

RISK MANAGEMENT FRAMEWORK SUMMARY

Risk Management Framework Summary

Risk is inherent in our business, but it also brings opportunity. At Orora, we understand and recognise that rigorous risk and opportunity management is essential for corporate stability, sustaining our competitive market position, and long term performance.

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

- Having a culture that is risk aware and which is supported by high standards of accountability at all levels
- Achieving a truly integrated risk management approach where risk management forms part of all key organizational processes
- Supporting more effective decision making through better understanding and consideration of risk exposures
- Enhancing shareholder value through improved share price and earnings growth in the short to medium term whilst building a sustainable business for the longer term
- Improving stakeholder confidence and trust
- Enhancing organizational efficiencies
- Safeguarding the company's assets – human, property, reputation, knowledge
- Enabling the Board to fulfil its governance and compliance requirements

Orora has implemented an enterprise risk management framework to improve its ability to meet the above objectives and achieve the resultant outcomes. The strength of Orora's approach will be evident when risk management is an integrated organisational activity.

Orora's approach incorporates the principles of effective risk management, as set out in the Global Risk Management Standard ISO31000.

In achieving effective risk management, Orora recognizes the importance of leadership. As such, the Board and Senior Executives have responsibility for driving and supporting risk management across the Group. Each Business Group then has responsibility for implementing this approach and adapting it, as appropriate, to its own circumstances.

While risks are owned and managed by team members at all levels of the organisation, the existence of an executive-level Risk Champion in each Business Group helps ensure a consistent approach to risk management.

Enterprise Risk Management seeks to apply risk management across an entire organisation, and it does this so that all material risks can be identified, assessed and mitigated. In recognition of this, Orora's Board has formally endorsed the importance of considering environmental, safety, reputation, and corporate governance risks, as well as financial risks.

Orora's assurance function, which includes the Internal Audit function, plays a key role in reviewing the effectiveness of Orora's compliance and control systems, including risk management. Findings from reviews are communicated in formal reports to the Board and Audit and Compliance Committee, and appropriate action is taken to support the existence of a strong control environment.



The combined strength of Orora's risk management and assurance activities coupled with Orora's risk management culture, provide the Group with an effective enterprise risk management framework.

A summary of Orora's risk related policies can be found with other Corporate Governance Policies on the Orora website.

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