



RCL FOODS LIMITED

CORPORATE GOVERNANCE REPORT

FOR THE YEAR ENDED JUNE

2020



Corporate governance

Statement of compliance

RCL FOODS supports the governance outcomes, principles and practices as set out in the King IV Code of Corporate Governance. For the period under review, the Board is of the opinion that RCL FOODS has operated in accordance with the requirements of King IV. The Group's application of the applicable principles is explained in our King IV application register. The Board is further satisfied that it has met the requirements of the Companies Act of South Africa and the JSE Listings Requirements, and has fulfilled its responsibilities in accordance with its approved Board Charter.

The Group advocates the ethical attributes of integrity, competence, responsibility, fairness and transparency. The Board is tasked with ensuring that these values and characteristics are embodied within the Group through ethical and effective leadership. The Board is held accountable for providing ethical and effective leadership, and an annual evaluation is performed to assess the effectiveness of the Board (along with its committees and individual members) in this regard.

The full King IV application register is available on the RCL FOODS website at www.rclfoods.com/governance/corporate-governance/governance-documents/



Board of directors

The Group has a unitary Board of 14 directors, of whom seven are independent non-executive directors, five are non-executive directors and two are executive directors. There is also one alternate non-executive director. One non-executive director, Mr GCJ Tielenius Kruythoff was appointed to the Board during the year. The Chairman of the Board, Mr JJ Durand, is not independent but, given his role as Chief Executive Officer (CEO) of Remgro Limited (which owns a majority share in RCL FOODS), the Board deemed this appointment appropriate and key to achieving the business objectives of RCL FOODS. The roles of Chairman and CEO are separate, and a clear division of responsibility exists between the two.

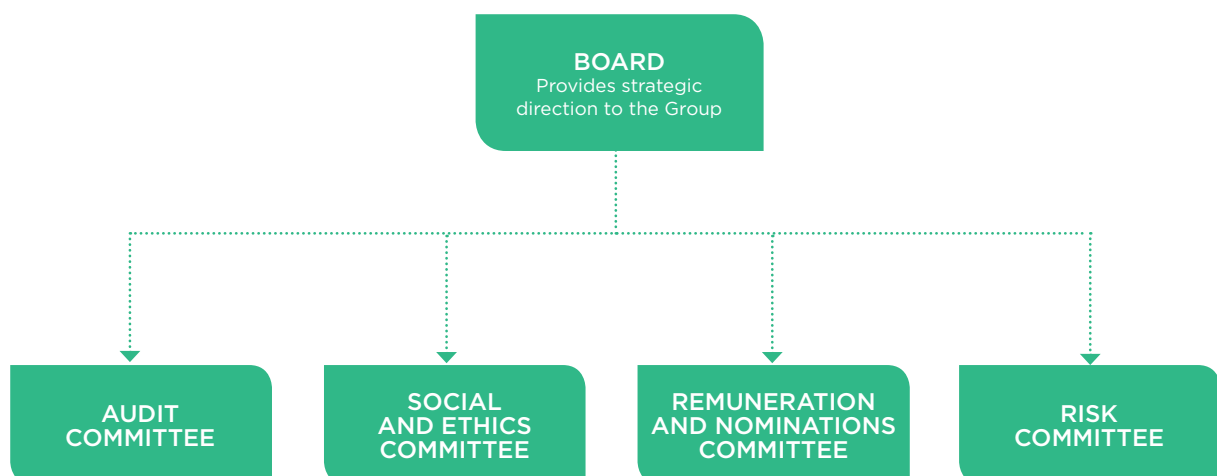
Board composition

The Board conducts the affairs of the Group on the basis of its diverse industry knowledge and experience, and ensures that its composition is appropriate for the effective execution of its responsibilities. The Board ensures that an appropriate balance of power and authority exists so that no individual or block of individuals has unfettered decision-making powers or undue influence on the Board. To ensure good governance, and as recommended by King IV, Mr RV Smither maintained his role as lead independent director, and assumed chairmanship in instances where the Chairman was not independent or was conflicted.

Details of the RCL FOODS directorate are provided on pages 56 and 57 of the Abridged Integrated Annual Report, which is available on our website at www.rclfoods.com/financial-results-and-reports-2020



Governance structure



Board responsibilities and meeting attendance

The Board gives strategic direction to the Group, whilst retaining full and effective control over the Group and monitoring executive management in implementing plans and strategies. The roles and responsibilities of the Board are set out in a formal Board Charter, which is reviewed annually.

The complete terms of reference of the Board are detailed in the Board Charter, which is available on our website at www.rclfoods.com/governance/corporate-governance/governance-documents/



Directors who are unable to attend meetings tender their apologies and reasons for non-attendance in advance and provide feedback to the Chairman prior to the meeting.

Members	Attendance
JJ Durand [^] (Chairman)	6/6
HJ Carse [^]	6/6
CJ Hess [*]	5/6
PR Louw [^]	6/6
NP Mageza [*]	6/6
PM Moumakwa [*]	6/6
DTV Msibi [*]	4/6
MM Nhlanhla [*]	5/6
RV Smither [*]	5/6
GM Steyn [*]	5/6
GCJ Tielenius Kruythoff [^]	2/2
GC Zondi [^]	5/6
M Dally [#]	6/6
RH Field [#]	6/6
PJ Neethling ^{^^}	6/6

2020 key activities

- Approved the Group strategy and ratified the business plan for the 2021 financial year.
- Approved the half-year and year-end financial results and JSE announcements.
- Approved the Integrated Annual Report.
- Discussed and considered material issues relating to execution of strategy.
- Approved non-executive directors' fees for tabling at the Annual General Meeting.
- Considered the declaration of directors' personal financial interests.
- Approved major capital expenditure.
- Considered committee report-backs to the Board.

* Independent non-executive director

[^] Non-executive director

[#] Executive director

^{^^} Alternate non-executive director

Note: Mr GCJ Tielenius Kruythoff appointed on 22 April 2020.

Access to records and independent advice

Directors have unrestricted access to all Group information, records, documents and property. Non-executive directors have access to management and may meet separately with management, without the attendance of executive directors. All directors have access to the advice and services of the Company Secretary, and directors may obtain independent professional advice at the Group's expense, should they deem this necessary.

Company secretary

The Board is cognisant of the duties of the Company Secretary who is accordingly empowered to properly fulfil those duties. Mr JMJ Maher is the Company Secretary and in addition to the statutory duties, he fulfils the following functions in line with the Board Charter:

- induction of directors;
- provision of guidance to the Board and individual directors on how their responsibilities should be properly discharged in the best interests of the Group;
- provision of guidance to the Board on the duties of the directors, matters of ethics and good governance; and
- acts as the primary point of contact between shareholders and the Group.

The Board assessed and was satisfied that the Company Secretary is competent and has the requisite qualifications and experience to effectively execute his duties. The Company Secretary maintains an arm's length relationship with the Board and the directors, taking into account that the Company Secretary is not a director of the Company and is not related to any of the directors.

Directors' independence

All independent non-executive directors are subject to an independence evaluation by the Board. The Board considers whether the director is independent in character and judgement and whether there are any relationships or circumstances which are likely to affect, or could appear to affect, the director's independence. On the basis of the findings of this evaluation, the Board is of the opinion that Messrs NP Mageza, RV Smither, DTV Msibi, GM Steyn, Mrs MM Nhlanhla, Mrs CJ Hess and Dr PM Moumakwa are independent. All other non-executive directors are not considered independent due to being executive directors of either Remgro Limited or its subsidiaries or the BEE consortium, which are major shareholders in RCL FOODS. All directors are required to declare, on an annual basis, any interest in proposed transactions or arrangements with the Group. In addition, all other material interests are disclosed by directors as and when they arise.

Appointments to the board

The Board has adopted policies on the Promotion of Gender Diversity and Race Diversity at Board level. The Board has considered and applied the gender and race diversity policies in making appointments to the Board in the 2020 financial year. Procedures for appointment to the Board are formal and transparent, and a matter for the Remuneration and Nominations Committee. This Committee consists of five non-executive directors and meets at least twice a year. Mr NP Mageza is the Chairman, and the other members are Messrs JJ Durand, GM Steyn and RV Smither, and Dr PM Moumakwa. The Lead Independent Director of the Board serves as Chairman of the Committee for nomination matters. The CEO and Chief Human Resources Officer also attend meetings of the Remuneration and Nominations Committee as permanent invitees.

The Committee considers the Board's composition, retirements and appointments of additional and replacement directors. Executive directors are appointed to the Board on the basis of skill, experience and level of contribution to the Group, and are responsible for the running of the business. Non-executive directors are selected on the basis of industry knowledge, professional skills and experience. On their appointment to the Board, new directors visit the Group's businesses and meet with senior management, as appropriate, to facilitate their understanding of the Group and their fiduciary responsibilities. The Board has reviewed its required mix of skills and experience, as well as other qualities such as demographics and diversity, in order to assess its effectiveness and that of its committees and individual directors.

In accordance with the Memorandum of Incorporation, not less than one third of the directors are subject to retirement and re-election by shareholders on an annual basis. As a result of this requirement, the following directors will retire by rotation at the 2020 Annual General Meeting: MM Nhlanhla, NP Mageza, HJ Carse, GM Steyn and CJ Hess. All retiring directors have made themselves available for re-election.

Board effectiveness

For the period under review, the Company Secretary facilitated a performance evaluation of the Board and its committees based on the requirements of King IV. These are formal evaluations, coordinated by the Remuneration and Nominations Committee, which annually assess the effectiveness of the following categories:

- Board composition and meetings;
- Board committees;
- Board information;
- Board orientation and development;
- Board functioning and processes;
- Chairman; and
- Individual evaluation.

The results of the individual assessments were consolidated by the Company Secretary. The Chairman of the Board is responsible for determining any actions required to enhance the effectiveness of the Board. The 2020 evaluation established that all categories were effective, and the Board is satisfied that the evaluation process is improving its performance and effectiveness.

Board committees

RCL FOODS is committed to achieving the highest level of corporate governance and ethical business behaviour, in order to create sustainable value for its stakeholders. The directors recognise that good corporate governance is about leadership and that it is necessary to conduct the enterprise with integrity and in compliance with legislation, regulations and best practices relevant to the Group's business. Governance in the Group extends beyond mere legislative and regulatory compliance, and the directors strive to entrench an enterprise-wide culture of good governance and ethical conduct. For RCL FOODS, corporate governance incorporates the structures, processes and practices that the Board uses to assist it in managing and directing the Group's operations.

Board committees assist the Board in discharging its responsibilities. The role and responsibility of each Board committee is set out in formal charters defining terms of reference, duration and functions, clearly agreed upon reporting procedures and scope of authority for each committee. Committees are free to obtain independent external professional advice as and when necessary, and are subject to evaluation by the Board to ascertain their performance and effectiveness.

The complete terms of reference of the Board committees are detailed in the individual committee charters available on our website at www.rclfoods.com/governance/corporate-governance/governance-documents/



Audit Committee

The Audit Committee ensures that the Group's financial standing is sound. It also ensures that the internal financial controls are adequate and effective. In addition, it approves the external audit fees, ensures that the internal audit department is independent and effective, and makes certain that the finance processes are effective.

Directors who are unable to attend meetings tender their apologies and reasons for non-attendance in advance and provide feedback to the Chairman prior to the meeting.

Members	Attendance
RV Smither (Chairman)	3/3
CJ Hess	3/3
NP Mageza	3/3
DTV Msibi	2/3
GM Steyn	3/3
GC Zondi (<i>ex officio</i>)	3/3
External invitees	Attendance
S Randelhoff*	3/3

* PricewaterhouseCoopers (PwC)

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its approved Committee Charter.

The detailed report of the Audit Committee has been included in the Abridged Integrated Annual Report on pages 92 to 94, available on our website at www.rclfoods.com/financial-results-and-reports-2020



Risk Committee

The Risk Committee is responsible for overseeing the adequacy and overall effectiveness of the Group's risk management function and its implementation by management.

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its approved Committee Charter.

Further details of the risk management process are included on page 11 of this report. The material risks impacting the Group are included as part of the Abridged Integrated Annual Report available at www.rclfoods.com/financial-results-and-reports-2020



Directors who are unable to attend meetings tender their apologies and reasons for non-attendance in advance and provide feedback to the Chairman prior to the meeting.

Members	Attendance
GC Zondi (Chairman)	3/3
M Dally	3/3
RH Field	3/3
CJ Hess	3/3
RV Smither	3/3
GM Steyn	3/3
External invitees	Attendance
S Randelhoff (PwC)	3/3

2020 key activities

- Reviewed the risk profile to ensure its alignment with Group strategic objectives.
- Considered changes in the risk profile of the Group and its divisions, and their impact on the business.
- Reviewed strategic risks for all divisions, confirming mitigation strategies developed by management.
- Specific focus on fire risk mitigation across the Group.
- Reviewed the impact of the COVID-19 pandemic on the Group's risk profile and monitored the effectiveness of mitigating actions implemented across the Group.
- Reviewed assurance results of the combined assurance model against approved monitoring plans.
- Reviewed the Group's sustainability strategy and received updates on:
 - » progress against sustainability targets; and
 - » the status of the implementation of key sustainability projects relating to energy and water conservation.
- Evaluated the insurance programme to ensure that all insurable risks were covered where practical.
- Key IT focus areas, including cyber security and other digital projects were assessed.
- Key legal matters were reviewed.

The Chief Ethics and Compliance Officer, Chief Information Officer, Group Services Legal Director, Food Division Chief Operating Officer and Vector Logistics Managing Director are permanent invitees to Risk Committee meetings.

Remuneration and Nominations Committee

Remuneration matters

The Committee is responsible for the assessment and approval of the remuneration strategy for the Group; determination of short- and long-term incentive pay structures for Group executives; positioning of senior executive pay levels relative to local and international industry benchmarks; and assessment and authorisation of specific reward proposals for Group executive directors and management.

Nomination matters

The Committee's role is to assist the Board to ensure that it has the appropriate composition for it to execute its functions effectively and to ensure that formal succession plans are in place.

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its approved Committee Charter.



For more information, refer to the detailed Remuneration Report on our website at www.rclfoods.com/governance/corporate-governance/governance-documents/

Directors who are unable to attend meetings tender their apologies and reasons for non-attendance in advance and provide feedback to the Chairman prior to the meeting.

Members	Attendance
NP Mageza (Chairman)	4/4
JJ Durand	3/4
PM Moumakwa	3/4
RV Smither	4/4
GM Steyn	4/4
PJ Neethling (Alternate)	4/4

2020 key activities

- Reviewed the Management Profit Share Scheme with market guidance from external consultants.
- Reviewed Management structure and succession plan.
- Approved the Malus and Clawback Policy.
- Approved awards pursuant to the RCL FOODS Share Appreciation Rights Scheme and the Conditional Share Plan.
- Approved the vesting of conditional shares.
- Reviewed directors', prescribed officers' and senior executives' packages and ensured their alignment to market.
- Approved Non-Executive Directors' fees for recommendation to shareholders.
- Nominated a new Non-Executive Director to the RCL FOODS Board.

The Chief Executive Officer and Chief Human Resources Officer are permanent invitees to Remuneration and Nominations Committee meetings.

Social and Ethics Committee

The role of the Social and Ethics Committee is to assist the Board with monitoring and reporting on social, ethical and transformational practices that are consistent with good and responsible corporate citizenship. The Chairman of the Social and Ethics Committee, Mr GC Zondi, will be available at the Annual General Meeting to answer any questions relating to the statutory obligations of the Committee.

The Committee is satisfied that it has fulfilled its responsibilities in accordance with its approved Committee Charter.

Directors who are unable to attend meetings tender their apologies and reasons for non-attendance in advance and provide feedback to the Chairman prior to the meeting.

Members	Attendance
GC Zondi (Chairman)	2/2
M Dally	2/2
RH Field	2/2
PM Moumakwa	2/2
MM Nhlanhla	2/2

2020 key activities

- Considered the proposed re-focus of the Group's Corporate Social Investment strategy.
- Reviewed the Group's progress against the 2020 Employment Equity plan. Reviewed the Group's draft 2025 Employment Equity targets.
- Reviewed current developments with respect to labour relations, e.g. compliance with the National Minimum Wage Act, update on wage negotiations and multi-year agreements.
- Reviewed the Group's consumer relations, including advertising, public relations and compliance with consumer protection laws.
- Reviewed the results of anti-corruption efforts in relation to the outcomes of the whistle-blowing hotline investigations and considered fraud risk mitigation measures.
- Evaluated the key environmental and consumer related issues.

The Chief Human Resources Officer, Chief Ethics and Compliance Officer and Group Services Corporate Affairs Director are permanent invitees to Social and Ethics Committee meetings.

Governance process

Code of corporate conduct and ethics

It is a fundamental policy of the Group to conduct its business with honesty, integrity and in accordance with the highest legal and ethical standards. The Corporate Code of Conduct and Ethics Policy governs the conduct of all employees. RCL FOODS' induction programme educates new employees on the ethics, values and business culture of the Group. It is a requirement that all employees sign an acknowledgement that they have read and understood the contents of the policy, and that contravention of the basic standards contained therein may result in disciplinary action, including dismissal. The Corporate Code of Conduct and Ethics Policy is available to all employees on the Group's intranet.

Refer to King IV application register: Principle 2 for more detail on the Group's governance of ethics, available on our website at www.rclfoods.com/governance/corporate-governance/governance-documents/



Anti-bribery and corruption

RCL FOODS has a zero-tolerance policy with regard to bribery, fraud and corruption. The Corporate Code of Conduct and Ethics Policy sets out the guidelines that define acceptable and responsible behaviour of the Group and all employees.

The code prohibits:

- all cash gifts;
- the giving or receiving of gifts, loans, favours or any other benefit which may be regarded as influencing business, labour or Governmental decisions;
- donations or contributions to a political party; and
- engaging in activities which may involve a conflict of interest with the Group's employment position.

As part of the Group's anti-fraud and anti-corruption efforts, internal audits are conducted to assess the status of internal controls, including controls to minimise the risk of fraud.

From an information security and technology perspective, the Group's fraud prevention activities include but are not limited to:

- email protection;
- network and perimeter protection;
- access control to sensitive information;
- antivirus and malware protection supported by adequate patch management;
- attack and penetration reviews; and
- continuous monitoring over procurement and payroll.

The Board recognises the need for a confidential reporting mechanism (whistle-blowing hotline) covering fraud and other risks. The Tip-offs Anonymous whistle-blowing hotline, an anonymous toll-free number, provides an impartial facility for all stakeholders to report fraud, statutory malpractice, crime and deviations from policy.

Procedures are in place for the independent investigation of matters reported and for appropriate follow-up action. In line with its commitment to transparency and accountability, the Group takes action against employees and others who are guilty of fraud, corruption or other misconduct, or who are in breach of Group policies.

During the year under review, 78 allegations were received via the whistle-blowing hotline, management queries and investigation of specific areas highlighted during internal control reviews. 41 of these allegations were valid, with fraud/theft being the most common category followed by human resource issues. These matters were resolved, resulting in criminal charges, dismissals or disciplinary action against the relevant individuals.

Future focus areas include increased ethics training initiatives, where required, which will be made over time in line with our objective to continuously improve and entrench ethical and anti-fraud practices.

Legal compliance

RCL FOODS manages its business responsibly and in compliance with statutory and regulatory requirements. These requirements underpin the legal compliance frameworks of the individual divisions, which are designed to increase awareness of applicable legislation and to provide assurance to the Board that the risks posed by non-compliance are being addressed.

To ensure that the Group is responsive to the constant changes in legislation and regulations, the Group has enhanced its approach to drive continued compliance with applicable laws and regulations. This approach is underpinned by a formal RCL FOODS Legal Compliance Policy. Acknowledging that commitment to compliance is a fundamental component of business, the Group has established a Regulatory Universe which uses a risk-based approach to codify and prioritise the key legislation impacting RCL FOODS. This prioritisation has provided insight on key focus areas throughout the Group, sets out to be addressed through communication, training and other awareness initiatives. The establishment of clear responsibilities, accountabilities and reporting processes for compliance, positions the Group to proactively identify compliance risks and respond to them in a systematic manner. Pursuant to this objective, the Group remains up to date with all intended or promulgated legislation through regular interaction with its corporate attorneys, who keep it informed of changes in the legal landscape.

Corporate governance continued

The internal audit, risk and legal teams and other external assurance providers assess significant legal risks and the Group's level of compliance as part of their annual audit activities. Reports from the various functions are submitted to the Risk, Audit and Social and Ethics committees on a regular basis.

Consumer and product legislation

As a participant in the food industry, RCL FOODS views the health and safety of its customers as paramount. The Group therefore endeavours to comply with the strictest food safety standards by embedding best international practice across the supply chain to build customer trust, ensure customer satisfaction and drive sustainability in a changing environment. The Group's adherence to consumer protection laws is continuously monitored by internal and external parties.

Internal audit function

Internal Audit is an independent, objective function that provides assurance on the Group's activities by adopting a risk-based audit approach geared towards creating value and improving business processes. It considers risks that may affect the achievement of the Group's strategic objectives and evaluates the adequacy and effectiveness of the internal control systems and risk management measures.

The detailed Report of the Audit Committee has been included in the Abridged Integrated Annual Report on pages 92 and 94, available on our website at www.rclfoods.com/financial-results-and-reports-2020



Information technology (IT) governance

IT is seen as a strategic enabler within RCL FOODS and is essential to the support, growth and sustainability of the Group's ambitions. The Group has a dedicated Group Chief Information Officer, who is represented at relevant executive forums. The Group IT strategy is aligned to the overall business strategy and guides appropriate investment in IT systems and technology. The overall responsibility for IT governance lies with the Board, which has delegated the day-to-day management of IT to management and tasked it with the implementation of an IT governance framework. Information and technology risk is integrated into the Group's risk management processes and is considered by the Risk Committee as part of its oversight of IT risk.

A mature IT Framework governs the classification and execution of IT initiatives in the business (i.e. IT business support or IT growth and transformation projects). This framework is consistently applied as Group IT "ways of working". Key focus for the past financial year has been the integration of Imperial Logistics cold chain business onto the Vector Logistics Network. Phase-one of this initiative involved enabling the initial take-on, with phase-two firmly focused on consolidating two separate temperature-controlled distribution networks into one synergised network. Significant progress has been made in terms of leveraging information for profitability, specifically in the areas of Milling profitability. A comprehensive business process and systems review for our Milling Operating Unit is at a very advanced stage, with future roadmap to be determined shortly. Streamlining business process and leveraging systems in the areas of asset management and plant maintenance has been a key focus and is producing the desired results. Our COVID-19 IT and remote working response demanded intense focus and has proved highly effective.

The Group's Transformation Management Office (TMO), reporting to the Group Chief IT Officer, continues to grow in terms of its maturity in integrating people, technologies, information and processes across the Group. The TMO plays an integral role together with Group IT in terms of monitoring the overall effectiveness of IT systems (including underlying technology) and information management to ensure the anticipated project benefits are realised and that business needs are fully satisfied. This practice is further complemented by a very mature IT General Controls (ITGC) external audit process that has progressed to a single standardised audit across the Group. Further opportunities to standardise the IT systems landscape and further enhance IT governance controls will be explored where appropriate in the future.

In addition, data analytics remains a key objective in terms of offering new information insights and perspectives. Leveraging Business Information Analytics, in conjunction with Hyperscaler technology to unlock actionable insights, are progressing well. Information security and cyber security are a key area of focus across the Group, given the rapidly evolving nature of cyber threats. IT innovation remains one of the Group's key strategic thrusts going forward, with digital initiatives forming a significant pillar in this thrust.

Risk management

Risk management is recognised by the Board as an integral part of responsible management and is an essential element of good corporate governance. The objective of the Group's risk management programme is not to eliminate risk but to maximise opportunities and create benefits whilst managing potential exposures. This process will help protect the Group against uncertainties that could threaten the achievement of business objectives and will enable sustainable creation of shareholder value.

RCL FOODS has adopted an enterprise-wide approach to risk management, enabling a formal and systematic process for identifying and assessing the Group's material risks. The Board has assigned oversight of the Group's risk management function to the Risk Committee. The Chairman of the Audit Committee is also a member of the Risk Committee, and the Chairman of the Risk Committee is an *ex-officio* member of the Audit Committee, thereby ensuring that information relevant to these committees is transferred regularly.

The Board has an approved risk management policy and a formal Risk Charter that defines the objectives of risk management and governs the Group's response. The charter is based on principles of the International Committee of Sponsoring Organisations of the Treadway Commission (COSO) framework and complies with the requirements of King IV. It involves continuous risk identification at both strategic and operational levels, as well as the evaluation of mitigating controls.

On an ongoing basis, the top risks for each division are updated through a robust revision process and are evaluated for completeness and accuracy at each divisional sub-risk committee. Details of the risk management process are illustrated in the diagram on page 11 of this report. Formal risk assessments are performed bi-annually, where existing risks are reassessed and new and emerging risks are identified through a combination of facilitated workshops and interviews with Group executives and management.

The Group's risk management process provides a platform for identifying and realising opportunities to deliver sustainable value for all our stakeholders. Through various strategy and business review sessions, the leadership team is responsible for evaluating key opportunities in line with each divisions' strategic objectives, risks and performance. The scope of the Group's opportunities identified and managed include cost containment initiatives, growth and expansion opportunities and sustainability efficiencies *et cetera*.

Refer to the Sustainable Business Report and Abridged Integrated Annual Report for more detail on the Group's opportunities and initiatives, available on our website at www.rclfoods.com/financial-results-and-reports-2020



Corporate governance continued

Through the Risk Committee, the Board monitors and reviews the risk management process. It considers:

- the material risks facing RCL FOODS and each division, which include the strategic, operational, compliance and finance-related risks;
- key mitigations and the adequacy and effectiveness thereof;
- a view on further remedial actions taken in response to the risks identified;
- scrutiny of the material incidents, root causes and associated losses; and
- assessment of the results and performance of various assurance providers.

In keeping with the dynamic nature of risks, where the complexity of risks has increased, and new risks have emerged, the Enterprise Risk Management (ERM) function seeks to continually enhance the efficiency of the risk management process. In light of the outbreak of the COVID-19 pandemic, some of the planned future focus areas include:

- continual monitoring and improvement in business continuity and crisis management planning across all levels of the Group;
- through the Group Strategic risk register, internal controls impacted by the pandemic will continue to be assessed and monitored where relevant, including controls which address the following risks: liquidity risks, health and safety, supply chain business interruption, regulatory policy and uncertainty;
- enhancing risk reporting using dashboard tools; and
- continuous improvement plans to maintain and enhance risk culture and communication throughout the Group.

The material risks impacting the Group are listed alongside and further detail is included as part of the Abridged Integrated Annual Report available on our website at www.rclfoods.com/financial-results-and-reports-2020



Material risks

- Reduced demand (customer and consumer)
- Pricing pressure
- Liquidity risk
- Commodity price fluctuations
- Business interruption – Health & Safety and Supply Chain
- Regulatory intervention and policy uncertainty
- Societal risks
- Food and product safety
- Climate change
- Non-compliance with laws and regulations
- Information security

Risk management process

STEP

1



Context setting and risk identification

Through interviews, facilitated workshops, surveys and industry benchmarking, executives and management identify and define risks that would impact the achievement of strategic goals which may include operational, financial, regulatory and strategic risks.

STEP

2



Risk analysis and evaluation

Risks are assessed (both quantitatively and qualitatively), and rated and ranked by management, as defined in the RCL FOODS risk assessment criteria, based on probability, impact and control effectiveness.

STEP

3



Risk response

Risks are reviewed and appropriate treatment methods, that would manage risks to an acceptable level aligned with strategy, are approved by management. Management may decide to avoid the risk by eliminating risk through preventative processes, accept the risk by maintaining the risk at its current level, share the risk with an independent counterparty or manage the risk by implementing policies and procedures to lower risk.

STEP

4



Risk reporting and monitoring

The relevant operating Executive Boards and Risk Committee are periodically updated on management's assessment of existing and emerging risks, risk response strategies and mitigating controls in place to manage risks to an acceptable level. Assurance on controls is provided through the combined assurance model.

Combined assurance

RCL FOODS operates a combined assurance framework which co-ordinates the efforts of management, internal assurance providers and external assurance providers in a manner that ensures collaboration, and assists in bringing about a holistic view of an organisation's risk profile and assurance activities.

The Risk Committee considers the risks and the assurance provided through the combined assurance framework, and it periodically advises the Board on the state of risks and controls in RCL FOODS' operating environment. This information is used as the basis for the Board's review, sign-off and reporting to stakeholders (via the Abridged Integrated Annual Report) on risk management and the effectiveness of internal controls within the Group.

The five groups of assurance providers to the Group are illustrated below.

Combined assurance model: Five lines of defence



Corporate governance continued

Dealing in securities

The Group has a formal policy, established by the Board and implemented by the Company Secretary, prohibiting dealing in securities by directors, officers and other selected employees for a designated period preceding the announcement of its financial results or in any other period considered sensitive. The Chairman, through the Company Secretary, approves all dealings by directors.

Reporting to stakeholders

Effective stakeholder engagement is vital to good corporate governance. The Group is committed to ensuring that relevant and accurate information is timeously communicated to all stakeholders.

For more detail on the stakeholder engagement process, refer to the Sustainable Business Report which is available on our website at www.rclfoods.com/financial-results-and-reports-2020



Access to information

The Group has complied with the requirements of the Promotion of Access to Information Act, 2000.

Internal controls

The executive directors are responsible for ensuring that internal control systems exist that provide reasonable assurance regarding the safeguarding of assets and the prevention of their unauthorised use or disposal; the maintenance of proper accounting records; and the reliability of the financial and operational information used in the business. The full King IV application table is available on our website at www.rclfoods.com/governance/corporate-governance/governance-documents/



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