



Boardroom Presentation Masters

“Expectations & Critical Concerns”

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June, 2025

BoD's Critical Concerns

"Step-Changes" in Business

New Strategic Creation (*or Destruction*)
of L/T Values and Growth from

- * Within (eg,. New BU's) *
- * Relationships with Partners (BD) *
- Outside Events/Forces *

BoD's Critical Concerns

“Step-Changes” Significances

- Related to Strategic Objectives
- Into the Longer – Term Future
- With Large Financial Impacts
- Undertaken with
 - New Organizations, or
 - Outside Partners (BD)
- In many cases, Sensitive and Confidential and could be Crisis-Like

BoD's Critical Concerns

Characteristics of “Step-Changes”

- High Risk / High Return / High Pressure
 - Out of Comfort Zones
 - Major Negotiations
 - Tight Deadlines
- Require Comprehensive Knowledge / Experiences
- Difficult to Ensure Probability of Success
- Need to Work / Co-ordinates with 360°

BoD's Presentation

Key Deliverables (1)

- Corporate Strategy Re-State
- Background of the Undertakings
- Major **BENEFITS**
- Execution Roadmap
- Due Diligences

BoD Presentation

Key Deliverables (2)

- Structures of
 - The New BU's, or
 - the BD Agreements
- Financials
- Sensitivities
- RISKS Management

BoD Presentation

Key Deliverables (3)*

- Technical
- Marketing
- Legal
- Etc, ..

* These may be optional and could be covered in Structure parts

BoD Presentation

What are Needed from the Meeting ?

Approval

Acknowledgement of Progress

Decisions

Assistance

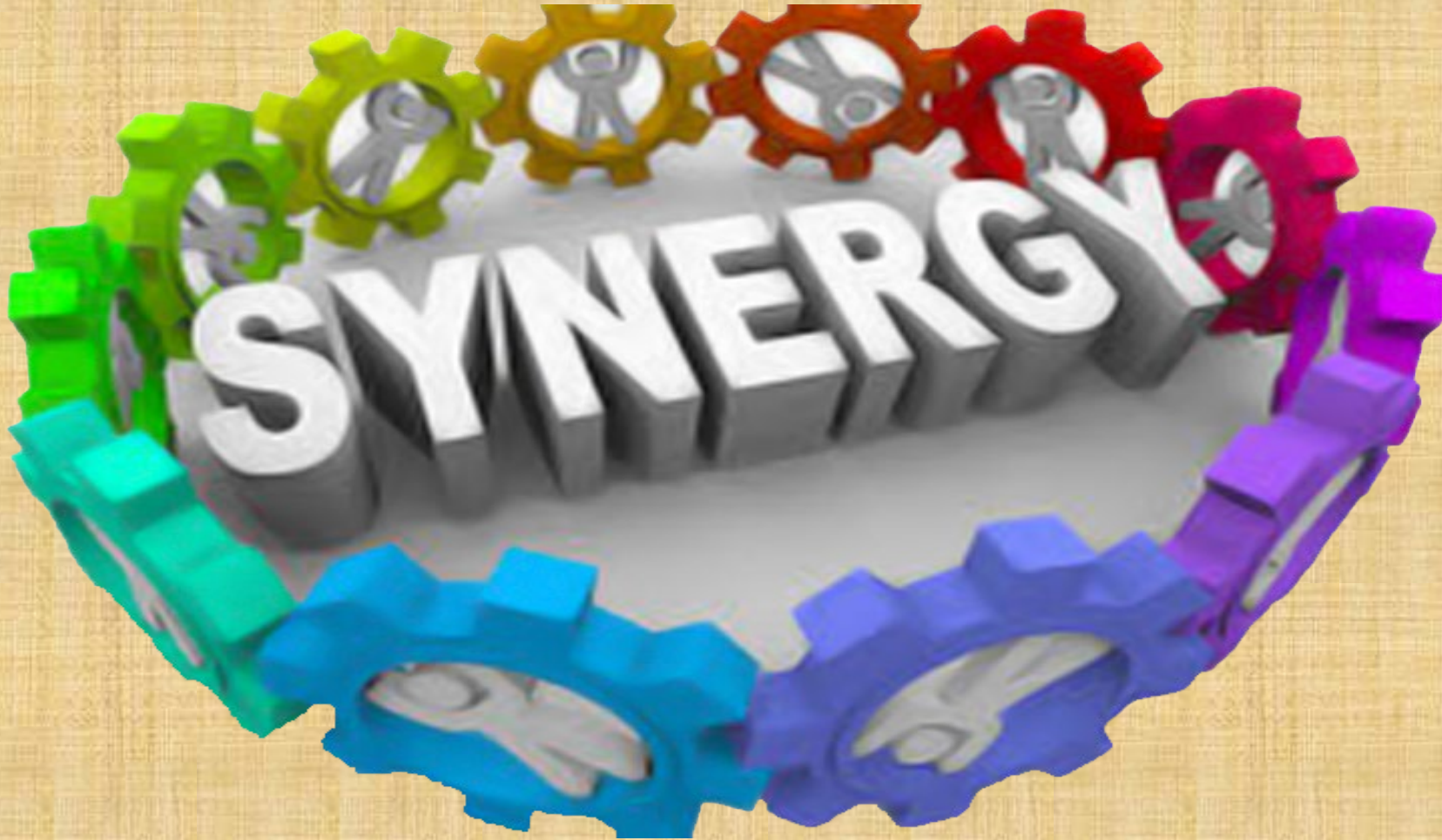
Suggestions

Etc, ...

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BENEFITS

Why So ?



Why So ?

Fast Track – Expansion/Integration



Why So ?

Solve Business Issues



Why So ?

Diversifications



Why So ?

Acquiring Talents & Systems



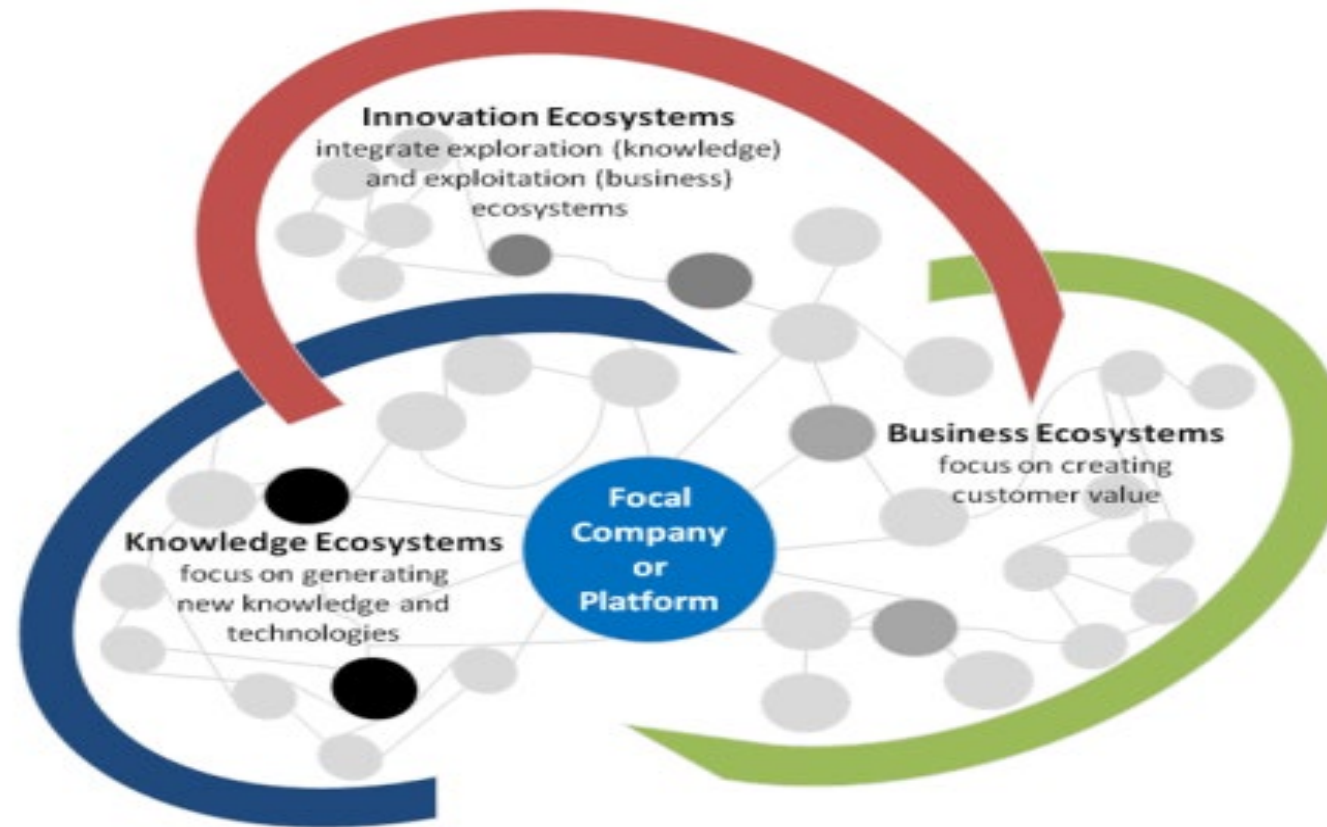
Why So ?

Regulation Changes



Why So ?

Shifts in Business Ecosystems



Why So ?

Tax Advantages



Why So ?

Access to Technology & Intellectual Property





RISKS

Risk Management & Mitigation

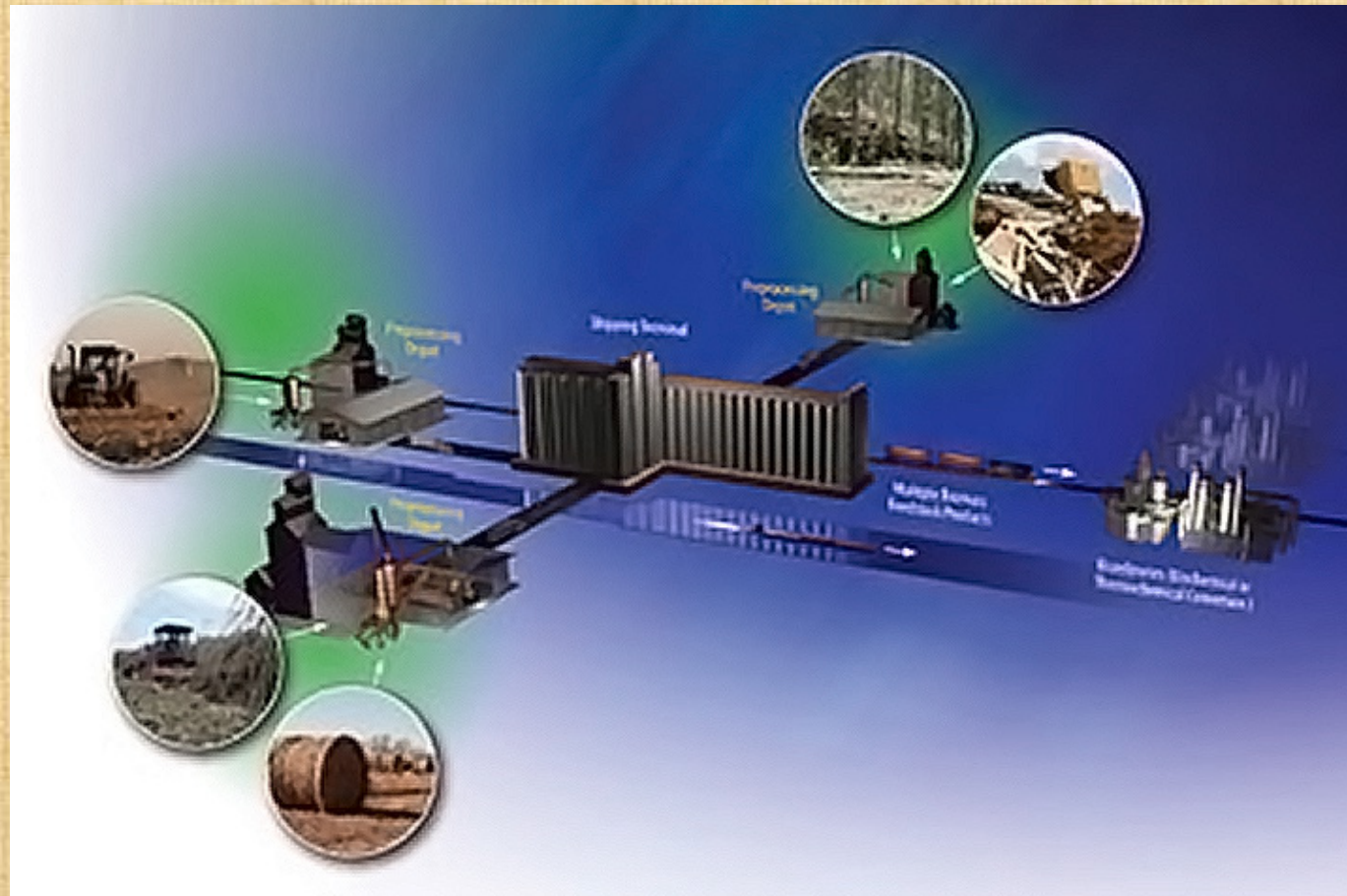
Market Risk

- Scale / Size
- Price



Risk Management & Mitigation

Feedstock Risk



Risk Management & Mitigation

Exchange Rate Risk



Risk Management & Mitigation

Changes in Law



Risk Management & Mitigation

Force Majeure



Risk Management & Mitigation



Risk Management & Mitigation

Sovereign Risk / Expropriation

- Nationalization
- Direct or Indirect Interference
- State Competition



Risk Management & Mitigation

Lapse of Consents

- Permits
- License
- Other eg. Co-ordination Issues

NOT APPROVED

Risk Management & Mitigation

Development and Construction

- Land
- Access
- Others eg. Delays





TIPS

Re-Balancing with Audiences

- Board of Directors
- Management Committee
- Shareholder Meeting
- Analyst Briefing
- Investor Roadshow
- Rating Agencies
- Etc,...

Convincing Powers

- Personal Experiences
- Clear – Cut Analysis
- Judgment of Experts
- Evidences / Examples in the Market
- Statistics

THANK YOU