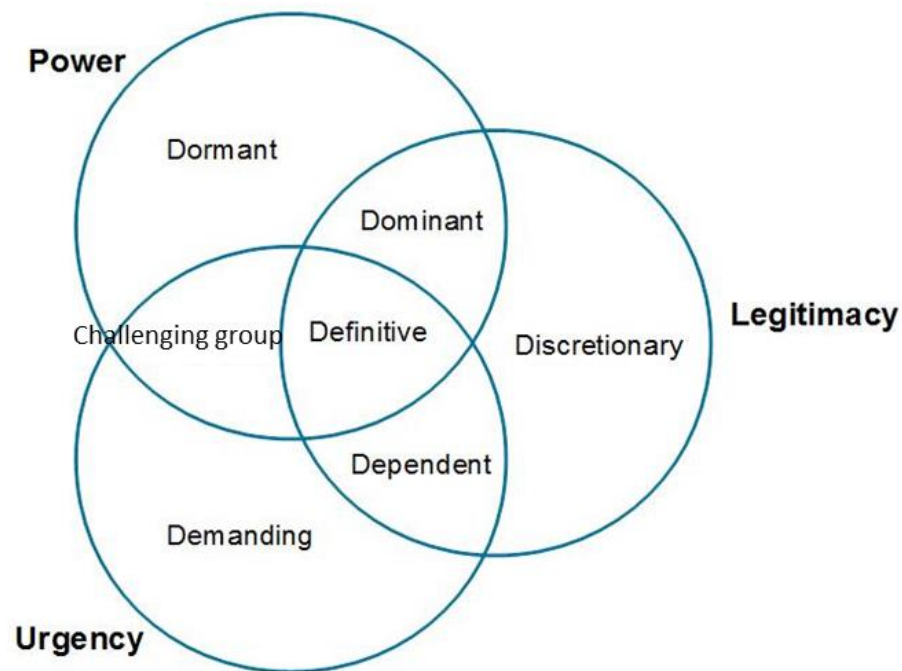


Figure 1 The model of Mitchell, Agla, and Wood

The model is based on three factors (Fig. 1): **power** (the power of the interested party's influence on the enterprise), **legitimacy** (the legal legitimacy to give instructions) and **urgency** (the minimum required speed of responses to the requests of the interested party).

Each interested person is evaluated in relation to each factor, according to the results of which interested persons are grouped into the following groups:

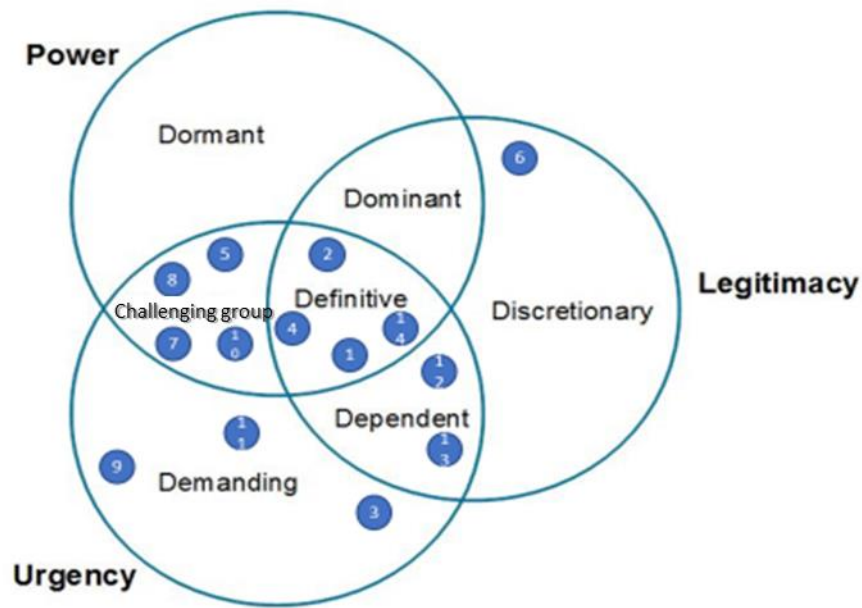
1. Categorical group;
2. Challenging group;
3. The dominant group;
4. Dependent group;
5. Demanding group;
6. Controlled group;
7. Inactive group.

The latent category of stakeholders includes an inactive group (has a power factor), a controlled group (has a legitimacy factor of demands) and a demanding group (has an urgency factor). Since the Company is always limited in resources (financial, time, organizational, etc.) available for interaction with stakeholders, no action is required in relation to the latent category. The category of waiting stakeholders includes the dominant group (having factors of power and legitimacy), dependent (having factors of legitimacy and urgency) and dangerous (having factors of power and urgency). The categorical group of stakeholders with all three factors is of the greatest importance for the Company.

The requirements of this category of stakeholders should be met first of all. It is worth noting that the attributes of stakeholders are not a characteristic of the interested party itself, but of its relationship with the Company.

Below is a classification table of stakeholders according to the model of Mitchell, Agle and Wood.

№	Stakeholders	The attributes of stakeholders			Classification group
		Authority	Legitimacy	Urgency	
1	Shareholder	+	+	+	Categorical group
2	State bodies	+	+	+	Categorical group
3	Associations / Associations	-	-	+	Demanding group
4	Trade unions	+	+	+	Categorical group
5	Partners	+	-	+	Challenging group
6	Suppliers	-	+	-	Controlled group
7	Clients	+	-	+	Challenging group
8	Investors and Lenders	+	-	+	Challenging group
9	Competitors	-	-	+	Demanding group
10	media	+	-	+	Challenging group
11	Public associations	-	-	+	Demanding group
12	Population	-	+	+	Dependent group
13	Employees	-	+	+	Dependent group
14	Board of Directors	+	+	+	Categorical group



Thus, stakeholders are significant for the Company, which, according to the results of the analysis, turned out to be in the following areas: categorical, challenging and dependent, broken down into internal and external.

Internal - includes stakeholders who have a direct and significant influence on the decisions made by the Company or are influenced by these decisions.

External - includes stakeholders who have an indirect influence on the decisions made by the Company.

Stakeholders	The attributes of stakeholders			Classification group
	Authority	Legitimacy	Urgency	
Internal				
Shareholder	+	+	+	Categorical group
Board of Directors	+	+	+	Categorical group
Trade unions	+	+	+	Categorical group
Employees	-	+	+	Dependent group
External				
State bodies	+	+	+	Categorical group
Partners	+	-	+	Challenging group
Clients	+	-	+	Challenging group
Investors and Lenders	+	-	+	Challenging group
media	+	-	+	Challenging group
Population	-	+	+	Dependent group

4. Assessing the impact and importance of stakeholders

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

Influence is the power of an interested party's influence on the Company, its ability to influence the Company's activities, people who make decisions on key issues of the Company's activities.

The degree of importance of the influence of the interested party is estimated by two parameters X/Y, where:

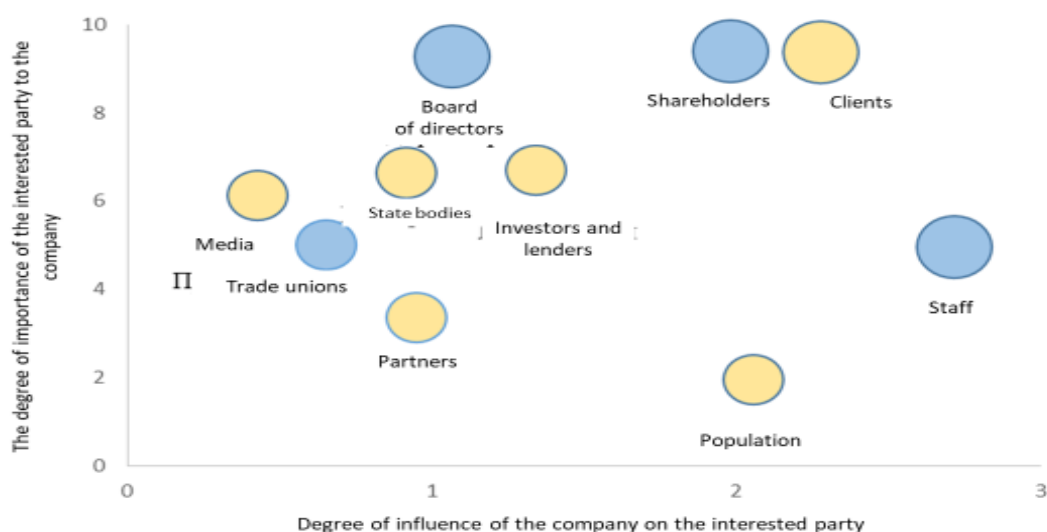
X= -5 ÷ +5 (in increments of 1 or smaller) - characterizes the degree of support/opposition of the interested party to the Company's activities and is ranked from -5 (extreme degree of opposition) to +5 (highest degree of support);

Y = 0 ÷ 5 (in increments of 1 or smaller) - characterizes the degree of influence of the interested party the Parties affect the Company's activities and are ranked from 0 to 5.

D = ($\pm X + Y$) is the parameter of the importance of the interested party.

Interested parties	The degree of support (X)	The degree of support (X)	Degree of importance D=($\pm X + Y$)	The degree of influence of the Company on the interested party (from 0 to 3)
Internal				
Shareholder	5	5	10	2
Board of Directors	5	5	10	1
Trade unions	1	5	6	1
Employees	3	3	6	3
External				
State bodies	3	3	6	1
Partners	2	2	4	1
Clients	4	5	9	2
Investors and Lenders	2	4	6	1
media	1	5	6	1
Population	2	2	4	2

Below is a Map of the Company's stakeholders.



Symbols:

- The size of the circle shows the degree of interaction of the Company with stakeholders. The smallest circle size demonstrates a limited level of interaction. As the size of the circle increases, so does the degree of interaction.



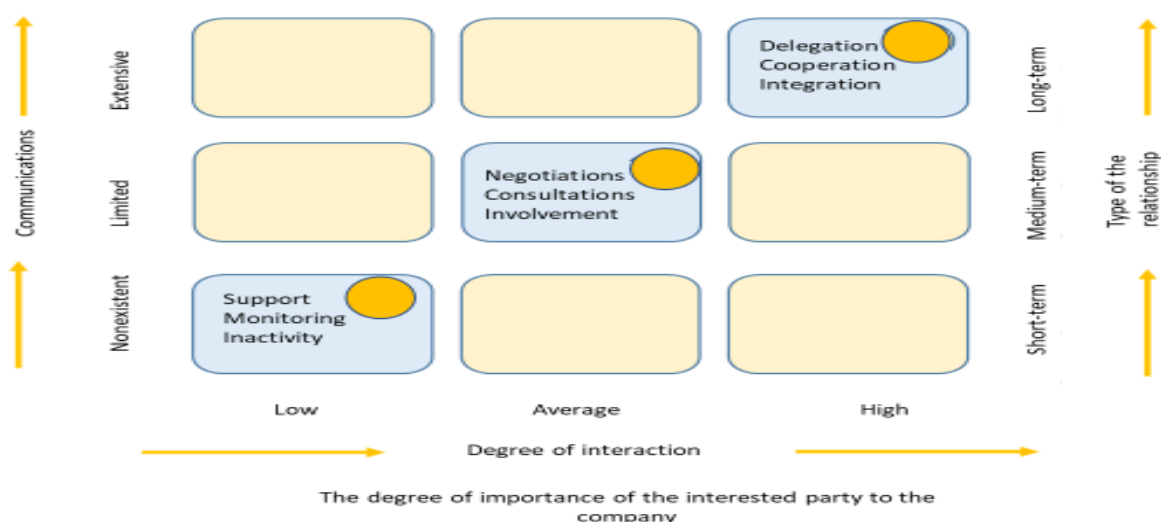
- inner circle



- outer circle

5. Degree of interaction with stakeholders and communication channels

In accordance with the AA1000 Stakeholder Engagement Standard, the degree of interaction of the Company with key stakeholders is analyzed. The approach to determining the degree of interaction is based on the expert opinion of the Company's management based on the criteria in the table below. At the same time, the circles indicated in squares with different sizes characterize the degree of interaction of the Company with stakeholders. The smallest circle size demonstrates a limited level of interaction. As the size of the circle increases, so does the degree of interaction.



The methods and nature of interaction directly depend on the degree of interaction. In accordance with the determined degree of interaction with stakeholders, the following methods of interaction have been identified.

Stakeholders	Level of interaction	Interaction methods
Inner circle		
Shareholder	Cooperation	Joint projects Partnerships Multilateral initiatives Online feedback mechanisms
Employees	Cooperation	Joint decision-making processes Initiatives, innovation proposals
Trade unions	Involvement	Conducting consultations on areas of activity
The outer circle		
Partners	Engagement Informing the public	Forums with the participation of various stakeholders Advisory commissions Consensus-building processes Joint decision-making processes Focus groups Online feedback systems Business correspondence Reports and website
Government agencies	Conversation Consultations Engagement Informing the public	Collective bargaining Questionnaire survey Focus groups Public meetings and seminars Online feedback mechanisms
Financial institutions, including development institutions	Conversation Consultations Informing the public	Collective bargaining Questionnaire survey Focus groups Public meetings and seminars Online feedback mechanisms
Suppliers	Control	Media and Internet tracking Interviewing
Population	Integration Conversation Consultations Engagement Informing the public	Collective bargaining Questionnaire survey Focus groups Public meeting and seminars Online feedback mechanisms

Media	Conversation Consultations Involvement Informing	Collective bargaining Survey Focus groups Public meetings and seminars Online feedback mechanisms
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Clients	Conversation Consultations Involvement Informing	Collective bargaining Survey Focus groups Public meetings and seminars Online feedback mechanisms
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Appendix 5
to the Policy in the field of sustainable
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Directors of NC KTZ JSC
dated May 24, 2021
(minutes No. 8, question No. 1)

Questionnaire

Full name: _____

Position held: _____

**Please rate the following aspects on a 5-point scale:
(1 - not important, 5-very important)**

Essential topics	Degree of importance				
	1	2	3	4	5
Economic aspect					
Customer satisfaction					
Informing customers					
Price / performance ratio					
Innovative services					
Relationship with the regulator					
Profitability					
Privatization					
Access to infrastructure					
Social aspect					
Employee satisfaction					
Social package					
Employer image					

Training and professional growth					
Environmental aspect					
Compliance with environmental obligations					
Efficient use of materials, energy, water, conservation of biodiversity					
Reducing emissions of greenhouse gases and other pollutants (NOX, SOX and other significant pollutants)					
Group aspects					
Preventing corruption					
Transport safety					
Supply chain sustainability					

Appendix 6
to the Policy in the field of sustainable
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dated May 24, 2021
(minutes No. 8, question No. 1)

Preparation of reports in the field of sustainable development

The reporting process consists of four stages:

The first stage	The second stage	The third stage	The fourth stage
Strategic planning	Test and visual content planning	Preparation	Printing and communications
Creating a working group	Development of the report concept	Collection and analysis of information	Printing and publishing
Conducting dialogues with stakeholders	Development of a design concept	Text development and coordination	Promotion
Conducting dialogues with stakeholders		External assurance (if necessary)	Getting feedback
Defining a set of standards and requirements		Translation	
		Design and layout	

Responsible persons for the preparation of reports:

Type of command	Description of the role	Responsibilities
Project manager	The project manager is responsible for making key decisions that ensure the successful implementation of the project, and provides oversight over the entire reporting process. In addition, the project manager interacts with senior management, provides advice and directs the actions of all	<ul style="list-style-type: none"> Project process management, deadlines, team coordination, communication.

	teams, manages deadlines for completing tasks and performs internal audits.	
Strategic Team	The strategic team develops a reporting strategy, manages interaction with stakeholders, defines standards and frameworks for the preparation of the report, as well as determines its scope and boundaries.	<ul style="list-style-type: none"> • Definition of the reporting structure • Defining the scope and boundaries of the report • Identification of processes of interaction with stakeholders • Identification of key topics
Editorial team	The editorial team collects and structures the content, as well as creates a coherent narrative, translating technical material into an accessible language for a wide audience.	<ul style="list-style-type: none"> • Collection of all content and data for the preparation of reporting materials • Development of a content plan and identification of key topics, narrative lines and contact persons
Data Validation and Validation Team	Conducts verification and confirmation of the reliability of information, interacts with external auditors to verify indicators and coordinates the data verification process.	<ul style="list-style-type: none"> • Verification of all data and materials used in reporting. • Maintaining and managing data and content storage. • Converting data from storage into consistent narrative materials and formatting them.
Creative team	Performs data visualization and develops reporting design	<ul style="list-style-type: none"> • Develops reporting design • Checks the design for compliance with the corporate style • Cooperates with printing houses to print additional

		materials <ul style="list-style-type: none"> • Manages up-to-date photo storage • Controls the distribution of printed materials.
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Reporting deadlines:

The deadlines for the preparation of reports in the field of sustainable development are set by the Company and its subsidiaries, based on the principles of timeliness and in accordance with the requirements of the exchanges for the timing of publication of reports.

In order to maintain a balance between the preparation of a more detailed and high-quality report and compliance with the established deadlines, it is necessary to form a preliminary version of the report for the 3rd quarter of the reporting period with its subsequent finalization in the 1st quarter of the next year for the reporting period.

№	Types of work	Deadlines
1.	Strategic planning	
1.1	Creation of a working group. Defining roles	1 week
1.2	Conducting dialogues with stakeholders	1-2 weeks
1.3	Definition of essential topics	1 week
1.4	Defining a set of standards	1 week
2.	Planning text and visual content	
2.1	Development of the report concept	1-2 weeks
2.2	Development of a design concept	3-4 weeks
3.	Preparation	
3.1	Data collection and analysis	3-4 weeks
3.2	Development and approval of the report text	6-8 weeks
3.3	Audit	4-8 weeks
3.4	Translation	4-8 weeks
3.5	Design and layout	4-6 weeks
3.6	Development of an interactive version	4-6 weeks
4.	Printing and communications	
4.1	Printing and publishing	2 weeks
4.2	Promotion	3-4 weeks
4.3	Getting feedback	3-4 weeks