

APPROVED

**By the decision of the Board of
Directors of the NJSC “The L.N.
Gumilyov Eurasian National
University”**

**(Minutes No. 8 dated August 25,
2021)**



**Regulations on the Assessment of the Activities of the Board of Directors,
Committees of the Board of Directors, the Management Board, the Internal
Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov
Eurasian National University”**

1. General Provisions

1. These Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University” (hereinafter – the Regulations) were developed in accordance with the current legislation of the Republic of Kazakhstan, the Charter of the NJSC “The L.N. Gumilyov Eurasian National University” (hereinafter – the Company), the Code of Corporate Governance of a non-profit joint stock company in the field of higher and postgraduate education and regulates the process of self-assessment of the Board of Directors, Committees of the Board of Directors, Management Board, Internal Audit Service and Corporate Secretary (hereinafter-evaluation).

2. The main objectives of the assessment are to improve the performance of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary.

3. The assessment is carried out by the Board of Directors and allows:

1) determining the strengths and weaknesses (advantages and disadvantages) of the work of the Board of Directors, the Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

2) adjusting the directions of activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

3) determining the effectiveness of the remuneration system for independent members of the Board of Directors, Committees of the Board of Directors, the Chairman and members of the Management Board, the head and employees of the Internal Audit Service, as well as the Corporate Secretary;

4) determining the need for training and advanced training of members of the Management Board, employees of the Internal Audit Service and the Corporate Secretary.

4. The Board of Directors can carry out the following types of assessment:

1) assessment of the overall performance of the Board of Directors, performance by members of the Board of Directors of their duties;

2) evaluation of the work of the committees;

3) assessment of the activities of the Management Board and its Chairman;

4) assessment of the activities of the Internal Audit Service and its head;

5) assessment of the activities of the Corporate Secretary.

5. The assessment should be carried out in accordance with the following principles:

1) objectivity;

2) regularity of the assessment and refinement of the assessment indicators;

3) complexity;

4) confidentiality.

6. The Corporate Secretary is the person responsible for the annual assessment of the activities of the Board of Directors as a whole and each member, the Management Board and its Chairman, the Internal Audit Service as a whole and its head, as well as the Corporate Secretary.

7. Evaluation can be carried out in the following ways:

- 1) the method of self-assessment (questionnaire survey);
- 2) with the involvement of an independent external organization or persons providing consulting services (hereinafter referred to as the Consultant);
- 3) using a mixed approach: self-coordinated process by the consultant and;
- 4) in other ways by decision of the Board of Directors.

2. Assessment process

8. The decision to conduct the assessment is made by the Board of Directors. This decision defines the specific timing (schedule) of the assessment and the resources required (for example, materials, information, reports, etc.).

9. If a decision is made to engage a Consultant for the assessment, this decision must be supported by a specific justification. In particular, the following cases may be the basis for attracting the Consultant:

- the need for a critical assessment of the activities of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;
- lack of effective results of the previous assessment;
- before important corporate events, such as the formation of a new composition of the Board of Directors;
- other cases determined by the decision of the Board of Directors.

10. The assessment is carried out annually following the completion of the audit of the annual financial statements.

11. The assessment process is coordinated by the Chairman of the Board of Directors.

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

13. At this meeting, the members of the Board of Directors should conceptually discuss the activities of the Board of Directors, the Management Board, the Internal Audit Service, the Corporate Secretary and identify the factors that reduced the efficiency of their work, and propose ways to improve efficiency, discuss a number of key problems of management and control over the Company's activities.

14. Overall, the assessment process should stimulate discussion of:

- 1) the roles and functions of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

2) priorities for the work of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

3) availability of knowledge, skills, experience and personal qualities, which should be possessed in general by members of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary;

4) the current procedures for the work of the Board of Directors, including the practice of preparing and holding meetings of the Board of Directors, their regularity, issues of information support for the activities of the Board of Directors;

5) the current position of the Company and the prospects for its development;

6) the role of the Chairman of the Management Board-Rector in the development of the Company's activities.

15. When discussing the results of the assessment of the Management Board and its Chairman, the Internal Audit Service and its head, the assessed are not present. These persons should not be involved in the process of evaluating their activities.

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

1) to highlight several main tasks or areas on which the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary should focus;

2) to make recommendations to the plans and methods of work of the Board of Directors, members of the Board of Directors, Committees of the Board of Directors, the Chairman and members of the Management Board, the Internal Audit Service and the Corporate Secretary;

3) to take into account the results of the assessment when electing the Chairman of the Management Board-Rector and members of the Management Board, chairmen of committees, the head and employees of the Internal Audit Service, as well as the Corporate Secretary.

Forms for assessing the members of the Board of Directors are sent by the Corporate Secretary of the Company.

17. The weaknesses in the work, requiring the attention of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary, are recognized as the criteria by which the average evaluation score turned out to be less than 2 (two) with a three-point evaluation, less than 3 (three) with a five-point evaluation.

18. The Corporate Secretary, who organizes and processes the collected information, is responsible for its objectivity and confidentiality.

3. Criteria for assessing the performance of the Board of Directors and its members

19. Assessment of the activities of the Board of Directors and its members allows determining the contribution of the Board of Directors and each of its

members to the development of the Company, as well as identifying areas and recommending measures for improvement.

20. The criteria for assessing the activities of the Board of Directors as a whole are:

- 1) documentary support for the work of the Board of Directors;
- 2) the composition and structure of the Board of Directors;
- 3) the role and tasks of the Board of Directors, the Chairman of the Board of Directors;
- 4) procedures for the work of the Board of Directors;
- 5) interaction of the Board of Directors with the Management Board of the Company.

21. An individual assessment of the activities of the members of the Board of Directors is a tool for increasing their professionalism, allows intensifying their participation in the work of the Board of Directors and identifying opportunities to improve the efficiency of the Board of Directors as a whole.

22. When conducting an individual assessment of the performance of members of the Board of Directors, it is recommended to pay special attention to the following factors:

- 1) competence in matters falling within the sphere of responsibility of the Board of Directors, the Committee, which includes a member of the Board of Directors;
- 2) knowledge of the industry and the specifics of the scope of the direction of activity;
- 3) independence and objectivity of judgments of a member of the Board of Directors;
- 4) strategic vision of the development of the Company and the degree of influence of a member of the Board of Directors on the development of the Company;
- 5) participation in the meetings of the Board of Directors and its committees;
- 6) activity at meetings of the Board of Directors and committees, and the nature of voting in the decision-making process;
- 7) continuous improvement of knowledge in corporate governance;
- 8) effective interaction with the Management Board and employees of the Company, provision of consulting assistance;
- 9) personal characteristics of members of the Board of Directors and their impact on its performance (the ability to work in a team, avoiding conflicts of interest, the ability to defend their views, the ability to take into account other people's opinion, meet the high standard of business ethics).

23. In order to form an overall assessment of the Board of Directors, each member of the Board of Directors fills out a questionnaire in accordance with Appendix 1.

24. In order to form an individual assessment of the members of the Board of Directors, each member of the Board of Directors fills in a questionnaire in accordance with Appendix 2.

4. Criteria for assessing the activities of the Committees of the Board of Directors

25. Assessment of the Committees of the Board of Directors is carried out by each member of the Board of Directors for the ensuing discussion, generalization and adoption by the Board of Directors of the final assessment of the Committees' work.

26. When the evaluation of the Committees of the Board of Directors, the following is carried out:

1) comparison of the Committee's activities with the Regulations on the Committee as a whole;

2) assessment of the compliance of the results of the Committee's activities with the expectations of the Board of Directors.

27. In order to form an assessment of the Committees of the Board of Directors, each member of the Board of Directors fills in a questionnaire in accordance with Appendix 3.

5. Criteria for assessing the performance of the Internal Audit Service and its head

28. The Audit Committee of the Board of Directors conducts a preliminary assessment of the activities of the Internal Audit Service and its head and submits its results to the Corporate Secretary for a final assessment at a meeting of the Board of Directors.

29. When assessing the activities of the Internal Audit Service, the following is carried out:

1) comparison of the activities of the Internal Audit Service with the Regulations on the Internal Audit Service;

2) assessment of the compliance of the performance results of the Internal Audit Service with the expectations of the Board of Directors, the Audit Committee.

30. The assessment of the activities of the Internal Audit Service and its head is carried out in order to activate the work of the Internal Audit Service and find opportunities to improve the efficiency of its activities.

31. To assess the Internal Audit Service as a whole and its head, each member of the Audit Committee fills out a questionnaire in accordance with Appendix 4.

6. Criteria for assessing the activities of the Management Board and the Chairman of the Management Board-Rector

32. The criteria for evaluating the activities of the Management Board and its Chairman are:

1) functional performance of the duties of members of the Management Board;

2) assessment of the contribution of the Management Board of the Company to the development and implementation of the Strategic Plan and Development Plan;

3) introduction of an effective system of full and reliable information of members of the Board of Directors about the current state of affairs of the Company.

33. To assess the Management Board as a whole and the Chairman of the Management Board-Rector, each member of the Board of Directors, except for the Chairman of the Management Board-Rector, fills out a questionnaire in accordance with Appendix 5.

7. Criteria for assessing the performance of the Corporate Secretary

34. When assessing the activities of the Corporate Secretary, the following is carried out:

1) comparison of the activities of the Corporate Secretary with the norms of the Charter of the Company and the Regulations on the Corporate Secretary;

2) assessment of the organization of meetings of the Board of Directors;

3) assessment of the performance by the Corporate Secretary of his/her functional duties;

4) assessment of the effectiveness of interaction with the Sole Shareholder and the Board of Directors.

35. To assess the Corporate Secretary, each member of the Board of Directors fills out a questionnaire in accordance with Appendix 6.

8. Procedure for considering the results of the assessment

36. Completed questionnaires are forwarded to the Corporate Secretary.

37. The Corporate Secretary processes the data received in the questionnaires by:

1) calculating the average values of numerical information according to the questionnaire completed by each member of the Board of Directors;

2) calculating the overall average value for each of the assessment criteria (the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary), which characterizes the overall performance assessment;

3) summarizing all comments and wishes for each object of assessment, without specifying the author.

38. After the completion of data processing, in order to preserve the confidentiality of opinions, the Corporate Secretary destroys all questionnaires received from the members of the Board of Directors.

39. The generalized assessment results and information on risks and development zones are submitted by the Corporate Secretary to the Chairman of the Board of Directors for study and further discussion at a meeting of the Board of Directors.

40. During this meeting, the Chairman of the Board of Directors grants all members of the Board of Directors the right to comment on the assessment results, collects their proposals on measures aimed at improving the performance of the assessment objects. At the same time, members of the Board of Directors can, if they wish, disclose their anonymity, i.e. to report exactly what ratings, comments and recommendations were given by each of them.

41. The decision of the Board of Directors on the directions and specific measures for the development and improvement of the activities of the Board of Directors, members of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary should become the result of consideration of the assessment results at the meeting.

9. Final provisions

42. Approval of the Regulations, as well as the introduction of amendments and additions to the Regulations, including changes in the evaluation criteria, are within the competence of the Board of Directors.

Attachment 1
to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

Questionnaire for assessing the activities of the Board of Directors of the NJSC “The L.N. Gumilyov Eurasian National University” as a whole

Note:

1. To be completed by each member of the Board of Directors in compliance with confidentiality

2. On a scale from 1 to 5, a score should be noted that corresponds to your opinion on the following questions / statements:

1- completely disagree;

2 – rather disagree;

3 – take a neutral position;

4 – rather agree;

5 – strongly agree

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 5 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| No. | Assessment criterion | Score in points | Comments / recommendations / wishes |
|-----|---|-----------------|-------------------------------------|
| 1 | Members of the Board of Directors understand their powers and priorities | | |
| 2 | The Board of Directors shows its strategic importance and constructivism (the Board of Directors exercises strategic management of the Company, and is a constructive critic of the Management Board) | | |
| 3 | The Board of Directors understands the values, mission, development strategy | | |

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| | and takes all of the above into account when making key issues | | |
| 4 | Number of implemented initiatives, proposed by the members of the Board of Directors | | |
| 5 | Independent members of the Board of Directors of the Company are really independent | | |
| 6 | Members of the Board of Directors regularly participate in in-person meetings of the Board of Directors | | |
| 7 | Members of the Board of Directors have sufficient opportunities to communicate with members of the Management Board of the Company, in addition to meetings of the Board of Directors | | |
| 8 | The Chairman of the Board of Directors effectively manages the work of the Board of Directors | | |
| 9 | Members of the Board of Directors have sufficient time to effectively perform their functions on the Board of Directors | | |
| 10 | Members of the Board of Directors receive information from the Management Board of the Company sufficient for informed decision-making | | |
| 11 | Please, name up to three areas in which, in your opinion, the Board of Directors should focus its efforts in the next year. | 1. | |
| | | 2. | |
| | | 3. | |
| Average score | | | |



Appendix 2

to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

A questionnaire for assessing the activities of members of the Board of Directors of the NJSC “The L.N. Gumilyov Eurasian National University”

Note:

1. Filled in by each member of the Board of Directors in compliance with confidentiality, including self-assessment.

2. On a scale from 1 to 3, a score should be noted that corresponds to your opinion on the following questions / statements:

1 – satisfactory;

2 – good;

3- excellent;

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 3 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| FULL NAME of the Member of the Board of Directors | Professional experience | Knowledge of the specifics of the industry | Strategic vision (recommendations) | Attendance at meetings | Voting activity | Number of initiatives taken | Active participation in meetings | Average score |
|--|--------------------------------|---|---|-------------------------------|------------------------|------------------------------------|---|----------------------|
| Member of the Board of Directors 1 | | | | | | | | |
| Member of the Board of Directors 2 | | | | | | | | |



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| Member of the Board of Directors 3 | | | | | | | | |
| Member of the Board of Directors 4 | | | | | | | | |
| Member of the Board of Directors 5 | | | | | | | | |
| Member of the Board of Directors 6 | | | | | | | | |
| Member of the Board of Directors 7 | | | | | | | | |
| Member of the Board of Directors 8 | | | | | | | | |
| Member of the Board of Directors 9 | | | | | | | | |
| Member of the Board of Directors 10 | | | | | | | | |
| Member of the Board of Directors 11 | | | | | | | | |
| Member of the Board of Directors 12 | | | | | | | | |
| Member of the Board of Directors 13 | | | | | | | | |
| Member of the Board of Directors 14 | | | | | | | | |
| Member of the Board of Directors 15 | | | | | | | | |
| Member of the Board of Directors 16 | | | | | | | | |

Comments of a member of the Board of Directors (a member of the Board of Directors may note, *inter alia*, what factors prevent him/her from demonstrating his/her skills and knowledge that affect the level of participation at meetings of the Board of Directors, areas (areas) in which he/she needs to improve his/her knowledge, etc.):



Appendix 3

to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC "The L.N. Gumilyov Eurasian National University"

Questionnaire for assessing the activities of the Committees of the Board of Directors of the NJSC "The L.N. Gumilyov Eurasian National University"

Note:

1. To be completed by each member of the Board of Directors in compliance with confidentiality

2. On a scale from 1 to 5, a score should be noted that corresponds to your opinion on the following questions / statements:

1 – completely disagree;

2 – rather disagree;

3 – take a neutral position;

4 – rather agree;

5 – strongly agree

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 5 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| No. | Assessment criterion | Score in points | Comments / recommendations / wishes |
|-----|---|-----------------|-------------------------------------|
| 1 | Regulations on the Committee of the Board of Directors (hereinafter referred to as the Committee), approved by the Board of Directors of the Company, clearly defines its functions | | |
| 2 | The Committee pays sufficient attention to the effectiveness of the Committee's work | | |
| 3 | The Committee pays sufficient attention to control over the process of ensuring | | |

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| | compliance with legislation and internal documents of the Company | | |
| 4 | Committee members possess relevant experience and qualifications, and make a significant contribution to the work to the Committee | | |
| 5 | The Committee acts independently of the management in accordance with the norms of business ethics and is aimed at realizing the interests of the Sole Shareholder | | |
| 6 | Members of the Board of Directors receive sufficient information from the Committee for informed decision-making on the issues considered | | |
| 7 | The Chairman of the Committee provides effective management of its activities | | |
| 8 | The committee pays sufficient attention to reviewing management reports, IAS and actions to improve performance | | |
| 9 | Materials for meetings of the Committee are complete, concise and well structured and contain all the information you need to make informed decisions | | |
| Average score | | | |

Appendix 4

to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

Questionnaire for assessing the activities of the Internal Audit Service of the NJSC “The L.N. Gumilyov Eurasian National University” and its head

Note:

1. To be filled in by each member of the Audit Committee of the Board of Directors in compliance with confidentiality.

2. On a scale from 1 to 5, a score should be noted that corresponds to your opinion on the following questions / statements:

1 – completely disagree;

2 – rather disagree;

3 – take a neutral position;

4 – rather agree;

5 – strongly agree

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 5 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| No. | Assessment criterion | Score in points | Comments / recommendations / wishes |
|--|--|-----------------|-------------------------------------|
| Assessment of the activities of the Internal Audit Service as a whole | | | |
| 1 | The Company ensures the actual independence of the Internal Audit Service (hereinafter – IAS) of the Company from the Management Board and structural divisions of the Company | | |
| 2 | IAS workers are objective in performing the assigned responsibilities | | |
| 3 | The Management Board of the Company is taking adequate measures for | | |



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| | detections identified by the IAS of the Company | | |
| 4 | IAS is trusted by the Management Board of the Company | | |
| 5 | The composition of the IAS (in terms of the knowledge and experience of its employees) allows fulfilling its duties assigned by the IAS Regulations | | |
| 6 | The IAS provides a rather succinct description in the reports of the main issues and risks, provides the necessary information to understand the connection between the recommendations of the IAS and the reasons, which caused violations | | |
| 7 | Conclusions to each item on the agenda provided by the IAS of the Company meet the expectations of members of the Board of Directors | | |
| 8 | Employees of the IAS of the Company annually improve their qualifications, undergo training | | |
| Average score | | | |
| Assessment of the performance of the head of the Internal Audit Service | | | |
| 1 | The factual knowledge, experience and skills of the head of IAS allow him/her to carry out effective management of the IAS of the Company | | |
| 2 | The head of the IAS demonstrates constant awareness of recent changes in the professional field (standards, legislation, etc.) | | |
| 3 | The head of the IAS of the Company expresses balanced judgments on identified detections at meetings, not succumbing to emotions | | |
| 4 | The head of the IAS of the Company - defends his/her position before the Management Board of the Company to the end, if he/she is sure that he/she is right | | |
| 5 | The head of the IAS of the Company ensures timely execution of the Annual audit plan | | |
| 6 | The head of the IAS provides a | | |

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| | grammatical and stylistic correctness of the text of reports | | |
| 7 | The head of the IAS ensures the timely provision of consideration by the Board of Directors of quarterly and annual reports | | |
| 8 | The head of the IAS of the Company effectively manages the IAS in order to ensure the maximum usefulness of the internal audit for the Company | | |
| Average score | | | |

Appendix 5
to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

Questionnaire for assessing the activities of the Management Board of the NJSC “The L.N. Gumilyov Eurasian National University” as a whole and its Chairman

Note:

1. Filled in by each member of the Board of Directors in compliance with confidentiality, including self-assessment

2. On a scale from 1 to 5, a score should be noted that corresponds to your opinion on the following questions / statements:

- 1 – completely disagree;
- 2 – rather disagree;
- 3 – take a neutral position;
- 4 – rather agree;
- 5 – strongly agree

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 5 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| No. | Assessment criterion | Score in points | Comments / recommendations / wishes |
|---|---|-----------------|-------------------------------------|
| Assessment of the activities of the Management Board of the Company as a whole | | | |
| 1 | The Management Board of the Company effectively implements the assigned tasks | | |
| 2 | The factual knowledge, experience and skills of the Management Board members enable them to carry out effective management of the Company | | |
| 3 | The work of the Management Board of | | |



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| | the Company demonstrates the unity of goals and objectives, teamship | | |
| 4 | Quality of materials submitted by the Management Board of the Company to meetings of the Board of Directors meets the requirements of the members of the Board of Directors | | |
| 5 | The reports of the Management Board of the Company during the meetings of the Board of Directors provide sufficiently clear information for making informed decisions | | |
| 6 | The Management Board is building an effective corporate governance system on interaction with the Sole Shareholder and the Board of Directors of the Company | | |
| 7 | The Management Board of the Company takes all necessary measures to implement Development strategies of the Company | | |
| 8 | Information provided to members of the Board of Directors for meetings is concise and conveniently structured | | |
| 9 | The Management Board of the Company fulfills the instructions of the Board of Directors in a timely manner and in full | | |
| Average score | | | |
| Assessment of the performance of the Chairman of the Management Board | | | |
| 1 | The Chairman of the Management Board provides effective leadership of the Company | | |
| 2 | The Chairman of the Management Board ensures timely execution of the decisions of the Sole Shareholder and the Board of Directors | | |
| 3 | The Chairman of the Management Board takes the initiative to achieve set strategic goals | | |
| 4 | The Chairman of the Management Board demonstrates a high level of accountability and notifies the Board of Directors of progress on ways to accomplish assigned tasks | | |
| 5 | The Chairman of the Management Board | | |

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| | has a high level of strategic vision knowledge of the industry | | |
| 6 | The Chairman of the Management Board demonstrates a high level of readiness for meetings of the Board of Directors | | |
| 7 | The behavior of the Chairman of the Management Board is fully consistent with good business practice | | |
| Average score | | | |



Appendix 6
to the Regulations on the Assessment of the Activities of the Board of Directors, Committees of the Board of Directors, the Management Board, the Internal Audit Service and the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

Questionnaire for assessing the activities of the Corporate Secretary of the NJSC “The L.N. Gumilyov Eurasian National University”

Note:

1. Filled in by each member of the Board of Directors in compliance with confidentiality.

2. On a scale from 1 to 5, a score should be noted that corresponds to your opinion on the following questions / statements:

- 1 – completely disagree;
- 2 – rather disagree;
- 3 – take a neutral position;
- 4 – rather agree;
- 5 – strongly agree

3. If you have a dissenting opinion, comment, recommendations or wishes, you must fill out the appropriate section of the questionnaire.

4. Based on the results of filling out the questionnaire, the Corporate Secretary displays the total number of responses with a mark from 1 to 5 and calculates the average value of the numerical information, as well as compiles a list of comments, recommendations, wishes, etc.

| No. | Assessment criterion | Score in points | Comments / recommendations / wishes |
|-----|--|-----------------|-------------------------------------|
| 1 | Is clearly aware of his / her functions and duties | | |
| 2 | Ensures effective work of the Board of Directors and its committees | | |
| 3 | Provides the development of the draft annual Work Plan of the Board of Directors | | |
| 4 | Ensures that members of the Board of Directors are provided with the requested information | | |

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| 5 | Advises members of the Board of Directors on the materials of the Board of Directors, provisions of documents submitted for consideration to the Board of Directors | | |
| 6 | Advises members of the Board of Directors on the Charter of the Company, internal documents and processes | | |
| 7 | Timely sends agendas and materials to the members of the Board of Directors | | |
| 8 | Provides control over and implementation of decisions of the Board of Directors | | |
| 9 | Ensures timely exchange of information between the Board of Directors, the Management Board and employees of the Company | | |
| 10 | Contributes to the improvement of the Company's policy and practice in corporate governance | | |
| Average score | | | |