



IMPROVING THE INVESTMENT ENVIRONMENT THROUGH THE AUTOMATION OF CORPORATE GOVERNANCE PROCESSES

Sultanova Komila Kudrat kizi

Tashkent State University of Economics

First-year Master's student in Finance

Annotatsiya: *Ushbu tadqiqot ishida O'zbekistonda korporativ boshqaruvni raqamlashtirish va avtomatlashtirish yo'li bilan investitsion muhitni shakllantirish va mustahkamlash masalalarini o'rganadi. Raqamli platformalar, ESG tamoyillari, AI yordamida risk tahlillari, elektron yig'ilishlar va hisobotlar orqali shaffoflikni oshirish va investorlar ishonchini kuchaytirish imkoniyatlari tahlil qilinadi.*

Kalit so'zlar: *korporativ boshqaruv, avtomatlashtirish, raqamli transformatsiya, investitsion muhit, ESG (ekologik, ijtimoiy va korporativ boshqaruv), shaffoflik, elektron boshqaruv.*

Abstract: *This study examines the issues of shaping and strengthening the investment environment in Uzbekistan through the digitalization and automation of corporate governance. It analyzes the potential of enhancing transparency and strengthening investor confidence through digital platforms, ESG principles, AI-based risk analysis, electronic meetings, and reporting systems.*

Keywords: *corporate governance, automation, digital transformation, investment environment, ESG (Environmental, Social, and Governance), transparency, e-governance.*

The digital transformation and corporate governance reforms initiated by the President of Uzbekistan, Shavkat Mirziyoyev, play a central role in strengthening the investment environment. For instance, through presidential decisions adopted in the field of corporate governance and state asset management, important steps have been



taken toward introducing transparency and modern management mechanisms in state-owned enterprises.[1]

In addition, by the Presidential Decree signed on September 5, 2025, entitled “Measures to Further Simplify Corporate Relations,” it was stipulated that corporate governance processes would be simplified through automated electronic systems, electronic notifications of participants, and online registers.[2]

In recent years, a number of reforms aimed at improving corporate governance have been implemented in Uzbekistan. In particular, the introduction of ESG principles and the promotion of digital transformation are considered among the priority directions for improving the investment environment.

The automation of corporate governance primarily contributes to increasing transparency. Through digital reporting platforms, corporate reports, financial results, and ESG indicators can be disclosed to investors in a convenient and timely manner.[3]

Table 1.

Automation components and their investment impact

S/n	Automation components	Function	Investment Impact
1.	Digital reporting portal	Digital disclosure of ESG and financial reports	Increases investor confidence and ensures transparency
2.	Electronic meetings (e-AGM)	Remote participation and voting of shareholders	Accelerates decision-making and enhances participation
3.	AI-assisted analysis	Identification of risks and providing recommendations for decision-making	Reduces risks and improves the quality of strategic decisions

4.	Automated audit and compliance	Strengthening internal control	Prevents errors and fraud
5.	Digital rating and evaluation system	Assessment of corporate governance quality	Provides investors with the ability to visually evaluate company performance

Automated systems play an important role in strengthening risk management and control. As noted by Urinov B. N., governance models based on ESG principles help enhance investor oversight and confidence by increasing accountability and transparency.[4] Artificial intelligence and electronic audit tools enable the early identification of risks and provide recommendations for strategic decision-making.

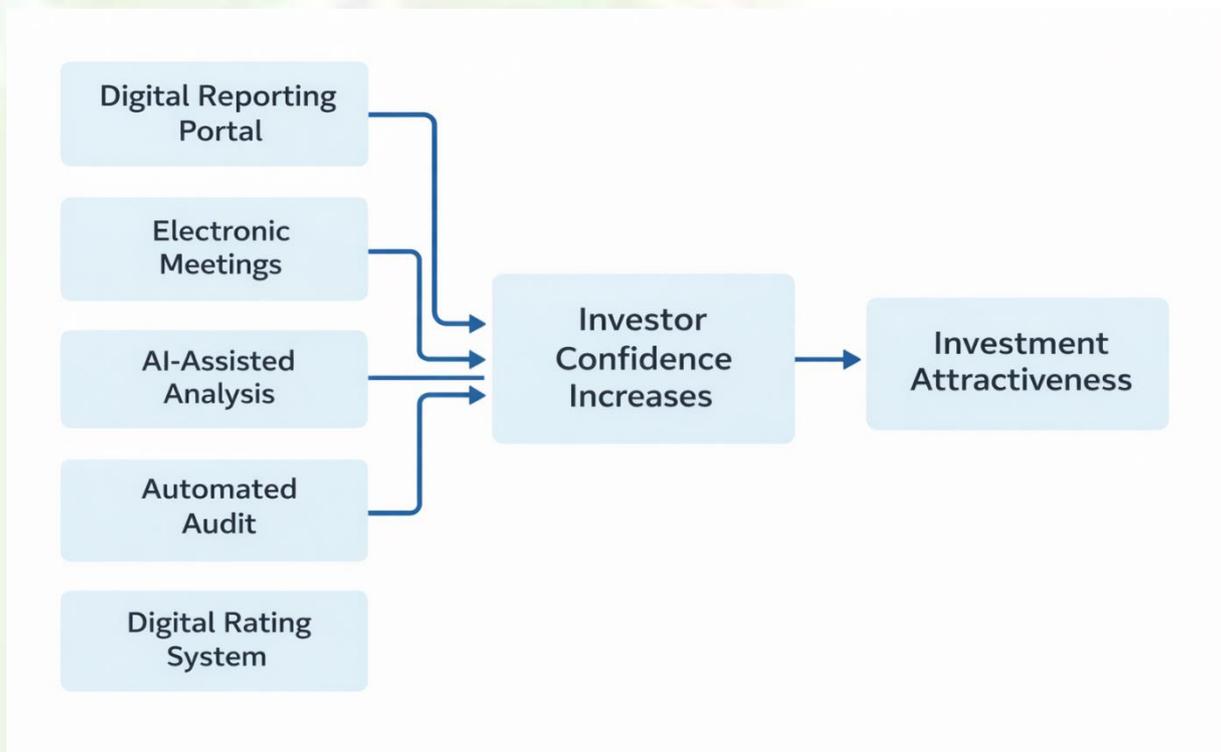


Figure 1. The automation process and its impact on investment attractiveness



The figure illustrates how each automation component affects investment attractiveness. Digital governance processes contribute to reducing operational costs. Through electronic meetings, digital document circulation, and automated reporting, corporations can significantly reduce paper-related expenses and enhance management efficiency.[5]

By integrating ESG principles with a digital approach, companies become more attractive to global investors. In her monograph, Ilxomjonova F. M. emphasizes that the integration of ESG principles with digital governance can enhance data reliability and ensure corporate sustainability.[6]

The automation of corporate governance processes increases investor confidence, strengthens sustainable governance based on ESG principles, reduces operational costs, and improves management efficiency. Moreover, digital transformation plays a crucial role in attracting global investors and enhancing corporate reputation.

Based on these findings, the following recommendations are proposed: organizing training programs and seminars on digital transformation and automation; expanding the use of artificial intelligence and electronic audit tools in corporate governance processes; and improving corporate governance effectiveness by developing investor-friendly interfaces and ensuring data transparency.

In conclusion, the automation of corporate governance processes is one of the most important tools for improving the investment environment. From a scientific and theoretical perspective, this study analyzes the impact of corporate governance and ESG integration through digital transformation on investor confidence. In addition, the role of artificial intelligence and electronic audit tools in risk management is theoretically substantiated. From a practical perspective, the implementation of automated governance platforms is recommended for both state-owned enterprises and private companies. Investment attractiveness can be enhanced through digital reporting systems and electronic general meetings (e-AGMs).



Furthermore, integrating ESG strategies with digital transformation can strengthen corporate sustainability and international reputation.

REFERENCES:

1. Newlineuz.com. “Statement by Shavkat Mirziyoyev on Corporate Governance Reforms” <https://newlineuz.com/article/1107030>
2. Uzdaily.uz. “Presidential Decree on Simplifying Corporate Communications.” <https://www.uzdaily.uz/en/uzbekistan-to-simplify-rules-governing-corporate-relations>
3. Kenjayeva, U. F. - Korporativ boshqaruv samaradorligi indeksini takomillashtirish modeli. - Innovations in Science and Technologies. <https://innoist.uz/index.php/ist/article/view/950>
4. Urinov, B. N. - ESG asosida barqaror boshqaruv va korporativ mas’uliyat. - Scientific-JL. <https://scientific-jl.com/trt/article/view/24006>
5. Akramova, N. - Aksiyadorlik jamiyatlari boshqaruvida korporativ madaniyatning oʻrni. - Green-Eco. <https://green-eco.uz/index.php/GED/article/view/5558>
6. Ilxomjonova, F. M. - ESG integratsiyasi va raqamli boshqaruv yondashuvlari. (Monografiya). <https://www.ijfd.uz/monografiya/2025/5.pdf>
7. Kapital.uz. “6 ta yirik korxonaga ESG hisobotlarini joriy etish rejalashtirilganligi haqidagi xabar.” <https://kapital.uz/uz/6-ta-korxonaga-esg-hisoboti-joriy-etiladi>