

Risk Management Policy

Transurban is a road owner and operator with a vision to strengthen communities through transport.

We provide confidence to all our stakeholders and communities through the consistent application of sound financial disciplines and strong governance and risk management practices.

This Policy applies to directors and employees of Transurban, our contractors and their employees. It defines Transurban's approach to risk management, the key relationships between risk management, our objectives and the integration of risk management into our business processes and activities.

Overall, our approach to risk management drives informed decision making that optimises returns within our stated appetite and tolerance for risk.

As risk, both positive and negative is inherent in all our business activities, effective risk management is therefore crucial to us achieving our objectives and being innovative. Taking a considered risk enables us to deliver greater rewards to our security holders and broader communities and stakeholders.

Understanding the risks we face, both threats and opportunities, and how they should be managed will always be key considerations in our decisions and strategy.

Transurban actively integrates risk management processes into our strategic planning, operations, business activities, functions and processes through the implementation of an organisational wide proactive enterprise risk management framework.

Across the Group, risks will be identified and assessed in a consistent manner. Proactive treatment and contingency management plans will be designed and implemented to address these risks. The effectiveness of these risk management activities will be systematically reviewed and improved where necessary.

Responsibility and accountability for managing the consequences of risk rests with line management. This accountability includes being responsible for ensuring that the risk treatments are both adequate and effectively operating.

Our risk management performance and culture will be monitored, reviewed and reported. Risks related reporting to our security holders will comply with the ASX Corporate Governance Principles.

Our Executive Committee and the Board will get assurance of compliance to this policy through oversight of our risk management framework and the progress made in implementing it.

Transurban will apply our risk management framework to:

- deliver greater certainty and confidence to all our stakeholders and communities in which we operate;
- continually improve our safety, health, wellbeing and environmental outcomes for our employees, contractors, customers, communities and road users;
- identify opportunities for innovation and growth;
- enhance our risk management capability and maturity;
- deliver informed assessments, with no surprises;
- regularly review our exposure to all forms of risk and manage them within defined limits of our risk appetite and acceptability;
- harness and share risk knowledge across the business to promote better practices;
- maintain and build on our corporate values and consider social risk to strengthen our reputation and standing in the community and enhance organisational sustainability;
- assess if our supply chain operates ethically and sustainably;
- help attract and retain the right people;
- improve business and financial management;
- identify forms of business disruption and test our business resilience and agility;
- drive our assurance and audit programs; and
- embed risk management into our decision making processes and long term strategic planning activities.

Michelle Jablko

Chief Executive Officer

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