Exhibit 2 ***Computational formula & matrix for structuring ERM***

Computational formula & matrix for structuring ERM

How is risk "measured" in applying ERM? *Statistically, the level of risk is the product of the* ***probability*** *that harm occurs multiplied by the* ***severity*** *of that harm. (i.e. the average amount of harm or more conservatively the maximum credible amount of harm).*

Formula:

Risk = Impact X Probability

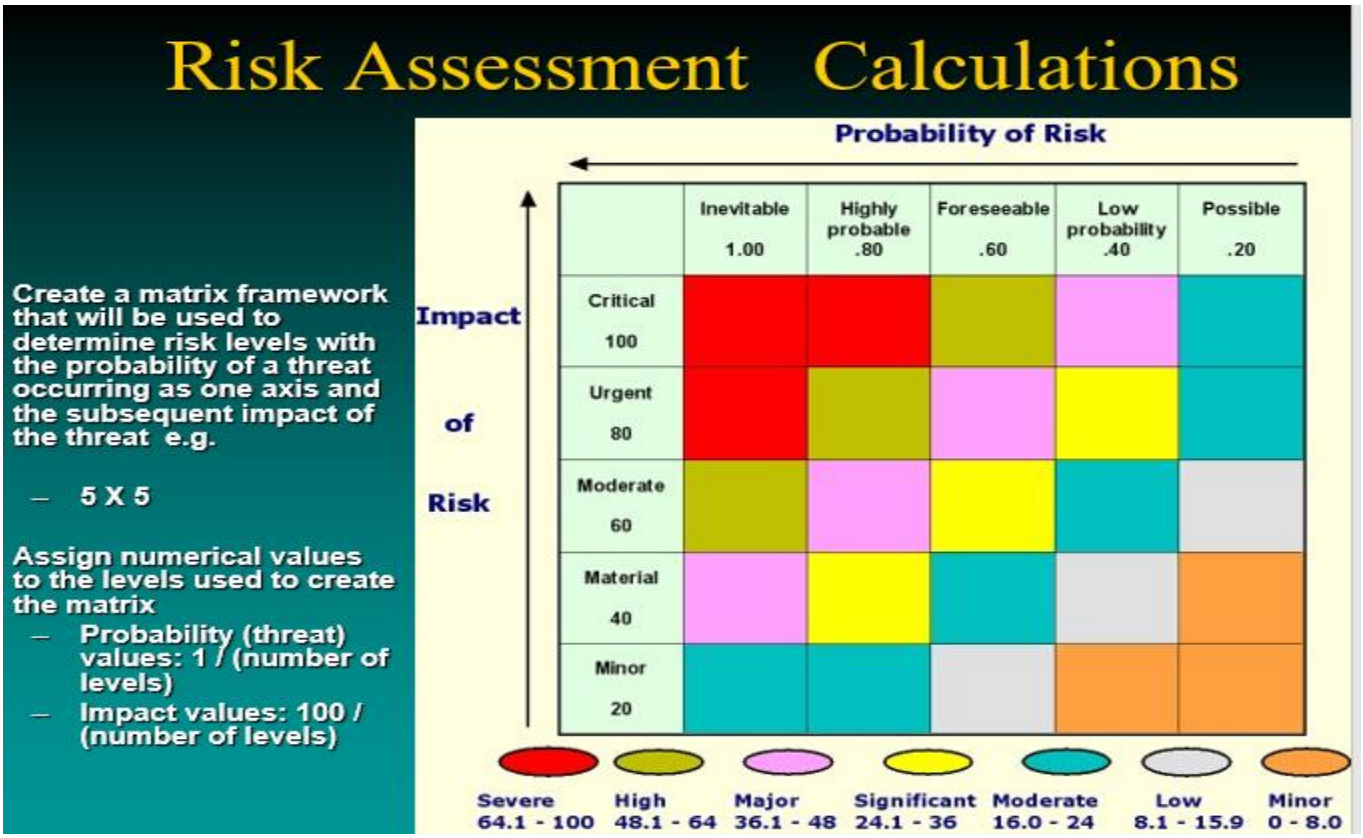
Note: If an event has "0" probability of happening and the degree of impact is 100% THERE IS NOT RISK! Likewise, if an event has a degree of impact 0% and a probability of 100% happening THERE IS NO RISK.

In the context of COVID-19 the epidemic has already occurred- no risk by definition! what remains however is the collateral risk/damage! - WJP

ERM Risk Assessment Matrix

A risk assessment "matrix" (below) is a management tool that allows a quick view of the probable risks evaluated in terms of the ***likelihood*** *or* ***probability*** *of the risk and the* ***severity*** *or* ***impacts*** *of the consequences. (In effect the formula shown above computes/quantifies numerically the quantum (result) of the "risk".*

The chart that follows is one that I structured in presenting or participating in ERM training seminars that I held quite some time ago (these 2 graphics illustrate the flexibility of application of ***ERM*** *to different organizational structures and MUCH SIMPLER than the volumes of confusing risk management "guides" produced by* ***TBS*** *referenced elsewhere in this presentation.*



Example of ERM "Measurement Scale" of Risk Measurement
("Degree" X "Probability" as per ERM risk formula)

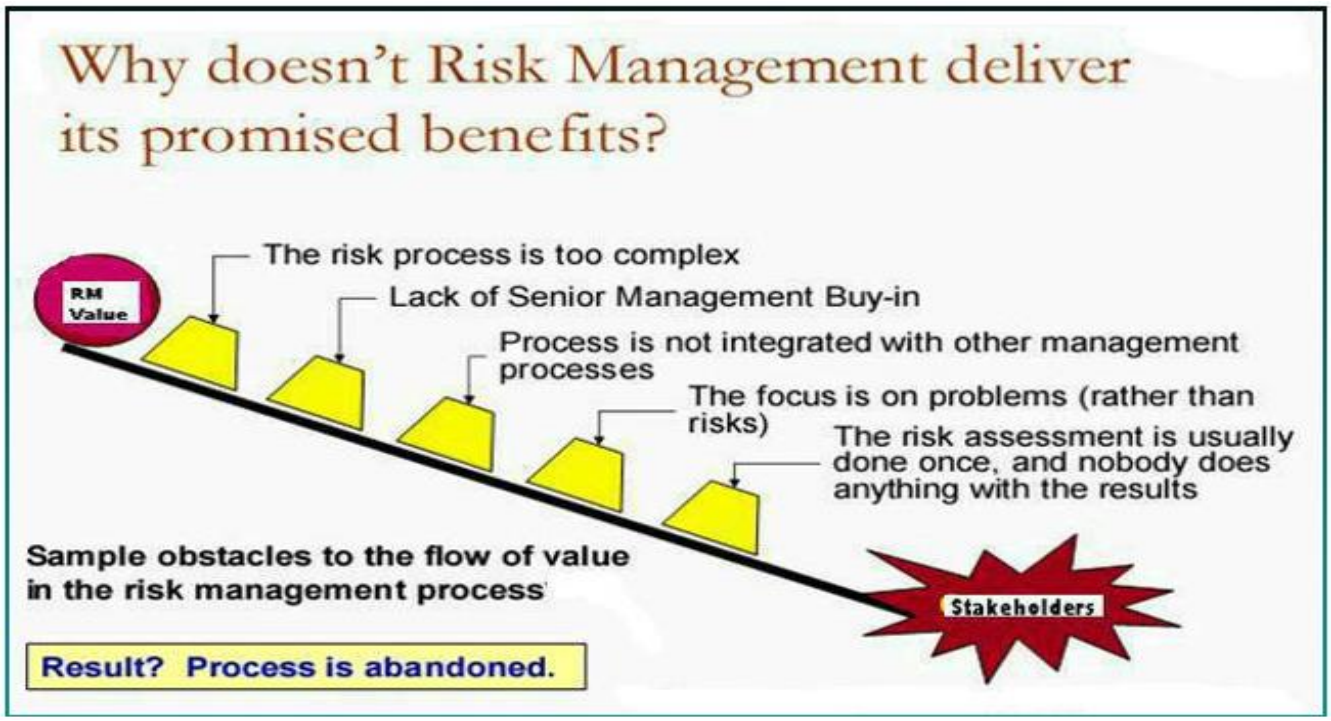
Probability of Risk

Descriptor	Range	Description
Inevitable	0.81 - 1.00	Almost certain; inescapable, mandatory, assured (the event is expected to occur in most circumstances)
Highly Probable	0.61 - 0.80	Most likely; (the event will probably occur in most circumstances
Foreseeable	0.41 - 0.60	Predictable; expected, imminent (the event will probably occur at some time)
Low Probability (or Likelihood)	0.21 - 0.40	Unlikely (the event could occur at some time)
Possible	0.00 - 0.20	Unlikely; contingent, remote, improbable (the event may only occur in exceptional circumstances - virtually non-existent)

Degree of Impact (Consequences)

Descriptor	Range	Description
Critical	81 - 100	Catastrophic; huge scientific, political, social, economic embarrassment
Urgent	61 - 80	Extensive or high scientific, political, social or economic embarrassment; serious
Moderate	41 - 60	Medium scientific, political, social or economic embarrassment (advantageous to take risk)
Material	21 - 40	Significant or relevant scientific, political, social or economic embarrassment (preventative and desirable to take risk)
Minor	0 - 20	Insignificant or marginal scientific, political, social or economic embarrassment; negligible (risk optional, only marginal value to take risk)

Editorial comment: WJP



*This graphic in my view substantially captures the "debacle" of **TBS's** feeble attempt at structuring a viable risk management process discussed in this publication. The images also speak volumes about the **"causal rankings" of the failure**. The **TBS** "risk management process is too complex- period!*

The magnitude of published unnecessary written instructions are most discouraging to say the least, for any manager attempting to meet deadlines among other responsibilities.

*The brief imaged (graphics) that I produced above are far more understood and acceptable to the delivery personnel, with resounding results both in productivity and timeliness. In simple words- much more effective and less costly. -**WJP***