

Version number	5	Implementation date	April 2026
Policy author	JP Wallace	Policy approver	Matt McKenzie
Functional area	Risk		

Risk is inherent in our business, but it also brings opportunity. At Boral we recognise that rigorous risk management is critical for achieving The Boral Way and delivering our strategic journey, 'from Good to Great'. In turn, effective risk management contributes to protecting our people, contractors, customers, and the communities in which we operate.

The following objectives drive Boral's approach to risk management:

- Safeguarding people, the environment, and the company's assets – property, reputation, knowledge, and equipment
- Driving a culture that is risk aware and which is supported by high standards of accountability at all levels
- Achieving an integrated risk management approach where risk forms part of relevant key organisational processes and systems
- Supporting more effective decision making through better understanding and consideration of risk exposures
- Enhancing organisational efficiencies and building a sustainable business for the longer term
- Improving customer, contractor and community confidence and trust
- Enabling the Executive Committee and Board to fulfil their governance and compliance requirements.

Boral's risk management framework is focused on achieving the above objectives. Where appropriate, risks faced by Boral will be managed on a group-wide basis. Boral seeks to apply effective risk management across the entire organisation so that all material risks can be identified, assessed, and mitigated.

Risk management is embedded in our critical business activities, functions, and processes. Risk understanding, risk appetite, and our tolerance for risk are key considerations in our decision making. We endeavour to use common methodologies across the Group.

Risk management performance is monitored, reviewed, and reported. Oversight of the effectiveness of Boral's risk management processes provides assurance to executive management and the Board. Boral's approach incorporates the principles of effective risk management as set out in the global ISO3100 Risk Management Standard.

Under the supervision of the Board, the Risk Function is responsible for designing and implementing risk management, including the identification of internal controls to manage Boral's material business risks. Boral's assurance functions, including Internal Audit, play a key role in reviewing the effectiveness of Boral's compliance and control systems, including risk management.

Findings from reviews are communicated in formal reports to the Board, and appropriate action is taken to support a strong control environment. We recognise that effective risk management is vital to the continued success of Boral.



Matt McKenzie
Chief Executive Officer (CEO)

Policy Version History

This table documents the five most recent key policy updates.

No.	Date of issue	Comments / Key changes	Next review
3		Transferred to new template.	November 2025
4		Remove references to ASX Governance/Shareholders/Audit Risk Committee	November 2025
5	April 2026	Updated approver and CEO change.	April 2028