

**LES MOULINS DE LA CONCORDE LTEE
AND ITS SUBSIDIARIES
(« LMLC »)**



**TERMS OF REFERENCE
AUDIT AND RISK COMMITTEE**

1. OVERALL PURPOSE / OBJECTIVES

The Audit and Risk Committee (“the Committee”) will assist the Board in fulfilling its supervisory responsibilities. The Audit and Risk Committee will review the financial reporting process, the system of internal control and management of business and financial risks, the internal audit process, and the company's external audit process for monitoring compliance with laws and regulations as well as its own code of business conduct, board policies and board decisions. In performing its duties, the committee will maintain effective working relationships with the Board of Directors, management, and the internal and external auditors. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the company's business, operations, and risks.

2. AUTHORITY

The Board of Directors authorises the Audit and Risk Committee, within the scope of its responsibilities, to seek information it requires from:

- Any employee (and all employees are directed to co-operate with any request made by the Audit and Risk Committee),
- External parties,
- Obtain outside legal or other professional advice when required to execute the audit function.

The Committee shall ensure that there is a combined assurance framework as described in Section 4.9.

3. ORGANISATION

3.1. Membership

- 3.1.1. The Audit and Risk Committee shall comprise of a minimum of four members of the Board of Directors, of which a minimum of two will be independent directors.
- 3.1.2. The Committee collectively must have adequate financial, auditing, risk management, information technology and regulatory compliance expertise and experience to meet the standard of care required to perform their responsibilities in terms of this terms of reference.
- 3.1.3. The Chairperson of the Committee will be nominated by the Board and should be an independent director.
- 3.1.4. The Chairperson of the Board of Directors and members of management team shall not be members of the Audit and Risk Committee.
- 3.1.5. The Chairperson and Members of the Committee will be appointed for a three-year term of office.
- 3.1.6. A quorum for any meeting will be three members.
- 3.1.7. The Secretary of the Committee shall be nominated by the Board.

3.2. Termination of Membership

- 3.2.1 A Committee Member shall cease to hold office:
 - If the Board of LMLC receives written notice of his/her resignation as a Board/Committee Member,
 - If he or she has failed to attend three (3) consecutive committee meetings; unless a prior apology, with reason, has been submitted,
 - If the Board accepts a recommendation from the Committee that he/she be removed from office,
 - If the Board resolves that he/she be removed from office.

3.3. Attendance at Meetings

- 3.3.1. The Audit and Risk Committee may invite such other persons (e.g., the CEO, General Manager, Financial Manager, Head of Internal Audit, etc.) to its meetings, as it deems necessary.
- 3.3.2. The internal and external auditors should be invited to make presentations to the Audit and Risk Committee as appropriate.
- 3.3.3. Meetings shall be held not less than twice a year. Special meetings may be convened as required. Internal auditors or the external auditors may convene a meeting if they consider that it is necessary.

- 3.3.4. The Committee may, if the need arises, meet with external and internal auditors without management being present. These may be separate meetings or meetings held before or after scheduled Committee meetings. Committee Members must be fully prepared for Committee meetings, to provide appropriate and constructive challenge, review and input on matters discussed.
- 3.3.5. Minutes of the proceedings of all meetings will be compiled and circulated to members within a fortnight following the meeting.
- 3.3.6. The Committee may, if the need arises, meet with external and internal auditors without management being present.
- 3.3.7. Committee Members have fiduciary duties to disclose any conflict of interest in a particular matter being discussed. In such case members should NOT participate in the decision but should be able to give their opinion related to the matter.
- 3.3.8. Only the Committee Members shall have a vote at meetings of the Committee.

3.4. Quorum

- 3.4.1. The quorum for the meeting shall be three (3) of the Committee Members and they need to be present throughout the meeting of the Committee. Individuals in attendance at Committee meetings by invitation may participate in discussion but do not form part of the quorum for Committee meetings.
- 3.4.2. In the event of the Chairperson being absent, the members present may elect a Chairperson from the independent non-executive members present to act as Chairperson at that meeting.
- 3.4.3. A vacant position on the Committee shall not invalidate any decision of the Committee, subject to quorum requirements being met.

3.5. Agenda and Documents

- 3.5.1. The agenda and relevant documentation must be circulated at least one week prior to each meeting to the members of the Committee.

3.6. Preparation

- 3.6.1. Committee Members must be fully prepared for meetings, to provide appropriate and constructive challenge, review and input on matters discussed.

4. ROLES AND RESPONSIBILITIES

The Audit and Risk Committee will:

4.1 Internal Control

- 4.1.1. Evaluate whether management is setting the appropriate "control culture" by communicating the importance of internal control and ensuring that all employees have an understanding of their roles and responsibilities.
- 4.1.2. Consider how management controls all operations and systems and if there are contingency plans in place in the event of a breakdown.
- 4.1.3. Gain an understanding of whether internal control recommendations made by internal and external auditors have been implemented by management.
- 4.1.4. Report on the effectiveness of internal control to the Board of Directors.

4.2 Financial Reporting

4.2.1 General

- 4.2.1.1 Consider with the internal and external auditors any fraud, illegal acts, deficiencies in internal control or other similar issues.
- 4.2.1.2 Review significant accounting and reporting issues, including recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- 4.2.1.3 Review any legal matters which could significantly impact the financial statements.
- 4.2.1.4 Review with the Head of Governance, Risk and Compliance (GRC) of Eclasia Corporate Services Ltd, his yearly report on all aspects of risks and operations including governance, risks and compliance.

4.2.2 Annual Financial Statements

- 4.2.2.1. Review the annual financial statements and determine whether they are complete and consistent with the information known to Committee Members, assess whether the financial statements reflect appropriate accounting principles.
- 4.2.2.2. Obtain explanations from management and internal and external auditors on whether:
 - i. Actual financial results varied significantly from budgeted or projected results,
 - ii. Changes in financial ratios and relationships in the financial statements are consistent with changes in the company's operations and financing practices,

- iii. Generally accepted accounting principles have been consistently applied,
- iv. There are any actual or proposed changes in accounting or financial reporting practices,
- v. There are any significant or unusual events or transactions,
- vi. The company's financial and operating controls are functioning effectively.

4.2.2.3. Receive and review a report on taxation risk-related matters from the External Auditor and/or Tax Advisor, tax compliance, tax loss and any disputes or penalties.

4.2.2.4. Focus on judgmental areas, for example those involving valuations of assets and liabilities, warranty, product or environmental liability, litigation reserves, and other commitments and contingencies.

4.2.2.5. Meet with management and the external auditors to review the financial statements and the results of the audit.

4.2.2.6. Review the other sections of the annual report before its release and consider whether the information is understandable and consistent with members' knowledge about the company and its operations.

4.2.3 Risk Management

4.2.3.1 Gain an understanding of the current areas of greatest business and financial risk and how management are managing these effectively.

4.2.3.2 Monitor the identification and management of principal risks and ensure a comprehensive risk register is compiled and action plans are documented.

4.2.3.3 Review with management, the internal and external auditors about significant risks and exposures and the plans to minimise such risks and ensure that risks identified are being monitored.

4.2.3.4 The Audit and Risk Committee shall make use of generally recognised risk management and internal control models and frameworks in order to maintain a sound system of internal control and risk management to:

- Safeguard the company's assets and investments,
- Support business objectives and sustainability,
- Support business sustainability under normal as well as adverse operating conditions,
- Behave responsibly towards all stakeholders having a legitimate interest in the company, and
- Review the adequacy of:
 - (a) insurance coverage, and
 - (b) funding of the retirement benefits obligations.

4.2.4 Environmental, Social and Governance (ESG)

The Committee must consider the control environment and risks that may impact on the financial and sustainability performance of the LMLC with respect to ESG.

4.3 Internal Audit

- 4.3.1 Propose the appointment of internal audit team and review its appointment on a yearly basis.
- 4.3.2 Review on a yearly basis the internal audit plan and cycles and make recommendations to the Board.
- 4.3.3 Discuss and validate scope of duties of the internal audit function on an annual basis and recommend their fees.
- 4.3.4 Review the activities and organisational structure of the internal audit function and ensure no unjustified restrictions or limitations are made.
- 4.3.5 Review the qualifications of internal audit personnel.
- 4.3.6 Review the effectiveness of the internal audit function.
- 4.3.7 Meet separately with the head of internal audit to discuss any matters that the committee or auditors believe should be discussed privately.
- 4.3.8 Ensure that significant findings and recommendations made by the internal auditors are received and discussed on a timely basis.
- 4.3.9 Ensure that management responds to recommendations by internal auditors.

4.4 External Audit

- 4.4.1. Review the external auditors' proposed audit scope and approach and ensure no unjustified restrictions or limitations have been placed on the scope.
- 4.4.2. Review and recommend to the Board the fees and other compensation.
- 4.4.3. Review the performance of the external auditors.
- 4.4.4. Consider the independence of the external auditor, including reviewing the range of services provided in the context of all consulting services bought by the company.
- 4.4.5. Make recommendations to the Board regarding the appointment of the external auditors.
- 4.4.6. Ensure that significant findings and recommendations made by the external auditors are received and discussed on a timely basis.
- 4.4.7. Ensure that management responds to recommendations by the external auditors.

4.5 Food Safety Audit

- 4.5.1 Take note of the internal food safety auditor's proposed audit scope and approach.
- 4.5.2 Ensure that significant findings and recommendations made by the food safety internal auditors are received and discussed at management level on a timely basis.
- 4.5.3 Ensure that management responds to recommendations.

4.6 Compliance with Laws and Regulations

- 4.6.1 Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any fraudulent acts or non-compliance.
- 4.6.2 Obtain regular updates from management and company's legal counsel regarding compliance matters.
- 4.6.3 Be satisfied that all regulatory compliance matters have been considered in the preparation of the financial statements.
- 4.6.4 Review the findings of any examinations by regulatory agencies.

4.7 Compliance with the Board's Code of Conduct, Policy and Decisions

- 4.7.1 Obtain regular updates from management regarding compliance.

4.8 Reporting Responsibilities

- 4.8.1 Regularly update the BBoard about committee activities and make appropriate recommendations.
- 4.8.2 Ensure the BBoard is aware of matters which may significantly impact the financial condition or affairs of the business.

4.9 Combined Assurance

Receive twice yearly the GRC Integrated Report summarizing the work performed by the Business Units within Eclosia Corporate Services giving support in the identification, mitigation and reporting of risks within their field of expertise which are:

- Accounting and financial controls
- Information Technology
- Health & Safety
- Security of assets and people
- Cybersecurity
- Compliance with laws and regulations
- Food Safety
- Industrial operations and maintenance

4.10 Information Technology and cybersecurity

In discharging its responsibilities, the Committee will:

- Review the technology and information risk assessment, risk exposure and management actions being taken to mitigate technology and information risk;
- Exercise ongoing oversight of technology and information management;
- Review the financial losses or non-financial impacts arising from disruptions, events and incidents where technology and information risks, including cyber risks, were not identified or controls have been breached or failed;
- Obtain assurance from management that the information architecture supports confidentiality, integrity and availability of information;
- Engage with the Group Senior IT Auditor and the Group Cybersecurity Manager on a regular basis.

4.11 Continuous Professional Development

Committee Members shall ensure to keep abreast of latest developments in their field of expertise.

4.12 Committee Performance Evaluation

The Committee shall evaluate, every two years, its performance and effectiveness periodically to identify improvement needs and opportunities. The evaluation will consider the collective performance of the Committee and the members' contribution and participation. The Committee must, on an annual basis, provide a report on its performance, effectiveness and key activities to the Board confirming that it has fulfilled its duties and responsibilities as prescribed in this Charter.

4.13 Other Responsibilities

- 4.13.1** Perform other supervisory functions as requested by the full Board.
- 4.13.2** If necessary, institute special investigations and, if appropriate, hire special counsel or experts to assist.
- 4.13.3** Review and update the charter, receive approval of changes from the Board.

Approved by the board of directors on 15 September 2023.

Chairperson of Board of Directors
Mushtaq Oosman

Chairperson of Audit & Risk Committee
Su Lin Ong

