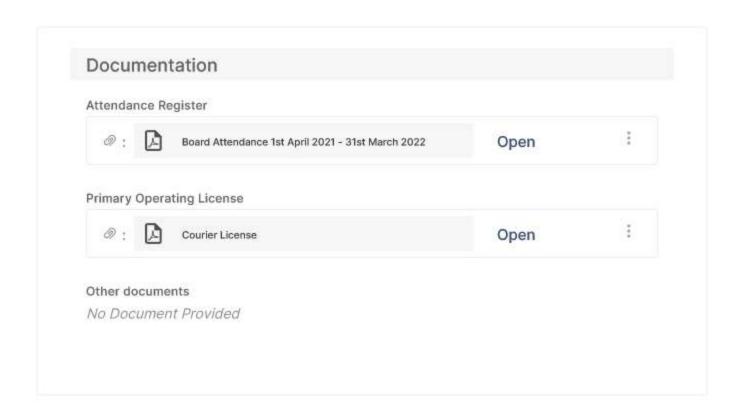
Company Name: Red Star Express Plc

RC Number: RC (200303)

| Title of report | |
|--|--|
| | A constitution of the cons |
| Compliance Status with the NCCG [April | 2021 - March 2022] |
| Report ID | |
| RX-2022471 | |
| Reporting timeline (Start) | Reporting timeline (End) |
| 1 April 2021 | 31 March 2022 |
| Sectorial regulator | |
| Securities and Exchange Commission (SI | EC) |
| Other regulator(s) | |



Governance Stakeholders

| External Auditor | Position | Date of appointment |
|------------------|----------|---------------------|
| Ernst & Young | Auditor | 19 September 2013 |

| Governance Evaluation Consultant | Position | Date of appointment |
|----------------------------------|----------|---------------------|
| None added | | |

| Board Evaluation Consultant | Position | Date of appointment |
|-------------------------------------|------------|---------------------|
| Society for Corporate Governance | Consultant | 10 March 2022 |

| Position | Date of appointment |
|-----------|---------------------|
| Registrar | Not Provided |
| | |

Governance structures

| Board committee(s) | Committee Members | Position |
|--|--|---------------------------------------|
| Strategy & Business Develop Committee | oment Olusola Obabori Victor Ukwat | Managing Director Executive Director |
| | Auwalu Babura | Non-Executive |
| | Chukwuemeka Ndu | Independent Non-Executive Director |
| | Chioma Sideso Sulaiman Koguna | Non-Executive Non-Executive |
| | Peter Aletor | |

| Board committee(s) | Committee Members | Position |
|---|-------------------|--|
| Governance, Nomination & Remuneration Committee | Chioma Sideso | Independent Non- Executive Director |
| | Sulaiman | Non-Executive |
| | Koguna | Non-Executive |
| | Peter Aletor | |

| Board committee(s) | Committee Members | Position |
|--------------------|-------------------|---------------------------|
| Risk Managment | Olusola Obabori | Managing Director |
| Committee | Victor Ukwat | Executive Director |
| | Auwalu Babura | Executive Director |
| | Chukwuemeka | Non-Executive |
| | Ndu | Independent Non-Executive |
| | Chioma Sideso | Director |
| | Sulaiman Koguna | Non-Executive |
| | Peter Aletor | Non-Executive |

| Board committee(s) | Committee Members | Position |
|--------------------|-------------------|---------------|
| Audit Committee | Chukwuemeka Ndu | Non-Executive |
| | Sulaiman Koguna | Non-Executive |

| Board of Directors | Position |
|--------------------|--|
| Olusola Obabori | Managing Director |
| Victor Ukwat | Executive Director |
| Suleiman Barau | Chairman |
| Auwalu Babura | Executive Director |
| Chukwuemeka Ndu | Non-Executive |
| Chioma Sideso | Independent Non- Executive Director |
| Sulaiman Koguna | Non-Executive |
| Peter Aletor | Non-Executive |

| Executive management & Leadership | Position |
|-----------------------------------|---|
| Olusola Obabori | Managing Director |
| Victor Ukwat | Executive Director |
| Tonye Preghafi | Div. M.D, Red Star Support Services Ltd. |
| Abdulkadri Koguna | Deputy General |

| | Manager, Central Admin |
|---------------------|--------------------------|
| Auwalu Babura | Executive Director |
| Mudiaga Okumagba | COO, Red Star Freight |
| | Ltd |
| Olukayode Agbe | Deputy General |
| | Manager, Sales & |
| | Operations |
| Frances Akpomuka | Company Secretary |
| Charles Ejekam | Divisional M.D, Red |
| | Star Logistics Ltd |
| | (Subsidiary) |
| nemesit James-Okoro | General Manager, |
| | International Operations |
| Jayson Oyarekhua | COO, RS Allied |

| Investor Relations Officer(s) | Position | | |
|-------------------------------|---------------------------|--|--|
| Oladayo Akinlemibola | Company Secretarial Staff | | |
| Frances Akpomuka | Company Secretary | | |
| Ifunanya Iwuagwu | Legal Adviser | | |

| Company Secretary(s) | Position |
|----------------------|-------------------|
| Frances Akpomuka | Company Secretary |

| Compliance Officer(s) | Position |
|-----------------------|----------|

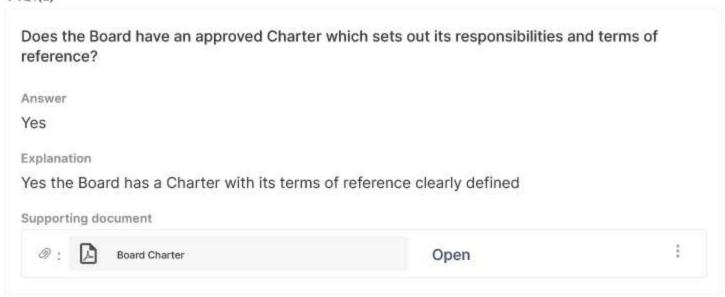
| Oladayo Akinlemibola | Company Secretarial |
|----------------------|---------------------|
| | Staff |
| Frances Akpomuka | Company Secretary |
| funanya Iwuagwu | Legal Adviser |

| Company contact persons | Position | |
|-------------------------|-------------------|--|
| Frances Akpomuka | Company Secretary | |
| lfunanya lwuagwu | Legal Adviser | |
| Oladayo Akinlemibola | Legal Officer | |

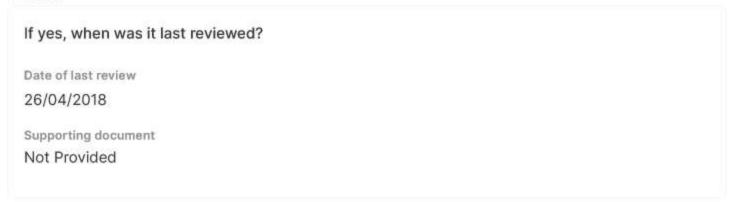
Principle 1:

A successful Company is headed by an effective Board which is responsible for providing entrepreneurial and strategic leadership as well as promoting ethical culture and responsible corporate citizenship. As a link between stakeholders and the Company, the Board is to exercise oversight and control to ensure that management acts in the best interest of the shareholders and other stakeholders while sustaining the prosperity of the Company

P1Q1(a)



P1Q2(b)



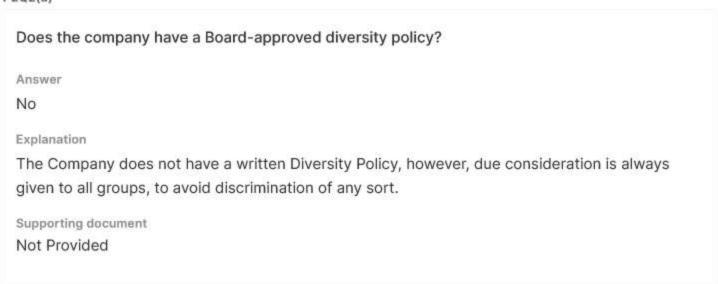
Principle 2:

The effective discharge of the responsibilities of the Board and its committees is assured by an appropriate balance of skills and diversity (including experience and gender) without compromising competence, independence and integrity

P2Q1

| What ar | re the qualifications and experien | ces of the directors? | |
|---------------|------------------------------------|-----------------------|--|
| Explanati | ion | | |
| Profiles | of all directors are attached | | |
| riomes | or all directors are attached | | |
| 844 5 3 4 5 5 | ng document | | |

P2Q2(a)



P2Q3(b)



| Are | there | directors | holding | concurrent | directorships | ? |
|-----|-------|-----------|---------|------------|---------------|---|
|-----|-------|-----------|---------|------------|---------------|---|

Answer

Yes

Supporting document

Not Provided

P2Q5(b)

If yes:

State names of the directors and the companies.

Explanation

Suleiman Barau – Family Homes Funds Limited, GTCO Plc Sulaiman Koguna – Apel Asset
Management Company Limited, TurnQuest Business Solutions Limited, E-Training Institute
Limited, Koguna Babura Insurance Brokers Limited, E-Insurance Solutions Centre Limited Chioma
Sideso – Unitrust Insurance Company Limited, OMW Limited Peter Aletor – Apel Asset Limited,
Apel Capital & Trust Limited, Apel Capital Registrars Limited, Veritas Glanvills Pensions Limited,
UTIB Insurance Brokers Chukwuemeka Ndu – C & I Leasing Plc, Cordros Capital Limited,
Broadview Worldwide Limited, Petra Properties Limited, Analytics Medical Diagnostics Limited,
Vhaul Marine & Energy Limited, Beta Computers Limited, Imperial Homes Mortgage Bank
Limited, Channeldrill Resources Limited, Petra Services Limited, OCS Integrated Services Nigeria
Limited, BW Offshore Nigeria Limited

Supporting document

Not Provided

P2Q6(a)

Is the MD/CEO or an Executive Director a chair of any Board Committee?

Answer

No

Supporting document

P2Q7(b)

If yes:

provide the names of the Committees.

Explanation

No Input provided

Supporting document

Principle 3:

The Chairman is responsible for providing overall leadership of the Company and the Board, and eliciting the constructive participation of all Directors to facilitate effective direction of the Board

P3Q1(a)

Is the Chairman a member or chair of any of the Board Committees?

Answer

No

Supporting document

Not Provided

P3Q2(b)

If yes List them

Explanation

No Input provided

Supporting document

Not Provided

P3Q3

At which Committee meeting(s) was the Chairman in attendance during the period under review?

Explanation

None

Supporting document

Not Provided

P3Q4

Is the Chairman an INED or a NED?

| Supporting document Not Provided |
|---|
| Not Florided |
| P3Q5(a) |
| Is the Chairman a former MD/CEO or ED of the Company? |
| Answer |
| No |
| Supporting document |
| Not Provided |
| P3Q6(b) |
| If yes When did his/her tenure as MD end |
| Date of last review |
| No Input provided |
| Supporting document |
| Not Provided |
| P3Q7 |
| When was he/she appointed as Chairman? |
| Date of last review |
| 19/10/2018 |
| Supporting document |
| Not Provided |
| P3Q8(a) |
| Are the roles and responsibilities of the Chairman clearly defined? |

Answer

| Yes |
|---------------------|
| Supporting document |
| Not Provided |

P3Q9(b)

If yes:

Specify which document.

Explanation

Board Charter

Supporting document

Principle 4:

The Managing Director/Chief Executive Officer is the head of management delegated by the Board to run the affairs of the Company to achieve its strategic objectives for sustainable corporate performance

| P401(a | | | |
|--------|--|--|--|
| P407(a | | | |
| | | | |
| | | | |

Does the MD/CEO have a contract of employment which sets out his authority and relationship with the Board?

Answer

Yes

Supporting document

Not Provided

P4Q2(b)

If no:

in which documents is it specified?

Explanation

No Input provided

Supporting document

Not Provided

P4Q3

Does the MD/CEO declare any conflict of interest on appointment, annually, thereafter and as they occur?

Answer

Yes

Supporting document

Not Provided

P4Q4

| which of the Board Committee meetings did the MD/CEO attend during the period under review? |
|--|
| Explanation |
| Startegy & Business Development Committee, Risk Management Committee |
| Supporting document |
| Not Provided |
| P4Q5(a) |
| Is the MD/CEO serving as NED in any other company? |
| Answer |
| No |
| Supporting document |
| Not Provided |
| P4Q6(b) |
| If yes: Please state the company |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P4Q7 |
| Is the membership of the MD/CEO in these companies in line with the Board-approved policies? |
| Answer |
| No |
| Explanation |
| n/a |
| Supporting document |
| Not Provided |

Principle 5:

Executive Directors support the Managing Director/Chief Executive Officer in the operations and management of the Company

Do the EDs have contracts of employment?

Answer

Yes

Supporting document

Not Provided

P5Q2(a)

If yes:

Do the contracts of employment set out the roles and responsibilities of the EDs?

Answer

Yes

Supporting document

Not Provided

P5Q3(b)

If no:

In which document are the roles and responsibilities specified?

Explanation

No Input provided

Supporting document

Not Provided

P5Q4

Do the EDs declare any conflict of interest on appointment, annually, thereafter and as they occur?

| Answer |
|--|
| Yes |
| Supporting document |
| Not Provided |
| P5Q5 |
| Are there EDs serving as NEDs in any other company? |
| Answer |
| No |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P5Q6 |
| Are their memberships in these companies in line with Board-approved policy? |
| Answer |
| No |
| Explanation |
| n/a |
| Supporting document |
| Not Provided |
| |
| |

Principle 6:

Non-Executive Directors bring to bear their knowledge, expertise and independent judgment on issues of strategy and performance on the Board

P6Q1(a)

Are the roles and responsibilities of the NEDs clearly defined and documented?

Answer

Yes

Supporting document

Not Provided

P6Q2(b)

If yes:

Where are these documented?

Explanation

The roles and responsibilities of NEDs are clearly defined in the Board Charter.

Supporting document

Not Provided

P6Q3

Do the NEDs have letters of appointment specifying their duties, liabilities and terms of engagement?

Answer

Yes

Supporting document

Not Provided

P6Q4

Do the NEDs declare any conflict of interest on appointment, annually, thereafter and as they occur?

| Supporting document Not Provided |
|--|
| Not Provided |
| P6Q5(a) |
| |
| Are NEDs provided with information relating to the management of the company and on all Board matters? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| |
| P6Q6(b) |
| If yes: |
| When is the information provided to the NEDs? |
| Explanation |
| At least one week before every Board Meeting. |
| Supporting document |
| Not Provided |
| |
| |

P6Q7

Answer

Yes

What is the process of ensuring completeness and adequacy of the information provided?

Explanation

All information are reviewed by the MD and Executive Directors to ensure they address relevant questions raised or information requested.

Supporting document

.....

Do NEDs have unfettered access to the EDs, Company Secretary and the Internal Auditor?

Answer

Yes

Supporting document

Principle 7:

Independent Non-Executive Directors bring a high degree of objectivity to the Board for sustaining stakeholder trust and confidence

P7Q1

Do the INEDs meet the independence criteria prescribed under Section 7.2 of the Code?

Answer

Yes

Supporting document

Not Provided

P7Q2

Are there any exceptions?

Answer

No

Explanation

No Input provided

Supporting document

Not Provided

P7Q3

What is the process of selecting INEDs?

Explanation

Same as selecting the NEDs, i.e. in compliance with the Policy on Appointment of Directors. Calls for CVs are made, candidates are screened/interviewed by the Governance Committee & recommended to the Board. Approval is sought from the shareholders

Supporting document

| Do the INEDs have letters of appointment specifying their duties, liabilities and terms of engagement? |
|--|
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| P7Q5 |
| Do the INEDs declare any conflict of interest on appointment, annually, thereafter and as they occur? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| P7Q6(a) |
| Does the Board ascertain and confirm the independence of the INEDs? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| P7Q7(b) |
| If yes, how often? |
| Explanation |
| Yes. All Directors are requested to declare any interests they may have in the Company by the |
| Chairman before commencement of all Board meetings. |
| Supporting document |
| Not Provided |

| P7Q8(c) |
|---|
| If yes: What is the process? |
| Explanation |
| All Directors are requested to declare any interests they may have in the Company by the |
| Chairman before commencement of all Board meetings. |
| Supporting document |
| Not Provided |
| P7Q9(a) |
| Is the INED a Shareholder of the Company? |
| Answer |
| No |
| Supporting document |
| Not Provided |
| P7Q10(b) |
| if yes, what is the percentage shareholding? |
| Answer |
| No Input provided |
| Supporting document |
| Not Provided |
| P7Q11(a) |
| Does the INED have another relationship with the Company apart from directorship and/or shareholding? |

Answer

No

| P7Q12(b) | | | |
|-----------------------------|--|--|--|
| If yes: provide details. | | | |
| Explanation | | | |
| No Input provided | | | |
| Supporting document | | | |
| Not Provided | | | |

P7Q13

What are the components of INEDs remuneration?

Explanation

fees

Supporting document

Supporting document

Not Provided

Principle 8:

The Company Secretary support the effectiveness of the Board by assisting the Board and management to develop good corporate governance practices and culture within the Company

P8Q1

Is the Company Secretary in-house or outsourced?

Supporting document

Not Provided

P8Q2

What is the qualification and experience of the Company Secretary?

Explanation

LL.B, BL, Chartered Secretary, 20 years Post Call

Supporting document

Not Provided

P8Q3

Where the Company Secretary is an employee of the Company, is the person a member of senior management?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P8Q4

Who does the Company Secretary report to?

Explanation

Board and Managing Director Supporting document

P8Q5

What is the appointment and removal process of the Company Secretary?

Explanation

Not Provided

As specified in CAMA

Supporting document

Not Provided

P8Q6

Who undertakes and approves the performance appraisal of the Company Secretary?

Explanation

Board Governance Committee

Supporting document

Principle 9:

Directors are sometimes required to make decisions of a technical and complex nature that may require independent external expertise

P9Q1(a)

Does the company have a Board-approved policy that allows directors access to independent professional advice in the discharge of their duties?

Answer

Yes

Explanation

Yes. It is contained in the Board Charter.

Supporting document

Not Provided

P9Q2(b)

If yes:

where is it documented?

Explanation

Board Charter

Supporting document

Not Provided

P9Q3

Who bears the cost for the independent professional advice?

Explanation

The Company

Supporting document

Not Provided

P9Q4(a)

| During the period under revie | ew, did the Directors obtain any independent professional advi | ce? |
|-------------------------------|--|-----|
| Answer | | |
| Yes | | |
| Supporting document | | |
| Not Provided | | |
| | | |
| | | |

P9Q5(b)

If yes: provide details.

Explanation

Directors invited Delloitte to provide advice on Business Process Review

Supporting document

Principle 10:

Meetings are the principal vehicle for conducting the business of the Board and successfully fulfilling the strategic objectives of the Company

P10Q1

What is the process for reviewing and approving minutes of Board meetings?

Explanation

Minutes are reviewed, amended & adopted at the next meeting and signed off by the Chairman.

Supporting document

Not Provided

P10Q2

What are the timelines for sending the minutes to Directors?

Explanation

14 days before the meeting

Supporting document

Not Provided

P10Q3

What are the implications for Directors who do not meet the Company policy on meeting attendance?

Explanation

It affects their re-election.

Supporting document

Principle 11:

To ensure efficiency and effectiveness, the Board delegates some of its functions, duties and responsibilities to well-structured committees, without abdicating its responsibilities

P11Q1

Do the Board Committees have Board-approved Charters which set out their responsibilities and terms of reference?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P11Q2

What is the process for reviewing and approving minutes of Board Committee of meetings?

Explanation

Minutes are reviewed, amended & adopted at the next meeting and signed off by the Chairman.

Supporting document

Not Provided

P11Q3

What are the timelines for sending the minutes to the directors?

Explanation

At least 5 days before the meeting

Supporting document

Not Provided

P11Q4

Who acts as Secretary to heard committees?

TITIO GOLD GO OCCITCANT TO DOGIN COMMITTEES.

Explanation

Company Secretary or any member of the Company Secretariat

Supporting document

Not Provided

P11Q5

What Board Committees are responsible for the following matters?

- a. Nomination and Governance
- b. Remuneration
- c. Audit
- d. Risk Management

Explanation

a. Governance, Nomination & Remuneration Committee b. Governance, Nomination & Remuneration Committee c. Audit Committee d. Risk Management Committee

Supporting document

Not Provided

P11Q6

What is the process of appointing the chair of each committee?

Explanation

The Board appoints the Chairman of each committee except Audit Committee where Committee members elect the Chairman

Supporting document

Not Provided

P11Q7(a)

Committee responsible for Nomination and Governance: What is the proportion of INEDs to NEDs on the Committee responsible for Nomination and Governance?

Explanation

1 INED: 2 NED

| Supporting document |
|---|
| Not Provided |
| 11Q8(b) |
| Committee responsible for Nomination and Governance: Is the Chairman of the Committee a NED or an INED? |
| Supporting document |
| Not Provided |
| 11Q9(a) |
| Committee responsible for Nomination and Governance: Does the Company have a succession plan policy? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |

P11Q10(b)

If yes:

how often is it reviewed?

Explanation

Yes, reviewed every four years or as need arises

Supporting document

Not Provided

P11Q11

Committee responsible for Nomination and Governance: How often are Board and Committee charters as well as other governance policies reviewed?

Explanation

Between 2-4 years or as need arises.

Supporting document

Not Provided

P11012

Committee responsible for Nomination and Governance: How does the committee report on its activities to the Board?

Explanation

Each committee meets and presents a formal report at the Board meeting

Supporting document

Not Provided

P11Q13(a)

Committee responsible for Remuneration: What is the proportion of INEDs to NEDs on the Committee responsible for Remuneration?

Explanation

1 INEDs: 2 NED

Supporting document

Not Provided

P11Q14(b)

Committee responsible for Remuneration: Is the Chairman of the Committee a NED or an INED?

Supporting document

Not Provided

P11Q15

Committee responsible for Audit: Does the Company have a Board Audit Committee separate from the Statutory Audit Committee?

Answer

61-

| NO |
|---------------------|
| Explanation |
| No Input provided |
| Supporting document |

P11Q16

Not Provided

Committee responsible for Audit: Are members of the Committee responsible for Audit financially literate?

Answer

No

Explanation

Yes

Supporting document

Not Provided

P11Q17

Committee responsible for Audit: What are their qualifications and experience?

Explanation

Moses Ogundeji – HND Admin & Mgt Cyril Ugwumadu – WAEC Ganiyu Amoo - WAEC Sulaiman Koguna – B.Sc. Econ, PGD Finance & Management Chukwuemeka Ndu - FCA

Supporting document

Not Provided

P11Q18

Committee responsible for Audit: Name the financial expert(s) on the Committee responsible for Audit

Explanation

Chukwuemeka Ndu - FCA

Supporting document

P11Q19

Committee responsible for Audit: How often does the Committee responsible for Audit review the internal auditor's reports?

Explanation

At least once every Quarter

Supporting document

Not Provided

P11Q20

Committee responsible for Audit: Does the Company have a Board approved internal control framework in place?

Answer

No

Explanation

Yes

Supporting document

Not Provided

P11Q21

Committee responsible for Audit: How does the Board monitor compliance with the internal control framework?

Explanation

Through the Internal Audit unit which reports to the Audit Committee at every Committee meeting.

Supporting document

Committee responsible for Audit: How many times did the Audit Committee hold discussions with the head of internal audit function and external auditors without the management during the period under review?

Explanation

Once

Supporting document

Not Provided

P11Q25(a)

Committee responsible for Risk Management: Is the Chairman of the Risk Committee a NED or an INED?

Supporting document

| ٨ | lot Pro | ovided | | | | | |
|---|---------|--------|--|--|--|--|--|
| | | | | | | | |

P11Q26(a)

Committee responsible for Risk Management: Is there a Board approved Risk Management framework?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P11Q27(b)

If yes, when was it approved?

Date of last review

19/09/2019

Supporting document

Not Provided

P11Q28

Committee responsible for Risk Management: How often does the Committee review the adequacy and effectiveness of the Risk Management Controls in place? Date of last review

Explanation

At least twice a year.

Date of last review

16/02/2022

Supporting document

| | Data Governance Framework? |
|----|----------------------------|
| | Answer |
| | Yes |
| | Explanation |
| | No Input provided |
| | Supporting document |
| | Not Provided |
| | |
| P1 | 1Q30(b) |

Committee responsible for Risk Management: Does the Company have a Board-approved IT

If yes, how often is it reviewed?

Explanation

Annually

Supporting document

Principle 12:

A written, clearly defined, rigorous, formal and transparent procedure serves as a guide for the selection of Directors to ensure the appointment of high-quality individuals to the Board

P12Q1

| Is there a Board-approved policy for the appoint | ment of Directors? | | | | |
|--|--------------------|--|--|--|--|
| Answer | | | | | |
| Yes | | | | | |
| Explanation | | | | | |
| No Input provided | | | | | |
| Supporting document | | | | | |
| | Open | | | | |

P12Q2

What criteria are considered for their appointment?

Explanation

Academic qualification, Knowledge, skill, experience, character etc.

Supporting document

Not Provided

P12Q3

What is the Board process for ascertaining that prospective directors are fit and proper persons?

Explanation

Interview with prospective directors by the Governance committee and referrals/recommendations from organizations were they have worked.

Supporting document

| Is there a defined tenure for the following: |
|--|
| a. The Chairman b. The MD/CEO |
| c. INED |
| d. NED |
| e. EDs |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P12Q5 |
| Please state the tenures |
| Explanation |
| Chairman – 4 years, subject to maximum of 3 terms MD/CEO – 3 years subject to maximum of 2 |
| terms INED - 4 years, subject to maximum of 3 terms NED -4 years, subject to maximum of 3 |
| terms ED - 3 years subject to maximum of 2 terms |
| Supporting document |
| Not Provided |
| P12Q6 |
| Does the Board have a process to ensure that it is refreshed periodically? |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| |

Principle 13:

A formal induction programme on joining the Board as well as regular training assists Directors to effectively discharge their duties to the Company

P13Q1

Does the Board have a formal induction programme for new directors?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P13Q2(a)

During the period under review, were new Directors appointed?

Answer

Yes

Supporting document

Not Provided

P13Q3(b)

If yes, Provide date of induction.

Date of last review

19/07/2021

Supporting document

Not Provided

P13Q4

Are Directors provided relevant training to enable them effectively discharge their duties?

| Yes |
|--|
| Supporting document |
| Not Provided |
| P13Q5(a) |
| If yes, provide training details. |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P13Q6 |
| How do you assess the training needs of Directors? |
| Explanation |
| New trends, responsibilities, up skilling to fill identified gaps, etc |
| Supporting document |
| Not Provided |
| 213Q7 |
| Is there a Board-approved training plan? |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| |

Answer

| Has it been budgeted for? | | |
|---------------------------|--|--|
| Answer | | |
| Yes | | |
| Explanation | | |
| No Input provided | | |
| Supporting document | | |
| Not Provided | | |
| | | |

Principle 14:

Annual Board evaluation assesses how each Director, the committees of the Board and the Board are committed to their roles, work together and continue to contribute effectively to the achievement of the Company's objectives

| DIAMA | | | |
|-------|--|--|--|
| D1401 | | | |
| | | | |
| | | | |
| | | | |

Is there a Board-approved policy for evaluating Board performance?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P14Q2(a)

For the period under review, was there any Board Evaluation exercise conducted?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P14Q3(b)

If yes, indicate whether internal or external. Provide date of last evaluation.

Date of last review

31/05/2022

Supporting document

| P14Q4(a) |
|---|
| Has the Board Evaluation report been presented to the full Board? |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P14Q5(b) |
| If yes, indicate date of presentation. |
| Date of last review |
| 28/06/2022 |
| Supporting document |
| Not Provided |
| P14Q6 |
| Did the Chairman discuss the evaluation report with the individual directors? |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| |

P14Q7

Is the result of the evaluation for each Director considered in the re-election process?

Answer

Yes Explanation

No Input provided

Supporting document

Principle 15:

Institutionalizing a system for evaluating the Company's corporate governance practices ensures that its governance standards, practices and processes are adequate and effective

P15Q1

For the period under review, has the Company conducted a corporate governance evaluation?

Answer

No

Explanation

No Input provided

Supporting document

Not Provided

P15Q2(a)

If yes, provide date of the evaluation.

Date of last review

No Input provided

Supporting document

Not Provided

P15Q3(a)

Is the result of the Corporate Governance Evaluation presented and considered by the Board?

Answer

No

Supporting document

Not Provided

P15Q4(b)

If yes, please indicate the date of last presentation

Date of last review No Input provided

Supporting document

Not Provided

P15Q5

Is the summary of the Corporate Governance Evaluation included in the annual reports and Investors portal?

Answer

Yes

Explanation

Yes for the year in question

Supporting document

Principle 16:

The Board ensures that the Company remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term

P16Q1(a)

| s there a Board-approved Directors' remune | ration policy? | |
|---|----------------|--|
| Answer | | |
| | | |
| /es | | |
| | | |
| Supporting document O: Directors Remuneration Policy | Open | |

P16Q2(b)

If yes, how often is it reviewed?

Explanation

Every 2 years or as the need arises

Supporting document

Not Provided

P16Q3

Provide details of directors' fees, allowances and all other benefits paid to them during the period under review

Explanation

Sitting allowance and Fees, N8,000,000.00

Supporting document

Not Provided

P16Q4

Is the remuneration of NEDS presented to shareholders for approval?

| Answer |
|--|
| Yes |
| Supporting document |
| Not Provided |
| |
| P16Q5(a) |
| If yes, when was it approved? |
| Date of last review |
| 16/09/2021 |
| Supporting document |
| Not Provided |
| |
| P16Q6 |
| W/L-1 |
| What portion of the NEDs remuneration is linked to company performance? |
| Explanation |
| None |
| Supporting document |
| Not Provided |
| |
| P16Q7(a) |
| Is there a Board-approved remuneration policy for Executive and Senior management? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| |
| P16Q8(b) |
| - Todo(b) |

If yes, to what extent is remuneration linked to company performance?

| Explanation Yes Executive, Senior Management and all staff get 10% PBT as Productivity Incentive subject to attainment of set KPIs by the Board. Supporting document Not Provided |
|--|
| Yes Executive, Senior Management and all staff get 10% PBT as Productivity Incentive subject to attainment of set KPIs by the Board. Supporting document |
| |
| |
| |
| P16Q9(a) |
| Has the Board set KPIs for Executive Management? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| P16Q10(b) |
| If yes, was the performance measured against the KPIs? |
| Answer |
| Yes |
| Supporting document |
| Not Provided |

P16Q11

Do the MD/CEO, EDs and Company Secretary receive a sitting allowance and/or directors fees

Answer

No

Supporting document

Not Provided

P16Q12

Which of the following receive sitting allowance and/or fees:

| a. MD/CEO | |
|----------------------------------|--|
| b. ED | |
| c. Company Secretary | |
| d. Other Senior management staff | |
| Supporting document | |
| Not Provided | |
| | |
| P16Q13 | |

Is there a Board-approved clawback policy for Executive management?

Answer

No

Supporting document

Not Provided

P16Q14(a)

If yes, attach the policy.

Supporting document

Principle 17:

A sound framework for managing risk and ensuring an effective internal control system is essential for achieving the strategic objectives of the Company

P17Q1

Has the Board defined the company's risk appetite and limit?

Answer

Yes

Supporting document

Not Provided

P17Q2

How often does the company conduct a risk assessment?

Explanation

Immediately it is lodged on the Risk Management Portal

Supporting document

Not Provided

P17Q3

How often does the board receive and review risk management reports?

Explanation

The Risk Management Committee reports to the Board at least twice a year. The Risk Management Committee also has access to the Risk Management Portal.

Supporting document

Principle 18:

An effective internal audit function provides assurance to the Board on the effectiveness of the governance, risk management and internal control systems

P18Q1(a)

Does the company have an Internal Audit function?

Answer

Yes

Supporting document

Not Provided

P18Q2(b)

If no:

How has the Board obtained adequate assurance on the effectiveness of internal processes and systems?

Explanation

No Input provided

Supporting document

Not Provided

P18Q3

Does the company have a Board-approved internal audit charter?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P18Q4

| Is the head of internal audit a member of senior management? |
|---|
| Answer |
| Yes |
| Supporting document |
| Not Provided |
| P18Q5 |
| What is the qualification and experience of the head of internal audit? |
| Explanation |
| FCA, MBA, BA |
| Supporting document |
| Not Provided |
| P18Q6 |
| Does the company have a Board-approved annual risk-based internal audit plan? |
| Answer |
| Yes |
| Explanation |
| No Input provided |
| Supporting document |
| Not Provided |
| P18Q7 |
| Does the head of the internal audit function report at least once every quarter to the committee responsible for audit, on the adequacy and effectiveness of management, governance, risk and control environment; deficiencies observed and management mitigation plans? |

Answer Yes

Supporting document

P18Q8(a)

Is there an external assessment of the effectiveness of the internal audit function at least once every three years by a qualified independent reviewer appointed by the Board?

Answer

Yes

Supporting document

Not Provided

P18Q9(b)

If yes:

When was the last assessment?

Date of last review

01/10/2019

Supporting document

Not Provided

P18Q10

Who undertakes and approves the performance evaluation of the Head of Internal Audit?

Explanation

Audit Committee on recommendation of the MD

Supporting document

Principle 19:

An effective whistle-blowing framework for reporting any illegal or unethical behaviour minimises the Company's exposure and prevents recurrence

| _ | | | 1 4 1 4 |
|----------|-----|-------------|---------|
| D-4 | 10 | \sim | (a) |
| M | 129 | eo i | 121 |
| | . ~ | WE 1 | 100 |

Does the company have a Board-approved whistleblowing framework?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P19Q2(b)

If yes:

When was the date of last review

Date of last review

26/04/2018

Supporting document

Not Provided

P19Q3

Does the Board ensure that the whistleblowing mechanism and are process reliable, accessible to all stakeholders, guarantees anonymity and protection of the whistleblower?

Answer

Yes

Supporting document

Not Provided

P19Q4

Is the Audit committee provided with the following reports on a periodic basis? a. Reported cases b. Process and results of Investigated cases Answer

Yes

Explanation

No Input provided

Supporting document

Principle 20:

An external auditor is appointed to provide an independent opinion on the true and fair view of the financial statements of the Company to give assurance to stakeholders on the reliability of the financial statements

P20Q1

Who makes the recommendations for the appointment, re-appointment or removal of external auditors?

Explanation

Audit Committee

Supporting document

Not Provided

P20Q2

Who approves the appointment, re-appointment, and removal of External Auditors?

Explanation

Shareholders at the AGM

Supporting document

Not Provided

P20Q3

When was the first date of appointment of the External auditors?

Date of last review

19/09/2013

Supporting document

Not Provided

P2004

How often are the audit partners rotated?

Explanation

Every 7 years

Supporting document

Principle 21:

General Meetings are important platforms for the Board to engage shareholders to facilitate greater understanding of the Company's business, governance and performance. They provide shareholders with an opportunity to exercise their ownership rights and express their views to the Board on any areas of interest

P21Q1

How many days prior to the last general meeting were notices, annual reports and any other relevant information dispatched to Shareholders?

Answer

30

Supporting document

Not Provided

P21Q2

Were the Chairmen of all Board Committees and the Chairman of the Statutory Audit Committee present to respond to Shareholders' enquiries at the last meeting?

Answer

Yes

Explanation

No Input provided

Supporting document

Principle 22:

The establishment of a system of regular dialogue with shareholders balance their needs, interests and expectations with the objectives of the Company

P22Q1(a)

Is there a Board-approved policy on shareholders' engagement?

Answer

No

Explanation

Work in progess

Supporting document

Not Provided

P22Q2(b)

If yes:

a. when was it last reviewed?

Date of last review

No Input provided

Supporting document

Not Provided

P22Q3(c)

If yes:

b. Is the policy hosted on the company's website?

Answer

No

Supporting document

Not Provided

P22Q4

| How does the Board engage with Institutional Investors and how often? |
|---|
| Explanation |
| N/A |
| Supporting document |
| Not Provided |

Principle 23:

Equitable treatment of shareholders and the protection of their statutory and general rights, particularly the interest of minority shareholders, promote good governance

P23Q1(a)

Does the Board ensure that adequate and timely information is provided to the shareholders on the Company's activities?

Answer

Yes

Explanation

No Input provided

Supporting document

Principle 24:

The establishment of professional business and ethical standards underscore the values for the protection and enhancement of the reputation of the Company while promoting good conduct and investor confidence

P24Q1(a)

Does the company have a Board-approved Code of Business Conduct and Ethics (COBE) that guides the professional business and ethical standards?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P24Q2(b)

If yes:

a. Has the COBE been communicated to all internal and external Stakeholders?

Answer

Yes

Supporting document

Not Provided

P24Q3(c)

If yes:

- b. Is the COBE applicable to any or all of the following:
- 1. Board
- 2. Senior management
- 3. Other employees
- 4. Third parties

Answer

Yes

| Supporting document Not Provided | |
|-----------------------------------|--|
| P24Q4 | |
| When was the date | of last review of the policy? |
| Date of last review | |
| 26/04/2018 | |
| Supporting document | |
| Not Provided | |
| P24Q5 | |
| Has the Board incorp the COBE? | porated a process for identifying, monitoring and reporting adherence to |
| Answer | |
| Yes | |
| Supporting document | |
| Not Provided | |
| P24Q6 | |
| What sanctions were | e imposed for the period under review for non-compliance with the COBE? |
| Explanation | |
| None | |
| Supporting document | |
| Not Provided | |

Explanation

No Input provided

Principle 25:

The establishment of policies and mechanisms for monitoring insider trading, related party transactions, conflict of interest and other corrupt activities, mitigates the adverse effects of these abuses on the Company and promotes good ethical conduct and investor confidence

P25Q1(a)

Is there a Board-approved policy on insider trading?

Answer

Yes

Supporting document

Not Provided

P25Q2(b)

If yes:

a. When was the last date of review?

Date of last review

01/03/2019

Supporting document

Not Provided

P25Q3(c)

If yes:

b. How does the Board monitor compliance with this policy?

Explanation

Reminders are sent by the Company Secretary on dealing windows and prompt notification to regulatory authorities upon sale/purchase by Directors/insiders.

Supporting document

Not Provided

P25Q4(a)

| Answer |
|---|
| Yes |
| Supporting document |
| Not Provided |
| P25Q5(b) |
| If yes |
| a. When was the last date of review? |
| Date of last review |
| 26/04/2018 |
| Supporting document |
| Not Provided |
| P25Q6(c) |
| If yes |
| b. How does the Board monitor compliance with this policy? |
| Explanation |
| Through questions, investigations. |
| Supporting document |
| Not Provided |
| P25Q7(d) |
| If yes: |
| c. Is the policy applicable to any or all of the following: |
| 1. Board |
| Senior management Other employees (Specify) |
| 4. Third parties (Specify) |
| Answer |

Yes

Does the company have a Board approved policy on related party transactions?

Explanation
The Policy is only applicable to the Board, Senior management and staff.
Supporting document
Not Provided

P25Q8

How does the Board ensure adequate disclosure of Related Party Transactions by the responsible parties?

Explanation

Directors are enjoined to disclose any conflict of interest/related at every Board meeting.

Supporting document

Not Provided

P25Q9(a)

Does the company have a Board approved policy on conflict of interest?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P25Q10(b)

If yes:

a. When was the last date of review?

Date of last review

26/04/2018

Supporting document

P25Q11(c)

If yes:

b. How does the Board monitor compliance with this policy?

Explanation

By Directors' declaration

Supporting document

Not Provided

P25Q12(d)

If yes:

- c. Is the policy applicable to any or all of the following:
- 1. Senior management
- 2.Other employees(Specify)

Answer

No

Explanation

Yes it is applicable to Senior Management and Employees

Supporting document

Principle 26:

Paying adequate attention to sustainability issues including environment, social, occupational and community health and safety ensures successful long-term business performance and projects the Company as a responsible corporate citizen contributing to economic development

P26Q1(a)

Is there a Board-approved sustainability policy?

Answer

No

Explanation

It is still work in progress

Supporting document

Not Provided

P26Q2(b)

If yes:

when was it last reviewed?

Date of last review

No Input provided

Supporting document

Not Provided

P26Q3

How does the Board monitor compliance with the policy?

Explanation

Though Policy is not yet in place, however, Board is committed to sustainability principles.

Supporting document

Supporting document

| How does the Board report compliance with the policy? | |
|---|--|
| Explanation | |
| Via the Sustainability Report contained in the Annual Report | |
| Supporting document | |
| Not Provided | |
| P26Q5(a) | |
| Is there a Board-approved policy on diversity in the workplace? | |
| Answer | |
| No | |
| Explanation | |
| No Input provided | |
| Supporting document | |
| Not Provided | |
| P26Q6(b) | |
| If yes: | |
| When was it last reviewed? | |
| Date of last review | |
| No Input provided | |
| | |

Principle 27:

Communicating and interacting with stakeholders keeps them conversant with the activities of the Company and assists them in making informed decisions

P27Q3(b)

If yes, provide the link.

Explanation

investorrelations@redstarplc.com; www.redstarplc.com

Supporting document

Not Provided

P27Q1

Is there a Board-approved policy on stakeholder management and communication?

Answer

Yes

Explanation

No Input provided

Supporting document

Not Provided

P27Q2(a)

Does the Company have an up to date investor relation portal?

Answer

Yes

Supporting document

Principle 28:

Full and comprehensive disclosure of all matters material to investors and stakeholders, and of matters set out in this Code, ensures proper monitoring of its implementation which engenders good corporate governance practice

P28Q1

Does the company's annual report include a summary of the corporate governance report?

Answer

Yes

Supporting document

Not Provided

P28Q2(a)

Has the company been fined by any regulator during the reporting period?

Answer

No

Supporting document

Not Provided

P28Q3(b)

If yes:

provide details of the fines and penalties.

Explanation

No Input provided

Supporting document

| Reviewer | Position |
|--------------------------------------|-------------------------------|
| None added | |
| ertification | |
| Board Chairman or Chairman, Committ | ee responsible for Governance |
| Sulaiman Koguna | |
| Company Secretary or Compliance offi | icer |
| Frances Akpomuka | |