

# Risk Management Policy

## 1. Purpose of the Policy

Denison recognises that its business activities inherently involve risk. Risk can present both threat and opportunity. Understanding and managing risks in a proactive and effective way is key to meeting our business objectives and increasing shareholder value.

Our approach to risk management is to recognise and manage the risks to our business in a consistent process in order that the individual and collective impact of risks can be understood and managed. It is everyone's responsibility to proactively identify, assess, manage and monitor risks in a sustainable manner that aligns with the strategic objectives of Denison.

This is achieved by:

- Establishing a culture that fosters positive risk behaviours throughout the organisation in our daily activities and decision making;
- Establishing a clear and transparent approach to escalating and reporting risks across the organisation;
- Applying our risk management framework to identify, assess, monitor, report and control risks to provide stakeholders with the assurance that risks, including climate-related risks, are being effectively recognised and managed within the parameters defined by our risk appetite statement; and
- Ensuring risks consider impacts across the following key areas of exposure: people, environment, finance, reputation, legal and compliance, business continuity and systems/information.

## 2. Accountabilities

The Board is responsible for overseeing the implementation and effectiveness of the risk management system, setting the appropriate risk appetite and the corresponding risk tolerance and the tone on risk management culture.

The Board has delegated:

- To the Audit and Risk Committee the responsibility of providing an objective oversight of the implementation and operation of the risk management framework and of reviewing how risk management, including climate-related risks, are reported in the annual reports;
- To the Remuneration and Nomination Committee the responsibility of determining the remuneration and key performance indicators of Denison Personnel to ensure they align with its risk culture and support the delivery of Denison's business objectives; and
- To the senior management team (Risk Owners) the implementation of this policy and the management of risk throughout the Company.

The senior management team delegates the treatment and review of risks to the appropriate level.

All Denison Personnel<sup>1</sup> are required to apply this policy. All Denison Personnel are responsible in their daily work for monitoring, treating, reporting and escalating risk to escalation authorities as provided in the risk management framework.

### 3. Risk Management Practices

In order to properly identify and develop strategies and actions to manage business risks, the Company has put in place a risk management framework based on the following key elements:

- (a) accountabilities, risk ownership and escalation authorities;
- (b) a Risk Matrix providing an assessment of the potential impact of identified business risks and the likelihood of occurrence;
- (c) a Risk Appetite Statement proving risk guidance based on the objectives of Denison set by the Board;
- (d) business/functional unit risk registers and a corporate risk register recording:
  - a. risks and their likely impact or consequence on the Company without control or mitigation;
  - b. an assessment of the acceptability of each identified risk;
  - c. existing and proposed actions to eliminate, reduce or manage each risk; and
- (e) the assignment of the responsibilities for the management of each risk.

Risk management encompasses all areas of Denison's activities. Once a risk is identified, the risk management processes and systems implemented by Denison are aimed at providing the necessary framework to ensure that the risks are managed consistently and effectively.

#### 3.1 Risk Management Framework

In order to guide Denison Personnel, this policy must be read together with the [risk management framework](#) issued by Denison which describes:

- Denison's risk operating model based on the Three Lines Model;
- The process to identify, analyse, evaluate and treat risks;
- The identity of the risk owners and risk acceptance and escalation authorities;
- The way risk is reported up to, and reviewed by, the risk owners and ultimately the Board; and
- The types of controls and their corresponding effectiveness.

The [risk management framework](#) is implemented by policies, procedures, standard operating procedures, management plans and other technical documentation relevant to the task proposed to be undertaken.

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<sup>1</sup> anyone who is employed by or works at Denison, including employees (whether permanent, fixed-term or temporary), contractors, consultants, secondees and directors wherever located (collectively referred to as **Denison Personnel** in this Policy).

### 3.2 Risk Matrix

The [risk matrix](#) is an integral element of this policy as it provides guidance to assess risks based on the likelihood of the risk happening and the resulting consequence of it happening. It is used in the business/functional unit risk register and the corporate risk register to assess risks before and after controls are applied.

### 3.3 Risk Appetite Statement

The [risk appetite statement](#) provides general guidance on the amount and type of risk that Denison is willing to pursue or retain in pursuit of its strategic and operational objectives. It is a key document supporting the risk management culture at Denison.

### 3.4 Risk Registers

The [business/functional unit risk register](#) records and analyses risks pertaining to operations, and their corresponding controls.

The [corporate risk register](#) records and analyses the key enterprise risks and their corresponding controls.

## 4. Further information

### 4.1 Availability

This Policy is published on Denison's website at <https://denisongas.com.au/corporate-governance/>.

### 4.2 Training

Denison Personnel are required to read and understand this Policy, evidenced by acknowledgement recorded using Employment Hero.

### 4.3 Monitoring and Review of this Policy

Amendments to this Policy require approval from the Board or the Managing Director.

This policy will be reviewed every two years and updated as required.

VER*	Approved By	Approval Date
5	Board	06/03/26

**Application: This policy applies to the companies of the Denison Group, including Denison Gas Limited and its subsidiaries Denison Gas (Queensland) Pty Ltd, Denison Renewables Pty Ltd and Denison Petroleum Services Pty Ltd.**