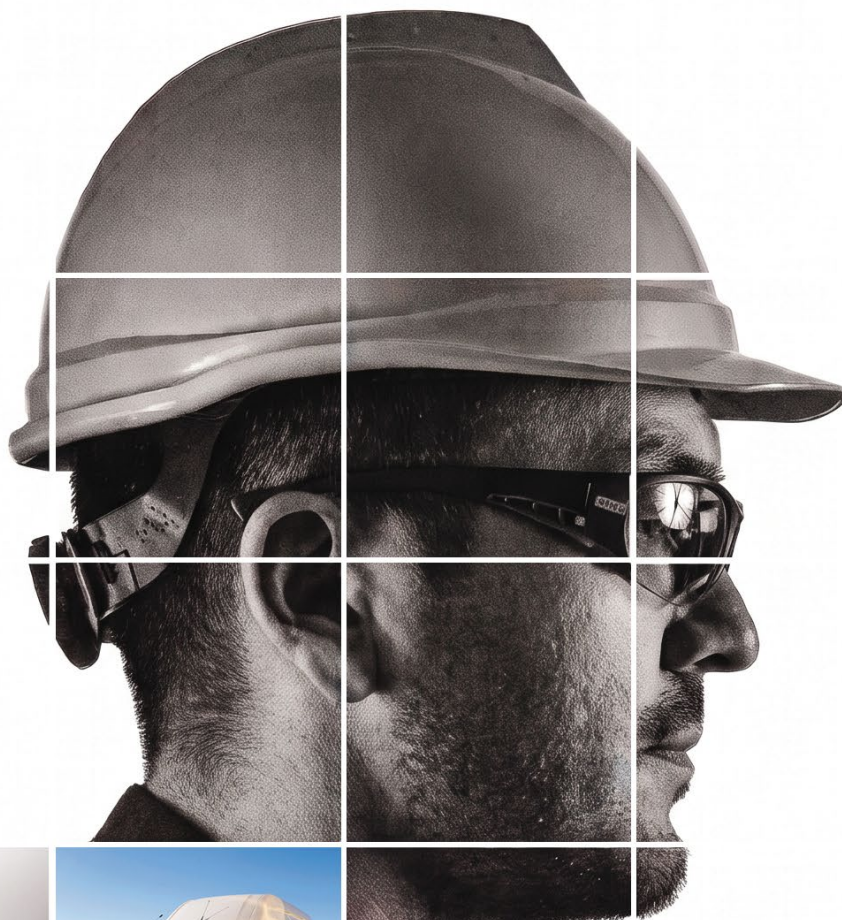




TENGIZCHEVROIL

fueling progress



Corporate
responsibility report

2025

Corporate Responsibility Report



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PREFACE BY THE LEADERSHIP TEAM

Last year proved to be a year of high activity and significant milestones. Our focus remained safe and reliable operations and deliver the values to the Republic of Kazakhstan (RoK).

In January 2025, TCO reached a major milestone on the Future Growth Project – Wellhead Pressure Management Project (FGP-WPMP) with the safe start-up of crude oil production at the new Third Generation Plant (3GP). The project is designed to add approximately **12 million tonnes** of crude oil production per year, providing significant additional value to TCO shareholders and the Republic of Kazakhstan.

Despite the increase in production rates, TCO's overall air emissions intensity in 2025 was reduced by **78%** since 2000. In addition, TCO completed the phased implementation of Automated Emissions Monitoring Systems (AEMS) and began transmitting real-time emissions data from TCO facilities to the relevant government authorities.

Another highlight was that in 2025, TCO was recognized in an independent study as the most attractive employer in Kazakhstan for the fourth year in a row. It is also noteworthy that Kazakhstani nationals occupy **96%** of positions at TCO, compared with **50%** in 1993.

In 2025, TCO signed several agreements that will help expand Kazakhstan's commercial gas

We are pleased to present Tengizchevroil's (TCO) key performance highlights in its 2025 annual Corporate Responsibility Report

resource base and support reliable long-term supplies. For example, the company signed an agreement with NC QazaqGaz JSC for commercial gas supplies. In addition, TCO signed an agreement to extend the memorandum of understanding with the Ministry of Energy of the Republic of Kazakhstan for the supply of additional volumes of liquefied petroleum gas (LPG).

TCO continues to play a leading role in supporting Kazakhstan's economic progress. In 2025 alone direct payments to the Republic of Kazakhstan totaled **\$10.6 billion**. Since 1993, taxes and royalties paid by TCO have generated approximately **\$212 billion** in direct

financial payments to Kazakhstan, supporting the national budget and contributing to the country's economic development.

Kazakhstani Content (KC) remains a key priority for the company and in 2025 **71%** in goods, works and services was achieved. This reflects TCO's commitment and strong collaboration with domestic suppliers. Since 1993, TCO has invested approximately **\$52.3 billion** in the purchase of Kazakhstani goods and services.

TCO also increased the share of goods purchased from companies registered in Kazakhstan from **7%** in 2024 to **15%** in 2025. This progress reflects the growing capabilities



Billy Lacobie

General Director, Tengizchevroil LLP



Kuanyshkerey Mukhtarov

Deputy General Director, Tengizchevroil LLP

of Kazakhstani companies. A notable example is the successful and safe fabrication of two modular substations by contractor organizations, each **38 meters** long and weighing up to **92 tonnes** per module. The project was executed over more than **800,000 work hours** without a single lost time injury, clearly demonstrating the capacity of Kazakhstani companies to deliver complex, large-scale industrial solutions in line with international standards.

Investing in the well-being of local communities is the core value of TCO. In 2025, as part of the “Egilik” voluntary social infrastructure program, TCO opened a new sports and recreation center in the village

of Zhanatalap, Atyrau oblast. In addition, the company donated **25** ambulances and more than **80** types of medical equipment to support the regional healthcare system of Atyrau oblast. Another **20** types of specialized equipment was also donated to the Atyrau oblast Department of Natural Resources and Environmental Regulation.

Through its Voluntary Community Investments Program (CIP), TCO also supported the well-being of more than **10,000** direct beneficiaries in Atyrau oblast in 2025.

In conclusion, we would like to express our sincere appreciation

to TCO employees and contractor organizations, as well as to our partners, government authorities, and the wider community, for their continued and unwavering support of the company’s activities for the benefit of the Republic of Kazakhstan.

We hope you find this Corporate Responsibility Report informative and valuable.

Best regards,

*Billy Lacobie,
General Director, Tengizchevroil LLP*

*Kuanyshkerey Mukhtarov
Deputy General Director,
Tengizchevroil LLP*

TCO ACHIEVEMENTS IN 2025

Fueling economic progress in Kazakhstan

Direct payments to the Republic of Kazakhstan
amounted to approximately

\$10.6
BILLION

In 2025, TCO purchased goods and
services from Kazakhstani suppliers
totaling approximately

\$1.8
BILLION

Since 1993, TCO has purchased goods
and services from Kazakhstani suppliers
totaling approximately

\$52.3
BILLION

Managing environmental performance

99.5%

TCO gas utilization rate

49%

Total water reuse rate

78%

Waste reuse/recycling rate





Investing our workforce

THE SHARE OF KAZAKHSTANI EMPLOYEES IN THE COMPANY

In 2025



In 1993



The share of Kazakhstani nationals in top
and middle management positions at TCO



Improving the wellbeing of communities where we operate

New social facilities were built since TCO inception



>120

Beneficiaries who have been positively affected by the social investment program in 2025



>11 000

Implemented social projects proposed by non-governmental organizations in 2025



20

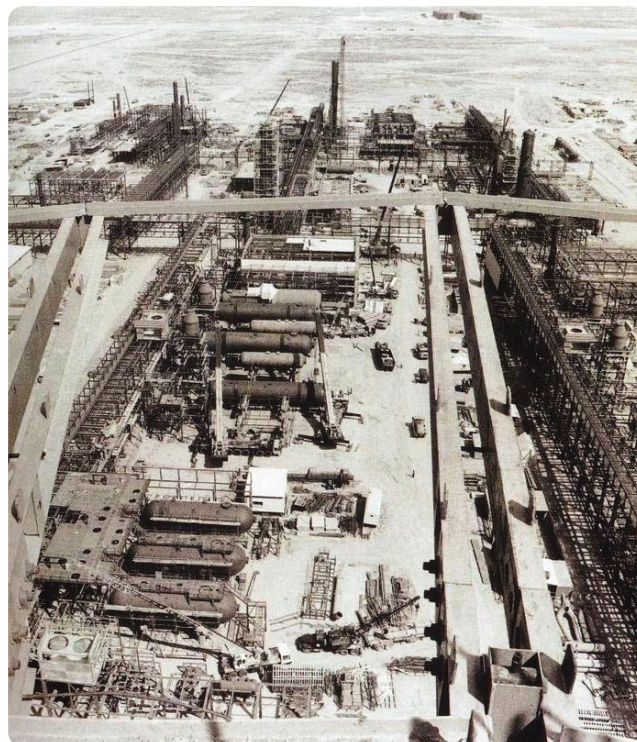


ABOUT TCO

History of TCO

A history of fueling progress

The Tengiz oil field, located in the western part of Kazakhstan, was discovered in 1979. Tengizchevroil LLP (TCO) was formed in April 1993 as a result of the signing of an agreement between the original founding partners, the Government of the Republic of Kazakhstan and Chevron Corporation.

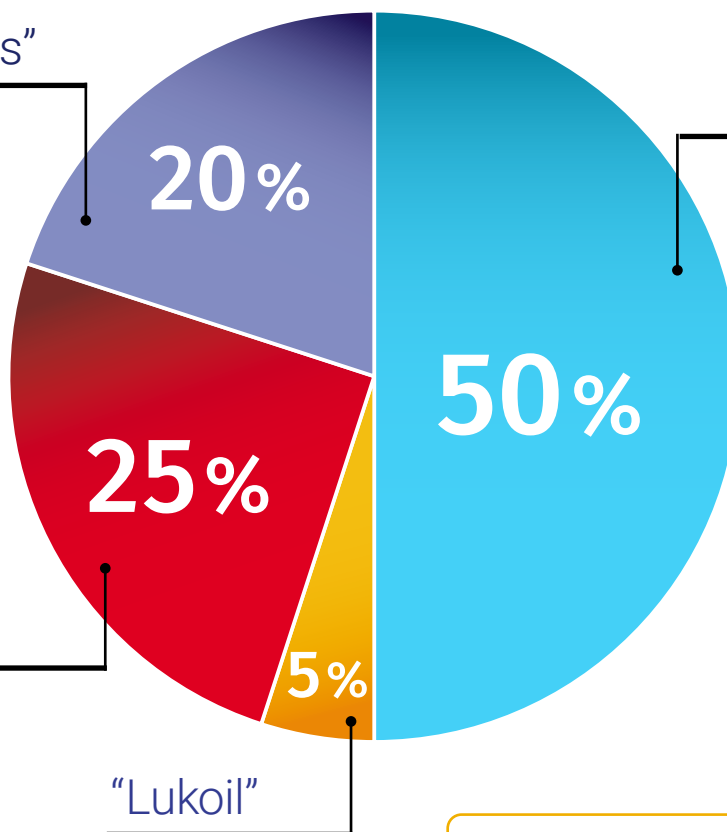


Currently, TCO's partners are:

JSC "NC

"KazMunaiGas"

"ExxonMobil
Kazakhstan
Vetures Inc."



"Chevron"

"Lukoil"

Disclaimer: The company operates in accordance with the 1993 Founding Agreement, and its activities are not subject to a Production Sharing Agreement (PSA).



New horizons

Future Growth Project – Wellhead Pressure Management Project

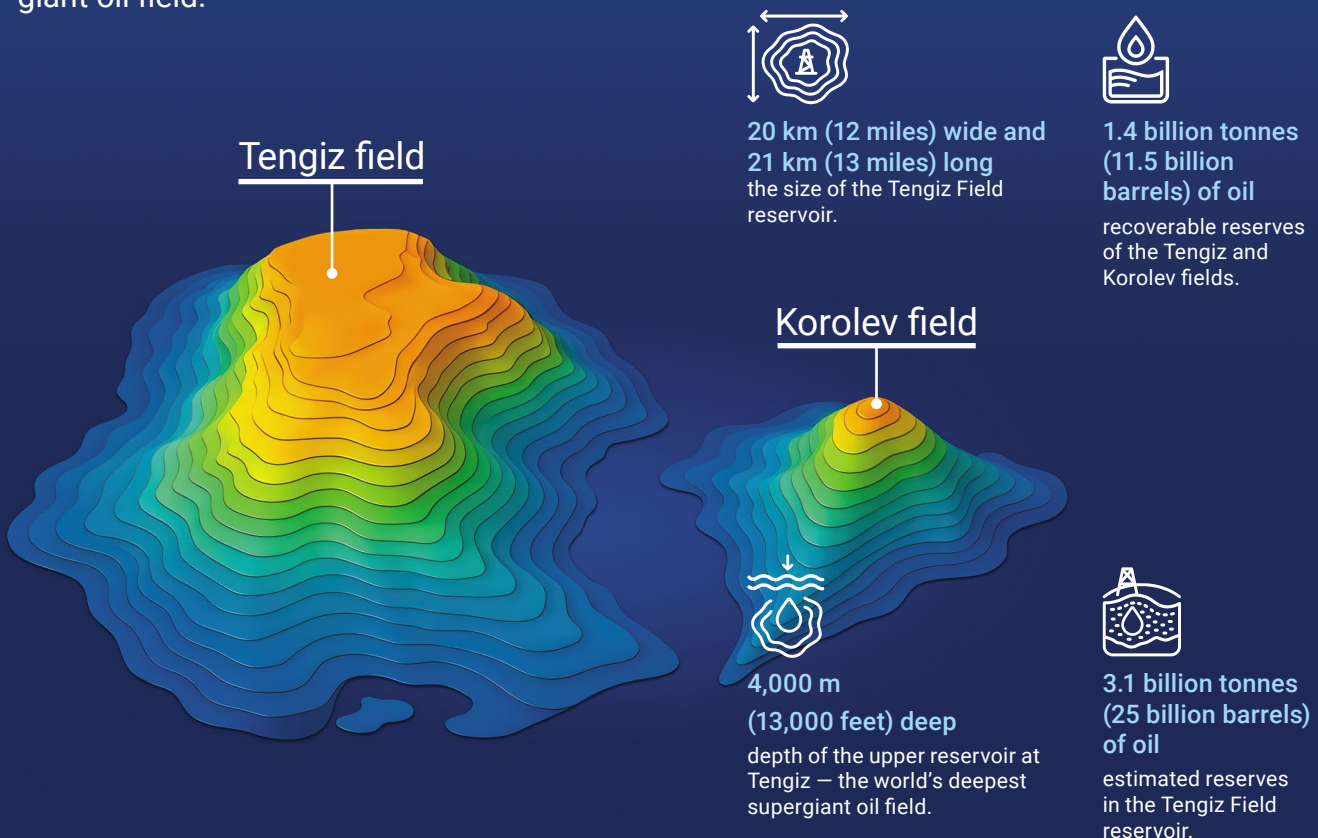
In 2016, the final investment decision was announced for the Future Growth Project – Wellhead Pressure Management Project (FGP-WPMP), the next major expansion of Tengiz field production capacity.

In January 2025, TCO reached a significant milestone at Future Growth Project – Wellhead Pressure Management Project (FGP/WPMP) by safely initiating production of crude oil at its new Third-Generation Plant (3GP), which is designed to expand Tengiz’s crude oil output by an additional **12 million tons** per annum.

The FGP-WPMP was a project of national importance that helped create a legacy of skilled workers in the region, technology transfer through partnerships with foreign companies, and upgraded infrastructure.

About the oil field

The Tengiz Field is the world’s deepest giant oil field.



The TCO Way

Delivering Results the Right Way

Mission

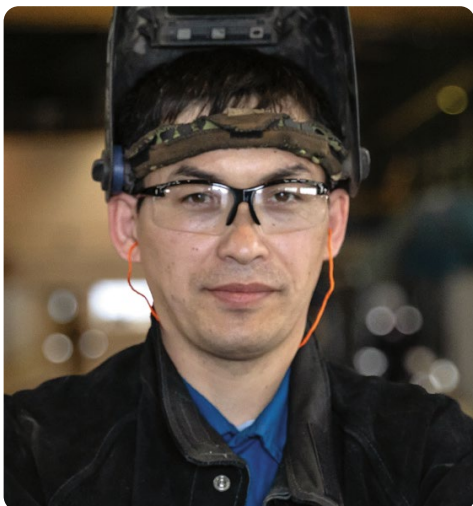
Our mission is to create superior value for the Republic of Kazakhstan, our shareholders and employees.

Vision

To be the safest, most efficient and profitable oil and gas enterprise in the world, most admired for its people, partnership and performance.



One
TCO



The TCO Way explains who we are, what we believe, how we achieve our mission and where we aspire to go.

It establishes a common understanding of our strategies and values not only for us, but for all who interact with us.



Strategies

Our strategies guide our actions to deliver industry leading results.

People

Engage and develop our people to unlock their potential and deliver industry leading results the right way.

Execution

Deliver superior results through a relentless focus on safety and operational discipline.

Competitive Performance

Lead the industry in profits and returns by striving for continual improvement and consistently outperforming our peers.

Technology and Functional Excellence

Differentiate performance through technology, ingenuity, and functional expertise.

Values

Our values define us and guide our actions in delivering results. We conduct our business in a socially and environmentally responsible manner, respecting the law and benefitting the communities where we work.

Protect People and the Environment

We have an unwavering commitment to personal and process safety, and protecting the environment. We strive for incident free operations with a focus on preventing high consequence events.

Integrity and Trust

We are honest with ourselves and others. We earn trust by respecting and supporting each other and by operating with the highest ethical standards in all we do.

Accountability

We focus on our priorities and take ownership of our actions, decisions and outcomes — individually and collectively.

Partnership

We build trusting, productive and collaborative relationships with government, our shareholders, communities, business partners, customers and each other. We are most successful when we succeed together as One TCO Team.

Diversity and Inclusion

We have an inclusive work environment that respects the uniqueness and diversity of cultures, and values individual talents, experiences and ideas.

TCO'S SOCIAL IMPACT

Tengizchevroil's social impact initiatives are aimed at stimulating and unlocking the potential of every resident and the community of Atyrau oblast. TCO strives to expand opportunities for people by providing access to and improving healthcare, education system and economic development, as well as civil society

TCO invests in Atyrau oblast's communities through two voluntary programs: "Egilik" social infrastructure program and Community Investments Program (CIP). "Egilik" program focuses on constructing social infrastructure facilities such as kindergartens, schools, parks and more. On the other hand, the CIP aims to improve the quality and accessibility of healthcare and education systems, as well as the development of social entrepreneurship and civil society in Atyrau oblast.

Within 5 years from its establishment in 1993, TCO implemented "BonusFund Atyrau" program for a total of **\$50 million**, as part of its obligations outlined in the Basic Agreement. Despite the completion of this program, the company's management and partners decided to continue the initiative of providing gratuitous social support to the Atyrau oblast.

"Egilik" voluntary social infrastructure program

In 1999, TCO replaced the mandatory "BonusFund Atyrau" program with the voluntary social and infrastructure program called "Egilik". Within the framework of this program, the company builds and improves social facilities, such as schools, hospitals, recreation areas, kindergartens, and other public facilities in Atyrau oblast.

Since 2013, the annual budget of the "Egilik" voluntary social infrastructure program is \$25 million. In the summer of 2025, the Sports and Recreation Center with a capacity of 160 people was completed under the program in Zhanatalap village, Atyrau.

"The new sports and recreation center undoubtedly opens up new opportunities for local athletes. Previously, children had to travel by public transport to neighboring villages in bad weather to participate in sports activities, which caused significant concern for parents," said local resident **Adilet Baimukhanov**.



The sports and recreation center includes separate fitness areas for men and women, as well as spacious, fully equipped halls for basketball, volleyball, wrestling, and boxing. Special attention was also given to the surrounding area, where a football field, a running track, a long-jump area, dedicated volleyball and basketball courts, and an outdoor fitness zone were constructed. As a result, residents of the village of Zhanatalap now have opportunities to engage in outdoor sports activities during the summer season.



The sports and recreation center was built in accordance with modern standards and is fully accessible for people with limited mobility. The facility is equipped with ramps, an elevator, tactile paving, and dedicated rooms designed to meet the needs of persons with disabilities.

Infrastructure Development Projects

2023

Launch of the Construction of a Sports and Recreation Complex in Zhanatalap, Atyrau

2025

Commencement of Construction of a 280-Child Kindergarten in Zhuldyz-2 Microdistrict, Atyrau

2025

Commencement of Construction of a 280-Place Kindergarten in Aksai-2 Microdistrict, Atyrau

2025

Completion of the Sports and Recreation Complex in Zhanatalap, Atyrau

2025

Commencement of Construction of a 280-Place Kindergarten in Shokpartogai, Zhylyoi District

2025

Commencement of Construction of a 200-Seat Community Center in Akkiztogai, Zhylyoi District

2025

Commencement of Construction of a 200-Seat Community Center in Kosshagyl, Zhylyoi District



New Sports and Wellness Complex: Advancing a Healthier Future Through TCO's Investment in the Atyrau oblast



TCO EGILIK PROGRAM PROJECTS MAP 2025

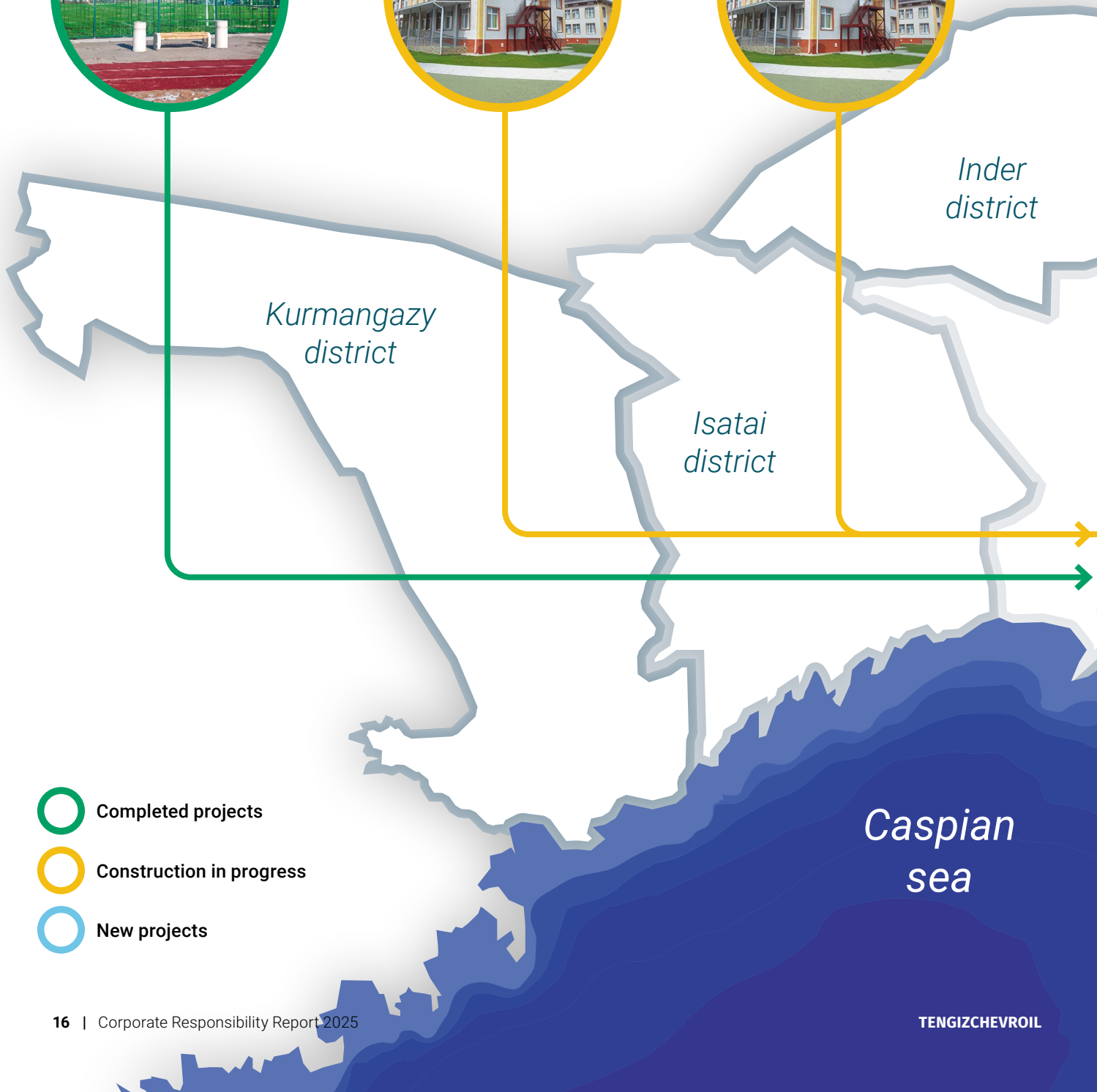
**Health & Fitness Center,
Zhanatalap, Atyrau**



**280-seat Kindergarten
Aksai-2, Atyrau**



**280-seat Kindergarten
Zhuldyz-2, Atyrau**



-  Completed projects
-  Construction in progress
-  New projects



Objective

Construct the most significant social projects aimed at raising the standard of living for the population of the Atyrau oblast and improving the region's healthcare, educational and social infrastructure.



In 2025, the majority of “Egilik” program budget was allocated to the procurement of medical equipment for healthcare institutions in Atyrau oblast, as well as to the purchase of specialized equipment for the State Municipal Enterprise “Tabigat.”

Medical equipment totaling approximately **4 billion** tenge was donated to the Perinatal Center, Cardiology Center, Oncology Dispensary, city polyclinics, district hospitals in *Makhambet, Inder, and Issatay districts*, as well as other specialized healthcare institutions across the region.

Head of Atyrau oblast Healthcare Department, **Kaisar Abdaliyev** noted:

“Cooperation with TCO enables the consistent strengthening of the material and technical base of healthcare organizations in the region. The provision of modern equipment supports the introduction of new diagnostic and treatment methods and contributes to improving the quality of healthcare services for the population.”

The medical equipment donated to *Atyrau oblast* Cardiology Center included:

- The **EnSite X** cardiac mapping and navigation system, an advanced three-dimensional technology used to map the heart’s electrical activity. This system is widely used in leading cardiology centers worldwide for the diagnosis and treatment of complex cardiac arrhythmias;
- the **S5** heart-lung machine, a highly reliable system used during open-heart surgeries and other complex cardiac surgical procedures;
- a nitric oxide monitor, the **WorkMate Claris** electrophysiology system, and other specialized medical equipment.

MEDICAL EQUIPMENT WORTH A TOTAL OF



Surgeons at the center successfully performed a mitral valve replacement and tricuspid valve repair under cardiopulmonary bypass. During the procedure, nitric oxide (NO) was used for the first time in the center’s practice to reduce pulmonary hypertension, which helped stabilize the patient’s condition and enhanced the effectiveness of the surgical treatment.



Another key area of engagement focused on strengthening emergency medical services. TCO also donated **25 ambulances** to support the healthcare needs of *Atyrau oblast*. This contribution significantly renewed the ambulance fleet and improved response times to emergency calls in both urban and remote areas, including the deployment of **two ambulances** to Issatay district.

This initiative represents more than a fleet renewal. It is a contribution to the sustainable development of the healthcare system, strengthening public trust in emergency medical services and creating a safer working environment for medical response teams.

“Upgrading the ambulance fleet is critical to our operations. We are grateful to TCO for its support and tangible contribution to development of healthcare in Atyrau oblast,”

said **Aibek Orynbassaruly**, Director of the Atyrau oblast Emergency Medical Services Station.

25 AMBULANCES

To support the healthcare needs of Atyrau oblast



+2

to Isatai district



34 UNITS OF SPECIALIZED EQUIPMENT

to the State Municipal Enterprise “Tabigat”



Total value
>3.9
BILLION
TENGE

TCO donated 34 units of specialized equipment to the State Municipal Enterprise “Tabigat” under the *Atyrau oblast* Department of Natural Resources and Environmental Regulation, with a total value of more than **3.9 billion tenge**.

The transferred equipment significantly strengthened the enterprise’s material and technical base and expanded its capacity to carry out environmental, rehabilitation, and technical works.

Over the years, the program has invested

440
MILLION
USD



120
SOCIAL
INFRASTRUCTURE
PROJECTS

60
PROJECTS WERE
IMPLEMENTED IN
ZHYLYOI DISTRICT

Community Investments Program

TCO initiated its second voluntary program, the Community Investments Program (CIP), in 2010. The program aims to support education, healthcare, the development of civil society, and the preservation and development of the cultural and historical heritage of the Kazakh people

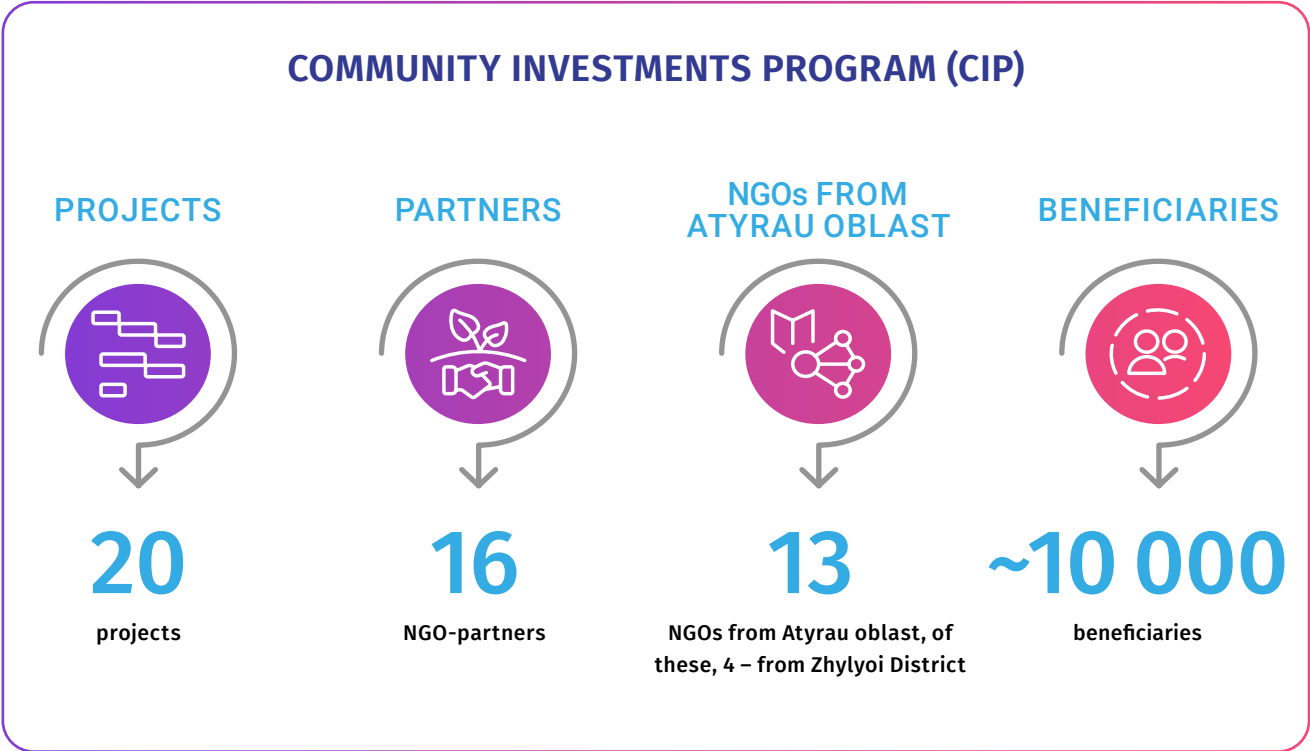
The creation and implementation of projects are entirely the responsibility of non-governmental organizations (NGOs): acting as a bridge between business, community, and government agencies and offering solutions to pressing community issues based on their research and observations. TCO only provides financial support for implementation of projects. The selection of NGOs and their projects is carried out in two stages.

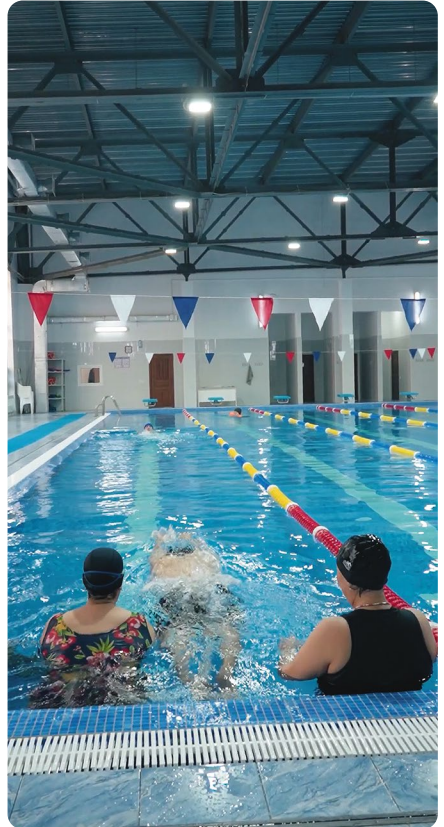
The first stage involves checking the project for compliance with basic criteria, and the second stage is the assessment of each project by the Community Investments Council. The selection criteria are publicly available on the company’s official website. The Community Investments Council is a group of people gathered from various departments within the company, and the council members are renewed annually, thereby ensuring transparency and impartiality in the evaluation process.

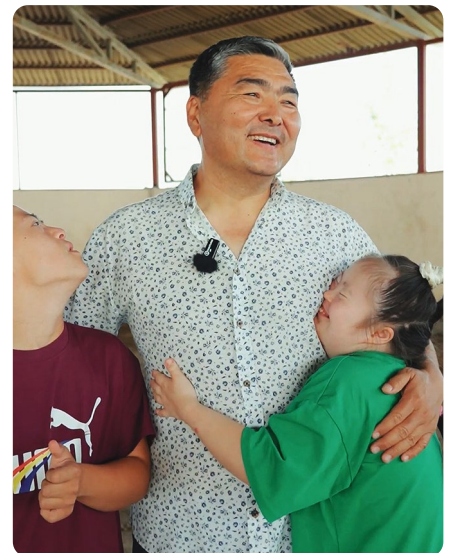
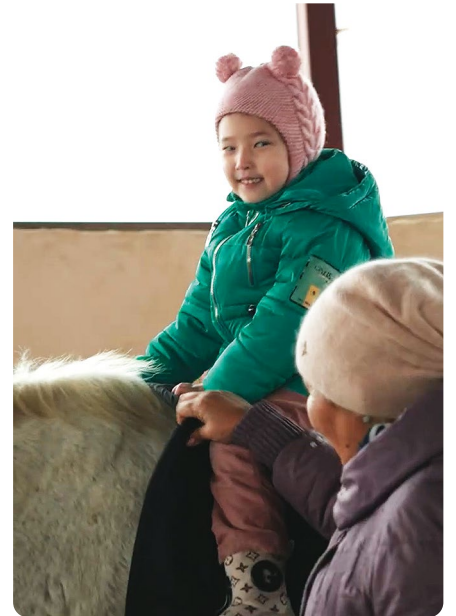
In 2025, **16 NGOs** implemented **20 projects** across the *Atyrau oblast* and *Zhylyoi district*, positively impacting approximately **10,000 beneficiaries**.

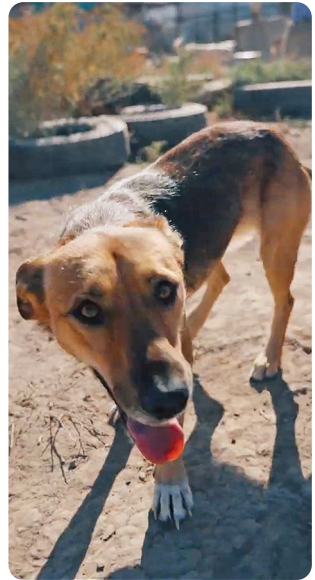


To enable all NGOs to participate equally in the selection process, a ‘workbook’ was developed. This manual is designed to help all NGOs, without exception, correctly and timely apply for participation in the Social Investment Program.









PROJECTS AIMED AT HUMAN DEVELOPMENT



Increasing capacity of medical institutions and their employees and prevention of public health



Private charity foundation "AYALA" –
"Let's breathe life"



Private charity foundation "AYALA" –
"Neonatal surgery"



PF "Biz de adambyz" –
"Effective Rehabilitation
for People with
Disabilities"



PA "Atyrau.
Little Country" –
Social and Scientific
Town "Little Country"



PF "BolashakK" –
Early Rehabilitation
of Children under the "Early
Intervention" Program in
Atyrau oblast



**Development
of Civil Society**



PF "Biz de adambyz" –
Art space for people with
disabilities "Creativity Without
Borders" in Atyrau and Zhylyoi
District



PF "Zhurekten zhurekke" –
Development of
Corporate Volunteering
"Teniz Juregi"



PF "Qabilet" –
"Qabilet" NPO
School



CF "Eurasia Foundation
of Central Asia" (EFCA) –
Public Spaces in 6 villages
of Zhylyoi district



PF "Janasha" –
"+50 never too
late"



**Cultural development and
heritage preservation**



PF "Kazakiya" –
Asyl Mura
(Precious Heritage)

PROJECTS AIMED AT RAISING PUBLIC AWARENESS ON ENVIRONMENTAL ISSUES



PF "Talaptan" –
"Sayaly baq – sayasynda"
(Shady Garden – in the shade)



PF "Zhurekten zhurekke"
Eco education

PROJECTS TO DEVELOP FUTURE ECONOMIC POTENTIAL



Improving the quality and opportunities
for education and learning, including
inclusive education



"New educational initiatives"
Public Foundation –
Development of functional literacy
of students of educational institutions
of the Zhylyoi District



Public Association of
Psychologists "Oi-sana" –
"Sunshine" (Kun saulesi)



Atyrau oblast Branch of the Republican Public Association "Kazakhstan Federation of Educational and Sports Robotics" –
JasUP – STEM, Engineering, Robotics, and Technical Skills
Development for Youth in Atyrau oblast



PF "Shyraq
Education" –
Shyraq Zhylyoi
development



Stimulating economic development,
including social entrepreneurship



PF "Zeyin-Atyrau"
Women Support and
Business Orientation
Project "Qadam"



PF "Janasha" –
"Shektelme"



PF "Fund for Social Programs and Innovations"
"Zharkyra" – a program for the
development of social entrepreneurship
in Atyrau oblast

Zhylyoi district development program – local entrepreneurship development program “Tandau”

In addition to the two main programs implemented by TCO, the Tandau project was launched in September 2023 as part of Zhylyoi District Development Program, with the primary objective of supporting small and medium-sized enterprises. The project is implemented by the Eurasia Foundation of Central Asia (EFCA)

“Tandau” is a business idea competition for small and medium-sized entrepreneurs in Zhylyoi district, the winners of which receive interest-free loans to implement their projects. The loans are issued for the purchase of necessary equipment, which serves as collateral guarantee in case of non-repayment within the due time frame.

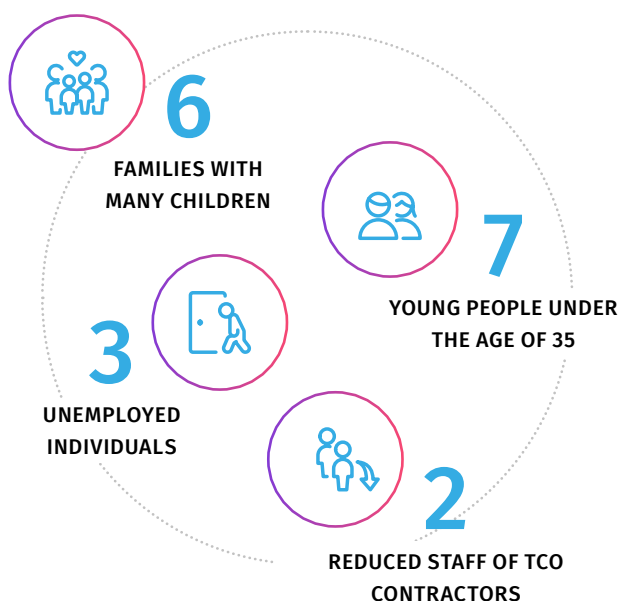
What is the amount of the loan?

Loans for purchase of equipment are approved in the following amounts:

- ♦ **up to 2.5 million tenge** for start-up (young) projects (entrepreneurs operating for less than a year);
- ♦ **up to 4.5 million tenge for existing entrepreneurs.**



In November 2025, **14 residents** of Zhylyoi District completed the training and received interest-free loans totaling **KZT 48.5 million**, including:



The loans were provided to support business initiatives in areas such as furniture manufacturing, advertising services and printing, meat production, the opening of a car washes and a bakeries, the provision of electrical services, the sale of environmentally friendly products, the establishment of child development and correction centers, the production of freeze-dried fruits, and other business activities.



Bekarys Zhukatayev, who launched a household detergents production facility in Kulsary with support from the “Tandau” project.

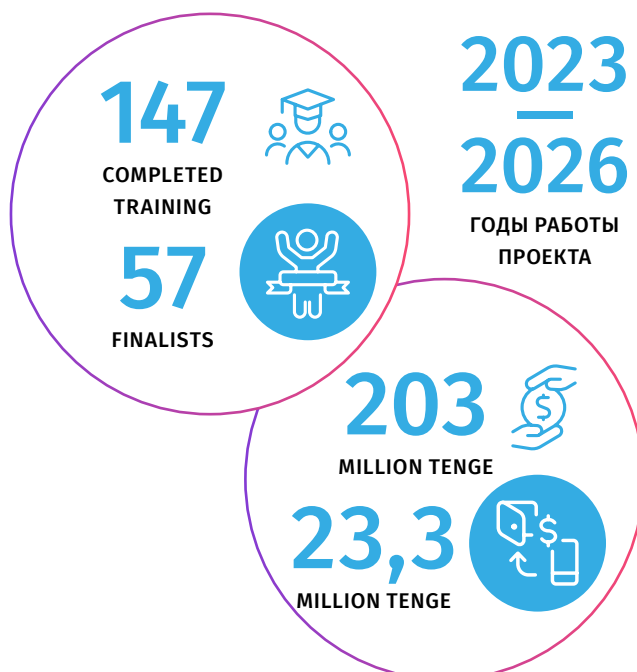
“We produce 10 types of products and deliver them across the region. The “Tandau” project provides an opportunity to enter the market even without significant start-up capital. Our monthly production volume reaches 250 tonnes.”

Anar Zhunissova, winner of the 2025 “Tandau” project

“I had been following the “Tandau” project on Instagram and decided to apply. In the end, I became a winner. I now plan to purchase equipment and further develop the production of freeze-dried fruits, with a focus on food floristry. The project provided me with invaluable experience, new ideas, and inspiration. It was beneficial not only for my business, but also for my personal development.”



Over the course of the project’s implementation (2023–2026), **147 residents** of Zhylyoi District completed training programs. Of these, **57 finalists** received financial support to implement their business ideas, with total funding amounting to **203.5 million tenge**. By the end of 2025, project finalists had already repaid **23.3 million tenge**, which was subsequently reallocated to support new participants in implementing their business initiatives.



Sponsorships and donations

In addition to voluntary social programs, TCO also provides annual sponsorship assistance as requested by local executive bodies. It should be noted that most of this support is primarily directed to Zhylyoi District and the Atyrau oblast, where Tengiz field is located and where the Company's employees, business partners, and their families reside

Support for the development of inclusive sport

TCO donated modern sports equipment and a minibus to the Kazakhstan Sitting Volleyball Federation to support the development of parasports and the preparation of the national team for international competitions.

As part of the initiative, the Federation received Molten volleyballs certified to international standards, professional posts and accessories, rehabilitation equipment, as well as a minibus for transporting both team members and sports equipment.

It should be noted that TCO has been supporting the Kazakhstan national sitting volleyball team since 2023. The Company served as the general sponsor of the Asian Para Volleyball Championship qualification matches, held in Astana from July 3 to July 8. At the home tournament, the national team won silver, securing its first direct qualification for the Paralympic Games since 1996.



The Kazakhstan national sitting volleyball team is one of the leaders in global para volleyball and is part of the world elite competing in Division A. The team has a strong record of achievements, including:

- ◆ Asian Champions 2025 (Hangzhou, China);
- ◆ Bronze medalists of the 2025 World Cup (Fort Wayne, USA);
- ◆ Participants in the Paris 2024 Paralympic Games;
- ◆ Multiple medalists of Asian and World Championships.

Support for Municipal and Medical Services in Zhylyoi District

In 2025, TCO provided sponsorship support to strengthen the municipal vehicle fleet of Zhylyoi District with new specialized equipment valued at approximately **1.3 billion tenge**.

In total, **18 units of specialized equipment** were provided, including two Hidromek backhoe loaders, five 15-ton dump trucks, two claw-type snow loaders, as well as two highly maneuverable multifunctional combined machines MKM 1904, two Mitrax MP 749 mini-loaders, and five MMK-1000 sweeping machines, which are scheduled for delivery.

In addition, new medical equipment worth about **18 million tenge** was purchased for the Central Regional Hospital in Kulsary, namely the Haemonetics PCS2 automated donor plasmapheresis machine.

"In cooperation with the Akimat, TCO is contributing to the improvement of street conditions in Kulsary as part of the "Taza Kazakhstan" initiative. The Company will continue to support the social development of the district where our employees and their families reside,"

said **Nurmukhamed Kartabayev**, Policy, Government and Public Affairs General Manager at Tengizchevroil LLP.



Support for the Development of Inclusive Education in Zhylyoi District

Additionally, in partnership with the “Samruk-Kazyna Trust” Corporate Foundation, Tengizchevroil supported a project to equip and open inclusive support classrooms for children with special educational needs in **five schools** of Kulsary, Zhylyoi District.

In December 2025, the first inclusive support classroom was opened at School #16 named after D. Zhazyqbayeva. The dedicated space, covering **56 square meters**, can accommodate up to **10 educators** simultaneously, enabling them to conduct sessions with up to **40 children** per day.

The classrooms were established based on an updated model of an author-designed project, developed in collaboration with subject-matter experts, and have already demonstrated their effectiveness in other cities across Kazakhstan. A tailored approach for each school enables children to receive comprehensive support within their own educational environment, including speech therapy, psychological and special education services, sensory and developmental support, as well as adaptive physical therapy.

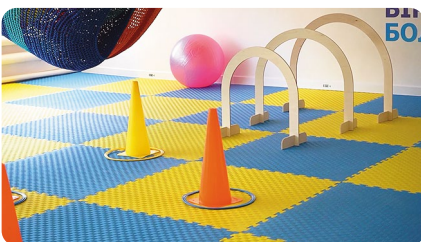
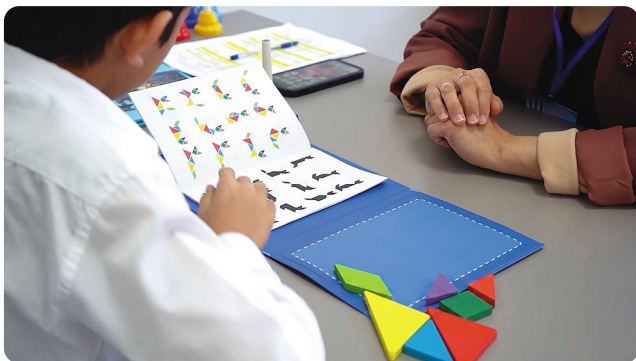
Deputy Akim of Zhylyoi District,
Gulnafis Aishuakova:

“Tengizchevroil has been supporting Zhylyoi district for many years, and I believe the opening of these classrooms will have a positive impact on the development of our children. We hope there will be more projects like this.”



The initiative to equip inclusive support classrooms will reach **158 children** with special educational needs and includes not only technical outfitting, but also year-long methodological support and teacher training. This support covers the development of individualized programs, professional development, and ongoing expert consultation. Project funding was shared equally between the partners, amounting to approximately **76 million tenge** from each organization.

Besides the targeted projects, funds raised through charitable actions and programs initiated by TCO employees as part of the corporate volunteer movement are directed towards supporting orphans and children from socially vulnerable categories.



PROTECTING PEOPLE AND THE ENVIRONMENT



Ensuring health and safety of employees, industrial safety and environmental protection are among the core values of the company. TCO strives for incident-free operations so that each employee can safely perform their duties and safely return home to their families

TCO has implemented safety processes, procedures and instructions, including industrial hygiene control programs, which you can find in this Corporate Responsibility report. Here are some of them:

- ◆ Industrial Hygiene Production Control Program
- ◆ Operational control program for ventilation and air conditioning systems in Tengiz
- ◆ Operational control program of quality and safety of drinking water of water supply facilities in Tengiz and Atyrau
- ◆ TCO Food Safety Standard
- ◆ TCO Radiation Monitoring Program for production facilities
- ◆ HES procedures for chemical safety at TCO facilities
- ◆ Fatigue Management Program

Protecting people

In 2025, the company continued to improve its safety culture, develop serious accident prevention programs and implement advanced occupational health, safety, and industrial safety standards. The focus was on incident prevention, creating safe production processes, protecting employees' health and reducing environmental impacts. TCO approach is based on the requirements of the legislation of the Republic of Kazakhstan, international industry standards and principles of transparency, responsibility and continuous improvement.

Key focus areas in 2025

1. Developing safety culture

In 2025, TCO focused on strengthening safety culture at all facilities, ensuring compliance with regulatory



requirements of the Republic of Kazakhstan and corporate standards, creating conditions under which each employee and a contractor's representative can safely perform the duties. Special attention is paid to safety leadership, staff awareness and dissemination of best practices.

2. System control of production environment factors

The company provides comprehensive monitoring and management of environmental factors within the framework of industrial hygiene programs. The control covers the main parameters of the microclimate, noise, vibration, thermal radiation, physical and chemical risk factors.

3. Protecting health and well-being of employees

TCO is implementing a comprehensive set of programs aimed at protecting employee health and creating a safe and comfortable work environment. In 2025, the following initiatives were implemented:

- ◆ quality control of potable water at the Tengiz and Atyrau facilities;
- ◆ sanitary and hygienic control of ventilation and air conditioning systems;
- ◆ ensuring food safety;
- ◆ risk management related to workforce fatigue.

These measures contribute to the maintenance of employees' health and formation of a sustainable production climate.

Key achievements of 2025

Monitoring of working conditions and production environment

- ◆ **26 365** measurements on industrial hygiene were carried out.
- ◆ A set of measures has been implemented to improve the microclimate, ventilation and sanitary condition of facilities.
- ◆ Certification of working conditions at **4** production facilities (**43** workplaces) has been completed.

Safety and hygiene of production processes

- ◆ Control over safe handling of chemicals has been improved; necessary procedures and protective measures have been updated and implemented.
- ◆ Preventive and diagnostic measures have been carried out for ventilation systems at **12** industrial and **3** municipal facilities.
- ◆ Scheduled radiation monitoring of production sites and sanitary protection zones has been completed, and the radiation control program has been updated.

Food safety and employee support

- ◆ Food service providers have confirmed their compliance with HACCP requirements.
- ◆ Events dedicated to the World Food Safety Day were held, aimed at raising awareness among employees about safe food preparation and storage practices.



Work management and digital transformation of security processes



Work Management Control (WMC) is one of the key elements of TCO operational safety management system

In 2025, the company completed the largest transformation in industrial safety in recent years: a complete transition from the Management Process of Safe Work methods (MSWM) to the unified corporate standard of WMC. This solution has improved production discipline, ensured consistency of requirements at all facilities, and enabled the introduction of a modern digital platform for permit to work and control – electronic Permit To Work and equipment isolation (*further – ePTW*).

The transition to WMC has become the foundation for reducing operational risks, increasing transparency, and strengthening the safety culture among employees and contractors.

Key focus areas in 2025

1. Complete standardization of planning and execution process

Implementation of the WMC has provided consolidated requirements for all TCO facilities and contractors, increasing controllability and predictability of operations, especially when performing high-risk works:

- ◆ *Planning* – early hazards identification,
- ◆ *Preparation* – identification and verification of protection measures prior to commence works,
- ◆ *Execution* – performing works in a controlled environment,
- ◆ *Lessons learnt* – documenting lessons and subsequent improvement.

2. Digitalization: introduction of ePTW system

As an important step towards digital transformation, TCO successfully implemented an electronic permit to work system in 2023, which marked significant progress in optimizing operational processes. This convenient digital solution brings the company and its users many advantages. This not only accelerates the workflow, but also increases the accuracy of permission management and operational discipline. In 2025, TCO completed a full transition to an electronic permit to work system, with the introduction of ePTW at the facilities of FGP – the last stage of digital integration.

The system ensures:

- ◆ transparency of all stages of planning and execution of works,

- ◆ consolidated standards for TCO and all contractors,
- ◆ integration of risk analysis, energy source isolation, and permitting procedures into a single platform,
- ◆ automatic traceability of actions, improved quality control and analytics capabilities.

The ePTW has become an important element of TCO digital maturity and has allowed the company to move from reactive control to proactive operational risk management.

3. Workforce development

As part of the transition to ePTW, there were:

- ◆ safety instructions, procedures, and standards have been updated,
- ◆ clear roles and responsibilities of all participants in the process have been defined,
- ◆ training materials, maps, presentations, and visual guides have been developed,
- ◆ and extensive training has been conducted for users of ePTW and integrated processes.

Special attention is paid to training of employees and representatives of contracting organizations, who make up a significant part of the workforce at TCO facilities.

4. Impact on safety and sustainable operations

The transition to WMC and ePTW has created a significant effect:

- ◆ improved production discipline at all levels;
- ◆ organizational errors are reduced through standardized procedures;
- ◆ and all security-related decisions are traceable;
- ◆ the role of managers as security leaders has been strengthened;
- ◆ the time for preparation and coordination of work has been reduced due to digitalization;
- ◆ a platform for analyzing deviations, trends and lessons has been created;
- ◆ WMC has become a key element in preventing serious accidents and improving operational reliability.



Emergency preparedness and response

Emergency preparedness is a key element of TCO's corporate responsibility, aimed at protecting people's life, the environment and sustainability of production processes

In 2025, the company continued the systematic development of the Emergency and Crisis Management System (ECMS), ensuring the readiness of personnel and contractors to act in emergency situations of any scale.

The effort in this area is conducted in accordance with the legislation of the Republic of Kazakhstan, corporate requirements and industry standards.

Key focus areas in 2025

1. Integration of accident response headquarters into a single management system

In 2025, TCO completed the transfer of the Emergency Response Headquarters of the facilities of Future Growth Project – Wellhead Pressure Management Project

(FGP-WPMP) to operational mode. These headquarters have become part of the consolidated ECMS structure, covering the facilities of the Third Generation Plant (3GP) energy facilities and infrastructure sites.





- ◆ 293 emergency response trainings on the objects without involving FES;
- ◆ 30 drills with participation of ERT Level 2;
- ◆ comprehensive exercises with the participation of external partners — CPC and KazTransOil.

The participants demonstrated a high level of knowledge of procedures, willingness to act, and effective cross-functional interaction.

This training program is an important mechanism for preventing serious consequences of accidents, as well as building trust on the part of the state and local communities.

The integration results include:

- ◆ unified standard for responding to accidents;
- ◆ coordination of actions from on-site emergency response teams to the Level 3 Emergency Management Team (ERT) and the Crisis Management Team (CMT);
- ◆ increasing pace of resource mobilization and redistribution;
- ◆ application of unified procedures for all departments and contractors.

This work has increased the readiness to respond to large-scale events and provided a unified approach to risk management.

2. Large-scale training alarms and emergency training

Drills and emergency response training are the basis for practical training of personnel. In 2025, TCO conducted:

- ◆ 476 emergency response trainings, including 270 with participation of fire and emergency services (FES);



3. Training and Development

Workforce training is an important element of emergency preparedness management.

In 2025:

- ◆ a mandatory online course on civil protection issues was introduced;
- ◆ about 7,000 employees of TCO and contractors were trained;
- ◆ personnel of the EMT and CMT Level 2 and 3 were trained.

A systematic approach to competence development has enhanced the company's ability to prevent, localize and eliminate emergencies.



Contractor health environment safety management (CHESM)

Management of safety, labor protection and environmental responsibility issues in relations with contractors is a key element of TCO corporate responsibility and sustainable development

In 2025, the company continued to improve a systematic approach to health, safety and environmental management in contracting organizations – CHESM (Contractor Health, Environment and Safety Management), aimed at reducing risks, improving the skills of employees and improving safety culture.

Key achievements of 2025

1. Holding industry forums and sharing best practices

“KazService 2025” Forum

On November 14, “KazService” Forum was held in Atyrau, where TCO presented best practices aimed at developing safety culture, raising standards of industrial discipline and improving operational risk management.

The main topics included:

- ◆ strategic directions for development of HES and environmental management system;
- ◆ safety management in contractors as part of the CHESM process;
- ◆ developing the competencies of work responsible person (WRP);
- ◆ application of the principles of Human & Organizational Performance (HOP);
- ◆ improving the effectiveness of investigations and incident analysis.



The Forum has become a platform for strengthening dialogue and jointly increasing the level of security in the industry.

CHESM 2025 Forum

On November 28, the annual CHESM Forum was held that emphasized a key principle: safety is a shared value between TCO and each contractor working at the facilities of the company.

2. Development of competencies of employees of contracting organizations

In 2025, TCO continued to implement an extensive competence development program for the work responsible person (WRP). The purpose of the program is to train leaders who can effectively manage security on the ground, recognize hazards and ensure high work discipline.

In 2025, the training was provided to: **2,243 employees** of TCO and contractors.

The program promotes:

- ◆ to improve leadership skills;
- ◆ improve communication in teams;
- ◆ develop a culture of mentoring;

- ◆ improve the skills of local staff and create a long-term talent pool for the region.

3. Improving safety standards

Transition to an international standard since 2025, TCO started using a single set of forms of the international standard IOGP Start Work Checks (SWC) for high-risk work.

The implementation of the standard is aimed at:

- ◆ improving the quality of risk recognition,
- ◆ uniformity of procedures among employees and contractors,
- ◆ support for less experienced workers,
- ◆ reducing the likelihood of errors when preparing for work.

4. Strengthening shared responsibility for safety

- ◆ **80%** of the workforce at the facilities are employees of contractors. Therefore, the level of security in contractors is a critical component of the HSE performance of the entire company.

CHESM scope is aimed at aligning standards, bridging differences in experience and cultures, and creating a unified industry approach to safety.



Road safety and vehicle management

Road safety is a critically important area of TCO corporate responsibility

The company applies an integrated approach to the management of motor vehicle risks, including driver training, technical control, operating standards and the use of digital monitoring technologies.

The key elements of the system are the development of drivers' competencies, monitoring of the technical condition of vehicles, the use of color indexes of road conditions and the use of on-board monitoring systems for driver behavior. This approach helps to reduce the impact of the human factor and strengthen the culture of safe driving among employees and contractors.

Protecting the environment

Environmental management is a systematic activity aimed at responsible use of natural resources, reducing environmental risks and supporting sustainable production development

The Company consistently invests in environmental programs and pays special attention to the safe and reliable operation of existing facilities, which allows it to maintain controlled emissions, waste and discharges at a level consistent with established standards. This approach is consistent with the principles of sustainable development and has a positive impact on the environmental situation in the region.

During its activities, TCO develops approaches to emissions management based on data, modern technologies and a culture of continuous improvement. The company understands that reducing its carbon footprint is a long-term process that requires consistency and precision and aims to continuously increase environmental responsibility and efficiency of its operations.

Protection of atmospheric air

In its operations, TCO consistently follows the values reflected in the TCO Way: *"We conduct our business adhering to the principles of social responsibility and environmental protection, observing the laws and benefiting the society in which we operate."*

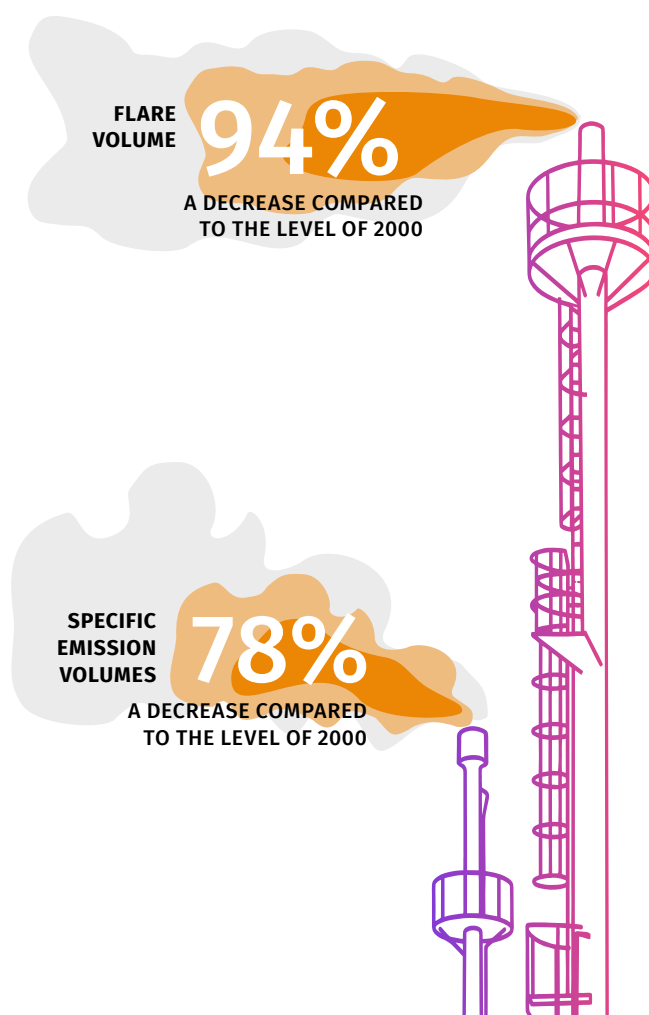
TCO is working intensively to improve technologies and consistently increase the capacity while systematically reducing the level of environmental impact. Comprehensive environmental protection measures are implemented at each stage of the production process, including measures aimed at reducing emissions of pollutants into the atmosphere.

Air emissions reduction

According to internal reporting data, TCO has reduced flaring at its facilities by **94%** compared to the level of 2000. TCO continuously invests in environmental protection and the implementation of effective management systems. By the end of 2025, the company's specific emissions decreased by **78%** compared to 2000, with an intensity of **1.85 kg per ton** of production. When commissioning new production facilities, TCO initially establishes safety and environmental protection requirements, implementing a set of measures aimed at minimizing environmental impacts at all stages of projects.

Greenhouse gas management

TCO builds greenhouse gas emissions management based on an integrated approach that combines the use of modern techniques, systematic data management and a responsible attitude to reducing the carbon footprint. The company strives to reduce the intensity of greenhouse gas emissions while maintaining the reliability of production processes.





Rational management of water resources

Rational use of water resources is one of the key areas of environmental activities

The Company is aware of the acute problem of water scarcity in the region and is making active efforts to ensure their rational and sustainable use. TCO implements a set of measures aimed at reducing water consumption from the main water pipeline. Recycling water supply and water reuse systems are used at existing facilities, as well as organizational approaches are being introduced to promote more efficient water resources management.

Reuse of water resources

In Tengiz, treated domestic wastewater is supplied from the waste treatment facility (WTF) to water reuse facilities (WRF). Here, using reverse osmosis technology, wastewater is recycled to produce process water and used at the processing plants, mainly as make-up water for steam generation on boilers. In addition, purified water is used in other technological processes: in particular, it is used for backwashing filters, as well as in various installations. This approach makes it possible to reduce the consumption of fresh water and increase the overall efficiency of the water resources.

Thus, the introduction of modern technologies for wastewater treatment and reuse contributes to rational

water use, reducing environmental impact and improving the operational efficiency of TCO. These measures are part of a long-term strategy for resource conservation and environmental sustainability.

The share of water reuse at TCO facilities in 2025 was **49%**.

A set of measures to conserve water resources

TCO consistently implements measures to enhance the culture of rational water use among employees and contractors. Training, briefings and regular meetings are aimed at developing a responsible attitude towards water resources.

The Company strives to ensure the safe and reliable operation of the water infrastructure, including regular maintenance and repair of water supply lines, sewage pumping stations, water treatment and sewage treatment plants, as well as other facilities. The scope includes routine inspections and prompt troubleshooting. In addition, the distribution of water resources between production facilities is monitored.

The integrated approach of TCO reduces water losses, increases water use efficiency and improves the water consumption accounting system, ensuring sustainable and safe water resources management.

An effective approach to waste management

TCO consistently implements a strategy to minimize waste generation, increase the volume of its recycling and reuse, while ensuring safe waste management in accordance with the requirements of the legislation of the Republic of Kazakhstan and corporate standards

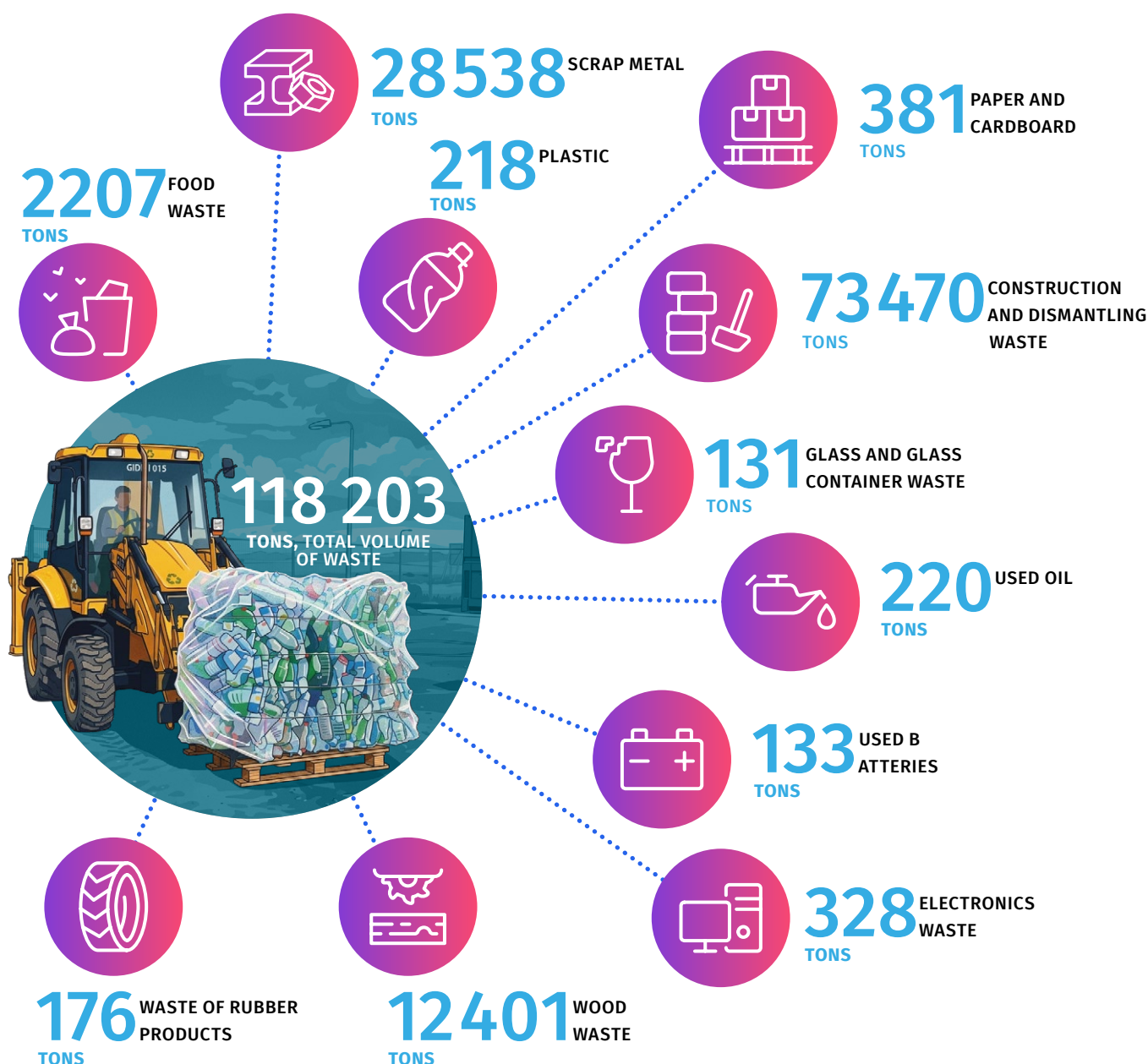
In 2025, as a result of the production activities and the functioning of the related infrastructure, about **55 types** of various waste were generated, more than **30 types** of which were recycled and disposed of by both TCO and specialized Kazakhstani organizations.

In 2025, the share of recycling and reuse of waste was **78%** (by weight).

In addition, TCO is gradually reducing the volume of waste disposal due to many years of work to improve

the waste management system, the constant search for alternatives for recycling / reuse, as well as measures to minimize waste generation at the source.

Special attention is paid to environmental training of employees and the development of a corporate culture of rational use of resources, which contributes to staff involvement in waste reduction processes and adherence to the principles of the waste management hierarchy.



Environmental monitoring

At TCO, environmental monitoring is a comprehensive system of monitoring the state of the environment



The system of industrial quality control of the natural environment is implemented by accredited environmental monitoring laboratories with modern analytical equipment and software and measuring complexes.

Atmospheric air monitoring

Atmospheric air monitoring is one of the main directions of the Industrial Environmental Control Program. TCO carries out several types of atmospheric air monitoring:

- ◆ Flare monitoring is carried out to assess the possible impact of emission sources from TCO production facilities.
- ◆ To assess the level of atmospheric air pollution and compliance with atmospheric air quality standards, **11 route** posts/places for air monitoring have been installed at the border of TCO SPZ.
- ◆ As part of the monitoring of atmospheric air in the places where staff live in the TCO rotational camp, air samples are taken four times a day every day.

- ◆ TCO has a network of **4 environmental monitoring stations** (EMS) located near and beyond the boundaries of the SPZ to monitor atmospheric air quality indicators. The data is transmitted every **30 minutes** to Kazhydromet in real time and is publicly available through the **AirKz** mobile application and Kazhydromet interactive map.
- ◆ In addition, there are **8 EMS** operating in TCO production area, which carry out continuous monitoring to ensure the safe operation of production facilities and the protection of our employees.

Monitoring of industrial emissions

- ◆ Automated Monitoring System (AMS) of emissions at the sources of emissions of production facilities. In 2024, TCO successfully completed the design work, and in 2025, it carried out a phased connection with the subsequent transfer of AMS data installed on **16 main emission sources** to the National Environmental Data Bank.
- ◆ The company also monitors industrial emissions at sources by conducting instrumental sampling to confirm compliance with established emission standards.

Groundwater monitoring

TCO conducts systematic monitoring of groundwater at production areas. Groundwater samples are taken from **126 observation** wells located near industrial facilities at Tengiz and Korolev fields, as well as from **11 background** wells installed at a distance from production facilities.

Soil monitoring

There are **63 sampling points** on the territory of TCO production facilities, including the background sites, to ensure control over the soil condition.

Wastewater monitoring

TCO regularly monitors wastewater to ensure compliance with established discharge limits.



Protection and conservation of biodiversity

At every stage of its activities, from design and construction to operation, TCO follows the principle of respect for nature

Measures for protection of biological diversity include the prevention and minimization of impacts, as well as mitigation of their consequences. This is not just a commitment, but part of the company's philosophy: to develop while maintaining harmony with the outside world.

Biodiversity monitoring

During monitoring of biodiversity at Tengiz field, the presence of **19 rare and endangered bird** species was noted, **17** of them are listed in the Red Book of the Republic of Kazakhstan, including the pink pelican, little white heron, spoonbill, glossy ibis, pink flamingo, white-headed duck, osprey, snake-eater, steppe eagle, burial ground, white-tailed eagle, quiver, black-headed giggler, black-bellied grouse and pallas and grouse.

There are also **2 species** included in the category of globally threatened according to the Red List of the International Union for Conservation of Nature (IUCN) – the red-necked grebe and the blue grebe.

In addition to the common vertebrates (agamas, large and red-tailed gerbils), **1 species** of amphibians, **3**

species of reptiles and **7 species** of mammals have been identified.

The monitoring was carried out in 2025 by specialists of the Kazakhstan Agency for Applied Ecology.

Protection of Red Book birds' nests

TCO protects the nests of rare and endangered birds during their breeding season in order to preserve biodiversity. If active nests are found at the company's facilities, measures are taken to protect them until the chicks safely depart.

Conservation of avifauna

A migration corridor of birds, including rare and endangered species, passes through the territory of Tengiz field. For this reason, TCO installs bird protection devices (BPDs) on overhead power lines of 6–10 kV. BPDs protect birds from electric shock when in contact with live wires and line supports.

The project has proven its effectiveness, contributing to reducing the environmental impact of TCO operations.



TCO initiatives in support of “Taza Kazakhstan”

TCO actively supports the national campaign “Taza Kazakhstan” by participating in large-scale environmental events at both the regional and national levels.

On April 21, 2025, TCO presented its environmental achievements at the republican exhibition “Taza Kazakhstan” in Astana. The company paid special attention to key environmental initiatives, including projects on landscaping, landscaping and support for the rehabilitation of affected areas after the floods in 2024.



The event was attended by the President of the Republic of Kazakhstan, Kassym-Jomart Tokayev, as well as other government officials who noted the importance of TCO environmental initiatives.

On September 20, 2025, TCO cleaned the area along the Kamyskol Lake embankment in Kulsary, Zhylyoi district, collecting about **60 m³** of waste together with business partners and “Zhylyoi Tazalyk” LLP. The action brought together about **200 people** and highlighted TCO’s commitment to environmental responsibility and social initiatives in the region.



Landscaping as part of TCO’s environmental strategy

As part of the Roadmap for solving the environmental problems of Atyrau oblast, the company considers the increase of green spaces not as a formal commitment, but as an important contribution to improving the quality of life and the state of ecosystems in the region.

Planting helps strengthen soils, reduce wind erosion, improve the microclimate and maintain biodiversity, thereby strengthening the natural balance of the region.

In 2025, **18,960 trees** were planted on a total area of **23.7 hectares** in Atyrau and **6 rural districts** of Zhylyoi district (Maikomgen, Zhana Karaton, Shokpartogai, Akkiiztogai, Koschagyl and Turgyzba).





SUPPORTING DEVELOPMENT OF LOCAL BUSINESSES

TCO contributes not only to development of oil and gas industry and the national economy, but also to development of local producers of goods and suppliers of various services

In 2025, TCO purchased goods, works and services (GWS) for **\$2.5 billion**, of which **\$1.8 billion** was allocated to Kazakhstani companies, accounting for **71%** of the share of Kazakhstani content in GWS.

How to become a TCO supplier?

TCO uses a fair and transparent contract conclusion process that uses capabilities of the Supplier's Expression of Interest Portal (SEOI). Supplier Expression of Interest) to identify potential business partners. TCO recommends that all interested parties register on the SEOI portal to receive current and future offers. During the tender process, TCO uses the SEOI database to select companies according to the terms of the tender. Moreover, TCO annually publishes a contract and procurement plan on an external website to promote transparent business practices and ensure

market awareness of potential opportunities for cooperation with TCO.

TCO aims to develop and maintain strong business relationships with customer-oriented suppliers with a strong safety culture, reliable reputation, and cost management skills. Potential suppliers are required to provide quality goods and services at competitive prices, along with innovative entrepreneurial solutions. Tengiz is a complex field to operate, and to ensure its effective management, TCO sets high standards and expectations not only for its work, but also for the activities of its business partners.

TCO's work affects the lives of tens of thousands of people across the Republic of Kazakhstan, as well as affects customers from all over the world who rely on a safety-compliant and reliable energy supply.

**Согласно данным S&P Global*

Local procurement and supplier development

The continuous development of the domestic market of goods and services in accordance with high international standards is the cornerstone of the sustainable development strategy implemented by TCO, which makes it possible to benefit the Republic of Kazakhstan

TCO's Kazakhstan Content Development (KC) programs are aimed at creating sustainable and meaningful local content, as well as expanding its capabilities. Investing in suppliers contributes to economic growth at the local level and helps the company meet its business needs. TCO believes that to fulfill the objectives of KC development, the company must create long-term prospects for suppliers of goods and services.

TCO will continue to support the sustainable development of Kazakhstani suppliers by contributing to appropriate investments in infrastructure development, training of Kazakhstani employees, and job creation.

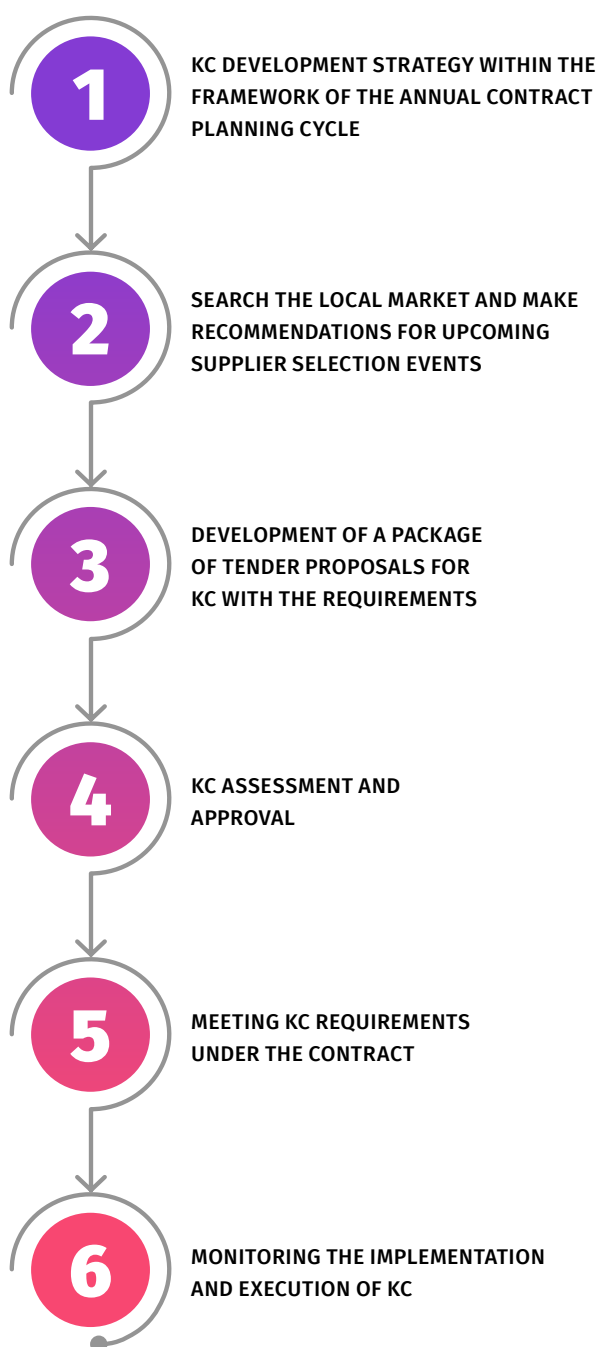
In addition, long-term partners, namely manufacturing companies (manufacturers of complex equipment) and foreign service providers, should also develop and increase KC on their projects within the framework of cooperation with TCO. For example, to implement the training and development of local staff for the subsequent phased increase in the number of national staff within the framework of complex projects, to organize an internship for students, hire young graduates to gain experience and necessary knowledge/competencies, open local offices, increase production capacity and implement social projects. So, business partners provide financial support to local hospitals with the purchase of ambulances, medical equipment, etc.

Planning of local procurement in the early stages

By 2024, TCO developed a long-term strategy for the development of KC for the next 5 years in the field of goods and services. It was developed considering the production needs of TCO and the possibilities of the local market.

Each department of the company will have to implement and implement on an annual basis its key indicators for the development of local content, involving the KC development department in the early stages of contract planning. This helps to consider the opportunities of the local market to recommend companies for upcoming events to find potential suppliers.

KC PLANNING AT TCO CONSISTS OF THE FOLLOWING STAGES:



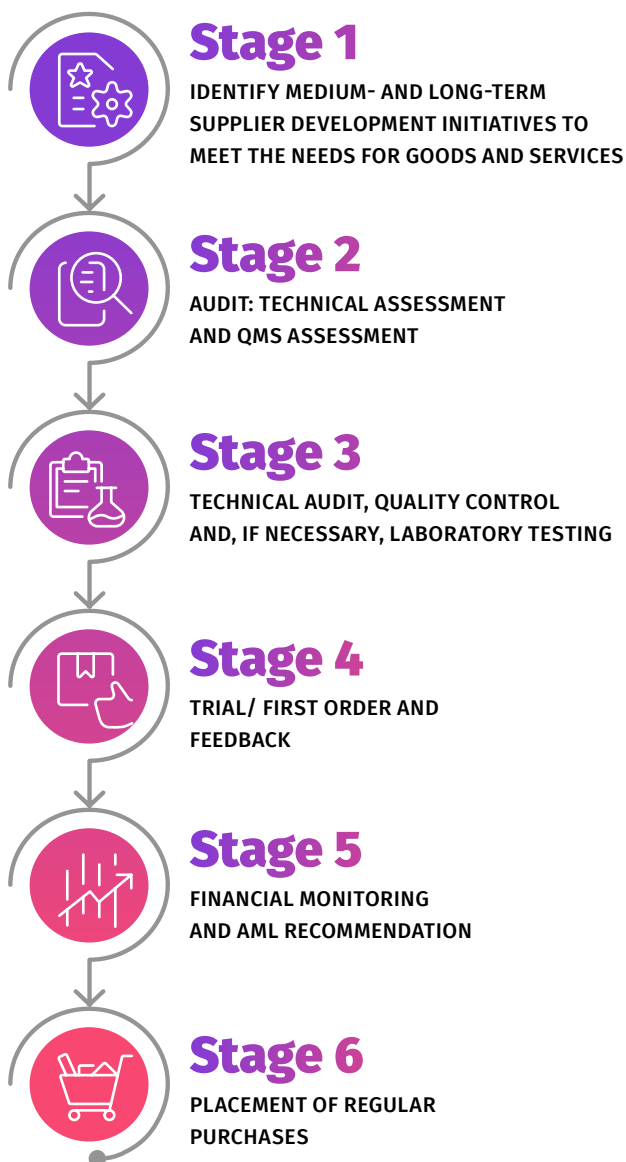
TCO Supplier Development Program

One of the main aspects of the KC development strategy is to work with existing and potential suppliers to ensure their understanding of TCO's technical requirements, quality and safety standards that must be met to conduct business in the oil and gas industry. The purpose of the TCO supplier development program is to professionally grow Kazakhstani suppliers and their potential by eliminating certain inconsistencies between the supplier's existing facilities and TCO's requirements for goods, works and services.

Internal Supplier Development Program

TCO has an internal supplier development program aimed at developing and qualifying local manufacturers to be included in the list of approved TCO manufacturers to simplify the procurement process, allowing them to participate in the TCO procurement process.

The process of qualification and development of a local supplier consists of several stages, such as:



In 2025, KC development group, with the support of representatives of small and medium-sized businesses and industry engineers, successfully qualified **14 locally produced** products and included them in the list of approved TCO manufacturers, in addition, **11 local manufacturers** are in the final stages of qualification.

THESE COMPANIES HAVE RECEIVED THEIR FIRST/TRIAL ORDERS FROM TCO IN VARIOUS CATEGORIES:

MECHANICAL EQUIPMENT

tubular heat exchangers and air-cooled pressure vessels

VALVES

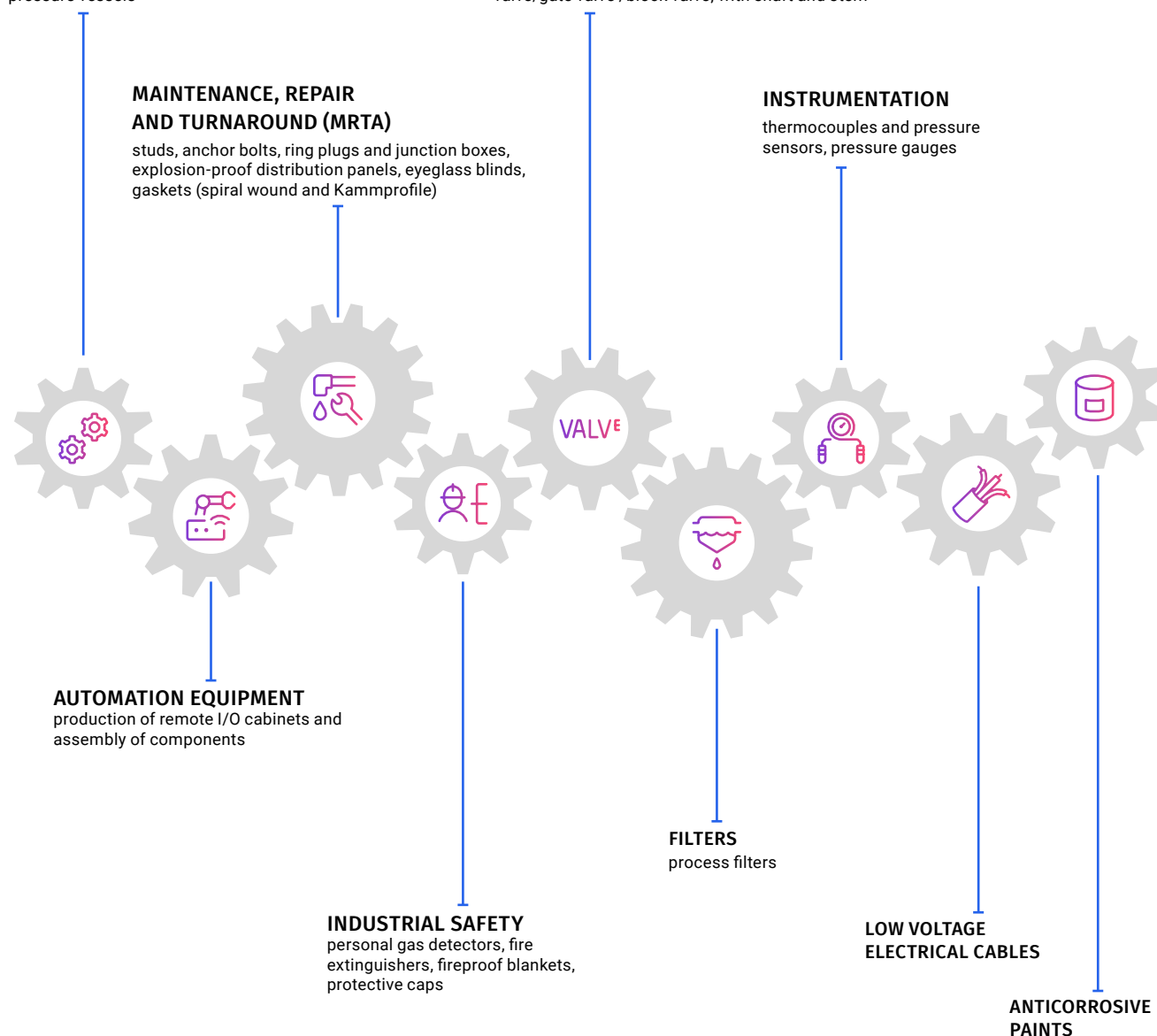
wball valves, ball valves for steam supply, check valve/gate valve /block valve, with shaft and stem

MAINTENANCE, REPAIR AND TURNAROUND (MRTA)

studs, anchor bolts, ring plugs and junction boxes, explosion-proof distribution panels, eyeglass blinds, gaskets (spiral wound and Kammprofile)

INSTRUMENTATION

thermocouples and pressure sensors, pressure gauges



In 2025, **9** local manufacturers received trial orders and are awaiting feedback from small and medium-sized enterprises, and **2** more local manufacturers are at the stage of placing trial orders. The increase in the number of trial orders demonstrates the importance and success of TCO supplier development program.

International Machinery Building Center (IMB Center)

In addition to the internal supplier development program, TCO works in cooperation with the International Machinery Building Center (IMB Center). The IMB Center was established with the support of the Government of the Republic of Kazakhstan in 2021.

The IMB Center is working on plans to develop the potential of local producers, which consists of certain steps to achieve the required level of product quality in accordance with international standards and technical specifications of operators. Major oil and gas operators such as TCO, KPO and NCOC have entrusted the IMB Center with collecting their general data on projected demand, also the right to combine information for analysis to identify similarities in requests.

The IMB Center qualifies local manufacturers and based on the availability and readiness of the market, recommends the possibilities of localization of goods in the country for current and future projects.

The IMB Center analyzes the needs of Operators and recommends product groups for development that have high demand and consumption according to the following groups.

A

Product Group A: electrical equipment, instrumentation and valves.

B

Product Group B: piping, pumps and seals, heating, ventilation and air conditioning systems (hereinafter referred to as HVAC), as well as process filters.

C

Product Group C: equipment for processing materials and products, insulating and refractory materials, heat exchangers and heat exchange equipment, safety and fire protection equipment, chemicals / lubricants / paints.

D

Product Group D: compressors, expanders, blowers and related accessories, drives and accessories, steel and metal materials, workshop and hand tools.

E

Product Group E: drilling equipment, heaters, furnaces, boilers, tanks, tanks and columns.

The scope of direct purchases by the three operators of these product groups accounts for more than **60%** of the total volume of purchases of goods. As a result, **64 types** of goods from the above-mentioned product groups

** The results of the analysis were provided and published by the IMB Center (<http://www.imbc.kz>).*



were identified, which are in relatively high demand from large operators*.

In 2025, TCO signed Memorandums of Understanding with 4 domestic manufacturers (manufacturers of valves and ball valves, clamps for sealing casings, switchboards and control panels for wellhead equipment), which allows these companies to be considered as potential suppliers for large oil and gas operators, including TCO.

TCO has placed orders for equipment such as pressure vessels, bundles of air pipes, various types and sizes of valves, explosion-proof switchboards, process filters, gaskets, trays for electrical cables, pressure gauges, pressure sensors and thermocouples, slide plugs, anti-corrosion coatings, studs and anchor bolts, protective covers, pumps manufacturers approved by TCO and recommended by the IMB center.

Development and qualifications of the remaining manufacturers and products recommended by the IMB Center continues and depends on compliance with technical requirements and industry standards.

Replacement of foreign equipment manufacturers by domestic ones

TCO considers one of its priorities to be supporting industrialization through import substitution in the localization of international goods, recommending that original equipment manufacturers (OEMs) establish joint ventures with Kazakhstani companies, as well as promote nationalization and procurement of local products.

Local content impact on the economy of the Republic of Kazakhstan

Even though TCO operates in Atyrau oblast, the company has a significant economic impact not only on Western Kazakhstan, but also on many other regions of the country

Each of these companies has its own history, in which working with TCO occupies a special place, and in some cases even determines the further development of the business.

To-date, TCO cooperates with more than **2,000 local companies** and continues to contribute to the development of local suppliers.

TCO regional strategy

TCO strives to consistently explore the capabilities of domestic manufacturers from all regions of Kazakhstan.

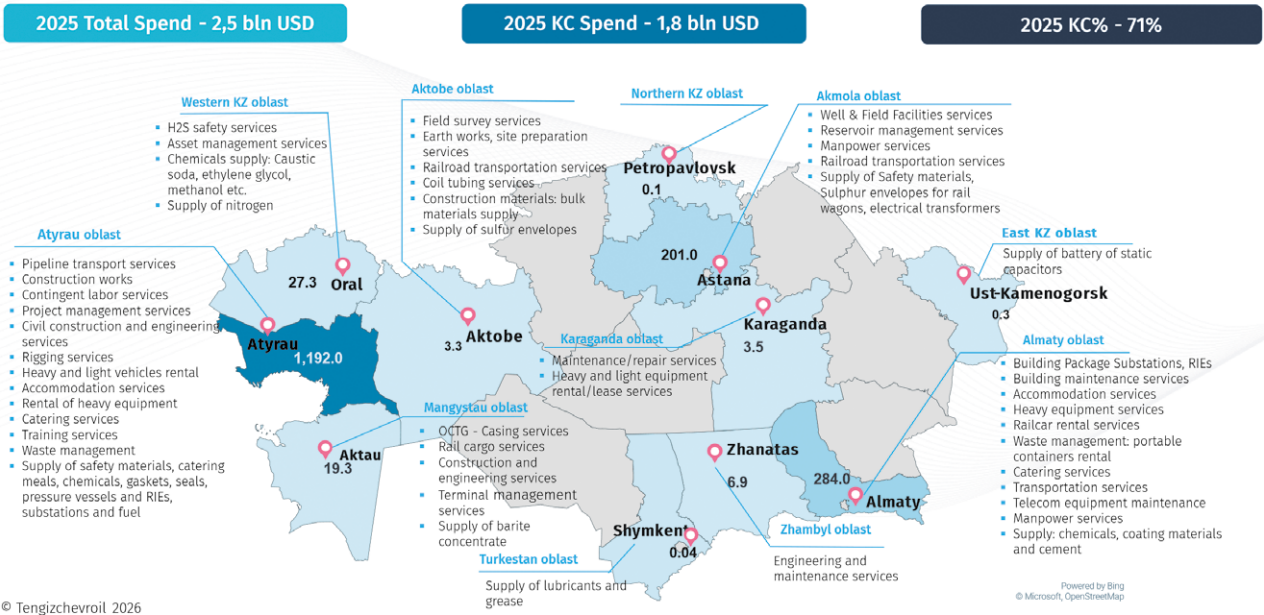
In 2025, TCO management, representatives of the Ministry of Energy and the IMB Center visited the production facilities of Shymkent, Mangystau, Abai and East Kazakhstan Oblasts to promote development of Kazakhstani content and localization.

It is important that local companies are ready to adapt to international standards and are open to dialogue. This creates the basis for further potential cooperation.

2000+
LOCAL COMPANIES



2025 KC spend creating positive impact in several oblasts





TCO's collaboration with business associations

TCO actively participates not only in industry exhibitions and conferences, but also in other government-level events, and organizes forums where it shares information on how to become a TCO business partner

Such events create opportunities not only for the development of Kazakhstani companies but also contribute to meeting TCO's future strategic needs for related goods and services.

The company continues to work on establishing links with the business community and attracting various associations such as Petrocouncil, KazService, the Association of Kazakhstan Machinery Industry, as well as with the management of various enterprises to identify the next stream of Kazakhstani business partners throughout the Republic of Kazakhstan.

Forums and workshops

On October 10, 2025, Aktau hosted a Forum on Oil and Gas Engineering and an Open Day for Operators (TCO, KPO, NCOC Kalamkas-Khazar Operating). The event was attended by more than **400 people**, including representatives of government agencies, **320 representatives** from **143 manufacturers**, as well as technical specialists from operators. As part of the event, an exhibition of local manufacturers was held, where samples of equipment and products from **38 Kazakhstani companies** were presented.

During the event, TCO signed **8 contracts** with domestic manufacturers totaling **\$150 million**, **4 Memorandums** of Understanding with local manufacturers, covering product categories such as leak containment enclosures, wellhead equipment control panels, valves, chemicals, pumps, actuators, and more.

Nationalization

TCO continues to prioritize nationalization of the workforce as a key element of sustainable development. In 2025, the share of Kazakhstani content among business partners reached **95%**, reflecting our commitment to creating opportunities for local professionals and strengthening their competence in all areas of activity.

Mentoring and knowledge transfer

TCO business partners have implemented **98** structured mentoring programs to accelerate professional development. These programs serve as a basis for transferring knowledge from foreign specialists to Kazakhstani employees, ensuring continuity of knowledge and skills and contributing

to the development of leadership skills among local employees.

Professional development

In 2025, TCO business partners supported **10,217 professional certifications** and training programs for local employees. These significant investments demonstrate their commitment to providing employees with the skills and qualifications necessary to meet changing industry standards and achieve high standards of professional performance.

Social investments of TCO business partners

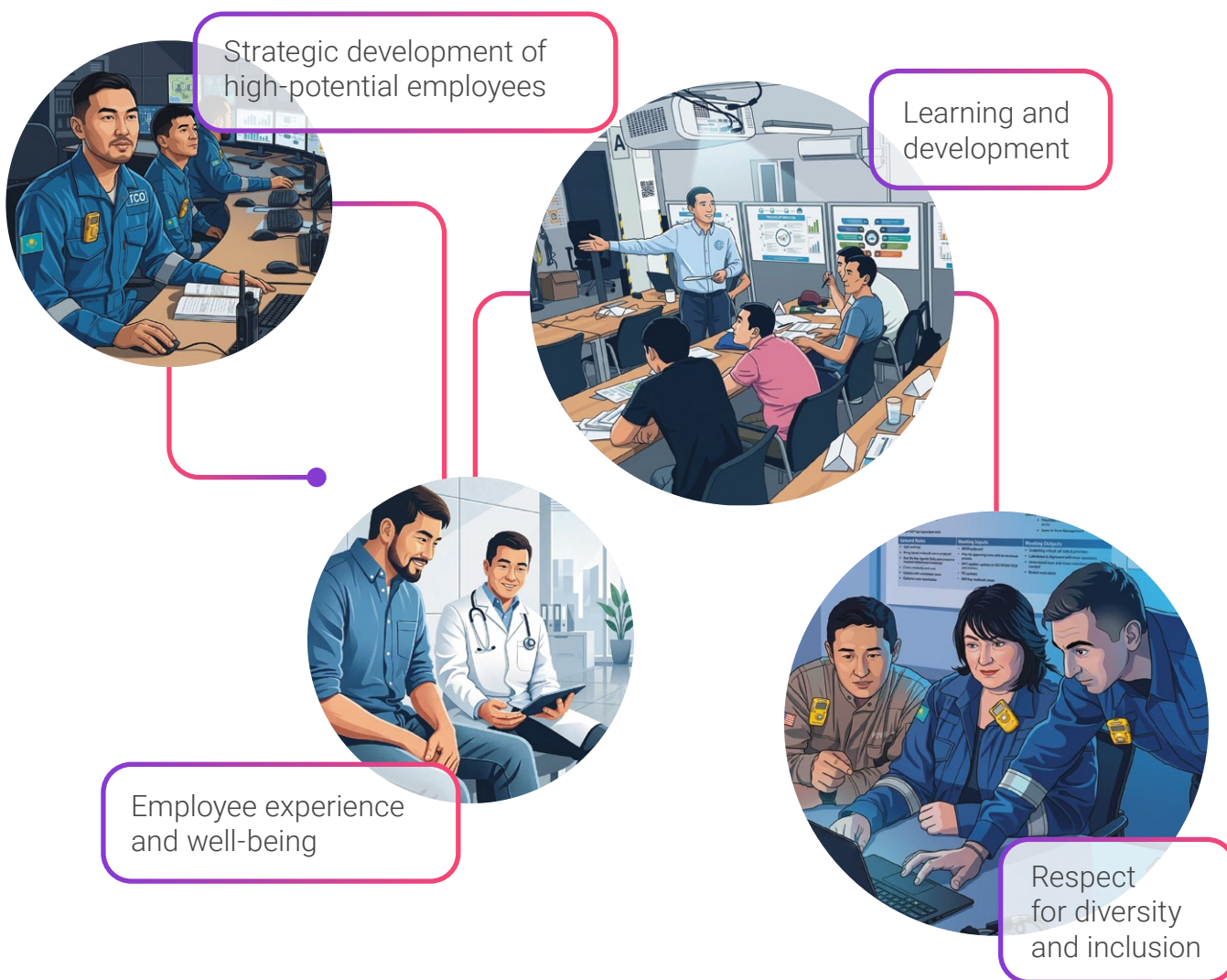
TCO includes social investment commitments in its strategic contracts. Every year, business partners are required to allocate part of their income to social initiatives that contribute to the sustainable development of Atyrau oblast. These initiatives cover, but are not limited to, projects in the fields of education, healthcare and improving the quality of life of the population.

TCO actively monitors the fulfillment of these obligations, ensuring compliance with the requirements and achieving a social impact. Among the significant initiatives implemented last year were the supply of medical equipment for Atyrau and Kulsary hospitals, the construction of a basketball court in Atyrau, including purchase of three vehicles – an ambulance, a minibus and a bus – for a social enterprise in Zhylyoi district. In addition, a few business partners have equipped several computer science classrooms and a STEM classroom in schools in Zhylyoi district, contributing to the development of educational infrastructure.

TCO actively cooperates with its business partners to ensure that social investment commitments are fulfilled, conducting regular monitoring and providing constructive feedback.



INVESTING IN PEOPLE AND CAPABILITIES



Learning and talent management

“Engage and develop our people to unlock their potential and deliver industry leading results the right way” is the People strategy of TCO

To achieve this, TCO constantly works on further development of its strategic programs and processes for people development and talent management. These programs help TCO meet its current and future business needs by attracting, developing, and retaining a highly competent national workforce and continuously growing organizational capabilities.

TCO is dedicated to inspiring and empowering its employees to continuously evolve as a world-class workforce that delivers high performance both as individuals and teams in ever-changing business environment. There is a variety of the best-in-class learning and development solutions designed and delivered to employees in the alignment of business goals.

- ◆ **Safety training** equips all TCO personnel with the essential knowledge and skills to effectively prepare for and safely engage in high-risk activities. They enhance awareness, promote a culture of safety, and contribute to building a knowledgeable and safety-conscious workforce. As a critical layer of protection, training plays a key role in preventing workplace incidents and supporting overall operational integrity.
- ◆ **Onboarding program** is a structured mandatory program that helps new employees to integrate into an organization smoothly and effectively. It provides them with the necessary knowledge of TCO's structure, culture, goals, and overall mission, as well as with the tools and resources they need to ultimately succeed in their new role.
- ◆ **Technical and professional development** of TCO employees includes a combination of formal onsite and offsite training, mentoring, on-the-job learning, and competency assessments where each of these elements reinforce the other. In addition, there is a 5-year TCO horizons program designed for accelerating development of technical competencies of newly hired employees in Petro Technical disciplines.
- ◆ **Leadership development program** is carried out to advance and cultivate employees' leadership

behaviors. TCO strives to deliver results in the right way, and Leadership development programs helps to ensure that. The Program includes in-house training courses tailored to various organizational levels and complemented by mentoring and coaching.

- ◆ **Language courses (Kazakh and English)** are offered to employees to maintain effective communication at all levels of the organization and to conduct business both locally and globally.
- ◆ **TCO meta skills training** portfolio was developed and is offered as a breakthrough learning program aimed at developing uniquely human as well as necessary digital skills which will help prepare our workforce for new challenges of the ever changing and unpredictable world and be successful in the future.

TCO is committed to advancing the knowledge, capabilities and skills of its Operations personnel by adhering to a strategic approach that ensures continuous growth and alignment with business needs.

This approach includes:

- ◆ Placing strong emphasis on competency assessment to ensure workforce readiness and alignment with operational excellence standards.



600+

NATIONAL EMPLOYEES
HAVE REPLACED EXPATRIATES
IN KEY TECHNICAL AND
LEADERSHIP ROLES SINCE 2020

9
MONTH
SPECIAL INTERNSHIP
PROGRAM FOR
GRADUATES
OF ORPHANAGES
IN ATYRAU

>130
INTERNS
HIRED IN 2025

4
STUDENTS
AT THE ATYRAU
HEAD OFFICE

- ◆ Designing and implementing fit-for-purpose learning solutions that address evolving business challenges.

Succession planning and nationalization

TCO implements strategic programs and processes to ensure that at any time the organization has “a robust bench strength” with the ability, knowledge, skills, leadership behaviors and experiences necessary to step into key leadership and key technical positions.

Over **600** Kazakhstani national employees have replaced expatriate employees in key technical and managerial positions since 2020.

TCO provides talented national employees with an opportunity to get domestic and international work experience in TCO’s Partner Organizations and ensure assignees’ exposure to diverse experiences and development of unique competencies, knowledge of international standards, technologies, and best practices so that they can further step into senior leadership and technical positions. International and Domestic Assignments support such processes as succession planning and nationalization.

In total, over 500 TCO National employees have been on temporary international and domestic assignments since 1999.

Retention strategies

TCO uses retention strategies to attract, develop, and retain talent. TCO offers a robust compensation and



social package, implements talent management and well-being strategies, and sustains an organizational culture that supports diversity & inclusion, integrity & trust, and teaming.

TCO internship program

Kazakhstani students of higher educational institutions can strengthen their theoretical knowledge and gain practical skills during their Standard Internship at TCO. In 2025, over **130 interns** were accepted by various departments of the company. Based on the Special Internship program for students of higher and secondary specialized educational institutions who are graduates of orphanages located in Atyrau, which lasted 9 months, **4 students** joined various departments located in HQ, Atyrau. It is structured as a half day schedule, allowing participants to combine their studies with practical work. This approach provides the flexibility they need to maintain a healthy balance between study and work.

Employee experience and well-being



Medical insurance

TCO provides all its employees and their dependents with a comprehensive medical insurance package.



Long service award program

The program enables supervisors and managers to recognize, reward and personally thank an employee who has worked and contributed to the TCO's success as they reach a certain stage of the career, considering the work experience.



Medical services at Tengiz

Comprehensive 24/7 medical services are available for rotational employees at Tengiz. Equipped with clinic doctors, modern laboratory, emergency response teams, paramedics, and ambulances, we ensure rapid and effective handling of any medical emergencies.



TCO pensioner

Pensioner status is given to former TCO employees who reached retirement age working at the Company.



Well-being allowance

All TCO employees and their family members are provided with access to sports facilities in Atyrau, offering a variety of sports activities that help strengthen health and promote physical activity.



Housing loan assistance program

For many years, TCO has been implementing a housing loan assistance program by issuing interest free loans to purchase housing and improve housing conditions of our employees. In addition, a new mortgage program at reduced rates was introduced to improve living conditions of employees.



Healthy lifestyle and sports programs

At TCO, employee well-being is one of the key pillars of our corporate responsibility. To support physical, mental, and social health, we have implemented the comprehensive **Kemel** program, which encompasses three strategic areas: **Healthy life** – promoting healthy lifestyles and disease prevention, **Active life** – encouraging physical activity, **Leisure life** – fostering work-life balance.

Each component of the Kemel program is designed to create an environment that strengthens health, raises awareness, and builds a culture of self-care. In 2025, TCO continues to invest in these initiatives, ensuring employees have access to resources that help maintain health, stay active, and achieve balance in life.

To support employees' psychological well-being, the company offers an Employee assistance program. Program consultants provide support and hold meetings both offline and online, available 24/7.



Zhas urpak program

The program aims to provide financial assistance to the children of our employees in obtaining higher education in national and foreign universities and college. Since 1998, TCO has allocated over \$8 million as financial assistance in obtaining higher education.



Employee preschool child development support program

The program is aimed at development of preschool-age children of TCO employees and provides the employees with opportunity to independently choose a preschool organization that implements general education, special educational programs for preschool education and upbringing, as well as individual development programs.

Workplace equality and equity:

- ◆ An important aspect of TCO's efforts to promote workplace equality and equity is to provide equal opportunities for each employee to reach their maximum potential and to adjust the resources and opportunities based on individual needs to ensure fair outcomes.
- ◆ TCO monitors performance evaluation and remuneration to ensure a fair approach and eliminate bias.
- ◆ TCO conducts training and events aimed at raising employees' awareness of unconscious biases to ensure a fair decision-making process.

Women are an integral part of our workforce, contributing to TCO's success across all areas.

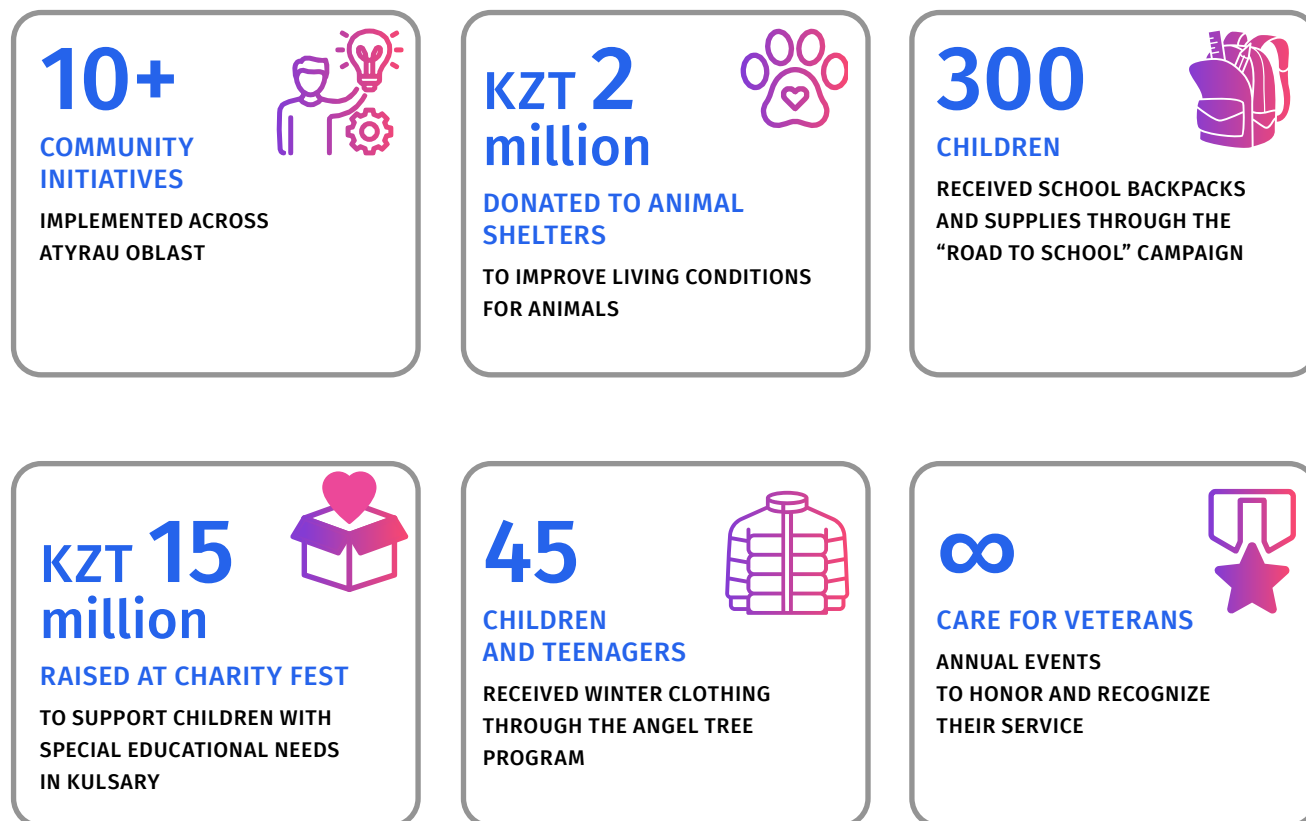
Initiatives from volunteers

Besides the targeted projects, funds raised through charitable actions and programs initiated by TCO employee networks as part of the corporate volunteer movement are directed towards supporting orphans, children from socially vulnerable categories, and improving conditions at local animal shelters.

TCO employee networks carried out over 10 community initiatives, making a meaningful impact across Atyrau oblast. Volunteers allocated **2 million KZT** to improve conditions at local animal shelters, organized Kids day activities to support families, and launched the Road to school campaign, providing **300 children** with backpacks and essential supplies. The annual Charity fest raised **15 million KZT** for children with special needs in Kulsary, directing the funds to purchase specialized medical equipment to improve



TCO employee communities: community impact



their quality of life and care. Through the Angel tree program, winter clothing was delivered to **45 children** and teens from the adaptation center and youth house. Additionally, volunteers honored veterans, continuing a tradition of respect and gratitude. These efforts strengthened TCO employee networks’ role as a trusted partner in community support.

XYZ Atyrau network

The **XYZ Atyrau network** was established in 2013 to foster connection, growth, and innovation across TCO’s workforce. By linking generations and creating opportunities, the network promotes collaboration, encourages knowledge sharing, and drives innovative solutions that contribute to TCO’s success.

WEN network

The **Women’s employee network (WEN)** was established in 2013 to accelerate progress for women in Tengizchevroil by promoting an inclusive culture and creating opportunities for personal and professional growth. By addressing strategic needs,

providing resources, and raising awareness about equal opportunities, WEN advocates for solutions that empower women and contribute to TCO’s success.

Events delivered by employee networks in 2025

In 2025, employee networks organized more than **35 events** with over **10,000 participants**.

Key highlights included:

- ◆ Dombra day celebration and cross-cultural connection under diversity and inclusion;
- ◆ Tennis tournament and 5K run & walk promoting well-being;
- ◆ WEN talks and XYZ speaker lab supporting employee development;
- ◆ and impactful community initiatives such as Road to school, Angel tree, and Charity fest.

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