Elders Limited
Resilience and Risk Policy

1. INTRODUCTION

Elders is committed to building a resilient organisation by managing risks as decisions are made and managing the effect of uncertainties on our objectives that could impact our people, clients, community, business, or brand.

This policy documents Elders' commitment to an integrated, consistent, and dynamic approach to building resilience through sound risk management, business continuity and disruption recovery principles. We do this to meet Elders' strategic objectives by realising opportunities for maximising gains and minimising losses through informed decision making.

2. POLICY OBJECTIVES

Business resilience planning and risk management are integral parts of sound management practice and essential to strong corporate governance. They exist to improve informed decision making, enhance outcomes and foster a positive risk culture across the Elders business.

Our goal is to manage Elders' exposure to risks and disruption events to maximise shareholder value. We achieve this by adopting a systematic approach to:

- Risk - identify, analyse, evaluate, control and monitor risks and uncertainties; and
- Resilience - prevention, preparation, response, recovery and review processes.

2. APPLICATION

This policy applies to all Elders' business activities and people.

3. THE IMPORTANCE OF RESILIENCE AND RISK TO ELDERS

Elders is committed to steadfastly integrating resilience and robust risk management into our core operations and strategic approach, reflecting our values of **integrity** and **accountability**. We are dedicated to proactively identifying and mitigating risks, ensuring business continuity, and safeguarding stakeholder interests. Through **teamwork** and **innovation**, we foster a culture of resilience, continually improving our ability to adapt, face challenges head-on, and seize opportunities. With a **customer**-centric approach, we are committed to creating a resilient, risk-aware enterprise that consistently delivers value and ensures sustained growth."

It is not possible to eliminate all adversity that may be experienced by Elders. However, our strong commitment to creating a resilient organisation will position Elders to take advantage of opportunities as they arise or to re-focus efforts when things go wrong.

4. MANAGEMENT COMMITMENT

Elders is dedicated to fostering a risk-conscious culture that proactively identifies, evaluates, and manages potential risks and disruptions that may compromise our objectives. Our risk management approach is designed to enable informed decision-making and is woven into our strategic, operational, and financial ethos.

Key elements of our risk management framework include:

- Integrating risk management and business resilience planning into our strategic and operational fabric;

- Regularly updating and exercising our incident management, business resilience, and IT disaster recovery plans;

- Conducting robust risk and business impact assessments;

- Establishing comprehensive response and recovery strategies;

- Maintaining dynamic risk registers and a holistic company risk profile;

- Clearly defining roles and responsibilities within the crisis, risk management, and business resilience planning processes;

- Creating, monitoring, and assigning accountabilities in risk management action plans;

- Enhancing risk awareness and literacy among our team, emphasizing the significance of informed decision-making, risk identification, evaluation, prevention, preparation, response, and recovery;

- Regularly revising the Resilience Framework to ensure its alignment with evolving business needs and opportunities for continual improvement; and

- Adhering to all relevant regulatory mandates."

5. ROLES AND RESPONSIBILITIES

All employees of Elders Limited are responsible for managing risk and resilience planning in their areas and for adhering to the Resilience and Risk Framework regardless of their level within Elders. That said responsibilities and accountabilities are set based on the level of authority within Elders.

The Board, Executive Management, General and Functional Managers and auditors bear significant responsibility for maintaining effective risk and resilience management.

Specific roles and responsibilities for Resilience and Risk is detailed in the Resilience and Risk Framework.