

CHAIRMAN'S ADDRESS: GENERAL MEETING

Today's General Meeting has been convened to approve several resolutions relating to Pilbara Minerals Limited's ("Pilbara Minerals" or the Company") recent equity raising and associated Share Purchase Plan which if fully completed would be a total raising of around \$110M.

The proceeds will, amongst other things, enable the Company to progress its long-term growth and diversification strategy. More specifically, the funds raised will be used to:

- Strengthen Pilbara Minerals' balance sheet and provide increased working capital and financial liquidity during the previously announced period of moderated production;
- complete the implementation of Stage 1 improvement and rectification works and finalise the remaining ramp-up to nameplate capacity to ultimately lower operating costs;
- fund ongoing Stage 2 expansion studies to incrementally expand the Pilgangoora Lithium-Tantalum Project in line customer requirements;
- contribute to the financing of Pilbara Minerals' participation in the POSCO downstream joint venture (JV) chemical conversion plant in South Korea.

An important part of this capital raising is the proposed strategic investment by Contemporary Amperex Technology (Hong Kong) Limited (CATL). Listed on the Shenzhen Stock Exchange with a market capitalisation of US\$22.1B¹ and available cash of US\$4.7B², CATL is China's largest battery manufacturer for electric vehicles with an extensive list of agreements with leading global car manufacturers including Toyota, BMW, Volkswagen and Honda. To demonstrate CATL's leading market position, in 2018 CATL's battery cell production accounted for 41% of China's total.

This investment by CATL is a strong vote of confidence, not only in Pilbara Minerals and the Pilgangoora Lithium-Tantalum Project, but also in the long-term lithium market.

The relationship with CATL is one of the strategic relationships that Pilbara Minerals has built during the development of the Pilgangoora Lithium-Tantalum Project. These relationships include POSCO, Ganfeng Lithium, General Lithium and Great Wall Motor Company.

Collectively, these partners provide Pilbara Minerals with links to two of the most experienced lithium material supply companies in China, Gangfeng and General Lithium and China's largest SUV and pickup manufacturer in Great Wall Motor Company which I note is expanding rapidly down the lithium material supply chain, and of course POSCO, South Korea's biggest steel

¹ As at 3 September 2019; ² As at 30 June 2019

producer and major investor in raw materials and value-added battery materials product development.

Importantly, the relationship with POSCO, will potentially see Pilbara Minerals invest in a lithium chemical conversion facility in South Korea supporting Pilbara Minerals' position in the downstream value adding supply chain. To have POSCO as a partner in this venture is extremely important to Pilbara Minerals.

We are very much looking forward to working with these customers and strategic partners, to unlock the full value of the Pilgangoora Lithium-Tantalum Project in the months and years ahead.

I would like to acknowledge Ken Brinsden and the broader Pilbara Minerals' team for their exceptionally hard work in recent months in what is currently a challenging market, as well as the Board.

No one has shirked their responsibilities and I am extremely confident that when the inevitable market improvement arrives, Pilbara Minerals will be in a position to deliver quality product into an expanding market at an exceptional cost base.

Obviously, my view is shared by those that supported the recent capital raising so I'm not alone in that belief.

I would also like to thank our shareholders, for their support of Pilbara Minerals and our long-term growth and diversification strategy.

TONY KIERNAN
Chairman

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