17 April 2025

March Quarterly Activities Report

Summary Operational and Financial Metrics[1]

	Units	Mar Q FY25	Dec Q FY25	%
Production	kt	**125.0**	188.2	(34)
Sales	kt	**125.5**	204.1	(39)
Realised price	US$/t ~SC5.3	**747**[2]	700	7
	US$/t SC6	**851**	796	7
Revenue	A$M	**150**	216	(30)
Unit operating cost (FOB)[3]	A$/t	**685**	621	10
	US$/t	**430**	406	6
Unit operating cost (CIF)[4]	A$/t	**796**	731	9
	US$/t	**499**	478	4
Cash balance	A$B	**1.1**	1.2	(9)

	YTD FY25	PCP FY24	%
Production	**533.3**	499.2	7
Sales	**544.1**	471.4	15
Realised price (US$/t ~SC5.3)	**701**	1,343	(48)
Realised price (US$/t SC6)	**796**	1,538	(48)
Revenue	**576**	950	(39)
Unit operating cost (FOB) A$/t	**630**	685	(8)
Unit operating cost (FOB) US$/t	**410**	448	(9)
Unit operating cost (CIF) A$/t	**740**	861	(14)
Unit operating cost (CIF) US$/t	**482**	564	(15)
Cash balance	**1.1**	1.8	(40)

KEY OUTCOMES

- Production volume of 125.0 thousand tonnes (kt) for the three-month period ended 31 March 2025 (March Quarter) reflecting the full Quarter impact of the Ngungaju plant being in care and maintenance under the P850 operating model[5], tie ins and ramp up of the P1000 Project[6] , as well as the impact of Severe Tropical Cyclone Zelia.
- Relative to the December Quarter 2024 (prior Quarter), prices increased by 7% to an average estimated realised price of US$747/t[2] (CIF China) on a ~SC5.3 basis with sales of 125.5kt.
- Revenue decreased to $150M, reflecting lower sales volume.
- Unit operating cost (FOB) of $685/t was higher than the prior Quarter and primarily reflects the impact on availability due to P1000 Project tie ins and ramp up, and resultant lower sales volume. This temporary increase in unit cost was outlined in the December Quarterly and was in line with internal forecasts. Year to date unit operating cost (FOB) of $630/t remains within guidance.
- Cash margin from operations of $39M[7] reflecting the resilient cash generation from the core business in the current lithium market.
- Continued strong balance sheet position with March Quarter ending cash balance of $1.1B. Cash reduced by $109M from the prior Quarter, with the key driver being capital expenditure - the Group has now largely finalised its investment phase and is now focused on optimisation.
- P1000 Project tie ins and ramp up completed to plan. Pilgan plant optimisation targeted for completed in the June Quarter 2025 which will support higher production volume and lower unit costs through the Quarter and throughout FY26.
- Latin Resources acquisition completed with exploration program initiated to infill and expand the existing mineral resource and inform study optimisation - outcomes expected June Quarter 2026.
- Continued focus on cost reduction with a dedicated team identifying and implementing cost reduction initiatives across the Group.
- FY25 guidance reconfirmed across all metrics.

1 SUSTAINABILITY

1.1 Health and Safety

Pilbara Minerals (PLS or the Group) reported three recordable injuries in the March Quarter with the rolling 12-month Total Recordable Injury Frequency Rate (TRIFR) decreasing to 3.22[8] from 3.58 in the prior Quarter.

As of 31 March 2025, the Group's Serious Injury Frequency Rate[9] was 2.0 on a 12-month rolling basis, trending below the reported peer group average in surface mining operations of 6.0[10]. Quality safety interactions[11] achieved for the March Quarter equated to 3.23 completed per 1,000 hours worked, an increase from 2.65 in the prior Quarter.

1.2 Power Strategy

During the March Quarter, PLS reached a significant milestone with the energisation of a lithium-powered battery energy storage system (BESS) at the Pilgangoora Operation in line with Stage 1 of Pilgangoora's Power Strategy[12]. The BESS improves power stability and reliability while facilitating future renewable supplies to the site to drive further operational cost savings. Construction of the BESS follows the upgrade to the power station with new gas generators and the onsite LNG storage facility, which was completed in the prior Quarter.

Figure 1: The Pilgangoora Operation lithium powered battery energy storage system.

2 OPERATIONS AND SALES

2.1 Pilgangoora Operation

P1000 Project

The primary focus of the March Quarter was the commissioning and ramp up of the P1000 Project which expanded processing capacity at the Pilgan plant. Adjusting for the impact of six lost days of production due to Cyclone Zelia, the ramp up proceeded to plan.

With the ramp up now complete the Pilgan plant will be optimised in the June Quarter with a focus on achieving higher production volume and lower unit costs throughout FY26. The remaining P1000 Project scope relates to minor earthwork and decommissioning of obsolete processing plant and equipment.

Mining

Total material mined (TMM) was 5.6 million tonnes (Mt) compared to 6.9Mt in the prior Quarter, with the reduction in line with the P850 operating model. Total ore mined of 1.1Mt was in line with the 1.2Mt mined in the prior Quarter.

The Group progressed its transition to an owner-operator mining model through the March Quarter, with a number of new excavators and ancillary mining equipment commissioned, realising further improved operating efficiencies and cost improvements.

Processing

The P1000 Project was commissioned in the March Quarter, with first ore achieved on 31 January 2025 and all performance test criteria achieved in February 2025.

Spodumene concentrate production was 125.0kt in the March Quarter. This production volume represents a decrease from the prior Quarter, primarily due to a full quarter of the Ngungaju plant being in care and maintenance under the P850 operating model, planned downtime for P1000 Project commissioning activities and the loss of six production days due to Cyclone Zelia.

Lithium recovery of 67.2% in the March Quarter was lower than the prior Quarter as expected due to disruption from the P1000 Project tie in and ramp up, however exceeded internal forecasts. Post P1000 Project commissioning, the Pilgan plant operated to plan, delivering targeted recoveries during steady state periods.

2.2 Sales and pricing

Sales volume totaled 125.5kt of spodumene concentrate in the March Quarter with the average grade of product shipped being ~SC5.3% Li_2O.

Sales of tantalite concentrate in the March Quarter totaled ~50,166 lbs[13].

The estimated average realised sales price for spodumene concentrate in the March Quarter was US$747/t[2] (CIF China and based on ~SC5.3% product grade). On a SC6.0 equivalent basis, the average estimated sales price for spodumene concentrate equated to US$851/t (CIF China).

2.3 Unit Operating Costs

Unit operating costs on a FOB basis (excluding freight and royalties) increased by 10% to $685/t compared to the prior Quarter. The increase in the unit operating costs was better than internal forecasts and reflected lower production and sales volumes due to P1000 Project commissioning activities, the impact from Cyclone Zelia and the full quarter implementation of the P850 operating model. Year to date unit operating costs (FOB) of $630/t remain within the FY25 guidance range, with improvements expected in the June Quarter 2025 now that P1000 Project commissioning and tie ins are complete. All guidance metrics for FY25 have been reconfirmed.

In line with the P850 operating model, total operating costs in absolute dollars continued to decline in the March Quarter. Operating costs benefited from the Ngungaju plant being in care and maintenance for the whole quarter, and lower mining and processing costs, but were offset by lower sales volume resulting in the higher unit cost compared to the prior Quarter. Optimisation of the Pilgan plant is expected to complete in the June Quarter and is anticipated to support higher production volume and lower unit costs.

Unit operating costs on a CIF basis were also 9% higher than the prior Quarter at $796/t, with the higher FOB unit cost partially offset by lower royalty and shipping costs.

3 JOINT VENTURES AND PROJECTS

3.1 Mid-Stream Demonstration Plant – Australia

Construction of the Mid-Stream Demonstration Plant Project re-commenced in the March Quarter following the award of $15M grant funding from the Western Australian Government's Investment Attraction Fund. All construction works are now expected to be completed in the December Quarter 2025.

3.2 Colina Project – Brazil

PLS' acquisition of Latin Resources Limited was successfully completed in the March Quarter.

During the March Quarter, the Colina Project received a preliminary environmental license and installation license from the state government securing the necessary environmental approval to support the eventual construction of the Colina Project.

PLS has initiated a project review to identify opportunities for further optimisation of the Colina Project. Additionally, a targeted exploration program has commenced with the aim of infilling and expanding the existing mineral resource and testing new targets. The outcomes of these initiatives are expected to be released in the June Quarter 2026.

The development strategy and timeline for the Colina Project will be refined through ongoing studies. Any project investment decision will follow the completion of successful studies and an improvement in lithium market conditions and outlook.

3.3 Downstream Joint Venture with POSCO – South Korea

During the March Quarter, ramp up continued at the POSCO Pilbara Lithium Solution Co. Ltd (PPLS) Lithium Hydroxide Monohydrate (LHM) Chemical Facility in Gwangyang, South Korea.

Train 1 produced 2,546t of LHM during the March Quarter which incorporated a major scheduled shutdown with 99% of the final product output meeting battery-grade quality. Sales of commercial quantities of Train 1 LHM product commenced to two certified customers, with certification processes ongoing for additional customers.

PPLS has received strong interest for its LHM product. The demand for certified LHM from customers certified from Train 1 exceeds the nameplate Train 1 capacity, demonstrating the strong support for PPLS product and this wider ex-China supply chain. PPLS continues to receive inbound queries from new potential customers.

The ramp up of Train 2 continued during the March Quarter, producing 770t of LHM. The customer certification process also commenced during the Quarter, with Train 2 production to be moderated to preserve cash until Train 2 certification is secured (expected later in 2025) – this will then enable sales of commercial quantities of LHM to certified customers. As previously disclosed, additional PPLS funding, representing a cash outlay by PLS, is likely to be required in 2025.

Subsequent to the end of the March Quarter, POSCO and PLS executed an amendment to the PPLS Shareholders Deed to extend the period that PLS' call option to increase its interest in the PPLS JV to 30% (Call Option A) can be exercised 'at cost'[14]. The date for PLS to exercise Call Option A 'at cost' has been extended to the later of 14 business days after Train 2 certification and 31 July 2026, providing PLS more time to assess market conditions and operational performance before deciding whether to exercise the 30% call option. Following the deadline for exercising Call Option A 'at cost', PLS also retains the right to exercise Call Option A at 'Fair Value'[14] through to the option expiry date, which is currently expected to be in the second half of 2027.

3.4 P2000 Feasibility Study[15] – Australia

Feasibility Study outcomes on the potential expansion of Pilgangoora Operation production capacity to more than 2.0M tpa (P2000) are now expected in FY27. The project investment decision is not anticipated to be considered in the near-term given current market conditions and project approval timelines.

4 EXPLORATION AND GEOLOGY

4.1 Pilgangoora

Resource development and geotechnical drilling programs at Pilgangoora concluded in the March Quarter and final data verification and modelling processes are underway in preparation for a resource update expected mid-year. A WA Government co-funded deep diamond drill hole designed to test the northern extension of the Pilgangoora pegmatite system is on track for completion in late April 2025. Water exploration drilling was also undertaken during the March Quarter with several new aquifers identified for production bore development in the June Quarter 2025.

5 CORPORATE

5.1 Cash

The Group retains a strong balance sheet position with an ending cash balance of $1.1B as at 31 March 2025. Cash reduced by $109M in the March Quarter with the key driver being capital expenditure including growth capex for the P1000 Project, and infrastructure and projects.

Cash margin from operations (defined as receipts from customers less payments for operating costs) was $39M in the March Quarter. Cash margin from operations less capitalised mine development costs and sustaining capex was $12M reflecting the resilient cash generation of the core business.

Investing activities saw total capex spend of $101M in the March Quarter on a cash basis and $103M on an accrual basis.

Capex of $103M consisted of growth capex related to the P1000 Project of ~$40M, infrastructure and projects of ~$37M, mine development costs of ~$21M and sustaining capex of ~$5M. Finally, the March Quarter saw cash outflows from financing activities and foreign exchange impacts of ~$30M.

5.2 Positioned to withstand current market volatility

The Group has maintained a consistent and disciplined strategy to navigate ongoing market volatility in the lithium sector, while retaining the flexibility to capitalise on emerging opportunities. This strategy has been pursued over a multi-year horizon and has involved carefully timing production capacity growth in line with market demand, while simultaneously enhancing the business's competitiveness through targeted investment, continuous improvement initiatives and further maturing the balance sheet.

As a result of this focused approach, the Group is in a strong position — underpinned by a robust balance sheet, diversified strategic supply relationships with Tier 1 global chemical partners, and an enhanced operating platform that will continue to deliver cost efficiencies as processing optimisation progresses.

A culture of optimisation and continuous improvement is deeply embedded across the organisation. Over the past 18 months, the Group has taken proactive and pre-emptive steps to further strengthen its position. These have included no dividend payments since September 2023, reducing planned capital expenditure in February 2024, implementing a workforce reduction in March 2024, and transitioning to the P850 operating model in September 2024 — which delivered further reductions in both operating costs and capital expenditure.

Looking forward, the Group is focused on optimisation of the P850 operating model and a dedicated internal team has been tasked with identifying and executing a pipeline of continuous improvement and cost reduction initiatives, expected to drive further savings across FY26 and FY27.

Alongside these actions, the Group has maintained its focus on the successful delivery of the P1000 Project — on schedule and on budget — which will be a key driver of additional cost reductions through the June Quarter 2025 and into FY26 as optimisation of the Pilgan plant continues.

The Pilgangoora Operation, comprising two large-scale processing plants, provides a high degree of operational flexibility to quickly grow or moderate production volumes dependent upon market conditions. Ongoing investments in expansion and optimisation have further increased the Group's ability to respond to market conditions.

In combination with this operational agility, the Group's strong balance sheet represents a key strategic advantage in the current market environment. The lithium sector remains high-growth but inherently dynamic.

6 QUARTERLY INVESTOR WEBCAST

Access the quarterly investor webcast today at 7.30am (AWST) / 9.30am (AEST):

- Retail shareholders and investors – https://edge.media-server.com/mmc/p/nqh3bbz6
- Professional investors - https://register-conf.media-server.com/register/BI08b6e63231884386ac6aad16ce7686f7

Release authorised by Dale Henderson, PLS Managing Director and CEO.

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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.

Important Information

This announcement may contain some references to forecasts, estimates, assumptions and other forward-looking statements. Although the Group believes that its expectations, estimates and forecast outcomes are based on reasonable assumptions, it can give no assurance that they will be achieved. They may be affected by a variety of variables and changes in underlying assumptions that are subject to risk factors associated with the nature of the business, which could cause actual results to differ materially from those expressed herein.

Guidance as to production, unit costs and capital expenditure is 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, and uncertainties surrounding the risks associated with mining and further optimisation of the P1000 Project which may impact production and have a flow on effect on sales. Actual results may therefore vary significantly depending on these risks and the timing required to address them. All information is provided as an indicative guide to assist sophisticated investors with modelling of the Group. It should not be relied upon as a predictor of future performance.

Information in this announcement regarding production targets and the nameplate capacity of the Pilgan Plant in respect of the P850 operating model are underpinned by the Group's existing Ore Reserves that have been prepared by a Competent Person (Mr Ross Jaine) in accordance with the JORC Code (2012 Edition) and were released by the Group to ASX on 24 August 2023 in its release entitled "55Mt increase in Ore Reserves to 214Mt" (August 2023 Release) and the 2024 Annual Report, dated 23 August 2024, which sets out the adjustment for depletion. The relevant proportions of proved Ore Reserves and probable Ore Reserves underpinning the production targets are 7% proved Ore Reserves and 93% probable Ore Reserves.

The Group confirms it is not aware of any new information or data that materially affects the information included in the August 2023 Release or the 2024 Annual Report and that all material assumptions and technical parameters underpinning the Ore Reserves estimates continue to apply and have not materially changed. The Group confirms that the form and context in which the Competent Person's findings are presented have not been materially modified from the original market announcements.

All references to dollars ($) and cents in this announcement are to Australian dollars, unless otherwise stated.

Appendix

Physicals summary

Total Ore Mined and Processed	Units	Mar Q FY24	Jun Q FY24	Sep Q FY25	Dec Q FY25	Mar Q FY25	PCP FY24	YTD FY25
Ore mined	wmt	1,535,521	1,841,748	1,388,698	1,191,453	**1,137,437**	4,565,286	**3,717,588**
Waste material	wmt	7,761,304	7,407,146	8,078,567	5,728,569	**4,503,580**	23,468,273	**18,310,717**
Total material mined	wmt	9,296,825	9,248,895	9,467,266	6,920,022	**5,641,017**	28,033,558	**22,028,304**
Average Li_2O grade mined	%	1.4%	1.5%	1.5%	1.5%	**1.4%**	1.3%	**1.5%**
Ore processed	dmt	995,326	1,127,924	1,046,328	915,367	**697,708**	2,829,502	**2,659,403**

Total Production and Shipments	Units	Mar Q FY24	Jun Q FY24	Sep Q FY25	Dec Q FY25	Mar Q FY25	PCP FY24	YTD FY25
Spodumene concentrate produced	dmt	179,006	226,169	220,120	188,214	**124,978**	499,159	**533,312**
Spodumene concentrate shipped	dmt	165,121	235,762	214,513	204,125	**125,468**	471,371	**544,105**
Tantalite concentrate produced	lb	48,292	48,975	33,113	30,938	**20,744**	72,180	**84,795**
Tantalite concentrate shipped	lb	12,327	31,252	51,270	15,787	**50,166**[13]	31,455	**117,223**[13]
Spodumene concentrate grade produced	%	5.2%	5.2%	5.3%	5.2%	**5.1%**[16]	5.2%	**5.2%**
Lithia recovery	%	65.3%	72.2%	75.3%	72.1%	**67.2%**	65.9%	**72.1%**

End notes

[1] Throughout this document, amounts may not add due to rounding.
[2] Average estimated realised price for ~5.3% Li_2O grade (SC5.3 CIF China) as at 14 April 2025. The final adjusted price may be higher or lower than the estimated realised price.
[3] Unit operating cost (FOB Port Hedland excluding freight and royalties) includes mining, processing, transport, port charges, and site based general and administration costs and is net of any tantalite by-product credits. It is calculated on an incurred basis (including accruals) and includes inventory movements and credits for capitalised deferred mine waste development costs, and it excludes depreciation of fixed assets and right of use leases, and amortisation of deferred stripping.
[4] Unit operating cost (CIF China) includes the unit operating costs (FOB Port Hedland excluding freight and royalties) plus freight and royalty costs. Royalty costs include a 5% state government royalty on the FOB selling price, a 1% native title royalty on the FOB selling price, and a 5% private royalty on the FOB selling price which is only applied to the part of the resource/reserve acquired following the Altura Lithium Operation acquisition.
[5] The P850 operating model refers to the placement of the Ngungaju processing plant into care and maintenance in December 2024 to further strengthen the Group's balance sheet. For more information, refer to ASX release "September Quarterly Activities Report" dated 30 October 2024.
[6] For more information, refer to ASX release "P1000 Project Final Investment Decision" dated 29 March 2023.
[7] Cash margin from operations calculated as receipts from customers less payments for operational costs.
[8] Recordable injuries numbers and Total Recordable Injury Frequency Rate refers to Australian sites only. TRIFR is measured on 12 month moving average as at 31 March 2025 (12MMA).
[9] Serious Injury Frequency Rate is the number of significant injuries per million hours worked on a 12 month moving average as at 31 March 2025 at Australian sites. Serious Injury means lost time injuries and restricted work injuries in alignment with DEMIRS quarterly performance snapshot.
[10] External Reporting Criteria: Refer to DEMIRS release "Quarterly Performance Snapshot" for the three-month period 1 January – 31 March 2024 for further details.
[11] Quality safety interactions at Australian sites are a measure of leadership safety conversations measured for the quarter and provide a lead indicator for the promotion of a strong safety culture.
[12] For more information, refer to ASX release "Pilbara Minerals' power strategy to reduce emissions intensity and costs" dated 21 December 2023.
[13] Tantalite sales volume include adjustments relating to the December Quarter and are subject to final adjustment.
[14] Call Option A allows PLS to increase its ownership interest in PPLS from 18% to 30%. The call option is exercisable at any time up until 20 months following the successful ramp up to 90% of nameplate capacity of PPLS' conversion facility. Call Option A can be exercised 'at cost' (being 12% of the aggregate amount of equity funding contributed by the shareholders up to the date the 30% call option notice is provided to POSCO plus 3.58% interest per annum). Timing for the exercise 'at cost' has been extended to the later of the date that is 14 business days after the PPLS conversion facility receives independent battery certification from tier 1 battery producers and 31 July 2026, and thereafter the call option can be exercised at fair value (being the price per share agreed by PLS, POSCO and PPLS or failing such agreement within a specified period, the price determined by a firm of chartered accountants for a transaction between a willing seller and a willing buyer) up until the option expiry date.
[15] For more information, refer to ASX release "Study Delivers 2MTPA Expansion Option – Highly Accretive" dated 21 June 2024.
[16] Variances in produced and shipped grades occur due to differing sampling, analytical methodologies and product blending.