ENVIRONMENTAL
SOCIAL AND
GOVERNANCE REPORT

UZBEKISTAN Airports

SETTING RESPONSIBLE STANDARDS FOR UZBEKISTAN AIRPORTS



2024

www.uzairports.com



"The strategic goal of New Uzbekistan is to ensure environmental sustainability and to transition to a 'green' development model based on resource efficiency in economic growth."

-— President of the Republic of Uzbekistan, Sh. Mirziyoyev

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Chairman's Message

Uzbekistan Airports Joint Stock Company deeply understands the importance of stability and transparency for long-term success and national development. This ESG 2024 report reflects our commitment to the goals set out in the "Uzbekistan - 2030" strategy, international standards, and sustainable development.

This report is based on the transparency principles promoted by the state and reflects the current situation in the social and corporate governance sectors, social and corporate governance, as well as our plans for the future. We believe that this report is an important document that will strengthen public confidence and guide our future steps towards the development of a stable aviation sector.



Stakeholders Letter

Dear Stakeholders,

Over the past year, we continued strengthening the national airport network, improving operational performance, and advancing the modernization of Uzbekistan's aviation infrastructure in line with the Uzbekistan-2030 strategy.

Uzbekistan Airports today manages an integrated network of airports across the country, serving as the backbone of national mobility and international connectivity. In 2024, we observed continued growth in passenger movements, flight operations, and cargo flows, reflecting the increasing relevance of Uzbekistan as a regional hub. These trends were supported by the ongoing expansion and renewal of terminal facilities, enhancements to airfield infrastructure, and steady progress across multiple modernization projects.

Throughout the year, we reinforced our commitment to safety, operational discipline, and customer service. Improvements in airport processes, service experience, and staff capabilities contributed to a more seamless, efficient, and comfortable journey for passengers. Our people remained central to this progress. Employees at all levels participated in a broad range of development programs—technical, managerial, and operational—supported by both national and international training partners. These efforts have strengthened our talent pipeline and elevated the professional standards of our organization.

Environmental sustainability also remained a priority. We modernized several systems in existing terminals to reduce energy consumption and initiated further steps to optimize resource use across our airports. During the year, we also completed our first company-wide calculation of carbon emissions, establishing the foundation for our long-term climate management approach.

Looking ahead, our strategic direction is clear. We will complete the next phase of airport modernization, enhance customer experience in line with international benchmarks, strengthen digital transformation, and deepen our focus on sustainable practices. We remain committed to building a safe, modern, transparent, and service-oriented airport system that supports Uzbekistan's economic development and global integration.

Thank you for your continued trust and partnership.

J.O. Umarkhodjaev
Chairman of the Board



1. UZBEKISTAN AIRPORTS JSC

1.1 2024 Performance Highlights

OPERATIONAL & ECONOMIC PERFORMANCES

113,622
Air Traffic Movement

13.5 Million
passengers served, reflecting continued growth in Uzbekistan's connectivity

87,461 Tons
of **cargo processed**, supporting national and regional logistics

120
priority projects for the Implementation of a Digitalization Strategy

ENVIRONMENTAL PERFORMANCES

In 2024, the company began the **Airport Carbon Accreditation** process to obtain ACA Level 1 certification for **eight** airports and ACA Level 2 certification for Tashkent Airport

First corporate-wide **carbon footprint** baseline calculated for all airports (Scope 1 and 2 Emission)

Plantation of **3,000+ trees seedlings** within the framework of "Green Space"

PEOPLE AND COMMUNITIES

8,219
Total employees
across Uzbekistan Airports Group

15.6%
youth representation (**Under 30**)

4,200
Employees trained
across technical, operational, customer service, and HSE programs

812.9
Million UZS
allocated to social events

2,161.8
Million UZS
to support employees

ZERO
Fatal Incidents
in 2024

1.2 About this Report

This Sustainability Report of Uzbekistan Airports JSC (hereinafter — "the Company") has been prepared for the reporting year 2024 in accordance with the *Presidential Decree of the Republic of Uzbekistan No. 37 dated 21 February 2024*, which mandates the annual publication of Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) reports for state-owned enterprises. The publication of this Report demonstrates the Company's adherence to these national requirements and reflects its strategic commitment to sustainable development, strengthening international competitiveness, and supporting the transition toward an environmentally responsible national economy.

This Report has been prepared with reference to the SASB Standards Application Guidance. As SASB does not provide a dedicated standard for airport operators, Uzbekistan Airports JSC applies the SASB Professional & Commercial Services industry standard as the most appropriate and commonly used sectoral reference for airport groups. This approach is supplemented by inputs from the Airport Council International (ACI) ESG Guidelines and the GRI Airport Operators Sector Disclosures to ensure comprehensive coverage of airport-specific sustainability topics.

The reporting period covers the year 2024. The Report has been prepared based on the consolidated data of Uzbekistan Airports JSC and its key subsidiaries:

UZBEKISTAN AIRPORTS JSC GROUP OVERVIEW



INTERNATIONAL AIRPORTS

Tashkent International Airport
Andijan International Airport
Bukhara International Airport
Karshi International Airport
Navoi International Airport
Nukus International Airport
Namangan International Airport
Samarkand International Airport
Termez International Airport
Urgench International Airport
Fergana International Airport

UZBEKISTAN AIRPORTS CARGO LLC

Provision of services for handling, storage, and receipt of cargo and mail, as well as their delivery to consignees

UZBEKISTAN AIRPORTS HANDLING LLC

Servicing of aircraft, passengers, and cargo during the period from the landing of the aircraft until its departure

UZBEKISTAN TRAINING CENTER LLC

Organization of training courses for the preparation of aircraft ground handling specialists, as well as engineering and technical personnel



1.3. Uzbekistan Airports' JSC Outlook

UzAirports provides overall management of all types of airport activities in the Republic of Uzbekistan. It defines the strategic development policy of airports, as well as develops and implements measures aimed at the modernization and optimization of infrastructure, production, commercial, and financial processes at airports.





UZBEKISTAN AIRPORTS JSC AT A GLANCE

Uzbekistan Airports Joint Stock Company (UzAirports) was established on *15 August 2019 following Presidential Decree No. 5584 of 27 November 2018*, consolidating the management of the country's civil aviation infrastructure under a single operator. The company oversees the safe, efficient, and coordinated functioning of Uzbekistan's airport system and is responsible for developing airport infrastructure, maintaining passenger and cargo services, ensuring aviation security in line with ICAO requirements, and supporting the long-term strategic development of the sector.

UzAirports manages **11** international airports: Tashkent, Samarkand, Bukhara, Navoi, Andijan, Namangan, Fergana, Nukus, Urgench, Termez and Karshi. To support specialized operations, the company has three subsidiaries: Uzbekistan Airports Handling (ground handling, operating since 2021), Uzbekistan Airports Cargo (cargo handling and storage, operating since 2022), and Airports Training Center (professional training for airport personnel).

In **2024**, the airport network handled **113,622** ATM and served **13.5** million passengers, reflecting its central role in national mobility. Airport operations also included fuel supply, equipment upgrades, and the introduction of renewable energy systems such as solar panels and solar collectors to improve environmental performance. During the same period, the company began supplying airlines with domestically produced semi-synthetic Jet A-1 SSF aviation fuel.

Infrastructure development remained a priority across the network. At Tashkent International Airport, terminal areas were expanded and modernized, additional passenger amenities were introduced, and Runway 2 reconstruction work was completed. Other airports saw improvements to perimeter fencing, administrative facilities, rescue stations, fire-safety systems, and utility infrastructure. In 2024, further upgrades continued, including runway repair at Urgench and the installation of new energy-efficient lighting-signal equipment at Fergana. At the same time, assessments identified several airports where taxiways, lighting systems and terminal buildings require refurbishment or increased capacity.

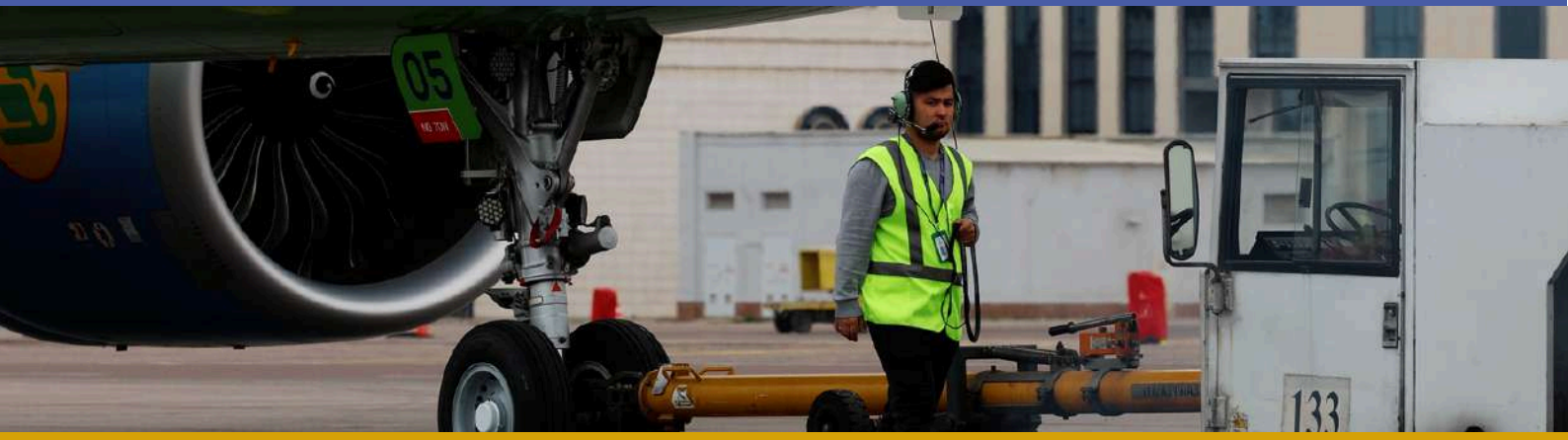
Cargo infrastructure expanded significantly with the opening of a new cargo complex at Termez International Airport and a new 120,000-tonne-capacity cargo complex at Tashkent International Airport, featuring modern storage, cold-chain, and automation systems. Navoi International Airport continues to operate the largest cargo hub in Central Asia. Non-aviation commercial activities have become an increasingly important part of operations. Reconstruction at Tashkent Airport enabled the opening of new retail food service and lounge facilities, while leasing reforms allowed all airports to offer commercial spaces.

By 2024, a total of 7,392 m² of commercial space had been leased across the airport network, attracting international and local operators and diversifying passenger services.

Uzbekistan Airports also engages in investment-driven development, including public-private partnership mechanisms. Four PPP projects are planned for 2024–2025, and the company has initiated cooperation with EU Wings on an aircraft maintenance, repair, and overhaul project, supporting the further modernization of Uzbekistan's aviation ecosystem.

MAIN ACTIVITIES

- Development and implementation of a long-term strategy for airport development.
- Attraction of investments to improve airport infrastructure, including through public-private partnership mechanisms and cooperation with leading international companies in the field of airport management.
- Ensuring a high level of service for airline passengers at airports and creating all necessary comfortable conditions for them.
- Ensuring the effective operation of the relevant airport services and optimizing processes for the handling of passengers, cargo, mail, and baggage.
- Implementation of measures for the timely and high-quality preparation of aerodromes for flights, ensuring flight regularity and safety, and introducing modern methods of aerodrome maintenance and repair.
- Ensuring uninterrupted supply of fuel and other petroleum products used for refueling and servicing aircraft, as well as strict quality control over them.
- Improvement of infrastructure and creation of favorable conditions for the provision of high-quality logistics services.
- Expansion of the network of modern retail facilities, catering, banking, and other services for passengers at airports, including under public-private partnership conditions.
- Ensuring a high level of flight safety and security measures by complying with rules and procedures aimed at protecting civil aviation from acts of unlawful interference, as well as meeting state regulatory requirements.



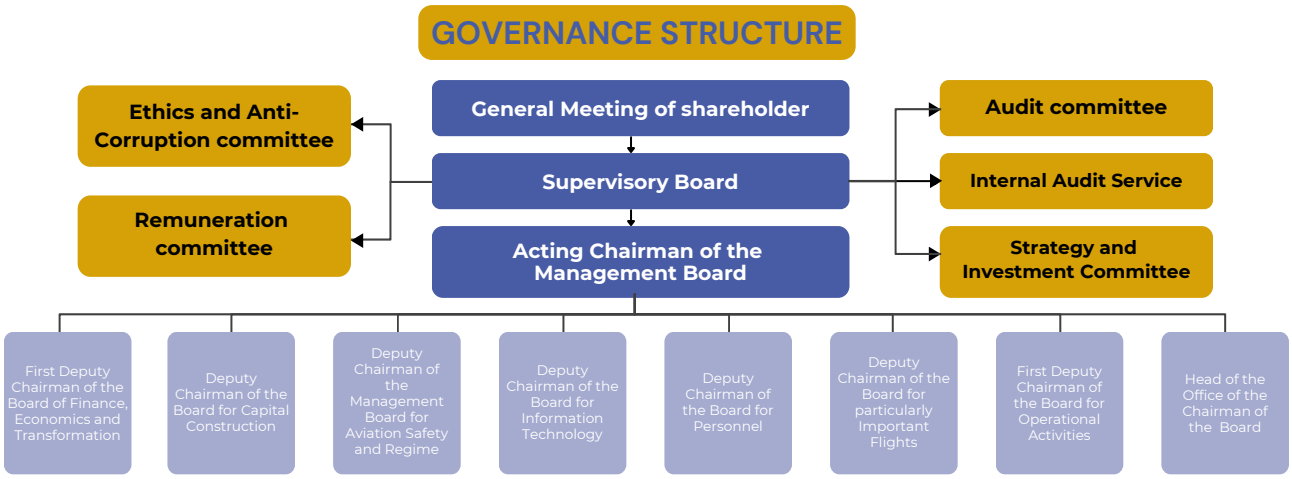


Figure 1- Governance Structure

Uzbekistan Airports operates under a governance structure that ensures strategic oversight, supervision, and effective management of the company's activities. The **General Meeting of Shareholders**, with the **Ministry of Economy and Finance**, acting in the capacity of sole shareholder, serves as the highest governing body.

The corporate governance system of Uzbekistan Airports JSC is based on the Law of the Republic of Uzbekistan "On Joint-Stock Companies and Protection of Shareholders' Rights," the Code of Ethics, and the Company's internal regulations, including the Regulations on the Supervisory Board and the Management Board.

The **Supervisory Board** provides overall strategic guidance and oversees the activities of the Management Board. It is appointed by the General Meeting of Shareholders, to which it remains fully accountable. Its core responsibilities include determining the Company's strategic priorities, approving annual business plans and budgets, monitoring the execution of the corporate strategy and the effectiveness of internal control systems, and safeguarding transparency, sound governance practices, and the rights of shareholders.

The Supervisory Board additionally controls the Management Board's activities.

The Supervisory Board is composed of 7 members elected by the Sole Shareholder for a three-year term. In 2024, the Supervisory Board held five meetings, with an average attendance rate of 91.6%. This shows that the Supervisory Board is actively involved in the management of the company.

In 2024, the Supervisory Board met five times to oversee the company's strategic and operational performance, with directors demonstrating a commitment to governance by averaging 91.6% meeting attendance. To ensure the effective fulfilment of its oversight responsibilities, the Supervisory Board has established several **committees** to support its work in specialized areas. These committees enable deeper analysis, more informed decision-making, and closer monitoring of key governance matters. Four committees assist the Supervisory Board:

- **Ethics and Anti-Corruption Committee**, which monitors compliance with ethical standards and integrity requirements.
- **Strategic Development and Investment Committee**, which evaluates long-term development initiatives and major investment projects.
- **Audit Committee**, which oversees financial integrity and internal control systems.
- **Nomination and Remuneration Committee**, responsible for leadership selection and fair compensation practices.

Collectively, these committees strengthen the Board's ability to guide the Company strategically, uphold good governance, and safeguard the interests of shareholders and stakeholders. The Company's day-to-day activities are overseen by the Management Board, a collegial executive body accountable to the Supervisory Board and the Sole Shareholder. Members of the Management Board, except for its Chairman, are appointed by the Supervisory Board for a three-year term. In 2024, the role of Acting Chairman of the Management Board was held by Umarkhodjaev Javlonbek Oybekovich.

The Management Board is supported by several Deputy Chairpersons who lead the Company's core functional areas, ensuring coordinated execution of strategic and operational priorities (see Figure 1).

These include Finance, Economics and Transformation; Capital Construction; Aviation Security and Regime; Information Technology; Personnel Management; Particularly Important Flights; and Operational Activities.

Shareholder					
	Ministry of Economy and Finance				
Supervisory Board					
N.	**Full name**	**Position**	**Gender**	**Age**	**Nationality**
1	**Ilkhom Rustamovich Makhkamov**	Minister of Transport	M	46	Uzbek
2	**Azimjon Khasanboy O'g'li Akhmadjanov**	Head of the Marketing Department, Department of Foreign Trade, Ministry of Investments, Industry and Trade of the Republic of Uzbekistan	M	34	Uzbek
3	**Diyora Akbarovna Karimova**	Head of the Mining and Metallurgical Enterprises Finance Division, Basic Industries and Mining and Metallurgical Enterprises Finance Department, Department of Finance and Tariff Policy for Basic Industries, Fuel and Energy Complex and Mining and Metallurgical Enterprises, Ministry of Economy, and Finance of the Republic of Uzbekistan	F	34	Uzbek
4	**Bakhodir Bakhtiyorovich Usmanov**	Head of the Consolidated Information Analysis and Operational Support Department, "UzAssets" Investment Company JSC	M	40	Uzbek
5	**Nodirbek Dzhummayevich Khusanov**	First Deputy Director of the Agency for Management of State Assets of the Republic of Uzbekistan	M	49	Uzbek
6	**Rumesh Bhoyroo**	Independent Member, Director for Strategy and Business Development, Airports Council International – Africa	M	56	Indian
7	**Mariusz Szpikowski**	Independent Member, Senior Advisor on Governance / Advisor to the Board of Directors	M	55	Polish

Table 1- Shareholder and Supervisory Board

Together, this **leadership structure** provides comprehensive oversight across critical business domains and ensures alignment with the Company's long-term objectives.

As the executive body, the Management Board is responsible for implementing the decisions of the General Meeting of Shareholders and the Supervisory Board, executing the approved corporate strategy, meeting operational and financial performance goals, maintaining effective internal controls, and upholding the highest standards of aviation safety and service quality throughout the airport network.



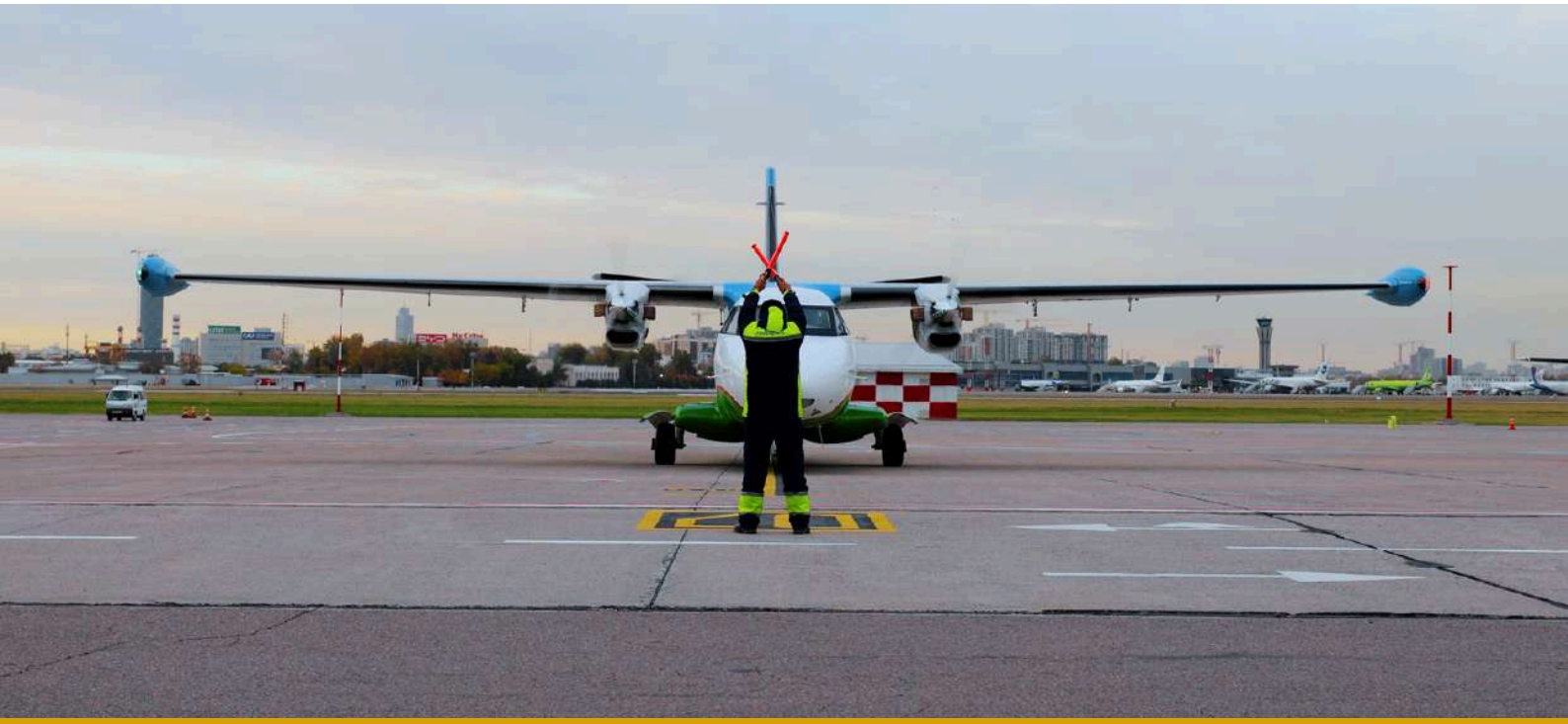
Nominees for Membership in the Strategy and Investment Committee		
1	**Bakhodir Bakhtiyorovich Usmanov**	Head of the Consolidated Information Analysis and Operational Support Department, "UzAssets" Investment Company JSC
2	**Azimjon Khasanboy O'g'li Akhmadjanov**	Head of the Marketing Department, Department of Foreign Trade, Ministry of Investments, Industry and Trade of the Republic of Uzbekistan
3	**Diyora Akbarovna Karimova**	Head of the Mining and Metallurgical Enterprises Finance Division, Basic Industries and Mining and Metallurgical Enterprises Finance Department, Department of Finance and Tariff Policy for Basic Industries, Fuel and Energy Complex and Mining and Metallurgical Enterprises, Ministry of Economy, and Finance of the Republic of Uzbekistan
4	**Romesh Bhoyroo**	Independent Member, Director of Strategy and Business Development, Airports Council International – Africa

Nominees for Membership in the Audit Committee		
1	**Diyora Akbarovna Karimova**	Head of the Mining and Metallurgical Enterprises Finance Division, Basic Industries and Mining and Metallurgical Enterprises Finance Department, Department of Finance and Tariff Policy for Basic Industries, Fuel and Energy Complex and Mining and Metallurgical Enterprises, Ministry of Economy, and Finance of the Republic of Uzbekistan
2	**Mariusz Szpikowski**	Independent Member, Senior Advisor on Governance / Advisor to the Board of Directors
3	**Nodirbek Dzhummayevich Khusanov**	First Deputy Director of the Agency for Management of State Assets of the Republic of Uzbekistan

Nominees for Membership in the Ethics and Anti-Corruption Committee		
1	**Mariusz Szpikowski**	Independent Member, Senior Advisor on Governance / Advisor to the Board of Directors
2	**Azimjon Khasanboy O‘g‘li Akhmadjanov**	Head of the Marketing Department, Department of Foreign Trade, Ministry of Investments, Industry and Trade of the Republic of Uzbekistan
3	**Nodirbek Dzhummayevich Khusanov**	First Deputy Director of the Agency for Management of State Assets of the Republic of Uzbekistan

Nominees for Membership in the Appointment and Remuneration Committee		
1	**Romesh Bhoyroo**	Independent Member, Director of Strategy and Business Development, Airports Council International – Africa
2	**Bakhodir Bakhtiyorovich Usmanov**	Head of the Consolidated Information Analysis and Operational Support Department, “UzAssets” Investment Company JSC
3	**Diyora Akbarovna Karimova**	Head of the Mining and Metallurgical Enterprises Finance Division, Basic Industries and Mining and Metallurgical Enterprises Finance Department, Department of Finance and Tariff Policy for Basic Industries, Fuel and Energy Complex and Mining and Metallurgical Enterprises, Ministry of Economy, and Finance of the Republic of Uzbekistan

Table 2- Nominees for Membership in each Committee



1.4. Values and Vision

We prioritize Security and Safety as the most important criteria in our operations.

We deeply understand that sustainable growth is the only viable path forward in aviation.

Providing high- quality services to customers is the main goal of "Uzbekistan Airports" JSC.

We strive for continuous improvement and innovation in our operations.

Exemplary ethics and transparency are embedded in our corporate culture.

Figure 2- Company Values

COMPANY VALUES

Uzbekistan Airports Joint Stock Company bases its daily operations on the principles of sustainable development and ESG (Environmental, Social, and Corporate Governance), which form the foundation of our key strengths. First and foremost, we strictly adhere to **Safety**. We implement international standards through effective supervision, continuously enhance staff qualifications, and create a safe and trustworthy environment for every flight and passenger. We also focus on providing **quality services** – ensuring comfortable and efficient service for travelers and aligning Uzbekistan's hospitality with global standards. Our operations are based on **integrity and transparency** – fair governance, open dialogue, and reliable information sharing to satisfy all stakeholders. Sustainability for us is not only an obligation but also an internal value. Innovations and efficiency encourage us to adopt modern technologies and optimize processes for continuous development. Digital transformation, automation systems, and internal optimization initiatives support this effort. Our main strengths – safety, quality of service, integrity, sustainability, and innovation – reflect our long-term strategic goals and clearly show our ESG-oriented growth and future vision.

OUR VISION FOR THE FUTURE

We are committed to bridging the infrastructure gap by undertaking an ambitious project to develop and enhance our infrastructure, prioritizing the construction of four new airports in Shahrisabz, Sariasia, Kokand, and Sokh. These projects are not just about building airports; they are about bridging gaps and bringing the benefits of air travel to remote areas, offering residents new opportunities for travel, commerce, and connection. In addition to expanding our physical footprint, "Uzbekistan Airports" is focused on enhancing our operational capabilities and service quality.

To achieve this ambitious goal, we are fostering Public-Private Partnerships (PPPs). This means working together with private investors to attract the capital to build cutting-edge airport infrastructure in these underserved regions. By collaborating with private investors, we aim to attract capital to develop state-of-the-art airport infrastructure. These partnerships are vital for bringing innovative technologies and practices that enhance the passenger experience and operational efficiency. Our investment in infrastructure goes hand-in-hand with our commitment to sustainability and governance. We prioritize environmentally responsible practices at all our airports,

working to lessen our environmental impact and support sustainable travel for our passengers. Through strategic investments and operational improvements, we aim to create airports that are not only efficient but also environmentally responsible. Moreover, Uzbekistan Airports is committed to expanding the range of services and elevating their quality at all 11 airports under our management. We go beyond the basics to provide a superior travel experience with innovative facilities and exceptional logistics for passengers and cargo. By continuously upgrading our services, we ensure that our airports meet international standards and cater to the evolving needs of our passengers.

CORPORATE RISKS AND THREATS

We acknowledge the potential obstacles and threats that hinder our growth and day-to-day operations. Proactively addressing these challenges is essential to achieving our vision and long-term success. Fluctuations in the global economy can impact passenger numbers, cargo volumes, and overall airport revenues. Ambitious growth plans and financial health can be affected by economic downturns or volatility in major markets. Securing the necessary funding for our large-scale infrastructure projects can be especially difficult during uncertain economic times, potentially delaying critical development initiatives. We recognize that political and social unrest near our borders can disrupt air travel and logistics, potentially posing a risk to our operational efficiency and the seamless connections we strive to provide. A surge in passenger numbers could push our current infrastructure to its limits, resulting in crowded facilities, travel delays, and a decline in the overall quality of service. Timely upgrades and expansions are essential to maintaining operational efficiency. Rapid technological advancements require continuous investment in new systems and training. Cybersecurity threats, in particular, pose significant risks to our operations and data integrity. There is growing pressure to reduce the environmental impact of airport operations. Meeting stringent environmentally friendly regulations and implementing sustainable practices can be resource intensive.

“Uzbekistan Airports”continuously works on minimizing the adverse possible effects of these threats to the operation.



1.5. Our approach to Sustainability

CONTEXT

Over recent years, Uzbekistan Airports JSC has significantly strengthened its focus on ESG and sustainability, positioning these themes as essential pillars of the company's long-term transformation. This shift reflects global aviation dynamics: **ICAO's environmental agenda** has accelerated through the **Long-Term Global Aspirational Goal (LTAG)** for net-zero emissions by 2050, reinforced by the standards and recommended practices in **Annex 16**. At the airport level, the company's engagement with Airports Council International (ACI) has aligned it with the **global net-zero commitment for airports** and with structured decarbonization pathways promoted through programs such as Airport Carbon Accreditation. Nationally, Uzbekistan has embedded sustainability deep into its policy framework through the **Strategy "Uzbekistan – 2030"**, whose Appendix highlights cross-sectoral environmental and social priorities including: efficient water and energy use, expansion of renewable energy, improved waste and pollution management, climate risk mitigation, inclusive access to public services, gender equality, decent working conditions, and enhanced transparency in public institutions. In parallel, the Government introduced a mandatory **Sustainability Rating of Business Entities** (Decree of the President of the Republic of Uzbekistan No. PF-16 dated 30.01.2025), requiring large state-owned companies to undergo an independent ESG assessment. This reflects growing expectations from regulators, investors, and international financial institutions for clearer disclosure, stronger governance, and measurable progress on environmental and social performance. As a result, Uzbekistan Airports JSC is committed in integrating ESG principles more systematically into its operations, governance, infrastructure development and long-term planning, ensuring alignment with global aviation standards and national strategic priorities.

Oversight of sustainability matters at Uzbekistan Airports Joint Stock Company rests with the **Chief Executive Officer** and the Company's leadership, who are responsible for monitoring the application of the Sustainability Policy across the organization and its subsidiaries. All personnel, including contractors, subcontractors, and temporary staff, are expected to comply with the policy's requirements. The **Strategic Development Department** acts as the owner of the policy and is responsible for coordinating its implementation and supporting the development of sustainability-related



Figure 3- Sustainability Governance

practices. The Company anticipates progressively embedding sustainability responsibilities across relevant functions as internal processes and resource allocation mechanisms are further established.

CLIMATE RISKS ASSESSMENT

Uzbekistan Airports JSC recognizes that climate change presents a combination of **transition and physical risks** that may influence its long-term operational resilience, financial performance, and strategic planning. Consistent with emerging disclosure frameworks, the Company has initiated a first assessment of climate-related risks to understand how regulatory developments, market dynamics, technological shifts, and changing climatic conditions could affect its airport network over time.

On the **transition risk side**, the Company has identified potential exposure to evolving climate policies and regulatory requirements at the national and international levels, including future measures linked to Uzbekistan's 2030 Strategy, ICAO's long-term aspirational goals, and possible developments related to carbon pricing or emissions disclosure. Broader market- and technology-related shifts—such as increased expectations for energy efficiency, electrification of ground operations, and adoption of sustainable aviation fuels—may influence the Company's operating model over time, including implications for costs, capital investment, and stakeholder expectations.

In terms of **physical climate risks**, initial portfolio-level analysis indicates exposure to a range of acute and chronic hazards, including drought, heatwaves, flooding, and wildfires. Drought and heat-related risks are currently the most prominent, with potential to intensify over time and affect water availability, energy demand, operational continuity, and asset performance. Additional exposure to flooding and wildfires may also create operational, safety, and infrastructure-related challenges, with varying degrees of materiality across airport locations.

This preliminary assessment provides an initial view of potential risk drivers and future challenges for Uzbekistan Airports JSC, supporting early consideration of resilience and adaptation needs. The Company anticipates advancing this work through deeper vulnerability analysis, quantification of impacts, and integration into long-term planning processes.

More detailed information on transition and physical climate risks—covering risk categories, potential impacts, time horizons, and indicative mitigation measures—is provided in **§Annex II.**

ESG STRATEGY AND PRIORITY AREAS

In line with SASB guidance and ESG rating expectations, this Report covers the disclosure topics most relevant to the Company's value creation. These topics were selected to ensure transparency, comparability, and reliability of industry-specific information. As Uzbekistan Airports JSC continues to strengthen its sustainability management systems, and following the results of the 2025 materiality assessment, the scope of disclosed material topics will be reviewed and expanded where appropriate:

1. Climate Change Adaptation and Mitigation
2. Workforce Diversity & Engagement
3. Ethic and Professional Integrity
4. Data Security

The materiality assessment for this Report was conducted using a methodology informed by the SASB materiality matrix approach to identifying financially relevant sustainability topics, complemented by the requirements of leading ESG rating agencies and the national priorities defined in the *Uzbekistan 2030 Strategy*. The objective of this process is to ensure that the Report focuses on those ESG issues that are most significant for Uzbekistan Airports JSC, both in terms of their potential impact on the Company's operational performance, financial resilience, and regulatory compliance, and in terms of their broader relevance to stakeholders and the national development agenda.

The assessment process involved an internal review of sustainability topics from multiple angles: sector guidelines, their relevance to

airport operations and infrastructure management; the extent to which ESG rating agencies expect disclosure on these topics; and the degree to which peer airport operators and transport infrastructure companies report on similar matters. Following this analysis and prioritization, the final list of material topics was validated and approved for 2024.

Looking ahead, Uzbekistan Airports JSC intends to further strengthen its materiality assessment in future reporting cycles through reinforcing the stakeholder engagement process.

This enhanced approach —supported by the development and formal approval of a stakeholder engagement plan — will enable the Company to more accurately capture stakeholder expectations, improve the robustness of the assessment, and ensure that future disclosures reflect both international best practices and sector-specific priorities.

This vision reflects the company's commitment to balancing growth with environmental responsibility and social progress, ensuring that the modernization of the aviation sector goes hand in hand with sustainability and transparency.



Figure 4- Company Sustainability Vision

To realize this vision, Uzbekistan Airports JSC is committed to integrating environmental, social, and governance (ESG) principles across all levels of its operations and decision-making. The company's mission is to operate and develop modern, efficient, and safe airports that meet international standards while minimizing environmental impact and maximizing social and economic value. This includes:

- Embedding sustainability criteria into investment planning, procurement, and infrastructure development.
- Expanding the use of renewable energy and resource-efficient technologies to reduce carbon intensity.

Uzbekistan Airports JSC aspires to be a leading, sustainable, and resilient aviation infrastructure operator in Central Asia, recognized for its contribution to Uzbekistan's economic development and its leadership in sustainable airport management.

Through innovation, responsible resource management, and strong corporate governance, Uzbekistan Airports aims to contribute to the country's green transformation of the transport sector, aligning with the goals of the Uzbekistan–2030 Strategy, the Paris Agreement, and the UN Sustainable Development Goals (SDGs).

- Fostering a culture of safety, inclusion, and continuous learning among employees.
- Enhancing customer experience through innovation, digitalization, and service excellence.
- Ensuring transparency, ethics, and accountability with the main stakeholders.
- Through these actions, Uzbekistan Airports seeks to translate its ESG commitments into measurable performance improvements and to set a new benchmark for responsible and future-oriented airport management in the region.

1.6. Our contribution to United Nations 2030 Agenda

Uzbekistan Airports JSC supports the **United Nations Sustainable Development Goals (SDGs)** as a global framework for advancing sustainable development in the aviation sector and the communities it serves. The SDGs reflect the growing responsibility of companies to contribute to economic progress, social well-being, and environmental stewardship. For Uzbekistan Airports, aligning with the SDGs provides a structured basis for integrating sustainability into airport operations, modernizing infrastructure, developing human capital, strengthening governance, and reducing environmental impact. While all 17 SDGs are relevant, Uzbekistan Airports will prioritize the goals where the company can achieve the most significant measurable impact. This alignment ensures that the company's ESG Strategy contributes not only to national development goals but also to the broader global sustainability agenda endorsed by the United Nations. Uzbekistan Airports JSC operates at the heart of the national transport system, playing a decisive role in economic growth, infrastructure modernization, and climate resilience. Among the UN Sustainable Development Goals, three stand out as the Company's most material and high-impact pillars:

08

Decent work and Economic Growth



Airports are essential economic engines. Through their operations, Uzbekistan Airports JSC contributes to:

- **National and regional economic development** by connecting domestic and international markets.
- **Job creation across all regions**, including skilled technical roles, service positions, and aviation-related professions.
- **Sustainable tourism growth,** directly supporting SDG target 8.9, by enabling easier access to cultural sites and promoting local economic activity.
- **Stable, protected and decent workplaces** through strong labour-management systems, training programmes, and occupational health and safety frameworks.

SDG 8 captures UzAirports' role as a socio-economic catalyst and employer, making it a key development levers for the country.

09

Industry, Innovation, And Infrastructure



Uzbekistan Airports JSC is responsible for developing and operating one of the country's most strategic asset classes-**transport infrastructure:**

- **Modernising runways, terminals, and utilities** to meet international aviation standards.
- **Supporting national logistics** and mobility goals through reliable, high-capacity airport systems.
- **Integrating innovation**, including digital systems, automation, and smart airport technologies.
- **Improving infrastructure resilience**, ensuring operations continue under evolving climate, economic, and security conditions.

S**DG 9** reflects UzAirports' core operational responsibility: building and maintaining sustainable aviation infrastructure that accelerates national competitiveness.

13

Climate Action



As critical infrastructure exposed to climate hazards, airports must adapt quickly to a changing climate. For Uzbekistan Airports JSC, climate action is now a central priority:

- **Mitigating emissions** by improving energy efficiency, introducing renewable energy, and managing Scope 1 and 2 emissions.
- **Developing a Net-Zero Roadmap**, in line with global aviation commitments (ICAO LTAG, ACI net-zero frameworks).
- **Assessing physical climate risks**, such as heat waves, droughts, and flooding, and integrating findings into design and investment decisions.
- **Enhancing resilience** of runways, terminals, energy systems, and operations.

SDG 13 is essential because climate impacts directly affect service reliability, operational safety, long-term investment costs, and regulatory expectations.

These three priority goals - SDG 8, SDG 9, and SDG 13 - serve as the central drivers of Uzbekistan Airports' impact, guiding and reinforcing the wider contributions to the additional SDGs outlined below:

03

Good Health and Well-Being



Our Contribution and focus area

- Ensure safe and healthy working conditions for all employees.
- Implement comprehensive health monitoring and occupational safety programs.
- Provide medical checks, health promotion activities, and emergency preparedness.
- Maintain safety standards for passengers in line with ICAO requirements.

04

Quality Education



Our Contribution and focus area

- Implement large-scale training programs to improve aviation and technical skills.
- Provide access to continuous learning, qualifications, and professional development.
- Develop green competencies required for modern airport operations.
- Support youth employment and education through inclusive training pathways.

05

Gender Equality



Our Contribution and focus area

- Promote equal opportunities in recruitment, career development, and leadership.
- Strengthen the participation of women in technical and managerial roles.
- Enforce zero-tolerance discrimination and inclusive policies.
- Support gender balance as part of national and corporate priorities.

06

Clean Water and Sanitation



Our Contribution and focus area

- Improve water efficiency across terminals and airport infrastructure.
- Monitor and reduce water consumption through modern systems.
- Ensure compliance with national water quality and wastewater standards.
- Support responsible water use and infrastructure upgrades.

07

Affordable and Clean Energy



Our Contribution and focus area

- Deploy solar panels and renewable energy systems across airports.
- Increase energy efficiency through HVAC upgrades and modern equipment.
- Reduce electricity consumption via energy management systems.
- Contribute to national renewable energy goals.

10

Reduced Inequalities



Our Contribution and focus area

- Promote equal access to jobs, training, and career development.
- Improve accessibility of airport facilities for persons with disabilities.
- Reduce regional inequality by strengthening airport services nationwide.
- Support inclusive hiring across demographic groups.

11

Sustainable Cities and Communities



Our Contribution and focus area

- Reduce environmental impacts on surrounding communities.
- Improve land use, green spaces, and noise management around airports.
- Enhance safety, resilience, and preparedness of airports as critical infrastructure.
- Support regional development through reliable airport services.

12

Responsible Consumption and Production



Our Contribution and focus area

- Improve energy, water, and resource efficiency (waste management).
- Promote sustainable procurement and supplier responsibility.
- Increase operational efficiency across airport processes.
- Ensure high level of service quality and Passenger Experience.

15

Life on Land



Our Contribution and focus area

- Contribute to national greening efforts through tree planting and landscaping.
- Improve biodiversity management on airport land.
- Support wildlife hazard management that protects both ecosystems and aviation safety.
- Ensure responsible land use in airport development projects.

16

Peace, Justice, and Strong Institutions



Our Contribution and focus area

- Strengthen corporate governance and independent oversight structures.
- Promote integrity through ethics policies and anti-corruption training.
- Reinforce transparent reporting and disclosure practices.
- Maintain compliance with national laws and international governance standards.

17

Partnerships for the Goals



Our Contribution and focus area

- Engage actively with national and international aviation stakeholders.
- Participate in partnerships with ICAO, ACI, and public authorities.
- Strengthen stakeholder dialogue across communities, institutions, and industry players.
- Support knowledge-sharing and joint initiatives for sustainable airport development.

ENVIRONMENT

ENVIRONMENTAL EXCELLENCE

2. ENVIRONMENTAL EXCELLENCE

Uzbekistan Airports JSC is building a long-term pathway toward environmental excellence, recognizing that climate action is fundamental to the resilience and sustainability of the national aviation system.

In 2024, the Company initiated its first comprehensive carbon-footprint assessment of all the 11 airports in accordance with the Airport Carbon Accreditation (ACA) methodology and the GHG Protocol, establishing a transparent baseline for monitoring emissions and guiding future decarbonization efforts.

These steps mark the beginning of a structured journey toward reducing the environmental impact of our operations and strengthening energy efficiency across the airport network. In line with our Sustainability Policy, Uzbekistan Airports JSC is aiming to achieve Net Zero emissions for Scope 1 and Scope 2 by 2050, progressively implementing the actions, technologies, and operational improvements required to reach this long-term goal.



2.1. Carbon Management

Uzbekistan Airports JSC considers the management of greenhouse gas (GHG) emissions as a central pillar of its environmental sustainability agenda, reflecting the operational characteristics of airport infrastructure and the growing importance of climate action in the aviation sector. UzAirports initiated its first GHG emissions assessment in 2024 and finalized the complete analysis and verification process in 2025 in accordance with the Airport Carbon Accreditation (ACA) methodology and the GHG Protocol. This project established a reliable baseline for monitoring, reporting, and future reduction efforts. This milestone marks the beginning of a structured approach to improving environmental performance and integrating climate considerations into operational and strategic planning

As part of this process, the organization commits to implement a broad Sustainability Policy that outlines the principles for managing GHG emissions, energy efficiency, and air-quality impacts, and sets requirements for data accuracy, internal control, and verification. In the next phase, the Company plans to expand its analysis of emission sources across airport functions and main business partners like suppliers and clients to prepare for Scope 3 reporting. These steps will enable Uzbekistan Airports JSC to embed climate considerations into core Company Strategy and Management and to progress toward its long-term objective of achieving Net Zero Scope 1 and Scope 2 emissions by 2050.

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APPROACH AND METHODOLOGY FOR GHG EMISSIONS CALCULATION

In 2024, Uzbekistan Airports JSC initiated its first quantitative assessment of total greenhouse gas (GHG) emissions, with methodological refinement and final data consolidation completed in 2025.

The year 2024 has been designated as the baseline year for ongoing monitoring, reporting, and future target-setting for emission reductions.

The quantitative assessment covers the following categories:

Scope 1
Direct emissions generated by the Company's activities, including fuel combustion in airport-owned vehicles, stationary equipment, and other GHG-emitting operational assets.

Scope 2
indirect emissions associated with the consumption of purchased electricity and heat across airport terminals and infrastructure

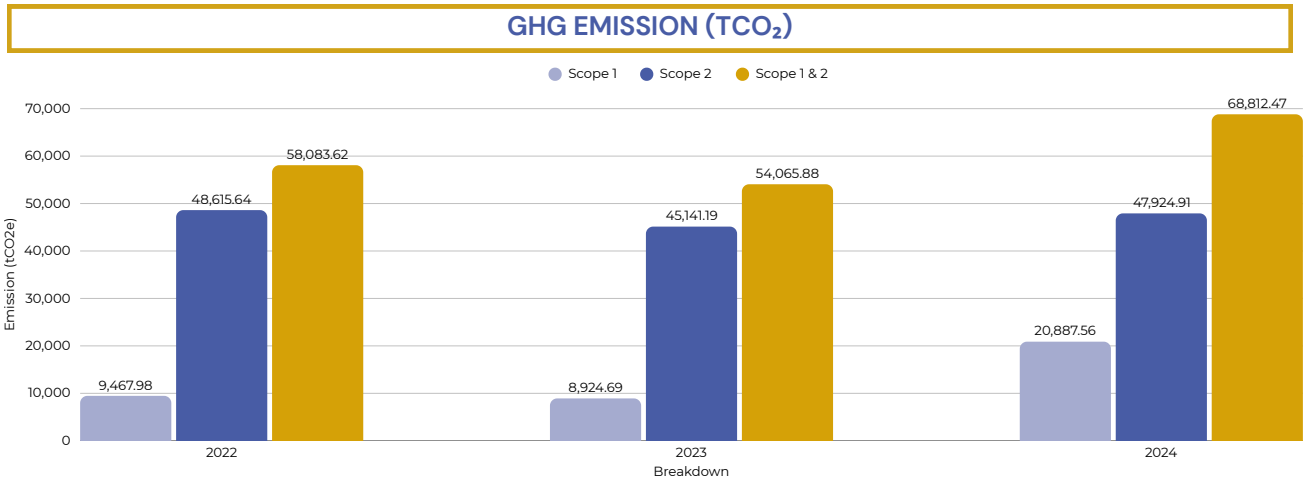


Figure 5- Scope 1 and Scope 2 emissions

2022 EMISSION PROFILE

The assessment showed a total (gross) emission of **58,083.62 tons** of CO_2 equivalent, broken down as follows:

16%
Scope 1
9,467.98 tCO_2e

84%
Scope 2
48,615.64 tCO_2e

Scope 2 emissions, primarily associated with purchased electricity and purchased heat, represented the dominant share of total emissions across the reporting period. In 2022, total Scope 2 emissions amounted to 48,615.64 tCO_2e, of which 43,549.51 tCO_2e (approximately 90%) were attributable to purchased electricity and 5,066.13 tCO_2e (approximately 10%) to purchased heat. This reflects the electricity-intensive nature of airport operations across the Uzbekistan Airports JSC network.

2023 EMISSION PROFILE

The assessment showed total (gross) emissions of **54,065.88 tons of CO_2 equivalent**, broken down as follows:

17%
Scope 1
8,924.69 tCO_2e

83%
Scope 2
45,141.19 tCO_2e

In 2023, total Scope 2 emissions decreased to 45,141.19 tCO_2e, driven by lower electricity-related emissions, which fell to 41,653.04 tCO_2e, and purchased heat related emissions, which decreased significantly to 3,488 tCO_2e.

Electricity accounted for an even larger share of Scope 2 emissions in 2023 (approximately 92%), reinforcing its role as the principal contributor to operational greenhouse gas emissions.

2024 EMISSION PROFILE

The assessment showed total (gross) emissions of **68,812.47 tons of CO_2 equivalent**, broken down as follows:

30%
Scope 1
20,887.56 tCO_2e

70%
Scope 2
47,924.91 tCO_2e

In 2024, Scope 2 emissions increased to 47,924.91 tCO_2e, with purchased electricity emissions rising to 43,218.65 tCO_2e and purchased heat emissions increasing to 4,706.26 tCO_2e. However, both values remained slightly below their 2022 levels.

While electricity continued to dominate the Scope 2 emissions profile, the partial rebound in heat-related emissions indicates increased heating demand or operational intensity compared to 2023.

Consistent with ACI and ICAO decarbonization pathways, Uzbekistan Airports JSC has committed to achieving Net Zero Scope 1 and 2 emissions by 2050 and is increasingly directing resources and initiatives toward improving its Scope 3 emissions performance as part of a broader climate strategy.



AIRPORT CARBON ACCREDITATION PROGRAM

In 2024–2025, Uzbekistan Airports JSC made substantial progress in advancing carbon management across its airport network through the Airport Carbon Accreditation (ACA) program.

As part of coordinated efforts, nine airports started working toward ACA Level 1 certification, with processes in place to establish verified carbon footprints and structured GHG accounting practices.

Tashkent International Airport has similarly committed to an even higher level, ACA Level 2, with an emissions inventory in development alongside plans for improved management of operational emissions and enhanced monitoring systems.



2.2. Energy consumption

Uzbekistan Airports JSC's energy consumption between 2022 and 2024 shows noticeable year-to-year variations associated with operational activity, heating demand, and electricity consumption across the airport network.

Total purchased energy amounted to approximately 63.7 GWh in 2022, decreased to 53.9 GWh in 2023, and increased again to 61.7 GWh in 2024.

The reduction observed in 2023 was primarily driven by a significant decrease in purchased heat consumption, particularly at Tashkent International Airport, while the increase in 2024 reflects a rebound in both purchased heat and electricity consumption across several airports.

Purchased electricity remained the dominant energy source throughout the reporting period, accounting for approximately 58% of total purchased energy in 2022, increasing to 66% in 2023, and slightly decreasing to 60% in 2024. Purchased heat represented approximately 42% in 2022, decreased significantly to 34% in 2023, and partially rebounded to 40% in 2024. These trends confirm that electricity consumption continues to represent the principal driver of Scope 2 energy use across the Uzbekistan Airports JSC network, while heat consumption remains more variable depending on operational and climatic conditions.



Indicator	2022 Consumption			2023 Consumption			2024 Consumption		
	Purchased Heat	Purchased Electricity	Total Purchased Energy	Purchased Heat	Purchased Electricity	Total Purchased Energy	Purchased Heat	Purchased Electricity	Total Purchased Energy
	kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh
"Tashkent International Airport" LLC	24,123,911.29	10,861,094.00	34,985,005.29	15,773,373.58	6,897,482.00	22,670,855.58	21,916,735.00	9,503,410.00	31,420,145.00
«Samarkand International Airport" LLC	0.00	12,696,183.00	12,696,183.00	0.00	15,405,720.00	15,405,720.00	0.00	15,039,287.00	15,039,287.00
«Karshi International Airport" LLC	0.00	948,203.10	948,203.10	0.00	805,653.00	805,653.00	0.00	825,316.92	825,316.92
«Bukhara International Airport" LLC	0.00	412,659.00	412,659.00	0.00	440,081.00	440,081.00	0.00	415,599.41	415,599.41
«Andijan International Airport" LLC	0.00	537,478.00	537,478.00	0.00	403,699.00	403,699.00	0.00	652,610.00	652,610.00
«Namangan International Airport" LLC	96,811.00	1,452,190.00	1,549,001.00	96,024.00	1,452,190.00	1,548,214.00	73,077.00	1,470,697.00	1,543,774.00
«Fergana International Airport" LLC	175,360.00	1,388,602.00	1,563,962.00	152,600.00	1,335,444.00	1,488,044.00	155,000.00	1,306,825.00	1,461,825.00
«Urganch International Airport" LLC	1,484,421.00	2,776,386.00	4,260,807.00	1,581,328.00	2,675,012.00	4,256,340.00	1,761,328.00	2,604,727.00	4,366,055.00
«Nukus International Airport" LLC	695,100.00	1,569,703.00	2,264,803.00	694,646.00	1,317,012.00	2,011,658.00	781,698.00	847,037.00	1,628,735.00
«Navoi International Airport" LLC	0.00	3,280,681.00	3,280,681.00	0.00	3,179,709.00	3,179,709.00	0.00	2,727,106.00	2,727,106.00
«Termez International Airport" LLC	33.40	1,292,626.89	1,292,660.29	25.00	1,762,069.91	1,762,094.91	58.00	1,622,337.65	1,622,395.65
TOTAL (Uzbekistan JSC)	**26,575,636.69**	**37,215,805.99**	**63,791,442.68**	**18,297,996.58**	**35,674,071.91**	**53,972,068.49**	**24,687,896.00**	**37,014,952.98**	**61,702,848.98**
(%)	**42%**	**58%**	**100%**	**34%**	**66%**	**100%**	**40%**	**60%**	**100%**

Table 3- Energy consumption

At the airport level, Tashkent International Airport consistently represented the largest share of total energy consumption, reflecting its role as the main international hub within the network. Despite a significant reduction in total purchased energy in 2023, Tashkent remained the dominant contributor in 2024 with approximately 31.4 GWh of total purchased energy. Samarkand International Airport followed with consistently high electricity demand across all three years, while the remaining airports contributed comparatively smaller and generally stable shares to the total network energy consumption. Renewable electricity generation capacity more than doubled, rising from 551,903 kWh in 2023 (1.55% of total consumption) to 1,448,513 kWh in 2024 (3.91% of total consumption). This sharp increase was primarily driven by new solar PV installations and heliocollector at Uzbekistan Airports JSC and expanded adoption across the internal network. While still a developing portion of the energy mix, this momentum creates a strong foundation for reducing Scope 2 emissions and achieving long-term decarbonization.

2.3. Water Consumption

Total water consumption increased progressively over the three-year period. In 2022, total usage amounted to 3,203,398 m³. This rose to 3,497,399 m³ in 2023, representing a 9.2% increase compared with the previous year. In 2024, total consumption reached 4,108,155 m³, a further 17.5% increase relative to 2023.

The main contributors to water consumption across the Group are the largest international airports, led by Tashkent International Airport, which consistently represents the highest share across the group (79%) due to its scale, passenger volumes, and operational footprint. The second- and third-largest consumers were Navoi Airport and Termez Airport, respectively, both of which maintain extensive operational facilities and infrastructure requiring significant water use.

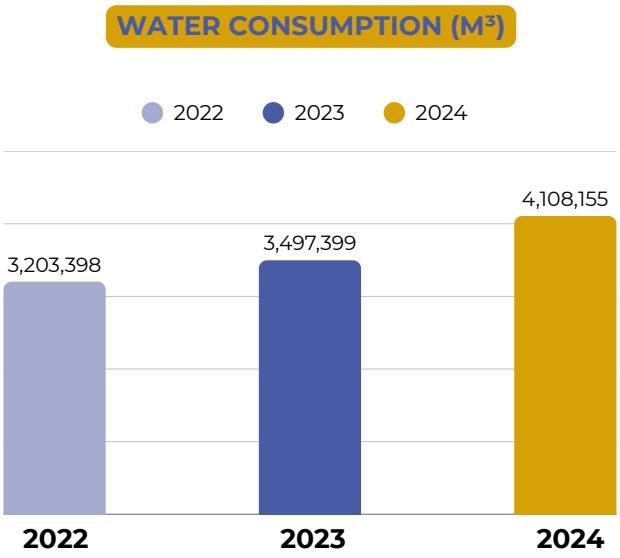


Figure 6- Water consumption

2.4. Waste Generation

In FY 2024, Uzbekistan Airports JSC achieved a 3.3% reduction in total waste generation, to 925.9 tons, compared with the previous year.

This positive trend was driven largely by significant reductions at regional hubs, most notably Bukhara (-50.7%) and Namangan (-31.1%), alongside Andijan, which reported a 100% drop to zero tonnage.

Despite these improvements in the regions, Tashkent International Airport remains the dominant contributor, accounting for 59.8% of the total waste (554 tons) with a highly stable profile (+0.2% variation).

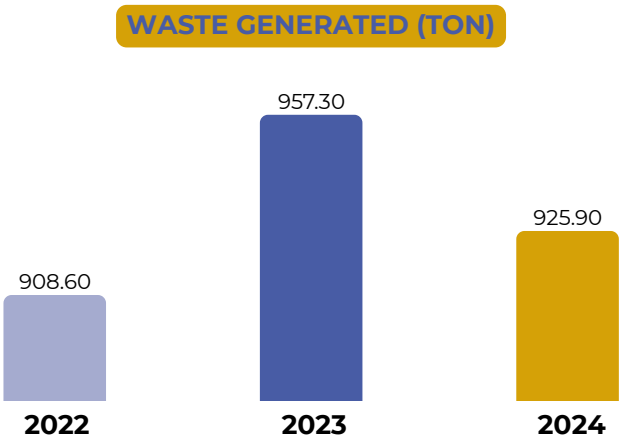


Figure 7- Waste generated



2.5. Participation in the “Yashil Makon” National Greening Program

Uzbekistan Airports JSC is expanding green spaces around its airports through landscaping and tree-planting programs that focus on local environmental benefits. As part of the national “Yashil Makon” (“Green Space”) initiative, the company has committed to planting 17,500 trees around airport facilities and in mountainous regions of the Republic, with species selected for regional climate conditions to support long-term survival and ecosystem resilience. These plantings are intended to help improve air quality, reduce heat stress on airport grounds and nearby communities, and provide more comfortable outdoor areas. In parallel, renovation works at terminals across the network include creating additional lawns, flower beds, and small park-like spaces in forecourts and adjacent areas, prioritizing shade, walkability, and functional use over purely decorative design.

The “Yashil Makon” program itself is a national initiative led by the Government of Uzbekistan to significantly increase tree cover and urban greenery, supported by the Ministry of Ecology, Environmental Protection, and Climate Change and international partners such as UNDP, UNECE and UNHCR. Within this wider “Makon” framework, master planning and innovative financing tools are being developed to scale up reforestation, urban greening, and nursery capacity, with pilot activities already launched in regions such as Surkhandarya. These measures aim to strengthen climate resilience, create local employment through planting and maintenance, and deliver a measurable improvement in environmental quality in cities and transport hubs, including airports.



SOCIAL

OUR PEOPLE: EMPLOYEES, PASSENGERS AND COMMUNITIES

3. Our People: Employees, Passengers and Communities

Uzbekistan Airports JSC continued in 2024 to strengthen the social foundations of its organization by placing people at the center of its operations.

As a national airport operator with a wide and diverse workforce, the company recognizes that its long-term success depends on a safe workplace, continuous skills development, fair and transparent recruitment, and an inclusive environment where employees feel supported and valued. The social programs implemented throughout the year reflect this approach, combining structured policies with practical initiatives that touch on wellbeing, development, and equal opportunities across all airports and subsidiaries.

The company's social responsibility work spans several interconnected areas. Health, safety, and wellbeing remain essential elements of daily operations, supported by preventive measures, medical assistance and occupational health practices designed to protect employees in a complex operational environment.

Diversity, equity, and inclusion are reflected in the workforce composition and in initiatives supporting women, young employees, and persons with disabilities. At the same time, sustained investment in capacity building has enabled thousands of employees to improve their qualifications through dedicated training programs and a growing aviation training infrastructure.

Recognition, performance, and transparent recruitment processes complement these efforts. The company has continued to develop its performance evaluation system while ensuring that new employee hiring is based on clear meritocratic standards and equal access.

These elements form a coherent social framework that supports both organizational effectiveness and employee wellbeing. Together, they represent the foundation of the company's approach to social responsibility and highlight the role of people as one of its strongest assets.



3.1. Our Workforce

In 2024, Uzbekistan Airports JSC employed a total of 8,219 people across its airports and enterprises. Across 2022–2024, Uzbekistan Airports JSC has seen a steady increase in its overall workforce, reflecting the expansion of operations and continued organizational development. The number of employees rose from 7,257 in 2022 to 8,219 in 2024, demonstrating consistent year-on-year growth.

In 2024, the workforce continues to be predominantly composed of middle-aged employees, who represent 79.1% of total staff (6,500 people), a share that has remained broadly stable over recent years. Young employees under 30 account for 15.7% (1,286 people), reflecting a steady increase compared to previous years, while employees of retirement age constitute a small and stable portion of the workforce at 5.3% (433 people).

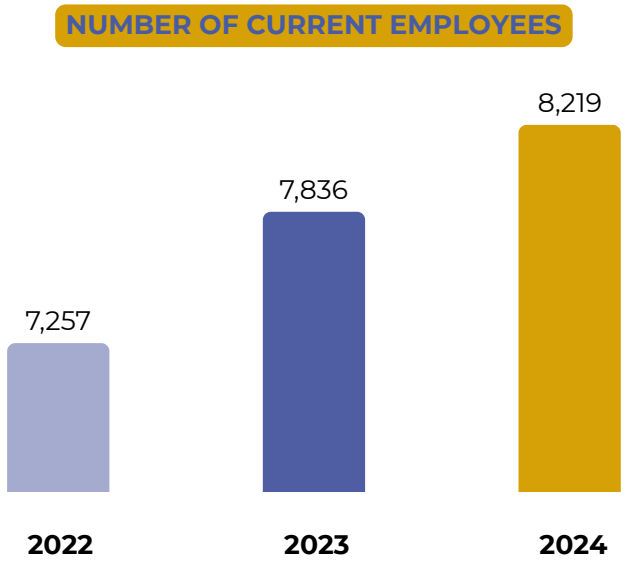


Figure 8- Total number of employees

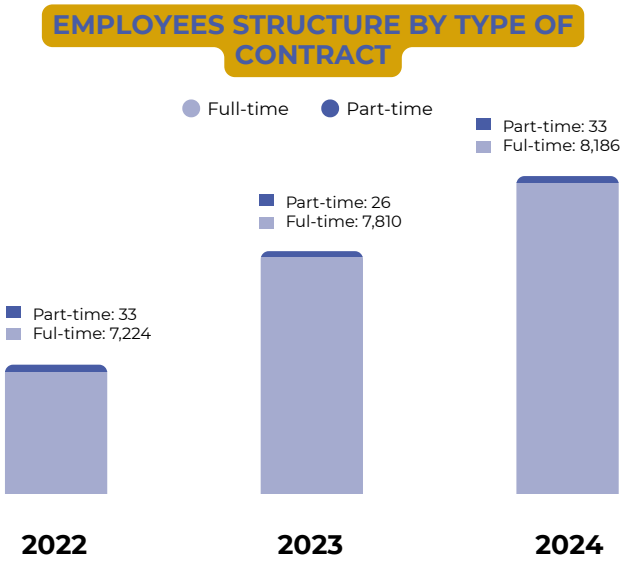
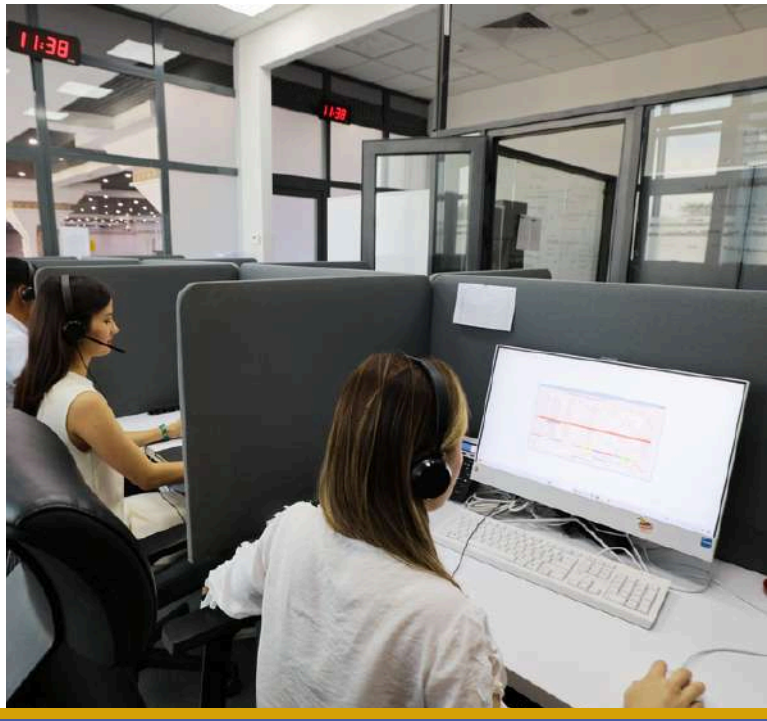


Figure 9- Employees structure by type of contract

The workforce structure remains strongly oriented toward full-time employment, with full-time positions consistently accounting for over 99% of staff across the three years, while the small share of part-time positions remains stable and aligned with the organization's operational needs.

Among the overall workforce, a small share comprises contract-based external employees, which in 2024 accounted for 84 individuals (1.02%).

Over the same period, the gender composition of the workforce remained broadly stable, with a gradual upward trend with respect to 2022 in the proportion of women, coming close to 20% in 2024.



EMPLOYEES BY GENDER AND AGE-GROUP

Indicator	2022		2023		2024	
	people	%	people	%	people	%
Total Employees UzAirports JSC	**7,257**	**100.0%**	**7,836**	**100.0%**	**8,219**	**100.0%**
By Gender group:						
Male	5,676	78.20%	6,198	79.10%	6,577	80.00%
Female	1,581	21.80%	1,638	20.90%	1,642	20.00%
By Age group:						
Number of young employees (under the age of 30)	1,087	15.00%	1,186	15.10%	1,286	15.60%
Number of middle-aged employees (middle-age category)	5,701	78.60%	6,148	78.50%	6,500	79.10%
Number of employees at retirement age (retirement age)	469	6.50%	502	6.40%	433	5.30%

Table 4- Employees by gender and age-group

In 2024, production and service staff continue to represent the largest share of the workforce (74.9%), followed by administrative and specialist roles at 16.7%. Leadership positions account for 6.3%, while technical staff account for approximately 2.1%. Overall, the job structure has remained stable over the years, with core operational roles (technical, production and service staff) gradually strengthening: they grew by 8.0% compared to 2023 and by 15.6% since 2022.

EMPLOYEES BY JOB CATEGORY

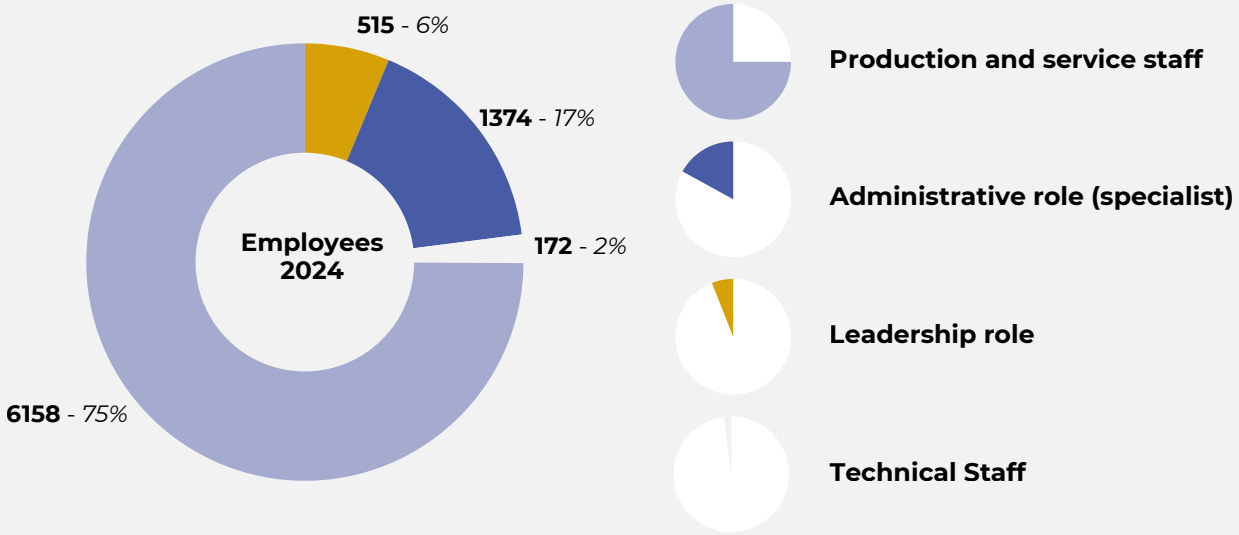


Figure 10- Employees by job category

As part of its commitment to inclusion, Uzbekistan Airports JSC employs **35 people with disabilities in adapted workplaces designed to support their full participation in the workforce**. These roles are distributed across several airports and are complemented by ongoing efforts to support social adaptation and active engagement in the labor process. To further strengthen access to opportunities, a list of positions suitable for persons with disabilities has been published on the national platform vacancy.argos.uz, and in 2024 documentation was prepared to hire a graduate with a disability. Taken together, these steps reflect practical efforts to improve accessibility and broaden participation, recognizing that further work will be needed as the organization continues to develop more structured diversity and inclusion practices.

The company also took targeted steps to support **women's participation and status in the workplace**. Activities in 2024 included roundtable discussions at Bukhara International Airport and Uzbekistan Airports Handling, along with seminars, master classes and educational events designed for women and young specialists. These initiatives aimed to increase awareness of rights and opportunities, foster professional growth and support a more inclusive organizational culture.

ETHICAL CULTURE

The company's **Corporate Code of Ethics** provides the foundation for respectful and responsible conduct across the organization. It sets clear expectations for how employees should interact with colleagues and stakeholders, including respecting the customs and traditions of different ethnic, social and religious groups and contributing to social stability and interethnic harmony in their daily work. The Code requires staff to avoid any form of favoritism or discrimination and to safeguard the independence of their professional judgement from external influence.

It also contains protections against retaliation, ensuring that employees do not face negative consequences for reporting legal violations or raising concerns.

Together, these principles translate the company's commitments to fairness, respectful treatment, and integrity into practical standards for behavior, helping to maintain a workplace where people can perform their duties confidently and without fear of reprisal.



3.2 Talent acquisition and retention

RECRUITMENT AND TURNOVER

Uzbekistan Airports JSC strategic ambition is to be recognized as the best employer in the region. This commitment is underpinned by a strong safety culture, continuous investment in employee development, and fostering an environment where every team member contributes to both excellent passenger experiences and operational excellence.

To realize this vision, one of the most strategic challenges is the Talent Acquisition: building a highly motivated, qualified, safe, and adaptable team. This team is fundamental to ensuring the continuous, efficient, and customer-oriented operation of our airports and to achieving the company's strategic goals.

Uzbekistan Airports JSC strengthened its recruitment practices in 2024 by maintaining a transparent system designed to ensure that hiring decisions are based on merit, fairness, and clearly defined qualification requirements. The recruitment process covers all stages from identifying vacancies to evaluating, selecting, and recommending candidates. It is governed by the internal Regulation that introduced modern standards for assessing candidates, particularly for management positions, where strict alignment with job descriptions and competency requirements is mandatory. To support accessibility and transparency, all candidates now submit their applications via the job.uzairports.com website, where they are informed of their progress at each stage of the competition. Interest in vacant positions can be assessed by looking at the 31,307 applicants' participations.

The shift toward a digital-first recruitment approach played a crucial role in managing this growing demand. The job.uzairports.com platform provides a standardized entry point for all applicants, ensuring equal access and supporting a more structured and transparent recruitment cycle.

Through this platform, candidates can track their status, receive notifications, and obtain information about the requirements for each position. Moreover, the systems introduced in recent years have already contributed to a more organized and efficient selection experience and helped the company handle large volume of applicants without compromising fairness or procedural clarity.

Turnover rates show a clear positive decline in 2024: voluntary turnover fell to 4.47% and non-voluntary turnover to 0.75%, contributing to a total turnover rate of 6.09%, down by 33.6% from 2023 (9.17%).

PERFORMANCE AND REWARD

Uzbekistan Airports JSC continued to refine its approach to employee performance and motivation in 2024, relying on a KPI-based management system that has become a core element of how work results are evaluated across the organization.

This system links airport-wide objectives with departmental priorities and individual responsibilities, creating a structured framework that allows managers to assess performance in a transparent and measurable manner.

To reinforce this approach, the company provides additional bonuses tied to KPI outcomes, ensuring that employees see a direct connection between their contributions and the rewards they receive.



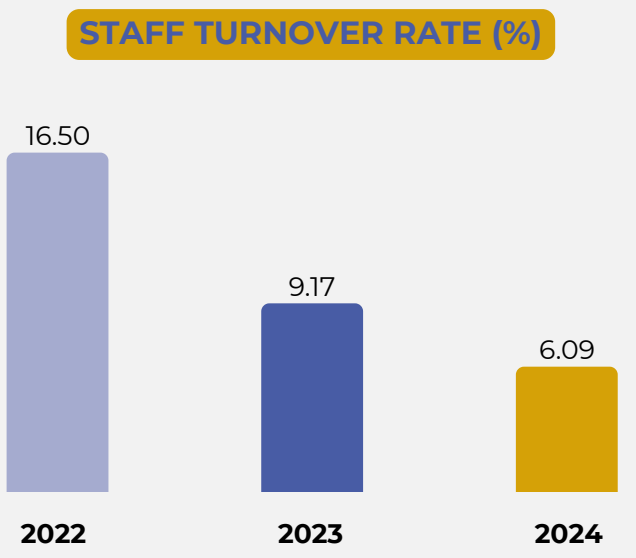


Figure 11- Staff turnover rate

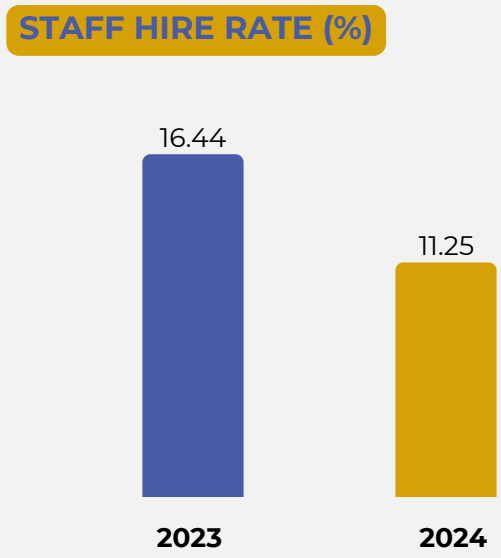


Figure 12- Staff hire rate



3.3 Training Infrastructure and Professional Development

The educational profile of the workforce has remained broadly stable over the past three years, with a gradual increase in employees holding higher education degrees, reaching 31.3% in 2024. Secondary special education continues to represent the largest group, accounting for 44.8% of staff, while secondary education makes up 23.9%.

EMPLOYEES EDUCATIONAL BACKGROUND.

Indicator	2022		2023		2024	
	People	%	People	%	People	%
Total Employees Uzbekistan Airports JSC	**7,257**	**100.00%**	**7,836**	**100.00%**	**8,219**	**100.00%**
Secondary education	1,974	*27.20%*	2,121	*27.07%*	1,963	*23.88%*
Secondary Special Education	3,096	*42.66%*	3,414	*43.57%*	3,680	*44.77%*
Higher education	2,187	*30.14%*	2,301	*29.36%*	2,576	*31.34%*
Number of employees graduated from foreign universities	153	*2.11%*	172	*2.19%*	216	*2.63%*
Number of employees currently studying at higher education institutions	162	*2.23%*	206	*2.63%*	270	*3.29%*
Number of employees with Ph.D. (Candidate of Sciences)	2	*0.03%*	6	*0.08%*	5	*0.06%*
Number of employees with Sc.D. (Doctor of Sciences)	0	*0.00%*	0	*0.00%*	1	*0.01%*

Table 5- Employees educational background



Uzbekistan Airports JSC continued to expand and strengthen its training ecosystem in 2024, reflecting the scale and complexity of its operations. Over recent years, the organization established “Airports Training Center” LLC, creating a dedicated professional development hub for airport employees. In 2024, 27 training programs were developed, overachieving the annual target of 16 (+168% compared to the plan). This effort was supported by modernized training facilities equipped with updated classrooms, digital tools, an electronic library, video lessons and interactive online courses, together forming a comprehensive learning environment tailored to aviation-specific requirements.

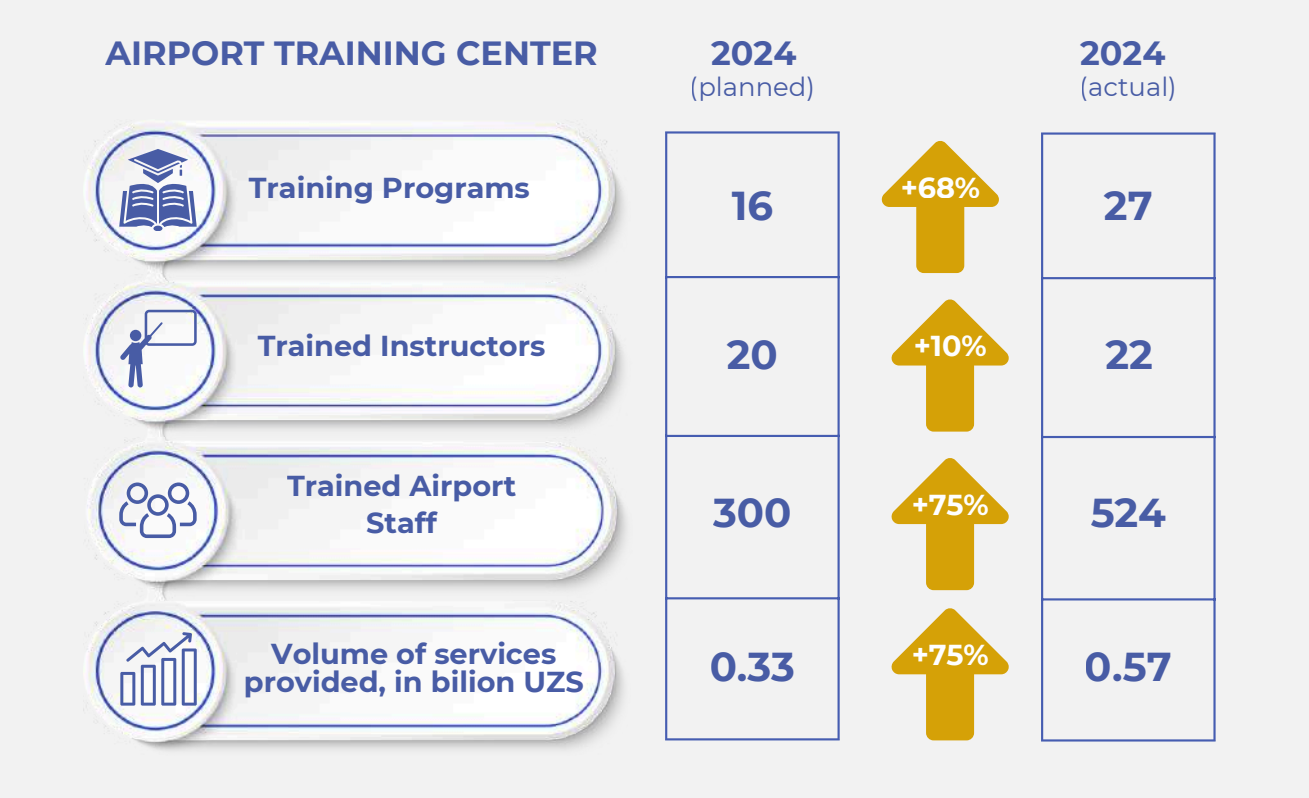


Figure 13- Airport Training Center performance

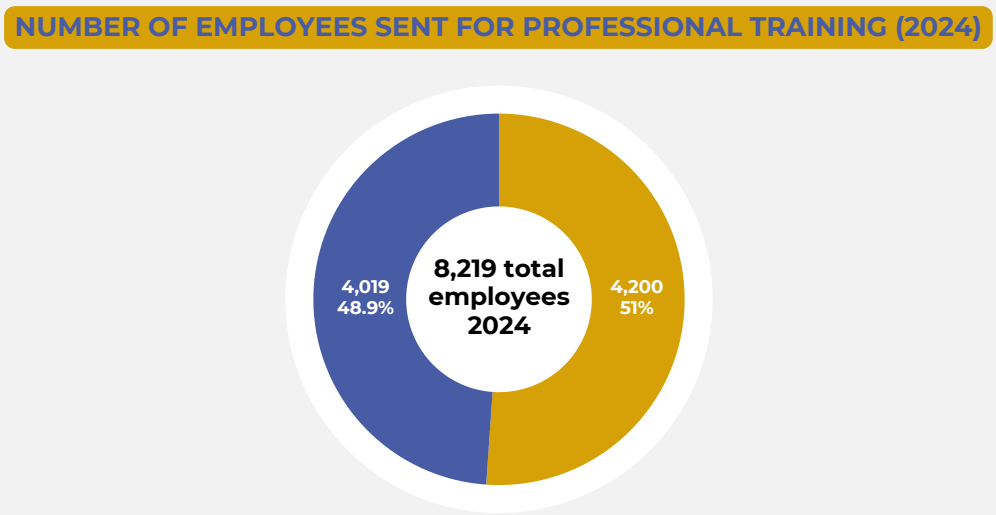


Figure 14- Number of employees sent for professional training

Training performance in 2024 continued to grow. A total of **4,200 employees completed professional development programs** during the year, bringing the total to 11,220 participants trained between 2022 and 2024.

Among these employees 85% advanced their skills in airport operational activities over the three previous years, while the remaining 15% improved their qualifications in non-aviation areas, including finance, compliance, HR management and safety assurance.

STRENGTHENING INTERNAL CAPABILITIES AND MENTORSHIP

Beyond the structured curriculum, Uzbekistan Airports JSC introduced the "Mentor–Apprentice" program to promote knowledge transfer and strengthen workplace experience for young employees.

Under this program, experienced specialists provide practical guidance, support, and coaching to new entrants, helping them develop technical competencies and adapt to the operational realities of airport work. This approach is gradually becoming an integral part of the organization's talent development system and complements the technical training delivered through the Airports Training Center.

The company also invested in developing internal expertise by preparing and certifying new instructors. In 2024, 22 instructors were trained, exceeding the year's target. Their work directly improves the quality and relevance of training programs, especially in highly regulated areas such as aviation security, occupational safety, fire safety, first aid, and customer service, all of which align with IATA, ICAO, and ACI standards.

EMPLOYEES YEARS OF EXPERIENCE (2024)



Employees with up to 3 years of experience	Employees with 4–5 years of experience	Employees with 6–10 years of experience	Employees with 11–20 years of experience	Employees with 21 years or more of experience
8.50%	7.43%	19.31%	35.17%	29.58%

Figure 15- Employees years of experience



YOUTH INTEGRATION AND EARLY CAREER OPPORTUNITIES

Workforce development efforts extended to younger talent entering the aviation sector. During 2024, Uzbekistan Airports JSC organized **internships for 96 students** from educational institutions, enabling them to acquire practical experience at international airports and strengthen their professional readiness. To further support gifted aviation students, the company introduced the **Uzbekistan Airports JSC scholarship** for those studying at Tashkent State Transport University. This scholarship, set at twice the basic academic stipend, represents the organization's commitment to aligning education with industry needs and encouraging specialized career pathways in civil aviation.

QUALIFICATION SYSTEMS AND WORKFORCE PLANNING

A structured qualification framework was implemented to harmonize job requirements across the organization. Out of 840 positions reviewed within Uzbekistan Airports JSC and its subsidiaries, over 100 were fully analyzed, and sectoral qualification levels were prepared in accordance with national standards.

In parallel, 168 professions and roles were coded under the National Classifier of Trainings, marking significant progress toward establishing a unified competency-based system.

This work supports long-term workforce planning and ensures training is aligned with specific operational demands.

At the same time, the organization recognizes the need to elevate the qualifications of its workforce continually. With more than 20% of employees holding secondary education and no specific specialty, ongoing training is essential. In 2024 alone, 524 employees were trained by the Airports Training Center, exceeding planned figures by 75%.

The volume of services provided by the center reached 0.57 billion UZS, reflecting both the scale of demand and the company's commitment to sustained professional growth.



3.4. Health, Safety and Wellbeing

Uzbekistan Airports JSC is fundamentally committed to ensuring safe, fair, and compliant working conditions across all airport operations. Labor management and occupational health and safety (OHS) practices are grounded in the legislation of the Republic of Uzbekistan and guided by the principle that the life and health of employees take absolute priority over production outcomes. This commitment applies uniformly across all locations and operations of the Company

The regulatory framework governing our labor protection system includes:

- The Constitution of the Republic of Uzbekistan
- The Law "On Labor Protection"
- The Labor Code, resolutions of the Cabinet of Ministers

and relevant national safety, construction, and sanitary standards. In compliance with these regulations, the Company establishes a comprehensive Occupational Health and Safety (OHS) management system, and the employer assumes full responsibility for ensuring adherence to applicable safety protocols, standards, and obligations outlined in collective agreements.

HEALTH AND SAFETY

All new personnel—including full-time staff, visiting employees from other organizations, contractors, and students undergoing practical training—receive **mandatory introductory safety instruction before accessing operational areas**. Employees are required to comply with all labor protection rules, internal procedures, and safe-work instructions.

The Company identifies hazardous and harmful production factors and takes measures to eliminate or mitigate them. To protect employees working in adverse conditions, Uzbekistan Airports JSC provides certified personal protective equipment (PPE), special clothing, and hygiene supplies at no cost, in accordance with established norms.

Hazardous factors typically include moving aircraft, specialized airfield equipment, high-pressure and electrical systems, and exposure to heat or radiation sources. Harmful factors may include noise, vibration, lighting conditions, and contact with industrial chemicals. The Company continuously monitors these risks and implements engineering, organizational, and behavioral controls to reduce potential impacts.

Accidents and incidents are investigated and documented in line with Resolution No. 286 of the Cabinet of Ministers (June 6, 1997) and internal procedures.

Any case resulting in temporary loss of working capacity is recorded using the prescribed forms and communicated to the affected employee.

Findings from investigations are used to strengthen preventive measures, training, and operational controls.

The respective **responsibilities of management and employees regarding safe and healthy working conditions are formalized** in the collective agreement and internal labor protection arrangements. Employees are expected to comply with all occupational health and safety requirements, and the Company promotes a culture of accountability to uphold these standards at every level.

Any instances of non-compliance are addressed in accordance with the Company's established governance framework and applicable legislation.

Through continuous monitoring, training, investment in safe technologies, and collaboration with employee representatives, Uzbekistan Airports JSC strives to uphold high standards of occupational safety and reinforce a culture of prevention across the airport network.

All principles, responsibilities and procedures related to labor protection are formally set out in the “Guidelines for Labor Safety and Facility Entry at Uzbekistan Airports JSC”, an internal regulatory document approved by top management, which serves as the foundational reference for OHS governance across the Company.

HEALTH AND SAFETY MANAGEMENT

In 2024, Uzbekistan Airports JSC continued to focus on providing safe working conditions for its employees and service users.

The company’s **health and safety system** is built around the prevention of injuries, occupational and infectious diseases, the provision of prompt medical assistance in emergencies, and ongoing health monitoring with control over sanitary compliance. This is supported by **quarterly internal audits** conducted by the Medical Sanitary Unit and the security service, annual risk assessments of working conditions and hazards, and a structured regime of initial, periodic and emergency medical examinations.

In 2024, the Company achieved high-level safety indicators: throughout the year, there were **no recorded fatal incidents or temporary disability cases related to work**.

Thanks to strict safety protocols and systematic training, “Uzbekistan Airports” JSC did not record any workplace incidents in 2024 that resulted in permanent disability or required large insurance payouts.



	2022	2023	2024
Number of employees injured at work [1]	**1**	**4**	**0**
of which light injuries	*1*	*1*	*0*
of which severe injuries	*0*	*3*	*0*
Fatalities	0	0	0

Table 6- Occupational Health and Safety key performance indicators

Alongside this approach, the company invested in specific health support measures for employees. In the first eight months of 2024, one-time paid medical services amounting to **189.0 million UZS** were provided to 210 employees, helping them access necessary treatment. **Preventive and diagnostic initiatives** included annual medical examinations covering cardiovascular, respiratory, and visual functions; rapid testing during influenza, COVID-19, and other epidemic waves; and targeted screening for employees exposed to noise, dust, radiation, and other industrial risk factors. The medical framework is complemented by **regular training in first aid, fire safety, and infection prevention, as well as the deployment of AED defibrillators, air-quality monitoring systems**, and disinfection stations across passenger and staff areas. **Healthy lifestyle campaigns** promote sports and better nutrition, and continuous improvement of the health and safety system follows the PDCA logic and is aligned with ISO 45001 practices.

In 2024, the company also strengthened the link between safety, preparedness and human capital development through training. Employees participated in **courses on Civil Defense in Emergency Situations, First Aid and Medical Preparedness in Emergency Situations, Psychological Assistance in Stressful Situations, and Occupational Safety and Industrial Safety**. These programs are designed to improve the ability of staff to respond effectively to emergencies, reduce health and safety risks at the workplace and support psychological resilience in demanding operational conditions.

WORKPLACE CONDITIONS AND EMPLOYEE WELLBEING

Working conditions are regularly reviewed and certified in line with national regulation. All structural airports and enterprises of Uzbekistan Airports JSC have undergone certification of workplaces in accordance with Resolution No. 263 of the Cabinet of Ministers of the Republic of Uzbekistan. Certification, which is carried out every five years for unfavorable, harmful and hazardous workplaces, was completed for all entities in 2023 and reviewed through an annual analysis in 2024.

Based on these results, **5,914** employees, including **1,139** women, received **additional leave**; 94 employees, including 5 women, benefited from **reduced working hours**; 1,002 employees, including 47 women, received **milk or equivalent food products**; and **90** employees, including 3 women, obtained the **right to preferential pension conditions.**

Social protection and wellbeing initiatives extend beyond the workplace itself. In 2024, elderly citizens who had worked for many years in civil aviation and had retired, as well as citizens in need of care, received monetary assistance totaling 38.7 million UZS and food support, in cooperation with the trade union committee. The company also facilitated access to cultural activities by signing centralized contracts with 9 theatres in Uzbekistan, providing 36 tickets per month for each theatre and spending 75.9 million UZS so that employees could attend performances with their families. Support for employees' children was a notable dimension of social programs: 512 children received vouchers for recreation facilities during the summer holidays, while a further 100 children from the Republic of Karakalpakstan and the Khorezm region were sent to facilities in Tashkent region at a cost of 217 million UZS. For the New Year period, Uzbekistan Airports JSC distributed 7,200 gifts and 280 tickets to festive events for employees' children.



In total, allocations to employee support rose by 20.96% from 2022 to 2023 and more than tripled in 2024, attaining 2,161.8 million Uzbekistan som (UZS).



Figure 16- Funds allocated to support employees

ENGAGEMENT AND OTHER SOCIAL ACTIVITIES

Employee engagement in social and wellbeing initiatives has grown consistently over the past three years. The number of activities organized by the company increased slightly in 2023 and then expanded very substantially this year, resulting in a total growth of over 66% compared with last year. This reflects a clear shift towards offering a broader and more diverse program of events, including:

- Health and wellness initiatives such as “Donor Day,” “Diabetes Prevention Day,” and “Healthy Lifestyle” months are regularly organized, including mass walks and sports activities such as fire and rescue sport, football, volleyball, and running. Employees also actively participate in marathons and city- and district-level team competitions.
- Sports competitions are held through the “Chairman’s Cup” and Spartakiad, including football, volleyball, table tennis, and chess, with winners recognized and awarded. Employees also participated in the “Gymnastrada” sports festival held on International Family Day.
- Cultural and educational initiatives include centralized contracts with theatres in Uzbekistan, regular celebrations and festive gatherings for employees, and cultural-educational programs for national and international holidays, along with special events and gifts for employees’ children.
- Women’s empowerment and inclusion are supported through seminars, roundtables, and recreational activities designed to promote gender equality, social engagement, and well-being. Women’s groups are also offered cultural and leisure trips.
- Youth development is promoted through the “Chairman and Youth” program, which provides a platform for young employees to present innovative ideas, with winners recognized and supported through motivational incentives. Various charity events and social projects are also conducted to encourage youth engagement and social responsibility.
- Environmental stewardship is advanced through the “Green Space” campaign, which includes ongoing landscaping, tree planting, and beautification of the enterprise’s territory and mountainous areas.

Participation followed a similar positive pattern. After a moderate increase in the second year, the number of employees participating saw a notable 41% increase in 2024 year, indicating that the expanded program successfully attracted greater interest and involvement from the workforce.

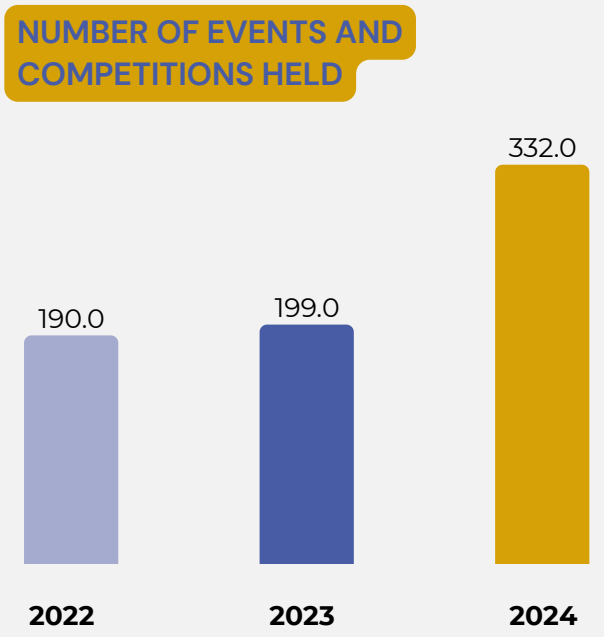


Figure 17- Number of events and competitions held

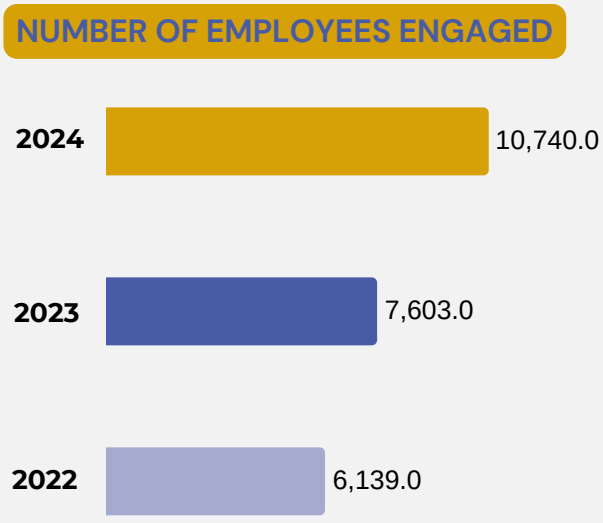


Figure 18- Number of employees engaged

Youth development is an integral part of the UzAirports's social policy. Under the Youth State Program, financial assistance was extended to 35 young people, and one-year higher education tuition loans were paid for 15 young people. The company provided employment to 92 young people, involved 28 in clubs and engaged 622 in sports events, helping to strengthen both skills and social bonds within the organization.

"Leader and Youth" meetings reached 902 young participants over the year, creating a structured space for dialogue between management and younger staff. In May 2024, a team-building event held in Samarkand under the slogan "Let's Unite Airport Youth for One Goal" brought together 120 young people, reinforcing the sense of shared purpose among employees at the start of their careers.

Importantly, the proportion of employees engaging in these activities also improved markedly year-on-year. Engagement levels moved from already high participation rates to even higher involvement, and eventually to a level where total participation exceeded 100% of the workforce, meaning many employees chose to take part in multiple events rather than limit themselves to a single activity[1].

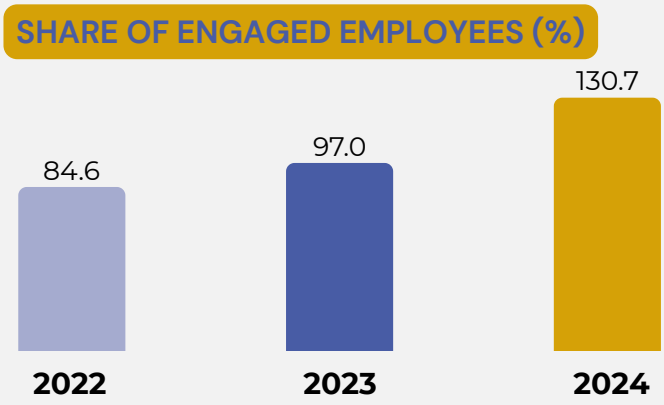


Figure 19- Share of engaged employees

Funding for social events increased by 7.41% from 2022 to 2023 and more than doubled in 2024, reaching 812.9 million Uzbekistan som (UZS).

[1] Employee engagement KPIs are measured by tracking the total number of attendees at each event rather than counting unique individuals, as this approach more accurately reflects the overall level of participation throughout the year. As a result, total participation may exceed 100% of the workforce, indicating that while not every employee might not have attended one activity, many employees choose to participate in multiple initiatives. This pattern reflects growing interest, sustained involvement, and a strengthening culture of wellbeing and engagement across the organization.

3.5 Passenger Satisfaction



LISTENING TO PASSENGERS

Uzbekistan Airports places passenger experience at the center of its customer service activities. Feedback is collected through multiple channels, including a dedicated Contact Center, the official email address and website, QR codes displayed throughout terminal areas, and the Company's official accounts on Telegram, Facebook, Instagram, X, and LinkedIn. The Press Service monitors these platforms daily, reviewing posts, private messages, comments, and mentions. Responses are generally provided within one day, and no later than two days when clarification from operational departments is required. For individual situations, explanations are provided directly under the relevant posts, while more significant incidents prompt the preparation of formal statements issued after management approval.

Passenger inquiries in 2024 most frequently concerned flight delays or cancellations, check-in and security screening processes, the behavior of service staff, taxi operations at arrivals, and issues related to lost or damaged baggage. The Press Service responds to all reasonable inquiries connected to the activities of the Company and its subsidiaries, although no formal prioritization system exists for categorizing complaints by themes such as safety, baggage, or delays.

Passenger satisfaction was assessed in 2024 through online surveys and feedback collected across airports where sufficient response volumes were recorded. Across the system, the results reflected an overall positive perception of airport services but also highlighted areas of improvement. High ratings were most associated with airport cleanliness, staff professionalism, and amenity availability. Lower ratings were linked to queue waiting times, Wi-Fi stability and accessibility, clarity of navigation signage, and baggage delivery delays.

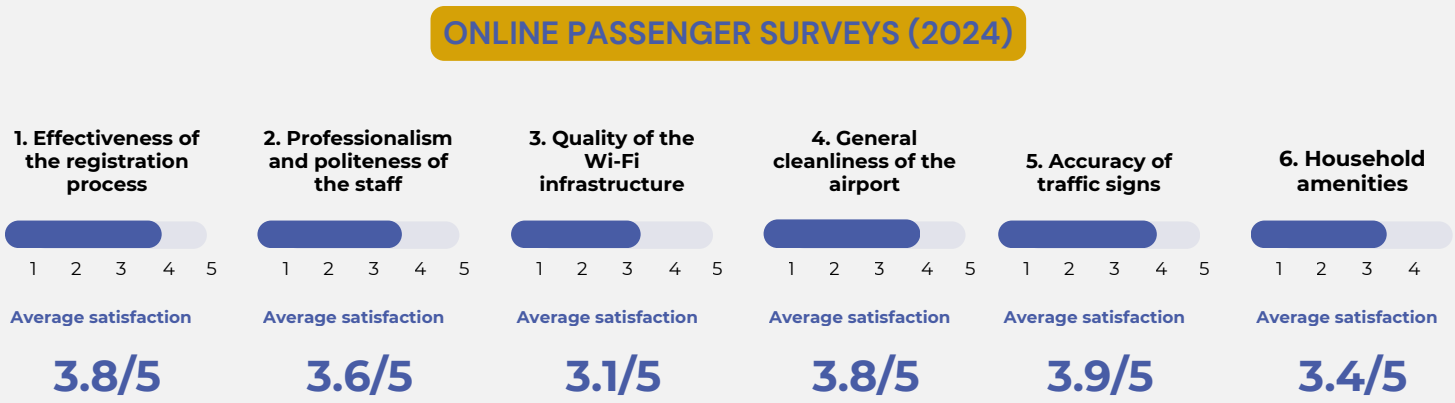


Figure 20- Online Passenger surveys results

Passengers also identified specific challenges and although many passengers expressed appreciation for staff courtesy and service quality, the feedback also emphasized the need for more consistent service interactions[2].

MONITORING SERVICE QUALITY

To support continuous service improvement, Uzbekistan Airports conducts internal audits and inspection checks under the ISO 9001:2015 Quality Management framework. Identified issues are reported to relevant departments, and oversight is maintained until the nonconformities are resolved.

Service quality is also monitored through the analysis of passenger appeals, which enables the Company to detect recurring issues and adapt procedures accordingly. This review process supports the identification of factors that may negatively affect public perception and provides a structured means of developing recommendations to enhance service quality.

ASSESSING INFRASTRUCTURE TO SUPPORT PASSENGER EXPERIENCE

Airport infrastructure plays a central role in shaping service quality. In 2024, Uzbekistan Airports conducted a comprehensive assessment of airport facilities across its network, covering runways, taxiways, apron capacity, terminal buildings, cargo complexes, air traffic control, and fueling infrastructure. The assessment evaluated the condition, functionality, and expansion potential of key components using a multi-parameter scoring system applied consistently across airports. While the specific results vary by location, the process itself provides an evidence-based foundation for planning upgrades, prioritizing investment, and aligning service quality with operational needs. This network-wide infrastructure review supports decision-making related to modernization, maintenance planning, and enhancing the passenger experience through improved operational reliability. At several airports, such assessments have already guided runway repairs, identified taxiway constraints, and highlighted terminal or service capacity gaps for future improvement.



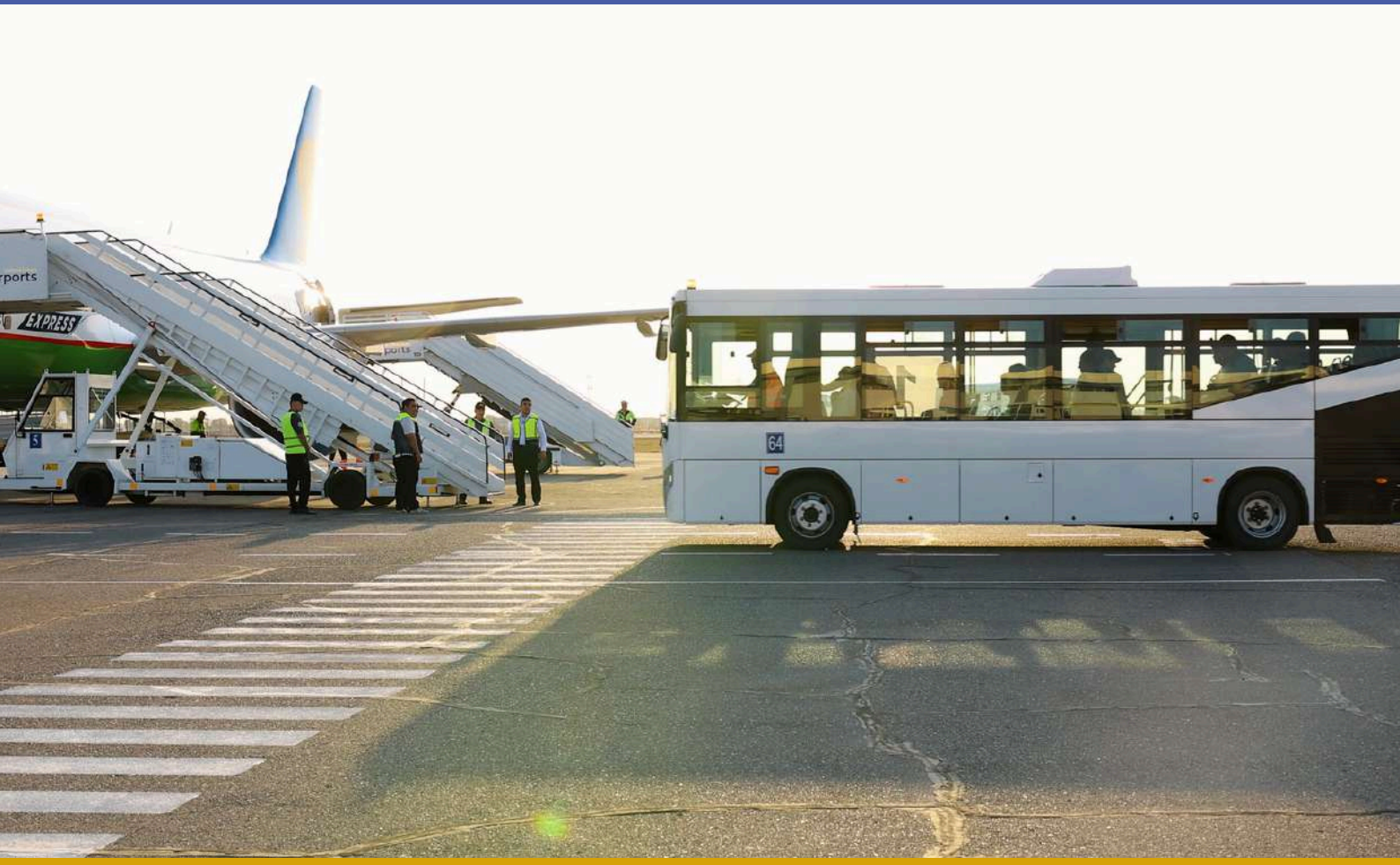
[2] Analysis of online passenger surveys conducted during 2024 to assess the effectiveness of the airport's activities in various directions, identify strengths and areas that need improvement. According to the analysis, 184 passengers participated in the online survey during 2024. The same survey will be repeated in 2025 to evaluate improvement.

FUTURE COMMITMENTS

Uzbekistan Airports has defined several customer-focused initiatives that will be rolled out in the coming years based on the issues highlighted in 2024. Future commitments include:

- Installing new signage and introducing electronic navigation displays to improve wayfinding.
- Expanding the range and quality of passenger services, including retail and food services.
- Improving free Wi-Fi speed and coverage across airports.
- Modernizing parking infrastructure and addressing the lack of covered parking spaces at certain airports.
- Strengthening staff training and professional development to enhance service interactions.
- Ensuring full and timely review of all passenger complaints.
- Developing a permanent system for monitoring passenger satisfaction levels.
- Acquiring specialized equipment at specific airports to support passengers with limited mobility.

These commitments reflect the Company's intention to build on insights from passengers and strengthen the overall quality, inclusivity, and reliability of airport services.



GOVERNANCE

GOVERNANCE AND ETHIC BUSINESS

4. GOVERNANCE AND ETHIC BUSINESS

In 2024, Uzbekistan Airports strengthened its governance foundations to enhance transparency, accountability, and integrity across the organization. The Company operates under a clear governance structure supported by the Supervisory Board, the Management Board, and dedicated committees and control units that oversee strategic decisions and compliance with national legislation (see introductory chapter). Corporate governance practices are supported by core organizational KPIs, including compliance with the Corporate Governance Code, publication of financial reports in accordance with IFRS and international auditing standards, implementation of an effective information policy, and the achievement of financial results. These KPIs provide a structured basis for monitoring management performance and strengthening overall governance practices. A strong ethical culture is maintained through the Corporate Code of Ethics, mandatory onboarding, and monitoring mechanisms that guide employee behavior. The Company also ensures accessible and reliable channels for handling appeals from passengers, partners, and employees, enabling timely resolution of concerns and helping identify areas for service improvement.

Responsible procurement remains a cornerstone of governance. The Company's Procurement Policy sets out transparent, competitive, and compliant processes, incorporates anti-corruption safeguards, and aligns supplier selection with national environmental standards.

Customer service governance is reinforced through structured feedback channels, daily monitoring, and quality management practices that inform operational improvements.

Digital transformation and cybersecurity also advanced in 2024, following a comprehensive IT and cybersecurity audit that established the basis for modernizing systems and strengthening data integrity.

The approval of a Digitalization Strategy for 2025–2030 sets a clear roadmap for future progress.

Overall, these efforts reflect Uzbekistan Airports' commitment to strong, transparent, and responsible governance that supports operational excellence and sustainable development.



4.1 Integrity and Business Ethic

CODE OF ETHIC

The Corporate Code of Ethics for JSC «UZBEKISTAN AIRPORTS» serves as the foundational Governance instrument, actively ensuring that the company's commitment to integrity, transparency, and anti-corruption is embedded throughout its operations, aligning directly with the objectives of long-term sustainable corporate performance.

The Code of Ethics establishes the principles and standards that guide ethical conduct across the organization and applies to all employees and members of governing and management bodies.

It defines clear expectations for responsible behavior and embeds compliance with ethical requirements as an integral part of professional responsibilities and performance evaluation.

The Code addresses key governance risks by explicitly prohibiting bribery, corruption, and conflicts of interest, and functions as the primary internal instrument for preventing and managing unethical or unlawful practices.

Its implementation is supported by a defined compliance and control framework, under which adherence is monitored through line management oversight and Human Resources processes, and breaches are subject to formal disciplinary procedures.

In addition, the Code contributes to the organization's social framework by setting minimum standards for respect, non-discrimination, and fair treatment in the workplace. It supports an environment in which employees can raise concerns without fear of retaliation, thereby reinforcing accountability, transparency, and consistency in organizational conduct.

The core principles guiding ethical commitment are explicitly stated in the introduction, forming the ethos of Integrity and Business Ethics for the entire organization:

"We carry out our professional activities based on legality, patriotism, loyalty to our commitment, fairness, honesty, impartiality, and the prevention of conflicts of interest. The foundation of our culture is a constant strive for improvement."

Monitoring of compliance with the Code is carried out at two levels. Immediate supervisors are responsible for ongoing oversight of employees' adherence to ethical standards, while periodic monitoring is conducted by the Human Resources Administration Department. Compliance with the Code forms part of the criteria used to assess the quality of an employee's professional performance and overall behavior. It is also considered during formal appraisals and when identifying candidates for inclusion in the Company's talent pool for potential promotion.

Violations of the Code may result in disciplinary or other measures as established in internal regulations and applied in accordance with defined procedures. The Company also allows for comments, suggestions, and recommendations on the content of the Code to be gathered during its application, with such input considered when preparing future revisions or amendments.

ANTI-CORRUPTION

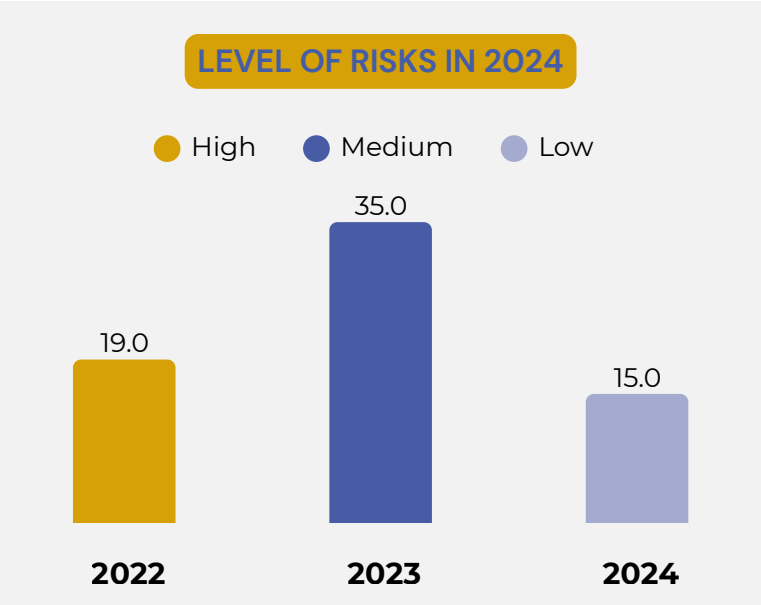


Figure 21- Risk Oversight

The anti-corruption system at Uzbekistan Airports JSC is a formalized structure built on corporate governance principles, driven by national legislation, and features detailed internal controls and a comprehensive risk management approach.

Uzbekistan Airports operates a structured anti-corruption system supported by comprehensive risk assessment, reporting mechanisms, and digital tools. In 2024, the company implemented 54 anti-corruption measures and maintained a detailed corruption risk map. Each risk includes a description of susceptibility levels, responsible positions, control procedures, mitigation measures, and residual risk ratings, allowing the company to formalize risk oversight across operations.

In 2024, the Anti-Corruption Agency of the Republic of Uzbekistan assessed, via the "e-anticor.uz" platform, the level of corruption risks for 69 functions and areas of "Uzbekistan Airports" JSC and its system organizations. Of these, 19 were rated as "high" risk, 35 as "medium" risk, and 15 as "low" risk. As a result of reviewing the functions and areas where risks were identified, establishing control measures, and implementing relevant actions to reduce the human factor that allow Uzbekistan Airports to eliminate areas categorize under "high" risk category. Results will be shared in 2025.

During the reporting year, the company received 48 appeals related to corruption incidents from individuals and legal entities, submitted through multiple communication channels including social media, email, and the official website. Appeals were processed by a designated responsible officer from the Internal Control structure, registered in the relevant system, and reviewed in accordance with the Law of the Republic of Uzbekistan "On Appeals of Individuals and Legal Entities." The appeals covered a range of topics, including procurement, conflicts of interest, working conditions, leasing of premises, dismissal disputes, and alleged misuse of funds. None of the claims was confirmed upon review. The company identified that some appeals stemmed from unclear or insufficient communication by responsible personnel, and these findings were discussed at Board meetings to determine appropriate corrective actions.

General and specialized training on preventing corruption, managing conflicts of interest, and strengthening compliance controls was delivered throughout the year, supporting the ongoing development of staff awareness and understanding of ethical requirements

ANTIMONOPOLY COMPLIANCE

Uzbekistan Airports maintains an internal antimonopoly compliance system aligned with national legislation. In 2024, the Chief Specialist of the Anti-Corruption and Compliance Department was appointed as the authorized person for antimonopoly compliance, with overall oversight of implementation assigned to the Head of the Department. The system is based on internal procedures for identifying, assessing, and managing risks of violations of competition legislation, preventing anti-competitive conduct, and ensuring regular staff training on competition-related topics.

During 2024, the company carried out 11 tasks within the framework of the antimonopoly compliance system. These tasks support the wider regulatory requirements set out in the company's internal Regulation, which defines obligations related to risk assessment, monitoring, internal document review, and evaluation of system effectiveness.



In December 2024, the company adopted the “Roadmap for 2025”: the plan encompasses activities aimed at increasing ethical corporate culture and intolerance towards corruption. This comprehensive approach applies equally to management, employees, external contractors, and all interested parties. The roadmap establishes seven measures to implement in 2025, including:

- the systematic review of legislative amendments
- the organization of training and dialogues on antimonopoly legislation
- periodic assessment of potential violations
- controls over tender and contract processes
- preparation of annual compliance reports
- information exchange with the antimonopoly authority
- and the annual development and approval of a new roadmap

These measures have defined deadlines and implementation mechanisms, reflecting a structured approach to regulatory compliance and future risk reduction.



4.2 Managing our Supply Chain

Uzbekistan Airports manages its supply chain through a structured procurement framework designed to ensure transparency, integrity, and alignment with national legislation. The Company's Procurement Policy, approved in 2022, establishes the principles, responsibilities, and procedures that guide all purchases of goods, works, and services across the organization.

The Policy aims to support an effective and interconnected procurement system that meets the operational needs of the Company and its airports while upholding high standards of fairness and accountability.

The procurement system is built on compliance with the Law "On Public Procurement" and a range of presidential decrees and resolutions that regulate public-sector procurement and promote market competition.

Under this framework, procurement activities must follow clear planning processes, with annual and quarterly procurement plans approved at the Supervisory Board level. These plans are intended to reduce the need for urgent, unplanned procurements, which may compromise quality or transparency. Procurement initiators are required to prepare detailed terms of reference to ensure objective evaluation of requirements, while the prohibition on splitting procurement volumes reinforces the integrity of the process.

RESPONSIBLE AND TRANSPARENT PROCUREMENT PRACTICES

To support consistent and transparent procurement practices, Uzbekistan Airports applies a combined model that differentiates between centralized and decentralized procurements depending on scale and nature.

The Board, Procurement Commissions, and the Procurement Procedures Department each play defined roles in supervising procurement activities, ensuring compliance with applicable regulations, and coordinating procurement across structural units.

The Procurement Commissions are responsible for validating procurement documentation and overseeing internal control measures that help ensure compliance with legislation. The Procurement Procedures Department conducts procurement operations and ensures that centralized procurements are carried out efficiently and in accordance with legal requirements.

Governance considerations are explicitly embedded in procurement processes through measures to prevent corruption, ensure transparency, and promote competitive and fair market practices. The Policy identifies counteracting corruption and procedural violations as a core objective of procurement activities and requires the inclusion of mandatory anti-corruption clauses in procurement contracts. These clauses prohibit bribery and other corrupt practices and define procedures and remedies in the event of suspected or confirmed violations, including contractual termination where applicable.

The procurement framework also integrates preventive mechanisms to address risks of unethical behavior within the supply chain. The Policy establishes anti-corruption measures, implemented by the Compliance Control Department, which include the ability to investigate signs of procurement-related violations, assess potential affiliate relation-ships among suppliers and commission members, and suspend procurement processes if indications of non-compliance with public procurement laws are detected. Procurement contracts are required to include an anti-corruption clause outlining the parties' obligations and remedies in cases of suspected or confirmed misconduct.
Uzbekistan Airports further supports transparency by ensuring that procurement-related information such as plans, announcements, and results is posted on the national procurement information portal in accordance with legislative requirements. This contributes to public oversight and reinforces the Company's commitment to open and competitive procurement procedures.

While the Procurement Policy does not establish explicit environmental eligibility criteria for suppliers or products, environmental considerations are indirectly addressed through efficiency-based principles.

In particular, supplier proposals are evaluated by considering operational costs across the entire life cycle of procured goods, works, and services, rather than purchase price alone. This life cycle costing approach supports procurement decisions that consider durability, maintenance requirements, and long-term resource use.

Another criterion addressing the environmental topic and indirectly forms part of the supplier selection requirements through adherence to national environmental standards. In alignment with Presidential Decree No. 5863, Uzbekistan Airports complies with national restrictions on motor fuels and vehicle imports that do not meet Euro-3 or Euro-4 environmental categories. These requirements apply to all partners and suppliers whose products fall within the scope of these regulations and serve to prevent the procurement of environmentally non-compliant fuels and vehicle types.

While the environmental criteria are defined at a national level, the Company incorporates these standards into its procurement practices by ensuring that selected suppliers meet the mandated environmental thresholds.

Through this governance framework, Uzbekistan Airports seeks to uphold ethical standards, reduce procurement-related risks, and ensure that its supply chain operations support responsible and compliant business practices across the organization.



4.3 Grievance and Appeals Handling

PUBLIC APPEALS MANAGEMENT

Uzbekistan Airports maintains an established system for handling public appeals, coordinated by a dedicated group operating within the Office of the Chairman of the Management Board.

This structure ensures that appeals submitted by individuals and legal entities are received, documented, and reviewed in an organized and timely manner. In 2024, the Company received 284 appeals addressed to the Chairman of the Management Board, a 39% increase from 2023.

The responsible executors reviewed all appeals in accordance with established procedures and legal requirements.

The review of appeals involved several levels of the organization. Of the total received, 42% were handled by regional organizations, while 47% were resolved within the Company's management apparatus; 7% were forwarded to other competent agencies, and 4% were still in progress at the time of reporting.

For the 264 appeals taken under control and reviewed during the year, 81% were satisfied, 15% received formal explanations, and 4% remained under review.

No instances of missed deadlines were recorded. In addition to the formal review process, the Company's management conducted 12 field receptions during the year, providing an opportunity for direct engagement with applicants, including private entrepreneurs.



4.4 Strengthening Data Governance and Cybersecurity

ADVANCING DIGITAL GOVERNANCE

In 2024, Uzbekistan Airports took significant steps to reinforce its digital governance in alignment with Uzbekistan's national digitalization agenda and Presidential Decree No. 162. During the year, the Company engaged an international consulting firm to conduct a comprehensive IT and Cybersecurity Audit, marking its first full external assessment of digital maturity. The audit evaluated the Company's IT architecture, security controls, and governance practices, and resulted in an initial digital maturity rating of 3 out of 10. This assessment provided a clear baseline and highlighted areas requiring improvement to strengthen resilience, transparency, and data integrity across the organization.

Based on the audit, Uzbekistan Airports implemented key recommendations, modernized infrastructure and governance practices, and introduced new cybersecurity controls implementing the Remediation Program (2024-2025). Following the rigorous remediation program initiated in 2024, Uzbekistan Airports is actively preparing for a comprehensive reassessment by the Cybersecurity Center in 2025. Current indicators project a significant leap in digital maturity, with the organization targeting top-tier alignment with global ISO and ICAO standards.

ENHANCING IT AND CYBERSECURITY CAPABILITIES

Several key projects implemented between 2022 and 2024 contributed to building a more robust digital environment.

These included the deployment of centralized operational systems which strengthened data consistency and scheduling management.

An initial SIEM security system was also implemented, enabling centralized logging and improved visibility over security events.

Even if Uzbekistan Airports JSC did not experience any cybersecurity incidents or data breaches in 2024, the company took proactive steps. Building on the recommendations from the 2024 IT and cybersecurity audit, Uzbekistan Airports launched a remediation program designed to modernize infrastructure, improve governance practices, and enhance cybersecurity controls. The remediation program, launched in 2024, establishes a structured approach to address the critical gaps identified in the audit.

FUTURE COMMITMENTS

In response to the findings of the 2024 audit, the Company developed and approved its Digital Strategy 2025–2030. This strategy outlines aims at strengthening digital capabilities across operational performance, efficiency, resource consumption, cybersecurity, and technological modernization. Key objectives include improving data integrity, enhancing transparency, and ensuring ongoing compliance with international standards. See more detailed project list below §5. Embracing technology



4.5 Embracing Technology

STRENGTHENING DIGITAL FOUNDATIONS

In 2024, Uzbekistan Airports continued to advance its digital transformation as a key enabler of operational efficiency, service quality, and modern governance. In alignment with national digitalization priorities and Presidential Resolution No. 162, the Company underwent a comprehensive IT and cybersecurity audit conducted by an international consulting firm. The assessment provided the first full external evaluation of the Company's digital maturity, assigning an overall rating of 3 out of 10 and identifying significant gaps in IT architecture, process maturity, information security, and system integration. These findings established an evidence-based foundation for planning and prioritizing digital improvements across the airport network.

The audit highlighted several structural challenges, including limited standardization, the absence of a unified ICT architecture, a low level of digital process maturity under the COBIT 2019 framework, and a shortage of skilled IT personnel, who represented only 0.35 percent of total staff. The review also identified outdated infrastructure, insufficient network resilience, the absence of a data quality control policy, and initial-stage information security capabilities under ISO 27001. These insights underscored the need for coordinated governance and investment to enhance digital reliability, cybersecurity, and data-driven decision-making.

DEPLOYING DIGITAL SYSTEMS

Despite these challenges, the Company implemented several digital systems prior to and during 2024 to strengthen operational processes. Airports within the system introduced the Airport Operational Database (AODB) for centralized flight scheduling, the SLOT platform for calculating ground handling services, and the Flight Information Display System (FIDS) for real-time passenger communication. Electronic systems for managing aircraft parking stands were also integrated into operations.

At check-in areas, the Company deployed the RESA CUPPS platform, enabling airlines to use their own passenger check-in systems through a unified interface, and the ON BOARD LOCAL DCS system, which allows offline passenger processing to minimize the risk of delays caused by connectivity issues.

Additional developments included a fuel management information system, tested at Tashkent International Airport with plans for expansion to other locations, a centralized ground-handling accounting system, and the creation of a cargo terminal management system.

These tools collectively support more consistent, efficient, and service-oriented airport operations.

LAYING THE GROUNDWORK FOR FUTURE TRANSFORMATION

Based on the findings of the 2024 audit, Uzbekistan Airports developed and approved its Digitalization Strategy for 2025–2030. The strategy comprises 120 priority projects and establishes a long-term framework for digitizing and automating core processes, centralizing IT and information security management, and building a flexible, scalable, and secure technology environment. Its main directions include the deployment of a unified ERP platform, integration with aviation and border control stakeholders, modernization of data transmission networks, standardization of data exchange, and the creation of a centralized data warehouse.

To ensure effective coordination of these efforts, the Company plans to establish a Digitalization Center responsible for overseeing ICT operations, resource management efficiency, digital transformation governance, and information systems security. Future commitments under the strategy include improving operational reliability, enhancing service quality for passengers and airlines, strengthening data protection, and gradually developing Digital Airport and Smart Airport concepts.

List of Projects for implementation of Digital Strategy 2025-2030:

Environmental (Sustainability & Resource Efficiency)

Area of intervention: Reduce environmental impact through energy optimization, paperless workflows, and smart infrastructure.

Completed Projects (2022–2024):

- Smart Lighting Systems: Implementation of sensor-based lighting controls to significantly enhance energy efficiency across airport facilities.
- Digitalization of the Cargo Terminal: A major step towards paperless operations, which includes automated label printing, comprehensive Wi-Fi coverage, and the rollout of a smart warehouse management system to optimize logistics.
- Fuel Management Automation: Digital tracking and management of all fueling operations to ensure accuracy, reduce waste, and improve operational transparency.
- Internal Document Workflow Digitalization: Transitioning internal requests and approval processes to online platforms, drastically reducing paper consumption and accelerating administrative tasks.

Short term Projects (2025):

- Predictive Maintenance Systems: Deploying IoT sensors and advanced analytics to enable early fault detection, minimizing downtime and optimizing the lifespan of critical airport infrastructure.
- Network and Server Infrastructure Optimization: Focusing on overhauling core IT operations to ensure they are energy-efficient and scalable.

Planned Projects (by 2030):

- Hybrid Architecture (Cloud + Data Center): Establishing a robust, scalable computing environment by integrating both cloud services and a secure local data center for conscious energy consumption.
- Migration to Private Cloud: Consolidating critical IT services onto a dedicated private cloud platform to improve overall energy efficiency and reduce the physical hardware footprint.
- Centralized Resource Monitoring Dashboard: Development of a single, comprehensive executive dashboard to monitor and report on key environmental metrics, including energy, water consumption, and CO_2 emissions.
- Digital Twin Platform: Creating a virtual simulation of the airport environment to model and optimize sustainability planning and resource management before physical implementation.
- Fleet Fuel Monitoring: Utilizing GPS technology for real-time route optimization and precise tracking of emissions from the airport's ground service fleet.

Social (Passenger Experience, Inclusivity, and Workforce Development)

Area of intervention: Improve safety, inclusivity, and service quality while empowering staff through digital tools and training.

Completed Projects (2022–2024):

- Mobile App 2.0: Launch of an updated mobile application offering enhanced features like digital check-in, real-time flight updates, and direct passenger feedback channels.

- Awery Cargo Management System: Implementation of a robust system for real-time cargo tracking and comprehensive warehouse control, improving security and transparency in logistics.
- RESA LOCAL DCS (Departure Control System): Deploying an autonomous passenger registration system designed to function reliably even without an internet connection, ensuring operational continuity.

Short term Projects (2025):

- Electronic Forms A & B (IATA Standard): Streamlining financial and operational reporting by digitizing IATA-standard forms, improving data consistency and processing speed.
- Face ID Biometric Check-In (pilot): Piloting a seamless, contactless passenger processing experience using advanced biometric facial recognition technology.
- RFID Tracking for Baggage Trolleys: Introducing Radio-Frequency Identification to track baggage trolleys, enhancing transparency in baggage handling and minimizing loss incidents.

Planned Projects (by 2030):

- Terminal Kiosks & Mobile Interfaces: Designing and deploying new digital self-service solutions tailored explicitly for accessibility to passengers with disabilities.
- AI-Powered Sign Language Recognition: Integrating Artificial Intelligence to enhance service accessibility for the hearing-impaired through real-time sign language recognition.
- Digital HR Platform: Launching a comprehensive online platform to deliver training, track Key Performance Indicators (KPIs), and provide tools for employee career growth and development.
- Flight Disruption Notification System: Developing an integrated alert system, using chatbots, SMS, email, and push notifications, to inform passengers about flight delays or cancellations proactively.
- Accessibility Audit & Improvement Program: Conducting a full assessment of all official websites and key digital services to identify and implement necessary improvements to ensure inclusive digital access for all users.

Governance (Digital Governance & Cybersecurity)

Area of intervention: Strengthen transparency, data integrity, cybersecurity, and ensure international standards compliance.

Completed Projects (2022–2024):

- AODB, SLOT, FIDS Systems: Establishment of centralized operational data management, slot allocation, and Flight Information Display Systems to harmonize core airport processes.
- RESA CUPPS (Common Use Passenger Processing System): Implementation of a shared check-in infrastructure that enables multiple airlines to operate efficiently from the same counter hardware.
- Initial SIEM Security System: Deployment of a foundational Security Information and Event Management system for centralized logging and initial security monitoring.
- 2024 IT & Cybersecurity Audit and Remediation Program: A critical initiative based on an international audit, which initially rated digital maturity at 3/10. The remediation phase successfully modernized infrastructure and governance and introduced new cybersecurity controls.

- 2025 Reassessment: Achievement of a substantially improved digital maturity score of 9 out of 10, confirmed by the Cybersecurity Center, aligning practices with global best standards (ISO, ICAO).

Short term Projects (2025-2026):

- AODB Phase 2: Expanding the Airport Operational Database with deeper integration into Enterprise Resource Planning (ERP), finance, and ground services to create a single source of operational truth.
- Establishment of a Cybersecurity Operations Center (SOC): Developing a dedicated center for 24/7 proactive monitoring, detection, and response to cyber threats.
- Development of an Integration Middleware (Enterprise Bus): Building a centralized software layer to facilitate seamless and standardized communication between all disparate airport IT systems.
- Data Warehouse (DWH) & BI Tools: Transitioning from static reports to dynamic analytics dashboards powered by a centralized data warehouse for actionable Business Intelligence.
- E-Governance Execution Tracker: Implementing a digital system for secure signing, execution tracking, and accountability of official government and internal documents.
- ATTO: Launching a mobile-based parking payment system integrated with automatic license plate recognition for a smoother parking experience.

Planned Projects (by 2030):

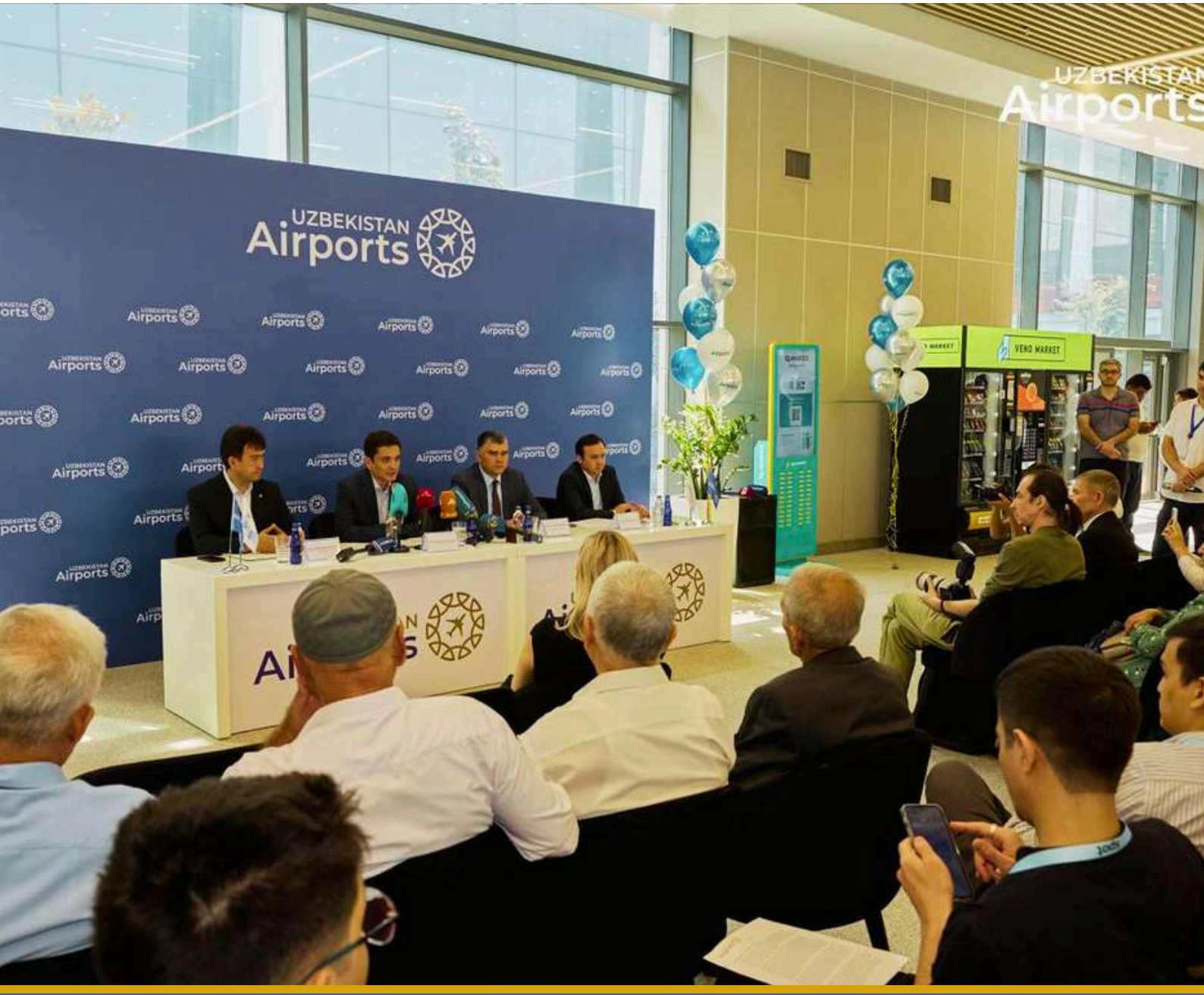
- **Digital Transformation Center:** Establishing a centralized organizational unit to oversee and coordinate all IT, cybersecurity, architectural, and analytical functions.
- International Standards Compliance: A phased program to achieve full alignment and certification with critical global standards, including ISO 27001, ICAO guidelines, and GDPR principles.
- Cybersecurity Tools Deployment: Strategic rollout of advanced cybersecurity tools, including Data Loss Prevention (DLP), Privileged Access Management (PAM), and a comprehensive asset inventory, coupled with mandatory staff training.
- Open Data & Transparency Portal: Creating a public-facing portal that offers open access to key performance indicators (KPIs), tender processes, and operational standards via a robust API.
- Private Cloud Infrastructure: Deploying an internal hybrid cloud platform to support secure, scalable, and centralized IT operations across all critical airport systems.
- Decision Execution Tracker: A system for digital approval, tracking, and standardized reporting on the implementation of executive and operational decisions.
- Cyber Risk Dashboard: Developing a real-time monitoring and reporting tool to provide executive-level oversight and visibility into the airport's current cyber risk posture.

4.6 Stakeholder Engagement

In 2024, “Uzbekistan Airports” JSC further improved its practices to ensure information transparency.

We regularly published important updates on our official website and through mass media (such as quarterly passenger traffic statistics, project phases, and the publication of corporate reports), keeping stakeholders informed.
In addition, consultation meetings with stakeholders were organized — in particular, in mid-2024, public forums in the format of open dialogue were held, where local residents and passengers could express their opinions and questions regarding airport services and expansion plans.

At the internal level, the company’s leadership held quarterly open meetings with employees at all airports — during which information about the company’s performance and strategic directions was shared, serving to promote transparency and shared understanding within the organization.



APPENDIX

GLOSSARY

ACRONYMS

ACI – Airports Council International
AODB – Airport Operations Database
APU – Auxiliary Power Unit
AQMS – Air Quality Monitoring System
ASQ – Airport Service Quality
ATM – Air Traffic Management
ATC – Air Traffic Control
CAGR – Compound Annual Growth Rate
CAPEX – Capital Expenditures
CORSIA – Carbon Offsetting and Reduction Scheme for International Aviation
CO_2 – Carbon Dioxide
D&I – Diversity and Inclusion
EMS – Environmental Management System
EIA – Environmental Impact Assessment
ESG – Environmental, Social and Governance
EU ETS – European Union Emissions Trading System
GHG – Greenhouse Gas
GSE – Ground Support Equipment
GRI – Global Reporting Initiative
H&S / HSE – Health, Safety and Environment
HVAC – Heating, Ventilation and Air Conditioning
IATA – International Air Transport Association
CAO – International Civil Aviation Organization
IFRS – International Financial Reporting Standards
IIPCC – Intergovernmental Panel on Climate Change
ISO – International Organization for Standardization
KPI – Key Performance Indicator
LTO Cycle – Landing and Take-Off Cycle
MRV – Monitoring, Reporting and Verification
NDCs – Nationally Determined Contributions (Paris Agreement)
NOx – Nitrogen Oxides
OHS – Occupational Health & Safety
PAPI – Precision Approach Path Indicator
PPE – Personal Protective Equipment
RMS – Resource Management System
RECs – Renewable Energy Certificates
RoI – Return on Investment
SAF – Sustainable Aviation Fuel
SDGs – Sustainable Development Goals
SOP – Standard Operating Procedure
SOE – State-Owned Enterprise
TCFD – Task Force on Climate-related Financial Disclosures
UNFCCC – United Nations Framework Convention on Climate Change
UP-37 – Presidential Decree of Uzbekistan No. 37 on ESG/CSR reporting (2024)

DEFINITIONS

Term	Definition
Airport Carbon Accreditation (ACA)	A global ACI program certifying airports' carbon management performance across 7 levels.
Asset-Level Climate Assessment	Detailed analysis of how climate hazards affect specific airport assets (runways, terminals, utilities), including vulnerability and operational dependence.
Biodiversity	The diversity of species, habitats, and ecosystems; for airports, includes managing green areas, wildlife risks, and ecological conservation.
Biodiversity Management Plan	A structured plan identifying ecological risks and mitigation measures, ensuring biodiversity protection and wildlife hazard control in line with ICAO standards.
Carbon Accounting	Quantification of GHG emissions across Scopes 1–3 following the GHG Protocol.
Climate Adaptation	Actions taken to adjust airport infrastructure and operations to reduce impacts from climate risks (heat, flooding, storms, drought).
Climate Hazard	A climate-related physical event (heatwaves, flooding, windstorms, drought) with potential operational and infrastructural impact.
Climate Mitigation	Measures to reduce GHG emissions, such as energy efficiency, renewable energy, SAF, or electrification of GSE.
Climate Scenario (RCP/SSP)	Modelled projections of future climate conditions based on greenhouse gas pathways (RCPs) or socio-economic trajectories (SSPs).

DEFINITIONS

Term	Definition
Corporate Social Responsibility (CSR)	A company's responsibility to act ethically, support social well-being, and minimize environmental impact; mandated annually for SOEs in Uzbekistan under Decree UP-37 (2024).
CSR / ESG Report	Public disclosure of environmental, social, and governance performance, required annually for state-owned enterprises in Uzbekistan.
Critical Infrastructure	Essential airport systems—runways, taxiways, power, fuel, comms, baggage systems—whose failure disrupts airport operations.
Decarbonization	Long-term reduction of CO_2 emissions in alignment with ICAO, ACI and national 2050 targets.
Ecosystem Services	Benefits provided by natural ecosystems such as water regulation, air purification, and climate moderation.
Environmental Impact Assessment (EIA)	Regulatory evaluation of the environmental impacts of infrastructure projects in line with Uzbek law.
Environmental Management System (EMS)	ISO 14001-aligned framework enabling structured environmental monitoring, management, and continuous improvement.
Environmental Monitoring	Systematic data collection on waste, emissions, water, noise, and energy to track environmental performance.
Environmental Performance Indicators (EPIs)	Quantitative indicators used to measure environmental outcomes (GHG emissions, water usage, waste, energy).

DEFINITIONS

Term	Definition
Environmental Risk Register	A tool for identifying, assessing, and monitoring environmental risks across operations.
Foreign Object Debris (FOD)	Any object on the airfield that can damage aircraft or affect safety.
GHG Emissions (Scope 1, 2, 3)	Scope 1: direct emissions; Scope 2: purchased electricity emissions; Scope 3: indirect emissions across the value chain (incl. aircraft LTO cycle).
Green Skills	Skills supporting environmental management, resource efficiency, emissions monitoring, and sustainable operations
Hazardous Waste	Waste posing environmental or health risks, regulated under the Basel Convention (e.g., chemicals, oils, batteries, electricals).
Internal Control System	Governance framework ensuring compliance, risk management, and reliable reporting within the organization.
Material Topic / Materiality	A sustainability topic significantly affecting the organization or its stakeholders and requiring strategic prioritization.
Net-Zero	A balance where residual emissions are offset by removals, aligned with aviation's 2050 net-zero goals (ICAO, ACI).
Noise Contour Mapping	Technical mapping of noise exposure around airports for land-use planning and community protection.

DEFINITIONS

Term	Definition
Occupational Health & Safety (OHS)	Protection of employees through safety systems, hazard control, and compliance with national and ICAO safety standards.
Physical Risks	Physical climate risks refer to the potential adverse impacts of acute climate events (such as heatwaves, floods, wildfires, and storms) and chronic long-term changes (such as rising temperatures or shifting precipitation patterns) that can affect assets, operations, infrastructure, and people.
Pollutant Emissions	Emissions such as CO_2, NOx, SOx, PM2.5, PM10 generated by aircraft and ground operations.
Renewable Energy Capacity	Installed capacity of renewable energy systems (solar PV, etc.) reducing grid dependency and emissions.
Resource Efficiency	Optimized use of energy, water, fuel, and materials to reduce environmental impact and costs.
Risk Management	Identification, assessment, and mitigation of risks (operational, environmental, social, governance, climate).
Safety Management System (SMS)	ICAO-mandated system to manage operational safety, risk mitigation, and hazard reporting.
Scope 3 Aviation Emissions	Emissions from aircraft using the airport, especially during taxiing, landing, and take-off cycles
Social Impact	Effects of airport operations on employees, communities, and passengers (e.g., jobs, accessibility, noise).
Stakeholder	Individuals or groups affected by or influencing airport operations (employees, passengers, authorities, communities).

DEFINITIONS

Term	Definition
Stakeholder Engagement	Structured engagement with stakeholders via consultations, surveys, meetings, and transparency mechanisms.
Sustainability Governance	Organizational structures and accountabilities that support ESG decision-making and performance monitoring.
Sustainability Policy	Corporate policy outlining principles and commitments for ESG stewardship; the ESG Strategy operationalizes this policy.
Sustainable Procurement	Supplier and purchasing practices that incorporate environmental, social, and ethical criteria.
Sustainable Aviation Fuel (SAF)	Low-carbon fuel certified under ASTM D7566 that can significantly reduce lifecycle emissions.
Task Force on Climate-related Financial Disclosures (TCFD)	International framework for climate-related risk reporting across Governance, Strategy, Risk Management, and Metrics & Targets.
Transition Risks	Transition climate risks refer to the potential impacts arising from the transition to a lower-carbon economy, including changes in regulation, technology, markets, and stakeholder expectations, which can influence costs, revenues, investment needs, and business strategy.
Waste Management Hierarchy	Prioritization of waste prevention, reuse, recycling, recovery, and safe disposal.
Water Efficiency	Optimization of airport water consumption across facilities, systems, and landscaping.
Wildlife Hazard Management	Measures to prevent wildlife–aircraft collisions through monitoring, habitat control, and deterrence.
Wildlife Hazard Management Plan	A structured plan aligning with ICAO Annex 14 requirements to minimize wildlife strike risks.

ANNEX I – ESG PERFORMANCES

Environment Data

GHG EMISSION (SCOPE 1 AND SCOPE 2 AIRPORTS)

Airport	2022			2023			2024		
	Scope 1	Scope 2	Scope 1 and Scope 2	Scope 1	Scope 2	Scope 1 and Scope 2	Scope 1	Scope 2	Scope 1 and Scope 2
	tCO2e	tCO2e	tCO2e	tCO2e	tCO2e	tCO2e	tCO2e	tCO2e	tCO2e
“Tashkent International Airport” LLC	2,358.97	17,280.15	19,639.12	2,192.26	11,060.38	13,252.38	1,959.35	15,274.17	17,233.52
«Samarkand International Airport” LLC	308.74	14,824.06	15,132.80	325.68	17,987.72	18,313.40	301.57	17,559.87	17,861.44
«Karshi International Airport” LLC	277.62	1,107.12	1,384.74	215.6	940.68	1,156.28	9,499.69	963.64	10,,463.33
«Bukhara International Airport” LLC	553.51	481.82	1,035.33	435.12	513.84	948.96	399.6	485.25	884.85
«Andijan International Airport” LLC	1,756.23	627.56	2,383.79	1,375.68	471.36	1,847.04	3,429.52	761.99	4,191.51
«Namangan International Airport” LLC	524.26	1,714.04	2,238.30	302.08	1,713.89	2,015.97	1,045.04	1,731.12	2,776.16
«Fergana International Airport” LLC	456.37	1,654.76	2,111.13	573.01	1,588.35	2,161.36	712.60	1,555.40	2,268.00
«Urganch International Airport” LLC	979.9	3,524.69	4,504.59	946.48	3,424.79	4,371.27	825.21	3,377.04	4,202.25
«Nukus International Airport” LLC	784.31	1,965.30	2,749.61	856.71	1,670.16	2,526.87	1,064.46	1,138.02	2,202.48
«Navoi International Airport” LLC	1,143.18	3,830.52	4,973.70	1,283.64	3,712.63	4,996.27	1,116.20	3,184.17	4,300.37
«Termez International Airport” LLC	324.89	1,605.62	1,930.51	418.43	2,057.39	2,475.82	534.32	1,894.25	2,428.57
TOTAL (Uzbekistan JSC)	**9,467.98**	**48,615.64**	**58,083.62**	**8,924.69**	**45,141.19**	**54,065.88**	**20,887.56**	**47,924.91**	**68,812.47**
Percentage of Total Emissions (Scope 1&2)	**16%**	**84%**	**100%**	**17%**	**83%**	**100%**	**30%**	**70%**	**100%**

ENERGY CONSUMPTION (KWH)

Airport	2022			2023			2024		
	Purchased Heat	Purchased Electricity	Purchased Energy	Purchased Heat	Purchased Electricity	Purchased Energy	Purchased Heat	Purchased Electricity	Purchased Energy
	kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh
"Tashkent International Airport" LLC	24,123,911.29	10,861,094.00	34,985,005.29	15,773,373.58	6,897,482.00	22,670,855.58	21,916,735.00	9,503,410.00	31,420,145.00
«Samarkand International Airport" LLC	0.00	12,696,183.00	12,696,183.00	0.00	15,405,720.00	15,405,720.00	0.00	15,039,287.00	15,039,287.00
«Karshi International Airport" LLC	0.00	948,203.10	948,203.10	0.00	805,653.00	805,653.00	0.00	825,316.92	825,316.92
«Bukhara International Airport" LLC	0.00	412,659.00	412,659.00	0.00	440,081.00	440,081.00	0.00	415,599.41	415,599.41
«Andijan International Airport" LLC	0.00	537,478.00	537,478.00	0.00	403,699.00	403,699.00	0.00	652,610.00	652,610.00
«Namangan International Airport" LLC	96,811.00	1,452,190.00	1,549,001.00	96,024.00	1,452,190.00	1,548,214.00	73,077.00	1,470,697.00	1,543,774.00
«Fergana International Airport" LLC	175,360.00	1,388,602.00	1,563,962.00	152,600.00	1,335,444.00	1,488,044.00	155,000.00	1,306,825.00	1,461,825.00
«Urganch International Airport" LLC	1,484,421.00	2,776,386.00	4,260,807.00	1,581,328.00	2,675,012.00	4,256,340.00	1,761,328.00	2,604,727.00	4,366,055.00
«Nukus International Airport" LLC	695,100.00	1,569,703.00	2,264,803.00	694,646.00	1,317,012.00	2,011,658.00	781,698.00	847,037.00	1,628,735.00
«Navoi International Airport" LLC	0.00	3,280,681.00	3,280,681.00	0.00	3,179,709.00	3,179,709.00	0.00	2,727,106.00	2,727,106.00
«Termez International Airport" LLC	33.40	1,292,626.89	1,292,660.29	25.00	1,762,069.91	1,762,094.91	58.00	1,622,337.65	1,622,395.65
TOTAL (Uzbekistan JSC)	**26,575,636.69**	**37,215,805.99**	**63,791,442.68**	**18,297,996.58**	**35,674,071.91**	**53,972,068.49**	**24,687,896.00**	**37,014,952.98**	**61,702,848.98**

ENERGY PERCENTAGE BREAKDOWN			ENERGY PERCENTAGE BREAKDOWN			ENERGY PERCENTAGE BREAKDOWN		
2022			2023			2024		
Purchased Heat	Purchased Electricity	Total Purchased Energy	Purchased Heat	Purchased Electricity	Total Purchased Energy	Purchased Heat	Purchased Electricity	Total Purchased Energy
kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh	kWh
26,575,636.69	37,215,805.99	63,791,442.68	18,297,996.58	35,674,071.91	53,972,068.49	24,687,896.00	37,014,952.98	61,702,848.98
42%	58%	100%	34%	66%	100%	40%	60%	100%
Renewable Electricity Generated (kWh)	0.00			551,903.00			1,448,513.00	
Renewable Electricity Generated (%)	0.00%			1.55%			3.91%	

NEWLY INSTALLED RENEWABLE ENERGY GENERATED (KWH)

Airport	Newly installed Renewable energy generated		
	2022	2023	2024
	kWh	kWh	kWh
"Tashkent International Airport" LLC	0	94,610	551,980
«Samarkand International Airport" LLC	0	61,470	20,490
«Karshi International Airport" LLC	0	109,418	126,125
«Bukhara International Airport" LLC	0	20,490	20,490
«Andijan International Airport" LLC	0	0	0
«Namangan International Airport" LLC	0	61,470	22,730
«Fergana International Airport" LLC	0	53,300	18,250
«Urganch International Airport" LLC	0	31,855	27,210
«Nukus International Airport" LLC	0	53,340	66,115
«Navoi International Airport" LLC	0	38,740	22,730
«Termez International Airport" LLC	0	27,210	20,490
TOTAL (Uzbekistan JSC)	**0**	**551,903**	**896,610**

NOTES: All devices installed during a given year are assumed to operate for the full year, regardless of their actual installation date

RENEWABLE ELECTRICITY GENERATED (KWH)

Airport	Renewable Electricity Generated		
	2022	2023	2024
	kWh	kWh	kWh
"Tashkent International Airport" LLC	0	94,610	646,590
«Samarkand International Airport" LLC	0	61,470	81,960
«Karshi International Airport" LLC	0	109,418	235,543
«Bukhara International Airport" LLC	0	20,490	40,980
«Andijan International Airport" LLC	0	0	0
«Namangan International Airport" LLC	0	61,470	84,200
«Fergana International Airport" LLC	0	53,300	71,550
«Urganch International Airport" LLC	0	31,855	59,065
«Nukus International Airport" LLC	0	53,340	119,455
«Navoi International Airport" LLC	0	38,740	61,470
«Termez International Airport" LLC	0	27,210	47,700
TOTAL (Uzbekistan JSC)	**0**	**551,903**	**1,448,513**

NOTES: All devices installed during a given year are assumed to operate for the full year, regardless of their actual installation date

WATER CONSUMPTION

Water consumption	2022		2023			2024		
	m3	%	m3	%	Ver 2022/2023	m3	%	Var 2023/2024
“Tashkent International Airport” LLC	2,218,812	69.3%	2,481,542	71.0%	11.8%	3,243,612	79.0%	30.7%
«Samarkand International Airport” LLC	465,573	14.5%	495,562	14.2%	6.4%	349,748	8.5%	-29.4%
«Karshi International Airport” LLC	3,547	0.1%	5,135	0.1%	44.8%	6,604	0.2%	28.6%
«Bukhara International Airport” LLC	83,923	2.6%	99,290	2.8%	18.3%	60,610	1.5%	-39.0%
«Andijan International Airport” LLC	26,849	0.8%	29,301	0.8%	9.1%	28,092	0.7%	-4.1%
«Namangan International Airport” LLC	24,125	0.8%	55,801	1.6%	131.3%	55,586	1.4%	-0.4%
«Fergana International Airport” LLC	39,345	1.2%	34,085	1.0%	-13.4%	28,588	0.7%	-16.1%
«Urganch International Airport” LLC	50,432	1.6%	39,766	1.1%	-21.1%	41,366	1.0%	4.0%
«Nukus International Airport” LLC	19,658	0.6%	19,717	0.6%	0.3%	30,681	0.7%	55.6%
«Navoi International Airport” LLC	166,016	5.2%	146,998	4.2%	-11.5%	126,716	3.1%	-13.8%
«Termez International Airport” LLC	105,118	3.3%	90,202	2.6%	-14.2%	136,552	3.3%	51.4%
Total	**3,203,398**	**100.0%**	**3,497,399**	**100.0%**	**9.2%**	**4,108,155**	**100.0%**	**17.5%**

WASTE GENERATED

Waste generated per airport	2022		2023			2024		
	ton	%	ton	%	Var 2022/2023	ton	%	Var 2023/2024
LLC Tashkent International Airport named after I. Karimov	528.4	58.2%	552.8	57.8%	4.6%	554.0	59.8%	0.2%
LLC Termez International Airport	0.7	0.1%	0.5	0.1%	-20.0%	0.7	0.1%	25.0%
LLC Navoi International Airport	74.6	8.2%	50.2	5.2%	-32.8%	44.7	4.8%	-10.9%
LLC Fergana International Airport	5.8	0.6%	8.1	0.8%	38.8%	6.4	0.7%	-20.9%
LLC Karshi International Airport	44.3	4.9%	45.6	4.8%	2.9%	45.5	4.9%	0.0%
LLC Namangan International Airport	44.6	4.9%	81.9	8.6%	83.7%	56.4	6.1%	-31.1%
LLC Andijan International Airport	8.6	0.9%	2.6	0.3%	-69.7%	0.0	0.0%	-100.0%
LLC Samarkand International Airport	123.6	13.6%	123.6	12.9%	0.0%	123.6	13.3%	0.0%
LLC Bukhara International Airport	41.7	4.6%	36.9	3.9%	-11.3%	18.2	2.0%	-50.7%
LLC Nukus international airport [1]	12.2	1.3%	10.9	1.1%	-10.6%	10.9	1.2%	0.0%
LLC Urganch International Airport	24.3	2.7%	44.2	4.6%	81.8%	65.5	7.1%	48.2%
Total	**908.6**	**100.0%**	**957.3**	**100.0%**	**5.3%**	**925.9**	**100.0%**	**-3.3%**
Variation (year0-year1)	**-5.1%**		**5.4%**			**-3.3%**		

Workforce Data

WORKFORCE BY AGE-GROUP AND GENDER GROUP

Indicator	2022		2023		2024	
	people	%	people	%	people	%
Total Employees UzAirports JSC	**7,257**	**100.0%**	**7,836**	**100.0%**	**8,219**	**100.0%**
By Gender group:						
Male	5,676	78.20%	6,198	79.10%	6,577	80.00%
Female	1,581	21.80%	1,638	20.90%	1,642	20.00%
By Age group:						
Number of young employees (under the age of 30)	1,087	15.00%	1,186	15.10%	1,286	15.60%
Number of middle-aged employees (middle-age category)	5,701	78.60%	6,148	78.50%	6,500	79.10%
Number of employees at retirement age (retirement age)	469	6.50%	502	6.40%	433	5.30%

WORKFORCE BY JOB CATEGORY

	2022		2023			2024		
Indicator	**total**	**%**	**total**	**%**	**Var 2022/2023**	**total**	**%**	**Var 2023/2024**
Total Employees UzAirports JSC	**7,257**	**100.00%**	**7,836**	**100.00%**	**7.98%**	**8,219**	**100.00%**	**4.88%**
Number of employees in leadership positions	470	6.48%	529	6.75%	12.55%	515	6.27%	-2.65%
Male in leadership position	425	90.47%	478	90.36%	12.47%	467	90.68%	-2.30%
Female in leadership position	45	9.53%	51	9.64%	13.33%	48	9.32%	-5.88%
Number of administrative (specialist) employees	1,313	18.09%	1,444	18.43%	9.98%	1.374	16.72%	-4.85%
Number of technical staff	164	2.26%	174	2.22%	6.10%	172	2.09%	-1.15%
Number of production and service staff	5,310	73.2%	5,689	72.60%	7.14%	6,158	74.92.%	8.24%

WORKFORCE STRUCTURE PER TYPE OF CONTRACT

Indicator	2022		2023			2024		
	n.	%	n.	%	Var 2022/2023	n.	%	Var 2023/2024
Full-time Employees	7,224	99.55%	7,810	99.67%	8.11%	8,186	99.60%	4.81%
Part-time Employees (0.5 / 0.75 FTE)	33	0.45%	26	0.33%	-21.21%	33	0.40%	26.92%

NUMBER OF EMPLOYEES BY EDUCATION AND ACADEMIC QUALIFICATION

Indicator	2022		2023		2024	
	People	%	People	%	People	%
Total Employees UzAirports JSC	**7,257**	**100.0%**	**7,836**	**100.0%**	**8,219**	**100.0%**
Secondary education	1,974	27.20%	2,121	27.07%	1,963	23.88%
Secondary Special Education	3,096	42.66%	3,414	43.57%	3,680	44.77%
Higher education	2,187	30.14%	2,301	29.36%	2,576	31.34%
Number of employees graduated from foreign universities	153	2.11%	172	2.19%	216	2.63%
Number of employees currently studying at higher education institutions	162	2.23%	206	2.63%	270	3.29%
Number of employees with Ph.D. (Candidate of Sciences)	2	0.03%	6	0.08%	5	0.06%
Number of employees with Sc.D. (Doctor of Sciences)	0	0.00%	0	0.00%	1	0.01%

WORKFORCE STRUCTURE BY TOTAL WORK EXPERIENCE

Indicator	2022		2023			2024		
	n.	%	n.	%	Var 2022/2023	n.	%	Var 2023/2024
Total Employees UzAirports JSC	**7,257**	**100.00%**	**7,836**	**100.00%**	**7.98%**	**8,219**	**100.00%**	**4.89%**
Employees with up to 3 years of experience	662	9.12%	683	8.72%	3.17%	699	8.50%	2.34%
Employees with 4–5 years of experience	623	8.58%	601	7.67%	3.53%	611	7.43%	1.66%
Employees with 6–10 years of experience	1,504	20.72%	1,554	19.83%	3.32%	1,587	19.31%	2.12%
Employees with 11–20 years of experience	2,339	32.23%	2,577	32.89%	10.18%	2,891	35.17%	12.18%
Employees with 21 years or more of experience	2,129	29.34%	2,421	30.90%	13.72%	2,431	29.58%	0.41%

TRAINING PARTICIPATION

Indicator	2022		2023			2024		
	n.	%	n.	%	Var 2022/2023	n.	%	Var 2023/2024
Total Employees UzAirports JSC	**7,257**	**100.00%**	**7,836**	**100.00%**	**7.98%**	**8,219**	**100.00%**	**4.89%**
Number of employees sent for professional training	3,329	45.75%	3,691	49.02%	16.99%	4,200	51.00%	8.21%
Number of employees trained within Uzbekistan	3,263	44.96%	3,811	48.09%	16.79%	4,116	49.95%	8.00%
Number of employees trained abroad	57	0.79%	73	0.92%	28.07%	87	1.06%	19.18%

WORKFORCE ENGAGEMENT

	2022		2023			2024		
Indicator	**n.**	**%**	**n.**	**%**	**Var 2022/2023**	**n.**	**%**	**Var 2023/2024**
Number of events and competitions held	190	2.62%	199	2.51%	4.74%	332	4.03%	66.83%
Number of employees engaged	6,139	84.59%	7,603	95.95%	23.85%	10,740	130.32%	41.26%
Share of engaged employees (%)	84.6	1.17%	95.9	1.21%	13.36%	130.3	1.58%	35.87%
Funds allocated for social events (in million UZS)	333.4	4.59%	358.1	4.52%	7.41%	812.9	9.86%	127.00%
Funds allocated to support employees (in million UZS)	381.6	5.26%	461.6	5.83%	20.96%	2,161.8	26.23%	368.33%

STAFF TURNOVER

Indicator	**2022**	**2023**	**2024**
Average number of Employees	6,995	7,437	7,850
Voluntary resignations	555	406	351
Non-voluntary resignation	538	208	59
Retirements	61	68	68
Voluntary turnover rate	**7.93%**	**5.46%**	**4.47%**
Non-voluntary turnover rate	**7.69%**	**2.80%**	**0.75%**
Staff turnover rate (no retirements)	**15.63%**	**8.26%**	**5.22%**
Staff turnover rate (including retirement)	**16.50%**	**9.17%**	**6.09%**

Turnover rate = (Resignations / Average number of employees) *100

STAFF HIRING PROCESS.

Indicator	**2022**	**2023**	**2024**
Total number of new hires	**1269**	**1223**	**883**
Number of employees hired through external competition	0	58	259
Number of employees hired through internal competition	61	93	166
Number of reinstated employees	2	2	2
Hire rate	18.14%	16.44%	11.25%

Hire rate = (Hires / Average number of employees) *100

WORKFORCE DIVERSITY AND INCLUSION (OTHER)

Indicator	2022		2023			2024		
	n.	%	n.	%	Var 2022/2023	n.	%	Var 2023/2024
Number of current employees	7,257	100.00%	7,836	100.00%	7.98%	8,219	100.00%	4.89%
Total number of Foreign Employees	16	0.22%	8	0.10%	-50.00%	3	0.04%	-62.50%
Highly qualified foreign specialists	12	0.17%	4	0.05%	-66.67%	2	0.02%	-50.00%
Qualified foreign specialists	4	0.06%	4	0.05%	0.00%	1	0.01%	-75.00%

ANNEX II – CLIMATE RISKS ASSESSMENT

Uzbekistan Airports JSC recognizes that climate change presents a combination of transition and physical risks that could influence its long-term operational resilience, financial profile, and strategic planning. In alignment with reporting standards (TCFD Risk Assessment), the Company has begun assessing how evolving climate policies, technological shifts, market dynamics, and environmental regulations may affect its operations and investment needs.

At the same time, an initial portfolio-level exposure analysis has provided insights into the potential physical impacts of climate hazards — such as drought, heatwaves, river flooding, and wildfires — across the airport network.

This dual perspective enables Uzbekistan Airports JSC to better understand future vulnerabilities, prioritize infrastructure adaptation, and align with national objectives under the Uzbekistan 2030 Strategy.

The following tables summarize the key transition and physical climate risks identified to date, together with associated impacts, references, and mitigation actions.

TABLE 2. CLIMATE TRANSITION RISKS.

Transition Risk Category	Description (Uzbekistan Airports Context)	Time Horizon	Potential Impacts	Mitigation Measures
1. Regulatory & Policy Risk	Strengthening of national or international climate regulations affecting airport operations (energy efficiency, emissions reporting, environmental permitting). Tightening under Uzbekistan's 2030 Strategy, ICAO LTAG, and future local decrees on GHG disclosure.	Medium–Long	Increased compliance costs, need for upgraded equipment, stricter reporting obligations, operational restrictions.	Establish ESG governance, expand GHG inventory to Scope 3, integrate ESG into procurement, and implement environmental management systems.
2. Carbon Pricing & Aviation Fuel Policies	Introduction of carbon pricing, environmental levies, or SAF-blending requirements for airlines and ground operations. Could influence airline costs and demand.	Medium	Increased operating costs, downstream revenue impacts, and potential changes to airline route decisions.	Monitor carbon markets, assess SAF-fuel infrastructure needs, evaluate energy-saving technologies, engage airlines on carbon policy planning.
3. Market & Demand Shifts	Airlines may shift fleets or reduce flights in response to global decarbonization pressures, fuel efficiency mandates, and SAF cost implications.	Short–Long	Variability in passenger traffic, cargo volumes, and airport revenues; changes in slot usage; regional route adjustments.	Engage in advance with airlines stakeholders to strengthen partnerships, understand the needs and identify common goals.
4. Technology & Infrastructure Transition Risk	Need to invest in new low-carbon technologies and capital assets (electrified GSE, terminal efficiency upgrades, solar deployment, EV charging, SAF-ready fueling infrastructure, Eco designed building). Delayed adoption could reduce competitiveness.	Medium–Long	Higher capital expenditures, technology obsolescence, increased Operations &Maintenance costs, and future pressure from partners to modernize.	Develop a climate investment roadmap, access sustainable finance instruments, pilot electrification projects, expand solar capacity, and implement digitalization to improve operational efficiency.

Uzbekistan Airports JSC conducted a first physical climate risk assessment across its network of eleven airports to better understand how future climate hazards may affect operations. The analysis indicates that Drought and Heat Waves are currently the most relevant climate-related risks for the portfolio, with all airports showing notable exposure to drought and a gradual intensification of heat-related risks projected over the coming decades. The study also identified exposure to river flood and wildfire, with certain airports located in areas where flooding may occur under specific conditions and 18% situated directly within flood-prone zones.

TABLE 3. PHYSICAL CLIMATE RISK ASSESSMENT (I ANALYSIS[3]).

Physical Risk Category	Description (Uzbekistan Airports Context)	Time Horizon	Potential Impacts	Potential Mitigation Measures
1. Drought Risk	All eleven airports currently exhibit *severe* exposure to drought, with several sites projected to reach extreme levels under RCP8.5 by 2050.	Medium–Long	Water supply pressure, reduced ground-cooling efficiency, operational disruptions, higher maintenance costs.	Water-efficiency planning, adaptive landscaping, cooling optimization, on-site water storage where feasible.
2. Heat Wave Risk	Increased frequency and intensity of heat waves across all sites, with exposure rising from limited severe cases today to near-universal severe/extreme risk by 2050.	Short–Long	Passenger discomfort, airside operational constraints, worker exposure, increased cooling demand, equipment strain.	Heat-resilient infrastructure, shade structures, workforce heat protection plans, and upgraded HVAC systems.
3. Flood Risk (River flood & Localized Flooding)	18% of airports are located directly within flood-prone zones; all airports show some level of flood risk within a 5 km radius.	Short–Long	Damage to runways/aprons, access-road disruption, terminal flooding, insurance cost increases.	Drainage upgrades, hydrological studies, flood-protection barriers, resilient runway design.
4. Wildfire Risk	Some airports face high or increasing wildfire exposure under future scenarios due to rising temperatures and prolonged dry periods.	Medium–Long	Air quality impacts, operational delays, visibility restrictions, and safety risks.	Vegetation management, firebreaks, emergency response planning, improved monitoring, and early-warning systems.
5. Temperature & Precipitation Pattern Changes	Shifts in long-term temperature and precipitation can affect infrastructure durability, energy demand, and operational planning.	Long	Higher energy consumption, runway material stress, reduced predictability of weather planning.	Climate-adaptive materials, energy-efficient systems, upgraded runway pavements, scenario-based planning.

[3] The physical climate risk assessment presented in this Report represents an initial, high-level evaluation of potential climate-related exposures across the airport network. It is intended as a first step to guide Uzbekistan Airports JSC in identifying priority hazards and planning more analytical work. The Company acknowledges that a more detailed, asset-level assessment—covering vulnerabilities, critical infrastructure dependencies, and site-specific adaptation needs—is required to quantify potential climate impacts. Uzbekistan Airports JSC will further refine and expand this analysis in the coming disclosures, incorporating higher-resolution data, engineering studies, and technical evaluations to support a comprehensive climate resilience and adaptation strategy.

The assessment was conducted using scientific methodology, which integrates 70 years of historical climate observations, multi-model CMIP6 climate projections, and AI-supported statistical downscaling to generate high-resolution, geolocated risk scores under multiple climate scenarios (SSP/RCP). The approach aligns with recognized international frameworks, including TCFD, ISSB/IFRS S2, NGFS scenarios, and ESRS E1, providing a structured basis for evaluating both acute and chronic physical climate risks. This assessment represents an important first step in Uzbekistan Airports JSC's broader climate adaptation and resilience planning.

Future work will focus on more detailed vulnerability assessments, quantification of potential impacts, and integration of climate considerations into infrastructure planning and long-term investment decisions.

NEXT STEPS: CLIMATE RISK MANAGEMENT PRIORITIES

Following this initial portfolio-level assessment, Uzbekistan Airports JSC will advance its climate risk management through the following targeted steps, each designed to strengthen risk understanding and inform future decision-making:

Airport-Level Vulnerability Assessments

Objective: To identify specific climate hazards, sensitivities, and exposure levels at each airport, enabling location-based adaptation planning and prioritization of infrastructure upgrades.

Financial Impact Quantification

Objective: To estimate the economic consequences of climate-related risks, including potential revenue disruption, cost increases, and capital needs, supporting integration into financial planning and disclosures.

Integration into Risk Management (ERM)

Objective: To embed climate risks within the broader risk management system, ensuring that transition and physical risks are routinely assessed and monitored alongside traditional operational and financial risks.

Alignment of Capital Investment Planning and Climate Adaptation plan

Objective: To align future infrastructure investments with anticipated climate risks and resilience needs. This includes developing a Climate Adaptation Plan that integrates physical risk exposure, adaptation priorities, and resilience criteria into project design, selection, and budgeting.

Framework Alignment and Reporting Enhancement

Objective: To improve climate-related disclosures in line with global standards (TCFD, ISSB/IFRS S2, ESRS E1), supporting transparency, investor confidence, and regulatory compliance.



ANNEX III – CONTACT INFORMATION

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For all questions, comments, and suggestions regarding the Report, as well as to obtain a paper copy of it, you can contact the Strategic Development Department: E-mail: esg@uzairports.com



ANNEX IV – APPROACH TO PREPARING THE REPORT

The Company is pleased to announce the release of its 2024 Sustainability Report, its second standalone report of this nature. Moving forward, the Company commits to publishing annual non-financial reports to strengthen transparency and keep stakeholders informed of the Company's ongoing achievements and advancements in sustainable development.

REPORTING STANDARDS

The report draws on the GRI Standards for guidance. Additionally, the report uses selected disclosure topics and metrics from the SASB Standards for Professional & Commercial Services (Industry) as guidance; finally highlights the Company's contribution to the United Nations Sustainable Development Goals (SDGs).

REPORT PREPARATION PROCESS

The report was prepared under the direction of the Company's Strategic Development Department, with active involvement from all relevant structural divisions that provided information and data under their competence and control.

SCOPE AND CONTENT OF THE REPORT

The 2024 report presents the organization's key economic, social, and environmental performance results for January 1 to December 31, 2024. It encompasses all the Company's activities, including those of its subsidiaries.

To ensure continuity and comparability, some indicators are presented in two- and three-year dynamics. Events that occurred before or after the reporting period may also be mentioned if they significantly impact the Company's sustainable development.

The information pertaining to sustainable development outlined in the Report pertains to the activities of Uzbekistan Airports JSC's business units and subsidiaries.

The legal entities included within the Company's consolidated financial statements encompass all business units of Uzbekistan Airports that are covered in the 2024 ESG Report. In instances where the reporting boundaries for specific indicators differ from those previously outlined, additional details regarding the divisions included within these boundaries are provided within the Report.



SASB STANDARDS

TOPIC	ACCOUNTING METRIC	UoM	SASB CODE	REPORT SECTION AND PAGE/COMMENT
Data Security	Description of approach to identifying and addressing data security risks	n/a	SV-PS-230a.1	Section "Strengthening Data Governance and Cybersecurity"
	Description of policies and practices relating to collection usage and retention of customer information	n/a	SV-PS-230a.2	Section "Strengthening Data Governance and Cybersecurity"
	(1) Number of data breaches (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches (3) number of (a) customers and (b) individuals affected	Number Percentage (%)	SV-PS-230a.3	No serious data breaches recorded in 2024.
Workforce Diversity & Engagement	Percentage of (1) gender and (2) diversity group representation for (a) executive management (b) non-executive management and (c) all other employees	Percentage (%)	SV-PS-330a.1	Section "Our Workforce" and Social Appendix for (2) 2024FY: (1)- Male: 6,577; Female: 1,642
	(1) Voluntary and (2) involuntary turnover rate for employees	Percentage (%)	SV-PS-330a.2	Section "Talent acquisition and retention" 2024FY: (1): 4.47%; (2): 0.75%
	Employee engagement as a percentage	Percentage (%)	SV-PS-330a.3	Section "Health, Safety and Wellbeing" 2024FY: 130.3%. Employee engagement KPIs are measured by tracking the total number of attendees at each event rather than counting unique individuals, as this approach more accurately reflects the overall level of participation throughout the year.
Professional Integrity	Description of approach to ensuring professional integrity	n/a	SV-PS-510a.1	Section "Corporate Governance"

ACTIVITY METRICS	UNIT OF MEASURE	SASB CODE	SUSTAINABILITY REPORT
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Number	SV-PS-000.A	Section "Our Workforce" 2024FY: (1): 8,186 full-time, 33 part-time (2): – (3): –

GRI INDEX

GRI Standard	Disclosure Title	Disclosure/Location
GRI 2: General Disclosures 2021		
2-1	Name of the organization	2024 ESG Report - 1.1. Uzbekistan Airports" JSC Outlook
2-2	Entities included in sustainability	2024 ESG Report - 1.2. About this report
2-3	Reporting period, frequency and contact details	Reporting period: 1 January 2024 to 31 December 2024 Frequency: annual Contact point: esg@uzairports.com Publication date: To update accordingly
2-6	Activities, value chain and other business relationships	2024 ESG Report - 1.1. Uzbekistan Airports" JSC Outlook 2024 ESG Report - 1.2. About this report UZA website - Partners
2-7	Employees	2024 ESG Report - 3.1. Our Workforce
2-9	Governance structure and composition	2024 ESG Report - 1.1. Uzbekistan Airports" JSC Outlook
2-11	Chair of the highest governance body	2024 ESG Report - 1.1. Uzbekistan Airports" JSC Outlook
2-14	Role of the highest governance body in sustainability reporting	2024 ESG Report - 1.5. Our approach to Sustainability
2-22	Statement on sustainable development strategy	2024 ESG Report - Chairman's message and Stakeholders Letter
2-23	Policy commitments	2024 ESG Report - 1.5. Our approach to Sustainability 2024 ESG Report - 4. Governance and Ethic Business 2024 ESG Report - 4.1 Integrity and Business Ethic
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