



# **Key Performance Indicators: Baiterek National Holding Company, Kazakhstan**

June 2025



# KAZAKHSTAN: THE LEADING ECONOMY IN CENTRAL ASIA

*The leading economy in  
Central Asia*

**GDP**  
**\$288,1 bln**  
**GDP per capita**  
**\$14000**

2024

*Unexplored natural  
resources*

**Mineral reserves**  
**~\$46 tn**

<https://www.akorda.kz>

*Favorable business  
environment*

**Index of Economic  
Freedom**  
**68th place**

*Strategic location*

**Access to markets of  
China, Cental Asia  
and EAEU**

*The largest recipient of foreign  
direct investment in Central  
Asia*

**FDI**  
**~ \$466 bln**

1993 - 2024

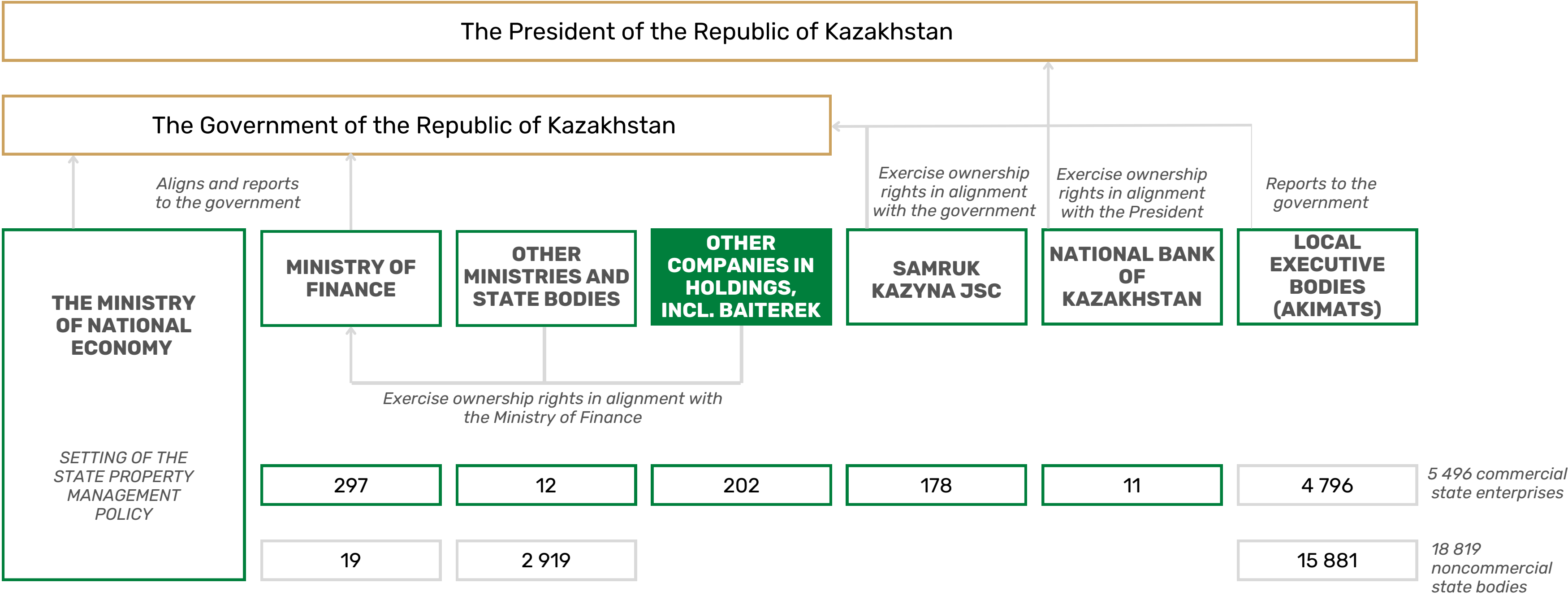
*Skilled workforce*

**Human Development  
Index**  
**67th place**



**COMPREHENSIVE STRATEGIC VISION**

# KAZAKHSTAN'S STATE-OWNED SECTOR



\*Source: OECD Review of the Corporate Governance of State-Owned Enterprises in Kazakhstan (2024)



# "BAITEREK" - THE GOVERNMENT'S KEY FINANCIAL INSTITUTION

## MISSION

PROMOTING SUSTAINABLE ECONOMIC GROWTH THROUGH SUPPORTING THE PRODUCTION OF KAZAKHSTANI GOODS AND SERVICES, MODERNIZING INFRASTRUCTURE AND STRENGTHENING FOOD SECURITY BASED ON THE PRINCIPLES OF RESPONSIBILITY TO SOCIETY

## VISSION

PROACTIVE MANAGING HOLDING COMPANY THAT WILL TRANSFORM THE STRUCTURE OF KAZAKHSTAN'S ECONOMY BY DEVELOPING NEW INDUSTRY "GROWTH POINTS"

## BAITEREK SUBSIDIARIES



Development Bank  
of Kazakhstan

### DEVELOPMENT BANK OF KAZAKHSTAN

Financing long-term projects in the  
manufacturing industry



### ENTREPRENEURSHIP DEVELOPMENT FUND "DAMU"

SME Development



KAZAKHEXPORT

### EXPORT CREDIT AGENCY OF KAZAKHSTAN

Promoting Kazakhstani producers and  
service suppliers in foreign markets



### QAZAQSTAN INVESTMENT CORPORATION

Fund of Funds in Private  
Equity and Venture Capital

AGRO CREDIT

### AGRARIAN CREDIT CORPORATION

Financing the agro-industrial  
complex



### OTBASY BANK

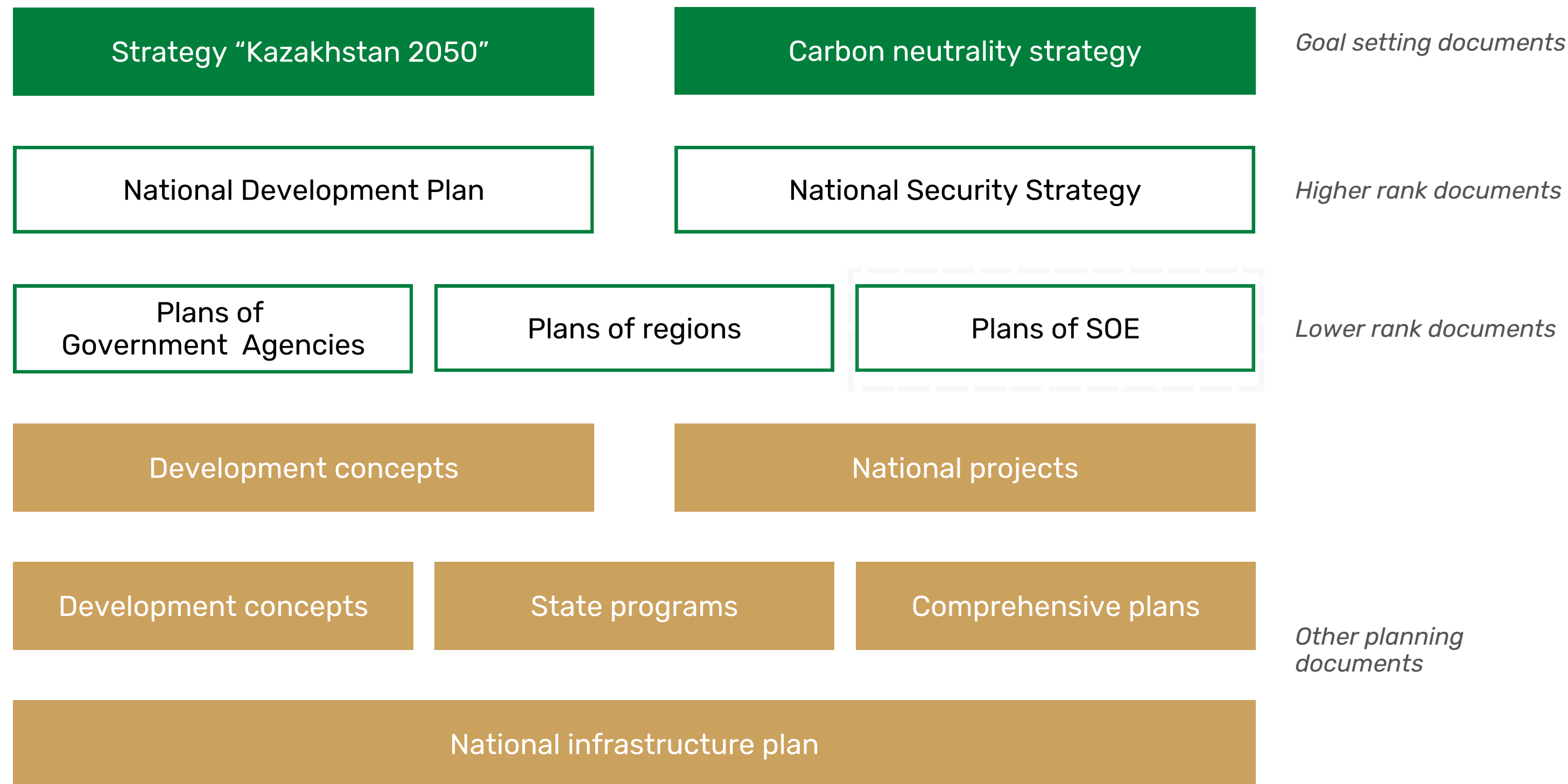
A specialized bank that implements a  
system of housing construction  
savings



### KAZAKHSTAN HOUSING COMPANY

Single Housing Construction  
Operator

# "BAITEREK" IS INTEGRATED INTO THE STATE PLANNING SYSTEM





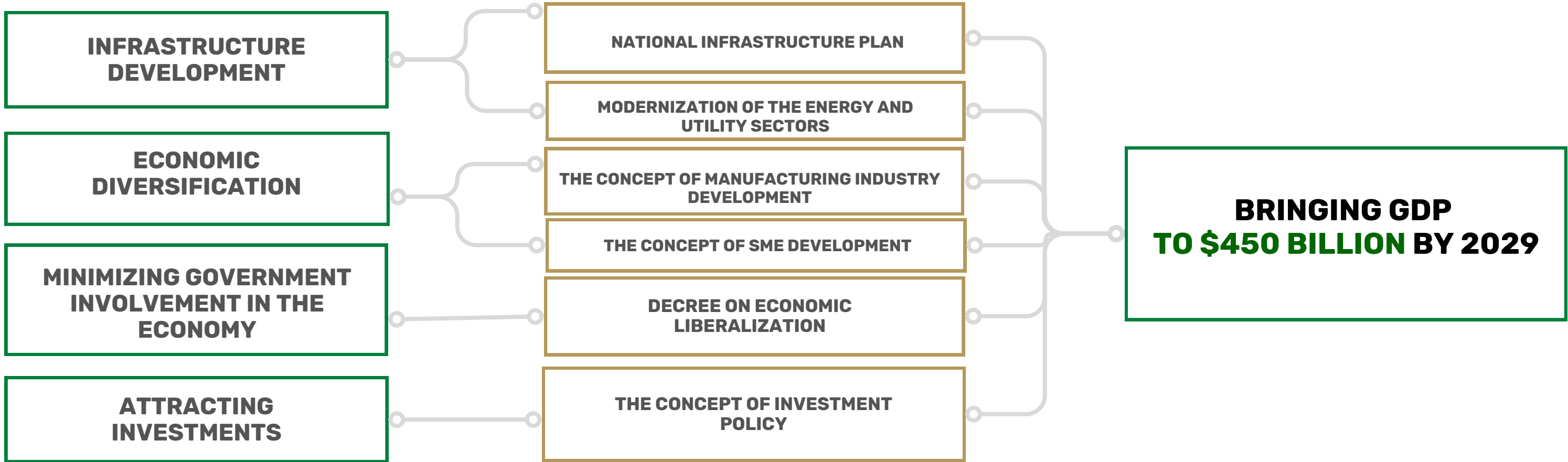
# NATIONAL DEVELOPMENT PLAN 2029 IS THE MAIN MID-TERM STRATEGIC DOCUMENT OF THE COUNTRY



KEY KPI: TO INCREASE **GDP 2 TIMES** OR ENSURE AN **ANNUAL 6% ECONOMIC GROWTH** BY 2029

THE ALLOCATION OF **1 TRILLION TENGE** WAS APPROVED WITH AN INCREASE IN FINANCING OF THE ECONOMY TO **8 TRILLION TENGE** IN 2025

## STATE REFORMS



FOCUS ON  
"GROWTH POINTS"



agricultural  
industry



INFRASTRUCTURE



TRANSPORT  
AND LOGISTICS



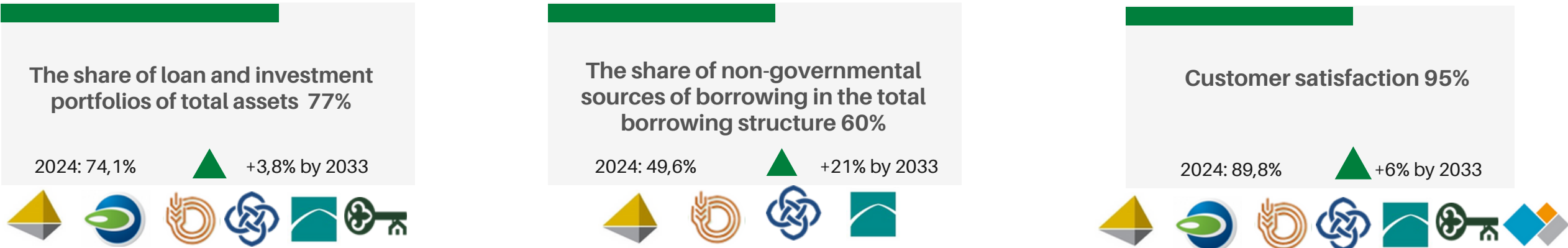
MANUFACTURING  
INDUSTRY

\*excluding housing directions

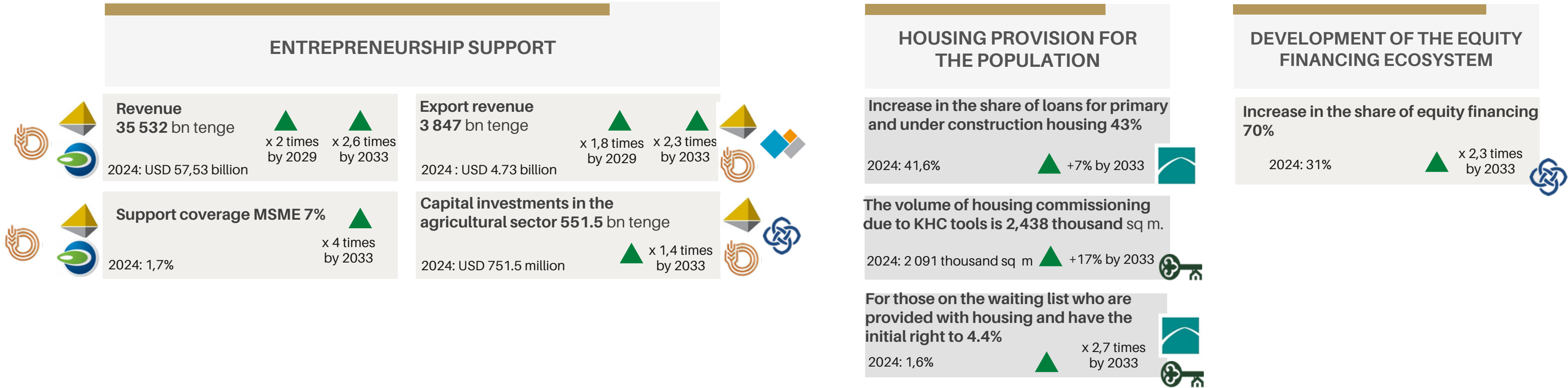
# BAITEREK'S STRATEGY IS DEFINED IN ITS 2024-2033 DEVELOPMENT PLAN

## DEVELOPMENT PLAN FOR 2024-2033

### HORIZONTAL KPIs



### STRATEGIC DIRECTIONS





# BAITEREK'S CORPORATE GOVERNANCE

## Corporate Governance Structure of the Holding







## LESSONS LEARNED

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**01**

**Consultations with Sole Shareholder is critical**

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**04**

**The principle of cascading is essential**

KPIs are derived from national strategies and further cascaded down to the level of subsidiaries

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**02**

**Professional Board of Directors plays pivotal role in setting the strategy and KPIs**

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**05**

**Corporate governance is not a formality**

KPIs is effective management tool if they are embedded into the corporate governance architecture

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**03**

**A limited number KPI allows resources to be focused on achieving key priorities**