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Version: 01

Company: Rewilding Company

Confidentiality: Internal

## Business Continuity and Risk Mitigation

### Objective

The identification of key risks to the project and the company and mitigants to manage the risk and to ensure business continuity.

### Key risks and mitigants

#### Fire:

Fire protection is a key activity as it poses the greatest physical risk to the forests. Fire protection therefore focuses on fire prevention, fire risk reduction and fire preparedness and suppression.

Fire prevention measures require active engagement with the local community. Most fires are man-made, started to clear land or for the purposes of hunting. Agricultural methods using fire to clear land are less efficient in terms of retaining nutrients and organic matter in the soil, and efforts are made through education programs to re-educate local farmers who clear land using such a practice.

Fire risk reduction methods focus on physical methods of preventing fires from occurring or reducing the potential severity of fires. Weed control methods aim not only at preventing competition with young trees but also at reducing the volume of combustible material that builds up beneath the trees.

Fire breaks are a tool used to further reduce the impact of fires and aid in the ability to fight fire outbreaks. Fire breaks of 10 metres wide are installed around planting units within the plantation and also serve as access routes within the plantation area. Compartment roads, external boundary roads, crest roads, secondary roads and valley bottom cut-off roads serve as fire breaks, and vegetation management (weed control) is done to reduce the risk of fire spread. Fire preparedness is of high importance during the fire season (December – April).

Fire towers are installed at key locations and manned 24/7, with communication to rapid response units to react to fire outbreaks. Fire marshals and fire standby crews are employed and deployed on 24-hour patrol of the plantation during the dry season. The fire standby crew will also be responsible of observing illegal activities that can lead to the destruction or degradation of the forests.

*Likelihood – High*

*Project impact - High*

#### Planting material shortage:

RWC uses a combination of internal and external sources for the production of seedlings. Own nurseries are the preferred seedling solution but as a risk mitigant, relationships with various external seedling providers are built and maintained. The same applies to seed providers.

*Likelihood – Low*

*Project impact - Medium*



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### Pests and disease outbreaks:

Pest and disease issues can include termites, rodents and plant diseases. The impact of pests and disease vary but can lead to reduced growth rates and loss of forest area, all of which can have a financial impact and affect biodiversity negatively.

Even though there is a low likelihood of disease, this will be constantly monitored and experts and science will be deployed to combat and threat or occurrence.

*Likelihood – Medium*

*Project impact - Medium*

### Weather And Natural Disaster Risk

The planting area has been chosen because of the high rainfall but rainfall will vary over the years. Rainfall however is not a major risk but rather the length of the annual dry season. This normally stretches from December to April. Longer dry seasons can reduce plant growth particularly in the early years.

As a mitigant manual watering is deployed in the first years after planting for species that are particularly sensitive to a long dry spell. It should however be noted that the species selected for the project occur naturally in the area and has proven resilient in the conditions.

*Likelihood – medium*

*Project impact – low*

### Political stability and policy change

Future political actions cannot be predicted and may adversely affect the business environment. Changes, if any, in agricultural or investment policies or shifts in political attitude in the country of Sierra Leone may adversely affect RWC's business, operations, and financial condition. Future operations may be affected in varying degrees by government regulations with respect to, but not limited to, restrictions on production, price controls, export controls, currency remittance, income taxes, foreign investment, maintenance of claims, environmental legislation, land use, land claims of local people, water use and farm safety. The possibility that future governments may adopt substantially different policies, which may extend to the expropriation of assets, cannot be ruled out. The occurrence of these various factors and uncertainties cannot be accurately predicted and could have an adverse effect on RWC's business, operations, and financial condition.

### Mitigants

Countries must remain competitive regionally and internationally and governments need to ensure legislation and regulations to support competitiveness. In addition, poor policy changes affect FDI and leads to poor economic performance.



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In addition the RWC shareholders and executives have deep country experience and are well versed in influencing, navigating and adapting to change.

Likelihood – Low

Project impact - Medium

### Country Risk

The Rewilding Company's (RWC) current operations are conducted in Sierra Leone and as such, operations are exposed to various risks and uncertainties. Typical country risks and uncertainties include:

- Currency exchange rates
- Inflation
- Labour unrest
- Licenses
- Permits
- Contracts
- Changes in taxation policies
- Restrictions on foreign exchange
- Changing political conditions

#### *Mitigants*

Having operated in Sierra Leone for many years, the shareholders and executives have been exposed to and navigated the above risks. The country respects and honours contractual and other agreements and particularly around land rights, have been very consistent.

Likelihood – Medium

Project impact – Low

### Regulatory Risk

As carbon policies, frameworks and regulations continue to be developed RWC will be impacted both positively and negatively. The leadership of RWC continue to participate in, influence and support the Government of Sierra Leone in the development of legislation around carbon.

Likelihood – High

Project impact - Low



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**Labour availability**

During certain seasons it becomes more difficult to secure large numbers of staff, but this risk is managed through active and ongoing community engagement. This is also just a risk in the early years of the project and has been considered in the planting schedule.

*Likelihood – Low*  
*Project impact - Low*

**Loss of Key Employees**

As in any company or project there are staff members that are key to the operations. HR and employment policies are designed to ensure understudies are in place for key employees. The country also produces qualified agriculture graduates and intern programs will be implemented to capture good staff.

*Likelihood – Medium*  
*Project impact - Low*

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