

Risk Management Policy

Mackay Sugar Limited recognises that the management of risk is vital for effective business operation, achievement of objectives, reliable reporting and compliance with laws and regulations. Mackay Sugar Limited aims to protect the safety of all personnel, the general public, the environment, the organisation's assets and business reputation through the management of risk in consultation with stakeholders and in accordance with AS/NZS ISO 31000.

AIM

The aim of this Risk Management Policy and associated procedures is to embed risk management in all of the organisation's important practices and business processes so that it is relevant, effective, efficient and sustained.

OBJECTIVES

The objectives of this policy are to define how risk management is to be conducted throughout the organisation by:

- Ensuring Corporate, Financial, Operational and Tactical risks are considered when developing and reviewing risk management strategies;
- Maintaining procedures which provide for the implementation, monitoring and review of controls associated with the identification and evaluation of internal and external risks to the organisation and its employees;
- Ensuring that risk management performance is regularly measured and reported;
- Ensuring relevant stakeholders are consulted in specific risk management processes;
- Ensuring communication of the company's risk management processes is undertaken so that stakeholders are aware of their roles and responsibilities in risk management processes;
- Ensuring the Company's strategic plan incorporates risk assessment processes;
- Raising awareness about managing risks and the risk management process throughout the organisation by ensuring appropriate training and education of personnel is regularly undertaken;
- Promoting a culture within the organisation where risk management is part of day to day operations;
- Where appropriate, aligning the risk management process with those of Nordzucker AG, for consistency across the business operations.

APPLICATION

The Board has established the policies for the oversight of material business risks and internal controls.

The Board, and by delegation through the:

- Audit and Finance Committee (in respect to business, financial and financial strategy risks); and

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- Health Safety and Environment Committee (in respect to Occupational Health and Safety and Environmental Management),

is satisfied that the Executive Management Team has developed and implemented a comprehensive system of risk management and internal control.

The Chief Executive of Mackay Sugar Limited is responsible to the Board of Directors for ensuring this policy is effectively implemented.

The Executive Management Team is responsible for applying the Risk Management Policy, and for ensuring that an internal risk review is undertaken on a bi-annual basis to ensure that the Company's Risk Register identifies all risks, both operational and financial.

The Board also reviews the Company's Risk Register on a bi-annual basis, in conjunction with the Nordzucker Group review.

Responsibility for the effective application of this policy lies with all Mackay Sugar Limited personnel.

Jannik Olejas
CHIEF EXECUTIVE OFFICER

1 March 2022