

# Development Plan (Strategy) of Samruk-Kazyna JSC for 2023-2032



**SAMRUK**  
KAZZYNA



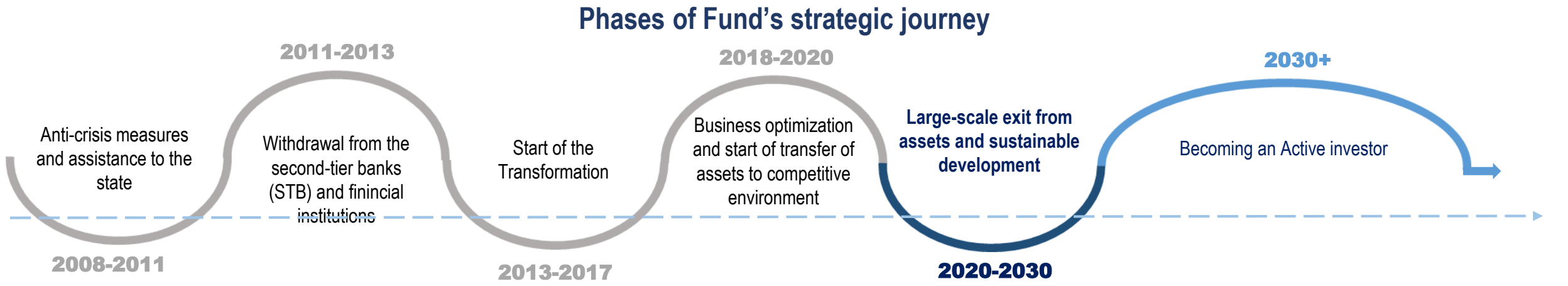
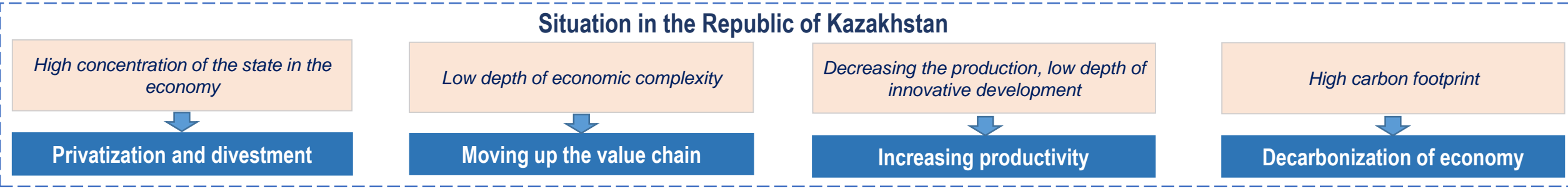
# Fund's Purpose and Development Journey

Developing fair competition and reducing the carbon footprint are the basis for the sustainable development of the economy

## Fund's purpose

Increasing the national wealth of Kazakhstan, efficient asset management and adding the long-term value of the companies of the Fund group

Sustainable increase in national wealth is possible through supporting growth of the economy



Effective asset management

# Vision, Mission, Goals and KPIs (2023-2032)

To achieve the Fund's mission, it is proposed to deliver 3 objectives

## Mission

Sustainable economic development and creating long-term value through effective management of a diversified assets portfolio and business support in the interests of people of the Republic of Kazakhstan

## Vision

Leader of the national economy, making a breakthrough in the innovative development based on the principles of welfare of people and environmental protection through responsible investments

### Directions

Effective asset portfolio management

Ecosystem for business

Sustainable development

### Goals

Increase in the value of net assets

Competition development

Introduction of ESG principles

### KPIs by 2032

↑ **x1.5** Labor productivity

↑ **x2** NAV

↑ **KZT31.6 trillion** Investments in fixed capital

↓ **≤ 5%** Reducing the Fund's share in the economy

↑ **\$27.8 billion** Gross inflow of foreign investment

**70 percentile** ESG rating  
↓ **10%** Reducing the net carbon footprint

Source: Samruk-Kazyna

Notes: Labor productivity is calculated as Fund's GVA divided by the number of employees  
The Fund's share in the economy is calculated as the share of the Fund's GVA divided by the GDP of the Republic of Kazakhstan

# Key tasks for 2023-2032.

Key tasks are defined on the basis of the strategic directions of the Fund activities and goals

Goals

Increase in the value of net assets

Competition development

Introduction of ESG principles

## Financial indicators

1. Improving labor productivity
2. Financial stability
3. Optimization and improvement of business processes

## Reducing the share in the economy

1. IPO/SPO and asset realization

## Infrastructure and resource base

2. Major infrastructure projects
3. Development of the resource base
4. Equal access to infrastructure and markets

## Best corporate governance practices

1. Corporate governance
2. Openness, transparency and compliance

Tasks

## Technological modernization

4. Asset modernization and digitalization
5. Moving up the value chain and creating industries
6. Development of R&D and innovation, high-tech industries

## Co-investment

5. Responsible and market-based tariff formation
6. Global partnership and coordination of investment activities

## Caring for people

3. Social responsibility
4. Best H&S practices
5. Human capital development

## Caring for the environment

6. Resource saving
7. Decarbonizing
8. "Green" financing

# Roadmap for the Development Plan Implementation

