APPROVED
by the Resolution of the Board of Directors
of JSC State Corporation "Government for Citizens"
dated August 19, 2025
(Minutes No. 01-01-02/10)

ANNUAL REPORT
of the Non-Commercial Joint Stock Company "State Corporation "Government for Citizens'" for the year 2024

Astana City, 2025

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ABOUT THE REPORT

The Non-Commercial Joint Stock Company "State Corporation 'Government for Citizens'" (*hereinafter* – the State Corporation), recognizing the significance of its economic and social activities, strives to ensure a high level of transparency for its internal and external stakeholders, for whom this Annual Report for 2024 (hereinafter – the *Report*) has been prepared.

In this Report, we have demonstrated to our stakeholders the strategic goals set for 2024, the production and financial results achieved, how we ensured sustainable operations in the long term, and the tasks that lie ahead.

To determine the material topics of the Report, the Global Reporting Initiative (*hereinafter – GRI Standards*) Standards on sustainable development reporting were reviewed. Of these, 23 standards (3 universal and 20 topic-specific) were found applicable to the activities of the State Corporation, as listed in Appendix 1. Based on the identified standards, the material topics were defined and structured in the contents of this Report.

In the process of preparing the Report, we adhered to the GRI Standards, the provisions of the Corporate Governance Code, the Sustainable Development Policy, other internal documents on information disclosure, as well as ESG reporting trends. The Annual Financial Statements were prepared in accordance with the International Financial Reporting Standards (IFRS).

The Report covers the activities of the State Corporation and its branches for the period from January 1 to December 31, 2024, and includes data for 2023 to reflect performance dynamics. The financial reporting period is annual and coincides with the Report cycle.

The Report contains certain adjustments to the 2023 data in Section 2.4.4 "Results of the State Corporation's Activities as a Service Provider," due to changes in the Register of Public Services. Adjusted data are duly marked.

The Report was approved by the decision of the Board of Directors of the State Corporation on August 19, 2025 (Minutes No. 01-01-02/10). The Report is published annually in the state, Russian, and English languages and is available on the State Corporation's website: https://gov4c.kz/

The Report was not subject to an external assurance procedure, as the GRI Standards have been applied in our reporting for the first time, following the recommendation of an independent organization that conducted a corporate governance assessment in 2024. The State Corporation recognizes the importance of assurance of sustainability information and will consider the possibility and procedure for verification of non-financial reporting in the future.

CEO's Address
Welcome Message from the Chairman of the Board of Directors

Dear Stakeholders, Colleagues, and Partners,

In 2024, the State Corporation "Government for Citizens" provided the population with more than 22 million public services. Compared to 2023, the number of services delivered through the Corporation's service halls decreased by 1,264,829 or 8%.

This trend is driven by the automation of public services. The nationwide digitalization agenda, set by the country's leadership, is directly influencing and reshaping the service sector landscape in Kazakhstan.

The President of the Republic, Kassym-Jomart Tokayev, has instructed to transform our country into a "territory of total digitalization and accelerated development of artificial intelligence." The era of "Digital Kazakhstan" has already become a reality, offering virtually limitless opportunities to access public services through a variety of convenient mobile applications such as eGov mobile, TSON, second-tier bank services, the Telegram bot EgovKzBot, and other digital platforms..

The Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan, as the authorized body, together with the Board of Directors of the State Corporation "Government for Citizens," has defined the priority of developing e-government services and expanding their use as both a necessity of the times and a global trend. This requires Government for Citizens to focus its efforts on delivering a high level of customer service and creating a comfortable environment for clients..

The key performance indicators for 2024 presented in this Annual Report demonstrate positive dynamics toward improving service quality.

In 2024, more than 27 million requests to the State Corporation were handled by the Unified Contact Center 1414. The UCC provides consultations on all types of public services 24/7, without breaks or days off. Through the video call function with a UCC operator in the TSON mobile app alone, 80 types of public services are delivered. I would especially like to note that user satisfaction with the UCC's performance in 2024 reached 4.8 out of 5 points, compared to the target of 4.7.

The digitalization era offers unlimited potential for growth and further efficiency improvements of Government for Citizens. I am confident that in 2025 the Corporation will continue to meet expectations by delivering fast and high-quality public services with minimal time and effort.

Rostislav Konyashkin, Chairman of the Board of Directors
NCJSC State Corporation "Government for Citizens"

Welcome Message from the Chairman of the Management Board

Dear Citizens and Colleagues,

The State Corporation "Government for Citizens" is pleased to present to you its Annual Report on activities for 2024.

This year has in many ways been a breakthrough for us. Following the course toward modernization and digitalization, increasing the volume, quality, and accessibility of public services, and improving internal business processes within the State Corporation, we achieved positive results and successfully implemented projects of great importance for our citizens.

In 2024, the State Corporation made every effort to ensure that the services of Public Service Centers (PSCs), Specialized PSCs, and other divisions met the demands of the time, and that the level of service and customer comfort in our front offices corresponded to the concept of a "listening state" that always responds to the needs of the people.

During the reporting year, 334 front offices were operating across Kazakhstan, and the State Corporation provided a portfolio of 1,281 public services.

To enhance service quality for visitors, in 2024 we modernized 25 PSCs. Among the innovative projects was the opening of two Super PSCs – in Karaganda and Kyzylorda. In these modern, high-tech centers, citizens are able to receive the maximum number of public services under the "one-stop-shop" principle, while conveniently and comfortably interacting simultaneously with several government organizations, second-tier banks, entrepreneurship support centers, and utility service providers.

As part of the implementation of the Development Strategy, the State Corporation ensured progress across all seven key performance indicators compared to 2023: the share of transactions without human involvement reached 23% (against a target of 20%), the share of public services delivered via video call amounted to 23.9% (against a target of 20%), and the level of customer satisfaction with service quality stood at 90.7% (against a target of 88%).

This positive trend has largely been the result of continuous improvement in public service delivery, as well as targeted efforts to maintain the integrity of our internal corporate environment, free from any manifestations of inefficiency, corruption, and fraud.

The combination of high professionalism of our employees, alignment with international best practices, implementation of innovative solutions, focus on continuous improvement, prioritization of service recipients' interests, and zero tolerance for violations has enabled the State Corporation to successfully complete 2024 and to step confidently into 2025, which we regard as a new milestone for seizing new opportunities.

Arman Kenzhegaliyev Chairman of the Management Board
NCJSC State Corporation "Government for Citizens"

1. GENERAL INFORMATION

1.1. About the State Corporation

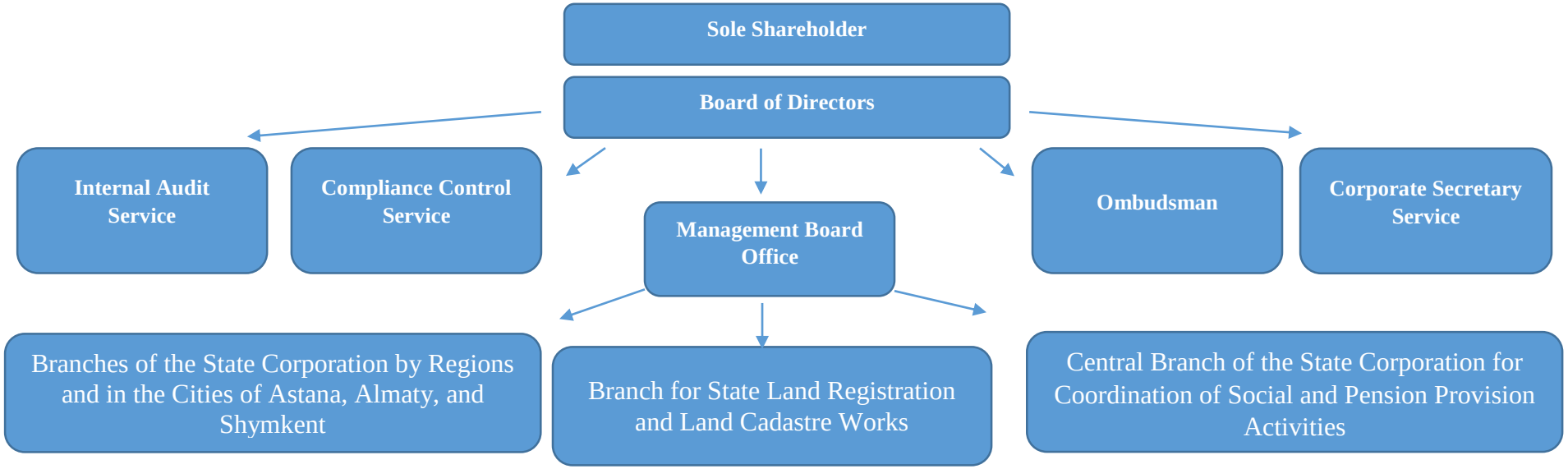
Purpose of Activities	Provision of public services in accordance with the legislation of the Republic of Kazakhstan, organization of the process for accepting applications for public services and issuing their results to service recipients under the “one-stop-shop” principle, and ensuring the delivery of public services in electronic form.
Scope of Activities	Provision of public services and supplementary services in accordance with the Register of Public Services; organization of the process for accepting applications for public services and issuing their results to service recipients under the “one-stop-shop” principle; ensuring the delivery of public services in electronic form and via mobile applications; organization of the reception of appeals to administrative bodies and officials and the issuance of responses thereto; as well as other types of activities carried out in accordance with the legislation of the Republic of Kazakhstan.
Types of Activities	Ninety-six types of activities are defined in Clause 19 of the Charter of the State Corporation and include activities in the areas mentioned above.
Location and Geography of presence	The State Corporation operates within the territory of the Republic of Kazakhstan. The executive body (the Management Board) is located at: 4 Zhanibek and Kerei Khandar Street, Yesil District, Astana. The State Corporation has 22 branches located in cities of republican significance and regional centers. The Corporation’s front and back offices are represented throughout the country, including in district centers, mono-towns, and large rural settlements.
Sole Shareholder	The Government of the Republic of Kazakhstan, represented by the Committee of State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan. The body exercising the ownership and usage rights of the state-owned block of shares is the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan.

Ownership Structure	The authorized capital amounts to KZT 43,386,845 thousand, and the equity capital is KZT 50,226,166 thousand. The number of authorized (issued) ordinary shares: 43,386,845 shares. The number of placed and paid ordinary shares: 43,386,845 shares. The nominal value of one share: KZT 1,000. All shares are ordinary. Members of the Board of Directors and the Management Board, as well as key executives, do not own shares of the State Corporation. The purpose of the share issuance is to attract funds for carrying out the Corporation's activities, with income used exclusively for development and for creating necessary conditions for employees and service recipients. Net income remains at the disposal of the State Corporation and is directed toward its development.

Organizational Structure

According to Clause 40 of the Charter of the State Corporation, the governing bodies of the State Corporation are as follows: the supreme body – the Sole Shareholder; the governing body – the Board of Directors; the executive body – the Management Board; the supervisory body – the Internal Audit Service.

The organizational structure of the State Corporation was approved by the decision of the Board of Directors dated July 24, 2024 (Minutes No. 01-01-02/04).



History of the Development of the State Corporation

November 2015
Amendments to the Law of the Republic of Kazakhstan "On Public Services" that defined the purpose of activities and the status of the State Corporation

January 2016
Resolution of the Government of the Republic of Kazakhstan dated January 29, 2016 No. 39 "On the Establishment of the Non-Commercial Joint Stock Company State Corporation 'Government fo Citizens'"

7 April 2016
State Registration of the State Corporation with the Justice Authorities

8 April 2016
Registration of the State Corporation's Branches with the Justice Authorities

April 2021
The State Corporation was designated as the Unified Contact Center pursuant to the Resolution of the Government of the Republic of Kazakhstan dated February 1, 2021 No. 27 (*currently regulated by the Order of the Ministry of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan dated May 16, 2023 No. 177/ҚҚ).*

July 2019
Transfer to the State Corporation of the function of the Ministry of Justice of the Republic of Kazakhstan for state registration of legal entities and registration of branches and representative offices of commercial organizations.

December 2018
Completion of the audit and obtaining the international ISO 9001:2015 series certificate.

July 2018
Transfer to the State Corporation of the functions of the Ministry of Justice of the Republic of Kazakhstan for state registration of property rights to real estate.

July 2021
Commencement of activities for the support and processing of the "e-Otinich" information system as a "one-stop-shop" for receiving all types of requests from individuals and legal entities.

December 2021
Completion of the audit and obtaining the Quality Management System Certificate ST RK ISO 9001-2016.

December 2021
Awarding of the United Nations Public Service Award to the State Corporation in Category I – "Promoting innovation to deliver inclusive and equitable services for all, including through digital transformation."

July 2023
Transfer to the State Corporation of the functions of local executive bodies (LEBs) for civil status registration.

The State Corporation was established through the merger of four enterprises: the Republican State Enterprise on the Right of Economic Management "Public Service Center," the "State Scientific and Production Center for Land Resources and Land Management," the "Real Estate Center," and the Republican State Treasury Enterprise "State Center for Pension Payments," followed by their transformation into a Non-Commercial Joint Stock Company.

March 2024
Awarding of the State Corporation at the international CCGuru Awards competition with the "Crystal Headset" prize in the category "Best Contact Center for the Population."

October 2023
Transfer to the State Corporation of the Contact Center 111 on family issues and the protection of the rights of women and children.

1.2. State Corporation in Figures 2024

Infrastructure of the State Corporation (according to the staffing schedule of the branches of the State Corporation)

Front Offices	Quantity	Back Offices	Quantity
Public Service Centers (PSCs), including PSC sectors	136	Social Security Departments	102
PSC Sectors	18	Registration and Land Cadastre Departments	99
Specialized Public Service Centers (Special PSCs) for vehicle registration and issuance of driver's licenses	28	Civil Status Registration Departments	226
Special PSC Sectors (within PSC premises)	77	Small-Scale Integrated Departments (combined PSC, Social Security, Registration, and Land Cadastre offices)	130
Special PSC Driving Test Grounds	25		
Migration Service Centers, including sectors	6		
Mobile PSCs	17		
Unified Contact Center Departments	7		

Key Indicators of Operational Performance

1,281 types of public services, or 94.2% of the Public Services Register, are delivered through the State Corporation as a provider.

70 types of public services are delivered by the State Corporation as a service operator.

15,192,432 public services were provided through the front offices of the State Corporation.

8,188,153 public services were obtained by citizens independently in the self-service zones of front offices.

7,088,737 public services (excluding informational electronic certificates) were delivered by the back offices of the State Corporation.

27.1 million requests were processed by the Unified Contact Center 1414.

17,130 employees (headcount) were engaged in the delivery of public services, including **7,292** front office staff and **5,846** back office staff.

More detailed information is disclosed in Section 2 of this Report "Development Strategy and Implementation Results..

1.3. Calendar of Corporate Events and Achievements

8 January

A.D. Dzhumabekov was elected as Head of the Administration – Member of the Management Board.

24 January

The powers of B.K. Konakbayev, Administrative Director – Member of the Management Board, were terminated ahead of schedule.

8 April

The powers of Sh.A. Orazalimov, Deputy Chairman – Member of the Management Board, were terminated ahead of schedule.

30 April

The powers of A.N. Turysov and E.D. Ospanov, Members of the Board of Directors, were terminated ahead of schedule, and a new Member of the Board of Directors was

30 April

LLP "Astana Expert Audit" was designated as the audit organization for conducting the audit of the annual financial statements for 2023.

14 May

A.B. Ilyasov was elected as Deputy Chairman – Member of the Management Board.

27 May

The powers of R.A. Konyashkin, Member of the Board of Directors, were terminated ahead of schedule, and N.B. Abakhanov was elected as a

6 July

The powers of E.N. Begimbetov and A.S. Naizabekova, Members of the Board of Directors, were terminated ahead of schedule, and K.T. Omarov and E.D. Berdinov were elected as Independent Directors, Members of the Board of Directors.

15 August

The annual financial statements of the State Corporation for 2023 were approved.

15 August

The number of authorized shares of the State Corporation was increased by 3,009,668 ordinary shares.

20 August

The powers of A.D. Dzhumabekov, Head of the Administration – Member of the Management Board, were terminated ahead of schedule.

23 August

S.K. Mukanov was elected as Head of the Administration – Member of the Management Board.

29 August

K.S. Ibraev was elected as Chief Financial Officer – Member of the Management Board.

12 December

The powers of M.B. Temirzhanov, Member of the Board of Directors, were terminated ahead of schedule.

20 December

Amendments were made to the Corporate Governance Code of the State Corporation.

The main achievement of 2024 is the victory at the international "Crystal Headset" competition in the category "Best Contact Center for the Population."

In addition, a number of positive results of project activities are presented in Section 2 of this Report "Development Strategy and Implementation Results."

2. DEVELOPMENT STRATEGY AND ITS IMPLEMENTATION RESULTS

2.1. Brief Overview of the Industry and the Position of the State Corporation in the Public Services System

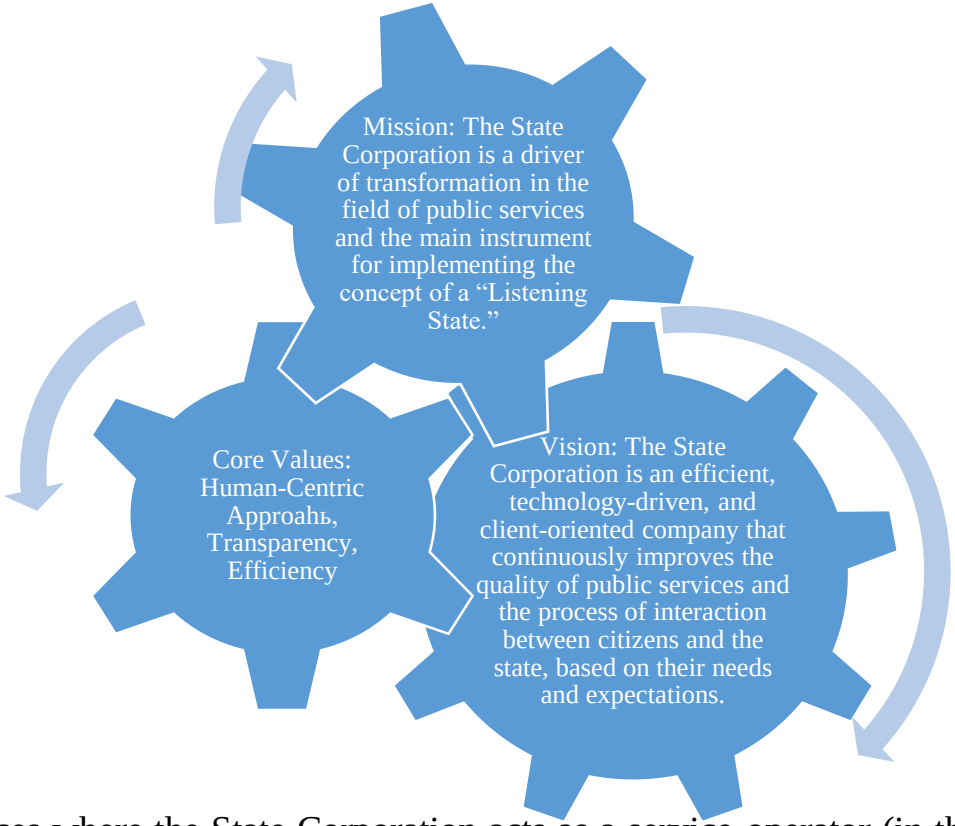
The system of public services is one of the most important areas of state activity. All citizens of the country are consumers of the services provided by this system. The State Corporation serves as a key link in this system due to the nature of its activities as a provider of public services.

Essentially acting as the country's largest front office, the State Corporation not only participates in the delivery of public services but also contributes to the implementation of important government initiatives and national programs aimed at improving the well-being of citizens.

Until recently, the State Corporation held the status of the sole provider of public services. With the amendments made in December 2023 to the Law of the Republic of Kazakhstan "On Public Services", the activity of organizing document acceptance under the "one-stop-shop" principle has become available to business entities. As of today, this opportunity has been implemented for rural post offices of JSC Kazpost (200 rural branches are participating).

2.2. Mission, Vision, and Values of the State Corporation

The Development Strategy of the State Corporation for 2022–2026 was approved by the Board of Directors in November 2021.

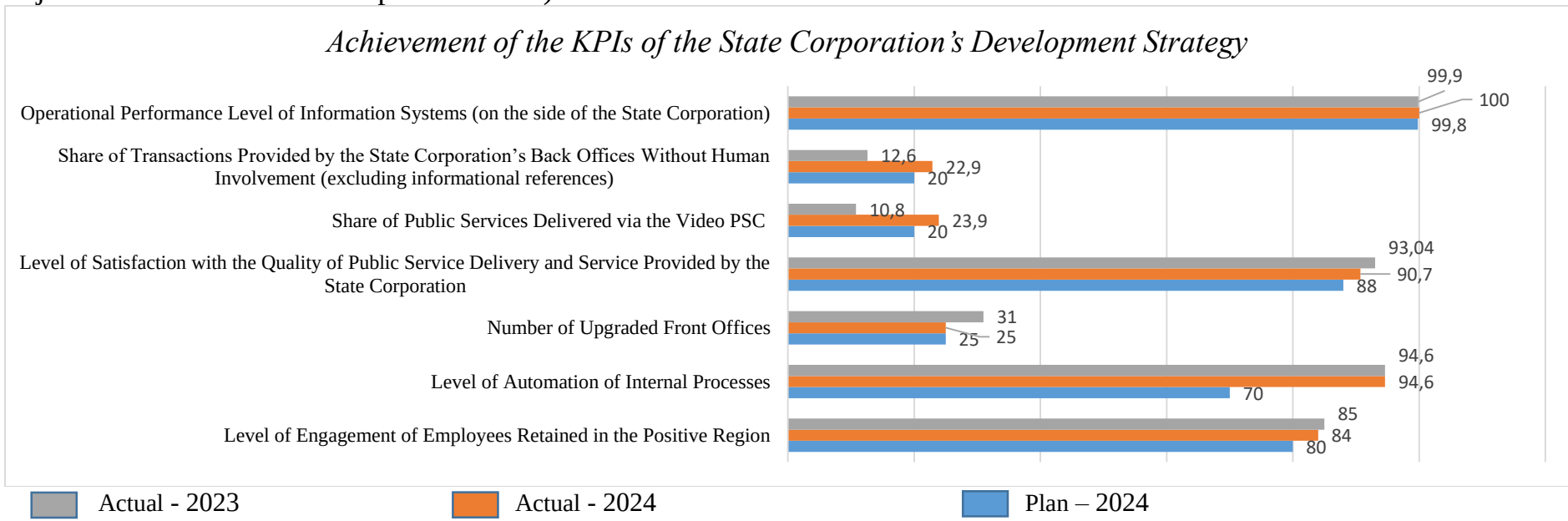


The types of activities in the provision of public services where the State Corporation acts as a service operator (in the areas of state registration of property rights to real estate, state registration of legal entities, civil status registration, technical inspection of real estate, and maintenance of the land cadastre), as well as certain activities in the field of social and pension provision, fall under state monopoly. During the reporting period, no claims were filed against the State Corporation in relation to anti-competitive behavior or violations of antitrust legislation.

2.3. Key Performance Indicators and Objectives for 2025

The report on the implementation of the Development Strategy is submitted annually for consideration by the Board of Directors. The report for 2024 was reviewed and approved by the Board of Directors on March 27, 2025 (Minutes No. 01-01-02/01).

The Development Strategy for 2024 provided for 7 Key Performance Indicators (KPIs) aimed at achieving 4 strategic objectives across three development areas.).



More detailed information is disclosed in Subsection 2.4 "Review of Results."

Plans for the coming years are linked to the further improvement of public service delivery, with the possibility of making decisions on a fundamental revision of certain approaches to their provision. Striving to embrace new trends, the State Corporation intends to introduce elements of artificial intelligence into its operations, utilize more advanced technologies, and develop its information systems, including in order to transition them toward self-sufficiency.

Considering the approaching completion of the five-year strategic development period of the State Corporation, it is planned to finalize long-term projects and prepare the foundation for the development of a new Development Strategy. This new strategy will incorporate the experience of past years and reflect the transition toward becoming a system-oriented company.

In the coming years, the State Corporation plans to move to a new level in fulfilling its tasks in the field of sustainable development, with a stronger focus on environmental and social initiatives. The State Corporation will strive to fully achieve the plans set forth.

2.4. Review of Results

2.4.1. Results of the State Corporation's Activities as a Public Services Provider

The activities of a public services provider include the organization of accepting applications for public services and issuing results. As a provider, the State Corporation delivers 1,281 types of public services, which are available either through a specialist in the service hall of a Public Service Center (PSC) or for self-service at Connection Point kiosks.

Based on the results of 2024, 15,192,432 public services were delivered through PSC service halls (*2023 – 16,457,261*), including:

in paper form – 15,150,770 services or 99.7% (*2023 – 16,409,163*);

in electronic form – 41,662 services or 0.3% (*2023 – 48,098*).

The decrease by 1,264,829 services or 8% is due to the automation of public services.

Among these, 3,699,809 services were delivered through Specialized PSCs, including: vehicle registration – 3,017,133 (*2023 – 3,290,773*), issuance of duplicate license plates – 62,576 (*2023 – 53,704*), issuance of driver's licenses – 620,100 (*2023 – 1,113,631*).

Regional Dynamics

№	Region	2024	2023	Dynamics	%
1	Almaty city	2 618 541	2 861 085	-242 544	-8
2	Astana city	1 341 421	1 656 102	-314 681	-19
3	Turkistan Region	1 322 958	1 322 083	875	0
4	Zhambyl Region	909 121	1 052 714	- 143 593	- 13.6
5	Karaganda Region	857 785	882 121	-24 336	-3
6	Shymkent city	854 770	895 236	-40 466	-5
7	Almaty Region	854 307	798 537	55 770	7
8	Aktobe Region	676 552	781 923	-105 371	-13
9	Kostanay Region	586 522	652 040	-65 518	-10
10	East Kazakhstan Region (EKR)	584 529	617 163	-32 634	-5
11	Akmola Region	578 574	566 624	+11 950	+2.1
12	Pavlodar Region	564 086	581 104	-17 018	-3
13	Mangystau Region	552 115	667 524	-115 409	-17
14	West Kazakhstan Region (WKR)	486 628	481 717	4 911	1
15	Kyzylorda Region	470 380	501 412	-31 032	-6
16	Atyrau Region	452 498	570 787	-118 289	-21
17	Zhetisu Region	445 413	451 421	-6 008	-1.3
18	Abai Region	436 970	468 629	-31 659	-6.8

19	North Kazakhstan Region (NKR)	428 842	470 144	-41 302	-9
20	Ulytau Region	170 420	178 895	-8 475	-5
	Total	**15 192 432**	**16 457 261**	**-1 264 829**	**-8**

A decrease in the number of public services delivered was observed across 18 branches, with the largest declines recorded in Astana city, Zhambyl, Atyrau, Mangystau, and Kostanay Regions.

During the reporting period, 8,188,153 public services were independently obtained at Connection Points (2023 – 15,060,125), representing a decrease of 6,871,972 services, or 45.6%.

Number of services obtained at Connection Points by region

№	Region	2024	2023	Dynamics	%
1	Aktobe Region	706 414	594 778	111 636	18,77
2	Akmola Region	637 637	1 123 095	-485 458	-43,23
3	Mangystau Region	634 077	1 351 585	-717 508	-53,09
4	Astana city	585 825	744 609	-158 784	-21,32
5	Karaganda Region	579 730	504 694	75 036	14,87
6	Pavlodar Region	576 240	1 217 042	-640 802	-52,65
7	Almaty city	571 737	1 432 569	-860 832	-60,09
8	Kyzylorda Region	548 968	1 580 016	-1 031 048	-65,26
9	Kostanay Region	447 613	457 527	-9 914	-2,17
10	Zhambyl Region	423 487	766 365	-342 878	-44,74
11	North Kazakhstan Region (NKR)	364 352	442 415	-78 063	-17,64
12	Abai Region	332 999	470 184	-137 185	-29,18
13	East Kazakhstan Region (EKR)	308 840	423 447	-114 607	-27,07
14	Turkistan Region	257 718	1 035 731	-778 013	-75,12
15	Almaty Region	257 074	275 728	-18 654	-6,77
16	Shymkent city	227 179	397 464	-170 285	-42,84
17	Atyrau Region	223 176	798 592	-575 416	-72,05
18	West Kazakhstan Region (WKR)	217 410	373 581	-156 171	-41,80
19	Zhetisu Region	197 666	893 630	-695 964	-77,88
20	Ulytau Region	90 011	177 073	-87 062	-49,17
	Total	**8 188 153**	**15 060 125**	**-6 871 972**	**-45,60**

The decrease in the number of services during the year is explained by the availability of obtaining them through e-government mobile applications such as eGov mobile, the State Corporation’s own mobile app (PSC Mobile), second-tier banks, the e-government portal’s Telegram bot EgovKzBot, and other accessible sources.

As of the end of 2024, the share of services independently obtained via Connection Points accounted for 35% of the total number of applications submitted through the service hall.

Top 10 Most Demanded Public Services at PSCs

Service Hall		**Connection point**	
Public Service	**Quantity**	**Public Service**	**Quantity**
Issuance and revocation of the registration certificate of the National Certification Authority of the Republic of Kazakhstan	2 598 thousand	Issuance of the registration certificate of the National Certification Authority of the Republic of Kazakhstan	853 thousand
State registration and accounting of certain types of vehicles by vehicle identification number (VIN)	3 017 thousand	Issuance of a certificate of criminal record (or non-criminal record)	390 thousand
Issuance of driver's licenses	620 thousand	Provision of information on registered rights (encumbrances) to real estate and its technical characteristics	360 thousand
Issuance of passports and identity cards to citizens of the Republic of Kazakhstan	2 898 thousand	Provision of information from the Mental Health Center "Psychiatry"	337thousand
State registration of rights (encumbrances) to real estate	1 183 thousand	Provision of information on the absence (or presence) of real estate for individuals	325 thousand
Registration at the place of residence	354 thousand	Provision of information from the Mental Health Center "Narcology"	322 thousand
Generation and correction of an Individual Identification Number (IIN) for foreigners and stateless persons temporarily residing in the Republic of Kazakhstan	359 thousand	Registration at the place of residence	228 thousand
Entry into the legal cadastre of identification and technical data of buildings, structures and/or their components for newly created real estate, issuance of technical passports for real estate objects, and conclusions on discrepancies in identification and technical data following a state technical inspection of newly created real estate objects	352 thousand	Provision of information from the Phthisiopulmonology Center "Phthisiology"	129 thousand
Preparation and issuance of land plot certificates (title documents)	280 thousand	Issuance of archive certificates and/or copies of archival documents within the archives of the Committee on Legal Statistics and Special Records of the General Prosecutor's Office of the Republic of Kazakhstan and its territorial bodies	125 thousand

Issuance of duplicate certificates or extracts on civil status registration	352 thousand	Information on pension contributions from the Unified Accumulative Pension Fund (UAPF)	115 thousand
Total	**12 013 thousand**	**Total**	**3 184 thousand**

The share of the 10 most demanded public services delivered through the service hall accounted for 79.1% of the total number of services provided in 2024.

The State Corporation has set itself the task of transferring these services into electronic format and eliminating the alternative of obtaining them through PSCs in order to reduce the workload on PSCs. The solution of this task will depend on effective cooperation with central government bodies responsible for the optimization and automation of public services in the respective sectors.

To ensure the prompt coordination of PSC activities, real-time monitoring of their processes, and feedback from the population during the delivery of public services, a unified video surveillance platform of the Situation Center is in operation. The platform is equipped with digital cameras and DSS Pro server capacity. It includes 299 digital video recorders and 1,899 digital cameras installed in 299 front offices nationwide. The platform is managed by 7 operators – specialists of the Management Board Office – and 1–2 specialists in each branch.

The availability of public services in rural settlements is ensured through the deployment of 17 mobile PSCs, based on preliminary requests from local akimats, and through the activities of 200 rural post offices of JSC “Kazpost” (in accordance with Article 23-1 of the Law of the Republic of Kazakhstan “On Postal Service”). In 2024, 100 field visits were carried out, during which 1,168 public services were delivered.

For persons with limited mobility, home visits are also available upon request, submitted through the State Corporation’s website https://gov4c.kz or via the 1414 hotline.

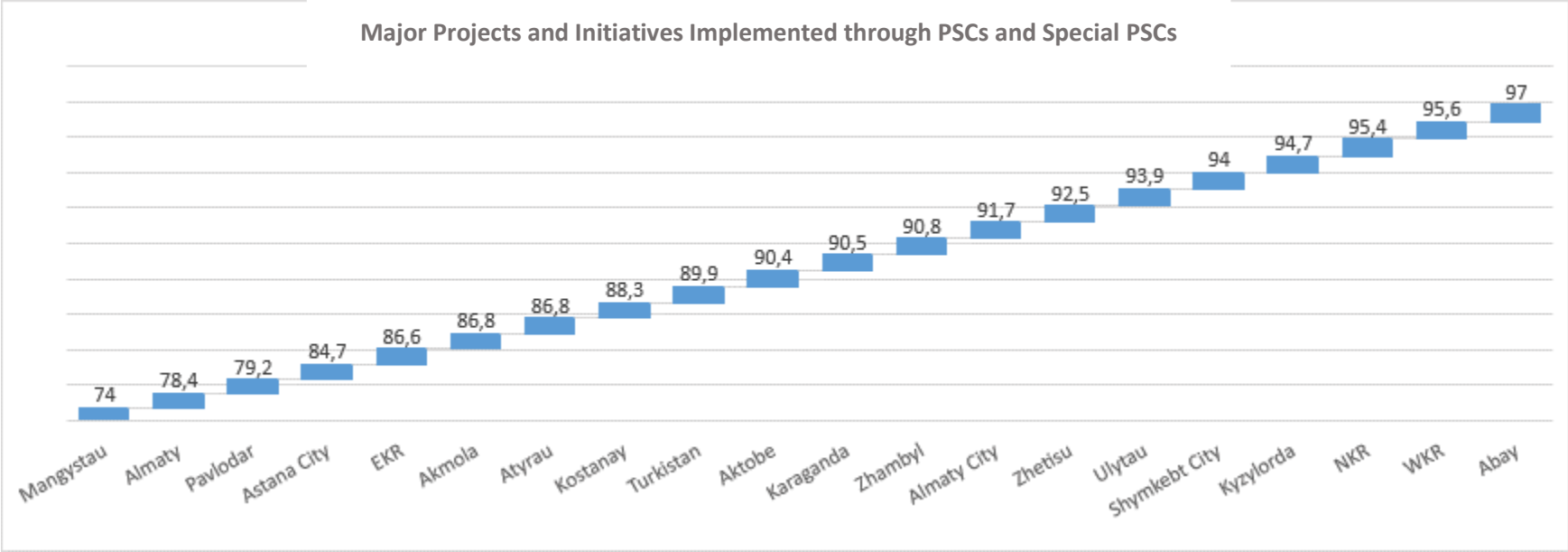
Dynamics of Refusals, Suspensions, and Delays

№	Name	2024	2023	Dynamics	%
1	Refusals and Suspensions	156 319	189 091	-32 772	-17.3
	of which due to PSC staff fault	36	58	- 22	-38
2	Delays in Service Delivery	83 094	278 297	- 195 203	-70.1
	of which due to PSC staff fault	-	-	0	0
3	Failure of PSC staff to meet processing time requirements	7 428	1 396	6 032	+81.2

Violations of processing time by PSC staff amounted to 0.05% of the total number of services delivered (15,192,432).

Taking these indicators into account, the quality level of public service delivery through PSCs was 99.99%, calculated as: 100 – (7,464 / 15,192,432 * 100).

Every year, the level of satisfaction with the quality of public services and service delivery by the State Corporation is measured through client surveys within the feedback collection system. In 2024, the satisfaction level was 90.7% (2023 – 93%). The slight decrease is explained by the fact that in 2024 the number of survey participants increased tenfold - 49,841 respondents (2023 – 4,675).



Major Projects and Initiatives Implemented through PSCs and Special PSCs

Opening of Super PSCs

To provide public services under the “one visit” principle, two Super PSCs were opened - in Karaganda (August) and Kyzylorda (October).

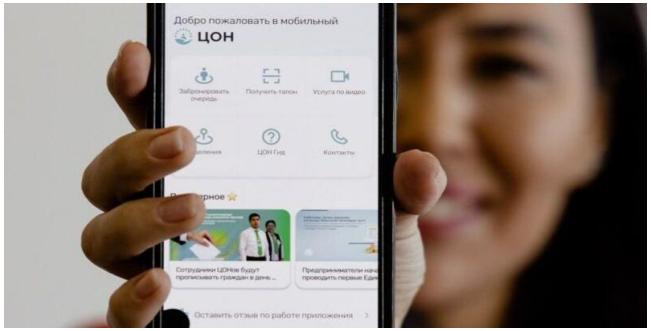
The main goal of the project is to create a multifunctional infrastructure where citizens can access the widest possible range of services in one place, significantly improving the convenience and efficiency of interaction with government bodies and organizations.

Within a Super PSC, the following entities are represented: Akimat divisions, PSC and Special PSC, the Chamber of Entrepreneurs, state revenue authorities, labor mobility centers, second-tier banks, and utility service providers.

Modernization of PSCs

The State Corporation continues to improve the infrastructure of PSCs. Over the past five years, 76 PSCs have been modernized, including 25 in 2024: in Almaty – 2, Shymkent – 3, Almaty Region – 2, Aktobe Region – 1, East Kazakhstan Region – 1, Zhambyl Region – 1, Zhetysu Region – 2, West Kazakhstan Region – 4, Karaganda Region – 1, Kyzylorda Region – 1, Mangystau Region – 1, Pavlodar Region – 3, North Kazakhstan Region – 2, Ulytau Region – 1.

As part of the modernization, PSC infrastructure is being upgraded and the Kaizen principle of service delivery is introduced. This involves dividing service areas by color codes and service speed in order to simplify navigation and shorten the client journey within PSC premises. For example: Fast-track zone – services delivered in 10 minutes. Self-service zone – where clients can independently access services via the eGov application without assistance from an operator. Dedicated zones – for social services and land cadastre. For the convenience of visitors with children, modernized PSCs are equipped with a mother-and-child room and a play area. For persons with disabilities, a ramp with a call button and a separate service sector are provided. In addition, modernized PSCs are equipped with post terminals for round-the-clock issuance of ready documents.



Development of the "PSC" Mobile Application (Video PSC)

In 2022, the State Corporation developed its own mobile application "PSC", which since December 2023 has been officially recognized as an information system for obtaining public services.

The application has become a convenient tool for accessing 79 types of public services and has been installed by 670 thousand users.

In 2024, through the Video PSC function, 426,877 video calls were made, 1,159,334 services were delivered (including transactions in the Mobile Citizens Database), 146,416 digital queue tickets were issued, and 25,420 appointments were booked. The application provides access to 14 services, including: Video PSC (consultations and delivery of public services with scanned document submission in a dialogue window); Booking an appointment at a PSC; Issuance of a QR ticket (electronic ticket); Registration for a theoretical exam at a Special PSC; Booking for a practical driving exam at a Special PSC; Booking for a practical driving exam at a Special PSC; Trial theoretical testing; Registration for a trial driving exam; Registration for a trial driving exam; Registration for a trial driving exam; Tracking the delivery of documents; Ceremonial marriage registration; Submission of applications through the "e-Otintsh" system; Vehicle history service; Pension and benefit calculation service (calculator). Additionally, the application includes tools developed for employees, such as a failure reporting system and a document delivery service.

Documenting Terminals

In the cities of Astana, Almaty, and Kokshetau, citizens can independently apply for the issuance of passports and identity cards through the innovative project "Documenting Terminal." The terminal allows applicants to independently submit an application for obtaining documents. Using the terminal, a client fills in all required data, undergoes biometric identification, takes a photo, provides a signature, and pays for the service via QR code. After submitting the application through the terminal, the applicant must visit a migration service officer to verify the correctness of the application, photo, and signature in accordance with established requirements. The first terminal was introduced in 2022, and in 2024 15 terminals were installed. Over the course of 2024, more than 56,000 services were delivered using documenting terminals.

Implementation of the Traffic Rules (TR) Software System

In 2023, the Traffic Rules (TR) software for the theoretical driving license exam was developed and put into pilot operation in October 2023. In 2024, the software was migrated to the servers of the State Corporation.

The exam in this system can be taken in Kazakh, Russian, and English. The examination process is streamed on waiting room screens and also broadcast live on YouTube. To prevent unauthorized access to critical resources, the RAM system (document security assurance) was connected, while the Qradar system was implemented for monitoring and event logging. In the updated TR system, exam questions are generated only after the candidate enters their IIN (Individual Identification Number) and passes photo identification, which eliminates the risk of pre-leaked test sets. The new system also features an automated proctoring function, including audio and video stream scanning, biometrics, and facial recognition. All cases of using auxiliary devices, receiving assistance, or prompts from third parties are recorded by the system. If violations are detected during testing, a "trust rating" is automatically generated on a scale from 0 to 100. With the implementation of the TR software, the organizational and technological support for exam administration is now carried out by the State Corporation, whereas previously this was performed by outsourcing companies. Thanks to the new TR program, the process of obtaining driving licenses has become transparent and fair.

Electronic Transaction Form for Vehicle Re-registration

The State Corporation developed and, since June 2024, has launched a service for the electronic signing of purchase and sale agreements for vehicle re-registration via the eGov Mobile and Kaspi applications. A Special PSC employee enters the seller's, buyer's, and vehicle's data into the system, after which the system automatically generates an electronic document and displays a QR code. The buyer and seller then scan the QR code, review the document, and sign it using their digital signatures (EDS). Since the beginning of 2024, 131,916 applications have been processed through this service.

Launch of the Computer Vision Pilot Project

In 2024, a pilot project was launched at Special PSC No. 1 in Astana for conducting the practical driving exam for category "B" vehicles with manual transmission, using Computer Vision technology.

This service makes it possible to: conduct exams on real roads, take two stages of the exam in driving school vehicles equipped with an additional pedal, carry out biometric identification of the candidate before and during the exam, use easily installable and removable cameras, assess traffic rule violations, road signs, and markings. The new system will enhance transparency in the process of passing the practical driving test for obtaining a driver's license and ensure high throughput of vehicles during the practical exam.

2.4.2. Key Indicators of the Unified Contact Center

The functions of the Unified Contact Center (hereinafter – UCC) have been assigned to the State Corporation since April 1, 2021, initially by Resolution of the Government of the Republic of Kazakhstan dated February 26, 2016, and later by Order of the Acting Minister of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan dated May 16, 2023.

UCC employees provide consultations on all types of public services, on the services of the e-government portal egov.kz (hereinafter – eGov), the electronic licensing system elicense.kz, PSC activities, eOtinish, and the submission of petitions via the epetition.kz platform. They also accept applications for home-based service for persons with disabilities and, since 2024, have been providing consultations on mandatory social health insurance as well as issues related to utilization and payment of recycling fees. The UCC plays an active role in addressing the state's strategic tasks. Thus, in 2024, citizens who contacted the UCC could also receive consultations on compensation for property damaged or destroyed by floods and on the "National

Fund – for Children" program. In addition, through video calls with a UCC operator in the PSC mobile application, 80 types of public services are provided.

UCC departments with a total staff of 476 employees operate in the cities of Astana, Kyzylorda, Kostanay, Kokshetau, Petropavlovsk, Taraz, and Shymkent.

Thanks to the use of automated tools, the UCC provides services 24/7, without breaks, weekends, or holidays. A unified omnichannel platform operates, allowing clients to choose from different channels of interaction: hotline 1414 (free from any number), +7 7172 906 984 (for calls from abroad, according to telecom operator tariffs; free via the Internet), online resources *www.gov4c.kz*, Telegram bot EgovKzBot 2.0, State Corporation accounts on Facebook and VK, and email *support@goscorp.kz*. A callback system is also in place, enabling operators to reconnect with clients later in cases of prolonged waiting times on the 1414 line.

In 2024, the most common topics of inquiries to the UCC included: issuance and revocation of digital signatures (EDS), issuance of passports and identity cards for citizens of the Republic of Kazakhstan, registration at the place of residence, issuance of driver's licenses and vehicle registration, determination of tax amounts and calculation indicators, taxpayer registration and withdrawal of tax reports, assignment of childbirth allowances, social benefits for pregnancy and maternity, childcare benefits for children up to 1.5 years old, allowances for large families, and legalization of foreign vehicles.

Quality Management of UCC Operations

The activities of the UCC comply with the requirements established by the Standard Requirements for the Organization of Contact Center Operations of the Administrative Bodies of the Republic of Kazakhstan. Every call received by the UCC is recorded in a special quality control system. If a complaint regarding the quality of service or consultation is received about an operator, the conversation is necessarily reviewed by the quality control officer, and if misconduct is confirmed, appropriate disciplinary measures are applied to the employee.

In 2024, the UCC underwent a preliminary audit for international certification for compliance with the ISO 18295 Contact Center Service Standard.

UCC Performance Indicators

On average, the UCC processes between 30,000 and 90,000 requests per day. In 2024, the UCC received and processed 27.1 million inquiries (2023 – 29.3 million).

The following results were achieved in UCC operations:

- Average waiting time on the line after listening to the voice menu – 30 seconds, target 30 seconds (2023 – 20 seconds).
- Share of issues resolved at the first client contact – 88%, target 85% (2023 – 86.5%).
- Percentage of lost calls (interrupted by the client before being answered by an operator) – 7%, target 5% (2023 – 2.9%).
- User satisfaction on a five-point scale – 4.8 points, target 4.7 (2023 – 4.8).

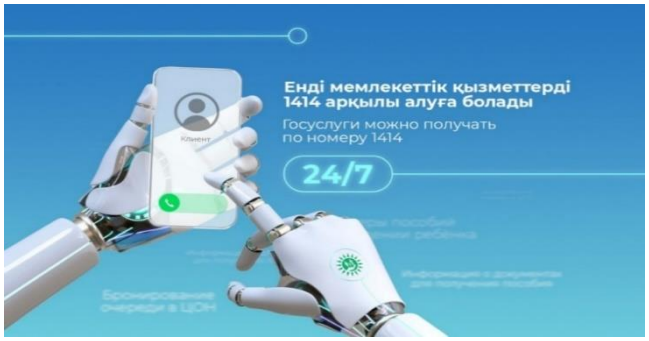
Thus, with a reduced number of employees, the UCC achieved all indicators except for the lost call rate.

Contact Center 111

Since October 2023, Contact Center 111 has been operating under the UCC to address issues related to family, and the protection of women's and children's rights. Contact Center 111 provides consultations and assistance to children and women in difficult life situations 24/7 without breaks or days off. Its operations are organized similarly to the UCC and allow consultations and psychological assistance to be provided through various communication channels - phone and audio calls, as well as text dialogues.

In its activities, Contact Center 111 cooperates with the Commissioner for Children's Rights in the Republic of Kazakhstan, regional Commissioners for Children's Rights, central government and local executive bodies, the police, non-governmental organizations, and staff of the AMANAT party public reception office. In 2024, Contact Center 111 referred and jointly processed information on 2,810 inquiries with these bodies and organizations. Since its launch, the Contact Center has provided more than 82.5 thousand consultations. The most frequent inquiries from citizens are related to legal advice, social protection, education, and healthcare. The majority of users of Contact Center 111 are women aged 30 to 44, whose calls account for 60% of the total. The lawyers and psychologists of Contact Center 111 provide continuous support and consultation to every caller until their issue is resolved, and, if necessary, forward information to law enforcement authorities, with whom they maintain constant communication.

Major Projects and Initiatives Implemented by the UCC



Modernization of the Intelligent Voice Robot

Since 2022, the Unified Contact Center (UCC) has been utilizing an intelligent voice robot that provides services across 60 statistical and 15 dynamic self-service categories. The robot offers consultations in both Kazakh and Russian languages. In 2024, additional services were introduced, covering a wide range of functions, including: checking the status of documents submitted to Public Service Centers (PSCs); booking appointments for receiving public services; issuing certificates of criminal record (or lack thereof); obtaining information from specialized medical centers such as Phthisiology, Psychology, and Narcology; submitting applications for various certificates and extracts, including those related to birth, marriage registration, and divorce; receiving confirmations of residential registration; verifying one's status under the Compulsory Social Health Insurance (CSHI) system; checking for outstanding tax liabilities and administrative fines; submitting requests for vehicle re-registration; and voluntarily opting out of obtaining bank loans and microcredits.

Launch of a Pilot Project for the Implementation of an AI-Based Virtual Consultant

In November 2024, a pilot project was launched to deploy an artificial intelligence-based virtual consultant for the provision of public services. The virtual consultant ensures convenient access to information and services by conducting consultations in Kazakh, Russian, and mixed Kazakh-Russian languages. It is capable of providing information on public services, issuing tickets for document submission to the appropriate Public Service Center (PSC) sector, and generating several types of certificates (such as certificates of criminal record clearance, and records from the "Phthisiology," "Psychology," and "Narcology" centers). During 2024, within the framework of the pilot project, the virtual consultant issued 325 electronic queue tickets and 91 certificates.

2.4.3. Organization of Payments in the Field of Social and Pension Provision

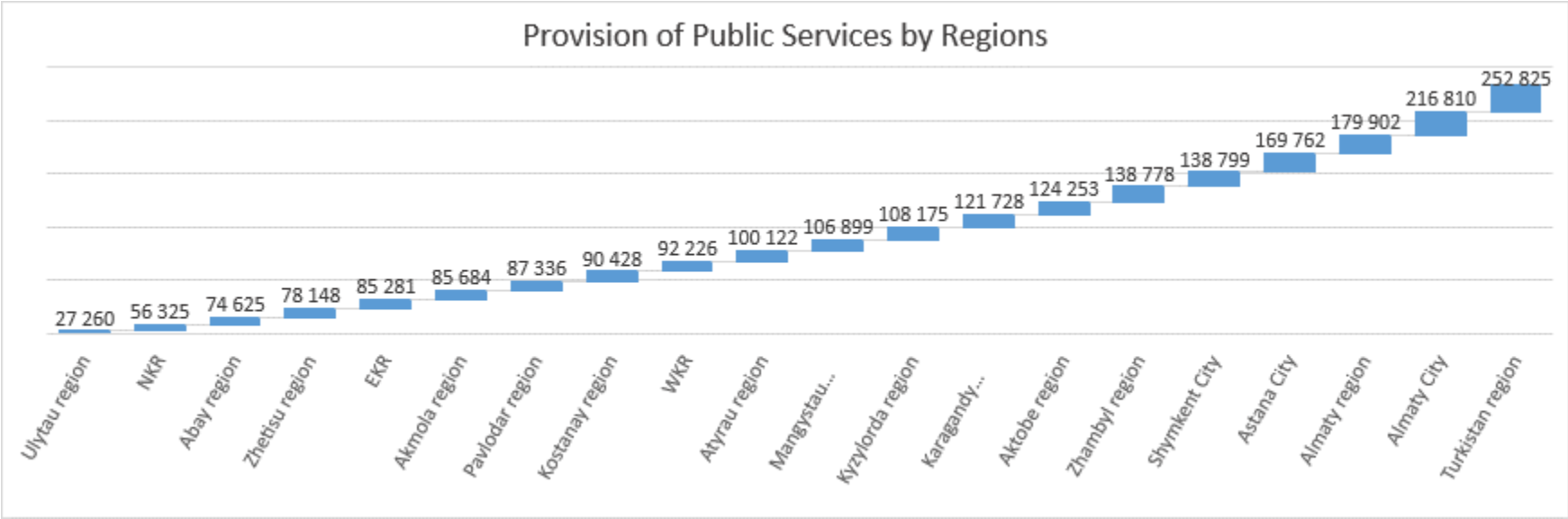
In the social sphere, the State Corporation provides services for the administration of 55 types of payments: 35 types of payments from the Republican Budget (hereinafter – RB), 5 from JSC State Social Insurance Fund (hereinafter – SSIF), 14 from local executive authorities (hereinafter – LEA), and 1 from JSC Unified Accumulative Pension Fund (hereinafter – UAPF).

For payments financed from the RB and SSIF, the State Corporation is involved in almost the full cycle of 22 public services - from the acceptance of applications, preparation of electronic case files and draft decisions (excluding the decision-making function), to the execution of payments. Regarding public services provided by the LEA and UAPF, the State Corporation participates specifically in the organization of payments.

In 2024, a total of 2,335,366 public services were provided (2023 – 1,946,568), resulting in 3,032,942 payments (2023 – 3,186,338).

Statistics by Type of Payments

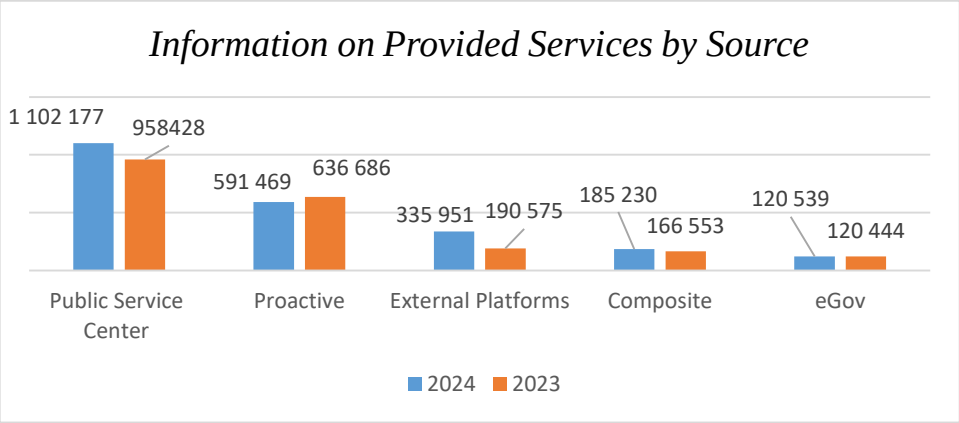
Source of Payments	2024	2023	Dynamics	%
Republican Budget	1 147 369	1 044 771	102 598	+ 8,9
State Social Insurance Fund	948 127	901 797	46 330	+ 4,9
Local Executive Authorities	697 576	1 116 652	- 419 076	- 37,5
Unified Accumulative Pension Fund	239 870	123 118	116 752	+ 48,7
Total	**3 032 942**	**3 186 338**	**- 153 396**	**- 5**



Top 10 Services in the Social and Labor Sphere

№	Name of Public Service	Amount	
		2024	2023
1	Assignment of allowances for childbirth and childcare	374 860	404 564
2	Assignment of social benefits in case of income loss due to childcare until the child reaches the age of 1.5 years	318 585	334 122
3	Assignment of social benefits in case of income loss due to pregnancy and childbirth, adoption of a newborn child (children)	279 943	303 586
4	Assignment of social benefits in case of job loss	318 356	233 643
5	Assignment of the state basic pension payment	179 216	127 658
6	Pension payments from pension savings formed through mandatory pension contributions and mandatory professional pension contributions from the Unified Accumulative Pension Fund	239 870	123 118
7	Assignment of age-based pension payments	165 043	117 370
8	Payment of the difference between the amount of actually paid mandatory pension contributions, mandatory professional pension contributions adjusted for inflation, and the amount of pension savings	140 650	116 648
9	Assignment of a one-time burial allowance	96 183	91 064
10	Assignment of an allowance for large families	61 548	66 691

Applications for the provision of public services are submitted through PSCs (Public Service Centers), including on an extraterritorial basis (not tied to the applicant’s place of residence), via eGov, external platforms, as well as in proactive and composite formats.



At the same time, 47.2% of services are delivered through PSCs (Public Service Centers), 5.2% via eGov, 25.3% proactively, 7.9% as composite services, and 14.4% through external platforms (banking applications).

Within the social sector, 35 types (with subtypes) of public services, or 85%, are provided proactively (initiated by the service provider without an application from the service recipient). In addition, 6 composite services are in operation (several services delivered on the basis of a single application), which consist of 12 types of public services. Examples include services related to childbirth and childcare; assignment of several types of pensions; and assignment of multiple interrelated social allowances, among others.

In 2024, a total of 161,988 refusals were issued for the assignment of payments under RB and SSIF services, of which only 1 was due to the fault of a PSC employee (an erroneously accepted application where the social risk had not occurred). The main reasons for refusals in assigning payments were: income considered in determining the amount of social benefit was not confirmed; failure to provide additional documents; the applicant did not have a sufficient average monthly income required for the assignment of social benefits. The increase in the number of refusals in 2024 is linked to the entry into force, as of January 1, 2024, of certain provisions of the Social Code, which tightened the eligibility requirements.

It should be noted that for a number of years, the State Corporation was a member of the International Association of Pension and Social Funds, actively engaging in its activities and contributing to the implementation of key initiatives in the field of pension and social security. However, in 2024 a decision was made to terminate its membership in the Association.

Key Implemented Projects and Initiatives in the Social Sector

Introduction of New Types of Payments

Four new types of payments were introduced, three of which are funded by LEAs (local executive authorities) and one as a special professional state allowance:

1)In August 2024, a pilot project was launched in the cities of Astana and Almaty, as well as in the Akmola region, to organize payments for the services of personal assistants funded by LEAs through the State Corporation. A total of 28,000 payments amounting to 3.3 billion KZT were made.

2) A project was implemented in the Akmola region to organize salary payments to individuals employed in subsidized jobs (youth practice, public works, Generations Contract, First Job, Social Workplace,

Silver Age) funded by LEAs through the State Corporation. Payments were made to 1,290 recipients totaling 90.1 million KZT.
3) The list of social assistance payments for a specific category of citizens was expanded from 7 to 11 types in the cities of Astana and Almaty, as well as in Pavlodar region, funded by LEAs through the State Corporation. Approximately 100,000 payments amounting to 4.1 billion KZT were made.
4) Starting January 1, 2024, a new payment was introduced – the Special Professional State Allowance (for miners, railway workers, etc.). A total of 83,000 payments amounting to 13.7 billion KZT were made.

Introduction of New Services

Four new services were introduced to simplify the processes of refunding incorrectly paid contributions, completely exclude employees from the benefit assignment process, and centralize payments within the framework of platform-based employment:
1) An electronic format for refunding mandatory pension contributions (MPC) and social contributions (SC) through eGov was implemented. Via eGov, the State Corporation received 163,000 applications for MPC refunds (78% of the total number of applications) and 150,000 applications for SC refunds (95% of the total number of applications).
2) Starting January 1, 2024, the State Corporation has been administering personalized accounting (transfer and refund) of employer's mandatory pension contributions (EMPC), which are formed from employers' contributions based on employees' income. Over the year, the State Corporation received 7.4 million EMPC payments amounting to 234 billion KZT.
3) In October 2024, a project was implemented for the personalized accounting, transfer, and distribution of mandatory payments made by internet platform operators. A total of 84 payment orders amounting to 706.4 million KZT were processed.
4) The list of services for automatic generation of electronic case files (ECFs) in the E-Maket Information System was expanded. Auto-generation means that a benefit is assigned through the receipt of relevant data from government information systems without an application from the service recipient, and the ECF is created automatically without the involvement of the State Corporation's back-office employee. In 2024, a pilot project was carried out for auto-generation of ECFs for six types of public services submitted via eGov and informatization systems of second-tier banks. As a result, 13 types of benefits are now assigned through auto-generation. In 2024, more than 1.2 million services were provided through auto-generation, representing approximately 54% of services in the social and labor sphere.

2.4.4. Results of the State Corporation's Activities as a Service Provider

The State Corporation, in its capacity as a service provider, delivers 70 types (with subtypes) of public services.

State Registration of Rights (Encumbrances) to Real Estate

Within the area of state registration of rights (encumbrances) to real estate, 12 types (with subtypes) of public services are provided.

The channels through which public services are submitted to back offices include PSCs (Public Service Centers), eGov, the Unified Notarial Information System (enis.kz), and second-tier banks' information systems (blockchain).

In 2024, a total of 2,593,106 public services were provided (compared to 2,352,568 in 2023). Thus, there was an increase of 240,538 services, or 9.3%.

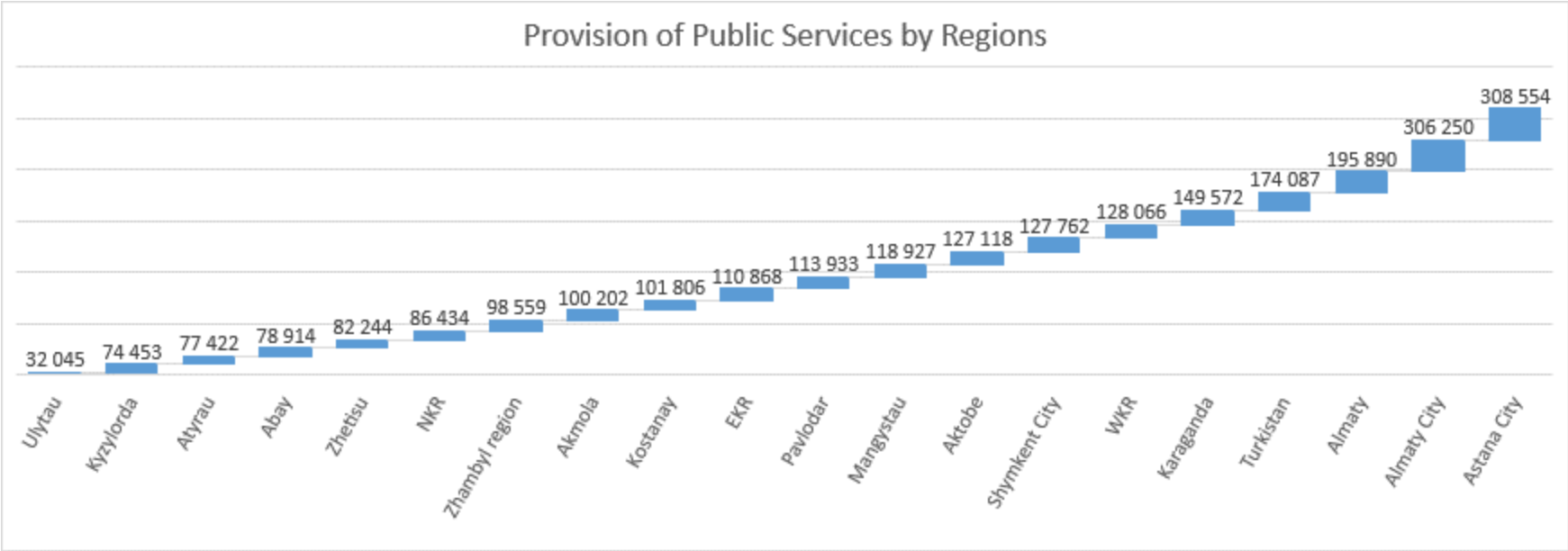
Statistics of Provided Public Services by Type

Name of Public Service	2024	2023	Dynamics	%
State registration of rights (encumbrances) to real estate (5 subtypes) via PSCs (Public Service Centers)	1 073 242	1 071 789	1 453	+ 0,14
State registration of rights (encumbrances) to real estate (5 subtypes) in electronic form (eGov, enis.kz, blockchain)	1 199 454	1 053 142	146 312	+ 12
Updating (correction) of real estate data in the Unified State Real Estate Cadastre Information System	248 576	164 158	84 418	+ 34
Issuance of a duplicate of a title-establishing document for real estate	45 224	42 735	2 489	+ 5,5
State registration of a condominium object	1 071	1 240	- 169	- 13,6
Issuance of certified copies of registration file documents, including plans (schemes) of real estate objects	25 102	19 263	5 839	+ 23
Information services	437	241	96	+ 81,3
Total	**2 593 106**	**2 352 568**	**240 538**	**+ 9,3**

** Public services such as "Provision of information on registered rights (encumbrances) to real estate and its technical characteristics," "Provision of information on the absence (presence) of real estate," and "Provision of information on registered encumbrances of rights and legal claims on a real estate object" are fully automated and delivered without the involvement of back-office staff.*

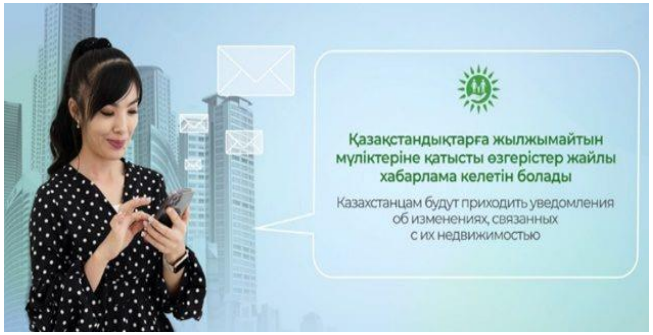
It is worth highlighting the electronic registration of rights (encumbrances) using blockchain technology. As of today, 7 types of registration actions are available via blockchain for real estate objects, including residential and non-residential premises, buildings, structures, and facilities owned by individuals and legal entities. Real estate mortgage transactions with registration of rights and encumbrances through blockchain technology are carried out in cooperation with JSC "Otbasy Bank," JSC "Halyk Bank," JSC "Freedom Bank Kazakhstan," JSC "Bank CenterCredit," JSC "Bereke Bank," and JSC "Altyn Bank" (the latter three banks were connected in 2024). Through JSC "Otbasy Bank," electronic registration of tenancy rights (housing rental) is also carried out under the state housing program for citizens in need of housing, particularly those from socially vulnerable groups. Since 2022, in partnership with second-tier banks and the construction company BI Group, a digital mortgage program for primary housing has been in operation. For organizations that do not have their own information systems, centralized access for submitting electronic applications has been implemented. This service has already been used

by JSC “Agrarian Credit Corporation” and 9 microfinance organizations. In total, more than 300,000 services have been provided using blockchain technology, including 131,310 in 2024 (compared to 92,967 in 2023).



The number of refusals amounted to 8,606, of which only 3 were due to the fault of a PSC employee (2023 – 9,840). Thus, there was a decrease in refusals by 1,234, or 14%. Main reasons for refusals: Non-compliance of submitted commissioning acts for completed facilities with the requirements of current legislation, based on information provided by local architecture and urban planning authorities and state architectural and construction control bodies of LEAs (2,514 refusals or 0.09% of the total number of services rendered for state registration of rights/encumbrances). Discrepancies between the subjects and objects of legal relations, the type of right or encumbrance of a right to real estate and other registration objects, or the grounds for their emergence, modification, or termination with legislative requirements (e.g., an incorrect property address or cadastral number indicated in the registration application, applications submitted not by all owners, or submitted by a third party, etc.) (1,868 refusals or 0.07%). Submission of documents for registration that do not meet the requirements of legislation in terms of form and content (892 refusals or 0.03%). Presence of encumbrances that exclude the possibility of state registration of rights or other objects of state registration (549 refusals or 0.02%). Submission of an incomplete set of documents required for state registration (322 refusals or 0.01%).

Key Implemented Projects and Initiatives in the Field of State Registration of Rights to Real Estate



Development of a Digital Notification Service for Registration

The service was developed to ensure the protection of property owners' rights and to provide control over real estate. This means that as soon as any registration action takes place with a property (registration, modification, or termination of rights), a notification is sent to the property owner's personal account on eGov. More than 5.9 million notifications have been sent.

Development of a Composite Public Service

In 2024, preparatory work was carried out for the launch of a composite public service for issuing an occupancy permit for a multi-apartment residential building together with the simultaneous registration of property rights.

In December, a demonstration of the automated process for delivering this composite service was conducted in the Unified State Real Estate Cadastre Information System (USRRCIS). The implementation of this composite public service is scheduled for 2025.

Scaling Up Blockchain Technology for the Registration of Rights (Encumbrances) to Real Estate

The scaling of the blockchain implementation project is associated with the expansion of the number of project participants and automated processes; in 2024, JSC "Bank CenterCredit," JSC "Bereke Bank," and JSC "Altyn Bank" joined the project, and new processes were introduced, including registration of assignment of claims (cession), pledging of real estate objects in the form of non-residential premises, buildings, and structures, and registration of pledges of real estate owned by legal entities.

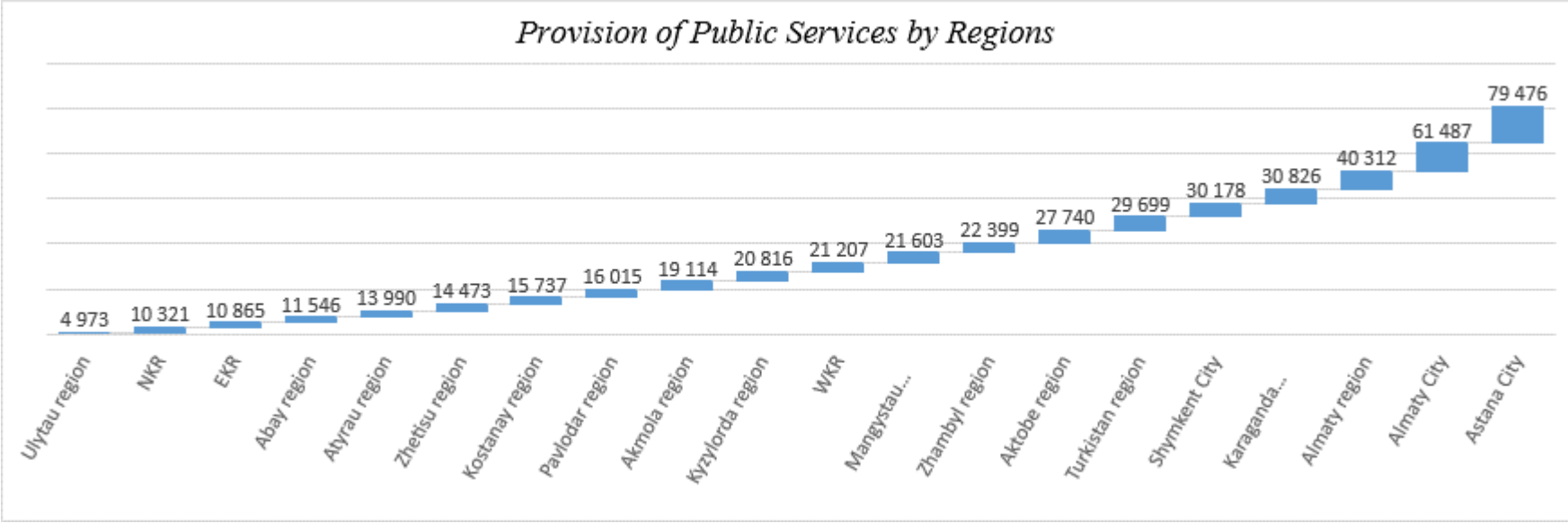
State Technical Inspection of Real Estate

Within the framework of state technical inspection, 2 types of public services are provided.

In 2024, a total of 502,777 public services were delivered (2023 – 488,346), including 322,771 via PSCs (64%) (2023 – 373,126) and 180,006 via eGov (2023 – 115,220). Thus, in 2024 there was a slight increase of 2.9% in the total number of public services compared to the 2023 actuals.

Statistics of Provided Public Services by Type

Name of Public Service	2024	2023	Dynamics	%
Entry of identification and technical data of buildings, structures, and/or their components for newly created real estate into the Unified State Real Estate Cadastre Information System, issuance of a cadastral passport of the real estate object, and issuance of a conclusion on discrepancies in identification and technical data based on the results of the state technical inspection of the newly created real estate object, including:	494 890	480 744	14 146	+ 2,9
Entry of identification and technical data of buildings, structures, and/or their components for newly created real estate into the Unified State Real Estate Cadastre Information System	94 659	91 022	3 637	+3,9
Issuance of a cadastral passport of the real estate object and a conclusion on discrepancies in identification and technical data	400 231	389 722	10 509	+ 2,6
Issuance of a duplicate cadastral passport of the real estate object	7 887	7 602	285	+ 3,6
Total	**502 777**	**488 346**	**14 431**	**+ 2,9**



The number of refusals amounted to 34,231 (2023 – 10,100), representing 6.8% of the total number of public services provided, including 15,100 refusals for applications submitted via eGov, with the main reasons being: no access provided to the property (7,722 or 1.5% of the total number of services provided); incorrect service selected, e.g., entry of data into the legal cadastre instead of issuance of a technical passport (7,424 or 1.5%); incomplete set of documents (3,315 or 0.6%); and other reasons (670 or 0.1%).

In 2024, the number of electronic applications increased by 56.2%, which led to a corresponding growth in the number of refusals. The main reasons for refusals in electronic applications were incorrect service selection and submission of an incomplete set of documents.

Registration of Pledges of Movable Property Not Subject to Mandatory State Registration

In the field of registration of pledges of movable property not subject to mandatory state registration, 7 types (with subtypes) of public services are provided.

In 2024, a total of 50,902 services were delivered (*2023 – 28,072*), representing an increase of 22,830, or 44.8%.

This public service is provided through PSCs (Public Service Centers) and eGov.

In 2024, registration of the pledge of claim rights for shared participation in housing construction was implemented using blockchain technology in partnership with JSC “Freedom Bank Kazakhstan,” JSC “Halyk Bank,” and JSC “Otbasy Bank.”

Statistics of Provided Public Services by Type

Name of Public Service	2024	2023	Dynamics	%
Registration of a pledge (certificate of state registration)	15 705	5 933	9 772	+ 62
Registration of amendments to encumbrances resulting from changes in contract terms (re-pledge)	7 076	4 519	2 557	+ 36
Registration of termination of a pledge	21 723	15 313	6 410	+ 29,5
Issuance of a duplicate certificate of pledge registration of movable property	79	36	43	+ 54,4
Updating (correction) of information on pledges of movable property not subject to mandatory state registration	6 319	2 271	4 048	+ 64

Maintenance of the State Land Cadastre

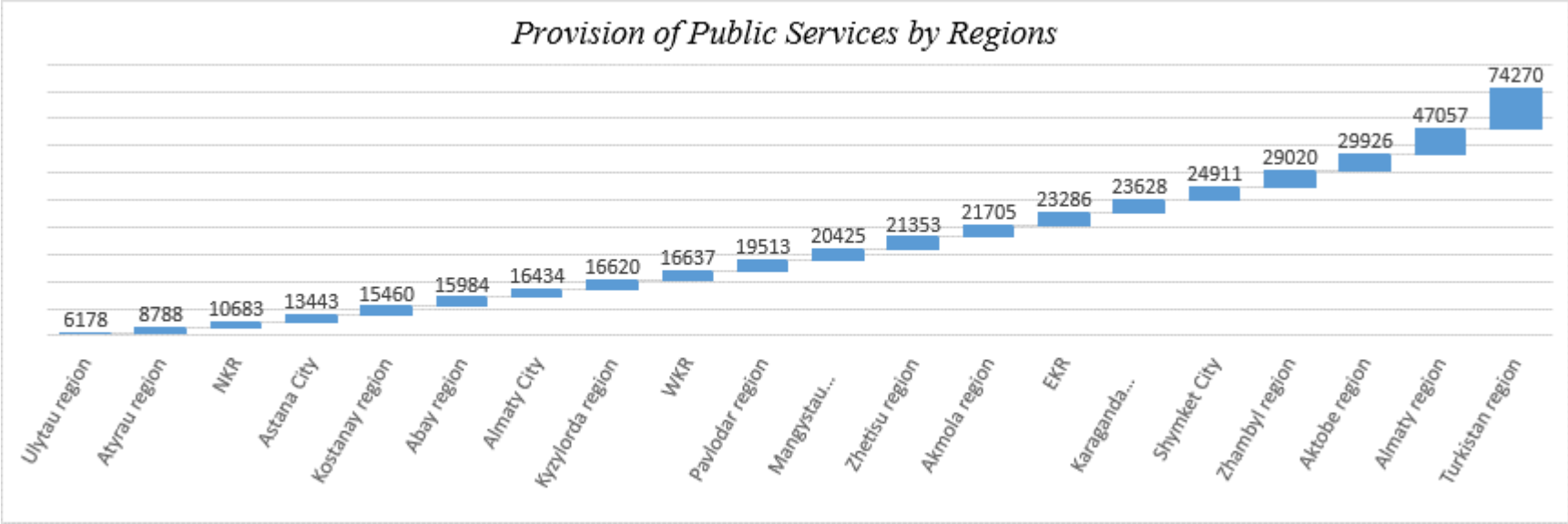
Within the framework of maintaining the state land cadastre, 8 types of public services are provided, with applications submitted through PSCs (Public Service Centers) and eGov.

In 2024, a total of 455,321 public services were delivered (*2023 – 456,938*), representing a slight decrease of 1,617 services, or 0.4%.

Statistics of Provided Public Services by Type

Name of Public Service	2024	2023	Dynamics	%
Updating (correction) of information on land plots	705	-	New service (available since late 2023)	
Provision of copies of documents from the land cadastre file	1 334	-	New service (available since 2024)	
Determination of the cadastral (assessed) value of a land plot	35 057	33 004	2 053	+5,8
Preparation and issuance of an identification document for a land plot	333 451	334 644	- 1193	- 0,3
Provision of information on the qualitative condition of a land plot	266	556	- 290	- 52
Determination of agricultural production losses when agricultural land is withdrawn for non-agricultural purposes	500	-	New service (launched in 2024)	

Approval of the planned boundaries of administrative-territorial units with the graphic data of the Unified State Real Estate Cadastre Information System	4	-	New service (launched in 2024)	
Approval of a planned land plot with the graphic data of the Unified State Real Estate Cadastre Information System	84 004	88 734	- 4 730	- 5,3
Total services provided	455 321	456 938	- 1 617	- 0,4
including via eGov	114 656	-		



The number of refusals amounted to 5,522, of which 6 were due to the fault of PSC employees (*2023 – 4,023, including 0 due to PSC employees*). Main reasons for refusals: incorrect or missing coordinates in the Unified State Real Estate Cadastre Information System (USRRCIS); overlapping of land plot boundaries (boundaries of one landholding intersecting with those of adjacent territories); non-compliance of the land management project with the Rules for the execution of land management works for the development of a land management project, approved by Order No. 180 of the Minister of Agriculture of the Republic of Kazakhstan dated June 3, 2022; non-compliance of the applicant and/or the submitted materials, data, and information required for the provision of public services with the requirements established by part six of paragraph 3, Article 43 of the Land Code of the Republic of Kazakhstan (land plot selection procedure). The increase in refusals in 2024 was due to the lack of technical capability to record application withdrawals initiated by applicants, as well as the expansion of the list of public services within the land cadastre.

Key Implemented Projects and Initiatives in the Field of Maintaining the State Land Cadastre

Introduction of New Public Services

Three new public services were introduced for provision through PSCs (Public Service Centers), regulated by the new rules approved by Order No. 269 of the Minister of Agriculture of the Republic of Kazakhstan dated August 8, 2024, which entered into force on October 14, 2024: provision of copies of documents from the land cadastre file; determination of agricultural production losses when agricultural land is withdrawn for non-agricultural purposes; and approval of the planned boundaries of administrative-territorial units with the graphic data of the Unified State Real Estate Cadastre Information System.

Automation of Public Services in the Field of Land Relations

As part of the development of the Unified State Real Estate Cadastre Information System (USRRCIS), three public services have been automated: extension of lease term; sale of a land plot into private ownership, either as a lump sum or in installments; and acquisition of rights to a land plot within the boundaries of a city of republican significance, the capital, or cities of regional and district significance, with the implementation of these “life situation” services eliminating the use of paper-based service formats and reducing both the time and financial costs for service recipients.

State Registration of Legal Entities that are Commercial Organizations

In the area of state registration of legal entities, the State Corporation acts as a service provider for the registration of commercial legal entities and the record registration of their branches (subjects of private entrepreneurship).

In addition to providing public services, back offices perform the following functions: entering into the state database of legal entities information on changes in the activities of commercial legal entities that are of a notification nature, without carrying out the state registration procedure; providing information services - data in response to requests from judicial, law enforcement, and other government authorities.

In 2024, a total of 232,362 services were provided (*2023 – 224,385*; *calculated in accordance with the Register of Public Services: issuance of copies of the registration file has been excluded, and the update of the legal entity’s name has been added)*, including:

public services – 123,635 (*2023 – 116,095*; *adjusted to include updating of the legal entity's name*), of which via PSCs – 60,605 (*2023 – 54,391*), via eGov – 50,230 (*2023 – 49,650; adjusted to include updating of the legal entity's name*), compulsory liquidation (documents submitted by judicial authorities) – 12,800 (*2023 – 12,054*);

notification-based services – 69,982 (*2023 – 72,400*);

information services (*requests from legal entities for complete data, extracts from the register*) – 38,745 (*2023 – 35,890*).

It is important to note that over 26% of services related to the registration of legal entities are provided entirely in automated mode without the involvement of back-office employees.

Breakdown of Services Provided by Back Offices (without subtypes)

Name of Public Service	2024	2023	Dynamics	%
State registration of legal entities, record registration of their branches and representative offices	37 741	43 350	-5 609	- 13
Updating (correction) of the names of legal entities, branches, and representative offices	8 335	1 455	+6 880	+ 82,5
State re-registration of legal entities, record re-registration of their branches and representative offices	45 248	45 066	+182	+ 0,4
State registration of amendments and additions to the founding documents of a legal entity not classified as a subject of private entrepreneurship, as well as to the charter of a joint-stock company, and the regulations of their branches (representative offices)	2 120	1 636	+484	+ 22,8
Issuance of a duplicate of the charter (regulations) of a legal entity not classified as a subject of private entrepreneurship, as well as of a joint-stock company, its branches and representative offices	2	2	0	0
State registration of the termination of a legal entity's activities, deregistration of a branch or representative office	30 189	24 586	+5 603	+ 18,5
Total	**123 635**	**116 095**	7 540	+ 6

** The public service "Issuance of a Certificate of Registration (Re-registration) of Legal Entities, and Record Registration (Re-registration) of their Branches and Representative Offices" is fully automated and delivered without the involvement of back-office staff.*

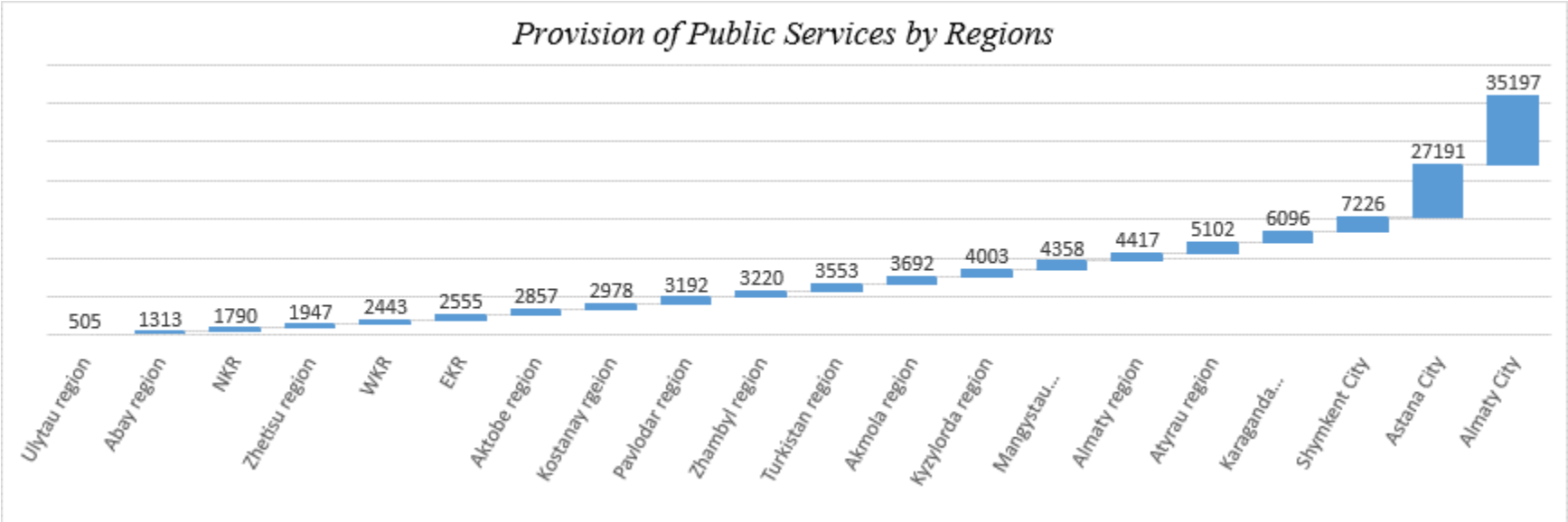
Information on Notification-Based Services

Name of Public Service	2024	2023
Change of director (chief executive officer)	29 651	28 773
Change of legal entity's location (registered address)	29 430	30 334
Increase of charter capital of business partnerships	3 272	3 310
Change of the main type of economic activity	3 235	2 886
Amendments and additions to founding documents	1 802	1 533
Transfer of a share in charter capital to trust management	732	345
Other services (editorial changes, change of personal data, etc.)	1 860	5 219
Total	**69 982**	**72 400**

The number of refusals in 2024 increased by 5,654, or 37.5%, compared to 2023: 2024 – 15,071 refusals (including 4 due to the fault of PSC employees); 2023 – 9,417 refusals. Reasons for refusals include: the presence of outstanding tax

liabilities during the liquidation of legal entities and deregistration of branches; outstanding enforcement proceedings involving new founders (participants, members) and/or individuals transferring shares; violations in the procedure for establishing, re-registering, or reorganizing a legal entity; cases where the founder or director is also the founder or director of inactive legal entities; and the existence of judicial acts and rulings (prohibitions, seizures) issued by court bailiffs.

It should be noted that the increase in refusals was driven by applications for the liquidation of legal entities submitted without a certificate from the state revenue authorities confirming the presence or absence of tax liabilities, as well as violations identified during the verification of foreign founders' passport data in the Berkut Information System (cases of dual passports or notifications such as "no data available for this request in IS Berkut"). In addition, with the launch of the third stage of universal declaration on January 1, 2024, which covered directors and founders of legal entities and their spouses, there has been an increase in applications for termination of activities. However, many applications were submitted before the completion of desk (cameral) control, which contradicts the requirements of Article 48 of the Civil Code.



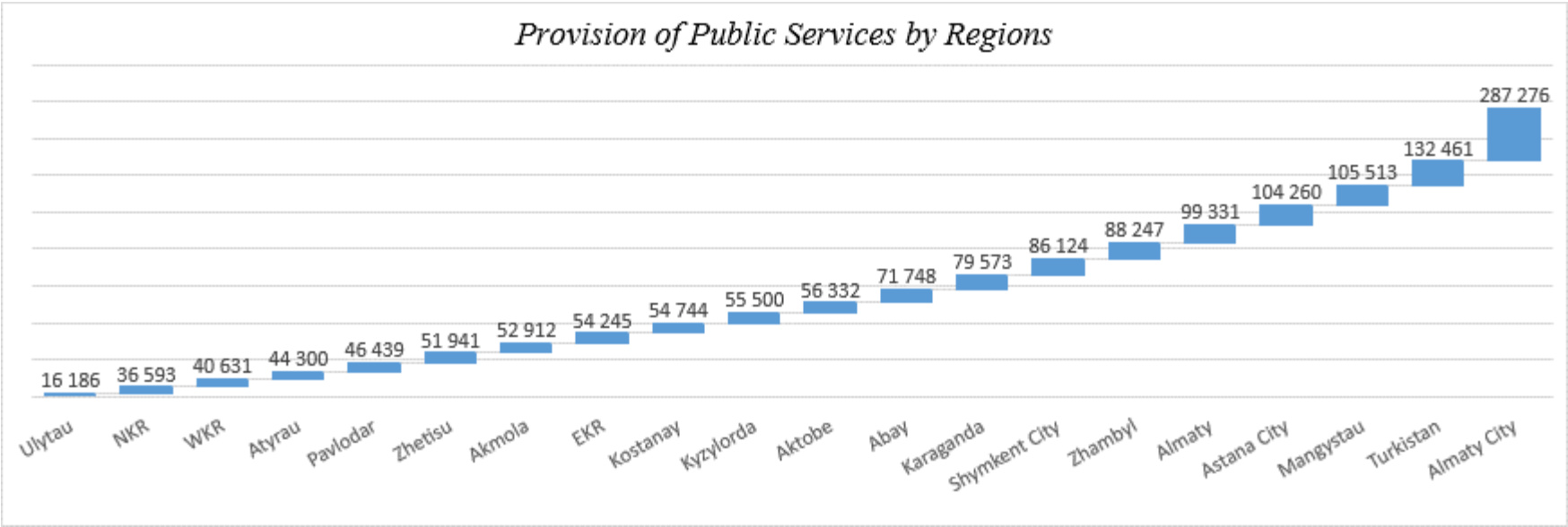
Registration of Civil Status Acts

In the area of civil status registration (hereinafter – CSR), the State Corporation provides 24 types (with subtypes) of public services.

In 2024, a total of 1,564,356 public services were delivered (*from July 1, 2023 – 655,984*), including 593,022 via PSCs (*from July 1, 2023 – 269,665*), 358,057 via CSR departments (*from July 1, 2023 – 152,313*), and 613,277 via eGov (*from July 1, 2023 – 234,006*).

Information by type of services provided (without breakdown into subtypes)

Name of Public Service	2024	2023 (from 1 July)	Dynamics	%
Registration of a child's birth, including amendments, additions, and corrections to civil status records	482 953	228 409	254 544	+ 52,7
Issuance of duplicate certificates or extracts of civil status registration	390 293	177 202	213 091	+ 54,6
Updating (correction) of civil status registration data	351 324	109 229	242 095	+ 68,9
Registration of death, including amendments, additions, and corrections to civil status records	152 491	50 895	101 626	+ 66,6
Registration of marriage, including amendments, additions, and corrections to civil status records	137 957	67 700	70 257	+ 51
Registration of divorce, including amendments, additions, and corrections to civil status records	30 497	13 884	16 613	+ 54,4
Restoration of civil status records	17 453	8 048	9 405	+ 53,8
Annulment of civil status records	1 388	617	771	+ 55,5



In 2024, a total of 83,337 refusals were issued (*from July 1, 2023 – 33,629*), which accounted for 5% of all applications for public services (with 0 due to PSC employees). More than 35% of refusals were due to applicants submitting multiple applications for the registration of a child's birth, over 15% resulted from failure to appear for marriage registration, and the remaining percentage was related to violations in the submitted documents or their non-compliance with the requirements established by the regulatory legal acts of the Republic of Kazakhstan (submission of false documents or data, mothers not in marriage providing false information about the child's father, existence of a civil status record registered in another country,

incorrect indication of full name). The increase in refusals in 2024 was due to the fact that, unlike in the first half of 2023, the CSR (Civil Status Registration) functions were performed for the entire year in 2024.

2.4.5. Additional Services to Public Services (Commercial Activity Results)

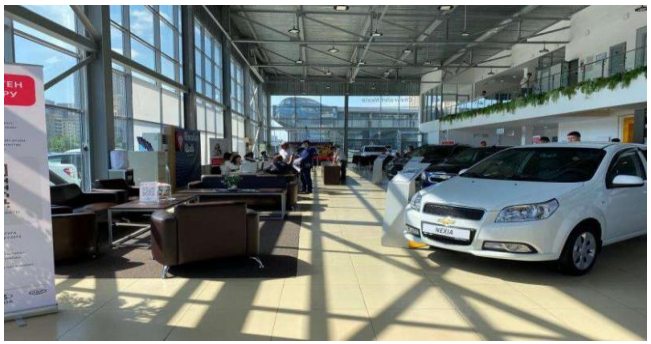
An additional service to a public service is a service provided individually at the request of the service recipient in addition to a public service (Clause 5-1 of Article 1 of the Law of the Republic of Kazakhstan "On Public Services"). In 2024, the following additional services were in operation:

Personal Manager Service at PSCs

The personal manager service at PSCs (Public Service Centers) is available to both individuals and legal entities for all types of public services, except for the issuance of passports and identity cards. A personal manager is a PSC specialist whose responsibilities include providing individual assistance to the service recipient under a concluded agreement. The service agreement is concluded upon application at a PSC. The service fee is 5,500 KZT (including VAT). In 2024, a total of 43,531 agreements were concluded for the provision of personal manager services.

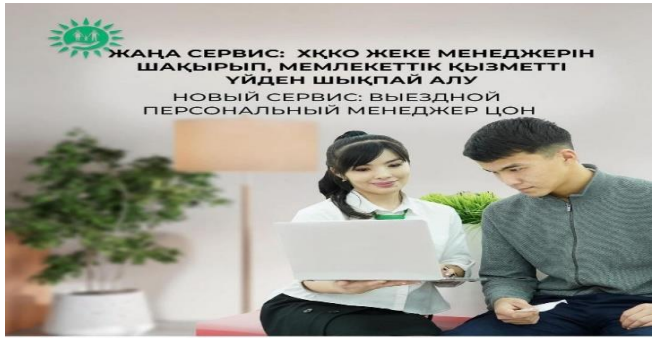
Personal Manager Service at Special PSCs (SpecPSCs)

Personal managers, appointed by order in each region, provide individual assistance to service recipients at Special PSCs (SpecPSCs) and support them with all issues related to vehicle registration. The service is provided under a concluded agreement in all SpecPSCs across the country. The service fee is 6,088 KZT (including VAT). In 2024, more than 3,000 agreements were concluded for individual assistance at SpecPSCs.



Individual and/or Comprehensive Service in Car Dealerships

When purchasing a vehicle at a car dealership, customers can register the car on-site, obtain license plates, and receive a vehicle registration certificate (technical passport). A SpecPSC specialist located at the dealership promptly accepts the documents for registration, and within a few hours, a courier delivers the completed certificate and license plates to the new vehicle owner. The service is provided under an agreement with the car dealership. In 2024, a total of 15 agreements were concluded.



Mobile Personal Manager Service at PSCs

For service recipients wishing to obtain a public service without visiting a PSC, a mobile service is available whereby a PSC specialist arrives at the requested address. To use the service, the recipient submits a request via https://gov4c.kz/ , after which the PSC specialist contacts them to clarify the details, arrives at the specified address at the agreed time, concludes the contract, and provides the service. Mobile PSC specialists can process applications for all types of public services, except for the issuance of passports, ID cards, driver's licenses, and vehicle registration. The service is available in all regions of Kazakhstan. The service fee is 7,190 KZT (including VAT). In 2024, a total of 825 agreements were concluded.

Delivery of Completed Documents by a PSC Specialist

At the request of the service recipient, the result of a public service can be delivered by a PSC specialist to the specified address. To use this option, the service recipient indicates the method of delivery ("home delivery") in the application for the public service submitted at the PSC. Once the document is ready, the PSC specialist contacts the recipient and delivers the completed service result to the specified address. Document delivery is available for 15 types of public services. In 2024, the service was available only to residents of Astana, where the pilot project was launched. In the future, the project is planned to be expanded to other regions. In 2024, a total of 114 documents were delivered in this way. The service fee is 2,800 KZT (including VAT) for the cities of Astana, Almaty, and Shymkent, and 1,800 KZT (including VAT) for regional centers.

Issuance of Public Service Results via Parcel Terminals (Postamats)

The principle of a parcel terminal (postamat) is that the service recipient, upon visiting a PSC, collects the result of the public service not from a PSC specialist, but by opening a personal locker in the postamat. To use this service, the recipient must indicate "postamat" as the delivery method when submitting the application. Once the document is placed in the locker, the client receives an SMS containing a 6-digit code and a link to a web service for retrieving the order. The locker is opened after biometric identification of the recipient and entry of the SMS code or by scanning a QR code. The implementation of this device in PSC operations has reduced queues in the document issuance sector and eliminated the need for maintaining paper-based registries. It is also worth noting the 24/7

accessibility of the postamats, which are installed in the "24/7 Zones" of modernized PSCs. Currently, 14 postamats are operating in 10 regions of the country, enabling the issuance of 19 types of public services. In 2024, a total of 4,609 documents were issued via postamats. The service fee is 953.37 KZT (including VAT).

Acquisition of a Motor Vehicle Owner's Compulsory Liability Insurance Policy

When receiving a public service at a Special PSC (SpecPSC), a service recipient may, at their request, submit an electronic application for the acquisition of an insurance policy. The policy is sent within two hours to the recipient's mobile phone number after the issuance of the completed documents. The service is provided under an agreement with an insurance company. In 2024, vehicle owners acquired more than 800 compulsory motor liability insurance (CMLI) policies through the State Corporation.

Ceremonial Marriage Registration

An application for a ceremonial marriage registration can be submitted by newlyweds via *https://booking.gov4c.kz/* or through the PSC mobile application. The application specifies the CSR (Civil Status Registration) office branch and the date and time of the ceremony. The ceremonial marriage registration is conducted on the appointed date and time by a CSR specialist in a beautifully decorated wedding hall. Differentiated service fees apply: Astana, Almaty – 35,000 KZT (including VAT); Shymkent – 30,000 KZT (including VAT); Regional centers – 20,000 KZT (including VAT); Other regions – 10,000 KZT (including VAT). In 2024, a total of 3,519 couples used this service.

2.4.6. Overview of Financial and Economic Activities

In maintaining accounting records, the State Corporation is guided by the Law of the Republic of Kazakhstan "On Accounting and Financial Reporting", the Rules for Accounting dated May 31, 2015, No. 241, the Accounting Policy of the State Corporation, and the International Financial Reporting Standards (*hereinafter – IFRS*).

Tax management and taxation are based on accounting data and are carried out in accordance with the Tax Code of the Republic of Kazakhstan "On Taxes and Other Mandatory Payments to the Budget" and the State Corporation's Tax Accounting Policy. The taxation approach implemented within this policy influences decision-making aimed at reducing negative environmental impacts and enhancing social responsibility. The State Corporation strives to ensure effective compliance with tax obligations, minimize risks, and improve processes of interaction with external and internal stakeholders.

Officials responsible for compliance with the Tax Accounting Policy are the Chief Accountant and the Chief Accountants of the State Corporation's branches.

In accordance with IFRS, the State Corporation annually prepares an Annual Financial Report with an independent audit review. To verify and confirm the reliability of the annual financial statements and assess the risk management and internal control system, the State Corporation engages a professional auditing organization (external auditor) through a competitive procurement process.

The audit of the 2024 financial statements was carried out by the external auditor Ernst & Young LLP. The audit service fee amounted to 76,832 thousand KZT. Ernst & Young has not provided any non-audit services related to financial statements or other information in the past five years.

According to the independent auditor's opinion, the financial statements, in all material respects, fairly present the financial position of the State Corporation as of December 31, 2024, as well as the financial results of its operations and cash flows for the year then ended, in accordance with IFRS.

Statement of Financial Position

	Note	As at December 31, 2024	As at December 31, 2023
Assets			
Non-current Assets			
Property, Plant and Equipment	5	**36.871.341**	35.099.088
Intangible Assets	6	**3.288.819**	3.365.418
Investments in Bonds	7	**2.973.621**	2.786.156
Other Non-current Assets		**342**	847
		43.134.123	41.251.509
Current Assets			
Inventories	8	**1.492.030**	1.933.369
Trade and Other Receivables	9	**745.507**	1.211.044
Income Tax Prepayment		**1.124.086**	1.005.485
Other Current Assets	10	**321.245**	305.276
Bank Deposits	11	**565.968**	647.746
Cash and Cash Equivalents	12	**18.779.629**	13.584.870
		23.028.465	18.687.790
TOTAL ASSETS		**66.162.588**	59.939.299

Equity and Liabilities

	Note	As at December 31, 2024	As at December 31, 2023
Share Capital	13	**43.386.845**	40.377.176

Retained Earnings		**6.839.321**	5.468.809
Total Equity		**50.226.166**	45.845.985
Non-current Liabilities			
Deferred Tax Liabilities	24	**1.441.791**	894.895
Total Non-current Liabilities		**1.441.791**	894.895
Current Liabilities			
Employee Benefits Payables	14	**1.635.168**	1.119.756
Trade and Other Payables	15	**6.204.761**	3.764.519
Contract Liabilities	16	**2.165.345**	2.023.756
VAT Payable		**3.505.378**	2.857.658
Other Current Liabilities	17	**983.979**	3.432.730
Total Current Liabilities		**14.494.631**	13.198.419
Total Liabilities		**15.936.422**	14.093.314
Total Equity and Liabilities		**66.162.588**	59.939.299

Statement of Comprehensive Income

		For the Year Ended December 31	
	Note	**2024**	**2023**
Revenue	18	**115.859.021**	93.296.762
Rental Income		**466.207**	267.400
Cost of Services Rendered	19	**(102.797.154)**	(87.119.749)
Gross Profit		**13.528.074**	6.444.413
General and Administrative Expenses	20	**(12.208.637)**	(11.380.663)
Other Operating Income	21	**277.524**	4.561.667
Other Operating Expenses	22	**(480.935)**	(421.718)
Operating Profit / (Loss)		**1.116.026**	(796.301)
Reversal / (Recognition) of Expected Credit Losses, net	7,9,10,11	**63.472**	(12.633)
Finance Income	23	**960.287**	1.105.920
Profit Before Income Tax		**2.139.785**	296.986
Income Tax Expense	24	**(546.896)**	(296.791)
Net Profit for the Year		**1.592.889**	195
Other Comprehensive Income		**–**	56.112
Total Comprehensive Income for the Year, net of tax		**1.592.889**	56.307

Statement of Cash Flows

	Note	For the Year Ended December 31 2024	2023
Cash Flows from Operating Activities			
Profit Before Income Tax		**2.139.785**	296.986
Adjustments for:			
Depreciation and Amortization	5,6	**2.677.671**	3.030.710
Finance Income	23	**(960.287)**	(1.105.920)
Loss on Disposal of Property, Plant and Equipment, net	22	**64.966**	(546.743)
(Reversal)/Recognition of Expected Credit Losses, net	7,9,10,11	**(63.472)**	51.080
Reversal of Impairment of Non-financial Assets		**(19.298)**	–
Accrual of Employee Vacation and Bonus Provisions	14	**7.099.759**	4.199.555
Income from Assets Received Free of Charge	5	**(7.919)**	–
Other Provisions and Accrued Liabilities		–	(296.790)
Operating Profit Before Changes in Working Capital		**10.931.205**	5.628.878
Change in Working Capital			
Change in Inventories	8	**458.994**	(652.530)
Change in Trade Receivables and Other Current Assets	9	**515.670**	817.945
Change in Employee Benefit Obligations	14	**(6.584.347)**	(7.901.262)
Change in Trade and Other Payables and Other Current Liabilities	15	**(3.301)**	3.950.864
Change in Contract Liabilities with Customers	16	**141.589**	(3.781.317)
Change in VAT Payable		**647.720**	1.103.939
Cash Flows from Operating Activities		**6.107.530**	(833.483)
Income Tax Paid	24	–	6.515
Interest Income Received		**681.710**	662.482
Net Cash Flows from Operating Activities		**6.789.240**	(164.486)
Cash Flows from Investing Activities			
Placement of Bank Deposits	11	**(552.743)**	
Withdrawal of Bank Deposits	11	**633.794**	2.409.910
Acquisition of Property, Plant and Equipment and Intangible Assets	5,6	**(1.676.037)**	(4.923.472)
Proceeds from Sale of Property, Plant and Equipment and Intangible Assets	5,6	–	645.636
Repayment of Long-Term Receivables		**505**	504
Net Cash Flows (Used in)/from Investing Activities		**(1.594.481)**	(1.867.422)
Net Change in Cash and Cash Equivalents		**5.194.759**	(2.031.908)
Cash and Cash Equivalents at Beginning of Year		**13.584.870**	15.616.778
Cash and Cash Equivalents at End of Year	12	**18.779.629**	13.584.870

Statement of Changes in Equity

	Share Capital	Retained Earnings	Total
As at January 1, 2023	**40.377.176**	5.412.502	45.789.678
Net Profit for the Reporting Year	–	195	195
Other Comprehensive Income	–	56.112	56.112
Total Comprehensive Income	–	56.307	56.307
As at December 31, 2023	**40.377.176**	5.468.809	45.845.985
Net Profit for the Reporting Year	–	1.592.889	1.592.889
Other Comprehensive Income	–	–	–
Total Comprehensive Income	–	1.592.889	1.592.889
Contribution to Share Capital	**3.009.669**	–	3.009.669
Gratuitous Transfer of Assets to the Ministry of Agriculture of the Republic of Kazakhstan	–	(222.377)	(222.377)
As at December 31, 2024	**43.386.845**	6.839.321	50.226.166

** The financial statements are presented in Tenge, and all amounts are rounded to the nearest thousand unless otherwise stated. The functional currency of the State Corporation is the Tenge.*

The annual financial statements of the State Corporation for 2024 were preliminarily approved by Resolution of the Board of Directors No. 01-01-02/07 dated June 5, 2025, and approved by Order of the Vice Minister of Digital Development, Innovations and Aerospace Industry No. 300/ҚК dated June 16, 2025. The statements were published on the official website of the State Corporation at *https://gov4c.kz* in the section "Reports – Financial Statements."

It is important to note that, according to the State Corporation's Development Plan for 2024 (annual update), losses in the amount of KZT 9.2 billion were expected. In this regard, in order to maintain financial stability, an Anti-Crisis Task Force was established. Within its framework, a number of measures were implemented, including cost optimization, workforce restructuring and organizational reform, reduction of accounts payable, revision of service pricing, and the introduction of tariffs for new paid services and offerings of the State Corporation.

Created and Distributed Direct Economic Value

Sources of Income (thousand KZT)

Name	Plan 2024, H2 Adjustment	Actual 2024	Plan 2023, H2 Adjustment	Actual 2023
Income:	**112 904 464,21**	**117 626 511,00**	**98 123 659,39**	**99 231 749,00**
Public Service Centers of the Ministry of Digital Development, Innovations and Aerospace Industry of the Republic of Kazakhstan	43 677 144,80	43 677 144,64	31 430 577,16	30 090 827,89
Specialized Service Centers of the Ministry of Digital	2 988 173,50	2 988 173,16	2 534 889,19	2 528 248,27

Development, Innovations and Aerospace Industry of the Republic of Kazakhstan				
Electronic Petition System of the Ministry of Digital Development, Innovations and Aerospace Industry of the Republic of Kazakhstan	1 172 996,49	1 161 413,47	353 350,86	303 315,79
MRDIA RK Civil Registry Office (CR Office)	3 823 839,76	3 823 840,18	2 589 268,05	2 589 268,05
Ministry of Labor and Social Protection of the Republic of Kazakhstan	19 065 194,43	19 434 890,43	18 693 619,04	18 578 904,00
Ministry of Healthcare of the Republic of Kazakhstan	1 098 629,84	1 034 408,20	637 486,45	637 049,00
Ministry of Agriculture of the Republic of Kazakhstan	522 108,21	522 108,21	5 644 669,64	5 644 669,64
Income from Paid Services	37 455 039,70	43 217 042,71	34 104 352,45	32 924 479,35
Other Income	3 101 337,49	1 767 490,00	2 135 446,53	5 934 987,00

3. ESG AND SUSTAINABLE DEVELOPMENT OF THE STATE CORPORATION

3.1. Sustainability Management

As a key participant in the public service delivery system, the State Corporation attaches great importance to ensuring its long-term sustainable development and maintaining a balance of interests among stakeholders.

The State Corporation has adopted a Sustainability Policy, which defines the objectives, principles, and areas of activity of the State Corporation in the field of sustainable development. The Policy also establishes the roles, competencies, and responsibilities of each governing body, structural unit, and all employees in implementing the principles of sustainability.

Sustainability Area	Sustainability Focus/Direction	Sustainability Goals
Economic Sustainability	Ensuring Efficiency and Business Continuity	1) Growth of Long-Term Value 2)Safeguarding the Interests of the Sole Shareholder 3)Enhancing Process Efficiency 4) Improving Labor Productivity 5) Increasing Investments in the Development and Implementation of Advanced Technologies 6) Compliance with Legislative Requirements, Anti-Corruption Measures, and High Standards of Corporate Governance and Business Ethics 7) Supporting Local Communities in Areas of Presence and Contributing to the Socio-Economic Development of the Regions
Ecological	Rational Use of Natural Resources	1) Minimization of Impact on Biological and Physical Natural

Sustainability		Systems 2) Optimal Use of Limited Resources; 3) Implementation of Environmentally Friendly, Energy- and Resource-Efficient Technologies
Social Sustainability	Professional Development and Social Support of Employees	1) Ensuring Transparent Recruitment Procedures and Equal Opportunities in Employment; 2) Fair Compensation and Protection of Employee Rights; 3) Ensuring Occupational Safety and Protection of Employee Health; 4) Employee Training and Professional Development; 5) Implementation of Social Programs for Employees; 6) Inclusiveness in Appointments to Managerial Positions within the State Corporation.

All employees and officials at all levels contribute to sustainable development.

Management Level	Contribution to Sustainable Development
Board of Directors	Provides strategic guidance for sustainability activities, including the approval of the Sustainability Report.
Strategic Planning Committee	Ensures in-depth and thorough consideration of issues within the competence of the Board of Directors, improves the quality of decision-making in the area of sustainability, and oversees the implementation of sustainability principles.
Executive Board	Establishes and implements an effective sustainability management system, ensures the application of sustainability principles and measures, compliance with this Policy, and accountability for its implementation.
Structural Unit Responsible for Sustainability	Integrates sustainability-related actions into the Action Plan for the implementation of the Development Strategy, prepares the State Corporation’s Annual Report and reporting on the implementation of the Development Strategy, including a dedicated sustainability section.
Structural Units	Implements sustainability measures and provides information on the results of their execution for inclusion in reporting on the implementation of the Development Strategy and the State Corporation’s Annual Report.
HR Department	Organizes training seminars for the State Corporation’s management and employees with the involvement of external trainers to enhance their qualifications in the field of sustainability.

To assess the current state of sustainability within the State Corporation, an ESG screening is conducted.

The low ESG screening results in the environmental component of sustainability are due to the fact that the State Corporation does not have a direct material impact on the environment. Accordingly, less attention is given to environmental responsibility measures.

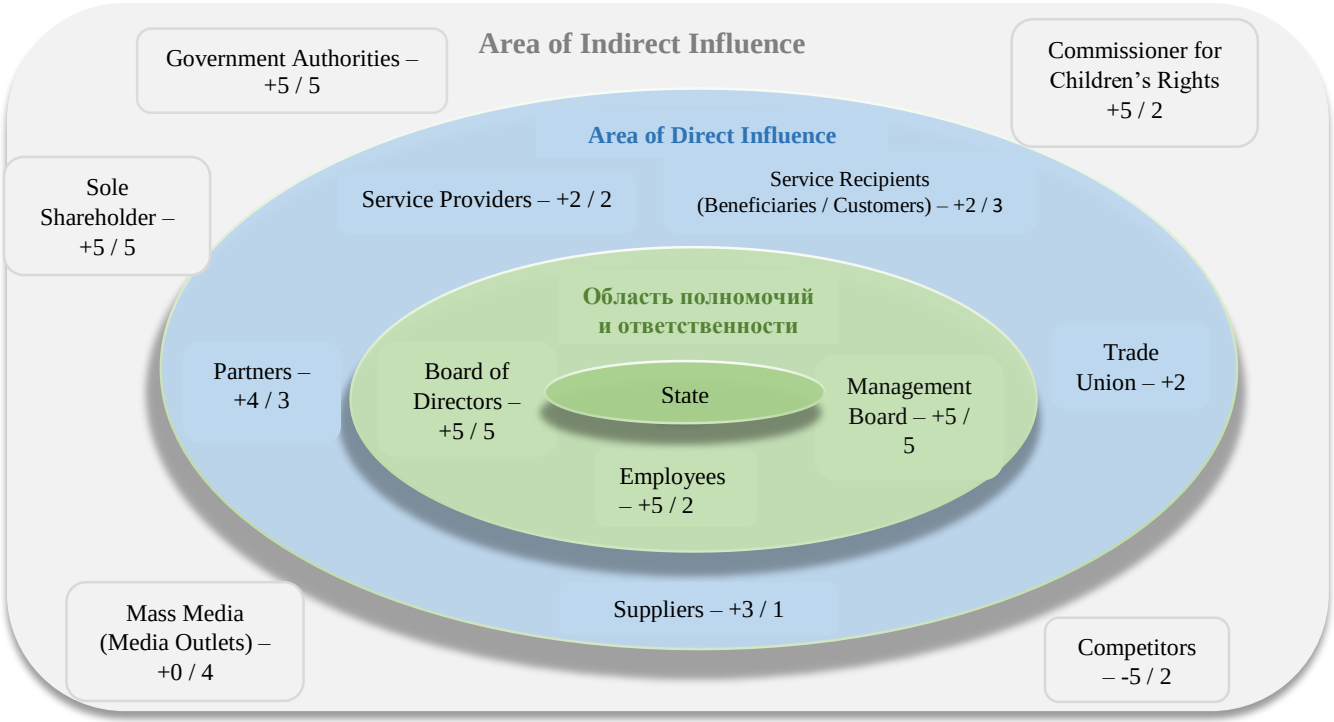
Overall, no significant changes compared to 2023 have been observed.

3.2. Stakeholders and Engagement

Ongoing engagement with stakeholders helps us to better understand their needs and expectations, as well as to determine how our activities affect them and how their needs influence our long-term plans. By interacting with all stakeholders on the basis of openness and transparency, we have built strong and trustworthy relationships with them.

The stakeholder management process in the State Corporation consists of six stages: 1.collection of information on potential stakeholders, 2.identification and assessment of stakeholders, 3.development of a stakeholder engagement strategy, 4.preparation of stakeholder profiles, 5.planning communications with stakeholders (including monitoring, control, and implementation of the plan), 6.and analysis and reporting.

Stakeholder Map in Effect in 2024



In 2024, no changes were identified in the Stakeholder Map. At the same time, consultants who conducted the corporate governance assessment of the State Corporation recommended that, for better systematization of stakeholder information, the group "government authorities" should be further detailed according to their specific interests. Implementation of this recommendation will be carried out within the framework of the Action Plan for Improving the Corporate Governance System.

Information on Approaches to Stakeholder Engagement

№	Stakeholder Group	Purpose of Engagement	Engagement Mechanism and Outcomes
1	Sole Shareholder	Growth of profit, increase in capital value, operational effectiveness, accessibility and quality of public services	Engagement is carried out through decisions of corporate governance bodies, work of joint groups, regular meetings, discussions of important issues, periodic reporting, and information disclosure.
2	Board of Directors	Protection of the Sole Shareholder's interests, sustainable development, achievement of strategic goals, profit growth, improvement of corporate governance, accessibility and quality of public services	Engagement is carried out through the work of corporate governance bodies, submission of reports and other information, as well as joint strategic sessions and working meetings.

3	Management Board	Compliance with the decisions of the Sole Shareholder and the Board of Directors Achievement of strategic goals and expectations of the Sole Shareholder Effective management of operational activities, revenue growth Compliance with legislation, accessibility and quality of public services	Engagement is carried out through the work of corporate governance bodies, submission of reports and information, participation in working meetings and sessions, and direct communications within the framework of day-to-day interactions.
4	Employees (all persons employed by the State Corporation, excluding members of the Board of Directors and the Executive Board)	Decent working conditions, including remuneration, health protection, social support, and the right to training and professional development of personnel	Engagement through employee satisfaction surveys, official channels including hotline, corporate social networks, as well as in-person and online conferences, and corporate cultural events for employees.
5	Service Providers	High-quality and timely delivery of public services	Engagement during the process of providing public services, information exchange, and working meetings on the quality of public service delivery with the development of recommendations for mutual improvement of activities.
6	Service Recipients / Clients of Paid Services	High-quality and timely delivery of public services, their accessibility, high service standards, and information support	Engagement during the provision of public services and related additional services through an established feedback system, loyalty and satisfaction level surveys.
7	Government Authorities	State regulation of activities in the field of public service delivery Compliance with legislation; development of public services; completeness and reliability of information provided, including reporting on implementation of assignments; tax contributions; contribution to the socio-economic development of regions of presence	Engagement in the process of fulfilling obligations stipulated by laws and contracts, development of proposals for improving public services, participation in meetings and sessions of government authorities, submission of reports and other information as required or upon request, interaction in the provision of public services, as well as in the course of inspections, and timely implementation of recommendations and requirements of supervisory, regulatory, judicial, and law enforcement bodies.
8	Commissioner for Children's Rights in the Republic of Kazakhstan	Ensuring guarantees of children's rights and lawful interests, restoration of their violated rights and freedoms in cooperation with state and public institutions	Information exchange, support of the activities of the Commissioner for Children's Rights, implementation of the terms of the Memorandum of Cooperation signed between the MRDIA RK and the Commissioner for Children's Rights in the Republic

			of Kazakhstan.
9	Trade Union	Job creation and retention, observance and protection of employee rights	Regulation of relations with the Trade Union through the Collective Agreement, compliance with accepted commitments, engagement through negotiations, meetings, reporting, and joint cultural and recreational events.
10	Partners	Joint implementation of projects, adherence to deadlines and obligations under contracts and Roadmaps	Engagement through analytical meetings, negotiations, joint working groups, business correspondence, current activity reports, and information exchange.
11	Suppliers	Compliance with public procurement legislation Adherence to contractual terms and deadlines. Commercial interests	Engagement within the framework of public procurement procedures up to contract execution, provision of information upon suppliers' requests on various aspects of the State Corporation's activities through different channels (e-mail, telephone, video conferences, meetings, business correspondence).
12	Mass Media	Expansion of target audience and loyalty, content development. Accurate and up-to-date information about the activities of the State Corporation	Engagement through information exchange, implementation of PR activities, constructive cooperation, and timely commentary on events.
13	Competitors	Fair competition, increase in market share	Engagement through competitor monitoring and market research.

3.3. The State Corporation for the State and Society

3.3.1. Implementation of Government Initiatives

The State Corporation itself, being the result of a government initiative to integrate all Public Service Centers into a unified system, has actively participated in the implementation of state strategies and programs throughout its entire period of operation.

Government Initiative on Child Welfare

Starting from January 1, 2024, pursuant to the instruction of the Head of State, the "National Fund for Children" program was launched, under which all minor citizens of Kazakhstan receive annual interest accrued from the investment income of the National Fund of the Republic of Kazakhstan. The participation of the State Corporation in the implementation of this program is related to the provision of informational support to the legal representatives of children through the Specialized Service Centers (SSCs).

Government Initiative on Public Participation in State Governance

On April 4, 2024, the official website Epetition.kz was launched in Kazakhstan for online submission of petitions. The SSCs also organized operations to ensure uninterrupted and professional consultations regarding petition submission procedures.

Waste Management in Support of the State's "Green" Initiatives

Since August 2024, the State Corporation has provided contact center services on matters of recycling fee payments and issuance of confirming certificates, as well as on issues of collection, transportation, processing, and disposal of goods (products) subject to extended producer (importer) responsibility. By contributing to the creation of a unified system for comprehensive waste management and enabling the circulation of such waste as secondary raw materials, the State Corporation has played its part in advancing "green" technologies.

Government Initiative on Reformatting the First Line of Citizen Interaction

In 2024, work was carried out to scale up to the regions the experience of the Citizens' Reception Center under the Administration of the Government of the Republic of Kazakhstan, where State Corporation employees are engaged. The State Corporation was tasked with introducing in regional Citizens' Reception Centers effective operational practices for serving the population, leveraging the PSC's experience with various groups and target audiences, as well as implementing the unified electronic queue system of the PSC IIS. In total, 137 Citizens' Reception Centers were opened across the country in 2024.

Overall, all activities of the State Corporation related to the provision and development of public services are aligned with the implementation of national projects, sectoral development concepts, and initiatives of the Head of State and the Government of the country (including the delivery of proactive services, the opening of Super PSCs, the launch of the Unified State Real Estate Cadastre Information System (USRIS), modernization of PSCs, and the introduction of services with elements of artificial intelligence, among others).

The State Corporation has not made any financial or in-kind contributions for political purposes.

3.3.2. Support for Local Communities

The State Corporation, with its extensive branch network, is represented throughout the entire country. Therefore, local issues related to ensuring the rights and legitimate interests of residents of the respective administrative-territorial units are of significant importance to the State Corporation. The Corporation implements social and charitable programs aimed at supporting vulnerable groups of the population and youth, developing social infrastructure, as well as preserving cultural heritage.

Every citizen of the country is a client of the State Corporation throughout their lifetime. For this reason, the State Corporation operates both front- and back-offices in all regional and district centers, as well as in the cities of Kazakhstan. Accessibility of public services in remote rural settlements is ensured through Mobile PSCs (Public Service Centers) operated

by the State Corporation and through the provision of public services by rural postal branches of Kazpost JSC (a joint project of the State Corporation and Kazpost JSC).

We strive to maintain proper infrastructure in line with established regional standards to ensure comfortable conditions for both employees and clients of the State Corporation. The Corporation participates in annual community clean-up and landscaping events (subbotniks) organized by local executive bodies.

Regional branches of the State Corporation implement joint projects with local executive bodies and other organizations, such as the opening of Super PSCs and Citizens' Reception Centers.

The State Corporation aims to ensure openness of its activities and has built an effective feedback system with the population. If issues cannot be resolved locally, community representatives may submit appeals addressed to the State Corporation, enabling us to identify citizens' problems and respond to them promptly.

Timely communication with local communities regarding the development plans for public services and the activities of the State Corporation is carried out through direct dialogue with communities. This includes participation in working groups and meetings with the public, personal receptions of regional residents by branch directors, hearings of branch directors at Public Councils under local executive bodies, responses to requests from deputies of Maslikhats, as well as publications and interviews in local media.

The State Corporation is one of the largest employers in the country with broad geographical presence, providing employment for about 20,000 people in the regions of operation. This imposes significant social obligations on the Corporation. Therefore, special attention is given to attracting local personnel, actively supporting regional higher education institutions by implementing youth internship programs at branches of the State Corporation, and participating in specialized education programs for local populations (e.g., a joint training program with Taraz State University).

It should be noted that the share of local content (domestic value) in the procurement of works and services from local companies amounts to 100%. For the purpose of analysis and reporting, six divisions of the State Corporation with the highest volume of public procurement were selected: the Executive Board Office, and the branches in Astana, Almaty, Shymkent, Turkestan region, and Karaganda region.

The share of expenditures on goods from local companies is as follows:

№	Branch Name	Goods (KZT)	Goods from Kazakhstani Producers (KZT)	Share of Expenditures
1	Branch in Shymkent	161 781 622,90	12 449 555,10	7,70 %
2	Branch in Karaganda Region	141 370 138,48	15 934 197,65	11,27 %
3	Branch in Astana	180 824 071,90	8 717 904,87	4,82%
4	Branch in Turkestan Region	268 645 333,30	9 520 276,89	3,54%
5	Branch in Almaty	231 635 500,40	34 038 566,00	14,69%
6	Executive Board Office	622 224 464,40	274 521 407,40	44,12%

In the reporting year, the State Corporation allocated KZT 2,937,882.25 thousand (*2023: KZT 1,938,678.13 thousand*) for the development of infrastructure and digital services, which contributed to improving the quality and accessibility of public services, enhancing the digital literacy of the population, and had a positive impact on local communities and the economy. Four key areas were highlighted.

№	Direction	2023	2024	Dynamics	%
1	Intelligent Voice Robot for the Unified Contact Center 1414		134 497,11	0	0
2	Unified State Real Estate Cadastre Information System (USRIS)	474 924,62	764 244,59	+ 289 319,97	60,94
3	Integrated PSC Information System	565 633,34	697 171,64	+ 131 538,30	23,27
4	“e-Otinish” Information System	353 350,86	862 690,34	+ 509 339,48	144,15

The State Corporation recognizes that social responsibility for its employees and residents of the regions is an essential condition for the development of both the region and the State Corporation.

3.3.3. Charity Campaigns

Charity and sponsorship are an integral part of our nation’s internal culture. For the State Corporation, charitable activities and sponsorship are important in terms of strengthening business reputation and developing internal corporate culture. However, such activities are not stipulated in the Charter of the State Corporation, and assistance is carried out at the expense of the Corporation’s employees.

As part of a corporate charity initiative, the State Corporation introduced a Corporate Day, during which clothes are collected for people in need.

One-time campaigns included the collection of clothes and food baskets for families raising children with disabilities.

On the occasion of Kurban Ait, food packages totaling KZT 447,725 were provided to large families.

In August 2024, the charity campaign “Road to School” was organized, through which 282 children from large and low-income families received school supplies worth KZT 3,970,000.

Employees of the State Corporation also donated the equivalent of a one-day salary to colleagues affected by the severe flooding in April–May 2024.

State Corporation employees are active participants in the annual “Donor Day” campaign. In 2024, 229 employees of the Executive Board Office and the Central Branch participated, enabling the Republican Blood Center to collect over 103 liters of blood.

Thus, the State Corporation’s charitable activities are primarily represented by targeted material and financial assistance, humanitarian support in the form of clothing, footwear, food, and basic necessities. Social projects and volunteer assistance in certain regions of the Corporation’s presence remain fragmentary, and the integration of these types of charity into the corporate culture of the State Corporation is still at the planning stage.

3.4. The State Corporation for Service Recipients (Clients)

3.4.1. Comfortable Environment and Digital Services

Adhering to the principles of social responsibility, the State Corporation strives to improve the quality of life of citizens, ensure maximum accessibility of public services, and develop and implement innovative solutions that contribute to positive changes in the lives of service recipients.

The State Corporation creates a comfortable environment for service recipients by implementing projects for the modernization of PSCs (Public Service Centers), creating new digital platforms, and introducing digital services aimed at simplifying and accelerating access to public services.

Particular attention is given to creating comfortable and accessible conditions for persons with disabilities, in line with the principles of inclusiveness and barrier-free service. Measures include the installation of Braille signage, tactile mnemonic schemes, guiding strips and tiles, parking signs, ramps, and assistance call buttons at entrance areas. In the reporting year, accessibility measures for receiving public services were implemented in the front offices of the State Corporation's branches at a total cost of KZT 23,431,756 million.

Detailed information on this topic is disclosed in Section 2.4.1. Results of the State Corporation's Activities as a Provider of Public Services (subsection Key Projects and Initiatives Implemented through PSCs and Specialized PSCs).

3.4.2. Information Security and Personal Data Protection

To ensure reliable protection of information and citizens' personal data, a wide range of technical, organizational, and legal information security measures are implemented in the Public Service Centers (PSCs). All processes are strictly aligned with the legislation of the Republic of Kazakhstan, including the Law "On Personal Data and Its Protection."

To prevent unauthorized access, modern encryption technologies, monitoring systems, and data processing control tools are applied. Multi-level authentication mechanisms, a role-based access model, and Data Loss Prevention (DLP) systems are used.

Special attention is paid to the technical protection of digital services: secure authorization, protected data transmission, and continuous monitoring of data processing are ensured. Regular information security audits and vulnerability testing are conducted, and employees receive training on information and personal data protection.

The State Corporation strictly adheres to the principle of confidentiality: personal data of clients is collected solely for the provision of public services and for improving their quality. All obligations related to the protection of personal data are treated with the utmost responsibility.

Work on cybersecurity and anti-corruption measures is carried out in close cooperation with law enforcement agencies, the National Security Committee, the Financial Monitoring Agency, the Anti-Corruption Agency, and the Prosecutor's Office.

As part of its information security efforts, a memorandum has been signed with the Cyberattack Analysis and Investigation Center. In addition, ethical hacking experts ("white hat hackers") have been engaged to test systems for resilience against cyber threats.

The measures implemented confirm the State Corporation's commitment to high standards of information security and its responsible approach to protecting citizens' data. The reliability and transparency of processes guarantee secure interaction between citizens and government digital services.

3.4.3. Information Support

The State Corporation pays great attention to public relations and comprehensive information support of its activities. In 2024, the State Corporation continued its active efforts to build a positive image and strengthen public trust in its operations. The main focus was on active multi-channel communication, which ensured wide coverage of the State Corporation's activities and the public services it provides.

In 2024, a total of 17,523 media publications about the State Corporation appeared in national and regional media outlets (*2023: 11,884*), representing an increase of 47.5% compared to 2023. These included: 1,528 in print media, 593 on television, 15,286 on online news portals, and 116 on radio.

The total reach of media publications in 2024 amounted to 52,632,983.

News about the State Corporation was covered by popular information resources such as Tengrinews.kz, Zakon.kz, Informburo.kz, ORDA.kz, Kapital.kz, Kolesa.kz, Kazakhstanskaya Pravda, Inform.kz, Aqparat.info, Nur.kz, BaigeNews.kz, BES.media, Time.kz, and others.

Image-building content was regularly broadcast on TV channels such as Khabar, Khabar24, Kazakhstan, Jibek Joly, Channel 31, Channel One Eurasia, Atameken Business Channel, and others.

To further inform the public, 30 briefings were held at the Regional Communication Center, 92 live broadcasts with the participation of State Corporation employees were organized, and 47 various campaigns were conducted.

The official website *www.gov4c.kz* serves as an important tool to enhance citizens' access to information. The main objective of the website is to ensure transparency and openness of the State Corporation's activities by providing users with up-to-date information on public services, news, as well as important changes in legislation and administrative processes. The resource is regularly updated and offers information in both Kazakh and Russian, making it accessible to a wide range of citizens. The "News" section was updated daily in both languages. From January to December 2024, 73 materials were published on the website. On the official social media pages of the State Corporation in Facebook, Instagram, Twitter, Telegram, YouTube, and TikTok, a total of 1,083 informational and educational posts were published in Kazakh and Russian in 2024 (*2023: 702 posts*), representing an increase of 54.3% year-on-year.

In addition, in 2024, 6,460 posts by bloggers, public figures, representatives of show business and sports, as well as materials in popular public pages, were published (*2023: 3,315 posts*), an increase of 94.9% compared to 2023.

3.5. The State Corporation for Employees

3.5.1. Employment, Labor Relations and Equal Opportunities

As one of the largest and most geographically widespread employers in the country, the State Corporation recognizes its social responsibility for workforce management and development. To ensure the effective functioning of labor relations, the State Corporation has developed a clear system of internal regulatory documents, including the Human Resource Management Policy, the Corporate Standard on Human Capital Development, and the Code of Business Ethics.

Recruitment is governed by the Human Resource Management Policy, the Rules for Filling Vacant Positions, and other internal documents. Vacancies are filled on a competitive basis using tools to identify the required professional and personal-business competencies of candidates. The institution of internal and open competitions has been introduced. For a vacant position, existing employees are considered first; if no suitable candidate is found, an open competition is announced with external candidates eligible to participate.

A personnel reserve (Talent Pool) is in place, which in the reporting year included 237 employees, of which 138 were candidates for higher positions and 99 for managerial positions. In 2024, appointments to managerial positions were made as follows: Executive Board Office – 6 from the reserve, branches – 26, totaling 32 appointments to managerial positions, or 13.5% (32*100/237). The total number of career advancements across the Corporation during the year amounted to 1,703 employees.

Employees are notified in writing of changes in working conditions no later than one month prior to the introduction of such changes, when related to reorganization or changes in economic, technological, or organizational conditions of work and/or a reduction in workload, reduction of staff, or relocation of the employer to another area.

Staff Composition and Structure

№	Region	Full-Time Employees				Part-Time Employees				Age		
		Planned	Actual	Women	Men	Planned	Actual	Women	Men	Under 30	30–50	Over 50
1	Executive Board Office	388	359	192	167	10	9	3	6	70	236	62
2	CB CSPPA	146	129	110	19	0	0	0	0	7	90	32
3	Astana City	1143	972	741	231	100	95	51	44	164	736	167
4	Almaty City	1524	1392	767	625	100	97	26	71	270	997	222
5	Shymkent City	961	882	506	376	36	31	11	20	163	669	81
6	Abai Region	613	534	410	124	115	113	48	65	100	394	153
7	Akmola Region	887	833				209					

				651	182	219		87	122	179	616	247
8	Aktobe Region	717	655	453	202	163	148	57	91	127	516	160
9	Almaty Region	913	848	509	339	116	113	49	64	157	639	165
10	Atyrau Region	638	562	459	103	70	60	33	27	98	433	91
11	East Kazakhstan Region (EKR)	702	631	546	85	120	113	56	57	103	426	215
12	Zhambyl Region	1001	951	536	415	176	171	63	108	197	720	205
13	Zhetisu Region	604	558	376	182	95	92	51	41	50	465	135
14	West Kazakhstan Region (WKR)	626	565	437	128	155	150	57	93	97	448	170
15	Karaganda Region	990	891	720	171	163	155	59	96	180	604	262
16	Kostanay Region	930	826	646	180	145	142	19	123	117	594	257
17	Kyzylorda Region	858	809	489	320	121	118	55	63	105	670	152
18	Mangystau Region	570	532	359	173	74	68	36	32	132	411	57
19	Pavlodar Region	706	640	535	105	84	95	49	46	70	496	169
20	North Kazakhstan Region (NKR)	678	633	473	160	110	101	7	94	100	470	164
21	Turkestan Region	1230	1177	505	672	118	116	85	31	156	903	234
22	Ulytau Region	260	233	179	54	41	38	14	24	60	157	54
23	BSLALCW	45	36	13	23	18	18	2	16	6	24	24
Total		**17130**	**15648**	**10612**	**5036**	**2349**	**2252**	**918**	**1334**	**2708**	**11714**	**3478**

* *CB CSPPA – Central Branch for Coordination of Social and Pension Provision Activities*
* BSLALCW – *Branch of State Land Accounting and Land Cadastre Works*

The State Corporation actively promotes gender equality in its management team, ensuring equal career growth opportunities for both men and women. The process of appointing to managerial positions is transparent and fair, excluding

gender bias. Regular monitoring of gender balance is carried out, allowing equality to be maintained and the strategy adjusted when necessary.

The State Corporation also actively implements the principles of accessibility and inclusiveness, creating conditions for the employment of persons with disabilities. As part of our social responsibility, we strive to attract specialists with disabilities, providing them not only with comfortable working conditions but also with equal opportunities for career advancement. The State Corporation strictly adheres to the principles of equal opportunities for all employees and does not tolerate any form of discrimination in its activities.

Indicators	2024	2023	Dynamics (%)
Total headcount (units)	19 479	21 477	-9,3
Staff headcount (units)	17 130	18 467	-7,2
Hired employees (units)	1 432	2 401	-40,4
Dismissed employees (units)	2 937	2 233	+31,5
Employee turnover rate (units)	2 468	1 927	+28,1
Gender equality (women in management positions) (units)	781 (47%)	1 038	-24,8
Inclusiveness (hired employees with disabilities) (units)	792	828	-4,3
Share of employees with disabilities (%)	4,6	4,5	+2,2
Employees who achieved career advancement (units)	1 713	1 681	+1,9

The percentage of senior management in major regions of operation hired from the local community amounts to 65%.

In accordance with the Labor Code of the Republic of Kazakhstan, all employees, regardless of gender, are entitled to parental leave. In 2024, parental leave was granted to 1,430 employees, of whom 1,286 were women and 132 were men. Among those who returned from parental leave, there were 772 employees, including 742 women and 30 men.

The State Corporation does not differentiate employees by gender when determining the level of salaries and remuneration.

Key indicators on remuneration in the State Corporation

Indicator / Employee Category	Value / Salary Amoun	Ratio to Minimum Wage (%)	Exceeding the Minimum Wage (%)
Total number of employees	19 479 people		
Total payroll fund (wage fund)	69 255 371,00 thousand tenge		
Average annual salary (excluding the highest-paid employee)	3 554,57 thousand tenge		
Average monthly employee salary	296 214 tenge		
Ratio of the total annual salary of the highest-paid employee to the average annual compensation of all	5,49		

employees			
Entry-level staff employees	150 000 tenge	176,5	+76,5
Entry-level non-staff employees	100 000 tenge	117,6	+17,6
Minimum wage (MW) in the Republic of Kazakhstan	85 000 tenge	100	-

3.5.2. Motivation and Engagement

A key focus of the State Corporation's HR policy is its employee motivation system, which encompasses both material and non-material components.

In 2024, under the employee material incentive program, bonuses were paid on the occasion of International Women's Day in the amount of 50,000 KZT to the female members of the workforce, 100,000 KZT for the Republic Day celebration, and, at year-end, all staff and non-staff employees received a bonus equal to one monthly salary.

To promote employees' health and active lifestyles, the State Corporation signed three-party agreements with the QazSwimAcademy sports center for unlimited annual memberships. A total of 31 agreements were concluded, granting employees unrestricted access to training sessions and sports center services throughout the year.

As part of non-material rewards, State Corporation employees were honored with distinctions, acknowledgments, and honorary awards that recognized their professional achievements and significant contributions to the Corporation's development. These awards were presented in a formal setting, coinciding with important holidays and commemorative dates.

Certificates of recognition from the Chairman of the Management Board were awarded to the winners of the "Best Employee" contest, who received well-deserved acknowledgment for outstanding performance - a total of 18 employees were honored with this award.

On the occasion of professional holidays such as the Day of Civil Registration Employees, Land Management, Geodesy and Cartography, Social Protection, Digitalization and IT Workers, as well as the Constitution Day and Republic Day, more than 2,400 employees received letters of appreciation from the Minister of Digital Development, Innovation and Aerospace Industry, the Minister of Labor and Social Protection of Population, the Chairman of the Management Board, and other relevant organizational representatives.

Honorary certificates from the Chairman of the Management Board, the Chief of Staff, and other state and professional organizations were awarded to 61 employees in recognition of the Archivist's Day and the Day of Digitalization and IT Workers, highlighting their exceptional contributions.

One of the most prestigious honors was the "Best Digital Specialist" badge, awarded to 49 employees on the occasion of Republic Day and the Day of Digitalization and IT Workers.

Additionally, "Excellence in Labor" medals were awarded by the Federation of Trade Unions of the Republic of Kazakhstan on Republic Day.

In 2024, special attention was paid to employee engagement in various corporate initiatives. On Thanksgiving Day,video

greetings from management served as a heartfelt recognition of employees' efforts.

Employees actively participated in games and contests organized in celebration of Nauryz and Constitution Day, fostering creativity and team unity. On Donor Day, employees not only donated blood themselves but also encouraged colleagues to take part, demonstrating strong social responsibility. Celebrations of Victory Day and Children's Day were also marked by the active involvement of employees in event organization, reinforcing a sense of significance and community.

Corporate Days and Employee Engagement Survey: The State Corporation observes dedicated corporate days aimed at strengthening team spirit and fostering corporate culture (Monday – Sports Day, Tuesday – Compliment Day, Wednesday – Kazakh Language Day, Thursday – National Dress Day, Friday – Charity Day)

In 2024, an employee survey was conducted to assess the level of staff engagement, aiming to determine the Satisfaction Index, Loyalty Index, and Engagement Index; a total of 10,782 employees participated (55.3% of the workforce), with gender breakdown Men – 27.2%, Women – 72.7%, and job category breakdown Managers – 11.1%, Employees – 86.3%, Non-staff personnel – 2.6%;

Findings: Satisfaction Index – 74%, Loyalty Index – 88.6%, Engagement Index – 84%.

3.5.3. Safe Working Conditions

The State Corporation ensures employees' rights to safe working conditions, prioritizing the life and health of its workforce over any other labor-related outcomes. In accordance with the provisions of regulatory legal acts and the State Corporation's internal occupational health and safety (OHS) policies, ongoing activities are carried out to train, instruct, and test the knowledge of employees, responsible officers of the Corporation, as well as to provide safety instructions to temporary staff and interns undergoing training within the organization.

According to the occupational safety and health (OSH) and fire safety (FS) instruction schedule, through the SimBase platform, employees of the State Corporation receive various types of training (introductory, primary at the workplace, repeated, unscheduled, and targeted OHS instruction). All employees are trained online in fire safety, occupational health and safety, and first aid.

In 2024, a total of 17,934 employees (including 251 employees of the Management Board Office), representing 95% of the workforce, completed fire safety and OHS training. The average number of OHS and safety training hours per employee was no less than 16 academic hours. The number of employees covered by the occupational health and safety management system and who underwent independent third-party audit/certification amounted to 22 specialists.

In accordance with the Law of the Republic of Kazakhstan dated February 7, 2005, No. 30-III "On Compulsory Insurance of an Employee Against Accidents in the Performance of Labor (Official) Duties", the State Corporation implemented employer liability insurance services, including mandatory accident insurance for employees during the performance of their labor (official) duties, in the total amount of 214,024,809.32 KZT. These measures are aimed at ensuring employees' social protection and minimizing financial risks for the employer in the event of accidents.

Financing

Direction	2024	2023
In the field of occupational health and safety of the State Corporation's employees	13 044 956, 90	13 888 934, 34
In the field of fire safety of the State Corporation	161 468 106,57	136 862 310,78
In the field of security services for the State Corporation's facilities	957 639 716,00	920 342 832, 35

To ensure fire safety in the archival premises of the State Corporation, a Modernization and Long-Term Development Plan for the next five years has been developed, aimed at equipping these facilities with automatic fire extinguishing systems. Work is also being carried out regarding the operation and use of electrical appliances and lighting systems in the State Corporation's buildings.

Each year, an Emergency Prevention Action Plan is developed and distributed to the State Corporation's branches, addressing measures for flood preparedness and timely snow clearance from the adjacent areas of its facilities.

The Department of Administrative and Economic Affairs, together with occupational health and safety (OHS) engineers from the branches, conducts regular inspections of buildings and premises to ensure compliance with fire safety and OHS requirements.

The Department of Emergency Situations (ES), Fire Safety Division, and the Emergency Medical Service regularly organize seminars and training exercises. These activities focus on practicing evacuation procedures in case of fire and other emergencies, with particular emphasis on coordination, response speed, and efficiency in extreme situations. Special attention is also given to conducting unscheduled safety briefings for branch employees on earthquake-related emergencies, training on evacuation procedures during earthquakes, and organizing activities for the provision of first medical and psychological aid to victims of emergencies.

Across all branches and the Management Board Office, responsible persons have been appointed for occupational safety, fire safety, and OHS knowledge testing commissions. These responsibilities have been formally approved by official orders.

Regular videoconferences are held with heads of administrative and economic departments and OHS engineers in the regions (branches) of the State Corporation, focusing on fire safety, occupational health, and labor protection. Based on these sessions, recommendations are issued and deadlines for implementation are established.

As a result of inspections carried out by state authorities - the Department of Emergency Situations, the Department of Labor and Social Protection, and the Anti-Terrorism Center - 9 official orders were issued to eliminate violations. In total, 123 violations of fire safety and OHS requirements were identified, of which 114 (92.7%) were rectified with corresponding inspection reports obtained. The remaining violations are either in the process of being addressed or have extended deadlines

into 2025, as they require additional financing.

Since the State Corporation does not engage in manufacturing or production activities, measures are taken to ensure comfortable and safe conditions for both visitors and employees. These measures include compliance with sanitary and hygienic standards as well as the implementation of occupational health, safety, and fire safety standards across its facilities.

In 2024, five cases of injuries were recorded. In all instances, no compensation payments were made, as these cases are not classified as occupational accidents under Article 186, Paragraph 3 of the Labor Code of the Republic of Kazakhstan. Thus, the level of occupational injuries among the company's employees was zero. No cases of non-compliance related to the impact of services on health and safety were reported. Similarly, no fatal incidents connected to poor health conditions resulting from work activities were registered.

3.5.4. Training and Development of Personnel

Staff development is an integral part of the State Corporation's successful operations strategy and one of the most important areas of human resource management.

To ensure the required level of employee qualifications, the Corporation has developed and implemented a comprehensive development system that includes both internal and external training. The system is designed to continuously enhance employees' professional skills and knowledge, directly contributing to the achievement of strategic goals.

In the reporting year, a Corporate Training Center "Tanym" (hereinafter – CTC) was established under the Department for Public Service Center Development, with the aim of improving the quality of public service delivery and raising the professional level of employees. The CTC organizes online and offline meetings with mentors and managers, develops unified training materials (slides, video lessons, instructions, memos), as well as educational content based on analysis of reasons for service refusals. During the reporting year, the CTC prepared 320 presentations on public services delivered through front offices, 13 methodological manuals on real estate rights registration, legal entity registration, and civil status acts. In addition, a Customer Service Standard and an Employee Onboarding Program were developed. Training is also provided in customer service, business competencies, ethics, legislation of the Republic of Kazakhstan, as well as in the areas of land cadastre, social protection, civil registration, real estate and legal entity registration. The CTC also holds seminar-meetings with government bodies, the "Amanat" party, and other organizations on public service development and anti-corruption measures. On average, employees receive 4 training hours per month.

On a quarterly basis, the CTC participates in evaluating the indicator "Demand for the e-Otinish Knowledge Base" as part of calculating the Openness Index of central government agencies and local executive bodies of regions, cities of national

significance, and the capital. The indicator is intended to encourage government bodies to promptly update and enrich the Unified Knowledge Base with relevant information. The data is based on in-depth analysis of citizen requests and frequently asked questions, helping form accurate and practical information. This knowledge base reduces repeated inquiries and increases customer satisfaction, while the CTC ensures objective and high-quality evaluation of government agencies' compliance with established requirements. In 2024, the knowledge base was actively used by 6,864 front office employees and 476 Unified Contact Center operators when consulting service recipients. All front office and contact center employees have access through personal logins and passwords. Since its launch, the number of views has exceeded 600,000.

On a daily basis, branch psychologists of the State Corporation actively work to foster a positive and productive working atmosphere. During the reporting period, 599 training sessions and 395 individual consultations were conducted. These initiatives help create not only professionally competent but also psychologically resilient employees.

For the effective integration of new employees, communication sessions and adaptation activities were held throughout the probation period, facilitating a quick immersion into work processes and assimilation of corporate culture. Introductory training included both a theoretical component and testing, allowing confirmation of knowledge acquisition and readiness to perform assigned functions. The training program covered the following topics: the State Corporation's principles and approaches to risk management, occupational health and safety, first aid, fire safety, information security, and compliance policy.

In 2024, the Accounting Management Department organized a training course on "Current Aspects of IFRS", during which employees gained in-depth knowledge of International Financial Reporting Standards. Following the course, 25 employees successfully completed the program and received certificates, enhancing their qualifications in this crucial area and improving the Corporation's financial management.

The Control, Organization, and Documentation Support Department held a seminar on "Improving the Process of Office Management and Archival Work", aimed at optimizing document and archive management processes. A total of 22 employees participated and were awarded certificates confirming their qualification enhancement in the field of document and archive management.

For Unified Contact Center (UCC) employees, a seminar on "Development of Managerial Skills for UCC Employees" was organized, during which participants enhanced their abilities in effective management, client communication, and problem-solving of various organizational tasks. All 20 participants successfully completed the training and received certificates.

In December 2024, through the SimBASE system, all directors of the Management Board's structural divisions independently studied a lecture on "A Systematic Approach to Achieving Sustainable Development Goals", prepared by Sustainability Solutions.

These training initiatives represented an important step toward improving employee qualifications, enhancing overall efficiency, fostering professional growth, and strengthening readiness to meet the Corporation's strategic objectives.

3.5.5. Protection of Employees' Social and Labor Rights and Interests

The State Corporation's activities in the field of social support for employees are regulated by the Collective Agreement and the Rules on Employee Remuneration (Incentives).

The Collective Agreement covers 6,028 employees, representing 39% of the workforce. At the same time, the terms of employment and labor conditions established by the Collective Agreement are extended to employees not directly covered by it.

To create favorable conditions for effective work and to increase employee loyalty, the State Corporation provides financial assistance in the following cases: health improvement during annual paid leave; marriage registration; employee milestone anniversaries (50, 55, 60 years); prolonged illness (over 2 months); death of an employee or close relatives, spouse; childbirth, adoption if both parents are employees of the State Corporation; once a year to employees with a co-residing child with disabilities under 18; property damage resulting from unlawful actions or natural disasters; and medical operations.

Employees living in radiation and environmental risk zones of Kazakhstan (Semipalatinsk region and adjacent areas of Pavlodar, East Kazakhstan, as well as Karaganda, Kyzylorda, Aktobe, and Turkestan regions) are granted benefits such as additional wage payments (from 1 to 2 MCI), additional paid annual leave (from 5 to 14 calendar days). Women residing in ecological disaster zones are entitled to extended maternity leave (170 days for normal delivery and 184 days for complicated cases).

The State Corporation also provides one day of paid leave for employees with children entering the 1st grade on the first ceremonial school day, and for those in graduating classes (grades 4, 9, and 11) on the final school day ("Last Bell").

Employees donating blood and its components are excused from work on the day of donation with full salary retention, while voluntary donors receive an additional day of rest.

For representation and protection of social and labor rights and interests, as well as social support, the Local Trade Union operates within the State Corporation, uniting 7,745 members across 18 primary organizations.

Since the beginning of the year, trade union organizations received 1,061 requests, including: 759 for financial assistance in various life situations, 42 related to health resort treatment, 282 within the "Road to School" campaign, 20 related to housing, wages, early removal of penalties, or improvement of working conditions. As a result, 230 union committee meetings were held, with 1,051 requests satisfied. Union representatives also participated in 262 disciplinary commissions, 107 remuneration commissions, and 9 conciliation commissions.

From the beginning of the year, 104,384,980 KZT were allocated and utilized based on primary trade union organization requests.

In line with internal documents, 23,935,000 KZT of charitable financial assistance was provided from membership dues to 759 union members.

For the Elderly People's Day, 1,145,000 KZT were allocated for union awards, gifts, and a concert program.

Cultural, sports, and organizational events received 80,449,980 KZT in funding, including: 12,477,258 KZT for gifts and certificates for International Women's Day, 2,242,000 KZT for Nauryz celebrations, 2,634,908 KZT for May holidays, 1,594,000 KZT for Children's Day on June 1.

Competitions in table tennis, football, and paintball were organized, with cups, souvenirs, and certificates awarded. Following a long-standing tradition, New Year's gifts worth 39,781,644 KZT were purchased and distributed to employees' children.

In recognition of national and state holidays, anniversaries, retirement, long-standing productive work, and significant contributions to the trade union movement: 53 union members and veterans were awarded the "Labor Glory" medal, 82 were awarded the badge "For Contribution to the Development of Trade Union Activities", over 95 union members were recognized with union certificates and honorary addresses, several received industry union medals from the Federation of Trade Unions of the Republic of Kazakhstan ("Enbek Ozaty", "For Distinguished Labor"), as well as commendation certificates.

3.6. State Corporation for Nature

3.6.1. Environmental Impact: Energy Consumption and Energy Efficiency; Water Consumption, Waste Management, Greenhouse Gas Emissions, and Minimization of Negative Effects on the Ecosystem

The activities of the State Corporation are not environmentally hazardous and are not associated with high environmental risks. The Corporation adheres to a precautionary approach to environmental issues and actively contributes to sustainable development.

The main resources consumed by the State Corporation are electricity, thermal energy, and water. To achieve sustainable development in the field of ecology, the Corporation ensures minimal impact on natural systems, optimal use of limited resources, and the adoption of environmentally friendly, energy- and material-saving technologies.

During the reporting year, no violations of environmental legislation were recorded, and no penalties were imposed.

Energy Consumption and Energy Efficiency. The State Corporation has an extensive branch network, which results in significant electricity consumption.

In 2024, the total volume of electricity consumed amounted to 44,791,192.20 kWh, with total electricity costs reaching 923,945,478.88 KZT.

To reduce the load on the energy system, minimize environmental impact, and improve operational efficiency, modern energy-efficient solutions, including LED lighting, have been implemented in the Management Board's buildings and branch

offices. These measures reduce energy consumption, extend the service life of lighting equipment, and lower maintenance costs. By the end of 2024, a total of 4,330 units of lighting equipment (including 2,341 LED lamps and 1,989 LED panels) had been purchased, with total expenses amounting to 16,775.85 thousand KZT.

Consumption of Fuel and Energy Resources

Type of Energy Resource	Quantity	Amount excl. VAT, KZT
Liquid fuel, liters	903 290	344 732 145
For heating	834 517	316 888 373
For vehicles	51 120	22 221 239
For diesel generators	17 652	5 622 534
Coal, tons	1 593	33 061 665
Firewood, cubic meters	163	2 569 204
Gas, 1,000 cubic meters	2 324,44	60 203 152

Energy Consumption by Region

№	Region	Electricity	
		kWh	KZT excl. VAT
1	Astana City	23 183 131,28	65 076 547,35
2	Almaty City	2 002 181,90	72 799 334,60
3	Shymkent City	1 202 723,70	49 840 870,52
4	Akmola region	1 139 576,96	45 400 745,93
5	Aktobe region	695 363,30	41 867 824,29
6	Almaty region	924 602,41	30 384 924,56
7	Atyrau region	750 951,53	35 001 850,77
8	EKR	915 182,62	29 508 594,62
9	Zhambyl region	847 163,56	28 227 489,83
10	WKR	520 247,55	14 650 171,24
11	Karaganda region	1 271 320,00	42 601 929,39
12	Kostanai region	1 591 357,64	103 899 740,36
13	Кызылординс□ая область	973 762,14	23 859 704,17
14	Mangystau region	749 429,00	24 6 8 721,77
15	Pavlodar region	1 501 609,28	100 325 797,75
16	NKR	2 520 802,98	77 806 381,99
17	Turkistan region	1 578 270,13	59 516 566, 6
18	Област Абай	1 079 160,23	38 614 553,04
19	Zhetisu region	938 858,00	30 597 412,25
20	Ulytau region	405 498,00	9 286 317,59

Water Consumption. In its operations, the State Corporation strives to reduce water consumption, improve the efficiency of water resource use, and minimize the impact on natural water bodies. The Corporation fully acknowledges the importance of careful and rational management of the country’s water resources. The total volume of water consumption amounted to 388,103.59 cubic meters, with total expenses of 162,926,194.94 KZT.

Data on Water Consumption and Wastewater Disposal

№	Region	Water Supply / Wastewater Disposal	
		cubic meters (m^3)	KZT excl. VAT
1	Astana City	24 505,16	6 085 028,04
2	Almaty City	44 991,60	12 530 162,60
3	Shymkent City	18 672,03	21 313 371,61
4	Akmola region	7 479,17	3 006 624,89
5	Aktobe region	34 959,61	25 681 296,81
6	Almaty region	28 322,76	4 606 935,09
7	Atyrau region	6 021,41	3 801 976,56
8	EKR	12 606,61	3 620 096,64
9	Zhambyl region	19 809,21	5 247 136,06
10	WKR	7 212,68	3 956 155,23
11	Karaganda region	7 997,32	12 796 187,94
12	Kostanai region	24 958,93	28 478 133,64
13	Kyzylorda region	15 010,48	2 695 856,61
14	Mangystau region	7 458,00	2 242 230,51
15	Pavlodar region	20 481,30	12 446 157,50
16	NKR	51 287,40	4 728 834,37
17	Turkistan region	12 514,91	2 110 515,01
18	Abai region	3 525,00	1 024 727,33
19	Zhetisu region	22 352,75	5 112 664,44
20	Ulytau region	17 937,27	1 442 104,06

Waste management. The activities of the State Corporation are not associated with the generation of hazardous waste. The main types of waste resulting from its operations include paper, decommissioned office equipment, and consumables.

To reduce paper consumption in office work and minimize environmental impact, the Corporation is gradually decreasing the use of consumables. Since 2017, the State Corporation has been using the electronic office document management system Documentolog, and since 2023 – Damu bpm.

The implementation of these systems has fully automated the Corporation's internal document workflow, ensuring the digitalization of key business processes. In providing public services, the Corporation actively reduces paper usage by transitioning to electronic services and introducing new solutions, such as the cancellation of printed certificates, paper service applications, and submission receipts (the "Paperless PSC" project). These measures help lower paper resource consumption and create a more environmentally friendly effect.

Greenhouse Gas Emissions. Due to the absence of in-house production, the Corporation's core activities do not lead to significant greenhouse gas emissions. The State Corporation does not generate direct emissions of any pollutants into the atmosphere.

The main environmental impact is related to fuel consumption for the operation of diesel generators and the use of the Corporation's vehicle fleet. Indirect emissions arise from electricity consumption supplied by external power grids.

The Corporation also maintains cleanliness of adjacent territories, regularly organizes clean-up days (subbotniks), and carries out tree planting. During citywide and district clean-up events organized by local authorities (akimats), landscaping and greening of the surrounding areas are also undertaken.

As part of an environmental campaign organized at the Management Board Office, plastic waste was collected for recycling, which contributes to reducing CO_2 emissions.

3.7. Corporate Governance

3.7.1. Corporate Governance System

The State Corporation has established a corporate governance system in accordance with the legislation of the Republic of Kazakhstan, as well as with regard to domestic and international practices. The Corporation continuously improves its governance approaches and principles to ensure not only stable operations but also responsiveness to the evolving needs of all stakeholders.

The corporate governance system of the State Corporation represents a set of processes that ensure the management and oversight of its activities, as well as a framework of relationships between the executive body, the Board of Directors, the Sole Shareholder, and stakeholders.

The existing system provides for a clear separation of powers and responsibilities among governing bodies, officials, and employees, adherence to the hierarchy of issue consideration and decision-making, and compliance with legislative requirements and the Corporation's internal documents. The competencies of governing bodies and the decision-making procedures are enshrined in the Charter of the State Corporation.

The effectiveness of corporate governance is achieved through: enhancing process transparency, ensuring strict control and division of powers, and timely risk management.

The Board of Directors monitors the effectiveness of corporate governance, while the Corporate Secretary is responsible for its continuous improvement.

The key document defining the corporate governance system is the Corporate Governance Code (hereinafter – the Code), approved by the Sole Shareholder on December 25, 2020 (Order No. 476/НҚ), with amendments and additions introduced on December 20, 2024 (Order No. 825/НҚ).

The Code establishes the following principles of corporate governance:

1. Separation of powers;
2. Protection of the rights and interests of the Sole Shareholder;
3. Effective management of the State Corporation by the Board of Directors and the Management Board;
4. Sustainable development;
5. Risk management, internal control, and audit;

6. Resolution of corporate conflicts and conflicts of interest;
7. Transparency and objectivity in disclosure of information about the State Corporation's activities.

The Board of Directors and the Audit Committee oversee the implementation of the Code's principles and key provisions. In line with the Code's requirements, the Corporate Secretary annually analyzes the Corporation's compliance with the Code and submits a report to the Board of Directors for approval. As of the date of this Report, information on compliance with the Code's principles has not yet been presented to the Board of Directors.

The level of corporate governance in the State Corporation is assessed annually by the Internal Audit Service, while an independent assessment is carried out at least once every three years.

In 2024, for the first time in the entire period of its operations, the State Corporation conducted an assessment of its corporate governance system with the involvement of an independent organization, Dostyk Advisory LLP, specializing in the diagnosis and improvement of corporate governance systems, as well as in evaluating the effectiveness of Boards of Directors. The assessment covered the period from January 1, 2021, to December 31, 2023.

The assessment was carried out in accordance with the Corporate Governance Diagnostic Methodology approved by the Board of Directors, international corporate governance practices, and the OECD Guidelines on Corporate Governance of State-Owned Enterprises. Based on the results of the assessment, a report was prepared, which includes a diagnostic review, compliance assessment, characteristics and descriptions of key strengths and weaknesses, as well as recommendations for addressing identified gaps and for further improving the corporate governance system.

Based on the results of the assessment, the overall average corporate governance score of the State Corporation amounted to 71% out of 100%, which corresponds to a "satisfactory" rating. The restraining influence of the Sole Shareholder on corporate governance practices was measured at 1.5%.

Arithmetic Mean of Ratings by Components

1	Structure	80%
1.1	Corporate Governance Structure	73%
1.2	Overall Commitment to Principles	94%
1.3	Rights of Financial Stakeholders	71%
1.4	Conflict of Interest	85%
1.5	Division of Competencies	75%
2	Processes	67%
2.1	Effectiveness of the Board of Directors	81%
2.2	Remuneration and Succession	80%
2.3	Risk Management	18%
2.4	Planning and Monitoring	91%
3	Transparency	72%
3.1	Information Policy	69%
3.2	Disclosure of Financial Information	50%
3.3	Disclosure of Non-Financial Information	80%
3.4	Audit Process	92%
3.5	Internal Audit	71%

The Report on the Results of the Corporate Governance Assessment of the State Corporation for 2021–2023 has been published on the official website of the State Corporation (*https://gov4c.kz/ru/management/organy-upravleniya/korporativnyy-sekretar*), where it is available for more detailed review.

3.7.2. Interaction with the Sole Shareholder

The relationship between the State Corporation and the Sole Shareholder is based on ensuring the protection and respect of the Shareholder's rights and legitimate interests, guided by the principles of integrity, accountability, responsibility, and transparency.

The exercise of the Sole Shareholder's rights is carried out in accordance with the Law of the Republic of Kazakhstan "On Joint Stock Companies" and the Charter of the State Corporation.

The Sole Shareholder independently reviews and makes decisions on matters within its competence, except for issues specified in paragraph 2 of Article 177 of the Law of the Republic of Kazakhstan "On State Property", decisions on which require the consent of the authorized state property body. Decisions of the Sole Shareholder within its competence are binding on the Board of Directors. The Sole Shareholder is also entitled to annul any decisions of other governing bodies of the State Corporation on matters related to its internal activities. Preparation of issues falling under the exclusive competence of the Sole Shareholder is carried out by the Board of Directors and/or the Management Board.

The Shareholder's rights include, but are not limited to, the timely receipt of sufficient information for decision-making, in accordance with the legislation of the Republic of Kazakhstan, the Charter, and the internal disclosure policies of the State Corporation.

During the reporting period, the Sole Shareholder had access to complete and reliable information, including financial standing, performance results, management, and significant events affecting the Corporation's financial and economic activities. In this period, 15 issues were submitted for the Sole Shareholder's consideration, with details provided in the section "Calendar of Corporate Events and Achievements" of this Report. On a quarterly basis, the Sole Shareholder was provided with information on the fulfillment of the Corporation's key performance indicators (the Shareholder's Expectations), which are annually communicated to the State Corporation to ensure the achievement of target indicators defined in the Development Plan of the Ministry of Digital Development, Innovations and Aerospace Industry of the Republic of Kazakhstan. As part of fulfilling the Sole Shareholder's Expectations for 2024, the Corporation achieved 16 out of 18 key performance indicators (89%), compared to 12 out of 13 indicators (92%) in 2023.

3.7.3. Leading Role of the Board of Directors. Results of the Activities of the Board Committees

The Board of Directors provides overall guidance of the State Corporation's activities, except for matters that fall under the exclusive competence of the Sole Shareholder and the Management Board as defined by the Law and the Charter of the State Corporation.

The Board of Directors performs its functions in accordance with the legislation of the Republic of Kazakhstan, the Charter of the State Corporation, the Corporate Governance Code, the Regulations on the Board of Directors, and other internal documents of the Corporation.

The Board ensures strategic leadership and oversight in the area of sustainable development and monitors the performance of management in meeting the objectives set for the State Corporation. This is achieved through regular review of reports on operational results, including those related to sustainable development, as well as information on the execution of instructions issued by the Board of Directors and its Committees.

The Board of Directors of the State Corporation is elected by decision of the Sole Shareholder. Determination of the Board's size, term of office, election and early termination of its members, as well as the definition of remuneration and reimbursement of expenses for Board members for the performance of their duties, also fall within the exclusive competence of the Sole Shareholder.

A member of the Board of Directors may be an individual who is not a shareholder of the State Corporation. The Board is composed of representatives of the Government of the Republic of Kazakhstan, representatives of the authorized bodies in the relevant industries of the Corporation's activities, the authorized body holding and managing the state-owned block of shares, the authorized body for state property management, the Chairman of the Management Board, and independent directors. Members of the Management Board, except for the Chairman of the Management Board, cannot be elected to the Board of Directors of the State Corporation. The Chairman of the Management Board cannot be elected as the Chairman of the Board of Directors. The number of members of the Board of Directors must be at least three (3), and the share of independent directors must be no less than 30% of the total composition, a requirement that is met.

Candidates for membership of the Board of Directors must possess relevant professional experience, knowledge, qualifications, and proven achievements in the business and/or industry sector necessary for fulfilling their duties and ensuring the effective operation of the Board of Directors in the interests of the Sole Shareholder and the State Corporation.

As of January 1, 2024, the Board of Directors of the State Corporation consisted of 10 members.

During the year, changes occurred, and as of December 31, 2024, the Board of Directors consisted of 8 members.

Abakhanov Nursultan Bauetdenovich

Chairman of the Board of Directors, Adviser to the Minister of Digital Development, Innovation and Aerospace Industry of the Republic of Kazakhstan.

Date of election: May 27, 2024, by decision of the Sole Shareholder (Order No. 302/HK)

Citizenship: Republic of Kazakhstan **Gender:** Male

Date of birth: March 26, 1983

Education: 2004 – Al-Farabi Kazakh State University, specialty "World Economy", 2009 – International Academy of Business, specialty "Corporate Management", Almaty Institute of Economics and Law, specialty "Jurisprudence",

Ownership of shares in the State Corporation, its suppliers, or competitors: None

Bekbauov Baglan Abdashimovich
Member of the Board of Directors, Representative of the Sole Shareholder, Vice Minister of Agriculture.
Date of election: December 26, 2022, by decision of the Sole Shareholder (Order No. 509/НҚ)
Citizenship: Republic of Kazakhstan
Gender: Male
Date of birth: January 16, 1983
Education: Khoja Akhmet Yassawi International Kazakh-Turkish University, specialty "Software and Hardware of Computing Technology and Networks", M. Narikbayev Kazakh State Law University, specialty "Jurisprudence"

Ownership of shares in the State Corporation, its suppliers, or competitors: None

Tashenev Bakytbek Khakimovich
Member of the Board of Directors, Representative of the Authorized Body for State Property, Chairman of the Committee for State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan.
Date of election: By decision of the Sole Shareholder on December 25, 2018 (Order No. 540/НҚ), and April 25, 2022 (Order No. 137/НҚ)
Citizenship: Republic of Kazakhstan **Gender:** Male
Date of birth: October 19, 1977.
Education: 1999 – Kazakh State Academy of Architecture and Civil Engineering, specialty "Engineer-Economist", 2002 – Kazakh Humanitarian and Law University, specialty "Lawyer"
ВладеOwnership of shares in the State Corporation, its suppliers, or competitors: None

Kenzhegaliyev Arman Shokanovich
Member of the Board of Directors, Representative of the Management Board.
Date of election: November 22, 2023, by decision of the Sole Shareholder (Order No. 571/НҚ)
Citizenship: Republic of Kazakhstan **Gender:** Male
Date of birth: October 26, 1981
Education: 2002 – Kazakh Humanitarian and Law University, specialty "Jurisprudence", 2004 – Kainar University, specialty "Economist". University of Sheffield, Master's degree in Public Administration and Public Policy
Ownership of shares in the State Corporation, its suppliers, or competitors: None

Baliyeva Zagipa Yakhyanovna
Member of the Board of Directors, Independent Director.
Date of election: By decision of the Sole Shareholder on January 15, 2021 (Order No. 8/НҚ), and April 25, 2022 (Order No. 137/НҚ)
Citizenship: Republic of Kazakhstan **Gender**: Female
Date of birth: October 3, 1958
Education: 1981 – S.M. Kirov Kazakh State University, specialty "Lawyer-Jurist", 1998 – Postgraduate studies, Kazakh State Academy of Management, 1999 – Doctoral studies, Moscow State Technological Academy, Doctor of Economic Sciences. Dissertation topic: "Problems of the Formation of Industry in the Republic of Kazakhstan and Ways

	to Address Them (Theory and Practice)" **Ownership of shares in the State Corporation, its suppliers, or competitors:** None
	**Omarov Kambar Tatibayevich** **Date of election**: June 6, 2024, by decision of the Sole Shareholder (Order No. 323/HK) **Citizenship**: Republic of Kazakhstan **Gender**: Male **Date of birth**: September 29, 1975 **Education:** M.Kh. Dulaty Taraz University, specialty "Economist", Kazakh State Academy of Management (Narxoz), Candidate of Economic Sciences, specialty "Finance, Money Circulation, Credit", Maksut Narikbayev University, specialty "Competition Law", Public Institute of Finance and Accounting, United Kingdom — diploma with international qualification "Public Sector Auditor" **Ownership of shares in the State Corporation, its suppliers, or competitors:** None
	**Berdinov Yermek Dzhursunovich** **Date of election**: June 6, 2024, by decision of the Sole Shareholder (Order No. 323/HK) **Citizenship**: Republic of Kazakhstan **Gender**: Male **Date of birth**: February 8, 1983 **Education:** 2004 – Al-Farabi Kazakh National University, Institute of Economics and Law, specialty "Banking", 2016 – Moscow State University, MBA with specialization in "Strategic Marketing", 2016 – Leadership International Institute, Course in International Business Leadership, 2021 – IoD UK, International Qualification IoD Chartered Director **Ownership of shares in the State Corporation, its suppliers, or competitors:** None
	**Ivar Tallo** **Date of election**: By decision of the Sole Shareholder on September 29, 2017 (Order No. 352/HK), April 24, 2019 (Order No. 63/HK), and April 25, 2022 (Order No. 137/HK) **Citizenship**: Republic of Estonia **Gender**: Male **Date of birth**: May 5, 1964 **Education**: 1987 – Leningrad State University, specialty "Philosophy, Political Science, Foreign Languages", 1990 – Leningrad State University, specialty "Mathematical Formal Logic and Philosophy", 1996 – McGill University, PhD Program in Political Science, postgraduate studies in Logic, Master of Philosophy, PhD in Political Science **Ownership of shares in the State Corporation, its suppliers, or competitors: None**

The composition of the Board of Directors of the State Corporation is balanced in terms of qualifications, experience, knowledge, business qualities, and diversity. Members of the Board of Directors possess impeccable business reputations, as well as expertise in information technology, finance, internal audit, corporate governance, and other areas essential for managing the State Corporation. They have extensive experience as top managers, partners, and members of governing bodies of various companies, and enjoy strong public reputations. Particular attention is given to diversity and the proportion of independent directors.

As of December 31, 2024, the age and gender composition of the Board of Directors was: by age – 30 to 49 years: 75%, above 50 years: 25%; by gender – men: 87.5%, women: 12.5%; by tenure on the Board – up to 1 year: 3 members, 1 to 3 years: 2 members, 3 to 5 years: 1 member, 5 to 7 years: 2 members.

Criteria for Recognition as an Independent Director

An Independent Director is a member of the Board of Directors who:

1. Is not and has not been an affiliated person of the State Corporation for three years prior to election to the Board of Directors (except for service as an Independent Director of the State Corporation);
2. Is not an affiliated person in relation to affiliates of the State Corporation;
3. Has no subordinate relationship with the officers of the State Corporation or its affiliates and has not had such a relationship within three years prior to election;
4. Is not a civil servant;
5. Is not a representative of the shareholder at meetings of the State Corporation's bodies and has not been within three years prior to election;
6. Does not participate in auditing the State Corporation as an auditor of an audit organization and has not participated in such audits within three years prior to election; and meets other requirements established by the laws of the Republic of Kazakhstan.

A director may be recognized as independent if they: have not been an employee of the State Corporation or its subsidiaries/affiliates within the last five years; have not received and do not receive additional remuneration from the State Corporation other than compensation as a Board member; do not represent shareholders or state management bodies; and have not served as a Board member of the State Corporation for more than nine consecutive years.

The above criteria were taken into account when selecting candidates for independent directors.

The relationship between Independent Directors and the State Corporation is governed by contracts signed on behalf of the State Corporation by the Chairman of the Board of Directors, which apply to legal relations arising from the moment of their election as Independent Directors.

Activities of the Board of Directors

The Board of Directors operated in accordance with the Work Plan of the Board of Directors for 2024 (hereinafter – the Plan), approved by the Board of Directors on December 22, 2023 (Minutes No. 01-01-02/07). The Plan provided for the consideration of 43 issues, of which 34 were submitted and reviewed by the Board of Directors, while the remaining 9 were not brought forward due to various circumstances. In addition to the Plan, the Board of Directors reviewed 38 additional issues initiated by its members. Overall, the execution of the Plan amounted to 80% (satisfactory).

In 2024, the Board of Directors held 10 meetings – 7 in-person and 3 via absentee voting. A total of 77 issues were submitted for review, of which: 72 issues were reviewed and resolved, 4 issues were returned for revision, 1 issue was removed from the agenda.

As a result of reviewing 72 issues, the Board of Directors issued 164 instructions, of which: 154 were executed, 7 remain in progress, 2 were not executed. Examples of key instructions include:

1) By decision of the Board of Directors dated July 24, 2024 (Minutes No. 01-01-02/04), the Management Board was instructed to submit to the Board of Directors the issue of approving the overall staff headcount of the State Corporation, taking into account the optimization of 52 staff units of the Management Board Office, by November 1, 2024.

2) By decision of the Board of Directors dated December 2, 2024 (Minutes No. 01-01-02/09), the Management Board was instructed to submit to the Board of Directors the issue of approving the organizational structure and overall staff headcount of the State Corporation, including the merger of the Internal Security Service and the Information Security Service of the Management Board Office, in compliance with labor legislation and subject to suspensive conditions, by December 20, 2024.

In addition, the following matters were submitted to the Sole Shareholder for consideration:

1. Determination of the audit organization to conduct the audit of the State Corporation's financial statements for 2024;
2. Approval of the Annual Financial Statements of the State Corporation for 2023, confirmed by an independent audit organization;
3. On the non-implementation by the Management Board of a decision of the Board of Directors of the State Corporation.

It should be noted that, in accordance with the provisions of the Corporate Governance Code, the State Corporation has taken measures to minimize the number of Board meetings conducted in absentee form.

Comparative Data on the Activities of the Board of Directors over 3 Years

	2024			**2023**			**2022**		
	Total	In-person	In-absentia	**Total**	In-person	In-absentia	**Total**	In-person	In-absentia
Number of Board of Directors Meetings	10	7	3	7	5	2	10	7	3
Ratio (%)	100	70	30	100	71	29	100	70	30
Number of Issues Considered	72	64	8	62	43	19	77	58	19
Ratio (%)	100	83	11	100	69	31	100	75	25

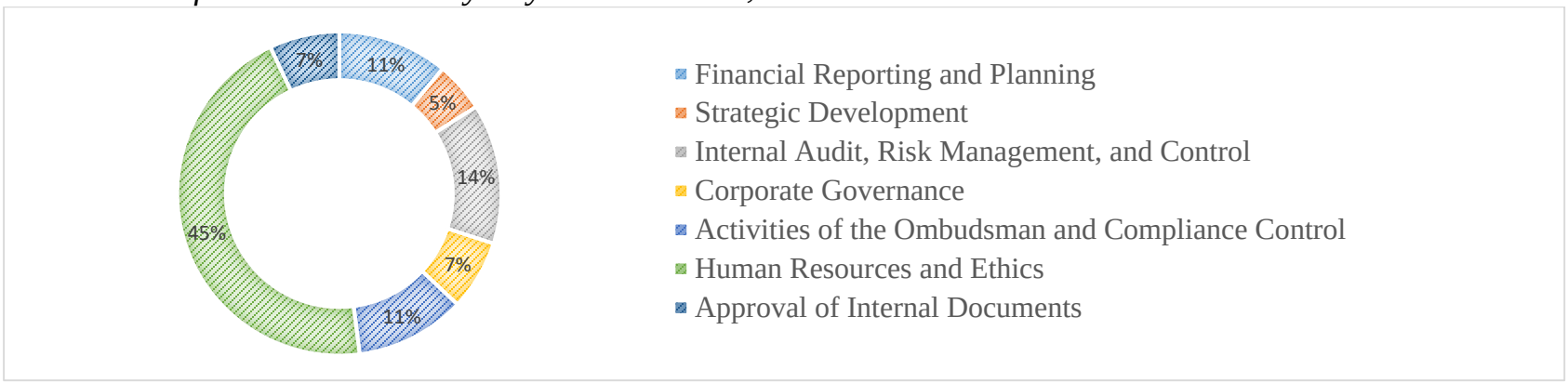
Participation of Board Members in the Meetings of the Board of Directors

Member of the Board of Directors	**Participation**	**%**	**Reasons for Absence**
Abakhanov N.B.	7 of 10	70	Elected as a member of the Board of Directors by decision of the Sole Shareholder on May 27, 2024 (Order No. 302/HK); absent due to

			temporary incapacity on October 4, and on annual paid leave on December 24.
Bekbauov B.A.	5 of 10	50	Absent due to participation in a meeting at the Administration of the President of the Republic of Kazakhstan on flood-related issues on May 31, and at a meeting at the Government Office of the Republic of Kazakhstan on December 2.
TAschenev B.Kh.	4 of 10	40	Absent due to being on unpaid leave on May 31, on annual paid leave on August 12, October 4, December 2 and December 24.
Temirzhanov M.B.	4 of 10	40	Absent due to annual paid leave on August 12 and October 4, and on an overseas business trip on December 2; powers as a member of the Board of Directors were terminated early by decision of the Sole Shareholder on December 12, 2024 (Order No. 793/HҚ).
Kenzhegaliyev A.Sh.	9 of 10	90	
Baliyeva Z.Ya	10 of 10	100	
Tallo I.	10 of 10	100	
Omarov K.T.	8 of 10	80	Elected as Independent Directors, members of the Board of Directors by decision of the Sole Shareholder on June 6, 2024 (Order No. 323/HҚ).
Berlinov Ye.D.	8 of 10	80	
Turyssov A.N.	1 of 10	10	Powers as a member of the Board of Directors were terminated early by decision of the Sole Shareholder on April 30, 2024 (Order No. 256/HҚ).
OSpanov Ye.D.	0 of 10	0	Absent due to participation in a meeting with the Deputy Prime Minister of the Republic of Kazakhstan on February 23. Powers as a member of the Board of Directors were terminated early by decision of the Sole Shareholder on April 30, 2024 (Order No. 256/HҚ).
Begimbetov Ye.N.	2 of 10	20	Powers as members of the Board of Directors were terminated early by decision of the Sole Shareholder on June 6, 2024 (Order No. 323/HҚ).
Naziabekova A.S.	2 of 10	20	

During the reporting period, the meetings of the Board of Directors considered both strategic and current issues within its competence. Among the important issues raised at the meetings were: granting free access for employees of the Committee for Land Resources Management of the Ministry of Agriculture of the Republic of Kazakhstan and its territorial subdivisions to the Unified State Real Estate Cadastre system; ensuring information security; preservation and safety of the State Corporation’s archival fund and digitalization of archival documents; activities of Special Public Service Centers; optimization of the staff headcount of the Management Board Office; financial situation of the State Corporation.

Structure of Reviewed Issues by Key Areas in 2024, %



Additional information on the decisions adopted by the Board of Directors and the Sole Shareholder in 2024 is available on the official website of the State Corporation (https://gov4c.kz/)

Results of the Activities of the Committees of the Board of Directors

To support the Board of Directors through preliminary review, analysis, and the development of recommendations on agenda items, four Committees operate within the State Corporation: the Audit Committee; the Strategic Planning Committee; the Human Resources, Remuneration and Ethics Committee; and the Compliance and Risk Committee.

The activities of these Committees are carried out in accordance with the Regulations approved by the decisions of the Board of Directors of the State Corporation, as well as the annual work plans approved by the respective Committees.

The Committees serve as advisory and consultative bodies of the Board of Directors, and all their decisions are recommendations on matters considered at the Board's meetings. The work of the Committees contributes to the development of objective and well-balanced recommendations, which in turn enhances the effectiveness of the decisions adopted by the Board of Directors.

Committee Meetings

Indicator	Audit Committee	Human Resources, Remuneration and Ethics Committee	Compliance and Risk Committee	Strategic Planning Committee
Composition as of December 31, 2024	Chairman: Omarov K.T. Members: Baliyeva Z.Ya. Berdinov Ye.D. I. Tallo Secretary (non-	Chairman: Berdinov Ye.D. Members: Baliyeva Z.Ya. Omarov K.T. I. Tallo Secretary (non-	Chairman: Baliyeva Z.Ya. Members: Omarov K.T. I. Tallo Berdinov Ye.D. Secretary (non-	Chairman: I. Tallo Members: Baliyeva Z.Ya. Berdinov Ye.D. Omarov K.T. Secretary (non-voting):

	voting):	voting):	voting):	
Number of Meetings, including reserve: Plan / Actual	Planned – 6 Actual – 11 (in-person – 11)	Planned - 6 Actual – 10 (in-person - 10)	Planned – 7 Actual - 10 (in-person -9, in-absentia - 1)	Planned– 6 Actual- 15 (in-person – 13, in-absentia – 2)
Number of Issues: Plan / Actual	Planned – 12 Actual -20	Planned – 15 Actual - 45	Planned – 13 Actual - 18	Planned – 23 Actual - 38
Number of Recommendations Issued	37	103	35	53
Recommendations Implemented	37	99	35	45
Recommendations Partially Implemented	-	-	-	2
Recommendations in Progress	-	4	-	6

Participation of Committee Members in Meetings

Full Name of Committee Member	Audit Committee	Human Resources, Remuneration and Ethics Committee	Compliance and Risk Committee	Strategic Planning Committee
Number of Meetings	**11**	**10**	**10**	**15**
Omarov Kambar Tatibayevich,	7 *	6	6	9
Baliyeva Zagipa Yakhyanovna	10	9	10 *	14
Ivar Tallo	9	4	10	15 *
Berdinov Yermek Dzhursunovich	6	6 *	4	7
Begimbetov Yergali Nurlanovich	4	4		4
Naizabekova Akmaral Serikovna		4 *	1	

* *Chairman of the Committee*

Evaluation of the Activities of the Board of Directors and Its Committees

In accordance with subparagraph 1 of paragraph 5.1.2 of the Regulations on the Evaluation of the Activities of the Board of Directors of the State Corporation, approved by the decision of the Board of Directors dated November 27, 2019 (Minutes No. 01-01-02/05), the evaluation is carried out annually on a self-assessment basis and with the involvement of an independent consultant at least once every three years.

In 2024, the evaluation of the activities of the Board of Directors and its Committees was conducted with the involvement of an independent expert organization (consultant) as part of the diagnostic assessment of the level of corporate governance of the State Corporation. The purpose of the evaluation was to determine the effectiveness of the Board of

Directors' work, its communication with the executive body, to enhance the engagement of the Committees and Board members in its activities, and to identify priority areas for improving the performance of the Board of Directors, its Committees, and the Corporate Secretary.

Overall Evaluation of the Activities of the Board of Directors

Evaluation Sections	Percentage of Compliance with Best Practices
Final Score	59,67%
Evaluation of the Board of Directors	57,76%
Evaluation of the Audit Committee	60,00%
Evaluation of the Strategic Planning Committee	55,88%
Evaluation of the Human Resources, Remuneration and Ethics Committee	69,44%
Evaluation of the Compliance and Risk Committee	62,50%
Evaluation of the Chairman of the Board of Directors	50,00%
Evaluation of the Corporate Secretary	61,11%

3.7.4. Activities of the Management Board

The Management Board is a collegial executive body responsible for the current operational management of the State Corporation. It makes decisions on all matters of the Corporation's activities not assigned to the competence of the Sole Shareholder or the Board of Directors, and is accountable to them for the fulfillment of its responsibilities.

The Management Board ensures the establishment and implementation of an effective sustainable development management system within the State Corporation, the application of sustainability principles, and the execution of initiatives in the field of sustainable development. It is also responsible for compliance with all adopted Policies and for accountability in their implementation.

The Management Board is responsible for the timely provision of information to members of the Board of Directors in the course of performing their duties, including information of a confidential nature, regarding the activities of the State Corporation.

The Management Board is responsible for developing an action plan for the implementation of these functions and for the current operational activities of the State Corporation. It reports to the Board of Directors on the progress of work performed, the implementation of the Development Strategy's performance indicators, and the achievement of its objectives.

In accordance with the Charter, the appointment and determination of the term of office of the Chairman and members of the Management Board falls within the exclusive competence of the Sole Shareholder of the State Corporation.

The Chairman and members of the Management Board are required to possess high professional and personal qualities, an impeccable business reputation, and adhere to the highest ethical standards.

As of January 1, 2024, the Management Board consisted of 5 members. During the year, its composition changed, and as of December 31, 2024, it comprised 7 members, including the Chairman of the Management Board, with 1 vacant position of Deputy Chairman.

KENZHEGALIYEV Arman Shokanovich

Chairman of the Management Board

Term of office: October 30, 2023 – present

Citizenship: Republic of Kazakhstan **Gender:** Male

Date of birth: October 26, 1981

Education: 2002 – Kazakh Humanitarian and Law University, specialty "Jurisprudence". 2004 – Kainar University, specialty "Economist". University of Sheffield, Master's degree in Public Administration and Public Policy.

Scope of authority and responsibilities: Coordination and overall management of the State Corporation's activities; implementation of state policy and coordination of areas under the State Corporation's authority; international cooperation in relevant areas; personnel matters within the powers defined by the Charter of the State Corporation and the legislation of the Republic of Kazakhstan; organization of the execution of decisions of the Sole Shareholder and the Board of Directors; coordination of activities related to the implementation of the Development Strategy of the State Corporation, external communications, and prevention of corruption and other violations.

Other employment and membership in Boards of Directors of other organizations: None

Ownership of shares in the State Corporation, as well as its suppliers and competitors: None.

KARKINBAYEV Galym Abibullayevich

Deputy Chairman of the Management Board

Term of office: May 25, 2022 – present

Citizenship: Republic of Kazakhstan **Gender:** Male

Date of birth: June 25, 1963

Education: 1989 – Kazakh Agricultural Institute named after the Order of the Red Banner of Labor, specialty "Agronomy". 2003 – T. Ryskulov Kazakh Economic University, specialty "Economics".

Scope of authority and responsibilities: Representation of the interests and ensuring the fulfillment of the functions of the State Corporation in matters of land cadastre and land management activities; state registration of rights to immovable property; registration of pledges of movable property not subject to mandatory state registration; state registration (re-registration) of legal entities, as well as accounting registration of their branches and representative offices; state registration of civil status acts in accordance with current legislation; state land accounting and land cadastre works.

Other employment and membership in Boards of Directors of other organizations: None

Ownership of shares in the State Corporation, as well as its suppliers and competitors: None

IBRAYEV Askhat Mertnayevich

Deputy Chairman of the Management Board.
Term of office: May 3, 2022 – present
Citizenship: Republic of Kazakhstan **Gender:** Male
Date of birth: January 21, 1981
Education: 2002 – A. Baitursynov Kostanay State University, specialty "Jurisprudence"
Scope of authority and responsibilities: Representation of the interests and ensuring the fulfillment of the functions of the State Corporation in matters of the accumulative pension system, social benefits, the mandatory social insurance system, and mandatory social health insurance; service technologies; and support of the "e-Otinish" project.
Other employment and membership in Boards of Directors of other organizations: None
Ownership of shares in the State Corporation, as well as its suppliers and competitors: None

ILYASSOV Aibat Bolatovich

Term of office: January 17, 2024 – present
Citizenship: Republic of Kazakhstan **Gender**: Male
Date of birth: October 11, 1982
Education: 2004 – Karaganda State Technical University, specialty "Software for Computing Equipment and Automated Systems". 2012 – Karaganda Economic University of Kazpotrebsoyuz, specialty "Jurisprudence".
Scope of authority and responsibilities: Representation of the interests and ensuring the fulfillment of the functions of the State Corporation in the areas of digitalization and information technologies; support of the Unified State Real Estate Cadastre system; development of strategies for improving the activities of the Unified Contact Center.
During substitution of the Deputy Chairman of the Management Board for Front Offices, coordinates issues of operational management, response, and control of business processes in the provision of public services, as well as the schedule of front office operations; ensures the conduct of public monitoring of the quality of public service delivery to determine population satisfaction levels; development of public service offices; and development of specialized public service centers.
Other employment and membership in Boards of Directors of other organizations: None
Ownership of shares in the State Corporation, as well as its suppliers and competitors: None

MUKANOV Satybaldy Kussayinuly

Chief of Staff of the Management Board

Term of office: August 23, 2024 – present

Citizenship: Republic of Kazakhstan **Gender:** Male

Date of birth: September 18, 1991

Education: 2012 – Kazakh Humanitarian and Law University, Bachelor in Economics and Business. 2013 – Kazakh University of Economics, Finance and International Trade, Master in Economics and Business. 2016 – Kazakh Humanitarian and Law University, Bachelor of Law. 2016 – Kazakh Humanitarian and Law University, Bachelor of Law

Scope of authority and responsibilities: Representation of the interests and ensuring the fulfillment of the functions of the State Corporation in the following areas: coordination of the risk management and quality management system; rulemaking; personnel administration and human resource management; public procurement of goods, works, and services; administrative and operational support of the Corporation's activities; occupational safety and labor protection; legal support of activities; and records/document management.

Other employment and membership in Boards of Directors of other organizations: None

Ownership of shares in the State Corporation, as well as its suppliers and competitors: None.

IBRAYEV Kanat Serikovich

Chief Financial Officer, Member of the Management Board

Term of office: August 28, 2024 – present

Citizenship: Republic of Kazakhstan **Gender:** Male

Date of birth: November 15, 1978

Education: 2000 – Sh. Ualikhanov Kokshetau University, specialty "Economist-Manager". 2020 – University of Strathclyde (United Kingdom), Master's degree in International Accounting and Finance (Bolashak Program).

Scope of authority and responsibilities: Representation of the interests and ensuring the fulfillment of the functions of the State Corporation in the areas of financial activities; accounting; economic activities of the Corporation; asset management and commercial services; marketing analysis and commercialization; regulation of tariffs for services provided by the State Corporation; and budget execution.

Other employment and membership in Boards of Directors of other organizations: None

Ownership of shares in the State Corporation, as well as its suppliers and competitors: None

Meetings of the Management Board were held in accordance with the approved schedule, during which matters related to ensuring the activities of the State Corporation were considered.

In 2024, the Management Board held 53 meetings, of which 16 were in-person and 37 in absentia (in 2023 – 69 meetings, including 7 in-person and 62 in absentia). Compared to 2023, the number of in-person meetings increased by 20%.

A total of 150 issues were submitted and considered (in 2023 – 158), with the following outcomes: 92 issues approved, 46 issues endorsed, 6 issues withdrawn from consideration, 4 issues returned for revision, 2 issues taken into account

Structure of Issues Considered by the Management Board

Category of Issues	Number	Share, %
Submitted for Consideration by the Board of Directors	25	16,7
Approval of Internal Regulatory Documents	52	34,7
Human Resources	24	16
Financial	24	16
Assets (transfer of property, including lease)	17	11,3
Other	8	5,3

During the reporting period, no significant cases of non-compliance with laws and regulations resulting in fines or sanctions were recorded in the State Corporation.

3.7.5. Remuneration of Governing Bodies

Remuneration of Independent Directors

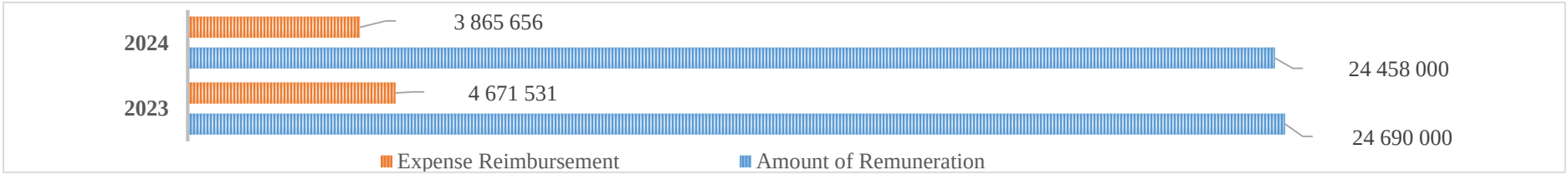
Условия The terms and procedures for the payment of remuneration and reimbursement of expenses to members of the Board of Directors are defined in the Rules for the Payment of Remuneration and Reimbursement of Expenses to Members of the Board of Directors, approved by the decision of the Sole Shareholder on October 4, 2019 (Order No. 262/к) (hereinafter – the Rules).

The provisions of these Rules do not apply to members of the Board of Directors who are civil servants or employees of the State Corporation. Only Independent Directors receive remuneration.

The Sole Shareholder has the right to refuse reimbursement of expenses to Independent Directors if their actions are not related to the performance of director's duties or have led to negative consequences for the State Corporation.

Independent Directors are paid basic and additional remuneration for participation in the meetings of the Board of Directors and its Committees. They are also reimbursed for expenses related to in-person participation and business trips, while remuneration in the form of shares or other benefits is not provided.

Comparative Chart on the Payment of Remuneration and Reimbursement of Expenses to Independent Directors



During the reporting period, there was a decrease in the total amount of expense reimbursements paid to the members of the Board of Directors of the State Corporation.

Remuneration of the Management Board Members

The procedure and conditions for the payment of remuneration to the members of the Management Board are defined by the Rules on Remuneration of Executive Employees, Internal Audit Service Staff, Corporate Secretary, Ombudsman, Compliance Control Service, and Corporate Secretary Service of the State Corporation, as well as the Rules for Evaluating the Effectiveness of Executive Employees and Payment of Remuneration, approved by the Board of Directors of the State Corporation on November 26, 2021 (Minutes No. 01-01-02/09).

The Board of Directors, in agreement with the Sole Shareholder, determines the level of official salaries, terms of remuneration, and bonuses for the Chairperson and members of the Management Board. The main condition for the payment of remuneration is the availability of consolidated net profit for the reporting year.

Remuneration is paid annually, based on performance results, depending on the achievement of motivational key performance indicators (KPIs), which consist of corporate and functional indicators approved by the Board of Directors. Motivational KPIs are developed in the form of KPI maps through the cascading of the Sole Shareholder's expectations and the State Corporation's strategic objectives into specific measurable indicators.

As of the date of approval of this Report, remuneration for the members of the Management Board for 2024 had not been paid.

3.7.6. Corporate Control

3.7.6.1. Ombudsman

The Ombudsman of the State Corporation is appointed by the Board of Directors and reports to it annually on the results of their work.

Key functions of the Ombudsman include: ensuring compliance with the Code of Business Ethics by relevant bodies, employees, and officials of the State Corporation; strengthening measures to prevent and resolve labor disputes and conflicts of interest; providing assistance in addressing social and labor-related issues; improving the system of corporate culture and business ethics; ensuring effective interaction between employees and the governing bodies of the State Corporation.

The Ombudsman's Regulations and contact details are published on the official website of the State Corporation.

The Ombudsman's activities in 2024 were carried out in accordance with the approved Work Plan.

In efforts to prevent labor disputes and improve the moral and psychological climate, the Ombudsman applied methods such as monitoring and observation, analysis of statistical data, review of social media publications, as well as information obtained through employee appeals, including in-person consultations. To optimize financial resources, remote work formats were predominantly used. Online meetings were held with regional branches in Atyrau, Mangystau, Akmola, Almaty, Zhambyl, and Abai regions, where issues related to compliance with labor legislation, conflict prevention, and awareness-raising on ethical standards were discussed.

The analysis showed that the State Corporation has established an effective system for personnel development and awareness-raising, which has positively contributed to maintaining a favorable moral and psychological climate in teams. This is evidenced by a decrease in the number of appeals to the Ombudsman from six in 2023 to three in 2024. Among the three appeals related to dismissals, one resulted in the cancellation of an order due to a violation of disciplinary procedures..

Through close cooperation with the HR department, the Ombudsman reviews administrative materials on termination of employment contracts at an early stage and provides recommendations. Out of eight cases of contract termination brought to court by employees, seven were denied, and one is still under consideration.

To ensure effective personnel management, maintain motivation, and support a favorable moral and psychological climate, the Ombudsman issued recommendations to strengthen methodological work on enhancing employees' professional skills in the regions, improve planning of material incentives, and conduct conflict prevention at early stages.

3.7.6.2. Compliance Control

Since May 2021, the State Corporation has operated a Compliance Control Service (hereinafter – CCS), which ensures adherence to anti-corruption legislation, internal regulatory requirements, and best practices in combating corruption.

The State Corporation has implemented standards and procedures designed to counter any manifestations of corruption, fraud, and violations of ethical norms.

The Board of Directors has approved the following compliance policies: Anti-Corruption and Anti-Fraud Policy; Due Diligence and Counterparty Verification Policy; Conflict of Interest Prevention and Resolution Policy; Compliance Risk Management Policy; Policy on Gifts, Cultural, Entertainment, and Representative Events; Whistleblowing Policy.

Each of these documents is aimed at mitigating and eliminating compliance risks both within the Corporation and in interactions with its counterparties. The compliance policies are based on the precautionary principle, meaning that they establish specific procedures to identify, prevent, and address compliance risks across the above areas. The Whistleblowing Policy provides mechanisms for protecting the rights and freedoms of individuals affected by corruption, fraud, or ethical violations.

Compliance policies are integrated into the Corporation's DamuBPM electronic workflow system, while training on these policies for employees is conducted in SimBASE followed by mandatory testing. For the general public, materials on compliance control are regularly published in the "News" section of the official website, including policy content and information on reporting channels for corruption, fraud, and ethical violations (*https://gov4c.kz/ru/press-center/news/*). The Anti-Corruption and Anti-Fraud Policy is also publicly available to any counterparty or partner (*https://gov4c.kz/upload/iblock/6be/5r2ljhmytwg8xewiqg146gtchwdrz9iq.pdf*).

Compliance policies are embedded in all relevant processes. Furthermore, adherence to CCS recommendations and requirements is included as an independent Key Performance Indicator (KPI) for members of the Management Board.

Compliance obligations are also reflected in the provisions governing the Corporation's structural units and in employees' job descriptions.

Promoting an Anti-Corruption Culture is one of the key tasks of the CCS. Each employee is personally responsible for upholding anti-corruption culture in line with their duties, supporting the Corporation's system of values, and demonstrating zero tolerance for corruption. This is reinforced through training, awareness campaigns, and organizational measures. Accordingly, in 2024, 15,857 out of 16,330 employees (97.1%) completed training and testing on compliance policies.

To identify corruption and fraud risks in legal acts and organizational/managerial processes, in 2024 the CCS carried out three Internal Analyses of Corruption and Fraud Risks (ICFRs) in the following areas: social security, activities of Public Service Centers (PSCs), activities of Specialized PSCs.

As a result, 14 corruption and fraud risks were identified. Corrective Action Plans were developed and approved based on CCS recommendations, with execution monitored by the CCS.

In 2024: 35 measures were fully implemented, 1 measure was partially implemented, 2 measures remain under ongoing monitoring, 5 measures were not implemented (with deadlines extended), and for 15 measures deadlines have not yet fallen due.

In addition, the Corporation provides mechanisms for whistleblowing via a dedicated hotline (*Compliance.control@gov4c.kz*) and the national call center 1414. These channels allow employees and stakeholders to confidentially (and, upon request, anonymously) report incidents of corruption, fraud, labor law violations, breaches of accounting rules, public procurement irregularities, or information leaks by suppliers.

In 2024, the Compliance Control Service (CCS) reviewed 108 appeals (compared to 280 in 2023, a 61% decrease). Based on the results, the CCS took measures including: initiating disciplinary actions against employees, terminating employment contracts, resolving conflicts of interest, and conducting awareness-raising activities. Some cases remain under review, with materials forwarded to competent authorities and the management of the State Corporation.

Importantly, in the reporting year no corruption cases were recorded that resulted in termination of employment or disciplinary sanctions for corruption. Likewise, there were no cases of contract termination, non-renewal, or suspension with business partners due to corruption violations, nor were there any public lawsuits related to corruption.

To support risk-informed decisions in contracting with potential counterparties, the CCS conducts comprehensive due diligence reviews. In 2024, a total of 186 reviews were carried out: 109 upon request and 77 as part of process testing. Outcomes included 89 positive opinions issued, 16 applications rejected, and 6 returned for revision. Of the assessed transactions, 2 were classified as high-risk, 122 as medium-risk, and 42 as low-risk. For 16 transactions, no review was conducted because the counterparties were included in the exclusion list under the Due Diligence and Counterparty Verification Policy. Information on significant transactions during the reporting period is disclosed in the annual financial report available on the website (https://gov4c.kz , section "Financial Statements").

The CCS also carries out conflict of interest checks during the recruitment of candidates for positions listed in the approved register (including management positions and regional branches), as defined by the Compliance and Risk Committee of the Board of Directors of the State Corporation.

In 2024, 100% of submitted declarations on the presence/absence of conflicts of interest were reviewed, totaling 1,107 declarations. The analysis identified 67 conflicts of interest and 5 risks. In the course of these checks, the CCS continuously maintains relevant conflict-of-interest registers. Conflicts identified in 2024 were resolved through measures such as: reassignment/relocation, delegation of signing authority, exclusion from collegial commissions, abstention from decision-making, termination of employment contracts, and rejection of employment offers, among others.

Information regarding the presence or absence of conflicts of interest is reported quarterly to the governing body of the State Corporation – the Board of Directors. In 2024, the Board of Directors did not issue any recommendations to the Management Board regarding the resolution, prevention, or mitigation of conflicts of interest.

The CCS continuously monitors compliance by the structural divisions and regional branches of the State Corporation with the Policy on Gifts, Cultural, Entertainment, and Representative Events.

In 2024, the CCS reviewed three applications:

- On May 17, 2024, approval for gift-giving was denied;
- On June 21, 2024, gift-giving was approved for 5 persons, while requests for 3 persons were denied;
- On December 23, 2024, gift-giving was approved.

The refusals were based on the restrictions established by the Corporation’s Gift, Cultural, Entertainment, and Representative Events Policy.

In addition, in 2024, awareness videos were broadcast covering topics such as receiving public services without intermediaries, reporting channels for corruption and fraud, the work of the CCS, and the prohibition of bribes and gifts in the provision of public services. These videos were displayed in Public Service Centers (PSCs), Specialized PSCs, and on the official Facebook page of the State Corporation, and were aimed at preventing corruption and fraud.

3.7.6.3. Internal Audit

The Internal Audit Service (IAS) is a body of the State Corporation responsible for organizing and conducting internal audits. The IAS reports directly to the Board of Directors and is accountable to it for its activities.

The main purpose of the IAS is to provide the Board of Directors with independent and objective audit assurances and consulting services aimed at improving risk management, internal control, and corporate governance systems within the State Corporation.

In carrying out its activities, the IAS is guided by the legislation of the Republic of Kazakhstan, the Charter, decisions of the governing bodies of the State Corporation, the Regulation on the IAS, the Internal Audit Manual, and other internal

documents of the State Corporation, while relying on the fundamental principles of the International Professional Standards of Internal Auditing and the Code of Ethics.

The IAS operates in accordance with the annual audit plan, approved by the Board of Directors, as well as unscheduled assignments issued at the request of the Board of Directors. In the course of day-to-day operations, the IAS also provides prompt consultations to employees of the State Corporation.

In accordance with Clause 79 of the Charter and Clause 15.7 of the Regulation on the Board of Directors, the Board reviews reports submitted by the IAS. The IAS submits quarterly and annual activity reports to the Board of Directors, which are preliminarily reviewed by the Audit Committee.

The Annual Audit Plan for 2024 included 7 audit and 7 non-audit assignments. All planned activities were completed on schedule.

As a result of the audits conducted, 248 findings were identified. The main findings were related to budget planning and execution, accounting, public procurement, and HR administration. Cases of inefficient use of funds, misuse of assets of the State Corporation, as well as inconsistencies and deficiencies in the delivery of public services, were revealed. The annual report on the IAS's performance for 2024 was taken into consideration by the Board of Directors.

To mitigate risks and prevent future violations, in 2024 the IAS issued 282 recommendations, of which 33 were scheduled for completion within the year (all implemented), while the rest remain in the process of implementation.

The IAS continuously analyzes and monitors the implementation of recommendations issued as a result of conducted audits.

3.7.6.4. Risk Management and Internal Control

The Risk Management System (RMS) and the Internal Control System (ICS) of the State Corporation encompass processes and procedures that provide the Board of Directors and the Management Board with timely information on risks and the measures taken to mitigate them in order to achieve strategic goals and performance indicators.

A key element of the risk management and internal control process is its integration with the Corporation's activities and core principles, business processes, and the involvement of every employee in this process.

The RMS and ICS framework consists of four levels of risk and control management: 1) The Board of Directors, 2) The Management Board, 3) The structural unit responsible for risk management and internal control, 4) The Internal Audit Service and other structural units (risk and process owners).

In its risk management and internal control activities, the State Corporation applies the International Standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) – Enterprise Risk Management: Integrated Framework (2020) and Internal Control – Integrated Framework (2022), along with internal regulatory documents: the Risk

Management Policy, Internal Control Policy, Business Process Management Policy, Quality Policy, Risk Management Rules, and Internal Control Rules.

In 2024, the Corporation continued to strengthen its RMS and ICS by updating policies and rules on risk management and internal control, updating the Risk Register and Risk Map, approving risk management reports and an action plan for risk mitigation, and conducting diagnostics of the RMS and ICS by external consultants within the framework of the corporate governance evaluation, with recommendations provided for further development. The RMS and ICS policies are published on the corporate website: *https://gov4c.kz/ru/management/sistema-upravleniya-riskami-i-vnutrennego-kontrolya/*

Risk Management Activities: In line with the Risk Management Policy, the Management Board submits a Risk Management Report to the Board of Directors twice a year. This report includes: analysis of potential and realized risks, information on the implementation of the Key Risk Mitigation Action Plan, with particular focus on risks in the area of public services, updates on the implementation of the Comprehensive Risk Management Action Plan for 2023–2025. *(Since Q3 2024, the Management Board has been submitting this report quarterly, in compliance with Clause 201 of the Model Corporate Governance Code for state-controlled joint-stock companies (excluding the Sovereign Wealth Fund), approved by Order No. 21 of the Minister of National Economy of the Republic of Kazakhstan dated October 5, 2018.).*

All identified and assessed risks are reflected in the Risk Register and Risk Map, which are monitored on a monthly basis. The Risk Register is divided into two categories: the Base Risk Register, and the Public Services Risk Register.

Information on Risk Migration in 2024

Period	Base Risk Register	Risk Map			Register of Risks in Public Services			
		Red Zone	Yellow Zone	Green Zone	Total	Red Zone	Yellow Zone	Green Zone
As of January 1	51	24	24	3	27	15	5	7
As of July 1	51	13	32	6	27	13	7	7
As of December 31	49	24	23	2	17	11	6	

Despite the measures taken to mitigate risks, 13 risks materialized during the reporting year.

Potential Key Risks

№	Risk Name
1	Technical failures of information systems
2	Force majeure circumstances preventing the provision of public services
3	Poor-quality delivery of public services in the area of social security
4	Delays in the approval of tariffs for monopoly services
5	Non-fulfillment of revenue plans by regional branches
6	Deterioration of cash liquidity
7	Delayed launch of a commercial project
8	Reduction of funding under contracts with government agencies
9	Insufficient provision of fixed assets and inventory for the quality delivery of public

Risk Categories

Группа риска	Количество
Operational Risks	20
Financial Risks	7
Коррупционные риски	4
Правовые риски	5
Стратегические риски	3
Риски безопасности	2
Риски информационной безопасности	4
Репутационные риски	4

	services
10	Non-compliance of employees with the anti-corruption policy

On the implementation of the Comprehensive Risk Management Plan for the three-year period 2023–2025, which was developed upon the recommendation of the Compliance and Risk Committee of the Board of Directors and approved by its decision, the following results have been achieved: for 2024, 47 activities were planned, of which 26 have been implemented, 2 have been partially implemented, and 19 are in progress (the plan includes three areas: equipping Public Service Centers, service quality, and personnel issues).

As part of internal control, quarterly monitoring is carried out regarding the implementation of the recommendations of the Internal Audit Corrective Action Plan (CAP). Based on the results of 2024, three CAPs were approved, which provided for the implementation of 140 Internal Audit recommendations. Of these, 25 recommendations have been implemented, deadlines have been extended for 12, and 103 remain to be implemented. Information on the execution of CAPs is submitted to the Chairperson of the Management Board and the Internal Audit Service (IAS).

The risk management system and the internal control system in the State Corporation are structured to ensure the quality delivery of public services in accordance with the legislation of the Republic of Kazakhstan and to prevent risks: strategic, operational, financial, legal, security, information security, reputational, and corruption-related.

Within the framework of risk management and internal control, the structural unit responsible for risk management on an ongoing basis reviews issues submitted for approval by the Management Board, taking into account risk management and internal control considerations. During the reporting period, conclusions were prepared on 184 issues submitted to the Management Board, with recommendations provided and corresponding assessments made to prevent potential risks.

3.7.6.5. Internal Security

The Internal Security Service (hereinafter – ISS) ensures internal security and counter-terrorism protection of the facilities of the State Corporation.

Within the scope of its competence, during preventive measures conducted in 2024, the ISS identified 4,133 violations, which is a 34% increase compared to 2023 (3,080 violations). The following measures were taken in response to the identified violations: employees were subjected to disciplinary action, employment contracts were terminated, materials were forwarded to law enforcement agencies, and criminal cases were initiated.

In accordance with the Plan “Organizing work to enhance anti-corruption culture among employees of the State Corporation and its branches”, a total of 325 seminars on the study of the Law of the Republic of Kazakhstan on Anti-Corruption were held. Among them: 23 with the participation of the Anti-Corruption Service, 127 with other law enforcement agencies, 17 with other state bodies, and 158 internal seminars.

In 2024, compared to 2023, the number of materials submitted by the State Corporation to law enforcement agencies for procedural action increased by almost 30% (*2024 – 90, 2023 – 64*). Among them, the number of criminal cases initiated more than tripled (*2024 – 29, 2023 – 9*), which indicates an improvement in the quality of the submitted materials. At the same time, it should be noted that despite the increase in identified violations (*2024 – 4,133, 2023 – 3,080*), there was a noticeable decrease in the use of disciplinary practices by branch managers (*2024 – 208, 2023 – 319*).

A survey was conducted among service recipients and employees of the State Corporation to determine the level of corruption perception. A total of 29,347 people participated.

The results showed that over 90% of respondents positively evaluated the State Corporation's anti-corruption efforts. However, 3% reported negative experiences when receiving public services, which may indicate potential issues in service delivery or perception of service quality.

For a more in-depth assessment of anti-corruption efforts, an anonymous employee survey was carried out, with 8,613 participants (around 56% of the total workforce). The results showed that the perception of corruption within the corporation was rated at 7 out of 10 points, which demonstrates a high level of trust in the measures taken to minimize corruption risks. This score of 7 also meets the requirement that the indicator should not fall below 5.The survey results were thoroughly analyzed, leading to the conclusion that employees are generally satisfied with management's efforts in minimizing corruption risks. This confirms the effectiveness of the measures undertaken to ensure internal security and combat corruption.

The State Corporation values feedback. Therefore, if you have any questions or suggestions regarding the 2024 Report, please contact us through the available communication channels listed below:
Non-Commercial Joint-Stock Company "State Corporation 'Government for Citizens'"
Address: Republic of Kazakhstan, 010000, Astana, Kerey and Zhanibek Khans Street, Building 4
Tel.: 8 (7172) 95-51-77, 95-51-78 , E-mail: *kense_nao@gov4c.kz*, Website: *https://gov4c.kz*.

Appendix 1

GRI Standards Index

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