

**ANNUAL REPORT
ABOUT THE ACTIVITIES OF THE NJSC “AKTOBE
REGIONAL UNIVERSITY NAMED AFTER K.ZHUBANOV”
FOR 2022**

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» ҚсАҚ;
- 2) in Russian – НАО «АРУ имени К.Жубанова»;
- 3) in English – NJSC «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.

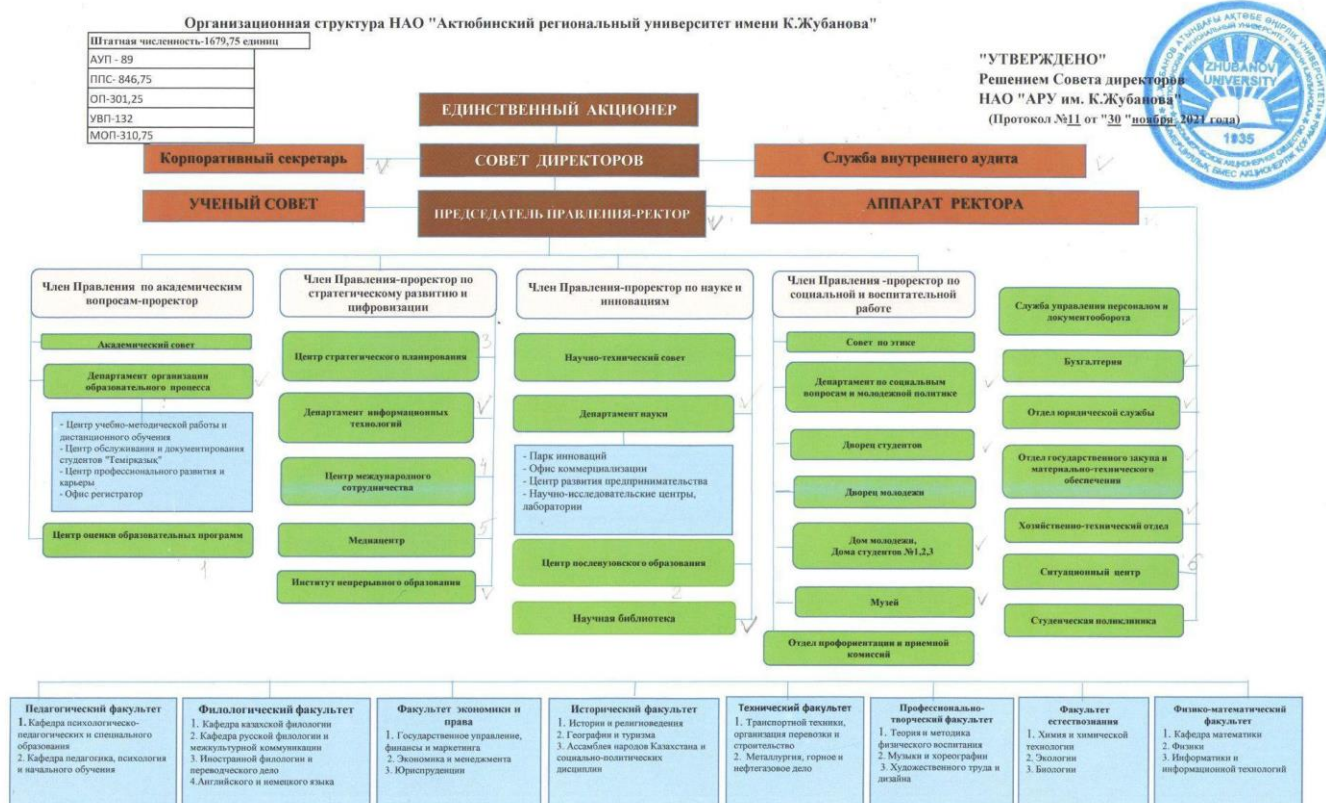
1.6. Information about the owners of the state block of shares of the Company

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 structure of the university consists of:

8 faculties;

23 departments;

The Department for the organization of the educational process, including the Center for Educational and Methodological Work and Distance Learning, the Center for Professional Development and Career, the registrar's office, the Student Service Center "Temirkazyk";

- Center for Evaluation of Educational Programs;
- Strategic Planning Center;
- Institute of Continuing Education;
- 8 research centers and laboratories;
- Center for International Cooperation;
- Department of Information Technology;

- Department of Science, including Innovation Park, Commercialization Office, Entrepreneurship Development Center, Research Centers and laboratories;
- Postgraduate Education Center;
- Scientific Library;
- Department of Social Affairs and Youth Policy;
- HR and Document Management Service;
- Department of Career Guidance and Admissions;
- Accounting;
- Legal Service Department;
- Department of Public Procurement and Logistics;
- Economic and Technical Department;
- Situation Center;
- Media Center;
- Student polyclinic.

In 2022, the staff number was 1,275 units, of which the number of teaching staff was 765 units, administrative and managerial staff-72 units, teaching and support staff-118 units, maintenance staff-320 units.

II STRATEGIC DIRECTIONS OF THE COMPANY'S DEVELOPMENT

2.1. Mission, vision, strategic directions of development, goals and objectives

The mission, vision, strategic goals and objectives of the university are defined in the Strategic Development Plan of the University for 2020-2024 (approved by the decision of the Board of Directors dated 12/21/2022).

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.

The Strategic Plan of the K.Zhubanov ARU for 2020-2024 defines 6 priority strategic directions:

□ Ensuring high-quality training of competitive personnel and improving the management of the university.

Purpose: Training of specialists with in-demand skills who are able to adapt to changing conditions and professional growth of employees in a new reality.

Tasks:

- updating the content of educational programs in accordance with modern standards of professional education, expanding the research/practical component, digitalization of the educational process;
- widespread introduction of online learning and MOOCs into the educational process, as well as in the framework of retraining and advanced training programs;
- passage of specialized and institutional accreditations in recognized agencies;
- improving the university's position in national and world academic rankings;
- integration of the university system with production, involvement of practical teachers from business structures and production;
- expansion of incoming and outgoing international academic mobility of students and teachers;
- increasing the number of joint international programs of double-degree education with leading universities abroad;
- increasing the share of educational programs with English as the language of instruction, including for foreign students;
- professional certification of graduates;
- effective employment through the development of a system of interaction with employers;
- continuation of work on the implementation of talent management;

- implementation of the best management practices of domestic and foreign universities;
- creation of own system of positions and qualification standards of teaching staff of ARU after K. Zhubanov;
- advanced training of teaching staff, AMS of the university in the field of management;
- formation and implementation of an effective model of faculty autonomy, development and further improvement of the mechanism for managing professional and job promotion of employees, taking into account regular professional development and retraining of personnel.

□ **Development and improvement of the efficiency of scientific research and innovative developments, increasing the contribution of science to the socio-economic development of the region.**

Purpose: Development of innovative infrastructure, implementation of research results into production, training of scientific and pedagogical personnel.

Tasks:

- Ensuring interaction with research centers and institutes, subjects of innovation, industrial enterprises and business representatives;
- ensuring the unity of the educational process and scientific research, expanding the research component in the educational process;
- expansion of international scientific and technical cooperation with educational institutions and research and production companies of foreign countries;
- increasing the publication activity of university teaching staff;
- development of innovative activities with the aim of creating high-tech scientific and technical products and innovative patents. Introduction of patented inventions into production;
- increasing the potential for commercialization of scientific results, bringing the results of scientific research to a commercialized commercial product;
- development of a system to attract funds from budgets of all levels, funds, funds of enterprises and private investors for the development of scientific research at the university;
- development of postdoctoral programs for the training of highly qualified scientific personnel, attracting and securing young talented scientists in science;
- development of a startup platform to support innovative projects;
- opening of dissertation councils;
- modernization of scientific infrastructure and digitalization of science;
- organization and holding of scientific and practical conferences, seminars, meetings, round tables on topical issues of innovative development of the university and improvement of the system of postgraduate education.

□ **Internationalization and international cooperation.**

Purpose: Development of international cooperation and popularization of the University's activities at the international level.

Tasks:

- activation and expansion of cooperation with partner universities from far and near abroad, search for new forms of interaction;
- promoting the comprehensive representation of the university in the international educational and research space by organizing information exchange, initiating and coordinating the participation of a wide range of scientists and university staff in international projects;
- establishment of direct partnerships with foreign universities, foundations and organizations to ensure the improvement of the educational process, professional development of teachers and the quality of training of specialists of different skill levels;
- attraction of additional sources of financing from international organizations;
- an increase in the number of foreign students and attracted foreign scientists.

□ **Education of a harmoniously developed personality on the basis of universal values.**

Purpose: Improving the spiritual, moral, aesthetic and labor education of the individual and creating conditions for the formation of professional competence and competitiveness of future specialists.

Tasks:

- ensuring patriotic, spiritual, moral, labor development of students;
- conducting systematic monitoring of the state of the moral and psychological climate of the university;
- creating conditions for the development of creative and scientific activities of students, supporting student initiatives and talented youth;
- development of a youth volunteer network;
- prevention of antisocial phenomena among students;
- improving the effectiveness of social partnership with student organizations, strengthening the role of student self-government.

□ **Infrastructure development and the digital ecosystem of the University.**

Purpose: Development of infrastructure and expansion of digitalization of business processes in order to ensure high quality of educational services and scientific research.

Tasks:

- creation of the SmartUniversity information system, modification of the Smart Zhubanov University project;
- modernization of university infrastructure facilities: reconstruction and strengthening of the material and technical base of the university;
- development of a corporate information system and network infrastructure integrating data sources and information flows of all subjects of the university complex, as well as aspects of their activities;
- improving information security within the corporate information system and IT infrastructure of the university;
- integration of university information systems with NED and other IS;

- access to the domestic and international market with their own digital products;
- efficient use of financial resources, attraction of additional sources, transition to an environmentally friendly type of fuel (gasification) to save the university's funds;
- improving the digital literacy of teaching staff, employees and students;
- provision of educational and information resources for students and teaching staff;
- transition to the "digital library": introduction of RFID technology in the library;
- construction of an academic building with a capacity of more than 20 thousand students.

□ **Ensuring sustainable financial and economic development of the university.**

Purpose: ensuring financial and economic stability and determining effective ways to invest financial resources of the university.

Tasks:

- improving the advertising and information activities of the university in order to form a contingent of students;
- development of the Endowment Fund;
- generating an effective financial mechanism for managing monetary relations and transactions, as well as other activities for the financial restructuring of the university;
- financial modeling, which is based on the modern principles of financial management of the university, including organizational concept, financial analysis, time value of money, risk and profitability, corporate financing, etc.;
- development of multi-channel sources of financing, introduction of phased per capita financing.

III RESULTS OF THE COMPANY'S STRATEGIC ACTIVITIES

3.1. Provision of high-quality training of competitive personnel and improvement of university management

The University makes constant efforts to train 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 passes the procedures of institutional and specialized (re-) accreditation and post-accreditation monitoring in a timely manner. The accreditation of educational programs (EP) has been brought to 92% in 2021, that is, 103 out of 109 of the total number of EP are accredited. In 2021, 22 EP passed institutional accreditation, including 12 EP accredited by the NAAR and 10 KazSee.

Also, in order to introduce relevant educational disciplines, a new form of syllabuses was developed: the number of pages was reduced from 100 to 10. In addition, Academic Committees have been established at the university for each and related OP. Their role is to improve the quality of the educational process at all levels of education and increase the effectiveness and efficiency of educational programs implemented at the University. Subsequently, Quality Assurance Commissions were established at each faculty. The commission consists of 41 teaching staff, 16 students.

In order to attract students with high potential, a new regulation has been developed on the procedure for transferring and restoring students, which will increase the quality requirements for applicants from other foreign universities. Also, in order to attract talented young people, recruiting events were held. As a result, 290 winners of "Altyn Belgi", 22 winners of national and international Olympiads, scientific competitions and 19 winners of international competitions and sports competitions entered the 1st year.

The University is implementing various measures to improve the quality of training of competitive specialists. For example, all master's degree programs, with the exception of language profile programs, have been transferred to multilingual education. Also, at all EP master's programs, a new discipline has been introduced "Organization and planning of scientific research" (in Russian) and the competition commission includes teachers who will teach this discipline. In addition, work is actively underway with regional employers, resulting in developments in the labor market in the educational process. More precisely, 224 employer representatives were involved in the development of various EPs; moreover, 11 effective EPs were developed at the request of industry associations and enterprises:

- 6B06105-Computer engineering;
- 6B07105-Chemical engineering;
- 6B07205-Petrochemistry of petrochemical production;
- 6B05202-Ecotechnology and sustainable development;
- 6B07104-Eco-energy;
- 6B01705-Kazakh, Russian languages and literature;

6B02301-Digital linguistics;
6B05203-Landscape design;
6B07208-Recycling technologies;
6B01707-English language and computer science;
6B01103-Cyberpedagogy.

The University is constantly working to improve the skills of its employees. The share of teaching staff who passed advanced training and foreign internship was 87%. One of the large-scale courses organized for university employees is the courses of transformation and leadership in education of the Higher School of Education of Nazarbayev University. In addition, since 2021, the University has started actively hiring graduates of the best universities in the world and Kazakhstan to strengthen human resources. Also, in order to attract and retain talented young people, the university has developed the concept of the project "Reserve of Young Specialists".

The National Chamber of Entrepreneurs "Atameken" has been rating educational programs of universities since 2018. If, according to the results of the 2020 rating, 11 EP universities entered the TOP 10 best educational programs of the Republic of Kazakhstan, then according to the results of the 2021 rating, 18 educational programs entered the TOP 5:

1st place

6B01201-Preschool education and upbringing

6B01501-Mathematics

6B01504-Chemistry

6B01511-Geography-History

6B01601-History

6B01704-Russian language and literature in schools with non-Russian language of instruction

2nd place

6B01101-Pedagogy and Psychology

6 In 01301-Pedagogy and methods of primary education

6B01502-Physics

6B01503-Computer Science

6B07105-Chemical

3rd place

6B01405-Visual art, art work, graphics and design

6B01901-Special pedagogy

6B05301-Physics

6B04105-State and local government

5th place

6B02302-Translation business

6B02303-Foreign Philology

6B05302-Chemistry

In order to increase the reputation of the university in the academic environment,

the university is actively working to join the QS World University Rankings (ranking of world universities). Introduced into the QS 1353 rating database (767 academic experts, 586 employers) to survey their opinions about our university. According to the results of the information entered into the rating database, the University took 351-400 places in the QS and IESA rating.

As of September 1, 2022, 13072 students are enrolled in 80 bachelor's degree programs, 4647 of them under a state educational grant. With the state language of instruction – 11,181.

Compared to last year, the contingent decreased by 1,904 (by 12.7%) people. The contingent decreased due to the following factors:

since 2022, the admission of applicants for full-time with the use of distance educational technologies has stopped;

-the threshold score of the UNT for the group of OP "6B042 Law" has increased (75 points);

-since 2022, the admission of applicants on the basis of higher education has increased the period of study to 3 years (previously 2 years);

-the restoration of students from foreign universities is carried out on the basis of the results of the passing exam in specialized subjects (Academic policy of the university).

In 2022, there was the last graduation of bachelors who studied remotely.

754 undergraduates are studying at 40 master's degree programs, 426 of them are studying under a state educational grant, 51 people are studying at 7 doctoral programs, 47 of them are studying under a state grant.

Compared to last year, the contingent of the magistracy decreased by 11%, due to the following factors:

from 2021, the passing score for admission to the magistracy increased by 75 points (previously 50 points);

Since 2022, the restoration of undergraduates from foreign universities is carried out with a certificate of comprehensive testing with passing scores.

The share of undergraduate students in the current academic year is almost 94%, about 5.5% are undergraduates and almost half a percent are doctoral students.

The percentage of students enrolled on a state educational grant increased from 30.6% in 2020 to 36.9% in 2022. It should be noted that sponsorship of student education has increased from 2% in 2020 to 3.2% in 2022.

In 2022, 139 foreign students from CIS countries studied at the university: Uzbekistan, Russia, Azerbaijan, Turkmenistan.

There are 251 students studying at the university under the Serpin program, in the direction of "Education" - 187, in the direction of "Technical Sciences and Technologies" - 64 people from Turkestan, Zhambyl, Kyzylorda, Mangystau, Almaty regions. 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" "Mangilik el zhastary - industry".

In 2022, the average UNT score of those entering the university was 76 points, we note that in 2022 the university stopped accepting applicants who did not achieve the

UNT threshold score (conditional admission)

In 2022, 4,006 graduates graduated, employment rate was 90.8% in 10 months. In 2021, the employment rate was 96% in 12 months.

Achievements in the reporting year of key indicators in the strategic direction “Ensuring high-quality training of competitive personnel and improving university management”:

№	Indicators	units of measurement	2022	
			Plan	Fact
1	Share of accredited educational programs (of the total number of implemented/operating educational programs)	%	84	85,8
2	The share of students studying within the framework of academic mobility funded by the university (of the total number of students)	%	0,8	1
3	The share of educational programs in English included in the Register of educational programs	%	3,2	6,3
4	Proportion of multilingual students	%	6	8,9
5	Share of innovative educational programs developed at the request of industry associations and enterprises	%	12,2	15
6	The share of employers involved in the educational process	%	32	36,6
7	Share of teaching staff teaching in English from the total number of teaching staff	%	13	16,7
8	Share of attracted teaching staff and top managers from abroad from the total number of teaching staff	%	4	8
9	Share of leading EP TOP-10 according to the ratings of the National Chamber of Entrepreneurs “Atameken”	%	28	56,3
10	The share of those admitted to the university who have the “Altyn Belgi” badge, a certificate or diploma with honors, winners of presidential, republican, international Olympiads and scientific project competitions (awarded with diplomas of the first, second and third degrees)	%	11	13,8
11	The share of graduates employed in the 1st year after the	%	90	90,8

	state educational order			
12	Proportion of graduates employed in the first year after completing their studies (of the total number of graduates)	%	96	96,2
13	Share of information systems for determining borrowing in order to implement the principles of academic integrity in universities (presence of agreement)	%	100	100
14	Proportion of students studying in English from the total number of students	%	0,9	1,5
15	Share of educational programs implemented using remote technologies	15	64	100
16	Share of disciplines for which online courses have been developed	16	7	7
17	Share of educational programs within the framework of double-degree education with foreign partner universities (of the total number of EP)	%	9	6,4

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

In 2022, the teaching staff of the University implemented 22 grant projects on fundamental and applied research funded by the Ministry of Foreign Affairs of the Republic of Kazakhstan, including 9 projects “A young scientist”, 3 projects on the competition of young scientists for a total amount of about 995 million tenge.

№	Full name	Science project	Amount
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	53 989 007, 00
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⁺	52 873 928,00

3	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	27 894 470,08
4	Tleubergenova M.A. 2021-2023 GF AP09258737	Theory of unpredictable oscillations	64 092 129,00
5	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	32 763 864,96
6	Izbasarova G.B. 2021-2023 GF AP09259029	Historical figures of the Great Steppe XVIII - 30s. XX centuries (based on materials from Western Kazakhstan)	59 577 657,00
7	Sadirova K.K. 2021-2023 GF AP09259776	Onomastic discourse: mythological aspect	44 887 239, 90
8	Kerimbayeva B.T. 2022-2024 CMU AP13067801	The network communicative culture of the future teacher is the key to developing the digital literacy of adolescents	50 980 781, 00
9	Mynbaeva S. T. 2022-2024 "Young Scientist" AR13268824	Methods for solving boundary value problems for quasilinear impulse systems of Fredholm integro-differential equations	18 999 866,40
10	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	18 696 308,00
11	Kushkimbayeva A. S. 2022-2024 "Young Scientist"	Aspects of teaching M. Auezov's linguistic personality in education	17 141 021,00

	AR13268850		
12	G. Kuzembayeva 2022-2024 "Young Scientist" AP13268778	Basic values of Kazakh culture: ethnopsycholinguistic research	14 954 328,00
13	Niyazbayeva A. 2022-2024 "Young Scientist" AR13268873	Development of a model of social and labor mobility and professional orientation of young people in the region	16 184 000,00
14	Karabassova L.Ch. 2022-2024 GF AP14870889	Developing Global Skills in Kazakhstan Exploring the Practices of Primary School Teachers	58 306 105,00
15	Tokmurzin Zh. 2022-2024 "Young Scientist" AP14971198	Generalized solution of a fourth-order partial derivative hyperbolic type boundary value problem	18 990 076,00
16	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	18 298 366,00
17	Abilova G. K. 2022-2024 "Young Scientist" AP15473201	Film dosage forms based on functional biopolymers for local drug delivery	17 992 058,00
18	Mukash M. A. 2022-2024 "Young Scientist" AP15473190	Methods for solving boundary value problems for differential equations with pulsed action at non-fixed moments of time	18 990 076,00
19	Bekeshev A.Z. 2022-2024 PCF BR18574094	Development of scientific and technological foundations for the creation of epoxy nanocomposites with improved properties	299 554 995,50
20	Sergeev D.M. 2020-2022 CMU AP08052562	Investigation of quantum transport characteristics of nanosystems with unique operational electrical and magnetic properties	31 679 497,00

21	Shunkeev K.Sh. 2020-2022 GF AP08855672	Directed effect on the radiative relaxation of electronic excitations in order to improve the luminescent characteristics of functional materials based on alkali-halide crystals	58 695 347,00
22	Beknazarov R.A. 2020-2022 GF AP08856108	The place of family rites in the context of the theory of intangible heritage (on the example of Western Kazakhstan)	49 508 575,79

As a result of the link activity of teaching staff articles, in 2022 the University's H-index reached 14 according to the Scopus database and 11 according to WOS. In 2021, these figures were 13/9 respectively.

Achievements in the reporting year of key indicators in the strategic direction "Development and improvement of the efficiency of scientific research, increasing the contribution of science to the socio-economic development of the region":

№	Indicators	units of measure ment	2022	
			plan	fact
1	Increase in publications in rating publications from the total number of publications over the past three years	%	5	29,9
2	The share of ongoing scientific projects financed by the Ministry of Education and Science of the Republic of Kazakhstan from the total number of projects carried out on the basis of the university	%	49,5	71
3	Share of projects financed by local executive bodies and business representatives from the total number of projects completed at the university	%	21	22,5
4	The share of attracted young researchers participating in university grants for research activities up to 40 years of age from the total number of teaching staff	%	39	54,7
	Share of commercialized projects from the total	%	22,5	25

5	number of completed applied research projects			
6	Share of publications in scientific publications of the Republic of Kazakhstan recommended by the Committee for Quality Assurance in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan, from the total number of publications	%	40	44,4
7	Share of teaching staff participating in educational and research projects from the total number of teaching staff	%	30	31,3
8	Share of teaching staff by Hirsch index of the total number	%	22	26,2
9	Share of equipping scientific centers, innovation parks, laboratories with modern technological equipment	%	81	85
10	Proportion of studies conducted using a digital platform	%	2	40,9
11	Share of start-up projects implemented by employees studying at the university	%	0,1	12,5
12	Share of ongoing international scientific projects from the total number of projects	%	10	15,6
13	Share of completed post-doctoral programs	%	3	9
14	Proportion of young scientists who received a university grant for research activities	%	4	4,6
15	Share of funded educational and research projects carried out at the university	%	95	96
16	Number of implemented virtual laboratories	%	10	19
17	Proportion of young scientists participating in university research grants	%	39	54,7
18	Share of updated certified scientific equipment	%	50	50

3.3. Internationalization and international cooperation

A key element in the activities of the university is internationalization and international cooperation, characterized by the level of academic mobility of teachers and students, and the 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, Sakarya University), Poland (Pomeranian Academy in Slupsk), Italy (University of Genoa), Latvia (Baltic International Academy, Vytautas Magnus University). During the reporting period, 10 new agreements were signed, implying the development of student exchange with leading foreign universities and an increase in external student mobility.

One of the main objectives of the university is the development of strategic partnerships and networking with leading foreign organizations and universities in the field of science, education and innovation.

In 2022, the university entered into memorandums with 14 universities from 7 countries in the following areas:

1. Academic mobility program for students and teaching staff (Baltic International Academy, Karakalpak State University named after Berdakh, Leningrad State University named after A.S. Pushkin, Orenburg State University, Ankara Yildirim Biyazit University, Hacettepe University, Ankara Haci Bayram University, Gazi University, Firat University, Ivanovo State Polytechnic University).

2. Scientific activities (Samarkand State University, Hame University of Applied Sciences, JAMK University of Applied Sciences, University in Belgorod).

3. Strategic partnership (opening a branch of a foreign university (Heriot-Watt University) on the basis of the ARU).

Thus, in 2022, work began on creating a branch of Heriot-Watt University (UK) on the basis of the ARU.

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

As part of the partnership, on the basis of the ARU named after K. Zhubanov, it is planned to open 3 educational programs: Computer Engineering, Electrical Power Engineering, Petroleum Engineering and Energy Management.

Also, in 2022, the university attracted 50 foreign scientists (of which 30 are scientists with a high h-index) to conduct classes, lectures, seminars, master classes, training and consultations on master's or doctoral dissertations, writing scientific articles. Teachers of the ARU named after K. Zhubanov took part in various international scientific and educational projects. Together with UniCEN, in order to promote key educational programs in ecology and environmental science at universities in Kazakhstan and modernize educational programs in Central Asia, the following projects were implemented: Advancing Key Curriculums of Ecology and Environmental Sciences in Rural Kazakhstan Universities and climate action and sustainable development bank).

With funding from the World Bank, in partnership with HAMK Häme University of Applied Sciences, a Professional Development Program was developed to improve teacher education, the goal of which was to improve the model of teacher education and develop new educational programs in teaching specialties in Kazakhstan.

In 2022 from ARU became the winners of a grant from the international Bolashak program for a scientific internship program

“500 scientists” - 2 candidates. Among them are Associate Professor, Head of the

Department of Foreign Philology and Translation Studies Botagoz Kerimbaeva (in the direction of Management in Education and Science - Strategic Management and Management in Higher Education) at George Washington University in the USA and Head of the Center for Professional Development and Career Baktygul Ertleuova (in direction Management in education and science - strategic management and management in higher education) at the Faculty of Pedagogical Education of Moscow State University. M. Lomonosov in Moscow.

The geography of student participation in the national outgoing and incoming academic mobility program covered the following universities: Atyrau University named after. Kh. 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. Kozybaeva, Arkalyk Pedagogical Institute named after. I. Altynsarin, Caspian University of Technology and Engineering named after. Sh. Yesenova.

There are 5 language centers at the university: “Confucius Institute” together with the General Administration of Confucius Institutes (PRC); “Korean Language Center” in collaboration with Tongmyeon University in Busan (Korea); “Laboratory for the Study of Linguistic 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” together with the University of Economics in Bydgoszcz (Poland). These centers trained about 800 students in 2022. 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”:

№	Indicators	units of measurement	2022	
			Plan	Fact
1	Share of teaching staff who have undergone advanced training and foreign internship	%	90	90
2	Proportion of foreign students from the total number of students	%	5	1

№	Indicators	units of measurement	2022	
			Plan	Fact
3	Share of educational programs within double-degree education with partner universities from the Top-700 QS rankings	%	1	1,25
4	The share of teaching staff with international certificates confirming knowledge of a foreign language in accordance with the pan-European competencies (standards) for proficiency in a foreign language	%	2	2,7
5	The share of attracted foreign scientists with a high h index from the total number of attracted foreign scientists	%	3	4
6	Share of foreign students attracted as part of international academic mobility from the total number of HEP students	%	0,15	0
7	Share of educational programs within double-degree education with partner universities from the Top-700 QS rankings	place	351	351
8	Proportion of students reached through university-based language centers, including those who have opened an English Club, who are involved in INVO volunteer activities out of the total number of students enrolled in undergraduate programs	%	10,1	10,1
9	The share of teaching staff participating in joint scientific and educational international projects as part of the university's participation in international organizations and associations	%	5,2	5,3
10	Share of implemented international educational programs, academic exchanges with foreign partners from the total number of EP	%	4	6,3

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

Social and youth policy is a priority task and an important component in the education of a harmoniously developed personality based on universal human values. To actively involve students, the number of different clubs was increased to 25. To develop the leadership qualities of students, their active inclusion in the life of the university, the University has a Student Parliament, consisting of the Student Senate and the Student Mazhilis, which consists of 9 student senators and 25 Mazhilis chairmen. The Student Parliament coordinates the work of all youth organizations. Accordingly, the share of socially engaged students increased from 37% to 45% from 2020 to 2022.

In 2022 marks the 5th anniversary of the first president's article "Rukhani Zhangyru", which was published on April 12, 2017. During this time, the program, on its ideological basis, gave a great impetus to the formation of such areas as modern Kazakhstan culture, education, science, archeology, and the popularization of national values. A lot of work has been done throughout the republic.

These events are based on 6 main principles - competitiveness, pragmatism, preservation of national identity, cult of knowledge, evolutionary rather than revolutionary development of Kazakhstan and openness of consciousness. At Zhubanov University, 25 articles and 4 monographs were written within the framework of the "Rukhani Zhangyru" program from 2020 to 2022.

By 2023, it is planned to write 10 articles and 2 monographs.

In addition, the university puts a priority on the spiritual development and education of students; for this purpose, 6 local history expeditions were carried out, covering 129 people; plans for 2023 include 1 expedition, covering 120 people.

Presidential tests are the first experience in creating a system of physical training for the population, which includes a number of standards. The share of students who have passed the presidential tests for 2022 is 15%, 10% is planned for 2023 due to the fact that the number of students able to pass them is becoming smaller every year, and the relevance of this test is decreasing.

Despite this, the number of students who passed the presidential level of the total number of participants is 20%, and the number of students who passed the national readiness level is 2%.

From 2020 to 2022, 6 illegal acts were committed by university students. Moreover, not a single crime was committed in 2022. Many crime prevention activities are planned for 2023 to reduce student crime to zero.

In 2022, a health and well-being center was opened, staffed by the best psychologists in the region.

In the implementation of youth policy, students who have achieved excellent, creative, sports results in their studies at the university are given the opportunity to participate in international and republican subject Olympiads, scientific projects, creative competitions, major Asian and world sports competitions. During 2020-2022, 453 students became prize-winners and winners in various creative, intellectual, sports competitions and olympiads, of which 325 students were on the podium of republican competitions and 128 international ones.

For students who take an active part in the public life of the university (student parliament, career guidance work, debate clubs, volunteer movements, etc.) as well as

for prize-winners in various creative, intellectual, sports competitions and olympiads, conditions are provided for providing social support and stimulating social on the part of the university, due to this it is planned to maintain the positive results of students.

Work is underway on business education and financial literacy of students, the fruits of this work are the number of startups, 8 of them in the period from 2020 to 2022, in which 42 students were involved.

By 2023, it is planned to create at least 3 startup projects, in which at least 20 students will participate.

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

№	Indicators	units of measure ment	2022	
			Plan	Fact
1	The share of students participating in the activities of student labor teams and “Zhasyl el” teams	%	3	3
2	The share of students involved in the implementation of the Roadmap “Rukhani Zhangyru”	%	55	55
3	Proportion of students involved in volunteer activities out of the total number of students enrolled in undergraduate programs	%	6,3	6,3
4	The share of students from the total number of university students involved in the activities of sports sections, student organizations, student clubs, and youth affairs committees.	%	42	42
5	Proportion of students participating in the Debate Movement out of the total number of students enrolled in undergraduate programs	%	5	5
6	The share of students participating in the implementation of social projects (international, republican, regional) from the total number of students in undergraduate programs	%	3	38

7	Reaching youth in collaboration with universities, public and youth organizations in order to increase social activity within the framework of creative and cultural exchange	%	4	65
8	Proportion of students with special educational needs from their total number	%	0,5	0,7
9	Coverage of students in the activities of sports sections	%	24	30

3.5. Development of infrastructure and digital ecosystem of the University

The university is actively developing a digital ecosystem, which currently includes external and internal portals, an educational portal, AIS “Situation Center”, a mobile application, and an automated information system “Univer”.

The university has a CCTV Camera Situation Center, the IT infrastructure has been modernized, servers and computers have been purchased, high-speed Internet (1 GBIT/sec) has been installed, and educational buildings are partially equipped with a Wi-fi wireless network. The Department of Information Technology has installed 500 IP CCTV cameras, covering 90% of campuses and classrooms. The transition to an electronic internal document management system on the Bitrix platform was carried out.

Basic business processes are serviced through the Student Service Center and the Smart ARSU mobile application, implemented since October 2019. Currently, the Smart ARSU mobile application includes online services for students and teaching staff of the university. In general, 80% of the university’s business processes are fully automated.

The university has a number of centers and laboratories in the following areas of scientific research:

6 research centers:

- “Radiation physics of materials”;
- “Applied mathematics and computer science”;
- “History, archeology and ethnography”;
- Center for Social Research;
- “Zhubanology”;
- “Abayan studies and national spirituality.”

14 laboratories in the Innovation Park:

- “Robotic systems”;
- “3D modeling”;
- “Basics of programming”;
- “Repair and modernization of computer equipment”;
- “Computer networks”;
- “Streaming data and machine learning analysts”;
- laboratory for mineral enrichment “DIATOMITE”;

- laboratory for researching methods of recycling industrial waste;
- laboratory for testing building materials and asphalt concrete;
- laboratory of polymer composite materials;
- laboratory for analysis of nanomaterials;
- laboratory Analysis of microscopic materials;
- IT office;
- STEM office.

The above centers, laboratories, as well as laboratories at faculties are equipped with modern technological equipment.

In general, the share of equipping scientific centers, innovation parks, and laboratories with modern technological equipment is 85%.

In addition, 92% of classrooms are equipped with interactive whiteboards, stands, video projectors, and laptops.

Achievements in the reporting year of key indicators in the strategic direction “Infrastructure development and digital ecosystem of the university”:

№	Indicators	units of measurement	2022	
			Plan	Fact
1	Share of expenses for the development of educational laboratories from the total budget of the university	%	11	1,9
2	Increase in the number of electronic resources introduced into the educational process	%	5,4	84,8
3	Share of classrooms equipped with multimedia equipment	%	65	92
4	Share of managers with advanced training in educational management	%	96	98
5	Level of provision of conditions for students with special educational needs (curricula, elevators, ramps, handrails, etc.)	%	16,75	16,75
6	The share of updating the management system, organizational structure, architecture and personnel policy in the conditions of academic freedom of the university	%	5	5,4

7	Level of implementation of new qualification requirements (standards) for talent management; increasing human resources potential	pc.	1	1
8	The share of providing the audit fund with video security cameras	%	95	95
9	Share of automated university business processes	%	80	80
10	The share of employees who have completed advanced training courses on the use of automated university information systems (Moodle, NOBD, etc.) and innovative teaching methods, information security	%	75	75
11	Share of students reached through Smart ARSU mobile applications, including through the one-stop-shop principle, out of the total number of students	%	80	100
12	The share of students and teaching staff reached through our own educational online learning portal with a proctoring system from the total number of students and teaching staff	%	80	80
13	The share of disciplines provided with virtual laboratories from the total number of disciplines with laboratory classes	%	25	26

3.6. Ensuring sustainable financial and economic development of the university

Research income amounted to about 232.4 million tenge (2.7% of the university's total income).

The share of extra-budgetary funds from the total income of the university (educational services, dormitories, fines, medical examination, Bulletin of the ARU, etc.) amounted to 47.9% or 4 billion 106 million tenge.

About 493 million tenge, or the share of the university's total income was 5.7%.

The share of financing educational activities from the total income of the university (educational, scientific, additional services) in 2022 was about 92.3%.

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

№	Indicators	units of measurement	2022	
			Plan	Fact
1	Share of funds in the Endowment Fund from the total income of the university	%	0,5	0
2	Share of grants from the funds of local executive bodies and employers from total income university	%	3,2	1,9
3	Share of income from research and development from the total income of the university	%	2,6	2,7
4	The amount of income from research and development from the total income of the university	thousands tenge	125708	232400
5	Share of infrastructure funding from total university income	%	25	14,2
6	Share of financing educational activities from the total income of the university (educational, scientific, additional services)	%	95	92,06
7	The volume of attracted investments for the development of the university from the total income of the university	%	0,3	0,3
8	Share of income received from scientific research activities, innovative developments and commercialized projects (from the total budget of the university)	%	2,5	2,7

IV ANALYSIS OF THE 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 2022 are in line with expected guidance.

4.2. Analysis of financial indicators for 2022

Indicators	Period		
	2020 year	2021 year	2022 year
Income from sales of products and provision of services	5 384 141	6 668 876	8 134 288
Cost of sales of products and provision of services	4 284 230	5 052 008	6 003 153
Gross profit	1 099 911	1 616 868	2 131 135
Administrative expenses	360 539	372 123	476 431
Total operating profit (loss)	739 372	1 244 745	1 654 704
Financial income	15 095	42 648	221 725
Financial expenses		17 751	1 840
Other income	41 356	118 184	221 680
other expenses	60 811	64 692	11 216

Net profit			33 259
EBITDA	735 012	1 323 134	2 051 794

4.3. Analysis of the financial condition

Profit before tax analysis

Indicators	2020	2021	2022	Rate of increase	
	amount, thousand tenge	amount, thousand tenge	amount, thousand tenge	2022 compared to 2020.	2022 compared to 2021
Gross profit from sales of products and provision of services	1 099 911	1 616 868	2 131 135	193,75 %	131,81 %
Profit before tax	735 012	1 323 134	2 085 053	283,67 %	157,58 %

Analysis of financial stability ratios

Indicators	As of December 31, 2022	As of December 31, 2021	As of December 31, 2020	Standards
Balance currency	13 545 380	11 382 136	9 830 601	
Equity	12 219 287	10 172 211	8 859 745	
Liabilities				
long term liabilities	9718	9721		

Short-term liabilities	1 316 375	1 200 204	970 856	
Current assets	5 331 404	3 012 312	1 320 443	
Long-term assets	8 213 976	8 369 824	8 510 158	
Reserves	176 136	111 272	75 291	
Initial cost of fixed assets	12 697 879	12 340 939	12 069 153	
Depreciation of fixed assets	4 585 093	4 206 000	3 805 896	
Own funds ratio	0,8	0,6	0,3	more than 0.1
Equity agility ratio	0,3	0,2	0,1	no more than 0.5
Inventory coverage ratio with own funds	22,7	16,2	4,6	0,6-0,8
Equity concentration ratio (financial independence)	1,1	0,9	0,9	not less than 0.5-0.6
Deterioration coefficient	0,36	0,34	0,31	
Investment coverage ratio (financial stability)	0,9	0,89	0,90	normal 0.9, critical 0.1
Concentration ratio of attracted capital	0,1	0,1	0,1	below 1.0
Financing ratio (debt to equity ratio)	0,11	0,12	0,11	from 0.2-1.0
Financial dependency ratio	1,11	1,12	1,11	

Autonomy (financing) ratio	1,11	1,12	1,11	
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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	
Violation of deadlines for submitting reports to the tax authorities, statistical management, etc.	Ensuring timely delivery of reports
World financial crisis	Reduce non-essential expenses. Participation in funded international grants and projects.
Legal	
Failure to fulfill the plan for the purchase of books, electronic resources, insufficient share of educational and methodological literature in the state language	Adjustment of the budget by exclusion, or reorientation of purchasing directions. Constant monitoring of book market price conditions and interchangeability.
Strategic	

Insufficient funding for research work	Attracting investors to finance research work
Educational migration, outflow of young people to foreign universities, decrease in the number of students	Development of measures to attract and retain school and college graduates and talented youth. Ensuring improved academic quality. Training in educational programs of higher and postgraduate education in three languages.
Political	
Regional geopolitical crisis	Active popularization of state policy and national values among young people through various events to develop patriotic feelings
Operating	
High degree of competition in the educational services market	Increasing the attractiveness of educational programs, providing high-quality educational services provided with appropriate educational resources, improving feedback from consumers, increasing the level of employment
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	Purchasing equipment, concluding agreements with research institutes, universities, continuing work on opening branches of departments at enterprises. Creation of laboratories within the Center for Academic Excellence.
Insufficient level of teaching staff proficiency 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 vocational guidance, opening of new EPs located at the junction of the specialty of an unclaimed EP
Rapidly changing requirements for IT skills in digitalization and automation	Organization of advanced training courses on the use of innovative teaching methods, automated information systems, digital classes, 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 activities of the university and is aimed at achieving the goals of the university, strengthening and growing its academic reputation. Risk management at the university includes the 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 are analyzed and the effectiveness of the measures taken is carried out. This is reflected in the University Strategic Development Plan for 2020-2024, which was adopted by the Board of Directors on December 22, 2022.

VI CORPORATE GOVERNANCE

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

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

The Company's corporate governance is based 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 activities of the Company and contributes to the successful activities of the Company, including the growth of its value, support of financial stability and profitability.

The fundamental principles of corporate governance are:

- the principle of separation 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;
- 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.

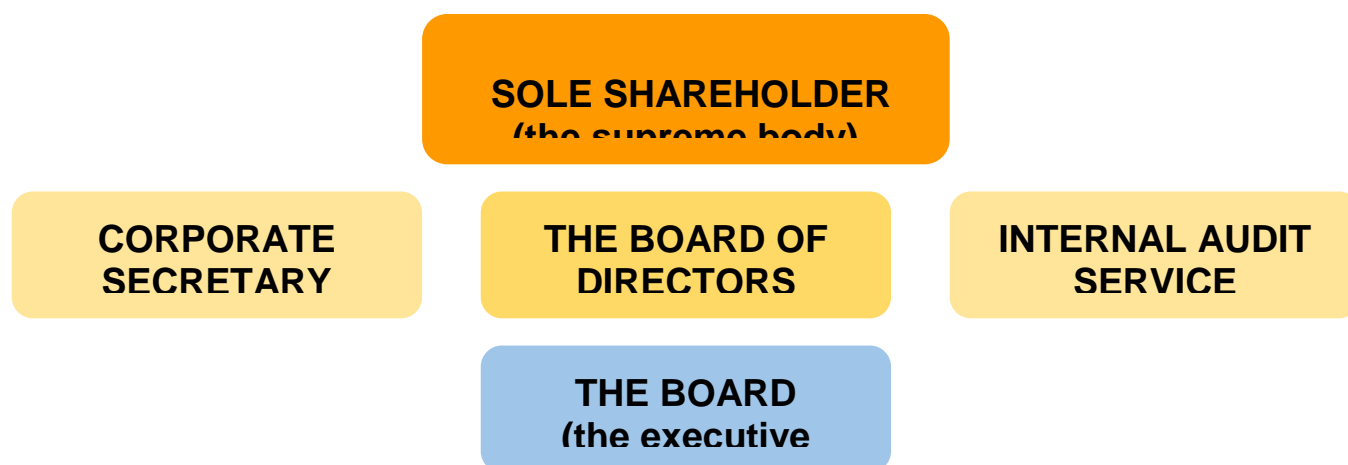
6.2. Share capital of the Company

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 declared 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) common shares, which are assigned an international identification number (ISIN code) KZ1C00013887. The nominal 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 during 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. Board of Directors

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

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

In accordance with subclause 8 of clause 65 of the Company's Charter, determining the quantitative composition, term of office of the Board of Directors, electing its members and early termination of their powers, as well as determining the amount and terms of payment of remuneration and compensation of expenses to members of the Board of Directors for the performance of their duties is an exclusive matter. competence of the Sole Shareholder.

In accordance with best practices of corporate governance, it is necessary to have independent directors who guarantee the adoption of objective decisions that best meet the interests of the Company.

In 2022, the following changes were made to the composition of the Company's Board of Directors:

- In accordance with the order of the Ministry of Science and Higher Education of the Republic of Kazakhstan (the Sole Shareholder of the Company) dated October 31, 2021 No. 128 "On some issues of the board of directors of the non-profit joint-stock company "Aktobe Regional University named after K. Zhubanov" the following decisions were made:

1) Early terminate the powers of the board of directors of the non-profit joint stock company "Aktobe Regional University named after K. Zhubanov" according to Table No. 1:

№	Full name	Job title	Date of election to the Board of Directors
1.	Kobenova Gulzat	Chairman of the Board of Directors, Chairman of the Committee for Quality Assurance in the Field of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan	September 23, 2020

2.	Zhaizhumanova Asemgul	Member of the Board of Directors, Chief Expert of the Directorate for the Work of Non-State Legal Entities with State Participation of the Committee of State Property and Privatization of the Ministry of Finance of the Republic of Kazakhstan	September 23, 2020
3.	Kuzembaeva Bulbul	Member of the Board of Directors, Head of the Department for Quality Assurance in Education of the Aktobe Region	September 23, 2020
4.	Tundukpaev Sultan	Member of the Board of Directors, Project Manager of Atlant Aktobe LLP, Member of the Board of Directors of the Kazakhstan Solar Energy Association, independent director	September 23, 2020
5.	Orazalieva Zabira	Member of the Board of Directors, Director of the Department for Work with Legal Entities and Individuals of the non-profit joint-stock company “Social Health Insurance Fund”, independent director	February 12, 2021
6.	Karabassova Laura	Member of the Board of Directors, Chairman of the Board – Rector	October 05, 2021
7.	Zhumazhanov Arman	Member of the Board of Directors, Head of the Office of the President of the Autonomous Educational Organization "Nazarbayev University"	December 31, 2021
8.	Nurtazin Anuar	Member of the Board of Directors, Head of the IT integration project of the West Kazakhstan region, Strategic situation center of the Aktobe region, independent director	December 31, 2021
9.	Loretta O'Donnell	Member of the Board of Directors, Vice-Provost for Academic Affairs of Nazarbayev University JSC, independent director	December 31, 2021

2) Determine the quantitative composition of the board of directors of the non-profit joint-stock company “Aktobe Regional University named after K. Zhubanov” in the amount of 7 people;

3) Elect the board of directors of the non-profit joint-stock company “Aktobe Regional University named after K. Zhubanov” according to Table No. 2:

Table No. 2:

№	Full name	Job title	Date of election to the Board of Directors
1.	Ergaliev Kuanysh	Chairman of the Board of Directors, Vice-Minister of Science and Higher Education of the Republic of Kazakhstan	October 31, 2022
2.	Zhaizhumanova Asemgul	Member of the Board of Directors, Head of the Department for Work with Non-State Legal Entities with State Participation of the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan	October 31, 2022
3.	Karabassova Laura	Member of the Board of Directors, Chairman of the Board – Rector	October 31, 2022
4.	Zhumazhanov Arman	Member of the Board of Directors, Head of the Office of the President of the Autonomous Educational Organization "Nazarbayev University"	October 31, 2022
5.	Orazalieva Zabira	Member of the Board of Directors, Director of the Department for Work with Legal Entities and Individuals of the non-profit joint-stock company “Social Health Insurance Fund”, independent director	October 31, 2022
6.	Loretta O'Donnell	Member of the Board of Directors, Vice-Provost for Academic Affairs of Nazarbayev University JSC, independent director	October 31, 2022
7.	Shangutov Aslan	Member of the Board of Directors, Director of the Department of Digital Technologies of the joint stock company "Insurance Company "Amanata", independent director	October 31, 2022

4) Determine the term of office of the board of directors – 3 (three) years.

6.6. Criteria for selecting independent directors

In accordance with the best practices of corporate governance and the requirements of paragraph 5 of Article 54 of the Law “On Joint Stock Companies” and paragraph 73 of the Company’s Charter, independent directors are elected to the Board of Directors, the number of whom must be at least thirty percent of the composition of the Board of Directors of the Company, which is true.

According to subparagraph 20 of Article 1 of the Law “On Joint Stock Companies,” an “independent director” is defined as a member of the Board of Directors who:

1) is not an affiliate of the Company and was not one during the three years preceding his election to the Board of Directors (except for the case of his tenure as an independent director of the Company);

2) is not an affiliated person in relation to affiliated persons of the Company;

3) is not related by subordination to officials of the Company or organizations - affiliated persons of the Company and was not related by subordination to these persons during the three years preceding his election to the Board of Directors;

4) is not a civil servant;

5) is not a representative of the shareholder at meetings of the Company’s bodies and was not one during the three years preceding his election to the Board of Directors;

6) does not participate in the audit of the Company as an auditor working as part of an audit organization, and did not participate in such an audit during the three years preceding his election to the Board of Directors.

6.7. Evaluation of the activities of the Board of Directors

In accordance with paragraph 8 of the Appendix (Regulations on the assessment of the activities of the Board of Directors) to the Code of Corporate Governance of a non-profit joint-stock company in the field of higher and postgraduate education, approved by order of the Minister of Education and Science of the Republic of Kazakhstan dated April 19, 2021 No. 171, the decision to conduct an assessment is made by the Sole shareholder. This decision determines the specific timing (schedule) of the assessment, the composition of the commission and the required resources (for example, materials, information, reports, etc.).

The assessment is carried out annually based on the results of the completion of the audit of the annual financial statements.

The assessment process is coordinated by the Sole Shareholder.

The assessment results are discussed at a closed meeting of the Board of Directors, which is attended only by members of the Board of Directors and the Corporate Secretary.

At this meeting, members of the Board of Directors should conceptually discuss the activities of the Board of Directors and identify factors that reduced the

effectiveness of their work, and propose ways to improve efficiency, discuss a number of key problems in managing and monitoring the activities of the Company.

Members of the Board of Directors provide recommendations based on the results of the year.

Overall, the assessment process should stimulate discussion:

- 1) roles and functions of the Board of Directors;
- 2) priorities for the work of the Board of Directors;
- 3) the availability of knowledge, skills, experience and personal qualities that members of the Board of Directors should have as a whole;
- 4) current procedures for the work of the Board of Directors, including the practice of preparing and holding meetings of the Board of Directors, their regularity, issues of information support for the activities of the Board of Directors;
- 5) the current position of the Company and prospects for its development;
- 6) the role of the Chairman of the Board-Rector in the development of the Company's activities.

Based on the assessment results, the Board of Directors may take the following measures:

- 1) highlight several main tasks/areas on which the Board of Directors should focus;
- 2) make recommendations to the plans and methods of work of the Board of Directors;
- 3) take into account the results of the assessment when electing the Chairman of the Board-Rector and members of the Board, the head and employees of the Internal Audit Service, as well as the Corporate Secretary.

Forms for conducting assessments are sent to members of the Board of Directors by the Corporate Secretary of the Company.

Weaknesses in the work are those criteria according to which the average score was below 2 with a three-point rating, or below 3 with a five-point rating, which require attention from the Board of Directors.

Corporate secretary carrying out systematization and processing collected information is responsible for its objectivity and confidentiality.

In 2022, no assessment/self-assessment of the activities of the Company's Board of Directors was carried out.

6.8. Activities of the Board of Directors for 2022

In 2022, 17 meetings of the Board of Directors were held, of which 12 were in person and 5 in absentia. A total of 53 issues were considered on key aspects of the Company's activities, on which 127 decisions were made.

Participation in meetings of members of the Company's Board of Directors for 2022:

№	Full name	Participation in in-person meetings of the Board of Directors	% of participation in in-person meetings of the Board of Directors	Participation in absentee meetings of the Board of Directors	% of participation in absentee meetings of the Board of Directors
1.	Kobenova Gulzat*	7/11	64	5/5	100
2.	Zhaijumanova Asemgul*	5/11	45	2/5	40
3.	Kuzembaeva Bulbul*	6/11	55	5/5	100
4.	Tundukpaev Sultan*	4/11	36	1/5	20
5.	Orazalieva Zabira*	10/11	91	5/5	100
6.	Karabassova Laura*	11/11	100	5/5	100
7.	Jumazhanov Arman*	9/11	82	5/5	100
8.	Nurtazin Anuar*	11/11	100	5/5	100
9.	Loretta O'Donnell*	7/11	64	5/5	100
10.	Ergaliev Kuanysh	1/1	100	-	-
11.	Zhaijumanova Asemgul	0/1	0	-	-
12.	Karabassova Laura	1/1	100	-	-
13.	Zhumazhanov Arman Alibekovich	1/1	100	-	-
14.	Orazalieva Zabira Zhandarovna	1/1	100	-	-
15.	Loretta O'Donnell	0/1	0	-	-
16.	Shangutov Aslan Serikovich	1/1	100	-	-

* powers of members of the board of directors were terminated early from October 31, 2022.

During the reporting period, at meetings of the Board of Directors, both strategic and current operational issues within its competence were considered. The list of issues and decisions on them are reflected in the relevant minutes and decisions of the meetings of the Board of Directors.

The structure of the questions considered is as follows:

Topic of questions	Quantity
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Planning, provision of reports, information	16
Approval of internal regulatory documents, introduction of changes and additions to them	18
Management, HR and Remuneration Issues	13
Financial questions	6
Total	53

6.9. Activities of the Committees of the Board of Directors

To conduct a detailed analysis and develop recommendations on a range of the most important issues before their consideration at a meeting of the Board of Directors, by decision of the Board of Directors of the Company (Protocol No. 5 dated June 14, 2021), the Strategic Planning Committee, the Audit Committee and the HR Committee were formed under the Board of Directors. rewards.

The activities of the Committees were carried out in accordance with the Regulations on the Committees of the Company, approved by the Board of Directors of the Company on December 22, 2020 (Protocol No. 4).

According to best international practice, the chairmen of the Committees of the Board of Directors are independent directors.

During the reporting period, at meetings of the Committees of the Board of Directors, issues of activity within their competence were considered in accordance with the approved Work Plans.

6.10. Strategic Planning Committee

General information

The Strategic Planning 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) was created by a decision of the Board of Directors of the Company (Protocol No. 5 dated June 14, 2021). The activities of the Committee are carried out in accordance with the Regulations 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 Board of Directors) of the Company on December 22, 2020 (Protocol No. 4) (hereinafter referred to as the Regulations). The Committee is a consultative and advisory body of the Company's Board of Directors. All proposals developed by the Committee are recommendations that are submitted to the Board of Directors for consideration. This Committee report for 2022 was prepared in accordance with the requirements of subparagraph 4) of paragraph 25 of the Regulations as of December 31, 2022.

Composition of the Committee

In accordance with paragraph 7 of the Regulations, the Committee is formed from members of the Board of Directors and experts who have the necessary professional knowledge to work in the Committee. The number of members of the Committee is at

least 3 (three) people. Members of the Committee are elected by a majority vote of the members of the Board of Directors. The composition of the Committee was elected by the decision of the Board of Directors of the Company dated June 14, 2021 (Protocol No. 5). The Committee consists of 3 members of the Board of Directors of the Society.

Secretary of the Committee

In accordance with clause 12 of the Regulations, 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.

Main activities of the Committee in 2022

From January 1, 2022 to May 3, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated June 14, 2021 (Protocol No. 5):

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 NJSC Social Health Insurance Fund, independent director.

Suleimenova Gulnaz – member of the Committee, member of the Board of Directors of the Company, deputy head of the education department of the Aktobe region. By order of the Executive Minister of Education and Science of the Republic of Kazakhstan dated December 31, 2021 No. 628 “On introducing amendments and additions to some orders of the Minister of Education and Science of the Republic of Kazakhstan”, she was excluded from the Board of Directors of the Company.

Kuzembaeva Bulbul – member of the Committee, member of the Board of Directors of the Company, Head of the Department for Quality Assurance in Education of the Aktobe Region.

During this period, 3 meetings (2 in absentia and 1 in person) of the Committee were held, at which 6 issues were considered and 5 recommendations were made to the Board of Directors of the Company.

The following issues were considered at the Committee meetings:

- 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 2022.

- On preliminary approval of the draft changes and additions to the organizational structure and staffing of the NJSC “Aktobe Regional University named after K. Zhubanov” for the 2021-2022 academic year.

- On the preliminary approval of the draft clarification of the Development Plan of NJSC "Aktobe Regional University named after K. Zhubanov" for 2020-2024 (annual clarification of the Development Plan for 2022).

- On the preliminary consideration of changes to the Strategic Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024.

- On the preliminary consideration of the Report on the work of the Strategic Planning Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” for 2021.

- On the preliminary consideration of changes and additions to the Strategic Plan of the NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024.

Information on the participation of Committee members in Committee meetings from January 01, 2022 to May 03, 2022

Full name member of the Committee	Committee meetings	% participation
Orazalieva Zabira	3/3	100
Suleymenova Gulnaz	3/0	0
Kuzembaeva Bulbul	3/3	100

From May 4, 2022 to December 20, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated May 4, 2022 (Protocol No. 4):

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

Kuzembaeva Bulbul – member of the Committee, member of the Board of Directors of the Company, Head of the Department for Quality Assurance in Education of the Aktobe Region.

Karabassova Laura – member of the Committee, member of the Board of Directors of the Company, Chairman of the Board - Rector of the Company.

During this period, 3 meetings (3 in person) of the Committee were held, at which 5 issues were considered and 5 recommendations were made to the Board of Directors of the Company.

The following issues were considered at the Committee meetings:

- On the preliminary approval of the draft clarification of the Development Plan of NJSC "Aktobe Regional University named after K. Zhubanov" for 2020-2024 (clarification of the Development Plan for 2022 in the first half of the year).

- On the preliminary consideration of changes and additions to the Strategic Plan of the NJSC "Aktobe Regional University named after K. Zhubanov" for 2020-2024."

- On the preliminary approval of the draft Risk Register, Risk Map and Risk Response Action Plan (plan-report of measures to prevent the occurrence of risks) of the NJSC "Aktobe Regional University named after K. Zhubanov".

- On the preliminary consideration of the report on the implementation of the Strategic Plan of the NJSC "Aktobe Regional University named after K. Zhubanov": results for 2021.

- On preliminary approval of the report on the implementation of the Development Plan of NJSC "Aktobe Regional University named after K. Zhubanov" for 2021.

Information on the participation of Committee members in Committee meetings from May 4, 2022 to December 20, 2022

Full name of the Committee member	Committee meetings	% participation
Loretta O'Donnell	3/3	100
Kuzembaeva Bulbul	3/1	33
Karabassova Laura	3/3	100

From December 21, 2022 to December 31, 2022, the work of the Committee 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 – Chairman of the Committee, member of the Board of Directors of the Society, Vice-Provost for Academic Affairs of Nazarbayev University, independent director.

CONCLUSION

Thus, the Committee in its work was strictly guided by the Company's Charter, the Corporate Governance Code and the Regulations. The Committee, through its work, provided maximum assistance in the work of the Board of Directors of the Company and fully fulfilled the goals and objectives set for it.

Audit Committee

The Audit 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 Regulations 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 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 competence of the Committee includes the following issues:

1) according to financial statements:

- preliminary approval of the Company's Accounting Policy and amendments to it;
- discussion with members of the Management Board and the external auditor of the financial statements, validity and acceptability, principles used in them, significant estimates and adjustments;
- preliminary approval of the Company's annual financial statements;
- consideration of any significant disagreements between the external auditor and the management of the Company regarding the financial statements of the Company.

2) on internal control and risk management:

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

3) for 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 shares of the Company, or which is the subject of a major transaction;
- consideration of the results of annual and interim audits, including information from the Company's management on its 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;
- preliminary approval of documents regulating the activities of the Internal Audit Service, as well as changes and additions to them;
- preliminarily approves the annual audit plan, quarterly and annual reports of the Internal Audit Service;

- coordinates proposals for areas of development and increasing 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 contributes to 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) in certain areas by the Internal Audit Service.

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

1) to comply with the law:

- evaluates the effectiveness of the Company's internal procedures designed to ensure compliance with legislation by the Company and makes recommendations for its improvement.

2) for 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 its disclosure in the annual report to the Sole Shareholder.

3) 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.

From January 1, 2022 to May 3, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated June 14, 2021 (Protocol No. 5):

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 NJSC Social Health Insurance Fund, independent director.

Suleimenova Gulnaz – member of the Committee, member of the Board of Directors of the Company, deputy head of the education department of the Aktobe region. By order of the Executive Minister of Education and Science of the Republic of Kazakhstan dated December 31, 2021 No. 628 "On introducing amendments and additions to some orders of the Minister of Education and Science of the Republic of Kazakhstan", she was excluded from the Board of Directors of the Company.

Tundukpayev Sultan – member of the Committee, member of the Board of Directors of the Company, Project Manager of Atlant Aktobe LLP, Member of the Board of Directors of the Kazakhstan Solar Energy Association, independent director.

During this period, 1 meeting (in absentia) of the Committee was held, at which 2 issues were considered and 2 recommendations were made to the Board of Directors of the Company:

- 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 2021.

- On the preliminary consideration of the Report on the work of the Audit Committee of the Board of Directors of NJSC “Aktobe Regional University named after K. Zhubanov” for 2021.

Information on the participation of Committee members in Committee meetings from January 01, 2022 to May 03, 2022

Name of the member of the Committee	Committee session	% participation
Orazalieva Zabira	1/1	100
Tundukpaev Sultan	1/1	100

From May 4, 2022 to December 20, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated May 4, 2022 (Protocol No. 4):

Nurtazin Anuar – Chairman of the Committee, member of the Board of Directors of the Company, Head of the IT integration project of the West Kazakhstan region, Strategic situation center of the Aktobe region, independent director.

Tundukpayev Sultan – member of the Committee, member of the Board of Directors of the Company, Project Manager of Atlant Aktobe LLP, Member of the Board of Directors of the Kazakhstan Solar Energy Association, 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 Nazarbayev University JSC.

During this period, 7 meetings (in person) of the Committee were held, at which 7 issues were considered and 5 recommendations were made to the Board of Directors of the Company:

- On preliminary approval of the salaries of employees of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov”.

- On preliminary approval of the early termination of powers of the head of the Internal Audit Service of NJSC “Aktobe Regional University named after K. Zhubanov”.

- On preliminary approval of the early termination of powers of the head of the Internal Audit Service of NJSC "Aktobe Regional University named after K. Zhubanov" (this issue was again brought up to the meeting of the Audit Committee of the Board of Directors of the Company).

- On the preliminary approval of the annual financial statements of NJSC “Aktobe Regional University named after K. Zhubanov” for 2021.

- On preliminary approval of the candidacy of the head of the Internal Audit Service of NJSC Aktobe Regional University named after K. Zhubanov”, as well as his term of office.

- Consideration of the appeal of the Chairman of the Board - Rector about the need to audit the financial and economic activities of the clinic at the NJSC "Aktobe Regional University named after K. Zhubanov".

- Consideration of the appeal of the Chairman of the Board - Rector about the need to audit the financial and economic activities of the clinic at the NJSC "Aktobe Regional University named after K. Zhubanov" (this issue was again brought up to the meeting of the Audit Committee of the Board of Directors of the Company).

Information on the participation of Committee members in Committee meetings from May 4, 2022 to December 20, 2022

From December 21, 2022 to December 31, 2022, the work of the Committee 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, director of the Department of Digital Technologies of the joint-stock company Insurance Company Amanata, 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 non-profit joint-stock company “Social Health Insurance Fund”, 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”.

During this period, no meetings of the Committee were held.

Personnel and Remuneration Committee

The Personnel 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 Regulations 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 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 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) providing recommendations on candidates to the Management Board;

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

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

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

6) making proposals to evaluate the activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

7) providing the Board of Directors with recommendations 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 recommendations regarding the opportunity to work and/or hold 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 Management Board of the Company and their target values and calculations of the amounts of remuneration 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 behalf of the Sole Shareholder, the Board of Directors and the Chairman of the Board of Directors.

From January 1, 2022 to May 3, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated June 14, 2021 (Protocol No. 5):

Tundukpayev Sultan Saidovich – Chairman of the Committee, member of the Board of Directors of the Company, Project Manager of Atlant Aktobe LLP, Member of the Board of Directors of the Kazakhstan Solar Energy Association, 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 NJSC Social Health Insurance Fund, independent director.

Kuzembaeva Bulbul – member of the Committee, member of the Board of Directors of the Company, Head of the Department for Quality Assurance in Education of the Aktobe Region.

During this period, 1 meeting (in person) of the Committee was held, at which 4 issues were considered and 2 recommendations were made to the Board of Directors of the Company:

- On approval of the Work Plan of the Personnel and Remuneration Committee of the Board of Directors of NJSC "Aktobe Regional University named after K. Zhubanov" for 2022.

- Preliminary review of documents of candidates applying for positions of members of the Board (Vice-Rector for Strategic Development and Vice-Rector for Finance and Infrastructure) of the NJSC "Aktobe Regional University named after K. Zhubanov".

- On the preliminary consideration of the salaries of members of the Board (Vice-Rector for Strategic Development and Vice-Rector for Finance and Infrastructure) of the NJSC "Aktobe Regional University named after K. Zhubanov".

- On the preliminary consideration of the draft Regulations on the terms of remuneration and bonuses for the Chairman of the Board - Rector, members of the Board and chief accountant of the NJSC "Aktobe Regional University named after K. Zhubanov".

**Information on the participation of Committee members in Committee meetings
from January 01, 2022 to May 03, 2022**

Full name of the Committee member	Committee meetings	% participation
Tundukpaev Sultan	1/1	100
Orazalieva Zabira	1/0	0
Kuzembaeva Bulbul	1/1	100

From May 4, 2022 to December 20, 2022, the work of the Committee was carried out in the composition approved by the decision of the Board of Directors of the Company dated May 4, 2022 (Protocol No. 4):

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 NJSC Social Health Insurance Fund, independent director.

Tundukpayev Sultan – member of the Committee, member of the Board of Directors of the Company, Project Manager of Atlant Aktobe LLP, Member of the Board of Directors of the Kazakhstan Solar Energy Association, independent director.

Nurtazin Anuar – member of the Committee, member of the Board of Directors of the Company, Head of the IT integration project of the West Kazakhstan region, Strategic situation center of the Aktobe region, independent director.

During this period, 3 meetings (2 in person and 1 in absentia) of the Committee were held, at which 3 issues were considered and 2 recommendations were made to the Board of Directors of the Company:

- Preliminary consideration of documents of candidates applying for the position of member of the Board - Vice-Rector for Finance and Infrastructure of the NJSC "Aktobe Regional University named after K. Zhubanov".

- On preliminary consideration and preparation of recommendations for introducing amendments to the Regulations on the conditions of remuneration and

bonuses for the Chairman of the Board - Rector, members of the Board of NJSC Aktobe Regional University named after K. Zhubanov.

- On preliminary approval of the official salary of the corporate secretary of the NJSC "Aktobe Regional University named after K. Zhubanov."

**Information on the participation of Committee members in Committee meetings
from May 4, 2022 to December 20, 2022**

Full name of the Committee member	Committee meetings	% participation
Orazalieva Zabira	3/3	100
Tundukpaev Sultan	3/1	33
Nurtazin Anuar	3/3	100

From December 21, 2022 to December 31, 2022, the work of the Committee 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, director of the Department for Digital Technologies of the joint-stock company Insurance Company Amanata, independent director.

Karabassova Laura – member of the Committee, member of the Board of Directors of the Company, Chairman of the Board - Rector of the Company.

During this period, no meetings of the Committee were held.

**Information on the participation of Committee members in Committee meetings
from May 4, 2022 to December 20, 2022**

Full name	Committee meetings	% participation
Orazalieva Zabira	3/3	100
Tundukpayev Sultan	3/1	33
Nurtazin Anuar	3/3	100

From December 21, 2022 to December 31, 2022, the work of the Committee 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.

Aslan Shangutov – member of the Committee, member of the Board of Directors of the Company, director of the Department of Digital Technologies of the joint-stock company Insurance Company Amanata, independent director.

Karabassova Laura – member of the Committee, member of the Board of Directors of the Company, Chairman of the Board - Rector of the Company.

During this period, no meetings of the Committee were held.

6.11. Internal Audit Service

The Internal Audit Service (hereinafter referred to as the IAS) is a body of the Company 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 goal of the IAS activity 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.

IAS composition:

Ismagilova Maryam – head of the IAS, appointed by the decision of the Board of Directors of the Company dated August 31, 2022. Work experience in the fields of economics, accounting and auditing – over 45 years.

Mendykulov Almas – IAS auditor, appointed by decision of the Board of Directors of the Company dated December 22, 2020. Work experience in the fields of economics, accounting and auditing – over 9 years.

IAS employees are professional accountants of the Republic of Kazakhstan. In addition, they undergo annual advanced training in the fields of economics, accounting and auditing.

In 2022, IAS carried out the following activities:

- 3 audit activities, based on unscheduled instructions from the Board of Directors of the Company and its Chairman;
- preliminary study on one unscheduled order of the Board of Directors of the Company;
- monitoring the implementation of recommendations of external audit and other inspection government bodies;
- assessment of the risks of the financial and economic detail of the Company to determine audit priorities when developing the annual audit plan for 2023;
- consulting employees of the Company’s structural divisions on an ongoing basis.

6.12. 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 corresponding 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 Affairs) in accordance with the legislation of the Republic of Kazakhstan, the Charter of the Company and the Selection Procedure and the appointment of the Chairman of the Board-Rector and the election of members of the 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 included in the competence of other bodies and officials of the Company by the legislative acts of the Republic of Kazakhstan and the Charter of the Company, including:

- develops and submits for approval to the Board of Directors the organizational structure and staffing levels 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 that are binding on all employees of the Company;
- approves documents adopted for the purpose of organizing the activities of the Company that are not related to 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 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 state compulsory education standards based on the decision of the Academic Council;
- makes decisions on other issues of ensuring the activities of the Company that do not fall within the exclusive competence of the Sole Shareholder and the Board of Directors of the Company.
- independent determination of the content of higher and postgraduate education is not lower than the requirements of the corresponding state compulsory education 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 Board - Rector of the Company is signed by a person authorized by the decision of the Sole Shareholder. The employment contract

with 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 timely submission to the Sole Shareholder and members of the Board of Directors, when performing the functions assigned to them, information about the activities of the Company, including those of a confidential nature, 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 clause 4 of the Regulations on the Board of the non-profit 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 Board must consist of at least 3 (three) Human.

Members of the Management Board must exercise their rights and fulfill the duties assigned to them in good faith, using methods that best reflect the interests of the Company and the Sole Shareholder.

The Management Board of the Company includes:

Laura Karabassova – 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 Zhubanova

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. Utemisova, 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.Ch. Valikhanova 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. Valikhanova MES RK (2003);

- Deputy Director for Scientific Work, Institute of History and Ethnology named after. C.H. Valikhanova MES RK (2009-2012);

- Head of UMU, 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. Gumileva, (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 Esbol 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 Andrassy 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.

Yessenbaeva 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 ¹	100

2	Abenova Bibigul ²	100
3	Beknazarov Rakhym	100
4	Bekbauova Altynshash	100
5	Berdybaev Nurzhan ³	100
6	Ainur Seythan ⁴	100
7	Mukhanbetkaliyev Esbol ⁵	100
8	Khussainov Dastan	
9	Myasnikova Lyudmila	
10	Yessenbayeva Gulnara	

1 included in the Management Board on June 14, 2021

2 was excluded from the Management Board on June 14, 2021

3 expelled from the Management Board on 10/01/2021

4 included in the Management Board on October 14, 2021

5 included in the Management Board on 10/01/2021

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

1) submit for approval to the Board of Directors the organizational structure of the NJSC “Aktobe Regional University named after K. Zhubanov”;

2) submit for approval to the Board of Directors the staffing level of the NJSC “Aktobe Regional University named after K. Zhubanov”;

3) approve the work plan of the Board of NJSC “Aktobe Regional University named after K. Zhubanov” for the 2021-2022 academic year;

4) approve the work plans of the structural units of the university (departments, institutes, faculties, centers, divisions) for the 2021-2022 academic year;

5) submit for approval to the Board of Directors the Development Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024;

6) take into account the results of the first ongoing control for the first half of the 2021-2022 academic year;

7) approve the forms for conducting the autumn intermediate certification in the 2021-2022 academic year;

8) submit for approval to the Board of Directors the Strategic Plan of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024;

9) submit for approval by the Board of Directors a clarification of the development program of NJSC “Aktobe Regional University named after K. Zhubanov” for 2020-2024 for 2022;

10) take note of the results of the methodological week, put into effect the best practices of teaching staff;

11) approve the procurement plan for educational and scientific equipment for 2022;

12) submit for approval to the Board of Directors the Price List of the cost of paid services provided by the NJSC “Aktobe Regional University named after K. Zhubanov”;

13) take into account the results of the II current control for the first half of the 2021-2022 academic year;

14) approve the forms for conducting spring intermediate certification in the 2021-2022 academic year;

15) approve the plan for the development and inclusion in the register of new and innovative educational programs for the 2021-2022 academic year.

6.13. 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 - Rector of the Society. The Academic Council works in conditions of openness. The university staff is widely informed about its meetings, agenda, and decisions; teachers, staff and student representatives are invited to Council meetings.

When considering issues referred to by the Company's Charter and/or the legislation of the Republic of Kazakhstan as the exclusive competence of the Company's bodies, decisions made on these issues are considered advisory.

In its activities, the Council is guided by the legislation of the Republic of Kazakhstan, the Standard Rules for the activities of the Academic Council of a higher educational institution, and the Charter of the Society.

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

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

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

- approval of the structure of the University and amendments to the structure of the University;

- consideration of 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 educational, research and economic activities of the University, training of 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 directions, forms and methods of conducting educational, research, educational, financial, economic, international, information and other types of activities;

- adoption of 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 prescribed manner through the provision of paid educational services;

- discussion and resolution of issues regarding the development strategy of the University's scientific activities: approval of priority areas of scientific activity, hearing from the heads of the University's structural divisions about the results of fundamental and applied research, implementation of innovative projects;

- review and recommendation for publication of monographs, textbooks, teaching aids and methodological developments;

- approval and award of honorary titles of the University;

- consideration of issues regarding the nomination of University employees for government, departmental, regional, city and intra-university awards and honorary titles, nomination for prizes and scholarships, recommendations of candidates for participation in the republican competition "Best University Teacher";

- consideration of a petition to the Ministry of Education and Science of the Republic of Kazakhstan for the awarding of the academic titles of associate professor and professor;

- discussion and resolution of educational development strategy issues

process: opening new areas of training of specialists, personnel and material and technical support of the educational process, international relations in educational areas, results of the formation of a contingent of students, provision of advanced training and retraining of personnel;

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

- consideration of issues regarding the transfer of students from a paid department to an educational grant;

- making decisions on the development of scientific training 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 the current control of knowledge, on intermediate certification, on the procedure for appointing scholarships, 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 personalized scholarships from among the best students and undergraduates 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);

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

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

- assistance in the activities of public bodies self-government and public associations;

- making decisions on other issues related to his maintained 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.

To organize the preparation of issues discussed at the Academic Council, monitor the implementation of decisions made, 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 clause 2 of the Regulations “On the Academic Council” of the university, the Council includes ex officio Chairman of the Board – Rector; members of the Board - vice-rectors; deans of faculties; chief scientific secretary. The personal composition of the Academic Council is approved by order of the Chairman of the Board - the Rector of the Society.

The Academic Council as of December 31, 2021 included:

1. Karabassova Laura – Chairman of the Academic Council, Chairman of the Board-Rector, PhD doctor

2. Myasnikova Lyudmila – Member of the Board – vice-rector for academic affairs, candidate of physical and mathematical sciences

3. Beknazarov Rakhym – Deputy Chairman of the Academic Council, member of the Board – Vice-Rector for Science and Innovation, Doctor of History, Associate Professor

4. Khussainov D.S. – Member of the Board – Vice-Rector for Strategic Development and Digitalization, Ph.D.;

5. Mukhanbetkaliev Yesbol – Member of the Board – vice-rector for social and educational work, candidate of philosophical sciences;

6. Yessenbaeva G.E. – Member of the Board – Vice-Rector for Finance and Infrastructure

7. Aldiyarova M.S. – Director of the Center for International Cooperation, Master of Arts

8. Zhanturina N.N. – Director of the Department of Science, PhD Doctor, Associate Professor

9. Bisheken Sabyrgali – Director of the Department for Organization of the Educational Process
10. Bertlyuev A.E. – Director of the Department of Social Affairs and Youth Policy, Master of Technical Sciences
11. Mukhtarov Sabyrzhan – Advisor to the rector, Ph.D., associate professor
12. Duzmaganbetov E.A. – Director of the Department of Academic Quality Improvement
13. Zhumagaliev Erlan – Head of the department of metallurgy and mining, candidate of technical sciences, associate professor
14. Bayan Almatova – Head of the Department of Oil and Gas, Candidate of Technical Sciences
15. Appendina A.K. – Dean of the Faculty of Natural Sciences, Ph.D. assistant professor
16. Kartbaeva Zh.Zh. – Dean of the Professional Creative Faculty, Candidate of Pedagogical Sciences, Associate Professor
17. Zhusupova Zhanna – Dean of the Faculty of Pedagogy, Candidate of Pedagogical Sciences
18. Kупenova Gulmira – Dean of the Faculty of History, Candidate of History. sciences
19. Balgynova Akzharkyn – Dean of the technical faculty, candidate of technical sciences. sciences
20. Aimukatov Askar – Dean of the Faculty of Physics and Mathematics, Candidate of Pedagogics. sciences
21. Shokym G.T. – Dean of the Faculty of Philology, Doctor of Philology, Associate Professor
22. Taskarina Bagdagul – Dean of the Faculty of Economics and Law, Candidate of Economics. sciences
23. Turebaeva Klara – Head of the Department of Pedagogical-Psychological and Special Education, Doctor of Pedagogical Sciences.
24. Izbasarova Gulbanu – Head of the department of history and religious studies, doctor of historical sciences, associate professor
25. Kereeveva A.B. – Director of the Department of Additional Education
26. Aytaly Amangeldi – Head of the Center for Social Research, Doctor of Philosophy, Professor
27. Shunkeyev Kuanyshbek – Head of the Center for Radiation Physics of Materials, Doctor of Physical and Mathematical Sciences, Professor
28. Pangereyev Abat – Professor of the Department of Kazakh Philology, Doctor of Philology; assistant professor
29. Mazylbekova Ilya U – Director of the scientific library
30. Bakhtiyarova G.R. – Head of the Department of Pedagogy, Psychology and Primary Education, Candidate of Pedagogical Sciences, Associate Professor
31. Dauletiyarov Anarbek – Head of the Department of Ecology, master's degree
32. Gulmira Kushkarova – Associate Professor of the Department of Foreign Philology and Translation, Candidate of Philological Sciences

33. Makhambetov Marat – Chief scientific secretary, PhD doctor
34. Tleubergenova M.A. – Head of the Department of Mathematics, Candidate of Physical and Mathematical Sciences
35. Zhumagaziev Amire – Teacher of the Department of Mathematics
36. Abdullina Akzhunus – Head of the Department of Geography and Tourism
37. Kurgambekov Mergembay – head of the department of artistic creativity and design, candidate of pedagogical sciences
38. Botagariev Tolegen – Head of the department of theory and methods of physical education, doctor of pedagogical sciences, professor
39. Bolatova Botagoz – Head of the Department of Economics and Management, Ph.D.
40. Gulnur Bolatovna – Head of the Department of Biology, Candidate of Biological Sciences
41. Nuritdinova Ainur – Senior lecturer of the Department of Legal Practice
42. Zhumagerey A.Zh. – 1st year undergraduate student at the Faculty of Natural Sciences
43. Eastlyup A.S. – 2nd year doctoral student, Faculty of Physics and Mathematics
44. Bakieva T.B. – Chairman of the Student Parliament, 4th year student at the Faculty of Pedagogy

The goals of the Academic Council are:

- 1) creating the necessary conditions for students and teaching staff of the University for the purpose of 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 goals of the Academic Council are:

- 1) creating the necessary conditions for students and teaching staff of the University for the purpose of 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 meetings of the Academic Council.

In 2022, 12 meetings of the Academic Council were held. A total of 43 issues were considered at the Council meetings. 43 decisions were made on them.

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, 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 the development of a long-term development plan indicating scientific directions, equipment, publications, expanding scientific connections and attracting young scientists;

4. On recommendations for the publication of textbooks, monographs;

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

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

7. On the recommendation of candidates for participation in the republican round of the competition “Best University Teacher 2022”;

8. On sending a petition to the Committee for Quality Assurance in Education of the Ministry of Education and Science of the Republic of Kazakhstan for the assignment of academic titles;

In addition, a number of documents have been approved, including:

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

2. Curricula and academic calendars for the 2021-2022 academic year;

3. Scientific supervisors of students in master’s and doctoral programs and topics of dissertation research have been approved.

VII FINANCIAL STATEMENTS

The audited financial statements of the Company for 2022 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 satisfaction of students 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
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ATTACHMENT: Financial statements for the year ended December 31, 2022 and independent auditors' report.