



AMA GROUP

Risk Management Policy

September 2025

TABLE OF CONTENTS

| | | |
|-----|-------------------------------------|---|
| 1. | INTRODUCTION | 3 |
| 2. | PURPOSE | 3 |
| 3. | POLICY STATEMENT | 3 |
| 4. | RISK MANAGEMENT FRAMEWORK | 4 |
| 5. | RISK GOVERNANCE | 4 |
| 6. | RISK APPETITE | 5 |
| 7. | RISK MONITORING AND REPORTING | 5 |
| 8. | RISK MANAGEMENT PROCESSES | 6 |
| 9. | RISK REGISTER..... | 6 |
| 10. | FURTHER ASSISTANCE..... | 7 |
| 11. | POLICY REVIEW | 7 |

1. INTRODUCTION

- 1.1. AMA Group Limited, together with its controlled entities (“AMA Group” or “Company”), understands that being exposed to risks is a part of all business activities, and recognises that effective management of risk is foundational to a successful enterprise.
- 1.2. The AMA Group views effective risk management as key to:
 - a) understanding our risks and clarifying the amount of risk we want to take;
 - b) driving informed decisions that consider risks and optimise returns;
 - c) reducing unnecessary negative risk exposures and enhancing shareholder value; and
 - d) achieving operational and strategic objectives and being perceived as a supplier of choice for our key customers.

2. PURPOSE

- 2.1. The purpose of this Risk Management Policy (the “Policy”) is to provide an overview of AMA Group’s consistent approach to risk management and includes setting our risk appetite, establishing the framework for risk identification, assessment, mitigation, control, monitoring and reporting of all our risks.
- 2.2. The Company will implement a robust risk management framework which enables us to be aware of, anticipate and mitigate any possible risks associated with the nature and scale of the industry in which we operate and to reduce the likelihood and impact of these risks occurring.
- 2.3. Risk management is a dynamic process which involves periodic review and use of these reviews to establish the appropriate processes to align with the levels of risk.
- 2.4. The benefits of effective risk management include fewer surprises, enhanced planning, improved management information for decision making and improved risk management. It also helps us promote a risk aware culture across the Company.

3. POLICY STATEMENT

- 3.1. AMA Group is committed to:
 - a) the ongoing development of effective risk management processes, underpinned by risk governance, a clearly set risk appetite, a risk framework and a risk conscious culture;
 - b) building resilience to, where possible, prevent and otherwise maintain and recover operations through, severe disruptions;
 - c) managing risk on an enterprise-wide basis, by embedding risk management principles and practices throughout the AMA Group’s business activities;
 - d) ensuring we are trained and empowered to understand our risks and our risk appetite as key considerations in our decision-making;
 - e) using our risk management capabilities to maximise value from our assets, business partnerships and other growth opportunities;
 - f) identifying, analysing, assessing and managing our risks and issues in a consistent manner, using common systems and methodologies;
 - g) designing and implementing key controls to mitigate risks, and systematically evaluate the effectiveness of our key controls; and
 - h) monitoring, reviewing and reporting on the Group’s risks to Board and executive management.

4. RISK MANAGEMENT FRAMEWORK

- 4.1. AMA Group's Risk Management Framework (RMF) is defined as the totality of systems, structures, policies, processes and people that identify, measure, evaluate, monitor, report and control or mitigate all internal and external sources of material risk.
- 4.2. This policy serves as a key component of the RMF, with other key RMF components outlined below (Sections 5 to 7).

5. RISK GOVERNANCE

5.1. Overview

- 5.1.1. The ultimate responsibility for risk management and oversight of regulatory compliance rests with the Board.
- 5.1.2. The responsibility for day-to-day risk management has been delegated by the Board to our Senior Management.
- 5.1.3. In addition to this Policy, we have in place various compliance and operating procedures that are designed to ensure that business risk exposures remain at all times within our risk appetite and that compliance with these limits is monitored and reported.
- 5.1.4. The roles and responsibilities for our risk management are described in the sections below

5.2. Board

- 5.2.1. The Board of AMA Group will:
 - a) set, oversee and review annually the risk appetite of the AMA Group;
 - b) set and review annually documented delegations of authorities;
 - c) review management's implementation of an appropriate RMF for managing financial and non-financial risk, including compliance with existing legislation and AMA Group policies; and
 - d) review management's process for assessing the effectiveness of the RMF.

5.3. Audit and Risk Committee

- 5.3.1. The Audit and Risk Committee will conduct an oversight of risk management activities on behalf of the Board.
- 5.3.2. Our Audit and Risk Committee is responsible for advising our Board on our overall current and future risk tolerance/appetite and strategy, and for overseeing Senior Management's implementation of that strategy. This includes strategies for capital and liquidity management, as well as for our operational, compliance, reputation and other risks.
- 5.3.3. To enhance the effectiveness of the Audit and Risk Committee, it receives formal and informal communication from our Senior Management, and, where appropriate, has access to external expert advice.

5.4. Senior Management

- 5.4.1. The Managing Director has executive accountability for AMA Group's risk management and will drive a culture of risk management across the Group so that risks will be identified and assessed in a consistent manner. Proactive treatment and contingency plans will be designed and implemented, and their effectiveness will be systematically reviewed and improved where necessary.
- 5.4.2. Ownership of this policy is allocated from the Managing Director to the applicable Group Executive. Responsibility for the design of the RMF, and to oversee and monitor the RMF's

Risk Management Policy v3.0

implementation across the Group, is delegated to a senior member of Group management with a dedicated risk management role.

- 5.4.3. The Managing Directors will review and provide recommendations to the Board on the RMF including this Policy and the Risk Register considering all relevant risks to which we are exposed, the level of risk appetite, our current financial condition, and the strategic direction
- 5.4.4. Managers will ensure employees comply with this Policy and foster a culture where risks are identified, reviewed and mitigated, as appropriate.

6. RISK APPETITE

- 6.1. A critical element of the Company's risk management framework is the risk appetite, which is defined as the extent of willingness to take risks in pursuing our exploration and business objectives. It is a key part of how the Company makes decisions and manages uncertainty.
- 6.2. Setting the risk appetite is the responsibility of the Board, in consultation with the Audit and Risk Committee and the Senior Management.
- 6.3. The Board and the Audit and Risk Committee will monitor the risk appetite relative to the actual results to ensure an appropriate level of risk tolerance throughout the Company.
- 6.4. Our risk appetite statement is reviewed and approved by our Board on an annual basis, and it highlights our position for each risk categories.
- 6.5. Our risk appetite rating is defined as follows:

| Appetite | Definition |
|----------------|--|
| Zero Tolerance | Absolutely no appetite or tolerance for the specific risk. Taking all measures possible to avoid a negative outcome. |
| Low | AMA is prepared to invest time and cost in establishing the appropriate controls to minimise exposure to this risk. Immediate corrective action is required if the risk should materialise. |
| Medium | AMA is prepared to accept exposure the risk within pre-defined limits or parameters. AMA is confident that appropriate controls are in place to manage the risk within defined tolerances to achieve our strategy, with capacity to deliver within budget. |
| High | The Company is prepared to accept exposure to this risk to maximise the return and growth. Recognising that an increased return requires an increased exposure to risk, carrying high residual risk. |

7. RISK MONITORING AND REPORTING

- 7.1. Responsibility for managing the uncertainty of risk rests with line management. Accountability for managing risks includes ensuring that the risk treatments and key controls in place are both adequate and effective.
- 7.2. Management will:
 - a) identify, monitor and assess identified risks, including material business risks and regularly report to the Audit and Risk Committee;
 - b) report to the Board at least annually on the effectiveness of the RMF and key internal controls; and

Risk Management Policy v3.0

- c) report to the Board at least annually on the management of individual material business risks.
- 7.3. Risk-related reporting to our shareholders will comply with the ASX Corporate Governance Principles.

8. RISK MANAGEMENT PROCESSES

- 8.1. The Finance function is responsible for the risk and compliance procedures and processes supporting risk management activities. Examples include defining how risks are identified, assessed, rated, monitored, and reported; and how compliance with obligations, AMA's risk culture, and the effectiveness of controls are assessed and monitored.
- 8.2. AMA's process of risk management and internal compliance and control includes:
- a) **Risk Identification** - formulating risk management strategies to identify risks and designing and implementing appropriate risk management strategies and internal controls. While each risk identified may be important us, we prioritise our key risks which allows our Senior Management and Board to focus on these key risks;
 - b) **Risk Assessment** - identifying and measuring risks that might impact upon the achievement of the Company's goals and objectives, and monitoring the environment for emerging factors and trends that affect these risks; and
 - c) **Risk Treatment** - A risk treatment plan can consist of one or more treatment methods. We will consider selecting the most appropriate risk treatment mix which strikes the best balance between being affordable and effective.
 - d) **Risk Monitoring** - monitoring the performance of, and improving the effectiveness of, risk management systems and internal compliance and controls, including regular assessment of the effectiveness of risk management and internal compliance and control.
- 8.3. The Managing Director will review and make recommendations to the Board in relation to:
- a) the adequacy of AMA's processes for managing risk;
 - b) any incident involving fraud or other break down of AMA's internal controls; and
 - c) the Company's insurance program, having regard to the business and the insurable risks associated with the business

9. RISK REGISTER

- 9.1. The elements of the Risk Register are:
- a) **Nature of Risk:** Outlines the key business risks relevant to the actual business of AMA. Given AMA's risk appetite, these risks are reviewed on an on-going basis through management discussions and review analysis of annual budget and planning documents. The frequency of the review process by the risk owners will be detailed in the Risk Register. Unexpected control failures or events outside of management's control will introduce new risk exposures from time to time for which the Risk Register will be reviewed and updated accordingly.
 - b) **Likelihood:** Risk assessment based on the likelihood of the risk event occurring.
 - c) **Impact:** Risk assessment based on the severity of the risk if it were to materialise.
 - d) **Inherent Risk:** The risk that an activity would pose if no controls or other mitigating factors were in place (also referred as "Gross Risk" without any controls in place)

Risk Management Policy v3.0

- e) **Mitigating Controls or Strategies:** Outlines the procedures, systems and controls in place to mitigate the Inherent Risk. Such mitigating factors must be capable of an audit or assessment, which would be carried out either by the Risk Team or by relevant risk owners.
- 9.2. Residual Risk: It is the assessment of risks that remains once the mitigating factors are considered (Low Risk, Medium Risk, High Risk or Critical Risk).
- 9.3. Risk Appetite: The amount (appetite) of risk AMA is willing to take, in line with the approved Risk Appetite Statement.

10. FURTHER ASSISTANCE

- 10.1. Any questions, comments, and concerns regarding this Policy should be referred to the Managing Director in the first instance.

11. POLICY REVIEW

- 11.1. This Policy will be reviewed by Board once every two years to ensure it remains effective and meets the best practices, industry standards, and our needs.
- 11.2. This Policy will be available on the Company's website within a reasonable time after any such updates or amendments have been approved.

| | | | |
|--------------------|-----------------|-----------------------|-----------------|
| Version | V3 - 2025 | Effective Date | September 2025 |
| Approved By | AMA Group Board | Maintained By | AMA Group Board |

