

26 June 2024

The Lithium Market Development – Positioning to Capitalise

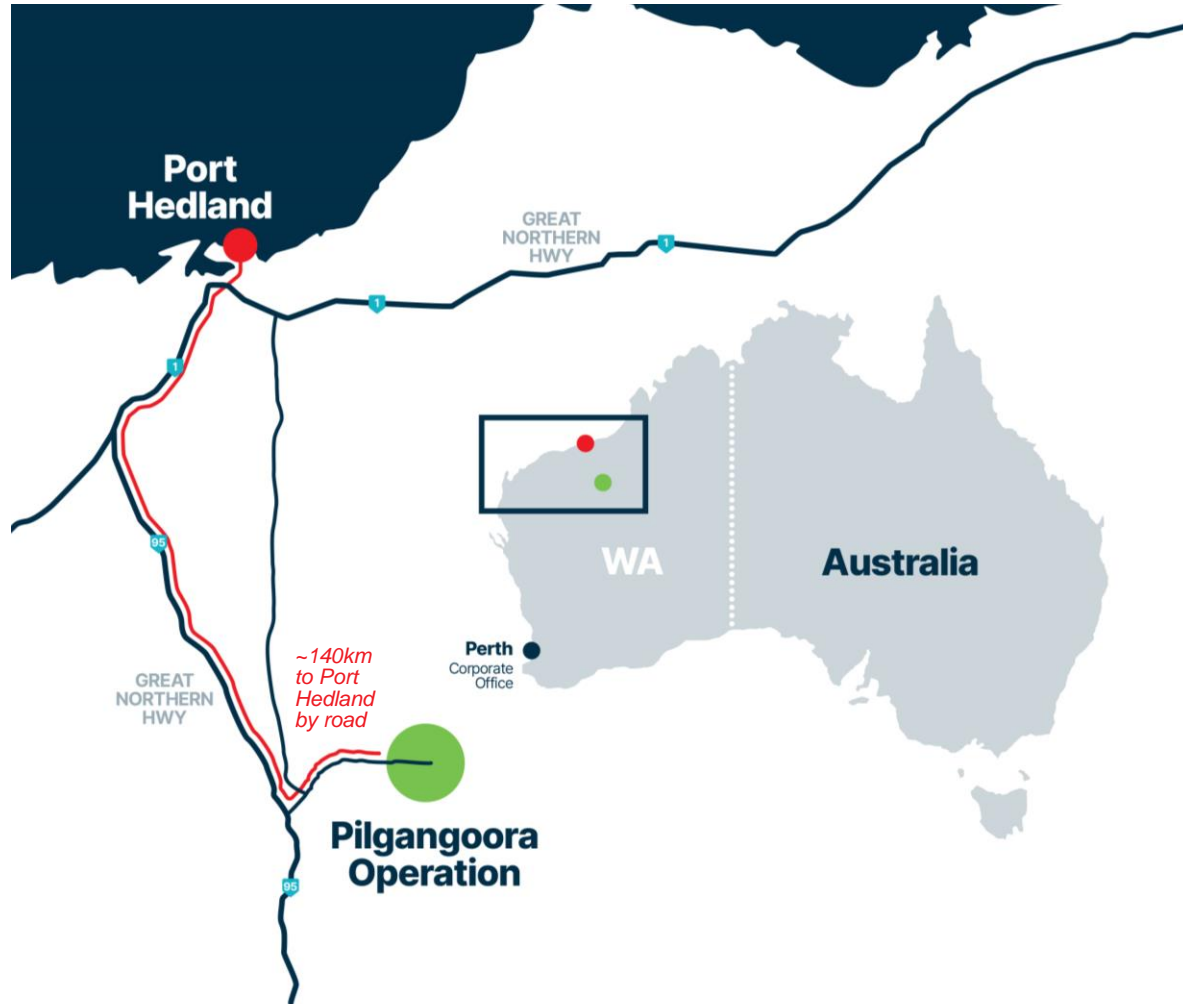
Fastmarkets Lithium Supply and Battery Raw Materials Conference 2024

ASX: PLS



The largest,
independently owned,
hard rock lithium
company in the world

Pilbara Minerals – a major lithium materials supplier



100% owner of Tier 1 Asset

in leading **low risk** mining jurisdiction

~34-year mine life

with **214Mt** at 1.2% Li_2O Ore Reserve¹

Production capacity increase

to **1mtpa²** under construction and **2mtpa** feasibility study in progress³

Diversification

into **battery materials supply chain** underway

¹ For more information see Pilbara Minerals ASX announcement "55Mt increase in Ore Reserves to 214Mt" dated 24 August 2023.

² Production nameplate capacity uplift to ~1 Mtpa subject to completion and commissioning of the P1000 Project. Actual production is expected to vary in any year due to ore grade, concentrate grade, mine plan and other factors – refer to P1000 Project ASX release dated 29 March 2023.

³ For more information, please see Pilbara Minerals ASX announcement "Study Delivers 2MTPA Expansion Option" released on 21 June 2024.

Delivering our strategy

**To be a leader
in the provision
of sustainable
battery materials
products**

Operate

- ▶ Deliver our operating performance commitments

Grow

- ▶ Achieve the full potential of the Pilgangoora asset

Chemicals

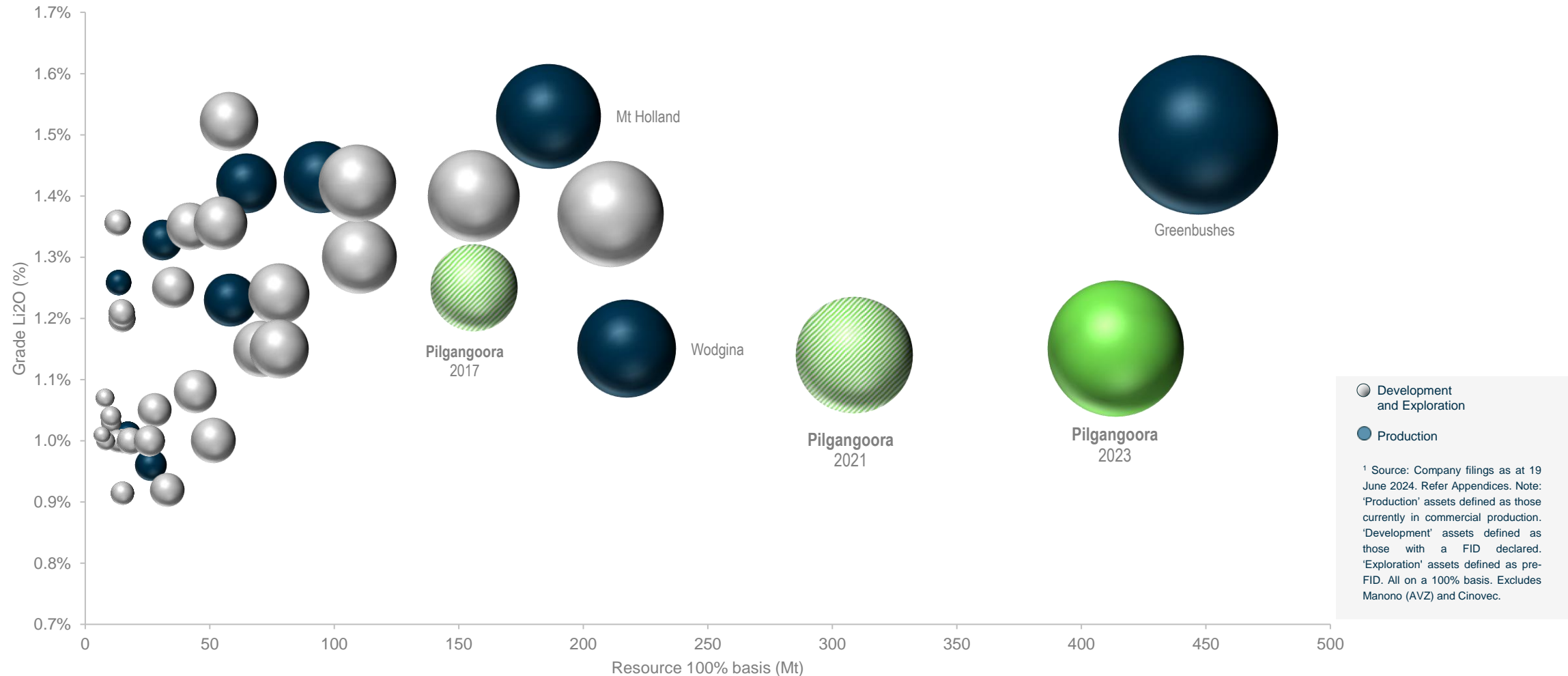
- ▶ Extract greater value along the battery materials supply chain

Diversify

- ▶ Diversify revenue beyond the Pilgangoora asset

Globally significant lithium resource

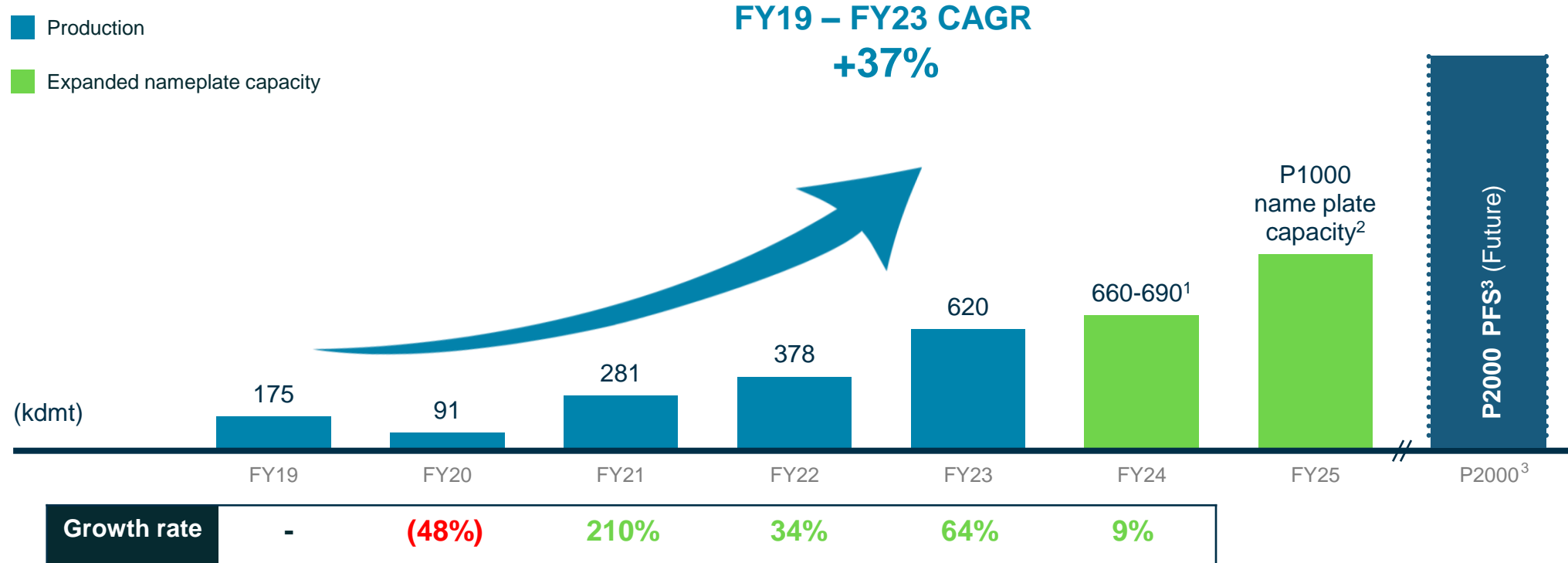
Global hard rock lithium project landscape (bubble size represents Resource Lithium Carbonate Equivalent (LCE))¹



¹ Source: Company filings as at 19 June 2024. Refer Appendices. Note: 'Production' assets defined as those currently in commercial production. 'Development' assets defined as those with a FID declared. 'Exploration' assets defined as pre-FID. All on a 100% basis. Excludes Manono (AVZ) and Cinovec.

Scaling production in line with lithium market growth

Growing production in line with market



¹ FY24 production guidance range. Growth rate calculated using mid-point of FY24 production guidance range.

² Production nameplate capacity uplift to ~ 1 Mtpa subject to completion and commissioning of the P1000 Project. Actual production is expected to vary in any year due to ore grade, concentrate grade, mine plan and other factors – refer to P1000 Project Final Investment Decision ASX release 29 March 2023.

³ See ASX announcement "Study delivers 2Mtpa expansion option" released on 21 June 2024.

P2000 PFS highlights¹



Production

2 Mtpa

Potential production capacity (SC5.2)

NPV

\$2.6B

On 8% real, post tax

IRR

55%

on cash flows post tax

New plant

Whole of ore flotation plant with estimated capex of \$1.2B (-20%/+30% accuracy)

Next steps

Feasibility study commenced, outcomes expected December Quarter CY25

Timing

Creates optionality. FID subject to feasibility study, approvals and market outlook

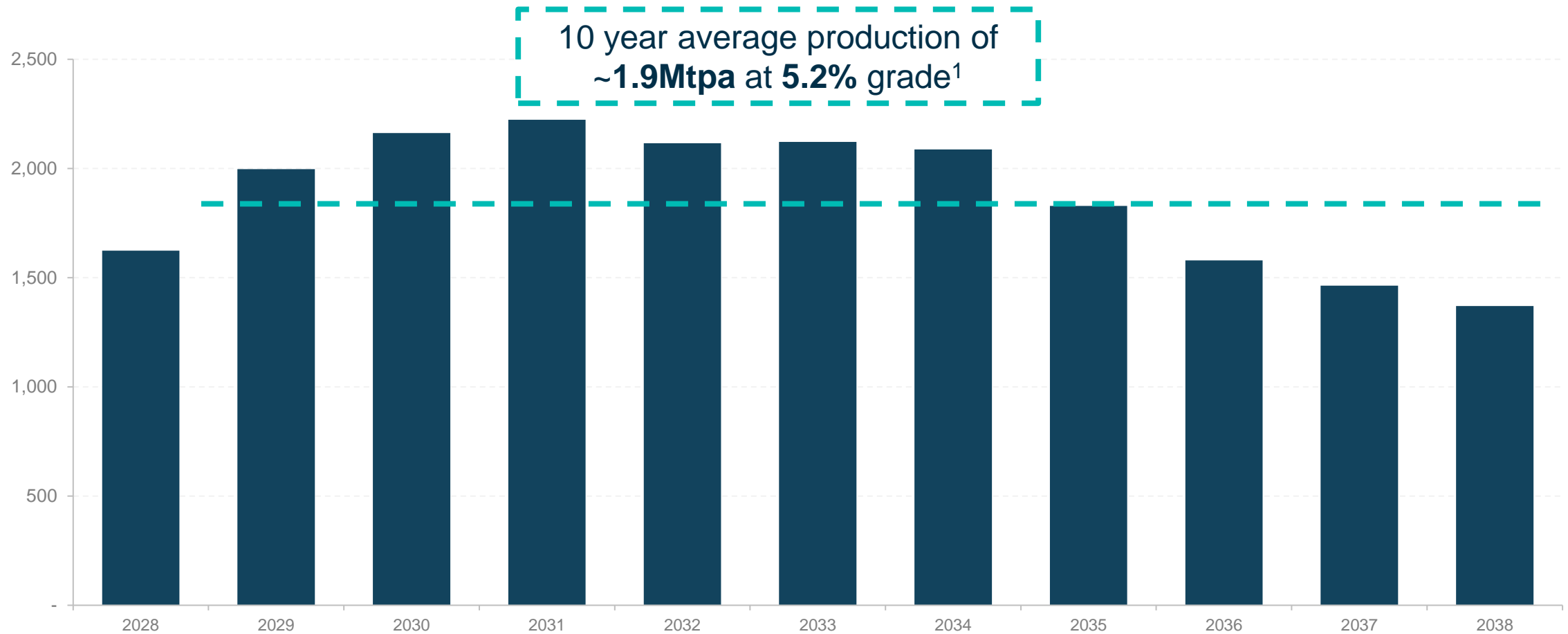
¹ For more information, please see Pilbara Minerals ASX announcement "Study Delivers 2MTPA Expansion Option" released on 21 June 2024.

P2000 EXPANSION

-  Proposed P2000 Expansion Footprint
-  Existing Operation
-  Expansion Projects Under Construction

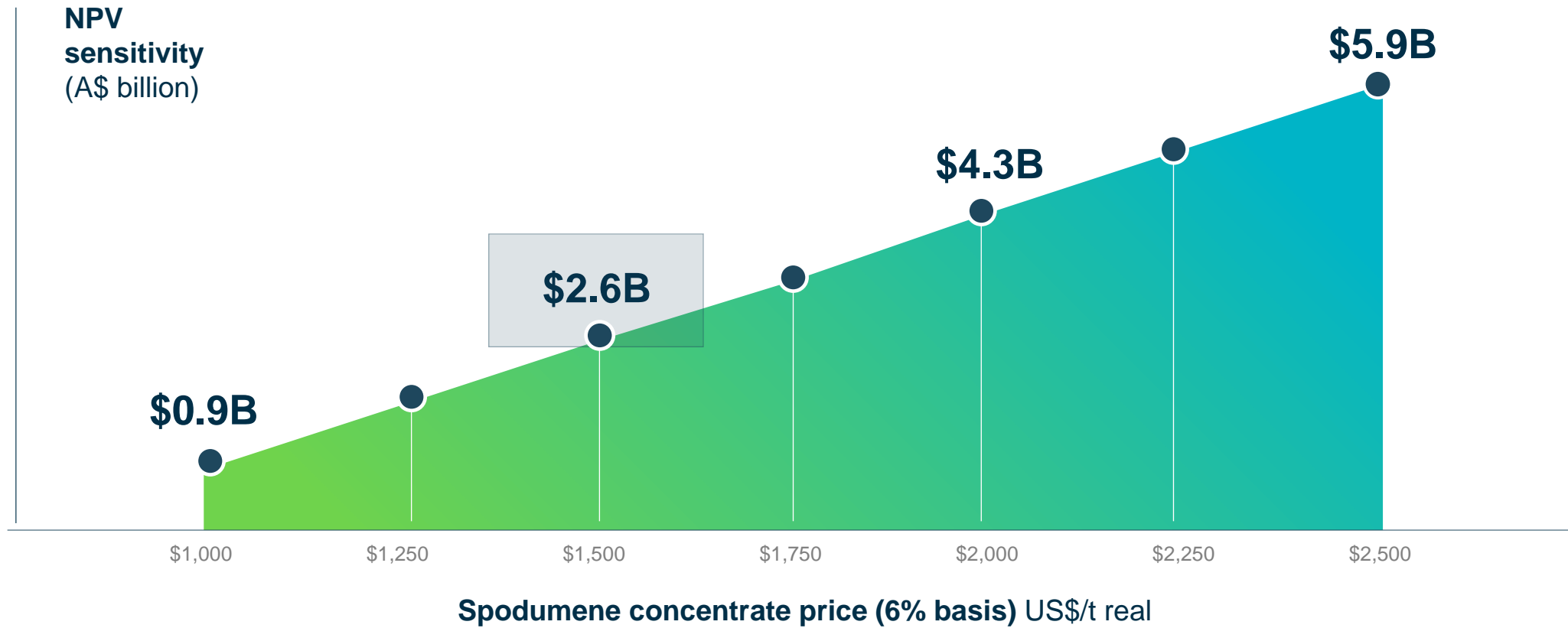


P2000 10 year average production profile



¹ Future production profile is subject to successful construction and commissioning of the P1000 Project and the P2000 expansion and is influenced by a range of factors that may change over time. Production capacity in the chart over the 10 year production profile from 2029 is underpinned by the Company's existing Ore Reserves that have been prepared by a Competent Person (Mr Ross Jaine) in accordance with the JORC Code (2012 Edition) and reported and released by the Company to the ASX on 24 August 2023 in its release "55Mt increase in Ore Reserves to 214Mt". The relative proportions of Proven Ore Reserves and Probable Ore Reserves are 9% Proven Ore Reserves and 91% Probable Ore Reserves. The Company confirms it is not aware of any new information or data that materially affects the information included in the reported Ore Reserves and that all material assumptions and technical parameters underpinning the Ore Reserves estimates continue to apply and have not materially changed – refer to the 'Important Information' notice in this document. The Company confirms that the form and context in which the Competent Person's findings are presented have not been materially modified from the original market announcement.

P2000 incremental NPV¹ sensitivities



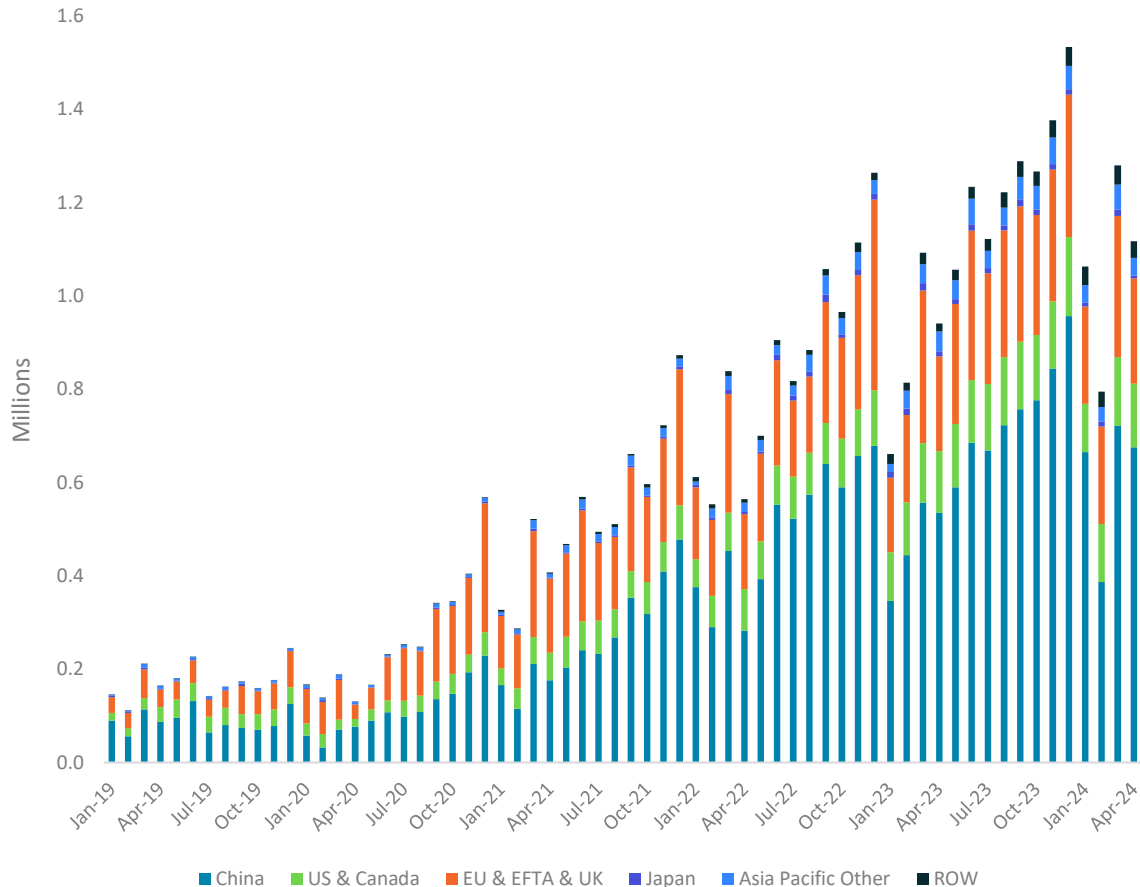
¹ For more information, please see Pilbara Minerals ASX announcement "Study Delivers 2MTPA Expansion Option" released on 21 June 2024.

Long term global
demand trend for
lithium continues

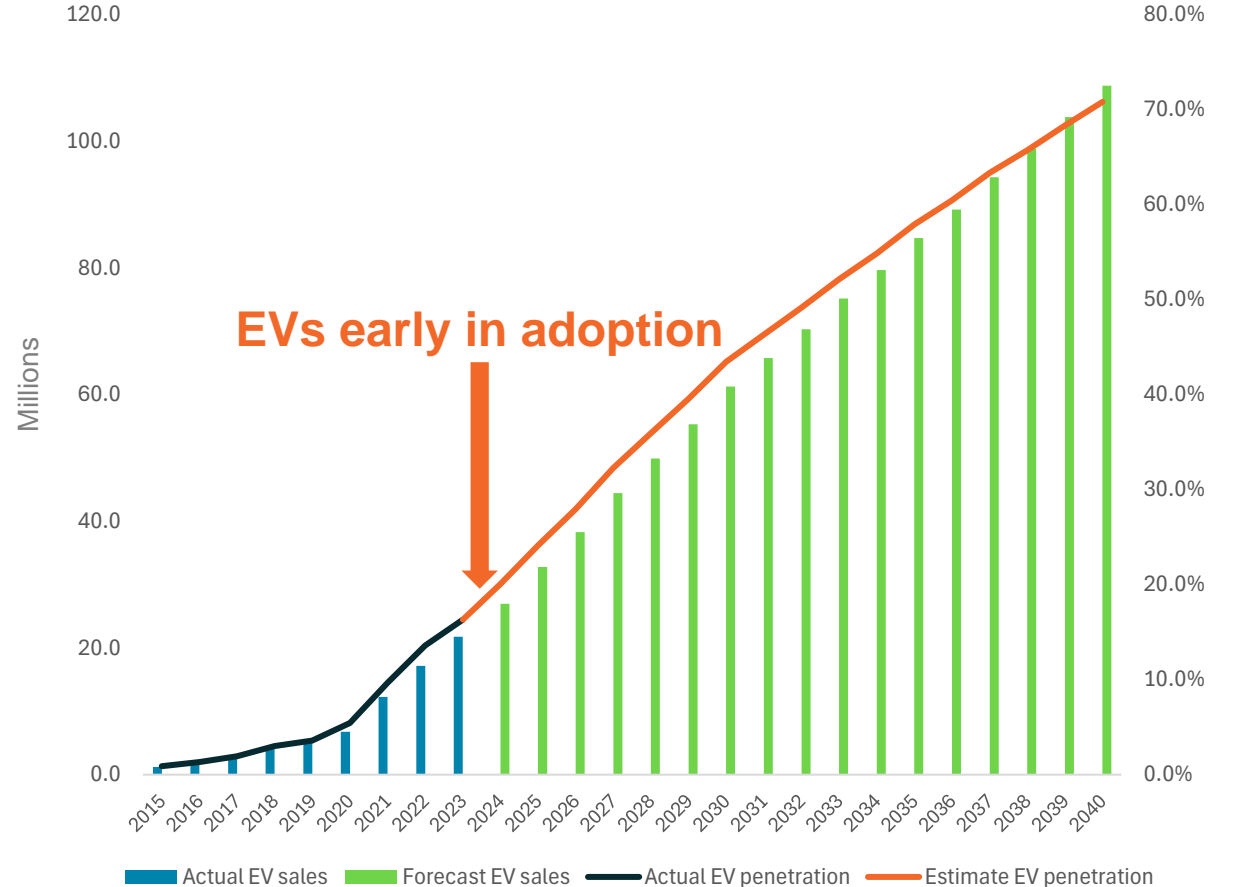
Strong growth fundamentals for EVs...



Global EV sales¹
(Jan 2019 – April 2024)



Global EV sales (Millions)²
(2015 – 2040)

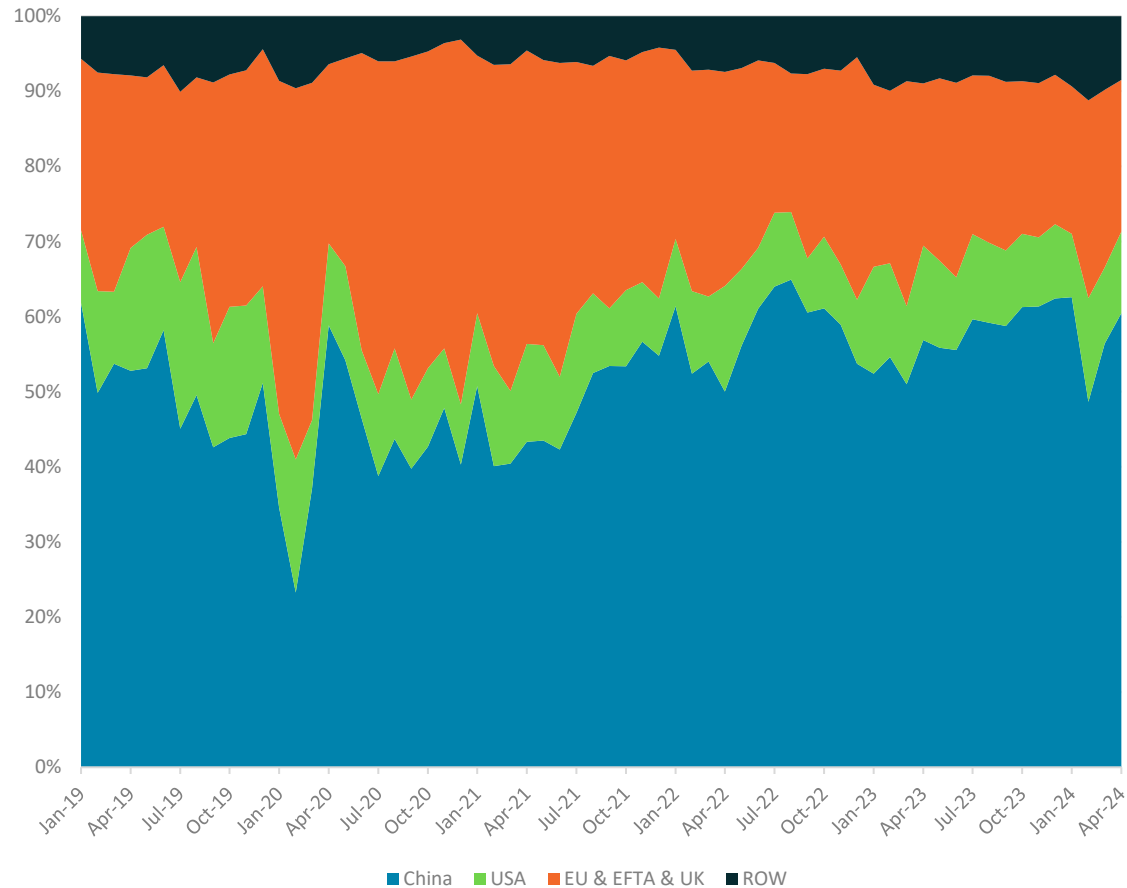


¹ Source: Rho Motion EV Sales Assessment May 2024 (retail sales).
² Source: Benchmark Mineral Intelligence Lithium Forecast Q1 2024.

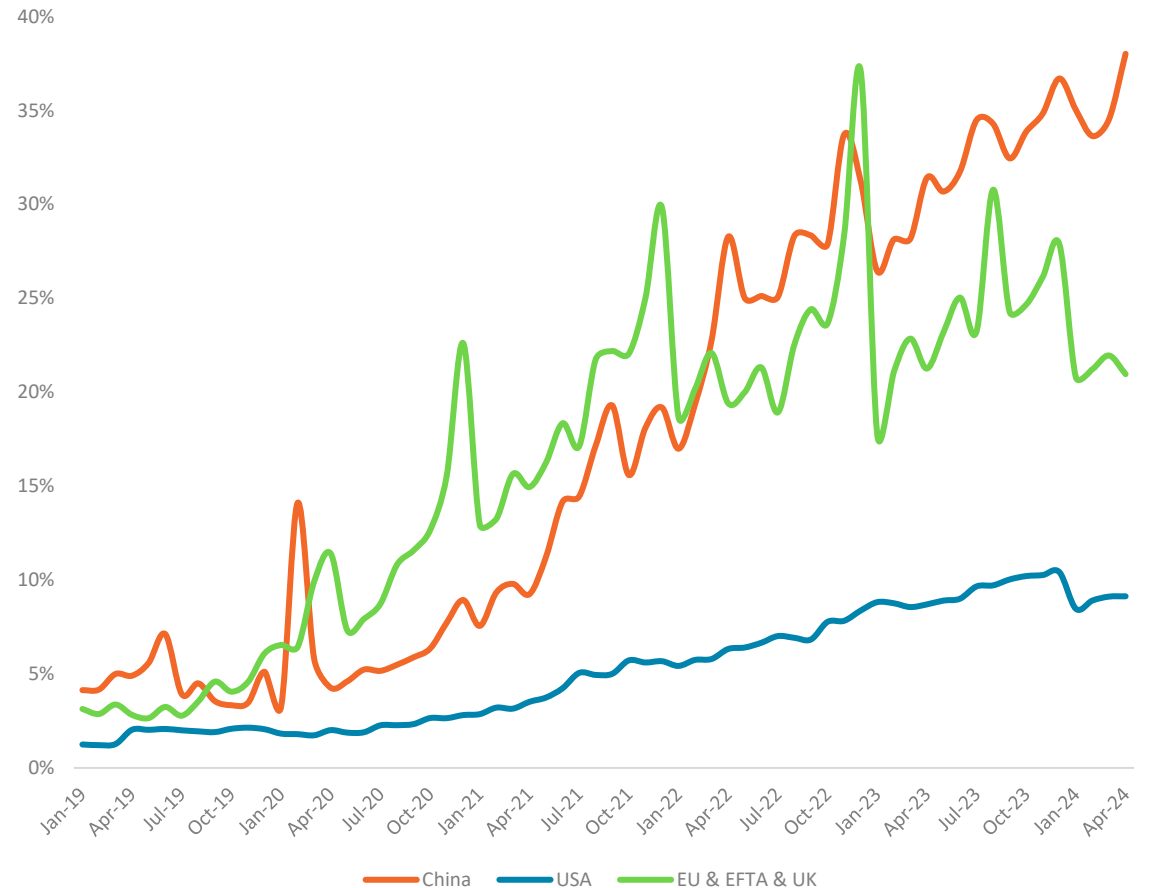
...with global growth made-up of sub-markets on differing trajectories...



Global EV sales market share by region¹

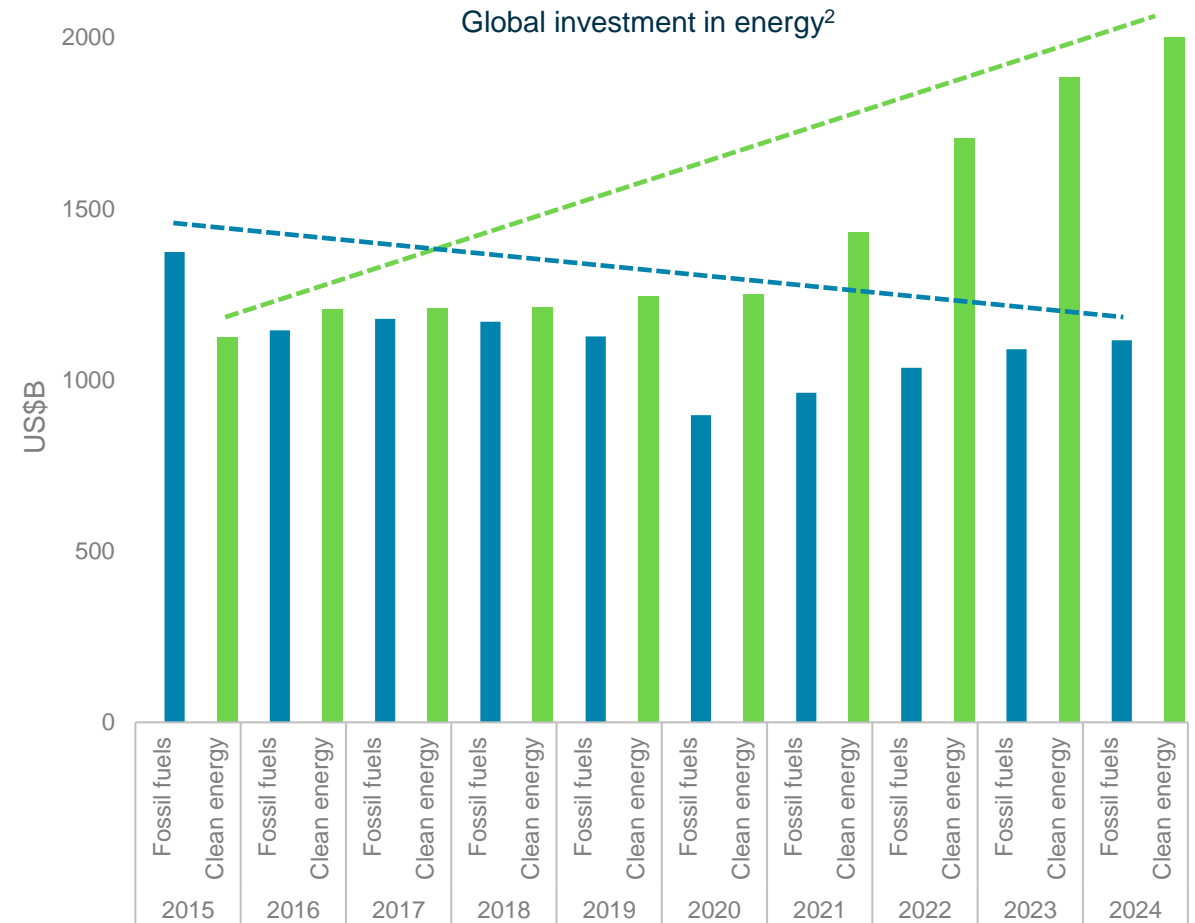
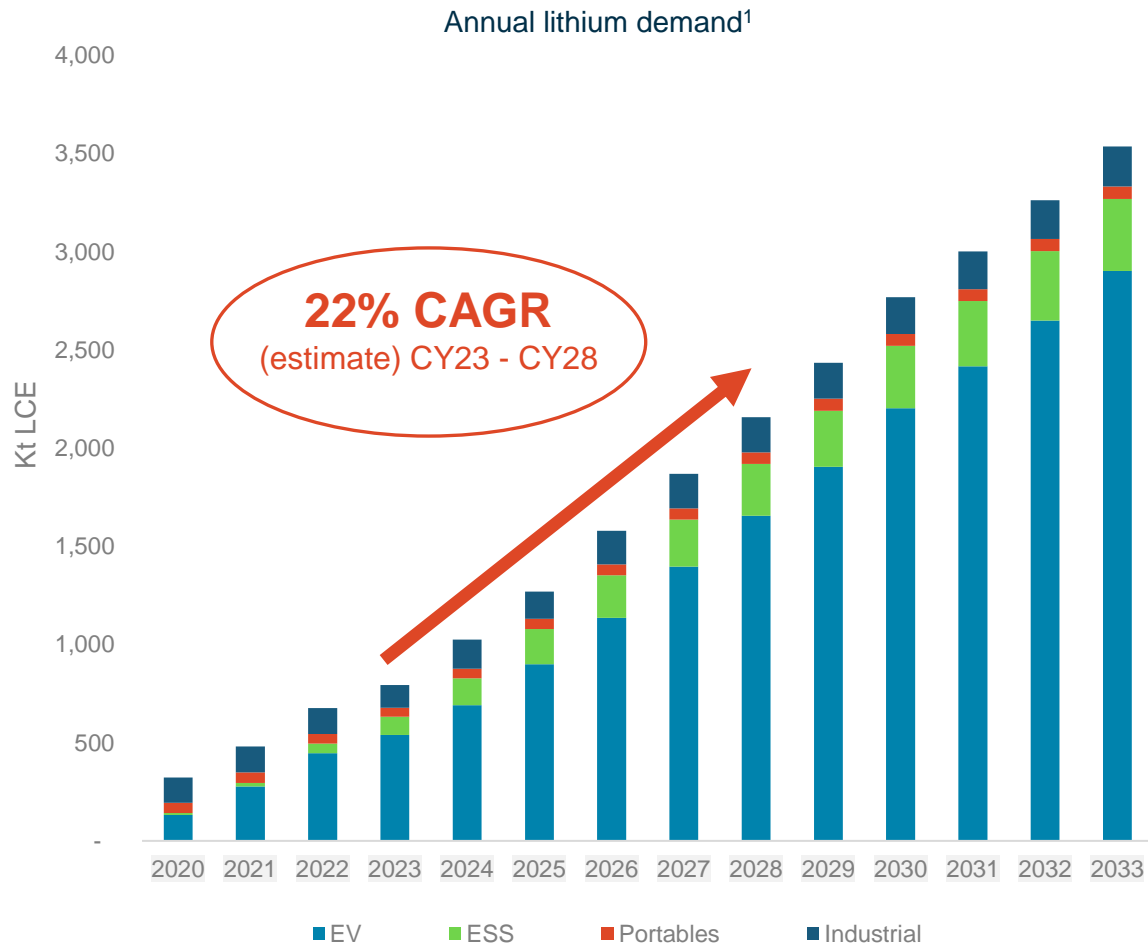


EV penetration by major regions¹



¹ Source: Rho Motion EV Sales Assessment May 2024 (retail sales).

...driving demand for lithium and clean energy solutions



¹ Benchmark Mineral Intelligence – Lithium Forecast Q1 2024.

² IEA 2024; Global investment in clean energy and fossil fuels, 2015-2024.

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Appendices

Important notices



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This document contains a summary of information about Pilbara Minerals and its activities that is current as at the date of this document unless otherwise stated. The information in this document is general in nature and does not contain all the information which a prospective investor may require in evaluating a possible investment in Pilbara Minerals or that would be required in a prospectus or a product disclosure statement prepared in accordance with the Corporations Act 2001 (Cth) (“Corporations Act”) or the securities laws of any other jurisdiction. The information in this document should be read in conjunction with Pilbara Minerals’ other periodic and continuous disclosure announcements lodged on the ASX.

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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 regulations 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 including SEC regulations. You should not assume that quantities 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.

Forward looking statements

This document contains forecasts, estimates, assumptions and other forward-looking statements (including production targets and financial forecasts). Forward-looking statements are not guarantees of future performance, and involve known and unknown risks, uncertainties, sensitivities, contingencies, assumptions and other important factors, many of which are beyond the control of the Company and its directors and management. Although the Company believes that its expectations, estimates and forecast outcomes and other forward-looking statements are based on reasonable assumptions (and that the material assumptions are based on reasonable grounds), it can give no assurance that they will be achieved or be accurate. They may be affected by a variety of variables and changes in underlying assumptions that are subject to known and unknown risk factors associated with the nature of the business, which could cause actual results to differ materially from those expressed herein. The production targets, financial forecasts and other forward-looking statements in this document (such as NPV, IRR, unit costs and capital and operating expenditure) are based on assumptions, budgets and estimates existing at the time of assessment which may change over time, impacting the accuracy of those estimates. These estimates are developed in the context of an uncertain operating environment including in respect of inflationary macroeconomic conditions, incomplete engineering and uncertainties surrounding the risks associated with mining and project development including the construction, commissioning and ramp up of P680, P1000 and P2000 which may delay or impact production and have a flow on effect on sales. Various assumptions may prove to be incorrect, and known and unknown risk factors such as those non-exhaustively detailed in this document (and in the Company’s previous announcements) may also cause the production targets and financial forecasts and other forward-looking statements in this document to not be achieved, or to be inaccurate. In addition, the PFS is by its nature not definitive, the assumptions and inputs into the PFS (and consequently the outputs of the PFS) are subject to change over time and there is further work and analysis required before the PFS can be progressed to the proposed FS (such as the further work detailed in this document), any of which may also impact on the forward-looking statements in this document. The Company’s indicative plans, including its mining and infrastructure plans for the Pilgangoora Project, may also change, if deemed appropriate by the Company. Actual results may therefore vary significantly from the content of this document. This document should not be relied upon as a predictor of future performance, and past performance is not a guide to future performance. The information in this document is not exhaustive of all factors which may impact on the forward-looking statements. Given the various uncertainties involved, investors should not make any investment decisions based solely on the results of the PFS. The Company does not undertake to update any forward-looking statements, except in accordance with applicable securities laws.

Important notices



Important Information regarding Mineral Resources, Ore Reserves and P680, P1000 and P2000 Projects

Information in this document regarding production targets and expansions in nameplate capacity of the Pilgangoora Operation in respect of the P680, P1000 and P2000 projects are underpinned solely by the Company's existing Ore Reserves that have been prepared by a Competent Person (Mr Ross Jaime) in accordance with the JORC Code (2012 Edition) and were released by the Company to ASX on 24 August 2023 in its release entitled "55Mt increase in Ore Reserves to 214Mt". The relevant proportions of proved Ore Reserves and probable Ore Reserves underpinning the production targets are 9% proved Ore Reserves and 91% probable Ore Reserves. The Company confirms it is not aware of any new information or data that materially affects the information included in that 24 August 2023 release and that all material assumptions and technical parameters underpinning the Ore Reserves estimates continue to apply and have not materially changed. The Company confirms that the form and context in which the Competent Person's findings are presented have not been materially modified from the original market announcement.

The Inferred category Mineral Resource estimate has not been included in the Ore Reserves or production targets and have not been included in the PFS or any of its outputs. There is a low level of geological confidence associated with Inferred Mineral Resources and there is no certainty that further exploration work will result in the determination of Indicated Mineral Resources (or Ore Reserves) in relation to that mineralisation.

Financial information

The Company uses certain financial measures to assess how the Pilgangoora Project is projected to perform. These financial measures, such as net present value (NPV) and internal rate of return (IRR) (collectively referred to as Non-IFRS Financial Measures) are not recognised under International Financial Reporting Standards (IFRS). The financial forecasts in this document are Non-IFRS Financial Measures. The Company considers these measures provide useful information about the estimated financial outcomes derived from the PFS, however, they should not be considered in isolation or as a substitute for measures of performance or cash flow prepared in accordance with IFRS. Since the financial forecasts and economic discussion in this document are not based on IFRS, they do not have standardised definitions and the way these measures have been derived may not be comparable to similarly titled measures used by other companies. Investors should therefore not place undue reliance on these Non-IFRS Financial Measures.

Access to Funding

There is no certainty that the P2000 PFS will be able to be funded when needed (nor any certainty as to the form such funding may take). It is also possible that such funding may only be available on terms that dilute or otherwise affect the value of the Company's shares.

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 presentation is authorised by Mr Dale Henderson, Managing Director & CEO.

Online communications

Pilbara Minerals encourages investors to be paperless and receive Company communications, notices and reports by email. This will help further reduce our environmental footprint and costs.

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Pilgangoora Mineral Resources and Ore Reserves



Category	Tonnes	Li ₂ O	Ta ₂ O ₅	Fe ₂ O ₃	Li ₂ O	Ta ₂ O ₅
	(Mt)	(%)	(ppm)	(%)	(Mt)	(M lb)
Mineral Resource estimate at 30 June 2023						
Measured	22.1	1.34	146	0.44	0.3	7
Indicated	315.2	1.15	106	0.53	3.6	74
Inferred	76.6	1.07	124	0.54	0.8	21
Total	413.8	1.15	112	0.53	4.8	102
Ore Reserve estimate at 30 June 2023						
Proved	19.1	1.32	133	0.92	0.3	6
Probable	195.1	1.18	100	1.00	2.3	42
Total	214.2	1.19	103	0.99	2.5	48

Notes:

- Totals may not add up due to rounding.
- All Open-pit Ore Tonnes are defined using the weighted average cost and recovery of the Pilgan and Ngungaju Plants.
- Ore Reserves were estimated using projected concentrate prices of US\$1,450/dmt (CIF price) for 6% Li₂O concentrate and US\$36/lb for 25% Ta₂O₅ in concentrate.
- The Mineral Resource estimate is not additional to the Ore Reserve estimate. The Ore Reserve is the economically mineable part of the Measured and Indicated Resource. It includes allowance for ore losses and dilution during mining extraction discussed further below.
- Pilbara Minerals ensures that the Mineral Resource and Ore Reserve estimates quoted are subject to governance arrangements and internal controls at both a site level and at the corporate level. Mineral Resources and Ore Reserves are reported in compliance with the JORC Code 2012, using industry standard techniques and internal guidelines for the estimation and reporting of Ore Reserves and Mineral Resources. The Mineral Resources and Ore Reserve statements included in this document were reviewed by the Competent Persons prior to inclusion.
- Stockpiles at the Ngungaju Plant have had no Ta₂O₅ grade applied.
- The Probable Ore Reserves include 5.0Mt of stockpiles. These comprise 1.7Mt at 1.27% Li₂O and 0.72% Fe₂O₃ at the Ngungaju Plant and 3.3Mt at 1.26% Li₂O, 106ppm Ta₂O₅ and 0.80% Fe₂O₃ at the Pilgan Plant.
- For further information on the Pilgangoora Mineral Resource estimate and the Pilgangoora Ore Reserve estimate, refer to the ASX announcements on 7 August 2023 "Substantial 109Mt Mineral Resource increase to 414Mt - further extends Pilgangoora's position as a world class lithium project" and ASX release dated 24 August 2023 "55Mt increase in Ore Reserves to 214Mt". Pilbara Minerals confirms that it is not aware of any new information or data that materially affects the information included in those 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.

Supporting data: Hard-rock Mineral Resources (slide 5)



Rank ¹	Company ²	Project name	Category	Location	Announcement title	Announcement date	Total (Mt)	Resource grade (% Li ₂ O)	Contained Li ₂ O (Mt)	Contained LCE (Mt) ³
1	AVZ Minerals	Manono	Development	Africa	Manono Project Mineral Resource increases 47% to 842Mt	31-Jan-24	842.0	1.61%	13.52	33.43
2	IGO / Tianqi / Albemarle	Greenbushes	Production	Australia	Greenbushes CY23 Resources and Reserves	19-Feb-24	447.0	1.50%	6.60	16.32
3	Pilbara Minerals	Pilgangoora	Production	Australia	June 2023 Annual Report	25-Aug-23	413.8	1.15%	4.80	11.87
	Pilbara Minerals	Pilgangoora	Production	Australia	Sep-21 Resource update	6-Sep-21	308.9	1.14%	3.52	8.71
	Pilbara Minerals	Pilgangoora	Production	Australia	Jan-17 Resource update	25-Jan-17	156.3	1.25%	1.95	4.83
4	European Metals Holdings	Cinovec	Development	Europe	Resource upgrade at Cinovec Lithium Project to 708Mt	13-Oct-21	708.2	0.42%	2.97	7.36
5	Leo Lithium	Goulamina	Development	Africa	Significant Goulamina Mineral Resource upgrade 48% increase to 211Mt	20-Jun-23	211.0	1.37%	2.89	7.15
6	Wesflamers	Mt Holland	Production	Australia	Investor briefing	23-Mar-23	186.0	1.53%	2.85	7.04
7	Mineral Resources	Wodgina	Production	Australia	Mineral Resources and Ore Reserves update	22-Sep-23	217.4	1.15%	2.50	6.18
8	Liontown	Kathleen Valley	Development	Australia	Kathleen Valley DFS confirms Tier-1 global lithium project	11-Nov-21	156.0	1.40%	2.18	5.40
9	Patriot Battery Metals	Corvette (current)	Exploration	North America	Patriot Announce the Largest Lithium Pegmatite Resource in the Americas at CV5	31-Jul-23	109.2	1.42%	1.55	3.84
10	Arcadium Lithium	James Bay	Development	North America	James Bay Mineral Resource increased by 173% to 110.2Mt	11-Aug-23	110.2	1.30%	1.43	3.54
11	Sigma Lithium	Grota do Cirilo	Production	South America	NI 43-101 Technical Report	16-Jan-23	94.2	1.43%	1.35	3.33
12	Latin Resources	Salinas	Development	South America	Colina Lithium deposit MRE upgrade	30-May-24	77.7	1.24%	0.96	2.38
13	Mineral Resources	Mount Marion	Production	Australia	Mineral Resources and Ore Reserves update	22-Sep-23	64.8	1.42%	0.92	2.28
14	Winsome Resources	Adina	Exploration	North America	Adina Mineral Resource increases 33% to 78Mt at 1.15%	28-May-24	77.9	1.15%	0.90	2.22
15	Frontier Lithium	Pakeagama Lake	Development	North America	NI 43-101 Technical Report	14-Jul-23	57.9	1.52%	0.88	2.18
16	Sayona Mining	Moblan	Development	North America	Moblan boosted by significant increase in lithium Resource	17-Apr-23	70.9	1.15%	0.82	2.02
17	Arcadium Lithium	Nemaska	Development	North America	SEC Technical Report Summary	14-Nov-23	54.3	1.36%	0.74	1.82
18	Sayona Mining	NAL	Production	North America	Definitive feasibility study confirms NAL value with AS\$2.2b NPV	14-Apr-23	58.3	1.23%	0.71	1.77
19	Lithium Ionic	Itinga	Development	South America	Lithium Ionic Announces 26% Increase in Global Mineral Resources	12-Apr-24	41.9	1.35%	0.57	1.40
20	Global Lithium Resources	Manna	Development	Australia	Manna Lithium Project Resource Grows	12-Jun-24	51.6	1.00%	0.52	1.28
21	Piedmont Lithium	Carolina	Development	North America	Piedmont completes bankable feasibility study of the Carolina Lithium Project	15-Dec-21	44.2	1.08%	0.48	1.17
22	Atlantic Lithium	Ewoyaa	Development	Africa	Definitive Feasibility Study	29-Jun-23	35.3	1.25%	0.44	1.09
23	Core Lithium	Finniss	Production	Australia	Q1 FY24 quarterly update	27-Oct-23	31.1	1.33%	0.41	1.02
24	Critical Elements Lithium	Rose	Development	North America	Critical Elements Lithium Announces New Positive Feasibility Study	29-Aug-23	32.9	0.92%	0.30	0.75
25	Savannah Resources	Mina do Barroso	Development	Europe	London Investor Event Presentation	30-Jan-24	28.0	1.05%	0.29	0.73
26	Mineral Resources	Bald Hill	Production	Australia	Lithium Ore Reserve Increase of 105% at Bald Hill	6-Jun-18	26.5	0.96%	0.26	0.63
27	Delta Lithium	Yinnetharra	Exploration	Australia	Yinnetharra Lithium Project Maiden Mineral Resource Estimate	27-Dec-23	25.7	1.00%	0.25	0.61
28	Delta Lithium	Mount Ida	Development	Australia	Mt Ida Lithium Project Mineral Resource Estimate upgrade	3-Oct-23	14.6	1.20%	0.18	0.45
29	Global Lithium Resources	Marble Bar	Exploration	Australia	Manna Lithium Project Resource Grows	26-Jul-23	18.0	1.00%	0.18	0.45
30	Green Technology Metals	Root Lake	Development	North America	Significant Resource and confidence level increase	17-Oct-23	14.6	1.21%	0.18	0.44
31	Avalon	Separation Rapids	Development	North America	Avalon announce a substantive 20% increase in deposit size ³ 10/8/23	10-Aug-23	12.9	1.36%	0.17	0.43
32	Sayona Mining	Authier	Production	North America	Future Facing Commodities Conference	5-Apr-23	17.1	1.01%	0.17	0.43
33	Arcadium Lithium	Mt Cattlin	Production	Australia	Mt Cattlin Annual Ore Resource and Reserve update at 30 June, 2023	1-Aug-23	13.3	1.26%	0.17	0.41
34	Liontown	Buldania	Development	Australia	Annual Report to Shareholders	29-Sep-23	15.0	1.00%	0.15	0.37
35	Rock Tech Lithium	Georgia Lake	Development	North America	Rock Tech Lithium completes Pre-Feasibility Study for its Georgia Lake Project	15-Nov-22	14.8	0.91%	0.14	0.34
36	European Lithium	Wolfsberg	Development	Europe	European Lithium Limited announces merger with NASDAQ listed Sizzle Acquisition Corp	26-Oct-22	12.9	1.00%	0.13	0.32
37	Premier African Minerals	Zulu	Production	Africa	May-24 Corporate Presentation	1-May-24	24.8	0.43%	0.11	0.26
38	Green Technology Metals	Seymour Lake	Development	North America	Seymour Resource Confidence increased ahead of preliminary economic assessment	17-Nov-23	10.3	1.03%	0.11	0.26
39	Cygnus Metals	Pontax	Exploration	North America	Maiden Resource of 10.1Mt at 1.04% Li ₂ O	14-Aug-23	10.1	1.04%	0.11	0.26
40	Critical Resources	Mavis Lake	Development	North America	8.0Mt at 10.7% Maiden Mineral Resource at Mavis Lake	5-May-23	8.0	1.07%	0.09	0.21
41	Snow Lake Resources	Thompson Bros	Development	North America	Snow Lake Energy Presentation	1-May-24	8.2	1.00%	0.08	0.20
42	Imagine Lithium	Jackpot	Exploration	North America	Corporate Presentation May 2023	1-May-23	6.6	1.01%	0.07	0.16

Source: Company filings as at 19 June 2024. Note: Figures are rounded. Report on a 100% asset basis.

¹ Ranked by contained LCE.

² Company reporting the Mineral Resource.

³ Li₂O converted to LCE using a factor of 2.473.

Manono and Cinovec projects excluded from bubble chart.