

### Environmental remediation

KMG also creates provisions for obligations related to environmental clean-up and rehabilitation, based on its estimates and judgements. Environmental costs are either capitalised or expensed based on their future economic benefits.

The Company's environmental remediation reserve represents management's best estimates based on an independent assessment of the expected costs required for KMG to comply with the existing Kazakh and European regulatory frameworks. As of 31 December 2025, the carrying amount of the provision for obligations related to asset disposal and land reclamation was KZT 33.6 bln (as of 31 December 2024: KZT 41.8 bln) (for details, see Note 4 in the consolidated financial statements).

### Water protection

Water is an integral part of all KMG production processes. KMG adheres to the principles of the UN Global Compact and integrates the Sustainable Development Goals (SDGs) into its operations. The Company adheres to all 17 SDGs, including Goal 6, Clean Water and Sanitation. In its activities, the Company strives to reduce water consumption, increase water use efficiency, drive up water reuse and recycling, improve the quality of effluents, and minimise the impact on natural water bodies.

As KMG is a vertically integrated company engaged in the production, transportation, and processing of hydrocarbons, all our processes consume a lot of water. The Company takes water from surface and underground sources, municipal water supply systems, and the Caspian Sea. Wastewater from KMG's operations mainly goes to specialised receivers: storage ponds, and evaporation and filtration fields. Those facilities are technical structures designed for natural treatment of wastewater and preventing environmental pollution. Operations that do not have their own storage facilities transfer wastewater to dedicated companies for treatment and disposal. The quality standards for discharged water established by environmental laws are met through the use of mechanical and biological methods of effluent treatment. However, no wastewater is discharged into surface natural water bodies.

One of the Company's most important objectives is to increase the reuse of treated effluents by returning them to the process, using them for irrigation of green areas, and dust suppression on construction sites and roads.

KMG uses the WRI<sup>1</sup> Aqueduct water stress metrics to evaluate and monitor production assets in water stressed areas within the Caspian Sea, and the Syr Darya and Ural river basins.

### Kenderly seawater desalination plant

In 2025, KMG completed construction of the Kenderly seawater desalination plant, situated approximately 100 km from the city of Zhanaozen. Implemented on the instructions of the President of Kazakhstan, it is one of the Company's largest social infrastructure projects in the Mangistau Region. With a design capacity of up to 50 thous. m<sup>3</sup> of drinking water per day, the plant will provide a reliable water supply for Zhanaozen and the surrounding settlements.

The project was delivered by Ak Su KMG, a subsidiary of Ozenmunaigas. Construction was completed in May 2025, and commissioning began in July with the launch of the full production cycle. The facility uses a modern multistage treatment and desalination system that brings water quality up to drinking water standards.

The plant's strategic significance for the region is considerable: it reduces the load on the Astrakhan–Mangyshlak main water line, enhances the reliability of water supply, and supports the social and economic development of the Mangistau Region.

In its initial stage, the facility will operate in a water deficit compensatory mode, supplementing existing supply sources for the city of Zhanaozen.

The project represents the Company's largest social initiative in the region, having created 91 permanent jobs, with up to 650 people employed during the construction phase.

## Social responsibility

KMG complies with the legal and regulatory requirements applicable in the Republic of Kazakhstan, as well as with international laws and treaties regulating oil companies, and is aware of its responsibility to shareholders, communities, and investors for the impact on the economy, environment, and society, for the creation of long-term business value, and for sustainable growth in the long run.

### Development of the Company's regions of operation

#### Social and economic projects

KMG contributes to social and economic development in its regions of operation. We actively cooperate with local authorities, maintain an ongoing dialogue with key stakeholders, and focus on training and development of young skilled talent. We also run social initiatives for KMG Group's employees and are committed to supporting domestic producers through off-take agreements. Among other things, KMG Group companies invest in the development of socially important facilities, construction of sports complexes, and regional social and economic development under subsoil use contracts and the Comprehensive Development Plan.

In 2020–2025, the Company implemented social projects totalling KZT 356 bln.

The largest projects include:

- construction of a community centre for 300 visitors in Tasshagyl (KZT 200 mln, 2021);
- construction of schools (for 300 pupils) in Kulsary, Zhylyoi District, and Balausa, Atyrau (for 600 pupils) (KZT 831 mln, 2022);
- construction of a kindergarten for 280 children in Besikti, Atyrau Region (KZT 783 mln, 2023);
- construction of 21 sports grounds in Zhanaozen, Zhetybai and other locations (KZT 1 bln, 2023);
- completed construction of a multifunctional sports complex in Uralsk (KZT 19.9 bln, 2024);
- launch of a Schoolchildren Palace in Kyzylorda financed by Kazgermunai (KZT 2.4 bln, 2024);
- implementation of the project titled "Otpan: Network of Anchor Schools in the Mangystau Region". KMG renovated more than 50 classrooms and educational spaces in schools in Taushyk (Tupkaragan District), Zhetybai (Karakiya District), and Rakhat (Zhanaozen) (total of KZT 504 mln, 2024–2025);

- launch of a Rehabilitation and Support Centre for special children in the Zhylyoi District, Atyrau Region (KZT 983.2 mln, 2024);
- planting of 4.4 mln saxaul seedlings on the dried seabed of the Aral Sea (KZT 420 mln, 2024) and over 600 trees in Astana (KZT 68 mln, 2024);
- KMG implements the Zharkyn Bolashak project to enhance education level for children of the Mangistau Region. Currently, over 1 thous. students who received grants study in 56 educational institutions across Kazakhstan's ten regions (KZT 4.2 bln);
- projects were implemented for the construction of a seawater desalination plant in Kenderly (KZT 121.2 bln), as well as the construction of the Schoolchildren Palace (Bolashaq sarayi) in Zhanaozen (KZT 4.2 bln).

The subsoil use contracts signed by KMG subsidiaries provide for significant investment in developing the regions of operation and social support to vulnerable population groups. The Company's subsidiaries and associates also provide funds to local executive bodies, which are further distributed in line with the needs of local communities under agreements and memoranda concluded with the akimats of the respective regions. These include:

- Kazgermunai transferred KZT 377 mln for the social and economic development of the Kyzylorda Region;
- Ozenmunaigas allocated KZT 1.7 bln to the state-owned utility company Ozeninvest, under the akimat of Zhanaozen, for the maintenance of municipal services;
- Embamunaigas allocated KZT 884 mln for the construction of new residential buildings in Dossor, Makat District;
- Mangistaumunaigaz donated KZT 140 mln to support social and economic development of the Mangistau Region and its infrastructure;
- Kazakhoil Aktobe allocated KZT 443 mln for the social and economic development of the Aktobe Region and its infrastructure under a memorandum with the akimat of the Aktobe Region;
- Urikhtau Operating allocated KZT 59 mln to finance the region's social and economic development and infrastructure;
- Kazakhturkmunay transferred KZT 326 mln for the social and economic development of the Aktobe Region;

<sup>1</sup> World Resources Institute.

- Ural Oil and Gas transferred KZT 59 mln for the social and economic development of the West Kazakhstan Region;
- Karazhanbasmunai transferred KZT 230 mln for the social and economic development of the Mangistau Region.

**Funds transferred to local executive bodies (under subsoil use contracts), KZT bln**



The approved 2025 budget for the North Caspian Project under the implemented social and infrastructure initiatives totalled USD 13 mln (KMG Kashagan B.V. share – USD 2.19 mln). Actual spending totalled USD 11.5 mln (USD 1.94 mln attributable to KMG Kashagan B.V.). In the Atyrau Region, projects were completed for the construction of a kindergarten for 160 children in the Orleu residential area (Taskala-2), as well as one 60-apartment block of flats each in Kadyrka (Kurmangazy District) and Dossor. During the year, projects were launched to expand School No. 2 and renovate the central square in the settlement of Makat, as well as a project to purchase ambulances for the Makat District Hospital. In the Mangistau Region, 20 ambulances were delivered as part of a project to equip the region’s emergency medical services.

The approved 2025 budget for the Karachaganak Project under the implemented social and infrastructure initiatives totalled USD 118 mln. However, due to the postponement of several social infrastructure projects to 2026, the 2025 budget was adjusted to USD 60.5 mln (KMG Karachaganak’s share – USD 6.05 mln).

As part of the Egilik voluntary programme, Tengizchevroil finances significant projects agreed upon with local authorities for the construction of kindergartens, schools, and other socially important facilities in Atyrau and the Atyrau Region, including the Zhylyoi District. The programme’s annual financing

amounts to USD 25 mln. In total, from 1999 to January 2026, USD 455 mln has been invested in the social development of the region under the Egilik programme.

In 2025, the construction of a sports and recreation complex in the village of Zhanatalap, Atyrau, was completed, and preparatory work began on five other projects. A significant portion of the Egilik programme funds (USD 18.5 mln) in 2025 was directed, at the request of the akimat, towards the purchase of medical and specialised equipment.

**Sponsorship and charity in 2025**

**Ozenmunaigas:**

- financed the implementation of the Daryn Joly educational project, which provided training for 192 teachers and students from secondary schools in Zhanaozen, and Tupkaragan and Karakiya districts, totalling KZT 158 mln;
- financed the purchase of specialised burn treatment equipment for the city hospital in Zhanaozen, at a project cost of KZT 223 mln; additionally, financial support was provided to ten highly specialised doctors (for relocation to Zhanaozen, rental housing) totalling KZT 77.9 mln;
- financed the refinement and technical support of an automated system for employment management and human resource allocation in organisations in Zhanaozen, amounting to KZT 70 mln;
- held a national sitting volleyball championship for veterans, costing KZT 12 mln.

**Embamunaigas:**

- financed the construction of a library and museum in Dossor, Makat District, Atyrau Region, for KZT 868 mln, as well as a training and production facility in Atyrau costing KZT 1.14 bln;
- provided sponsorship assistance under the Road to School programme, supplying school backpacks and stationery to 536 students from low-income families, totalling KZT 18.7 mln;
- provided sponsorship assistance for equipping secondary schools in the Kyzylkoga District of the Atyrau Region with sports equipment, totalling KZT 7 mln;
- provided sponsorship assistance for the implementation of a project to install an art installation – a nodding donkey oil pump – in front of the Ministry of Energy building in Astana, totalling KZT 42.6 mln.

**KazMunayGas-Aero:**

- sponsored the equipping of two Kazakhstan Premier League stadiums with interactive LED boards, totalling KZT 200 mln.

**KMG:**

- provided charitable assistance for the Charity Samruk Marathon in the amount of KZT 15 mln;
- provided charitable assistance to the ULAN PLUS public foundation for planting 150 thous. Scots pine seedlings in areas affected by a major fire in 2022 in the Kostanay Region, in the amount of KZT 19.32 mln.

**HR Policy**

The Company achieves its key social responsibility objectives through the existing systems of internal communications between employers and employees, cooperation with local executive bodies and trade unions, and fair collective bargaining with employees.

All employees of the Company have the right to safe and healthy working conditions, recognition and fair evaluation of their contribution to the Company, assistance in enhancing their professional skills, and an open and constructive discussion of the quality and effectiveness of their work. The Company has a zero tolerance policy for discrimination by nationality, race, religion, age, gender, political beliefs or other grounds.

Guided by the principles of meritocracy, fairness, and objectivity, KMG creates an environment where every employee has the opportunity to achieve new successes, where contributions are fairly recognised, and where a culture of understanding, engagement, and mutual support is cultivated across all levels of the organisation.

**Approach to management and maintaining social stability**

Social stability among the employees of KMG’s subsidiaries and associates is assessed by the Social Partnership Centre using the Samruk Research Services

(SRS) methodology, which measures engagement, social well-being, and social tranquillity. The indicators are evaluated through a sociological survey.

The 2025 annual survey covered 5,086 employees from 19 of KMG’s subsidiaries and associates. Based on the assessment results, the SRS index for KMG Group was 84%.

According to the established SRS scale, a social stability level of 84% at KMG is defined as “above average”, characterising the Company as paying increased attention to social development issues.

In the reporting period, KMG took timely measures to resolve conflicts.

As a result, the number of strikes in 2025 halved compared to 2024, to nine incidents. It should be noted that strikes occurred only at contractor organisations, to which KMG fulfils its obligations in full.

The main cause of the strikes is the failure of contractors to properly fulfil their obligations to their employees.

**Staff composition**

KMG Group employs more than 50 thous. people across its regions of operation. KMG Group’s headcount at the end of 2025 was 52,035 people, of whom 48,714 were full-time employees and 3,321 employees were outstaffed.

**Indicator Unit KMG Group headcount (consolidated)<sup>1</sup>, employee**



<sup>1</sup> Headcount includes the actual headcount for KMG Group, as well as employees who are temporarily absent due to long-term education or maternity leave and/or parental leave. As of the date of drafting the Annual Report, the indicators are verified by an independent auditor, with minor adjustments possible going forward.

Indicator	Unit	2023	2024	2025
KMG Group's headcount (full-time employees) <sup>1</sup>	employee	48,196	49,243	48,714
• Men	%	81	81	82
• Women	%	19	19	18
Blue-collar employees	%	92	92	92
White-collar employees	%	8	8	8
Employees aged 31 to 50, including:	%	58	58	58
• men	%	81	81	81
• women	%	19	19	19
Employees aged over 50, including:	%	31	30	31
• men	%	81	81	81
• women	%	19	19	19
Employees aged under 30, including:	%	11	12	11
• men	%	87	88	89
• women	%	13	12	11
Jobs created	-	918	17	32
% of average headcount	%	1.9	0.03	0.07
Newly hired employees	employee	5,746	3,928	3,619
Employees on maternity leave and parental leave	employee	623	527	475
• men	%	7	8	9
• women	%	93	92	91
Employees who returned to work from parental leave	employee	290	207	287
• men	%	8	11	6
• women	%	92	89	94
Employment terminated	employee	2,124	3,272	3,209
Managers at all levels, including:	%	10	10	9
• men	%	85	85	81
• women	%	15	15	19
Turnover rate for KMG Group	%	4.5	6.64	6.59

Given that the Company's operations involve heavy, hazardous, and harmful conditions, 82% of employees are men and 18% are women. Blue-collar employees account for 92% of the total headcount, while white-collar employees make up 8%.

In terms of age, the majority of employees (58%) are between 31 and 50 years old, of whom 81% are male and 19% are female.

Employees aged over 50 account for 31% of the total headcount; 81% of them are male and 19% are female.

The share of young people aged under 30 is 11% of the total headcount, including 89% male and 11% female employees.

In 2025, KMG created 32 jobs, which accounts for 0.07% of the average headcount. The Company hired 3,619 new employees. The number of employees whose employment was terminated in the reporting period is 3,209.

The number of employees who took maternity or parental leave was 475, including 9% men and 91% women. The number of employees who returned to work from parental leave was 287, of whom 6% were men and 94% women.

The percentage of employees in management positions at all levels was 9% of the total headcount, with 19% (2024: 15%) being female and 81% (2024: 85%) male.

The 2025 turnover rate for KMG Group was 6.59% (2024: 6.64%).

#### Full-time employee headcount by region

Indicator	Number of employees
<b>Total:</b>	<b>48,714</b>
Republic of Kazakhstan	41,975
Aktobe Region	876
Atyrau Region	11,181
West Kazakhstan Region	349
Jetisu Region	607
Karaganda Region	638
Kyzylorda Region	161
Mangistau Region	21,805
Pavlodar Region	3,205
Ulytau Region	462
Astana	2,126
Shymkent	565
Outside the Republic of Kazakhstan	6,739

#### Equal rights for employees

Gender equality, diversity, inclusivity, and prevention of labour rights discrimination constitute core principles of KMG's HR policy. The Company creates equitable conditions and opportunities across different social and age groups regardless of gender, race, nationality, religion, or other characteristics. This approach fosters the development of teams with diverse perspectives.

Our recruitment processes are conducted without any restrictions or biases related to gender, age, or any other characteristics. A fair remuneration system and equal conditions of social support are established for all. The Company ensures a fair pay system, which implies equal pay for work of equal value.

In line with the global sustainable development goal of achieving gender equality and empowering all women and girls, in 2025 women constituted 18% of KMG's total workforce and held 19% of management positions across all levels.

#### Personal data protection

In 2025, a Working Instruction on the Collection, Processing, and Protection of Personal Data of KMG Employees was developed. Its purpose is to ensure the protection of staff rights. This document complies with the requirements of the Labour Code of the Republic of Kazakhstan and adheres to the following principles:

1. observance of the constitutional rights and freedoms of individuals and citizens;
2. legality;
3. confidentiality of restricted personal data;
4. equality of rights for data subjects, owners, and operators;
5. ensuring the security of the individual, society, and the state.

<sup>1</sup> Starting 2024, KMG Group uses the headcount metric. In previous periods, the actual headcount metric was used. As a result, there are differences in historical data on personnel.

**Training, development and personnel assessment**

One of strategic initiatives for enhancing efficiency in KMG's personnel development is to provide employees with opportunities for retraining and upskilling in promising areas, including petrochemicals, low-carbon development, digitalisation, and IT.

In the reporting period, the average academic training reached 34 hours per employee (2024: 35 hours; 2023: 34 hours). This included 34.8 hours per male employee (2024: 37.5 hours; 2023: 16 hours) and 30.1 hours per

female employee (2024: 24.5 hours; 2023: 27 hours). Total expenditure on employee training amounted to KZT 5.2 bln.

In 2025, 22.9% of all KMG Group employees (compared to 36.5% in 2024) underwent a performance evaluation for the reporting period. This included 24.7% of female employees (compared to 28.5% in 2024) and 22.4% of male employees (compared to 38.3% in 2024).

Main focus areas of training and professional development programmes	
Artificial intelligence in business: first steps with ChatGPT	Mandatory safety training
Economics and finance	Trainer-to-trainer: artificial intelligence practice (training for internal trainers)
Integrated management systems, ISO and OHSAS standards	Safe driving (OPITO, RoSPA)
Laws and regulations	International standards for safe work practices
Procurement of goods, works, and services and Kazakh suppliers	Certification training
Corporate governance. Project management	Training in blue-collar jobs
Information technologies	Corporate culture and communications
Production (exploration and production, transportation, gas business, refining and marketing, service projects, etc.)	Sustainable development

The Internal Auditor of an Integrated Management System according to the ISO/OHSAS Management Standard course was completed by a total of 156 employees. Training in internal audit according to international standards was provided to 136 employees. The ICA Certificate in Managing Sanctions Risk was obtained by three employees.

A total of 36 employees were trained to obtain international qualifications and certifications under ACCA, CIPD, CFA, CIA, and other programmes.

Key employees at KMG and its subsidiaries and associates in charge of strategic projects are annually certified according to the IPMA and PMI PMBOK international project management standards on an annual basis, with 27 employees certified in 2025.

With the support of Samruk-Kazyna, modular training programmes were implemented in the areas of IR School, HR School, 7-Qadam, and 7-Qadam Master, in which 28 employees of KMG Group participated.

**Sustainability training**

- 1 Training related to carbon dioxide capture, storage, and utilisation technologies: seven employees completed an internship at INPEX in Japan under the CCS/CCUS Course Proposal programme
- 2 CCS/CCUS Technologies Training Programme: six employees received training
- 3 Methane emissions management: three employees participated in a training session led by technical specialists from the International Finance Corporation (IFC), part of the World Bank Group

**Leadership Training Programme**

The Company is proceeding with its MANSAP project to develop the Succession Plan for Key Positions within KMG Group for successors in pools A, B, and C. In 2025, a selection process was conducted among over 1 thous. employees of KMG Group, resulting in the following number of successors identified by area:

- exploration and production – 49 successors;
- oilfield Services – 8 successors;
- transportation – 7 successors;
- oil refining and oil products – 595 successors;
- petrochemicals – 2 successors.

Following evaluation and selection, pool A was formed for CEO and CEO-1 positions, and pool B for CEO-2 and CEO-3 positions.

**Year of Working Professions**

As part of the Year of Working Professions, declared by President of Kazakhstan, KMG held events in which all employees of the Company actively participated:

1. national Enbek Zholy (Labour Path) competitions;
2. Uzdyk Maman professional skills competitions;
3. KMG Skills championship;
4. TurkicSkills professional skills championship with representatives from Turkic-speaking countries (as observers).

Modular training programmes were developed and implemented: KMG Kasip, covering for 12 blue-collar professions and JanAru, designed specifically for women in blue-collar occupations.

New badges were developed and approved: Uzdik Munayshy (Outstanding Oil Worker), Uzdik Munai-Gas Ondeushi (Outstanding Oil and Gas Refiner), Uzdik Tasymaldaushy (Outstanding Transporter), and Enbek Sinirgen Munayshy (Honoured Oil Worker).

For experience sharing, 99 specialists took part in exchange programmes at partner companies, including Tatneft, Uzbekneftegaz, SOCAR, Karachaganak Petroleum Operating, and Tengizchevroil.

### ALYP transformation leaders training programme

A presentation of ten projects under the AYP programme took place in Aktau. The training involved 63 young employees from 13 subsidiaries and associates, who initiated 49 projects, 37 of which are in active implementation.

The projects aim to boost economic efficiency across KMG's operations by improving health and safety, upgrading information systems, and introducing new machinery and technologies. All projects stem from hands-on, experimental work carried out at real production sites.

Potential economic effect (mln KZT/year):

- direct savings – 619.8;
- indirect savings – 368.9.

In 2025, 24 best projects were selected in eight categories:

- Best Invention
- Best Analytical Project
- Best Project Leader
- Best Scalable Project
- Best Low-Cost Project
- Best Project on Occupational Safety and Environment
- Best Project on Work Organisation
- Best Project on Economic Efficiency

The top 20 project participants were sent for experience exchange to partner companies Tengizchevroil, Karachaganak Petroleum Operating, Uzbekneftegaz, Tatneft, and SOCAR, while four participants undertook training under the JCCP programme in Japan.

### KMG Kasip upskilling programme

Under this programme, 270 employees from 17 of KMG's subsidiaries received certificates for completing modular training. The graduation event was attended by KMG management, industry veterans, deputies of the Senate and Mazhilis of the Parliament, and representatives of the Ministry of Energy. On the eve of the professional holiday, programme participants were also presented with commemorative badges for the Year of Working Professions.

The training covered 12 professions:

1. oil and gas operator;
2. well testing operator;
3. process unit operator;

4. well servicing operator;
5. process pump operator;
6. maintenance fitter;
7. hoist operator;
8. electric and gas welder;
9. electrician for repair and maintenance of electrical equipment;
10. chemical analysis laboratory technician;
11. assistant driller for well workover;
12. commodity operator.

### The training consisted of four modules

- 1 Professional Module (sections: Lean Manufacturing, Safety Culture, specialised training) – training was conducted in Atyrau at the Apec Training Centre
- 2 Crew Leadership Fundamentals (NCCER) – assessment and certification: training was conducted in Atyrau
- 3 Financial and Digital Literacy (sections: Economics of the Oil and Gas Industry, Financial Consequences of Industrial Conflicts, Remuneration, Social Benefits and Allowances, Life and Health Insurance, Personal Finance, Digital Literacy, career guidance) – training was conducted in Aktau
- 4 Employee Well-being and Health (sections: First Aid in Accidents, Employee Health and Well-being, Preventive Healthcare, Stress Management in Critical Situations) – training was conducted in Astana at the Senate Hall auditorium of Nazarbayev University

### Worker to Worker networking

In March, Atyrau hosted a Worker to Worker networking meeting for 40 specialists from KMG subsidiaries. Training sessions covered several key topics: safety when working at height; bolting (hydrotesting); welding technologies.

Participants visited the production facilities of Kazakhstan Petrochemical Industries Inc. and Atyrau Refinery, and the core sample laboratory of KMG Engineering's Atyrau branch to exchange experience and learn advanced practices.

Experience exchanges continued later in the year, with visits to Embamunaigas (12 workers from Ozenmunaigas, September), Karachaganak Petroleum Operating (23 workers from various subsidiaries and associates, October and November), Tengizchevroil (16 workers, September and November), and Tatneft (24 workers in November).

### JanAru modular programme for women in blue-collar professions

In the reporting year, nearly 47 women in blue-collar oil and gas roles from 12 KMG subsidiaries and associates completed the JanAru training in Aktau (28–29 April), Almaty (9–11 June), and Astana (1–3 October).

This programme reflects KMG's commitment to empowering and advancing women in blue-collar professions within the oil and gas industry.

Trainees included pumping station operators, reservoir pressure maintenance operators, oil and gas production operators, well testing operators, control panel operators, product handling operators, chemical laboratory technicians, electricians, and cooks.

The curriculum covered women's rights, emotional intelligence, family values, lean and ecological thinking, and digital and financial literacy.

### Zheti Qadam modular programme for nurturing young leaders

Under the Zheti Qadam modular programme for young leaders:

1. Two out of seven participants were selected for the **7 Qadam Master** programme and are now being mentored. In September 2025, two participants travelled to Daqing, China, for experience exchange, followed by a trip to a championship in Yekaterinburg (Russia) in November.

2. In the **7 Qadam Pro** programme, four participants defended their projects, with one of them being selected.
3. 28 participants in the 7 Qadam Hub programme prepared 28 projects, seven of which were selected.

### Corporate culture, communication system, trade unions

#### Company-wide events

#### KMG Skills professional championship

As part of the Year of Working Professions, KMG hosted a professional skills championship for employees of its subsidiaries and associates.

Around 100 participants from 19 companies competed across 12 trades: oil and gas production operators, well testing operators, oil treatment operators, process unit operators, chemical laboratory technicians, electricians, electric and gas welders, instrumentation and automation fitters, process equipment maintenance fitters, compressor unit operators, process pump operators, and lathe operators.

In December 2025, 12 winners took part in an experience exchange visit to Bukhara Refinery and Shurtan Gas Chemical Complex, both part of Uzbekneftegaz.

#### KMG sports competition

Held from 20 to 24 July 2025 and dedicated to the Year of Working Professions, the KMG sports competition brought together more than 700 employees from 30 KMG subsidiaries and associates. They competed in futsal, volleyball, basketball, table tennis, archery, chess, esports, swimming, togyzkumalak, arkan tartu (tug-of-war), arm wrestling, and asyk atu.

The top three places in the team standings were as follows:

- 1st place – KazTransOil (13 gold medals);
- 2nd place – Ozenmunaigas (2 gold, 3 silver, 3 bronze medals);
- 3rd place – Atyrau Refinery (1 gold, 4 silver, 1 bronze medals).

#### Winter sports competition

In February 2025, Astana hosted the first winter sports competition for Samruk-Kazyna Group employees. After two days of ice hockey, the KMG team emerged as champion.

At a ceremonial event on 14 March 2025, held to mark the Amal holiday, the head of KMG presented letters of appreciation to the winning hockey team.

#### Charity marathon

Dedicated to the Year of Working Professions, the Munaily Marathon 2025 charity run drew 1 thous. participants – employees of KMG and its subsidiaries, professional athletes, and residents of the Mangistau Region – who ran 5 km or 10 km.

All proceeds supported the Balaqay rehabilitation centre in Zhanaozen, which helps children with special needs.

KMG has a long-standing commitment to promoting mass sports, supporting charitable causes, and implementing social projects across its regions of operation.

#### SK Esil Fest humour festival

In September, Astana hosted the finals of the SK Esil Fest: Samruk Battle humour festival, held as part of the Year of Working Professions. Representing KMG in the humour battle, a team from Ozenmunaigas demonstrated their wit, stage presence, and team spirit – and took first place.

#### Unified internal communications system

KMG Group has established and continues to develop a unified internal communications system designed to boost employee engagement, strengthen corporate culture, and maintain a stable social climate.

The system now covers 24 subsidiaries and associates, where permanent feedback channels are in place, including:

- personal meetings between employees and top executives;
- corporate digital communication channels;
- interaction through trade union organisations.

Of the issues raised, over 80% of issues are resolved at subsidiaries and associates, about 15% are escalated to KMG's Corporate Centre, and less than 5% require cross-functional review or inclusion in medium-term action plans.

Feedback received through internal communications informs initiatives to improve employees' social and living conditions. More than 60% of such initiatives are developed stem from workforce the submissions and proposals.

Through the internal communications system, KMG held over 50 meetings with young employees and specialists in 2024 and 2025, reaching more than 2 thous. staff members. These meetings help drive employee engagement and prevent social tensions.

The practice of top executives holding personal meetings with employees is now embedded across all KMG Group organisations, enabling swift review of submissions and increasing trust within the teams.

KMG Group uses a range of feedback tools, including blogs of top executives, corporate portals, newsletters, and messengers. These ensure timely communication of management decisions and give employees direct access to leadership.

Ongoing social dialogue with trade unions in all subsidiaries and associates helps align on social and labour matters and supports social stability.

Video announcements, corporate media, digital channels, and information boards keep employees informed, while regular corporate and sporting events foster team cohesion and a unified corporate identity across all KMG subsidiaries and associates.

#### Working conditions for employees

KMG Group takes a systemic approach to improving working and leisure conditions. Matters related to employee accommodation and catering are addressed

in the subsidiaries' and associates' social stability improvement plans. To strengthen these efforts, all KMG subsidiaries and associates developed their own road five-year roadmaps (2023–2027) focused on enhancing working and leisure conditions for personnel.

In 2025, the subsidiaries' and associates' plans scheduled improvements to 275 social and welfare infrastructure facilities, with a total allocated budget of over KZT 21 bln. Of these, 190 facilities were completed; the remaining 85 are expected to be finished in 2026.

#### Trade unions

The Company engages with trade unions through the framework of social partnership established by labour laws at both industry and regional levels. The Industry Agreement for the Oil and Gas, Oil Refining and Petrochemical Sectors of Kazakhstan sets out the main parameters for industry-level engagement – covering social guarantees, labour management, remuneration, employment, gender and youth policy, health and safety, and labour conflict prevention and resolution. KMG and its enterprises were actively involved in drafting the Agreement.

Currently, 30 trade unions operate within KMG Group, protecting the interests of over 35 thous. employees.

At the regional level, there are regional social partnership commissions that handle regional employment and health and safety matters, along with specific collective labour disputes. All KMG Group subsidiaries and associates have reconciliation commissions up and running.

KMG strictly adheres to the Industry Agreement for Social Partnership in the Oil and Gas, Oil Refining and Petrochemical Sectors of Kazakhstan for 2023–2025, implementing the stipulated social guarantees, obligations related to remuneration, employment, and labour protection, and mechanisms for constructive dialogue with employee representatives. During the reporting period, KMG also actively participated in preparing and negotiating the new Industry

Agreement for 2026–2028, putting forward proposals to balance the interests of social partners, strengthen corporate resilience, and maintain social stability among employees. The 2026–2028 Industry Agreement was approved by the Industry Commission for Social Partnership and Regulation of Social and Labour Relations on 29 October 2025.

The Company implements the Agreement's key provisions to improve social protection of employees, reinforce the role of trade unions, and ensure safe and healthy working conditions. In line with industry remuneration principles, KMG subsidiaries and associates fully comply with the established minimum inter-grade coefficients and the minimum monthly wage rate for first-class workers.

To maintain ongoing dialogue with trade unions, the management of KMG and its subsidiaries hold regular meetings with enterprise trade unions to address the most pressing issues related to the implementation of the collective bargaining agreement, labour discipline, employee requests, health and safety, social benefits and compensations, and other socially important matters.

#### Retiree support programme at KMG

Under its collective bargaining agreements, KMG fulfils additional obligations to provide social support for non-working retirees. Upon retirement and throughout their post-employment years, former employees receive comprehensive financial support, including financial aid on national and state holidays and anniversaries, and subsidised sanatorium treatment vouchers, among other benefits.

In 2025, KMG's spending on support for non-working retirees exceeded KZT 3.4 bln.

#### Youth engagement

KMG continues to develop its training and upskilling programmes, with a strong focus on blue-collar professions and emerging high-demand roles, including those in the petrochemical industry. Today, KMG Group employs 13.5 thous. young specialists.

As part of the Year of Working Professions declared by the President of Kazakhstan, a three-day youth training forum brought together 214 young professionals from 32 KMG subsidiaries and associates. Participants explored advanced production management techniques through real-world case studies, deepened their understanding of key technological trends, including digitalisation and artificial intelligence, and developed leadership and teamwork skills.

Dual education initiatives are ongoing, with memoranda and agreements signed between educational institutions and KMG enterprises. Students are assigned company mentors who share professional knowledge and guide them through practical training. Mentors themselves receive ongoing support through internal programmes and training offered by the Atameken National Chamber of Entrepreneurs. To date, 39 students have been hired under the programme, with another 352 currently in training.

Collaboration between educational institutions and KMG enterprises remains strong. Employees of KMG subsidiaries and associates contribute to the development and review of curricula, participate in graduate certification, and serve on the college industry council. To facilitate knowledge exchange, experienced professionals from KMG enterprises deliver lectures and masterclasses for students, while teachers and vocational trainers undertake internships at Group facilities. Currently, 800 students are completing work placements at KMG enterprises, with the most active among them taking part in the Company's volunteer initiatives.

KMG actively supports young blue-collar workers by engaging them in youth forums, sports competitions, marathons, humour contests, and meetings with oil and gas industry veterans.

KMG uses podcasts, social media, and videos to raise the profile of blue-collar professions and honour the man of labour.

The Zhas Maman programme designed to attract and develop young talent at Atyrau Refinery continues to yield results. In 2025, one new student was selected, and six continue their training, four of whom are expected to graduate in 2026.

KMGE School trains niche specialists for KMG Engineering. Selection is open to bachelor students who have completed their first (technical and vocational background) or second (secondary education background) year. Graduates receive a certificate and commit to working at KMG Engineering for at least three years. Ten students remained enrolled in the programme in 2025.

The Intern programme provides training in three occupations: process unit operator, process pump and compressor operator, and instrumentation and automation fitter. To date, 69 interns have been hired by Atyrau Refinery.

Through a partnership with Tecnicas Reunidas (TR) – one of the EPC contractors for the pyrolysis unit at the future Silleno polyethylene plant in the Atyrau Region – students from Kazakhstan have begun engineering training in Spain. The Spanish company runs the programme to attract to attract Kazakhstan's talent in engineering and project management.

Results to date:

- 120 graduates;
- training in design and engineering;
- 31 graduates have completed their training;
- 22 graduates have received job offers on TR-led projects.

In 2025, 14 KMG subsidiaries and associates provided financial support to 2,691 university students. KMG Group also maintains ongoing engagement with universities and technical and vocational education institutions across Kazakhstan to organise student work placements and pre-graduation internships. In 2025, a total of 2,272 students undertook internships at 23 KMG Group companies.

### Social support for employees

#### Collective bargaining agreements

KMG actively engages in negotiations with its employees on developing, amending and supplementing collective bargaining agreements. We strictly adhere to negotiation timelines, facilitate joint commission operations, provide all necessary information, and rigorously uphold collective bargaining agreements.

Under labour laws, every employee has the right to participate through their representatives in collective negotiations and agreement drafting, as well as to review the signed collective bargaining agreement.

The Company in no way restricts the right to freedom of association and collective bargaining by type of activity or location. As a socially responsible company, KMG fully endorses these fundamental rights and creates a favourable environment for employees to exercise their freedom of association.

To maintain social stability among KMG Group's employees, we implement comprehensive measures designed to prevent employee discontent and tension. These proactive steps allow us to effectively manage a workplace environment and ensure uninterrupted production processes.

A key factor of social stability among KMG staff is social support for employees.

In 2025, a total of 27 KMG Group companies had in place collective bargaining agreements providing over 70 distinct types of social support benefits for employees, their families, and non-working retirees. The companies that have not adopted collective bargaining agreements rely on their internal documents to govern their employee support activities.

In 2025, collective bargaining agreements covered 41,357 KMG Group employees.

#### Employee support measures

KMG subsidiaries in the Mangistau, Atyrau, Aktobe, Kyzylorda, and Pavlodar regions provide their full-time employees social benefits, including:

- health improvement benefits accompanying annual leave;
- voluntary health insurance for employees and their families (medical care / compensations for medications and dentistry);
- vouchers for employees under regular medical observation;
- reimbursement of sanatorium treatment costs following preventive health check-ups;
- financial aid for employees facing difficult life situations (treatment, surgeries);

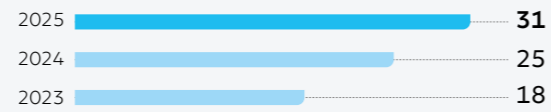
- financial support for employees who participated in the Chernobyl NPP disaster cleanup, those affected by Semipalatinsk nuclear testing, veterans of the Afghan and Tajik-Afghan wars, and persons with status equivalent to Great Patriotic War veterans;
- payments for employees recognised as disabled (due to work-related injury);
- additional temporary disability benefit;
- financial assistance for employees with disabilities;
- occupational disease allowances paid until recovery or established disability;
- financial support for employees on parental leave until the child reaches 18 months;
- annual financial assistance for employees raising a child with a disability;
- maternity leave payments;
- allowances upon reaching retirement age;
- payments for early retirement;
- reimbursement of medical treatment and medication costs;
- financial assistance for holidays and anniversaries, sanatorium treatment, etc.
- other benefits for employees and their families.

In 2025, KMG continued to streamline collective bargaining agreements to establish a unified voluntary social benefits system across its facilities and apply transparent principles and approaches in determining and distributing benefits based on each facility's financial capabilities.

All social payments and guarantees under collective bargaining agreements were honoured and disbursed in full across KMG Group in 2025. In total, KMG provided KZT 31 bln in social support for employees and non-working retirees in the reporting period.



**Social support for employees<sup>1</sup>, KZT bln**



**Distribution of social support for KMG employees**

Indicator	%
<b>1. Social benefits for employees' health improvement and recreation</b>	20
• medical insurance	
• employee recreation	
• sports and physical exercise	
• subsidised temporary disability certificates	
<b>2. Social benefits for employees' families:</b>	13
• childbirth	
• child recreation	
• kindergarten	
• purchase of school supplies	
<b>3. Financial assistance to non-working retirees</b>	7
<b>4. Other types of social support</b>	60

In 2025, a total of 3,326 employees of KMG Group received state, departmental and other awards in recognition of their outstanding contributions:

- state awards – 84 employees;
- professional awards (from Samruk-Kazyna and KMG) – 1,794 employees;
- other awards (from ministries, associations, enterprises, etc.) – 1,448 employees.

# Occupational safety

## Occupational health and safety

As one of the industry leaders in the Republic of Kazakhstan, KMG places a strong emphasis on health and safety of its employees and local communities across its footprint. According to our employees, the Company creates safe working conditions and complies with the highest standards to ensure health and safety at the workplace.

KMG's leadership takes an active role in managing occupational safety matters.

In January 2025, Astana hosted the 9th Annual Forum of CEOs of KMG Subsidiaries, themed Leadership in Developing a Safety Culture. The event brought together Askhat Khassenov, Chairman of KMG's Management Board, heads of the Company's subsidiaries, and representatives of major oil and gas companies – North Caspian Operating Company, Tengizchevroil, and Karachaganak Petroleum Operating. Participants discussed industrial safety, occupational health, and environmental protection.

In December 2025, an HSE Forum was held for heads of health, safety, and environment departments from KMG's subsidiaries and associates, focusing on occupational health and industrial safety. The event, held under the motto "Unified HSE Team", served as a platform for in-depth analysis of systemic issues and the development of a safety roadmap. Attendees included KMG's top executives Askhat Khassenov and Kurmangazy Iskazyev, representatives from over 30 KMG subsidiaries, and industry experts. Forum participants discussed ways to reduce workplace injuries, improve safety culture, and shared experiences in implementing digital solutions.

### 2025 highlights

In 2025, the number of accidents showed positive dynamics compared to 2024, decreasing from 21 to 20 cases, or by 5%. However, the number of work-related injuries remained at the previous year's level, with 21 employees affected.

The number of road traffic accidents remained unchanged from 2024, with six cases recorded. No fires were registered in 2025, as was the case in 2024.

One fatal work-related accident occurred in 2025. During repair work at Ozenmunaigas, a furnace burner fell onto a maintenance fitter, causing severe injuries from which he subsequently died. Under the collective bargaining agreement, the victim's family received financial assistance from Ozenmunaigas.

The investigation revealed that the accident resulted from the victim's gross negligence, violation of occupational health and safety rules, and inadequate workplace arrangements. Corrective measures included safety briefings, awareness sessions, revision of technological regulations to incorporate safe work practices (communicated to all employees), updating safety and occupational health instructions (also communicated to all OMG employees), and implementation of an electronic permit-to-work system for high-risk operations.

<sup>1</sup> The calculation includes consolidated companies with a shareholding of 51% or more.