HANSEN

Risk Management Policy

August 2026

Version:	1.2
Document ID	HSN-GB-LEG-P-105
Document Owner:	Global General Counsel
Approved by:	Board of Directors
Effective From:	August 2026
Next review Date:	August 2028
Related Documents:	Enterprise Risk Management Framework
Languages translated:	English

Contents

Introduction

Hansen Technologies Limited ("**Company**") and its controlled entities' (together, the "**Group**") operates in a complex and constantly changing environment where risk is encountered and managed as part of its day-to-day operations. Risk management is about understanding and managing a company's risk environment and taking measures, where necessary, to ensure those risks are contained to acceptable levels. This document sets out at a high level the Group's approach to managing the risk process.

Objective

The objective of the Group's Risk Management Policy is to ensure the implementation of an effective Risk Management Framework ("**Framework**") that is consistent with the Group achieving its strategic, operational and commercial objectives. In doing so, it follows accepted standards and guidance for managing risk.

Risk management is an integral part of the management function in the organisation and, as such, it is the clear responsibility of management.

The Group is committed to ensuring that a consistent and integrated approach to managing risk is established and operated throughout the Group and is key to the organisation achieving its core objectives.

Process

RISK APPETITE

The Group seeks to manage its risk profile carefully. The Board of Directors (**"Board"**) is ultimately responsible for the Group's risk appetite and for ensuring risk management processes have been established and are operating effectively. The Board also ensures that the Chief Executive Officer (**"CEO"**) and the Executive Management Team manage and embed risk management practices throughout the Group.

Management is responsible for identifying, assessing and managing risks and opportunities across the Group, including strategic, operational, financial, technology and cyber security, people, regulatory, reputational, climate-related and sustainability-related risks and opportunities and reporting material matters to the Audit and Risk Committee (**"ARC"**) and Board

The ARC is responsible for overseeing the Group's ongoing risk management program, including the Framework and any key supporting policies and procedures, and ensuring that risk management processes are maintained and operating effectively. The ARC oversees the effectiveness of the Risk Management Framework and receives regular reporting on key strategic, operational, financial, technology, cyber security, climate-related and sustainability-related risks.

FRAMEWORK FOR MANAGING RISK

The Framework endeavours to cover the full spectrum of risks faced by evaluating risk from both an enterprise and business perspective. This Framework is based on the principles contained in AS/NZ ISO 31000:2018 Risk Management Principles, and comprises several important steps:

- Identifying and analysing the main risks facing the Group.
- Evaluating those risks – making judgements about whether they are acceptable or not.
- Implementing and documenting appropriately designed control systems to manage these risks.
- Treating unacceptable risks – formulating responses following the identification of unacceptable risks, including action plans to reduce the probability or consequences of an event occurring.
- Ongoing monitoring, communication, and review.

The Framework outlines the responsibilities for risk management at all levels in the Group from the Board delegation to individual staff members. The Framework also supports these responsibilities by defining a risk reporting structure, expectations and the resources and tools required. The Framework includes the identification, assessment, management and monitoring of climate-related and other sustainability-related risks and opportunities that may reasonably be expected to affect Hansen's strategy, business model, operations, financial position or financial performance. This is done through the 'Three Lines of Defence model as illustrated below:

Key aspects of Hansen's Enterprise Risk Management Framework:

Embedded Practices:	Dynamic Approach:	Risk Register:	Employee Responsibility:
• We integrate risk management practices into all business processes and operations. This approach ensures consistent,	• Our risk management approach is dynamic. We proactively anticipate, detect, acknowledge, and respond to changes in both	• We maintain a risk register that covers our global operations. This register helps us communicate and	• All Hansen employees play an active role in risk management. They proactively identify and communicate potential

effective, and accountable actions across the organisation.	internal and external environments. • We follow the principles outlined in ISO 31000:2018 Risk Management Guidelines	manage risk effectively across the organisation.	risks within their individual business units and regions.
Executive Involvement:	**CFO Ownership:**	**Audit and Risk Committee (ARC):**	**Board Oversight:**
• The leadership team promote and champion a strong risk management culture. • They participate formally in the annual risk review and ensure risks are considered and integrated into strategic business planning processes. • The executive team are also accountable for the adherence to and performance of the Risk Management Framework in their respective areas.	• The Chief Financial Officer (CFO) owns the risk process. Their responsibilities include coordinating the annual Risk Register update and maintaining the Risk Management Framework. • The CFO also educates the Executive team and regional management on the risk management program.	• The ARC oversees the Risk Management Framework. They ensure that risk management processes are effective and well-maintained. • The ARC receives regular reports on risk management, including updates to the Risk Register and the Risk Framework.	• Ultimately, the Board is responsible for establishing and ensuring effective risk management processes. • The Board receives periodic reporting through the Audit and Risk Committee.

The risk management process outlined in the Framework includes risk assessment methodology with identification, analysis, evaluation and treatment in the following key areas:

- Strategic
- Financial
- Technology and Cyber Security
- People and Workforce
- Reputational
- Regulatory
- Climate and Sustainability

Communication

This document has been published on the Group's website and intranet. It is reviewed periodically by Management and the Audit and Risk Committee to ensure its effectiveness, continued application and relevance.

Policy Review Log

Version:	Date of Review:	Description of changes made:	Approved by:
1.2	August 2026	Added key aspects of Hansen's Enterprise Risk Management Framework	Global General Counsel