

2 December 2025

Board update

PLS Group Limited (ASX: PLS) (PLS or the Company) is pleased to provide the following Board update.

Appointment of Non-Executive Director

Mr Robert Nicholson has been appointed to the role of Non-Executive Director and will join the Board on 1 January 2026.

Mr Nicholson is a highly experienced company director with a distinguished career spanning energy, infrastructure, funds management and industrial sectors. He brings deep expertise in mergers and acquisitions, capital markets, corporate restructuring and greenfield project development, with extensive experience operating across Australia and key Asian markets including China, Singapore, Korea and Japan.

Mr Nicholson is currently Chair of Alinta Energy, a Non-Executive Director of ASX listed defence and space technology and systems provider Electro Optic Systems and a Non-Executive Director of Port of Melbourne, European Australian Business Council and Baker Heart and Diabetes Institute. Mr Nicholson is a member of various Board committees across these organisations including Audit and Risk, People and Culture and Data Security and Governance Committees at Electro Optic Systems and the Port Development Steering Committee at the Port of Melbourne. Mr Nicholson was also previously Chair of law firm Freehills and holds a Bachelor of Science, a Master of Law and a Master of Business Administration.

PLS Chairman, Kathleen Conlon, said:

"We are delighted to welcome Robert to the PLS Board. Robert brings extensive boardroom experience across energy, infrastructure, and complex industrial operations, which will be invaluable as we continue to execute our strategy as the world's largest independent hard rock lithium producer.

His deep understanding of large-scale industrial operations through his role as Chair of Alinta Energy, combined with his proven track record of governance excellence and legal and business acumen, will strengthen our Board's capability as we focus on operational excellence, disciplined capital allocation, and delivering sustainable returns to shareholders through the lithium market cycle."

Retirement of Steve Scudamore AM

As indicated at our recent Annual General Meeting, Steve Scudamore will retire from the Board of PLS on 31 December 2025. A Non-Executive Director since 2016, Mr Scudamore was the inaugural Chairman of our Audit and Risk Committee and has brought exceptional expertise in finance, accounting, compliance and risk management, to PLS. He helped guide PLS through its first decade and had had a strong influence on the Company's strategy, capital management and financial stability.

Ms Conlon said:

"On behalf of the Board and management team, I would like to thank Steve for his outstanding contribution to PLS. Steve's extensive financial and corporate finance expertise, honed over many decades in senior leadership roles across Australia and internationally, has been instrumental in guiding the Company through a period of transformational growth."

Board Committee update

To reflect the new Board composition, PLS Board Committee membership will be revised from 1 January 2026 as follows:

Audit and Risk Committee	People and Culture Committee	Sustainability Committee
- Sally-Anne Layman (Chair) - Nick Cernotta - Robert Nicholson	- Nick Cernotta (Chair) - Miriam Stanborough - Kathleen Conlon	- Miriam Stanborough (Chair) - Sally-Anne Layman - Robert Nicholson

Release authorised by Kathleen Conlon, Chairman of PLS.

Contact

Investors/shareholders

James Fuller
T: +61 (0) 488 093 763
E: james.fuller@pls.com

Media

Michael Vaughan
Fivemark Partners
T: +61 (0) 422 602 720

About PLS

PLS is a leading global producer of lithium materials, with a diversified portfolio of assets and strategic partnerships in the rapidly growing battery materials sector. The Group owns 100% of the world's largest, independent hard-rock lithium operation, the Pilgangoora Operation in Australia, and the Colina Lithium Project in Brazil. PLS is also integrated into the lithium value chain through its joint venture with POSCO in South Korea, which manufactures battery-grade lithium hydroxide. With significant scale, high-quality assets, and a strong commitment to advancing the global energy transition, PLS has established enduring partnerships with leading international companies in the sector such as POSCO, Ganfeng, Chengxin, Yahua, and General Lithium.