

2022 Annual General Meeting

University Club of Western Australia

17 November 2022

ASX: PLS

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Summary information

This document contains a summary of information about Pilbara Minerals and its activities that is current as at the date of this document unless otherwise stated. The information in this document is general in nature and does not contain all the information which a prospective investor may require in evaluating a possible investment in Pilbara Minerals or that would be required in a prospectus or a product disclosure statement prepared in accordance with the Corporations Act 2001 (Cth) (“Corporations Act”) or the securities laws of any other jurisdiction. The information in this document should be read in conjunction with Pilbara Minerals’ other periodic and continuous disclosure announcements lodged with the ASX.

No liability

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Not Financial Product Advice

This document does not constitute financial product advice or take into account your investment objectives, taxation situation, financial situation or needs. This document consists purely of factual information and does not involve or imply a recommendation or a statement of opinion in respect of whether to buy, sell or hold a financial product. An investment in Pilbara Minerals is considered to be speculative in nature and is subject to known and unknown risks, some of which are beyond the control of Pilbara Minerals. Before making any investment decision in connection with any acquisition of securities, investors should consult their own legal, tax and/or financial advisers in relation to the information in, and action taken on the basis of, this document.

Reporting of Mineral Resources and Ore Reserves

Recipients of this presentation outside Australia should note that it is a requirement of the Australian Securities Exchange listing rules that the reporting of ore reserves and mineral resources in Australia comply with the Australasian Joint Ore Reserves Committee Code for Reporting of Mineral Resources and Ore Reserves (“JORC Code”), whereas mining companies in other countries may be required to report their ore reserves and/or mineral resources in accordance with other guidelines (for example, SEC Industry Guide 7 in the United States). Such estimates of reserves are largely dependent on the interpretation of data and may prove to be incorrect over time. No assurance can be given that the reserves and contingent resources presented in the document will be recovered at the levels presented. Recipients should note that while Pilbara Minerals’ mineral resource and ore reserve estimates comply with the JORC Code, they may not comply with the relevant guidelines in other countries, and do not comply with SEC Industry Guide 7. In particular, SEC Industry Guide 7 does not recognise classifications other than proven and probable reserves and, as a result, the SEC generally does not permit mining companies to disclose their mineral resources, including indicated and inferred resources, in SEC filings. Accordingly, if Pilbara Minerals were reporting in accordance with SEC Industry Guide 7, it would not be permitted to report any mineral resources, including indicated and inferred resources, and the amount of reserves reported by Pilbara Minerals may be lower than its estimates. You should not assume that quantities reported as “resources” will be converted to reserves under the JORC Code or any other reporting regime or that Pilbara Minerals will be able to legally and economically extract them. In addition, investors should note that under SEC Industry Guide 7, mine life may only be reported based on ore reserves. Mine life estimates in this presentation assume that a portion of non-reserve resources will be converted to ore reserves, which would not be permitted under SEC Industry Guide 7.

Forward looking statements

Statements contained in this document, including but not limited to those regarding possible or assumed production, sales, future capital and operating costs, projected timeframes, performance, dividends, returns, revenue, exchange rates, potential growth of Pilbara Minerals, the timing and amount of synergies, the future strategies, results and outlook of the combined Pilgangoora Project, industry growth, commodity or price forecasts, or other projections and any estimated company earnings are or may be forward looking statements. Forward-looking statements can generally be identified by the use of words such as 'project', 'foresee', 'plan', 'expect', 'aim', 'intend', 'anticipate', 'believe', 'estimate', 'may', 'should', 'will' or similar expressions. Forward looking statements including all statements in this presentation regarding the outcomes of preliminary and definitive feasibility studies, projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. These statements relate to future events and expectations and as such involve known and unknown risks and significant uncertainties, many of which are outside the control of Pilbara Minerals. Actual results, performance, actions and developments of Pilbara Minerals may differ materially from those expressed or implied by the forward-looking statements in this document. Such forward-looking statements speak only as of the date of this document. There can be no assurance that actual outcomes will not differ materially from these statements. To the maximum extent permitted by law, Pilbara Minerals and any of its affiliates and their directors, officers, employees, agents, associates and advisers: disclaim any obligations or undertaking to release any updates or revisions to the information in this document to reflect any change in expectations or assumptions; do not make any representation or warranty, express or implied, as to the accuracy, reliability or completeness of the information in this document, or likelihood of fulfilment of any forward-looking statement or any event or results expressed or implied in any forward-looking statement; and disclaim all responsibility and liability for these forward-looking statements (including, without limitation, liability for negligence). Nothing in this document will under any circumstances create an implication that there has been no change in the affairs of Pilbara Minerals since the date of this document.

Important Information regarding Mineral Resources, Ore Reserves and P680 AND P1000 Projects

Information in this presentation regarding expansions in nameplate capacity of the Pilgan Plant in respect of the P680 and P1000 projects are underpinned by the Company's existing Ore Reserves that have been prepared by a Competent Person in accordance with the JORC Code (2012 Edition) and were released by the Company to ASX on 6 October 2021. The relevant proportions of proven Ore Reserves and probable Ore Reserves are 11% proven Ore Reserves and 89% probable Ore Reserves. The Company confirms it is not aware of any new information or data that materially affects the information included in that release or report and that all material assumptions and technical parameters underpinning the Ore Reserves estimates continue to apply and have not materially changed.

Information in this presentation relating to Mineral Resource and Ore Reserve estimates is extracted from the ASX releases dated 6 September 2021 and 6 October 2021. Pilbara Minerals confirms that it is not aware of any new information or data that materially affects the information included in these announcements and that all material assumptions and technical parameters underpinning the Mineral Resource and Ore Reserve estimates continue to apply and have not materially changed. Pilbara Minerals confirms that the form and context in which the competent persons' findings are presented in this presentation have not been materially modified from the original market announcements.

Guidance as to Production, Unit Costs and Capital Expenditure

Any guidance as to production, unit costs and capital expenditure in this presentation is indicative only, based on the Company's revised budgetary forecasts and other estimates. It is developed in the context of an uncertain operating environment including in respect of COVID-19 related risks (community distribution, labour shortages and supply chain disruption), inflationary macroeconomic conditions and the ongoing risks associated with mining and project development including the construction, commissioning and ramp up of projects such as the P680 Project which may delay or impact production and have a flow on effect on sales. Actual results may therefore vary significantly depending on these risks and the timing required to address them. The information is therefore provided as an indicative guide to assist sophisticated investors with modelling of the Company. It should not be relied upon as a predictor of future performance.

Midstream Project - Scoping Studies

Scoping and other technical studies in respect of the Mid-Stream Project have been undertaken to determine the potential viability of the demonstration plant and to reach a decision to proceed with more definitive studies and enter into a joint venture agreement. Each scoping study has been prepared to an accuracy level of +/-40% (for Capital costs) and +/-30% (for Operating costs). Each scoping and technical study is based on low-level technical and economic assessments and is insufficient to provide assurance of an economic development case at this stage or provide certainty that the conclusions of the studies will be realised. The results of the studies should not be considered a profit forecast or production forecast.

Financial information

In order to provide additional insight into the business, certain non-IFRS measures such as “EBITDA”, “underlying profit after tax”, “Cash Balance inclusive of LOC” and “Net Cash/(Debt)” may be used in this presentation which are unaudited, non-IFRS measures that, in the opinion of the Company’s directors, provides useful information to assess the financial performance of the Company over the reporting period. Reconciliations to IFRS measures are included within this presentation.

This presentation should be read in conjunction with the Company’s FY2022 Annual Financial Report and accompanying notes dated 22 August 2022.

Past performance

Statements about past performance are not necessarily indicative of future performance.

References to Australian dollars

All references to dollars (\$) and cents in this report are to Australian currency, unless otherwise stated.

Acceptance

By accepting, accessing or reviewing this document you acknowledge, accept and agree to the matters set out above.

Authorisation of release

Release of this market announcement is authorised by Dale Henderson, Managing Director & CEO

Online communications

Pilbara Minerals encourages investors to be paperless and receive Company communications, notices and reports by email. This will help further reduce our environmental footprint and costs while also ensuring efficient and timely communication during COVID-19.

Shareholder communications available online include the Annual Report, Voting Forms, Notice of Meeting, Issuer Sponsored Holding Statements and other company related information. Investors can view, download or print shareholding information by choice.

To easily update communication preferences, please visit: www.computershare.com.au/easyupdate/PLS.

Welcome to Country

Robyn Collard

Board and Executive



Tony Kiernan AM
NON-EXEC CHAIR



Sally-Anne Layman
NON-EXEC DIRECTOR



Steve Scudamore
NON-EXEC DIRECTOR



Nick Cernotta
NON-EXEC DIRECTOR



Miriam Stanborough
NON-EXEC DIRECTOR



Dale Henderson
MANAGING DIRECTOR &
CHIEF EXECUTIVE OFFICER



Alex Eastwood
CHIEF COMMERCIAL & LEGAL
OFFICER



Brian Lynn
CHIEF FINANCIAL OFFICER



Vince De Carolis
CHIEF OPERATING OFFICER



Agenda

1. Chair's address

2. Meeting procedures
3. Resolutions, proxies and voting
4. Company and project update
5. Questions

Chair's Address

Tony Kiernan AM

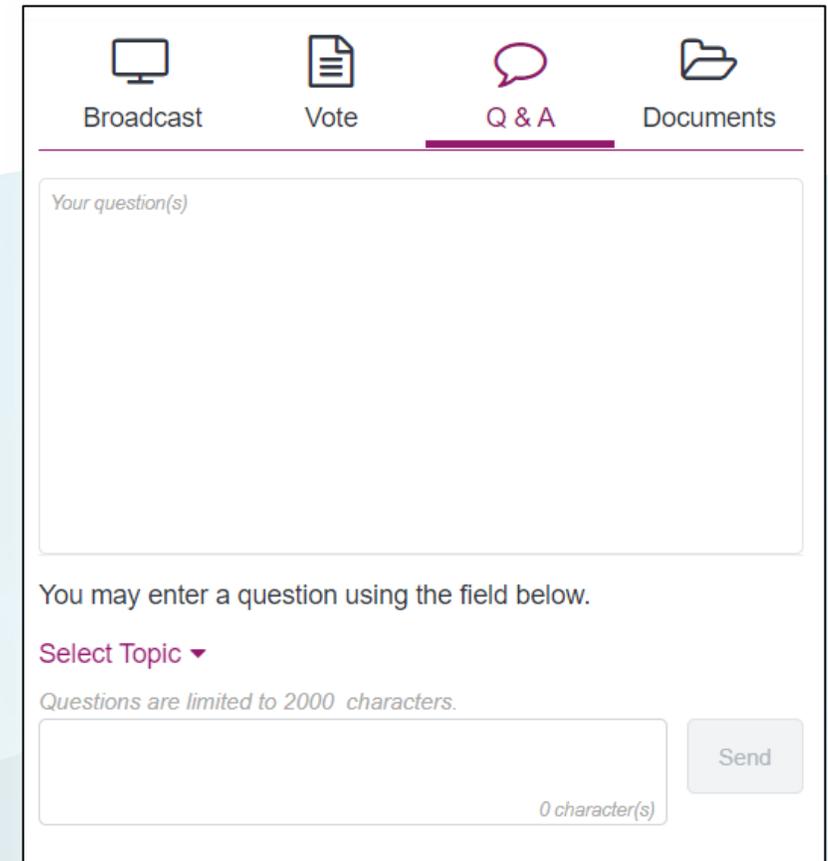


Agenda

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- 2. Meeting procedures**
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Online attendees - How to ask an question

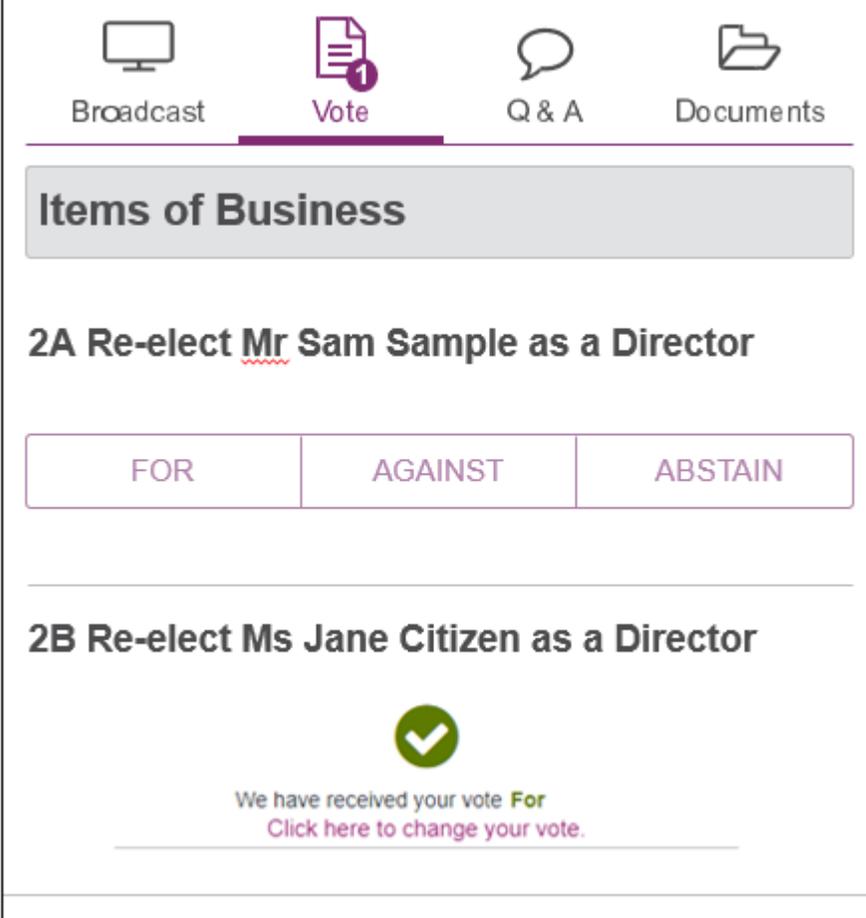
- To ask a written question, select the Q & A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and **press** the send button
- To ask a verbal question, follow the instructions below the broadcast window.



The screenshot shows a navigation bar with four icons: Broadcast (monitor), Vote (document), Q & A (speech bubble), and Documents (folder). The Q & A icon is highlighted with a purple underline. Below the navigation bar is a large text input field labeled "Your question(s)". Below this field is the instruction "You may enter a question using the field below." followed by a "Select Topic" dropdown menu. Below the dropdown is a smaller text input field with a character count of "0 character(s)" and a "Send" button.

Online attendees - How to vote

- When the poll is open, select the vote icon at the top of the screen
- To vote, select either For, Against or Abstain
- You will see a vote confirmation
- To change or cancel your vote, use “click here to change your vote” at any time until the poll is closed



The screenshot shows a web interface for online voting. At the top, there is a navigation bar with four icons: a monitor for 'Broadcast', a document with a red '1' for 'Vote', a speech bubble for 'Q & A', and a folder for 'Documents'. The 'Vote' icon is highlighted with a purple underline. Below the navigation bar is a grey header box labeled 'Items of Business'. The first item is '2A Re-elect Mr Sam Sample as a Director'. Below this item are three buttons: 'FOR', 'AGAINST', and 'ABSTAIN'. The 'FOR' button is highlighted with a purple border. Below the buttons is a horizontal line. The second item is '2B Re-elect Ms Jane Citizen as a Director'. Below this item is a green checkmark icon. Below the checkmark is the text 'We have received your vote For' and a link 'Click here to change your vote.' with a purple underline.



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Overview of Proxy Votes

RESOLUTION	FOR	AGAINST	ABSTAIN	DISCRETIONARY
Resolution 1 – Remuneration Report	1,324,337,578 79.73%	330,539,410 19.90%	4,679,963 N/A	6,160,599 0.37%
Resolution 2 – Re-election of Mr Anthony Kiernan as Director	1,567,078,453 93.77%	97,834,063 5.85%	1,685,457 N/A	6,326,084 0.38%
Resolution 3 – Re-election of Mr Nicholas Cernotta as Director	1,598,081,329 95.63%	66,687,931 3.99%	1,822,093 N/A	6,332,704 0.38%
Resolution 4 – Ratification of Convertible Bonds	1,576,404,852 99.27%	5,264,431 0.33%	2,806,727 N/A	6,383,047 0.40%
Resolution 5 – Issue of Employee Performance Rights to Mr Dale Henderson	1,647,020,781 98.61%	17,122,159 1.02%	2,500,436 N/A	6,280,671 0.37%
Resolution 6 – Increase in Non-Executive Directors' Fees	1,650,622,510 98.85%	13,089,720 0.78%	2,995,994 N/A	6,212,644 0.37%

Resolution 1 - Remuneration Report

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with section 250R(2) of the Corporations Act and for all other purposes, approval is given by Shareholders for the adoption of the Remuneration Report as contained in the Company’s Annual Report for the financial year ended 30 June 2022, on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,324,337,578	79.73%
	Discretionary	6,160,599	0.37%
	Against	330,539,410	19.9%
	Total valid directed proxies received	1,661,037,587	55.43%
	Abstain	4,679,963	N/A

Resolution 2 - Re-election of Mr Anthony Kiernan as Director

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with Listing Rules 14.4 and 14.5, article 11.4 of the Constitution and for all other purposes, Mr Anthony Kiernan, retires and, being eligible, is re-elected as a Director on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,567,078,453	93.77%
	Discretionary	6,326,084	0.38%
	Against	97,834,063	5.85%
	Total valid directed proxies received	1,671,238,600	55.77%
	Abstain	1,685,457	N/A

Resolution 3 - Re-election of Mr Nicholas Cernotta as Director

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with Listing Rules 14.4 and 14.5, article 11.4 of the Constitution and for all other purposes, Mr Nicholas Cernotta, retires and, being eligible, is re-elected as a Director on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,598,081,329	95.63%
	Discretionary	6,332,704	0.38%
	Against	66,687,931	3.99%
	Total valid directed proxies received	1,671,101,964	55.77%
	Abstain	1,822,093	N/A

Resolution 4 - Ratification of Convertible Bonds

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with Listing Rule 7.4 and for all other purposes, Shareholders ratify the prior issue of 79,603,050 Convertible Bonds to POS-LT Pty Ltd pursuant to the Convertible Bond Agreement on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,576,404,852	99.27%
	Discretionary	6,383,047	0.40%
	Against	5,264,431	0.33%
	Total valid directed proxies received	1,588,052,330	53%
	Abstain	2,806,727	N/A

Resolution 5 - Issue of Employee Performance Rights to Mr Dale Henderson

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with Listing Rule 10.14, Part 2D.2 of the Corporations Act (including sections 200B and 200E of the Corporations Act) and for all other purposes, Shareholders approve the issue of up to a maximum of 843,075 Employee Performance Rights under the Employee Award Plan to the Managing Director and CEO, Mr Dale Henderson (and/or his nominee(s)) with the vesting conditions and on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,647,020,781	98.61%
	Discretionary	6,280,671	0.37%
	Against	17,122,159	1.02%
	Total valid directed proxies received	1,670,423,611	55.75%
	Abstain	2,500,436	N/A

Resolution 6 – Increase in Non-Executive Directors’ Fees

To consider and, if thought fit, to pass with or without amendment, as an ordinary resolution the following:

“That, pursuant to and in accordance with Listing Rule 10.17, article 11.15 of the Constitution and for all other purposes, the maximum total fees payable to non-executive Directors be increased from \$1,100,000 per annum to \$1,300,000 per annum on the terms and conditions in the Explanatory Memorandum.”

	VOTING INTENTION	NUMBER	%
PROXY VOTES	For	1,650,622,510	98.85%
	Discretionary	6,212,644	0.37%
	Against	13,089,720	0.78%
	Total valid directed proxies received	1,669,924,874	55.73%
	Abstain	2,995,994	N/A



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Company and Project overview

FY22 Highlights

ASX 100

Listed company

\$874.2M¹

Cash at bank

\$714.3M²

Net cash

\$1.2B

Revenue

+577%³

\$814.5M

EBITDA

\$561.8M

NPAT

All highlights as at 30 June 2022

¹ Cash balance of \$591.7M plus \$282.4M of irrevocable bank letters of credit for shipments completed up to 30 June 2022.

² Cash plus bank letters of credit (\$874.2M) less secured debt (\$159.8M)

³ Revenue of \$1.2B as a percentage increase compared to FY2021 revenue of \$175.8M

Our strategy

To be a leader in the provision of sustainable battery mineral products



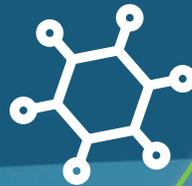
Deliver on our current commitments



Achieve full potential at Pilgangoora

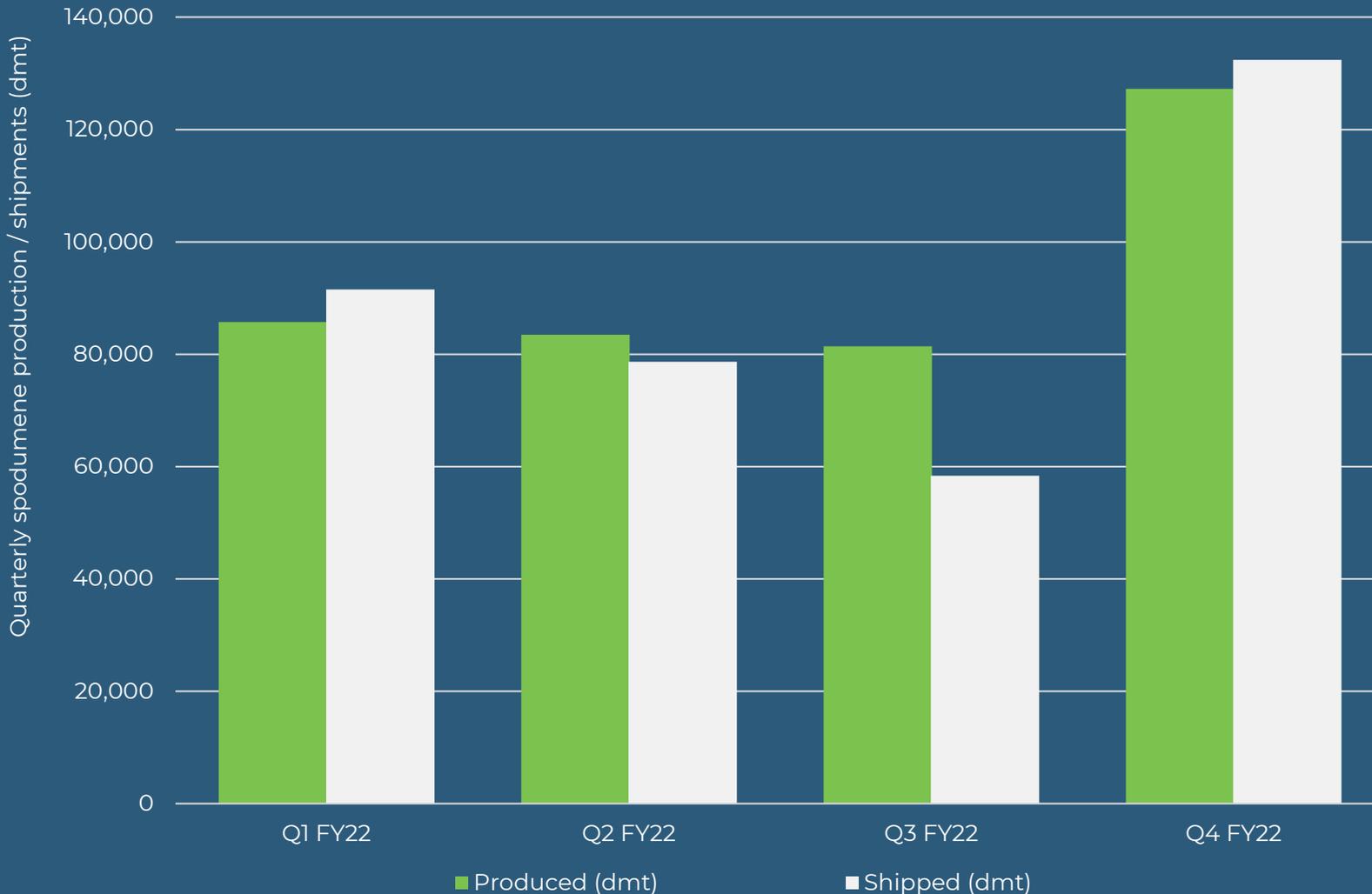


Extract greater value along the battery minerals supply chain



Diversify revenue beyond Pilgangoora

FY22 production and shipments

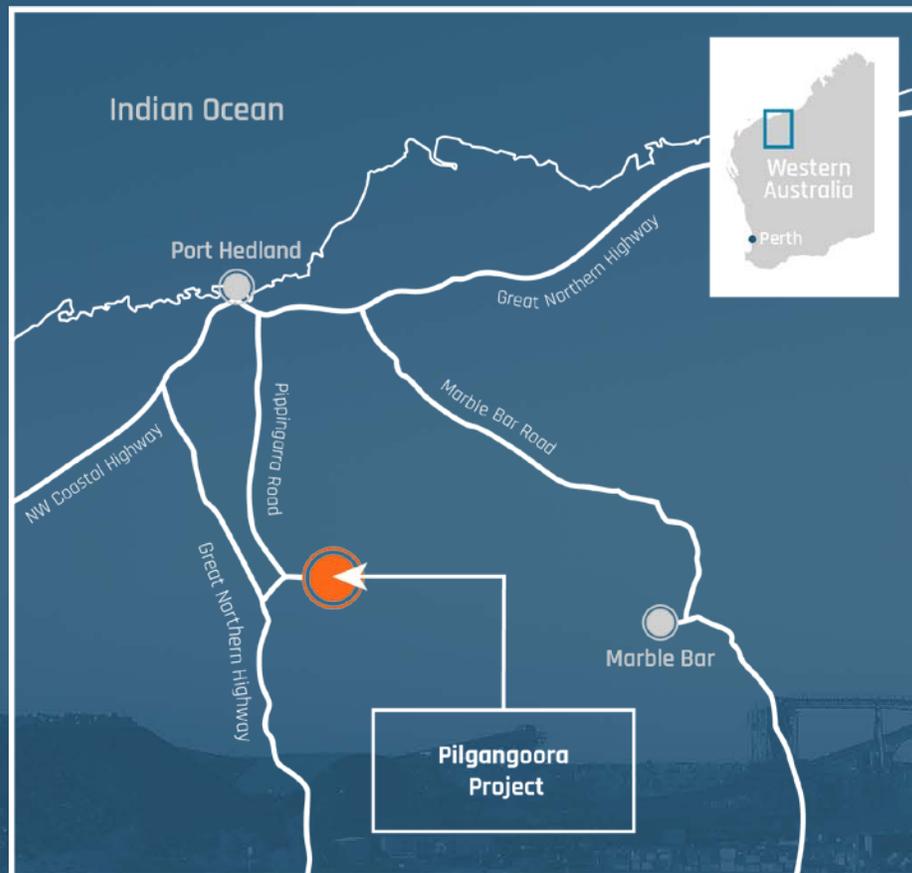


377,902 dmt

spodumene concentrate produced FY22

361,035 dmt

spodumene concentrate shipped FY22



Pilgangoora Project

One of the few major hard-rock lithium producers globally

Tier 1 asset

with strong growth potential

Two plants

in operation

up to
~580,000tpa¹
processing capacity

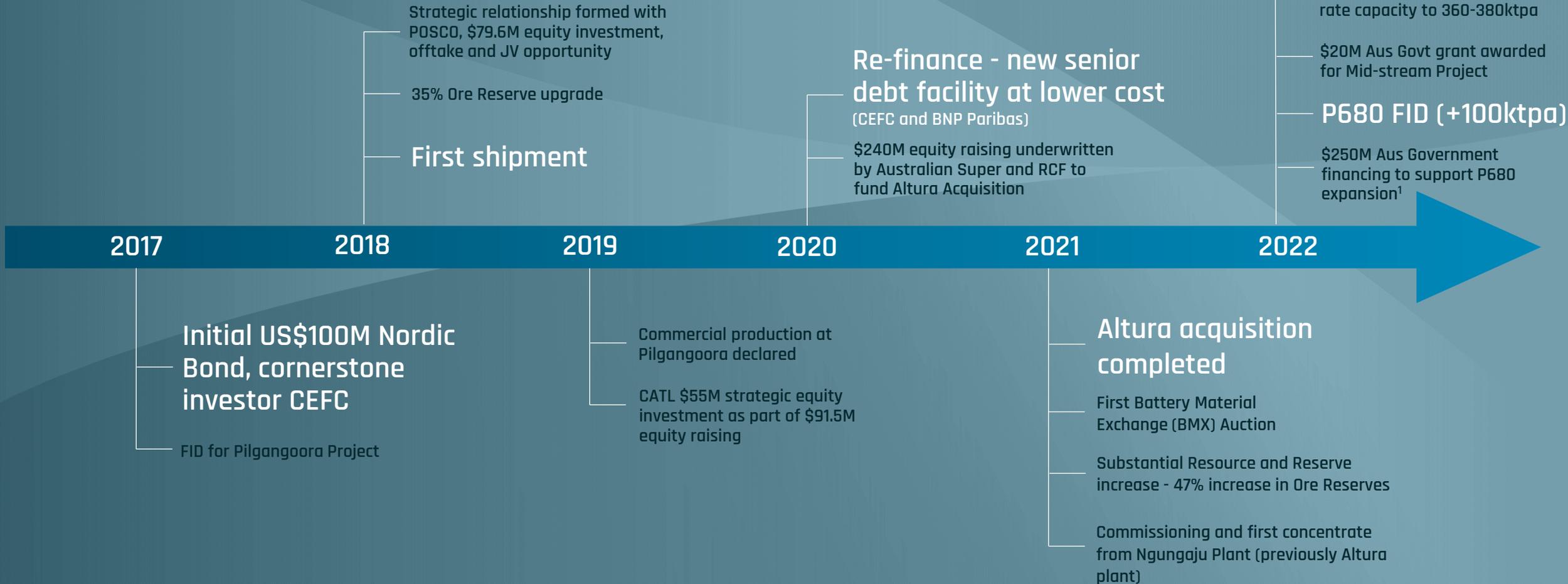
26² + years
mine life

¹ Up to 580,000tpa of spodumene concentrate in aggregate processing capacity, comprising Pilgan Plant nameplate of 360-380ktpa and Ngungaju Plant nameplate of 180-200ktpa.

² Based on combined 6.3mtpa throughput operations consisting of 1.3mtpa Ngungaju process plant and the proposed Pilgan 5mtpa expanded process plant for the P1000 expansion project. Refer to ASX Announcement 6 October 2021.

Amazing growth journey with more to come

Major milestones achieved along the way



¹ Refer ASX Announcement 11 November 2022

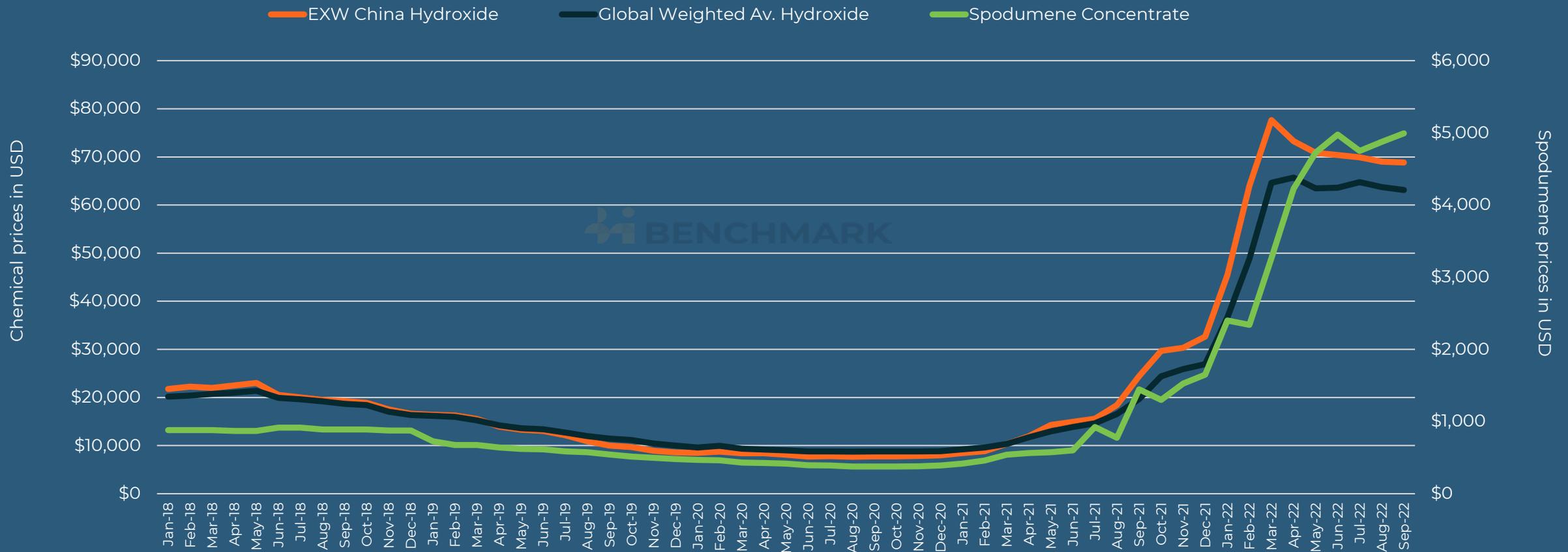


Market

Lithium pricing remains strong

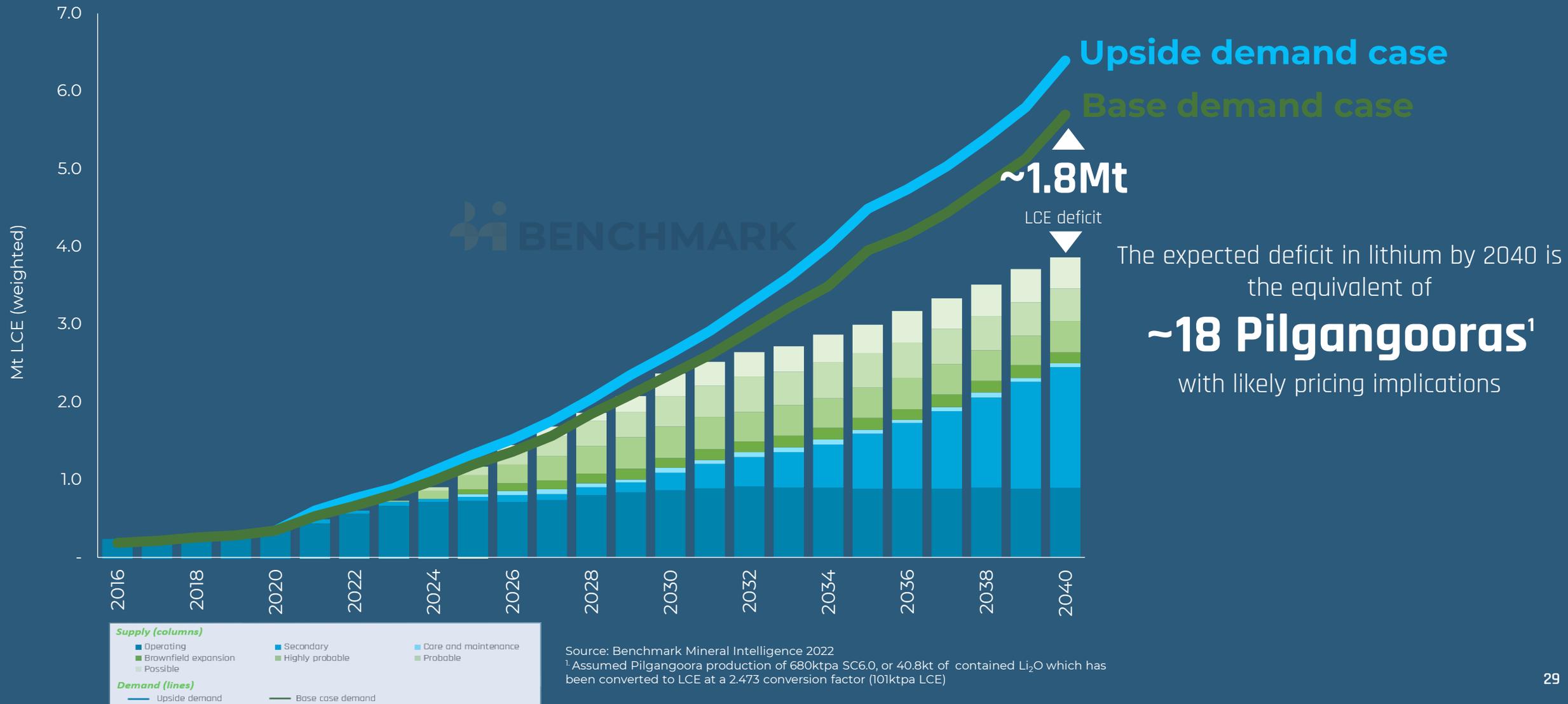
Pricing strength places Pilbara Minerals in prime position to capitalise on production growth and sale of unallocated offtake

Lithium price chart - January 2018 to September 2022



Source: Benchmark Mineral Intelligence

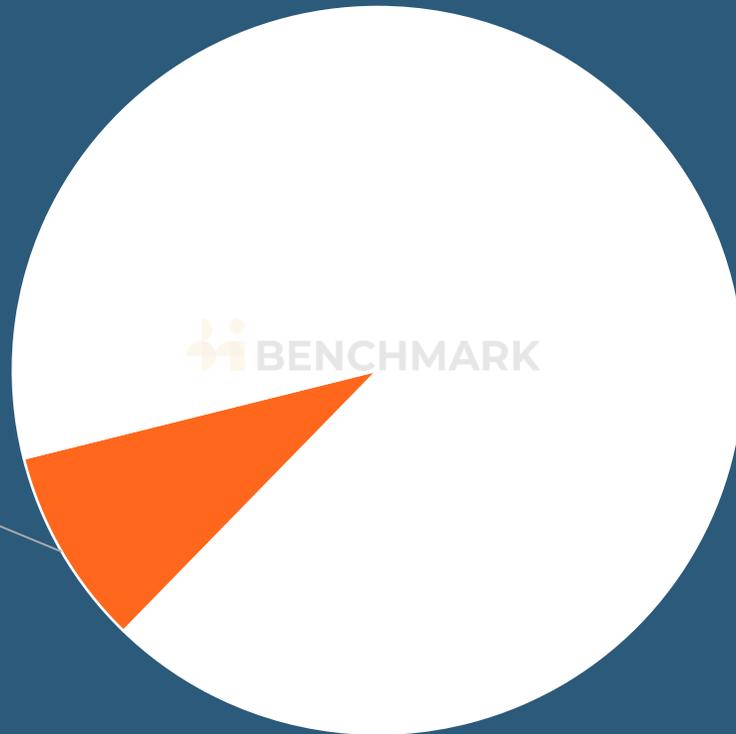
Lithium deficit is expected to grow



A significant global supplier of lithium raw materials

Lithium brine and hard-rock supply

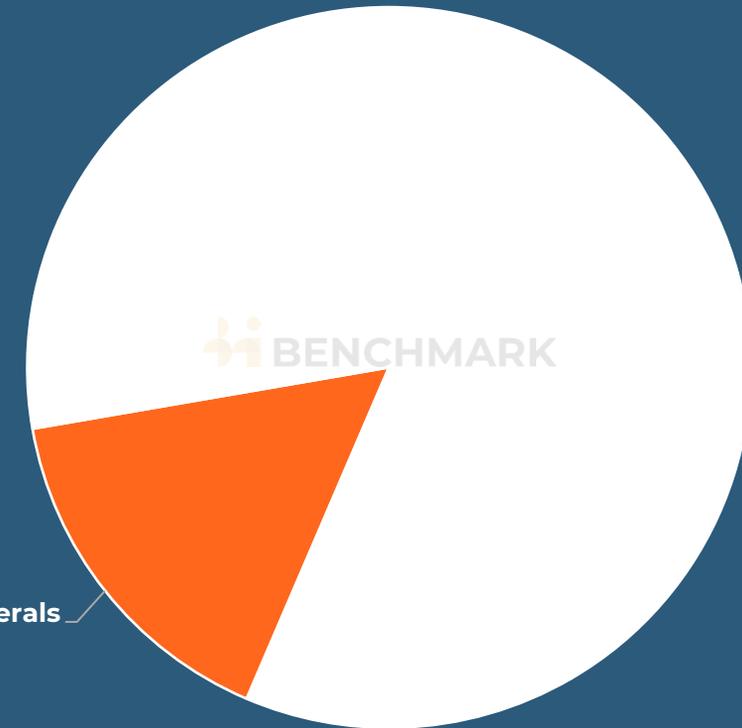
Estimated Global Mined Lithium Supply by corporate control, CY22 (Mineral & Brine, LCE)



Pilbara Minerals
9%

Hard-rock supply only

Estimated Global Mineral Lithium Supply by Corporate Control, CY22 (Mineral, LCE)



Pilbara Minerals
16%

Source: Prepared using data from BMI Lithium Forecast Report – Q3 2022
Charts show market share based on estimated CY2022 global mined lithium output (Mineral & Brine), operational and highly probable (in construction).

Source: Prepared using data from BMI Lithium Forecast Report – Q3 2022
Charts show market share based on estimated CY2022 global mined (mineral) lithium output, operational and highly probable (in construction)



Operate

Q1 FY23 Highlights

↑ **\$783.7M**
increase in cash balance

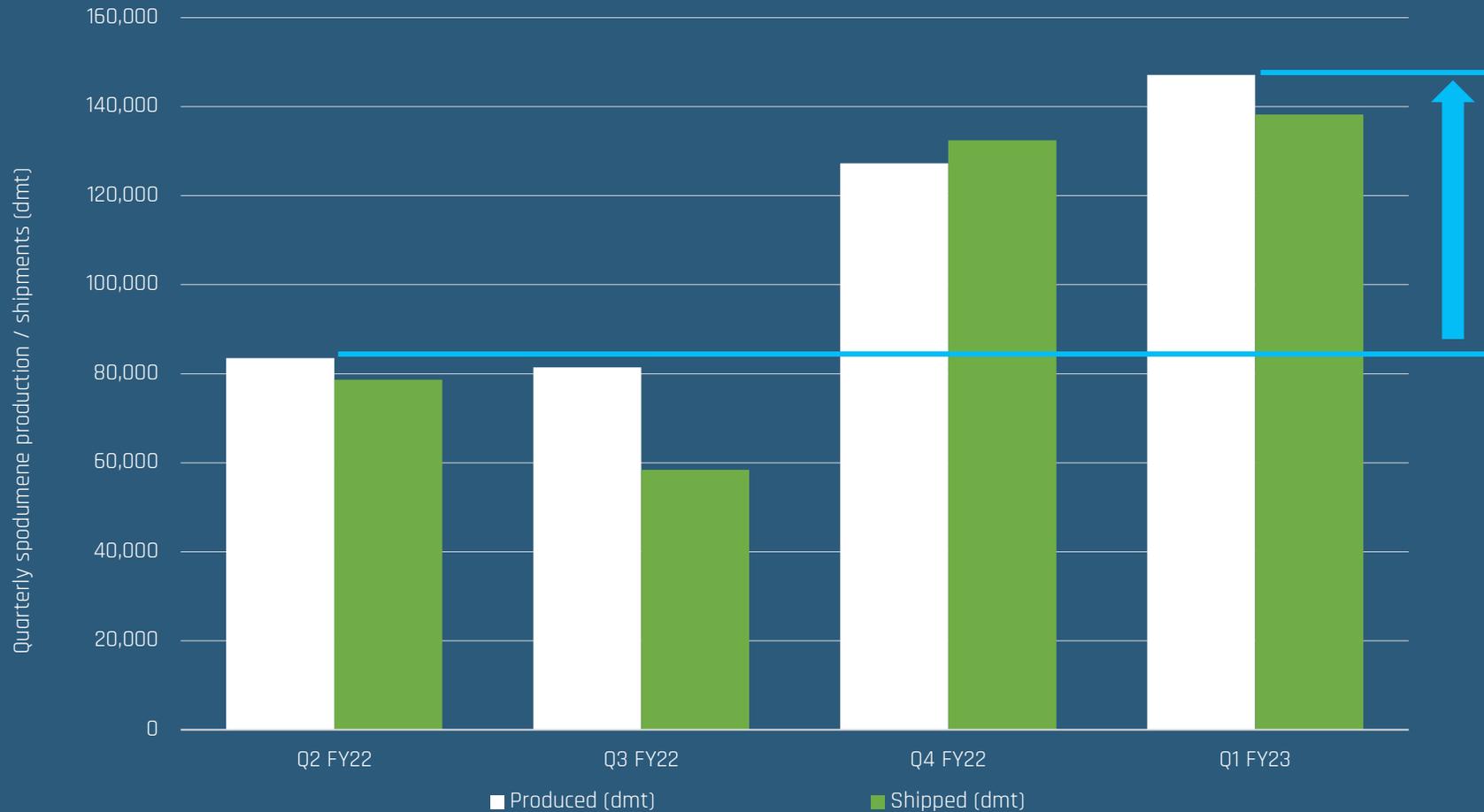
↑ **\$1.375B¹**
Cash at Bank

↑ **147,105** dmt
spodumene concentrate
production

↑ **138,249** dmt
spodumene concentrate
sales

Refer ASX Announcement 25 October 2022
¹ As at 30 September 2022

Strong production and shipments

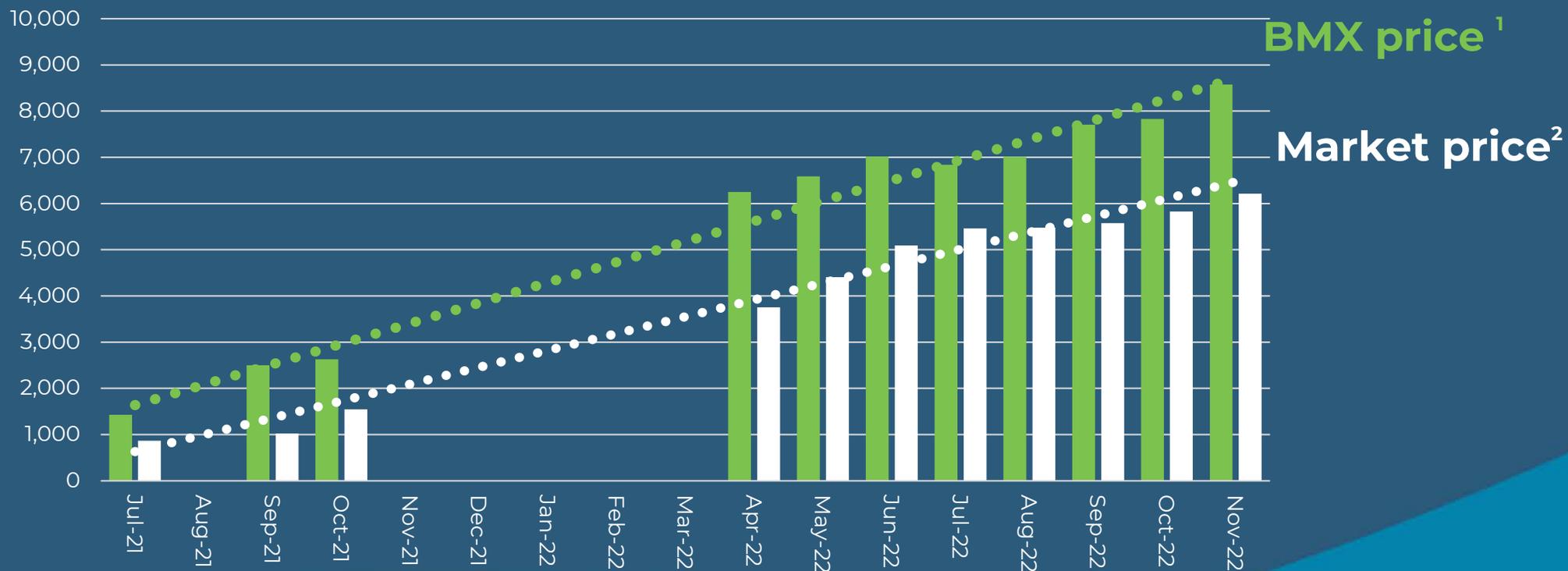


**76% increase
in production**

Past year (Q2 FY22 to Q1 FY23)

BMX auction platform enabling price discovery

A new digital sales platform for spodumene concentrate



	Jul-21	Sep-21	Oct-21	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
■ SC6.0 BMX Price (US\$/dmt)	1,429	2,500	2,629	6,250	6,586	7,017	6,841	7,012	7,708	7,830	8,575
■ Market Price	868	1,021	1,547	3,755	4,407	5,093	5,462	5,480	5,577	5,829	6,211

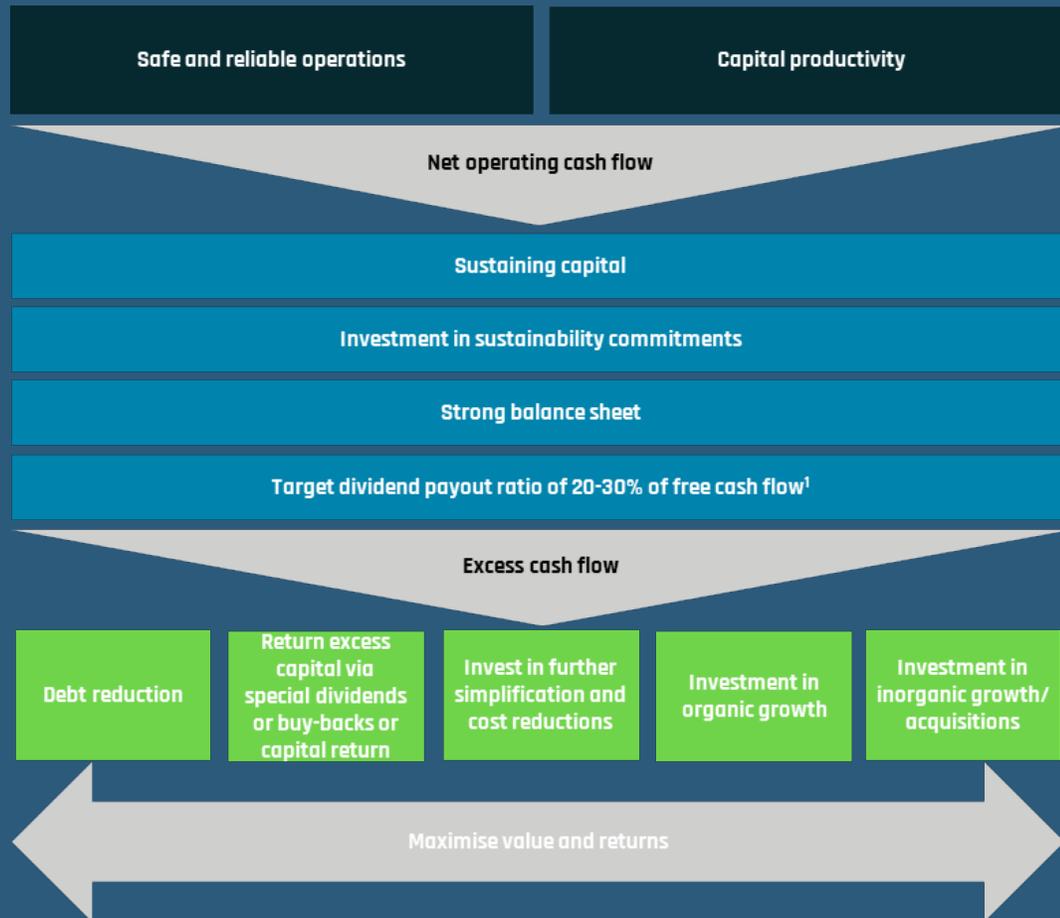
¹BMX selling prices have been adjusted pro-rata from SC 5.5 FOB Port Hedland to an equivalent industry accepted SC 6.0 CIF China price. Refer to each ASX announcement for the actual BMX sale price achieved which was based on a product specification of SC 5.5 FOB Port Hedland.

²Market price is the average monthly price reported by reporting agencies (being Platts, Fastmarkets, BMI, Asian Metals and SMM) in the preceding month prior to relevant BMX auction.

BMX 6 (Jun-22) and BMX 10 (Oct-22) were not sold on the BMX platform and were sold via a pre-auction bid mechanism. Refer to ASX announcements 23 June and 18 October 2022.

Cash Management Framework

Release of Capital Management Framework (inaugural dividend policy) on the back of strong operating performance and cashflows



Excess cashflow to be allocated to current operations and sustainability, growth and diversification initiatives

Targeting payment of franked dividend for FY23

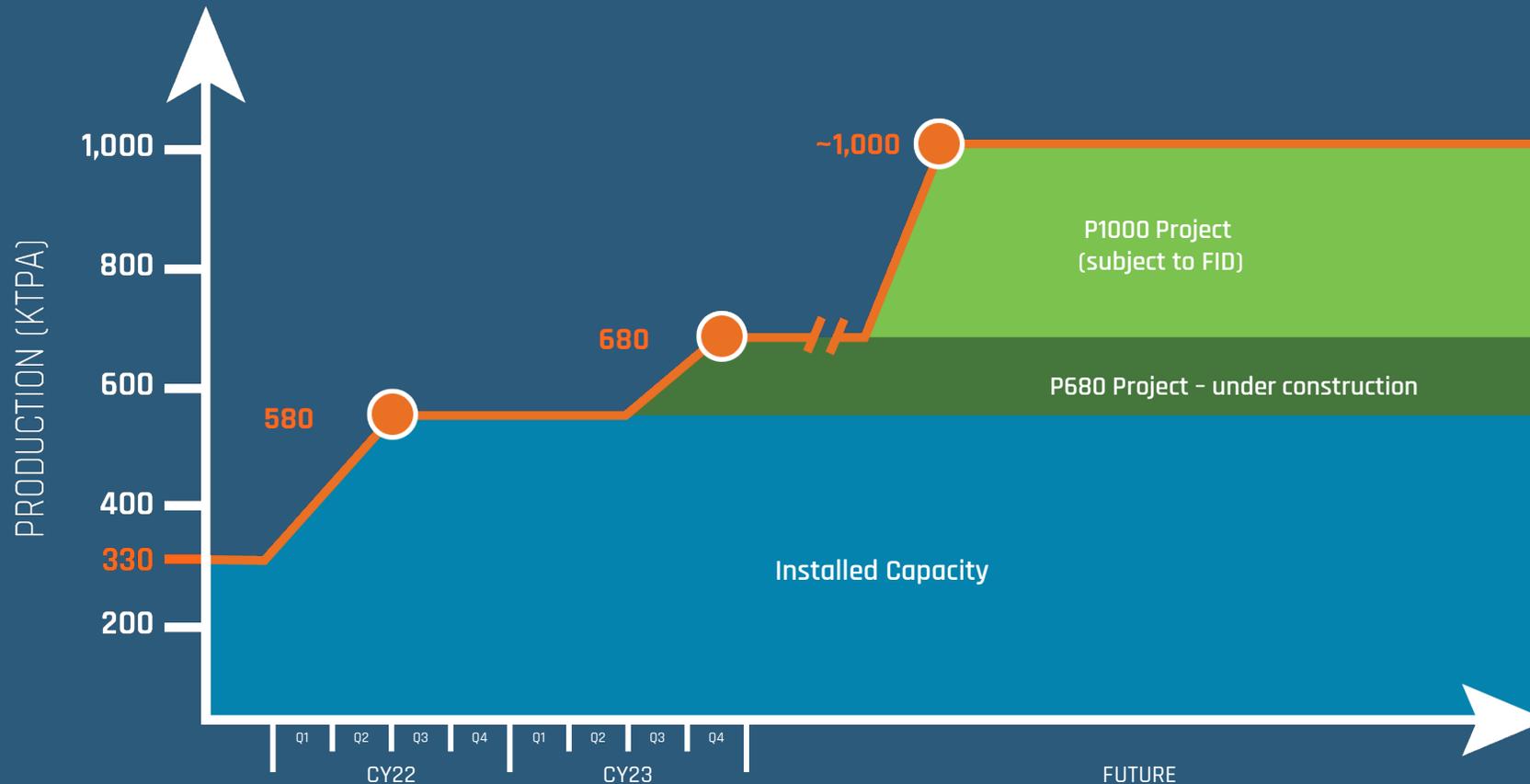
¹ Free cash flow is defined as statutory cashflow from operating activities less tax paid/payable less sustaining capital less capitalised waste mine development



Grow

Expansion pathway to 1Mtpa

Accelerated growth to capture improved demand conditions and increase revenue



Expansion benefits:

P1000 will deliver unallocated concentrate capacity of up to 400,000tpa

Potential for other value-added product streams and /or further downstream operations

Production capacity of up to 580ktpa is an aggregate spodumene concentrate processing capacity comprising Pilgan Plant nameplate of 360-380ktpa and Ngungaju Plant nameplate of 180-200ktpa.

Production capacity uplift to 680ktpa subject to completion and commissioning of the P680 Project.

Production capacity uplift to 1mtpa subject to completion of studies and FID for the P1000 Project.

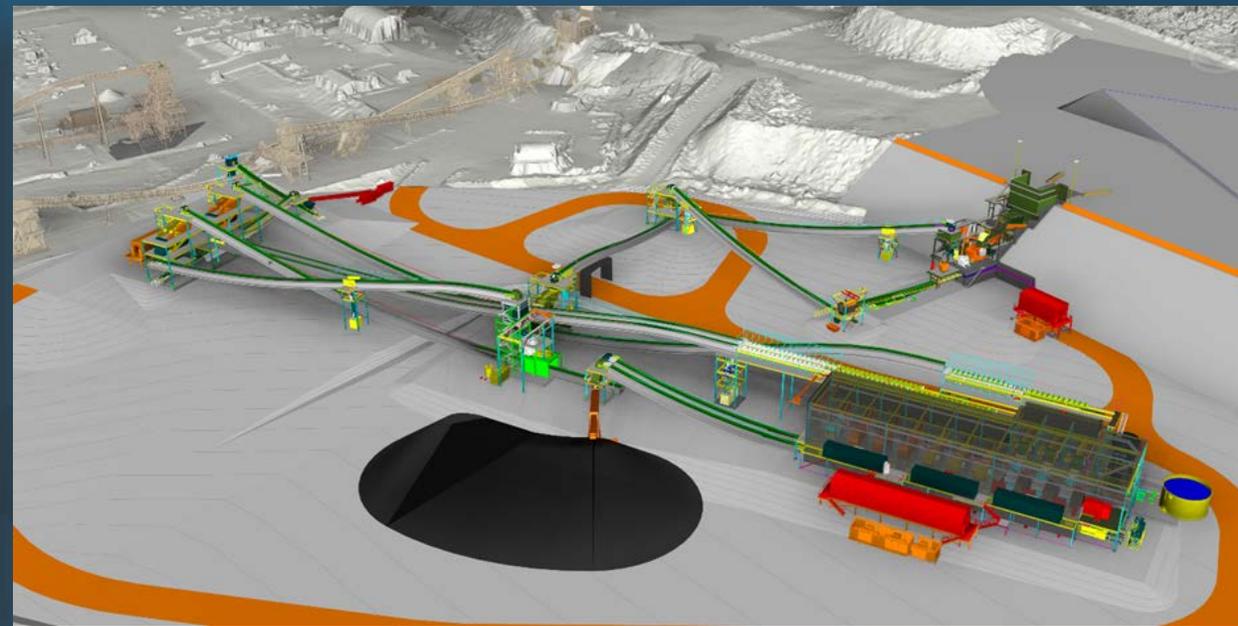
Note A: The abovementioned expansions in production capacity of the Pilgan Plant for the P680 and P1000 projects are underpinned by the Company's existing Ore Reserves that have been prepared by a Competent Person in accordance with the JORC Code (2012 Edition) and were released by the Company to ASX on 6 October 2021. The relevant proportions of proven Ore Reserves and probable Ore Reserves that underpin the production targets are 11% proven Ore Reserves and 89% probable Ore Reserves. The Company confirms it is not aware of any new information or data that materially affects the information included in that release or report and that all material assumptions and technical parameters underpinning the Ore Reserves estimates continue to apply and have not materially changed.

Expansion underway at Pilgan Plant

Final investment decision for P680 paves way for expansion of Pilgangoora Project

P680 - Pilgan Plant additional 100ktpa for \$103M¹

Crushing and ore sorting facility \$194.5M¹



Primary rejection 3D design model (existing plant infrastructure in greyscale)

Integrated crushing and ore sorting facility 3D design model (existing plant infrastructure in greyscale) to replace existing contracted crushing facility at Pilgan Plant

Commissioning targeted

Q3, CY2023

Commissioning targeted

Q4, CY2023

¹ Refer ASX release – FID to increase Pilgangoora Production Capacity dated 29 June 2022 and ASX Quarterly Activities Report dated 25 October 2022.



Diversify

Value-added products to increase margin

Positioning to capture value throughout the entire lithium raw material and chemical supply chain.

Upstream



Spodumene Concentrate

Pilgangoora Project

Offtake

BMX/Spot Sales

Midstream



**Lithium Salts
>35% Li₂O**

Scoping Study
Proposed JV with
Calix

Sales

Downstream

Downstream



Lithium Fine Chemicals

e.g. JV with POSCO

Potential for further downstream partnering opportunities in lithium chemicals

Downstream lithium chemicals JV with POSCO¹

- JV to jointly develop and operate a 43,000tpa LHM primary lithium hydroxide chemical processing facility
- JV company formed in South Korea - **POSCO Pilbara Lithium Solutions Co Ltd**
- Initial 18% equity interest with call option to increase investment in JV to 30%
- 315,000tpa spodumene concentrate offtake to supply JV on commercial terms
- Supports diversification strategy to become a fully integrated lithium raw materials company
- Strategic location in Gwangyang on the doorstep of South Korean battery supply chain



Illustration of proposed 43ktpa LHM lithium hydroxide chemical facility in Gwangyang, South Korea



Tony Kiernan (Chair) invited on stage with POSCO Chairman, Choi Jung-woo at POSCO Green Materials Forum 2022

¹ Refer ASX releases 26 October 2021 and 11 April 2022

South Korea - A growing strategic hub

JV with POSCO places Pilbara Minerals at the forefront of the emerging South Korean lithium chemicals and battery market

South Korea
Lithium chemical and
battery producers

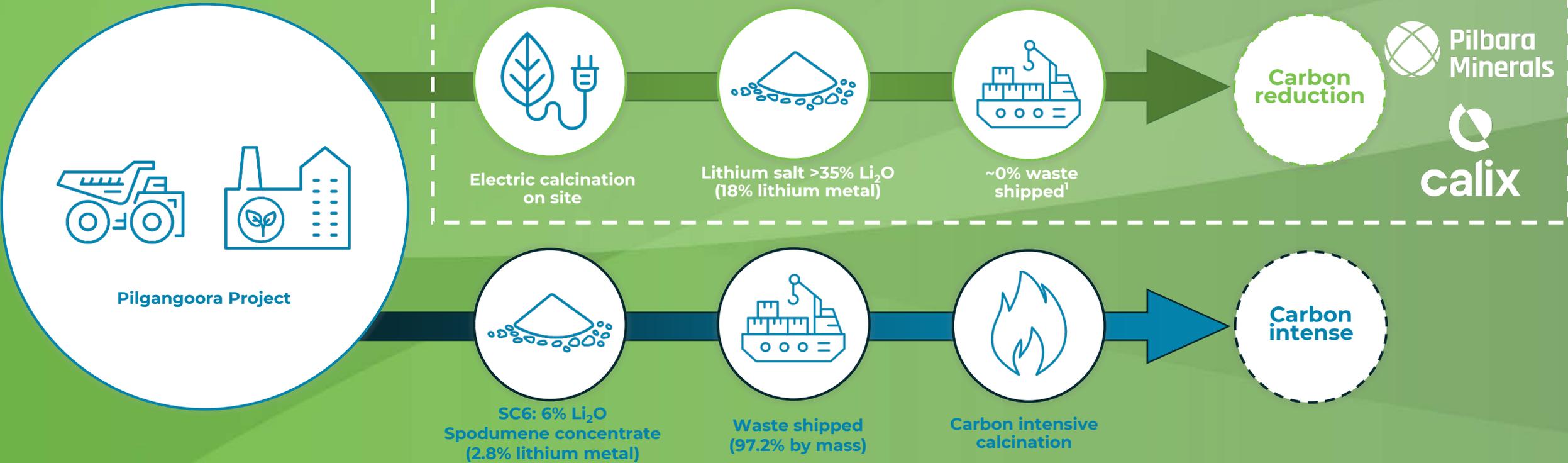


South Korea
Car manufacturers



Innovating within the lithium supply chain

Proposed JV with Calix for the development of a mid-stream product (lithium salt)



¹100% Li_3PO_4 fully utilised in LFP production



Sustainability

Our culture

Underpinned by 'What We Stand For' - six commitments that guide how we work to achieve our Purpose

450

Employees and contractors completed safe and respectful behaviours training to date

Unmute Yourself

campaign continued encouraging employees to call out unacceptable behaviour

Survey

first broad based culture survey completed with 87% participation rate



Great People

Safety Matters

Quality Products

Valuing Our Partners

Think, Do, Achieve

Making A Difference In The World

Safety matters

We take responsibility for maintaining a safe and healthy workplace so that everyone comes to work and goes home safely every day

4.2 TRIFR

as at 30 September 2022

2.35

safety interaction rate

month of September 2022

Safety culture

built on empower, lead and support



Our contribution

We are passionate about our contribution and strive to make a positive impact in the communities we share

Cross cultural awareness training

Cultural overnight camps

Local community school visits

Community school battery project



6MW solar plant - commissioning underway

A key enabler of our decarbonisation pathway providing an estimated reduction of 9,900t of CO₂ emissions annually over the contract period¹



¹ Refer ASX release 20 October 2021

Pilbara Minerals powering forward...



Operate

Grow



Diversify

Sustainability





Agenda

1. Chair's address
2. Meeting procedures
3. Resolutions, proxies and voting
4. Company and project update

5. Questions



Pilbara
Minerals

Thank you

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ASX: PLS