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As the new decade begins, we join the open international initiative The Education Pledge, and we believe it will start a non-reversible chain reaction of positive changes in education and, globally, in the society itself. New participants will be joining this initiative — entrepreneurs and philanthropists that share significant part of their assets to education industry. As our family joins The Education Pledge, we undertake to invest $100mln into education industry in nearest 10 years (compared to previous 5 years when we provided over 1 billion RUB for Rybakov Foundation activities).

This is the ultimate culmination of 5 years of Rybakov Foundation history. 5 years ago we realized we must return the resources we accumulated back to the society and create something bigger than just a collection of our personal achievements. To create a heritage, to overcome the alienation and establish communication between generations. This has become our dream.

Now, the energetic establishing stage is behind, we started many initiatives and projects many of which still operate successfully. For all these 5 years we were looking for our way with no compass and road map, and each step gave us direction for new step. We looked for best options to fulfill our heritage dream. Today, we look into future with confidence, with hope for changes for the better, confident in our capabilities.

This confidence is based on our understanding of our mission: to form a society development tradition; we found the way to fulfill it together with our companions. This mission is the basis for work of Rybakov family and foundation: we develop the child-oriented preschool education, we spread the “School is the center of society” concept, form a culture of grateful graduates and host the Rybakov Prize, an international award for education philanthropists.

We want to believe that all this work will result in establishing a social institution to fulfill two critical demands of our society: 1) demand for changes in the educational area 2) demand for active participation of the society in these changes.

Such institution will make a base to improve the educational environment and to achieve the 4th Goal of stable development: “Good education for everyone”.

Report on the foundation activity as of 2019 — how did we come up with this vision of the future. But before looking back, please look forward, beyond the horizon, and read our Letter by Philanthropist.
A LETTER FROM PHILANTHROPIST

We are the family of Igor Rybakov and Ekaterina Rybakova, entrepreneurs, investors and philanthropists. In 2015 we founded the Rybakov Foundation and work on improvement of school and preschool education in Russia and around the world.

We used to live a standard life of a wealthy family, where the husband does business and the wife cares about children and home. Our four children used to attend school and kindergarten.

We had everything to feel satisfied with our life and to be happy. But we were worried about how to prepare our children for their future. You can invest everything in your children, but if the environment remains the same, it will all be in vain.

So we decided to dedicate the other half of our lives to create a heritage and improve the education as it determines the future.

Soon we realized that the challenges in education and children upbringing are so big that they can be solved only in team. We started to look for a simple thing that we all share, something that could be described with a single word.

Once we had a long discussion about it, and then we just looked at school backpacks of our children — and we realized: we used to go at school as well. This is what we all share no matter how wealthy we are. We are made by our environment. We are all graduates of our school.

Yes, school is the most conservative institution. Besides knowledge, it puts into us stereotypes and narrow thinking.

All schools are surrounded with fence. They are like boxes. But we actually have these fences in our heads, repeating same actions. You come in, spend 10 years there and then walk outside the fence.

And never come back. But why?

And we came with a concept of completely different school. The school where students have vision of their future. They see what the graduates achieved. We realized that the Graduate is an integral part of the educational environment. We all know how important it is to meet a significant adult we could believe to in our childhood and young years. A pupil tends to believe to a successful and grateful graduate.

A grateful graduate brings something into the school that changes its properties in general and changes everyone related to it. We choose to influence in such way to make a school is the center of society. Such school teaches everyone to think on its life beyond instincts, to develop personal freedom and protection from abuse of government and control. We choose to act effectively, changing the education in such way that it led us to strong society of well-being and dignity. We choose to act large, by encouraging consistency and involving more and more people to achieve common goals.

Sharing is what gives us heart and establishes sense and relations based on trust.

We want that the priority of the school was establishing a Grateful Graduate.

We want the school to become the center of society and real source of changing the society for the better.

We want to form a social development tradition with our own hands. It is one of the reasons why we founded Rybakov Prize, the international award for education philanthropists and patrons.

Sharing became our purpose. So we decided to becoming part of international initiative The Education Pledge and hereby undertake to donate half of our family capital and at least $100mil for development of education in Russia and around the world within next 10 years.
On March 13, 2019, Rybakov Foundation presented its new presentation at the TASS press conference: “School is the Center of Society.”

“To form tradition to develop the society with one’s own hands” — this is the mission that the Rybakov Foundation set forth, and the school is the center of society is a profitable environment to fulfill such mission. Because the school forms the personality of the citizen-to-be. This means that the school must become a focus of efforts by whole society. In order to make a pupil to realize and fulfill its potential, to develop skills required in 21st century, Rybakov Foundation helps to develop schools into profitable environment for interaction between all people.

The school aims to establish a grateful graduate. When the graduates come back to school they make it clear for the pupils why they come here to study every day. This makes the school principal confident that he will be able to achieve his goals. It gives meaning and recognition for teacher. It reduces the anxiety of parents.

In 2019, we established the Center of Competences that develops the tools to implement the concept. Together with Foxford we developed online educational course “School is the Center of Society” intended for step-by-step implementation of the concept. To develop it, we obtained the best cases of using the concept from all around Russia. In the end of 2019, we started forming School Community that unites school principals, teachers, graduates and entrepreneurs. We held two face-to-face meetings and started a regular online work format.

What is School as a Center of Society?

It is an open environment where not only teachers, administration staff and pupils interact, but other people as well: parents, grateful graduates, volunteers, workers of non-profit organizations, and governmental representatives. This environment involves the people not related to the education but still enriching the school with their experience. Such school serves as a catalyst for crucial changes in the society.

GOALS FOR 2030

- 10% Russian schools working according to the concept in 2030 (“School is the Center of Society”)
- 1,000,000 graduates involved in school life as volunteers, mentors, investors to the school charity foundation or endowment founders in 2030
- 1,000 edupreneurs from business area become partners of the schools

**SCHOOL IS THE CENTER OF SOCIETY**

rybakovfoundation.org

Principal as a leader
School development plan
Teachers
Students
Authority
Business
Community manager
Mentorship
Volunteering + live career guidance

**Modern team**

**Partnership with society**

**Financing**

Funding
Charitable foundation or endowment
Paid services

**Short-term effect: 1 year**

- Students
  - involvement in the school life
  - interest in learning
  - low stress level

**Medium-term effect: 5 years**

- Alumni
  - preparation for the after school
  - 21st century skills

**Long-term effect: 10 years**

- Alumni
  - personal fulfillment
  - school appreciation
  - proactive stance

**Changes in 20 years**

- Alumni
  - tradition of changing society with your own hands

**School is the Center of Society**

- 3,800 schools enrolled to the “School is the Center of Society” course

**Medium-term effect: 5 years**

- Alumni
  - preparation for the after school
  - 21st century skills

**Long-term effect: 10 years**

- Alumni
  - personal fulfillment
  - school appreciation
  - proactive stance

**Changes in 20 years**

- Alumni
  - tradition of changing society with your own hands
On autumn 2019, founders of the Rybakov Foundation started an international Rybakov Prize with $1mln grand prix which Randall Lane, chief content officer and editor of Forbes USA, called “Nobel prize for education philanthropists”.

The Prize is intended to show the society now role models of the people who donated their own funds for refreshment of preschool and school education and achieved significant changes. Our mission is to make changing the society with one’s own hands into tradition. Heros of Rybakov Prize make this ideal true: they change the social and educational environment in their village, city, country, around the world, they make it because they feel like it, and give inspiration to others.

The World Bank and the UNESCO Institute for Information Technologies in Education were partners of the prize, Forbes Media and RBC were media partners, and PwC was an independent auditor.

452 prize applications were filed from 53 countries
$ 1,000,000 was the amount of grand prize to support the winner’s activity
16 candidates from 7 countries shortlisted for the Rybakov Prize.

The Rybakov Grand Prix of $1 million was awarded to Abdul Abdulkerimov, Russia, the founder of Luminary, an innovative educational center in a mountain village of Khrug in Dagestan. This center became the point of attraction for children from adjacent villages as they could study there for free. The special features of the center are interdisciplinary approach and modular education: children dig into a subject for a month, studying it from different aspects, assisted by “residents”, which are not teachers but practitioners from all around the country. Abdul Abdulkerimov is a phulanstrospist of “Prosveshcheniye” Foundation, named after honorary educator of the Republic of Dagestan, Makhmud Abdulkerimov.

Olga Zubkova, Russia, is the inspiring leader and president of “Tetradka Druzhby” Educational Development Association from Perm. Its educational programs for creating an inclusive environment are used in 24 countries worldwide. The Association supports joint socially relevant initiatives of teenagers with different abilities and needs. Zubkova prepares to start a franchise that would enable schools to become centers of inclusive environment in local communities.

Boris Bulayev, USA, co-founder of Educate!, a non-profit organization that changes the school education in Africa by focusing on leadership, entrepreneurship and the needs of the 21st century economy. The goal is to enable young people starting their own business or find modern job immediately after graduating from school. The organization cooperates with schools and the governments of Kenya, Uganda and Rwanda, where Educate! helps almost 50 students. Bulayev intends to have one third of all Ugandan secondary schools (1,000 schools) associated with Educate! in 2020 and to promote education reform in Rwanda.

Safina Husein, Educate Girls, president of the jury of Rybakov Prize: “As we aspire to achieve the fourth goal of sustainable development proclaimed by the UN General Assembly, “Quality Education for All”, and shape the future for new generations, we need multiple initiatives like this to give impetus to innovative social projects. I hope that the energy that Ekaterina and Igor Rybakov bring into education will inspire and convince others to join this initiative!”

Osama Obediat, Queen Rania Teacher Academy, member of the jury of Rybakov Prize: “I hope Rybakov Prize will officially get the title of “Nobel prize for education philanthropists” and becomes one of the most prestigious in the world. Igor Rybakov is one of the most prominent philanthropists in education. What Igor Rybakov and Ekaterina Rybakov are doing is extremely important and great. I hope many other wealthy people will follow their example. I see many auspicious initiatives and persons shortlisted for the Rybakov Prize, and I wish them success.”

The Rybakov Prize 2020

ANNUAL REPORT OF THE RYBAKOV FOUNDATION 2019

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On August 29, at the “City of Education” forum, Ekaterina Rybakova announced launch of the “School” competition of the Rybakov Foundation.

In 2019, we decided to join and amplify capabilities of our two successful competition programmes: TOPSchool and #iTeacher which the Rybakov Foundation has been hosting for 3 years. For 3 years, 1,351 schools and 1,882 teachers from over 80 regions of Russia took part in these, and 63 schools implemented socially significant projects that involved over 40k people.

We started a new competition: Rybakov School Award. We did this to support best practices of school teams and teacher that unleash the potential of a pupil and transform the school into the center of society.

Rybakov School Award has two categories: “We are the school team” which is for school communities that accumulate resources, knowledge, talents and power to establish a profitable environment for development of each pupil; and “I am an iTeacher” which is for teachers that not just give precious knowledge to pupils but help them to develop skills required in 21st century.

The competition has been supported by 13 partners, including MEL and VK, general partners of the competition, and the educational partner Rosuchebnik. Ministry of Education of the Russian Federation also provided information support.

School teams received 500k RUB each for further development of their activity, and teacher received 50k RUB each for their personal or professional needs. The winners were also awarded with special access to the “School is the Center of Society” online course developed by the Rybakov Foundation together with Foxford, joined our growing community, and they will enroll enter the Spring Leadership School in April 2020.

We received so many great applications with small margin from the winners, that the Expert Board of the award awarded another 30 teams and 50 teachers. As winners they also received educational privileges from the Price partners: Foxford, SkyEng, Geek Teachers, Snail.

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In 2019, Rybakov Preschool Award ended – the 3rd All-Russian Competition name after L.S. Vygotsky, held by the Rybakov Foundation and University of Childhood, aimed to provide environment for sharing experience and to establish a strong community of preschool education specialists. Amount of applications increased almost doubled compared to previous year.

4,713 applications were filed by teachers and students from 84 regions of Russia

50,000 people voted online for best participant video

193 teachers and 73 students won the 3rd L.S. Vygotsky Competition. All winner got the financial support: teachers received 50k RUB each, students received 20k RUB each. The best participants were also provided with new opportunities for professional growth: participation in the conferences of their own choice, seminars under PROChildren and Independent Quality Evaluation programmes — these are programmes of the University of Childhood initiative in preschool education.

193 and 73

teachers
students

won 3rd L.S. Vygotsky Competition

120 best participants went to Moscow in July to the traditional Summer School hosted by the Rybakov Foundation

Winners of the L.S. Vygotsky competition studying in Moscow

Winners of the 3rd Vygotsky Competition at the Moscow International Education Fair on April 11, 2019
All-Russian program for development of entrepreneurship among schoolers and students. The participants develop entrepreneur skills to start their own project or find a job as an internal entrepreneur.

Preactum team

- Hosted two all-Russian competitions “Preactum Cup. Practices of the Future” for young entrepreneurs together with partner, Study Club Initiative of NTI, supported by Innopraktika.
- Started an online competition at the Preactum website for beginner entrepreneurs and ZAVOD project development program.
- Developing and implementing b2b-products, corporate partners include MegaFon and Mars.

23,000 people work in Preactum
3,500 applications were filed for the Preactum cup from pupils of 379 High schools, secondary specialized and higher educational institutions
14–25 years age of the Preactum Cup participants
1,500 schoolers and students attended 9 in session intensive classes of the Cup in various Russian cities where they were finishing their projects

> 7,000 female participants from 150 Russian and foreign cities, +x increase compared to 2018
700 women passed through project accelerator hosted jointly with Lady007.ru

PRO Women is the community where women, supported by their fellow comrades, achieve their goals and unleash their potential via intense activity.

Meeting of regional representatives of PROWomen, September 28–29, 2019

- Started first project competition among the PROWomen participants – konkurs.pro-women.ru.
- The community arranged first regional women business forum in Arkhangelsk.
- At the Woman Who Matters forum, mentor session Mentor Match with top-CEO and entrepreneurs was arranged.
- Arranged first all-Russian PRO Women Leadership Forum for top-100 active group leaders and first meeting of regional community representatives in Moscow.
- Started “PROWomen stories” series – open meetings with famous women with successful career. 8 meetings were hosted.
- Started first project competition among the PROWomen participants – konkurs.pro-women.ru.
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Pre-school education program aimed to develop cerebral control functions of preschoolers with specifically planned activities and developed story-based roleplay.

On summer, the program was subjected to expert evaluation by the Institute for Study of Childhood, Family and Upbringing Russian Academy of Education and was included into the Preschool Education Programmes Navigator made by Federal Institute for Education Development of the Russian Presidential Academy of National Economy and Public Administration and Ministry of Education of the Russian Federation.

In 2019, PROChildren franchise was developed – turnkey solution to launch the programme. The franchise makes the programme more accessible: more teachers can create the environment for smooth development of children, to teach them self-control, planning, teamwork. Franchise will appropriate various audiences, from social entrepreneurs to teachers. Among first four franchisee was Maria Valganova, regional representative of PROWomen community, founder of school and kindergartens Smart School, and Elena Demisheva, coach in ProChildren.

Some kindergartens were established as basic platforms for PROChildren. Training platforms invite teachers of the region to demonstrate the programme capability, for training, sharing experience. Innovative and development platform adapt the programme for special needs of colleagues / parents / groups of children. This activity is performed under agreements of cooperation with regional governmental authorities and by initiative of the kindergartens that successfully implement the program.

University of Childhood initiative of the Rybakov Foundation unites and supports people who develop child-oriented preschool education. This is the educational community and ecosystem of projects for professional and personal development of preschool education specialists.

University of Childhood community

Team of PROChildren franchise with first franchisee

In 2019, online platform “Child-Oriented Kindergarten” was launched, developed by the University of Childhood together with the Moscow School of Social and Economic Sciences and Moscow City University. This platform enables teachers and parents to learn using modern tools for evaluation of quality of preschool education, and kindergarten can order such expert evaluation.

For two times the team presented projects in US at international early development conferences hosted by NAEC – National Association for the Education of Young Children. University of Childhood was the only Russian participant.

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Impact Partners of the Foundation

**GEEK teachers**

Educational project started in 2018 at the initiative of three young teachers, participated in the competitive program of Rybakov Foundation. Mission: to make education modern and interesting.

- Started online course "School of projects" to improve and create educational projects from scratch. 2,700 people enrolled. 13 participants came to accelerator in Saint-Petersburg. 5 of them were awarded with grants to start their own projects, and 2 participants received support by Geek Teachers for starting and promoting the project.
- Produced YouTube show "Pimp My Classroom". Announced a competition for free modern renovation of a classroom. Received 95 applications from teachers — from Astrakhan region to Yamalo-Nenets Autonomous District. Renovated three classrooms.
- Became winners of Social Impact Award in special nomination from Rostelecom and won a trip to an international summit meeting in Kiev.
- Performed hackathon in technologies fest Geek Picnic in Saint-Petersburg and Moscow.
- Mentoring team of MENTORY hosted webinars on mentoring at schools by invitation of Rosuchebnik.

> 2,500 teachers participated Geek Teachers Fest in Yekaterinburg, Saint-Petersburg, and Krasnoyarsk.

6,700 participants of "School for Speakers".

**MENTORY**

The National Resource Center of Mentoring MENTORY provides support to organizations using mentoring methodology to achieve the best educational social-cultural and business results.

- In 2019 MENTORY won an open competition hosted by the Ministry of Education of the Russian Federation, developed and successfully tested a mentoring methodology in education. Results of assessment show that children’s meta-skills development level increased, they grew more confident in themselves and their future, more motivation to go to school. According to the national project Education, MENTORY methodology will become a base for mentoring in secondary, secondary professional and supplementary education. Mentor’s workbooks were issued, OpenMentor platform was set off.

5 regions of Russia carried out methodology testing with participation of 1,000 peoples.

70% scholars will be involved in various forms of mentoring by MENTORY methodology and be able to unfold their potential by 2024.
Private club for high-impact businessmen. Only a businessman can share his experience with other businessmen. Equium is about improving quality of social life through development and promotion of role models of high-potential entrepreneurs.

Field session Equium hosted in December 2019

8
of them +4 in 2019
residents
of those +144 in 2019

3,487
applications
for entering

> 230
Events

• All representative offices of the club have 24 groups of Boards of Directors, each group holds a meeting once a month. Also general club meetings are held in each region as less as once a month.
• The First Honest Enterprise Forum was started. Two forum were held in 2019: in May with 300 persons and in December with 700 persons.

35,000
children
in 37 regions of Russia received training by the project Healthy Eating from A to Z and became healthier

226,000
Russians
participated in the 1st All-Russian Financial Exam hosted by Core by the order of Central Bank in order to increase financial awareness of the people

Flagship project by Core — Healthy eating from A to Z. This is All-Russian social project training on fundamentals of healthy eating and formation of healthy eating habits of children and parents. The course is integrated in the curriculum of Environment in the junior school.

Core took part in hackathon which was recorded in the Guiness World Records as the most large-scale in history. Hackathon became a final of the competition Digital Breakthrough performed by Autonomous Non-commercial Association Russia — country of possibilities. 19,000 IT specialists and managers passed 132,000 tests on Core platform within a preliminary round.

Core is an online platform to create mobile-friendly educational materials. Except for lessons and courses, including for persons with health limitation, Olympiads and competitions can be held on Core. The platform is based on the model of mixed and project-oriented education. Core helps to develop horizontal connections between teachers and decrease their load. The platform is free for teachers.

Core is a distributed team working in several core directions.
On the photo — a part of the team on Island 2030, Skolkovo, 2019.

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### FINANCIAL STATEMENT

<table>
<thead>
<tr>
<th>Receipts, total:</th>
<th>397,100,000 ₽</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receipt of donation by I.V. Rybakov</td>
<td>265,000,000 ₽</td>
</tr>
<tr>
<td>Receipts of donation by I.V.Rybakov for school endowments establishment and updating</td>
<td>35,600,000 ₽</td>
</tr>
<tr>
<td>Receipts of outside financing for school endowments establishment and updating</td>
<td>48,000,000 ₽</td>
</tr>
<tr>
<td>Income from special-purpose capital WELF to support entrepreneurship development programs</td>
<td>35,800,000 ₽</td>
</tr>
<tr>
<td>Income from special-purpose capitals to support and develop Schools as a center of society</td>
<td>8,500,000 ₽</td>
</tr>
<tr>
<td>Income from special-purpose capital to finance Legacy Endowment Services operational activity</td>
<td>1,800,000 ₽</td>
</tr>
<tr>
<td>Income from special-purpose capitals to support other projects in the field of education, culture and enlightenment</td>
<td>2,400,000 ₽</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses, total:</th>
<th>364,900,000 ₽</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs and competitions</td>
<td>200,000,000 ₽</td>
</tr>
<tr>
<td>Expenses for establishment and replenishment of school target capitals</td>
<td>84,000,000 ₽</td>
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<tr>
<td>Payment of income from special-purpose capital WELF for Preactum program development</td>
<td>6,000,000 ₽</td>
</tr>
<tr>
<td>Payment of income from special-purpose capitals to support and develop Schools as a center of society</td>
<td>8,500,000 ₽</td>
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<tr>
<td>Payment of income from special-purpose capitals to finance other projects in the field of education and culture</td>
<td>2,400,000 ₽</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>64,000,000 ₽</td>
</tr>
</tbody>
</table>