

Risk Management

Policy

June 2024

PLS-POL-BM-013

1 PURPOSE

Recognising and managing risk is fundamental to Pilbara Minerals Limited and its subsidiaries (PLS, the Group), in achieving its strategic objectives in a sustainable manner, and a crucial part of the role of the Board, Audit and Risk Committee and employees.

Sound risk management practices help to protect established value as well as assist in identifying and capitalising on opportunities to create value and encourage innovation.

PLS understands that a failure by it to recognise or manage risk appropriately can adversely impact not only PLS and its shareholders, but also other stakeholders who have an association with PLS.

The Board of Pilbara Minerals Limited (Board) has ultimate responsibility for deciding the nature and extent of the risks it is prepared to accept to meet PLS's strategic objectives. To do this, PLS has a risk management framework to identify and manage risk on an on-going basis. Managing risk is the responsibility of everyone at the Group.

To deliver on our commitments we will as a minimum:

- Integrate structured, comprehensive, and consistent risk management framework, processes and practices into our core business activities aligned to ISO 31000:2018 Risk Management Guidelines, including integration into corporate governance and business management processes
- Communicate and continually review our risk management systems to ensure they are aligned with our objectives
- Proactively identify our risks and ensure they are continually assessed and monitored through established processes
- Implement appropriate risk mitigation controls and measures, and regularly test these controls for ongoing suitability and effectiveness
- Regularly review and report on risk activity through all areas of the business, and ensure the Audit and Risk Committee and the Board have current information from which to base decisions upon
- Build upon the internal resilience of our business through effective response and recovery plans when faced with material adverse events that could affect the Group's performance.

POLICY HISTORY

This Policy will be reviewed by the Board and Management on annual basis and amended as required.

ESTABLISHED	06 October 2016
LAST REVIEWED	21 June 2023
FREQUENCY	Annual