



# Positive<sup>+</sup>

Positive Materials Inc.



**Strategic pCAM production capacity  
for the North American market**

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April 2025



# FORWARD-LOOKING STATEMENT & DISCLAIMER

Certain statements in this presentation constitute “forward-looking statements” or “forward-looking information” within the meaning of applicable securities laws. Such statements and information involve known and unknown risks, uncertainties and other factors that may cause the actual results, performance or achievements of the Company, its Project, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements or information. Such statements can be identified by the use of words such as “may”, “would”, “could”, “will”, “intend”, “expect”, “believe”, “plan”, “anticipate”, “estimate”, “scheduled”, “forecast”, “predict”, “projected”, “indicative” and other similar terminology, or state that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved. Readers are cautioned not to place undue reliance on forward-looking information or statements.

Any discussion or mention of an outlook that refers to future performance or conditions, including scoping studies and feasibility studies for the Company’s proposed precursor cathode active materials (pCAM) Project, and any related market and economic information, constitutes forward-looking information or statements, including but not limited to estimates of internal rates of return (including any pre-tax and after-tax internal rates of return), payback periods, net present values, future production, assumed prices for pCAM, proposed processing plans and methods, operating life estimates, cash flow forecasts, production yields and recoveries, and estimates of capital and operating costs. Such forward-looking information or statements also include, but are not limited to, statements regarding the Company’s intentions regarding the Company’s Project in Canada, the development of the Project, the ability to source technology, land, infrastructure, personnel, raw materials, reagents and other requirements for the Project, the completion, submission and approval of an environmental and social impact assessment, as well as the growth and development of the pCAM, lithium-ion batteries and electric vehicles market, the market for the Company’s products, and the Company’s ability to obtain financing for the Project.

Factors that could cause actual results or events to differ materially from current expectations include, among other things: the ability to develop adequate processing capacity; the availability of necessary equipment and technology, facilities, and suppliers necessary to complete development and achieve commercial production; the cost of consumables and processing equipment; risks and uncertainties related to the ability to obtain, amend, or maintain necessary licenses, or permits; risks related to acquisition of land and tenure and rights-of-way; risks and uncertainties related to expected production rates, the price of pCAM, power supply sources and price, reagent supply and prices, future cash flow, total costs of production; risks related to global epidemics or pandemics and other health crises; risks and uncertainties related to interruptions in production; unforeseen technological and engineering problems; the adequacy of infrastructure; risks related to Project working conditions, accidents or labour disputes; social unrest or war; risks relating to variations in the performance, cost and timing of numerous technical, productivity and supply chain requirements, from those predicted; variations in the cost and availability of financing and government financial support; technological and commercial developments in EV battery markets and chemistries; and risks related to fluctuations in currency exchange rates, changes in laws or regulations; and regulation by various governmental agencies.

All forward-looking statements are made based on the Company’s current beliefs as well as various assumptions made by the Company and information currently available to the Company. Generally, these assumptions include, among others: the continued demand for pCAM, especially the ternary formulations that contain nickel, cobalt, manganese and aluminum; the ability of the Company to obtain all necessary long term land tenures and access to infrastructure such as power, water, rail, road and port facilities access; the availability of personnel, machinery, and equipment at estimated prices and within estimated delivery times; currency exchange rates; raw materials, reagent and pCAM sales prices and exchange rates assumed; growth in the pCAM market; appropriate discount rates; tax rates and any royalty rates applicable to the proposed operations; the availability of acceptable Project financing;; and success in realizing proposed operations. Although the forward-looking statements contained in this presentation are based upon what management of the Company believes are reasonable assumptions, the Company cannot assure investors that actual results will be consistent with these forward-looking statements. These forward-looking statements are made as of the date of this presentation and are expressly qualified in their entirety by this cautionary statement. Subject to applicable securities laws, the Company does not assume any obligation to update or revise the ones contained herein to reflect events or circumstances occurring after the date of this presentation.



# Introducing Project Positive<sup>+</sup>

A business partnership between Positive Materials, Pabineau First Nation and Ugpi'Ganjig First Nation

## + About Positive Materials

A Private Canadian company, with an experienced management team and Board, focused on *doing only one thing and doing it right: Onshoring proven, commercial pCAM production technology*. Focus on high-quality, energy-dense ternary pCAM to address the weakest link in the North American battery supply chain.

## + Simple business plan:

“Toll processing” business model. PCAM as a service. Designed to lower barriers to entry. Aligned with customer procurement strategies. Generates stable operating margins, lowers working capital requirements and eliminates exposure to raw materials price volatility.

## + Ideal Canadian Location

Belledune, New Brunswick is the best site among 37 locations that we investigated. It is a deep-sea port with mature and underutilized infrastructure, including power, water, rail and marine logistics. Strong government support for the industrial revitalisation of New Brunswick.

## + Competitive Production Cost

Setting out to build North America's most cost competitive pCAM producer, via economies of scale in marine logistics and highly efficient and sustainable environmental management approach. Aiming for bottom decile of global cost curve.

## + Strategic North American Asset

Project Positive<sup>+</sup> creates highly valuable processing capacity for local Canadian raw materials and a strategic asset for the North American EV and battery industry. North American pCAM production will build resilient domestic battery supply chains.

## + Growth

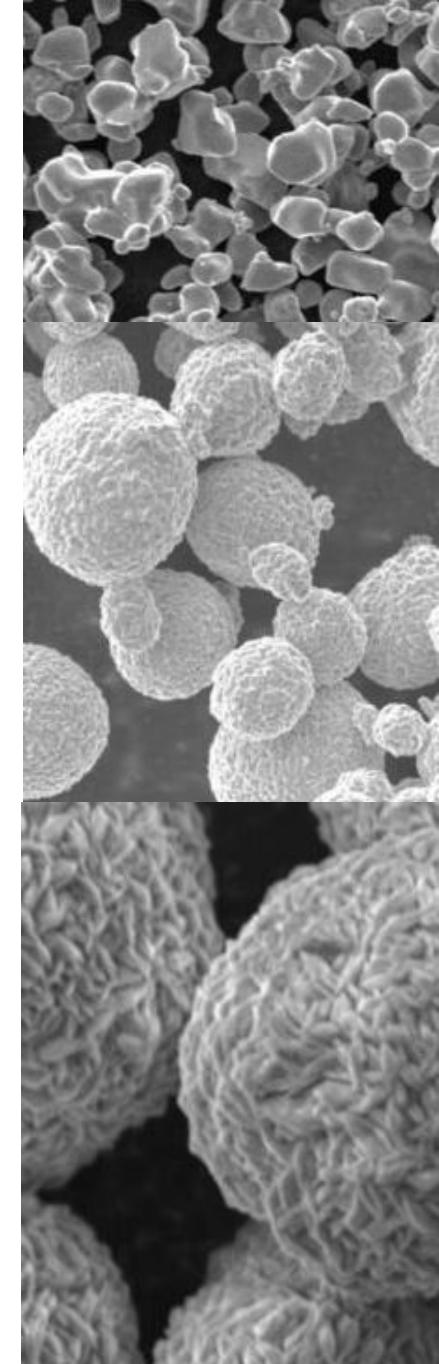
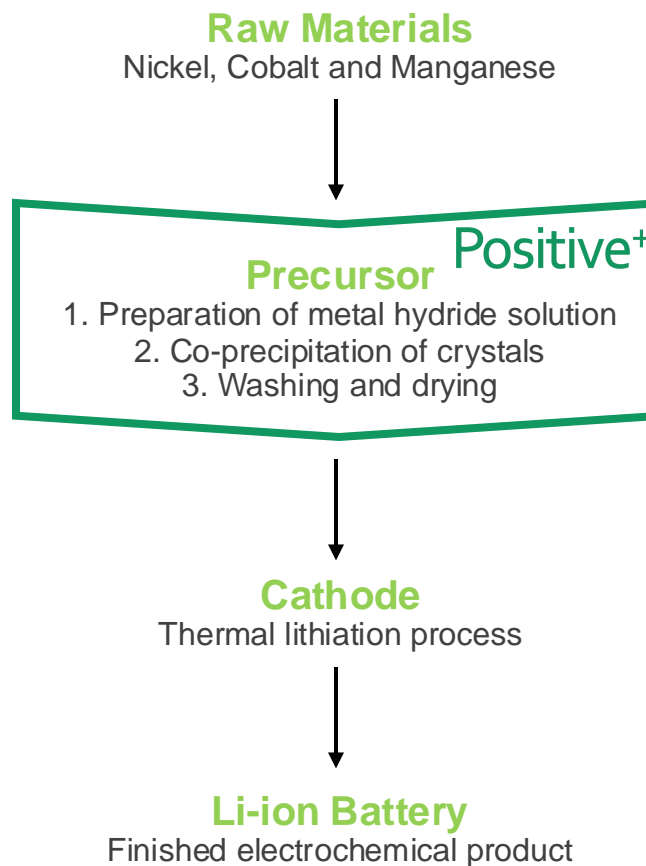
Initial 30,000 tonnes per annum of pCAM output targeted for 2028, with a plan to grow to 120,000 tpa by 2032. This scale could justify the creation of an integrated battery materials production cluster and supply chain vertical integration.



# What is pCAM?

Without pCAM, there is no cathode.  
Without cathode, there is no battery.

- Precursor Cathode Active Materials “pCAM” are fine crystalline powders composed of electrochemically-active transition metal hydroxides (such as Nickel, Cobalt, Manganese and Aluminium).
- They are the precursor material of the cathode, the most valuable component of a lithium-ion battery >50% of total value.
- pCAM is produced in a simple but sophisticated aqueous dissolution and crystallization process.
- pCAM is converted into Cathode Active Materials (CAM), a ceramic-like nano-powder, in a controlled thermal process that introduces lithium into the CAM.
- CAM then becomes the cathode, the positive end of a battery.



# Cathodes: the “Heart” of Li-ion Battery Production

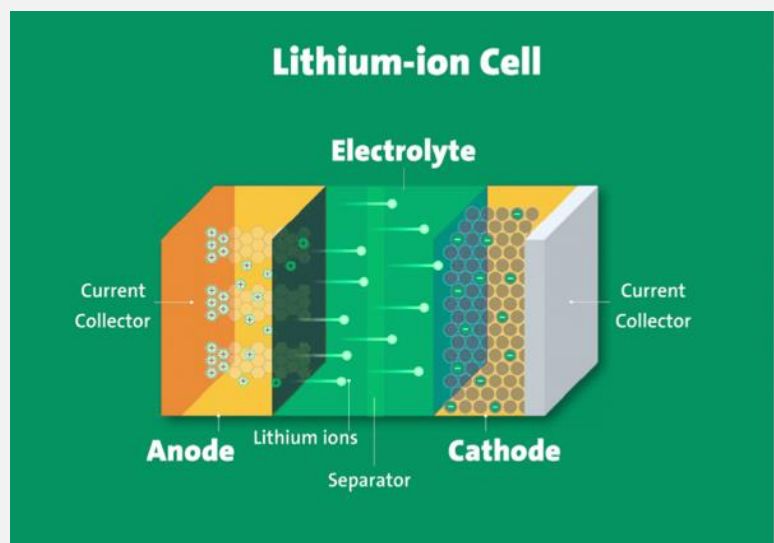


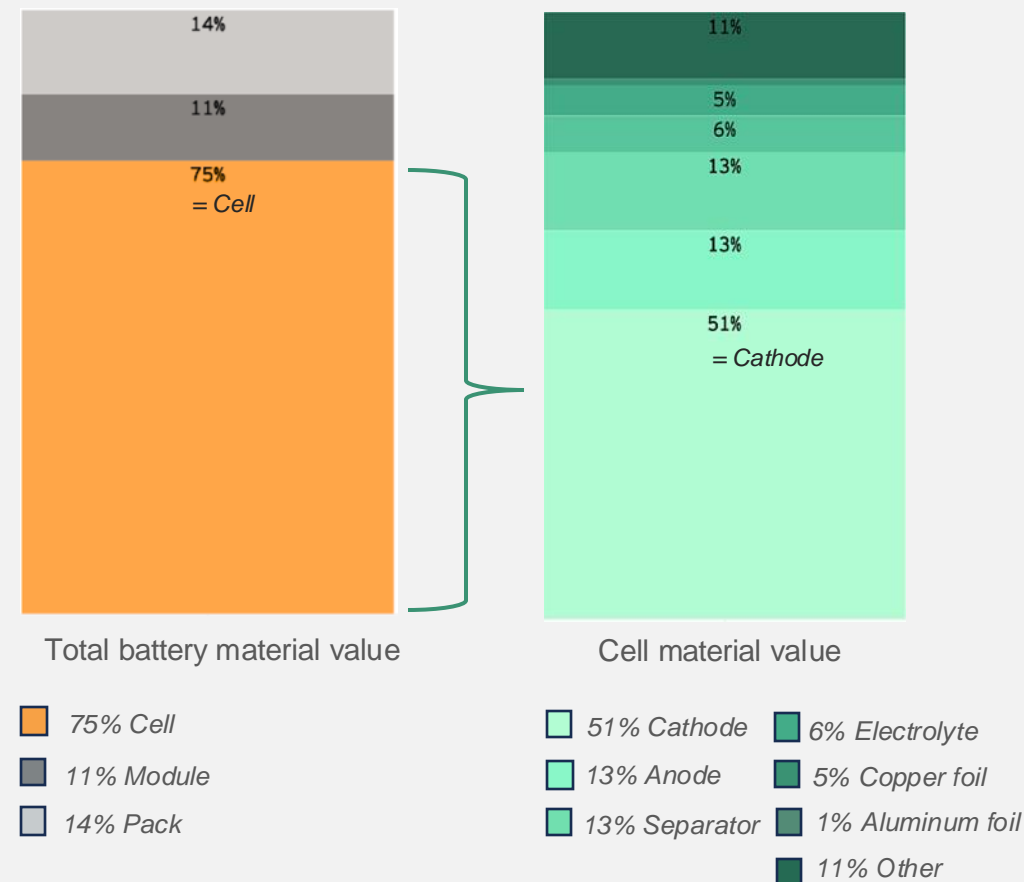
Fig 1. Source: UL Research Institute

- Lithium-ion battery cells (Fig 1, above) convert electrical energy into chemical energy, which can then be stored in the battery and used to power electric vehicles, energy storage systems, etc.
- Cells account for approximately 75% of the total material value of a lithium-ion battery (Fig 2, right).

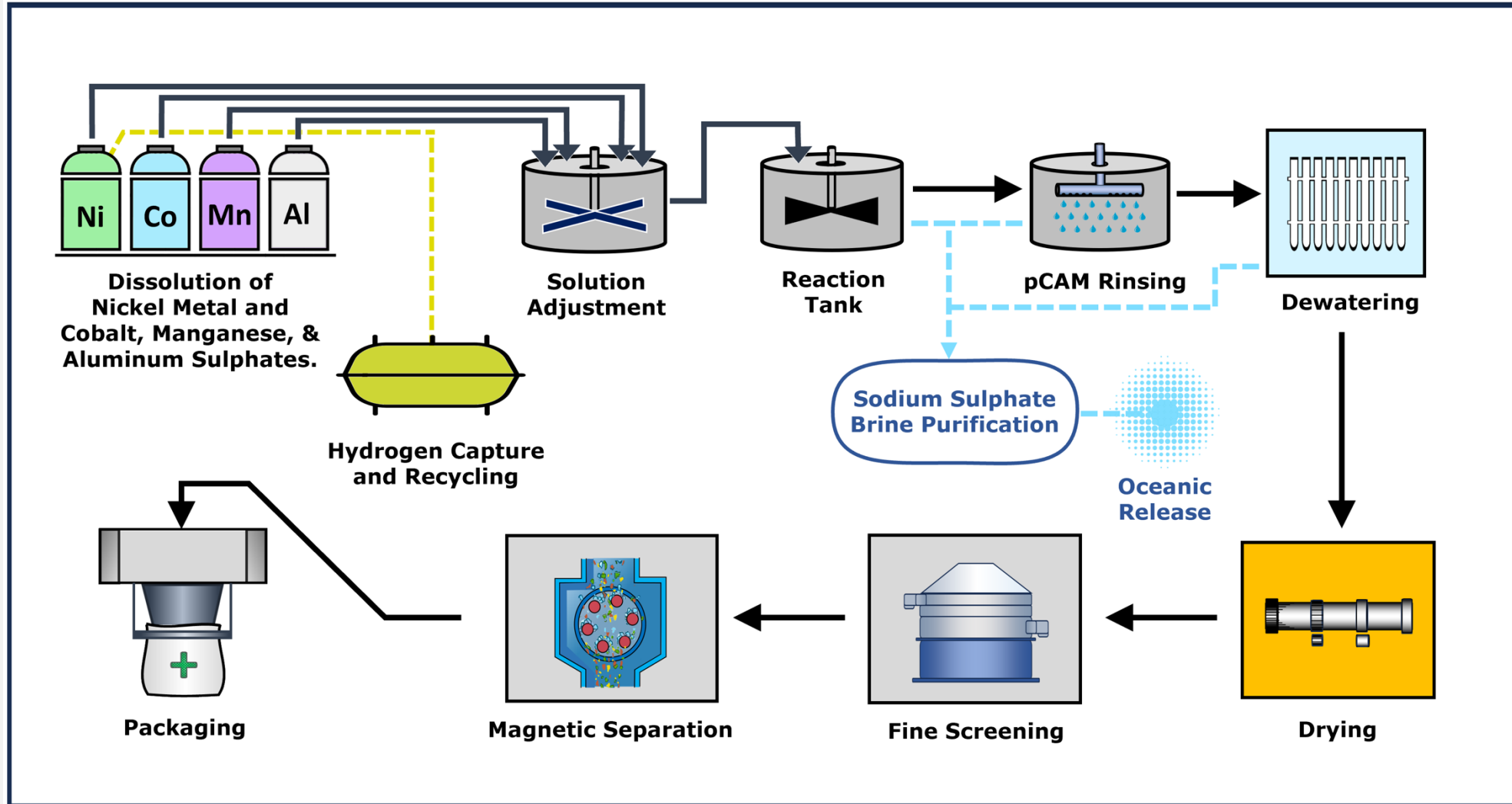
- Battery cells consist of four main components: Anode, Cathode, Electrolyte, and Separator.
- The cathode of a Lithium-ion cell determines the battery's capacity and voltage. It is the positive end of the battery.
- Cathodes account for approximately 51% and up to 60% of the value of a Lithium-ion battery cell<sup>1</sup> (Fig 2).

1.) Ernst & Young, *How Europe Can Unblock the Midstream Battery Materials Bottleneck*, 2023

Fig 2: Split of battery value by component (%): Source: Ernst & Young



# pCAM Production: Simplified Process Flowsheet





# Business Plan:

Do only one thing and do it right: Make great pCAM competitively and sustainably.



## Strengthen Domestic Supply Chains

Adding fundamental local midstream capacity to North America. Building supply chain resilience.



## Add Value to Local Raw Materials

Enabling the use of North American Battery Raw Materials – aligned with Canada's Critical Minerals Strategy. Eliminate need to send Canadian raw materials for processing in Asia.



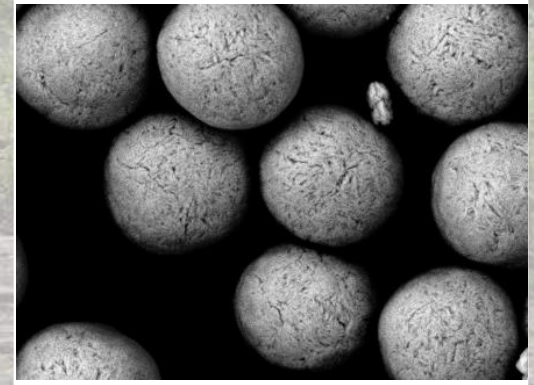
## Deploy Proven Technology

Derisking project by using proven, commercial manufacturing technology from existing pCAM producer. Focus on energy dense ternary pCAM, matched to customer requirements.

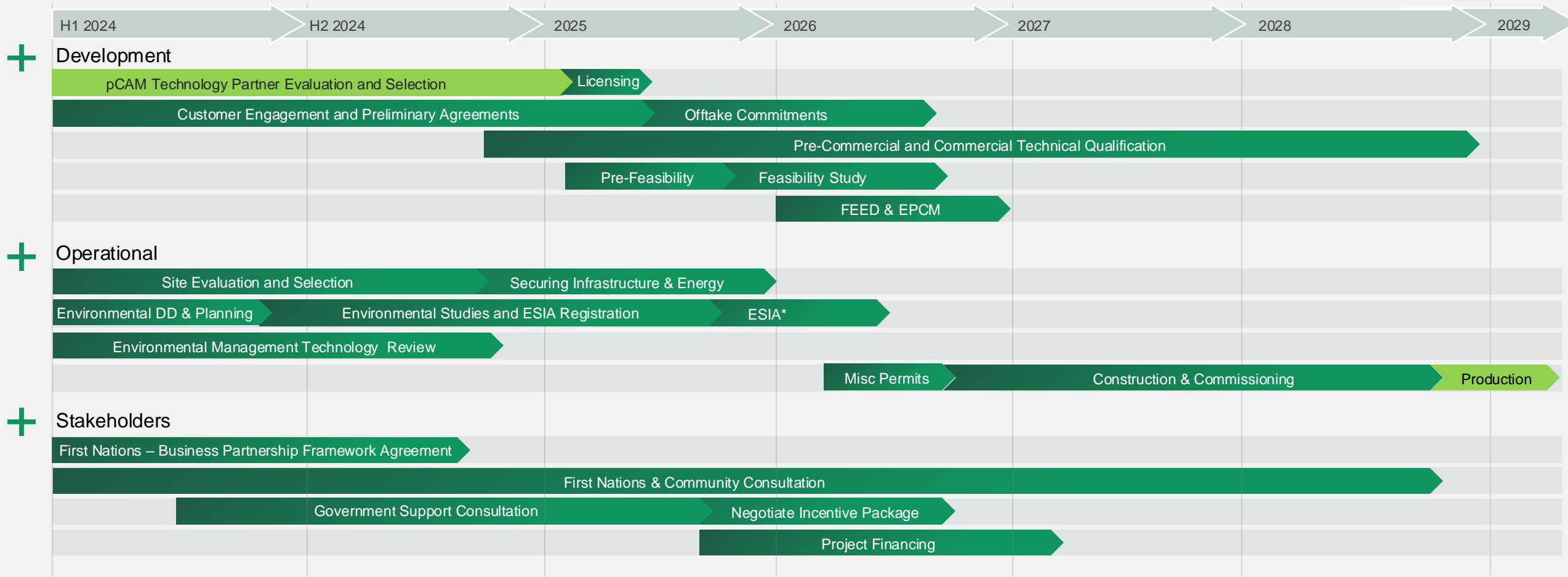


## Deliver Effective Customer Solutions

Bespoke tolling “cost-plus” customer model. Securing long-term, stable partners. Advanced discussions with potential Tier-1 customers. MoU signed with Panasonic Energy in Nov 2024.

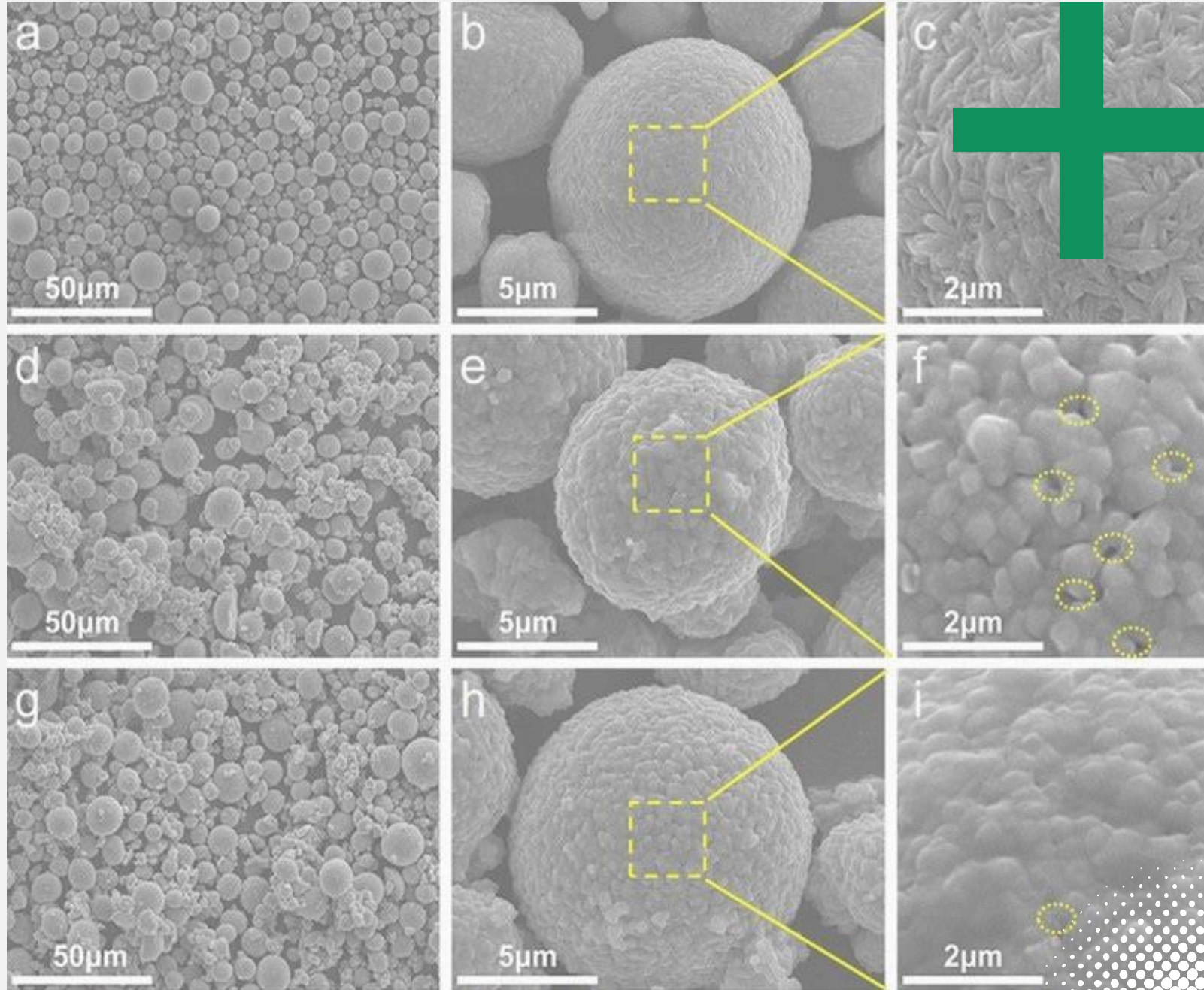


# Project Positive+ Target Schedule:





# North America's Midstream Opportunity

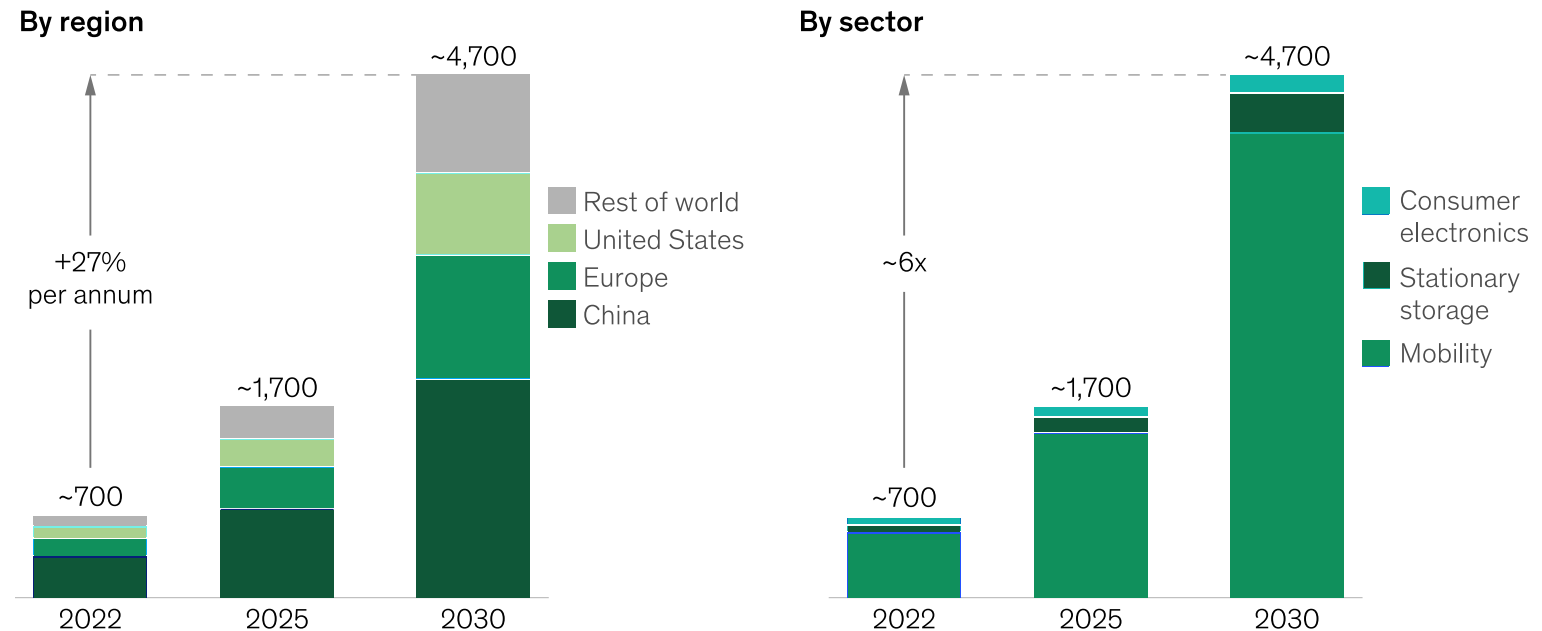


# The Role of Lithium-ion Batteries in Reaching Net-Zero Goals

Accelerating the energy transition will drive the global lithium-ion battery chain to a market size 4.7 TWh

- Lithium-ion “Li-ion” batteries are driving the generational evolution of green technologies, advancing electric mobility, energy storage, and consumer electronics.
- Regulatory shifts toward sustainability, strict and tightening emissions targets from the Environmental Protection Agency and initiatives including the US Inflation Reduction Act (“IRA”).
- Onshoring EV and battery technology to the US market has drawn **\$114 bn in investments since the announced IRA in 2022, stimulating the fastest growing global industry and a meaningful opportunity to localise the value chain.**

Global Li-ion battery cell demand driven by the eMobility segment, GWh (base)



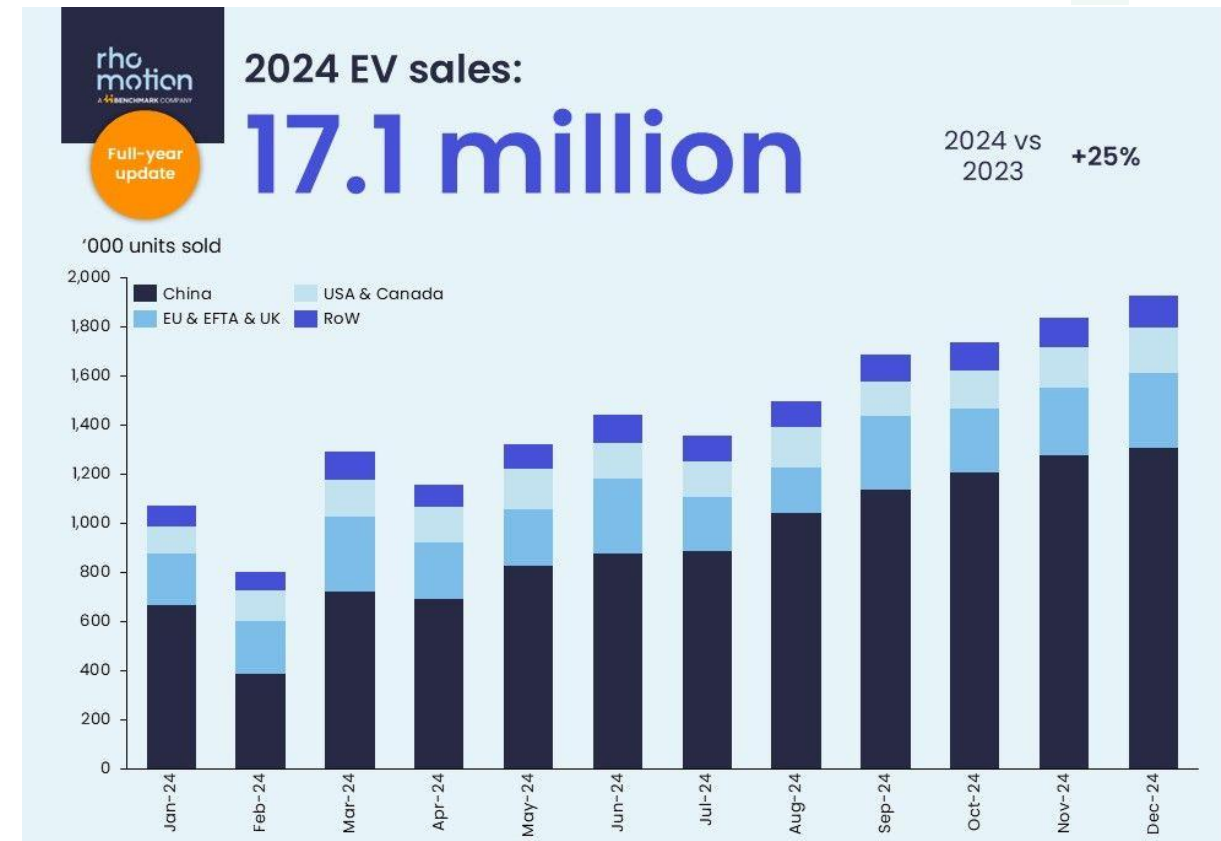
<sup>1</sup>Including passenger cars, commercial vehicles, two-to-three wheelers, off-highway vehicles, and aviation.

McKinsey Battery Insights Demand Model

# The EV Market...

## Breaking Sales Records

- + Despite the noise and volatility, the global EV market outpaced expectations and sentiment growing 25% for the full-year 2024, resulting in 17.1 million EV sales (source: Rho Motion).
- + The North American EV market grew by 9% overall in 2024, finishing the year strong with record monthly sales in December 2024.
- + Leading and emerging non-Chinese EV brands, including Tesla, Ford, General Motors, Kia, Hyundai, VW and Toyota, etc., all experienced record EV sales and are directly or indirectly priority customer targets for pCAM sales from Project Positive<sup>+</sup>.
- + While the rate of EV sales growth has reduced slightly recently, it continues to grow. The deployment of more efficient batteries and the upcoming market launch of numerous more affordable and higher-performance EV models by global automotive brands are expected to drive strong pCAM demand growth well into the coming decade.
- + Cost parity at first mile - without subsidies - will be reached in 2026 (per Goldman Sachs). Battery pack pricing (not cells) will be below \$100 per KWh when parity reached, driving further EV sales volume.

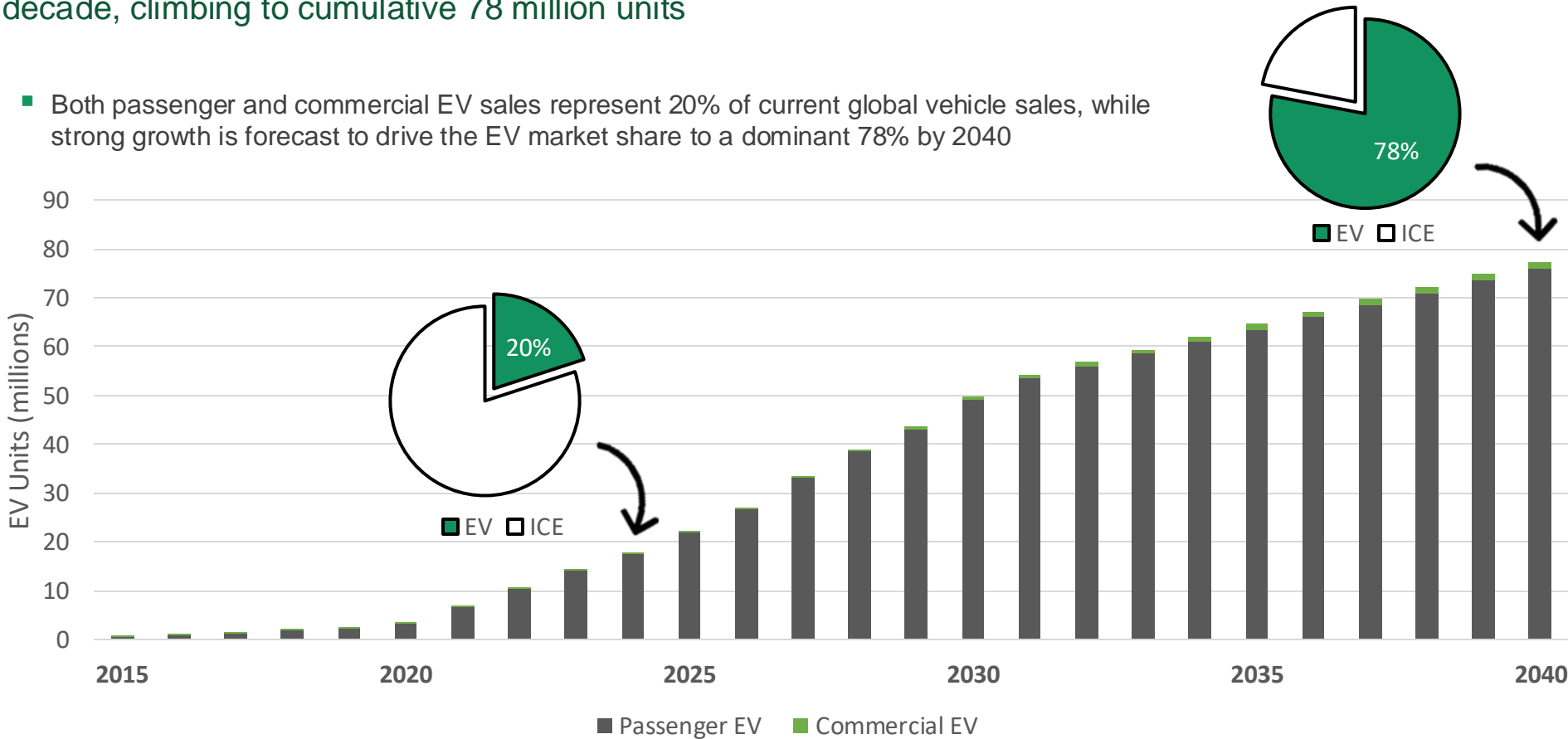




# Continued Growth in Global EV Sales Outlook

EV sales (2015 – 2040) are projected to continue expansion into the next decade, climbing to cumulative 78 million units

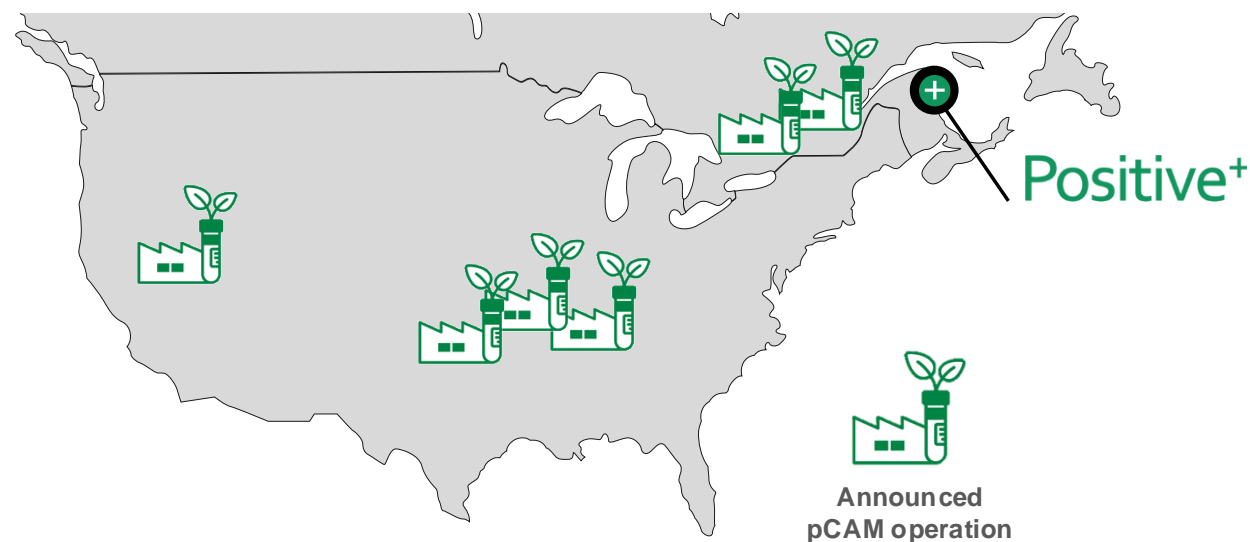
- Both passenger and commercial EV sales represent 20% of current global vehicle sales, while strong growth is forecast to drive the EV market share to a dominant 78% by 2040



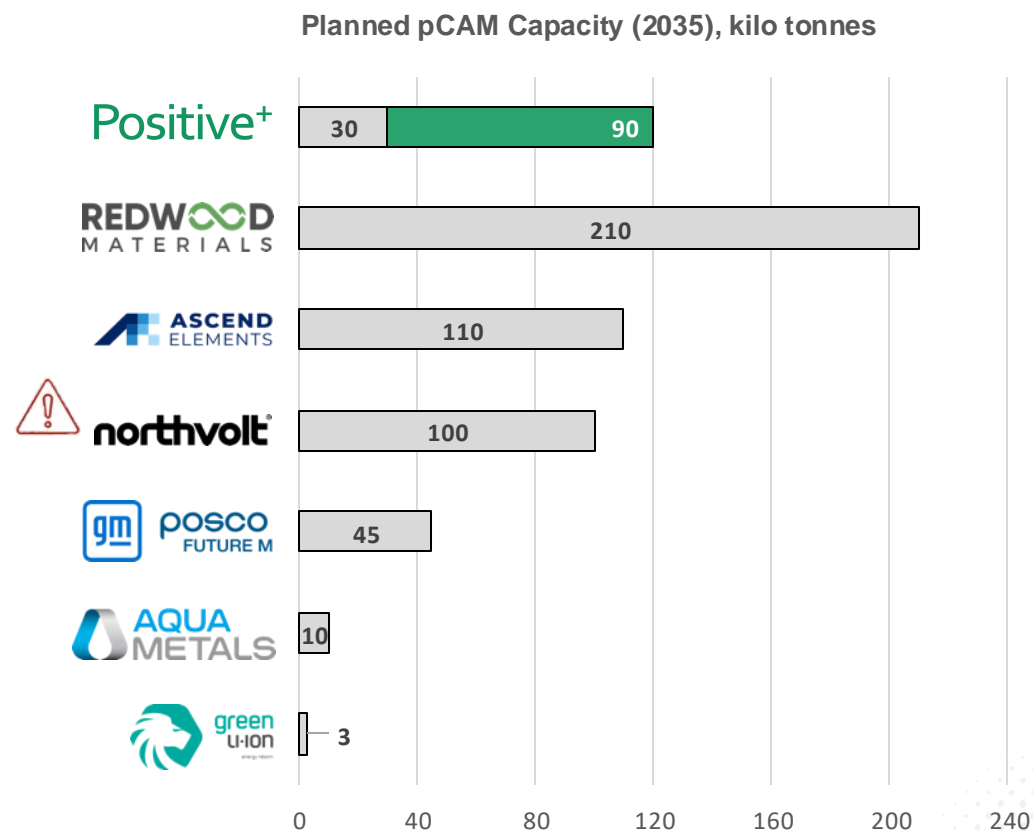
Inc. © Supply Chain Insights 2023 – pCAM Market Study Q3 2024 Commissioned by Positive Materials

# Mapping the North American pCAM Landscape

Positive Materials' competitor landscape is limited, with 6x announced pCAM operations currently planned for the North American market



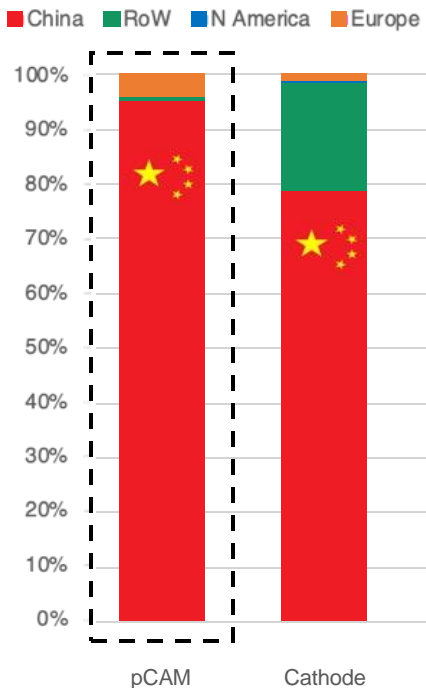
- The chart of planned pCAM capacity represents the maximum potential midstream North American production. *Note - The Northvolt Six assets are dissolved and under potential sale.*
- Project Positive+ is the only North American project offering a “pCAM as a service” tolling business model, supporting the integration and upgrading of IRA-compliant critical minerals.



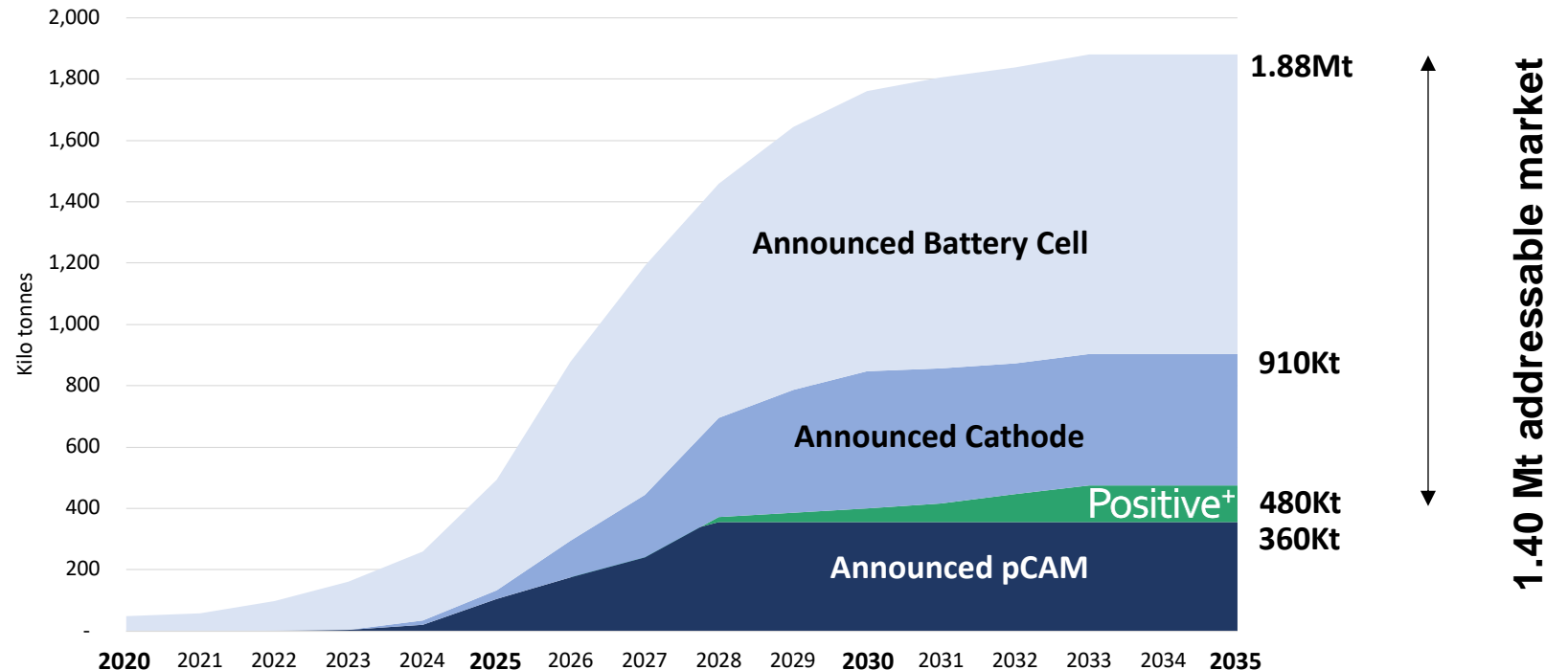
# The Midstream Opportunity: Onshoring North American pCAM Capacity

North American EV critical minerals are supply-constrained by the concentration of refining and value-adding battery materials capacity in China

## China controls 96% global supply (2023)

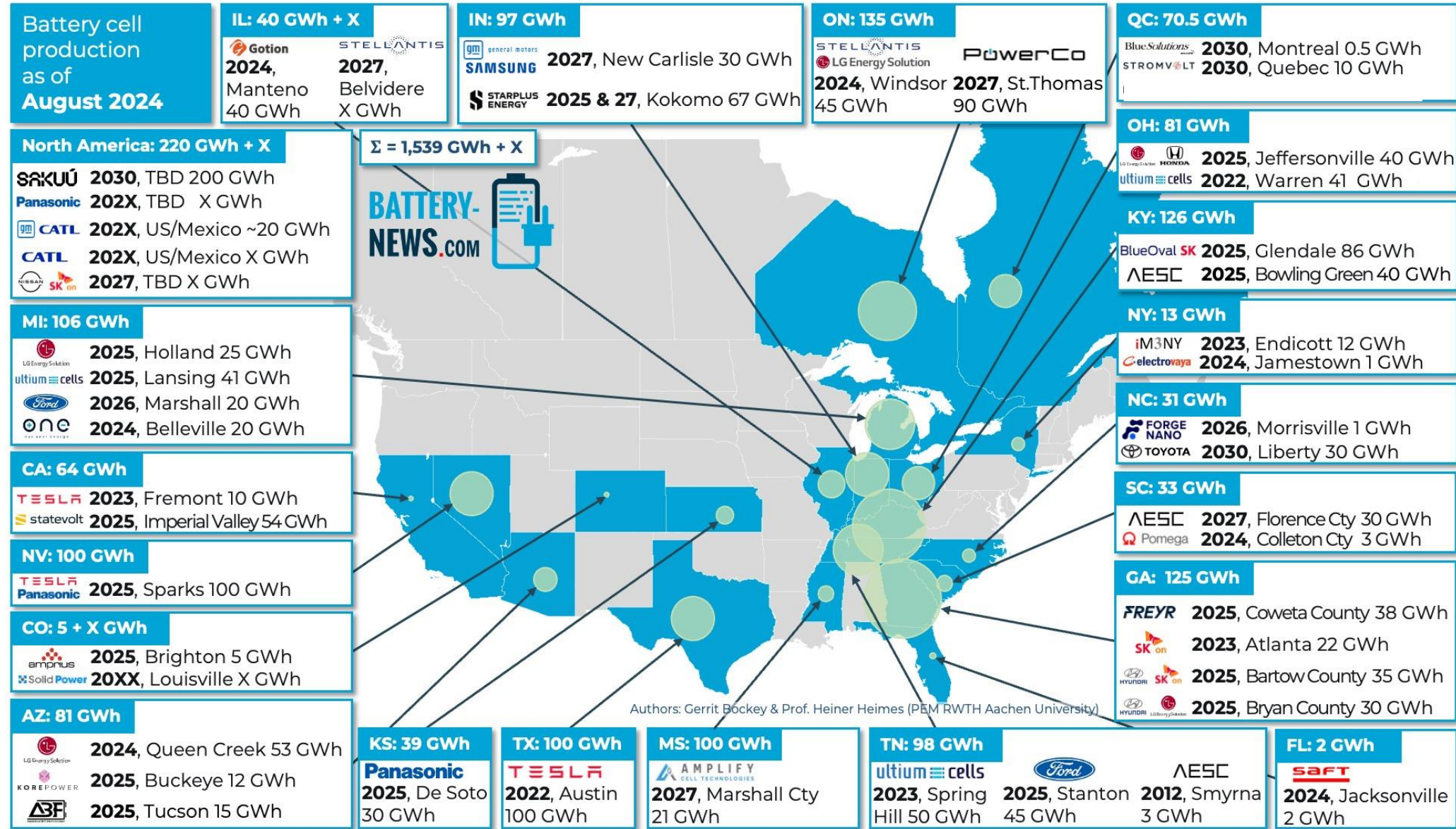


## North American midstream gap accelerates into the next decade, with regional pCAM only supplying 54% of CAM demand & 24% of battery cell demand (2025-2035)





# The North American Battery Supply Chain: Explosive Investment to Grow Capacity





# Technology Partner Selection - Kansai Catalyst Co., Ltd.

- Positive Materials Inc. and Kansai Catalyst Co. Ltd. signed a non-binding Technical Support and Technology Licensing Agreement in Principle (“AIP”) on January 31, 2025.
- The AIP was the culmination of a process where Positive reviewed and evaluated:
  - fourteen leading prospective customers in pCAM Technology
  - an exhaustive evaluation that included visits to ten pCAM plants
  - independent laboratory testing and North American customer consultation of pCAM product made by three finalists.
- The binding AIP commits both parties to signing detailed, binding Technical Support Agreement and a non-exclusive Technology Licensing Agreement to enable the production of pCAM at Project Positive<sup>+</sup> in Belledune, N.B.
- To facilitate the agreements, and inform the Project Positive<sup>+</sup> Pre-Feasibility Study, Positive and Kansai entered an immediate and substantive exchange of information yielding a scope of work for five (5) months following the AIP’s execution.







# Location Matters: Belledune is the ideal site for Project Positive<sup>+</sup>

## Mature Infrastructure

Year-round deep-sea port for cost effective marine deliveries of reagents and raw materials. Direct rail links to North American battery customers.

## Energy Availability

Targeting low to zero carbon footprint New Brunswick electricity by 2030 (Third lowest cost in Canada).

## Atlantic Ocean Location

Targeting cost effective and sustainable clean sodium sulphate ( $\text{Na}_2\text{SO}_4$ ) brine ocean diffusion.

## First Nations Collaboration

Precedent-setting Business Partnership Framework Agreement for 10% First Nation participating stake in Project Positive<sup>+</sup>.

## Government Incentives

Clean Energy Manufacturing Investment tax credits can level playing field against subsidized competitors

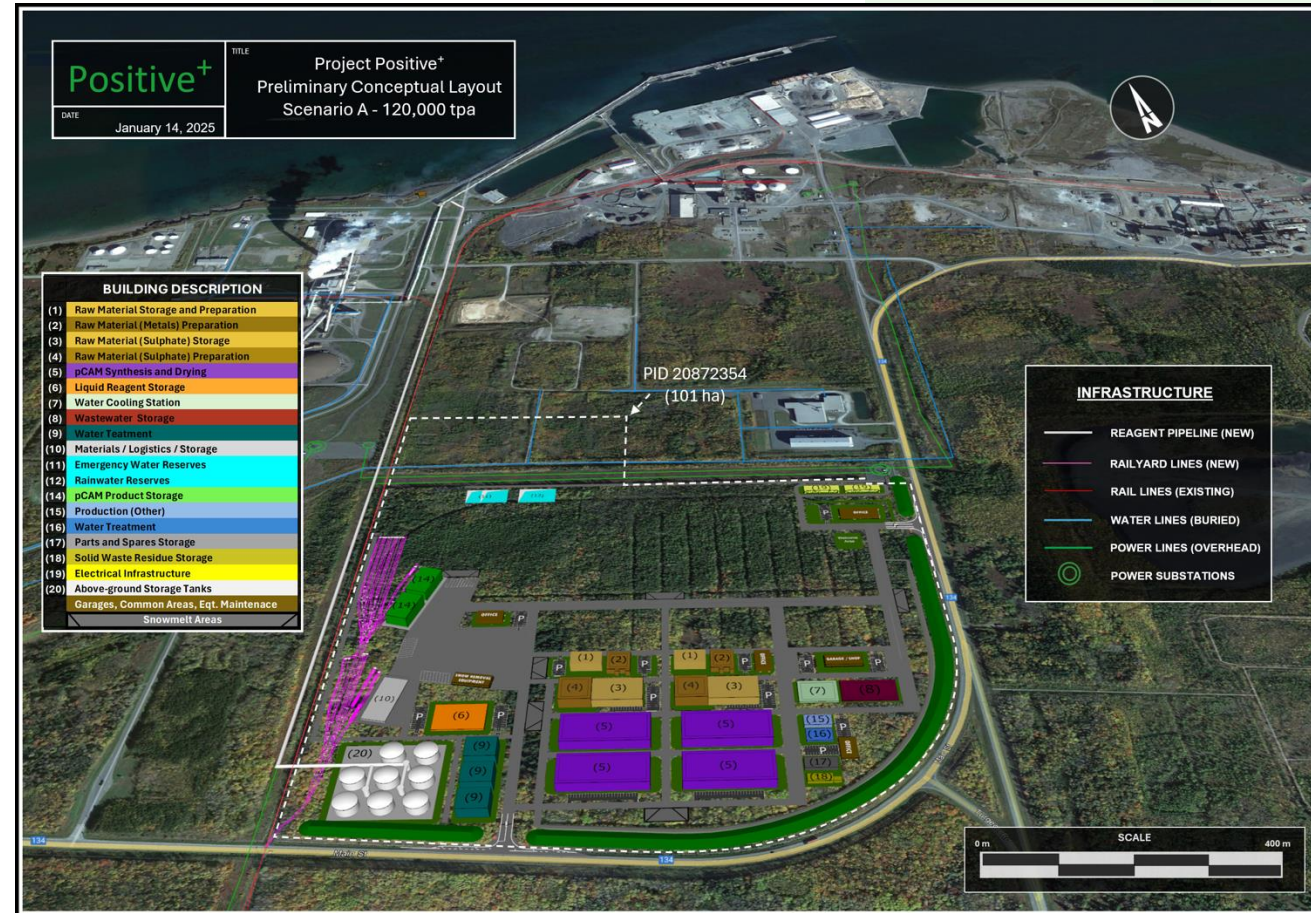




# Phased Development:

## Prudently Building Strategic Canadian Battery Supply Chain Infrastructure

- Targeting staged development of 30,000 tonnes per annum pCAM production capacity, by 2028, followed by 120,000 tpa by ~2032.
- Tolling business model: Aligned with customer procurement strategy:
  - pCAM “manufacturing as a service”
  - pCAM plant becomes a core piece of infrastructure
  - Eliminates financial exposure to raw materials prices volatility (responsibility of off-taker portfolio) as Positive “passes through” commodity financial exposure. De-risks and lowers financing hurdle and cost of money.
- Site competitive advantages:
  - Marine deliveries of sodium hydroxide (economies of scale)
  - Port has Green Energy Hub vocation – Government support
  - Oceanside location for sustainable  $\text{Na}_2\text{SO}_4$  brine discharge
  - Low-cost industrial land. Room to grow.
  - Low-cost, low to zero carbon footprint electricity
  - Quality mature infrastructure (rail, water, power, port, etc...)



# Leveraging the Belledune Advantage

- Our goal is to become the lowest cost pCAM producer in North America, and to do so while achieving environmental and social excellence.
- The Port of Belledune enables significant operating cost competitiveness, including those created by its mature infrastructure (power, water, road and rail lines) and access to its year-round deep-sea port.
- Belledune location is particularly strategic, as it also enables the lowest delivered cost for reagents and raw materials and opens access to global and U.S. markets. The coastal location, with strong tides and currents, can also help to significantly reduce costs by enabling safe and sustainable dispersion & disposal of pCAM brine (a key differentiator).
- The cost of living in New Brunswick is among the lowest in Canada. Northern New Brunswick has experienced large industrial operation closures in recent years, resulting in significant loss of local jobs. Excellent local availability of trainable industrial workforce and skilled labour. Many local residents now commute to industrial jobsites in other parts of Canada and would welcome local employment.



**Energy/Electricity  
(per kWh)**



**~20% energy cost  
reduction**

Project Positive+:  
~CAD\$0.0845/kWh  
(~USD\$0.059)

vs.

North American average:  
CAD\$0.12/kWh (*Hydro  
Quebec study*)

Strategically, the New Brunswick electrical grid is ~79% carbon free today and should be close to 100% non-emitting by 2030. Carbon footprint matters to most customers.



**Sodium Sulphate  
Disposal**



**~25-30% overall cost  
reduction**

Number one operating cost in pCAM production, excluding cost of battery raw materials.

Potential cost reduction is per tonne of pCAM produced basis, using oceanic brine disposal (subject to environmental permits), compared to crystallisation and landfill disposal, based on reduced energy requirements (electricity & steam demand).



**Sodium  
Hydroxide**



**~20-30% key reagent  
cost reduction**

Number two operating cost in pCAM production. Delivered cost reduction for maritime deliveries vs. overland rail delivery.

Capital cost estimates are the target for the PFS study to secure a storage tank farm at the Port of Belledune site.

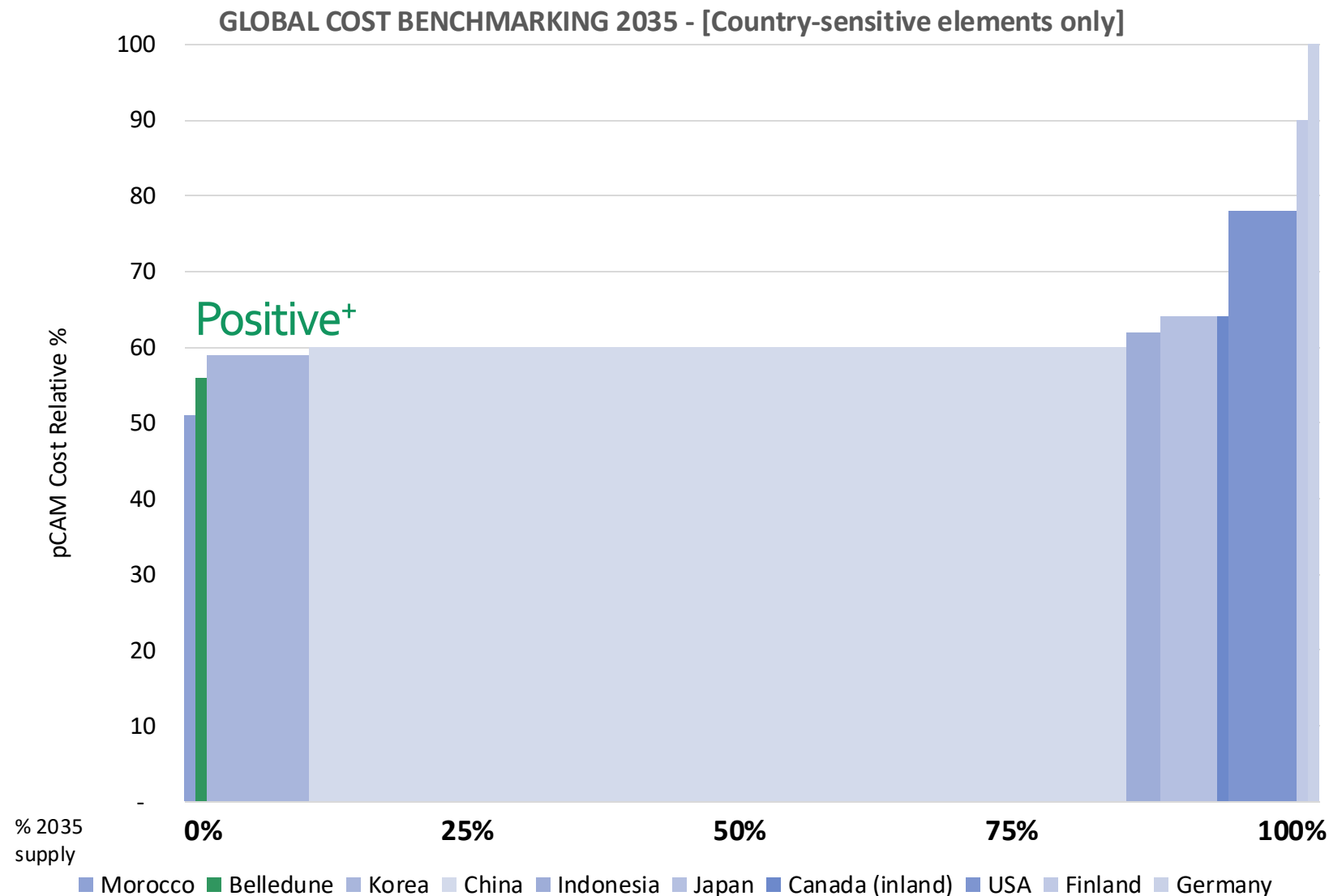


# pCAM Cost Curve:

## Prior to “Liberation Day”

### U.S. Trade Policy:

- This country cost comparison compares the landed cost for materials sent to a CAM Plant in the Midwest US.
- Cost assesses only the country-sensitive manufacturing inputs, excluding raw material feedstock costs.
- Project Positive<sup>+</sup> cost position has an 15% discount vs. Chinese supply.

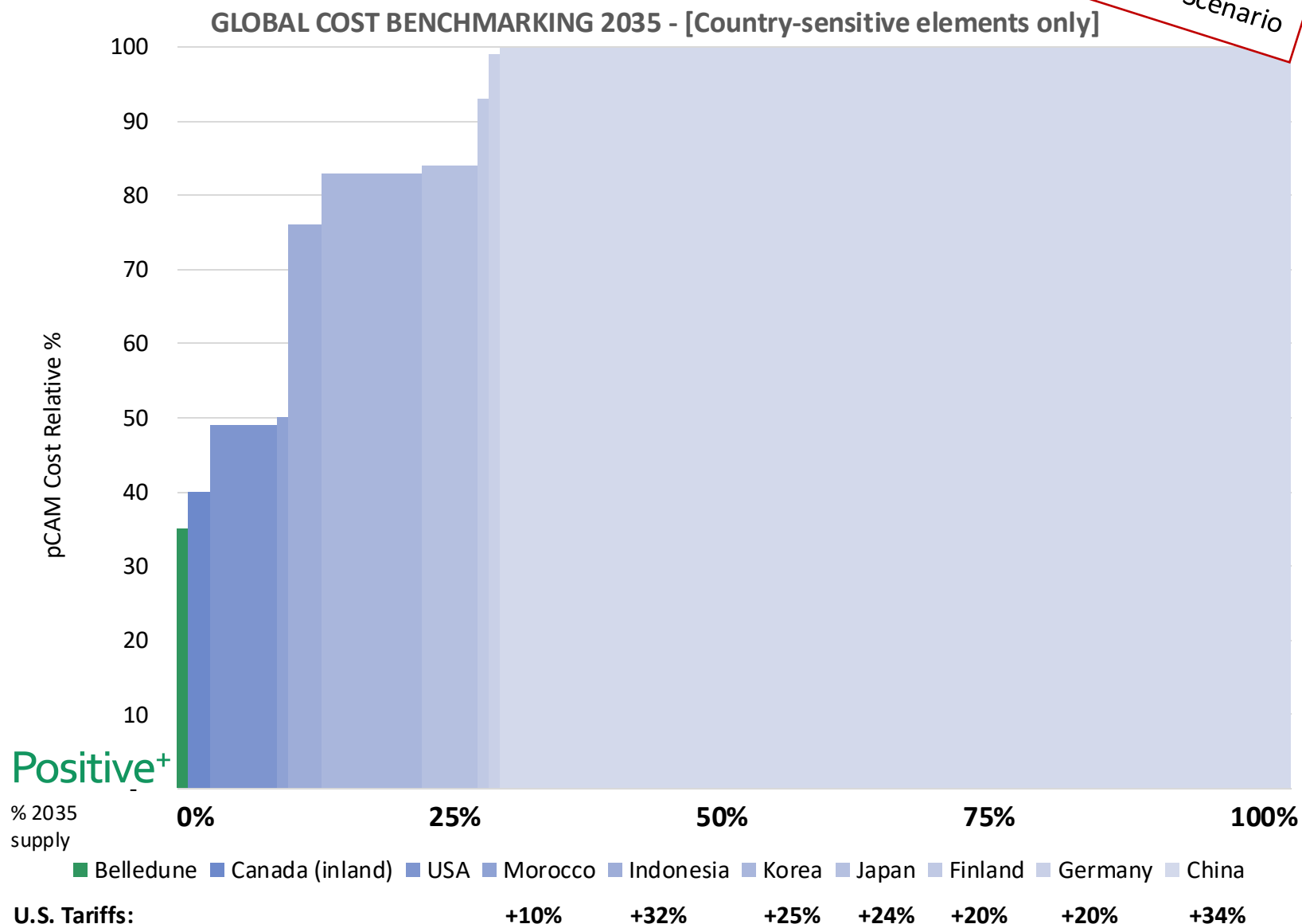




# pCAM Cost Curve: Post “Liberation Day” U.S. Trade Policy:

34% China Tariff Scenario

- This country cost comparison compares the landed cost for materials sent to a CAM Plant in the Midwest US.
- Cost assesses only the country-sensitive manufacturing inputs, excluding raw material feedstock costs.
- Project Positive+ cost position has an 65% discount vs. Chinese majority supply.
- *Note – Chinese supply considers the 34% tariff only, not cumulative with the previous 20% prior to the 2<sup>nd</sup> April 2025 announcements.*



Positive+

% 2035  
supply

■ Belledune ■ Canada (inland) ■ USA ■ Morocco ■ Indonesia ■ Korea ■ Japan ■ Finland ■ Germany ■ China

U.S. Tariffs:

+10%

+32%

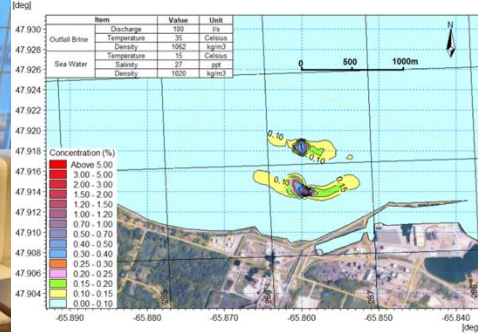
+25%

+24%

+20%

+20%

+34%



# Uncompromising Social and Environmental Standards

1

**First Nations partnership**

2

**Cost effective environmental solutions**

3

**Proactive early community engagement**

4

**Permitting attention to detail**



# First Nations Collaboration & Community Engagement



- PMI prioritized early engagement and collaboration with the Ugpi'Ganjig First Nation (also known as the Eel River Bar First Nation) and the Pabineau First Nation (also known as Oinpegitjoig L'Noeigati First Nation) since the inception of Project Positive<sup>+</sup>, with highly encouraging results.
- We have always sought to take a respectful and principled approach to indigenous community relations. Our goal was to create meaningful opportunities for their participation in the evaluation, planning and development of Project Positive<sup>+</sup>, to share in its benefits and to ultimately earn their unqualified support.
- In August 2023, PMI entered into a precedent-setting tripartite **Cooperation Agreement** with both communities, modelled on other similar agreements with indigenous communities that PMI's management has successfully established in the past.
- The parties have agreed to work together to achieve environmental, social and economic excellence, in keeping with the values of all three parties, as well as for the benefit of all residents of New Brunswick.
- In October 2024 PMI concluded negotiations with both First Nation communities – leading to a **Business Partnership Framework Agreement**, with final terms including a collective 10% non-dilutable participating stake in Project Positive<sup>+</sup>.
- PMI has been conducting extensive community consultation since the summer of 2023. It plans to soon deploy a Director of Communications and Community Engagement, to be based full-time at its Project Positive<sup>+</sup> Information Centre in Bathurst, New Brunswick, to expand our community outreach and education activities and, to build direct lines of communication and relationships with a broad range of local communities, organizations and stakeholders.
- Working with First Nations is the right, fair and considerate thing to do in Canada in 2024, but it's also good for our business.



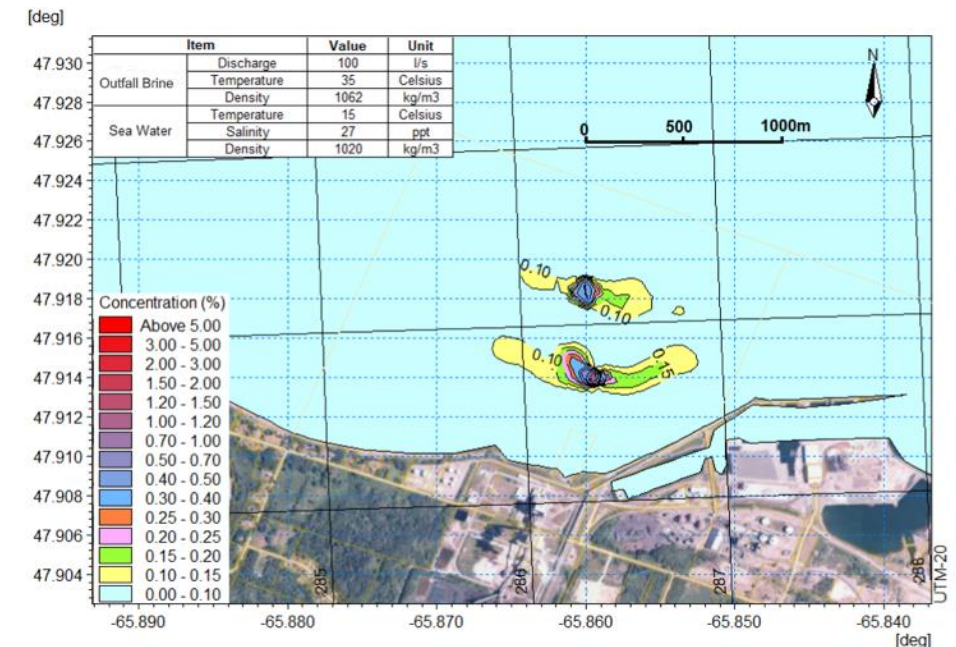


# Environment & Permitting



- All three potential Belledune sites initially considered had been previously impacted by historical farming and industrial activity. They are already zoned for industrial use.
- Baseline environmental studies were conducted from April to November 2024. Field studies were completed for vegetation, birds, terrestrial wildlife, wetlands, water quality, hydrology, fish and fish habitat, archaeology and heritage values. Studies replicated at all the three potential project site locations to keep our options open. No red flags identified that would prohibit or materially impact development at any of the three sites
- A marine baseline and engineering studies program is underway, informed by 3D dispersion modelling, to anticipate the size of the mixing zone for sodium sulphate brine discharge, in the event marine disposal is selected.  $\text{Na}_2\text{SO}_4$  is an essentially non-toxic salt that makes up around 7.7% of the salt in the ocean, and which is the only significant waste stream from Project Positive+. We anticipate that brine could be discharged at one of two suitable outfall locations 500m and 1000m offshore, in areas of strong currents and tidal flushing. Brine outfall is expected to achieve 1000 to 1 dilution within a few hundred meters.
- The baseline studies program also included marine sediment sampling and underwater videography using a remotely operated vehicle (ROV) along the planned pipeline route and potential outfall locations. Seabed geology was analyzed to explore brine pipeline location and construction options, utilizing three different technologies: sub-bottom profiling, sonar, and multi-beam bathymetry.

- Our goal is to submit the ESIA registration document by about the end of Q2 2025, after finalizing the detailed project description. We are aiming for a government decision under New Brunswick's Environmental Impact Assessment Regulation in Q1 2026.





# Land Tenure - Controlling our Destiny

- PMI pursued and evaluated several site options at the Port of Belledune and negotiated two lease options and one purchase option agreement.
- The purchase option secures the rights to acquire a 101 hectare (250 acre) industrially zoned parcel of vacant, fee-simple land that we call Scenario “A”.
- Scenario A offers superior, mature infrastructure, adjacent to all essential rail connections, highway, water lines and power lines, and closer to the Port of Belledune and the Atlantic Ocean.
- Environmental and legal due diligence and baseline studies on all three (3) parcels indicate no “red flags” or showstoppers.





The collage features 30 individual images arranged in a grid-like fashion. The images depict a wide range of activities:
 

- Meetings and Collaboration:** Several photos show groups of people in professional settings, including a large conference room with a long table, a meeting around a laptop, and a group standing in front of a 'Project Positive+' banner.
- Site Visits and Construction:** Images show construction sites with cranes, workers in safety gear, and people walking through industrial or construction areas.
- Community and Environmental Focus:** Photos include a group of people in a park-like setting, a person working with a red cooler, and a group of people in a community hall.
- Scientific and Technical Work:** There are images of laboratory equipment, people in lab coats, and a person working with a large container.
- Team and Project Representation:** The 'Project Positive+' logo is visible on a building facade, and a large green fern is featured in one of the images.



## BOARD OF DIRECTORS

- Positive Materials is committed to implementing best practices in corporate governance.
- Strong, independently-led Board with a range of diverse and complementary skillsets and access to expert advice.



**Marco Romero**  
CEO & Director

- 45 years of diversified international leadership, team-building and corporate finance experience in the technical services, mining, mineral processing, battery raw materials and construction materials industries.
- Company builder since the age of 21 and co-founder of several enterprises including Eldorado Gold, Polaris Materials, Delta Gold, Euro Manganese and Positive Materials.
- Recipient of numerous international, national, and regional awards for achievements in corporate social responsibility, safety and environmental excellence.



**Kenji Naoi**  
Executive Director

- Seasoned and successful Japanese executive, with over 20 years of extensive international experience in steel products, battery raw materials & metals trading, recycling and processing.
- MD of METz Corporation, a mid-size metals distributor, recycler and processor, and one of Japan's largest importers and distributors of manganese metal.
- Fluent in Japanese and English.
- Law degree



**Darrell Podowski**  
Non-Executive Chair

- Partner at Cassels Brock & Blackwell LLP, a leading Canadian law firm.
- Advises a diversity of companies on corporate finance and M&A transactions, general corporate commercial matters, compliance and governance.
- Expertise in negotiating complex transactions, strategic alliances, off-take agreements, joint venture and joint operating agreements, specializing in the mining and critical materials sectors.
- Previously worked as in-house counsel to Teck Resources and as a geophysicist with Amoco Canada.



**Lori Goucher**  
Independent Director

- Senior chemical industry executive. Experience developing new process technologies & building and operating large-scale industrial facilities globally.
- Recent Senior Vice President with BASF, a leading chemicals and battery materials producer, responsible globally for capital investment development / execution, process technology, EHS and continuous improvement for catalysts and battery materials.
- Strong cross-functional experience in engineering, manufacturing, procurement, EHS, sales and business management.
- Chemical Engineer



**J. Craig Dudra**  
Independent Director

- Former Regional Head of B.C. and Managing Director at RBC Capital Markets, with 30+ years of diverse capital markets experience and team leadership.
- A proven track record with over \$20B in lead transaction execution / origination across a broad range of transactions including corporate M&A (friendly & hostile), equity raises (IPOs & bought deals) and debt raises (IG and HY).
- Chartered Accountant, CFA charter holder, Top 40 under 40 award (Vancouver).

# MANAGEMENT



**Marco Romero**  
Director, CEO &  
Co-founder

(See previous slide)



**Kenji Naoi**  
Executive Director  
&  
Co-founder

(See previous slide)



**Pierre Massé**  
CFO

- 40 years of diversified international experience in project and corporate finance, strategy, corporate governance and accounting.
- Former CFO of Pan American Silver, Eldorado Gold, Ivanhoe Mines and Euro Manganese.
- Holds a B.Sc. in Mining Engineering, received his Chartered Accountant designation in Canada (CPA) and is a Chartered Financial Analyst (CFA).



**Jerry Flood**  
Chief Technical  
Officer

- Chemical engineer and senior executive with extensive project development experience at globally-recognized battery materials specialist BASF.
- Led all project aspects for two pCAM plants in Japan and Finland, and two CAM plants in Japan and Germany, completed and qualified for Western customers, including process design, construction, staffing, commissioning and start-up of commercial operations.



**David Rayworth**  
VP, Environment

- Environmental planning and management specialist with over 25 years of experience across Canada.
- Long history as an EIA expert at one of Canada's leading environmental consulting firms.
- Recent role as a senior major project reviewer at the Impact Assessment Agency of Canada.
- Strong understanding of federal and provincial regulatory process.
- New Brunswick native with extensive history of working with First Nations.



**Stuart Johnson**  
pCAM Technology Lead

- Highly-experienced technical and supply chain expert in the chemical process industries.
- Specialist knowledge in solids-based processes including pigments, catalysts and battery materials, including pCAM.
- Strong background in technology scouting, scaling-up, and commercialization of next-generation processes.
- PhD, Chemical Engineering; FICChemE.



**James Mills**  
Commercial Director

- Battery specialist with technical & commercial expertise in value chain development & integration, strategic purchasing.
- Former critical minerals market & equity analyst at London investment bank.
- Former member of Volkswagen AG's cathode active materials and critical material in-house strategic procurement team.
- Recent roles in value chain strategy, regional policy & legislation assessment, contractual negotiations at Benchmark Minerals Intelligence.
- MSc Geology & Geophysics; MSc Metals & Energy Finance.



**Ken Palko**  
VP, Projects

- Engineer with 25 years of experience in mining, materials handling, logistics and mineral processing in Canada, the USA and Greenland.
- Multiple senior executive positions, including CEO.
- Extensive operations experience, as well as strong background in project evaluation, planning and development.
- History of cordial and respectful working relationship with First Nations in Canada.





# ADVISORS



**Wenling Sun**

Strategic Advisor:  
*Technology,  
Procurement &  
Strategic Relationships*

- Economist with 27 years experience in international metals trading, procurement & project development
- Served as China's representative for several international companies, including Euro Manganese.
- Expertise in engineering, procurement, project planning, construction, market intelligence and technology.
- Battery raw materials focus since 2016.



**Masahiro Mogari**

Strategic Advisor:  
*Market Intelligence,  
Technology &  
Customer Relationships*

- Former long-standing President and later Chairman of Tanaka Chemicals, a leading Japanese pCAM producer.
- Extensive experience in pCAM products and related technologies, development, industrialization, manufacturing and commercialization.



**Steve Kukucha**

Strategic Advisor:  
*Corporate  
Development*

- Corporate advisor, lawyer and investor with extensive experience in clean energy / technology.
- Formerly led the External Affairs group at Ballard Power Systems.
- Senior Advisor, Fort Capital; served on the Board of Sustainable Development Technology Canada (SDTC) and currently serving on Board of DevvStream Carbon Credit Investing.
- Founder of strategic advisory firm Ku Group.



**Current Focus:**  
*Pre-Feasibility Study  
(economic and engineering)*

Ausenco is a global company with deep technical expertise, and a 30-year track record, delivering innovative, value add consulting services, project delivery, asset operation and maintenance solutions in the mining & metals and industrial sectors.



**Current Focus:**  
*Specialized pCAM  
environmental expertise*

Ramboll is a Danish engineering, environmental and architectural firm, working in 35 countries, including Canada. Its expert teams have been playing a lead role in the environmental planning and permitting of some of the most important pCAM development projects in Europe and North America.



**Current Focus:**  
*Environmental technology  
options.*

Worley Limited is a global project planning and delivery, environmental, and construction company. They have been behind some of the most important battery manufacturing and battery materials development projects in Europe and North America.



**Current Focus:**  
*Environmental baseline  
studies and impact  
assessment. Permitting.*

Gemtec is a leading New Brunswick multi-disciplinary engineering, environmental and materials testing firm.



**Current Focus:**  
*Auditors, initially  
performing financial  
disclosure review.*

Deloitte is one of the world's top audit, financial management, risk advisory, tax and accounting firms.



**Legal Counsel**

McMillan LLP is a Canadian business law firm serving public, private and not-for-profit clients across various industries in North America and around the world.



# THANK YOU

## Positive<sup>+</sup>

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