

## Risk Management Policy

Seven Group Holdings Limited ("SGH") is engaged in a diverse range of business activities which expose the company to a wide range of risks from both internal and external factors. Failure to effectively identify, assess and manage these risks may result in significant impacts to our people and shareholders and the overall performance of SGH.

SGH is committed to strengthening its risk management capability in order to protect and enhance shareholder value.

The Risk Management Policy ("the risk policy") seeks to:

- ensure there is a consistency to the methods used in assessing, monitoring and communicating risks throughout SGH and that risk management efforts are aligned with SGH's strategic and business objectives.
- promote a balanced approach to risk and return and to ensure that the Board knows in advance the risks of the business.

The risk management approach defined under the risk policy is consistent with the Australian and New Zealand Standard on Risk Management, AS/NZS ISO 31000:2009.

The Board ultimately determines the level of risk that is acceptable, based on information provided by management and the context in which SGH operates. The level of risk accepted constitutes SGH's risk appetite and will be one that trades off the risk reward relationship between the given risk exposure against the drivers of investor value.

The Board is committed to maintaining sound risk management to safeguard shareholders' investment, other stakeholders' interests and SGH's assets, and to prevent breaches in applicable laws or regulation. The Board acknowledges that sound risk management systems reduce, but cannot eliminate the possibility of human error, poor judgement in decision making, the deliberate override of controls or the occurrence of unforeseeable circumstances. The Board has ultimate responsibility for approving the risk policy, reviewing the effectiveness of the risk management process and confirming SGH's risk appetite, and the oversight and management of risk for SGH.

SGH identifies and assesses material risks to the achievement of their strategic plans and objectives, considering how these in aggregate change SGH's risk profile and consequently SGH's risk exposure and appetite.

The Audit & Risk Committee ("the Committee") has been constituted with the function of assisting the Board to ensure that its corporate governance and oversight responsibilities are fulfilled in relation to risk management and compliance with applicable laws or regulation.

The activities of the Committee are governed by its Charter, which incorporates requirements for the membership and attendance of the Committee, the frequency of its meetings and its duties and responsibilities. The charter also sets out both the information and reporting that the Committee requires, and the nature of the Committee's reporting on its meetings to the Board.

The Committee is also responsible for assessing the company's risk, internal control and compliance systems as they relate to the external and internal audit plans as approved from time to time.

The Head of Internal Audit shall be responsible for providing independent assurance to the Board on the adequacy of risk oversight and management systems and internal control systems through examining and evaluating the effectiveness, efficiency and economy of SGH's activities.

The risk management process includes a periodic risk assessment and is part of the business planning cycle and integrated into regular management activities.

The objective of the risk assessment process is to identify and assess the material risks that could affect the achievement of SGH's strategic objectives, and the controls that are, or need to be put in

place to manage the risks. The assessment is carried out in the context of the environment in which SGH operates. Risks may be identified across different risk categories including operational, safety, reputation, brand, technological, strategic, financial reporting and compliance.

Action plans shall be instigated to mitigate risk where appropriate. Action plans may consider avoidance, changing the likelihood, changing the consequences or sharing of the risk.

Management are responsible for implementing action plans.

Internal Audit is responsible for monitoring progress against these action plans and for appropriate escalation through to the Executive Management and the Board where necessary, and shall report to the Committee on the status of risks identified, associated controls and any action plans in place.

The risk policy supports and complies with the disclosure requirements under the Corporations Act (295A) and regulatory principles on risk management; in particular with the Australian Securities Exchange Principles of Good Corporate Governance.

The risk policy shall be reviewed as appropriate to ensure it reflects the current context of SGH, and the markets in which it operates, and to ensure it can be continuously developed to improve SGH's approach to risk management.

This summary is provided in accordance with the ASX Corporate Governance Principles.