



01_Enterprise_Risk_Register

HISN Platform

ENTERPRISE RISK REGISTER

HISN FCDOS | Risk Management Date: 14 October 2026 | Classification: Confidential

1. Risk Framework

Risk Categories: 1. Strategic Risk 2. Commercial Risk 3. Financial Risk 4. Operational Risk 5. Technical Risk 6. Security Risk 7. Regulatory & Compliance Risk 8. Legal Risk 9. People Risk 10. Reputational Risk

Scoring: - **Likelihood:** 1 (Rare) to 5 (Almost Certain) - **Impact:** 1 (Insignificant) to 5 (Severe)
- **Severity:** Likelihood × Impact (max 25) - **Rating:** Low (1-6), Medium (7-12), High (13-19), Critical (20-25)

2. Strategic Risks

ID	Risk	L	I	Sev	Rating	Mitigation
S1	No bank POC in 12 months	3	5	15	High	10+ targets parallel
S2	Competitor wins category	2	4	8	Medium	Decision-centric differentiation
S3	Market timing wrong	2	4	8	Medium	Focus FinTech first
S4	Vision 2030 shift	1	3	3	Low	Policy monitoring
S5	Global vendor enters KSA	3	4	12	Medium	Local-first moat

3. Commercial Risks

ID	Risk	L	I	Sev	Rating	Mitigation
C1	Long sales cycles	4	4	16	High	Start FinTech/PS P
C2	Price pressure	3	3	9	Medium	Value-based pricing
C3	No reference customer	3	4	12	Medium	Design partner strategy
C4	Customer concentration	2	4	8	Medium	Diversify segments
C5	Churn higher than plan	2	4	8	Medium	CS investment

4. Financial Risks

ID	Risk	L	I	Sev	Rating	Mitigation
F1	Insufficient runway	3	5	15	High	Milestone spending
F2	Missed revenue forecast	3	4	12	Medium	Conservative assumptions
F3	Higher than planned burn	3	4	12	Medium	Monthly burn control
F4	Series A difficulty	3	5	15	High	Milestone-based raise
F5	Currency (SAR/USD)	2	2	4	Low	SAR-denominated
F6	Tax/zakat liability	2	3	6	Low	Compliance officer

5. Operational Risks

ID	Risk	L	I	Sev	Rating	Mitigation
O1	Key person dependency	4	5	20	Critical	Hiring + vesting
O2	Delivery delays	3	3	9	Medium	Project governance
O3	Support scaling	2	3	6	Low	Automation + training
O4	Vendor dependency	2	3	6	Low	Multi-vendor strategy
O5	Office disruption	1	2	2	Low	Remote work policy

6. Technical Risks

ID	Risk	L	I	Sev	Rating	Mitigation
T1	Architecture scalability	2	4	8	Medium	Cloud-native design
T2	Integration complexity	3	3	9	Medium	Reusable connectors
T3	Performance at scale	2	4	8	Medium	Load testing
T4	ML model drift	2	3	6	Low	Model governance
T5	Third-party API changes	3	2	6	Low	Adapter pattern

7. Security Risks

ID	Risk	L	I	Sev	Rating	Mitigation
SEC1	Data breach	2	5	10	Medium	RLS + encryption



ID	Risk	L	I	Sev	Rating	Mitigation
SEC2	Ransomware	2	5	10	Medium	Backup + DR
SEC3	Insider threat	2	4	8	Medium	Access reviews
SEC4	DDoS attack	2	3	6	Low	Cloud protection
SEC5	Supply chain attack	2	4	8	Medium	SBOM + scanning
SEC6	Unpatched vulnerabilities	3	3	9	Medium	Vulnerability mgmt

8. Regulatory & Compliance Risks

ID	Risk	L	I	Sev	Rating	Mitigation
R1	PDPL violation	2	4	8	Medium	DPO + compliance
R2	SAMA framework change	3	3	9	Medium	Modular policy engine
R3	Cross-border restrictions	2	3	6	Low	KSA residency
R4	Regulatory audit finding	2	4	8	Medium	Assurance evidence
R5	FATF KSA evaluation impact	2	3	6	Low	Design alignment

9. Legal Risks

ID	Risk	L	I	Sev	Rating	Mitigation
L1	IP dispute	1	5	5	Low	IP assignments
L2	Contract dispute	2	3	6	Low	Legal review

ID	Risk	L	I	Sev	Rating	Mitigation
L3	Employment claim	2	3	6	Low	HR policies
L4	Third-party litigation	1	3	3	Low	Insurance
L5	Data processing violation	2	4	8	Medium	DPA framework

10. People Risks

ID	Risk	L	I	Sev	Rating	Mitigation
P1	Key hire attrition	3	4	12	Medium	ESOP + culture
P2	Hiring delays	3	3	9	Medium	Talent pipeline
P3	Skill gaps	2	3	6	Low	Training
P4	Founder burnout	2	4	8	Medium	Delegation
P5	Cultural issues	2	3	6	Low	Values + comms

11. Reputational Risks

ID	Risk	L	I	Sev	Rating	Mitigation
REP1	Negative press	2	3	6	Low	PR strategy
REP2	Customer complaint	2	3	6	Low	CS process
REP3	Social media incident	2	3	6	Low	Social policy



ID	Risk	L	I	Sev	Rating	Mitigation
REP4	Partner misconduct	1	3	3	Low	Partner vetting

12. Top 10 Risks (Priority)

Rank	Risk	Severity	Owner
1	Key person dependency (O1)	Critical	CEO
2	Long sales cycles (C1)	High	CRO
3	No bank POC (S1)	High	CRO
4	Insufficient runway (F1)	High	CFO
5	Series A difficulty (F4)	High	CEO
6	Customer concentration (C4)	Medium	CRO
7	Data breach (SEC1)	Medium	CISO
8	Regulatory audit finding (R4)	Medium	CISO
9	Key hire attrition (P1)	Medium	COO
10	PDPL violation (R1)	Medium	DPO

13. Risk Review Cadence

- **Board:** Quarterly
- **Executive Committee:** Monthly
- **Risk Committee:** Bi-monthly
- **Functional:** Weekly



14. Escalation

Severity	Escalation
Critical	CEO + Board
High	CEO + CxO
Medium	Functional owner + Risk
Low	Functional owner

Risk register reviewed quarterly. Updated after material events.