

Corporate Social Responsibility summary 2018



This summary

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President and CEO review

We have a vibrant team culture that centres on excellence and operates with a great sense of pride and a strong sense of determination to maintain the high standards that our brand is built on.



2018 was a difficult year for Air Astana operations with total revenue grew by 10% to USD 840.86 million against capacity growth of 5%, whilst total cost grew by 14%. This is caused mainly by increased jet fuel cost, which represents approximately 30% of Air Astana expenditure, by far the largest cost element.

Moreover, Kazakhstan market suffered from lower consumer spending due to further currency weakness and a shift to lower cost travel options for those continuing to travel. On top of that, for the first time in the airline's 16-year history the number of passengers carried on domestic routes within Kazakhstan fell. This is a reflection of the low fares on offer from three domestic competitors, which incidentally makes Kazakhstan one of world's most competitive air transport markets given its relatively small population.

Nevertheless, Air Astana remains the leading airline in Central Asia. We have a vibrant team culture that centres on excellence and operates with a great sense of pride and a strong sense of determination to maintain the high standards that our brand is built on.

Based on comprehensive threat and risk assessment, in late 2018 we decided to launch a separate low cost subsidiary, FlyArystan, which will commence operations on domestic routes in May 2019 with a fleet of Airbus 320 aircraft, initially taken from Air Astana and configured to 180 economy class seats.

The airline continued to prioritise health and safety principles and high quality customer service. We were awarded Skytrax' Best Airline, Central Asia and India for the 7th successive year, and were awarded a Regional Asia Airline Winner's medal by Trip Advisor, in addition to several other awards in Russia and Central Asia.

To achieve our mission of becoming one of the world's finest airlines, we are consistently developing a corporate culture which reflects our values and ambitions.

This Summary sets out our performance and approach in key areas of Corporate Social Responsibility. It is an important element of our commitment to open and honest dialogue with our stakeholders. We believe that meeting and exceeding the expectations of all our stakeholders is not only the right thing to do, it is also important to the long-term success of our business and development of society we operate in.

I would like as ever to take this opportunity to thank our Shareholders Samruk Kazyna and BAE Systems, my dedicated and hardworking colleagues, and our loyal customers for their continued support in a challenging year.

CSR Committee Chairman's review

Safety remains the key point in all that Air Astana does and the airline has had a successful year in passing international audits that allow it to expand and offer its maintenance services to other airlines.



Rt Hon Lord Hesketh KBE, PC

During 2018 the Committee focused on the changing global and domestic markets and how our environmental impact could be reduced with safety, sustainability and improved efficiency remaining the top priorities when addressing this.

In response to these challenges, the Shareholders agreed to the launch in 2019 of a Low Cost Airline – “Fly Arystan”, which will offer the same high class customer experience of an Air Astana flight, but without all the associated services of a Full Service Carrier that significantly add to the overall environmental footprint of a flight. Fly Arystan will initially focus on developing the domestic market but aims to expand internationally in the future.

The company remains committed to undertaking IPO in 2019 and the agreed change in the Board structure is already underway with new members joining in early 2019 bringing a fresh view and perspective into the operation of the Board.

Support of charities remains core to Air Astana and this was demonstrated with the first new Embraer E2 aircraft painted in a distinctive snow leopard design to

highlight a local charity that supports the preservation of the snow leopards of Kazakhstan. During 2019, charitable causes will become more focused with the main charities of supporting sick children and Veterans of the Great Patriotic War still being endorsed, but other charities being embraced that represent and support the more diverse cultures that exist in Kazakhstan.

As part of Air Astana's learning and development ethos, the Procurement Department continued to refine and improve its relationships with current and potential suppliers particularly within the domestic market. The airline has streamlined its bidding and payment systems so that potential suppliers have a transparent and shortened bidding process and subsequently are paid in a timely manner on delivery of their service or product.

Safety is fundamental to everything that Air Astana does and in 2018 the airline successfully passed a number of key international regulatory audits. Looking ahead, in 2019 Air Astana will be assessed against the biennial IATA Operational Safety Audit (IOSA) which looks at compliance in all aspects of the airline's operations.

The big picture

Air Astana continued to build on and benefit from its competitive strengths despite a very challenging year for the entire industry globally due to high fuel prices.

2018 was another strong year for the global aviation industry. Average jet fuel prices increased by approximately 31% in 2018 compared to 2017 and it remains a key concern for the majority of airlines.

Although, international passenger traffic growth did slow by 2.3% year-on-year, over half of the world's 1.4 billion tourists who travelled across international borders last year were transported by air.

Kazakhstan sits at the crossroads of Eurasia, straddling burgeoning markets such as China, India and Russia. Air Astana's purpose remains same – to connect these markets and nobody is better placed to take advantage of our unique hub location.

WHAT SETS US APART

Quality

Passenger expectations are formed as much by comfort and service standards as they are by punctuality and reliability. We strive to provide the best quality customer experience from the moment a ticket is purchased to when a customer leaves the aircraft.

Efficiency

Our rigorous focus on efficiency drives our success and helps us maintain a low cost base as a key strategic advantage. This helps mitigate risks such as high fuel prices and provides scope to explore new opportunities.

Safety

We have an impeccable safety record. The implementation of the highest safety standards is engrained into our daily practices and we are fully compliant with the highest international technical and operational safety standards.

Environmental policy

We are able to keep our emissions at low levels by gradually replacing older aircraft by young and efficient aircraft to ensure our fleet meets emissions standards.



Our market

We maintain market leader level of operating efficiency and cost control, enabling us to operate an award-winning full-service carrier with a low-cost carrier structure.

According to the Civil Aviation Committee, Kazakhstan's airports handled 14 million passengers in 2018, with the number of transfer passengers growing by 40%, whereas according to data provided by the Republic of Kazakhstan's Ministry of National Economy Statistics Committee, air traffic in Kazakhstan has doubled over the past decade to 8 million passengers, growing by 7% in 2018, despite a lack of stimulation in its domestic market.

Kazakhstan remains a heavily underdeveloped market and the propensity to fly among the kazakh population remains low, with the country's airports continuing to see relatively low traffic.

Despite the heavy devaluation of the national currency, increased aviation fuel price and other negative factors, Air Astana was able to slightly increase total number of its passengers for the period of January – December 2018 to 4.32 million compared to 4.2 million in 2017 for the same period. Our annual passenger transit traffic grew by 48% in 2018, now accounting for 32% of our international traffic.

In 2018 the airline added three new routes from Atyrau to Frankfurt, Astana to Kazan and Astana to Tyumen. We are also looking to accelerate network expansion in 2019, while increasing capacity to existing destinations. Currently our route network comprises 69 international and domestic services from hubs in Almaty and Astana and is set to expand further.



We are proud to have developed our position as the leading airline in our market. We are widely recognised for living our values and providing a clearly differentiated service, retaining and growing our customer base and winning prestigious awards such as:



Best Airline in Central Asia and India at the Skytrax World Airline Awards for the seventh year running in 2018



Winner at the 2018 TripAdvisor Travellers' Choice Awards



5-Star Airline Rating at the 2018 APEX Awards

Corporate Social Responsibility governance

We adhere to the concept of stable development and participate to the fullest extent in the implementation of the state strategy of transportation field development.

Mission

From the Heart of Eurasia we are building one of the finest airlines in the world.

Goals

1. We implement the highest safety standards.
2. We are and must be the most reliable airline in the region with the highest standards of customer service.
3. We profitably grow and improve our fleet, route network and product.
4. We work to the highest standards of integrity and business ethics.
5. We recruit, appraise and reward staff based on merit and enable them to develop to their maximum potential.
6. We are a socially responsible organisation
7. We are a global ambassador for Kazakhstan.

Values

- **H**ospitable
- **E**fficient
- **A**ctive
- **R**eliable
- **T**rustworthy



Air Astana, as the flag air carrier of Kazakhstan and a joint venture of the National Welfare Fund “Samruk-Kazyna” JSC and BAE Systems, acknowledges its obligations to all stakeholders. Our activities, in social responsibility as well, are accomplished in accordance with international principles of business ethics, principles and standards. Air Astana has established a Community Investment Committee to oversee the Company’s charitable projects, identify and select charities and funding projects that bring value to communities and that are aligned with the Company’s values.

2018 review

This section describes performance across key areas of our business, our approach and commitments.

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Health and safety

The health and safety of passengers and employees has always been Air Astana's core value and the implementation of the highest safety standards is the airline's top corporate goal.



Air Astana seeks to maximise safety performance as a matter of priority. Our goal is to continually improve our levels of safety and culture for the benefit of our customers and employees.

We adhere to the highest international standards and best practices by implementing and maintaining comprehensive processes of identifying hazards and mitigating risks as part of our Safety Management System (SMS). Our commitment to safety ensures that the integrity of our modern aircraft is preserved, from the design, production, testing and certification to the continued checks and maintenance once in service. Since 2002, when Air Astana started operating with three aircraft, we have operated 482,860 sectors and 1,218,745 hours accident free.

In 2018, Air Astana successfully passed three annual EASA Part 145 audits (Aircraft Line Maintenance) by the UK Civil Aviation Authority and the EASA Part 147 audit (Maintenance Training Organisation) by the Irish CAA. As a holder of an EASA Part 145 certificate, the Company performs full maintenance of its own fleet and also provides line maintenance services for another 20 air carriers.

In 2017, the Company passed the sixth IATA Operational Safety Audit (IOSA) which is conducted once every two years. The next IOSA renewal audit will be held at the airline in 2019. The audit verifies compliance with the IOSA standards in all aspects of air carrier operations: corporate management systems, flight operations, flight management, and the dispatcher service, engineering and ground servicing of the aircrafts, onboard servicing, cargo operations, and

aviation safety, as well as procedures and processes that are implemented in everyday operations. Within the internal compliance monitoring programme, nearly 164 compliance audits were conducted by Air Astana based on IOSA regulations.

Air Astana's compliance with appropriate standards of safety and security is monitored by the Department of Civil Aviation (DCA) of Aruba that is responsible for Airworthiness, and the Kazakhstan Civil Aviation Committee, as well as other relevant international regulatory authorities.

As a safety promotion initiative, the Company hosted the fourth regional 'SMS Excellence: Practice, Challenges and Opportunities' safety seminar, attended by representatives from nine regional airlines, aircraft manufacturers, representatives of ICAO and IATA, aviation authorities of Kazakhstan and Europe.

The Company is a permanent member of the IATA Accident Classification Technical Group, which determines trends and areas of concern related to operational safety and to the development of preventative strategies. Air Astana is also a member of the IATA Safety Incident Taxonomy Working Group aimed at developing a new IATA Incident Reporting Taxonomy. The Company is also an active member of the Association of Asia Pacific Airlines (AAPA) and participates in the AAPA's Flight Operations and Safety Working Groups. Air Astana continues to be a member of IATA Cabin Safety, Flight Ops and Dispatch Task Force working groups, contributing to the improvement of IOSA standards and the creation of IATA Best Practices Guides.

Our people

Our people are the main asset of Air Astana. We value our 5 210 employees and the contribution they make. We are committed to creating an inclusive corporate culture for their capacity development to the maximum.

We are continuously striving to increase manpower to deliver on our long-term growth objectives by supporting an expanded fleet of aircraft. We encourage and promote a flexible, family-friendly and ethical workplace in an environment that is rewarding, with equal opportunity available for all. Recruiting and retaining the best people from the widest possible talent pool is a key priority for Air Astana.

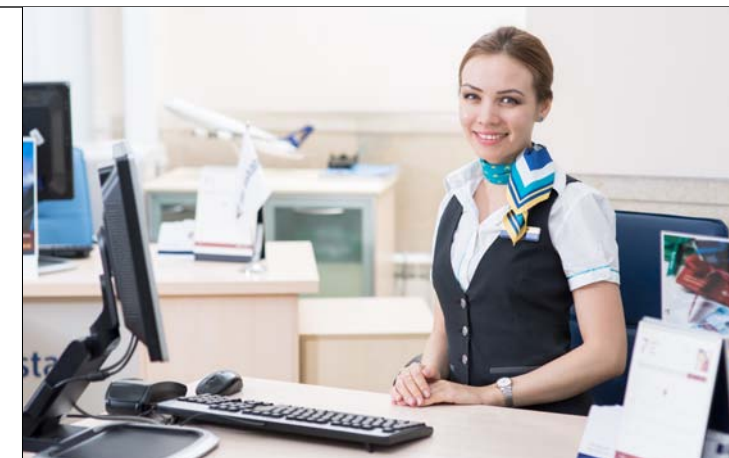
In 2018 Air Astana has continued the 'Try on a Dream' recruiting campaign, which was launched in 2017 and is aimed at the selection, employment, and training of candidates from all over Kazakhstan. It also launched a Career Day project, where Company ambassadors share their success stories with the audience and continued the cooperation with youth organisations, including '100 professions', 'Find your way' and 'LeadershipKZ' and many other initiatives. As part of these projects, high school and undergraduate

students are invited to take a tour, where there is an opportunity to fly in a simulator, experience different conditions and situations that pilots may encounter during the flight, and listen to the success stories of the pilot, engineer and flight attendant.

Air Astana annually participates as jurors in the Republican contest for the best project in the field of transport for school kids, organised by Cranfield University and the Republican State Enterprise 'National Institute of Intellectual Property' under the Ministry of Justice of the Republic of Kazakhstan. The competition aims to increase interest in the transport industry and deepening knowledge among students, who were later sent to Cranfield University for an introductory programme.

Air Astana provides its employees fixed and variable pay and short and long-term benefits (including insured benefits) that are affordable, competitive in the marketplace, performance-led and flexible. The benefits package include health and medical insurance; loss-of-licence insurance for pilots; 50-90% discounts on flights with Air Astana or partner airlines; access to a corporate bus for commuting to and from work; coverage of communications costs; gym and other discounts.

Universum, a leading agency specializing in employer brand-building research and generation of solutions for attraction and retention of talents have recognized Air Astana for three years in succession as the top employer in Kazakhstan; the HeadHunter's HR Brand Awards Central Asia 2018 recognised Air Astana with



its highest award for our KC Recognition initiative; our 'Digital Transformation of HR' project won the WOW!HR KZ Awards in the 'Digital Solutions' category which has been conducted in Kazakhstan for the first time, for which Air Astana has been also recognised by the Ministry of Labour; we have become the first company in Kazakhstan to implement an electronic contract and paperless system for HR processes which can be integrated into the governmental digital tool on line with Digitalisation Road Map of Kazakhstan; together with our partners 'Words and Pictures' we became a finalist in the 2018 FEIEA Grand Prix for the entry CLASS 2 – Best Change Communication Strategy with the project, 'Imagine if...' related to the communication of new organisational strategy to employees.

For more information please visit the Training and Careers section at job.airastana.com

Training and development

Training and development of employees are one of the main priorities of Air Astana.

In 2018 Air Astana's Training Academy continued its further development in line with the three-year plan to establish a strong brand and Centre of Excellence both within the Company, and for the broader aviation industry. The Academy has consolidated all corporate operational training under one umbrella and now trains aviation professionals across the board, including pilots, flight attendants, engineers and other civil aviation professionals at a level compliant with EASA standards.

In support of governmental initiatives such as Zhas Orken and Digital Summer, Air Astana has successfully taken students through its internship programme to help them further their career prospects. The Internship Programme was launched within the Company in 2014. Following the programme's success in the Ground Services department, it was further applied across Finance, IT and e-Business, and Operations Control divisions. Overall, within the programme 360 interns have had the opportunity to work at Air Astana and 153 of them have been successfully employed.

In collaboration with the Cranfield School of Management, Air Astana continued providing training sessions for its managers as part of their ongoing development. We believe that a strong management team is a one of the key factors of organisational success.

All operational and technical staff of the company is trained in the best Aviation Training Centers worldwide.



Ab-Initio

The Ab-Initio programme provides opportunities for a new generation of Kazakh pilots and helps alleviate a shortage of the qualified flight personnel.

In 2018 Air Astana has marked the tenth anniversary of the highly successful ab-initio pilot training programme. The ab-initio pilot training program was launched in 2008 to help alleviate a shortage of local qualified pilots and provide an opportunity for young people to enter a well-paid profession with a prestigious airline. Since that time, two hundred Kazakhstani cadets have graduated and are flying with the airline as First Officers and Captains.

In 2018, the number of applications through the Ab-Initio Programme increased by 74% compared to 2017. The programme continues to deliver qualified pilots having already put 209 cadets through the programme, with 178 already flying as Captains or First Officers on our fleet of A320s, B767s and E190s. 26 Cadets are currently being trained under the ab-initio training programme, with new cadets expected to be enrolled in 2019. The Company intends to train 35-40 new pilots every year over the next 5 years.

The year-round programme continues to deliver around 20 qualified pilots to the airline every year following training at Atlantic Flight Training Academy in Cork, Ireland and Flight Training Europe in Jerez, Spain. In 2018, Air Astana has made an agreement with Partia Pilot Training, Finland, to train its future pilots.

The training course lasts up to 18 months, with Air Astana pre-paying the US\$100,000 course fee for each ab-initio pilot. Cadets are required



to reimburse only 50% of course fees during their service with the airline. Air Astana is notably different from other carriers operating similar programmes in that it does not require any kind of financial guarantee from cadets.

Citizens of the Republic of Kazakhstan, aged between 18 and 34, who speak good English, as well as those with knowledge in the field of physics and mathematics, are eligible to apply for the programme at job.airastana.com

Our community

Air Astana cares a great deal for the local communities that support its operations and have welcomed them like family. We like to ensure that our communities benefit from Air Astana's growth and that they grow with us.

Air Astana provides assistance to a broad range of projects and activities that have direct impact on local communities as we help them fulfil their potential both economically and socially.

Our community investment activities include:

- employee involvement in charitable activities through fundraising and volunteering opportunities;
- providing donations and sponsorships to local and national charitable organisations and other not-for-profit organisations;
- sponsorship of non-philanthropic customer-focused and stakeholder events and activities where a clear, positive impact to the community can be demonstrated;

- individual charity – provision of targeted (direct) support to population groups most in need of assistance, including sick children from low income backgrounds, those with incurable diseases in the Republic of Kazakhstan (RoK); and RoK Civil Aviation veterans who are in need of treatment abroad.

One area where the Company has been active for many years is in providing free flights for sick children and their families travelling for medical purposes.

In 2018, 124 flight tickets (45,000 USD) were provided to severely ill children and their accompanying parents; 3,840 flight tickets to the veterans of the Great Patriotic War to travel around Kazakhstan and to the CIS.

In 2018 Air Astana supported the International Festival under the auspices of UNESCO "The Planet of ART". The Festival was dedicated to the celebration of the 20th anniversary of the capital of Kazakhstan – Astana by providing 18 free tickets to talented youth, promoting intercultural dialogue.

In December 2018 the company received its first E190-E2 with a unique snow leopard livery. The snow leopard is a native of the mountain ranges in southern Kazakhstan and the special livery was designed to draw global attention to the threat of extinction that the wild cat is facing. In this regard



the company has donated 10 000 USD to the Wildlife Without Borders Kazakhstan fund to support the snow leopard preservation project in the country.

In 2018, Air Astana continued to cooperate with charity funds. We sponsored social initiatives and we encouraged volunteering among our employees. As part of our employee involvement programme, we initiated a charity campaign to sort, pack and transfer lost and found possessions to the charity fund 'Teen Challenge Kazakhstan', to support their rehab programmes which aim to help women in difficult life situations, single mothers with no fixed abode, and women and children who have suffered from physical and emotional abuse. In 2018 we continued to carry out various charitable events to raise funds for orphans, this includes activities by Air Astana ground staff to raise funds for an orphanage in Talgar.

Trust and integrity

Air Astana strives to implement the highest business ethics standards and to be a recognised leader in business conduct. We want our employees and shareholders to take pride in what we do and how we do it.



Air Astana and its employees are committed to conducting daily business operations with honesty and integrity.

Air Astana has developed a new Whistleblowing Policy and in addition to existing reporting channels arranged for employees, an independent third-party operator will provide a telephone, e-mail and web-based reporting capability during 2019 to ensure the anonymity of whistleblowers. Employees are encouraged to raise genuine concerns under the new policy and any concerns raised are investigated carefully and thoroughly to assess what action, if any, should be taken.

This new policy will be followed by the Anti-Corruption Policy, which will ensure compliance with both national and international regulations. Any breach of the policy will be regarded as serious misconduct, potentially justifying immediate dismissal.

Our philosophy is in staff education that we believe helps us to prevent unwanted cases rather than trying to find solutions for them. Staff training also helps us to embed rigorous standards on business ethics across the company. All newly hired staff undergo a special part directed to build up Business Ethics Code as a part of their mandatory induction seminar.

Resource efficiency

Reducing our Company's environmental impact is an indispensable element of our sustainable development.

Our environmental protection programme includes the following key priorities:

- Resource management, including the development and implementation of technologies to ensure efficient use of natural resources;
- Taking steps to avoid contributing to man-made climate change and paying suitable compensation for any environmental damage caused;
- Monitoring the environmental impact of our business operations;
- Ensuring environmental protection in line with international standards.

As part of our overall Policy on Health and Safety Management, we conduct regular audits to ensure stringent compliance with international standards on atmospheric emissions.

We are able to keep our emissions at low levels by focusing on our fleet: in addition to operating young and efficient aircraft whenever possible, we constantly monitor and modify older aircraft in the fleet to ensure they meet current emissions standards during their operational life.



Resource efficiency

Fuel usage and GHG emissions

As a responsible airline that strives to mitigate the negative effects of its business on the environment, Air Astana constantly works on reduction of CO₂ emissions. Air Astana's programme to acquire new aircraft and simultaneously phase out older ones is part of a number of major factors that contributes to the reduction of overall CO₂.

Air Astana uses non-toxic fluid for deicing procedures, which meets international safety and environmental standards.

We do control on daily basis the consumption and amount of fluid which is used per Aircraft and in

consideration with weather conditions. In addition, the company also uses air blow for snow removal from aircraft surface and air with fluid together in order to reduce fluid consumption.

The waste oils and liquids are poured into a waste tank, and airport services empty the tank and dispose of the contents according to their procedures. If there is an oil spillage, this is removed using absorbent materials and disposed of.

Waste reduction

Industrial waste is exported and disposed as it accumulates according to contracts with specialised organisations. All hazardous waste is sorted and stored separately. In 2018 we launched a project among the staff aimed at encouraging the collection and transfer of PET waste for further disposal. Employees collected 80 kg of PET waste which was sent away for recycling.

As part of our continued efforts to reduce paper usage, we launched a new ELMA e-system for more efficient business process management. The platform automated and digitised our workflow, which allowed us to reduce costs on paper and printing. By improving our business processes, we decreased the volume of paper usage and its recycling by 22,000 kg in 2018 year-on-year.

A young fleet

Our Company is the only airline in Kazakhstan operating aircraft from the Airbus A319/320/321 family. In addition to offering passengers a high level of comfort, all of these aircraft are also very environmentally friendly, ensuring the best fuel economy and lowest levels of emissions and noise footprint in their class. The

Airbus A320 NEO features innovative Pratt & Whitney engines that are 15% more fuel-efficient than their predecessors.

Our Company has started to phase out the old Boeing 757-200 aircraft which have a higher fuel consumption. The first of the 5 aircraft will leave in April 2019 and the remainder will be phased out over the next 4 years, thereby improving the overall emission of the fleet.

In 2017 Air Astana signed a lease agreement for five Embraer E2s which offer greater range and operational efficiency. The first E2 was delivered in late 2018 and our second aircraft of this fleet will be delivered in February 2019, further enhancing our drive to more efficiency.

Aircraft modifications

Modifying aircraft through the addition of winglets (Boeing) or sharklets (Airbus), provides two benefits: first, they enable greater fuel efficiency; and second, by improving aerodynamics, they make more rational flight routing possible.

Noise

We seek to reduce the impact of aircraft noise on residents who live near airports or under flight paths. In doing so, we have chosen aircraft from the Airbus A320/A321 family and a number of Boeing 767-300ER, 757-200 aircraft, which feature innovative technologies ensuring the lowest levels of noise.

We work closely with our airports, to ensure the highest levels of compliance with noise reduction while always maintaining high safety standards.

Our suppliers

The main effort in 2018 was for concluding timely contracts and achieving cost savings.



As a part of social responsible company, the Procurement Department of Air Astana is aware of its obligations to the government, investors, passengers, employees, business partners and the public. According to the principles of our Company focused on customer's services and safety, operational reliability and cost reduction we are carefully paying attention on each step of purchase.

In terms of any procurement processes and management approach, Air Astana is governed and regulated by the Procurement Manual approved by the Board of Directors. The manual provides strict regulation on procurement processes that includes business ethics and anti-fraud framework. It also provides a complete guideline on procurement procedures, starting from purchase planning, where it describes the process until the last step of contract signing.

In addition, it also includes contract management and aspects on the relationship with the supplier including ethical and transparency principles. Following the rules and guidelines of the manual help the airline to maintain the reputation of responsible, cost effective and transparent business partner aimed for sustainable business performance. The manual is updated every year to reflect both operational and legal changes allowing us to move closer to best industry practices.

Based on a historical experience, as every year a tender season takes place for renegotiating majority of expiring contracts with exception to long term ones, a pool of weak points or gaps in processes or legislative requirements are carefully analyzed and then discussed internally, proposed required amendments are brought and presented to Board for approval. Before that both Shareholders thoroughly check the proposed amendments and change where necessary.

In addition, in 2018 we held Second Open Day for Suppliers (for current, potential and all interested suppliers) in Astana to explain how to do business with Air Astana, including details about the procurement process, presentation of goods purchased and awarding best suppliers. Also invited NWF Samruk Kazyna and the European Bank for Reconstruction and Development to explain the new horizons of procurement and to discuss procurement trends. The event was firstly very well received in 2017 in Almaty by suppliers and participants, who also asked to organize it in Astana in 2018.

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