

Management's Discussion and Analysis

All figures are in US dollars unless otherwise indicated

Contents

Introduction	2
Overview	3
Highlights	4
Group Operational Progress	5
Selected Annual Information	12
Selected Quarterly Financial Information	16
Liquidity And Capital Resources	18
Outstanding Share Information	21
Critical Accounting Estimates	22
Financial Instruments	25
Other Risks and Uncertainties	29
Contractual Obligations, Commitments & Off-Balance Sheet Arrangements	35
Transactions With Related Parties	37
Controls and Procedures	38
Changes In Accounting Policies	39
Non-IFRS Measures	39
Forward Looking Statements	42
Additional Information	43

Introduction

This Management Discussion and Analysis (**MD&A**) of Paladin Energy Ltd (**Paladin** or the **Company**) and its controlled entities (**Group**) for the three and twelve months ended 30 June 2025 is dated 28 August 2025. This MD&A should be read in conjunction with the Group's audited financial report for the twelve months ended 30 June 2025 (**FY2025**).

In preparing this MD&A, Paladin considers the materiality of information. Information is considered material if: (i) it results in, or would reasonably be expected to result in, a significant change in the market price or value of Paladin's shares; or (ii) there is a substantial likelihood that a reasonable investor would consider it important in making an investment decision; or (iii) it would significantly alter the total mix of information available to investors. Materiality is evaluated with reference to all relevant circumstances, including potential market sensitivity.

All financial information included in this MD&A is presented in United States dollars (**USD**), unless otherwise noted. Certain dollar amounts have been rounded to the nearest thousand dollars, and tables may not add due to rounding.

Additional information relating to Paladin and its operations, including the Company's Annual Report for the year ended 30 June 2025 (the **Annual Report**), is available under Paladin's profile on SEDAR+ (<https://www.sedarplus.ca>) and Paladin's website (<https://www.paladinenergy.com.au>).

Overview

Paladin Energy Ltd is a globally significant independent uranium producer with a 75% ownership of the Langer Heinrich Mine (**LHM**), a long-life uranium mine in Namibia. Paladin acquired Canadian company Fission Uranium Corp. (**Fission**) in late 2024 and listed Paladin's shares on the Toronto Stock Exchange (**TSX**) in connection with that transaction (**Fission Acquisition**). Fission was renamed Paladin Canada Inc. (**Paladin Canada**) after year end.

In FY2025, Paladin Energy made significant progress in Namibia and Canada, reinforcing its position as a significant uranium producer. The Group continued the operational ramp-up at the LHM, achieving its highest quarterly production rate by year end. This strong result reflects the successful commencement of mining activities, a recovery from a one-in-fifty year rainfall event earlier in the year, and the operational discipline of the LHM team.

With the integration of Fission's operations and the Group's other Canadian activities, Paladin owns and operates an extensive portfolio of uranium development and exploration assets, including the Patterson Lake South (**PLS**) Project in Saskatchewan and the Michelin Project in Newfoundland and Labrador. In Australia, Paladin also owns advanced uranium exploration assets in both Queensland and Western Australia, strategically located in prospective mining jurisdictions and providing future value adding opportunities.¹

Across its operations, Paladin remained focused on sustainability, safety and stakeholder engagement, with a clear commitment to delivering long-term value and making a meaningful contribution to global decarbonisation efforts through the supply of uranium for nuclear energy.

The Company is incorporated under the laws of Australia with share market listings on the Australian Securities Exchange (ASX), the Toronto Stock Exchange (TSX) and the Namibian Stock Exchange (NSX). The Company also trades on the OTCQX market in the United States of America.

¹ The government of Queensland currently permits uranium exploration, but bans uranium mining, whilst the current government of Western Australia currently has a no-development uranium mining policy

Highlights

Paladin provides the following update on its activities and results for the year ended 30 June 2025.

- Total production from the LHM for the year ended 30 June 2025 amounted to 3.0Mlb U₃O₈. The quarter ended 30 June 2025 marked a 33% increase to the prior quarter production, amounting to 1.0Mlb U₃O₈
- Total sales from the LHM for the year ended 30 June 2025 amounted to 2.7Mlb U₃O₈, with total sales during the quarter ended 30 June 2025 amounting to 0.7Mlb U₃O₈
- As of 30 June 2025, Paladin held thirteen uranium sales agreements with tier-one global customers, with 24.1Mlb of U₃O₈ contracted to 2030¹
- Initial mining activities commenced at the LHM in April 2025, with fleet mobilisation progressing, blasting operations commencing, and mined ore being fed into the processing plant during the quarter ended 30 June 2025
- A planned two-week plant shutdown at the LHM in November 2024, was completed on schedule and delivered significant and ongoing improvements in recovery rates and water supply stability
- On 24 December 2024, Paladin completed the Fission Acquisition, adding the world-class PLS Project to its portfolio
- Paladin's shares were listed for trading on the TSX on 27 December 2024
- Mutual Benefits Agreements (**MBAs**) were signed in February 2025 with both the Clearwater River Dene Nation and the Buffalo River Dene Nation, which confirm the support and consent of these Indigenous Nations for the PLS Project
- The Company received an exemption from Canada's Non-Resident Ownership Policy in the Uranium Mining Sector (**NROP**) in March 2025, allowing Paladin to maintain a 100% controlling interest in the PLS Project through commercial production. The Company also holds a similar NROP exemption for the Michelin Project
- The final Environmental Impact Statement (**EIS**) for the PLS Project was formally accepted by the Saskatchewan Ministry of Environment during the quarter ended 30 June 2025 and is currently undergoing a public review process.
- Successful winter drilling program at the PLS Project delivered the most significant radioactivity results ever recorded on the Company's tenements at the PLS Project outside of the Triple R deposit
- Paul Hemburrow was appointed Managing Director and Chief Executive Officer of Paladin Energy, effective 1 September 2025
- Paladin held cash and cash equivalents of US\$89.0M and an undrawn US\$50M revolving debt facility at the end of FY2025

¹ Based on nominal contract volumes as at 30 June 2025. Subject to customary conditions precedent contained in uranium sales agreements, including the requirement to receive Namibian Government and other regulatory approvals.

Group Operational Progress

Safety & Sustainability

	Q4 FY2025	Q3 FY2025	Q2 FY2025	Q1 FY2025	FY2025
TRIFR (12 Month average)	2.7	3.3	1.3	2.2	2.7

Sustainability is a key foundation of Paladin's global activities. Paladin's uranium production is critical to the generation of reliable, baseload power in many developed nations. Paladin believes that its operational activities can reasonably be considered to be an essential part of global energy transition efforts to reduce reliance on fossil fuels and achieve low-carbon economies.

Paladin's operations focus on sustainability in a range of areas that include: Paladin's approach to the environment and lowering emissions to help address climate change; ensuring Paladin's activities contribute to local and national economies; enhancing the way Paladin looks after its people at work and in their communities; and reinforcing Paladin's commitment to business integrity.

With the return to production at the LHM, Paladin implemented a structured community investment program, primarily in Swakopmund and the surrounding Erongo Region. Paladin's funding was directed towards activities that align with many of the new Namibian government's aspirations, particularly in education and training, employment and health.

Paladin recorded an average Total Recordable Injury Frequency Rate (TRIFR) of 2.7 per million hours worked and exceeded FY2025 safety targets (compared to TRIFR of 3.8 per million hours worked in Paladin's 2024 financial year (**FY2024**)). The Company continued its drive to improve safety performance, with a focus on embedding critical risk management processes and safety leadership development.

Paladin recorded no serious environmental or radiation incidents or breaches of environmental compliance requirements during the quarter ended 30 June 2025 and none for the year ended 30 June 2025. During the year, the International Atomic Energy Agency Nuclear Safeguards Inspectors attended the LHM and confirmed compliance with all nuclear safeguard provisions and requirements.

The publication of Paladin's 2024 Sustainability Report on 28 October 2024 confirmed the Company's commitment to delivering value through sustainable development.

Over the year the LHM partnered with a number of organisations in the local region supporting a range of initiatives promoting youth development, health, wellness and education including the provision of an ambulance and equipment for the Erongo region, transport and computer equipment to the local police and computer equipment to local community organisations. During the quarter, the Company continued its investment in local communities, supporting the establishment of a Breast Cancer Clinic in Swakopmund State Hospital in collaboration with the Namibian Ministry of Health. The LHM also partnered with Cricket Namibia to develop the Mondesa Cricket Hub at Hanganeni Primary School.

In Namibia, employment opportunities for local residents increased significantly with the ramp-up of mining activities at the LHM, including through contractor engagement.

Paladin's climate risk and resilience program progressed, with scenario analysis and risk and opportunity assessments advancing in preparation for anticipated reporting against the Australian Sustainability Reporting Standards during Paladin's 2026 financial year (**FY2026**).

Langer Heinrich Mine (Namibia)

The LHM is located in Namibia, one of the world's premier uranium mining jurisdictions. The LHM recommenced commercial production in March 2024, following an extensive refurbishment program, with first shipments of U₃O₈ at the start of FY2025. The LHM is a proven, low risk, conventional alkaline leach processing circuit. The LHM was in operational ramp-up during FY2025 which will continue over FY2026, as the LHM continues the ongoing transition from the processing of stockpiled medium grade ore to the processing of primary mined ore.

LHM Summary (100%)		Q4 FY2025	Q3 FY2025	Q2 FY2025	Q1 FY2025	FY2025
MINING						
Total Mined	Mt	3.23	-	-	-	3.23
Waste Mined	Mt	1.01	-	-	-	1.01
Total Ore Mined ¹	Mt	2.22	-	-	-	2.22
Low Grade Ore to Stockpile ²	Mt	1.22	-	-	-	1.22
PROCESSING						
Tonnes Processed	Mt	1.17	0.90	0.75	0.83	3.64
Ore Feed Grade	PPM	477	419	404	422	435
Plant Recovery	%	87	88	88	69	84
U ₃ O ₈ Produced	lb	993,843	745,484	638,409	639,679	3,017,415
SALES						
U ₃ O ₈ Sold ³	lb	710,051	872,435	500,143	623,064	2,705,693
Total Closing Finished Goods	lb	1,189,027 ⁴	1,020,991	867,943	769,534	1,189,027 ⁴
FINANCIALS						
Average Realised Price ⁵	US\$/lb	55.6	69.9	66.9	70.3	65.7
Cost of Production ⁶	US\$/lb	37.5	40.6	42.3	41.9	40.2
Reversal of Previous Stockpile Impairment ⁷	US\$/lb	8.7	18.4	17.2	18.8	15.1
Revenue	US\$M	39.4	61.0	33.5	43.8	177.7
Cost of Sales	US\$M	(43.8)	(63.6)	(36.2)	(48.1)	(191.7)
Capital Expenditure	US\$M	4.9	7.2	8.7	2.9	23.7
Exploration Expenditure	US\$M	0.6	-	-	-	0.6
Low Grade Ore to Stockpile ²	US\$M	6.5	-	-	-	6.5

1. Includes high grade, medium grade and low grade ore
2. Low-grade ore stockpiled represents the cost of mining and stockpiling low grade material to be processed during the later stockpile phase and is capitalised into inventory under IFRS. This is expected to be classified as non-current inventory until that phase. These costs are excluded from Cost of Production
3. Includes 365,000lb loan material delivered into existing contracts – 165,000lb in the quarter ended 30 June 2025 and 200,000lb in the quarter ended 31 December 2024 quarter. All revenue and Cost of Sales relate to the Namibian segment
4. Includes 445,789 lbs of finished product in transit, where funds have been received in advance of delivery
5. Average Realised Price is a Non-IFRS Measure. See "Non-IFRS Measures" for more information
6. Cost of Production is a Non-IFRS Measure. See "Non-IFRS Measures" for more information
7. Reversal of Previous Stockpile Impairment is an accounting transaction included in the IFRS financial statements in the Cost of Sales line and is calculated as average cost per pound, based on the 31 December 2023 impairment reversal on existing stockpiles of US\$92M. The cost per pound varies based on grade, recovery and contained uranium realised for the period. The Q4 charge is lower than previous quarters as a result of the impairment of the stockpile and the reduced use of the stockpile after the commencement of mining.

Operations

Mining activities commenced in April 2025 with the mobilisation of two fleets of 100 tonne dump trucks, and the mobilisation of the mining contractor and the blasting contractor teams. Drilling, blasting, and load-and-haul operations progressed steadily in the G2A pit, with additional benches opened to support consistent ore delivery to the ROM pad. The G2A pit was the primary source of freshly mined ore for the quarter with the haul road network between the G-pit and the crusher fully operational for the quarter, enabling efficient material movement.

Basic mine infrastructure upgrades were progressed during the quarter including access road upgrades, bunding upgrades, dewatering, and preparation works for the G3A pit mining expected later in the calendar year.

Over time, the G-pit will evolve into a single, larger open pit encompassing the current sub-pits. This expansion will require the movement of increased volumes of waste material with the mining of deeper sections of the ore body as well as the mining of previously flooded pits. The Company is actively managing this through pit wall design and water control infrastructure to ensure safe and efficient access to ore.

The Company continues to assess and refine its blending strategies to optimise plant performance. The medium-grade stockpile remains a key component of the processing plant feed, and the blending of the stockpile with freshly mined ore has contributed to improved feed consistency and plant stability.

The LHM produced 993,843lb U₃O₈ during the quarter, which is a 33% increase on the previous quarter's production. This result is the highest quarterly output since the LHM's restart and brings total production for FY2025 to 3.0Mlb U₃O₈.

This performance was supported by record crusher throughput of 1.17Mt (previous record was 982,209t in the quarter ended 31 March 2014), consistent plant performance and improved feed blend quality.

The average plant overall recovery rate was 87% for the quarter. Water management strategies continued to ensure adequate water supply, with captured rainwater used to supplement process water across the operations.

During the quarter, Tailings Storage Facility 6 (**TSF6**) was safely and successfully commissioned on schedule and without disruption to processing operations. This key infrastructure milestone and the facility will provide additional capacity to support the ongoing ramp-up of production.

Sales and Marketing

The LHM sold 710,051lb U₃O₈ during the quarter, with full FY2025 sales of 2,705,693lb U₃O₈. All customer delivery obligations were met during the quarter and financial year.

During the quarter, the LHM signed one additional uranium sales agreement¹ and now has 13 sales agreements with tier-one global customers in the US, Europe and Asia.

Exploration

Resource optimisation and drilling activities continued within ML140 mining lease during the quarter, supporting mine planning and enhancing geological confidence in near-term mining areas.

Financials

Expenditure levels continued in line with expectations. The Cost of Sales was US\$45.1 million for the quarter ended 30 June 2025 and US\$183.7 million for FY2025. Cost of Sales includes Cost of Production, reversal of previous stockpile impairment, depreciation and amortisation related to the production of U₃O₈, selling costs, and the net changes in inventory levels. The Cost of Production for the quarter ended 30 June 2025 was US\$37.5/lb and US\$40.2/lb for FY2025, driven by increased production levels and access to previously blasted mined ore. Capital expenditure was primarily related to costs associated with TSF6.

During the quarter ended 30 June 2025, revenue of US\$39.4 million was recorded, reflecting the sale of 0.7Mlb U₃O₈. For FY2025, revenue of US\$177.7 million was recorded, reflecting the sale of 2.7Mlb U₃O₈. The LHM achieved an Average Realised Price of US\$55.6/lb for the quarter, with a lower Average Realised Price compared to the full year, primarily due to the mix and timing of contract deliveries in the quarter. Quarterly sales volumes and

¹ Subject to customary conditions precedent contained in offtake agreements, including the requirement to receive Namibian Government and other regulatory approvals.

Average Realised Prices are dependent on the mix of contract pricing mechanisms, payment terms and the timing of individual deliveries based on customer requirements from quarter to quarter.

For FY2025, the LHM achieved an Average Realised Price of US\$65.7/lb. The realised price reflects the Company's balanced contract portfolio with a mix of base-escalated, fixed price and market-related contracts.

The mine plan has been optimised to deliver medium and high-grade ore to the processing plant with lower grade ore stockpiled for future processing. The cost of the low-grade stockpiled ore will be disclosed separately in the Company's periodic reports.

Patterson Lake South Project (Canada)

Acquisition of Fission Uranium Corporation

In June 2024, Paladin and Fission entered into a definitive arrangement agreement in relation to the Fission Acquisition, pursuant to which Paladin acquired, indirectly, 100% of the issued and outstanding shares of Fission by way of a court approved plan of arrangement under the *Canada Business Corporations Act*. The Fission Acquisition was completed on 24 December 2024.

The combination of Paladin and Fission created a globally significant uranium company listed on the ASX and TSX with a portfolio of production, development, and exploration assets. The Fission Acquisition also created a leading Canadian development hub, with a high-quality multi-asset portfolio with exposure to Canada's highly prospective Athabasca Basin and Paladin's existing Michelin Project in Newfoundland and Labrador, with exploration upside across all properties. Subsequent to the quarter ended 30 June 2025, Fission Uranium Corp. was renamed to Paladin Canada Inc.

The PLS Project is 100% owned by Paladin, through its wholly-owned subsidiary, Paladin Canada, and is comprised of 49 claims totaling 57,622 hectares, with a carrying value of US\$415.7M.

The PLS Project is located in the Athabasca Basin of Saskatchewan, Canada, a premier uranium jurisdiction. The PLS Project hosts the Triple R deposit – one of the region's largest high-grade, near-surface uranium deposits. The PLS Project is an advanced, development stage project, with a low-risk mine plan featuring a proposed high-grade uranium mine and mill.

PLS Project

Patterson Lake South ¹		Q4 FY2025	Q3 FY2025	Q2 FY2025	Q1 FY2025	FY2025
Development & Permitting	US\$M	4.4	2.5	0.5	-	7.4
PLS Exploration	US\$M	1.9	2.3	0.2	-	4.4
Other Exploration	US\$M	0.6	0.1	-	-	0.7

1. The acquisition of Fission Uranium Corp was completed on 24 December 2024, and figures include only expenditure incurred since the acquisition date

The PLS Project's final EIS was formally accepted by the Saskatchewan Ministry of Environment during the quarter ended 30 June 2025. Completion of the technical review period is a significant milestone for the PLS Project. The EIS and technical review comments were posted for public review on 5 July 2025. Following the public review period, the Environmental Assessment Branch of the Saskatchewan Ministry of Environment will compile comments and put their recommendation to the Saskatchewan Minister of the Environment. The EIS is a critical step in the permitting pathway for the PLS Project, assessing potential environmental and social impacts and outlining mitigation strategies. Progress through this process is essential to securing the necessary approvals for construction and operation of the PLS Project, and the Company will continue to engage with the Government of Saskatchewan, Indigenous Peoples, local communities, and other key stakeholders.

The winter drilling program at the PLS Project was successfully completed during May 2025 and delivered the most significant radioactivity results ever recorded on the Company's tenements at the PLS Project, outside of the Triple

R deposit. A total of twenty drillholes were completed, with eleven targeting Saloon East deposit 3.5km south east of Triple R.

The results were obtained from a consistent package of hydrothermally altered and structurally deformed basement rocks located between 200m and 420m vertically from surface. The widespread nature and intensity of radioactivity observed across multiple drillholes materially enhances geological understanding of the Saloon Trend and supports its classification as a significant zone of interest within the PLS Project.

Michelin Project (Canada)

The Michelin Project is an advanced exploration project in Newfoundland and Labrador, Canada which has been held by the Company as part of its long-term development plans. The Michelin Project is 100% owned by Paladin, through its wholly owned subsidiary Aurora Energy Ltd (**AEL**), and is comprised of 37 claims totalling 98,175 hectares. The Michelin Project has a carrying value of US\$43.0M.

Michelin Project		Q4 FY2025	Q3 FY2025	Q2 FY2025	Q1 FY2025	FY2025
Exploration expenditure	US\$M	1.6	1.8	1.3	2.2	6.9

The winter drilling program at the Michelin Project concluded during the quarter, with activities focused within a reduced radius of the Michelin deposits. This targeted approach enhances future operational potential by identifying mineralisation zones in closer proximity. Results from the program are being assessed and will inform planning for the FY2026 summer drilling campaign.

Community engagement activities continued during the period, and regular updates will be provided on project progress.

Australian Exploration Projects

Paladin has advanced exploration projects in both Queensland and Western Australia. There were no significant activities during FY2025, or the quarter ended 30 June 2025.

Area of Interest	Ownership	Claims	Hectares	Stage	Carrying Value (US\$'000)
Australia – Valhalla/Skal	100%	2	8,959	Prospecting	39,943
Australia – Isa North	100%	2	2,835	Prospecting	8,601
Australia – Carley Bore	100%	2	6,346	Prospecting	8,037
Australia – Manyingee	100%	3	1,307	Prospecting	7,894
Australia – Fusion	100%	2	2,219	Prospecting	547

Mount Isa Project

The Mount Isa Project, which is wholly owned by Paladin, is a large, advanced exploration Project located 40km north of Mount Isa and consists of six mineral development licenses.

Manyingee Project

The Manyingee Project is wholly owned by Paladin and is located in north-west Western Australia, 85km inland from the town of Onslow. The Project comprises three mining leases covering 1,307 hectares. Previous field trials demonstrated that the Manyingee sandstone-hosted uranium deposit is amenable to extraction by in-situ recovery.

Carley Bore

Carley Bore is wholly owned by Paladin and is located 100km south of Manyingee in Western Australia. Carley Bore consists of two contiguous exploration licenses with granted retention status. Potential exists for extensions to the mineralisation to the north and south of the existing deposit.

Other Activities

Corporate Leadership

On 25 June 2025, Paladin announced the appointment of Paul Hemburrow as Managing Director and Chief Executive Officer, effective 1 September 2025. Paul has served as Paladin's Chief Operating Officer since 2023, and will succeed Ian Purdy, who will remain available to support the transition until 31 December 2025.

This appointment follows a rigorous global search and ensures strong leadership continuity of the Company. Mr. Hemburrow brings over 30 years of operational and executive experience across mining, processing, and logistics in complex jurisdictions. The Board has confidence in his ability to unlock shareholder value and lead Paladin through its next phase of growth.

On 5 May 2025, Anne Templeman-Jones joined the Board, bringing extensive experience in finance, corporate and private banking, and audit and risk oversight. Her previous roles include directorships with Commonwealth Bank of Australia, Worley Limited, and the Cyber Security Cooperative Research Centre. Mrs. Templeman-Jones will serve as Chair Elect of Paladin's Audit and Risk Committee and contribute to global strategy and compliance initiatives.

On 30 June 2025, Michele Buchignani was appointed to the Board. Michele is based in Vancouver and offers deep expertise in law, finance, private equity, and governance, with board roles at TSX Trust Company, and Westport Fuel Systems and previously at Copper Mountain Mining Corporation. Her appointment supports Paladin's strategic focus on Canadian operations, particularly the PLS Project.

Ann Templeman-Jones' and Michele Buchignani's appointments are subject to shareholder approval at the 2025 Annual General Meeting.

Cash and Debt

As at 30 June 2025, Paladin held cash and cash equivalents of US\$89.0M (excluding restricted cash of US\$4.4M).

The Company's total unrestricted cash and short-term investments balance of US\$89.0M decreased by US\$38.8M from the previous quarter with the main contributors being the commencement of mining during the quarter, and timing-related working capital movements, including revenue recognised but funds not received in the quarter.

The Company received US\$28.6M in advance in June 2025 in relation to a sale recognised in July 2025, and US\$29.2M of cash receipts in early July 2025 for revenue recognised in the quarter ended 30 June 2025.

The Company's sales volumes, revenues and cashflows can vary significantly on a quarterly basis due to the timing of shipping and logistics of customer deliveries and quarterly results do not necessarily represent annual results for sales, revenue and cashflows.

During the quarter ended 30 June 2025, Paladin made the second scheduled debt repayment (US\$6.7M) resulting in a closing outstanding balance of US\$86.5M at quarter end. The Company also holds an undrawn US\$50M revolving debt facility.

Class Actions

Two competing shareholder class actions have been filed against Paladin in the Supreme Court of Victoria, one in April 2025 and the second in July. Both proceedings allege that Paladin made misleading representations and contravened its ASX continuous disclosure obligations in relation to the Company's production guidance during the period 27 June 2024 and 25 March 2025.

At this stage, it is not possible to determine what financial impact, if any, these claims will have on Paladin's financial position. In respect of the substance of the claims, Paladin considers that it has at all times complied with its disclosure obligations, denies liability and will vigorously defend both proceedings.

Selected Annual Information

The tables below present key financial and operational metrics for Paladin during the years ended 30 June 2025, 30 June 2024, and 30 June 2023. These figures provide an overview of the Company's annual performance and are prepared in accordance with the relevant accounting policies. These figures are intended to provide a summary overview and should be considered in conjunction with the Company's audited financial statements for the corresponding periods together with the accompanying notes thereto. The information has been prepared in accordance with International Financial Reporting Standards (IFRS), with comparatives maintained for prior years. The figures below exclude Fission results for the years ended 30 June 2024, and 30 June 2023, as the Fission Acquisition was only completed in December 2024.

Earnings	Year Ended 30 June		
	2025 US\$'000	2024 US\$'000	2023 US\$'000
Revenue	177,676	-	-
Cost of sales	(191,690)	-	-
Impairment of Inventories	(12,072)	-	-
Gross operating loss	(26,086)	-	-
Profit/(loss) after tax	(76,520)	59,998	(27,058)
Profit/(loss) attributable to owners of the parent	(44,639)	53,628	(10,572)
Profit/(loss) per share (US cents)	(12.68)	17.9	(4.0)
Diluted Profit/(loss) per share (US cents)	(12.68)	17.9	(4.0)
Distributions or Cash Dividends Declared	-	-	-

In March 2024, the LHM restart project (the **LHM Restart Project**) was completed and the LHM restarted commercial production after being placed in Care and Maintenance in 2018 due to sustained low uranium prices. Although production recommenced in March 2024, no U₃O₈ had been delivered to customers as at 30 June 2024 and therefore no revenue was recognised. Deliveries to customers commenced during the year ended 30 June 2025.

Paladin has a geographically diverse uranium sales contract portfolio, with thirteen agreements executed with top-tier counterparties in US, Europe and Asia. These agreements range in type and duration and provide base-escalated, fixed-price and market-related pricing mechanisms. Base-escalated agreements are typically linked to a US inflation price escalator.

Profit after tax from continuing operations decreased in the year ended 30 June 2025 compared to prior periods. The year ended 30 June 2024 included a reversal of an impairment charge of the existing LHM ore stockpiles (previously recognised in the financial year ended 30 June 2016) as a result of changed economic circumstances taking into account the LHM Restart Project's progress, the negotiation of key contracts and the improvement in the uranium market prices. The reversal resulted in a gain of US\$92.2M, with no comparable amount present in the year ended 30 June 2025.

At 31 March 2025, the Group conducted a review of its inventory items in accordance with AASB 102 / IAS 2 Inventories. The assessment considered the production to date, the carrying value of the current inventory, the grade performance of the ore stockpile to date compared to expected performance, the accessibility of parts of the stockpile and consideration of the delivery into uranium sales agreements and the expected contract and market prices for U₃O₈. Following this review, an impairment charge of \$19.9M was recognised at that time in the

Consolidated Income Statement to reflect a decline in the net realisable value of the ore stockpile and finished product.

Impaired inventory amounting to US\$7.8 million was sold in the fourth quarter, and the associated impairment loss was realised and recognised through the Consolidated Income Statement as part of cost of sales in accordance with the Group's accounting policy. As at 30 June 2025, the remaining inventory provision of US\$12.1 million continues to be carried as a provision against inventory on the balance sheet. Management continues to monitor price trends, production forecasts, and inventory turnover to reassess inventory valuations in future periods.

Other items of note are as follows:

- A syndicated debt facility was entered into in January 2024 resulting in a finance cost of US\$1.1M in June 2024. With the US\$100M term loan drawn in full in June 2025, these costs have increased to US\$10.9M. For more information on the syndicated debt facility, refer to page 19 of this MD&A
- General and administration costs of US\$25.6M in June 2025 increased by US\$5.0M compared to June 2024 due to increased corporate support costs as a result of a full year of operations at the LHM and six months of an expanded Paladin team in Canada

No dividends were declared or paid during the years ended 30 June 2025, 30 June 2024, and 30 June 2023.

Changes in Cash and Cash Equivalents

Cash Flows	Year Ended 30 June		
	2025 US\$'000	2024 US\$'000	2023 US\$'000
Unrestricted cash and cash equivalents	89,047	48,858	126,636
Cash flows from operating activities	(3,803)	(48,116)	(9,375)
Cash flows from investing activities	26,598	(94,648)	(35,794)
Cash flows from financing activities	14,653	65,917	85
Net Increase/(decrease) in cash and cash equivalents	37,448	(76,847)	(45,084)
Effects of movement in FX on cash held	2,741	(931)	(5,346)

The Group had unrestricted cash and cash equivalents at 30 June 2025 of US\$89.0M. Unrestricted cash and cash equivalents increased by US\$40.1M during the year as a result of the following material cash flows:

Cash flows from operating activities:

- Receipts from customers – US\$166.9M received
- LHM operations expenditure – US\$140.9M cash outflows for operational expenditure
- Staff, administration and corporate costs – US\$14.2M cash outflows
- Interest received and other income – US\$3.9M

Cash flows from investing activities:

- Acquisition of assets – US\$79.0M cash received from the Fission Acquisition
- Exploration expenditure – US\$27.4M cash outflows primarily reflecting drilling campaigns in Paladin Canada
- Property, plant and equipment – US\$25.0M cash outflows to acquire new property, plant and equipment

Cash flows from financing activities:

- Term loan – US\$50.0M received, drawing down on the term loan in full, with US\$13.5M scheduled repayments made
- Revolving debt facility – US\$20.0M received, with US\$40.0M repayments made
- Interest paid and other costs of finance – US\$11.1M cash outflows

The net cashflow increased to an inflow of US\$37.4M for the year ended 30 June 2025, compared to a net outflow of US\$76.8M for the year ended 30 June 2024, mainly due to a full year of operations at the LHM, the completion of the LHM Restart Project, and the Fission Acquisition, as noted above.

Key Statement of Financial Position Totals

Financial Position	Year Ended 30 June		
	2025 US\$'000	2024 US\$'000	2023 US\$'000
Unrestricted Cash and Cash Equivalents	89,047	48,858	126,636
Total Assets	1,125,884	621,782	473,047
Total Non-Current Financial Liabilities	220,549	174,378	128,379
Total Liabilities	324,323	223,967	137,963

Total Assets

The Group had total assets at 30 June 2025 of US\$1,125.8M. Total assets increased by US\$504.0M during the year mainly due to the Fission Acquisition and continuous exploration expenditure, increasing capitalised exploration and evaluation expenditure by US\$423.1M. Trade and other receivables increased by US\$48.8M, reflecting the recognition of revenue not yet receipted, and cash and cash equivalents increased by US\$37.4M, as noted above.

Total Non-Current Financial Liabilities

The Group had total non-current financial liabilities at 30 June 2025 of US\$220.5M. Total non-current financial liabilities increased by US\$46.1M during the year mainly due to an increase in non-current borrowings from the syndicated debt facility of US\$15.5M, an increase in non-current shareholder loans of US\$10.4M, an increase in non-current lease liabilities of US\$3.1M, as well as an increase in non-current environmental rehabilitation provisions of US\$4.4M.

Total Liabilities

The Group had total liabilities at 30 June 2025 of US\$324.3M. Total liabilities increased by US\$100.3M during the year mainly due to the increase in non-current financial liabilities of US\$46.1M, discussed above, increases in trade and other payables of US\$36.7M, and unearned revenue of US\$28.6M, partially offset by lower current interest bearing loans and borrowings of US\$12.9M.

Segment Information

The Group has revised its operating segments structure to include Namibia, Canada and Australia on the basis of the nature of the activity, geographical location and different regulatory environments:

- Namibia - this segment is focused on the production and sale of uranium from the LHM located in this country's geographic region. In addition to production and sales activities, the segment also proposed to undertake exploration and evaluation projects within tenements held by the Company in Namibia

- Canada - this segment is focused on undertaking development and exploration projects within tenements held by the Company in Canada
- Australia - this segment is focused on undertaking exploration and evaluation projects within tenements held by the Company in Australia

Corporate – is not an operating segment. This reporting segment includes unallocated expenses of the Group, such as sales and marketing, corporate and administration functions. Corporate charges comprise non-segmental expenses such as corporate office expenses. A proportion of the corporate charges are allocated to Namibia, Australia and Canada segments with the balance remaining in Corporate.

Segments	Year Ended 30 June		
	2025 US\$'000	2024 US\$'000	2023 US\$'000
Namibia			
Segment Total Revenue	177,676	-	-
Segment Profit/(Loss) after tax	(46,897)	77,865	(10,785)
Segment Total Assets	526,044	481,311	256,929
Canada			
Segment Total Revenue	-	-	-
Segment Profit/(Loss) after tax	(2,192)	3	(405)
Segment Total Assets	476,719	38,228	32,460
Australia			
Segment Total Revenue	-	-	-
Segment Profit/(Loss) after tax	(59)	(114)	(36)
Segment Total Assets	65,236	64,814	63,170
Corporate			
Segment Total Revenue	-	-	-
Segment Profit/(Loss) after tax	(27,372)	(17,750)	(15,832)
Segment Total Assets	57,885	37,429	120,487

The Namibian segment profit after tax in 2024 shows a turnaround from the loss in 2023, mainly as a result of the reversal of the FY2016 inventory impairment of US\$92.2M (2023: US\$Nil). The loss in 2025 is reflective of the operational ramp-up and an inventory impairment of US\$19.9M. Total assets increased significantly in 2024 from 2023 as a result of the spend on the LHM Restart Project, concluding in March 2024. The increase from 2024 to 2025 reflects sustaining capital expenditure and an increase in working capital.

The increase in total assets for the Canadian segment for the year ended 30 June 2025 reflects the Fission Acquisition, as well as the continuing capitalisation of exploration and evaluation expenditure incurred in relation to the Michelin Project.

The movement in the Corporate segment is a result of the funding and support requirements of operations in other segments.

Selected Quarterly Financial Information

The following tables provide a summary of key financial and operational metrics for Paladin for the eight most recently completed quarters. These figures should be read in conjunction with the Company's financial statements for the corresponding periods together with the accompanying notes thereto. The information has been prepared in accordance with International Financial Reporting Standards (**IFRS**), with comparatives maintained for prior quarters. The figures below for any periods other than the quarters ended 30 June 2025 and 31 March 2025 exclude Paladin Canada's results, as the Fission Acquisition was only completed in December 2024.

	Three months ended			
	30 June 2025 US\$'000	31 March 2025 US\$'000	31 December 2024 US\$'000	30 September 2024 US\$'000
Revenue	39,443	60,974	33,454	43,802
Profit/(Loss) after tax	(23,328)	(38,055)	(4,740)	(10,397)
Profit/(Loss) attributable to owners of the parent	(14,570)	(25,495)	369	(4,943)
Basic Profit/(Loss) per share (US cents)	(3.65)	(6.39)	0.1	(1.7)
Diluted Profit/(Loss) per share (US cents)	(3.65)	(6.39)	0.1	(1.7)
Dividends (US Cents per share)	-	-	-	-
Cash flows from operating activities	(18,225)	(17,221)	43,873	(12,230)

	Three months ended			
	30 June 2024 US\$'000	31 March 2024 US\$'000	31 December 2023 US\$'000	30 September 2023 US\$'000
Revenue	-	-	-	-
Profit/(Loss) after tax	(13,513)	(4,997)	87,285	(8,777)
Profit/(Loss) attributable to owners of the parent	(7,887)	107	66,508	(5,100)
Basic Profit/(Loss) per share (US cents)	(2.6)	0.0	22.3	(1.7)
Diluted Profit/(Loss) per share (US cents)	(2.6)	0.0	22.2	(1.7)
Dividends (US Cents per share)	-	-	-	-
Cash flows from operating activities	(43,736)	639	(5,587)	(3,812)

- Profit after tax from continuing operations for the period 31 December 2023 includes a reversal of an impairment charge of the existing LHM ore stockpiles (previously recognised in the financial year ended 30 June 2016) as a result of changed economic circumstances taking into account the LHM Restart Project's progress, the negotiation of key contracts and the improvement in the uranium market prices. The reversal resulted in a gain of US\$92.2M
- In March 2024, the LHM restarted commercial production after being placed in Care and Maintenance in 2018 due to sustained low uranium prices. Although commercial production recommenced in March 2024, no U₃O₈ had been delivered to customers as at 30 June 2024 and therefore no revenue was recognised. Deliveries to customers commenced during the quarter ended 30 September 2024
- Fluctuations in recognised sales revenue in by quarter after the commencement of operations is due to the timing of deliveries under the Company's contract portfolio. Quarterly sales and Average Realised Prices

are dependent on the mix of contract pricing mechanisms and the timing of individual deliveries based on customer requirements from quarter to quarter. The Company's sales volumes and revenues can vary significantly on a quarterly basis due to the timing of shipping and logistics of customer deliveries and quarterly results do not necessarily represent annual results for sales, revenue and cashflows

- At 31 March 2025, the Group conducted a review of its inventory items in accordance with AASB 102 / IAS 2 Inventories. The assessment considered the production to date, the carrying value of the current inventory, the grade performance of the ore stockpile to date compared to expected performance, the accessibility of parts of the stockpile and consideration of the delivery into uranium sales agreements and the expected contract and market prices for U_3O_8 . Following this review, an impairment charge of \$19.9M was recognised in the profit or loss to reflect a decrease in the net realisable value of the ore stockpile and finished product. Impaired inventory amounting to US\$7.8 million was sold in the fourth quarter, and the associated impairment loss was realised and recognised through the Income Statement as part of cost of sales in accordance with the Group's accounting policy. As at 30 June 2025, the remaining inventory provision of US\$12.1 million continues to be carried as a provision against inventory on the Statement of Financial Position
- The increased loss in the quarter ended 31 March 2025 includes a foreign exchange loss of US\$2.4M, compared to a gain of US\$5.5M in the quarter ended 31 December 2024, mainly due to the depreciation of the Namibian dollar against the US dollar. The result also reflects a significantly higher drawdown of inventory balances compared to the prior periods, reflected in higher sales volume compared to production volume for the quarter
- The decreased loss in the quarter ended 30 June 2025 is mainly due to the absence of the inventory impairment as recorded in the quarter ended 31 March 2025 (discussed above), partially offset by favourable inventory movements with production exceeding sales volumes

Liquidity and Capital Resources

Liquidity and Capital Management

The Group's objective when managing capital is to safeguard its ability to continue as a going concern, so that it can continue to provide returns to shareholders and benefits for other stakeholders and to maintain an efficient capital structure to reduce the cost of capital.

The Group utilises a combination of debt and equity financing to support its operations and strategic objectives. The capital structure is reviewed periodically by management to ensure it remains appropriate in light of the Group's risk profile, funding needs, and market conditions.

Capital management is overseen by the Group finance function, which manages long-term debt and cash resources as part of the broader capital structure. This involves the use of financial forecasting models to assess the Group's financial position and prepare forward-looking cash flow forecasts. These forecasts support the evaluation of capital requirements and funding strategies.

At 30 June 2025, the Group held unrestricted cash and cash equivalents of US\$89.0M with undrawn debt facilities of US\$50.0M. The Group's liquidity management policies govern the management of cash and short-term investments which are held with financial institutions that are a party to our debt facilities, or banking counterparties with investment grade long-term credit ratings. Future capital requirements may also be met by entering into new debt facilities or raising additional capital through debt or equity financings.

The Group forecasts and manages the production to sales cycle in order to maximise working capital efficiencies throughout this cycle. In addition, the Group uses short term uranium product loan facilities and location exchanges (product swaps) with various counterparties in order to meet commitments to customers and to minimise costs, whilst maximising earnings and cashflows.

The LHM is supported by a geographically diverse world-class uranium sales contract book, with agreements secured with top-tier counterparties in the US, Europe and Asia. The Group will continue to layer its contract book, ensuring it has the right balance of risk protection and pricing upside for its shareholders, with leverage to strengthening uranium price fundamentals.

The Company's sales volumes and revenues can vary significantly on a quarterly basis due to the timing of shipping and logistics of customer deliveries and quarterly results do not necessarily represent annual results for sales, revenue and cashflows.

The Group expects to have the ability to fund its forecast financial commitments for FY2026 through its forecast operating cashflows, the undrawn Revolving Facility and existing cash balances.

	30 June 2025 US\$'000	30 June 2024 US\$'000
Debt (face value plus accrued interest) ¹	86,500	68,033
Less cash and cash equivalents	(89,047)	(48,858)
Net Debt/(Cash)²	(2,547)	19,175
Total equity	801,561	397,815
Total Capital	796,046	416,990

1. Excludes loans to LHM from CNNC Overseas Limited (CNOL) that were assigned by Paladin Finance Pty Ltd (PFPL) to CNOL and form part of CNOL's 25% interest in LHM as the Group views these as shareholder loans to LHM

2. Net Debt/(Cash) is a Non-IFRS Measure. See "Non-IFRS Measures" for more information

Syndicated Debt Facility

The Company executed a US\$150M syndicated debt facility (the **Debt Facility**) on 24 January 2024, with two lending financial institutions, Nedbank Limited, acting through its Corporate and Investment Banking division (Nedbank CIB) and Macquarie Bank Limited, with Nedbank CIB acting as lead arranger and bookrunner (the Lenders). The Syndicated Debt Facility comprises:

- A US\$100M amortising term facility (the **Term Facility**) with a 5-year term. The loan was fully drawn down during the year, with principal repayments scheduled in quarterly instalment commencing from 31 March 2025. As at 30 June 2025, a total of US\$13.5M has been repaid as scheduled; and
- A US\$50M revolving credit facility (the **Revolving Facility**) with a 3-year term (with two options to extend by 12 months). During the year, the facility was fully repaid and remains undrawn at the reporting date and continues to be available for drawdown of up to US\$50M at the group's discretion, subject to the terms of the Debt Facility

The Debt Facility is secured by the assets of Paladin Finance Pty Ltd (**PFPL**) and Paladin Nuclear Pty Ltd (**PNL**), the shares of PFPL, PNL and AEL and the intercompany loans between Paladin, those companies and Langer Heinrich Uranium (Pty) Ltd (**LHU**).

Loan Covenants

Under the terms of the Debt Facility, which has a carrying amount of US\$86.5M (excluding accrued interest and capitalisation of transaction costs) (June 2024: US\$70.0M), the Group is required to comply with the following financial covenants at the end of each quarter:

Financial Condition	Required Ratio/Amount	As at 30 June 2025
Debt service cover ratio (DSCR)	>1.3:1	n/a ¹
Loan life cover ratio (LLCR)	>1.5:1	Complied
Reserve trail ratio	>30%	Complied
Minimum offtake	25%	Complied
Minimum cash balance	US\$15M	Complied

1. Not required to be measured at 30 June 2025 under the terms of the Debt Facility

The Company's sales volumes, revenues and cashflows can vary significantly on a quarterly basis due to the variability of sales, timing of shipping and logistics of customer deliveries, and the mix of contract pricing mechanisms during the quarter so results do not necessarily represent annual results for sales volumes, revenue and cashflows.

The Company notes the impact of this quarterly variation in cashflows and the uranium price utilised to forecast these cashflows, amongst other factors, that can materially impact on the quarterly measurement of the Loan Life Cover Ratio (LLCR) and any future measurement of the Debt Service Coverage Ratio (DSCR) covenant within the Debt Facility. The Company has pre-emptively sought and received a waiver for any potential breach of these ratios for the September 2025 quarter end to ensure the Facility remains in good standing. The Lenders and the Company have agreed this waiver in order to allow sufficient time to negotiate and agree a restructure of the Facility if required. The Company is committed to ensuring the Debt Facility is appropriately structured for the Company's future requirements.

Dividends

Payment of any future dividends will be at the discretion of Paladin's Board of Directors after taking into account many factors, including Paladin's operating results, financial condition and current and anticipated cash needs. Paladin has not historically paid dividends and the payment of dividends in the future is not guaranteed.

Outstanding Share Information

As at the date of this MD&A, Paladin had 398,960,289 fully paid ordinary shares issued. The following table sets out the fully paid ordinary shares and those ordinary shares issuable under the Group Employee Performance Share Rights Plan as at date of this MD&A:

As at 28 August 2025	Number
Ordinary shares	399,063,809
Issuable Performance Rights	1,388,895
Issuable Share Appreciation Rights	190,000
Total	400,642,704

Critical Accounting Estimates

The Group's accounting policies are described in its consolidated financial statements for the year ended 30 June 2025 and all accounting policies adopted for the three and twelve month periods ended 30 June 2025 are consistent with the 2024 and 2023 financial year ends. The preparation of the consolidated financial statements requires management to make certain estimates, judgments and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported expenses during the year. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Management considers the following estimates to be the most critical in understanding the judgements and estimates that are involved in the preparation of the Group's consolidated financial statements and the uncertainties that could impact the results of operations, financial condition and cash flows:

- Net realisable value of inventories – Namibia segment
- Assessment of carrying values of property, plant and equipment, mine development costs, exploration and evaluation expenditure and intangible assets associated with the LHM – Namibia segment
- Estimated fair value of certain financial liabilities – Namibia and Corporate segments
- Environmental rehabilitation provision – Namibia segment
- Useful lives of property, plant and equipment – Namibia segment
- Useful lives of mine development costs and intangible assets associated with the LHM – Namibia segment

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events such as climate change related matters that may have a financial impact on the entity and that are believed to be reasonable under the circumstances. Paladin recognises the increasing global impacts of climate change, however the financial impact, and any other impacts, of climate change on its operations are currently expected to be minimal.

Net Realisable Value of Inventories

The Group reviews the carrying value of inventories regularly to ensure that their cost does not exceed net realisable value. In determining net realisable value various factors are taken into account, including sales prices and costs to complete inventories to their final form.

During 2016, the carrying value of ore stockpiles held at the LHM was reduced to net realisable value resulting in a write down of US\$168.9M for the year, recognised in other expenses. Subsequent to 30 June 2016, approximately 45% of the original stockpile previously impaired was consumed prior to the LHM going into Care and Maintenance leaving a residual of 6.3M tonnes. The net realisable value of the ore stockpiles is dependent on a number of key factors including: uranium price, future processing costs, grade and recovery rates. At 31 December 2023, Management considered the impairment on the remaining medium grade stockpile should be reversed in view of the changed economic circumstances taking into account the progress of the LHM Restart Project, the negotiation of key contracts and the improvement in the uranium market prices. Accordingly, the previously recognised impairment on the ore stockpile of 6.3M tonnes valued at US\$92.1M was reversed. Subsequent to that date the LHM Restart Project was completed, and first commercial production achieved in the fourth quarter of FY2024, resulting in a decrease in ore stockpile and the recognition of work-in-progress and finished goods.

At 31 March 2025, the Group conducted a review of its inventory items in accordance with AASB 2 / IAS 2 Inventories. The assessment considered the production to date, the carrying value of the current inventory, the grade performance of the ore stockpile to date compared to expected performance, the accessibility of parts of the stockpile and consideration of the delivery into uranium sales agreements and the expected contract and market prices for U₃O₈. Following this review, an impairment charge of \$19.9M was recognised in the profit or loss to reflect a decline in the net realisable value of the ore stockpile and finished product.

Impaired inventory amounting to US\$7.8 million was sold in the fourth quarter, and the associated impairment loss was realised and recognised through the Income Statement as part of cost of sales in accordance with the Group's accounting policy. As at 30 June 2025, the remaining inventory provision of US\$12.1 million continues to be carried as a provision against inventory on the balance sheet.

Management continues to monitor price trends, production forecasts, and inventory turnover to reassess inventory valuations in future periods.

Assessment of carrying values of property, plant and equipment, mine development costs, exploration and evaluation expenditure and intangible assets associated with the LHM

Impairment of Property, Plant and Equipment; Mine Development and Intangibles

Property, plant and equipment; mine development and intangibles are tested for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable.

The Group conducts an internal review of asset values at each reporting date, which is used as a source of information to assess for any indicators of impairment. Factors, such as changes in uranium prices, production performance and mining and processing costs are monitored to assess for indicators of impairment. If any indication of impairment exists, an estimate of the asset's recoverable amount is calculated.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating unit).

The future recoverability of the property, plant and equipment, mine development and intangibles is dependent on a number of key factors including: uranium price, capex, life of mine, restart date, discount rates used in determining the estimated discounted cash flows, foreign exchanges rates, tax rates, the level of proved and probable reserves and measured, indicated and inferred mineral resources, future technological changes which could impact the Cost of Production and future legal changes, including changes to environmental restoration obligations.

Paladin did not identify any impairment indicators for the LHM cash-generating unit.

Exploration and Evaluation Expenditure

Capitalised exploration and evaluation expenditure for an area of interest may be written down to its recoverable amount if the area of interest's carrying amount is greater than its estimated recoverable amount. Since 30 June 2024, there have been no events or changes in circumstances to indicate that the carrying value may not be recoverable.

Estimated fair value of certain financial liabilities

Loans and borrowings are initially recognised at fair value, net of transaction costs incurred. Loans and borrowings are subsequently measured at amortised cost. Any difference between the fair value (net of transaction costs) and the redemption amount is recognised in the Consolidated Income Statement over the period of the borrowings using the effective interest method.

For the majority of any external borrowings, fair values are based on a discounted cash flow basis using quoted market prices (Level 1) or observable market data (Level 2) inputs in the fair value hierarchy.

The fair values of Shareholder Loans are based on discounted cash flows using a rate that the Group considers representative of a secured borrowing rate available in the market. These are classified as level 3 fair values in the fair value hierarchy due to the use of unobservable inputs, including Paladin's own credit risk.

Environmental rehabilitation provision associated with the LHM

The value of this provision represents the discounted value of the present obligation to rehabilitate the mine and to restore, dismantle and close the mine site in accordance with regulatory and environmental requirements. The discounted value reflects a combination of management's assessment of the cost of performing the work required, the timing of the cash flows and the discount rate applied to determine the net present value. A change in any, or a combination, of the three key assumptions (estimated cash flows, discount rates or inflation rates), used to determine the provision could have a material impact on the carrying value of the provision.

Useful lives of property, plant and equipment

The estimates of useful lives, residual values and depreciation method are reviewed at the end of each reporting period with the effect of any changes in estimate accounted for on a prospective basis.

Useful lives of mine development costs and intangible assets associated with the LHM

The Group uses the concept of a life of mine as an accounting value to determine such things as depreciation rates, useful lives and the appropriate period to discount mine closure provisions. In determining life of mine, the proved and probable reserves measured in accordance with the 2012 edition of the Joint Ore Reserves Code (JORC)¹ specific to a mine are taken into account which by their very nature require judgements, estimates and assumptions.

¹ JORC is an acceptable foreign code under National Instrument 43-101 – Standards of Disclosure for Mineral Projects.

Financial Instruments

Fair value hierarchy

To provide an indication of the reliability of the inputs used in determining fair value, the Group has classified its financial instruments into the three levels prescribed under the accounting standards.

- Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives and equity securities) is based on quoted market prices at the end of the reporting period
- Level 2: The fair value of financial instruments that are not traded in an active market is determined using valuation techniques that maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2
- Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3

Financial Risk Factors

The Group's management of financial risk is aimed at ensuring net cash flows are sufficient to:

- Meet all its financial commitments; and
- Maintain the capacity to fund corporate growth activities

The Group monitors its forecast financial position and manages funds on a group basis.

Market, liquidity and credit risk (including foreign exchange, commodity price and interest rate risk) arise in the normal course of the Group's business. These risks are managed under approved directives which underpin practices and processes. The Group's principal financial instruments comprise interest bearing debt, cash and short-term deposits. Other financial instruments include trade receivables and trade payables, which arise directly from operations.

Market Risk

Foreign Exchange Risk

The Group operates internationally across multiple jurisdictions and is therefore exposed to foreign exchange risk arising from movements in foreign currency exchange rates.

The risk primarily stems from future transactions or commitments, recognised assets and liabilities that are denominated in a currency other than functional currency of the relevant Group Company.

The Group's borrowings and deposits are predominantly held in US, Canadian and Australian dollars. While the Group does not currently have formal foreign exchange hedging arrangements in place, the Groups' finance function actively monitors currency exposures and manages foreign currency purchases to meet operational and transactional requirements.

Interest Rate Risk

Interest rate risk refers to the potential impact on the Group's financial position due to changes in interest rates. This includes:

- Increases in the cost of floating rate borrowings;
- Opportunity losses on fixed rate borrowings in a declining interest rate environment; and
- Reductions in interest income

The interest rate risk on cash balances is not considered material. Cash at bank earns interest at floating rates determined by daily bank deposit rates. Short-term deposits are placed based on immediate operational needs and earn interest at prevailing market rates for the selected terms.

The Group is exposed to interest rate risk primarily through its Syndicated Debt Facility and Shareholder Loans, which include variable interest rate components. Changes in interest rates could affect the Group's future cash flows. To manage this risk, the Group regularly monitors and reforecasts its debt profile and compliance with related financial covenants.

The Shareholder Loans of US\$107.7M represent the 25% of intercompany shareholder loans owing by LHU to PFPL that were assigned to CNOL upon the sale of a 25% interest in Langer Heinrich Mauritius Holdings Limited (**LHMHL**) to CNOL in 2014. These loans maintain the same conditions as the intercompany shareholder loans and have a range of fixed and floating rates.

Repayment of Shareholder Loans is dependent on LHU generating sufficient free cash flows to repay the relevant loans. The Shareholder Loans are not guaranteed by Paladin and are unsecured. The undrawn amount of the CNOL facility is US\$89,000.

In addition to these Shareholder Loans from CNOL, intercompany loans have been provided to LHU from Paladin and PFPL. These loans represent both Shareholder Loans and Priority Loans. Priority Loans are loans made from PFPL to LHU on a 100% basis and will be repaid in priority to other Shareholder Loans.

On consolidation, PFPL's share of the LHU intercompany Shareholder Loans (including Priority Loans) are eliminated against the intercompany Shareholder Loans receivable recorded in Paladin and PFPL and therefore, they do not appear on Paladin's Condensed Consolidated Statement of Financial Position. As a result of the consolidation of 100% of LHU's assets and liabilities, LHU's shareholder loan liability to CNOL is recognised on the Condensed Consolidated Statement of Financial Position.

Under the Shareholders' Agreement between CNOL, PFPL and LHU, each shareholder has agreed not to demand repayment of the loans without the prior written consent of the other shareholder. As neither CNOL nor PFPL can demand repayment, the repayment of the loans can be deferred. Repayment is dependent on LHU generating sufficient free cash flows to repay the loans. These loans have not been guaranteed by Paladin. Interest on shareholder loans is also deferred until there are sufficient cash flows.

At 30 June 2025 US\$4.96M (2024 US\$3.65M) accretion expense had been recognised on these loans.

These shareholder loans are comprised of the following:

	30 June 2025	
	Paladin US\$'000	CNOL US\$'000
Shareholder Loans		
Principal and interest outstanding	346,390	121,744
Fair value adjustment	(39,691)	(13,996)
Carrying value of Shareholder Loans	306,699	107,748
Priority Loans		
Principal and interest outstanding	399,267	-
Fair value adjustment	(14,169)	-
Carrying value of Priority Loans	385,098	-
Consolidation eliminations	(691,797)	-
Shareholder Loans	-	107,748

All other financial assets and liabilities in the form of receivables, investments in shares, payables and provisions, are non-interest bearing.

The Group currently does not engage in any hedging or derivative transactions to manage interest rate risk.

Liquidity Risk

The Group manages its liquidity position to ensure that sufficient liquid resources are available to meet its financial obligations as they fall due, in a timely and cost-effective manner. The Group's finance function continuously monitors liquidity through regular review of cash flow forecasts, funding requirements, and available facilities, to assess and maintain adequate liquidity levels.

Sensitivity analysis is performed using a range of pricing and market assumptions to test the Group's ability to meet both short-term and long-term commitments under various scenarios. This proactive approach supports effective cash flow management and provides the flexibility to access a range of funding alternatives if required.

Credit Risk

Credit risk is the risk of financial loss to the Group if a counterparty fails to meet its contractual obligations. The Group is exposed to credit risk arising from its cash and cash equivalents, receivables carried at amortised cost, and deposits held with banks and financial institutions, as well as trade and other receivables.

The maximum exposure to credit risk is represented by the carrying amount of these financial assets in the statement of financial position.

The Group's trade receivables are primarily due from reputable, creditworthy third parties. Credit exposure is actively monitored, and receivable balances are reviewed on an ongoing basis to ensure timely collection and to manage potential credit losses.

Although cash and cash equivalents are subject to the impairment requirements of IFRS 9, the expected credit loss is assessed to be immaterial due to the short-term nature of the instruments and the credit quality of the counterparties.

Commodity Price Risk

Uranium is not traded in any significant volume on global commodity exchanges. As of 30 June 2025, Paladin holds thirteen uranium sales agreements with tier-one global customers in its contract book, with 24.1Mlb U₃O₈ contracted to 2030.¹

Contracted selling prices are determined by pricing mechanisms that reference common industry published prices for spot and term uranium contracts and may be subject to escalating floor prices and ceiling prices. These include base-escalated, fixed-price, and market-related pricing mechanisms.

¹ Based on nominal contract volumes as at 30 June 2025. Subject to customary conditions precedent contained in uranium sales agreements, including the requirement to receive Namibian Government and other regulatory approvals.

Other Risks and Uncertainties

Managing Our Risks to Create Long Term Shareholder Value

Risk Management

Risk management is fundamental to maximising the value of Paladin's business, informing its strategic direction and meeting the standards and expectations of stakeholders.

Paladin recognises that the classification and effective management of risk, including prudent, informed risk-taking is an essential part of Paladin's aim of creating long term shareholder value. Paladin's Risk Management Policy aims to integrate risk management into Paladin's strategy and business. The Risk Management Policy outlines the minimum mandatory requirements for the management of risks that can materially impact Paladin's ability to achieve its strategy and business plans.

Paladin's Risk Management Framework is the structure which supports and guides the processes by which risk is identified, assessed, managed, communicated and reported. The risk management approach is holistic and coordinated and aligns with Australian Standard AS/NZS ISO 31000:2018. The aim is to ensure early identification of risk, and to have appropriate controls either in place, or identified, so that Group strategies and objectives remain viable. By adopting a culture of actively managing risk, Paladin has made a commitment to the development and deployment of risk management and strives to enhance its corporate governance and business management processes.

Risk Appetite

Risk appetite is the level of residual risk that Paladin is willing to accept in pursuit of its strategy, which is established across our business activities. The Board regularly considers and approves the risk appetite developed by management. Understanding risk appetite across our strategic risks assists in decision making across Paladin.

Material Business Risks

Material business risks are those which can materially impact Paladin's ability to achieve its strategy and business plans. They have the capacity to affect all, or a significant part, of the Group and therefore tend to have significant impacts.

The effective management of Paladin's material risks is routinely assessed by management. The assessment process is informed by external and internal events that could have a potential impact on the organisation, as well as emerging themes across identified material risks.

These material risks are regularly reviewed by the Audit & Risk Committee, which assists the Board in carrying out its role of overseeing risk management and assurance practices.

The Group's actual results and events may be significantly different from what the Company currently expects, due to the risks associated with the Group's business. In addition to the risks described in this MD&A, readers should review the Annual Report and AIF for a comprehensive discussion of the material risks faced by the Company that could cause actual results to differ from the Company's current expectations.

Health and Safety

Uranium exploration, development, mining and processing is inherently a high-risk environment. Additionally, where Paladin has an interest located in a developing country, embedding systems for managing occupational health and safety risks, and maintaining and ensuring compliance with these systems may present challenges for Paladin.

If there is a failure to comply with the necessary occupational health and safety requirements, this could result in injury, safety claims, fines, penalties and compensation for damages against Paladin, as well as reputational damage resulting in losses and delays, which may adversely affect profitability.

The Health and Safety risk has inherently increased with the ramp up of production, recommencement of mining and increased exploration and development activities; however management has implemented mitigating controls to manage this risk.

Production, Operations and Supply Chain

The Group's operations are subject to the operating risks associated with the production of uranium, including the performance of processing facilities against design specification, the achievement of agreed product specification, and the related risks associated with the storage and transportation of raw materials, finished product and waste.

The Group's exploration and development activities are also subject to similar supply chain and logistics risks. A shortage or significant increase in the cost of inputs required to undertake these exploration, development and operational activities could have a material impact on the Group's ability to undertake these activities. The Group has entered into agreements with suppliers in different jurisdictions including Australia, Canada and Namibia. As a result, the Group is exposed to foreign currency fluctuations.

Failure to effectively maintain and develop relationships with local communities and stakeholders could result in adverse outcomes to Paladin's operations and production.

Lack of availability and affordability of infrastructure, suppliers and reliable transportation facilities to deliver products to market could impact production, sales and development of the Group's projects.

Any or all these events could have an adverse impact on the Group's operations and its ability to operate projects profitably, thereby impacting cashflows and financial performance.

Demand, Product Pricing and Uranium Sales Agreements

The price of, and demand for, uranium remains sensitive to several external macroeconomic and political factors beyond the Group's control. There is the potential for events to occur in the future that may negatively impact the attractiveness of nuclear energy and therefore the demand for, and the price of, uranium.

Nuclear energy is in direct competition with other more conventional sources of energy, including gas, coal and hydroelectricity and may be the subject of negative public opinion due to political, technological, and environmental factors. This may have a negative impact on the demand for, and the price of, uranium.

The uranium market is influenced by production levels and costs of production in major producing regions such as Kazakhstan, Canada, Namibia and Australia.

The uranium market is a global market and may be subject to changes in taxes, tariffs and regulations which may be imposed by foreign governments which is beyond the Group's control.

The Group enters into agreements and undertakings with third parties. If the Group is unable to satisfy the conditions, or third parties' default on their obligations under the agreements and undertakings, the Group may be adversely affected.

Any or all of these events could have an adverse impact on the Group's operations, financial performance, cashflow and these are beyond its control.

Environment, Climate Change and Natural Events

Paladin's uranium mining and processing activities have the potential to affect the environment. We use hazardous materials and generate mineral waste, which if improperly managed could harm people or ecosystems. Failure to control these impacts may result in reputational damage, legal claims or regulatory penalties, and could limit the Group's ability to access capital and talent.

Increasing regulation of greenhouse gas emissions – could adversely affect Paladin's operating costs. As global and Australian climate policies tighten to meet Paris Agreement goals, companies with higher carbon footprints will

face increased compliance costs and pressure to invest in emissions reduction. If Paladin does not proactively manage its carbon emissions, we risk higher future costs and reduced competitiveness under a low-carbon transition.

Climate change is increasing the frequency and intensity of extreme weather events. Paladin's sites, infrastructure and host communities may be exposed to droughts, flooding, heatwaves or wildfires. A major natural disaster or climate-related event could disrupt operations, damage critical infrastructure, and endanger our workforce. Such an event might also impact logistics and supply chains or harm local communities, potentially threatening our license to operate.

Capital Management and Liquidity

Uranium markets may be subject to volatility, and other factors including disruptions in the financial sector. Additionally, capital costs for exploration and development activities in addition to the Group's operational activities may increase. This may make it difficult to obtain adequate debt or equity financing on favourable terms or at all.

Failure to obtain such financing on a timely basis might cause the postponement of exploration and development plans, forfeiture of rights in some or all of the Group's properties, or terminate some or all of its operations which in turn, may have a material adverse effect on the Group's overall financial position and performance, and thereby shareholder value.

Failure to maintain compliance with debt covenants could have an adverse effect on the Group's business, results of operations and its ability to maintain financial stability and liquidity.

The Group maintains insurance to protect against certain risks in amounts it considers reasonable. Any proceeds received from insurance may not cover all financial losses. Insurance held may not adequately cover all potential risks which may have a material adverse effect on the overall financial position of the Group.

Corporate Culture and Managing Diverse Talent

Behaviours that do not align with the Group's culture could expose Paladin to conduct risks including, but not limited to delays in appropriately escalating regulatory and compliance issues, failure to resolve issues in a timely manner; and failure to deliver on product and service commitments.

Paladin may not have the ability to attract and retain skilled labour, and this may result in a loss of corporate knowledge and experience.

Lower levels of engagement may lead to disconnected teams that lack diversity and operate in silos, and decision making based on factors other than performance may impact the Group's ability to attract and retain talent. This in turn may lead to significant shareholder value erosion and reputational damage.

Relationships with employees may be impacted by changes in labour relations, which may be introduced by, among others, employee groups, unions, and the relevant governmental authorities in jurisdictions where Paladin carries on business. Adverse changes in such legislation or in the relationship with the Group's employees may have a material adverse effect on the business, results of operations, and financial condition.

IT systems, Cybersecurity and Innovation

Cyber breaches can arise from malicious external or internal attacks, but also inadvertently through human error. Although the extent and frequency of cybersecurity threats remains in line with growth expectations, attacks have been observed to be more destructive in nature. The ongoing digitisation and transformation of information and operational technology, and the increasing use of AI to inform and automate decisions, amplifies the threat of loss of control systems and data or hijacking of autonomous functions.

Failure to keep pace with and leverage advances in technology and innovation could result in reduced shareholder returns and impact the Group's licence to operate. Failure to adopt automation, electrification and digital systems could result in deteriorating performance across safety, productivity, and returns.

In a rapidly evolving market, failure to be innovative can expose the Group to several significant risks and challenges such as a loss of competitive advantage, disruptions to operations, reputational damage, ability to retain quality personnel, delays in operational activity and increases in capital or operating costs.

Political, Legal, Regulatory and Policy Matters

A serious breach in laws, regulations, policies and obligations in relation to anti-corruption legislation or sanctions, human rights, labour or employment matters, anti-trust rules, or inappropriate business conduct, could result in serious harm to people and significant reputational and financial damage.

Increased shareholder or activist litigation may result in legal or other actions which may impact the Group.

Paladin has tenements in Australia, Canada and an operating uranium mine in Namibia. These jurisdictions have different laws, regulations and legal matters to comply with. Future earnings, asset values and relative attractiveness of the Group's shares may be affected by changes in the law and government policy in these jurisdictions.

Paladin is also subject to extensive laws and regulations controlling the possible effects of mining, exploration and development activities upon interests of Indigenous Peoples. Future legislation, regulations, political changes, agreements or other disruptions may cause additional expense, capital expenditures, restrictions and delays in the development of the Group's assets, the extent of which cannot be predicted.

The development of mines and related facilities is contingent upon government approvals that are complex and time consuming to obtain, and which, depending on the location of the project, may involve multiple government agencies. Any significant delays in obtaining or renewing such permits or licences in future may have a material impact on the Group.

Growth and Investment

Paladin may be unable to execute suitable growth through investment or acquisition and a failure to do so could have an adverse impact on return on investment.

Business acquisitions may fail to realise expected benefits or synergies, including the effective integration of the relevant asset or business, significant one-time write-offs or restructuring changes, and unanticipated costs and liabilities.

Acquisitions may be impacted by unanticipated or unforeseen material adverse issues through a failure on the part of due diligence, liabilities for past acts, or omissions or liabilities of companies or businesses or properties acquired or disposed.

Financial projections, estimates and assumptions supporting the growth opportunity may not be realised.

Increased competition from larger mining companies with substantial financial and technical resources, may impact on Paladin's ability to acquire an existing business or rights to exploit additional attractive mining properties on terms the Group considers acceptable.

Non completion of an arrangement resulting from failure to meet conditions precedent may result in significant losses including a decline in share price, future business and operations.

If the Group is unable to satisfy the conditions of agreements and undertakings entered into with third parties from time to time, or if the Group defaults on its obligations under these agreements and undertakings, its interest in their subject matter may be jeopardised.

There is a risk of financial failure or default by a participant in any joint venture or arrangement to which Paladin is or may become a party, or the insolvency or managerial failure by any of the contractors or service providers used by the Group in any of its activities.

Mineral Resources and Ore Reserves

Paladin's Mineral Resource and Ore Reserve estimates are prepared in accordance with applicable reporting standards, but they are expressions of judgement from qualified professionals based on knowledge, experience, industry practice and resource modelling. As such, Mineral Resource and Ore Reserve estimates are necessarily imprecise and depend to some extent on interpretations. Consequently, the estimates may prove to be inaccurate and require adjustment or revision, affecting Paladin's development and mining plans. This in turn may affect the ability to sustain or increase levels of production in the longer term.

Mineral Resource and Ore Reserve estimates can be uncertain because they are based on data from limited sampling and drilling and not from the entire orebody. While Paladin believes that the Mineral Resource and Ore Reserve estimates in this Annual Report are well established and reflect management's best estimates, they may change significantly, either positively or negatively, over time as Paladin gains more knowledge and understanding of an orebody and as new information becomes available. The tonnage and grade of Ore Reserves Paladin actually recovers, and rates of production from its current Ore Reserves, may be less than its estimates. Fluctuations in the market price of uranium and changing exchange rates and operating and capital costs can make Ore Reserves uneconomic to mine in the future and ultimately cause Paladin to reduce its Ore Reserves.

The reliability of Mineral Resource and Ore Reserve estimates is highly dependent upon the accuracy of the assumptions upon which they are based and the quality of information available. These assumptions may prove to be inaccurate.

The Group may experience delays and cost overruns if it is unable to access the land required for operations and exploration activities or is unable to enforce its legal rights. This may be as result of weather, environmental restraints, native title, licenses, permits or approvals, landholders' activities or other factors.

Estimating Mineral Resources and Ore Reserves is always affected by economic and technological factors, which can change over time, and experience in using a particular mining method. There is no assurance that any Mineral Resource estimate will ultimately be upgraded to Proved Ore Reserves or Probable Ore Reserves.

If Paladin's Mineral Resource and Ore Reserve estimates for our uranium properties are inaccurate or are reduced in the future, it could: require the Company to write down the value of a property; result in lower uranium concentrate production than previously estimated; result in lower revenue than previously estimated; require us to incur increased capital or operating costs; or require the Company to operate mines or facilities unprofitably.

The LHM is currently Paladin's only source of mined uranium concentrates. Paladin must replace Ore Reserves depleted by production at the LHM to maintain or increase Paladin's annual production levels over the long term. Ore Reserves can be replaced by expanding known orebodies, locating new deposits, or making acquisitions. Substantial expenditures are required to establish new Ore Reserves. Paladin may not be able to sustain or increase production levels over the long term if Paladin does not: identify, discover, or acquire other deposits; put other deposits into production, find extensions to existing ore bodies; or convert Mineral Resources to Ore Reserves at the LHM or other projects. There can be no assurance that Paladin will be able to successfully replenish Ore Reserves through future exploration, development and acquisition efforts.

Paladin is required to make substantial investment to establish Proved and Probable Ore Reserves, to determine the optimal metallurgical process to extract minerals from the ore, to construct mining and processing facilities (in the case of new properties) and to extract and process the ore. Paladin might abandon an exploration project because of poor results or because it feels that it cannot economically mine the mineralisation. Given these uncertainties, there is no assurance that Paladin's exploration activities will be successful and result in new Ore Reserves to expand or replace its current Ore Reserves to maintain or increase Paladin's production.

Current capital and operating cost estimates and assumptions may differ from forecasts. An increase in these costs and estimates may impact the ability of the Group to undertake further exploration, development and mining plans.

These risks, individually or in combination, may have a significant impact on future shareholder returns, the benefits stakeholders receive and ultimately the sustainability of the Group.

Contractual Obligations, Commitments & Off-Balance Sheet Arrangements

Contractual Obligations and Commitments

The Group expects to have the ability to fund its forecast financial commitments for FY2026 through its forecast operating cashflows, the undrawn Revolving Facility and existing cash balances.

Tenement Commitments

To maintain current rights for tenure of exploration tenements, the Group is required to expend amounts in the form of tenement rent to the relevant governing authorities, and to meet certain annual exploration expenditure commitments. It is likely that variations to the terms of the current and future tenement holdings, the granting of new tenements, and changes at renewal or expiry, will change the expenditure commitments for the Group from time to time.

These include commitments relating to tenement lease rentals and the minimum expenditure requirements of the Namibian, Canadian, Western Australian and Queensland Mines Departments attaching to the tenements and are subject to re-negotiation upon expiry of the exploration leases or when application for a mining licence is made.

The commitments are necessary to maintain the tenements in which the Group and other parties are involved. All parties are committed to meet the conditions under which the tenements were granted in accordance with the relevant mining legislation in Namibia, Australia and Canada.

These outlays (exploration, expenditure, and rent) that arise in relation to granted tenements inclusive of tenement applications granted to 30 June 2025, but not recognised as liabilities are:

- US\$3.4 million for a period not longer than one year (30 June 2024: US\$0.1 million);
- US\$5.6 million for a period longer than one year but not longer than 5 years (30 June 2024: US\$4.3 million); and
- US\$0.2 million for a period longer than five years (30 June 2024: US\$0.3 million)

Other Commitments

Purchase Obligations

Commitments for transport, capital, purchase order commitments, fuel and utilities and other supplies contracted for at the 30 June 2025 reporting date but not recognised as liabilities:

As at 30 June 2025	Due by Period (US\$ '000)			
	Total	Less than 1 year	1-5 years	After 5 years
Purchase Obligations	30,742	30,035	707	-

Future sales commitments

As of 30 June 2025, Paladin has 24.1Mlb U₃O₈ contracted to 2030 under existing uranium sales agreements¹. The contract portfolio consists of short and long-term sales commitments. The uranium sales agreements are executed well in advance of a delivery and include base-escalated, fixed-price and market-related pricing mechanisms. Total revenue from these agreements cannot be reliably estimated as the transaction sales price is not typically known until the time of delivery. The sales agreements are typically denominated in US dollars.

¹ Based on nominal contract volumes as at 30 June 2025. Subject to customary conditions precedent contained in uranium sales agreements, including the requirement to receive Namibian Government and other regulatory approvals.

Contingent liabilities

Two competing shareholder class actions have been filed against Paladin in the Supreme Court of Victoria, one in April 2025 and the second in July. Both proceedings allege that Paladin made misleading representations and contravened its ASX continuous disclosure obligations in relation to the Company's production guidance during the period 27 June 2024 and 25 March 2025.

At this stage, it is not possible to determine what financial impact, if any, these claims will have on Paladin's financial position. In respect of the substance of the claims, Paladin considers that it has at all times complied with its disclosure obligations, denies liability and will vigorously defend both proceedings.

In the normal course of business there are other legal claims or potential claims against the Group, the outcome of which cannot be foreseen at present, and for which no amounts have been disclosed. It is expected that any liabilities arising from such legal action would not have a material effect on the Group's financial performance.

Other Off-Balance Sheet Arrangements

Short term uranium product loan and swap facilities are typical in the industry and are in place with various counterparties. The product loan arrangements allow Paladin to borrow up to 450,000lb U₃O₈, with repayment in kind upon delivery. Under the loan facilities, certain standby and loan fees are payable. As at 30 June 2025, the Company had borrowed 365,000lb U₃O₈ (30 June 2024: Nil). These loan facilities are expected to either be renewed or repaid within the next twelve months. Under the loan facilities, standby fees are payable based on the market value of the facilities and interest is payable on the market value of any amounts drawn under the facility. The effect of early termination of a product loan may result in the immediate performance of payment and redelivery obligations (if any) under the agreement.

In addition, the Company enters into location exchanges (product swaps) to facilitate the sale to customers at one converter which are settled by the delivery of product to a different converter. These exchanges do not necessarily settle at the same time.

The liability recognised for the amount of the product loan drawn down and swap to be delivered is recognised in Accrual and Other Payables on the balance sheet and amounts to US\$23.2M (at 31 March 2025 US\$34.1M, at 31 December 2024 US\$12.3M, and US\$Nil for all prior periods).

Transactions With Related Parties

Remuneration of Key Management Personnel

The Group has identified key management personnel as: the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Commercial Officer, Chief Legal Officer, members of the Board of Directors of Paladin Energy Ltd. The remuneration of the key management personnel for the year ended 30 June 2025 as disclosed in the FY2025 Annual Report is presented below:

	Year ended 30 June 2025 US\$'000
Short-term employee benefits	3,825
Post-employment benefits	159
Share-Based Compensation	1,185
Total	5,168

Other Related Party Transactions

Other related party transactions include the Group's loans from its related party, CNOL. These loans represent the 25% of intercompany shareholder loans owing by LHU to PFPL that were assigned to CNOL upon the sale of a 25% interest in LHMHL to CNOL in 2014. These loans maintain the same conditions as the intercompany Shareholder Loans and have a range of fixed and floating rates. During the previous three years, certain Shareholder Loans were extended with revised conditions or entered into. The movement during the period is presented below:

	Year ended 30 June 2025 US\$'000
Balance at beginning of period	97,317
Drawdowns	-
Interest Charged	4,542
Accretion Expense	5,889
End of Period	107,748

Controls and Procedures

Disclosure Controls and Procedures (DC&P)

The Group's disclosure controls and procedures are designed to provide reasonable assurance that information required to be disclosed by the Group is recorded, processed, summarised, and reported within the time periods specified in applicable securities legislation. The Group's management has concluded that the disclosure controls and procedures were effective as at 30 June 2025.

Any control system, no matter how well designed, has inherent limitations. Therefore, disclosure controls and procedures can only provide reasonable assurance with respect to timely disclosure of material information.

Internal Control over Financial Reporting (ICFR)

The Group's management is responsible for designing and maintaining an adequate system of internal controls over financial reporting as required under National Instrument 52-109 – Certification of Disclosure in Issuers' Annual and Interim Filings. Management designed the internal control system based on the Internal Control – Integrated Framework (2013) published by the Committee of Sponsoring Organizations of the Treadway Commission (**COSO**).

From this framework, an evaluation of the internal control system was completed, and management concluded that the system of internal controls over financial reporting was effective as at 30 June 2025.

Any internal control system, no matter how well designed, has inherent limitations. Therefore, internal controls can only provide reasonable assurance with respect to financial statement preparation and presentation. There have not been any significant changes in the Group's internal control over financial reporting during the three and twelve months ended 30 June 2025 that have materially affected or are reasonably likely to materially affect the Group's internal controls over financial reporting.

Changes In Accounting Policies

The accounting policies adopted have been consistently applied to all the years presented, unless otherwise stated.

There were no changes in accounting policies for the three and twelve month periods ended 30 June 2025.

Non-IFRS Measures

Paladin uses certain financial measures that are considered “non-IFRS financial information” within the meaning of Australian securities laws and/or “non-GAAP financial measures” within the meaning of Canadian securities laws (collectively referred to in this MD&A as Non-IFRS Measures) to supplement analysis of its financial and operating performance. These Non-IFRS Measures do not have a standardised meaning prescribed by IFRS and therefore may not be comparable to similar measures presented by other issuers.

The Company believes these measures provide additional insight into its financial results and operational performance and are useful to investors, securities analysts, and other interested parties in understanding and evaluating the Company’s historical and future operating performance. However, they should not be viewed in isolation or as a substitute for information prepared in accordance with IFRS. Accordingly, readers are cautioned not to place undue reliance on any Non-IFRS Measures. The Non-IFRS Measures used in this MD&A are described below.

Average Realised Price

Average Realised Price (US\$/lb U₃O₈) is a Non-IFRS Measure that represents the average revenue received per pound of uranium sold during a given period. It is calculated by dividing total revenue from U₃O₈ sales (before royalties and after any applicable discounts) by the total volume of U₃O₈ pounds sold. This measure provides insight into the actual pricing achieved under the Company’s uranium sales contracts and spot sales during the reporting period, taking into account the mix of base-escalated, fixed-price and market-related pricing mechanisms within contracts. The Company uses Average Realised Price to assess revenue performance relative to market prices, contractual pricing structures, and production costs. It is also a key measure used by investors and analysts to evaluate price exposure, contract performance, and profitability potential.

It is important to note that Average Realised Price is distinct from both the spot market price and the term market price for uranium, and it may vary significantly from quarter to quarter based on timing of deliveries, customer contract structures, and the prevailing market environment.

Revenue from uranium sales is reported in the Company’s financial statements under IFRS. The Average Realised Price is derived directly from IFRS revenue figures and disclosed sales volumes.

The table below reconciles the Average Realised Price for the three and twelve months ended 30 June 2025 and 2024:

		Three months ended 30 June 2025	Three months ended 30 June 2024	Year ended 30 June 2025	Year ended 30 June 2024
Sales revenue	US\$'000	39,443	-	177,676	-
U ₃ O ₈ Sold ¹	lb	710,051	-	2,705,693	-
Average Realised Price	US\$/lb	55.6	N/A	65.7	N/A

1. Includes 365,000lb loan material delivered into existing contracts

Cost of Production

The Cost of Production per pound represents the total production costs divided by pounds of U_3O_8 produced. The Cost of Production is calculated as the total direct production expenditures incurred during the period (including mining, stockpile rehandling, processing, site maintenance, and mine-level administrative costs), excluding costs such as cost of ore stockpiled, deferred stripping costs, depreciation and amortisation, general and administration costs, royalties, exploration expenses, sustaining capital and the impacts of any inventory impairments or impairment reversals. This measure helps users assess Paladin's operating efficiency.

Cost of Production per lb = Cost of Production ÷ U_3O_8 Pounds Produced.

Cost of Production is a unit cost measure that indicates the average production cost per pound of U_3O_8 produced. This is not an IFRS measure but is widely used in the mining industry as a benchmark of operational efficiency and cost competitiveness. Paladin's Cost of Production metric is calculated as the total direct production expenditures as defined above (in US dollars) incurred during the period, divided by the volume of U_3O_8 pounds produced in the same period. The Company uses Cost of Production per pound to track progress of operational performance, to assess profitability at various uranium price points, and to identify trends in operating costs. It is also a key metric for investors and analysts to evaluate how efficiently the Company is producing uranium, independent of depreciation and accounting adjustments.

This measure allows stakeholders to monitor trends in direct production costs and to assess the Company's operating breakeven threshold relative to uranium market prices. Investors are cautioned that our Cost of Production metric may not be comparable with similarly titled "C1 cash cost" metrics of other uranium producers, as there can be differences in methodology (e.g., treatment of royalties or certain site costs). Paladin's Cost of Production figure as defined above, focuses strictly on the on-site cost to produce uranium concentrate in the current period. All figures are in US\$/lb U_3O_8 . We provide this information in good faith to enhance understanding of our operations; however, the IFRS financial statements (particularly the Cost of Sales line in the income statement) should be considered alongside this metric for a complete picture of our cost structure.

The table below reconciles the Cost of Production for the three and twelve months ended 30 June 2025 and 2024:

		Three months ended 30 June 2025	Three months ended 30 June 2024	Year ended 30 June 2025	Year ended 30 June 2024
Cost of Production	US\$'000	36,901	28,438	121,305	28,438
U_3O_8 produced	lb	993,843	517,597	3,017,415	517,597
Cost of Production/lb	US\$/lb	37.5	54.9	40.2	54.9

Cost of Production in this table excludes any impairment charges. This differs to the "Cost of Production" reported in Note 10 of the 30 June 2025 Annual Report of US\$129,132,000 which includes US\$7,827,000 of impairment charges flowing through cost of sales. The amounts included in the Annual Report are prepared using IFRS and may differ to the Non-IFRS measures above.

Net Debt/(Cash)

Net Debt/(Cash) is a non-IFRS liquidity measure that represents the surplus of cash and cash equivalents over total interest-bearing debt. It is calculated by subtracting gross debt (including face value and accrued interest on borrowings) from unrestricted cash and cash equivalents. The Company uses Net Debt/(Cash) as an indicator of the Company's net liquidity position at a point in time, providing a simple measure of financial flexibility after accounting for existing debt obligations. This measure is useful to investors and analysts because it isolates the Company's net cash or net debt balance, enabling better assessment of balance sheet strength and funding capacity, particularly as it relates to capital allocation decisions and ability to finance operations and growth.

Net Debt/(Cash) is distinct from individual IFRS line items as it combines and offsets gross financial liabilities and cash balances into a single figure. As such, it is classified as a non-IFRS measure.

The table below reconciles the Net Debt/(Cash) at the end of the three and twelve months ended 30 June 2025 and 2024:

		30 June 2025	30 June 2024
Borrowings - syndicated debt facility	US\$'000	86,500	68,033
Less cash and cash equivalents	US\$'000	(89,047)	(48,858)
Net Debt/(Cash)	US\$'000	(2,547)	19,175

Forward Looking Statements

This MD&A contains certain “forward-looking statements” within the meaning of Australian securities laws and “forward-looking information” within the meaning of Canadian securities laws (collectively referred to in this MD&A as forward-looking statements). All statements in this MD&A, other than statements of historical or present facts, are forward-looking statements and generally may be identified by the use of forward-looking words such as “anticipate”, “expect”, “likely”, “propose”, “will”, “intend”, “should”, “could”, “may”, “believe”, “forecast”, “estimate”, “target”, “outlook”, “guidance” and other similar expressions.

Forward-looking statements involve subjective judgment and analysis and are subject to significant uncertainties, risks and contingencies including those risk factors associated with the mining industry, many of which are outside the control of, change without notice, and may be unknown to Paladin. These risks and uncertainties include but are not limited to liabilities inherent in mine development and production, geological, mining and processing technical problems, the inability to obtain any additional mine licenses, permits and other regulatory approvals required in connection with mining and third party processing operations, competition for amongst other things, capital, acquisition of reserves, undeveloped lands and skilled personnel, incorrect assessments of the value of acquisitions, changes in commodity prices and exchange rates, currency and interest fluctuations, various events which could disrupt operations and/or the transportation of mineral products, including labour stoppages and severe weather conditions, the demand for and availability of transportation services, the ability to secure adequate financing and management's ability to anticipate and manage the foregoing factors and risks. In addition to the risks described in this MD&A at pages 24 to 33 inclusive, readers should review the Annual Report and AIF for a comprehensive discussion of the material risks faced by the Company that could cause actual results to differ from the Company's current expectations.

Although at the date of this MD&A, Paladin believes the expectations expressed in such forward-looking statements are based on reasonable assumptions, such statements are not guarantees of future performance and actual results or developments may differ materially from the expectations expressed in such forward-looking statements due to a range of factors including (without limitation) fluctuations in commodity prices and exchange rates, exploitation and exploration successes, permitting and development issues, political risks including the impact of political instability on economic activity and uranium supply and demand, Indigenous Peoples engagement, climate risk, operating hazards, natural disasters, severe storms and other adverse weather conditions, shortages of skilled labour and construction materials, equipment and supplies, regulatory concerns, continued availability of capital and financing and general economic, market or business conditions and risk factors associated with the uranium industry generally. There can be no assurance that forward-looking statements will prove to be accurate.

Readers should not place undue reliance on forward-looking statements, and should rely on their own independent enquiries, investigations and advice regarding information contained in this MD&A. Any reliance by a reader on the information contained in this MD&A is wholly at the reader's own risk. The forward-looking statements in this MD&A relate only to events or information as of the date on which the statements are made. Paladin does not assume any obligation to update or revise its forward-looking statements, whether as a result of new information, future events or otherwise. No representation, warranty, guarantee or assurance (express or implied) is made, or will be made, that any forward-looking statements will be achieved or will prove to be correct. Except for statutory liability which cannot be excluded, Paladin, its officers, employees and advisers expressly disclaim any responsibility for the accuracy or completeness of the material contained in this MD&A and exclude all liability whatsoever (including negligence) for any loss or damage which may be suffered by any person as a consequence of any information in this MD&A or any error or omission therefrom. Except as required by law or regulation, Paladin accepts no responsibility to update any person regarding any inaccuracy, omission or change in information in this MD&A or any other information made available to a person, nor any obligation to furnish the person with any further information. Nothing in this MD&A will, under any circumstances, create an implication that there has been no change in the affairs of Paladin since the date of this MD&A.

To the extent any forward-looking statement in this document constitutes “future-oriented financial information” or “financial outlooks” within the meaning of Canadian securities laws, such information is provided to demonstrate Paladin's internal projections and to help readers understand Paladin's expected financial results. Readers are cautioned that this information may not be appropriate for any other purpose and readers should not place undue

reliance on such information. Future-oriented financial information and financial outlooks, as with forward-looking statements generally, are, without limitation, based on the assumptions, and subject to the risks and uncertainties, described above.

Additional Information

Additional information regarding the Group, including the AIF, can be found under the Company's profile on SEDAR+ at www.sedarplus.ca.

Unless otherwise indicated, any technical information contained in this MD&A is based on the information contained in the technical reports and ASX announcements available on the Company's website (www.paladinenergy.com.au), on the ASX website (www.asx.com.au) and under the Company's profile on SEDAR+ (www.sedarplus.ca).

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