

APPROVED
by the decision of the Board of
Directors NPJSC “Abylkas
Saginov Karaganda Technical
University”
dated April 16, 2026.
(Minutes No.3)

OVERALL LEVEL OF RISK APPETITE
Abylkas Saginov Karaganda Technical University NJSC

Risk appetite statement

The Company recognizes that its risk appetite is constantly evolving as it responds to internal and external changes. At any given moment, the Company is prepared to accept additional risks in one area while mitigating them in another. As part of its annual risk analysis, risk appetite will be compared with current strategic and operational needs.

1. The Company's approach to risk is to minimize the negative impact on the achievement of key strategic goals and objectives:

- 1) The Company will not compromise its compliance with anti-corruption legislation, legislative norms, and qualification requirements in the areas of higher education, information security, and the dissemination of information about its activities.
- 2) The Company will accept higher academic and financial risks if a clear return and positive impact on its strategic ambitions are demonstrated.
- 3) The Company adheres to a cautious strategy in the implementation of general governance, digitalization, and the implementation of artificial intelligence, as well as human resources management, preventing any negative impact on employees. At the same time, the Company is prepared to assume certain HR management risks to improve the quality of educational services.
- 4) The Company is prepared to consider optimal solutions in the area of social and educational policy and partnerships with enterprises and organizations in the event of a projected increase in the effectiveness of programs and projects implemented by the Company.
- 5) The Company is prepared to assume certain risks in the area of scientific management and the development of material and technical resources, as well as technologies, if innovations and improvements to key systems and services prove profitable.

Table 6 presents the risk appetite matrix that represents risk appetite statements for each risk category.

Table 6 – Risk appetite matrix

	Unfavorable	Causious	Moderate	Low
--	-------------	----------	----------	-----

Abylkas Saginov Karaganda Technical University NJSC

Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process	<i>Preventing risks and uncertainty</i>	<i>Preference is given to safe options that have a low degree of risk and may have limited potential for profit.</i>	<i>Readiness to consider all possible options and select the one that is most likely to lead to successful implementation at an acceptable level of remuneration and value for money</i>	<i>Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process</i>
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process	L1, O5, O2, O1	F1, S4, S5, S3, S10*, S11*		
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process	O4	F2, F4, S1, O3		
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process				F3
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process			S2	
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process	A1	A4, A6, A10*	A7	
Searching for innovative ideas and choosing options that offer potentially higher returns, despite the high risks inherent in this process		A3, A5	A2, F6	S6

The risk appetite matrix categorizes the university's core management processes and suggests a defined risk appetite:

- **unfavorable**, which involves completely preventing the occurrence of a risk event or eliminating its causes in the areas of personnel management and educational activities, including the potential for corruption;
- **cautious**, which involves searching for safe options for achieving strategic goals in the areas of general management, personnel management, and the management of social, educational, and research activities;
- **moderate**, which considers options that achieve an optimal cost-benefit ratio in all areas of management, with the exception of certain general issues;
- **low**, which involves searching for innovative ideas that entail significant costs but potentially yield the most effective results in infrastructure development and research management.