FUND OF PROBLEM LOANS
ACQUISITION. MANAGEMENT. SALE

From Distressed Debt to Sustainable Growth

10th IPAF Summit and International Conference

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Restructuring Delivers Measurable Economic Value

BUSINESS CONTINUITY

No restructured company has gone bankrupt

EMPLOYMENT

More than 8,000 jobs preserved

FUNDS RECOVERED

127 billion KZT returned to economic circulation

REGIONAL IMPACT

Viable businesses, production and local economies preserved

RESTRUCTURING SCALE

120+ restructurings for 70 companies | 2017–2025

CASE 1: Restoring a Major Agricultural Holding

Problem context

A major agricultural holding faced debt terms misaligned with seasonal cash flows, followed by a severe weather shock in 2023.

Solution applied

FPL tailored the debt to agricultural realities:

- · three-year grace period
- · interest rate reduced from 12% to 4%
- · maturity extended from 6 to 15 years
- · repayment schedules aligned with seasonal cash flow

Outcome

260,000+ hectares in use

- 500,000+ tonnes harvested annually
- 2,400 jobs maintained
- 15.9 billion KZT in taxes (2021–2025)

Development impact

The restructuring restored financial stability, protected food production and enabled continued investment in machinery, infrastructure and new facilities.

CASE 2: Strategic Investment Revitalizes Distressed Assets

A model beyond debt rescheduling

Distressed agricultural assets required new ownership, fresh capital and professional operating expertise.

Solution applied

Assets were transferred to strategic investors. Repayment of public funds was linked to mandatory investment programs and the future growth of each project. Rates started at 0% for three years and rose gradually to 6%.

Deal structure

- 1% upfront | up to 15 years
- Up to three years' grace

INVESTMENT PROJECT 1

- KZT 11.5bn invested
- 1,200-cattle dairy farm
- 40,000+ tonnes harvested
- 391 million in taxes

INVESTMENT PROJECT 2

- KZT 19.1bn invested in storage, operations and modernization
- 44,000+ tonnes harvested
- KZT 712m in taxes

INVESTMENT PROJECT 3

- KZT 43bn invested
- Nearly 74,000 tonnes harvested

RESULT

- Public funds recovered while agricultural assets returned to productive use

CASE 3: Recovery of a Town-Forming Enterprise

Problem context

A major regional ethyl alcohol producer and the main employer in its village was close to default with debt exceeding KZT 2 billion.

Solution applied

A strategic investor contributed KZT 1.3+ billion to restart operations. In March 2024, FPL fixed the debt at KZT 731.8 million, reduced the rate to 1% and extended repayment through 2028.

Outcome

KZT 369.5 million already repaid — approximately half of the restructured debt. Full settlement is expected by the end of 2028.

Development impact

Production was restored, 177 jobs were protected, essential supplies to medical and pharmaceutical companies continued, and the enterprise became more attractive to investors.

Sustainable Growth Continues in 2026

ANNUAL EMPLOYMENT

More than 9,000 jobs preserved on average

AGRICULTURAL OUTPUT

1.3+ million hectares and 2+ million tonnes annually

H1 2026 RECOVERY

KZT 16.5 billion recovered — above the KZT 13.6 billion annual target

H1 2026 TAXES

KZT 11.1 billion paid to the state budget

EARLY REPAYMENT

Three borrowers fully repaid their debts ahead of schedule in H1 2026