






## 9. Risk Management

Our Enterprise Risk Management Framework periodically evaluates and monitors key risks and business processes, thereby suggesting suitable mitigation plans across different locations to maintain the robustness of our systems.

Identification of Major Risks	Detailing of the Risks	Mitigation Plan	Strategies Impacted
<p><b>Project execution risk</b></p> 	<p>Loss of reputation/market share/margin erosion due to inadequate process framework and monitoring of risks during the project lifecycle.</p>	<ul style="list-style-type: none"> <li>• Deployment of robust project management structures across business divisions to monitor and control project execution risks during the project lifecycle</li> <li>• Multiple controls from proposal to execution stage enable the Company to take timely measures and mitigate potential risks</li> <li>• Monitoring of credit ratings and credit locks for defaulting customers are implemented</li> </ul>	<p>SO1, SO2, SO3</p>
<p><b>Data governance and cyber security risk</b></p> 	<p>Inability to identify, classify, document, digitise and archive business-critical knowledge/information to ensure complete, consistent, reliable, and secure corporate data.</p> <p>Adverse impact on the Company's operations due to cyberattacks and lack of firewalls, encryption, and remote access controls, leading to compromise of confidential data and intellectual property.</p> <p>Inability to continue/recover business operations during any crisis, and/or disaster, with minimal disruption or loss of business.</p>	<ul style="list-style-type: none"> <li>• Security awareness is created through training on a regular basis. Archiving and purging of unused information is carried out as per the timeframe mentioned in the Data Retention Policy</li> <li>• Auto-classification of data is being implemented to ensure that every data is classified and treated accordingly, and the same is completed</li> <li>• Identify and access management tools with multi-factor authentication, advanced end-to-end protection, dark-web monitoring, and network DDoS protection implemented</li> <li>• Network isolation/segmentation and air-gap backup of data is underway</li> <li>• Servers and databases of all hosted applications are being upgraded, with high availability. Disaster recovery for critical applications is tested. Software compliances with software OEMs are underway. Replacement of unsupported softwares to be completed by the next financial year</li> </ul>	<p>SO1, SO2, SO3</p>

Identification of Major Risks	Detailing of the Risks	Mitigation Plan	Strategies Impacted
<p><b>Rise in commodity price – impact on business</b></p> 	<p>Impact on the entity's financial performance/ profitability due to fluctuations in the prices of commodities, arising due to various reasons such as geopolitical tensions.</p>	<ul style="list-style-type: none"> <li>● Negotiation with customers for passing the impact of rising commodity prices by increase in price and change in contract terms is under process</li> <li>● Input material is being ordered immediately upon finalising the contracts with customers</li> <li>● Strategic investment in the ordering of raw materials in anticipation of price rise</li> <li>● Expanding services and digital portfolio</li> <li>● Implementation of cost optimisation project – Agile (applicable for first half of the financial year)</li> </ul>	<p>SO1, SO2, SO3</p>
<p><b>Risk of climate change</b></p> 	<p>Impact on business dynamics due to restrictions and increase in compliance on conventional energy.</p>	<ul style="list-style-type: none"> <li>● In order to mitigate the effects of climate change in the short, medium, and long-term, we are developing products based on renewable energy, acquiring new technologies, and complying with statutory standards</li> </ul>	<p>SO1, SO2, SO3</p>
<p><b>People risk including skills and competencies</b></p> 	<p>Inability to attract talent and plan succession of people for key positions.</p>	<ul style="list-style-type: none"> <li>● Leadership programmes for various positions are being implemented</li> <li>● Introduced ESOP for senior executives</li> <li>● Successors for critical roles have been identified, and a flexible ownership-based work environment is created</li> <li>● Talent development journey programme for top talents is underway</li> <li>● Salary corrections for high performers and bringing them up to the market average are being considered</li> </ul>	<p>SO1, SO2, SO3</p>