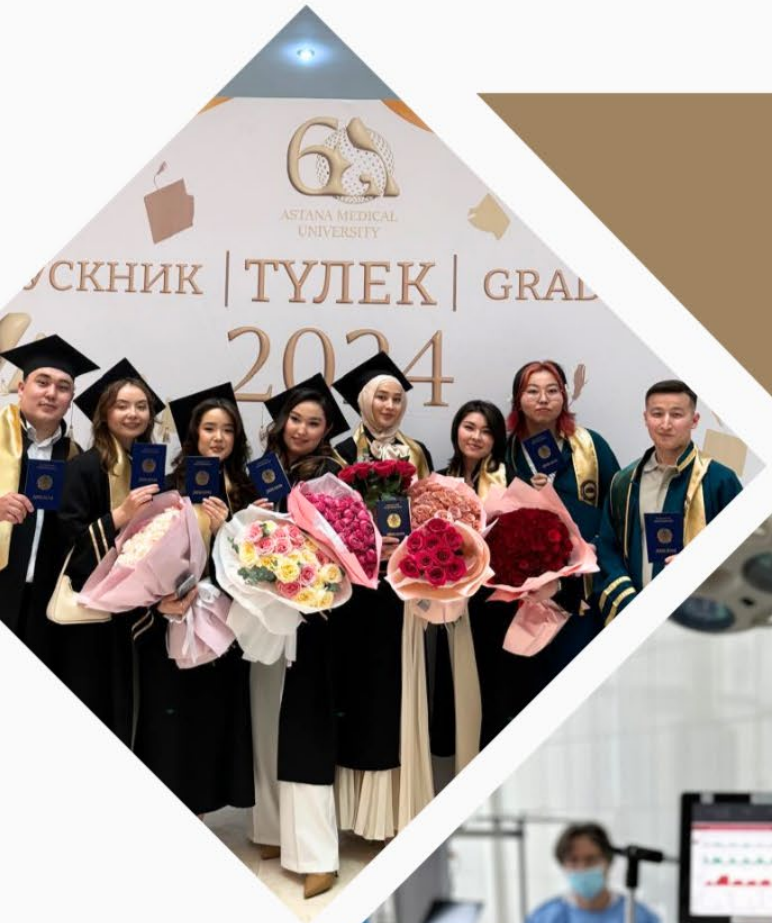
ASTANA MEDICAL UNIVERSITY

60 YEARS OF SUCCESS

ANNUAL REPORT 2024

Approved by the Decision of the Board of Directors dated October 31, 2025 No. 12



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Content

Event Calendar

Months	Event Description
January	– Joint fair with universities and colleges on the theme "Today's school graduate is the backbone of the country of tomorrow" – Competition for the Rector's Cup among teachers and staff of NCSC "AMU" in volleyball and checkers – Muscle biopsy workshop (kickoff meeting)
February	– Scientific and practical conference "Gastroenterology 2024" – Interregional conference "Nutritional support for premature infants at the pediatric site" – Coaching session for teachers – "Problems of using Kazakh language terms in teaching Molecular Biology and Genetics"
March	– Open day dedicated to the "World Glaucoma Day" – Scientific and practical conference with international participation "Anatomy of Alemi" (World of Anatomy) – Memorandum of cooperation with the NGO "Republican Student Movement "Alliance of Students of Kazakhstan"" – Meeting of students – future graduates in 2024 with potential employers – representatives of educational departments and medical institutions of cities and regions of Kazakhstan
April	– II Republican Forum "Cystic fibrosis: realities and prospects" – X scientific and practical conference with international participation dedicated to the 20th anniversary of the Scientific Research Institute of the Radiation Safety "Medical-biological and ecological issues in uranium mining regions" – Work of the Eurasian School "Women's Health in Radiology" – International Forum of Young Scientists – International scientific and practical conference "Anatomy of Alemi – World of Anatomy"
May	– The "Open Doors Day-2024" was held at the national level – Student scientific and practical conference on tobacco smoking prevention with government employees – Scientific and Practical conference "World Asthma Day" – Training on environmental aspects of sustainable development for University administrative staff
June	– Scientific and practical conference "Minimal Invasive Urological Meeting" with international participation – IX Congress of Physiologists of Kazakhstan with International participation
July	– The solemn graduation ceremony – Conducting summer schools – The University has successfully passed reaccreditation as a subject of scientific and (or) scientific-technical activity
August	– Memorandum of Cooperation with the Youth branch Zhastar Rukhy under the AMANAT party in Astana – "Astana Medical Journal" is included in the List of publications recommended by the Committee for Quality Assurance in Science and Higher Education of the Ministry of Science and Higher Education of the Republic of Kazakhstan
September	– Meeting of University students and teachers with representatives of the Prevention Office of Anti-Corruption Service in Astana – Opening of the Asia-Oceanic School of Radiology AOSOR Asia Tutorial Astana – 2024 – Scientific and practical conference of neonatologists of Kazakhstan – International Forum of medical startup projects "AMU projects Forum from MedHub"

October	– International scientific and practical event dedicated to the University's 60th anniversary "Astana Medical Forum 2024" – Opening of research institutes at the University: Research Institute of Heart Rhythm and Research Institute of Respiratory Medicine – Solemn celebration of the 60th anniversary of Astana Medical University at the Astana Opera Theater – AMU RUN in the Botanical Garden – International Conference of the European Heart Rhythm Association (EHRA) in Kazakhstan "Clinical Electrophysiology and Interventional Arrhythmology" – XI Congress "Innovative Technologies in Respiratory Medicine"
November	– Management meeting with representatives of Erasmus University Medical Center (Erasmus MC) – Republican scientific and practical conference with international participation "Priority areas of rehabilitation and balneology" – IV Conference with international participation "Multidisciplinary approach in obstetric and gynecological care" – Chess tournament for the Rector's Cup
December	– Visit of the External Expert Commission of the Eurasian Center for Accreditation and Quality Assurance of Education and Healthcare ECAQA within the framework of the accreditation of Master's degree program educational programs – Memorandum of cooperation with the NGO "Kazakhstan Union of Medical Students" – Meeting of the School of Student Ombudsmen on the topic "The role and importance of the Ombudsman" – The Student Administration of the University held the first New Year's charity masquerade ball – The round table "Research and application of technologies for the prevention and control of infectious diseases between China and Kazakhstan" with the participation of representatives of the Faculty of Public Health of Zhongshan Sun Yat-sen University

SECTION 1. ABOUT THE UNIVERSITY

Date of formation /reorganization

On October 26, 1964, the Tselinograd State Medical Institute was established in Tselinograd by a decree of the Council of Ministers of the Republic of Kazakhstan.

In 1997, the Institute was transformed into the Akmola State Medical Academy, and in 2003 – into the Kazakh State Medical Academy. By Decree of the Government of the Republic of Kazakhstan No. 451 dated May 13, 2008, the republican state-owned enterprise "Kazakh State Medical Academy" of the Ministry of Health of the Republic of Kazakhstan was reorganized into the joint-stock company "Kazakh Medical Academy" with one hundred percent state participation in the authorized capital.

On January 6, 2009, the JSC "Kazakh Medical Academy" was transformed into the "Astana Medical University", which became part of the National Medical Holding. On July 13, 2010, the ownership and use rights of the state block of shares of the University were transferred to the Ministry of Health of the Republic of Kazakhstan.

In accordance with the Order of the Ministry of Finance of the Republic of Kazakhstan No. 167 dated February 8, 2019 "On the establishment of the Non-Commercial Joint-Stock Company "Astana Medical University"", the organizational and legal form was changed into the Non-Commercial Joint-Stock Company "Astana Medical University" (hereinafter – the University).

Sole shareholder

Ministry of Health of the Republic of Kazakhstan.

Mission

Training of competitive specialists capable of responding to existing and new challenges to public health, generating new knowledge and innovations, and promoting scientific and technological development of national and global healthcare.

Vision

A world-class research university, included in the QS global university ranking, continuously developing on the principles of the trinity of science, education and practice, which unites the efforts of professionals inspired by a common mission.

Types of activities

1) training of qualified specialists with higher medical and pharmaceutical education provided for by legal acts in education;

2) training of highly qualified medical staff in residency and highly qualified scientific and pedagogical staff in master's and doctoral studies (PhD);

3) training, retraining and advanced training of healthcare workers with higher professional education, as well as highly qualified scientific and pedagogical workers;

4) organization and conduct of exploratory, fundamental, and applied scientific research on health care and medical education

5) and other activities according to the University Charter.

Strategic directions

The University's long-term strategy for 2022-2026 includes development in five strategic areas:

1. Training of competitive and professionally competent healthcare professionals in sought-after specialties and specializations;

2. Transformation into a research university and its development as a leading center for the translation of new knowledge and innovations into healthcare practice and policy;

3. Development of the University as an integrated academic medical center functioning on the basis of the trinity of education, science and practice;

4. Development of the human resources and improvement of the management and financing system of the University;

5. Development of the University's infrastructure and material and technical base.

Accreditation and ratings

Confirmation of the quality of the educational services provided is the successful completion of institutional and specialized accreditations in internationally recognized accreditation agencies (recognized by the World Federation for Medical Education).

In 2024, the University underwent accreditation for 12 educational programs (6B10104 "Pharmacy", 6B10109 "Public Healthcare", 6B10119 "Public Health", 6B10123 "Medicine", 6B10124 "Dentistry", 6B10125 "Pediatrics", 6B10126 "Preventive Medicine", 7R01120 "Neurosurgery (Adult, Pediatric)", 7R01150 "Pathological Anatomy", 7R01148 "Nuclear Medicine", 7M10102 "Medicine", 7M10124 "Global Health"), and also successfully passed institutional accreditation.

Based on the results of 2024, the University participated in a number of international and national university rankings, occupying the following positions:

1. ***Times Higher Education World University Rankings 2025***. Университет впервые приняв участие в данном рейтинге, получил статус Reporter. The University participated in this ranking for the first time and received Reporter status. Out of 120 universities in our country, 23 universities of Kazakhstan were included in this ranking, of which only two were medical universities.

2. ***UI GreenMetric World University Ranking***. AMU was included among the top 1,000 universities from 95 countries. The University received the highest scores in such criteria as "Energy Efficiency and the Use of Technologies to Reduce Energy Consumption" and "Educational and Research Initiatives in Ecology".

3. ***National Ranking of Leading Medical Universities 2024 (IQAA Ranking)***. AMU took 2nd place, and in the Ranking of Scientific Publications of Kazakhstani Universities 2024 entered the TOP-10 among 86 universities of Kazakhstan, improving the 2023 result by 9 positions, and took 2nd place among medical universities.

4. ***QS Stars International Ranking***. The University became the first and currently the only medical university in Kazakhstan to be awarded 4 out of 5 stars.

5. ***Ranking of Educational Programs of Universities of the Republic of Kazakhstan by the National Chamber of Entrepreneurs "Atameken"***. По итогам ранжирования Университет показал следующие результаты:

According to the ranking results, the University demonstrated the following results:

– 1st place in the educational program "Pharmacy";
– 2nd place in the educational program "General Medicine";
– 2nd place in the educational program "Public Healthcare";
– 3rd place in the educational program "Nursing";
– 4th place in the educational program "Dentistry".

SECTION 2. RESULTS OF FINANCIAL AND OPERATIONAL ACTIVITIES

2.1 Financial performance results

Statement of financial position

Total assets as of December 31, 2024 amounted to 24,491,104 thousand tenge, compared to the previous year increased by 1,097,227 thousand tenge, including short-term assets – 4,136,648 thousand tenge, long-term assets – 20,354,456 thousand tenge.

At the end of the reporting period, the balance of short-term assets amounted to:

1) cash equivalents – 3,628,210 thousand tenge, including:

– cash in current and correspondent accounts – 1,846,311 thousand tenge;

– deposit – 2,096,949 thousand tenge;

– restricted cash – 10,183 thousand tenge;

– allowance for impairment losses on cash – (325,233) thousand tenge;

2) short-term accounts receivable – 69,491 thousand tenge;

3) inventories – 350,803 thousand tenge;

4) other short-term assets – 88,144 thousand tenge.

At the end of the reporting period, the carrying amount of long-term assets amounted to:

1) long-term accounts receivable – 76,927 thousand tenge;

2) investments accounted for using the equity method – 78,469 thousand tenge;

3) investment property – 574,832 thousand tenge;

4) the carrying amount of property, plant and equipment amounted to 18,119,702 thousand tenge, and intangible assets amounted to 31,653 thousand tenge;

5) right-of-use asset – 20,968 thousand tenge;

6) other long-term assets – 1,451,905 thousand tenge.

Short-term liabilities of the University at the end of the reporting period amounted to 3,005,833 thousand tenge, long-term liabilities – 21,369 thousand tenge; equity – 21,463,902 thousand tenge, including authorized capital – 20,746,332 thousand tenge, retained earnings – 717,570 thousand tenge.

Statement of Cash Flows

At the beginning of the reporting period, the cash balance amounted to 4,780,029 thousand tenge;

– during the reporting period, cash inflows amounted to 17,777,043 thousand tenge;

– cash outflows amounted to 19,236,230 thousand tenge;

– the balance at the end of the reporting period amounted to 3,628,210 thousand tenge.

Statement of Profit or Loss and Other Comprehensive Income

Total revenues of the University for 2024 actually amounted to 16,902,188 thousand tenge. Compared to the previous period, they increased by 4,479,672 thousand tenge, or by 36.1%, including revenue from the sale of products and provision of services, which is reflected as revenue from core activities and amounts to 15,330,304 thousand tenge.

The cost of goods sold and services rendered amounted to 14,336,754 thousand tenge, which includes actual costs directly related to the production of goods (works and services). Costs are grouped according to their economic substance under the following elements: material costs, labor costs, insurance contributions, depreciation of property, plant and equipment and intangible assets, and other costs.

Gross profit amounted to 993,550 thousand tenge and represents the financial result from the sale of products (works and services) and is determined as the difference between revenue from sales and cost of sales as a result of core activities.

Other income amounted to 1,231,699 thousand tenge, received from operating leases, foreign exchange differences, penalties for untimely fulfillment of contractual obligations, utilities, and others.

Operating loss for 2024 amounted to 725,100 thousand tenge.

Finance income amounted to 340,185 thousand tenge, received from bank interest on savings accounts and current accounts.

Based on the results of 2024, profit before taxation amounted to 442,932 thousand tenge.

Net profit after taxation in total amounted to 442,932 thousand tenge.

Table 1 – Revenues for 2024 by type of services

No.	Name	Fact of 2022	Fact of 2023	2024		Deviation of a fact from a plan	
				Clarification for the second half-year	Fact	abs. (+,-)	relat. (%)
	Total revenues	9 742 880	12 422 516	16 556 470	16 902 188	-375 718	102,1
1	Revenues from government authorities	5 159 822	6 469 994	9 466 055	9 372 315	+93 740	99,01
2	Revenues from sales of products to other consumers	3 994 308	4 955 934	6 106 999	5 957 989	+149 010	97,6
3	Interest income	190 950	363 401	355 750	340 185	+15 565	95,6
4	Income from assets received free of charge	5 902	5 599	88 000	146 336	-58 336	166,5
5	Income from disposal of assets	-	-	6 536	8 421	-1 885	128,8
6	Income from operating and residential lease	189 514	157 210	110 585	123 773	-13 188	111,9
7	Foreign exchange gain	68 113	-	73 593	234 587	-160 994	318,7
8	Other income	134 271	470 378	348 952	718 582	-369 630	205,9

In total, the University's expenses for 2024 amounted to 16,459,256 thousand tenge, compared to the previous period they increased by 4,408,719 thousand tenge, or 36.6%.

Administrative expenses – 1,718,650 thousand tenge, increased by 334,032 thousand tenge compared to last year.

Other expenses – 403,036 thousand tenge.

Table 2 – Expenses for 2024 by expense items

No.	Name	Fact of 2022	Fact of 2023	2024		Deviation of a fact from a plan	
				Clarification for the second half-year	Fact	abs. (+,-)	relat. (%)
	Total expenses	9 460 948	12 050 537	16 550 676	16 459 256	+91 420	99,4
1	Inventories (write-off)	75 656	168 840	273 556	222 761	+57 795	81,4
2	Employee remuneration	6 525 155	7 305 407	10 593 001	10 170 163	+422 838	96,0
3	Utility expenses	129 630	165 414	286 210	264 829	+21 381	92,5
4	Communication services	41 066	71 438	61 504	59 620	+1 884	96,9
5	Maintenance of intangible assets	51 644	22 421	91 978	121 899	-29 921	132,5
6	Works (services) received from suppliers, contractors, and third parties	401 309	1 296 265	2 520 123	2 322 812	+197 311	92,2
7	Insurance	3 299	3 267	13 818	14 593	-775	105,6

8	Taxes and social contributions	786 203	839 517	1 256 383	1 176 520	+79 863	93,6
9	Depreciation	338 706	470 816	666 650	637 250	+29 400	95,6
10	Travel expenses	61 113	110 554	185 376	170 402	+14 974	91,9
11	Fire safety and compliance with special requirements	6 356	9 821	17 841	6 156	+11 685	34,5
12	Representation expenses	1 642	8 939	60 683	57 149	+3 534	94,2
13	Maintenance of the Board of Directors (Supervisory Board), including remuneration	10 260	12 067	10 444	10 444	-	100
14	Banking services	789	871	875	883	-8	100,9
15	Other expenses	1 028 120	1 564 900	512 234	1 223 775	-711 541	238,9
16	Profit / loss	281 932	371 979	5 794	442 932	-473 138	7 644,7

Equity

Total equity as of December 31, 2024 amounted to 21,463,902 thousand tenge and increased by 9,268,745 thousand tenge compared to the previous year.

The authorized capital of the University as of December 31, 2024 amounted to 20,746,332 thousand tenge. During the reporting period, the authorized capital changed. The increase in declared shares in 2024 was related to the transfer of republican property as payment for shares in the amount of 8,807,864 thousand tenge.

The balance of retained earnings as of December 31, 2024 amounts to 717,570 thousand tenge.

Table 3 – Capital expenditures for 2024

No.	Name	Fact of 2022	Fact of 2023	2024		Deviation of a fact from a plan	
				Clarification for the second half-year	Fact	abs. (+,-)	relat. (%)
1	**Property, plant and equipment**	257 743	1 257 551	1 388 673	1 270 459	+118 214	91,5
1.1.	Other property, plant and equipment	116 277	171 316	208 229	208 181	+48	99,98
1.2.	Medical equipment	2 487	50 412	265 523	209 528	+55 995	78,9
1.3.	Visual teaching aids	6 644	853 737	67 617	67 617	-	100
1.4.	Computers and office equipment	80 212	70 569	159 148	148 469	+10 679	93,3
1.5.	Durable equipment	4 650	94 785	341 144	289 652	+51 492	84,9
1.6.	Educational literature	35 183	28 608	347 012	347 012	-	100
2	**Investments in construction and renovation**	14 763	3498	2 038 820	1 763 990	274 830	86,5
2.1.	Capital repairs	-	-	1 772 062	1 497 232	274 830	86,5
2.2.	Author's supervision	-		15 906	15 906	-	-
2.3.	Technical supervision	-		41 509	41 509	-	-
2.4.	Repairs, improvement and landscaping			209 343	209 343	-	

The increase in the University's revenues was ensured by: an increase in the cost of paid educational services from 7 to 29%; an increase in the value of grants – additional income amounted to 325 million tenge in 2023, and 2.8 billion tenge in 2024; an increase in the number of fee-paying students (due to grant quota allocation) – 65% of admissions; an increase in the number of applicants

admitted to the University at all levels of education by 15-30%; a fourfold increase in the volume of financing for research projects due to more effective financial management and a reduction in inefficient expenditures. The measures taken made it possible to gradually increase employee salaries by 67% in 2023 and additionally by 20% in 2024.

In 2024, the Organization demonstrated revenue growth compared to 2023: actual receipts amounted to 16,902.2 million tenge versus 12,422.5 million tenge in 2023, which indicates an increase in the revenue base by 36%. Planned indicators for 2024 were also exceeded by 345.7 million tenge. The main increase was ensured by income from foreign exchange differences, as well as growth in receipts from other sources.

Expenses in 2024 amounted to 16,459.3 million tenge, which is higher than the previous year’s level (12,050.5 million tenge), but at the same time slightly lower than the planned level (16,550.7 million tenge). This indicates that the Organization was able to keep expenses within the budget and partially optimize costs. The largest share in the expense structure is occupied by labor costs (61.8%), as well as services of third-party organizations and taxes.

As a result of the year, a profit of 442.9 million tenge was obtained, which is significantly higher than the planned 5.8 million tenge and 70.9 million tenge more than the 2023 result (371.9 million tenge). This indicates an increase in the efficiency of financial resource management, successful fulfillment of the revenue plan, and rational use of funds.

Thus, in 2024 the organization demonstrated positive dynamics in financial management: revenue growth was ensured, the profit plan was exceeded, and expenses were kept within the budget, which indicates high efficiency in the use of financial resources.

2.2. Academic work

The academic activity of the University is aimed at providing the healthcare system with highly qualified personnel that meet modern industry requirements and international standards.

To achieve the objectives set in the reporting year:

– international accreditation was obtained: institutional and specialized 9 educational programs in agencies recognized in the WFME;

– master's degree program programs (Gerontology, Nutritionology, Nursing (specialized), Biological Safety) and residency programs (Clinical and Laboratory Diagnostics) have been launched;

– a two-degree program program in Pharmacy has been launched jointly with the Tashkent Pharmaceutical Institute;

– the passing score for the educational program "Medicine" has been increased to 85 points;

– personalized scholarships have been introduced for talented students and students from socially vulnerable groups (33 scholarships);

– students have access to all courses on the COURSERA educational platform (more than 1,500 students have been trained), etc.

In the reporting year, the educational process was carried out in more than 70 educational programs of various levels, covering a wide range of areas and meeting the current requirements of the labor market and state policy in education and healthcare.

Table 4 – Number of educational programs implemented by each level of education

Level of education		**2022-2023 academic year**	**2023-2024 academic year**	**2024-2025 academic year**
Academic Bachelor's degree program	School of Medicine	1	1	2
	School of Dentistry	1	2	2
	School of Pediatrics	1	3	2
	School of Public Health and Management	1	2	2
	School of Pharmacy	1	1	2
	School of Nursing	3	3	3
Master's degree program		9	8	17
Doctoral degree program		4	5	5
Residency		35	36	38
Total		**56**	**61**	**73**

Student body

Over the past four years, the University has demonstrated a stable growth in the student body. If in the 2021-2022 academic year the number of students amounted to 9,688 people, then in the reporting year it increased to 11,137. Thus, the increase amounted to 1,449 people, or about 15%. This dynamic indicates an increase in the attractiveness of the University among applicants, the effectiveness of the implemented educational programs, and the strengthening of its position in the higher medical education system.

Table 5 – Number of students in terms of training levels

Indicator		**2021-2022 academic year**	**2022-2023 academic year**	**2023-2024 academic year**	**2024-2025 academic year ***
Bachelor's degree program, Internship	Grant-based	5 353	5 738	5 691	5 422
	Contract-based	2 938	2 828	3 238	3 480
	Local Executive Authorities	230	247	298	366
	Total	**8 521**	**8 813**	**9 227**	**9 268**

Residency	Grant	446	452	620	842
	Contract-based	86	201	264	281
	Local Executive Authorities	437	426	424	431
	Total	**969**	**1 079**	**1308**	**1 554**
Master's degree program	Grant	87	137	143	170
	Contract-based	31	14	14	38
	Local Executive Authorities			0	0
	Total	**118**	**151**	**157**	**208**
Doctoral degree program	Grant	78	91	101	107
	Contract-based	2	2	0	0
	Local Executive Authorities				0
	Total	**80**	**93**	**101**	**107**
Total	**Grant**	**5 964**	**6 418**	**6 555**	**6 541**
	Contract-based	**3 057**	**3 045**	**3 516**	**3 799**
	Local Executive Authorities	**667**	**673**	**722**	**797**
	Total	**9 688**	**10 136**	**10 793**	**11 137**

*Note: * - as of December 31, 2024*

The number of students studying at the University in Kazakh is 5,703 people, or 51.2%, of the total number of students, 3,391 people, 30.4%, in Russian, 781 people, or 7%, in English, and 1,262 people, or 11.3%, in multilingual groups.

The decrease in the number of students studying in English is due to a decrease in the recruitment of foreign students from non-CIS countries and an overall increase in enrollment in the Bachelor's degree program.

Table 6 – Student body by language of instruction

Indicator		**2021-2022 academic year**	**2022-2023 academic year**	**2023-2024 academic year**	**2024-2025 academic year ***
Bachelor's degree program, Internship	Kazakh language	4 325	4 697	5 114	5 158
	Russian language	2 327	2 326	2 499	2645
	English language	1 044	969	865	781
	Multilingual groups	825	821	749	684
Residency	Kazakh language	0	76	426	545
	Russian language	969	644	552	431
	English language	0	0	0	0
	Multilingual groups	0	359	330	578
Master's degree program	Kazakh language				
	Russian language	118	151	157	208
	English language				
	Multilingual groups			0	

Doctoral degree program	Russian language	80	93	101	107
Total	**Kazakh language**	**4 325**	**4 773**	**5 540**	**5 703**
	Russian language	**3 494**	**3 214**	**3 309**	**3 391**
	English language	**1 044**	**969**	**865**	**781**
	Multilingual groups	**825**	**1 180**	**1 079**	**1 262**

*Note: * - as of December 31, 2024*

The University implements educational programs in English. So, in the reporting year, 788 foreign citizens from 20 countries (Mongolia, Uzbekistan, India, Turkmenistan, Pakistan, etc.) studied at the University, 785 of them at the bachelor's degree program/internship level and 3 in residency.

The training of foreign students in the residency program began from the 2023-2024 academic year.

Table 7 – Number of international students by country

Countries	2020-2021 academic year	2021-2022 academic year	2022-2023 academic year	2023-2024 academic year	2024-2025 academic year
India	662	816	744	598	492
Turkmenistan	4	2	1	188	69
Uzbekistan	80	98	81	71	58
Pakistan	13	129	86	63	38
Mongolia	31	34	28	29	26
Jordan	101	91	62	26	7
Russia	13	12	11	17	21
China	5	10	6	7	7
Great Britain	2	2	4	4	2
Kyrgyzstan	1	3	1	2	5
Azerbaijan	2	2	2	2	5
Tajikistan	2	3	2	1	1
South Korea	-	1	1	1	1
USA	-	-	1	1	1
Afghanistan	2	2	-	1	1
Maldives	1	1	1	1	1
Nigeria	-	-	1	1	
Hungary				1	
Ukraine	2	2	-	1	2
Palestine	-	2	2	1	
Japan	-	-	1	1	
Germany				1	1
Iraq				1	1
Egypt	3	2	1		
Zambia	1	1	-		
Spain	1	1	1		
Iran	1	-	-		
Irish	-	-	1		
Georgia	1	1	-		
Total undergraduate students	**928**	**1 215**	**1 038**	**1 019**	**739**

Russia	4	4	8	8	7
Uzbekistan	24	17	11	7	12
Mongolia	1	1	3	6	14
Tadjikistan	-	-	-	2	
Great Britain					2
Georgia	-	-	1	1	0
Azerbaijan	-	1	2	1	
China	2	-	1	1	
Turkmenistan	-	1	2	1	1
Türkiye				1	
Afghanistan	-	-	1		
Ukraine	2	-	-		
Kyrgyzstan	-	1	-		
India	-	1	1		4
Pakistan					3
Palestine					1
Tadjikistan					2
Total internship students	**33**	**25**	**30**	**28**	**46**
Turkmenistan				1	
Mongolia				1	1
Georgia					1
Ukraine				1	
Russia					1
Total Residency students				**3**	**3**
Total	**961**	**1 240**	**1 068**	**1 050**	**788**

*Note: * - as of December 31, 2024*

An analysis of student dismissal indicators for the period 2021-2025 shows significant fluctuations across various grounds. The main reason for dismissal in the 2024-2025 academic year, as in previous years, remains non-payment of tuition fees – 306 cases, accounting for more than 64% of the total number.

Table 8 – Expelled student body (undergraduates and interns)

Indicator	2021-2022 academic year	2022-2023 academic year	2023-2024 academic year*	2024-2025 academic year *
At their own request	154	249	69	93
For violation of academic discipline, internal regulations and the Charter of the educational institution	12	9	11	13
By academic failure	6	12	16	37
Transferred to other higher education institutions	105	43	11	10
Other reasons		66	22	18
Other reasons (due to death, etc.)	1	61	1	
Non-payment of tuition (including foreigners)	6	429	110	306
Total	**284**	**808**	**240**	**477**

*Note: * expelled in the 2024-2025 academic year as of March 17, 2025*

Students' academic performance

According to the main indicators of academic performance of students in the bachelor's degree programs of the School of Medicine, there is an increase in the qualitative indicator by 7.9%, a decrease in the absolute indicator by 2.6%; for internship programs, an increase of 26.2% in the qualitative indicator and 2.6% in the absolute indicator is observed.

In the School of Dentistry, a slight decrease in absolute academic performance is observed due to low indicators in the 2nd year (73%). The decrease in the qualitative indicator compared to the previous academic year is associated with low results in the 2nd year (45.5) due to the introduction of disciplines in the fundamentals of dentistry.

According to the results of the summer session, the absolute academic performance in the School of Pediatrics amounted to 94%, and the qualitative indicator was 77%, which indicates positive dynamics both in the overall level of academic performance and in the quality of mastering educational programs.

In the School of Public Health and Management, academic performance has remained at a consistently high level (about 98%) over the past two years, indicating a minimal number of underperforming students. The quality of training demonstrates significant growth over three years: from 82.74 in the 2021-2022 academic year to 95.17 in 2023-2024. This indicates an improvement in students' knowledge levels and an increase in the proportion of students receiving "good" and "excellent" grades. The most notable growth in the qualitative indicator occurred between the 2021-2022 and 2022-2023 academic years, which may be associated with improvements in educational programs, teaching methodologies, or increased academic requirements.

The decrease in both the qualitative indicator and absolute academic performance in the School of Pharmacy is associated with low academic performance of first-year international students due to retaking third-year courses in the disciplines "Pathophysiology," "Biological Chemistry," and "Pharmacology."

The decrease in the qualitative indicator and absolute academic performance based on the results of the 2023-024 academic year in the "Nursing" educational program is associated with low scores obtained by first-year international students from Turkmenistan, where the main reasons were the language barrier and student adaptation. In the educational programs "Kinesitherapy" and "Ergotherapy," the indicators remain at a consistently high level.

In postgraduate education programs, consistently high indicators of absolute academic performance and quality of education are observed.

Table 9 – The main indicators of students' academic performance, score

Specialty		2021-2022 academic year		2022-2023 academic year		2023-2024 academic year	
		AP	QI	AP	QI	AP	QI
Medicine	Bachelor's degree program	88	68	85,1	66,5	88,2	65,01
	Internship	100	100	98,5	87,5	94,4	98,5
Dentistry	Bachelor's degree program	73,5	33	89,6	70,7	88,1	62,1
	Internship	91,5	64	90,3	76,4	99	83
Pediatrics	Bachelor's degree program	93	62	82	56	94	77
	Internship					100	100
Public health		**96,25**	**85,47**	**99,6**	**97,4**	**98,48**	**95,17**
Preventive medicine						98,9	94,85
Pharmacy		64,1	97,3	93,7	69,8	81,50	61,72
Nursing		100	95,6	99	97,4	94,2	90,2
Kinesitherapy		100	97,5	100	94,5	98	92,6

Occupational therapy	100	100	99	96	100	100
Residency	**97**	**96**	**98**	**98**	**98**	**97**
Master's degree program	100	100	100	100	100	100
PhD Doctoral degree program	100	100	98	100	100	100

** QP – Quality Indicator, AP – Absolute Performance*

The independent assessment of the knowledge of bachelor's degree, internship and residency graduates of the University is conducted at the NGO "National Center for Independent Examination". In general, the graduates of the University showed high results of the independent examination.

Table 10 – Dynamics of the results of the independent examination of graduates

Level of education	Indicator	2021-2022 academic year	2022-2023 academic year	2023-2024 academic year
Bachelor's degree program	Number of bachelor's degree graduates from the university who took part in the independent examination	233	224	135
	Average score	78	80	82
	Percentage of bachelor's degree graduates who successfully passed the independent examination on the first try (passed the established scoring threshold)	88,8%	93,3%	97%
Internship	Number of internship graduates who took part in the independent examination	716	850	1121
	Average score	93	91	92
	Percentage of internship graduates who successfully passed the independent examination on the first try (passed the established scoring threshold)	100%	98,1%	99,5%
Residency	Number of graduates of the residency program who took part in the independent examination	362	393	449
	Average score	92	90	87
	Percentage of graduates of the residency program who successfully passed the independent examination on the first try (passed the established scoring threshold)	100%	98,4%	99,8%

Assessment of the quality of the educational process

As part of quality assessment of the educational process, the Educational Process Quality Audit Group conducted monitoring of the organization and conduct of written examinations using the "Written Exam" module in the AIS "Platonus." The StrikePlagiarism.com anti-plagiarism system was implemented, which made it possible to strengthen control over compliance with the principles of academic integrity when completing written assignments. In 2024, written examinations using the anti-plagiarism system were conducted for 389 academic groups.

In the second semester of the 2023-2024 academic year and the first semester of the 2024-2025 academic year, a total of 7,059 examinations were conducted at the University within the framework of interim and final assessment. All examinations were held in accordance with the approved schedule, in specially equipped classrooms with installed video and audio recording systems. Total number of examinations conducted under video and audio recording: written exams – 5,051, tests – 2,008.

In addition, in the reporting year the University passed an audit and became a full member of the League of Academic Integrity of the Republic of Kazakhstan, and in order to form a culture of academic integrity, as well as to implement the policy on ensuring the quality of the educational

process, the Academic Policy / Standards, the Code of Academic Integrity, and other regulatory documents of the University were updated.

In terms of implementing student feedback, for the 2023-2024 academic year, 17 surveys were planned, of which 15 were successfully conducted. In total, 14,902 respondents took part in the surveys, which were conducted by the University's structural units, such as the Admissions Committee, the Educational Process Quality Audit Group, the Center for Practice and Development of Clinical Activities, the Center for Planning and Development of Academic Activities, the Department of Material and Technical Support, and the Library.

Thus, the Educational Process Quality Audit Group, together with the schools, conducted an online survey to determine student satisfaction with educational programs. The survey is conducted upon completion of disciplines through the Google Forms system using QR codes placed in all academic buildings, chairs, testing rooms, and lecture halls.

From April to December 2024, 7,931 students from 62 chairs participated in the survey. The overall average satisfaction score was 4.67 out of 5 on the Likert scale:

– students of years 1-3 – 4.69
– students of years 4-7 – 4.68
– residents – 4.43
– master's students – 4.77
– doctoral students – 4.29

For CIME educational programs, 892 respondents from 4 schools (Medicine, Dentistry, Pediatrics, Public Health and Management) participated, and the average satisfaction score amounted to 3.68 out of 5.

Faculty Professional Development

Within the framework of the Action Plan for training faculty members in effective teaching technologies for 2024, the Center for Educational Technology Transfer conducted 41 training events, in which 1,211 faculty members were trained. In addition, 15 unplanned seminars and master classes were conducted, having trained 994 faculty members.

In 2024, a total of 2,621 certificates confirming successful completion of professional development courses were issued in electronic format on the platform "cert.amu.kz".

The effectiveness of classes using educational technologies based on the results of approbation is assessed in the form of an open class with the participation of a representative of the Center for Educational Technology Transfer, and video recording of the class is carried out.

The number of implemented acts on new educational technologies (NET) in 2024 amounted to 166. Of these, during the reporting period, the following types of NET were introduced into the educational process of departments:

– educational technologies such as PBL, TBL, D-PBL, RBL, CBL – 115;
– simulation technologies – 32;
– interactive teaching methods, including e-learning – 19.

Table 11 – Dynamics of indicators characterizing the use of innovative educational technologies, %

Indicator		2022	2023	2024
Percentage of teaching staff who use innovative educational and digital technologies in their work (and have appropriate training in these technologies), %	Total	42	47,5	65,26
	PBL	8,9	11	11,8
	TBL	7	9,7	16,94
	CBL	5,7	7,9	18,8
	RBL	4,1	8,4	14,9
	Digital, etc.	34,2	38,5	46,92
Index of innovation activity		79,6	79,6	88,9

In 2024, 605 University teaching staff participated in the implementation of educational technologies:

– PBL – 14, 109 teachers;

– TBL – 15, 157 teachers;
– RBL – 43, 138 teachers;
– CBL + TPCBL – 38+5, 174 teachers;
– Digital, etc. – 51, 435 teachers.

Organization of Library Services

In 2024, the implementation of the library modernization project launched in 2023 continued, aimed at creating a modern, comfortable, and accessible scientific and educational space integrated with digital resources and advanced information technologies.

As part of the project, a phased modernization of the library space with a total area of 2,270 m² was carried out in an Open Space format. As of today, the project has been implemented by 90%. Renovation works were carried out on three floors of the library, infrastructure was improved, and conditions for free access to resources were created.

Functional capabilities were significantly expanded:
- area of reading rooms increased from 817 m² to 1,947 m²;
- number of seating places increased from 212 to 450;
- number of circulation points increased from 9 to 11.

The material and technical base was upgraded:
- RFID equipment was purchased for the automated accounting system;
- specialized equipment for persons with special educational needs was installed (stationary video magnifier "TOPAZ HD 440842-001 Version A," reading device for blind and visually impaired people "Clear reader");
- modern computer equipment and technical support of the IRBIS system were purchased.

In addition, in order to create comfortable conditions for dormitory students, renovation works were carried out in March 2024 with sponsorship support (Halyk Bank, SatGlobol), and the reading room of the dormitory located at 35A Zhenis Avenue was equipped with new furniture.

As a result of the work carried out in 2024, a significant increase in indicators was recorded compared to the 2022-2023 academic year: attendance increased by 3.5 times and amounted to 200,097 visits. The volume of book circulation doubled to 261,122 copies. The number of registered readers increased by 379 people and reached 9,794.

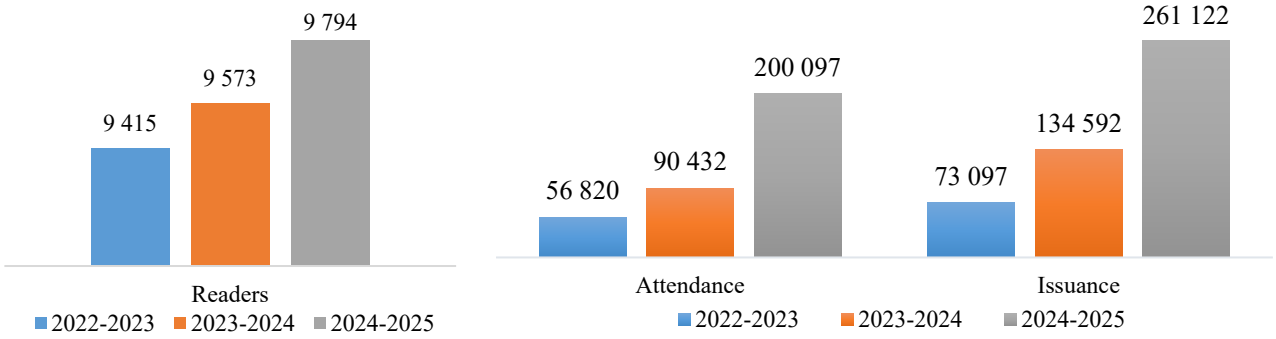


Figure 1 – Library service statistics in 2022-2025

The University's library collection consists of 57,867 titles, 499,209 copies, including 140,030 (28%) copies in the official language, in Russian – 332,132 (67%) copies, in a foreign language – 27,047 (5%) copies. The educational fund is formed in accordance with the profile of the University, the requirements of the Ministry of Science and Higher Education of the Republic of Kazakhstan and makes up the necessary share of the total fund: educational and methodical literature – 375,192 copies (75%); scientific literature – 124,017 copies (25%). The fund of publications on digital media is 10,345 copies, of which 2,298 copies are in the Kazakh language, in Russian – 7,426 copies, in foreign languages – 621 copies. The collection of periodicals is 9,724 copies, of which 244 copies are in Kazakh, 9383 copies in Russian, 97 copies in English.

Table 12 – General Library Fund in 2022-2025

General fund by type of publications	2022-2023				2024			
	Total	**Of them:**			**Total**	**Of them:**		
		Kazakh	Russian	Foreign		Kazakh	Russian	Foreign
	486 452	132 722	327 392	26 338	499 209	1400 30	332 132	27 047
Educational literature	329 269 *67.6%*	117 178	197 695	14 396	340 583 *68%*	124 239	201 441	14 903
Educational method. literature	34 202 *7%*	5492	28 675	35	34 609 *7%*	5638	28 766	205
Scientific literature	122 981 *25.2%*	10 052	101 022	11 907	124 017 *25%*	10 153	101 925	11 939

In 2024, the "Give a book to the Library" campaign was launched, as a result of which the library's collection was additionally replenished with textbooks in the state, English and Russian languages in the amount of 763 titles, 1009 copies. on a gratuitous basis from sponsors and various bookselling publishers, such as MedconsultsKZ LLP, MedLitTrade LLC, Geotar, Foliant, Aknurpress publishing houses, etc., which made it possible to provide unsecured disciplines in Kazakh and English with printed publications.

Taking into account the updating of the library's collection with new literature in printed publications and the availability of institutional subscriptions to databases and electronic library systems, 100% availability of disciplines in educational programs at all levels has been achieved, taking into account the language of instruction.

At the beginning of the 2024-2025 academic year, an institutional subscription was carried out to 9 databases and ELS, such as:

1. Cochrane Library – https://www.cochranelibrary.com
2. Wiley Online library – www.onlinelibrary.wiley.com
3. Jaypee digital – https://www.jaypeedigital.com
4. Aknurpress – https://aknurpress.kz
5. IPRSmart – https://www.iprbookshop.ru
6. LECTURIO – https://www.lecturio.com
7. Student's Consultant – https://www.studentlibrary.ru
8. Doctor's Consultant – https://www.rosmedlib.ru
9. RIUEL – http://rmebrk.kz

By National subscription:

1. Web of Science (Clarivate Analytics) – https://www.webofscience.com/wos/woscc/basic-search
2. ScienceDirect (Elsevier) – https://www.sciencedirect.com/
3. Scopus (Elsevier) – https://www.scopus.com https://www.elsevier.com
4. Wiley Researcher Academy – https://www.wileyresearcheracademy.com

During the year, trial access was also provided to the following databases: ELS "Student's Consultant", "Doctor's Consultant" of the publishing group "GEOTAR-Media"; UpToDate, ELS "University Library Online"; online journals of Cambridge University Press; databases of the international publisher Primal Pictures, Access Medicine, The BMJ Group, etc.

In order to support academic and research activities, online and offline training sessions are conducted for undergraduate, residency, master's and doctoral students, and faculty members of chairs on working with the electronic catalog, databases, electronic library systems, and other information tools available on the library website.

As of today, more than 9,498 readers are registered in databases and electronic library systems (including 965 faculty members, 1,114 residents), and the number of content uses exceeds 75,775 / 188,966 (for the 2023-2024 academic year – more than 37 thousand).

For the purpose of digitalization of library resources and services, the library website has been modernized: new sections have been added; access services to subscribed databases under the national

license and acquired databases have been extended with clarification of IP addresses of all buildings; the AMU repository has been installed; the Electronic Library is functioning. Library information resources have been integrated into the University's SmartAMU system; data integration between the Platonus information system and IRBIS64+ has been carried out; student enrollment data have been integrated into the "Readers" database, subscribed databases, and electronic library systems. Statistical indicators of the library collection and library activities have been integrated into the monitoring indicators in SmartAMU.

The library website https://elib.amu.kz/ provides a single access point to electronic information resources, the distributed electronic catalog https://elib.amu.kz/lib/, the electronic library https://elib.amu.kz/elib/, remote access electronic library systems and databases https://elib.amu.kz/podpisnye-bazy-dannyh/, online services (online service, online UDC, LBC, electronic document delivery), news feed, and other services in two languages. For the convenience of faculty members, application forms for the acquisition of literature, electronic resources, periodicals, price lists and catalogs of publishing houses, links to publishers' websites, new book arrivals, rules for completing the Book Supply Card, the fillable Discipline Supply Card form, etc., are posted.

The business processes of library and information services for users are carried out through the automated integrated library system (AILS) "IRBIS 64+": Administrator, Acquisition, Cataloguer, Circulation, and Book Supply. The electronic catalog of the library "IRBIS 64+" reflects information about printed documents (textbooks, study guides, teaching and methodological literature, monographs, abstracts and dissertations, etc.), as well as information about electronic (CD, DVD) media of the library (full-text electronic resources). The total volume of the electronic catalog (books, rare books, articles) amounts to 21,827 records. Work has begun on digitizing documents (research works of University faculty members, low-circulation textbooks available in the library collection, as well as materials of the University's scientific journals and conference proceedings) with subsequent placement of digital collections in the Repository https://repository.amu.kz/home and the electronic library https://elib.amu.kz/ru/elib/, in compliance with copyright.

Goals and Plans for Future Periods:

For the further development of academic activities and the creation of an effective educational environment, the following is planned for 2025:

– development of new educational programs jointly with universities included in the TOP-700 QS/THE (Nazarbayev University School of Medicine, foreign partners) and enterprises that are subjects of large-scale entrepreneurship;

– launch of Minor programs;

– expansion of the use of electronic educational platforms (Coursera, OpenU, etc.);

– automation of business processes in education (schedule with the possibility for students to freely choose the instructor and class time, academic workload, curricula, working curricula, monitoring of teaching and methodological complexes of disciplines and approval of the elective course catalog);

– obtaining a license for post-secondary education and launch of applied Bachelor's degree programs;

– strengthening the quality of selection and admission of international students;

– development of inclusive education, etc.

2.3. Scientific work

Research activities are carried out by employees of research subdivisions and the faculty of the University, doctoral students, master's students, and students, taking into account the priority areas of the University Development Strategy. The University employs 92 Doctors of Science, 219 Candidates of Science, 85 PhD doctors, 51 professors, 111 associate professors, and 208 master's degree holders. The average Hirsch index of the production staff according to the Web of Science or Scopus database is 0.66 h. A non-zero Hirsch index is held by 329 employees (34.5%), of whom 79 people have an index above 3.

As part of the development of the University's human resources potential in the field of research activities:

– the pool of research staff positions was increased by 82% (up to 82 full-time positions, including 19 full-time positions for research faculty);

– additional payments for academic degrees were introduced for faculty and research staff (from the University) up to 28 MCI;

– 98 million tenge were allocated for incentive payments for publications;

– 231 University employees were trained at seminars on research competencies;

– under the "Bolashak – 500 Scientists" program, 8 employees were selected for research internships at universities in the USA and the Netherlands;

– for the purpose of reproduction of research personnel, intramural grants for PhD training were allocated for the first time (18 places);

– benefits (discounts) on tuition fees were introduced for applicants to master's and doctoral programs.

Investments in stimulating and supporting the research activity of employees and students made it possible to ensure growth in their involvement in research activities, increase the University's performance in research activities, and increase the share of faculty and research staff with high achievements in research activities.

Table 13 – Key indicators of scientific research activity

Indicator	2022	2023	2024
Average Hirsch index of research and academic staff based on Web of Science or Scopus	0,45	0,57	0,66
Number of articles in journals indexed in Web of Science, Scopus Total	105	143	225
including in journals with quartile Q1-Q2	46	81	144
in journals with quartile Q3-Q4	59	62	81
Ratio of the number of articles published over the past five years in international ranking journals indexed by Web of Science or Scopus to the number of full-time research and teaching staff	1:2,4	1:2	1:1,6
Percentage of research and academic staff with high academic achievements based on Web of Science or Scopus: Hirsch index of at least 3, %	4,8	6,6	8,2

– Regarding the formation of an effective infrastructure for scientific and research activities of employees and students in the reporting year:

– Two scientific research institutes have been opened: the Scientific Research Institute of Respiratory Medicine and the Scientific Research Institute of Heart Rhythm:

The Scientific Research Institute of Respiratory Medicine was established to conduct scientific research in the field of respiratory diseases, develop and implement innovative methods of diagnosis and treatment, as well as train highly qualified specialists.

The Scientific Research Institute of Heart Rhythm carries out scientific research in arrhythmology, cardiovascular electrophysiology, molecular medicine and functional diagnostics. The main objective of the activity is the development of advanced methods for the diagnosis and treatment

of cardiac arrhythmias, the formation of scientific knowledge and the training of highly qualified scientific and pedagogical staff.

– more than 940 million tenge has been allocated for equipping scientific and educational laboratories;

– the testing laboratory has been accredited;

– the national training center for radiation safety of medical workers with a reference laboratory has been opened (equipped for 45.8 million tenge under a project with the IAEA);

– the Endowment Fund has been established at the University.

– in terms of improving the management mechanisms of research activities in the reporting year:

– 13 new projects worth 242.5 million tenge have been launched: 6 grants and targeted funding programs, 4 foreign grants;

– subscription access to the SciVal analytical platform is provided (SciVal features: visualization of research results, comparison of achievements, development of cooperation);

– as part of the work of the Scientific and Technical Council, 23 meetings were held, 76 issues were considered;

– as part of the work of the LBC, 18 meetings were held, 256 applications were considered;

– reaccreditation for scientific activity has been completed.

All this made it possible to ensure an increase in the number of research performed and the amount of funding raised for scientific research, as well as an increase in the share of income from scientific activities in the total budget.

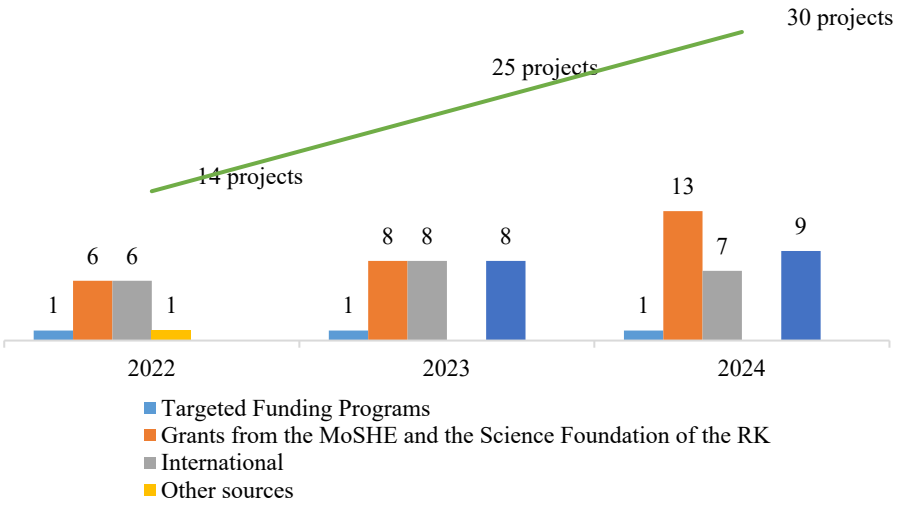


Figure 2 – Number of research and innovation projects

In terms of creating an effective environment for engaging students in research and supporting young scientists in the reporting year:

– 5 new master's degree programs were launched (Gerontology, Nutritiology, Biological Safety, Nursing, Global Health);

– a Pre-PhD program was launched (for applicants to doctoral studies);

– more than 150 students were trained at seminars on research competencies;

– the composition was strengthened and the areas of the Dissertation Council in Public Health were expanded (Nursing Science was included);

– development of postdoctoral studies (3 new postdoctoral researchers, 16 applications for the new competition);

– 3 commercialization reactors were conducted, at which 26 projects and startups of students and young scientists were presented.

The work carried out made it possible to ensure an increase in the number of students in master's and doctoral programs, the number of publications, and the activity of student scientific clubs.

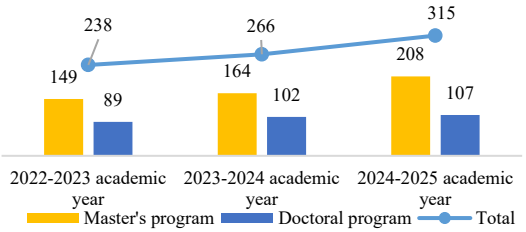


Figure 3 – The contingent of students in master's and doctoral studies

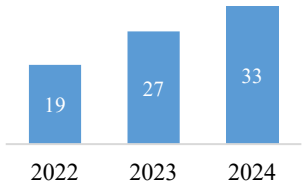


Figure 4 – Articles by students in Web of Scince and Scopus publications

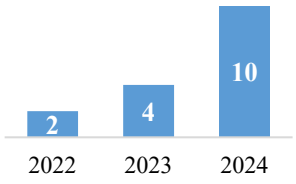


Figure 5 – Number of research and innovative projects of students

To further develop research activities, in 2025 it is planned to certify the Local Bioethics Committee, launch clinical trials funded by Big Pharma, open new laboratories with foreign partners (as part of the "Belt and Road" initiative), review incentive payments for publications, further improve the editorial policy of the AMU journal – the transition to an English-language format, attract foreign scientists to the editorial board and as reviewers and other events.

Activities of the Research Institutes

Scientific Research Institute of Radiobiology and Radiation Protection

The Research Institute of Radiobiology and Radiation Protection (RIRRP) serves as a scientific and methodological base for bachelor's, master's, and doctoral students of the University in training highly qualified personnel, as well as for continuing professional development of specialists and physicians in postgraduate education.

Over the past three years, within the framework of scientific and technical programs (STP), 5 master's students have defended their theses; 4 PhD doctoral candidates have been prepared for defense; 2 PhD doctoral candidates and 6 master's students are continuing their dissertation research.

In 2024, the Institute implemented 4 national grant-funded programs of the Ministry of Science and Higher Education of the Republic of Kazakhstan (MoSHE RK) and one intramural university project, with a total funding amount of 142 million KZT.

Under national research projects, 19 units of radiometric and radiospectrometric equipment were procured for a total of 58 million KZT. Maintenance services, calibration, and meteorological verification of laboratory equipment were carried out for a total amount of 7 million KZT.

The Institute is involved in the implementation of the following projects:

1. Establishment of a National Training Center with a reference laboratory to support and enhance radiation protection in the medical use of ionizing radiation (IAEA);
2. Lung cancer risk associated with radon exposure: reassessment for populations in high-radon areas of Kazakhstan (Hirosaki University, Japan);
3. Dose assessment and epidemiological study of populations residing near conserved uranium mines and development of measures to minimize negative technogenic factors (MoSHE RK);
4. Assessment of the radiation situation and development of measures to reduce negative radiation impacts on the environment in the Shu-Sarysu uranium ore province (Science Committee of MoSHE RK);
5. Assessment of radon safety in the secondary school of Aksu settlement located near a radioactive waste storage facility and development of measures to reduce students' radiation exposure risk (Customer – MoSHE RK);
6. Impact of technogenic radiation factors on the development of tumorous and non-tumorous bronchopulmonary diseases among the population of Northern Kazakhstan based on molecular genetic analysis (Science Committee of MoSHE RK);
7. Study of radon content in groundwater and development of methods to reduce radiation dose exposure among populations living in uranium mining regions of Akmola Region (Science Committee of MoSHE RK);

8. Development and implementation of a screening system for uranium detection in urine to identify critical population groups living near uranium deposits in Kazakhstan (intramural grant).

Additionally, 6 research articles were published in high-ranking journals (Q1, Q2) indexed in Scopus and Web of Science; the monograph "Natural Uranium and Its Radiobiological Effects" was published; 6 certificates of state registration of copyright were obtained; methodological guidelines were developed and approved; results were implemented into practical healthcare (2 implementation acts); interim and final project reports were prepared and submitted.

According to the calendar plan of the international project with the IAEA on establishing the National Training Center with a reference laboratory, all milestones were completed, and the National Training Center with a reference laboratory was established and officially opened. Within the framework of the IAEA project, equipment worth 45,448,000 KZT was supplied.

In 2023-2024, 13 applications were prepared and submitted for competitions of the RK Ministry of Trade and Integration and Ministry of Science and Higher Education; 3 applications were approved by the National Scientific Council, and 4 applications are currently under review.

In 2024, the Testing Laboratory of Radiochemistry and Radiospectrometry of RIRRP successfully passed reaccreditation for compliance with ISO/IEC 17025-2019 "General requirements for the competence of testing and calibration laboratories". Based on the assessment results, the Testing Laboratory was accredited for a period of 5 years.

Scientific Research Institute of Preventive Medicine named after Academician Ye.D. Dalenov

The activities of the Research Institute named after Academician Ye.D. Dalenov are aimed at training highly qualified personnel in Preventive Medicine (hereinafter – PM) through master's, doctoral, and postdoctoral programs; creating a scientific and educational foundation for primary, secondary, and tertiary disease prevention; conducting research in preventive medicine, healthy lifestyle promotion, environmental protection, and occupational hygiene; developing new safe food products; as well as implementing healthy lifestyle (HLS) and rational nutrition programs in educational institutions.

In the reporting year, the Institute's staff obtained 18 copyright certificates, 2 utility model patents, 9 prize diplomas at international conferences/competitions, and secured 3 funded projects (2 national and 1 international project). Five applications were submitted through the National Center for State Scientific and Technical Expertise (NCSTE) system (1 approved, 2 under review). Five memoranda of cooperation were concluded, and an International Scientific and Practical Conference on Preventive Medicine was organized jointly with WHO.

The Institute is involved in the implementation of the following projects:

1. Improvement of medical and organizational measures aimed at enhancing the quality of life of students assigned to special medical groups (Science Committee of MoSHE RK).
2. Scientific substantiation of the effectiveness of nutraceuticals in alimentary-dependent diseases (Amway Central Asia LLP).
3. Services for organizing and conducting healthy lifestyle promotion activities (Public Health Department of Astana).

Work is also underway on commercialization of research results obtained by the Institute, including:

– MOOC "Basic Nutrition";
– development of the therapeutic and preventive ointment "Beefito oil";
– development of the natural beverage "Beefly";
– creation of informational and educational content: commercialization of scientific developments as a tool for promoting a healthy lifestyle and disease prevention.

Scientific Research Institute of Radiology named after Academician Zh.Kh. Khamzabayev

The Research Institute of Radiology named after Academician Zh.Kh. Khamzabayev serves as a scientific and methodological base focused on training specialists in diagnostic radiology and radiation therapy, developing new and advancing existing areas of diagnostic radiology, radiation therapy, interventional radiology, and nuclear medicine.

For the 2024-2025 academic year, 11 students are enrolled in PhD and master's programs: 8 PhD doctoral candidates (4 first-year; 2 second-year; 2 third-year students), 3 master's students (1 first-year; 2 second-year students). Over the past three years, 2 PhD doctoral candidates and 2 master's students have successfully defended their theses.

In 2024, 12 research articles were published in high-ranking journals indexed in Scopus and Web of Science (6 articles in Q1-Q2 and 6 in Q3-Q4). Three certificates of state registration of copyright were obtained; methodological guidelines are being prepared for approval; research results were implemented into practical healthcare (16 implementation acts); interim and final project reports were prepared and submitted.

In 2023-2025, six applications were prepared and submitted for competitive funding from the MoTI and the MoSHE RK.

Institute participation in projects:

– In 2023, implementation began of a scientific project under intramural grant funding titled "Scientific and Practical Center of Teleradiology of Astana Medical University", scheduled for completion in 2025, with a total budget of 20,476,084.30 KZT. The Center was established for undergraduate students, residents, master's students, and continuing professional development of practicing physicians to test, study, integrate, and coordinate scientific and clinical solutions for the development of radiology, organization of healthcare delivery using telemedicine technologies, and implementation of modern diagnostic radiology methods into practical healthcare.

– An intergovernmental memorandum of cooperation was signed between Astana Medical University and the major diagnostic equipment manufacturer Shanghai United Imaging Healthcare (China). Within the framework of the memorandum, an international research project is being conducted on liver MRI and implementation of an AI-based program for differential diagnosis of malignant and benign liver lesions. Three abstracts were published, and three oral presentations were delivered during the poster session at the European Congress of Radiology (ESR 2024, Vienna, Austria). A manuscript is being prepared for submission to a Scopus-indexed journal. The dissertation topic of a first-year PhD doctoral candidate has been approved, and an international scientific advisor from the Research Department of United Imaging Healthcare (UIH) has been appointed.

– In 2023, the first training center in Kazakhstan, "GE HealthCare Academy," was opened for clinical training of physicians. An expert-class ultrasound scanner Voluson E10 and Ivenia ABUS were installed at the training center. Over two years, 220 physicians from various regions of Kazakhstan completed advanced training courses.

– European School of Radiology "ESOR Astana Tutorial" (Astana, Kazakhstan).

Goals and Plans for Future Periods:

To further advance research and scientific activities in 2025, the following initiatives are planned:

- certification of the Local Biothetics Committee;
- initiation of clinical trials funded by Big Pharma;
- establishment of new laboratories in cooperation with international partners within the framework of the Belt and Road Initiative;
- revision of incentive payments for scientific publications;
- further enhancement of the editorial policy of the AMU Journal, including transition to an English-language format and engagement of international scholars as editorial board members and peer reviewers;
- implementation of international projects and other related activities.

2.4. Clinical work

Clinical activities of the University are carried out at 42 clinical chairs located at clinical sites – healthcare organizations with which cooperation is implemented under contracts on joint activities for the purpose of training and advanced professional development of healthcare personnel.

Achievements in 2024 include:

– an increase in the number of clinical sites, faculty members working at these sites, and clinical mentors;

– active participation in projects of the Ministry of Health of RK, research institutes, including the development of clinical protocols, standards, and regulatory legal acts;

– participation in expert commissions, field visits for training delivery, and provision of consultative and diagnostic services, etc.

For several years, some clinical sites also served as practice bases (until 2024). Students were assigned to other organizations for professional practice based on memoranda of cooperation.

In 2023, the number of clinical sites reached 86 healthcare organizations of both public and private ownership. In 2024, the number of the University's clinical sites increased to 92 following the conclusion of joint activity contracts. These included: 6 leading research centers; 11 multidisciplinary city hospitals and inpatient facilities; 13 city outpatient clinics; 53 private medical centers; 9 healthcare organizations subordinate to other governmental bodies. In addition, 4 competence centers specializing in specific clinical areas were established at the University.

In the reporting year, there was an increase in the proportion of clinical chair faculty working in healthcare organizations: the indicator reached 75% compared to 65% in 2023. Among them, 8 staff members serve as external chief specialists of the Ministry of Health of the Republic of Kazakhstan.

In 2024, with the participation of faculty members from clinical chairs, 33 draft clinical protocols were developed, demonstrating increased engagement with medical institutions and growth in the number of clinical-profile specialists.

Overall, a positive trend is observed in clinical activities, including an increase in the number of consultations, surgical procedures, consilia, and educational events conducted at clinical sites.

At the same time, a decrease was recorded in the number of Commissions for the Review of Lethal Outcomes (CRLO) and pathological-anatomical conferences (PAC), which may be associated with changes in requirements from medical organizations. A reduction in the number of regional outreach visits for consultative care was also noted, possibly due to changes in organizational practices or a shift toward alternative forms of collaboration.

Table 14 – Dynamics of the University's clinical activity over 3 years

Indicators	2022	2023	2024
Percentage of teaching staff of clinical chairs working in the Unified national healthcare system (having a contract with healthcare organizations as a clinical specialist)	40%	65%	75%
Number of field visits to the regions to provide advisory and practical assistance to medical organizations / healthcare entities, etc.	2 363	5 435	707
Number of CRLO/PAC spent	1 109	2 132	1 327
Number of consultations conducted at clinical sites (CS)	75 963	119 569	146 099
Number of consultations held in CSs	9 144	12 438	13 140
Number of operations performed in CSs	9 750	12 035	15 906
Number of training sessions in CSs	745	1 002	1 211

Data for 2022-2024 indicate significant changes in the activities of clinical chairs, in particular, increased interaction with healthcare institutions, expansion of consultative, surgical, and educational activities, as well as the introduction of innovative diagnostic and treatment methods. Despite some

fluctuations in indicators, it can be concluded that clinical chairs continue to actively develop and contribute to improving the quality of medical care.

In 2025, similarly active work is planned, including expanding the list of clinical sites and enhancing the activities of established competence centers. Oversight of the public-private partnership project for the construction and operation of the University Hospital with 800 beds will also continue.

Postgraduate Clinical Training

Postgraduate clinical training at the University is provided at the residency level, which currently implements 38 accredited active educational programs.

In 2024, three new educational programs were developed and accredited: 7R01120 "Adult and Pediatric Neurosurgery", 7R01150 "Pathological Anatomy", and 7R01148 "Nuclear Medicine". Additionally, shortened educational programs and minor programs were introduced.

A positive trend in residency admissions has been observed in recent years, driven by the expansion of both the number of educational programs and demand for medical specialists. In the 2024-2025 academic year, 792 residents were admitted: 481 funded by the Republican budget, 177 funded by the local authorities, and 134 funded from the University's own resources. The geographical scope of residency training expanded to 14 regions. Additionally, for the first time, admissions for military medical specialists were implemented for five positions. The total number of residents at the end of the reporting year reached 1,554, an increase of 18.8% compared to 2023.

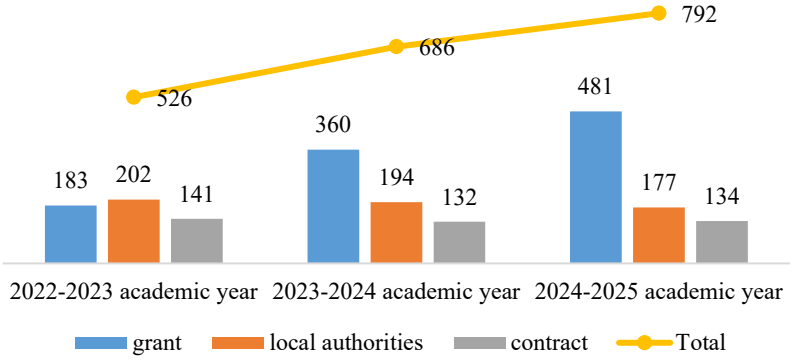


Figure 6 – Dynamics of admission to the residency program

In the next reporting year, it is planned to complete the accreditation of the new educational program "Clinical Laboratory Diagnostics", conduct post-accreditation monitoring of 32 residency educational programs, and develop new joint programs with foreign universities. Expanding the scope of off-site residency training and developing international cooperation will contribute to the growth of academic mobility for both students and faculty.

Simulation Center

The Simulation Center of the Astana Medical University serves as a key educational platform for training and professional development of medical specialists. In 2024, the Simulation Center continued to implement strategic initiatives aimed at improving the educational process, advancing simulation-based training, and introducing innovative technologies. One notable achievement was obtaining international institutional accreditation for 5 years, confirming that the Center's activities meet global standards of medical education. Additionally, all staff members of the Center confirmed their qualification as "Medical Simulation Training Specialists".


Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health Care (ECAQA)
INTERNATIONAL INSTITUTIONAL ACCREDITATION
CERTIFICATE
Accreditation is awarded
"ASTANA MEDICAL UNIVERSITY" NON-PROFIT JOINT-STOCK COMPANY SIMULATION CENTER
and the compliance with the Standards for Institutional Accreditation of Training and Simulation Centers in Medicine and Healthcare

In the reporting year, the Simulation Center's material and technical base was optimized through the disposal and decommissioning of outdated equipment. As a result, the total number of simulation equipment units reached 440. The update and rationalization of equipment contributed to expanding the educational content and more active use of simulation technologies in the learning process.

In 2024, the number of disciplines covered by simulation-based training increased to 30 (a growth of 43%), and 6,119 individuals underwent training at the Center. 22 educational programs were implemented, which is 5% more than the previous year. 81 Objective Structured Clinical Examinations (OSCEs) were conducted, reflecting an increase of 62%. Additionally, 29 scientific and educational events using simulation equipment were organized (an increase of 45%), and 59 new clinical scenarios were introduced (an increase of 28%).

To enhance the realism of simulation-based training, the use of standardized patients was expanded: 24 volunteers participated, which is 380% more than the previous year. Furthermore, three trainers were trained and certified, receiving international provider certificates.

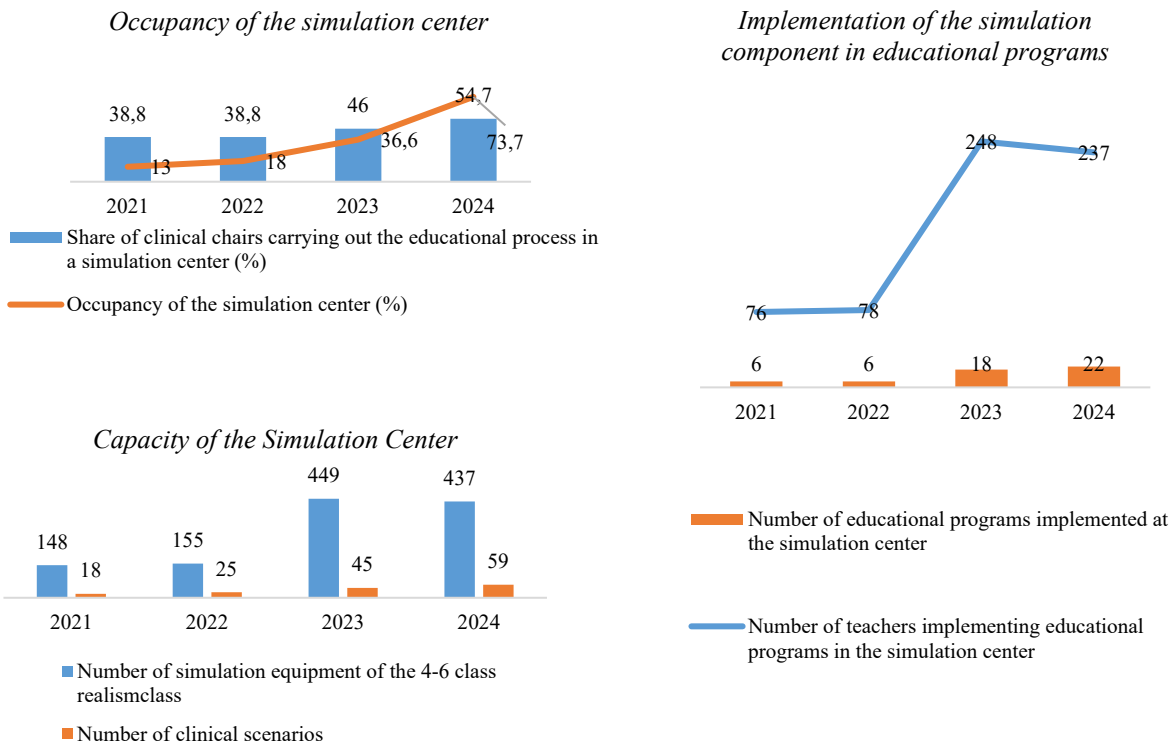


Figure 7– Performance indicators of the Simulation Center

During the reporting year, the Simulation Center demonstrated a significant improvement in the effectiveness of the educational process due to the strengthened material and technical base. The achieved results in simulation-based learning, the expansion of educational programs, and the professional development of staff indicate the Center's high demand among students, faculty, and the medical community.

For 2025, the Simulation Center plans to develop paid educational services, expand clinical scenarios, involve a greater number of standardized patients, further equip the Center with modern devices, and strengthen practical training by providing access for independent skill practice, conducting educational activities, and developing a tutoring system.

Continuing and Non-Formal Education

To meet the needs of practical healthcare, continuing education programs are annually updated and aligned with requests from medical organizations. From 2022 to 2024, the Institute of Continuing Professional Education trained 13,534 participants within the framework of additional and non-formal education programs.

In the reporting year, 201 professional development programs were updated, of which 105 were delivered using distance learning technologies. The total number of participants reached 5,715, which is 1,568 more participants (27%) compared to 2023.

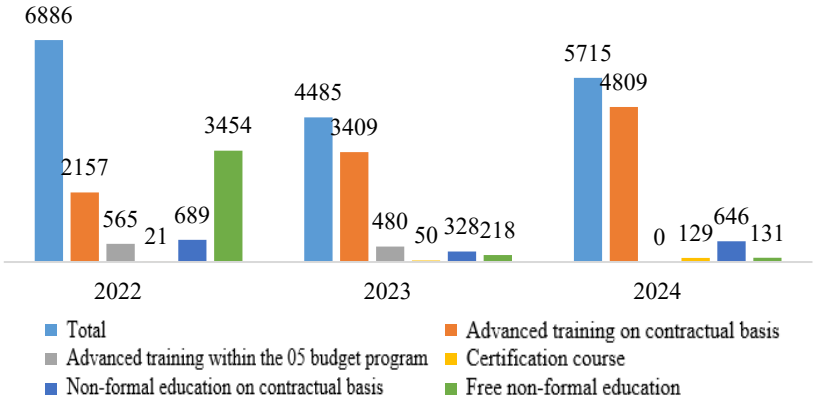


Figure 8 – Number of students enrolled in continuing and non-formal education within 2022-2024.

In 2024, revenue from educational services in the framework of continuing and non-formal education amounted to 228,929,300 KZT, against an annual plan of 140,000,000 KZT, achieving 163% of the target, reflecting high demand for programs and effective implementation by the Institute.

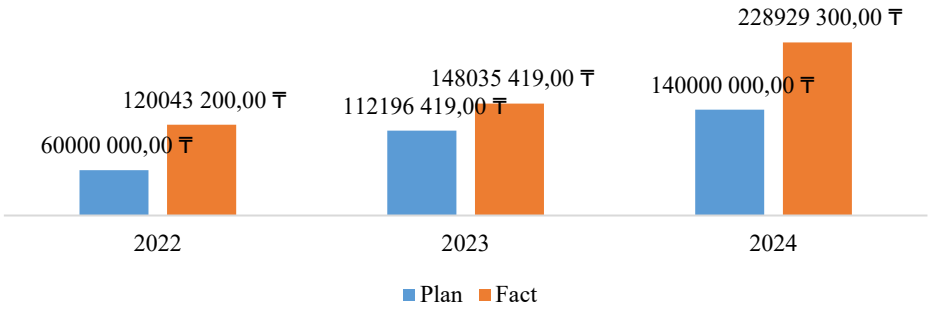


Figure 9 – Income from educational services in the framework of continuing and non-formal education, KZT

The Institute of Continuing Professional Education participates in the implementation of state roadmaps for the development of various healthcare sectors. Within these initiatives, 508 participants were trained in 2023, and 1,330 participants – in 2024 (including the Roadmap for the Development of Mental Health Services in the Republic of Kazakhstan for 2023-2024, the Roadmap for Further Improvement of Postpartum Care for Pregnant Women and New Mothers in Kazakhstan for 2022-2025, etc.).

As part of international cooperation, joint projects have been organized. In 2024, a collaborative educational program with the Russian Medical Academy of Continuous Professional Education, Russian Federation, on Clinical Somnology was approved.

Furthermore, based on the Resolution of the Government of the Republic of Kazakhstan No. 248 dated 28 March 2023, which approves the Concept for the Development of Higher Education and Science in Kazakhstan for 2023-2029, the Regulation on Silver University was developed and approved, aimed at educating older adults in medical literacy and healthy lifestyle skills.

Annual monitoring of the quality of educational services in continuing education demonstrates consistently high learner satisfaction. For the key indicator "Satisfaction with the Quality of the Learning Process", results exceeded target benchmarks: 95% in 2023 (target 80%) and 96% in 2024 (target 95%). This confirms the high quality of program content, accessibility and clarity of material presentation, and effective organization of the educational process.

Goals and Plans for Future Periods:

In 2025, the same active work is planned to:

– increase the list of clinical bases;

– activate the created competence centers;

– implement a PPP project for the construction and operation of an 800-bed university hospital;

– digitalize the business processes of the Institute of Continuing Professional Education to improve work efficiency;

– enhance investment attractiveness through the development of mutually beneficial partnership;

– expand the coverage of the regions in order to conduct professional development cycles and certification courses;

– organize internships for students and young professionals in cooperation with foreign partners;

– develop international partnerships with leading simulation centers, etc.

2.5. Graduate employment

Graduate employment is one of the key indicators of the implementation of the University's Development Strategy. In this area, the Career and Employment Center carries out systematic work, including analysis of labor market demand for medical personnel, publication of current vacancies on the University's website, organization of online and offline meetings with employers, individualized assignment of graduates, monitoring of their arrival at workplaces, and full process support through automated information systems.

The Center actively cooperates with government authorities, medical organizations, and other stakeholders, including the Ministry of Health, the Ministry of Science and Higher Education of the Republic of Kazakhstan, JSC "Financial Center," and the National Scientific Center for Healthcare Development named after S. Kairbekova.

To ensure transparency and accessibility of information, the University regularly informs the public about employment activities. The official website includes a dedicated "Employment" section containing up-to-date information: the "For Graduates" tab provides data on regional demand for young specialists, contact details, and guidelines; the "For Employers" tab presents the current year's graduate cohort by specialty, along with descriptions of their key competencies.

Each year, the University graduates more than one thousand students. Over the past three years, the average employment rate of graduates trained under the state educational order has reached 99%: 2021-2022 academic year – 98.7%; 2022-2023 academic year – 99%; 2023-2024 academic year – 99.3%.

Among them, the proportion continuing postgraduate education averaged 34.9%: 33.5% (2021-2022); 35.5% (2022-2023); 35.4% (2023-2024).

The share of unemployed graduates averaged 0.8%: 1.3% (2021-2022); 0.8% (2022-2023); 0.7% (2023-2024).

A stable positive trend in graduate employment is observed overall.

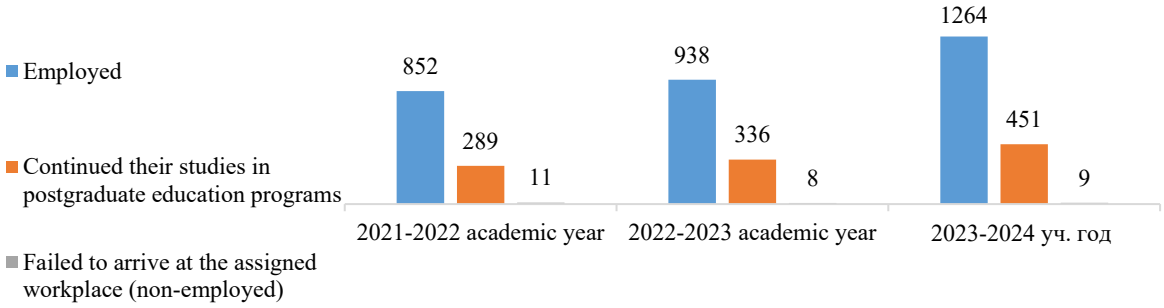


Figure 10 – Dynamics of graduate employment

Among internship graduates trained under the state educational order, the average employment rate over the past three years was 98.9%, including 46.9% who continued postgraduate education.

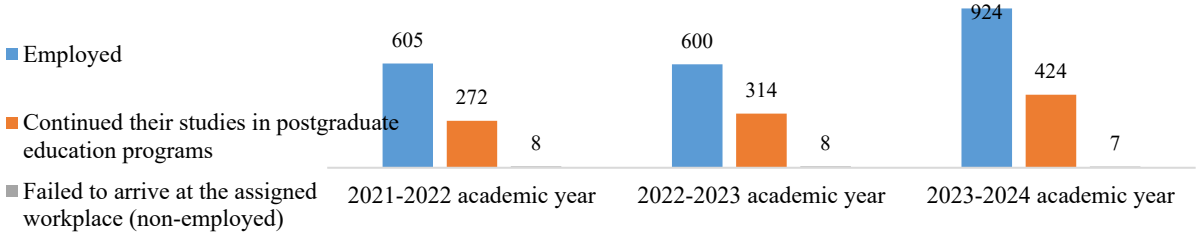


Figure 11 – Dynamics of employment of internship graduates

Employment of graduates by specialty (who studied under state order) over the last three years is as follows:

- General Medicine – 98.9%;
- Dentistry – 99.1%;

- Public Health – 97.1%;
- Nursing – 100%;
- Pharmacy – 99.1%;
- Pediatrics – 100%.

Table 15 – Employment by specialty

Specialty		2021-2022 academic year	2022-2023 academic year	2023-2024 academic year	Average salary
General medicine	**Total, graduates**	**581**	**572**	**894**	182 000 KZT
	Failed to arrive at the assigned workplace	7	8	7	
	Employed, of them:	574	564	887	
	- arrived at the assigned workplace	151	142	280	
	- enrolled in postgraduate education programs	266	306	419	
	- exempted from mandatory employment	157	116	188	
Dentistry	**Total, graduates**	**32**	**23**	**21**	193 000 KZT
	Failed to arrive at the assigned workplace	1	-	-	
	Employed, of them:	31	23	21	
	- arrived at the assigned workplace	14	18	12	
	- enrolled in postgraduate education programs	6	1	1	
	- exempted from mandatory employment	11	4	8	
Public Health	**Total, graduates**	**32**	**28**	**25**	148 000 KZT
	Failed to arrive at the assigned workplace	1	-	1	
	Employed, of them:	31	28	24	
	- arrived at the assigned workplace	24	17	12	
	- enrolled in postgraduate education programs	6	7	11	
	- exempted from mandatory employment	1	4	1	
Nursing	**Total, graduates**	**4**	8	1	158 000 KZT
	Failed to arrive at the assigned workplace	-	-	-	
	Employed, of them:	4	8	1	
	- arrived at the assigned workplace	2	6	1	
	- enrolled in postgraduate education programs	-	1	-	
	- exempted from mandatory employment	2	1	-	
Pharmacy	**Total, graduates**	**31**	**27**	**17**	248 000 KZT
	Failed to arrive at the assigned workplace	1	-	-	
	Employed, of them:	31	27	17	
	- arrived at the assigned workplace	21	20	9	

Specialty		2021-2022 academic year	2022-2023 academic year	2023-2024 academic year	Average salary
	- enrolled in postgraduate education programs	7	5	6	
	- exempted from mandatory employment	3	2	2	
Pediatrics	**Total, graduates**	-	**13**	**16**	200 000 KZT
	Failed to arrive at the assigned workplace	-	-	-	
	Employed, of them:	-	13	16	
	- arrived at the assigned workplace	-	3	4	
	- enrolled in postgraduate education programs	-	5	4	
	- exempted from mandatory employment		5	8	

Although three regions are officially assigned to the University (Astana city, North Kazakhstan Region, and Akmola Region), graduates are employed across all regions of the country.

Table 16 – Dynamics of graduate employment by region

Region of employment	2021-2022 academic year		2022-2023 academic year		2023-2024 academic year	
	People	%	People	%	People	%
Akmola region	33	5,5	35	8,7	28	8,8
Astana city	432	71,5	259	64,7	185	58,2
North Kazakhstan	21	3,5	8	2	3	0,9
Other regions	118	19,5	98	24,5	102	32,1

Over the past three years, 64.8% of graduates were employed in Astana, 7.7% – in Akmola Region; 2.1% – in North Kazakhstan Region, 25.4% – in other regions.

Table 17 – Employment of graduates by region

Specialty		Total, graduates	Astana	Akmola region	North Kazakhstan region	Qostanay region	Other regions	Failed to arrive at the assigned workplace place
General Medicine	2021-2022	581	98	11	3	2	37	7
	2022-2023	572	71	21	2	3	45	8
	2023-2024	894	165	24	3	6	82	7
Dentistry	2021-2022	32	10	2	-	-	2	1
	2022-2023	23	11	2	1	-	3	-
	2023-2024	21	9	-	-	1	2	-
Public health	2021-2022	32	11	1	-	1	11	1
	2022-2023	28	5	2	-	-	10	-
	2023-2024	25	4	1	-	-	7	1
Nursing	2021-2022	4	1	-	-	1	-	-
	2022-2023	8	4	-	-	-	2	-
	2023-2024	1	-	1	-	-	-	-
Pharmacy	2021-2022	31	6	1	-	2	12	-

	2022-2023	27	7	1	-	1	11	-
	2023-2024	17	6	1	-	-	2	-
Pediatrics	2022-2023	13	1	-	-	-	1	-
	2023-2024	16	1	1	-	-	2	-

Overall, the Career and Employment Center demonstrates effective performance in graduate placement and employment monitoring. The high demand for University graduates and the implemented employment support measures are confirmed by external independent evaluation results: the University has been awarded 5 Stars in the QS Stars international rating for the employment criterion.

Astana Medical University continues to develop a systematic approach to admissions planning, taking into account the needs of practical healthcare, including regional distribution aligned with workforce demand.

2.6. International cooperation

In 2024, Astana Medical University continued the active development of international partnerships aimed at expanding educational and research cooperation, promoting academic mobility, and implementing joint projects.

Throughout the year, the University conducted a series of international visits and meetings with foreign universities and diplomatic missions to strengthen partnerships, enhance scientific collaboration, promote academic exchange, and implement joint educational initiatives. Key international engagements included the signing of a Strategic Partnership Agreement with Istanbul Medipol University during the AMU delegation's visit to Turkiye; the Rector's visit to Erasmus MC (Netherlands) to discuss cooperation in clinical and academic medicine; as well as hosting delegations from Hirosaki University (Japan), Sechenov University (Russia), and Xinjiang Medical University (China). Meetings were also held with representatives of the embassies of India, the Netherlands, Iran, the Russian Federation, etc.

During the reporting period, 24 international memoranda and cooperation agreements were signed, including:

6 memoranda with universities and organizations from CIS countries, such as the Scientific and Practical Center for Pediatric Oncology and Hematology (Belarus), International Medical University "Avicenna" (Kyrgyzstan), and the Tomsk National Research Medical Center (Russia), among others;

18 memoranda with universities and research institutions from non-CIS countries, including Istanbul Medipol University (Türkiye), Hirosaki University (Japan), and Schmieder Clinic (Germany), among others. These agreements cover a broad range of areas:

- joint educational programs and research projects;
- academic exchange of faculty and students;
- lectures, master classes, and internships;
- participation in international conferences and symposia.

Under academic mobility programs, the University successfully organized outbound mobility for 109 students to study at partner universities abroad. Participants completed training under bilateral agreements, memoranda of cooperation, Erasmus+ grants, and other international initiatives.

The number of students participating in outbound academic mobility abroad at the University's own (extra-budgetary) expense by level of study was as follows: Bachelor's degree programs – 45, Internship – 28, Residency – 36.

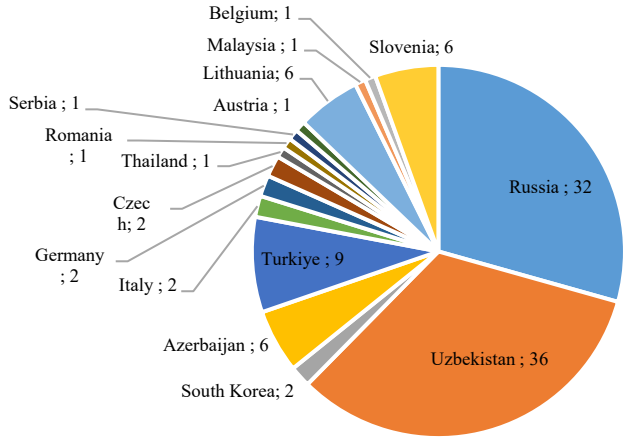


Figure 12 - Outgoing academic mobility of students by country

As part of outbound academic mobility for faculty members, 78 academic staff members were sent abroad in 2024 to deliver lectures, conduct seminars and master classes, and participate in joint educational and research activities.

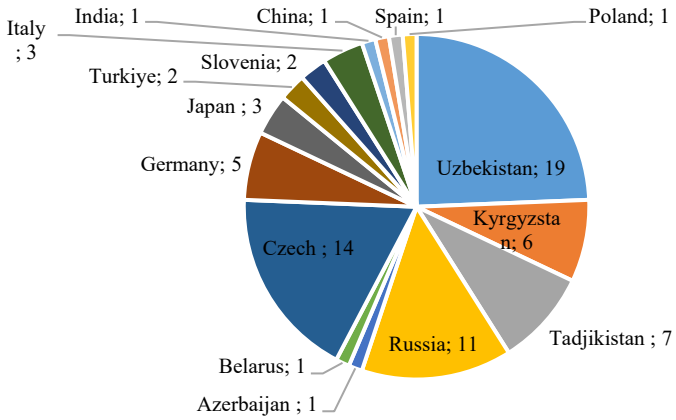


Figure 13 – Outgoing academic mobility of the teaching staff

Inbound academic mobility was also actively developed. The University hosted a series of lectures and seminars delivered by 44 international specialists from leading medical universities in both CIS and non-CIS countries, including Kyrgyz State Medical Academy named after I.K. Akhunbayev (Kyrgyzstan), Tashkent Medical Academy (Uzbekistan), Altai State Medical University (Russia), and Baskent University (Turkiye), and others. Invited faculty delivered academic courses, research seminars, master classes, and consultations for undergraduate students, master's students, residents, and faculty members.

In addition, under the "Visiting International Specialist" program, lectures and master classes were organized with the participation of 36 foreign specialists from leading international universities and medical institutions, including scholars from Pirogov Russian National Research Medical University (Russia), Pediatric Hospital Datteln (Germany), Samarkand State Medical University (Uzbekistan), and London School of Hygiene & Tropical Medicine (United Kingdom), and others.

A total of 637 faculty members participated in master classes and discussion sessions. The events covered current topics in medicine, public health, biomedicine, clinical practice, simulation-based education, epidemiology, and related fields. The program continues to contribute significantly to faculty capacity building and the University's integration into the global academic environment.

Among the University's major international initiatives is the Erasmus+ (CBHE) BACE project, aimed at strengthening academic capacity in global health in Eastern Europe and Central Asia, as well as Erasmus+ and Mevlana credit mobility projects.

International cooperation remains a strategic priority for the University, encompassing academic exchange, research collaboration, and clinical interaction. These efforts will further strengthen the University's position in the global educational and medical research landscape and enhance the quality of specialist training.

2.7. Development of the University's human resources and management system

In 2024, as part of strengthening human capital and improving the management system, the University implemented a comprehensive set of measures aimed at updating its regulatory framework, increasing transparency of competitive procedures, enhancing staff motivation, and improving working conditions.

To improve the efficiency and objectivity of HR administration processes, the University developed and approved internal regulatory documents, including the "Regulations on the Personnel Reserve" and the "Regulations on Competitive Selection for Academic and Research Positions". The "Regulations on the Attestation of Academic Staff and Employees Involved in the Organization of the Educational Process" were also updated.

In order to promote and motivate employees, the University organized the collection and review of materials submitted by participants of the "Best in Profession" competition initiated by the Ministry of Healthcare of RK as part of the Medical Worker's Day celebration. In addition, in celebration of the University's 60th anniversary, the "Universitet Üzdigi – 2024" (Best of University) competition was held. Based on the results, outstanding employees and structural units of the University were recognized.

To assess employee satisfaction with working conditions, a survey was conducted involving 860 respondents. The questionnaire included items related to internal communications, material and technical resources, opportunities for professional development and career growth, adherence to gender equality principles, and other aspects. According to the analysis results, the overall employee satisfaction rate amounted to 75.5%.

In 2024, in order to improve the staff motivation system, a new Regulation on Remuneration, Bonuses, and Social Support of Employees was approved (Decision of the Management Board of NCJSC "Astana Medical University" dated 10/02/2024). The document clarifies the approach to salary structure formation, introduces a division of remuneration into fixed and variable components, and provides increased additional payments for academic degrees and academic titles.

In 2024, 30 University employees completed preparatory training for the IELTS examination. As a result, 16 participants obtained Intermediate level certificates, and 14 obtained Upper-Intermediate level certificates.

As part of digitalization and improvement of HR administration efficiency, all structural units were granted access to the electronic document management system Salem Office, which enables registration of incoming and outgoing correspondence and improves interdepartmental feedback. The system also facilitates electronic processing and signing of employment contracts and administrative orders, ensuring timely notification and compliance with labor procedures.

In parallel, the automated HR management system "Payroll and Personnel Management" was implemented and further developed. The system allows for the generation of analytical reports and monitoring of both quantitative and qualitative staff composition. Its use contributes to informed decision-making and enhanced managerial awareness.

In addition, technical specifications and an action plan were approved for further automation of HR processes, including award procedures and competitive selection for vacant academic and research positions based on the Smart AMU system.

On October 12, 2024, an independent assessment of academic staff by specialty and pedagogical competencies was conducted at the National Center for Independent Examination. In total, 716 academic staff members participated in the independent assessment, of whom 461 (64.4%) successfully passed.

In 2024, 1,013 University employees completed advanced training courses covering a wide range of topics aimed at developing professional and managerial competencies. Training areas included labor and legal regulation, financial and legal literacy, HR and educational program management, business process and document workflow optimization, inclusive education, professional Kazakh language proficiency, as well as budget planning and public procurement.

Table 18 – Indicators of staff turnover and professional development

Indicator	2022	2023	2024
Staff turnover rate: all categories of university staff	15,7%	10,3%	10,3%
Percentage of employees who completed advanced training courses, seminars, and trainings	42%	57,6%	58%

Highly qualified academic staff holding scientific degrees play a key role in ensuring the quality of educational and research processes. Information on the number of employees holding academic degrees as of the end of 2024 is presented below:

Table 19 – Number of personnel with an academic degree

Personnel	2022	2023	2024
Doctors of Sciences	98	98	92
Candidates of Sciences	223	222	219
PhD	64	65	85
Total	385 (41%)	385 (42%)	396 (43,5%)

Overall, these indicators reflect a balanced HR policy aimed at retaining qualified professionals and continuously enhancing their professional competencies.

Goals and Plans for Future Periods:

As part of further development of the University's human capital, the following initiatives are planned:

– introduction of new approaches to recruitment, onboarding, motivation, incentives, and talent pool formation;

– launch of an online professional development platform for academic and administrative staff;

– revision of qualification requirements for academic positions (including scientometric indicators and practical experience);

– strengthening and further development of the compliance function;

– establishment of a Senate with broad participation of academic staff;

– reinforcement of academic integrity and risk management principles at all levels of governance.

2.8. Infrastructure and material-technical base

In 2024, to ensure uninterrupted operation of facilities, improve educational conditions, and modernize infrastructure, the University delivered 37 services. Of these, 34 services (91.9%) were outsourced, while 3 services (8.1%) were performed in-house by AMU personnel (including electrical, plumbing, and minor construction and installation works).

During the reporting year, 19 projects were implemented at facilities located at 47 Abay Avenue; 49, 49A, 51, 53 Beibitshilik Street; 33 Saryarka Avenue; and 35, 35A Zhenis Avenue. These projects included major and routine repairs, landscaping improvements, as well as the integration of design and energy-efficiency elements.

As part of modernization and renovation activities, 178 classrooms, lecture halls, and laboratories were repaired and upgraded, representing 55.5% of the total 321 instructional spaces. A large-scale library modernization project was also completed, as noted above.

The University continues to prioritize the development of an inclusive educational environment. As of the end of the reporting year, 31 accessibility elements were in place (compared to 27 at the end of 2023), including elevators, rampants, handrails, and other facilities supporting barrier-free access.

Ongoing monitoring of the technical and sanitary condition of all buildings was ensured. Routine maintenance, sanitary treatment, seasonal cleaning, minor repairs, and provision of necessary supplies and equipment were carried out throughout the year.

The University was fully equipped with the necessary furniture and equipment. Upgrades covered departments, classrooms, waiting areas, assembly halls, research institutes, residential blocks, and administrative offices (supplied items included desks, chairs, cabinets, whiteboards, household appliances, and others). In 2024, a total of 656 units of inventory and equipment were procured or renewed, covering 91.4% of the identified demand (718 units).

In 2024, a project for the refurbishment and capital renovation of the lobby at 49A Beibitshilik Street was completed. The project included:

- creation of soft seating and student lounge areas;
- opening of the official brand store of NCJSC "AMU";
- establishment of a cafeteria for students and staff.

In addition, the Department of Material and Technical Support contributed to the organization and logistical support of more than 40 large-scale events, including international conferences, forums, tournaments, and seminars. Responsibilities included delivery and logistics of materials, venue preparation and design, catering and coffee break arrangements, as well as cleaning and facility services. Special attention was given to the University's 60th anniversary – the key event of 2024 – which was attended by 7,632 registered participants.

Goals and Plans for Future Periods:

– review and attraction of additional dormitory facilities under cooperation memoranda (subject to mandatory compliance with sanitary-epidemiological and fire safety requirements);

– feasibility assessment and planning for the construction of new dormitories;

– development of an investment project for the construction of a Comprehensive University Laboratory Complex.

2.9. Automation of the personnel work system

In 2024, the University continued the development of the Smart AMU digital ecosystem, aimed at improving the efficiency of internal processes and enhancing interaction with students and staff. The system integrates modules designed for automation, monitoring, and operational management.

Among the key achievements was the launch of the "Situation Center" module, which enables performance monitoring and tracking of task execution. The admissions process was automated (over 1,000 applications processed), dormitory and facility booking modules were implemented, and the "Qatysu" system was introduced for attendance tracking. The RFID AMU system was deployed to monitor rounds and facility access, while the iKömek center provides 24/7 processing of inquiries. QR code-based tools and Telegram Mini Apps were introduced for event management and real-time information updates, making processes more convenient, transparent, and secure.

Within Smart AMU, automation for the Center for Academic Planning and Development included modules for managing Course Syllabi and Educational-Methodological Complexes (EMC) as well as Individual Faculty Work Plans. These modules optimize academic workflows by supporting the preparation, storage, and updating of course materials and enabling monitoring of faculty workload.

Smart AMU continues to evolve and modernize, ensuring convenience, transparency, and efficiency across educational and administrative processes. Each module is designed to enhance usability, safety, and accountability in line with digitalization requirements and the University's operational needs.

In 2024, 40 contracts were concluded through the public procurement portal for IT goods and services to ensure a stable digital infrastructure. Licenses were purchased and renewed for key software solutions, including Cisco Webex, Microsoft Office 365 (A3 and A5), and Veeam Backup. Technical support and modernization of the AIS "Platonus" system were also ensured.

Additional measures included technical assessment of decommissioned office equipment, implementation of an electronic queue management system to improve service quality, maintenance of equipment, internet connectivity across campuses, and VPN access for remote divisions. These steps contributed to strengthening the resilience and digitalization of the educational process.

To further develop IT infrastructure, the University procured computers, laptops, printers, scanners, interactive panels, IP telephones, communication cabinets, and related components. Antivirus software ESET was reinstalled on all devices. An 8,000-meter fiber-optic communication line was installed between University buildings. At 33 Saryarka Avenue, a complete structured cabling system (SCS) was installed from the 2nd to the 8th floors, and interactive panels were mounted in classrooms.

During the reporting year, more than 2,343 service requests from structural units were processed, including: 2,028 technical service requests (maintenance, OS reinstallation, network connection, etc.); 234 requests for online event administration and support; 44 requests for technical support of events in assembly and conference halls; 37 on-site visits to clinical bases and remote campuses.

A total of 320 network points were installed; 450 computers were connected to the amu.kz domain; and 115 new users were registered in Active Directory, ensuring centralized administration and standardized work environments.

Workstations were organized for the Admissions Committee, including installation of local network infrastructure, internet connectivity, PCs, multifunction devices, and printers. Forty PCs were installed for technical secretaries and 30 PCs in self-service zones. To reduce queues, 10 additional workstations were organized for admissions secretaries, and an electronic queue system was launched. During the admissions period, user accounts (login and password) were created for 316 applicants enrolling in shortened study programs, and technical support was provided during entrance examinations (pkmed.amu.kz).

Throughout 2024, technical support and administration of the automated information system "Platonus" were carried out across all structural units. This included activation of access for new staff and faculty, assignment of user rights, user consultations, distribution of informational notices upon

request, and provision of personalized electronic accounts for students, faculty, and researchers. Requests for the implementation of new modules were prepared, and a development roadmap for AIS "Platonus" was created.

Simultaneously, administration and technical support were provided for distance learning portals (dl.amu.kz, dph.amu.kz, pkmed.amu.kz, mooc.amu.kz, mook.amu.kz, oldmoodle.amu.kz, lms.amu.kz), including user registration and operational assistance.

In accordance with the 2024 annual plan of the Institute of Continuing Professional Education, training cycles for physicians were developed and faculty enrollment in courses was organized (pkmed.amu.kz, lms.amu.kz). Technical support was provided for distance learning cycles for trainees and faculty, including administration of the LMS and content upload when necessary. During the year, 11 MOOC courses were added to mooc.amu.kz; 18 professional development courses were added to lms.amu.kz; 34 professional development courses were added to pkmed.amu.kz. A user guide for faculty on working within the distance learning systems (mooc.amu.kz and lms.amu.kz) was developed.

More than 900 requests were processed for the corporate website amu.edu.kz. Information on 60 structural units and approximately 1,000 employees was updated, and more than 30 website sections were revised and actualized.

A survey of University employees was conducted to assess satisfaction with the performance of the University's information systems. According to the results, the satisfaction indicator reached 98%.

Goals and Plans for Future Periods:

As part of further digital transformation, the University plans to:

– implement systematic training of staff in digital technologies and artificial intelligence;
– continue automation of business processes and digitalization of University services and operations;
– develop and adopt a comprehensive Digital Strategy for the University.

2.10. Social and educational work

In 2024, the number of events was increased compared to the previous year, while the implementation of the Action Plan was 100%.

Work has been carried out to update and expand the participation of student self-government in the collegial bodies of the University. Currently, students are represented by 63 members in 12 such bodies.

The University has created conditions for students' self-realization in scientific, social and creative activities. The work of student organizations is coordinated. In 2024, the election of the Student Rector was held, in which 30% of students participated. Elections of the Chairman of the student council of the dormitory and the heads of the floors were also held. The Council established communication between the students and the administration regarding the living conditions.

Significant events were held jointly with the student government: the Fair of Student Organizations, Native Language Day, 8th of March, Nauryz, Club of the Funny and Inventive, the AMU Talent Show competition, intellectual quizzes, medical master classes, eco-actions, etc.

In total, the University has 18 student organizations, which involve more than 3,000 students (34% of students). Among them: student government, student scientific circles, KazMSA-AMU, Enactus-AMU, etc.

In 2024, 6 new organizations were created, including Surgery Trends, Consilium Therapy, associations of international students, and the ALMA MATER volunteer movement. Work is underway to form creative clubs, including for international students (India, Jordan, Pakistan, etc.).

The success of the Enactus-AMU team, which developed the MAVI project to support children with autism spectrum disorder, was noted – 3rd place at the Enactus Kazakhstan National EXPO 2024, and a special award at the "Spirit of Enactus" forum.

In 2024, memoranda were signed with a number of organizations, including Enactus Kazakhstan, BINOM Education, ADD Sport Astana, Zhastar Rukhy, and others, aimed at developing partnerships, student entrepreneurship, and innovation.

Social support for students

The University provides systematic financial and social support to students from among orphans, children left without parental care, and graduates of orphanages.

In the 2023-2024 academic year, 77 students received assistance. The following types of support were provided as part of the work of Center for social and educational work:

– Funds for meals were provided monthly. The payments totally amounted to 49,053,981 tenge. The calculation was based on 1,778 tenge/day on weekdays and 1,956 tenge/day on holidays.

– Support for uniforms (clothing, shoes, bedding) – in 2024, 23 682 351 tenge was allocated for these purposes (Order No. 989-n/q dated 10/29/2024).

– Together with the Akimat of Astana, work is underway to provide students with monthly travel tickets, as well as free places in the student dormitories.

– In the month of Ramadan, with the support of the Rector and sponsors, one-time financial assistance was provided to 44 students for a total of 6,600,000 tenge. An auyzashar (iftar) was also organized for more than 1,000 students.

– Additionally, 10 students from socially vulnerable segments of the population were awarded social scholarships for a total of 5,000,000 tenge on a competitive basis.

To assess the effectiveness of support measures, a survey of students from socially vulnerable categories was conducted. The results showed 100% coverage and a high level of satisfaction with the social assistance provided.

Psychological support

In order to determine the psychoemotional state of students, the online methods "Beck Depression Scale" and "PHQ" were used at the University to identify the level of depressive manifestations, the projective method of M. Luscher to assess the psychophysiological state, stress tolerance and activity, as well as the Spielberger-Hanin method to determine the nature and level of anxiety. 1,817 students and 141 teachers were tested online on the Beck scale. 753 students were tested

offline according to the method of M. Luscher, 146 students according to the method of Spielberger-Hanin. Feedback was provided to 345 students.

As part of the psychological support, 212 individual consultations (online and offline) and 23 group trainings aimed at relieving emotional and physical stress and strengthening team spirit were conducted. Opinion polls were conducted on the topics of harassment, adaptation of students and teachers, as well as the identification of problems that hinder the comfortable integration of students into the university environment.

In order to increase the availability of psychological assistance, the University's website has a "Psychological Support Service" tab with specialist contacts and a "Ask a psychologist a question" section.

As a result of the work of the psychological service, students' awareness of available psychological assistance has increased. Special attention is paid to the adaptation of first-year students, the development of emotional self-regulation skills and the support of privileged categories of students. Groups of students with increased anxiety requiring further support have been identified. Interaction with the curators has been established, which contributes to the integration of psychological support into the educational process.

In the future, the service will focus on in-depth diagnostics, individual support, group activities and assistance to students with special needs.

Sporting achievements

In 2024, the University had 14 sports sections, as well as 16 national teams (women's volleyball, men's volleyball, football, women's basketball, men's basketball, table tennis, checkers, chess, togyzqumalaq, arm wrestling, kickboxing, boxing, mas-wrestling, qazaqsha kures, field-and-track athletics, and judo) for participation in city and national competitions.

Among the University students: masters of sports – 2 people; candidates for masters of sports – 20 people; 1st class – 3 people; 2nd class – 2 people.

Since the beginning of the year, 15 intramural sports competitions for the Rector's Cup have been held. University teams participated in 13 city competitions and in the Amateur Basketball League of Astana, as well as in the Regional stage of the Student Sports League in 7 sports and in the Republican stage of the Universiade in 4 sports, where students of our University won 1 gold, 1 silver and 1 bronze among the participating 52 universities.

In 2024, University students achieved significant results in various sports competitions. On the international stage, the University was represented at the Asian Student Wushu Championship in Harbin (China), where it took 3rd place. At the national level, it won 1 gold, 1 silver and 1 bronze in kickboxing, as well as 1 place at the Astana City MMA Championship. The University team took the all-team 2nd place at the WAKO FULL-CONTACT student kickboxing tournament, and also distinguished itself at the qazaqsha kures tournament (1 silver and 2 bronze), the draughts city championship (3rd place) and in the Victory Day relay competition (3rd place). The students won gold, silver and bronze medals at the Student Sports League in Kickboxing.

High results were also achieved at the city level: 5th place in the Astana Basketball League, 3rd place in table tennis and 2nd place in volleyball at the student government competition, 3rd place in mini-football at the Dado tournament and 1st place in the "STUDENT Cup – Qazhymuqan Zholy" by Nomad Games.

Physical education and sports are an important part of student life, contributing to the promotion of health, discipline and team spirit. The University has created the necessary conditions for regular classes and active involvement of students in sports activities.

The University has a fitness room with a capacity of up to 100 people per day. In general, about 2,400 students are involved in physical education and sports, which is 22% of the total number of students.

Volunteer activities

Volunteering is an integral part of educational work and the formation of students' civic responsibility. Participation in volunteer initiatives lets students show an active lifestyle, gain valuable experience, develop leadership and teamwork skills.

In 2024, 894 students participated in the University’s volunteer movement, involved in organizing and conducting significant events at various levels. Among them: the World Nomad Games, the AMU RUN, the Referendum on the construction of a nuclear power plant in Kazakhstan, a solemn concert dedicated to Republic Day, the “Jastar Fest” forum, the Egiz-Lebiz concert, the I International Scientific and Practical Conference “Astana Medical Forum 2024” in celebration of the 60th anniversary of the University, Astana Social Impact Hackathon, AMU Projects Forum from MedHub, sambo championship, Donor Day, AMU Open Day, sociological study on public satisfaction with medical care in Kazakhstan, environmental campaigns “Koldi ayala” (Protect the lake) and “Taza Qazaqstan” (Clean Kazakhstan), as well as events with the participation of the President of the Republic of Kazakhstan, concerts by Dimash Kudaibergenov and Miras Zhugunusov, the “Yelorda aruyi” (Miss Astana) contest, etc.

The active participation of students in these initiatives confirms the high level of social responsibility and involvement in public life.

Goals and Plans for Future Periods:

In order to improve the system of support for academic and personal growth of students, it is planned to:

- increase the coverage of students with social support (nominal scholarships, etc.);
- develop a point-rating system to stimulate student activity - an integral GPA;
- continue to work on strengthening the role of student government;
- launch social projects , etc .

2.11. Public information

Corporate website of the University *amu.edu.kz* provides the official presentation of information about the University on the Internet in order to expand the University's educational services market, promptly familiarize students, applicants, business partners and other interested parties with various aspects of the University's activities, increase the effectiveness of the University's interaction with the target audience, the cost of University services, etc.

From the home page of the website there is an opportunity to go to the official pages of the University on social networks:

Facebook – MeduniverAstana
Instagram – amu_mua_official
Telegram – amuedukz
YouTube – Astana-Medisina-Universiteti

These pages are not only an information field for interested parties, but also a communication platform where users leave feedback on the University's activities, its professors and other employees, and receive answers to their questions.

Interested persons can also receive information about the University's activities at the international exhibitions "Education and Science" and "Nova Education", where the University participates annually. There is an opportunity for everyone to receive information on educational programs, tuition fees, passing grades, etc. The University presents guests with promotional booklets and flyers, pens and notebooks, which briefly contain information about the University.

The effectiveness of working with the media has improved. With each information channel, the Press Office prepares and places information and image materials (announcements, press releases, etc.) in information agencies (portals, websites) on the Internet, distributed throughout the Republic of Kazakhstan. In 2024, publications about the University were posted on leading Internet resources such as Nur.kz, Inform.kz, Zakon.kz, Tengrinews.kz, BaigeNews.kz and others.

In addition, materials about the University's activities were broadcast on national and international TV channels, including Russia 24, the International TV Channel Mir, Khabar, Khabar 24, Objective KZ, the Eurasia First Channel, Astana TV, Kazakhstan, Almaty TV, KTK, Channel 31, Jibek Joly, Halyk Uni, Atameken Business, Yel Arna.

In the reporting period, 400 materials were published in external media, 461 publications in the News Section on the University's website, and 736 posts on official social media accounts.

In addition, during 2024, the Press Office carried out the reception and processing of questions received on the direct line phone +7 (7172) 24-90-01 and on the Rector's Blog on the University's website. The incoming questions were answered in time, and there were no complaints from the applicants about dissatisfaction with the answers.

Wide information publication helped to increase the University's recognition, strengthen its image as a leading medical university, and expand the reach of the target audience.

SECTION 3. CORPORATE GOVERNANCE

3.1. Principles of corporate governance

The University's Corporate Governance Code, approved by Order No. 39 of the Vice Minister of Health of the Republic of Kazakhstan dated January 16, 2023, defines the fundamental principles that must be observed at the University, including:

– The principle of separation of powers. The corporate governance system provides for the relationship between the Sole Shareholder, the Board of Directors, the Executive Body, stakeholders and other bodies determined by the Charter. According to this principle, there should be a hierarchy of decision-making procedures, an even division of powers and responsibilities between bodies, as well as the effectiveness of processes in the University's activities.

– The principle of protecting the rights and interests of the Sole Shareholder. The University's activities are based on ensuring the protection and respect of the rights and legitimate interests of the Sole Shareholder and are aimed at contributing to the effective operation of the University – increasing long-term value, maintaining financial stability and profitability.

– The principle of effective University management by the Board of Directors and the Management Board. The activities of the Board of Directors are based on the principles of maximum respect and realization of the interests of the Sole Shareholder and the University, reasonableness, efficiency, activity, integrity, honesty, accuracy and responsibility. The Management Board, in turn, manages the current activities of the University in order to fulfill the objectives and implement the Development Strategy.

– The principle of sustainable development. The University should strive to increase long-term value, while realizing the importance of its impact on the economy, environment and society, as well as maintaining a balance of interests of stakeholders.

– The principle of risk management, internal control and audit. This principle provides for the creation of an effectively functioning risk management and internal control system aimed at ensuring reasonable confidence in the achievement of the University's strategic and operational goals.

– The policy of regulating corporate conflicts and conflicts of interest. Members of the Board of Directors, the Management Board, as well as University employees perform their professional functions in good faith and reasonably, avoiding conflicts. In case of corporate conflicts, participants seek ways to resolve them through negotiations in order to ensure effective protection of the interests of the University and stakeholders.

– The principles of transparency and objectivity of disclosure of information about the University's activities. The University promptly and reliably discloses information provided for by the legislation of the Republic of Kazakhstan and internal documents of the University, as well as information on all important aspects of its activities.

3.2. Corporate governance structure

The University's bodies are:

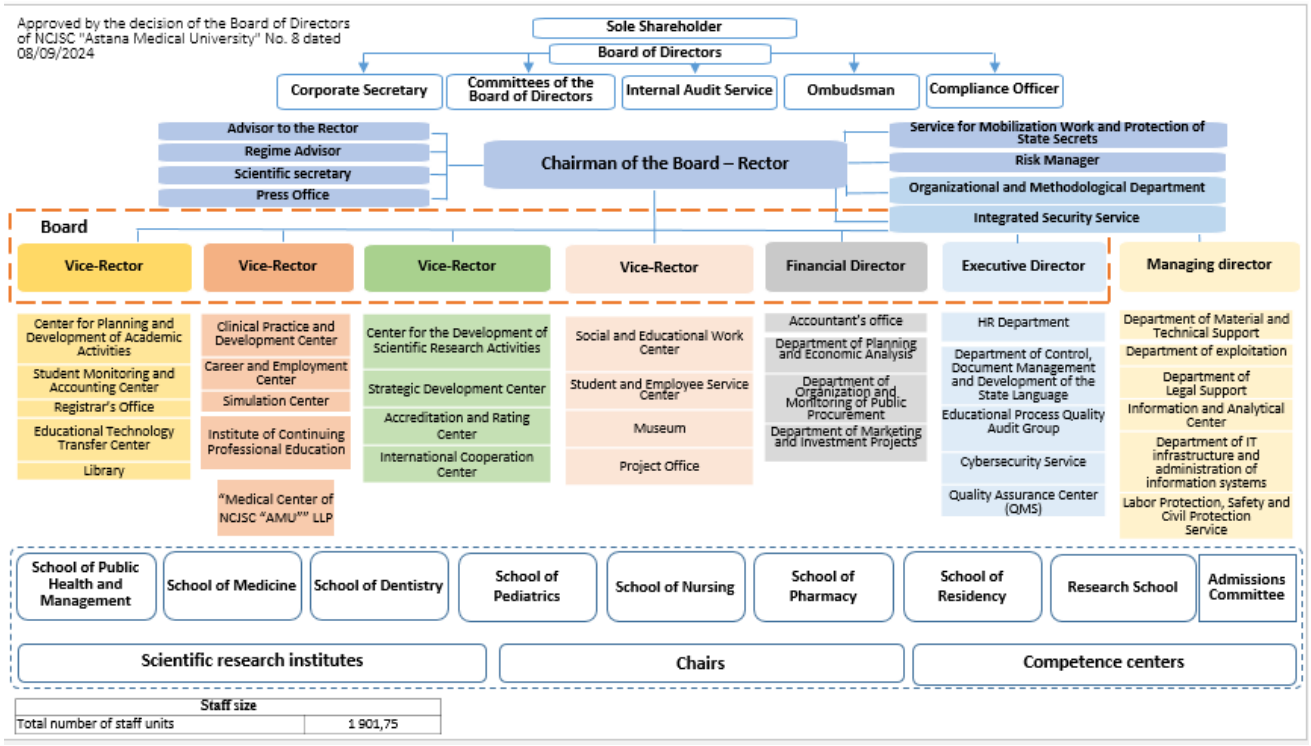
1) the supreme body of the University is the Sole Shareholder;

2) the governing body of the University is the Board of Directors;

3) the collegially executive body of the University is the Board;

4) the body exercising control over the financial and economic activities of the University is the Internal Audit Service.

Organizational structure



3.3. Board of Directors

The Board of Directors carries out the general management of the University's activities, with the exception of resolving issues attributed by the legislation and/or the Charter of the University to the exclusive competence of the Sole Shareholder.

The composition of the Board of Directors was approved by the Order of the Minister of Health of the Republic of Kazakhstan dated November 3, 2021 No. 701 for a period of three years.

The composition of the Board of Directors from 01/31/2024 to 07/05/2024:

1. Bakhytzhan Deribsalievich Seksenbayev– Independent Director - Chairman of the Board of Directors;
2. Zhandos Konysovich Burkitbayev – Vice Minister of Health of the Republic of Kazakhstan;
3. Kairat Zhaksykulovich Myrzakhmetov – Deputy Chairman of the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan;
4. Damir Serkbayevich Suentayev – Independent Director;
5. Talgatovich Kamalzhan Nadyrov – Chairman of the Board - Rector of NCJSC "AMU".

The composition of the Board of Directors from 08/09/2024 to 10/10/2024:

1. Bakhytzhan Deribsalievich Seksenbayev – Independent Director - Chairman of the Board of Directors;
2. Timur Slamzhanovich Sultangaziev – Vice Minister of Health of the Republic of Kazakhstan;
3. Nurmakhan Abylkasymovich Adilbekov – Deputy Chairman of the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan;
4. Damir Serkbayevich Suentayev – Independent Director;
5. Kamalzhan Nadyrov Talgatovich – Chairman of the Board - Rector of NCJSC "AMU".

Due to the expiration of the term, the new composition of the Board of Directors was approved by the Order of the Ministry of Health of the Republic of Kazakhstan dated November 21, 2024 No. 807.

At the end of the reporting year, the Board of Directors consisted of the following persons:

1. Dauletkhan Sergazievich Yessimov – Chairman of the Board of Directors, Independent Director;
2. Timur Slamzhanovich Sultangaziev – First Vice Minister of Healthcare of the Republic of Kazakhstan;
3. Nurmakhan Abylkasymovich Adilbekov – Deputy Chairman of the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan;
4. Nurlan Mukhtarbekuly Ybyrayim – Independent Director;
5. Vitaly Viktorovich Koikov – Acting Chairman of the Board - Rector of the NCJSC "AMU".

In 2024, 13 meetings of the Board of Directors were held, where 47 issues were considered.

During the reporting period, the following main issues were reviewed and decisions were made:

- approval of internal corporate documents;
- making changes to the organizational structure;
- approval of the annual financial statements and the University's development plan;
- review of the reports of the committees and the IAS, etc.

Members of the Board of Directors are elected in accordance with the Law of the Republic of Kazakhstan "On Joint Stock Companies" by the Sole Shareholder in coordination with the State Property and Privatization Committee of the Ministry of Finance of the Republic of Kazakhstan, taking into account the competencies, skills, achievements, business reputation and professional experience of candidates.

Internal Audit Service

The Internal Audit Service is the University's control body, which ensures the organization and implementation of internal audit at the University, and is directly subordinate to and accountable to the Board of Directors.

The activities of the Service are carried out in accordance with the Regulations on the Internal Audit Service and the Annual Audit Plan.

In its activities, the Service is guided by the principles of independence and objectivity, the legislation of the Republic of Kazakhstan, the Charter, and the Corporate Governance Code, decisions of University bodies and international professional standards of internal audit.

In 2024, according to the Internal Audit Plan, the Internal Audit Service conducted 12 audits, as well as 2 unscheduled inspections on behalf of the Board of Directors. As a result, 17 recommendations were issued.

Compliance Officer

The position of Compliance Officer has been introduced at the University. The main purpose of the Compliance Officer’s activity is to ensure that the University, its employees and students comply with the legislation of the Republic of Kazakhstan on combating corruption, the Code of Corporate Ethics, Internal Regulations, as well as monitoring the implementation of anti-corruption measures.

3.4. Board

The Board is a collegial executive body that manages day-to-day operations in order to fulfill the objectives and implement the University's Development Strategy.

The activities of the Board are based on the principle of maximum respect for the interests of the Sole Shareholder, honesty, transparency, professionalism, objectivity and regularity. The Board acts in the interests of the University and is accountable to the Sole Shareholder and the Board of Directors of the University.

The Board consisted of 6 members – the Chairman of the Board and other persons elected by the Board of Directors.

Meetings of the Board are held in person and in absentia, as required.

In 2024, the Board held 30 in-person meetings, at which 166 Board decisions were adopted. There were no decisions taken by absentee voting.

During the reporting period, the University's Board reviewed and made decisions on a number of key issues, including:

- approval, as well as amendments and additions to the internal regulatory documents of the University;
- adjustment of the University's Development Plan;
- making changes to the staffing table;
- issues related to employee bonuses;
- other matters within the competence of the Board.

Remuneration of the Board

Remuneration based on the results of work for the reporting period is paid based on the results of an assessment of performance in order to provide financial incentives for achievements and improve work efficiency in accordance with the Regulations on the Terms of Remuneration, Bonuses and Social Security for the Chairman and Members of the Management Board. The main condition for payment of remuneration based on the results of work for the reporting period is the availability of consolidated total profit for the reporting period, calculated taking into account the planned amount for payment of remuneration.

Board composition:

Kamalzhan Talgatovich Nadyrov – Chairman of the Board - Rector (until 11/12/2024);
Vitaly Viktorovich Koikov – Member of the Board, Vice-rector;
Aigul Bitimbaevna Zhunussova – Member of the Board, Vice-rector;
Dias Dauletbekovich Saydangazin – Member of the Board, Vice-Rector;
Meruert Arstanovna Gazalieva – Member of the Board, Vice-Rector;
Bakhtiyor Irkinovich Marajapov - Member of the Board, Financial Director.

Risk management system

The University has a risk management system, which is the responsibility of the Risk Manager. Within the framework of this system, a procedure is regularly carried out to identify, assess and monitor all significant risks in order to timely take adequate measures to reduce them. A comprehensive risk assessment is conducted annually, the results of which are recorded in the risk register, risk map and response plan. These documents are approved by the Board of Directors and sent to all employees for review. Risk management procedures ensure prompt identification of new risks, identification of their owners, and rapid response to emerging threats. The main responsibilities for risk management are fixed in the job descriptions of employees, which contributes to a clear understanding and effective implementation of risk mitigation measures at the University.

3.5. Sustainable development

The University consistently integrates the principles of sustainable development into its educational, scientific and social activities. It strives not only to train highly qualified specialists in medicine and healthcare, but also to form a responsible and sustainable community capable of responding to the challenges of the modern world. In 2024, a sustainable development policy was developed to create the following conditions:

- environmental literacy of students and staff;
- efficient use of resources and minimization of waste;
- support scientific research on climate change;
- interaction with society and participation in environmental protection activities;
- openness and monitoring of the effectiveness of actions, etc.

Within the framework of these tasks, a set of measures has been implemented for 17 UN Sustainable Development Goals, covering social support, health, inclusive education, gender equality, environmental initiatives and international partnerships.

Activities completed (more details):

SDGs 1-2. No poverty and Zero hunger

- humanitarian assistance was provided to flood victims;
- 23,682,351 tenge was allocated for uniforms for orphaned children;
- 48,968,741 tenge was allocated for the nutrition of orphaned children.

SDG 3. Good health and well-being

- over 10 sporting events were held: football, arm wrestling, athletics, kickboxing, etc.;
- HIV/AIDS prevention forum, active participation of students and teachers.

SDG 4. Quality education

- 70 accredited educational programs, 527 additional education programs;
- participation in global ratings: THE Impact, QS Stars; conducting Olympiads, summer schools, working with applicants, etc.

SDG 5. Gender equality

- a policy of non-discrimination and anti-harassment was introduced at the University;
- the principles of equality are also observed in the admission campaign and in the management of the University.

SDG 6. Clean water and sanitation

– epidemiological monitoring in dormitories, water supply, sanitary programs in medical institutions.

SDG 7-9. Affordable clean energy, Decent work and economic growth, Industry and innovations

- raising employee salaries;
- infrastructure renovation: major renovation of the library, lecture halls, assembly hall, etc.

SDG 10. Reduced inequalities

- support for vulnerable groups through Grants and benefits;
- creating an environment for people with disabilities.

SDG 11. Sustainable cities and communities

- development of infrastructure, convenient lanes for movement, etc.

SDG 12-13. Responsible consumption and production

- separate waste containers were installed in all academic buildings.;
- a program to reduce the carbon footprint was adopted;
- educational seminars on sustainable development;
- functioning of electronic document management, etc.

SDG 14-15. Life below water, and Life on lad

- participation in ecoactions;
- scientific research on radon in residential buildings and medical institutions.

SDG 16-17. Peace, justice and strong institutions, and Partnerships for the goals

- anti-corruption policy;
- labour unions;
- cooperation with healthcare organizations as with clinical bases;
- international cooperation.

It should be noted that not only the mentioned activities in this part, but also all the University's actions and achievements are aimed at its sustainable development. The approach encompasses not only learning, but also contributions to health, ecology, well-being, and inclusivity.

SECTION 4. AUDITOR'S REPORT AND FINANCIAL STATEMENTS WITH NOTES

The audit of the annual financial statements for 2024 was conducted by the independent audit organization "Expert Audit KZ" LLP.

According to the auditor's conclusion, the financial statements in all material aspects reliably reflect the financial condition of the Company as of December 31, 2024, as well as the results of financial and economic activities and cash flows for the reporting period. The financial statements have been prepared in accordance with International Financial Reporting Standards, the requirements of the Law of the Republic of Kazakhstan "On Accounting and Financial Reporting" and the approved forms of the Ministry of Finance of the Republic of Kazakhstan.

The annual financial statements were reviewed and provisionally approved by the Board of Directors (Protocol No. 7 dated June 4, 2025) and approved by Order of the Vice Minister of Health of the Republic of Kazakhstan No.480 dated July 21, 2025.

Table 20 – Key indicators of the University's annual financial statements (AFS)

Name of the AFS indicators	Separate annual financial statements		Consolidated annual financial statements	
	At the beginning of the period	At the end of the period	At the beginning of the period	At the end of the period
Short-term assets	5 145 199	4 136 648	5 159 738	4 174 706
Long-term assets	18 248 678	20 354 456	18 219 799	20 315 383
Short-term obligations	11 180 435	3 005 833	11 188 943	3 025 344
Long-term obligations	18 285	21 369	18 285	21 369
Authorized capital	11 938 468	20 746 332	11 938 468	20 746 332
Retained earnings (loss)	256 689	717 570	233 841	697 044
Balance sheet currency	23 393 877	24 491 104	23 379 537	24 490 089

Table 21 – Profit and loss statement for 2023-2024

Name of the AFS indicators	Separate annual financial statements		Consolidated annual financial statements	
	2023	2024	2023	2024
Income, including:	12 422 516	16 902 188	12 728 698	17 246 615
Revenue from sales	11 425 928	15 330 304	11 733 297	15 673 373
Financial income	363 401	340 185	363 401	340 185
Other income	633 187	1 231 699	632 000	1 233 057
Expenses of the Company, including:	12 050 537	16 459 256	12 360 277	16 801 583
Net cost	10 263 692	14 336 754	10 529 175	14 631 724
Administrative expenses	1 384 618	1 718 650	1 424 655	1 750 881
Other expenses	402 227	403 852	406 447	418 978
Profit (loss) for the year	371 979	442 932	368 421	445 032

Table 22 – Cash inflow and outflow for 2024

No.	Name of the indicator	Amount, thousand KZT
	Monetary assets at the beginning of the year	**4 780 029**
1	Cash inflow	17 777 043
2	Cash outflow	19 236 230
3	Effect of exchange rates of currencies to tenge	235 427
4	Effect of changes in the book value of cash and cash equivalents	71 941
	Monetary assets at the end of the year	**3 628 210**

SECTION 5. ANALYTICAL INDICATORS AND DATA

Development strategy

The University's Development strategy for 2022-2026 was approved by the Board of Directors' decision No. 17 dated May 30, 2022. The Development strategy identifies 5 strategic directions, which have 18 priority areas and 68 target indicators for the University's development:

1. Training of competitive and professionally competent healthcare professionals in sought-after specialties and specializations (5 priority areas, 26 target indicators);
2. Transformation into a research university and its development as a leading center for the translation of new knowledge and innovations into healthcare practice and policy (6 priority areas, 21 target indicators);
3. Development of the University as an integrated academic medical center functioning on the basis of the trinity of education, science and practice (3 priority areas, 8 target indicators);
4. Development of the human resources and improvement of the management and financing system of the University (3 priority areas, 10 target indicators);
5. Development of the University's infrastructure and material and technical base (1 priority area, 3 target indicators).

Of the 66 target indicators of the Development strategy planned for 2024:

- 48 indicators have been achieved, or 73% – 47 indicators are 100% or higher, 1 indicator is in operation (in 2023 – 80%, 53 indicators);
- 17 indicators have not been reached, or 26%.

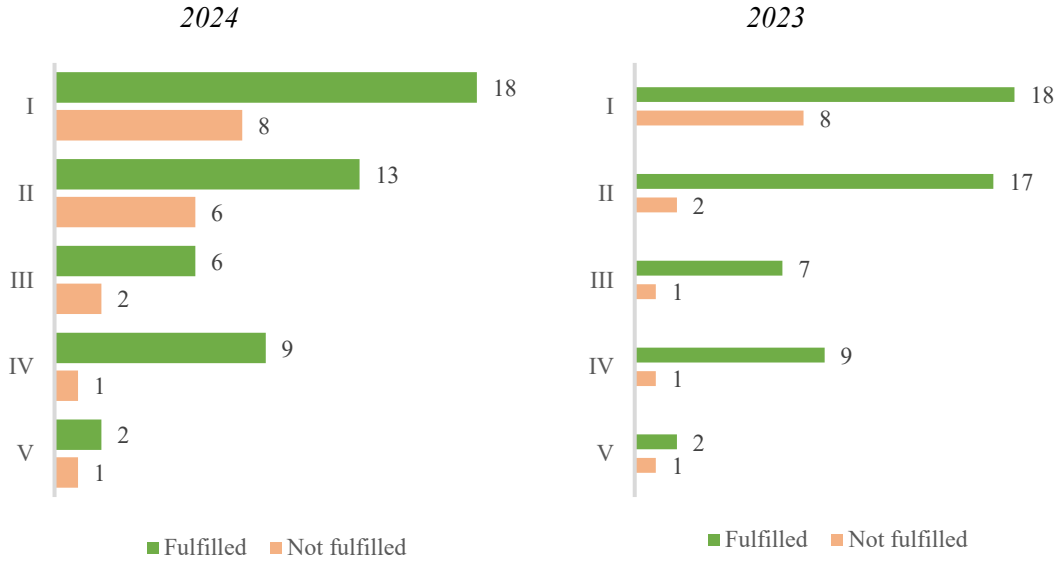


Figure 14 – Fulfillment of the Development Strategy in the context of strategic directions

Table 23 – Fulfillment of the indicators of the Strategic direction 1

No.	Name of the Indicator	Plan	Fact	Performance rate, %
1	Proportion of Bachelor's degree graduates who successfully passed the independent exam at the first try	95%	**97%**	**102**
2	Proportion of internship graduates who successfully passed the independent examination at the first try	96	**99,6**	**104**
3	Proportion of residency graduates who successfully passed the independent examination at the first try	97	**99,78**	**103**

4	Proportion of University graduates who studied under a state educational order and were employed in the first year after graduation		97,5	**99,3**	**102**
5	Number of educational programs implemented at each level of education (with the presence of students studying)	Technical and Professional Education	3	0	
6		Applied Bachelor's degree program	1	0	
7		Academic Bachelor's degree program + Continuing Integrated Medical Education	10	**10**	**100**
8		Master's degree program	11	**17**	**155**
9		Doctoral degree program	5	**5**	**100**
10		Residency program	39	38	97
11		Additional education (certification courses)	7	**20**	**286**
12	Number of joint educational programs developed by the university with the participation of universities and research institutes, research centers of Kazakhstan		3	**5**	**167**
13	Number of educational programs of additional education included in the catalog of educational programs		7	**13**	**186**
14	Number of students enrolled in continuing and non-formal education on a contract basis and under a government order		3500	**5715**	**163**
15	Proportion of students studying entirely in English		14	8,4	60
16	Proportion of international students in the total number of students enrolled in Bachelor's degree programs at the University		22	10,2	47
17	Proportion of students participating in outbound academic mobility programs		3,5	**4,6**	**132**
18	Proportion of invited foreign teachers in the total number of teaching staff		2,2	**4**	**184**
19	Proportion of teaching staff participating in outbound academic mobility programs		4	**12,1**	**302**
20	Number of joint educational programs developed with the participation of foreign universities	with a double degree	2	1	50
21		without a double degree	3	**3**	**100**
22	Proportion of teaching staff proficient in English (TOEFL – 525, IELTS – 5.5, NTC – 75)	total	15,5	12	75
23		under the age of 45	23	17,7	77
24	Proportion of students participating in the volunteer movement		4,5	**8,03**	**178**
25	Proportion of students who are winners of international Olympiads, international conferences, competitions, and contests (scientific, practical, and educational fields)		1,2	**1,8**	**148**
26	Number of functioning interuniversity student discussion platforms		7	**10**	**143**

Targets have not been reached:

- Number of educational programs implemented in the context of each level of education (with the presence of students studying), *technical and professional education (TPE)*, and

- Number of educational programs implemented in the context of each level of education (with the presence of students studying) *applied bachelor's degree program* – due to the fact that the launch of programs was initiated as part of the integration with the Higher Medical College (HMC) of Astana. However, the issue of integration with HMC was postponed due to unprofitability and high financial risks. To achieve the indicator, the University predicts to obtain a license for TPE and post-secondary education.

- Number of educational programs implemented in the context of each level of education with the presence of students studying), *residency* – due to insufficient career guidance. No new residency programs have been developed (in 15 specialties). To fulfill the indicator, it is planned to carry out intensive career guidance and work with the local authorities on the allocation of Grants for residency.

- Proportion of students studying entirely in English – due to a decrease in the recruitment of foreign students from non-CIS countries (who mostly study in English) and an increase in the admission of Kazakh citizens to higher education institutions. To execute the indicator, the planned values of this indicator in the Development strategy will be adjusted.

- Proportion of international students in the total number of students enrolled in Bachelor's degree programs at the University – due to a decrease in the number of international students with an overall increase in enrollment in bachelor's degree programs at the University. To achieve the Annual Indicator, the annual values of this indicator will be adjusted in the Development strategy.

- Number of joint educational programs developed with the participation of foreign universities with a double degree – due to the lack of activity of schools in developing and introducing joint educational programs into the register. To fulfill the indicator, it is planned to search for foreign partners and strengthen the work of schools on the development of the programs with foreign universities.

- Proportion of teaching staff proficient in English (TOEFL – 525, IELTS – 5.5, NTC – 75) *Total*

and

- Proportion of teaching staff proficient in English (TOEFL – 525, IELTS – 5.5, NTC – 75) *under the age of 45* – due to insufficient measures to prepare for the TOEFL and IELTS exams. To achieve the plan, conditions for teaching in English will be created – teaching staff, educational-methodological complex of disciplines, library resources, and the policy of working with agents who attract international students will be reviewed.

Table 24 – Fulfillment of the indicators of the Strategic direction 2

No.	Name of the Indicator		Plan	Fact	Performance rate, %
1	Average Hirsch index of production staff based on Web of Science or Scopus		0,41	0,66	**160**
2	Ratio of the number of articles published over the past five years in international ranking journals indexed by Web of Science or Scopus to the number of full-time research and teaching staff		1:3	1:1,6	**188**
3	Proportion of teaching staff and researchers with high academic achievements based on Web of Science or Scopus	The Hirsch index is at least 3	3,5	8,2	**234**
4		articles in Q1-Q2 journals	4	13	**325**
5	Number of scientific sections (institutes, research centers) in the University structure		4	5	**125**
6	Number of successful startups / spinoff offices		3	6	**200**
7	Number of protection documents received (international and national patents, copyright certificates)		107	252	**236**
8	Proportion of income from scientific activities in the total budget of the University		3,5	4,3	**123**

No.	Name of the Indicator	Plan	Fact	Performance rate, %
9	Proportion of expenditures on scientific activities from the total budget (including intramural grants for teaching staff and students)	2,7	1,52	56
10	Number of scientific research and innovation projects, including international projects	20	30	**150**
11	Proportion of students who are members of student scientific circles at the chair	18	22,56	**125**
12	Number of scientific and innovative projects of students	8	11	**138**
13	Number of student publications in Web of Knowledge, Scopus	24	33	**138**
14	Proportion of doctoral graduates in the last four years who have received a PhD degree, as well as those who have applied for a degree at the Committee for Quality Assurance in Science and Higher Education of the MoSHE of RK	40	22,6	57
15	Number of leading international organizations for research and training in healthcare, in which the University has an institutional membership	6	6	**100**
16	Number of joint research and innovation projects with foreign partners	10	7	70
17	Proportion of funds received from foreign grants for the implementation of research and innovation projects in the total budget	1,3	0,52	40
18	The University's position in the QS ranking: *QS Emerging Europe & Central Asia University Rankings*	201-250	-	-
19	The University's position in the QS ranking: *QS World University Rankings*	-	-	-
20	The University's position in the sectorial ranking of scientific activity among medical universities	3	5	60
21	Number of international databases in which the scientific and practical journal "Astana Medical Journal" is indexed	6	3	50

Targets have not been reached:

- Proportion of expenditures on scientific activities from the total budget (including intramural grants for teaching staff and students) – due to a reduction in the expenditures of intramural grants and an increase in the total amount of the general budget (expenditure part). The funds previously allocated for intramural grants will be used for other scientific expenses (scientific internships, stimulating the scientific activity of staff and young scientists).

- Proportion of doctoral graduates in the last four years who have received a PhD degree, as well as those who have applied for a degree at the Committee for Quality Assurance in Science and Higher Education of the MoSHE of RK – due to the insufficient level of responsibility and motivation of doctoral students and scientific consultants, insufficient monitoring system for the timely defense of dissertation research by doctoral students and shortcomings at the stage of planning and performing dissertation research, the selection of scientific consultants. To fulfill the indicator, comprehensive measures will be taken to increase the level of protection of graduates of doctoral programs (increasing the requirements at the admission stage, approving topics, selecting scientific consultants, strengthening the responsibility and motivation of doctoral students and scientific consultants, and monitoring systems for doctoral research).

- Number of joint research and innovation projects with foreign partners, and

- Proportion of funds received from foreign grants for the implementation of research and innovation projects in the total budget – due to the lack of activity in submitting applications for

projects with foreign partners and the insufficient quality of applications submitted. The University plans to expand scientific cooperation and launch joint projects with existing partners, as well as to train and instruct staff on how to apply for foreign grants jointly with foreign partners.

- The University's position in the sectorial ranking of scientific activity among medical universities – low rates in terms of citations of scientific papers, the number of publications in the Web of Science, Scopus and Springer, as well as the number of production staff rates.

- Number of international databases in which the scientific and practical journal "Astana Medical Journal" is indexed – due to the fact that in 2024, the emphasis was placed on inclusion in the list of Committee for Quality Assurance in Science and Higher Education and the modernization of the magazine's website. The plan is to ensure the active promotion of the University's journal in international databases and apply for entry into the DOAJ database.

Table 25 – Fulfillment of the indicators of the Strategic direction 3

No.	Name of the Indicator	Plan	Fact	Performance rate, %
1	Proportion of teaching staff of clinical chairs working in the Unified National Healthcare System (having a contract with healthcare organizations as a clinical specialist)	55%	74,5%	**136**
2	Number of clinical trials performed at the University's clinical sites	7	4	57
3	Number of new methods of diagnosis, treatment, prevention and rehabilitation introduced in the University's clinical sites	37	45	**122**
4	Number of the University's own medical organizations (in the structure or as a subsidiary)	2	1	50
5	Number of competence centers operating in the University's medical organizations	3	4	**133**
6	Proportion of clinical disciplines in which the final control is carried out using the resources of the Simulation Center	45	59	**131**
7	Number of clinical scenarios in the arsenal of the Simulation Center	45	59	**131**
8	Number of persons trained in master classes on the principles of teamwork (communicative medical skills)	70	80	**114**

Targets have not been reached:

- Number of clinical trials performed at the University's clinical sites – due to insufficient activity in attracting sponsors for conducting clinical trials. Scientific cooperation with pharmaceutical companies will be expanded and staff will be trained and instructed on the design and execution of clinical trials in accordance with GCP standards.

- Number of the University's own medical organizations (in the structure or as a subsidiary) – due to the fact that the projects for the Institute of Dentistry and the professorial clinic were not implemented. The university hospital project has been frozen. It is planned to exclude this Indicator from the development strategy, including indicators that assess the level of interaction between the University and medical organizations and the introduction of innovations in clinical practice.

Table 26 – Fulfillment of the indicators of the Strategic direction 4

No.	Name of the Indicator		Plan	Fact	Performance rate, %
1	Increase in average salary compared to 2021	for 1 rate for all categories of staff	132	292	**221**
2		for 1 rate of teaching and research staff	139	291	**209**

3	Proportion of investments in employee motivation (all additional costs of employee motivation – bonuses, allowances, additional payments, training, financial help) in the total volume of payroll	21	37	**176**
4	Degree attainment rate of academic and research staff	43	43,5	**101**
5	Proportion of students satisfied with the digitalization of the educational process	70	97,4	**139**
6	Level of students' involvement in university management processes (representation in collegial bodies)	60	66,7	**111**
7	Proportion of administrative personnel and heads of structural divisions trained in management (project and strategic management, risk management, etc.)	12	30,3	**253**
8	Return on sales (ROS)	0,71	2,88	**406**
9	Return on assets (ROA)	0,58	1,81	**311**
10	Amount of funds allocated for intramural grants from the total expenditure of the Company	1,03	0,2	19

Targets have not been reached:

- Amount of funds allocated for intramural grants from the total expenditure of the Company – due to the fact that the competition for intramural grants in 2024 was canceled, as the bulk of applications came from research institutes, while the main mission of intramural grants is to support young researchers and students. It is planned to exclude this indicator from the Development strategy, since the funds previously allocated for intramural grants will be used for other science expenses – scientific internships, stimulating the scientific activity of employees and young scientists.

Table 27 – Fulfillment of the indicators of the Strategic direction 5

No.	Name of the Indicator	Plan	Fact	Performance rate, %
1	Decrease in the proportion of non-core assets (buildings and structures) of the Company	0	20	0
2	Number of students provided with places in the dormitory (Number of beds)	2327	3512	**151**
3	Expansion of access to modern educational and scientific laboratory complexes of external organizations	3	3	**100**

Targets have not been reached:

- Decrease in the proportion of non-core assets (buildings and structures) of the Company – since the building in the town of Stepnogorsk and the kindergarten on B. Momyshuly Avenue in Astana were not sold. It is planned to sell the building in Stepnogorsk, and consider a project to use a kindergarten on B. Momyshuly Ave. for University purposes or to sell it, too.

Development plan

The Report on the Implementation of the University Development Plan for 2022-2026 for the financial period of 2024 was approved by the decision of the Board of Directors dated June 4, 2025, No. 7.

In 2024, Appendix 4 of the Development Plan has 18 performance indicators. Of these, 16 indicators (89%) were achieved, while 2 indicators (11%) were not achieved.

Achieved indicators:

1) Proportion of University graduates educated under the state educational grant who were employed or enrolled in the next level of education within one year after graduation: Plan – 96% | Fact – 99.3% | Performance rate – 103% (2023 – 104%).

2) Number of learners enrolled in continuing and non-formal education programs (contract-based and state-funded): Plan – 3,000 persons | Fact – 5,715 | Performance rate – 190% (2023 – 147%).

3) Proportion of internship graduates who successfully passed the independent examination at the first try: Plan – 96% | Fact – 99.5% | Performance rate – 104% (2023 – 102%).

4) Proportion of residency graduates who successfully passed the independent examination at the first try: Plan – 97% | Fact – 99.7% | Performance rate – 103% (2023 – 102%).

5) Educational service contracts concluded: Plan – 10 contracts | Fact – 10 | Performance rate – 100% (2023 – 200%).

6) Paid educational services: Plan – 2,345 | Fact – 2,345 | Performance rate – 100% (2023 – 191%).

7) Number of implemented educational programs by level (with enrolled student contingent): Plan – 76 programs | Fact – 90 | Performance rate – 118% (2023 – 100%).

8) Average Hirsch Index (H-index) of academic staff based on Web of Science or Scopus databases: Plan – 0.58 | Fact – 0.66 | Performance rate – 113.8% (2023 – 150%).

9) Number of implemented research projects, including international projects: Plan – 5 projects | Fact – 5 | Performance rate – 100% (2023 – 100%).

10) Ratio of the number of articles published over the past five years in internationally ranked journals indexed in Web of Science or Scopus to the number of full-time research and academic staff: Plan – 0.5 | Fact – 0.62 | Performance rate – 124% (2023 – 200%).

11) Number of research and innovation projects, including international projects: Plan – 20 projects | Fact – 30 | Performance rate – 150% (2023 – 106%).

12) Proportion of clinical chair faculty holding employment contracts with healthcare organizations as clinical specialists: Plan – 60% | Fact – 74.5% | Performance rate – 135% (2023 – 125%).

13) Patient satisfaction rate with the quality of medical services provided by LLP "AMU Medical Center": Plan – 80.5% | Fact – 88% | Performance rate – 109% (2023 – 110%).

14) Gradual increase in the proportion of women in the University's executive body (Board): Plan – 40% | Fact – 50% | Performance rate – 125%.

15) Gradual increase in the proportion of women in leadership positions within structural units: Plan – 55% | Fact – 63% | Performance rate – 114% (2023 – 100%).

16) Website content development (number of publications): Plan – 20 publications | Fact – 461 | Performance rate – 2305% (no comparable data in 2023).

Unachieved indicators:

1) Proportion of students studying entirely in English: Plan – 14% | Fact – 8.4% | Performance rate – 60% (2023 – 67%) – the shortfall is attributable to a decrease in the enrollment of international students from non-CIS countries (who predominantly study in English) and a simultaneous increase in the admission of citizens of Kazakhstan.

2) Publication of information on the "Open Data" Portal: Plan – 20 publications | Fact – 0 | Performance rate – 0% (no comparable data in 2023) – the shortfall resulted from technical issues related to incorrect operation and updating of access keys to the Open Data portal, which prevented

timely uploading and publication of information. The identified issues have now been resolved, which will enable achievement of the target in the next reporting period.