



Approved  
By the decision of the Management  
Board of the «Kazakhstan Housing  
Company» JSC  
dated June 16 2024 No. 59

**The stakeholder card of Kazakhstan Housing Company Joint-  
Stock Company**

Astana

## CONTENT

<b>1. GENERAL PROVISIONS .....</b>	<b>3</b>
<b>2. AREAS AND DEGREES OF IMPORTANCE OF INFLUENCE .....</b>	<b>4</b>
<b>3. IDENTIFICATION OF INTERESTS AND DEVELOPMENT OF AN INTERACTION STRATEGY .....</b>	<b>5</b>
Annex 1 Company's stakeholders map.....	6
Annex 2 The influence of stakeholders on the interests of the Company .....	7
Annex 3 Table of stakeholders' interests and interactions.....	8

## 1. GENERAL PROVISIONS

1. This Stakeholder Map of Kazakhstan Housing Company Joint Stock Company (hereinafter - the Stakeholder Map) has been developed in accordance with the legislation of the Republic of Kazakhstan, the Charter of Kazakhstan Housing Company Joint Stock Company, the Corporate Governance Code of Kazakhstan Housing Company Joint Stock Company and the Sustainable Development Policy of Kazakhstan Housing Company Joint Stock Company.

2. The Stakeholder map has been developed in order to determine the list of stakeholders and the degree of their influence.

3. The Stakeholder map is designed to systematize and visualize information about the environment of the Kazakhstan Housing Company Joint Stock Company (hereinafter referred to as the Company), for an adequate strategy of working with each of the stakeholders. Identifying stakeholders and working with them is one of the tools that allows you to improve 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 stakeholder groups (Annex 1).

5. The following terms and concepts are used in the Stakeholder map:

<b>Sole shareholder</b>	- Baiterek National Managing Holding Joint-Stock Company, a joint stock company, exercising the rights to own and use the Company's shareholding;
<b>The Management body</b>	- The Board of Directors of the Company;
<b>The Executive Body</b>	- The Management Board of the Company;
<b>Employees</b>	- the general staff of the Company, united by the goals of financial and economic activities and business processes;
<b>Customers, consumers</b>	- individuals and 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;
<b>Suppliers</b>	- individuals engaged in entrepreneurial activities, legal entities (with the exception of state institutions, 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 contract concluded with it;
<b>Investors</b>	- legal entities and/or individuals making investments, investing their own borrowed or other borrowed funds in the Company's investment projects;
<b>Partners of the Company</b>	- legal entities (their associations) that are participants in mutually beneficial cooperation, including strategic partners;
<b>Competitors</b>	- legal entities or individuals whose field of activity, interests and goals are identical in the field of activity, interests and goals of the Company;
<b>Population</b>	- the group of people living in the regions where the Company operates;
<b>Public organizations</b>	- public associations, non-governmental organizations, and others;
<b>Mass media</b>	- periodicals, television, radio channels, documentary films, audiovisual recordings and other forms of periodic or continuous public dissemination of mass media, including Internet resources;

<b>Stakeholders</b>	- persons, groups 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, contractors, etc.);
<b>Financial institutions</b>	- organizations involved in the financial and credit system (government agencies, banks, insurance companies, investment funds, pension funds, etc.);
<b>Auditors</b>	- commercial organizations that carry out audits and provide audit-related operational services;
<b>Consulting companies</b>	- legal entities providing services in the field of financial, legal, technological and other expert activities;
<b>Experts and analysts</b>	- individuals or legal entities with special knowledge or information that is published in the media and online resources: business communities, business bloggers, opinion leaders, research centers, etc.

## 2. AREAS AND DEGREES OF IMPORTANCE OF INFLUENCE

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

7. The Company distinguishes three groups of stakeholders depending on the type of impact on the Company: the area of authority/responsibility, the area of direct impact, and the area of indirect impact.

8. Area of authority/responsibility:

- 1) Sole shareholder;
- 2) the management body;
- 3) the executive body;
- 4) employees.

9. The area of direct impact:

- 1) government agencies;
- 2) local executive bodies;
- 3) financial institutions;
- 4) partners;
- 5) investors;
- 6) customers, consumers;
- 7) suppliers;
- 8) consulting organizations;
- 9) auditors.

10. The area of indirect impact

- 1) population;
- 2) public associations;
- 3) mass media;
- 4) experts and analysts;
- 5) competitors.

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

12. The main forms of interaction with stakeholders are:

- 1) questionnaires; focus groups; meetings with stakeholders; public meetings; seminars; providing feedback through communication tools; advisory councils;
- 2) collective bargaining based on the principles of social partnership;

3) multilateral forums; consultation panels; consensus-building process; joint decision-making process; focus groups; feedback schemes;

4) joint projects; partnerships; joint initiatives of stakeholders;

5) integration of issues of interaction with stakeholders into management, strategy and operational activities.

13. 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.

14. The degree of importance of the stakeholders' influence on the Company is assessed on two scales of x/y, where:

x = -5: +5, with a step of 1 (or smaller) characterizes the degree of support/opposition by the Company's stakeholder (-5 is the extreme degree of opposition, +5 is the highest degree of support),

y = 0: 5 in increments of 1 (or smaller) characterizes the strength of the stakeholder's influence on the Company.

### **3. IDENTIFICATION OF INTERESTS AND DEVELOPMENT OF AN INTERACTION STRATEGY**

15. The information obtained during the construction of the Stakeholder Map is presented in the table of stakeholders' influences on the interests of the Company (Annex 2) and the table of interests and interaction of stakeholders (Annex 3).

16. Based on the assessment of the degree of support/opposition of the Company's stakeholder, assessment of the degree of his influence on the Company, as well as the degree of importance of the stakeholder, a strategy for interaction with this stakeholder is being developed.

17. Effective interaction with stakeholders will allow to:

- combine resources (knowledge, human and financial resources and technologies) to build effective mechanisms of interaction, solve problems and achieve strategic goals;

- assess the external environment, including the development of markets, as well as identify new strategic opportunities;

- improve business processes;

- pursue a policy of openness and transparency of activities.

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

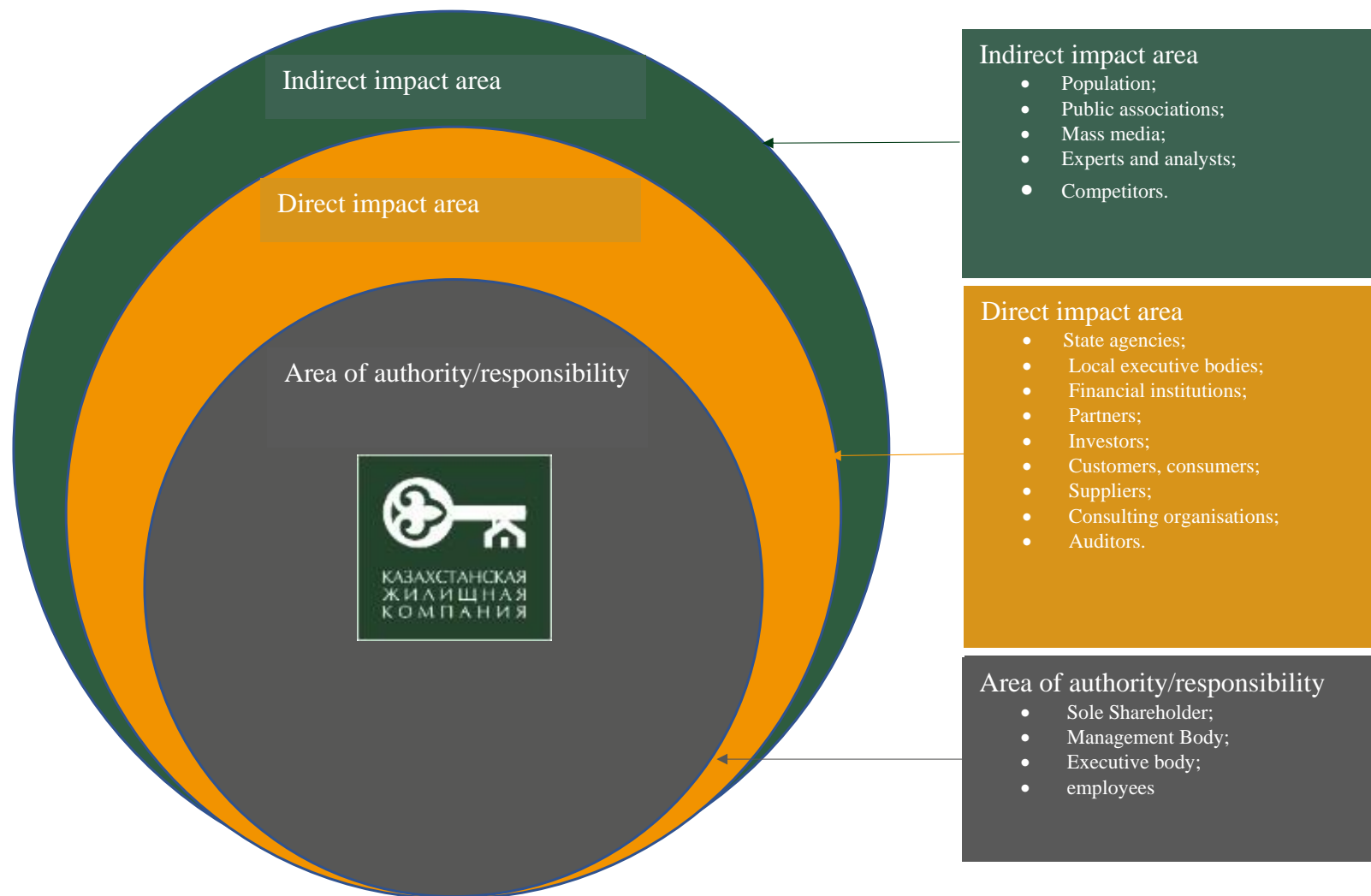
$$(\pm x + y) = n$$

where:  $\pm x$  is the degree of support/opposition of the stakeholder, y is the strength of the stakeholder's influence, n is the importance of the interested party.

19. 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 the activity.

20. The values in the table of stakeholders' interests and interactions are subject to change (not static), depending on the implementation of the interaction strategy, as necessary. Based on changes in the indicators of the table, the indicators of the Stakeholder Map are updated.

**A map of the Company's stakeholders**



### The influence of stakeholders on the interests of the Company

Stakeholders	The degree of influence on the interests of the Company					
	Strategic management and development	Operational activities	Regulatory regulation	Quality of project and/or business process management	Operational results	Reputation
<b>Area of authority/responsibility</b>						
Sole shareholder	*		*			*
The Management body	*	*	*	*	*	*
The Executive Body	*	*	*	*	*	*
Employees	*	*			*	*
<b>The area of direct impact</b>						
Government agencies	*				*	*
Local executive bodies	*	*	*		*	*
Partners/Investors	*			*	*	*
Financial institutions		*	*	*	*	
Suppliers		*	*		*	
Customers, consumers		*	*		*	
Auditors						*
Consulting organizations	*	*		*		
<b>The area of indirect impact</b>						
Population	*	*			*	
Public associations						
Mass media						*
Experts and analysts		*		*		*
Competitors	*	*	*	*	*	*

Note:

high degree of impact	low degree of impact	*	high degree of impact
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Strategic development

- determination of long-term priorities, strategic directions of the Company's development through the adoption of state and industry development programs/concepts, development and approval of strategic documents of the Company

Operational activities

- constant daily activities to manage regular, standard processes in the Company

Regulatory regulation

- adoption of regulations directly or indirectly affecting certain aspects of the Company's activities

Quality of project management

- the degree of competence and efficiency of the Company's employees and executive body in providing project management services

Operational results

- quantitative indicators of the Company's operational performance

Reputation

- the prevailing public opinion about the qualities, advantages and disadvantages

Table of stakeholders' interests and interactions

№	List of stakeholders (groups)	The importance of the stakeholder <i>the degree of support / (counteraction) + the power of influence</i>	Interests/motives	Tools of influence	Interaction strategy
1.	Sole shareholder	+5 + 5 = 10	<ul style="list-style-type: none"> <li>• Respect for the interests of the sole shareholder of the Company.</li> <li>• Achieving strategic goals/indicators</li> </ul>	<ul style="list-style-type: none"> <li>- Charter of the Company;</li> <li>- The Company's Corporate Governance Code;</li> <li>- Dividend policy;</li> <li>- Decisions of the Sole Shareholder</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of the main activities of the Company.</li> <li>- Ensuring the exercise of the rights of the Sole Shareholder within the framework of corporate governance principles aimed at effective key decision-making.</li> <li>- Providing reliable information on the results of financial and economic activities in accordance with the requirements of the current legislation of the Republic of Kazakhstan, the Charter, and internal regulatory documents of the Company.</li> <li>- Providing additional information about plans, achievements, business problems, as well as analytical materials and research by other organizations about the Company's activities.</li> </ul>
2.	The Management body	+5 + 5 = 10	<ul style="list-style-type: none"> <li>• General management of the Company's activities, which is within the competence of the authority.</li> </ul>	<ul style="list-style-type: none"> <li>- Charter:</li> <li>- internal regulatory documents of the Company</li> </ul>	<ul style="list-style-type: none"> <li>- Making decisions on issues of core business, with the exception of issues referred by the legislation of the Republic of Kazakhstan and (or) the Charter to the exclusive competence of the Sole Shareholder of the Company.</li> <li>- General management of the Company's activities.</li> <li>- Definition of strategic directions of activity.</li> </ul>
3.	The Executive Body	+5 + 4 = 9	<ul style="list-style-type: none"> <li>• Managing the current activities of the Company.</li> <li>• Making decisions on business issues that are not within the competence of other bodies and officials of the Company.</li> </ul>	<ul style="list-style-type: none"> <li>- Charter:</li> <li>- internal regulatory documents of the Company</li> </ul>	<ul style="list-style-type: none"> <li>- Execution of decisions of the Sole Shareholder and the Board of Directors of the Company.</li> <li>- Preparation and implementation of a Development Plan and other issues related to the Company's activities.</li> <li>- Management of the Company's operational activities.</li> </ul>
4.	Employees	+5 + 4 = 9	<ul style="list-style-type: none"> <li>• Career growth.</li> <li>• High salary.</li> <li>• Social security (<i>medical insurance, annual paid leave</i>).</li> </ul>	<ul style="list-style-type: none"> <li>- The Labor Code</li> <li>- Employment contracts (contracts of a civil nature)</li> <li>- Collective agreement</li> </ul>	<ul style="list-style-type: none"> <li>- Informing employees via e-mail about vacant positions and internal corporate competitions.</li> <li>- Annual scheduling of vacations.</li> <li>- Formation and holding of cultural corporate events (team building, etc.) for employees.</li> </ul>



<b>№</b>	<b>List of stakeholders (groups)</b>	<b>The importance of the stakeholder</b> <i>the degree of support / (counteraction) + the power of influence</i>	<b>Interests/motives</b>	<b>Tools of influence</b>	<b>Interaction strategy</b>
			<ul style="list-style-type: none"> <li>• Professional development.</li> </ul>		<ul style="list-style-type: none"> <li>- Support in conducting training and/or improving the skills and competencies of employees.</li> <li>- The presence of a conciliation commission to resolve labor disputes in case of occurrence.</li> <li>- The execution of official powers aimed at the implementation of the tasks and functions of the Company.</li> <li>- Maintaining an open, transparent personnel policy aimed at the formation of qualified and motivated personnel.</li> <li>- Ensuring equal opportunities for all employees to realize their potential in the course of their work, an impartial and fair assessment of their results, the selection and career development of employees solely on the basis of professional abilities, knowledge and skills.</li> </ul>
5.	Government agencies/	+5 + 5 = 10	<ul style="list-style-type: none"> <li>• Tax revenues.</li> <li>• Economic growth.</li> <li>• Employment of the population/ Creation of new jobs.</li> <li>• Solving social problems.</li> </ul>	<ul style="list-style-type: none"> <li>- Laws</li> <li>- state programs of socio-economic development/Concepts</li> <li>- regulatory regulation</li> <li>- official inquiries</li> </ul>	<ul style="list-style-type: none"> <li>- Participation in working groups, forums, and conferences.</li> <li>- Coordination of the main activities of the Company.</li> <li>- Business correspondence and/or preparation of responses to requests.</li> <li>- Reporting.</li> </ul>
6.	Local executive bodies	+5+5=10	<ul style="list-style-type: none"> <li>• Employment of the population/ Creation of new jobs.</li> <li>• Solving social problems.</li> </ul>	<ul style="list-style-type: none"> <li>- Memoranda</li> <li>- contracts</li> </ul>	<ul style="list-style-type: none"> <li>- Redemption of bonds of local executive bodies.</li> <li>- Business correspondence and/or preparation of responses to requests.</li> <li>- Participation in meetings, forums, conferences.</li> </ul>
7.	Partners	+3+3=6	<ul style="list-style-type: none"> <li>• Commercial interests</li> <li>• Mutually beneficial cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- Contracts</li> <li>- Agreements</li> <li>- memoranda of understanding</li> </ul>	<ul style="list-style-type: none"> <li>- Mutually beneficial cooperation, improvement of technological processes and their automation.</li> <li>- Conclusion of contracts, control over the execution of contractual relations.</li> </ul>
8.	Investors	+3+3=6	<ul style="list-style-type: none"> <li>• Investing for profit</li> </ul>	<ul style="list-style-type: none"> <li>- Memoranda</li> <li>- contracts.</li> </ul>	<ul style="list-style-type: none"> <li>- Attracting investments for the implementation of projects and core activities.</li> </ul>

<b>№</b>	<b>List of stakeholders (groups)</b>	<b>The importance of the stakeholder</b> <i>the degree of support / (counteraction) + the power of influence</i>	<b>Interests/motives</b>	<b>Tools of influence</b>	<b>Interaction strategy</b>
9.	Customers	+4+5=9	<ul style="list-style-type: none"> <li>• Social interests/ Commercial interests</li> </ul>	<ul style="list-style-type: none"> <li>- Contracts</li> </ul>	<ul style="list-style-type: none"> <li>- Posting up-to-date public information about the Company and its activities on the corporate website.</li> <li>- Business correspondence, meetings with (potential) clients.</li> <li>- Ensuring compliance with the expectations of customers of the Company's products and services.</li> <li>- Conclusion of contracts, control over execution</li> <li>- Financial condition monitoring (if the client is a borrower of the Company)</li> </ul>
10.	Competitors	-3+4=1	<ul style="list-style-type: none"> <li>• Increasing the market share</li> </ul>	<ul style="list-style-type: none"> <li>- The use of more advanced and new technologies;</li> <li>- Asset growth;</li> <li>- Price competition;</li> <li>- Active advertising policy;</li> <li>- Marketing research of the market.</li> </ul>	<ul style="list-style-type: none"> <li>- Conducting marketing research. Market monitoring and analysis;</li> <li>- Following the principle of fair competition in accordance with the Corporate Governance Code, the Company's Code of Business Ethics.</li> </ul>
11.	Financial institutions	+2+4=6	<ul style="list-style-type: none"> <li>• Placement of free funds in deposit accounts, maintenance of special accounts</li> </ul>	<ul style="list-style-type: none"> <li>- Contracts.</li> <li>- Qualification and professionalism of employees.</li> </ul>	<ul style="list-style-type: none"> <li>- Conclusion of contracts, control over the execution of contractual relations.</li> <li>- Improving financial performance.</li> </ul>
12.	Suppliers	+3+4=7	<ul style="list-style-type: none"> <li>• Commercial interests</li> </ul>	<ul style="list-style-type: none"> <li>- Contracts.</li> </ul>	<ul style="list-style-type: none"> <li>- Participation in procurement;</li> <li>- Meetings, business correspondence;</li> <li>- Conclusion of contracts;</li> <li>- Control over the proper fulfillment of contractual obligations.</li> </ul>
13.	Population	+2+4=6	<ul style="list-style-type: none"> <li>• Transparency of the Company's activities</li> </ul>	<ul style="list-style-type: none"> <li>- Public opinion.</li> <li>- Appeals to higher and regulatory authorities, mass media.</li> </ul>	<ul style="list-style-type: none"> <li>- Posting up-to-date public information on the Company's corporate website, including the publication of financial and non-financial statements about its activities.</li> <li>- Demonstration of practical commitment to the principles of social responsibility, transparency of activities and sustainable development; striving to comply with generally accepted moral and ethical standards.</li> <li>- Timely response to the treatment of individuals.</li> <li>- Conducting a reputation audit, public opinion polls, and implementing a PR strategy.</li> </ul>

<b>№</b>	<b>List of stakeholders (groups)</b>	<b>The importance of the stakeholder</b> <i>the degree of support / (counteraction) + the power of influence</i>	<b>Interests/motives</b>	<b>Tools of influence</b>	<b>Interaction strategy</b>
14.	Public organizations	+1+3=4	<ul style="list-style-type: none"> <li>• Implementation of the goals and objectives of public organizations.</li> </ul>	<ul style="list-style-type: none"> <li>- Contracts</li> <li>- agreements</li> <li>- memoranda of understanding</li> </ul>	<ul style="list-style-type: none"> <li>- The implementation of charity and sponsorship.</li> <li>- Mutual agreement on general issues.</li> <li>- Conducting joint events with associations and associations.</li> </ul>
15.	Mass media	+2+4=6	<ul style="list-style-type: none"> <li>• Constructive cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- Publications and information about the Company's activities</li> </ul>	<ul style="list-style-type: none"> <li>- Organization of information activities by:</li> <li>- Implementation of PR programs;</li> <li>- Communicating the strengths and capabilities of the Company to the target audience;</li> <li>- Creating a positive public opinion;</li> <li>- Ensuring transparency of the Company's activities through reliable, regular, continuous and timely disclosure of information;</li> <li>- Maintaining the Company's brand awareness;</li> <li>- Presentation to the public of the results of activities in the main areas of the Company's activities.</li> </ul>