THREE LINES OF DEFENCE MODEL

In its operations, FPC uses an approach driven by the three lines of defence model based on roles and responsibilities sharing. Each of the three lines increases the probability of FPC successfully achieving its goals.

EXTERNAL CONTOUR External auditor **Audit Commission of FPC's Board** of Directors **GENERAL DIRECTOR BOARD OF DIRECTORS RISK MANAGEMENT COMMITTEE AUDIT AND RISK COMMITTEE** OF THE BOARD OF DIRECTORS **DEPUTY GENERAL DIRECTORS** FIRST LINE OF DEFENCE **SECOND LINE OF DEFENCE** THIRD LINE OF DEFENCE Identifies risks that can affect Develops a uniform risk management the achievement of goals and internal control methodology 1. Assesses identified risks 2. Provides general advisory support to units throughout the risk Analyses risks management process 1. Assesses the performance of the risk 3. Develops a risk map and a risk management and internal control matrix systems and corporate governance 4. Identifies key risks practice 2. Organises the monitoring process 1. Monitors and controls the provision Develops and undertakes risk and follows up on remedial actions of information on risk occurrence management activities 2. Carries out inspections and audits taken by FPC's units to eliminate of FPC's operating, financial, flaws and gaps in risk management, Develops plans of activities to mitigate internal control, and corporate and business activities consequences should the risk occur governance practice 3. Prepares summary reporting on risk occurrence 4. Informs the Company's management Implements control procedures of risk occurrence, effectiveness of risk management activities Gathers, consolidates, and provides and control procedures, and results information on risk occurrences of inspections and audits Risk Management Unit Units with certain control Structural units Internal Audit Unit and/or approval responsibilities Control and Audit Centre