

Identified risk		Strategic	Compliance	Operational	Financial	Existing controls	Risk owner	Mitigation strategy/actions
Exchange rates/foreign currency exposure	1				X	- FEC for forex purchases/sales pricing	MD and FD of subsidiaries	- Monthly reviews - Hedging of exposure
Electrical energy – increases in costs/conservation	2			X		- Reduce usage - Manage cost - Manage pricing	MD and FD of subsidiaries	- Constant monitoring - Efficiency enhancement programmes - Major reductions of peak demand despite and reductions in total energy consumption
Oil and fuel cost increases	3			X	X	- Efficient distribution - Claims management	MD and FD of subsidiaries	- Fuel cost managed and reviewed - Strategic inputs managed on a continuous basis
Fresh water supply	4	X			X	- Storage tanks	MD and FD of subsidiaries	- Responsible water usage programmes
Civil unrest (including external strike action)	5	X				- Diversify markets	MD and FD of subsidiaries	- New markets being developed
Reputational risk (shareholder activism)	6	X			X	- CEO communication with shareholders and media	CEO and non-executive directors	- Ongoing dialogue with regard to current performance and strategic agenda
Group ICT	7	X		X	X	- Off-site back-ups - Development of staff	CEO and ICT director	- On-going development - IT governance model in place
Global warming and climate change	8	X			X	- Monitoring impact	CEO	- Continue monitoring impact
Limited government infrastructure spend	9	X			X	- Maintain and improve on relationships	MD and FD of subsidiaries	- Maintain and improve relationships
Reducing local demand for locally produced products	10	X			X	- Diversify markets	MD and FD of subsidiaries	- New export markets being investigated
Revised B-BBEE codes	11	X	X		X	- Advice from experts on implications in progress	MD and FD of subsidiaries	- Affects all suppliers - Building relationships with strategic BEE partners - Promotion from within is prioritised
Protracted load shedding and grid collapse	12	X		X	X	- Generators in place for most applications	MD and FD of subsidiaries	- Investigate all alternative power sources
Senior management fraud	13	X	X		X	- Control systems in place - Internal and external audit in place	CEO and CFO	- Review and enhancements of controls
Insufficient funding/loan covenants	14	X			X	- Existing facilities - Relationships with banks	CEO and CFO	- Property loans - Funds from capital markets - Monitoring and management of working capital
Riot risk	15	X		X	X	- Sasria cover	CEO and CFO	- Constant monitoring

