



AGM Presentation Ken Brinsden CEO/MD

Tuesday, 16 November 2021 ASX: PLS / BBG: PLS AU

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Statements contained in this document, including but not limited to those regarding the possible or assumed future 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. 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, or likelihood of fulfilment of any forward-looking statement or any event or results expressed or implied in any forward-looking statements; and disclaim all responsibility and 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 statements; and disclaim all respons

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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, and the amount of reserves reported by Pilbara Minerals may be lower than its estimates. You should not estimate 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. minerals will be converted to ore reserves, which would not be permitted under SEC Industry Guide 7.

Information regarding expansions in production capacity (Pilgan Plant and the Ngungaju Plant)

Information in this presentation regarding expansions in nameplate capacity of the Pilgan Plant and the Ngungaju Plant 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 (Material Increase in Pilgangoora Ore Reserve). The relevant proportions of proven Ore Reserves and probable Ore Reserves are 13% proven Ore Reserves and 87% 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.

No new information statement

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.

Information in this ASX release relating to production targets and forecast information derived from the production targets (including information relating to the proposed expansions of the Pilgangoora Project including the Pilgan Plant and Ngungaju Plant), is extracted from the ASX announcement dated 3 August 2018 entitled "Outstanding DFS Results Support Pilgangoora Expansion", the ASX announcement dated 27 August 2019 entitled "Update on Partnering Process and Revised Stage 2", ASX announcement dated 11 May 2021 (Pilbara Minerals and the Pilgangoora Project – Ready for the Clobal Energy Transformation), ASX announcement dated 25 June 2021 (Board Approves Staged Restart at Ngungaju Plant), ASX announcement dated 26 August 2021 (Annual Financial Results and FY2022 Guidance Presentation), ASX announcement dated 6 September 2021 (Significant Increase in Pilgangoora Resource), ASX announcement dated 16 October 2021 (Material Increase in Pilgangoora Ore Reserves), ASX announcement dated 13 October 2021 (Ramp-up of Pilgan Plant Improvement Project Commences), ASX announcement dated 13 October 2021 (First Concentrate Produced from the sand the 30 June 2021 Annual Report. 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 Minerals Resource and Ore Reserve estimates, production targets and forecast financial information derived from the production targets in the announcements 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.

Scoping and other technical studies in respect of the revised incremental Stage 2 expansion have been undertaken to determine the potential viability of the expansion and to reach a decision to proceed with more definitive studies. Each scoping study has been prepared to an accuracy level of ±30%. 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.

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 Ken Brinsden, Pilbara Minerals Limited's Managing Director and CEO.





Board and Executives



Tony Kiernan AM DIRECTOR



Sally-Anne Layman DIRECTOR



Steve Scudamore DIRECTOR



Nick Cernotta DIRECTOR



Miriam Stanborough DIRECTOR



Ken Brinsden MANAGING DIRECTOR & CEO



Alex Eastwood COMPANY SECRETARY & GENERAL COUNCEL



Brian Lynn CHIEF FINANCE OFFICER



Dale Henderson CHIEF OPERATING OFFICER



Agenda

- **1. Chairman's Address**
- 2. Meeting procedures
- **3.** Resolutions, proxies and voting
- 4. Company and project update
- 5. Questions





Chairman's Address

Tony Kiernan AM



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To submit a question, type your question in the "Ask a question" box and press the send arrow



Your question will be sent immediately for review

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Ask a question		>		
Moderator Type your question in the box above and then press the send				
arrow. Please include the number of the resolution at the				

beginning of your question. Questions may be moderated or amalgamated if there are multiple questions on the same topic

Received





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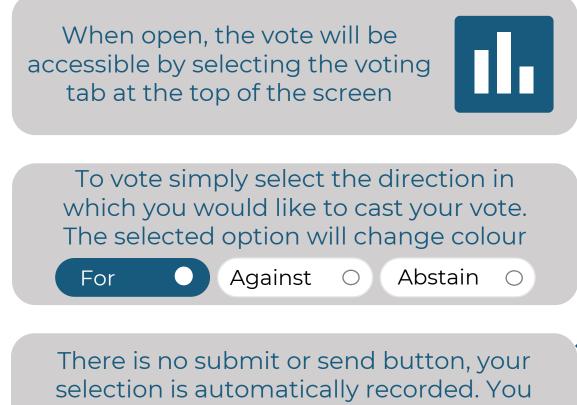
You will be prompted to enter your name and the topic of your question before being placed in the audio questions queue

123-456-789 MESSAGING HOME I. VOTING Instructions Watching the Webcast Press play to begin the broadcast. Ensure your device isn't muted and the volume is turned up. On mobile devices, the broadcast can be minimised and audio will continue to play. **Asking Text Questions** Select the MESSAGING tab at the top of this page, then type your question in the box provided and press the send arrow. **Asking Audio Questions** If you would like to ask a question verbally, pause the broadcast and then click HERE. You will be connected to the audio questions line where you can listen to the meeting while waiting to ask your question. Please return to this page if you have any issues. Voting When voting opens, a VOTING tab will appear at the top of the screen. Selecting this tab will open a list of resolutions, select For, Against or Abstain to cast your vote. There is no enter or send button. You may however cancel your vote and enter a new selection while voting is open.





Online Attendees - Voting



can change your mind or cancel your vote any time before the poll is closed

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II. Poll Open			
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Resolution	1		
Select a choice.			
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Question 2			
Select a choice.			
Yes	O No	OUnsure	0



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Overview of Proxy Votes

Resolution	FOR	AGAINST	ABSTAIN	DISCRETIONARY
Resolution 1 – Remuneration Report	1,317,715,658	6,732,403	8,188,647	6,306,891
	99.03%	0.50%	N/A	0.47%
Resolution 2 – Election of Ms Miriam	1,323,314,583	1,658,714	8,225,233	6,316,002
Stanborough as Director	99.41%	0.12%	N/A	0.47%
Resolution 3 – Issue of Employee Options and Employee Performance Rights to Mr Ken Brinsden	1,316,175,419 98.92%	8,138,588 0.61%	8,364,767 N/A	6,264,837 0.47%

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 2021, on the terms and conditions in the Explanatory Memorandum."

	VOTING INTENTION	NUMBER	%
	For	1,317,715,658	99.03%
PROXY VOTES	Discretionary	6,306,891	0.47%
FROAT VOTES	Against	6,732,403	0.50%
	Total valid directed proxies received	1,330,754,952	44.73%
	Abstain	8,188,647	N/A



Resolution 2 - Election of Ms Miriam Stanborough

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 14.4, clause 11.13 of the Constitution and for all other purposes, Ms Miriam Stanborough, Director, who was appointed as an addition to the Board on 4 October 2021, retires and being eligible is elected as a Director on the terms and conditions in the Explanatory Memorandum."

	VOTING INTENTION	NUMBER	%
	For	1,323,314,583	99.41%
PROXY VOTES	Discretionary	6,316,002	0.47%
FROAT VOTES	Against	1,658,714	0.12%
	Total valid directed proxies received	1,331,289,299	44.75%
	Abstain	8,225,233	N/A



Resolution 3 – Issue of Employee Options and Employee Performance Rights to Mr Ken Brinsden

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:

- (a) up to a maximum of 493,326 Employee Options; and
- (b) up to a maximum of 302,684 Employee Performance Rights,

under the Employee Award Plan to Mr Ken Brinsden (and/or his nominee(s)) with the vesting conditions and on the terms and conditions set out in the Explanatory Memorandum."

	VOTING INTENTION	NUMBER	%
	For	1,316,175,419	98.92%
PROXY VOTES	Discretionary	6,264,837	0.47%
FROAT VOILS	Against	8,138,588	0.61%
	Total valid directed proxies received	1,330,578,844	44.73%
	Abstain	8,364,767	N/A



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It's Been a Big Year for Pilbara Minerals





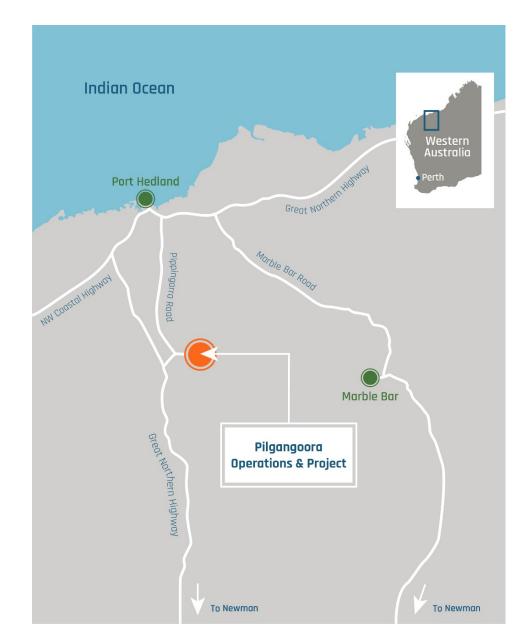




World's largest independent hard rock lithium operation One operation with two processing plants

ASX200 >\$7B market cap Growth and diversification opportunities





One Operation, Two Processing Plants

Targeting expanded production capacity to 560-580,000 tpa spodumene concentrate by mid-CY2022, maximising participation in rapid demand growth

- Products:
 - ~5.5% 6% Li₂O spodumene concentrate
 - +5% primary tantalite concentrate
- Pilgan Plant
 - in production and operating at nameplate capacity ~330,000tpa
- improvement projects underway to increase capacity by a further 30-50,000 tpa (10-15% increase)
- potential phased expansion, increasing nameplate capacity incrementally to ~800-850,000 tpa, subject to prevailing market conditions
- Ngungaju Plant (pronounced Nuh-ga-ju)
 - Altura Lithium Öperation acquired during FY2021, whilst on care and maintenance
 - FID made for staged restart, targeting 180-200,000 tpa in production capacity by mid-CY2022
 - engineering underway to improve performance and integrate operation
- Future expansion opportunities aimed at achieving a combined nameplate processing capacity from both plants supporting +1 Mtpa spodumene concentrate and the production of value-added products



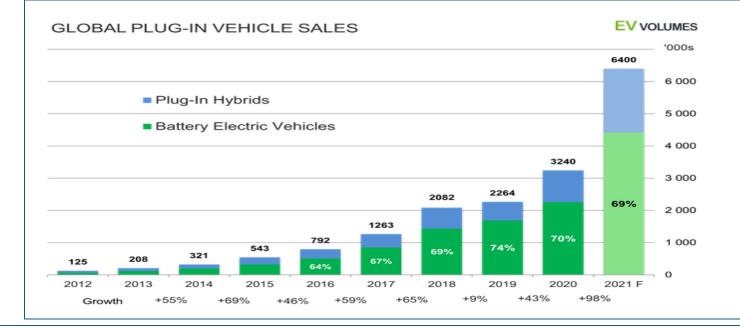
Market Growth

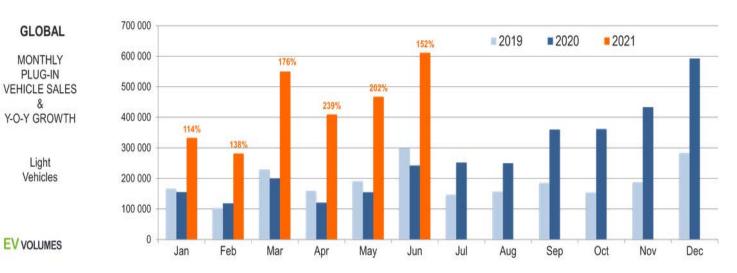
UK and Europe

- World's largest EV market in 2020
- A market that will be dominated by high-nickel cathode batteries driving lithium hydroxide demand

China

- EV sales strong
- Addressable market growth, domestic China
 - LFP 'pack' technology
 - Stationary storage
 - Lead acid battery replacement

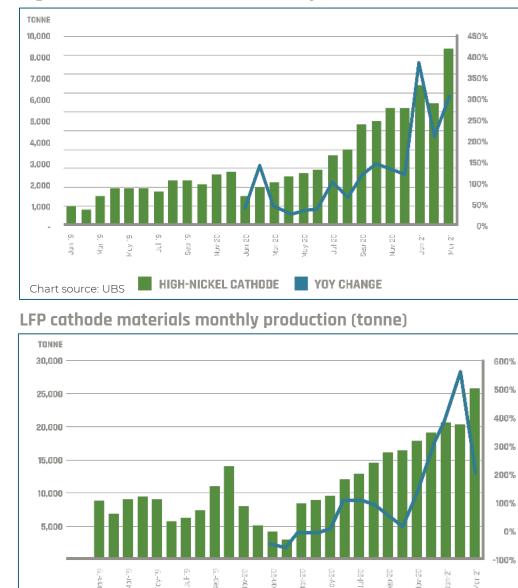




۵%



High-nickel cathode materials monthly production (tonne)



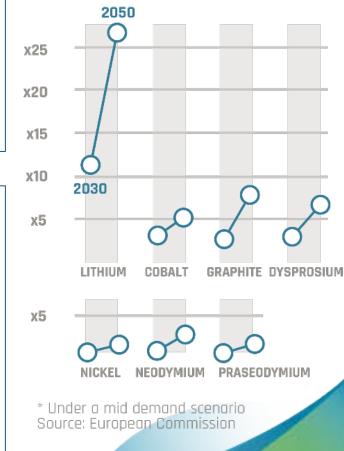
YOY CHANGE

LFP

Chart source: UBS

Rising demand for materials needed for renewable energy and e-mobility

Future demand (2030 and 2050) as a multiple of current demand*



Market Growth

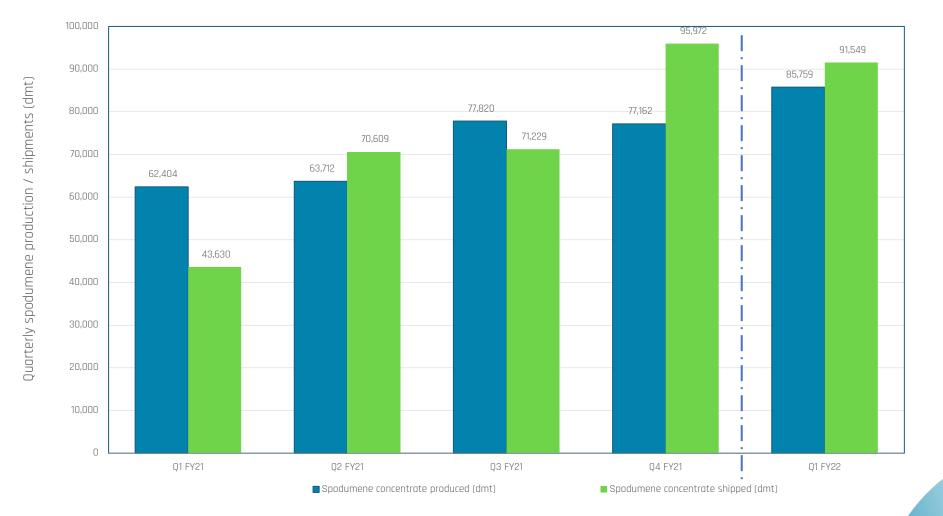
Industry Trends

- Spodumene chemical conversion direct to lithium hydroxide
- Growth in high-nickel (energy dense) cell capacity
- LFP as a low-cost cell application
- Industry bifurcation
 - Technology
 - Feedstock
- Product carbon footprint



Rapid Re-emergence from Moderated Production

Steady increase in production during second half of FY2021 in response to increasing customer demand (FY2021 production 281.1kt, FY2021 shipments 281.4kt)



FY2021 Production and Sales Spodumene concentrate	Produced – 281,098 dmt	Shipped – 281,440 dmt	Sales – \$175.8M
FY2O21 Financial Result	Cash Gross Margin of \$46.2M ¹ Positive FY2O21 EBITDA of \$21.4M • \$55.3M improvement compared to FY2O20 EBITDA loss of (\$33.9M)	Unit Cash Operating Cost \$519/dmt CIF China ² (US\$389/dmt at FX rate of 0.75). Net Loss After Tax of \$51.4M • compared to FY2020 loss of (\$99.3M)	 Result Impacted by: Improved margin from operations Altura acquisition costs expensed - \$17.1M Non-cash derivative fair value movement expense - \$12.6M Nordic Bond call premium - \$5.9M
FY2021 Balance Sheet	\$115.7M of Cash FY21 cash balance of \$99.7M+ \$16M LOC's. (FY2020: \$86.3M cash +\$0M LOC's) ³	US\$110M Debt Senior secured debt facility (successful low cost re-financing completed during FY2021)	\$240.2M Equity Raise Altura acquisition -equity raised

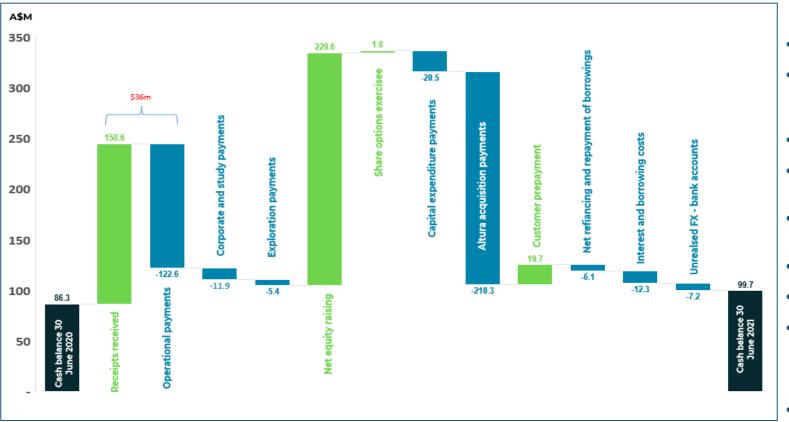
¹Cash gross margin represents the operating margin from the Pilgangoora Project's operation before depreciation and amortisation expenses. It is an unaudited, non-IFRS measure that, in the opinion of the Company's directors, provides useful information to assess the financial performance of the Company over the reporting period. A reconciliation of cash gross margin to statutory net loss is included in the Annual Financial Report (Review of Operations).

² Cash operating costs include mining, processing, transport, state and private royalties, native title costs, port, shipping/freight and site based general and administration costs and are net of Ta₂O₅ by-product credits. Cash operating costs are calculated on an incurred basis (including accruals) and includes inventory movements

³ LOC – irrevocable Letter of Credit for shipments completed prior to 30 June balance date

Pilbara Minerals

Cash-flow Waterfall¹



Cash balance increased by \$13.4M to \$99.7M at 30 June 2021.

Significant cashflow movements:

- net \$36.0M inflow associated with operating activities (being receipts of \$158.6M and costs paid to suppliers and employees of \$122.6M);
- corporate expenses and feasibility study costs \$11.9M;
- cash proceeds of \$229.6M (net of costs) from the equity raising to fund the Altura Lithium Project acquisition;
- Altura Lithium Project acquisition payments \$210.3M;
- \$25.9M on capital expenditure and exploration activities;
- interest and borrowing costs (including leases) \$12.3M;
- share options exercised \$1.8M;
- Yibin Tianyi customer prepayment \$19.7M (US\$15M);
- net refinance and lease repayments of \$6.1M, following Nordic Bond facility refinance with US\$110M finance facility provided by BNP Paribas and CEFC; and
- foreign currency loss of \$7.2M on US denominated cash reserve from the strengthening AUD:USD exchange rates. The AUD: USD spot rate as at 30 June 2021 was \$0.7518 (30 June 2020 \$0.6863).

¹ The 30 June 2021 cash balance of \$99.7M excludes \$16M of irrevocable letters of credit (30 June 2020: \$86.3M). Including the letters of credit, the cash balance is \$115.7M, an overall improvement of \$29.4M on the equivalent prior year balance of \$86.3M as at 30 June 2020.

FY22 Guidance

Production and Sales Spodumene Concentrate

Forecast production - **460-510,000 dmt**

Forecast shipments - 440-490,000 dmt

Unit Cash Operating Cost FY2022 Guidance

A\$525-A\$575/dmt CIF China (US\$395 -US\$430/dmt¹)

Costs are expected to be higher during FY2022 and FY2023 due to elevated strip ratios, Pilgan production ramp up, and restart of Ngungaju operation (expected production target of 560-580,000 tpa by mid-CY2022).

at an AUD:USD exchange rate of 0.75

Target beyond FY2023

A\$450-A\$500/dmt CIF China (US\$340-US\$375/dmt¹)

Costs are expected to decrease once strip ratios moderate, nameplate production capacity is achieved, throughput increases, better utilisation rates are achieved, and synergies are won from the combined operation.

Capital Expenditure - FY2022

Ngungaju Plant Restart - \$34.6M

 Remaining capital \$22.8M and operations readiness \$11.8M

Pilgan Plant improvements - \$9.8M

• Remaining costs to increase capacity to ~360-380,000 tpa

Waste Mine Development - \$40M - \$50M

• Higher mining strip ratios will be required during FY22 to advance Central and South pit development to access sufficient ore to support higher plant throughput.

Pilgan Plant Capital Projects - \$9.7M

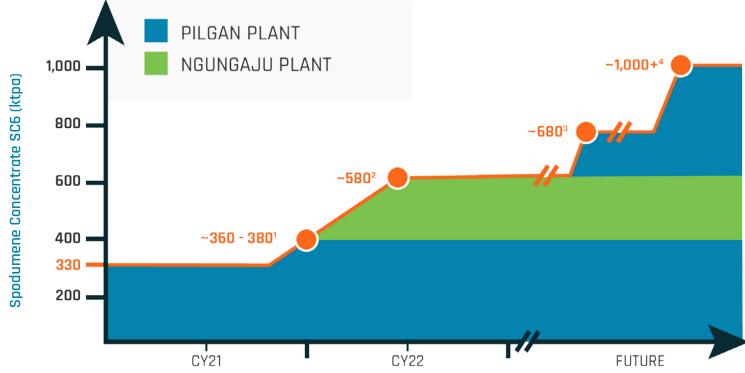
• Tailings Management Facility cell two raise, renewable energy, product handling, NPI

Sustaining capital - \$6.5M



Upstream Expansion Strategy

Flexible growth pathway to capture growing demand in the market and increase revenue



Pilgangoora asset supports:

- phased expansion up to and beyond ~1Mtpa in production capacity
- potential for other value-added lithia based product streams

Expansion timing to be guided by:

- market conditions (including overall demand and price outcomes)
- strategic customer requirements

^{1.} Production capacity uplift subject to successful construction and commissioning completion of the Pilgan Plant improvement project.
 ² Production capacity uplift subject to successful restart and commissioning of the Ngungaju processing plant.
 ³ Production capacity uplift subject to completion of studies and FID for the first incremental expansion of the Pilgan processing plant (previously termed Stage 2 – Phase 1).
 ⁴ Production capacity uplift subject to completion of studies and FID for the further incremental expansion of the Pilgan processing plant (previously termed Stage 2 – Phase 2 and 3).

Note A: The abovementioned expansions in production capacity of the Pilgan Plant and Ngungaju Plant 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'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'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 13% proven Ore Reserves and 87% 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.



Battery Material Exchange ("BMX") Summary

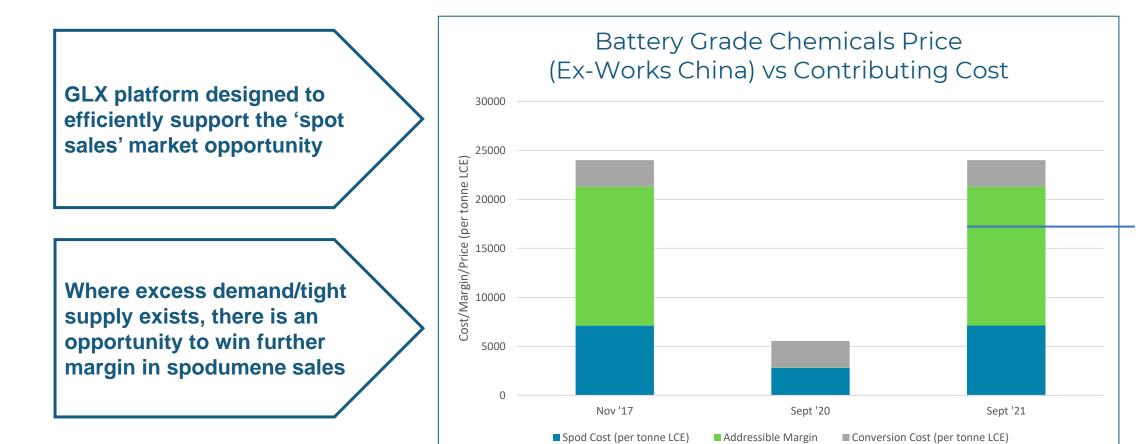
BMX¹ - Inaugural online auction of spodumene concentrate delivers outstanding success



Lithia adjusted on a pro-rata basis SC6.0 equivalent price CIF is US\$1,429 including freight costs (refer ASX release dated 29 July 2021). Lithia adjusted on a pro-rata basis SC6.0 equivalent price CIF is ~US\$2,500 including freight costs (refer ASX release dated 14 September 2021). Lithia adjusted on a pro-rata basis SC6.0 equivalent price CIF is ~ US\$2,600 including freight costs (refer ASX release dated 26 October 2021).

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Sept 2021 BMX Sales price/cost (LCE basis)

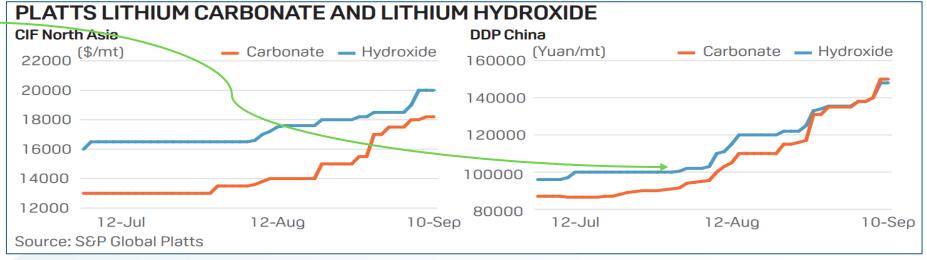
Pilbara Minerals estimates, based on independent pricing evaluation (Platts/FastMarkets) as at dates noted above spodumene cost per tonne defined by historical market precedent, stated on an LCE basis.

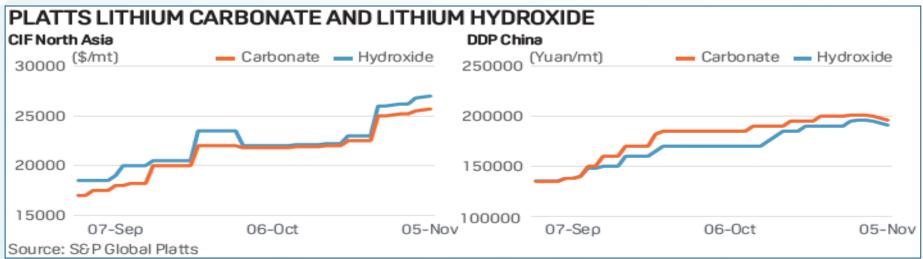


Current Market Pricing

On 29 July 2021, Pilbara Minerals held its inaugural BMX auction of 10kt SPC 5.5% and achieved a price of US\$1,250/dmt(FOB. Equivalent to USD\$1,400+/dmt (SC6.0, CFR China basis)

Since the inaugural BMX auction, carbonate and hydroxide prices have continued to rally.

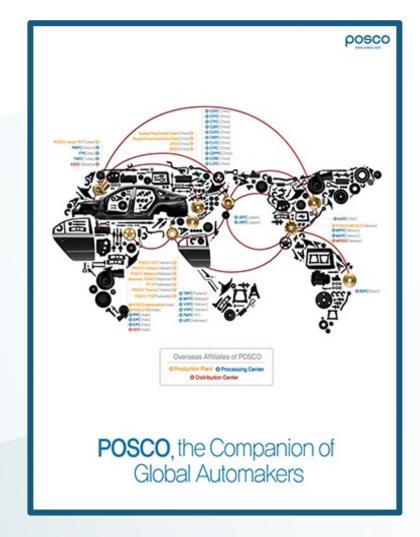






Downstream Lithium Chemicals Joint Venture with POSCO¹

- JV to jointly develop and own a 43ktpa LHM primary lithium hydroxide chemical processing facility
- Pilbara Minerals will initially hold an 18% interest in the JV, funded largely from the previously announced A\$79.6M Convertible Bond Agreement with POSCO²
- Potential to increase investment in JV to 30%
- Off-take agreement to supply JV 315ktpa spodumene concentrate on commercial terms
- JV to provide US\$25M offtake pre-payment facility to Pilbara Minerals to fund general working capital and future expansions at the Pilgangoora Project
- Supports strategic initiative to become fully integrated lithium raw materials company



Refer ASX release 26 October 2021 Refer ASX release 28 February 2018



A Diversified Product Suite

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



maker

 $\Lambda \Lambda \Lambda$

(converter)

Carbon energy calcination (fuel: gas / coal)

Midstream – JV with Calix (ASX:CXL) Exploring Value-Added Green Products (Lithium Salts) **Battery / Cathode** Mine site **Chemical Plant**

(hard rock concentrator)

Conventional spodumene supply chain:

- Carbon intensive
- Aluminosilicates shipped to customer (>90% of export mass)
- Spodumene concentrate SC6.0
 - 6.0% Li₂O (2.80% lithium metal by mass)

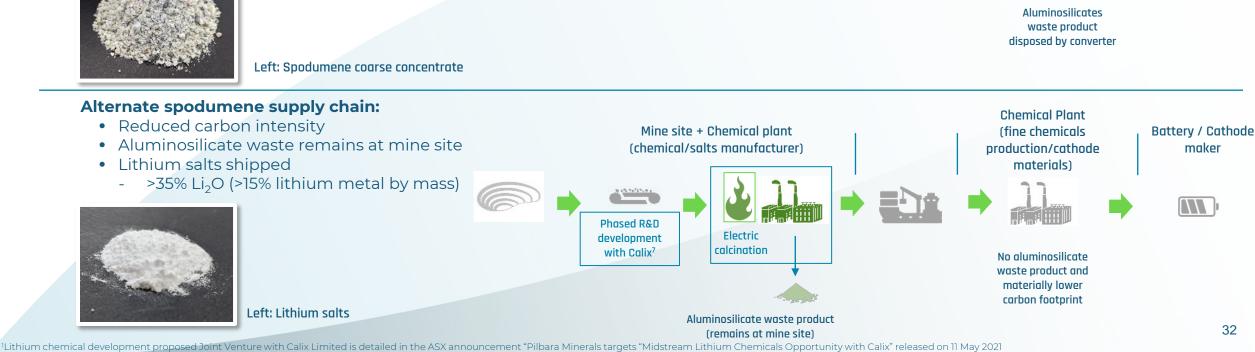


Left: Spodumene coarse concentrate

Alternate spodumene supply chain:

- Reduced carbon intensity
- Aluminosilicate waste remains at mine site
- Lithium salts shipped
 - >35% Li₂O (>15% lithium metal by mass)







Sustainability Highlights

- Initiated full disclosure against the Sustainability Accounting Standards Board framework¹ ahead of schedule
- Commenced work on meeting commitment to move towards net zero emission (scope 1 and 2)
- Initiated assessment of climate change risks under Taskforce on Climate Related Financial Disclosures recommendations
- Engaged third-party expertise to undertake product Life Cycle Assessment, which addresses Scope 3 emissions
- Submitted first Modern Slavery Statement, a voluntary initiative in FY21
- Expanded Diversity and Inclusion measures throughout the organisation
- Developed Mental Health and Wellbeing measures using employee survey results and subject matter expertise





Sustainable Financing - Power Purchase Agreement'

- Clean Energy Finance Corporation funding which supports meeting new internal low emissions targets²
- 6MW Solar Farm commitment
- Displaces 3.8 million litres of diesel fuel per annum
- Saves over 9,900t CO₂ per annum over the contract period
- Potential for future expansion and inclusion of battery storage
- Commissioning expected late June 2022





Agenda

- 1. Chairman's Address
- 2. Meeting procedures
- 3. Resolutions, proxies and voting
- 4. Company and project update
- 5. Questions





AGM Presentation FY2021

Questions?





Thank you

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