

Strategic Priority*

1. Driving Growth
4. Enhancing Partnerships

2. Engaging Customers
5. Embedding best practices

3. Empowering our people

Risk ID	Risk	Mitigation	Risk Owner	Strategic Priority* impacted	Capital Impacted	Change over last year
1	Product Risk	-	-	-	-	
2	Product Obsolescence	-	-	-	-	
3	Claims by Clients v/s Directors & Officers in overseas operations	<ul style="list-style-type: none"> Clear contractual escalation process as part of communication management Dispute mechanism in contracts Adequate insurance cover in operating countries 	CEOs	1	 	
4	Kidnap & Ransom	<ul style="list-style-type: none"> Educating employees on safety measures Favouring agents as introduced by our local partner Avoidance of high risk countries 	CEOs	1, 2, 3	 	
5	Cyber Liability Risk	<ul style="list-style-type: none"> Clear Information Security (Info Sec) policies Info Sec awareness training regularly dispensed to all employees Enforcing Info Sec controls on employees devices 	Mgt	1, 2, 5	 	
6	Overstretched resources	<ul style="list-style-type: none"> Implemented better Project Management process Strengthened relationships with Partners for Staff augmentation in different countries during peak period 	GM - InfoSystems	2, 3, 5	 	
7	Business Continuity failure	<ul style="list-style-type: none"> Daily backups of system data, which are replicated regularly off-site Optimised operational process for employees' ability to work off-site 	Mgt	5	 	
8	Delivering not up to client expectations	<ul style="list-style-type: none"> Implemented customer feedback on every project as part of ISO 9001 initiative Overall customer satisfaction survey carried out independently, once yearly 	CEOs & Managers	1, 2	 	
9	Non-compliance to Legal & Contractual laws & regulations in overseas Operations	<ul style="list-style-type: none"> Used specialised local partners in countries where we operate Optimising business model by using staff augmentation 	CEOs	1, 5	 	
10	Information Security Risks	<ul style="list-style-type: none"> Adopted overseas strategic partner's best practice Clear Info Sec policies Info Sec awareness 	GM - InfoSystems	1, 5	 	
11	Underquoting	<ul style="list-style-type: none"> Review of quotes by GMs Review by a committee for large project 	CEOs & Managers	1, 5	 	
12	Risks of our principals going directly to market and bypassing us	<ul style="list-style-type: none"> Diversified into other businesses, involving own IP 	Mgt	1		
13	Foreign Currency risk	<ul style="list-style-type: none"> Volatility of forex followed regularly As far as practically possible, projects sold on same currency as equipment/services being purchased 	CEOs	1	 	
14	Interest rate risk	<ul style="list-style-type: none"> Controlled. Group does not have any borrowings, except for leasing facilities 	CEOs	1	 	
15	Liquidity risk	<ul style="list-style-type: none"> Controlled. Group has built up enough cash reserves 	CEOs	1, 3, 4	 	
16	Credit risk	<ul style="list-style-type: none"> Our major customers are large institutions Approval of credit facilities by committee 	CEOs	1, 2	 	
17	Key men risk	<ul style="list-style-type: none"> Succession planning implementation in progress 	CEOs	1 to 5	 	
18	IP risk	<ul style="list-style-type: none"> Constant Platform evolution causing leaked source code of previous versions uncompetitive 	CEO - NanoBnk	1, 4	 	

Financial Capital
 Human Capital
 Intellectual & Digital Capital
 Relationship & Social Capital
 Technological Capital

Risk has decreased
 Risk is unchanged
 Risk eliminated
 New risk introduced

Colour of the risk ID defines our risk appetite

● Low risk appetite
 ● Medium risk appetite
 ● High risk appetite