



**ILUKA**

# Risk Management Policy

At Iluka, the identification, evaluation and management of risk is fundamental to achieving our objective associated with The Iluka Plan: to deliver sustainable value.

We are, therefore, committed to managing risk in a proactive and effective manner.

We will:

- implement a risk management framework by applying a structured and systematic risk management process such that risks are managed within the Board's approved appetite and tolerance limits;
- embed risk management into our business activities and processes;
- ensure our risks are elevated appropriately to inform decision making at the appropriate level, including to all levels of management and to the Board;
- understand our exposure to risk and apply this to our decision making;
- design, implement, embed and monitor effectiveness of controls that manage our risks within agreed risk tolerance parameters;
- implement appropriate risk transfer mechanisms, including insurance;
- identify 'emerging risks' and evaluate appropriate mitigations and triggers;
- regularly assess the effectiveness of our risk management framework in the context of our strategy and business needs; and
- invest appropriately in capability development and tools to enable effective risk management.

**Tom O'Leary**  
**Managing Director**

30 June 2025