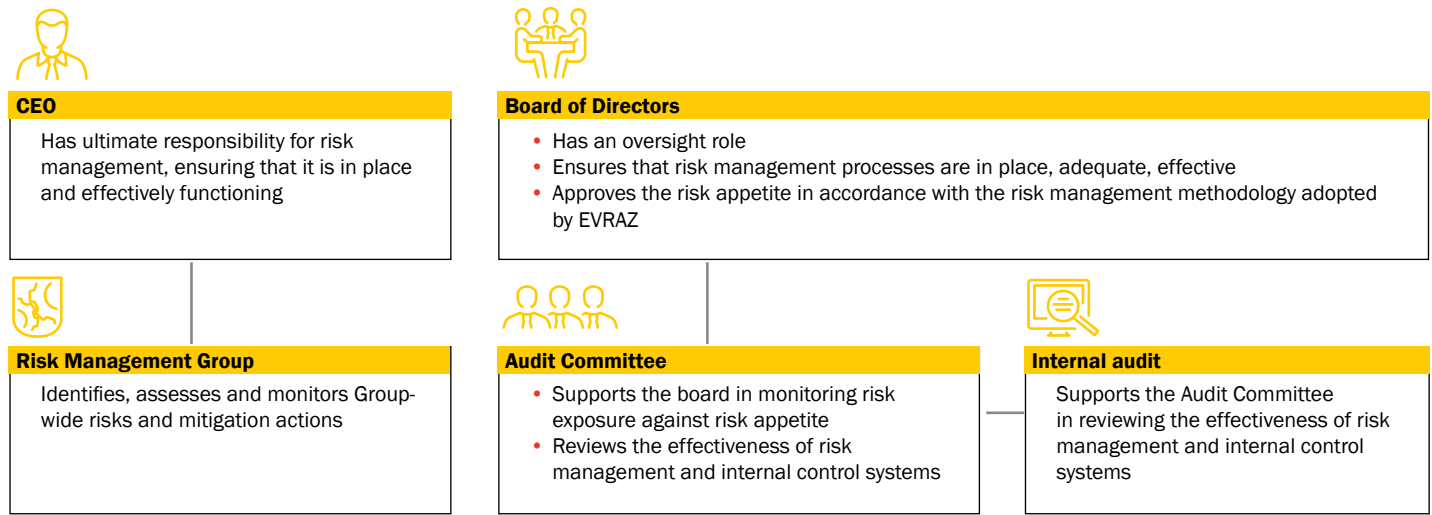


# Principal risks and uncertainties

## RISK MANAGEMENT SYSTEM



**TOP-DOWN APPROACH**  
Oversight, identification, assessment and management of risks at the corporate level

## Effective risk management

The risk management process aims to identify, evaluate and manage potential and actual threats to the Group's ability to achieve its objectives



**For more information, read risk management and internal control section of the corporate governance report on pages 116-117.**

**BOTTOM-UP APPROACH**  
Identification, assessment and management of risks at regional and site levels and across functions



**Site levels**

- Identification, assessment and mitigation of risks
- Promoting risk awareness and safety culture



**Regional business unit management teams**

- Adopt regional risk appetite
- Support the Risk Management Group in reviewing and monitoring effectiveness of risk management
- Identify, assess and manage risks at the regional level
- Monitor risk management process and effectiveness of internal control