

2025 PNCC MANAGEMENT RISKS

DESCRIPTION OF RISK		SOURCE / CAUSE	CONSEQUENCE OR IMPACT TO THE INTENDED MANAGEMENT SYSTEM OUTCOMES	RISK RATING (Consequence x Likelihood)	ACTION PRIORITY	CURRENT CONTROL / EXISTING SITUATION	RESPONSIBLE OFFICE	ACTION PLAN
OFFICE OF THE PRESIDENT								
1	Continuity of Business of Plan	Change in leadership and policy making bodies	New directives, no action on existing plans	Moderate	P3	Implement GCG directive	Top Management	Taking risk in order to pursue an opportunity.
2			Loss of potential income, loss business opportunity			Absorb the risk		
3	Adjustment / compliance with policies	New legislation	<ul style="list-style-type: none"> Inability to comply in a timely manner, fines and penalties for non-compliances Revisions on QMS, business plan Loss of potential income Loss business opportunity 	High	P1	Absorb the risk	Top Management	Taking risk in order to pursue an opportunity
4	Good relation with Tollway Investors	Joint Venture Agreement (Tollways)	Commitment to tollway project	Moderate	P4	Due diligence on prospective partner / Investor Selection and Evaluation Procedure	Top Management	To be noted, no action is needed
5	Bad relation with regulatory agencies	Submission of Contracts	Denial of contract	Low	P4	Absorb the risk	Top Management	To be noted, no action is needed
6	Bad media views on PNCC	News article, media reviews	Investors veer away in doing business with the company	Moderate	P4	Competent Corporate Information Officer (MIS)	Top Management	To be noted, no action is needed
TREASURY DEPARTMENT								
1	Defalcation and shortages without insurance and bonds	Loose observation of check and balance	Loss of money without coverage / insurance	Low	P1	Updated insurance & fidelity bond Observe check & balance	Treasury Department	Avoiding risk by continuance of fidelity bond
2	Decrease earnings from investment or loss from investment due to low interest rates negotiated	Disregard of economic factors and feedback from financial managers	Opportunity loss due to error in business decision	Moderate	P3	Constant monitoring and data analysis of market changes	Treasury Department	Taking risk in order to pursue an opportunity
3	Lost or irregular receipts and unclear nature of the expense	Misinformation on the legitimacy / acceptability of receipts	<ul style="list-style-type: none"> Regulatory criticism (COA AOM) Delay in replenishments / reimbursement Defeat expediency in the release of funds 	High	P2	<ul style="list-style-type: none"> Strict requirement of acceptable OR Observe notice of outstanding CA in the Petty Cash Voucher 	Treasury Department	Avoiding risk through strict implementation of internal controls
4	Overlapping cash advances	<ul style="list-style-type: none"> Non-monitoring of cash advances 		High	P2			
5	Overdue surrender of excess cash advance	<ul style="list-style-type: none"> Non-observance of check and balance 		High	P2			
6	Delay in depositing collection	<ul style="list-style-type: none"> Oversight None or incomplete information received for the collection 	<ul style="list-style-type: none"> No outright recognition of assets as Cash in Bank Differences in the details of collection against the accounting records 	High	P2	<ul style="list-style-type: none"> Reviews of dates reflected in the OR against the deposit slip Requirement of supplemental documents such as billing statements for validation & clarity Verbal & Non-verbal reminder of collection dates 	Treasury Department	Avoiding risk through strict implementation of internal controls
7	Non-issuance / unclear details of the OR			High	P2			

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8	No disposition of maturing placements	<ul style="list-style-type: none"> • Limitation of offered rates • Monitoring & coordination with depository bank not in place • The instrument & the entries is not given importance • Accuracy of details not checked 	<ul style="list-style-type: none"> • Earnings from interest income not maximized • A possible loss of earning from a higher rate for the skipped days • Proof of investment is doubtful in case of claim • Putting the company in a disadvantageous position for the inaccuracy 	High	P2	Treasury Department	Avoiding risk through strict implementation of internal controls
9	No passbook/ certificates as proof of placement						
10	Incomplete TD document (such as No entry in the passbook/certificates for rollovers, inconsistency / incomplete details of the TD instruction as to principal, term & rate)						
11	Overdrafts	<ul style="list-style-type: none"> • Certifying funds from inaccurate balance • Delays unjustified 	Putting the financial capability of company under doubt	Extreme High	P1	Treasury Department	Avoiding risk through strict implementation of internal controls
12	Complaints for possible delays in check processing						
13	Inconsistency of check details	No review of details	<ul style="list-style-type: none"> • Client's complaint due to denied check transaction • Error results to rework and delays' absence of proof of purchase would result to regulatory criticism 	Extreme High	P1	Treasury Department	Avoiding risk through strict implementation of internal controls
14	Sales Invoices / Official Receipts not required from Supplier	Leniency due to familiarity					
15	Releasing check to unauthorized person	Reporting and monitoring not implemented					
16	Not monitored outstanding check of 6 months						
17	Deviation from signing authority	No updates of signing authority	Proper level of authority not informed	Extreme High	P1	Treasury Department	Avoiding risk through strict implementation of internal controls
LEGAL DEPARTMENT							
1	Delay in rendering contract review	Novelty or complexity of the Legal Question and Workload of OGCC	Not meeting target objectives	Moderate	P3	Legal Officer	Eliminate and avoid the risk source by: <ul style="list-style-type: none"> • Institutionalize regular face to face meeting • Improve relationship • Identify the area where PNCC to be able to provide assistance in facilitating the requested opinion
2	Changes in the policy and implementation of policies	<ul style="list-style-type: none"> • Amendment in the policies of the government • Landmark decisions of the Supreme Court 	<ul style="list-style-type: none"> • Alter business prospects • Restrict the company from doing business with prospective joint venture partner 	Moderate	P3	Legal Department/Top Management	Retaining the risk by informed decision through communicating clearly and quickly to all relevant employees
3	Delay in the rendering legal action and opinion	Novelty or complexity of the Legal Question and Workload of OGCC	Not meeting target objectives	Moderate	P3	Legal Officer	Eliminate or reduce the risk source by: <ul style="list-style-type: none"> • Institutionalize regular face to face meeting • Improve relationship • Identify the area where PNCC to be able to provide assistance in facilitating the requested opinion

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4	Delay in filling in government agency required compliance (Filling of penalties, motion, appeal or manifestation, labor and management disputes complaint, claims)	<ul style="list-style-type: none"> Novelty or complexity of legal question and workload of GOCC Excessive workload Inconsistent policies Lack of resource/budget constraints/lack of staff member Lack of awareness Lack of planning Service disruption 	<ul style="list-style-type: none"> Litigations Loss of credibility / loss of trust Inconsistencies Financial cost 	Moderate	P3	Timelines for follow-up	Legal Officer	Eliminate or reduce the risk source by: <ul style="list-style-type: none"> Institutionalize regular face to face meeting Improve relationship Identify the area where PNCC to be able to provide assistance in facilitation of any opinion requested
CONTROLLERSHIP DEPARTMENT								
1	Lack of literacy in computer software application	Failure to adapt to IT technology / new business tools / application	Not up-to-date information / not readily available when needed	Moderate	P4	<ul style="list-style-type: none"> Use of legacy system Data disintegration 	Controllership Department/HR Department	Eliminate risk source by training employees to new business tools / application
2	Accounting automation	Lack of appropriate accounting software		Moderate	P4	<ul style="list-style-type: none"> Data storage in various file types and media Required consolidation to generate needed reports 	Controllership/MIS Department	Take risk to pursue source an opportunity by acquiring appropriate accounting software
				Moderate	P4		Controllership/MIS Department	Acquire appropriate accounting software
MANAGEMENT INFORMATION SYSTEM DEPARTMENT								
1	Use of unlicensed application software	Installation and usage of unlicensed / pirated application software	<ul style="list-style-type: none"> Legal cases Imposition of fines and penalties 	Low	P4	Guidelines in Software Installation, Guidelines in the use of Internet network and email, CCED	MIS Department/Compliance Team	To be noted, no action needed
2	Outage or disruption of internet connection	Connection / signal issue of (ISP)	<ul style="list-style-type: none"> Disrupted operation Inefficient web transactions 	Low	P4	Direct coordination with ISP		To be noted, no action needed
3	System hacking	<ul style="list-style-type: none"> Bragging rights Curiosity Revenge Boredom Challenge Theft for financial gain Sabotage Vandalism Corporate espionage Blackmail extortion 	<ul style="list-style-type: none"> identity theft disruption of services harmed reputation spread of malware loss of trust loss of data integrity 	Low	P4	Maximize use of Firewall and Anti-Virus		To be noted, no action needed
4	Hardware and software failiue	<ul style="list-style-type: none"> Power loss or data corruption Presence of malicious software / viral infection 	<ul style="list-style-type: none"> Disruption of operation Loss of data integrity 	Low	P4	MIS Guidelines	MIS Department/Compliance Team	To be noted, no action needed
5	Purchase of up-to-date hardware	New technology in market	<ul style="list-style-type: none"> Take advantage of new features of the hardware Reduce cost More efficiency 	Low	P4	Evaluation of enabling Technology in replacement of obsolete resources	MIS Department/Top Management	To be noted, no action needed
6	Purchase of up-to-date software	New technology in market	<ul style="list-style-type: none"> Take advantage of new features of the software Reduce cost More efficiency 	Low	P4	Evaluation of enabling Technology in replacement of obsolete resources	MIS Department/Top Management	To be noted, no action needed

7	Use of licensed application software	New technology in market	<ul style="list-style-type: none"> Legal compliance Maximize the use of software with full features 	Low	P4	Evaluation of enabling Technology in replacement of obsolete resources	MIS Department/Top Management	To be noted, no action needed
8	Subscription of new ISP	Poor performance of existing ISP	<ul style="list-style-type: none"> Improve internet connection Cost efficient 	Low	P4	Evaluation of other ISP within the area	MIS Department/Compliance Team	To be noted, no action needed

HUMAN RESOURCES DEPARTMENT

1	<ul style="list-style-type: none"> No qualified applicant for certain position No applicants Disinterested applicants when invited for examination and interview 	<ul style="list-style-type: none"> High demand of certain position internationally Not competitive compensation and benefit package Perception of company reputation or stability Emergence of virtual job opportunities 	<ul style="list-style-type: none"> Delay in rendering services needed Cannot meet the requirement of stakeholders Increase in recruitment cost 	Moderate	P4	<ul style="list-style-type: none"> Posting on online platforms Recommendations from previous and current employees Flexible evaluation of qualification to encourage more applicants Offer more competitive compensation and benefit package 	HR Department	To be noted, no action needed
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2	Qualified but did not deliver the required output/services (newly-hired employees)	Incompetent / inefficient employee	<ul style="list-style-type: none"> Increase workload of other employees due to his/her inefficiency Possible delay in delivering department outputs / services Demoralization of existing employees 	Low	P4	<ul style="list-style-type: none"> Transfer risk to Department Heads for performance evaluation during the probationary period 	HR Department	To be noted, no action needed
3	Qualified but did not deliver the required output/services (regular employees)	Character flaws and work attitude	<ul style="list-style-type: none"> Possible delay in delivering department outputs/services Demoralization of existing employees 	Low	P4	<ul style="list-style-type: none"> Share risk to Department Heads for performance evaluation (PAR) Strict adherence to CCED 	HR Department	Issuance of Performance Appraisal Report twice a year Issuance of Disciplinary actions, if warranted
4	Deterioration of records	<ul style="list-style-type: none"> Age and environmental factors No manpower and resources for the records inventory 	<ul style="list-style-type: none"> Inaccessible records Unusable or unreadable records Difficulty in record safekeeping 	Low	P4	<ul style="list-style-type: none"> Periodic checking of records condition, proper storage of documents 	HR Department /Material Management Department	Share the risk with MMD by upgrading the storage facilities and bins

GENERAL SERVICE SECTION

1	Physical damage to property	<ul style="list-style-type: none"> Furniture breaks Paint gets scratched/washout Exteriors wear down overtime 	Investment on General liability insurance	Moderate	P4	<ul style="list-style-type: none"> Mitigate the risk by periodic inspection of property, keeping of records for comparison to whether high risk areas are worsening over time or in case needed for insurance claim Transfer risk to third party (insurer) 	HR Department – General Services	To be noted, no action needed
2	Resources adequacy	Unavailability of required materials in proper time	<ul style="list-style-type: none"> Inability to responds to emergency repairs Disruption of operation 	Moderate	P4	Close coordination with MMD for immediate acquisition of required materials		
3	Mistakes in workmanship / faulty workmanship	<ul style="list-style-type: none"> Non-utilization of skilled building maintenance staff Use of substandard materials 	<ul style="list-style-type: none"> Increased operational cost Rework of job orders 	Moderate	P4	Quality inspection on job orders		

4	Nonconforming deliveries from external provider	<ul style="list-style-type: none"> Miscommunication with service provider Error on part of supplier 	Disruption of operation due to resources inadequacy	Moderate	P4	Strict implementation of Procurement Procedure, Supplies Control Procedure		
5	Use of equipment not maximize	<ul style="list-style-type: none"> Lack of preventive maintenance Improper use of equipment 	<ul style="list-style-type: none"> Early retirement of equipment Equipment investment 	Moderate	P4	Strict implementation of Equipment Control Procedure		

REALTY DEPARTMENT

1	Lessee tends to depart from the stipulations of the lease contract (i.e. illegal / unauthorized construction on the leased premises, subleasing to other parties, etc.)	Deviation of lessee from contract provisions	Legal issues	Moderate	P3	Conduct periodic monitoring of tenant's / lessee's adherence with the lease contract in coordination with Security Officer / Property Administration Procedure	Realty Department/Legal Department	Close monitoring of tenant's/lessee's adherence with lease contract
2	Pretermination of contract of lease by the lessee	Market condition / bankruptcy of lessee	Forecast revenue not realized	Moderate	P3	Invoke the provision of Contract	Realty Department/Top Management	Take the risk to pursue an opportunity by finding another lessee with better terms
3	Property title not yet transferred to PNCC's name	Incomplete transfer documents	<ul style="list-style-type: none"> Unable to sell the property Questionable Proof of Ownership 	Moderate	P3	Complete documentary requirements needed for transfer of the title	Realty Department/Legal Department	Complete documentary requirements needed for the transfer of the title
4	Pre-termination of contract of lease by the lessee	New business opportunity	<ul style="list-style-type: none"> Increase revenue due to better terms and conditions of contract 	Moderate	P3	Align new terms condition with the current trend	Realty Department/Top Management	Adopting new practices by improving the management property Source for another lessee

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TECHNICAL WORKING GROUP FOR TOLLWAY DEVELOPMENT PROJECT

1	Failed tollway project due to new administration	<ul style="list-style-type: none"> New administration with different development directions Change in leadership in the government agencies related to the project 	<ul style="list-style-type: none"> Loss of potential income Loss business opportunity 	Moderate	P3	<ul style="list-style-type: none"> Due diligence on selection and evaluation of investor and project proposal Submission of the proposed project to the current administration for its approval 	TWG/Top Management	Taking risk to pursue an opportunity by resubmitting the proposed tollway project
2	Delayed tollway operation	<p>Delayed in construction and implementation due to:</p> <ul style="list-style-type: none"> Competency of contractors Financial capacity of investor / contractor Difficulty in the right of way acquisition Viability of feasibility study and economic analysis Rework due to errors and quality control during implementation and construction Delayed procurement of equipment and materials Delayed payment of contractors, subcontractors, suppliers, equipment, lessor, etc. Unforeseen utilities affected during construction 	Expected start of revenue collection will be hampered / delayed (loss revenue)	Moderate	P4	<ul style="list-style-type: none"> Approved procedure on selection of prospective investor Due diligence on prospective investor Thorough evaluation /selection of the right investor Submission of investor of accomplishment report at agreed timing 	N/A	To be noted, no action needed

SECURITY OFFICE

1	Illegal settlers / squatters and unauthorized occupants	<ul style="list-style-type: none"> Lapses in security measures Lack of security personnel 	Tenuous legal actions against illegal settlers and unauthorized occupants	Moderate	P3	<ul style="list-style-type: none"> Strict implementation of security measures (fencing, periodic and random inspection) Deployment of additional security personnel 	Security Office/Realty Department	Taking risk to pursue an opportunity by: <ul style="list-style-type: none"> Enhanced security measures (fencing, security barrier) including budget provision Need of additional security personnel
2	Unaccountable visitors		Criminality (robbery, burglary, pilferage, internal theft, alcohol and drug abuse)	Moderate	P3			
3	Office theft – Employee personal effects	Unattended personal belongings / employee negligence	<ul style="list-style-type: none"> Increase tension and mistrust among workforce Unsafe and unsecure workplace Termination of employment contract 	Moderate	P4	<ul style="list-style-type: none"> Strict implementation of CCED Installation of CCTV Increase the frequency and process for stock and equipment checking inventory management, or restricting access to limited, authorized personnel For intangible assets, reviewing security permissions for access to sensitive information, data of records Stringent password protocol for company accounts or system 	Security Officer/HR Department	To be noted, no action needed
4	Office theft – Company property (stationery, computer equipment, use of business facilities and or materials for non-work purpose intangible assets-data relating to customers, business or commercially sensitive information)	Lapses in security measures		Moderate	P4		Security Officer/HR Department	

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5	Mobile Device security	Use of employee's personal devices in the office	<ul style="list-style-type: none"> Additional expenses on electricity Possible access to sensitive information, data or record of the company 	Moderate	P4	<ul style="list-style-type: none"> Strict implementation of security measures Security measures awareness 	Security Office/HR Department	Taking risk to pursue an opportunity by: <ul style="list-style-type: none"> Enhance security measures (fencing, security barrier) including budget provision Need of additional security personnel
6	Damage to property and loss of lives	Location (Philippines is located along the Ring of Fire)	<ul style="list-style-type: none"> Huge capital requirements for rehabilitation Access to properties is impeded 	Low	P4	<ul style="list-style-type: none"> Procedure for contacting local police and fire departments Assessment of damage taken to properties for documentation and requisition of requirements to rehabilitate security devices and equipment 		Taking risk to pursue an opportunity by coordinating constant liaisoning with concerned agencies
7		Terrorism / civil disturbance (sabotage, labor violence and bomb threats)	<ul style="list-style-type: none"> Losses in investment Suspension of work resulting to delay in rendering services 	Moderate	P3			To be noted, no action needed

SAFETY, HEALTH AND ENVIRONMENT

1	Work related accident and sickness	Inadequate implementation of safety compliance	<ul style="list-style-type: none"> Disruption of operation Bad company reputation Hiring of personnel due to death or permanent disability of incumbent personnel 	Moderate	P3	Information dissemination on SHE	Safety Officer, Company Nurse, Company Doctor	Avoid the risk by strict implementation and compliance with the guidelines on Safety, Health and Environment
2	Increased severity of extreme weather events such as typhoon and floods and other calamities (e.g. earthquake and fire)	Effects of Climate change	<ul style="list-style-type: none"> Disruption of work due to negative impacts on workforce (e.g. health, safety, absenteeism) Early retirement of existing assets and increase capital costs (e.g. damage to properties and facilities – office 	Moderate	P3	Vigilant on present weather condition and prepare measures to undertake in case of occurrence of risk	Safety Officer, Company Nurse, Company Doctor, Top Management	Taking the risk to pursue an opportunity by allocating budget for Calamity preparedness Measures to mitigate effects of physical risks

			buildings, warehouse, equipment, etc.)					
MATERIALS MANAGEMENT DEPARTMENT								
1	Untimely delivery or non-delivery of requested item	Item requisitioned generally generic or non-specific	<ul style="list-style-type: none"> Most likely mismatched items/no quality items selected Non-achievement of target to deliver service 	Low	P4	Direct coordination with end-user and supplier	MMD Department	<ul style="list-style-type: none"> Verifying reason with the supplier Issue warning of not justified Cancel order if necessary / if called for
2		Items rarely available in the market due to obsolescence of items		Low	P4			Advise requisitioner / end-user of nonavailability due to obsolescence
3	No prospective bidders for required goods / services	No interested bidder for the requested goods / services	Not meeting the deadline to deliver the goods / services that may affect other process/es	Low	P4	Rec-check specification / Terms of Reference		Advise requisitioner / end-user of the development

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4	Mismatched list of assets for disposal vis-à-vis physical inventory	<ul style="list-style-type: none"> Transfer of assets to other location not properly documented Assets not properly identified or labelled 	Incomplete list of assets for disposal (bidding), loss of potential income	Moderate	P4	Asset Disposal Procedure	MM Department	Conduct actual inventory of items for disposal
5	Exposure to hazardous/dangerous equipment/other materials	Not enough knowledge in proper disposal of hazardous materials	Fines and penalties imposed by regulatory agencies, health and safety issues	Moderate	P4	SHE Manual		Comply with environmental laws, local or national
6	Use of new version of an item (non-ICT resources)	New invention in market Improvement of old items	<ul style="list-style-type: none"> Increase efficiency Reduce cost Availability of advanced features of item Increase innovation 	Moderate	P4	Direct coordination with end-user and supplier	Material Management	Advise the requisitioner / end user of the new innovation, improvement of the items requested

*Approved during ISO QMS Planning on March 11, 2026

2025 PNCC MANAGEMENT OPPORTUNITIES

DESCRIPTION OF OPPORTUNITY	SOURCE / CAUSE	CONSEQUENCE OR IMPACT TO THE INTENDED MANAGEMENT SYSTEM OUTCOMES	OPPORTUNITY RATING (Consequence x Likelihood)	ACTION PRIORITY	CURRENT CONTROL / EXISTING SITUATION	RESPONSIBLE OFFICE	ACTION PLAN
Office of the President							
Good relation with Tollway Investors	Joint Venture Agreement (Tollways)	New project, increase job opportunities, additional income	Moderate	P3	Due diligence on prospective partner / Investor Selection and Evaluation Procedure	OP/Legal Department / TWG	Build partnership with the proponent thru constant communication
Good relation with regulatory agencies	Submission of Contracts	Timely approval of contracts	Moderate	P3	Competent TWG members, full support of the Board	OP/TWG/Legal Department	Build partnership with the proponent thru constant communication
Controllership Department							
Accounting automation	Lack of appropriate accounting software	Not up-to-date information / not readily available when needed	Moderate	P3	<ul style="list-style-type: none"> Data stored in various file types and media Required consolidation to generate needed reports 	Controllership Department	Acquire appropriate accounting software
Management Information System Department							
Purchase of up-to-date hardware	New technology in market	<ul style="list-style-type: none"> Take advantage of new features of the hardware Reduce cost More efficiency 	Moderate	P4	Evaluation of enabling technology in replacement of obsolete resources	MIS Department	To be noted, no action needed
Purchase of up-to-date software		<ul style="list-style-type: none"> Take advantage of new features of the software Reduce cost More efficiency 	Low	P4	Evaluation of enabling technology in replacement of obsolete resources		
Use of licensed application software	New technology in market	<ul style="list-style-type: none"> Legal compliance Maximize the use of software with full features 	Low	P4			
Subscription of new ISP	Poor performance of existing ISP	<ul style="list-style-type: none"> Improve internet connection Cost efficient 	Low	P4	Evaluation of other ISP within the area		
Realty Department							
Pre-termination of contract of lease by the lessee	New business opportunity	Increase in Revenue due to better Terms and Conditions of contract	Moderate	P3	Align new terms and condition with the current trend	Realty Department/Top Management	Adopting new practices by improving the management of property Source for another lessee
MATERIALS MANAGEMENT DEPARTMENT							
Untimely delivery or non delivery of requested item	Items rarely available in the market due to obsolescence of items	Most likely mismatched items/no quality items selected Non-achievement of target to deliver service	Low	P4	Direct coordination with end-user and supplier	MM Department	Use the new version of an item using new technology and other desirable and viable possibilities to address the organization's or customers' need
Use of new version of an item (non-ICT resources)	<ul style="list-style-type: none"> New invention available in market Improvement of old items 	<ul style="list-style-type: none"> Increase efficiency Reduce cost Availability of advanced features of an item Increase innovation 	Low	P4	Direct coordination with end-user and supplier	MM Department	Advice the requisitioner / end user of the new innovation, improvement of the items requested