

ESG PRINCIPLES - A DRIVER OF SUSTAINABLE REGIONAL DEVELOPMENT AND BUSINESS TRANSFORMATION

INTERNATIONAL SCIENTIFIC AND PRACTICAL CONFERENCE

COLLECTION OF SCIENTIFIC ARTICLES

 <https://timeedu.uz/>

 24.10.2025 y.

2-TO'PLAM
2-MAXSUS SON/2025



“ESG tamoyillari – hududlarni barqaror rivojlantirish va biznesni transformatsiyalash drayveri” mavzusida Xalqaro ilmiy-amaliy anjumani ilmiy maqolalar va tezislar to‘plami. -T.: TMII, 2025. – 752 bet.

Ushbu to‘plamda mamlakatimizda iqtisodiyotni barqaror rivojlantirish, ishlab chiqarishni diversifikatsiya qilish, iqlim o‘zgarishi oqibatlariga moslashish va ularni yumshatish, tabiiy resurslardan foydalanish samaradorligini oshirish, ESG tamoyillari asosida hududlar va sanoat korxonalarining barqaror rivojlanishini ta’minlash, hududlarda “yashil” iqtisodiyotni qo‘llab-quvvatlashning samarali iqtisodiy mexanizmlarini joriy qilish, yirik va o‘rta biznes korxonalari faoliyatini transformatsiyalash va raqobatbardoshligini oshirish, sanoat korxonalarida chiqindilarni boshqarish va sirkulyar iqtisodiyotni rivojlantirish, “yashil” texnologiyalar, sun’iy intellekt asosida atrof-muhitni muhofaza qilish, raqamli iqtisodiyot sharoitida mavjud sanoat ishlab chiqarishni raqamli transformatsiya qilish jarayonlarini jadallashtirish orqali ishlab chiqarish sanoatini “drayver” sohaga aylantirish istiqbollari hamda barqaror iqtisodiy o‘sishni ta’minlashning turli yo‘nalishlariga bag‘ishlangan ilmiy tadqiqot materiallari keltirilgan.

To‘plamda keltirilgan materiallarning mazmuni, undagi statistik ma’lumotlar va keltirilgan huquqiy-me’yoriy hujjatlarning haqqoniyligi, tanqidiy fikr-mulohazalar va takliflarga mualliflarning o‘zlari mas’uldirlar.

Сборник научных статей и тезисов Международной научно-практической конференции на тему «Принципы ESG – драйвер устойчивого развития регионов и трансформации бизнеса». – Т.: ТМII, 2025. – 752 с.

В сборнике представлены материалы научных исследований, посвященные устойчивому экономическому развитию нашей страны, диверсификации производства, адаптации к изменению климата и смягчению его последствий, повышению эффективности природопользования, обеспечению устойчивого развития регионов и промышленных предприятий на основе принципов ESG, внедрению эффективных экономических механизмов поддержки «зеленой» экономики в регионах, трансформации деятельности крупного и среднего бизнеса и повышению его конкурентоспособности, управлению отходами и развитию циклической экономики на промышленных предприятиях, охране окружающей среды на основе «зеленых» технологий, искусственному интеллекту, перспективам превращения обрабатывающей промышленности в «драйверную» отрасль за счет ускорения процессов цифровой трансформации действующего промышленного производства в условиях цифровой экономики, а также различным направлениям обеспечения устойчивого экономического роста.

Авторы сами несут ответственность за содержание представленных в сборнике материалов, достоверность содержащихся в нем статистических данных и представленных нормативно-правовых документов, а также за критические высказывания и предложения.

Tahrir hay’ati: i.f.n., dotsent Sh.K. Narbayev
i.f.n., professor I.S. Xotamov
i.f.d., professor Sh.I. Alibekov
i.f.d., professor V.P. Kuznetsov
i.f.f.d., dotsent N. Nosirova
i.f.f.d., dotsent D. Mamasoatov
assis. G. Axmedova
assis. A. Qudratxo‘jayev

Taqrizchilar: i.f.d., professor N.M. Maxmudov
i.f.d., professor A.A. Yadgarov

KIRISH SO‘ZI

ASSALOMU ALAYKUM, HURMATLI XALQARO ANJUMAN ISHTIROKCHILARI, AZIZ MEHMONLAR!

Sizlarni Toshkent menejment va iqtisodiyot instituti hamda O‘zbekiston Ekologik Partiyasi Markaziy kengashi tomonidan tashkil etilayotgan mazkur Xalqaro ilmiy-amaliy anjumanda qutlashdan mamnunmiz!

Qadrli anjuman ishtirokchilari, bugun biz “ESG tamoyillari – hududlarni barqaror rivojlantirish va biznesni transformatsiyalash drayveri” mavzusida Xalqaro ilmiy-amaliy anjuman o‘tkazmoqdamiz. Bugungi anjumanning asosiy maqsadi mamlakatimizda iqtisodiyotni barqaror rivojlantirish, ishlab chiqarishni diversifikatsiya qilish, iqlim o‘zgarishi oqibatlariga moslashish va ularni yumshatish, tabiiy resurslardan foydalanish samaradorligini oshirish, ESG tamoyillari asosida hududlar va sanoat korxonalarining barqaror rivojlanishini ta’minlash, hududlarda “yashil” iqtisodiyotni qo‘llab-quvvatlashning samarali iqtisodiy mexanizmlarini joriy qilish, yirik va o‘rta biznes korxonalari faoliyatini transformatsiyalash va raqobatbardoshligini oshirish, sanoat korxonalarida chiqindilarni boshqarish va sirkulyar iqtisodiyotni rivojlantirish, “yashil” texnologiyalar, sun’iy intellekt asosida atrof-muhitni muhofaza qilish masalalari bo‘yicha amalga oshirilayotgan ishlar, mavjud muammolar va ularni bartaraf etish yo‘llarini chiqur tahlil qilgan holda ilmiy amaliy takliflar ishlab chiqishdan iborat.

O‘zbekiston Respublikasi Prezidenti tomonidan imzolangan qaror va farmonlar, Vazirlar Mahkamasi qarorlari, amalga oshirilayotgan islohotlar ushbu anjuman mavzusining naqadar dolzarbligini anglatadi. Yurtboshimiz tomonidan 2025-yilni “Atrof-muhitni asrash va “yashil” iqtisodiyot yili” deb nomlanishi hamda ushbu yo‘nalishda qabul qilingan Davlat dasturida belgilangan vazifalarning ijrosini ta’minlashda ma’lum ma’noda anjumanning ham o‘z hissasi bo‘ladi deb umid qilamiz.

Anjuman natijalaridan kutilayotgan ilmiy, ijtimoiy va iqtisodiy samaradorlik quyidagilarda o‘z ifodasini topadi:

Ilmiy samaradorlik – anjumandan kutilayotgan ilmiy-amaliy natija mamlakatimiz hududlarida barqaror iqtisodiy rivojlanishni ta’minlash, sanoat korxonalarining atrof-muhitga bo‘lgan e’tiborini yanada kuchaytirish, biznes strategiyalarini takomillashtirish, shu bilan birga hududlar darajasida barqaror rivojlanishni amalga oshirish darajasini tahlil qilish, “atrof-muhit, jamiyat, boshqaruv” (ESG) tamoyillariga mos holda faoliyat ko‘rsatishlariga erishishning ustuvor yo‘nalishlarini tahliliy o‘rganish asosida olingan natijalarni umumlashtirib ilmiy asoslangan taklif va tavsiyalar ishlab chiqishdan iborat.

Ijtimoiy samaradorlik – muhokama qilinadigan masalalarning har birida ijtimoiy samara alohida o‘rin egallaydi. Chunki ESG-tamoyillarining asosiy xususiyati ham ijtimoiy sohaga yuqori darajada e’tibor qaratilishidadir. Shu jihatdan ijtimoiy samarani iqtisodiy jihatdan baholash, bu yo‘nalishda mavjud amaliyotlarni ilmiy tahlil qilishning konseptual yondashuvlarini ishlab chiqishga, hududlarda va biznes sohasida izchil islohotlarni amalga oshirish orqali jamiyatni rivojlantirish, aholining turmush darajasini yaxshilash, barqaror daromad manbalarini shakllantirish, tabiiy resurslar tejamkorligiga erishish asosida kelajak avlod uchun zahiralarini saqlab qolish, aholini ijtimoiy himoya qilish tizimini takomillashtirishga xizmat qiladi.

Iqtisodiy samaradorlik - iqtisodiy faoliyatning faol ishtirokchilaridan biri ishlab chiqarish korxonalaridir, ular tomonidan mahsulot ishlab chiqarish jarayonida sezilarli darajada uglerod izi qoldiriladi. Shaffof va ekologik toza ma’lumotlarni taqdim etish atrof-

muhitni muhofaza qilish qonunchiligiga rioya qilish uchun zarurdir. Iqtisodiy samaradorlik jihatidan mavzu doirasida muhokama qilinadigan har bir masala katta ahamiyatga ega. Birinchidan, sohada qonunchilik bazasini mustahkamlash; ikkinchidan, korxonalarda ESG tamoyillarini joriy yetishning iqtisodiy samaradorligini baholash uslubiyotini ishlab chiqish; uchinchidan, hududlarning barqaror rivojlanishi uchun mavjud salohiyatini baholash va shu asosda sohalarni diversifikatsiya qilish imkoniyatining vujudga kelishi, to'rtinchidan, korxona va tarmoqlarni rivojlantirishda "yashil" investitsiyalarni jalb qilish hamda ulardan samarali foydalanishga keng yo'l ochiladi.

Albatta bunday o'zgarishlar, texnologik taraqqiyotga hamohang ravishda, qo'shimcha imkoniyatlarni ochishga va rivojlanishning yangi strategiyalarini ishlab chiqishga keng imkoniyatlar yaratmoqda.

Lekin shu bilan bir qatorda, iqtisodiyotni raqamlashtirish va bunday sharoitda biznesni rivojlantirish jarayonlarida, o'ziga xos muammolar va turli savollar ham yuzaga kelmoqda.

Bunday masalalarni o'rganib, uning yechimlarini topish uchun Toshkent menejment va iqtisodiyot institutining professor-o'qituvchilari tomonidan ham turli ilmiy tadqiqotlarni olib borish yo'lga qo'yilgan. Ularning tadqiqotlari natijalaridan - o'quv jarayonlarida, ta'lim sifatini oshirish maqsadlarida, keng foydalaniladi.

Bu o'z navbatida, institutda menejment, iqtisodiyot va axborot texnologiyalari sohalarida tayyorlanadigan malakali mutaxassislarning nafaqat nazariy bilimlarini, balki amaliy ko'nikmalarini ham oshirishga hizmat qiladi.

Bundan tashqari, institutda innovatsion dasturlar va loyihalar orqali talabalarni yangi texnologiyalar bilan tanishtirish, ularda raqamli iqtisodiyot va global biznes muhitida raqobatbardosh bo'lish uchun zarur bo'lgan ko'nikmalarni shakllantirishga yordam beradi.

Xalqaro ilmiy-amaliy anjumanni o'tkazishda hamkorlik qilayotgan O'zbekiston Ekologik Partiyasi Markaziy kengashiga, anjumanda ishtirok etayotgan O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi, O'zbekiston Respublikasi Iqtisodiyot va moliya vazirligi, O'zbekiston Respublikasi Energetika vazirligi, BMT ning UNDP loyihasi vakillariga, Federal davlat byudjeti oliy ta'lim muassasasi Kozma Minin nomidagi Nijniy Novgorod davlat pedagogika universiteti, Umumrossiya davlat adliya universitetining (VGUYU) Shimoliy-Kavkaz instituti (filiali), Umumrossiya davlat adliya universitetining (VGUYU) Rostov instituti (filiali), Kazpotreboysuz Karaganda universiteti, Kyungdong Universiteti (Koreya Respublikasi), tashkilot va korxonalarining mutaxassislari, xorijiy va mahalliy iqtisodchi olimlarga o'z minnatdorchiligimizni izhor qilamiz.

Bugun sizlarning e'tiboringizga taqdim etiladigan taqdimotlar va fikrlar - bizni zamonaviy iqtisodiyotning yangi talablariga mos keladigan biznes modellarni yaratishga ilhomlantiradi.

Biz bu jarayonda, o'z tajribamizni almashish va birgalikda muammolarni hal qilish uchun yangi g'oyalarni kashf etishni maqsad qilamiz.

Umid qilamanki, anjumanimiz samarali va foydali bo'ladi.

Har biringizning ishtirokingiz va hissangiz bu jarayonda juda muhim.

Keling, birgalikda yangiliklarga ochiq bo'lib, innovatsion yechimlarni izlaylik!

Bugungi anjuman ishiga va unda ishtirok etayotgan barcha ishtirokchilarning ilmiy-ijodiy faoliyatlariga ulkan muvaffaqiyatlar tilaymiz!

Toshkent menejment va iqtisodiyot instituti rektori

X. Axmedov

MUNDARIJA / ОГЛАВЛЕНИЕ

I SHO'BA. IQTISODIYOTNI BARQAROR RIVOJLANTIRISH, ISHLAB CHIQRISHNI DIVERSIFIKATSIYA QILISH, IQLIM O'ZGARISHI OQIBATLARIGA MOSLASHISH VA ULARNI YUMSHATISH, TABIIY RESURLARDAN FOYDALANISH SAMARADORLIGINI OSHIRISH.....	11
HUDUDLARNI BARQAROR RIVOJLANTIRISH DASTURLARINI XALQARO STANDARTLAR TIZIMIGA MOSLASHTIRISH IMKONIYATLARI	
Abdulloyev A.J., N.K.Sharapova	11
АНАЛИЗ ГОТОВНОСТИ УНИВЕРСИТЕТОВ К ПОДГОТОВКЕ СПЕЦИАЛИСТОВ В ОБЛАСТИ УПРАВЛЕНИЯ УСТОЙЧИВЫМ ПРЕДПРИЯТИЕМ И РЕАЛИЗАЦИИ ESG-КОНЦЕПЦИИ	
Кузнецов В.П., Назарова Е.Н.	23
ЭКОНОМИКО-ПРАВОВОЙ КОНТРОЛЬ КАК МЕТОД ОБЕСПЕЧЕНИЯ ЭКОНОМИЧЕСКОЙ БЕЗОПАСНОСТИ	
Алибеков Ш.И.	33
ҚИШЛОҚ ХЎЖАЛИГИ ИШЛАБ ЧИҚАРИШ ТАРКИБИНИ БОЗОР КОНЪЮНКТУРАСИ ЎЗГАРИШИГА МОС ТАКОМИЛЛАШТИРИШНИНГ ИЛМИЙ-НАЗАРИЙ АСОСЛАРИ	
Чариев К.А., Абдулазизов Ш.А.	37
BARQAROR RIVOJLANISHDA YASHIL ENERGIYA TEXNOLOGIYALARINING AHAMIYATI	
Asamxodjayeva S.Sh.	48
BARQAROR IQTISODIY RIVOJLANISH JARAYONIDA RAQAMLI BANK XIZMATLARINI KENGAYTIRISH ISTIQBOLLARI	
Meyliqulov Sh.X.	56
МЕХАНИЗМЫ СОВЕРШЕНСТВОВАНИЯ УПРАВЛЕНИЯ ИНТЕЛЛЕКТУАЛЬНОЙ СОБСТВЕННОСТЬЮ В КОМПАНИЯХ	
Киясов Б.Н.	60
РАЗРАБОТКА И ВНЕДРЕНИЕ СИСТЕМЫ КРІ ДЛЯ УПРАВЛЕНИЯ ЭФФЕКТИВНОСТЬЮ СОТРУДНИКОВ НА ПРЕДПРИЯТИИ	
Ўқбар Айдын	66
TO'QIMACHILIK KORXONALARIDA INNOVATSION XATARLARNI BOSHQARISH VA HUDUDIY "YASHIL" IQTISODIYOTNI RIVOJLANTIRISH MEKANIZMLARINI TAKOMILLASHTIRISH	
Rashidov J.X.	72
"QURILISH SOHASI FAOLIYATIDA RAQAMLI TRANSFORMATSIYA JARAYONLARINI TAKOMILLASHTIRISH"	
Alimov O.S.	82
O'ZBEKISTON IQTISODIYOTINI MAKROIQTISODIY BARQAROR RIVOJLANTIRISH TANHILI	
Nazirova S.X.	89
ПОВЫШЕНИЕ ЭКОНОМИЧЕСКОЙ ЭФФЕКТИВНОСТИ ПРЕДПРИЯТИЙ ПРОИЗВОДСТВА ОДЕЖДЫ В РЕСПУБЛИКЕ УЗБЕКИСТАН	
Ахмедова Г.А.	99
ОПТИМИЗАЦИЯ БИЗНЕС-ПРОЦЕССОВ ПРЕДПРИЯТИЙ МАШИНОСТРОЕНИЯ В НИЖЕГОРОДСКОЙ ОБЛАСТИ НА ПРИМЕРЕ КОМПАНИИ «ГРУППА ГАЗ»	
Лаврентьева Е.В., Пахомичева А.С.	107
БЕРЕЖЛИВОЕ ПРОИЗВОДСТВО КАК ФАКТОР ЭФФЕКТИВНОСТИ ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЙ МАШИНОСТРОЕНИЯ	
Лаврентьева Е.В., Султанова Л.Л.	113
ТЕНДЕНЦИИ И ПРОБЛЕМЫ РОССИЙСКИХ РЕГИОНОВ ПО ВНЕДРЕНИЮ ESG – СТАНДАРТОВ	
Набоков В.И., Некрасов К.В.	121
ЎЗБЕКИСТОНДА КИРУВЧИ ТУРИЗМНИ БАҚҚАРОР РИВОЖЛАНТИРИШДА АУТСОРСИНГ ХИЗМАТЛАРИДАН ФОЙДАЛАНИШ ЗАРУРАТИ	
Рискулов Р.Б.	125
KORXONADA BREND EKOTIZIMINI SHAKLLANTIRISHNING ILMIY-USLUBIY JIHATLARI	
Sa'dulloyev H.I.	134

RAQAMLI IQTISODIYOTNING MAMLAKAT IQTISODIY RIVOJLANISHIGA TA’SIRI VA “RAQAMLI O‘ZBEKISTON – 2030” STRATEGIYASINI AMALGA OSHIRISHDAN KUTILAYOTGAN NATIJALAR TAHLILI	
Sharipova Sh.B.	140
O‘ZBEKISTONDA KICHIK BIZNES VA XUSUSIY TADBIRKORLIKNI RIVOJLANTIRISH ISTIQBOLLARI	
Sharipov I.B.	147
РАЦИОНАЛЬНАЯ ОРГАНИЗАЦИЯ ТЕРРИТОРИИ ДЕХКАНСКИХ ХОЗЯЙСТВ С ИСПОЛЬЗОВАНИЕМ ГЕОИНФОРМАЦИОННЫХ СИСТЕМ	
Ашуров А.Ф.	155
II SHO’BA. “YASHIL” TEXNOLOGIYALAR, SUN’IY INTELLEKT VA ENG YAXSHI TEXNOLOGIYALAR (BAT) ASOSIDA ATROF-MUHITNI MUHOFAZA QILISH	164
OLIY TA’LIM MUASSASALARIDA INNOVATSION MENEJMENTNI RIVOJLANTIRISH: RAQAMLI TEXNOLOGIYALARNI INTEGRATSIYA QILISH YO’LLARI	
Yuldashev I.B.	164
ОБРАЗОВАТЕЛЬНАЯ МОДЕЛЬ «УНИВЕРСИТЕТ 4.0»: ПОДГОТОВКА КАДРОВ ДЛЯ ДИВЕРСИФИКАЦИИ ЭКОНОМИКИ В УСЛОВИЯХ НИЗКОУГЛЕРОДНОГО ПЕРЕХОДА	
Кузнецова С.Н., Цыбуцинина И.Е., Фролов Ю.С., Горев Н.А.	168
SUN’IY INTELLEKT VA REAL VAQT TIZIMLARI ASOSIDA HUDUDIY AVTOMOBIL YO’LLARI MUHANDISLIK INSHOATLARINI LOYIHALASH JARAYONINI MODELLASHTIRISH	
Norinov M.U., Zikrayev A.A.	177
REAL VAQT TIZIMLARI VA SUN’IY INTELEKT ASOSIDA EKOLOGIK MONITORINGNI AVTOMATLASHTIRISHNING ILMIY-ASOSIY YO’NALISHLARI	
Ergashev O.M.	186
ИҚЛИМ ЎЗГАРИШЛАРИ ШАРОИТИДА АГРАР СОҲАНИ БАРҚАРОР РИВОЖЛАНТИРИШДА СУҒУРТА МЕХАНИЗМИНИНГ РОЛИ	
Вахобов А.Р.	195
ИНСОН ВА АТРОФ-МУҲИТ УЙҒУНЛИГИНИ ТАЪМИНЛАШ ЙЎЛЛАРИ.	
Йўлдошев Н.Қ.	202
SUN’IY INTELLEKTDAN ATROF-MUHITNI MUHOFAZALASHDA FOYDALANISH	
Nasriddinov I.X., Tulyaganov E.J.	209
O‘ZBEKISTONDA KO‘ZI OJIZ SHAXSLARNING IQTISODIY FAOLLIGINI OSHIRISHDA INNOVATSION YONDASHUVLAR VA TEXNOLOGIK IMKONIYATLAR	
Isayev K.A., Qurbanov A.G’.	215
ЧОРВАЧИЛИК ХЎЖАЛИКЛАРИ ВА УЛАРГА ХИЗМАТ КЎРСАТУВЧИ СУБЪЕКТЛАР ЎРТАСИДА КООПЕРАЦИЯ МУНОСАБАТЛАРИНИ ТАШКИЛ ЭТИШНИНГ АҲАМИЯТИ	
Худайбердиев Ў.Э.	221
RAQAMLI TRANSFORMATSIYA TIZIMI RIVOJLANISHI SHAROITIDA BIZNESNI BOSHQARISH VA TASHKIL QILISH	
Kambarova Sh.M.	228
BARQAROR INVESTITSIYALAR VA ESG ME’ZONLARI: NAZARIY TAHLIL	
Maxmasobirova N.U.	235
“O‘ZBEKISTON SANOAT TARMOQLARIDA ESG TAMOYILLARIGA ASOSLANGAN BOSHQARUV MECHANIZMLARINI JORIY ETISHNING IQTISODIY SAMARADORLIGINI BAHOLASH”	
Rusatamov Z.X.	241
THE ROLE OF ESG PRINCIPLES IN ATTRACTING INSTITUTIONAL INVESTORS IN CORPORATE GOVERNANCE	
Sadikova M.A.	249
OZIQ-OVQAT MAHSULOTLARI BOZORINI RIVOJLANTIRISHDA IQTISODIY DIVERSIFIKATSIYANING O‘RNI	
Daminova O.M.	254
КОНФУЦИАНСКИЕ ИДЕИ В КОРПОРАТИВНОМ УПРАВЛЕНИИ УЗБЕКИСТАНА	
Нарзуллаева Г.С., Сайфуллаева М.И., Носирова Н.Д.	262
YASHIL TEXNOLOGIYALAR VA SUN’IY INTELLEKTNING SANOAT KORXONALARIDA ISHLAB CHIQRISH SAMARADORLIGINI OSHIRISHDAGI AHAMIYATI	
Yakubova U.A.	278

HUDUDLARNI BARQAROR RIVOJLANTIRISHNING IJTIMOY–INSTITUTSIONAL ASOSLARINI TAKOMILLASHTIRISH VA BU YO‘NALISHDAGI DAVLAT SIYOSATI	
Qo‘chqorova M.U.	284
INKLYUZIV IQTISODIYOT SHAROITIDA SANOAT KORXONALARI FAOLIYATI RIVOJLANISHINING XORIJIY TAJRIBALARI	
Qurbanov A.G‘.	291
GLOBAL BIZNESDA INNOVATSIYALAR VA ULARNING XUSUSIYATLARI	
Murtazaev O.O.	298
SANOAT KORXONALAR BARQAROR RIVOJLANISHINING NAZARIY-USLUBIY JIHATLARI	
Ismatulloeva M.F.	304
TRANSPORT XIZMATLARINI IQTISODIYOTDA TUTGAN O‘RNI VA VAZIFALARI	
Karimova Sh.U.	311
ФИНАНСОВОЕ ОЗДОРОВЛЕНИЕ И СОВЕРШЕНСТВОВАНИЕ СИСТЕМЫ ФИНАНСИРОВАНИЯ АГРОБИЗНЕСА КАК ФАКТОР УСТОЙЧИВОГО ЭКОНОМИЧЕСКОГО РАЗВИТИЯ И СОКРАЩЕНИЯ БЕДНОСТИ В УЗБЕКИСТАНЕ	
Адиллов Ш.Ш.	315
III SHO‘BA. ESG TAMOIYILLARI ASOSIDA HUDUDLAR VA SANOAT KORXONALARINING BARQAROR RIVOJLANISHINI TA‘MINLASH YO‘NALISHLARI.....	325
“SANOAT-5.0” VA BARQARORLIK: ASOSIY TENDENSIYALAR VA MUAMMOLAR	
Xotamov I.S., Qudratxo‘jayev A.K.	325
ФИНАНСОВАЯ ГРАМОТНОСТЬ НАСЕЛЕНИЯ КАК ДРАЙВЕР УСТОЙЧИВОГО ЭКОНОМИЧЕСКОГО РАЗВИТИЯ	
Мырзалиева Г.А., Байкенжеева Д.Б.	334
QISHLOQ XO‘JALIGIDA RESURSLARDAN OQILONA FOYDALANISH YO‘LLARI	
Asamxodjayeva Sh.Sh., Qodirov S.Q.	341
ESG TAMOIYILLARI HUDUDIY IQTISODIY SIYOSATDA: BARQAROR RIVOJLANISHNING YANGI PARADIGMASI	
Zaynutdinov I.S.	348
ESG TAMOIYILLARI ASOSIDA SANOAT CHIQINDILARINI QAYTA ISHLASHNING BARQAROR RIVOJLANISHGA TA‘SIRI	
Yusupov U.M.	353
AGLOMERATSIYALARNING “YASHIL” IQTISODIYOT RIVOJLANISHIGA TA‘SIRI	
Mardonov Sh.	362
O‘ZBEKISTON UZUMCHILIK KORXONALARINING EKSPORT SAMARADORLIGIGA EKO-MARKETING TA‘SIRINI TAHLIL QILISHDA SUN‘IY INTELLEKT VA MASHINAVIY O‘RGANISHGA ASOSLANGAN YANGI EKONOMETRIYA YONDASHUVI	
Usmonova Diyora Mahmud qizi	367
O‘ZBEKISTON IQTISODIYOTIDA SANOATNI TUTGAN O‘RNI.....	379
Matchanova Ma‘rifat Ikramovna.....	379
BARQAROR IQTISODIY RIVOJLANISH JARAYONIDA RAQAMLI BANK XIZMATLARINI KENGAYTIRISH ISTIQBOLLARI	
Meyliqulov Sh.X.	384
AVTOMOBILSOZLIKDA MAHALLIYLASHTIRISHNI RIVOJLANTIRISHDA IKKINCHI DARAJALI YETKAZIB BERUVCHILARNING O‘RNI VA ULARNI RIVOJLANTIRISH YO‘LLARI	
Qobilov R.Sh.	388
СОВЕРШЕНСТВОВАНИЕ МОДЕЛЕЙ ЭФФЕКТИВНОГО УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ В КОМПАНИЯХ	
Аділ Ф.С.	392
ВНЕДРЕНИЕ СОВРЕМЕННЫХ МОДЕЛЕЙ И МЕТОДОВ УПРАВЛЕНИЯ КАЧЕСТВОМ В КОМПАНИЯХ	
Жолдасова А.Б.	397
ЭФФЕКТИВНЫЕ МЕТОДЫ РАЗРЕШЕНИЯ КОРПОРАТИВНЫХ КОНФЛИКТОВ	
Кемпірәлі Е.Қ.	404
РЕИНЖИНИРИНГ БИЗНЕС-ПРОЦЕССОВ: ШАГИ К ИХ АВТОМАТИЗАЦИИ	
Пернебаев Е.Б.	409
ВНЕДРЕНИЕ СОВРЕМЕННОЙ СИСТЕМЫ УПРАВЛЕНИЯ КОРПОРАТИВНЫМИ ИЗМЕНЕНИЯМИ НА ПРЕДПРИЯТИИ	

Рахатова Ж.Н.	414
HUDUDLARNI BARQAROR RIVOJLANTIRISHNING IJTIMOY-INSTITUTSIONAL ASOSLARINI TAKOMILLASHTIRISH VA BU YO'NALISHDAGI DAVLAT SIYOSATI	
Musulmonova Sh., Hikmatov M.	422
SANOAT KORXONALARIDA ESG TAMOYILLARINI JORIY ETISHNING MILLIY VA XORIJIY TAJRIBASI	
Toxirov J.M.	426
GREEN CAR: QISHLOQ XO'JALIGIDA NAZORATNI YENGILLASHTIRUVCHI AQLLI ROBOT	
Qurbonov Sh.B.	434
O'ZBEKISTON RESPUBLIKASIDA KICHIK SANOAT ZONALARI FAOLIYATINING TAHLILI	
Baxromov A.B.	437
XALQARO AUDIT STANDARTLARIGA MUVOFIQ AUDITORLIK TEKSHIRUVLARINI YTKAZISH MASALALARI	
Ahmadjonov A.K.	443
ЎЗБЕКИСТОНДА ДАВЛАТ ИШТИРОКИДАГИ КОРХОНАЛАРНИ ESG-ТРАНСФОРМАЦИЯ ҚИЛИШ: ИНСТИТУЦИОНАЛ АСОСЛАР, ХАЛҚАРО СТАНДАРТЛАР ИНТЕГРАЦИЯСИ ВА РИВОЖЛАНИШ ИСТИҚБОЛЛАРИ	
Ashurov Z.A.	448
IV SHO'BA. KICHIK VA O'RTA BIZNES SUBYEKTLARI FAOLIYATINI TRANSFORMATSIYALASH VA RAQOBATBARDOSHLIGINI OSHIRISH	459
KICHIK VA O'RTA BIZNES SUBYEKTLARI EKSPORT FAOLIYATINI RIVOJLANTIRISH VA RAQOBATBARDOSHLIGINI OSHIRISH YO'LLARI	
Mamasoatov D.R.	459
РЕСТРУКТУРИЗАЦИЯ В СФЕРЕ ОБЕСПЕЧЕНИЯ ЗАНЯТОСТИ В РЕСПУБЛИКЕ УЗБЕКИСТАН: АНАЛИЗ ИНСТИТУЦИОНАЛЬНЫХ ИЗМЕНЕНИЙ И ИХ ВЛИЯНИЕ НА РЫНОК ТРУДА	
Abduraimova N.P.	464
AKSIYADORLIK JAMIYATLARIDA BIZNES JARAYONLARINI BOSHQARISHNI RAQAMLASHTIRISHDA ILG'OR XORIJIY TAJRIBALAR TAHLILI	
Suyunov Y.B.	479
АРАБСКАЯ РЕСПУБЛИКА ЕГИПЕТ НА ПУТИ К УСТОЙЧИВОМУ ЭКОНОМИЧЕСКОМУ РОСТУ	
Ziyadullaeva L.C.	487
THE IMPACT OF THE CHINA-KYRGYZSTAN-UZBEKISTAN RAILWAY ON UZBEKISTAN'S ECONOMIC DEVELOPMENT: MECHANISMS, EFFECTS, AND POLICY RESPONSES	
Ye Maoqing.	492
XORIJIY INNAVATSION INVESTITSİYALARNI JALB ETISH DOLZARBLIGI	
Tulyaganov E.J., Ubaydullayeva G.E.	502
QURG'OQCHIL MINTAQALARDA KICHIK AGROBIZNES SUBYEKTLARI FAOLIYATI SAMARADORLIGINI OSHIRISH YO'LLARI	
Qulliyev O.A.	507
BANKLARNING MOLİYAVIY SAMARADORLIGINI OSHIRISHDA KAPITAL VA AKTIVLAR RENTABELLIGINING AHAMIYATI	
Alimjanova D.S.	516
СОВЕРШЕНСТВОВАНИЕ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ ИННОВАЦИЯМИ В БИЗНЕС-СФЕРЕ	
Raxymjanova A.A.	519
MAMLAKATIMIZDA EKSPORT JARAYONLARINI BARQARORLASHTIRISH OMILLARI	
Abdvaliyev Sh.X.	524
SANOAT KORXONALARIDA HR MENEJMENT TIZIMINI JORIY ETISH VA XODIMLARNI BOSHQARUV HOLATI TAHLILI	
Toshtemirov S.G'.	534
INSON RESURSLARINI BOSHQARISHDA MOTIVATSIYA TIZIMINI TAKOMILLASHTIRISH	
Abdufattoxova H.	539
AVTOMATLASHTIRILGAN BUYUMLARNI SARALOVCHI ROBOTLAR	
G'ulomov X.A.	545

APPLICATION OF ESG PRINCIPLES AS A WAY TO INCREASE COMPETITIVENESS IN THE MANAGEMENT OF INDUSTRIAL ENTERPRISES	
Kurbanov U.A., Kurbanova Sh.Y., Alimova D.T.	548
ЦИФРОВИЗАЦИЯ ЭКОНОМИКИ И ЕЁ ВЛИЯНИЕ НА РЫНОК ТРУДА.	
Фарходова Ш.Ш.	554
СОВРЕМЕННЫЕ НОВЕЙШИЕ ТЕХНОЛОГИИ В ЭКОНОМИКЕ И БИЗНЕСЕ: РОЛЬ В СОЦИАЛЬНО- ЭКОНОМИЧЕСКОМ РАЗВИТИИ РК	
Агабекова Ш.Н., Бокушева С., Байкенжеева Д.Б.	557
ЭКОНОМИЧЕСКИЕ МЕХАНИЗМЫ РАЗВИТИЯ ЗЕЛЕННОЙ ЭКОНОМИКИ В РЕГИОНАХ КАЗАХСТАНА: ПРОБЛЕМЫ И ПУТИ СОВЕРШЕНСТВОВАНИЯ	
Жартай Ж.М., Саттыбаева Д.М., Рахимова А.Н., Никкель Л.Д.	565
O‘ZBEKISTONDA RAQAMLI IQTISODIYOTNI RIVOJLANTIRISH: MUAMMOLAR VA IMKONIYATLAR	
Vahangurov O.O.	571
O‘ZBEKISTONNING YASHIL IQTISODIYOTGA O‘TISH YO‘LLARI VA USTUVORLIKLARI	
Luqmanov B.M.	577
KAPITAL TANQISLIGI SHAROITIDA MOLIVAVIY RESURLARNI DIVERSIFIKATSIYA QILISH	
Arziyev S.	585
V SHO‘BA. ESG STANDARTLARIGA MOS KELADIGAN INVESTITSIYA LOYIHALARINI QO‘LLAB-QUVVATLASH, DAVLAT-XUSUSIY SHERIKLIK VA XALQARO MOLIVA INSTITUTLARI	590
SANOAT KLASTERLARI – SANOAT SALOHİYATINI OSHIRISHNING STRATEGİK YO‘NALISHI SIFATIDA	
Sobirov A.A.	590
АНАЛИЗ ВА СИНТЕЗ МЕТОДЛАРИНИНГ ЭВОЛЮЦИЯСИ	
Дусмуратов Р.Д., Носирова Н.Ж.	597
ESG-ФАКТОРЫ В ПРИНЯТИИ ИНВЕСТИЦИОННЫХ РЕШЕНИЙ: ОПЫТ И ПЕРСПЕКТИВЫ	
Ким Л.Н., Елтаев Н.К.	606
КЛЮЧЕВЫЕ АСПЕКТЫ ЭКОНОМИЧЕСКОЙ ПОДДЕРЖКИ «ЗЕЛЁНОЙ» ЭКОНОМИКИ НА ПРИМЕРЕ НИЖЕГОРОДСКОЙ ОБЛАСТИ	
Ремизова И.В.	614
TIJORAT BANKLARIDA DAVLAT MAQSADLI DASTURLARINI MOLIVALASHNING ILG‘OR XORIY TAJRIBALARI	
Shodiyev Sh.S.	620
ВЛИЯНИЕ ЗЕЛЁНЫХ ИНВЕСТИЦИЙ НА ИНВЕСТИЦИОННУЮ ПРИВЛЕКАТЕЛЬНОСТЬ АКЦИОНЕРНЫХ ОБЩЕСТВ	
Усманова Ю.	623
YASHIL ENERGETIKA SOHASIDA INVESTITSIYALARNING ROLI	
Primov S.F.	632
ПОВЫШЕНИЕ ЭФФЕКТИВНОСТИ ИСПОЛЬЗОВАНИЯ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ В РАМКАХ ЗЕЛЕННЫХ РАБОЧИХ МЕСТ	
Хувайдуллаева И.Х.	638
RAQAMLI IQTISODIYOT SHAROITIDA INVESTITSIYALARNI JALB QILISH	
Primov S.F.	642
ТИЖОРАТ БАНКЛАРИНИНГ ФАОЛИЯТИДА УЧРАЙДИГАН РИСКЛАР ВА УЛАРНИ БАРТАРАФ ЭТИШ ЙЎЛЛАРИ	
Хусанбоев А.Ғ.	647
ВЛИЯНИЕ ПРИНЦИПОВ ESG НА РЕЗУЛЬТАТЫ ПЕРВИЧНОГО ПУБЛИЧНОГО РАЗМЕЩЕНИЯ АКЦИЙ: КОМПЛЕКСНЫЙ АНАЛИЗ	
Сайдуллаев Ш.	653
РАНВАР КАДРЛАРИНИНГ БОШҚАРУВ КОМПЕТЕНСИЯЛАРИНИ РИВОJЛАНТИРИШДА RAQAMLI TECHNOLOGIYALARNING O‘RNI	
Olimov S.A.	660
MILLIY IQTISODIYOTDA KICHİK TADBIRKORLIKNING O‘RNI VA AHAMIYATI	
Kurbanova Sh.Y., Yusupov A.A.	667
ВЛИЯНИЕ ИСКУССТВЕННОГО ИНТЕЛЛЕКТА НА ТРАНСФОРМАЦИЮ БИЗНЕС-МОДЕЛЕЙ И ЭКОНОМИЧЕСКИЙ РОСТ	

Koptaeva G.I., Bekebaeva M.O.	672
HUDUDLAR TASHQI IQTISODIY STRATEGIYALARINI SHAKLLANTIRISHNING XORIJIY DAVLATLAR TAJRIBASI	
Toshboyev M.M.	680
QISHLOQ XO'JALIGIDA KLASSTERLARINING MOLIYAVIY BARQARORLIGINI TA'MINLASHDA DAVLAT SUBSIDİYALARINING AHAMIYATI	
Yuldasheva D.K.	689
O'ZBEKISTONDA JISMONIY TARBIYA VA SPORTNI RIVOJLANTIRISHNING IQTISODIY-IJTIMOIIY AHAMIYATI	
Mamatov M.N.	699
RAQAMLI-ELEKTRON PULLAR VA KRIPTOVALYUTALAR FARQLARI	
Matchanov T.M., Matchanova M.I.	703
AXBOROT TIZIMLARI XUSUSIYATLARI	
Norinov M.U., Abdulxamid A.I., Oripov O.I., Madaminov F.R.	709
CHIQUINDILARNI QAYTA ISHLASH SANOATI VA ATROF-MUHITGA SALBIY TA'SIRINI KAMAYTIRISH YO'LLARI	
Tursunqulov Sh.R.	715
O'ZBEKISTON IQTISODIYOTINI BARQAROR RIVOJLANTIRISHDA ISHLAB CHIQUARISHNI DIVERSIFIKATSIYA QILISH VA IQLIM O'ZGARISHI OQIBATLARIGA MOSLASHISH MEXANIZMLARI	
Abduraxmanova Z.T., Rustamova M.M.	722
RAQAMLI TEXNOLOGIYALAR ORQALI SANOATDA EKOLOGIK SAMARADORLIKNI OSHIRISH	
Hasanov H.X.	727
SHADOW ECONOMY EXPOSED: THE HIDDEN FORCES SHAPING ECONOMY.	
Arziev Sh.R.	735
TIJORAT BANKLARIDA INNOVATSION MARKETING STRATEGIYALARIDAN FOYDALANISH MEXANIZMLARI	
Axmedova D.B.	741

технические связи являются перспективным фундаментом для укрепления экономического потенциала обеих стран в целях устойчивого социально-экономического развития в новых условиях нового тысячелетия.

Список использованной литературы

1. Мирзиёев Ш.М. «Современность и Новый Узбекистан», Ташкент, 2024 г.
2. Мирзиёев Ш.М. «Стратегия Нового Узбекистана». Ташкент, 2021.
3. Мирзиёев Ш.М. Новогоднее поздравление народу Узбекистана. 01.01.2025.
4. World development indicators database, World bank, 1 July 2011.
5. World Development Indicators database, World Bank, 1 July 2023, Washington, 2024.
6. United Nations Department of Economic and Social Affairs: World Population Prospects 2022. Рассчитано по: World development report 2003, p.234.
7. United Nations Department of Economic and Social Affairs: World Population Prospects 2022.
8. Поспелов В.К. Миронова В.Н. и др. Мировая экономика и международные экономические отношения. -М., 2024
9. Брынцев А.Н. Проблемы рыночной экономики. – 2020. – № 3. – С. 7-2

THE IMPACT OF THE CHINA–KYRGYZSTAN–UZBEKISTAN RAILWAY ON UZBEKISTAN'S ECONOMIC DEVELOPMENT: MECHANISMS, EFFECTS, AND POLICY RESPONSES

Ye Maoqing

Independent Researcher at Tashkent State University of Economics

E-mail: 1991770000@qq.com

Abstract. *As a flagship project of cross - border connectivity under the Belt and Road Initiative, the construction and operation of the China - Kyrgyzstan - Uzbekistan Railway provides a strategic opportunity for Uzbekistan, a double - landlocked country, to break through geographical constraints and achieve economic transformation. Based on the theories of infrastructure economics and regional integration, this paper constructs an analytical framework of "transport efficiency improvement - trade cost reduction - value chain reconstruction". Combining the economic data of Uzbekistan in 2024, the calculation results of the Asian Development Bank and typical industrial cases, it systematically analyzes the influence mechanism and potential effects of the railway on Uzbekistan's macro - economy, industrial structure, regional development and foreign cooperation. The research finds that the railway will shorten the freight time between China and Uzbekistan by more than 40%, reduce trade costs by 12% - 18%, and boost Uzbekistan's annual GDP growth rate by 1.2 - 1.8 percentage points; promote the agglomeration of advantageous industries such as textiles and agriculture, and accelerate the development of emerging industries such as new energy and logistics; strengthen the hub functions of regions along the line such as Andijan Oblast and promote regional economic balance; and deepen the integration of industrial chains between*

Uzbekistan and China and other Central Asian countries. At the same time, the project faces challenges such as geopolitical coordination, insufficient supporting facilities and institutional connection. Therefore, this paper puts forward countermeasures and suggestions such as building a tripartite coordination mechanism, improving the logistics hub network and optimizing the business environment. The research can provide theoretical supplements for understanding the economic effects of cross - border infrastructure and offer decision - making references for Uzbekistan to achieve high - quality development by leveraging the railway.

Key words: transnational project, economic efficiency, railway system, costs, economic growth, regional development, industrial development, regional integration.

Annotatsiya. “Bir makon, bir yo‘l” tashabbusi doirasida transchegaraviy bog‘lanishning eng muhim loyihasi sifatida Xitoy – Qirg‘iziston – O‘zbekiston temir yo‘lining qurilishi va ekspluatatsiyasi ikki tomonlama dengizga chiqa olmaydigan mamlakat O‘zbekiston uchun geografik cheklovlarni engib o‘tish va iqtisodiy o‘zgarishlarga erishish uchun strategik imkoniyat yaratadi. Infratuzilma iqtisodiyoti va mintaqaviy integratsiya nazariyalariga asoslanib, ushbu maqola “transport samaradorligini oshirish - savdo xarajatlarini kamaytirish - qiymat zanjirini qayta qurish” tahliliy asosini yaratadi. O‘zbekistonning 2024-yildagi iqtisodiy ma’lumotlarini, Osiyo taraqqiyot bankining hisob-kitob natijalarini va tipik sanoat holatlarini jamlagan holda, temir yo‘lining O‘zbekiston makroiqtisodiyoti, sanoat tuzilmasi, mintaqaviy rivojlanishi va tashqi hamkorlikka ta’sir qilish mexanizmi va potentsial ta’sirini tizimli ravishda tahlil qiladi. Tadqiqotlar shuni ko‘rsatdiki, temir yo‘l Xitoy va O‘zbekiston o‘rtasidagi yuk tashish vaqtini 40 foizdan ko‘proq qisqartiradi, savdo xarajatlarini 12 foizdan 18 foizga qisqartiradi va O‘zbekiston yalpi ichki mahsulotining yillik o‘sish sur’atini 1,2 – 1,8 foiz punktga oshiradi; to‘qimachilik va qishloq xo‘jaligi kabi foydali tarmoqlarni aglomeratsiya qilishga ko‘maklashish va yangi energetika va logistika kabi rivojlanayotgan tarmoqlarni rivojlantirishni jadallashtirish; Andijon viloyati kabi hududlarning markaz funksiyalarini mustahkamlash va mintaqaviy iqtisodiy muvozanatni mustahkamlash; O‘zbekiston va Xitoy va Markaziy Osiyoning boshqa mamlakatlari o‘rtasidagi sanoat zanjirlarining integratsiyalashuvini chuqurlashtirish. Shu bilan birga, loyiha geosiyosiy muvofiqlashtirish, qo‘llab-quvvatlovchi vositalarning etarli emasligi va institutsional aloqa kabi muammolarga duch kelmoqda. Shu bois, ushbu maqolada uch tomonlama muvofiqlashtirish mexanizmini yaratish, logistika markazi tarmog‘ini yaxshilash va biznes muhitini optimallashtirish kabi qarshi choralar va takliflar ilgari suriladi. Tadqiqot transchegaraviy infratuzilmaning iqtisodiy ta’sirini tushunish uchun nazariy qo‘shimchalar berishi va temir yo‘ldan foydalanish orqali O‘zbekistonning yuqori sifatli rivojlanishiga erishish uchun qaror qabul qilish uchun tavsiyalar berishi mumkin.

Kalit so‘zlar: transmilliy loyiha, iqtisodiy samaradorlik, temir yo‘l tizimi, xarajatlar, iqtisodiy o‘sish, hududiy rivojlanish, sanoat rivojlanishi, mintaqaviy integratsiya.

Introduction

On December 27, 2024, the launch ceremony of the China-Kyrgyzstan-Uzbekistan Railway project was held in Jalal-Abad, Kyrgyzstan, marking that this transnational project that had been in the works for 28 years officially moved from the blueprint to reality. The railway starts from Kashgar in Xinjiang, China, passes through Kyrgyzstan and enters Andijan, Uzbekistan, and can be extended to West Asia and South Asia in the future. After completion, it will become the shortest overland route from East Asia to Central Asia and Europe. The freight distance will be shortened by nearly 900 kilometers compared with the existing routes, and the annual freight volume is expected to reach 15 million tons. As a doubly landlocked country in the heart of Central Asia, the economic development of Uzbekistan has long been constrained by transportation bottlenecks. As of 2023,

only 1,933.9 kilometers of its 6,118-kilometer railway network were electrified, and the normally operating sections were less than 4,732.8 kilometers. More than 80% of its imports and exports relied on high-cost road transportation. In 2024, Uzbekistan's GDP reached US\$115 billion, with a growth rate of 6.5%, but the trade deficit still reached US\$12.038 billion. Its export products were mainly low-value-added non-monetary gold (27.8%) and textiles (10.6%), and it was highly dependent on imports for high-end products such as machinery and equipment (accounting for 34.6%). Against this background, it is particularly important to conduct an in-depth exploration of the impact of the China-Kyrgyzstan-Uzbekistan Railway on Uzbekistan's economic development. In theoretical research, it can fill the gap in the segmented field of research on the effects of cross-border infrastructure in landlocked countries. Most of the existing studies focus on Central Asia as a whole or on bilateral relations between China and Kyrgyzstan, with insufficient specialized analysis of Uzbekistan. Based on the "triple mechanism" framework, this paper expands the application scenarios of infrastructure economics in combination with the characteristics of a doubly landlocked country and enriches the empirical basis of regional integration theory. In practical terms, it can provide strategic references for Uzbekistan to take advantage of the railway dividends. In 2025, the Uzbekistan government plans to attract US\$43 billion in investment and double its export volume to US\$45 billion. The effect measurement and countermeasure suggestions in this paper can provide a decision-making basis for its industrial layout, logistics planning and international cooperation, and at the same time provide experience for the implementation of the connectivity projects under the Belt and Road Initiative.

Literature Review

Regarding the research on the economic effects of cross - border infrastructure, the early "core - periphery" theory proposed that transportation hubs can form growth poles through factor agglomeration (Friedmann, 1966). Recent empirical studies have shown that cross - border railways have a significantly higher driving effect on the GDP of landlocked countries than that of coastal countries, with a lag period of 3 - 5 years (World Bank, 2023). A study by the Asian Development Bank (2024) confirmed that for every 10% reduction in infrastructure trade costs in landlocked countries, exports will increase by 20%, and this elasticity is as high as 23% in Central Asia. Regarding the research on the China - Kyrgyzstan - Uzbekistan Railway, Dong Wanlu et al. (2025) used the global general equilibrium model to calculate and found that the railway will increase Uzbekistan's trade volume by 15% - 20% and raise its participation in the value chain by 8 percentage points. Zhang Huaqing et al. (2025) pointed out from a geopolitical perspective that the railway can reshape the logistics pattern in Central Asia, but it needs to address the dual challenges of the Russian gauge standard and the US alternative corridor. Although existing studies have confirmed the positive effects, the analysis of the industrial segmentation effects and institutional adaptability in Uzbekistan is still weak. The above literature review and existing studies provide theoretical support and methodological references for this paper, but there are three deficiencies: First, the analysis of the logistics chain

reconstruction mechanism of double - landlocked countries is not in - depth; second, there is a lack of assessment of the dynamic effects after Uzbekistan's structural reforms in 2024; third, the countermeasures and suggestions mostly focus on the national level, with insufficient attention to regional coordination and industrial adaptation.

Regarding the theory of transportation costs, the "iceberg cost" theory proposed by Samuelson (1954) suggests that transportation costs erode trade gains like a melting iceberg. The China - Kyrgyzstan - Uzbekistan Railway directly reduces the "iceberg cost" by shortening the transportation distance and time. This is especially significant for countries like Uzbekistan, which rely on commodity exports, as they are more sensitive to cost elasticity. Regarding the theory of value - chain division of labor, the global value - chain theory of Gereffi (1999) points out that infrastructure connectivity can reduce the coordination costs of fragmented value - chain division. The railway will enable Uzbekistan to more easily integrate into the textile, energy and other value chains of China - Central Asia, and upgrade from exporting primary products to the processing and manufacturing sectors. Regarding the growth - pole theory, Perroux (1955) believed that strategic industries and infrastructure can form growth poles and generate spill - over effects. Andijan Region and Tashkent City along the railway are expected to become logistics growth poles, driving industrial agglomeration and employment growth in the surrounding areas.

Methodology

This paper uses the literature research method to sort out the theoretical context of cross - border infrastructure construction and the development of landlocked countries. It applies the quantitative analysis method to integrate the data from the Asian Development Bank and the State Statistics Committee of Uzbekistan to measure the elasticity of trade costs and economic growth. Through the case - study method, it analyzes the typical effects of industries such as textiles and agriculture. In terms of the technical route of this paper, it first constructs a theoretical analysis framework, then empirically tests the influencing effects from three dimensions of macro, industry, and region, then identifies the implementation challenges, and finally proposes targeted countermeasures. The innovations of this paper are made in the following three aspects. First, it focuses on the unique constraints of double - landlocked countries and reveals the two - way driving mechanism of railways for "import substitution - export upgrading". Second, it combines the latest data from 2024 - 2025 to quantitatively measure the short - term effects and long - term potential. Third, it integrates geopolitical economy and institutional factors to break through the limitations of pure economic analysis.

Results and Discussion

4.1 Analysis of the mechanism by which the China-Kyrgyzstan-Uzbekistan Railway affects the economy of Uzbekistan

4.1.1 Transportation efficiency improvement mechanism: The "hardware revolution" to break through logistics bottlenecks

Currently, road transport is the main mode of freight in Uzbekistan. It takes 15 - 20 days to transport goods from China to Uzbekistan, and it is greatly affected by weather and road conditions. After the railway is completed, the freight time will be compressed to 7 - 8 days, and the on - time rate will increase from 65% for road transport to over 95% for railway transport. The efficiency improvement is reflected in two aspects: Firstly, it reduces the time cost. Especially for perishable products such as fruits and vegetables, the loss rate can be reduced by over 30%. Secondly, it improves the stability of transport capacity. The annual freight volume of 15 million tons can meet 80% of Uzbekistan's cross - border freight demand. Calculations by the First Survey and Design Institute of China Railway show that the railway will increase the comprehensive efficiency of Uzbekistan's cross - border logistics by over 60%.

4.1.2 Mechanism for reducing trade costs: Activating the "cost leverage" of comparative advantages

The Asian Development Bank (2024) estimates that the China-Kyrgyzstan-Uzbekistan Railway will reduce Uzbekistan's cross-border trade costs by 12% - 18%, with the proportion of transportation costs dropping by 40% and the proportion of time costs dropping by 35%. The cost reduction activates comparative advantages through two channels: First, on the export side, the international price competitiveness of products such as cotton and textiles in Uzbekistan will be enhanced. Taking textiles as an example, the proportion of transportation costs will drop from the current 18% to below 10%, and the export profit margin can be increased by 5 - 8 percentage points. Second, on the import side, the decrease in the import cost of machinery and equipment will lower the investment threshold for the local manufacturing industry. The downward trend of a 9.7% decrease in the import of machinery and equipment in Uzbekistan in 2024 is expected to reverse.

4.1.3 Value chain reconstruction mechanism: The "structural engine" driving industrial upgrading

The railway promotes the upgrading of the value chain through "forward and backward linkages". At the forward linkage end, relying on efficient logistics, Uzbekistan can process primary products such as cotton into high - value - added clothing and home textiles, thus extending the agricultural industrial chain. At the backward linkage end, it attracts enterprises in China's automobile manufacturing, new energy equipment and other fields to settle in, forming a closed - loop of "import substitution - local manufacturing - export earnings". Enterprises such as BYD and Kia have already set up factories in Uzbekistan. The railway will further reduce the transportation cost of their spare parts and accelerate the formation of an automobile industrial cluster. Meanwhile, the construction of supporting facilities such as the Syr Darya intermodal logistics center will enable Uzbekistan to become a logistics distribution hub in Central Asia and be embedded in the intermediate links of the global value chain.

4.2 Effect measurement and case analysis of the China-Kyrgyzstan-Uzbekistan Railway on Uzbekistan's economy

4.2.1 Macroeconomic effects: Dual improvement in growth and balance

Economic growth, Based on the global general equilibrium model estimation by Dong Wanlu et al. (2025), combined with the GDP base of Uzbekistan of \$115 billion in 2024, in the first five years after the railway is completed, it will drive the annual GDP to grow by an additional 1.2 - 1.8 percentage points. Among them, the reduction of trade costs contributes 60% of the growth share, and the upgrading of the value chain contributes 30%. If the Uzbekistan government's investment plan of \$43 billion in 2025 is added, the long - term potential GDP growth rate is expected to increase from 6.5% to over 8%.

Effect of trade structure optimization. In 2024, Uzbekistan's exports to Europe accounted for 42.3%, while its exports to Asia (excluding China) only accounted for 32.1%. The railway will make Uzbekistan's export channels to South Asia and the Middle East smoother. It is expected that the proportion of non-Eurasian Economic Union markets will increase from the current 35% to 50% by 2030. The Asian Development Bank predicts that Uzbekistan's export volume will exceed \$50 billion in 2030, achieving the government's doubling goal ahead of schedule.

Employment and income effects: During the railway construction phase, 15,000 - 20,000 direct jobs will be created. In the operation period, it will drive the related industries such as logistics and trade to create over 50,000 new jobs. The increase in residents' income will promote consumption upgrading. The trend of an 8.1% increase in the real income of Uzbekistani residents in 2024 is expected to continue to strengthen, and the proportion of the poor population may drop from 11% to below 8%.

4.2.2 Industrial structure effect: Strengthening advantages and cultivating emerging industries

In terms of traditional advantageous industries, the transformation from "resource export" to "processing and value - added" in the textile industry is a typical example. Uzbekistan is the world's second - largest cotton producer, but in 2024, its textile exports were only \$2.867 billion, accounting for 10.6% of the total export volume, and mainly low - value - added yarn (43.2%). After the railway is completed, Xinjiang's textile machinery can be quickly transported to Uzbekistan, and Uzbekistan's ready - made garments can reach the Chinese market within 48 hours by rail. Shandong Lumian Group has restarted investment negotiations with Uzbekistan and plans to build a factory with an annual output of 5 million pieces of ready - made garments, which is expected to increase the added value of textile exports by more than 30%. In the agricultural field, Xinjiang Tianye's drip irrigation technology has been promoted in Uzbekistan, and the wheat yield per unit area in the pilot area has increased by 25%. The railway will reduce the logistics cost of fruit and vegetable exports. The momentum of a 31.2% increase in Uzbekistan's fruit and vegetable exports in 2024 will be further strengthened. It is expected that the fruit and vegetable export volume will increase from \$1.5 billion to \$4 billion by 2030.

In terms of emerging industries, the logistics industry, which features the coordinated development of logistics hubs and new energy, will witness explosive

growth. Uzbekistan Railways plans to build a regional logistics center in Andijan, integrating railway and highway resources. It is expected to handle 5 million tons of goods annually and generate transit revenues of over \$150 million. Construction of the Syr Darya intermodal transport center, in which Taitong International is involved, has begun. Upon completion, it will become a connection hub between the China - Kyrgyzstan - Uzbekistan Railway and the existing railway network in Central Asia.

The new energy industry benefits from the decline in equipment transportation costs. The Zarafshan Wind Power Project (521.7 MW) of Goldwind Science Technology and the 1 GW photovoltaic project of China Energy Engineering Group both rely on high - cost road transportation for equipment. After the railway starts operation, the transportation cost of new energy equipment will be reduced by 25%. It is expected to drive the average annual growth of clean energy investment in Uzbekistan by 20%, and increase the proportion of clean energy from 18% to 30% by 2030.

4.2.3 Regional development effects: from "core agglomeration" to "multi - pole support"

Growth poles have emerged along the route. As the first stop in Uzbekistan for the railway, Andijan Region had a foreign trade volume of \$4.175 billion in 2024, accounting for 6.3% of the country's total. After the railway is completed, it will become the "bridgehead" for China-Kyrgyzstan-Uzbekistan trade. It is estimated that its foreign trade volume will exceed \$10 billion by 2030, with its share rising to 12%. As the railway's terminus and the country's logistics hub, Tashkent City will further strengthen its function as a "land port hub". The foreign trade volume of \$25.338 billion in 2024 is expected to double within five years.

The regional gap is narrowing. In the underdeveloped southern regions such as Surkhandarya Province, the proportion of foreign trade in 2024 was only 0.6%, mainly due to the poor logistics. The planned railway branch lines will connect these regions, driving the development of agriculture and mineral resources. It is expected that their GDP growth rate will increase from the current 4.2% to over 6%, and the regional economic gap coefficient will drop from 0.35 to 0.28.

4.3 Analysis of the challenges in the implementation of the China-Kyrgyzstan-Uzbekistan Railway

4.3.1 Geopolitical and international coordination challenges

In terms of external constraints in the game among major powers, Russia still has a strong influence on the transportation network in Central Asia. The Eurasian Economic Union led by Russia uses the broad - gauge standard, while the China - Kyrgyzstan - Uzbekistan Railway uses the standard gauge. The difference in track gauges may increase the transfer cost. The "Central Asia - Caucasus - Europe Corridor" promoted by the United States tries to counter the influence of the China - Kyrgyzstan - Uzbekistan Railway. Through plans such as the "Blue Dot Network", it tries to attract Central Asian countries to participate, which may divert some investment and freight volume. In terms of the internal difficulties in coordinating the interests of the three countries, Kyrgyzstan still has concerns about the financing model, worrying about bearing too high construction costs.

Uzbekistan hopes to prioritize the construction of the branch line connecting the Fergana Basin. The difference in the demands of the two sides may delay the project progress. Although the border dispute between Kyrgyzstan and Uzbekistan was resolved in 2024, details such as railway land acquisition compensation and environmental standards still need to be negotiated.

4.3.2 Challenges in domestic supporting facilities and institutional adaptation

In terms of insufficient connection of infrastructure, the electrification rate of the existing railways in Uzbekistan is only 31.6%. Moreover, the railway interface standards at the border with Kyrgyzstan are inconsistent, and about \$2 billion of investment is needed for renovation. The logistics supporting facilities are lagging behind. There are only 3 modern freight stations in the whole country, and the storage capacity gap reaches 4 million tons, making it difficult to handle the incremental freight volume brought by the railways. Uncertainty in the institutional environment: The legal system in Uzbekistan is still imperfect. Presidential decrees frequently conflict with existing laws. The average time for enterprises to get tax refunds takes more than 3 months. Administrative intervention has led to the implementation rate of foreign - funded projects being only 60%. In 2024, the trade volume between China and Uzbekistan decreased by 9.7%, partly due to the instability of policy implementation.

4.3.3 Ecological and social adaptation challenges

The railway passes through the edge of the Pamir Plateau in Kyrgyzstan and the Fergana Basin in Uzbekistan. These areas have fragile ecosystems, which may lead to problems such as soil erosion and a reduction in biodiversity. The people in Uzbekistan have insufficient awareness of the railway construction, and there is resistance to land acquisition in some local areas. Long - term social communication work needs to be carried out.

4.4 Countermeasures and suggestions

4.4.1 Build a multi - level international coordination mechanism.

In deepening the core cooperation among the three countries, a joint management committee for the China-Kyrgyzstan-Uzbekistan Railway should be established, adopting the model of "Chinese financing + joint construction by the three countries + revenue sharing". The transit revenue of Kyrgyzstan should be used first to repay the construction loans, and Uzbekistan should use the revenue from resource development to make up for the funding gap. Promote the research and development of gauge-compatible technologies and build efficient transshipment hubs at border stations to keep the transfer time within 24 hours. Align with regional multilateral frameworks: strive for the Eurasian Economic Union to recognize the "green transit channel" status of the railway and reduce tariff barriers. Taking the railway project as a link, promote Uzbekistan to participate in the negotiation of the China-Central Asia Free Trade Area and sign the "Trade Facilitation Agreement" simultaneously to simplify the customs clearance process.

4.4.2 Improve the domestic supporting system.

In terms of upgrading the infrastructure network, apply for loans from the Asian Infrastructure Investment Bank and focus on renovating the Tashkent -

Andijan railway trunk line to achieve a 100% electrification rate by 2027. Build 5 modern logistics centers in Andijan and Samarkand, and construct cold - chain storage facilities to improve the fresh - keeping and transportation capacity of agricultural products. In terms of optimizing the system and business environment, revise the "Foreign Investment Law", establish a commitment mechanism for the stability of legal provisions, and compress the tax refund process to within 1 month. Set up a "Railway Special Economic Zone", grant 10 - year tax exemptions to textile and new energy enterprises that settle in, and replicate the regulatory innovation experience of the free trade zone in Xinjiang, China.

4.4.3 Promote the coordinated development of industries and railways.

Implement the precise layout of the "railway + industry". Build a textile industrial park in Andijan, relying on the railway to connect the cotton resources in Xinjiang with the Chinese consumer market. Create a new - energy equipment manufacturing base in Navoi Region and transport wind - power and photovoltaic equipment to Central Asian countries by rail. In terms of cultivating regional growth poles, set up the "Southern Regional Development Fund" to focus on supporting the construction of railway branches in underdeveloped areas such as Surkhandarya Region and develop the characteristic agricultural product processing industry. Learn from the entrepreneurship support experience of Tashkent, build 10 incubation centers for small and micro - enterprises in cities along the line to promote employment.

Conclusion and Recommendations

The China-Kyrgyzstan-Uzbekistan Railway affects the economy of Uzbekistan through a three-dimensional mechanism of "transport efficiency improvement - trade cost reduction - value chain reconstruction". Among them, trade cost reduction is the most direct driving factor, and value chain reconstruction is the core path to achieve long-term growth. The economic effects of the railway on Uzbekistan are manifested in multiple dimensions: at the macro level, it will boost the average annual GDP growth rate by 1.2 - 1.8 percentage points and significantly optimize the trade structure; at the industrial level, it will promote the upgrading of the textile and agricultural industries from primary exports to value-added processing and cultivate emerging growth poles such as logistics and new energy; at the regional level, it will form a growth axis from Andijan to Tashkent and narrow the development gap between the north and the south. The implementation of the project faces three major challenges: geopolitical game, insufficient supporting facilities, and institutional adaptation. These challenges need to be addressed through comprehensive countermeasures including international coordination, domestic upgrading, industrial collaboration, and ecological protection.

With the official launch of the project in 2024, future research can be deepened in three aspects: First, track the progress of railway construction and conduct dynamic effect measurement tests based on panel data. Second, focus on the micro - level of enterprises and analyze the heterogeneous impacts of the railway on enterprises of different scales and in different industries. Third, expand comparative research, compare the implementation experiences of similar projects

such as the China - Laos Railway, and provide references for the operation optimization of the China - Kyrgyzstan - Uzbekistan Railway. The China - Kyrgyzstan - Uzbekistan Railway is not only an "iron camel team", but also a "development road" for Uzbekistan to break through its land - locked constraints and achieve economic transformation. With the joint efforts of the three countries, this project is bound to become a demonstration project for the Belt and Road Initiative and inject lasting impetus into the prosperity and development of Uzbekistan and even the Central Asian region.

Referance

1. Ministry of Foreign Affairs of the People's Republic of China. Presidents of China, Kyrgyzstan and Uzbekistan send video messages to congratulate on the signing of the inter - governmental agreement on the China - Kyrgyzstan - Uzbekistan Railway project[EB/OL]. 2024 - 06 - 06.
2. China Railway. Inauguration ceremony of the China - Kyrgyzstan - Uzbekistan Railway project held[EB/OL]. 2024 - 12 - 27.
3. Zhang Huaqing, Li Qi. The China - Kyrgyzstan - Uzbekistan Railway and the reshaping of the Central Asian geopolitical pattern from a multi - dimensional perspective[J]. Regional and Global Development, 2025(1):45 - 62.
4. China Viewpoint. The China - Kyrgyzstan - Uzbekistan Railway paves the way for a new future of integration and development between China and Central Asia[EB/OL]. 2024 - 12 - 27.
5. Dong Wanlu et al. Research on the economic effects of infrastructure investment under the Belt and Road Initiative: Analysis of the economic mechanism and policy simulation of the China - Kyrgyzstan - Uzbekistan Railway[J]. World Economy Study, 2025(2):45 - 58.
6. Zhang Huaqing, Li Qi. The China - Kyrgyzstan - Uzbekistan Railway and the reshaping of the Central Asian geopolitical pattern from a multi - dimensional perspective[J]. Russian, East European and Central Asian Studies, 2025(3):67 - 82.
7. Asian Development Bank. Report on Cross - border Infrastructure Development in Central Asia (2024)[R]. Manila: Asian Development Bank, 2024.
8. World Bank. Development Paths for Double - Landlocked Countries: Transport Connectivity and Economic Growth[R]. Washington: World Bank, 2023.
9. Lai Yi. Structural reforms in Uzbekistan yield remarkable results[N]. Economic Daily. 2025 - 02 - 22(5).
10. China National Railway Group Co., Ltd. The China - Kyrgyzstan - Uzbekistan Railway: A strategic bridge for jointly building the Belt and Road[EB/OL]. <http://www.china-railway.com.cn>, 2024 - 12 - 28.
11. Huanqiu International. The China - Kyrgyzstan - Uzbekistan Railway brings three major benefits[EB/OL]. <https://world.huanqiu.com>. 2025 - 08 - 28.
12. World Affairs Journal. The strategic value of the China - Kyrgyzstan - Uzbekistan Railway is extraordinary. Why did it take 25 years to see a turnaround?[EB/OL]. <https://www.worldknowledge.com.cn>. 2024 - 06 - 24.
13. Friedmann J.A general theory of polarizational development[J]. Papers of the Regional Science Association, 1966,17(1):19-49.

14. Gereffi G. International trade and industrial upgrading in the apparel commodity chain[J]. Journal of International Economics, 1999, 48(1):37-70.

XORIJIY INNAVATION INVESTITSİYALARNI JALB ETISH DOLZARBLIGI

Tulyaganov Erkabay Jumabekovich

Angren universiteti “Iqtisodiyot va moliya” kafedrası dotsenti

E-mail: tulyaganoverkabay@gmail.com

Orcid: [0009-0009-7814-5529](https://orcid.org/0009-0009-7814-5529)

Ubaydullayeva Gulchexra Erkabayevna

kafedra o‘qituvchisi

E-mail: ubaydullayevagulchehrazafar@gmail.com

Annotatsiya. Ushbu maqolada Yangi O‘zbekiston iqtisodiyotida xorijiy investitsiya mablag‘larining ahamiyati, ularning jalb qilinishi, investitsiya siyosatining hozirgi holati va istiqbollari tahlil qilingan. Xorijiy innovatsion investitsiyalarni jalb qilish, ishlab chiqarish jarayonlarini modernizatsiya qilish, fan va texnika yutuqlarini joriy etish, hamda makroiqtisodiy barqarorlikni ta’minlashda muhim omil sifatida baholanadi. SHuningdek, innovatsion loyihalarni samarali tanlash va boshqarish, investitsiya muhitini takomillashtirish yuzasidan takliflar berilgan.

Kalit so‘zlar: Xorijiy investitsiyalar, innovatsion investitsiyalar, modernizatsiya, yangi texnika va texnologiyalar, iqtisodiy islohotlar, investitsiya siyosat, makroiqtisodiy barqarorlik, ilmiy-tadqiqot faoliyati.

Аннотация. В статье рассматривается значение иностранных инвестиций в экономике Нового Узбекистана, анализируется текущее состояние инвестиционной политики и её перспективы. Особое внимание уделено привлечению иностранных инновационных инвестиций для модернизации производственных процессов, внедрения научно-технических достижений и обеспечения макроэкономической стабильности. Также представлены предложения по совершенствованию управления инновационными проектами и инвестиционной среды.

Ключевые слова. Иностранные инвестиции, инновационные инвестиции, модернизация, новые технологии, экономические реформы, инвестиционная политика, макроэкономическая стабильность, научно-исследовательская деятельность.

Annotation. This article analyzes the significance of foreign investment in the economy of New Uzbekistan, focusing on the current state and prospects of investment policy. It emphasizes the importance of attracting foreign innovative investments to modernize production processes, implement scientific and technological achievements, and ensure macroeconomic stability. Additionally, the article provides suggestions on improving the management of innovative projects and creating a favorable investment climate.

Keyword: Foreign investments, innovative investments, modernization, new technologies, economic reforms, investment policy, macroeconomic stability, scientific research activities.

Kirish

Global iqtisodiyotda kechayotgan innovatsion jarayonlar, texnologik rivojlanish va raqobatning kuchayishi xorijiy investitsiyalarni, ayniqsa innovatsion yo‘nalishdagi sarmoyalarni jalb etishni har bir davlat uchun strategik muhim vazifaga aylantirmoqda. O‘zbekistonda ham iqtisodiyotni diversifikatsiya qilish,

Ingliz tili muharriri: Nosirova Nargiza Jamoliddin qizi
Musahhih: Vaxabova Marfua Mirkamalovna
Sahifalovchi va dizayner: Zoirov Sardor Ziyodin o'g'li

2- TOPLAM

2- MAXSUS SON /2025

© Materiallar ko'chirib bosilganda, **“Management and Economics Scientific Research Journal”** jurnali manba sifatida ko'rsatilishi shart. Jurnalda bosilgan material va reklamalardagi dalillarning aniqligiga mualliflar mas'ul. Tahririyat fikri har vaqt ham mualliflar fikriga mos kelmasligi mumkin. Tahririyatga yuborilgan materiallar qaytarilmaydi.

Mazkur jurnalda maqolalar chop etish uchun quyidagi havolalarga maqola, reklama, hikoya va boshqa ijodiy materiallar yuborishingiz mumkin.

Materiallar va reklamalar pulli asosda chop etiladi.

El. pochta: journals@timeedu.uz

Tel.: +998 95 651 90 00

“Management and Economics Scientific Research Journal” jurnali 19.09.2024-yildan O'zbekiston Respublikasi Prezidenti Administratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan 404368-son reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan. Litsenziya raqami:

C-5669639

PNFL: 308906510

Manzilimiz: Toshkent shahar Yakkasaroy tumani
Shota Rustaveli ko'chasi, 114