

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

## **2026 TOLERANCE LEVELS FOR KEY RISKS**

### **Risk tolerance**

To effectively monitor and prevent risk appetite from exceeding its limits, the Company applies risk tolerance.

Risk tolerance levels for the key risks are established based on two main approaches:

1) An objective approach – takes into account the requirements of laws, regulatory legal acts of state supervisory authorities, and the Company's internal regulatory documents.

2) A subjective approach – risk tolerance levels for key risks are determined through a survey or questionnaire among experts. With this approach, experts, based on their experience and knowledge, determine a threshold level, which constitutes the risk tolerance level for the key risk.

Risk tolerance for key strategic indicators and KPIs of Management Board Members represents the maximum permissible deviation from the existing risk level and is indicated by risk owners in the company's key risk tolerance table under the "Risk Tolerance" column.

Operating within risk tolerance levels for key risks provides management with a higher degree of confidence in the effectiveness of achieving set goals without exceeding risk appetite.

After risk tolerance is approved, risk tolerance levels are monitored. Risk tolerance levels are revised if new risks emerge or are identified, or if risk events occur. The responsible unit monitors compliance with risk tolerance levels for key risks on a quarterly basis in accordance with the following procedure:

1) comparing actual deviations in risk tolerance levels from planned indicators;  
2) in the event of a deviation, the responsible unit, together with the relevant structural units, determines the causes and takes additional mitigation measures. As a result, actual risk tolerance levels are aligned within the established planned corridor for each risk or the risk tolerance is revised.

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### Company tolerance to the key risks

**Company has established the maximum level of the key risks: 10 (according to the Risk Map)**

No.	Risk name	Risk code	Risk factor	Risk level	Risk tolerance	Strategic goal	KPI of the Board member <sup>1</sup>	Risk distribution among the Board members
1.	Risk of reduced employee productivity	F2	Decline in university revenue	6	7,5	Enhancing the financial and economic stability and developing the material and technical base of the university	To increase employee labor productivity from 8,200 thousand KZT per person in 2024 to 9,500 thousand KZT per person by 2026. [Rector's KPI]	Chairman of the Board, Rector
2.	Risk of reduced university revenue	F1	Decrease in student enrollment	5	7,5	Enhancing the financial and economic stability and developing the material and technical base of the university	To increase university revenue from 10,531,899 in 2024 to 11,048,839 in 2026. [Rector's KPI]	Chairman of the Board, Rector
3.	Risk of reduced quality of students' practical skills	A1	Decline in the effectiveness of research and contract-based activities	5	7,5	Customer orientation (employers, students, society)	To increase the average monthly base salary from 175 thousand KZT in 2023 to 245 thousand KZT in 2026 (12% per annum). [KPI for Rector and Vice-Rector for Administrative Affairs]	Vice-Rector for AA
4.	Risk of non-compliance with information security requirements	O1	Weak partnerships with enterprises	5	7,5	Ensuring effective management	To increase the level of digital maturity from 1.5 in 2024 to 2 by 2026. [KPI for Vice-Rector for Digitalization]	Vice-Rector for Digitalization
5.	Risk of providing inaccurate information to external information systems and databases	O2	Deficiencies in the information security system; non-compliance with information security requirements; loss of or unauthorized access to documents designated for internal use	5	7,5	Ensuring effective management	To increase the level of digital maturity from 1.5 in 2024 to 2 by 2026. [KPI for Vice-Rector for Digitalization]	Vice-Rector for Digitalization
6.	Risk of reduced alignment of scientific research with the needs of industry and business	A2	Failure to ensure the population of information within the university's LMS	4,5	6	Customer orientation (employers, students, society)	To ensure the creation of at least 50 potential R&D outcomes (RSSTD) involving Intellectual Property Objects (R&D works) at TRL 5–6 (rising from 30 in 2024 to 50 by 2026). [KPI for Vice-Rector for Research]	Vice-Rector for Research

<sup>1</sup> In case of approving a new KPI formulation, this section will be changed

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7.	Risk of a decline in international collaborations and publication activity among university faculty	A3	Weak partnership ties with foreign universities	4,5	6	Ensuring management effective	To ensure the internationalization of the university's faculty and staff through academic mobility, internships, the engagement of foreign experts, and language courses, increasing the number of participants from 40 in 2023 to 101 by 2026. [KPI: Vice-Rector for SDI]	Vice-Rector for SDI
8.	Risk of a decline in standing within the QS World University Rankings	S4	Changes in the QS ranking methodology	4,5	4,5	Ensuring management effective	To ensure the strengthening of the university's position in the QS World University Rankings, reaching the 801+ band by 2026. [KPI: Rector and Vice-Rector for SDI]	Vice-Rector for SDI
9.	Risk of a decline in the quality of instruction	A4	Changes in the composition of the faculty staff due to various reasons (including the hiring of individuals lacking pedagogical experience or professional development certificates in pedagogy)	4	6	Customer orientation (employers, students, society)	To increase the average monthly salary of faculty and staff from 175,000 KZT in 2023 to 245,000 KZT in 2026 (a 12% annual increase). [KPI: Rector and Vice-Rector for Academic Affairs]	Vice-Rector for AA
10.	Risk of obsolescence of material and technical infrastructure, and its inadequacy for conducting research aligned with the needs of modern industry	F3	Reduction in financial funding and corporate sponsorship provided to academic departments by enterprises	4	6	Customer orientation (employers, students, society)	to ensure revenue generation from sponsorship support and R&D projects commissioned by industrial enterprises, business partners, and Corporate University organizations, increasing from 300 million KZT in 2024 to 515 million KZT in 2026. [KPI: Vice-Rector for Research]	Vice-Rector for Research
11.	Risk of stagnation in supplementary income for faculty derived from various academic activities	F4	Low motivation among faculty members to participate in professional development programs, language courses, or the development of digital educational resources	4	4	Highly qualified human resources	To increase the supplementary income of faculty members (derived from digital educational resources, professional development courses, paid academic services, language courses, IELTS training, and named scholarships) from 3.2 million KZT per person in 2024 to 6.0 million KZT per person by 2026. [KPI: Vice-Rector for Academic Affairs]	Vice-Rector for AA

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12.	Risk of uncontrolled use of AI by students and faculty	A10	Absence of approved internal regulations and guidelines regarding the use of AI in the educational process	4	6	Highly qualified human resources	To increase the percentage of faculty and staff who have undergone digital retraining—including training in AI skills—under the AI-Sana program (reaching at least 80% by 2026); and ensure that all students complete AI courses under the AI-Sana program (reaching 100% by 2026). [KPI: Vice-Rector for Digitalization]	Vice-Rector for Digitalization
13.	Risk of decline in the quality of the teaching staff	S1	Lack of continuity across scientific schools; substandard support for early-career researchers, particularly regarding the defense of their dissertations	3	4,5	Highly qualified human resources	To ensure the creation of 50 R&D results at TRL levels 3–4 (Number of articles in Q1–Q2 journals indexed in Web of Science (Clarivate Analytics) and Scopus (Elsevier) — up to 50 by 2026) [KPI for Vice-Rector for Research]	Vice-Rector for Research
14.	Risk of reduced student engagement in socio-educational activities	S2	Coercive involvement of students in socio-educational activities (solely for the sake of meeting quotas)	3	4,5	Customer orientation (employers, students, society)	To increase student engagement in club and extracurricular activities from 50% to 65% by 2026. [KPI: Vice-Rector for SEW]	Vice-Rector for SEW
15.	Risk of non-compliance of the internal quality assurance system with international standards	S3	Absence of professional development programs in specialized fields for departmental staff	3	4	Highly qualified human resources	To strengthen the University position in the QS World University Rankings to the 801+ band by 2026. [KPI: Rector and Vice-Rector for SDI]	Vice-Rector for SDI
16.	Risk of staff digital competencies failing to meet current demands	O3	Lack of accessible learning resources	3	4	Highly qualified human resources	To raise the level of digital maturity from 1.5 in 2024 to 2.0 by 2026. [KPI: Vice-Rector for Digitalization]	Vice-Rector for Digitalization
17.	Risk of a decline in the number of marketable R&D outcomes at TRL levels 7–9	A5	Low quality and/or absence of significant results from scientific and R&D activities with potential for commercialization	3	4,5	Highly qualified human resources	To facilitate the creation of 15 commercially viable R&D outcomes (TRL 7–9); specifically, increase the number of Scopus-indexed publications generated via the Intellectual Property Office (OIS) from 2 in 2024 to 15 by 2026. [KPI: Vice-Rector for Research]	Vice-Rector for Research
18.	Risk of a decline in rankings within the national institutional rating among technical universities	S5	Weakened competitive standing relative to rival universities	3	4,5	Ensuring management effective	To strengthen the position in the national institutional ranking of technical universities from 5th in 2024 to 3rd place in 2026. [KPI of Vice-Rector for SDI]	Vice-Rector for SDI

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19.	Risk of a decline in the number of graduates across TVET, Bachelor's, Master's, and Doctoral programs	A6	A lack of full alignment between academic conditions and student expectations	3	4,5	Focus on consumers (employers, students, society)	To ensure a reduction in the share of dismissed students relative to the total student body from 6% in 2024 to 5% in 2026. [KPI for the Vice-Rector for SEW]	Vice-Rector for SEW
20.	Risk of non-compliance with internal regulations and labor discipline by faculty and staff	O4	A reduced level of awareness among faculty regarding internal regulations, as well as a lack of time-management skills among faculty and staff	3	4,5	Ensuring effective management	To maintain a "zero tolerance" level for administrative, corruption-related, and criminal violations by students and staff. [KPI for Rector and Vice-Rector for SEW]	Chairman of the Board, Rector
21.	Risk of insufficient centralized management of innovative projects	S6	Insufficient centralized management of innovative projects	3	4,5	Focus on consumers (employers, students, society)	To ensure the creation of at least 50 potential R&D projects involving Intellectual Property Objects (or Experimental Design Work) at TRL levels 5–6 (increasing from 30 in 2024 to 50 by 2026). [KPI for Vice-Rector for Research]	Vice-Rector for Research
22.	Risk of a decline in the number of students enrolled in continuing education programs	A7	Rising tuition costs; competitors offering courses at dumping prices; low purchasing power among the general population; and competition in the provision of non-formal educational services	3	4,5	Focus on consumers (employers, students, society)	To increase faculty income (derived from digital educational resources, professional development courses, paid educational services, language courses, IELTS preparation, and named scholarships) from 3,200 thousand KZT per person in 2024 to 6,000 thousand KZT per person by 2026. [KPI for Vice-Rector for Administrative Affairs]	Vice-Rector for AA
23.	Risk of merely formal implementation of AI, lacking tangible managerial or educational impact	S11	The absence of approved internal regulations and guidelines for the use of AI in business processes	3	4,5	Ensuring effective management	To ensure the development and implementation of AI agents (10 agents by 2026). [KPI: Vice-Rector for Digitalization]	Vice-Rector for Digitalization
24.	Risk of non-compliance with qualification requirements	O5	Insufficient provision of material assets that comply with sanitary rules and standards approved by the competent authorities in the fields of healthcare and fire safety	2,5	2,5	Ensuring effective management	To ensure the successful completion of external quality assessment procedures (share of accredited educational programs operating for more than 4 years: 100%) [KPI of the Vice-Rector for Strategic Development and Internationalization]	Vice-Rector for SDI

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25.	Risk of administrative, corruption-related, or criminal offenses committed by students and staff	L1	A low level of anti-corruption and legal culture among students and staff	2,5	2,5	Ensuring management effective	Maintain a "zero tolerance" level regarding administrative, corruption-related, and criminal violations by students and staff [KPI: Vice-Rector for SEW]	Vice-Rector for SEW
26.	Risk of diminished returns from the university's research and development activities	F6	An absence of successful applications for grant and targeted program funding, as well as contracts with industrial enterprises for conducting research and other work	2	2	Enhancing financial and economic stability and developing the university's material and technical base	To increase revenue generated from the university's research and development activities—through securing grants from the General Fund and Priority Sector Funds, commercialization grants, executing contract-based research projects, and engaging in other forms of scientific activity—from 1,228,858.69 thousand KZT in 2024 to 1,404,503.40 thousand KZT in 2026 [KPI of the Vice-Rector for Research]	Vice-Rector for Research
27.	Risk of AI agents failing to align with real-world managerial and educational tasks	S10	An orientation toward quantitative metrics of AI implementation, without an assessment of the results and impacts achieved	2	4	Ensuring management effective	To ensure the development and implementation of AI agents (10 agents by 2026). [KPI: Vice-Rector for Digitalization]	Vice-Rector for Digitalization