

2.2. JRun transformation programme

Transformation at Kazakhtelecom JSC is aimed at the improvement of client paths, the improvement of the quality of interaction with clients, the Optimization of processes and is implemented in accordance with the strategic goals of the Company.

For the effective management and control of the implementation of the strategic initiatives of the JRun Strategy, a Roadmap of the Strategy is developed annually, including all the initiatives, projects and milestones.

The Company continues the development of the culture of changes, communications are accelerated and simplified as a result of the formation of cross-functional teams, the organization of regular meetings, where blockers that can slow down the achievement of focuses are openly discussed, and active work is also carried out on the solution of challenges. Thanks to the Optimization and digitalization of processes, the speed of connection of services and the resolution of problem situations have been substantially improved.



85% of requests

were resolved through the mobile application with the use of self-service tools, without the participation of operators

>1 million users

are registered in the application

+16.6%

growth in the number of registered users compared to the previous year

Performance of the KPIs of the JRun strategy

Table 1. Key Strategic Indicators (KPIs) of the Group

List of strategic KPIs	Unit of measurement	Perimeter	2025 (Plan (JRun strategy))	2025 (Actual)
EBITDA	%	Group	43.76	32.39
Total Shareholder Return (TSR)	%	Group	15.11	60.72
Net profit margin	%	Group	16.45	4.7
Accrued CAPEX/Revenue	%	Group	18.96	34
Labour productivity	KZT thousand/person	Group	35,488	30,402
ESG rating	According to the rating agency's methodology	JSC	38	51
Reduction of the net carbon footprint	%	JSC	2.2	0

Deviations of planned and actual values of KPIs are caused by the change of the Group's perimeter due to the disposal of the MTS asset.

EBITDA

According to the current Development Strategy, the planned level of EBITDA for the Group for 2025 amounted to 43.76%, while the actual value is 32.39%.

The deviation is caused by the change of the consolidation perimeter: when the planned indicator was being formed, the indicators of the subsidiary company MTS were included in the composition of the Group. In the reporting period, in connection with the exit of this asset from the composition of the Group, the actual EBITDA indicator was formed without account for MTS, which had an impact on the comparability of the planned and actual values.

Capex/Revenue

The “Accrued CAPEX/Revenue” indicator exceeds the level envisaged by the Strategy, which is caused by the beginning of the implementation in 2025 of two large investment projects: the strategic integrated project “Deployment of the FTTH network” and the project “Provision of high-speed access to the Internet network of the Republic of Kazakhstan”. The main volume of capital investments under these projects fell on 2025 (the construction stage), while the generation of revenues from them is expected starting from 2026, which temporarily increases the value of the CAPEX/Revenue indicator.

Reduction of the net carbon footprint

The reduction was not achieved. The growth of emissions is caused by the growth of consumption of heat energy and electricity, related to the increase of the production and administrative load.

ESG rating

For the ESG rating indicator, an excess of the actual values against the planned indicators is also observed. Based on the results of 2025, the ESG rating of Kazakhtelecom JSC by the CSA methodology of the independent rating agency S&P Global amounted to 51 out of 100 points, which reflects the consistent growth of the indicator since 2023.

Net profit margin

An analogous situation is observed for the net profit margin indicator, the actual values are below the level envisaged by the Strategy, which is connected with the fact that planned calculations were performed with account for MTS, whereas the actual indicators are formed without account for this asset.

Labour productivity

Labour productivity based on the results of 2025 amounted to KZT 30,402 thousand/person at the planned value of KZT 35,488 thousand/person. The deviation is also caused by differences in the calculation perimeter: planned indicators were formed with account for a different composition of the Group, whereas actual values are calculated according to the current consolidation perimeter.

2.2.1. Results of the implementation of the JRun Roadmap in 2025

The JRun Roadmap is a totality of strategic business initiatives that ensure the project execution of the corporate strategy of the Company.

Jaqyn “Obsession with the client”



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Growth of the quality of services provided (including the acceleration of network deployment), the development of digital client paths and personalisation

The polyclinics of Astana, Almaty and rural medical facilities of Akmola, Karaganda and Zhambyl Regions (11 points) with internet access on the infrastructure of Kazakhtelecom JSC were equipped with the digital telemedicine service.

1,109.5

thousand points

registered on the TV+ platform as of 01.01.2026

>79

thousand optical ports

were built across the RK within the framework of the “Capture of new squares” project with the coverage of 117.2 thousand apartments

+40

+25%

thousand

growth in the number of users of the Ismet.kz platform

>36

thousand points

were transferred from ID TV to TV+

75,605

ports

introduced as part of the development of broadband partner programs

+85.8

+30%

thousand

growth in MAU of the telecom.kz application

8

exclusive premieres

were launched on the TV+ platform

3,400

new subscribers

of the B2B segment were connected to the FTTx network

+2,368

+151%

KZT million

growth in digital sales within the application

The three-year integrated project “Deployment of the FTTH network” was approved.

The functionality of the mobile version of CRM 2.0 on Telecom.kz was implemented.

The new VAS product “in-apartment video monitoring” was launched into commercial operation (48 connections).

Birlik: “Unity in the achievement of goals”



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Work in client-centric cross-functional teams and EVP (employer value proposition)

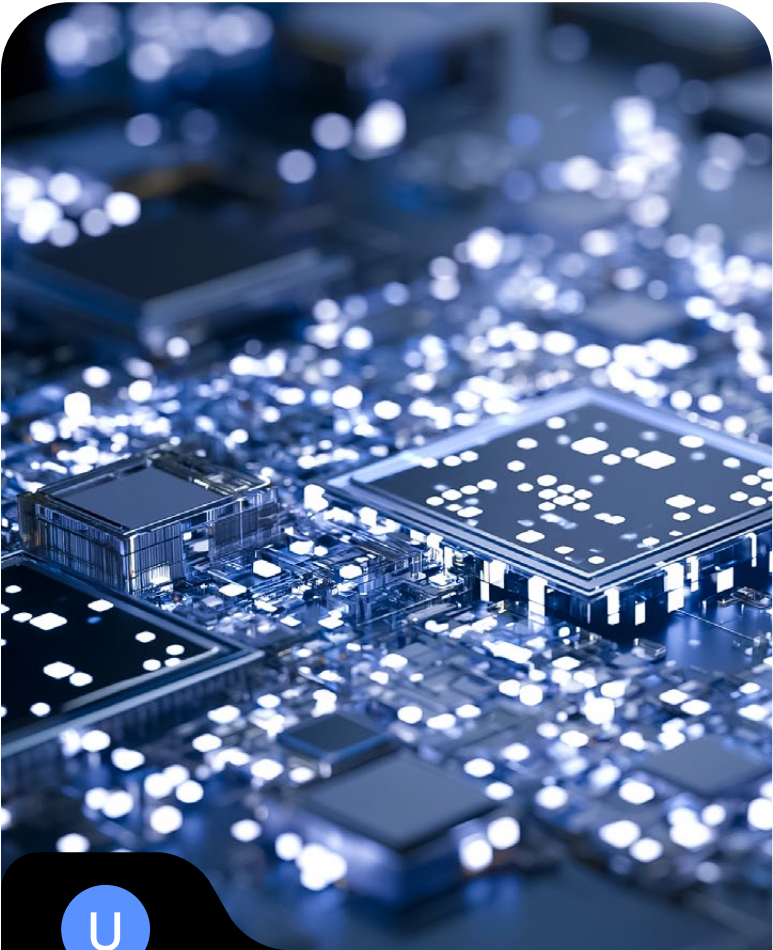
Within the framework of the Well-Being Programme for 2025, a survey of employees was carried out with the aim of identifying the main risk factors for health and well-being, and also the level of personnel satisfaction. The programme of preparation of employees for the provision of psychological assistance to colleagues at the workplace was developed.

A Running Club was created for the employees of the Company in the format of a team challenge in the Health Balance application.

The main part of the functionality of the “Briefings” module of the integrated information system “Automation of the processes of industrial safety” was implemented. The system ensures the digitalization of key processes (briefings, training, provision of PPE, health protection, work permits) and enhances control over the observance of requirements and the efficiency of the work of the occupational safety service.

Within the framework of the project “Automation of HR SSC processes”, the functionality of automatic formation of personnel documents with the support of EDS and integration into the HR system was introduced, which made it possible to reduce the periods of preparation of documents, to reduce the number of errors and to ensure the digitalization of HR processes.

Alau: “Continuous renewal”



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Continuous renewal, IT Modernization, the development of demanded high-frequency services, the launch of new horizontal digital platforms (AI, cloud, etc.)

The data centre (Divaev) for the computing platform on the basis of artificial intelligence was expanded by the installation of 50 servers; AI-Farabium occupies 103rd place in the TOP-500 ranking of supercomputers of the world.

The Strategy on data management at the Company was approved and the regulation of interaction between subdivisions within the framework of the process of work with data was developed.

The software and hardware complex for machine learning within the framework of the project “Introduction of the Big Data platform” was put into industrial operation.

The employee portal “KT Work” with a single window of access and seamless authorization to internal services was launched. In pilot mode, the use of services was provided: CRM 2.0, IS “Monter”, IS “Installer”, Track&Trace, “Infra-manager”, requests for transport and business trips.

The Multi-customer functionality was introduced: in FMS packages, the client received the possibility to designate a trusted person for individual numbers; each number can be assigned to another user.

The concept of the transition of the Company to a virtualized network infrastructure was developed. Based on the results of pilot projects, a target approach to the construction of the SDN/NFV platform — a software-managed and virtualized network architecture with centralized management and the implementation of key functions in the form of software services — was formed. The schemes of the target network architecture, unified requirements and new approaches to the model of Triple Play services were developed.

Orken: “Sustainable growth”



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Infrastructure, GPON, digitalization of processes

Within the framework of the “Smart-supply” project, the “Contract Monitoring” module in the IS “Procurement Monitoring” (zakup.telecom.kz) for tracking the statuses of the execution of procurement contracts was implemented.

1,672

PON ports (128% of the plan)

switched as part of the project to modernize outdated optical access network equipment using GPON technology in the cities of Almaty, Shymkent, and Karaganda

DWDM channels 400G between the cities of Astana, Karaganda and Almaty were organized.

Within the framework of the refusal to carry out routine preventive maintenance on the copper network in RPC in the FTTH coverage zone, the sequence of reduction of the volumes of servicing of the copper elements of the network was approved; 383 SU were reduced (156% of the plan).

Under the SWAP project (Almaty, Astana, Shymkent), port capacity was increased by 43,041 ONT (100%), construction and installation works were completed with the coverage of 51,501 ports.

The vehicle management system was rolled out to all branches of the Company and 2,729 trackers were installed and connected to the GPS monitoring system.

The automation of the processes of the Financial SSC (calculation and processing of personnel data, reporting on currency contracts, accounting and uploading of data into SAP) was carried out.

Such steps will make it possible for the Company to more effectively implement its business goals and to gain competitive advantages in the rapidly changing digital environment.

Performance of the focus card for 2025

In 2025, five key focuses of transformation aimed at the improvement of client service and the quality of the services provided were determined.

Table 2. Five key focuses of transformation

Name of focus	Description	Unit	Start	2025 (target)	2025 (actual)
First Resolution Rate (FRR) B2B	Ensure the client receives a fast and final resolution of the issue on first contact, reducing client effort and enhancing service satisfaction	%	12%	70%	71.71%
First Resolution Rate (FRR) B2C	Ensure the client receives a fast and final resolution of the issue on first contact, reducing client effort and enhancing service satisfaction	%	16.1%	70%	70.20%
Capture of new squares	The focus is aimed at increasing the share of KT networks' presence in new residential developments	sq.	0	59,000	117,191
“Tazartu” — switching of clients from the copper network to GPON technology	The focus is aimed at replacing obsolete copper networks with GPON technology. The project aim is to improve the quality of communications, enhance internet speed and provide clients with stable digital services	units	0	70,412	77,598
Churn reduction in the FTTx broadband service	The focus is aimed at maintaining leading positions and reducing churn in the FTTx broadband service	%	0	10%	9.53%