

RISK MANAGEMENT PLAN

| Item number | ISSUES | PLANNED ACTION | Monitoring frequency |
|-------------|--|--|----------------------|
| 1 | Water shortage / disruption of the normal flow and/or quality of raw water | Require Concessionaires to be accurate in giving water interruption schedule; | As needed |
| | | Require Concessionaires to submit their action plan to - mitigate reduction of raw water allocation; | As needed |
| | | Monitor the raw water allocation and raw water sharing at the portal, including measures to mitigate the negative effects of water shortage; | As needed |
| | | Coordinate with the Concessionaires to fastrack the implementation of interim new water sources identified in their proposed BPs, including the NRW reduction and cross-border flows (for MWSI) | As needed |
| 2 | Underspending on CAPEX Projects | Monitor CAPEX performance by the Concessionaires and, if necessary, implement regulatory action based on RCA | Quarterly |
| 3 | Revised CA – Change in RO <i>en banc</i> composition | Department Managers to actively participate in Top Level discussions to ensure smooth succession | As needed |
| 4 | Natural or man-made disaster (e.g. The “Big One”, La Niña, terrorism attack, etc.) | Close monitoring relative to Concessionaires’ timely implementation of the retrofitting works for water and wastewater facilities and the construction of emergency reservoirs, and exercise regularly existing mobile water treatment facilities; Conduct disaster drills; Conduct Disaster Preparedness In-house Seminar | As needed |

Note: Review of Risk Assessment is scheduled every end of semester.

Document Source: QMS Risk Register - Top Level Management
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