

APPROVED

by the decision of the Board of
Directors of "Almaty Social-
Entrepreneurial Corporation"
Joint Stock Company

Appendices ____
to the minutes of the meeting of the
Board of Directors of "Almaty Social-
Entrepreneurial Corporation" Joint
Stock Company
dated _____ 2023
No. _____

**MAP OF STAKEHOLDERS OF "ALMATY SOCIAL-
ENTREPRENEURIAL CORPORATION" JOINT STOCK COMPANY**

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Almaty, 2023

1. GENERAL PROVISIONS

1. This Map of Stakeholders of "Almaty Social-Entrepreneurial Corporation" Joint Stock Company (hereinafter referred to as the Map of Stakeholders) has been developed in accordance with the legislation of the Republic of Kazakhstan, the Charter of "Almaty Social-Entrepreneurial Corporation" Joint Stock Company and the Corporate Governance Code of "Almaty Social-Entrepreneurial Corporation" Joint Stock Company.

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

3. The Stakeholder Map is designed to systematize and visualize information about the environment of "Almaty Social-Entrepreneurial Corporation" Joint Stock Company (hereinafter referred to as the Company) and its affiliated dependent organizations, in order to develop an adequate strategy for interaction with each of the stakeholders.

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

- respect for opinions of stakeholders;
- timely and regular informing of stakeholders;
- The Company's compliance with its obligations and the requirement of their compliance by stakeholders.

5. The following terms and definitions are used in the Stakeholder Map:

1) **Auditors** – commercial organizations that carry out audits and provide audit-related operational services;

2) **Management body** – the Board of Directors;

3) **Sole shareholder** - Entrepreneurship and Investment Management of Almaty city MPI;

4) **Stakeholders** - persons, groups or organizations that have a significant impact on the decisions made by the Company, and/or are influenced by these decisions (for example, employees of the Company, customers, contractors, etc.);

5) **Investors** - legal entities and/or individuals making investments, investing their own, borrowed or other attracted funds in investment projects of the Company and/or its affiliated organizations;

6) **Partners of the Company** - individuals or legal entities (their associations) who are participants in mutually beneficial cooperation with the Company within the framework of signed cooperation agreements, including strategic partners;

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

8) **Consulting companies** - legal entities providing services on issues in the field of financial, legal, technological and other expert activities;

9) **Customers** - individuals or legal entities to whom the Company and its affiliated dependent organizations provide services in accordance with the current legislation of the Republic of Kazakhstan, the Charter and other internal documents of the Company and its affiliated dependent organizations;

10) **Management** – members of the Management Board, Managing Director who is not a member of the Management Board of the Company;

11) **Subsidiary organization** - legal entity whose decision may be determined by another legal entity based on the presence of a predominant interest in the authorized capital or an agreement concluded between them, or otherwise;

12) **Dependent joint-stock company** – a joint-stock company is recognized as dependent if another legal entity has more than twenty percent of its voting shares;

13) **Population** - a set of people living in the regions of the Company's presence and its subsidiaries and dependent organizations;

14) **Public associations** - political parties, trade unions and other associations of citizens created on a voluntary basis to achieve their common goals that do not contradict the legislation;

15) **Employees** - the general composition of the Company's employees, united by the goals of financial and economic activities and business processes;

16) **Suppliers** - individuals engaged in entrepreneurial activity, 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 of the Company in the procurement contract concluded with it;

17) **Mass media** - sources of daily news and analytical information (newspapers and magazines, electronic media - Internet, radio and television);

18) **Financial institutions** - organizations participating in the financial and credit system (second-tier banks, insurance companies, micro-credit organizations, investment funds, pension fund, etc.).

2. STAKEHOLDER ANALYSIS

6. The analysis of stakeholders allows determining the list of all stakeholders who can influence the Company's activities; reflects the degree of influence of stakeholders, as well as the degree of their dependence on the Company's decisions; allows identifying potential difficulties that can reduce the success of the Company's activities; allows evaluating the means, rules and principles of communication with stakeholders and identifying measures for reducing their negative impact on the Company's activities.

7. The process of stakeholder assessment and analysis consists of three stages:

- 1) identification of stakeholders;
- 2) assessment of the influence and importance of stakeholders;
- 3) development of tactical actions for managing stakeholders.

2.1. Identification of stakeholders

8. Identification of stakeholders and working with them makes it possible to improve the Company's business reputation, its capitalization, as well as establish effective and balanced relationships with all stakeholders.

9. The Company distinguishes two groups of stakeholders:

1) The **inner circle** (the area of near influence) includes stakeholders who have a direct and significant influence on the decisions made by Company or are influenced by these decisions. The inner circle of stakeholders includes:

- Sole shareholder;
- Management;
- Employees;
- Partners;
- Customers;
- Board of Directors.

2) The **far circle** (the area of indirect influence) includes stakeholders who have an indirect influence on the decisions made by Company. The far circle of stakeholders includes:

- Government agencies;
- Competitors;
- International financial organizations;
- Financial institutions;
- Suppliers;
- Population;
- Public associations;

- Mass media.

2.2. Assessing the influence and importance of stakeholders

10. Influence - the power of a stakeholder in influencing the Company, his/her ability to influence the activities of Company, people who make decisions on key issues of Company's activities.

11. Importance - the stakeholder's contribution to the result of the Company's activities. It is determined by how satisfying the needs, solving the problems and interests of each stakeholder can affect the result of the Company's activities.

12. The degree of importance of the influence of stakeholders is estimated by two parameters X/Y, where:

- $X = -5 \div +5$ (in increments of 1 or smaller) - characterizes the degree of support/counteraction by the stakeholder of the Company's activities and is ranked from -5 (extreme degree of counteraction) to +5 (highest degree of support);

- $Y = 0 \div 5$ (in increments of 1 or smaller) - characterizes the degree of the stakeholder's influence on the Company's activities and is ranked from 0 to 5.

- $D = (\pm X + Y)$ - the stakeholder importance parameter.

13. The information obtained during the analysis of stakeholders is presented in the Table of interests and interaction of stakeholders (Appendix No. 1) and the Table of the degree of influence of stakeholders on the interests of the Company (Appendix No. 2). The values of the tables are subject to change at least once a year, depending on the implementation of the interaction strategy.

14. The degree of the stakeholders' influence on the Company's activities and the degree of the stakeholders' dependence on the Company are reflected on the Stakeholders Map (Appendix No. 3).

15. The Stakeholder Map is an open document and is freely distributed by the Company to any stakeholders.

16. The level of proximity (area of influence) of stakeholders expresses the degree of the possibility of Company's influence on one or another stakeholder and is determined in the form of one-, two- and three-line links ($n = 1, 2, 3$):

1) in the area of authority/responsibility (III) there are stakeholders who are directly subordinate to the Company (administrative management levers);

2) area of direct influence (II) includes stakeholders who are directly influenced by the Company based on the strategy of resource exchange or persuasion;

3) in the area of indirect influence (I) there are stakeholders on whom the Company exerts a weak, indirect influence, using the support of stakeholders in the area of authority/responsibility or in the area of direct influence.

2.3. Development of tactical actions for managing stakeholders

17. The stakeholder map, reflecting the degree of support/opposition of the stakeholder, assessing the degree of his/her influence on Company, as well as the parameters of the importance of the stakeholder, allows visualizing the threats coming from the environment and develop the most effective strategy of interaction with each of the stakeholders.

18. 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.

19. The Stakeholders map is approved by the authorized body of the Company. Changes and additions to the Stakeholders map are made in accordance with the procedure established by the Company's internal documents.

3. IDENTIFICATION OF INTERESTS AND DEVELOPMENT OF AN INTERACTION STRATEGY

20. The process of stakeholder analysis and management is divided into stages:

- 1) identification of all stakeholders;
- 2) identification of the key needs of all stakeholders;
- 3) analysis of the interests and influence of each stakeholder;
- 4) forming a list of actions to manage stakeholders' expectations;
- 5) execution of planned actions;
- 6) analysis of the results of management and repetition of the process.

21. A prerequisite for managing stakeholders is their preliminary analysis. Understanding and identifying stakeholders and their groups allows structuring clearly and optimizing the management process of the Company.

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

23. Important condition for effective management of relations with stakeholders is the definition of an effective interaction strategy depending on the type of stakeholders and, if necessary, timely adoption of adjustments.

24. Stakeholder management implies purposeful influence on them and includes the following tools: negotiations, contacts, other communications with stakeholders, motivation of stakeholders to perform certain actions, etc.

25. The results of the effective operation of the relationship management mechanism with stakeholders are expressed both in economic results (profit growth, growth in the value of the Company, optimization of income, costs) and in the results that determine the success of the Company in the future (increasing the moral responsibility of employees, improving the quality of hired employees, increasing business sustainability by improving risk management).

Table of stakeholders' interests and interactions

№	List of stakeholders (groups)	Degree of support/opposition	Interests/motives	The power of influence	Importance parameters	Tools of influence	Interaction strategy
Inner circle							
1.	Sole shareholder	+5	Growth of profit and annual dividends, growth of the Company's value	5	10	The Charter of the Company, the Corporate Governance Code of the Company	<ul style="list-style-type: none"> • Coordination of the main areas of activity, as well as issues related to the general management of the Company. • Ensuring the exercise of the rights of the Sole Shareholder within the framework of corporate governance principles aimed at effective adoption of key decisions in accordance with the legislation of the Republic of Kazakhstan and the Company's Charter. • Providing reliable information on the results of financial and economic activities in accordance with the requirements of the legislation of the Republic of Kazakhstan, the Charter, internal documents of the Company. • Providing information about the plans, achievements, and problems of the Company's activities.
2.	Management	+5	Salary, bonuses, status, areas of responsibility	5	10	Charter of the Company,	<ul style="list-style-type: none"> • Execution of decisions of the Sole Shareholder and the

						internal documents of the Company	Board of Directors of the Company. <ul style="list-style-type: none"> • Preparation, implementation and monitoring of the implementation of the development plan and strategy, the action plan for the management of critical risks of the Company; • Preparation and implementation of other issues stipulated by the legislation of the Republic of Kazakhstan, the Charter, as well as related to the competence of the Board of Directors and the Management Board of the Company (according to the Charter of the Company).
3.	Employees	+5	Salary, bonuses, career growth, terms of the employment contract, social guarantees (including medical insurance), the level of authority and responsibility, the level of job satisfaction	3	8	Labor Code, employment contracts, civil law contracts	<ul style="list-style-type: none"> • Execution of official powers aimed at the implementation of the tasks and functions of the Company. • Maintaining an open, transparent personnel policy aimed at the formation of qualified and motivated personnel. • Ensuring equal opportunities for all employees to realize their potential in the course of their work, an impartial and

							fair assessment of their results, selection and career growth of employees solely on the basis of professional abilities, knowledge and skills.
4.	Partners	+3	Commercial interests	3	6	Contracts	<ul style="list-style-type: none"> • Conclusion of contracts and agreements on mutually beneficial cooperation and mutual understanding. • Improvement of business processes and their automation. • Control over the execution of contractual relations.
5.	Customers	+4	Commercial/Social interests	4	8	Contracts	<ul style="list-style-type: none"> • Ensuring compliance with the expectations of consumers of the Company's products and services. • Conclusion of contracts, control over the execution of contractual relations. • Customer satisfaction analysis
6.	Board of Directors	+5	General management of the Company's activities	5	10	Charter of the Company, internal documents of the Company	<ul style="list-style-type: none"> • General management of the Company's activities, except for the resolution 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.

Outside Circle							
7.	Government agencies	+5	Tax revenues, economic growth, employment	5	10	Laws, state programs of socio-economic development	<ul style="list-style-type: none"> • Invitation to participate in working groups, forums, conferences organized by the Company. • Preparation and implementation of all necessary procedures provided for by the legislation of the Republic of Kazakhstan for the Company's participation in public procurement. • Coordination of the main activities of the Company. • Participation in the development and implementation of government programs to support entrepreneurship. • Providing reliable information on issues of interest in accordance with the requirements of the legislation of the Republic of Kazakhstan, the Charter, internal documents of the Company.
8.	Competitors	-3	Increasing the market share	4	1	Application of new technologies, asset growth, price	<ul style="list-style-type: none"> • Showing respect and following the principle of fair competition in accordance with the Corporate Governance Code, the

						competition, active advertising policy, market research	Company's Code of Business Ethics. • Monitoring, analysis and market research.
9.	International financial organizations (ADB, EBRD)	+3	Investing for profit	3	6	Memoranda, contracts	<ul style="list-style-type: none"> • Attracting investments for implementation of the Company's projects and programs. • Conclusion of contracts and agreements on mutually beneficial cooperation and mutual understanding. • Improvement of business processes and their automation. • Control over the execution of contractual relations.
10.	Financial institutions	+4	Placement of available funds on deposit accounts, maintenance of special accounts, participation in the implementation of the Company's programs	4	8	Contracts	<ul style="list-style-type: none"> • Conclusion of contracts, control over the execution of contractual relations. • Improvement of the terms of the contract.
11.	Suppliers	+3	Commercial interests	4	7	Regulations on organization and conduct of procurement of goods, works and services of the Company, contracts	<ul style="list-style-type: none"> • Conclusion of contracts, control over the execution of contractual relations. • Business correspondence. • Ensuring procurement of goods, works, services based on the principles of: <ul style="list-style-type: none"> - transparency of the procurement process;

							<ul style="list-style-type: none"> - optimal and efficient spending of money used for procurements; - purchase of high-quality goods, works, services; - providing all potential suppliers with equal opportunities to participate in the procurement process, provided that organizations with disabilities (disabled individuals engaged in entrepreneurial activities), domestic producers, domestic entrepreneurs are supported; - increasing the share of local content in goods, works, services; - fair competition among potential suppliers; - control and responsibility for decisions taken; - minimizing the involvement of intermediaries in the procurement process; - effective implementation of investment strategic projects.
12.	Population	+3	Employment opportunities, solving social problems, transparency of the Company's activities, environmental	4	7	Public opinion. Appeals to higher and regulatory authorities, the media.	<ul style="list-style-type: none"> • Reputation audit, public opinion polls, implementation of communication strategy. • Publication of the Company's financial and non-financial statements.

			protection, obtaining sponsorship				<ul style="list-style-type: none"> • Demonstration of practical commitment to the principles of social responsibility, transparency of activities and sustainable development. • The desire to observe fair competition, generally accepted moral and ethical standards. • Making additional social commitments, solving urgent social problems. • Charitable activities.
13.	Public associations	+3	Implementation of the goals and objectives of public associations, obtaining sponsorship	1	4	The Charter of the Company, contractual relations under concluded contracts, holding forums, conferences, etc.	<ul style="list-style-type: none"> • Compliance with the law. • Conclusion of agreements on cooperation and mutual understanding. • Implementation of charity and sponsorship. • Holding joint events (meetings, forums, conferences, etc.).
14.	Mass media	+3	Publications and informing about the Company's activities, commercial interests publications information about the Company's activities, commercial interests	3	6	Publications and informing about the Company's activities, interviews, press releases, etc.	<p>Organization of information activities through:</p> <ul style="list-style-type: none"> • Implementation of PR events; • Communicating the strengths and capabilities of the Company to the target audience; • Creating a positive public opinion; • Ensuring transparency of the

							Company's activities through reliable, regular, continuous and timely disclosure of information; <ul style="list-style-type: none"> • Maintaining brand awareness of the Company; • Presenting the results of the Company's activities to the public.
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Appendix No. 2

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

Stakeholders	Sphere of influence on the interests of the Company					
	Strategic leadership and development	Operational activities	Legal regulation	Quality of project and/or business process management	Operational results	Reputation
Inner circle						
Sole shareholder	*					*
Management	*	*	*	*	*	*
Employees		*			*	*
Partners				*		
Customers		*		*		
Board of Directors	*		*		*	
Outside Circle						

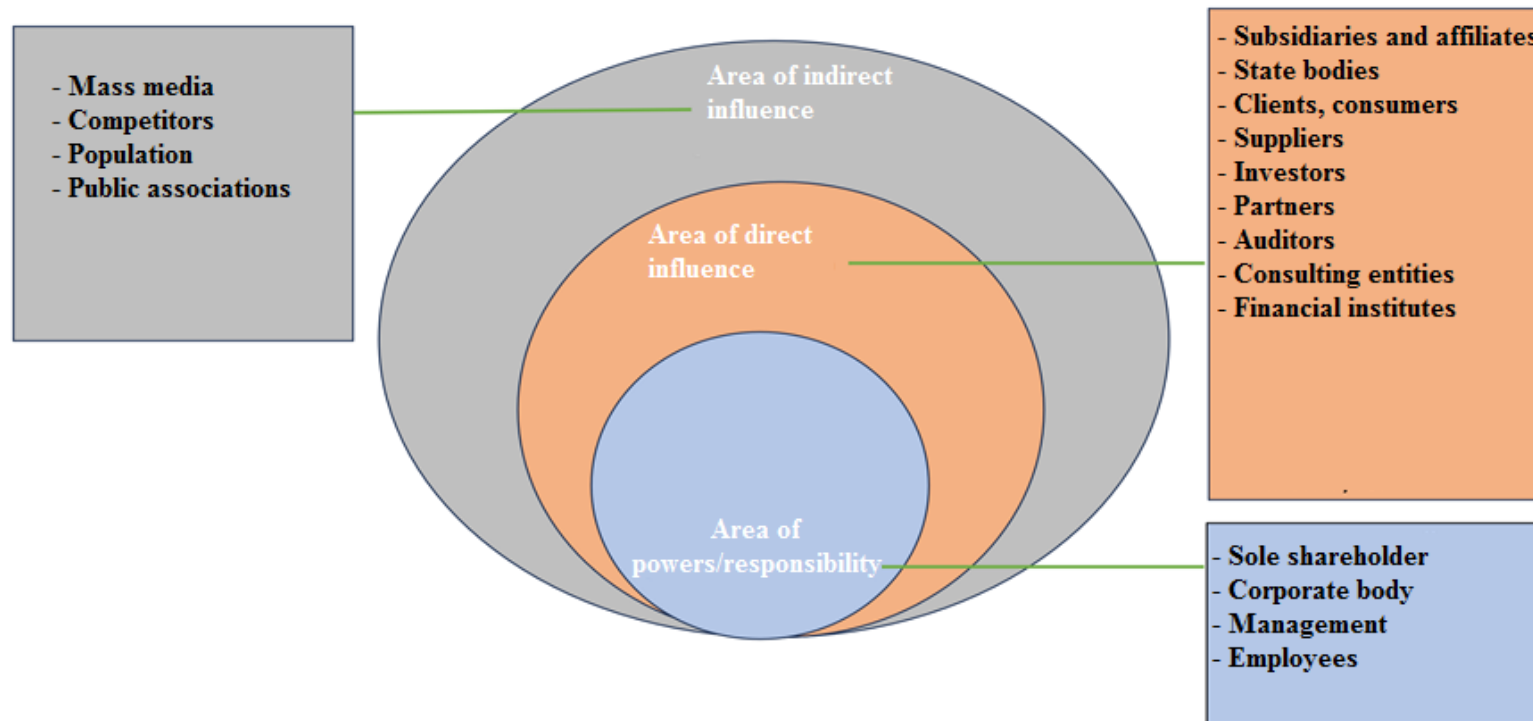
Government agencies	*				*	*
Competitors	*	*	*	*	*	*
International financial organizations	*			*	*	*
Financial institutions		*	*	*	*	
Suppliers			*		*	
Population	*	*			*	
Public associations						
Mass media						

Note:

	high degree of influence		low degree of influence	*	high degree of interest
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Strategic leadership and development	determination of long-term priorities, strategic directions of development of Company through the adoption of state and industry development programs, development and approval of strategic documents of Company.
Operational activities	constant daily activities to manage the regular, standard processes of the Company.
Legal regulation	adoption of regulatory acts directly or indirectly regulating certain aspects of the Company's activities.
Quality of project and/or business process management	degree of competence and efficiency of employees and management of Company in the provision of project and/or business process management services.
Operational results	quantitative indicators of the efficiency of the Company's operational activities.
Reputation	the prevailing public opinion about the qualities, advantages and disadvantages of the Company.

Map of stakeholders and the extent of their influence on the interests of the Company



X/Y

X = -5 ÷ +5 - the strength of the support/counteraction of the stakeholder (indicated on the map by the first digit in parentheses)

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

n = I, II, III - the degree of influence of the Company on stakeholders (indicated on the map in the form of one-, two- and three-line links)