

Risk Management

Policy

June 2025

PLS-POL-BM-013

1 PURPOSE

Recognising and managing risk is fundamental to Pilbara Minerals Limited (**PLS or the Company**) and its subsidiaries (**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 principles and practices help to protect established value as well as assist in identifying and capitalising on opportunities to create value and encourage innovation.

The Group understands that a failure by it to recognise or manage risk appropriately can adversely impact not only the Group and its shareholders, but also other associated stakeholders.

The Board of PLS has ultimate responsibility for deciding the nature and extent of the risks it is prepared to accept to meet the Group's strategic objectives. To do this the Group has a risk management framework to identify and manage risk on an on-going basis. Managing risk is the responsibility of everyone within 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 and ensure alignment with the Board's approved risk appetite statement
- 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; and
- 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.

2 REVIEW OF POLICY

This Policy will be reviewed by the Company's Audit and Risk Committee on an annual basis, or otherwise earlier based on requirements, and requires Board approval.

3 PORTUGUESE TRANSLATION

A Portuguese version of this Policy will be made available on PLS's website for convenience purposes only. In the event of any conflict, the English version of this Policy will prevail.

POLICY HISTORY

ESTABLISHED	06 October 2016
LAST REVIEWED	18 June 2025
FREQUENCY	Annual