

ANNUAL REPORT
ABOUT THE ACTIVITIES OF THE NJSC “AKTOBE REGIONAL
UNIVERSITY NAMED AFTER K.ZHUBANOV” FOR 2023

Aktobe, 2024

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I GENERAL INFORMATION

1.1. Full name of the Company

- 1) in the state language – “Қ.Жұбанов атындағы Ақтөбе өңірлік университеті” комерциялық емес акционерлік қоғамы;
- 2) in Russian – некоммерческое акционерное общество “Актюбинский региональный университет имени К.Жубанова”;
- 3) in English – non-commercial joint-stock company “K.Zhubanov Aktobe Regional University”.

Abbreviated name of the Company:

- 1) in the state language – “Қ.Жұбанов атындағы АӨУ” КеАҚ;
- 2) in Russian – НАО “АРУ имени К.Жубанова”;
- 3) in English – NCJSC “K.Zhubanov ARU”.

1.2. Legal address and location of the Company

Republic of Kazakhstan, 030000, Aktobe region, Aktobe, Astana district, Aliya Moldagulova Avenue, building 34.

1.3. Date of state registration of the Company

The re-registration of the Non-profit Joint Stock Company “Aktobe Regional University named after K.Zhubanov” was registered by the Department of Justice of the Aktobe region on June 17, 2020 (the date of initial registration is 29.08.2013). Certificate of state re-registration of a legal entity dated 17.06.2020, BIN 130840021720.

1.4. Registration of securities issue

The date of registration of the securities issue is July 21, 2020, certificate of state registration of the securities issue No. KZ16VGZ00000295 dated July 21, 2020.

1.5. Authorized capital

The size of the authorized capital: 8,074,315,000 (eight billion seventy-four million three hundred and fifteen thousand) tenge, ordinary shares. The total number of shares is 8,074,315 (eight million seventy-four thousand three hundred and fifteen) pieces. International Identification Number (ISIN code) KZ1C00013887. The nominal value of one share is 1,000 (one thousand) tenge.

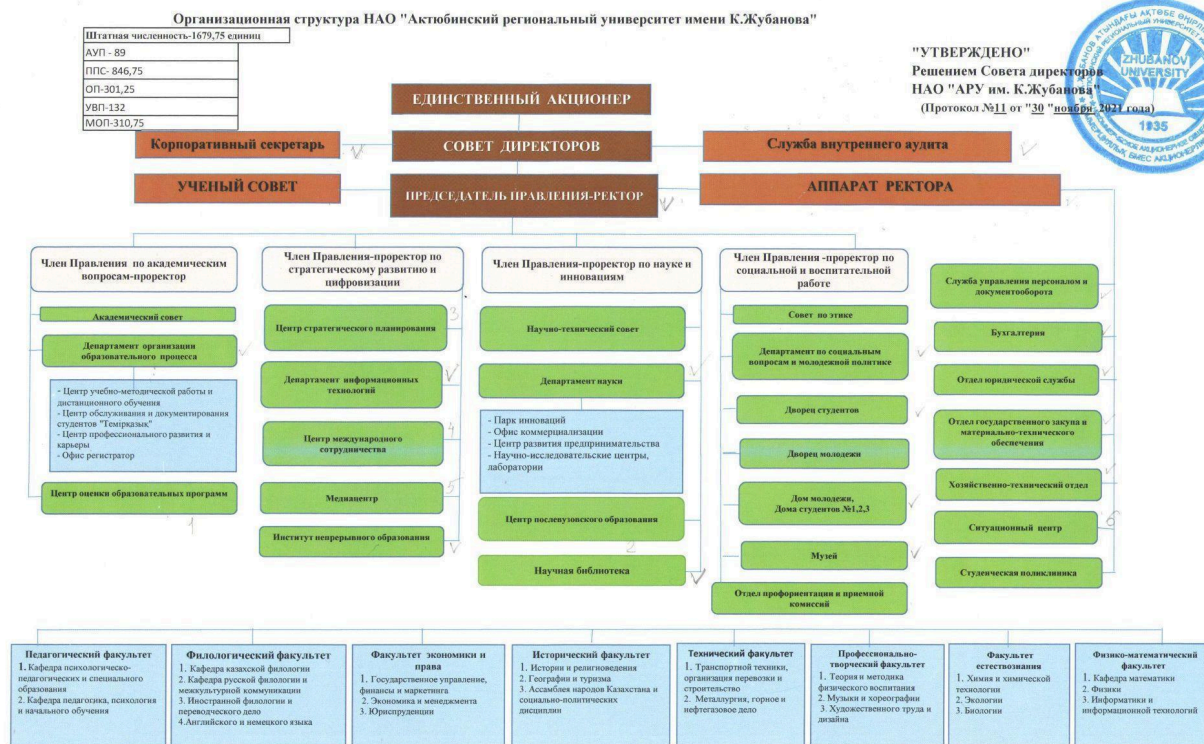
1.6. Information about the owners of the state block of shares of the Company

The founder of the Company is the Government of the Republic of Kazakhstan represented by the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan.

The authorized body in the relevant industry exercising the right to own and use a 100% state stake in the Company is the state institution “Ministry of Science and Higher Education of the Republic of Kazakhstan” (hereinafter – MSHE RK, the Sole Shareholder), certificate of state registration of a legal entity BIN 000140000647 dated January 11, 2000. Republic of Kazakhstan, 010000, Astana, Mangilik el ave., 8, Ministry House, 11 entrance.

1.7. Organizational structure of the NJSC “Aktobe Regional University named after K.Zhubanov”

The organizational structure of the Company, approved by the Decision of the Board of Directors on November 30, 2021 (Protocol No. 11), is presented below.



The university structure consists of:

- 10 faculties;
- 31 departments;
- The Department of Academic Affairs, including the Academic Council, the Department for Academic Quality Enhancement, the Department of Academic Activities, the Registrar's Office, the Department of Career and Professional Guidance, and the Department of Continuing Education;
- The Department of Strategic Development: the Department of International Cooperation, the Department of Information Technology and Digitalization, the Department of Marketing and Communications, the Strategic Planning Department;
- Department of Science, including the Scientific and Technical Council, Innovation Park, Commercialization Office, Entrepreneurship Development Center, 7 research centers and laboratories, museum and scientific library;
- Department of Social Affairs and Youth Policy: Youth Palace, House of Youth, Students' Houses (No. 1, 2, 3), Health and Wellness Center, Student Polyclinic, Ethics Council;

- Department of Finance and Infrastructure, including the Department of Economic Planning, Human Resources Management Service, Documentation Department, Legal Service Department; Department of Accounting and Reporting, Public Procurement and Logistics Department;

In 2023, the staff number was 1,235 employees, of which:

1. teaching staff - 603 full-time teachers, of which 42.5% have academic degrees;
2. administrative and managerial staff - 84;
3. educational and support staff - 62;
4. service staff - 360.

The number of students as of September 1, 2023 is 13,458 people.

Number of educational programs - 123, of which 96% are accredited.

II STRATEGIC DIRECTIONS OF THE COMPANY'S DEVELOPMENT

2.1. Mission:

Formation of a qualified specialist and a “perfect personality” who has absorbed national values.

Vision:

A multidisciplinary classical university that provides the western region of Kazakhstan with qualified specialists and has become the core of applied science.

Strengths

- academic reputation of the university in the domestic educational market;
- modernization of educational programs: elements of dual education, Major-Minor programs;
- joint EP, double-diploma education;
- a fairly developed university ecosystem;
- integrated university-industry system: joint development of EP, involvement of practitioners;
- 100% provision of hostel accommodation for students;
- expanding academic freedom;
- transparency of decisions made;
- electronic document management, automation of online student services.

Weaknesses

- insufficient command of teaching staff in English;
- weak implementation of the double-diploma education program for master's and bachelor's degree programs;
- insufficient number of foreign students.

Opportunities

- implementation of the teacher training program for dual educational programs for small schools in the region;
- opening of new educational programs for postgraduate education (master's, doctoral, postdoctoral) and dissertation councils;
- training of multilingual teachers and special groups with English as the language of instruction;
- development of intellectual, scientific, technical and cultural creativity, support of labor enthusiasm and initiatives of student youth;
- expansion of joint educational programs with leading domestic and foreign universities;
- development of non-formal education and retraining of teaching staff;
- an increase in the number of applications for participation in competitions for grant funding from the Ministry of Education and Science of the Republic of Kazakhstan;
- the possibility of the university becoming a center of academic excellence.

Threats

- departure of school graduates to foreign higher educational institutions;
- inflation and possible economic risks;
- decrease in people's well-being;
- increasing the average age of personnel

The Development Program of the ARU named after K. Zhubanov (*hereinafter* - University) for 2023–2027 identifies **5 priority strategic directions**:

1. Ensuring high-quality training of competitive personnel

Goal: Training specialists with in-demand skills who can adapt to changing conditions.

Tasks:

Creating conditions (inclusion, access to digital resources) for students

Organization of events and work for the employment of graduates, as well as the development of innovative educational programs

Development of potential and advanced training of university staff and residents of the region

2. Development and improvement of the efficiency of scientific research and innovative developments

Goal: Improving the quality of scientific research and introducing research results into production.

Tasks:

Expanding international scientific and technical cooperation with research centers and educational institutions

Increasing the number of teaching staff engaged in research work and ensuring interaction with research centers and institutes.

Development of innovative activities with the aim of creating high-tech scientific and technical products, innovative patents and start-up projects.

3. Internationalization and international cooperation

Goal: Development of international cooperation and increasing the prestige of the university

Tasks:

Establishing partnerships with foreign universities and other partners to ensure the improvement of the educational process, advanced training of teachers and the quality of training of specialists

Expanding academic mobility and the number of foreign students

Attracting foreign scientists and improving the qualifications of teaching staff

4. Education of a harmoniously developed personality based on universal human values

Goal: Improving the spiritual, moral, aesthetic and labor education of the individual.

Tasks:

Providing living conditions for students

5. Ensuring sustainable financial and economic development of the university

Goal: Ensuring financial and economic sustainability and effective investment of the university's financial resources.

Tasks:

Diversification of university income sources.

Increased research funding.

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III RESULTS OF ACTIVITIES IN THE STRATEGIC DIRECTIONS OF THE COMPANY

3.1. 1 priority direction.

Ensuring high-quality training of competitive personnel

The University makes constant efforts to prepare competitive personnel, both for the region and for the country, updating educational programs, introducing changes in educational processes, focusing on talented youth and developing human resources. The university carries out educational activities in accordance with the state license for the right to conduct educational activities No. KZ79LAA00018567, issued by the Ministry of Education and Science of the Republic of Kazakhstan on August 10, 2020, in 25 areas of training in 8 areas of higher education: “Pedagogical Sciences” (26 EPs), “Arts and Humanities” (7 EPs), “Business, Management and Law” (9 EPs), “Social Sciences, Journalism and Information” (2 EPs), “Natural Sciences, Mathematics and Statistics” (7 EPs), “Information and Communication Technologies” (4 EPs), “Engineering, Manufacturing and Construction Industries” (16 EPs), “Services” (4 EPs) and 48 EPs of postgraduate education. All 123 EPs are included in the Register of Educational Programs of Higher and Postgraduate Education. The share of bachelor's degree programs is 61%, master's degree programs – 33%, doctoral degree programs – 6%.

The University undergoes institutional and specialized accreditation procedures and post-accreditation monitoring in a timely manner. Accreditation of educational programs was brought to 96% in 2023, that is, out of 123 total EPs, 118 were accredited: NAAR (44 EPs), KazSee (32 EPs), IQAA (7) and ARQA (35 EPs).

Also, in order to introduce relevant educational disciplines, a new form of educational syllabuses was developed. In addition, the University has created Academic Committees for each and related EPs. Their role is to improve the quality of the educational process at all levels of education and to increase the effectiveness and efficiency of educational programs implemented at the University. Subsequently, Quality Assurance Commissions were created at each faculty. The commission includes 46 faculty members and 17 students. As of September 1, 2023, 12,773 students are studying at 75 bachelor's degree programs, 5,289 of whom are on a state educational grant. With the state language of instruction - 10,822.

Compared to last year, the contingent has decreased by 339 people (by 2.6%). The contingent has decreased due to the following factors:

- since 2023, admission of applicants to educational programs 6B01707-English Language and Computer Science, 6B11302-Integrated Transport Logistics, 6B01801-Social Pedagogy and Tutoring, 6B04203-Law and Business has been suspended;

- the score in the UNT certificate for the disciplines “History of Kazakhstan” and “Reading Literacy” has increased for the groups of educational programs B005 Training of Physical Education Teachers and B031 Fashion, Interior Design and Industrial Design (at least 20 points);

- admission to a second higher education is carried out for three years with full-time

study.

644 master's students are studying in 41 master's degree programs, 444 of whom are studying on a state educational grant, 41 people are studying in 7 doctoral degree programs, 40 of whom are studying on a state grant.

Compared to last year, the contingent of the master's program has decreased by 14.5% due to the following factors: since 2021, the passing score for admission to the master's program has increased by 75 points (previously 50 points); since 2022, the reinstatement of master's students from foreign universities is carried out upon presentation of a comprehensive testing certificate with passing scores. The share of undergraduate students in the current academic year is almost 95%, about 4.8% are master's students and 0.3% are doctoral students.

The percentage of students on a state educational grant increased from 30.6% in 2020 to 42.9% in 2023. It should be noted that sponsorship assistance for student education also increased from 2% in 2020 to 3.1% in 2023.

In 2023, 122 foreign students from the CIS countries studied at the university. 106 students are studying under the Serpin program, including 73 in the Education program, 33 people from the Turkestan, Zhambyl, Kyzylorda, Mangystau, and Almaty regions in the Engineering Sciences and Technologies program. Since 2021, admission under the Serpin program is not carried out, due to the exclusion of the Aktobe region from the state program "Serpin - 2050" "The influence of the Young Generation on the industry". In order to attract students with high potential, a new regulation on the procedure for transferring and reinstating students was developed, which will increase the quality requirements for applicants from other foreign universities. Also, in order to attract talented youth, recruiting events were held. As a result, 171 holders of "Altyn Belgi", 226 applicants with a certificate "with honors", 5 holders of the Elbasy medal were admitted to the 1st year in 2023. In general, in 2023, the average UNT score of those admitted to the university was 78 points.

The employment rate of the Class of 2023 was 70.3%, the total number of graduates was 4,357, of which 3,925 were bachelor's degree graduates, 415 were master's degree graduates, and 17 were doctoral degree graduates.

The university is implementing various measures to improve the quality of training competitive specialists. For example, all Master's degree programs, with the exception of the language profile program, have been transferred to multilingual education. Also, a new discipline from the BD UC cycle "Organization and Planning of Scientific Research" (in English) has been introduced in all Master's degree programs, and the selection committee has selected teachers who will teach this discipline. In addition, active work is underway with regional employers in order to introduce current trends in the labor market into the educational process. Starting in 2021, the university has been auditing the programs, and 20 unprofitable programs have been identified, admission to which has been suspended (*for example, Information Systems, World Economy, Ecoenergy, Marketing, etc.*). New and innovative educational programs have been developed (new: 6B07108-Electric Power Engineering (RK + UK); 6B06107-Computer Engineering (RK + UK), innovative: 6B07209-Petroleum Engineering and Energy Management (RK + UK); 6B01603-History and Social Science (IP) and included in the REGISTER of educational programs.

Since 2018, the National Chamber of Entrepreneurs “Atameken” has been ranking educational programs of universities. According to the results of the 2023 rating, 26 educational programs entered the TOP-10, and 10 educational programs of the university entered the TOP-5:

1st place

6B01102-Psychology and Educational Management

6B05401-Mathematics

6B01704-Russian Language and Literature in Schools with a Non-Russian Language of Instruction

3rd place

6B07105-Chemical Engineering

6B01702-Russian Language and Literature

4th place

6B01601-History

5th place

6B01503-Computer Science

6B01502-Physics

6B02102-Design

6B01201-Preschool Education and Upbringing

In order to enhance the university's reputation in the academic environment, the university is actively working to enter the QS World University Rankings.

The University has been introduced into the QS800 (400 academic experts, 400 employers) rating database to survey their opinions about our university. Based on the results of the information entered into the rating database, the University took 551-600 position in the QS Asia and 29 place under the QS Central Asia ranking.

In addition, the University is constantly working to improve the qualifications of its employees. The share of faculty who have undergone advanced training and foreign internships is 30%. One of the large-scale courses organized for the university staff is the course on modernization of pedagogical education, organized by Hjame University (Finland). In addition, teachers have improved their qualifications in the courses “Lesson Study”, “Management in Education” and “CELTA”. In the disciplines taught, about 40 teachers have completed qualification courses at national universities.

In order to improve the language skills of the university's teaching staff, intensive English courses have been held since the last academic year. More than 200 teachers have successfully completed the course and mastered English.

In order to exchange experience between teachers and university staff, a “Summer School” and “Winter School” were organized. During the summer school, 100 teaching staff improved their skills in one of the most relevant topics today - “Application of Artificial Intelligence in Education”. At the dialogue platform, together with the speakers, the participants discussed current issues in the field of education: the use of IT technologies, the optimal use of Chat GPT in education.

Library Transformation

The University has an important mission to transform the university library as a model library, the experience of which can subsequently be applied in all libraries of universities in the Republic of Kazakhstan.

The need to transform our library is based on the analysis of the activities of the ARU library and the Project “Prospective Development of Libraries of Higher Education

Organizations for 2022-2025”, proposed by the Ministry of Science and Higher Education of the Republic of Kazakhstan. The library transformation project proposed a number of changes, including the visual component such as:

- comfortable open space halls;
- information and communication spaces;
- purchased: shelves, desks (computer and educational), chairs, computer chairs, poufs and benches, etc.;
- provision of RFID technologies that will allow opening libraries 24/7;
- a program for automating business processes and an online calendar of events that reduced bureaucratic moments in organizing events in libraries;
- online library cards that save budget funds by allowing readers to stay informed about library events via a smartphone app.

In addition, the changes made to the structure made it possible to allocate a team that trains researchers and doctoral students in academic integrity, searching and checking scientific materials. Art therapy corners, handicrafts, movie nights, book talking, pizza parties, intellectual games and interactive events aimed at uniting the student community and raising corporate ethics and spirit have been organized.

The library is becoming a favorite place for users. The renovation work (216 m2) and the purchase of new furniture were met with delight by students and teachers. Prominent figures in science and culture, public figures and other individuals attended the opening of the Amangeldy Aytala Scientific Information Hub and also responded positively to the changes.

From July to December 2023, expenses in the amount of over 16 million tenge were optimized. The optimization included a replacement of RFID equipment, refusal of plastic cards in favor of an online library card, development of our own programs.

Access to more than 20 Open Space Resources allowed us to refuse a subscription to expensive databases, with subsequent search and replenishment.

In the future, each of the library halls will optimally fit into the university ecosystem, be used effectively for independent work, as well as research and educational processes. The library will definitely become a “third place”.

Achievements in the reporting year of key indicators in the strategic direction of “Ensuring high-quality training of competitive personnel” for 2023:

№	Indicator	Unit of measurement	Plan	Fact
1	Educational services in the field of higher and postgraduate education	per.	12000	13458
2	The share of those admitted to the university who have the Altyn Belgi badge, winners of international Olympiads and competitions of scientific projects of the last three years, winners	%	4	4.7

	of the presidential, republican Olympiads and competitions of scientific projects of the current academic year, international and republican competitions of performers and sports competitions (awarded with diplomas of the first, second and third degrees) from their total number			
3	Degree of satisfaction of students, faculty with the quality of educational services and the ecosystem	%	65	69
4	The contingent of students in programs of foreign branches created on the basis of the university (according to the list)	per.	300	300
5	The level of created conditions for inclusive education at the university	%	30	31,5
6	The share of educational programs in the implementation of which world digital libraries are used	%	41	41.5
7	The share of students using world digital libraries in the educational process	%	5,8	7.2
8	The share of employed graduates in the first year after graduation (final result)	%	70	70.3
9	The share of attracted practitioners-specialists, for teaching academic disciplines, from among employers, representatives of business structures from the total number of faculty	%	10	11
10	The share of innovative educational programs developed by order of industry associations and enterprises (only undergraduate)	%	10	14,6
11	The share of teaching staff teaching in English out of the total number of teaching staff	%	16	16
12	Number of students enrolled in Silver University programs	per.	60	60
13	Number of students in non-formal education programs (except Silver University)	per.	70	70
14	Number of students enrolled in non-formal education programs aimed at improving digital literacy aged 6-74 years	per.	80	80

3.2. 2 priority direction.

Development and improvement of the efficiency of scientific research, increasing the contribution of science to the socio-economic development of the region

In 2023, the faculty of the university implemented 26 grant projects on fundamental and applied research funded by the Ministry of Higher Education of the Republic of Kazakhstan, including 11 grant funding projects, 11 “Young Scientist” projects (postdoctoral studies), 3 projects under the competition of young scientists and 1 project under program-targeted financing (PTF) for a total of 508,692,147.54 tenge (for 2023 only).

№	Full name	Name of the project	Total amount for 2023
1	Myasnikova L.N. 2021-2023 CMU AP09057911	Experimental studies of the mechanisms of luminescence of KI, RbI and CsI crystals upon activation by homologue cations and low-temperature deformation	53 787 000 kzt
2	Zhanturina N.N.. 2021-2023 CMU AP09057946	Spectroscopic studies of functional materials based on perovskites and garnets doped with Ln ²⁺ , Ln ³⁺ , Ln ⁴⁺	
3	Kerimbaeva B.T. 2022-2024 CMU AP13067801	The network communicative culture of the future teacher is the key to developing the digital literacy of adolescents	
4	Spivak-Lavrov I.F. 2021-2023 GF AP09258546	Modeling the influence of fringe fields in the design and calculation of gridless energy and mass analyzers of charged particles	196 145 252 kzt
5	Tleubergenova M.A. 2021-2023 GF AP09258737	Theory of unpredictable oscillations	
6	Botagariev T.A. 2021-2023 GF AP09259450	Scientific and methodological support for the implementation of the updated content of education in the subject “physical culture” in the middle classes of secondary schools of the Republic of Kazakhstan	
7	Izbasarova G.B. 2021-2023 GF AP09259029	Historical figures of the Great Steppe XVIII - 30s. XX centuries (based on materials from Western Kazakhstan)	

8	Sadirova K.K. 2021-2023 GF AP09259776	Onomastic discourse: mythological aspect	
9	Karabasova L.Ch. 2022-2024 GF AP14870889	Developing Global Skills in Kazakhstan: Exploring the Practices of Primary School Teachers	
10	Sartabanov Zh. 2023-2025 GF AP19676629	Method of periodic characteristics in the study of oscillations in systems with a diagonal differentiation operator	
11	Imanchiev A. 2023-2025 GF AP19675358	Solutions in the broad sense of systems of partial differential equations with partly periodic variables and multipoint conditions	
12	Kelamanov B.S. 2023-2025 GF AP19679501	Development and research of technology for smelting nickel-containing alloys from substandard nickel ores in Kazakhstan.	
13	Yesengulova M. 2023-2025 GF AP19678465	Using distance learning technology for children with special educational needs in the Aktobe region	
14	Kultanbaeva N. 2023-2025 GF AP19676461	Ethnic stereotypes and the category of laughter in humorous discourse: a comparative aspect.	
15	Bekeshev A.Z. 2022-2024 PCF BR18574094	Development of scientific and technological foundations for creating epoxy nanocomposites with improved properties	174 599 452 kzt
16	Mynbaeva S.T. 2022-2024 “Young Scientist” AP13268824	Methods for solving boundary value problems for quasilinear impulse systems of Fredholm integro-differential equations	84 160 443 kzt

17	Tasmaganbetov A.B. 2022-2024 “Young Scientist” AP13268757	Organizational and economic mechanisms for the introduction of bioenergy for sustainable development of rural areas of the Republic of Kazakhstan
18	Kushkimbaeva A.S. 2022-2024 “Young Scientist” AP13268850	Aspects of teaching the linguistic personality of M. Auezov in education
19	Kuzembaeva G. 2022-2024 “Young Scientist” AP13268778	Basic values of Kazakh culture: ethno-psycholinguistic research
20	Niyazbaeva A. 2022-2024 “Young Scientist” AP13268873	Development of a model of social and labor mobility and professional guidance for youth in the region
21	Tokmurzin J. 2022-2024 “Young Scientist” AP14971198	A generalized solution of the fourth-order independent derivative hyperbolic boundary value problem
22	Akhmetova M.K. 2022-2024 “Young Scientist” AP14972645	Creation of composite materials based on mixtures of poly(2-ethyl-2-polyoxazolines) with the addition of nanofillers
23	Abilova G.K. 2022-2024 “Young Scientist” AP15473201	Film dosage forms based on functional biopolymers for local drug delivery
24	Mukash M.A. 2022-2024 “Young Scientist” AP15473190	Methods for solving boundary value problems for differential equations with impulse action at non-fixed moments of time
25	Ermekbaeva G.G. 2023-2025 “Young Scientist” AP19174913	Introduction of a research model of learning (RBL) for future teachers at a regional university in the Republic of Kazakhstan.
26	Mustafina J.D. 2023-2025 “Young Scientist” AP19175872	Activities of new religious organizations in Kazakhstan: historical and religious research

		(using the example of Western Kazakhstan).	
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In 2023, 50 applications were submitted for grants from the Science Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan, including 41 applications for the grant funding competition for scientific and (or) scientific and technical projects for 2024-2026, 2 for the Young Scientists Competition (YSC), and 7 for the Young Scientist (Postdoctoral) competition. The projects have currently passed formal verification and are at the examination stage.

The following patents were received in 2023:

Patent for Utility Model of the Republic of Kazakhstan No. 7806. Mobile unit for utilization of oil sludge;

Patent for Utility Model of the Republic of Kazakhstan No. 8216. Method for producing lanthanum aluminum perovskite doped with cerium;

Patent for Industrial Design of the Republic of Kazakhstan No. 3802. Women's smart suit;

Patent for Utility Model of the Republic of Kazakhstan No. 7646. Concentration-stimulated method for enhancing the luminescence of a KCl-Na crystal.

Also, 45 copyright certificates were received.

Along with experienced colleagues, young scientists are also actively involved in the research activities of the university. Thus, this year, in the applications submitted for grants from the Science Committee of the Ministry of Higher Education of the Republic of Kazakhstan, the share of young scientists from the total number of the research group under 40 years of age was 47%.

Due to the active scientific work of the staff of the University, 102 articles were published in the Scopus database and 52 articles in the Web of Science database in 2023, 99 articles in the Scopus database and 51 articles in the Web of Science database in 2022, and 94 and 43 articles in 2021, respectively. Analysis of the publication activity of the teaching staff shows an increase not only in the total number of publications in international databases such as Scopus and Web of Science, but also an increase in the percentage of articles published in journals included in the first and second quartiles. This is facilitated by the functioning of 7 educational programs in six areas of training doctoral specialists at the university: 8D054 - Mathematics (8D05401 - Mathematics), 8D053 - Physics (8D05301 - Physics), 8D023 - Philology (8D02303 Foreign Philology and 8D02304 Philology), 8D022 - History (8D02201 - History), 8D013 - Pedagogy and Methodology of Primary Education (8D01301 - Pedagogy and Methodology of Primary Education), 8D041 - Economics (8D04101 - Economics). As a result of the reference activity of the articles of the teaching staff, in 2023 the Hirsch index of the University reached 11 according to the Scopus database and WoS.

Achievements in the reporting year of key indicators in the strategic direction “Development and improvement of the efficiency of scientific research and innovative developments” for 2023:

№	Indicator	Unit of measurement	Plan	Fact
1	The number of memorandums and agreements on the acceptance of patronage concluded with representatives of large businesses in terms of scientific and innovative activities	unit	4	4
2	Number of joint dissertation councils with research institutes	unit	1	1
3	Number of articles and reviews by employees of OVPO/Research Institutes in high-ranking publications Q1, Q2 Journal Citation Reports JCR	unit	10	10
4	Number of scientific projects and programs within the framework of international collaboration based on intergovernmental agreements	unit	1	1
5	Share of international research projects implemented from the total number of research projects	%	10	10,8
6	Number of agreements (memorandums) with leading global research centers to strengthen the integration of domestic science into the international scientific space	unit	1	1
7	The share of teaching staff engaged in research work (according to the coefficient)	%	10	13.6
8	Number of scientists who have completed internships at the world's leading research centers	per.	2	2
9	Number of research institute scientists on the staff of the university's faculty on a part-time basis and/or hourly basis	per.	4	4
10	Number of young teaching staff engaged in research work (in accordance with the coefficient)	per.	30	30
11	Share of start-up projects implemented by employees studying at the university from the total number of research projects	%	0.5	2.7
12	Number of patents obtained as part of research, implemented at the expense of the state budget	unit	1	1
13	Number of commercialized research projects	unit	1	1

3.3. 3 priority direction.

Internationalization and international cooperation

The key element in the university's activities is internationalization and

international cooperation, characterized by the level of academic mobility of teachers and students, internationalization of educational programs. The most intensive cooperation in the field of outgoing student mobility is developing with universities in Turkey (Kastamonu University, Hacettepe University, Ankara Hacı Bayram Veli University, Çanakkale University, Pamukkale University), Poland (Pomeranian Academy in Slupsk, University of Economics in Bydgoszcz, Rzeszow University of Technology), Georgia (Shota Rustaveli Batumi State University). During the reporting period, 24 new agreements were signed, implying the development of student exchange with leading foreign universities and an increase in external student mobility. In 2023, 76 students went under the international academic mobility program from ARU named after K. Zhubanov. These students had the opportunity to study at leading foreign universities, expand their academic and professional horizons, and exchange experiences with foreign students and professors.

One of the main objectives of the university is to develop strategic partnerships and networking with leading foreign organizations and universities in the field of science, education and innovation. In 2023, the university signed memorandums with 24 universities from 8 countries in the following areas:

1. Academic mobility program for students and faculty (Hacettepe University, Shota Rustaveli Batumi State University, Gazi University, Xinjiang University, Canakkale Onsekiz Mart University, Rzeszow University of Technology, Xinjiang University of Finance and Economics, Ankara Hacı Bayram Veli University, China University of Petroleum, Beijing Institute of Technology, St. Petersburg State University, Chuvashia State Pedagogical University named after I.Ya. Yakovlev, Kastamonu University, Pomeranian University in Slupsk, Ili Pedagogical University, Çankırı Karatekin University, Marshall University).

2. Scientific activity (Balikesir University, Ataturk University, Ankara Hacı Bayram Veli University, Uzbekistan State University of Physical Education and Sports, Chirchik State Pedagogical University, National Institute of Arts and Design named after Kamolddin Behzod, Tashkent Institute of Textile and Light Industry, Kyrgyz National Agrarian University named after K.I. Scriabin).

Thus, in 2023, a branch of Heriot-Watt University (Great Britain) was opened on the basis of ARU named after K. Zhubanov.

The main goal of the partnership is mutually beneficial development in the academic and scientific sphere.

Within the framework of the partnership, 3 educational programs were opened on the basis of ARU named after K. Zhubanov: Computer Engineering, Electrical Power Engineering, Petroleum Engineering and Energy Management.

Also, in 2023, the university attracted 61 foreign scientists (including 39 scientists with a high h-index) to conduct classes, lectures, seminars, master classes, trainings and consultations on master's or doctoral dissertations, writing scientific articles.

With the support of the US Embassy and the American Councils for International Education, 25 faculty members studied STEM teaching methods. The project included online and offline Purdue University courses for STEM teachers.

In 2023, 16 applicants from ARU received a grant from the international Bolashak

program for the scientific internship program “500 scientists” to universities such as Heriot-Watt University, Michigan University, University of Minnesota, University of Leeds (in the direction of “Management in Education and Science - Strategic Management and Management in Higher Education) and so on.

The geography of student participation in the national outgoing and incoming academic mobility program covered the following universities: Atyrau University named after H. Dosmukhamedov, West Kazakhstan University named after M. Utemisov, East Kazakhstan University named after. Amanzholov, Karaganda Technical University, South Kazakhstan Pedagogical University, Kostanay University named after A. Baitursynov, North Kazakhstan University named after M. Kozybayev, Arkalyk Pedagogical Institute named after I. Altynsarin, Caspian University of Technology and Engineering named after Sh. Yesenov.

The university has 5 language centers:

“Confucius Institute” jointly with the Main Administration of Confucius Institutes (PRC);

“Korean Language Center” jointly with Dongmyong University in Busan (Korea);

“Laboratory for the Study of Language Processes of Modern Turkic Languages” jointly with Istanbul University (Turkey);

“Research Center for Chinese Studies” jointly with Xinjiang University of Finance and Economics (PRC); “Center for Polish Language and Culture” in cooperation with the University of Economics in Bydgoszcz (Poland).

These centers trained about 935 students in 2023. Studying at the centers allowed students to improve their level of foreign language proficiency and take part in international programs.

In addition, English clubs and the INVO volunteer club operate at the faculties on a voluntary basis.

Achievements in the reporting year of key indicators in the strategic direction “Internationalization and international cooperation” for 2023:

№	Indicator	Unit of measurement	Plan	Fact
1	Number of international educational programs of the university	unit	1	3
2	Position of the university in the QS Asia University Rankings (instead of QS-WUR)	place	551	551
3	The degree of involvement of branches of foreign universities in the activities of a domestic university (transfer of experience of foreign partners in the formation of university management, transfer of educational	%	5	5

	technologies (teaching methods, assessment of academic achievements, academic policy, etc.), involvement of the faculty of the created branches in the implementation of domestic educational programs, updating of educational programs taking into account the experience of a foreign branch, exchange of experience of the faculty, research activities, youth policy, financial policy)			
4	Number of educational programs in the academic process of which representatives of the created branches are involved	unit	3	3
5	Number of educational programs within the framework of double-degree education with partner universities from among the TOP-700 of the QS ranking	unit	1	3
6	The share of students who went abroad under the academic mobility program for a period of at least a trimester, semester, or academic year from the total number of students	%	0.3	0.6
7	The share of students who entered the country under the academic mobility program from abroad for a period of at least a trimester, semester, or academic year from the total number of students	%	0.1	0.1
8	The share of foreign students in the university from the total number of students	%	0,5	0.9
9	The share of foreign experts involved in teaching activities	%	8	10.1
10	The share of teaching staff who have undergone advanced training and foreign internships	%	20	30

3.4. 4 priority direction.

Education of a harmoniously developed personality based on universal values

Social and youth policy is a priority task and an important component in the education of a harmoniously developed personality based on universal values. To actively involve students, the number of different clubs was increased to 27. To develop leadership qualities of students, their active inclusion in the life of the university, the Student Parliament operates, consisting of the Student Senate and the Student Majilis, which include 10 student senators and 27 chairmen of the Mazhilis. The Student Parliament coordinates the work of all youth organizations. Accordingly, the share of

students involved in the public life of the university remained at the planned level of about 45% in 2023. To develop creative, leadership qualities, as well as team spirit among students, the STU DLIFE-4 project was implemented within the framework of which all participants competed in six rounds: a theatrical performance, a quest, social videos, a month of charity, eSports and a sports competition. The total number of students covered by this project was more than 2,500 first-year students, which is 64% of the total number of admitted students in 2023.

In addition, the university prioritizes the spiritual development and education of students. For this purpose, 2 local history expeditions were carried out with a total of 207 people.

To prevent religious extremism, offenses and combat corruption among young people, a number of comprehensive events were held at the university with employees and heads of the regional Department of Internal Affairs with a total coverage of 6,266 students. To prevent violence, a number of events were held in the amount of 22 events with a coverage of 4,117 students.

Since November 2021, the Center for Health and Well-being (psychological service) has been established at the University. Over the entire period, 3,282 students completed group trainings.

In the dormitories, 418 students attended group trainings. 384 students and 29 teachers signed up for individual consultations.

265 students and 23 teachers completed a full course of short-term therapy.

53 emergency sessions were held.

270 people completed trainings and seminars for teachers.

In the direction of employment in their free time, students were organized to register for the Green Country program, where labor teams worked in various construction companies throughout the summer vacation period, and 266 students were employed part-time in the autumn.

In the implementation of youth policy, students who have achieved excellent creative and sports results during their studies at the university are given the opportunity to participate in international, republican subject Olympiads, scientific projects, creative competitions, major Asian and world sports competitions. In 2023, 106 students became prize winners and winners in various creative, intellectual, sports competitions and Olympiads. Of these, 26 in international competitions and 80 in national competitions.

Students who take an active part in the public life of the university (student parliament, career guidance, debate clubs, volunteer movements, etc.), as well as prize winners and winners in various creative, intellectual, sports competitions and Olympiads, are provided with conditions for providing social support and incentives from the university, due to which it is planned to maintain the positive results of students. In 2023, 716 students received social benefits.

Work is underway on the financial literacy of students; within the framework of this area, two projects were organized covering 2,276 students. The main goal of these projects is the prevention of gambling addiction, as well as anti-credit prevention of students.

Comprehensive, multifaceted work is being carried out in the education of students in accordance with the mission of our university, which states the formation of a qualified specialist and a “perfect personality” who has absorbed national values.

Achievements in the reporting year of key indicators in the strategic direction of “Education of a harmoniously developed personality based on universal human values” for 2023:

№	Indicator	Unit of measurement	Plan	Fact
1	The proportion of university students involved in organized social activities, including through student government and the debate movement, with the aim of raising the level of civic awareness and patriotism	%	45	45
2	Number of beds introduced in student dormitories	unit	1800	1870

3.5. 5 priority direction.

Ensuring sustainable financial and economic development of the University

The share of financial resources spent on updating educational and scientific equipment for 12 months of 2023 amounted to 517,745.0 thousand tenge, with an income of 10,309,578.0 thousand tenge or 5%, with a plan of 5%.

The volume of attracted investments for the development of the university for 12 months of 2023 amounted to 35,000.0 thousand tenge, of which 30,000.0 thousand tenge were attracted by the Technical Faculty (JSC Kazchrome) and 5,000.0 thousand tenge by the University Administration (JSC KazakhOil).

The volume of private co-financing of commercialized projects of the result of scientific and (or) scientific and technical activity and applied scientific research (LEB, business representatives) for 12 months of 2023 attracted 2,372.0 thousand tenge with a plan of 500.0 thousand tenge.

The share of income from research and development for 12 months of 2023 amounted to 511,263.8 thousand tenge, the total income of the university amounted to 10,309,578.0 thousand tenge, with a plan of 4.5%, the execution amounted to 5%. The volume of income from research and development from the total income of the university for 12 months of 2023 amounted to 511,263.8 thousand tenge with a plan of 485,000.0 thousand tenge.

**Achievements in the reporting year of key indicators in the strategic direction
“Ensuring sustainable financial and economic development of the university” for
2023:**

№	Indicator	Unit of measurement	Plan	Fact
1	Gradual promotion of women in executive bodies	%	50	50
2	The share of financial resources spent on upgrading educational and scientific equipment	%	5	5.2
3	The volume of investments attracted for the development of the university from the total income of the university, including within the framework of the endowment fund	thousands tenge	35 000	35 000
4	Volume of private co-financing of commercialized projects of the result of scientific and (or) scientific and technical activities and applied scientific research (LEB, business representatives)	thousands tenge	500	6 388
5	Share of income from research projects (MSHE version - research projects)	%	4.5	5
6	Volume of income from research projects	thousands tenge	485 000	511263

IV ANALYSIS OF FINANCIAL AND ECONOMIC ACTIVITIES OF THE COMPANY

4.1. Analysis of factors that determined the discrepancy between planned and actual figures

Actual operating results for 2023 are in line with expected guidance.

4.2. Analysis of financial indicators for 2023

Indicators	Period		
	2021 year	2022 year	2023 year
Income from sales of products and provision of services	6 668 876	8 134 288	9 492 556
Cost of sales of products and provision of services	5 052 008	6 003 153	7 875 823
Gross profit	1 616 868	2 131 135	1 616 733
Administrative expenses	372 123	476 431	581 329
Total operating profit (loss)	1 244 745	1 654 704	1 035 404
Financial income	42 648	221 725	651 843
Financial expenses	17 751	1 840	1 322
Other income	118 184	221 680	162 253
other expenses	64 692	11 216	11 730
Net profit	1 323 134	2 051 794	1 739 754
EBITDA	1 853 158	2 526 864	2 283 887

4.3. Analysis of the financial condition

Profit before tax analysis

Indicators	2021	2022	2023	Rate of increase	
	amount, thousand tenge	amount, thousand tenge	amount, thousand tenge	2023 compared to 2021	2023 compared to 2022
Gross profit from sales of products and provision of services	1 616 868	2 131 135	1 616 733	0,99	0,75
Profit before tax	1 323 134	2 085 053	1 836 447	1,38	0,88

Analysis of financial stability ratios

Indicators	As of December 31, 2023	As of December 31,2022	As of December 31, 2021	Standards
Balance currency	15 490 322	13 545 380	11 382 136	
Equity	13 946 462	12 219 287	10 172 211	
Liabilities				
long term liabilities	9 718	9718	9721	
Short-term liabilities	1 534 142	1 316 375	1 200 204	

Current assets	7 003 024	5 331 404	3 021 312	
Long-term assets	8 487 298	8 213 976	8 369 824	
Reserves	295 401	176 136	111 272	
Initial cost of fixed assets	13 473 281	12 697 879	12 340 939	
Depreciation of fixed assets	4 974 730	4 585 093	4 206 000	
Own funds ratio	0,8	0,8	0,6	
Equity agility ratio	0,4	0,3	0,2	
Inventory coverage ratio with own funds	18,5	22,7	16,2	
Equity concentration ratio (financial independence)	1,1	1,1	0,9	
Deterioration coefficient	0,36	0,36	0,34	
Investment coverage ratio (financial stability)	0,9	0,9	0,89	
Concentration ratio of attracted capital	0,1	0,1	0,1	
Financing ratio (debt to equity ratio)	0,11	0,11	0,12	
Financial dependency ratio	1,11	1,11	1,12	

Autonomy (financing) ratio	1,11	1,11	1,12	
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V RISK MANAGEMENT

5.1. Risk analysis

In the perspective of the development strategy, the university identified strategic, personnel, innovation risks, risks associated with increased competition in the educational environment, insufficient funding for research work and risks of changing relationships with partners:

Risk name	Risk management activities
Financial	
Failure to utilize grants at the Heriot-Watt branch	Active career guidance work with schoolchildren and parents. Conducting exams to determine the level of English proficiency.
Global financial crisis	Reduction of minor expenses. Participation in funded international grants and projects.
Legal	
Occupational Health and Safety	Conducting inspections and taking measures to prevent violations of working conditions and compliance with safety regulations
Failure to fulfill the plan for purchasing books, electronic resources, insufficient share of educational and methodological literature in the state language	Budget adjustment by excluding or reorienting purchasing directions. Constant monitoring of the price situation in the book market and interchangeability.
Strategic	
Insufficient funding for research and development	Attracting investors to finance R&D
Educational migration, outflow of young people to foreign universities, reduction of the contingent of students	Development of measures to attract and retain school graduates, colleges and talented youth.

	<p>Ensuring improvement of academic quality.</p> <p>Training in higher and postgraduate educational programs in three languages.</p>
Political	
Regional geopolitical crisis	Active popularization of state policy and national values among young people through various events to develop patriotic feelings
Operating	
Welfare of students living in dormitories and hostels	Timely preparation for the heating season, monitoring the readiness of public utilities and fire safety.
Risks associated with public utilities	Timely preparation for the heating season, monitoring the readiness of utilities
High level of competition in the educational services market	Increasing the attractiveness of educational programs, providing high-quality educational services, supported by appropriate educational resources, improving feedback with consumers, increasing the level of employment
The outflow of scientists due to more favorable prospects for realizing their scientific and intellectual potential	Stimulating and creating conditions for the implementation of scientific research results.
Insufficient laboratory facilities requiring expensive equipment	<p>Purchase of equipment, conclusion of contracts with research institutes, universities, continuation of work on opening branches of departments at enterprises.</p> <p>Creation of laboratories within the framework of the Center for Academic Excellence.</p>
Insufficient level of proficiency of teaching staff in foreign languages	Conducting courses on in-depth study of foreign languages for university teachers through the Department of International Cooperation.

Insufficient level of work with industrial enterprises to implement the results of scientific research.	Improving the system of interaction with industrial enterprises in the region. Determining forms of incentives for employees who ensure the implementation of scientific research results.
Lack of demand for educational programs	Work on career guidance, opening of new EPs located at the intersection of the specialty of the unclaimed EP.
Rapidly changing requirements for IT skills in digitalization, automation	Organization of advanced training courses on the use of innovative teaching methods, automated information systems, digital classrooms, information security.

5.2. Description of the applied risk management system

Risk management is carried out taking into account the analysis of risks associated with the implementation of the university's activities and is aimed at achieving the university's goals, strengthening and growing its academic reputation. Risk management at the university includes identification, analysis and determination of the degree of risks, systematization of identified risks, classification of risks and the risk management process, during which the necessary measures to eliminate risks are planned and implemented, the results and effectiveness of the measures taken are analyzed. In accordance with paragraph 164 of the “Corporate Governance Code”, approved by Order No. 171 dated 19.04.2021 of the Minister of Education and Science of the Republic of Kazakhstan, risk reports are submitted to meetings of the Board of Directors at least once a quarter.

VI CORPORATE GOVERNANCE

6.1. Description of the Company's corporate governance system and its principles

The Company considers the corporate governance system as a tool for observing the interests of the Sole Shareholder, building a balanced system of relationships with all stakeholders and improving the efficiency of its activities.

The corporate governance of the Company is built on fairness, honesty, responsibility, transparency, professionalism and competence. The corporate governance structure is based on respect for the rights and interests of all persons interested in the Company's activities and contributes to the successful operation of the Company, including the growth of its value, support for financial stability and profitability.

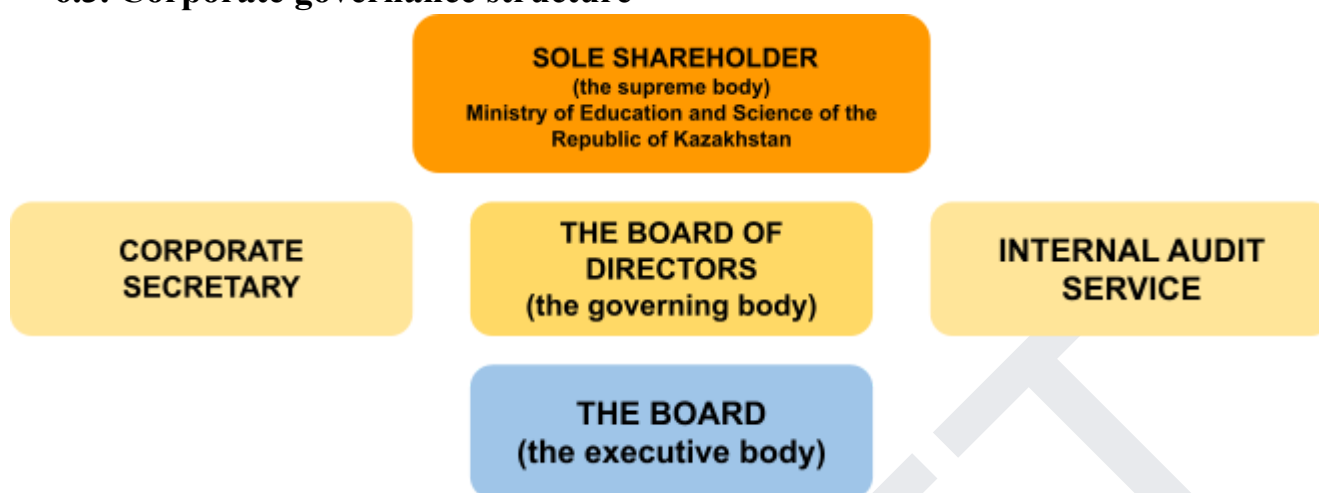
The fundamental principles of corporate governance are:

- the principle of delineation of powers;
- the principle of protecting the rights and interests of shareholders;
- the principle of effective management of the Company by the Board of Directors and the Management Board;
- the principle of sustainable development;
- the principle of risk management, internal control and audit;
- the principle of regulating corporate conflicts and conflicts of interest;
- the principle of transparency and objectivity in disclosing information about the Company's activities.

6.2. The Company's share capital

On July 23, 2020, the Agency of the Republic of Kazakhstan for Regulation and Development of the Financial Market carried out state registration of the issue of authorized shares of the non-profit joint-stock company "Aktobe Regional University named after K. Zhubanov" (Kazakhstan, Aktobe region, 030000, Aktobe city, Astana district, Aliya Moldagulova avenue, building 34), registered under business identification number 130840021720. The issue is divided into 8,074,315 (eight million seventy-four thousand three hundred and fifteen) ordinary shares, which have been assigned an international identification number (ISIN code) KZ1C00013887. The par value of one share is 1,000 (one thousand) tenge. The authorized capital of the non-profit joint-stock company "Aktobe Regional University named after K. Zhubanov" is formed in the amount of 8,074,315,000 (eight billion seventy-four million three hundred fifteen thousand) tenge. There were no changes in the composition of shareholders in the reporting period.

6.3. Corporate governance structure



6.4. Sole shareholder

The sole shareholder of the Company is the Ministry of Science and Higher Education of the Republic of Kazakhstan.

According to clause 7 of the Company's Charter, the Sole Shareholder considers issues and makes decisions within the competence of the general meeting of shareholders in accordance with the legislation of the Republic of Kazakhstan.

Decisions on issues referred to by the legislation of the Republic of Kazakhstan and the Charter of the Company within the competence of the general meeting of shareholders are made by the Sole Shareholder independently, with the exception of issues on which decisions are made in agreement with the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan.

6.5. Organization of the activities of the Board of Directors

Board of Directors

The Board of Directors carries out the general management of the Company's activities, with the exception of the resolution of issues referred to the Law of the Republic of Kazakhstan "On Joint Stock Companies" and the Company's Charter to the exclusive competence of the Sole Shareholder and the Board.

The Board of Directors performs its functions in accordance with the legislation of the Republic of Kazakhstan, the Company's Charter and other internal documents of the Company.

In accordance with subparagraph 8 of paragraph 65 of the Charter of the Company, the determination of the quantitative composition, the term of office of the Board of Directors, the election of its members and the early termination of their authority, as well as the determination of the amount and terms of payment of remuneration and

compensation of expenses to the members of the Board of Directors, for the performance of their duties, are exclusive competence of the sole shareholder.

According to the advanced practice of corporate governance, it is necessary to have independent directors who are a guarantee of objective decisions that are most relevant to the interests of the Company.

Since October 31, 2022, the Board of Directors of the Company has been operating in the composition approved by the **Order of the Ministry of Science and Higher Education of the Republic of Kazakhstan (the Company's Sole Shareholder) dated October 31, 2021 No. 128 "On some issues of the Board of Directors of the Non-Commercial Joint-Stock Company "Aktobe Regional University named after K. Zhubanov"**, according to which the following decisions were made:

1) Determine the quantitative composition of the board of directors of the non-commercial joint-stock company "Aktobe Regional University named after K. Zhubanov" in the amount of 7 people;

2) To elect the board of directors of the non-commercial joint-stock company "Aktobe Regional University named after K. Zhubanov" according to **table No. 1:**

Table № 1

№	Full name	Position	Date of election to the Board of Directors
1	Ergaliev Kuanysh	Chairman of the Board of Directors, Vice-Minister of Science and Education of the Republic of Kazakhstan	20.09.2023
2	Zhaizhumanova Asemgul	Member of the Board of Directors, Head of the Department for Work with Non-State Legal Entities with State Participation of Committee of State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan	31.10.2022
3	Karabassova Laura	Member of the Board of Directors, Chairman of the Board - Rector	31.10.2022
4	Zhumazhanov Arman	Member of the Board of Directors, Head of the Office of the President of the	31.10.2022

		Autonomous Educational Organization “Nazarbayev University”	
5	Orazalieva Zabira	Member of the Board of Directors, director of the Department for work with legal entities and individuals of the non-commercial joint-stock company “Social Medical Insurance Fund”, independent director	31.10.2022
6	Loretta O' Donnell	Member of the Board of Directors, Vice-Provost for Academic Affairs JSC “Nazarbayev University”, independent director	31.10.2022
7	Shangutov Aslan	Member of the Board of Directors, director of the Department of Digital Technologies of the joint-stock company “Insurance Company Amanat”, independent director	31.10.2022

3) The term of office of the Board of Directors of the Company is 3 (three) years.

In 2023, the following changes were made in the composition of the Board of Directors of the Company:

In accordance with the **order of the Ministry of Science and Higher Education of the Republic of Kazakhstan (Sole Shareholder Society) dated August 29, 2023 No. 446 “On some issues of the board of directors of the non-commercial joint-stock company “Aktobe Regional University named after K. Zhubanov”** the following decision was made:

Early termination of powers of a member of the board of directors of the non-commercial joint-stock company “Aktobe Regional University named after K. Zhubanov” Ergaliev Kuanysh.

To elect to the board of directors of the Society Toibaev Adlet - director of the Department of Strategic Planning and Coordination of the Ministry of Science and Higher Education of the Republic of Kazakhstan.

Determine that the term of office of Toibaev Adlet expires with the expiration of the term of office of the Board of Directors of the Company as a whole.

In accordance with the decision adopted at the open meeting of the Board of Directors of the Company (protocol No. 7 dated 20.09.2023), Toibaev Adlet was elected as the chairman of the Board of Directors.

The current composition of the Board of Directors of the Company as of January 1, 2024, according to **table No. 2:**

Table № 2

№	Full name	Position	Date of election to the Board of Directors
1.	Toibaev Adlet	Chairman of the Board of Directors, Chairman of the Committee for Quality Assurance in Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan	20.10.2023
2.	Zhaizhumanova Asemgul	Member of the Board of Directors, Head of the Department for Work with Non-State Legal Entities with State Participation of Committee of State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan	31.10.2022
3.	Karabassova Laura	Member of the Board of Directors, Chairman of the Board - Rector	31.10.2022
4.	Zhumazhanov Arman	Member of the Board of Directors, Head of the Office of the President of the Autonomous Educational Organization “Nazarbayev University”	31.10.2022

5.	Orazalieva Zabira	Member of the Board of Directors, director of the Department for work with legal entities and individuals of the non-commercial joint-stock company “Social Medical Insurance Fund”, independent director	31.10.2022
6.	Loretta O' Donnell	Member of the Board of Directors, Vice-Provost for Academic Affairs JSC “Nazarbayev University”, independent director	31.10.2022
7.	Shangutov Aslan	Member of the Board of Directors, General Director of Samruk-Kazyna Invest LLP, independent director	31.10.2022

6.6 Activities of the Board of Directors in 2023

Number of meetings and attendance of members of the Board of Directors of the Company

In 2023, NJSC “Aktobe Regional University named after K. Zhubanov” was held:

Meetings of the Board of Directors of the Company - 11 (of them 8 in person and 3 correspondence);

Meeting Committees of the Board of Directors of the Company - 19 (of them, the Strategic Planning Committee - 7, the Audit Committee - 8, the Personnel and Remuneration Committee - 4).

At 11 meetings of the Board of Directors, a total of 54 issues on key aspects of the Company's activity were considered, on which 115 decisions were made.

The activities of the Committees of the Board of Directors of the Company mainly consisted in the preliminary consideration and subsequent submission of recommendations to the Board of Directors of the Company on issues on the agenda of the meetings of the Board of Directors of the Company.

In 2023, at 19 meetings of the Committees of the Board of Directors of the Company, 43 issues were considered, including:

Committee for strategic planning - 12 issues were considered within 7 sessions;

Audit committee - 21 questions within 8 sessions;

Committee on Personnel and Remuneration within 4 meetings - 10 questions.

During the reporting period, the meetings of the Board of Directors considered both strategic and current issues of activity that are within its competence. The list of

issues and decisions on them is reflected in the relevant protocols and decisions of the meetings of the Board of Directors.

Structure of considered questions:

Topic of questions	Quantity
Planning, providing reports, information	20
Approval of internal regulatory documents, changes and additions to them	7
Issues of management, personnel and remuneration	19
Financial issues	8
Total	54

In accordance with paragraph 56 of the Code of Corporate Governance of a Non-Commercial Joint-Stock Company in the Field of Higher and Post-University Education, approved by the Order of the Ministry of Science and Higher Education of the Republic of Kazakhstan dated 19.04.2021. No. 171, members of the Board of Directors - independent directors are paid a fixed remuneration in the amount of eighty thousand tenge for each participation in the meeting of the Board of Directors.

Remuneration to members of the Board of Directors - independent directors in 2023 (before payment of tax and social contributions):

in tenge

№	Full name	Calculated compensation
1	Loretta O' Donnell	880 000,00
2	Orazalieva Zabira	720 000,00
3	Shangutov Aslan	880 000,00
	TOTAL:	2 480 000,00

Number of meetings and attendance at meetings by members of the Board of Directors for 2023

Participation in the meetings of the members of the Board of Directors of the Company for 2023:

№	Full name	Participation in meetings	% participation	<i>including:</i>
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		of the Board of Directors	in meetings of the Board of Direct ors	<i>Participati on in face-to-fa ce meetings of the Board of Directors</i>	<i>% participati on in face-to-fac e meetings of the Board of Directors</i>	<i>Participa tion in absentee meetings of the Board of Director s</i>	<i>% participa tion in absentee meetings of the Board of Directors</i>
1	Ergaliev Kuanysh*	6/6	100	5/5	100	1/1	100
2	Toibaev Adlet**	5/5	100	3/3	100	2/2	100
3	Zhaizhumanova Asemgul	6/11	55	4/8	50	2/3	67
4	Karabassova Laura	11/11	100	8/8	100	3/3	100
5	Zhumazhanov Arman	10/11	91	8/8	100	2/3	67
6	Orazalieva Zabira	9/11	82	6/8	75	3/3	100
7	Loretta O' Donnell	10/11	91	7/8	88	3/3	100
8	Shangutov Aslan	11/11	100	8/8	100	3/3	100

* *Prematurely terminated powers of a member of the Board of Directors from 29.08.2023.*

** *elected to the Board of Directors on August 29, 2023.*

Pursuant to Article 102 of the Law of the Republic of Kazakhstan dated July 2, 2003 No. 461-II “On the Securities Market” and the Rules for Disclosure of Information by the Issuer, Requirements for the Content of Information Subject to Disclosure by the Issuer, and Time Limits for Disclosure of Information by the Issuer on the Internet Resource of the Depository of Financial Reporting (hereinafter - the Rules), approved by the Resolution of the Board of the National Bank of the Republic of Kazakhstan dated August 27, 2018 No. 189, the Company is obliged to disclose corporate events on the online resource of the depository of financial reporting in the order and terms established by this Law and the above Rules. 4 reports on corporate events for 2023 are posted on the Internet resource of the depository of financial statements.

The schedule of placement on the Internet resource of the depository of financial reporting information on corporate events for 2023

№	Decisions of the Sole Shareholder	Decision of the Board of Directors
1	13.07.2023 (Determination of the Audit Organization, dated 30.06.2023)	
2	04.09.2023 (Approval of Annual Financial Reporting, dated 29.08.2023)	
3	04.09.2023 (Change in composition of B, dated 29.08.2023)	
4		05.01.2024 (Changes in the composition of the Management Board, from 21.12.2023)

Also, the information on the composition of the Board of Directors, the list of internal documents, and corporate events has been updated on the Company's Internet resource.

6.7. Board of Directors Committees

Strategic Planning Committee General information

The Strategic Planning Committee of the Board of Directors of NJSC "Aktobe Regional University named after K. Zhubanov" (*hereinafter* - the Committee and the Company, respectively) carries out its activities in accordance with the Regulation on the Strategic Planning Committee of the Board of Directors of NJSC "Aktobe Regional University named after K. Zhubanov", approved by the Board of Directors (*hereinafter* referred to as the BD) of the Company on December 22, 2020 (Protocol No. 4) (*hereinafter* - Regulation). The Committee is an advisory and consultative body of the BD of the Company. All proposals developed by the Committee are recommendations that are submitted for consideration to the BD. This report of the Committee for 2023 has been prepared in accordance with the requirements of subparagraph 4) of paragraph 25 of the Regulation as of December 31, 2023.

Composition of the Committee

In accordance with paragraph 7 of the Regulation, the Committee is formed from members of the Board of Directors and experts with the necessary professional knowledge to work in the Committee. The Committee shall consist of at least 3 (three) people. Members of the Committee shall be elected by a majority vote of the Board of Directors. The composition of the Committee was elected by the decision of the Board of Directors of the Company dated December 21, 2022 (Protocol No. 1). The Committee shall consist of 3 members of the Board of Directors of the Company.

Secretary of the Committee

In accordance with paragraph 12 of the Regulation, the functions of the secretary of the Committee are performed by the Corporate Secretary of the Company.

Role of the Committee

The main functions of the Committee are the development and submission of recommendations to the Company's Board of Directors on the development of priority areas of the Company's activities and its development strategy, including issues on the development of measures that will help improve the efficiency of the Company's activities, its long-term value and sustainable development.

The competence of the Committee includes the following issues:

- 1) preliminary consideration of the priority areas of the Company's activities, as well as approval of the strategic directions of the Company;
- 2) monitoring the implementation of the Company's strategic directions;
- 3) preliminary review of documents submitted for consideration by the Board of Directors, containing information on the progress of implementation of strategic directions, achievement of target values of strategic key performance indicators;
- 4) providing the Board of Directors with an annual report on the work of the Committee;
- 5) providing recommendations to the Board of Directors on possible risks associated with the implementation of long-term strategic directions of the Company;
- 6) review and approval of strategic risks, in order to integrate the risk management system into the planning process;
- 7) preliminary approval of the draft organizational structure and staffing levels of the Company;
- 8) preliminary approval of the Development Plan for the corresponding planned period, clarifications of the approved development plan, as well as a report on the implementation of the Company's development plan;
- 9) analysis of the effectiveness of the Company's risk management system.
- 10) presenting recommendations to the Board of Directors on other issues within its competence in accordance with the instructions of the Board of Directors and/or the provisions of the Company's internal documents;
- 11) consideration of other issues on behalf of the Sole Shareholder, the Board of Directors and the Chairman of the Board of Directors.

The Committee's main activities in 2023

From January 1, 2023 to December 31, 2023, the Committee's work was carried out in the composition approved by the decision of the Board of Directors of the Company dated December 21, 2022 (Protocol No. 1):

Loretta O'Donnell - Chairperson of the Committee, member of the Board of Directors of the Company, Vice Provost for Academic Affairs of Nazarbayev University, independent director.

Shangutov Aslan - member of the Committee, member of the Board of Directors of the Company, General Director of Samruk-Kazyna Invest LLP (until October 2023 - Director of the Digital Technologies Department of Amanat Insurance Company Joint-Stock Company), independent director.

Karabasova Laura - member of the Committee, member of the Board of Directors of the Company, Chairman of the Management Board - Rector of the Company.

Information on the participation of Committee members in Committee meetings from January 1, 2023 to December 31, 2023

Full name of the Committee member	Committee Meetings	% participation
Loretta O'Donnell	7/7	100
Shangutov Aslan	7/6	85,7
Karabasova Laura	7/6	85,7

During this period, 7 meetings (in person) of the Committee were held, at which 12 issues were considered and 12 recommendations were given to the Board of Directors of the Company. The following issues were considered at the meetings of the Committee:

- *On preliminary approval of the draft organizational structure and staffing levels of NJSC “Aktobe Regional University named after K. Zhubanov” for the 2022-2023 academic year.*

- *On preliminary review of the Annual Report of NJSC “Aktobe Regional University named after K. Zhubanov” for 2021.*

- *On preliminary approval of the draft organizational structure and staffing levels of NJSC “Aktobe Regional University named after K. Zhubanov”.*

- *On approval of the Work Plan of the Strategic Planning Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023.*

- *On preliminary approval of the draft Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 (revision of the development plan for 2023 in the first half of the year).*

- On preliminary approval of the draft report on the implementation of the Strategic Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2022.

- On preliminary approval of the draft report on the implementation of the Development Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2022.

- On preliminary approval of the draft Development Program of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023-2027.

- On preliminary approval of the draft Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 (clarification of the development plan for 2023 in the second half of the year).

- On preliminary approval of the draft Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 (annual clarification of the Development Plan for 2024).

- On approval of the procedure for distributing the Company's profits for previous years (2020-2021).

Audit Committee General information

The Audit Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” (*hereinafter*-the Committee and the Company, respectively) acts on the basis of the Regulation on the Committee approved by the resolution of the Board of Directors of the Company dated December 22, 2020 (Protocol No. 4).

The Committee is created by the resolution of the Board of Directors of the Company and is a consultative and advisory body.

The decisions of the Committee are advisory in nature for the Board of Directors of the Company.

The Role of the Committee

The competence of the Committee includes the following issues:

1) on financial statements:

- preliminary approval of the Accounting Policy of the Company and amendments thereto;

- discussion with the members of the Management Board and the external auditor of the financial statements, the validity and acceptability, the principles used therein, significant estimates and adjustments;

- preliminary approval of the annual financial statements of the Company;

- consideration of any material disagreements between the external auditor and the management of the Company concerning the financial statements of the Company.

2) on internal control and risk management:

- analysis of the effectiveness of the risk management system of the Company.

3) on external audit:

- preliminary consideration of the issue of determining the amount of payment for the services of an audit organization, as well as an appraiser for assessing the market

value of property transferred as payment for the Company's shares, or being the subject of a major transaction;

- consideration of the results of annual and interim audits, including information from the Company's management on their results;

- holding meetings with the external auditor as part of the audit process, without the participation of representatives of the Company's management.

4) on internal audit.

- supervises the activities of the Internal Audit Service;

- makes proposals on the operating procedure of the Internal Audit Service;

- preliminarily approves documents regulating the activities of the Internal Audit Service, as well as amendments and additions thereto;

- preliminarily approves the annual audit plan, quarterly and annual reports of the Internal Audit Service;

- approves proposals on areas of development and improving the efficiency of the Internal Audit Service;

- considers the issue of existing restrictions that prevent the Internal Audit Service from effectively performing its tasks, and facilitates their elimination;

- holds meetings with the head of the Internal Audit Service without the participation of representatives of the Company's management;

- conducts a preliminary assessment of the activities of the Internal Audit Service;

- initiates independent audits (assessments) by the Internal Audit Service in individual areas.

If the Company's Management Board needs to conduct an independent audit (assessment) of an issue of interest, the Chairman of the Management Board - Rector applies to the Committee to obtain preliminary permission to conduct this independent audit (assessment).

5) on compliance with legislation:

- assesses the effectiveness of the Company's internal procedures designed to ensure compliance with legislation by the Company and makes recommendations for improving it.

6) on reporting on activities:

- regularly, but at least once a year, reports to the Board of Directors on its activities;

- prepares information on the results of the Committee's work for inclusion in the report of the Board of Directors and disclosure in the annual report to the Sole Shareholder.

7) on other issues:

- considers other issues on behalf of the Sole Shareholder, the Board of Directors and the Chairman of the Board of Directors of the Company.

The Committee's main activities in 2023

From January 1, 2023 to December 31, 2023, the Committee's work was carried out in the composition approved by the decision of the Board of Directors of the Company dated December 21, 2022 (Protocol No. 1):

Shangutov Aslan - Chairman of the Committee, member of the Board of Directors of the Company, General Director of Samruk-Kazyna Invest LLP (until October 2023 - Director of the Digital Technologies Department of the Amanat Insurance Company Joint-Stock Company), independent director.

Orazalieva Zabira - member of the Committee, member of the Board of Directors of the Company, Director of the Department for Work with Legal Entities and Individuals of the Social Health Insurance Fund Non-Commercial Joint-Stock Company, independent director.

Zhumazhanov Arman - member of the Committee, member of the Board of Directors of the Company, Head of the Office of the President of the Autonomous Educational Organization Nazarbayev University.

**Information on the participation of Committee members in Committee meetings
from January 1, 2023 to December 31, 2023**

Full name of the Committee member	Committee Meetings	% participation
Shangutov Aslan	8/8	100
Orazalieva Zabira	8/7	87,5
Zhumazhanov Arman	8/6	75

During this period, 8 meetings (including 7 in-person and 1 in correspondence) of the Committee were held, at which 21 issues were considered and 25 recommendations were given to the Board of Directors of the Company:

- On preliminary approval of the work plan of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023.
- On preliminary approval of the audit report of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” dated September 23, 2022 No. 1 on the issue of the unscheduled instruction of the Chairman of the Board of Directors of the Company dated January 31, 2022.
- On preliminary approval of the audit report of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” dated November 21, 2022 No. 2, on the unscheduled instruction of the Board of Directors dated October 7, 2022, regarding the issue of compliance with the requirements of the legislation of the Republic of Kazakhstan when purchasing services for the development of SmartARSU and Nomad information systems (conclusion, execution, payment, compliance with the standards in force in the Company at that time).
- On the preliminary consideration of the instruction of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” dated October 7, 2022 on the issue of SmartARSU and Nomad information systems.

- On the preliminary consideration of the report on the activities of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for 2022.
- On extending the term of office of the current head of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov”.
- On the preliminary consideration of the issue of determining the amount of payment for the services of an audit organization for the audit of the financial statements of NJSC “Aktobe Regional University named after K. Zhubanov” for 2022.
- On agreeing on the core topic and training program for employees of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023.
- On the preliminary review of the report on the activities of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for the 1st quarter of 2023.
- On approval of the Work Plan of the Audit Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023.
- On preliminary approval of the amounts of official salaries of employees of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov”.
- On the preliminary review of the report on the activities of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for the 2nd quarter of 2023.
- On preliminary approval of the annual financial statements of NJSC “Aktobe Regional University named after K. Zhubanov” for 2022.
- On the preliminary review of the risk report of NJSC “Aktobe Regional University named after K. Zhubanov” for the 1st and 2nd quarters of 2023.
- On the preliminary review of the report on the activities of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov” for the 3rd quarter of 2023.
- On the preliminary review of the risk report of NJSC “Aktobe Regional University named after K. Zhubanov” for the 3rd quarter of 2023.
- On the preliminary approval of the Work Plan of the Internal Audit Service of the Company for 2024.
- On the approval of the core topic and training program for employees of the Internal Audit Service of the Company for 2024.
- On the preliminary approval of the extension of the term of office of the auditor of the Internal Audit Service of the Company.
- On the preliminary determination of the amount of payment for the services of an audit organization for the audit of the financial statements of the Company for 2023.
- On preliminary approval of amendments and additions to the Risk Register, Risk Map and Risk Response Action Plan (risk prevention action plan-report) of the NJSC “Aktobe Regional University named after K. Zhubanov”.

Personnel and Remuneration Committee

General information

The Human Resources and Remuneration Committee of the Board of Directors of NJSC Aktobe Regional University named after K. Zhubanov (hereinafter referred to as the Committee and the Company, respectively) operates on the basis of the Regulation on the Committee approved by the decision of the Board of Directors of the Company dated December 22, 2020 (Protocol No. 4).

The Committee is created by the decision of the Board of Directors of the Company and is a consultative and advisory body.

The decisions of the Committee are advisory in nature for the Board of Directors of the Company.

The Role of the Committee

The competence of the Committee includes the following issues:

1) development of qualification requirements for members of the Management Board, employees of the Internal Audit Service and the Corporate Secretary of the Company;

2) provision of recommendations on candidates for the Management Board;

3) submission of proposals on the amount and structure of remuneration of members of the Management Board, employees of the Internal Audit Service and the Corporate Secretary of the Company;

4) submitting recommendations on the quantitative composition, term of office of the Management Board, on the election of the Chairman and members of the Management Board, as well as early termination of their powers;

5) submitting proposals on the approval of the rules for remuneration and bonuses, the salary scheme, as well as determining the amounts of salaries of the Chairman of the Management Board - Rector, members of the Management Board, employees of the Internal Audit Service, the Corporate Secretary of the Company;

6) submitting proposals on the assessment of the activities of the Board of Directors, the Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

7) providing the Board of Directors with a recommendation on the payment / non-payment of remuneration to members of the Management Board of the Company and other employees of the Company appointed/elected by the Board of Directors;

8) providing the Board of Directors with a recommendation on the possibility of working and/or holding a position (s) in other organizations by members of the Management Board, other employees of the Company whose appointment or election is carried out by the Board of Directors;

9) providing the Board of Directors with an annual report on the work of the Committee;

10) making proposals on key performance indicators for members of the Company's Management Board and their target values and calculations of the remuneration amounts of the Chairman of the Management Board-Rector, members of the Management Board;

11) providing the Board of Directors with recommendations on other issues within its competence in accordance with the instructions of the Board of Directors and/or the provisions of the Company's internal documents;

12) consideration of other issues on the instructions of the Sole Shareholder, the Board of Directors and the Chairman of the Board of Directors.

The Committee's main activities in 2023

From January 1, 2023 to December 31, 2023, the Committee's work was carried out in the composition approved by the decision of the Board of Directors of the Company dated December 21, 2022 (Protocol No. 1):

Orazalieva Zabira - Chairman of the Committee, member of the Board of Directors of the Company, Director of the Department for Work with Legal Entities and Individuals of the Non-Profit Joint-Stock Company "Social Health Insurance Fund", independent director.

Shangutov Aslan - member of the Committee, member of the Board of Directors of the Company, General Director of Samruk-Kazyna Invest LLP (until October 2023 - Director of the Digital Technologies Department of the Joint-Stock Company "Insurance Company Amanat"), independent director.

Karabasova Laura - member of the Committee, member of the Board of Directors of the Company, Chairman of the Management Board - Rector of the Company.

Information on the participation of Committee members in Committee meetings

from January 1, 2023 to December 31, 2023

Full name of the Committee member	Committee Meetings	% participation
Orazalieva Zabira	4/4	100
Shangutov Aslan	4/3	75
Karabasova Laura	4/3	75

During this period, 4 meetings (3 in-person and 1 in absentia) of the Committee were held, at which 10 issues were considered and 18 recommendations were given to the Board of Directors of the Company:

- On the preliminary review of the motivational maps of key performance indicators (KPI) with target values of the Chairman and members of the Board of Directors of the NJSC "Aktobe Regional University named after K. Zhubanov" for 2022.

- On the preliminary review of the early termination of powers of the corporate secretary of the NJSC "Aktobe Regional University named after K. Zhubanov".

- On the preliminary review of bringing a member of the Board - Vice-Rector for Social and Educational Work of the NJSC "Aktobe Regional University named after K. Zhubanov" to disciplinary action.

- On the preliminary review of the motivational maps of key performance indicators (KPI) with target values of the Chairman and members of the Board of Directors of the NJSC "Aktobe Regional University named after K. Zhubanov" for 2023.

- On approval of the Work Plan of the Human Resources and Remuneration Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023.

- On preliminary consideration of the issue of paying remuneration to the Chairman of the Board - Rector and members of the Board of NJSC “Aktobe Regional University named after K. Zhubanov” based on the results of work for 2022.

- On preliminary determination of the amounts of salaries for the Chairman of the Board - Rector and members of the Board of NJSC “Aktobe Regional University named after K. Zhubanov”.

- On preliminary consideration of the issue of extending the term of office of the acting member of the Board - Vice-Rector for Science and Innovation of NJSC “Aktobe Regional University named after K. Zhubanov”.

- On the preliminary consideration of the issue of termination of the employment contract with the acting member of the Board - Vice-Rector for Social and Educational Work of the NJSC “Aktobe Regional University named after K. Zhubanov”, according to the submitted application.

- On the preliminary consideration of the issue of announcing a competition for the vacant position of member of the Board - Vice-Rector for Social and Educational Work of the NJSC “Aktobe Regional University named after K. Zhubanov”.

6.8. Internal Audit Service

The Internal Audit Service (*hereinafter* - the IAS) is the Company's body that ensures the organization and implementation of internal audit in the Company, directly subordinate and accountable to the Board of Directors of the Company.

The main objective of the IAS is to provide the Board of Directors of the Company with independent and objective information intended to ensure effective management of the Company by applying a systematic approach to improving risk management, internal control and corporate governance systems.

Composition of the IAS:

Maryam Ismagilova - Head of the Internal Audit Service, appointed by the decision of the Board of Directors of the Company dated August 31, 2022. Experience in the fields of economics, accounting and auditing - over 45 years.

Almas Mendykulov - Auditor of the Internal Audit Service, appointed by the decision of the Board of Directors of the Company dated December 22, 2020. Experience in the fields of economics, accounting and auditing - over 9 years.

The employees of the Internal Audit Service are professional accountants of the Republic of Kazakhstan. In addition, they annually undergo advanced training in the fields of economics, accounting and auditing.

In 2023, the Internal Audit Service of the Company (*hereinafter* referred to as the IAS, the Service) conducted 7 audit activities based on the approved work plan of the Service for 2023, on the following issues:

1) audit of the fulfillment of the planned key performance indicators (*hereinafter* referred to as KPIs) of the Company based on the results of 2022;

2) audit of the procedure for planning expenses for the acquisition of fixed assets (hereinafter referred to as FA) and intangible assets (hereinafter referred to as IA) for 2023;

3) audit of the Company's travel expenses for 2022;

4) audit of the procurement process for FA and IA acquired in 2022;

5) audit of the accounting of FA and IA acquired in 2022;

6) audit of the accounting of inventory (stocks) for 2022

7) audit of payroll for the administrative and managerial personnel of the Company for 2022.

The audit activities carried out by the Internal Audit Service of the Company in 2023, based on the approved work plan of the Internal Audit Service of the Company for 2023, were completed in full with the achievement of the established goals.

In addition, an independent risk assessment of the financial and economic activities of the Company was carried out, on the basis of which a draft work plan for 2024 was developed.

On an ongoing basis, the Internal Audit Service of the Company provides consultations to employees of the structural divisions of the Company.

The employees of the Internal Audit Service of the Company have completed advanced training on the topic “Internal Audit: International Standards and Practical Aspects” (40 academic hours).

The head of the Internal Audit Service of the Company has completed training under the advanced training program on the topic “Management of an Educational Organization for Managers” (72 academic hours).

6.9. Management Board

The Management Board is a collegial body that manages the current activities of the Company.

The election of the Chairman and members of the Management Board, as well as the early termination of their powers, is considered to have taken place from the moment the relevant decision is made by the Board of Directors and the Sole Shareholder (in relation to the Chairman of the Management Board-Rector, member of the Management Board for academic issues) in accordance with the legislation of the Republic of Kazakhstan, the Charter of the Company and the Procedure for the selection and appointment of the Chairman of the Management Board-Rector and the election of members of the Management Board of the non-profit joint-stock company “Aktobe Regional University named after K. Zhubanov”.

The Management Board is obliged to implement the decisions of the Sole Shareholder and the Board of Directors.

The Management Board has the right to make decisions on any issues of the Company's activities that are not attributed by legislative acts of the Republic of Kazakhstan and the Charter of the Company to the competence of other bodies and officials of the Company, including:

- develops and submits for approval to the Board of Directors the organizational structure and staffing level of the Company;

- approves the staffing table of the Company, taking into account the staffing level approved by the Board of Directors;
- issues decisions and gives instructions binding on all employees of the Company;
- approves documents adopted for the purpose of organizing the Company's activities that are not related to the documents approved by the Board of Directors;
- develops and submits to the Board of Directors for approval the Company's Development Plan and reports on its implementation;
- makes decisions on production issues of the Company's internal activities;
- makes decisions on the Company's participation in the creation and activities of other legal entities by transferring a part or several parts of assets, in the amount of up to ten percent of all assets owned by the Company;
- approval of educational programs of higher and postgraduate education in accordance with the state compulsory educational standards based on the decision of the Academic Council;
- makes decisions on other issues of ensuring the Company's activities that are not within the exclusive competence of the Sole Shareholder and the Board of Directors of the Company.
- independently determines the content of higher and postgraduate education not lower than the requirements of the relevant state compulsory educational standards.

Other functions, rights and obligations of a member of the Management Board are determined by the legislation of the Republic of Kazakhstan, the Charter of the Company, as well as the employment contract. The employment contract on behalf of the Company with the Chairman of the Management Board - Rector of the Company is signed by a person authorized by the decision of the Sole Shareholder. The employment contract with the members of the Management Board is signed by the Chairman of the Management Board - Rector of the Company based on the decision of the Board of Directors.

The Management Board ensures the timely provision to the Sole Shareholder and members of the Board of Directors, when performing the functions assigned to them, of information on the activities of the Company, including confidential information, no later than 5 (five) business days from the date of receipt of the request by the Company.

The Management Board has the right to initiate the convening of a meeting of the Board of Directors of the Company.

In accordance with paragraph 4 of the Regulation on the Management Board of the Non-Commercial Joint-Stock Company “Aktobe Regional University named after K. Zhubanov”, approved by the Decision of the Board of Directors dated December 22, 2020 (Protocol No. 4), the Management Board must consist of at least 3 (three) people.

The members of the Management Board shall exercise their rights and perform the duties assigned to them in good faith, using methods that best reflect the interests of the Company and the Sole Shareholder. The following members are members of the Management Board of the Company:

Karabassova Laura – Chairman of the Board – Rector of the NJSC “Aktobe Regional University named after K. Zhubanov”.

Education:

2004-2008 - Bachelor of History (with honors) Aktobe Regional University named after K. Zhubanov;

2012-2014 - Master of Arts in Educational Leadership and Management (Hons), University of Warwick, UK;

2014-2018 - Ph.D. in Education, Nazarbayev University (in partnership with the University of Cambridge)

Academic degree, academic title:

Doctor of Philosophy in Education (Ph.D)

Seniority:

2013-2015 - Senior manager of trilingual education, Center for Educational Programs of Nazarbayev Intellectual Schools, Nur-Sultan;

2014-2015 - Project manager for training heads of universities in Kazakhstan, Department of Further Education, Higher School of Education, NU;

2016-2017 – Expert analyst of the Project Department, JSC “Information and Analytical Center”, Nur-Sultan;

2017-2018 - Head of the Department of Academic and Professional Programs “Educational Excellence center”, Nazarbayev University;

2018-2021 - Postdoctoral researcher at the Graduate School of Education, Nazarbayev University.

2021 - Vice-Rector for Academic Affairs of ARU named after. K Zhubanov.

Myasnikova Lyudmila – member of the Board, vice-rector for academic affairs of the NJSC “Aktobe Regional University named after K. Zhubanov”.

Education:

West Kazakhstan State University named after. M. Utemisov, specialty “Mathematics and Physics”, (2003)

Aktobe State University named after. K. Zhubanov, (Master’s degree), specialty “Physics”, (2005)

Aktobe State University named after. K. Zhubanov, (postgraduate student), specialty “04/01/07 – condensed matter physics”, (2007)

Academic degree, academic title:

Candidate of Physical and Mathematical Sciences (2010)

Associate Professor (2018)

Seniority:

- teacher, senior lecturer, associate professor, head of the department of physics, dean of the faculty of physics and mathematics, director of the scientific center “Radiation Physics of Materials” (2008-2020).

- Director of the Department of Science and Innovation, Aktobe Regional University. K. Zhubanov (2020-2022).

- Member of the Board - Vice-Rector for Academic Affairs, Aktobe Regional State University named after K. Zhubanov (since June 2022).

Beknazarov Rakhym – Member of the Board, Vice-Rector for Science and Innovation of NJSC “Aktobe Regional University named after K. Zhubanov”.

Education:

- Aktobe Pedagogical Institute named after K. Zhubanov, specialty “Teacher of history, social science and public law” (1993);
- Institute of History and Ethnology named after. Ch. Valikhanov NAS RK, postgraduate study (1994).

Academic degree, academic title:

- Doctor of Historical Sciences (2010);
- Associate Professor (2009).

Seniority:

- senior lecturer, associate professor of the Faculty of History, deputy dean, dean, head of the department “Ancient and Medieval History of Kazakhstan”, Aktobe State University named after. K. Zhubanov. (1999-2003);
- doctoral student at the Department of Ethnology and Anthropology, Institute of History and Ethnology. C.H. Valikhanov MES RK (2003);
- Deputy Director for Scientific Work, Institute of History and Ethnology named after. C.H. Valikhanova MES RK (2009-2012);
- Head of UМУ, Aktobe State Pedagogical Institute (2013);
- Acting Vice-Rector for Management and Management, Aktobe Regional State University named after. K. Zhubanov (2014);
- Member of the Board - Vice-Rector for Science and Innovation, Aktobe Regional State University named after. K. Zhubanov (since 01/2017).

Khussainov Dastan - Member of the Board, Vice-Rector for Strategic Development and Digitalization of NJSC “Aktobe Regional University named after K. Zhubanov”.

Education:

- Texas A&M University, Texas, USA, bachelor's degree in Aerospace Engineering (2010).
- Eurasian National University named after L.N. Gumilev, (Master’s degree), specialty “Mechanics” (2013).
- Omsk Humanitarian Academy, (Master’s degree), specialty “Economics” (2019).

Seniority:

- Teaching assistant at the UCL Foundation Laboratory Center of the Autonomous Educational Organization “Nazarbayev University” (2011-2012).
- Manager of the Department of Contract Research and Engineering of the Private Institution “Nazarbayev University Research and Innovation System” of AOO NU (2012-2013).
- Director of educational laboratories of the private institution “Nazarbayev University Research and Innovation System” AOO NU (2013-2016).
- Director for Service Development of the Private Institution “Nazarbayev University Research and Innovation System” AOO NU (2016-2018).
- Head of the Office of Collective Use of the Autonomous Educational Organization “Nazarbayev University”, an interdisciplinary research complex (2018-2022).
- Member of the Board - Vice-Rector for Strategic Development and Digitalization, Aktobe Regional University named after. K. Zhubanov (since May 2022).

Mukhanbetkaliyev Yesbol is a member of the Board, Vice-Rector for Social and Educational Work of the NJSC “Aktobe Regional University named after K. Zhubanov.”

Education:

- Aktobe State University named after K. Zhubanov (1999-2003), specialty “Philosophy”.
- Scientific Institute of Philosophy and Political Science of the Ministry of Education and Science of the Republic of Kazakhstan (applicant, 2006-2009), Specialty “Philosophy”.

Academic degree, academic title: philosopher, candidate of philosophical sciences

Seniority:

- 01.09.2003 - 01.12.2003 Lecturer at the Department of Philosophy and Cultural Studies, Aktobe State University named after K. Zhubanov.
- 12/01/2003 - 09/01/2004 Aktobe State University named after K. Zhubanov, teacher of the philosophy department.
- 01.09.2004 - 01.09.2006 Aktobe State University named after K. Zhubanov, teacher of the Department of Philosophy.
- 01.09.2006 - 01.09.2007 Aktobe State University named after K. Zhubanov, senior lecturer at the Department of Philosophy.
- 01.09.2007 - 27.08.2015 Aktobe State University named after K. Zhubanov, senior lecturer of the department of socio-political disciplines.
- 08.27.2015 - 11.20.2015 Aktobe University named after S. Baishev, acting Head of the Department of Social Sciences and Humanities.
- 11.20.2015 - 09.04.2017 Aktobe University named after S. Baisheva, Head of the Department of Social Sciences and Humanities.
- In 2017, he completed a pedagogical and scientific internship at the world's best universities and educational organizations, such as the Higher School of Euroregional Economics named after Alcide De Gasperi and Andr ssy University Budapest.
- 09.08.2017 - 11/01/2021 JSC “Kazakh Agrotechnical University named after S. Seifullina”, Head of the Department of Philosophy
- 11.01.2021 - Vice-Rector for Social and Educational Work of Aktobe Regional University named after K. Zhubanov.

Yessenbayeva Gulnara – Member of the Board, Vice-Rector for Finance and Infrastructure of the NJSC “Aktobe Regional University named after K. Zhubanov”.

Education:

- Karaganda Institute, specialty accountant-economist (1994).

Seniority:

- Leading accountant of the Aktobe Department of the Treasury, Aktobe (1996-2022).
- Economist at Aktobe Regional Gas Management LLP (2002-2004).
- Deputy Chief Accountant of the RSPE “Aktobe State Pedagogical Institute” (2004-2005).

- leading economist of the Department of Economics and Finance of the Aktobe Regional Directorate of Telecommunications - branch of Kazakhtelecom JSC (2005-2017).
- Head of the Economics and Finance Department of the Western RTD - branch of Kazakhtelecom JSC (2018-2021).
- Leading economist of the Department of Financing and Expense Accounting of the Corporate Sales Division – branch of Kazakhtelecom JSC (from 2022 from January to April).
- Vice-Rector for Finance and Infrastructure of the NJSC “Aktobe Regional University named after K. Zhubanov” (since May 2022).

Information on participation in meetings of the Company's Management Board

№	Full name	% participation in meetings
1	Karabassova Laura	100
2	Myasnikova Lyudmila	100
3	Beknazarov Rakhym	100
4	Khussainov Dastan	100
5	Yessenbaeva Gulnara	100
6	Mukhanbetkaliyev Yesbol ¹	100

¹ excluded from the Board of Directors 29.12.2023

Key decisions of the Company's Management Board were made in a number of key areas of the Company's activities:

1) Discussion and submission to the Board of Directors for approval of the draft organizational structure and staffing of the University;

2) Amendments to the staffing table of NJSC “Aktobe Regional University named after K. Zhubanov”;

3) Amendments to the Rules for the Admission of Graduates for the 2023-2024 Academic Year and submission to the Board of Directors for approval;

4) Approval of the Rules for the “Best of the Year” competition for scientific and innovative projects and research work financed from extra-budgetary funds of the University;

- 5) Amendments and additions to the Development Plan for 2023 for the purchase of the necessary consumables and equipment under the program-targeted financing project;
- 6) Creation and approval of members of the Confucius Institute project group;
- 7) Approval of the financial costs of the Confucius Institute at the University for 2023;
- 8) Increasing the amount of funds for current repairs for the opening of a new academic building of the Heriot-Watt University branch and making adjustments to the Development Plan for 2023;
- 9) Approval of the contract for the provision of educational services to students accepted for training in the 2023-2024 academic year;
- 10) Amendments and additions to the Regulation on travel and entertainment expenses of employees, students, members of the board of directors of NJSC “Aktobe Regional University named after K. Zhubanov”;
- 11) Approval of the Regulation “On the chairmen of the final certification committee”;
- 12) Approval of the Instructions for the formation of indicators of financial and economic activity of the Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov”;
- 13) Approval of the Rules for the remuneration of teachers of the National Center for Advanced Studies “Orleu”;
- 14) 2023-2024 approval of the candidacy and payment of teachers (non-staff) with a CELTA certificate, teaching an English language course, an additional contract for teachers and employees
- 15) Preliminary approval of the assessment of the implementation of the Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2022;
- 16) Preliminary approval of the Development Program of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2023-2027;
- 17) Approval of the quality monitoring roadmap of the NJSC “Aktobe Regional University named after K. Zhubanov” for the 2023-2024 academic year;
- 18) On amendments to the Development Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 (on clarifying the Development Plan for the second half of 2023);
- 19) Approval of the regulations on the alumni association;
- 20) Approval of the regulations of the project “STUDLIFE 4”;
- 21) Approval of the regulations of the competition “The best curator-adviser of the ARU named after K. Zhubanov”. K. Zhubanov”
- 22) On preliminary approval of the draft Development Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 (annual clarification of the Development Plan for 2024).
- 23) On approval of the procedure for distributing the company's profits of previous years (2020-2021)
- 24) Approval of the provisions of the project “Silver University” (Kazakh/Russian)

6.10. Academic Council

The Academic Council is an elected collegial body with a term of office of 3 years.

The Academic Council is headed by the Chairman of the Board - the Rector of the Society. The Academic Council operates in a transparent manner. The University staff is widely informed about its meetings, agenda, and decisions; teachers, employees, and student representatives are invited to the Council meetings.

When considering issues referred by the Charter of the Society and/or the legislation of the Republic of Kazakhstan to the exclusive competence of the bodies of the Society, decisions taken on these issues are considered advisory.

In its activities, the Council is guided by the legislation of the Republic of Kazakhstan, the Model Rules for the Activities of the Academic Council of a Higher Education Institution, and the Charter of the Society.

The Academic Council has the right to make decisions on any issues of the Society's activities that are not referred by legislative acts of the Republic of Kazakhstan and the Charter of the Society to the competence of other bodies and officials of the Society, including:

- discussing the project and making proposals at meetings of the University staff on the adoption of amendments and additions to the Charter of the University;

- defining the concept, approving the strategy, policy and development goals of the University;

- approving the structure of the University and making changes to the structure of the University;

- considering issues of creation, reorganization and (or) termination of the activities of educational, scientific and other structural divisions of the University (institutes, faculties, departments, research institutes, scientific laboratories, centers, departments, etc.);

- making decisions on all fundamental issues of organizing the educational, research and business activities of the University, training scientific and pedagogical personnel;

- hearing annual reports of the Chairman of the Board-Rector, members of the Board-Vice-Rectors, heads of structural divisions and other officials on the areas, forms and methods of conducting educational, research, educational, financial, business, international, information and other types of activities;

- adopting regulations on scientific, educational and other structural divisions of the University;

- organizing control over the financial and economic activities of the University, determining the procedure for using extra-budgetary funds received in the established manner through the provision of paid educational services;

- discussing and resolving issues related to the strategy for developing the University's scientific activities: approving priority areas of scientific activity, hearing the heads of the University's structural divisions on the results of fundamental and applied research, implementing innovative projects;

- reviewing and recommending monographs, textbooks, teaching aids and methodological developments for publication;

- approving and awarding honorary titles of the University;

- considering issues related to nominating University employees for government, departmental, regional, city and intra-university awards and honorary titles, nominating them for prizes and scholarships, recommending candidates for participation in the republican competition "Best University Teacher";

- reviewing petitions to the Ministry of Education and Science of the Republic of Kazakhstan for assigning the academic titles of associate professor and professor;

- discussion and resolution of issues of the strategy for development of the educational process: opening of new areas of training specialists, personnel and logistical support of the educational process, international relations in educational areas, results of the formation of the contingent of students, ensuring advanced training and retraining of personnel;

- approval of modular educational programs, modular curricula, academic calendars, catalog of elective disciplines and making changes to them;

- consideration of issues of transferring students from a fee-paying department to an educational grant;

- making decisions on issues of developing the training of scientific personnel through master's and doctoral programs;

- approval of topics and scientific supervisors, and consultants of master's and doctoral students for dissertation research;

- approval of regulations on the organization of educational activities of the University: on current knowledge monitoring, on midterm certification, on the procedure for appointment to a scholarship, on the provision of benefits to certain categories of students and other regulations and rules;

- making decisions on recommending candidates for the Bolashak scholarship, as well as other personal scholarships from among the best students, master's students of the University;

- making decisions on providing additional benefits and types of material support to certain categories of students (orphans, disabled people, students from low-income families);

- considering issues on creating the necessary conditions for the work of the University departments, public catering and medical organizations, living conditions for students;

- ensuring the development of creative, spiritual and physical abilities of the individual, promoting the formation of morality, a healthy lifestyle, education of citizenship and patriotism of students;

- promoting the activities of public self-government bodies and public associations;

- making decisions on other issues referred to its jurisdiction by current legislation and the University Charter.

Meetings of the Academic Council are held once a month in accordance with the approved work plan. If necessary, meetings of the Academic Council are held unscheduled.

In order to organize the preparation of issues discussed at the Academic Council, control over the implementation of decisions taken, generalize experience and develop proposals for improving the forms and methods of work of the Council, an academic secretary is appointed from among its members by order of the Chairman of the Board - Rector of the Society for a period of 3 years.

In accordance with paragraph 2 of the Regulation "On the Academic Council" of the University, the Council includes the following ex official members: Chairman of the Board - Rector; members of the Board - vice-rectors; deans of faculties; chief academic secretary. The personal composition of the Academic Council is approved by order of the Chairman of the Board - Rector of the Society.

As of December 31, 2023, the Academic Council included:

1. Karabasova L. - Chairman of the Academic Council, Chairman of the Management Board - Rector, PhD doctor
2. Myasnikova L. - Member of the Management Board - Vice-Rector for Academic Affairs, Candidate of Physical and Mathematical Sciences
3. Beknazarov R. - Deputy Chairman of the Academic Council, Member of the Management Board - Vice-Rector for Science and Innovation, Doctor of Historical Sciences, Associate Professor
4. Khusainov D. - Member of the Management Board - Vice-Rector for Strategic Development and Digitalization, Candidate of Physical and Mathematical Sciences;
5. Tastankulov E. - Member of the Management Board - Vice-Rector for Social and Educational Work, Master;
6. Yesenbaeva G. - Member of the Management Board - Vice-Rector for Finance and Infrastructure
7. Mustafina A. - Director of the Center for International Cooperation, PhD doctor
8. Shabanov E. - Director of the Department of Science, PhD doctor, Associate Professor
9. Bishken S. - Director of the Department for Organization of the Educational Process
10. Bertlyuev A. - Director of the Department of Social Issues and Youth Policy, Master of Technical Sciences
11. Mukhtarov S. - Advisor to the Rector, PhD, Associate Professor
12. Makhmetova Zh. - Director of the Department for Enhancement of Academic Quality
13. Zhumagaliev E. - Head of the Department of Metallurgy and Mining, PhD, Associate Professor
14. Almatova B. - Head of the Department of Oil and Gas, PhD
15. Apendina A. - Dean of the Faculty of Natural Sciences, PhD Associate Professor
16. Kartbaeva Zh. – Dean of the Professional and Creative Faculty, Candidate of Pedagogical Sciences, Associate Professor
17. Karinov A. – Dean of the Faculty of Pedagogy, Master
18. Aman A. – Dean of the Faculty of History, Candidate of Historical Sciences

19. Kelamanov B. – Dean of the Technical Faculty, Candidate of Technical Sciences, Associate Professor
20. Aimukatov A. – Dean of the Faculty of Physics and Mathematics, Candidate of Pedagogical Sciences
21. Shokym G. – Dean of the Faculty of Philology, Doctor of Philological Sciences, Associate Professor
22. Taskarina B. – Dean of the Faculty of Economics and Law, Candidate of Economic Sciences
23. Turebaeva K. – Head of the Department of Pedagogical, Psychological and Special Education, Doctor of Pedagogical Sciences
24. Izbasarova G. - Head of the Department of History and Religious Studies, Doctor of Historical Sciences, Associate Professor
25. Kereeva A. - Director of the Department of Continuing Education
26. Shunkeev K. - Head of the Center for Radiation Physics of Materials, Doctor of Physical and Mathematical Sciences, Professor
28. Pangereev A. - Professor of the Department of Kazakh Philology, Doctor of Philosophical Sciences; Associate Professor
29. Mazyzbekova I. - Director of the Scientific Library
30. Bakhtiyarova G. - Head of the Department of Pedagogy, Psychology and Primary Education, Candidate of Pedagogical Sciences, Associate Professor
31. Dauletiyarov A. - Head of the Department of Ecology, Master
32. Kushkarova G. - Associate Professor of the Department of Foreign Philology and Translation, Candidate of Philological Sciences
33. Kultanbaeva N. - Chief Scientific Secretary, PhD Doctor
34. Tleubergenova M. - Head of the Department of Mathematics, Candidate of Physical and Mathematical Sciences
35. Zhumagaziev A. – PhD doctor
36. Ismailova M. – Head of the Department of Geography and Tourism
37. Kurgambekov M. – Head of the Department of Artistic Creativity and Design, Candidate of Pedagogical Sciences
38. Botagariyev T. – Head of the Department of Theory and Methodology of Physical Education, Doctor of Pedagogical Sciences, Professor
39. Bolatova B. – Head of the Department of Economics and Management, PhD doctor
40. Admanova G. – Head of the Department of Biology, Candidate of Biological Sciences
41. Nuritdinova A. – Senior Lecturer of the Department of Jurisprudence
42. Zhumagerey A. – 1st-year Master's student, Faculty of Natural Sciences
43. Istlyaup A. – 2nd-year PhD student, Faculty of Physics and Mathematics
44. Bakieva T. – Chairman of the Student Parliament, 4th-year student, Faculty of Pedagogy
45. Tuleushov G. – Heriot-Watt Faculty Dean

The objectives of the Academic Council are:

1) creating the necessary conditions for students and the faculty of the University for the successful implementation of professional educational programs;

2) providing financial support, strengthening the material and technical base of the University;

3) promoting the further development of the University.

The list of issues and decisions on them are reflected in the relevant minutes and decisions of the meetings of the Academic Council.

In 2022-2023, 12 meetings of the Academic Council were held. In total, 45 issues were considered at the meetings of the Council. 45 decisions were made on them.

The meetings of the Academic Council were held in accordance with the Work Plan of the Academic Council, approved by the Chairman of the Board - Rector. Key decisions of the Academic Council were made on a number of main areas of the Society's activities - educational and methodological, scientific, educational and other issues, including:

1. On the transfer of students for further education under state educational grants released during the training process;

2. On cooperation with foreign partners to implement joint educational programs, academic mobility programs, attracting foreign scientists to academic and scientific activities and establishing contacts with foreign partner universities from priority countries in order to create double-degree educational programs;

3. On developing a long-term development plan indicating scientific areas, equipment, publications, expanding scientific ties and attracting young scientists;

4. On recommending the publication of textbooks, monographs;

5. On updating the composition of dissertation councils with the involvement of scientists with high scientometric indicators;

6. On recommending students for the award of the scholarship of the President of the Republic of Kazakhstan;

7. On recommending candidates for participation in the republican round of the competition "Best University Teacher of 2023";

8. On sending a petition to the Committee on Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan on assigning academic titles;

In addition, a number of documents were approved, including:

1. Development program of the Aktobe Regional University named after K. Zhubanov for 2020-2025;

2. Curricula and academic calendars for the 2024-2025 academic year;

3. Academic supervisors of students in master's and doctoral educational programs and dissertation research topics were approved.

DRAFT

VII FINANCIAL STATEMENTS

The audited financial statements of the Company for 2023 are presented in Appendix 1.

VIII MAIN GOALS AND OBJECTIVES FOR 2023

The activities of NJSC “Aktobe Regional University named after K. Zhubanov” in 2023 will be aimed at achieving the strategic goal - the further development of the university as a multidisciplinary classical university in the western region and the creation of the necessary conditions for obtaining quality education, aimed at the formation, development and professional development of an individual based on national and universal values, achievements of science and practice.

Main goal for 2023:

1. Achievement of key indicators of the Strategic Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2023 in all areas of the university’s activities.

Tasks aimed at achieving goals:

1. Striving for international recognition of the university;
2. Ensuring improved quality of education and training;
3. Further increase in internationalization and international academic mobility;
4. Ensuring high productivity of research and innovation activities of the university;
5. Increasing the degree of student satisfaction with the quality of educational services;
6. Formation of flexible skills in students, promotion of the values of spiritual rebirth;
7. Development of the infrastructure (laboratory base) of the university in the context of resource support for the university’s activities;
8. Strengthening social support for university employees.

IX CONTACT INFORMATION

Company	
Full name	NJSC “Aktobe Regional University named after K. Zhubanov”
Legal address	Republic of Kazakhstan, 030000, Aktobe region, Aktobe city, Astana district Aliya Moldagulova Avenue, building 34

BIN/IIN	130840021720
Chairman of the Board-Rector	Karabassova Laura
Phones, fax	+7(7132)568280
Email address, website	info@arsu.kz
Audit organization	
Full name	Limited Liability Partnership “Audit-consalt”
Legal address	Astana city, Shubar Residential Area, st. E. Taybekova, 72
BIN/IIN	190940034320
Director	Ibadullayev E.T.
Phones, fax	+7-707-742-19-71

ATTACHMENT: Financial statements for the year ended December 31, 2023 and independent auditors' report.