



B. GOVERNANCE FRAMEWORK

- Board of Directors (BoD) Strategis oversight, ESG, risk, major investments
- Executive Management (Group CEO + Subsidiary Managers)
- Advisory Committees (as needed)
 - Compliance & Ethics, Sustainability, Inv
 - Innovation

C. DECISION-MAKING PROCESS

Level	Responsibility	Approval needed
BoD	M&A. financing, strategic investments	Board resolution
CEO	Daily operations budget execution	Internal policies
Local Managers	Subsidiary operations	Group guidelines