

**APPROVED by**  
**Resolution of the Management Board of**  
**KAZMORTANSFLOT NMSC LLP**  
**Dated December 25, 2014,**  
**Minutes No.19**

**STAKEHOLDER MAP**  
**OF NATIONAL MARITIME SHIPPING COMPANY**  
**"KAZMORTANSFLOT" LLP**

**Aktau**  
**2014**

## **1. General provisions**

This Stakeholder Map of NMSC Kazmortransflot LLP has been developed in accordance with the legislation of the Republic of Kazakhstan, the Charter of NMSC Kazmortransflot LLP and the Sustainable Development Concept of National Company KazMunayGas JSC.

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

The stakeholder map is designed to systematize and visualize information about the KMTF environment, for an adequate strategy for working with each of the stakeholders. Stakeholder identification and work with them is one of the tools that makes it possible to improve the business reputation and company's capitalization, establish effective and balanced relationships with all stakeholders.

The Stakeholder Map uses the following terms and concepts:

### **State Bodies:**

State institutions authorized by the Constitution, laws, other regulatory legal acts to exercise, on behalf of the state, the functions of issuing acts defining generally binding rules of conduct, managing and regulating socially significant public relations, monitoring compliance with generally binding rules of conduct established by the state:

- Government of the Republic of Kazakhstan;
- legislative state body (Parliament of the Republic of Kazakhstan);
- executive state bodies (ministries, agencies, local executive bodies).

### **Subsidiaries:**

Legal entities with the predominant part of the authorized capital (more than 50%) formed by KMTF, or if, in accordance with an agreement concluded between them (or otherwise), KMTF has the ability to determine decisions made by this organization.

### **Sole Member/KMG:**

The sole member of NMSC Kazmortransflot LLP is National Company KazMunayGas JSC.

### **Clients:**

Individuals or legal entities to whom KMTF provides services, in accordance with the current legislation of the Republic of Kazakhstan, the Charter and other internal documents of KMTF.

### **KMTF:**

National Maritime Shipping Company “Kazmortransflot” Limited Liability Partnership and its Subsidiaries.

**Competitors:**

Legal entities or individuals whose field of activity, interests and goals are identical in the field of activity, interests and goals of KMTF.

**Management:**

Deputy Chairman of the KMG Management Board for Oil Transportation; Members of the Supervisory Board, Chairman of the Board, members of the Board of KMTF.

**Local communities, population:**

The totality of people living in the regions of the KMTF production; The totality of people living in the Republic of Kazakhstan.

**Public organizations:**

Public associations, non-governmental organizations, etc.

**Partners:**

Legal entities (their associations) that are participants in mutually beneficial cooperation with KMTF, incl. strategic partners.

**Staff:**

The total composition of KMTF employees united by business goals and business processes.

**Investor:**

Legal entities and/or individuals making investments, contributing their own borrowed or other attracted funds in investment projects of KMTF.

**Suppliers:**

Individuals engaged in entrepreneurial activities, legal entities (with the exception of state institutions, unless otherwise established for them by the laws of the Republic of Kazakhstan), temporary associations of legal entities (consortiums) acting as a counterparty of KMTF in the contract concluded for procurement / provision of work / services.

**Mass media:**

Sources of daily news and analytical information (newspapers and magazines, electronic media - Internet, radio and television).

**Stakeholders:**

Individuals and legal entities whose interests are affected by the activities of the KMTF, who have or believe that they have legal claims in relation to certain aspects of the activities of the KMTF.

## **Financial institutions:**

Organizations involved in the financial and credit system (state institutions, banks, insurance companies, investment funds, pension funds, etc.).

## **2. Areas and degrees of importance**

Identification of Stakeholders and work with them is one of the tools that make it possible to improve the business reputation of the business, the capitalization of the company, and establish effective and balanced relationships with all stakeholders.

KMTF distinguishes between two groups of stakeholders:

1) Inner circle (area of near influence), which has a direct and legitimate influence on the business.

2) Far circle (area of indirect influence), which has an indirect impact on business.

### **Inner Circle:**

1. Sole member;
2. Subsidiaries;
3. Management;
4. Staff;
5. Local communities, population;
6. Partners;
7. Clients

### **Far Circle:**

1. State bodies;
2. Competitors;
3. Investors;
4. Financial institutions;
5. Suppliers;
6. Public organizations;
7. Media

The stakeholder map allows the most adequate identification of stakeholders.

Stakeholder map - an image to clarify the position of KMTF stakeholders or a graphical representation of stakeholder groups. The level of proximity (area of influence) expresses the degree of KMTF's influence on any concerned party (KMTF's stakeholder map is defined as III, II and I linear relationships):

Area of authority/responsibility and (III).

In this area, there are stakeholders that are directly subordinate to the KMTF (administrative levers of control).

Area of direct influence (II).

This area includes the stakeholders that the KMTF has a direct influence on, based on a strategy of resource exchange or persuasion.

Area of indirect influence (I).

This area includes stakeholders that the KMTF has a weak, indirect influence on using the support of stakeholders.

The degree of influence importance is assessed on two scales  $x / y$ , where:  $x = -5 : +5$ , with a step of 1 (or smaller) specifies the degree of support/opposition by the KMTF stakeholder (-5 - the extreme degree of opposition, +5 - the highest degree of support),

$y = 0:5$  with a step of 1 (or smaller) specifies the degree of stakeholder influence on KMTF.

### **3. Identification of interests and development of an interaction strategy**

The information obtained during the construction of the Stakeholder Map is presented in the Table of Interests and Interaction of Stakeholders (the Table).

Based on the obtained assessment of the degree of support / opposition of the KMTF stakeholder, the assessment of the strength of its influence on the KMTF, as well as the parameters of the importance of the stakeholder, a strategy for interaction with this stakeholder is developed.

The stakeholder importance parameter is calculated by the formula:

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

The strategy of interaction with each stakeholder, as well as the instruments of influence, are determined by business units of KMTF depending on the activity specifics.

The values of the table are subject to change (not static), depending on the implementation of the interaction strategy, at least once a year. Based on the change in the indicators of the table, the indicators of the Stakeholder Map are updated.

**Table of Interests and Stakeholder Interactions**

№	List of stakeholders (groups)	Degree of support/opposition	Interests/Motives	Power of Influence	Stakeholder importance parameters	Instruments of influence	Interaction strategy
<b>Inner Circle</b>							
1	Sole Member	5	Compliance with the interests of KMG	5	10	Charter of KMTF	Coordination of the main activities of KMTF. Ensuring the implementation of the rights of the Sole Participant within the framework of the principles of corporate governance, in order to make key decisions. Provision of reliable information on the results of financial and economic activities of KMTF. Providing additional information about plans, achievements, problems of activity, as well as analytical materials and studies of other organizations on the activities of KMTF.
2	Subsidiaries	5	Compliance with the interests of shareholders / founders	3	8	Charter of KMTF, internal regulations of KMTF, Charters of subsidiaries	Realization of one's rights as a shareholder/founder of a subsidiary affiliated organization of KMTF.
3	Management	5	Management of the current activities of the KMTF, decision-making on issues of activity, within its competence	4	9	Charter, internal regulatory documents of KMTF.	Execution of decisions of the Sole participant and management bodies of KMTF. Operations management of KMTF.

4	Staff	5	Labor relations with the employer	3	8	Labor Code of the Republic of Kazakhstan, labor contracts, contracts of a civil nature. Internal documents of KMTF on remuneration and social support of employees	Execution of official powers aimed at the implementation of the tasks and functions of the KMTF. Providing all employees with equal opportunities to realize their potential in the course of their work, impartial and fair assessment of their results, selection and career growth of employees on the basis of professional abilities, knowledge and skills. Personnel training (training, advanced training).
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No	List of stakeholders (groups)	Degree of support/opposition	Interests/Motives	Power of Influence	Stakeholder importance parameters	Instruments of influence	Interaction strategy
5	Partners	3	Commercial interests	3	6	Contracts	Mutually beneficial cooperation, improvement of technological processes and their automation. Conclusion of contracts, control over the execution of contractual relations.
6	Clients	4	Commercial interests	5	9	Contracts	Ensuring that customer expectations are met. Conclusion of contracts, control over execution.
7	Local communities, population	2	Protection of the environment, solving social problems, employment.	4	1	Public opinion, mass actions. Appeals to higher and regulatory bodies, media	Solving urgent social problems, charitable activities in the regions of presence. Employment issues.
<b>Far Circle</b>							
8	State and regulatory authorities	5	Exercise of legislative and executive functions	5	10	Laws and legislative acts, state programs of social and economic development.	Participation in working groups, meetings, forums, conferences. Coordination and upholding of the main directions and interests of the KMTF. Reporting in accordance with legal requirements.
9	Competitors	3	Increasing market share	4	1	Application of more developed and new technologies. Growth of assets. Price competition. Active advertising policy. Marketing researches	Demonstrate respect and good faith in relationships in accordance with best corporate governance practices. Market monitoring and analysis.
10	Investors	3	Investing for profit	3	6	Memorandums, contracts	Attracting investments for the implementation of investment projects.



No	List of stakeholders (groups)	Degree of support/opposition	Interests/Motives	Power of Influence	Stakeholder importance parameters	Instruments of influence	Interaction strategy
11	Financial institutions	2	Placement of free funds on deposit accounts, banking services, maintenance of special accounts	4	6	Contracts. Qualification and professionalism of employees	Conclusion of contracts, control over the execution of contractual relations. Improving financial performance.
12	Suppliers	4	Commercial interests	5	9	Procurement law, contracts	Conclusion of contracts, control over the execution of contractual relations.
13	Public organizations	3	Implementation of the goals and objectives of public organizations.	3	6	Charter of KMTF, contractual relations under the concluded agreements. Holding meetings, seminars, conferences, etc.	Compliance with the law, the implementation of charity and sponsorship. Mutual agreement on general issues. Carrying out joint events with associations.
14	Mass media	3	Publications and information about the activities of KMTF.	3	6	Publications and information about the activities of KMTF. Support for the KMTF website.	According to KMTF internal documents on information disclosure.

### Inner Circle

Sole member 5/5  
 Subsidiaries 5/3  
 Management 5/4  
 Staff 5/3  
 Partners 5/3  
 Clients 3/3  
 Local communities, population 2/4

### Far Circle

State bodies 5/5  
 Competitors 3/4  
 Investors 3/3  
 Financial institutions 2/4  
 Suppliers 4/5  
 Public organizations 3/3  
 Media 3/3

## Map of stakeholders and degree of KMG influence

Stakeholders	Sphere of influence on the KMTF interests					
	Strategic Development	Operating activities	Legal regulation	Project management quality	Operating results	Reputation
<b>Inner Circle</b>						
<u>Sole Member</u>	*					
<u>Subsidiaries</u>	*	*	*	*	*	*
<u>Management</u>	*	*			*	*
<u>Персонал</u>						
<u>Партнеры</u>				*		
<u>Клиенты</u>				*		
<u>Local communities, population</u>	*	*				*
<b>Far Circle</b>						
State bodies (Government, Parliament, local authorities)	*				*	*
Competitors	*	*	*	*	*	*
Investors	*				*	*
Financial institutions		*			*	*
Suppliers					*	
<u>Public organizations</u>						
Mass media						*

	high degree of influence
	low degree of influence
*	high degree of interest

Strategic Development	- determination of long-term priorities, strategic directions for the development of KMTF through the adoption of state and industry development programs, development and approval of strategic documents of KMTF.
Operating activities	- continuous daily activities to manage regular, standard processes in KMTF.
Legal regulation	- adoption of regulations that directly or indirectly affect certain aspects of KMTF activities.
Project management quality	- the degree of competence and efficiency of the personnel and management of KMTF in the provision of project management services.
Operating results	- quantitative performance indicators of KMG's operating activities.
Reputation	- prevailing public opinion about the qualities, advantages and disadvantages.

#### **4. Assignment of responsibility for the application and maintenance of this KMTF document**

Business unit	Job Title	Name	Date and Signature
Strategic Development Department	Director	Sagatuly S.	
Document Developer	Investment project specialist	Sarmurzin Y.	
	Senior IMS Specialist	Ulykpanova A.	