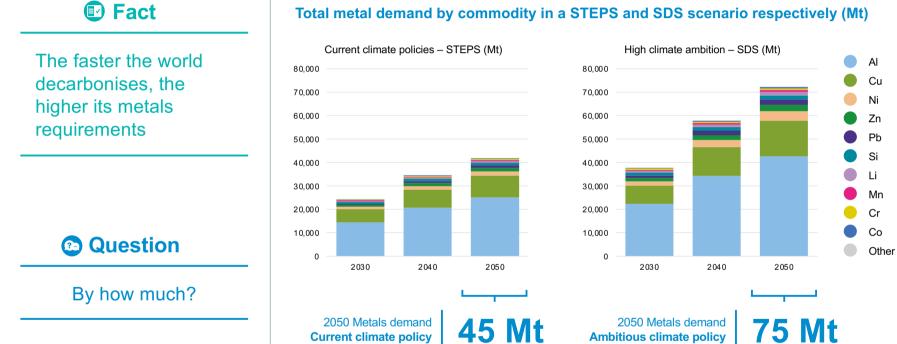


A presentation in three parts

- 1 Defining Europe's raw materials challenge
- 2 The Critical Raw Materials Act and 2030 resilience
- 3
- Where we are today in meeting the Critical Raw Materials Act goals

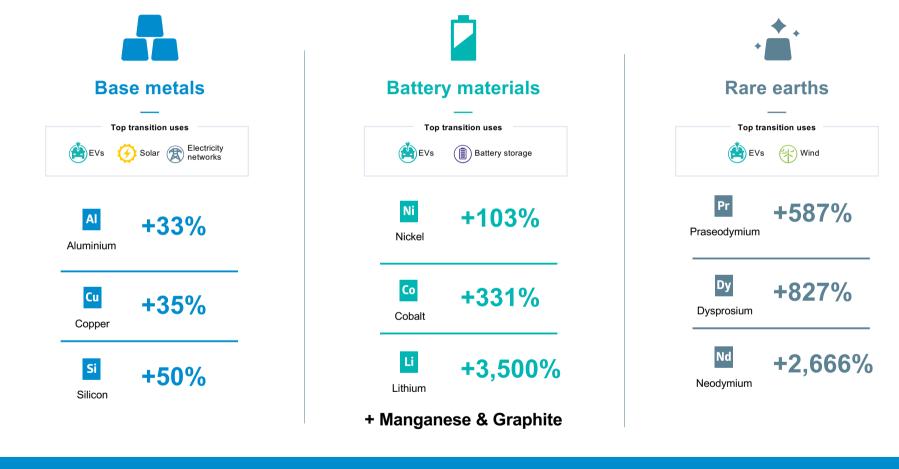


The energy transition is a commodities transition



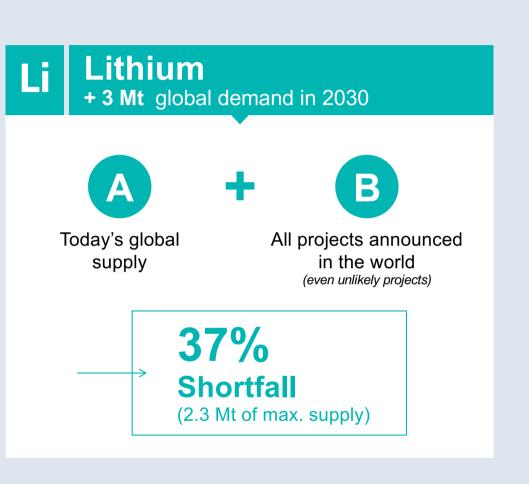
Total metal demand by commodity in a STEPS and SDS scenario respectively (Mt)

Europe's energy transition = Massive increase in metals demand by 2050



Challenge 1

How can we overcome the ever-growing gap between metals demand and supply in the next 15 years?



Challenge 2

How can we avoid filling Europe's demand gap only with imports from unsustainable single suppliers?

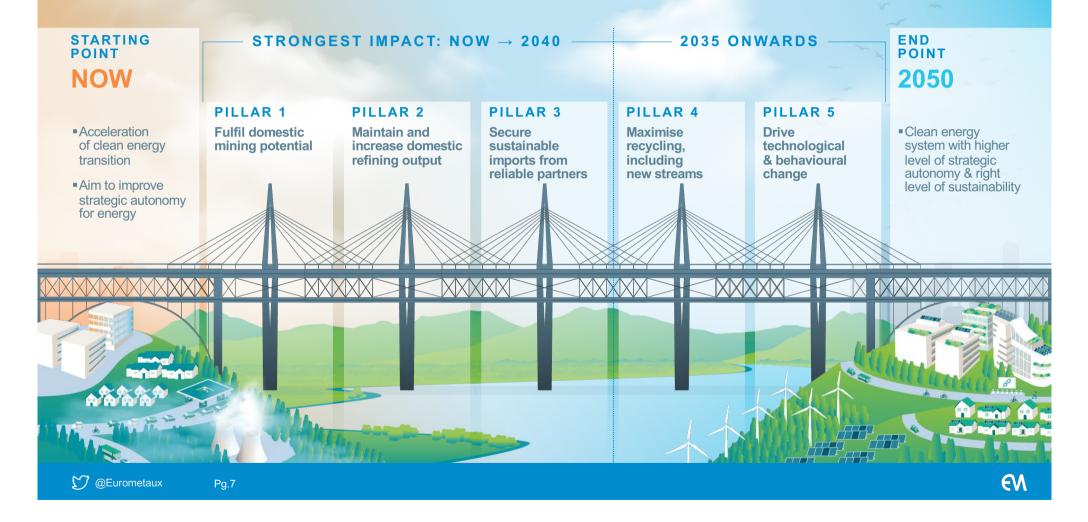
China's share of global processing



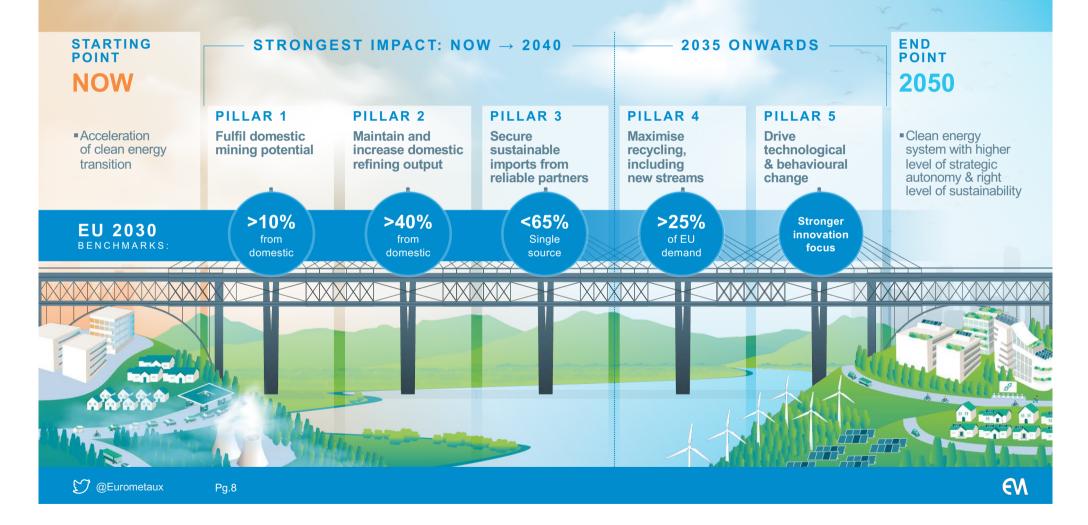
+ Control of:

- 15 out of 17 DRC cobalt mines
- Majority of Indonesian nickel
- Growing South American lithium assets

Five necessary pillars for Europe's metals & clean energy bridge

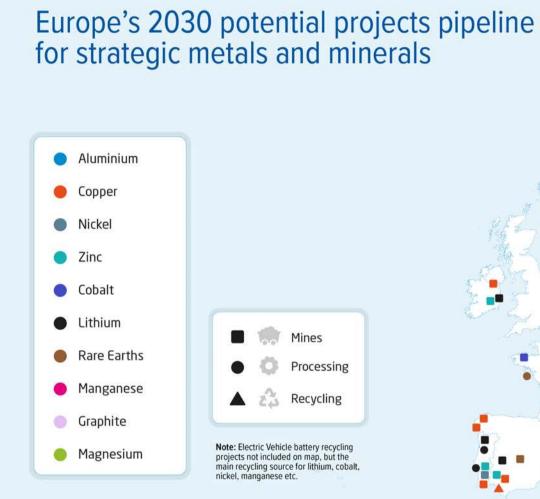


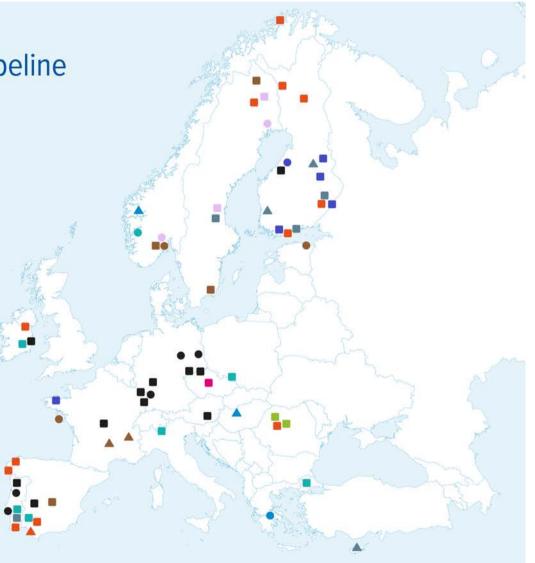
EU Critical Raw Materials Act: 2030 targets for building this bridge



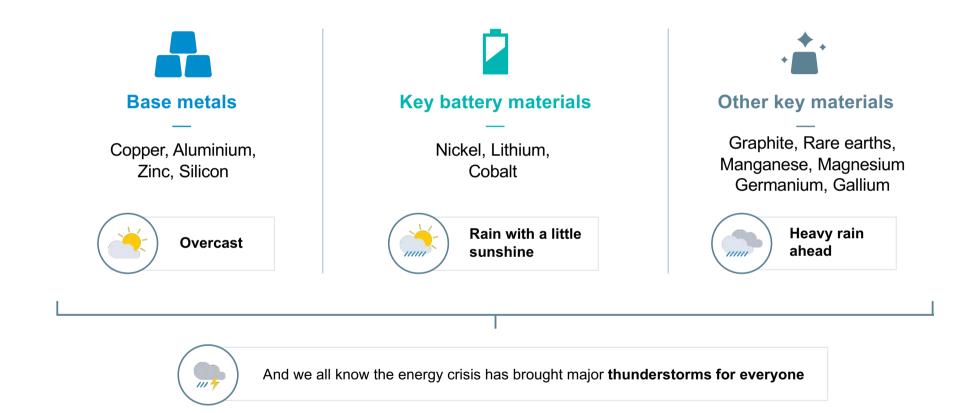
The burning question for our work ahead

To what extent is Europe on track in meeting its four 2030 benchmarks?





Europe's 2030 potential is there, but what's the current forecast?



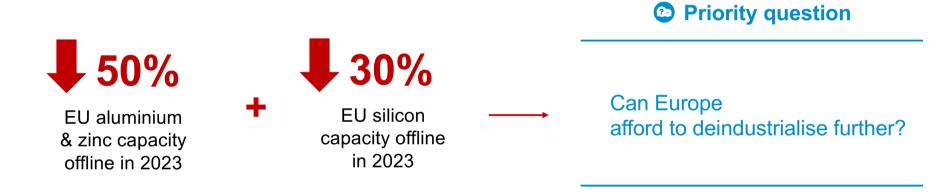
Base Metals: Existing EU capacity mostly already exceeds 2030 benchmarks



| | Production Goals | | | Diversification goals | |
|----------------------------------|------------------|------------|-----------|--------------------------|------------------------------|
| 2030 EU SUPPLY PROJECTIONS | MINING | PROCESSING | RECYCLING | MINING (TOP IMPORTER) | PROCESSING (TOP IMPORTER) |
| Cu Copper | 35-40% | 85% | 55% | 20% | 20% |
| Zn Zinc | 30-50% | 100% | 40% | 20% | |
| Al Aluminium | 3% | 43% | 45% | 65% (Guinea) | 20% |
| si Silicon | | 73% | 4% | | 40% |







2 Key battery metals: 2030 benchmarks are mostly achievable *if* uncertain projects are taken forward by latest 2025

| 2030 EU SUPPLY POTENTIAL | MINING | PROCESSING | RECYCLING | 1 st Supplier Mining | 1 ST SUPPLIER PROCESSING |
|--------------------------------|-----------|------------|-----------|------------------------------------|--|
| Ni Nickel | Up to 22% | Up to 50% | 15% | 50% | 30% |
| Li Lithium | 0-39% | Up to 54% | 10% | - | 55% |
| Co Cobalt | Up to 7% | Up to 40% | 15% | 75% (DRC) | 20% |

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³ Other key raw materials: Europe off track today for meeting 2030 benchmarks



| 2030 EU SUPPLY PROJECTIONS | MINING | PROCESSING | RECYCLING | 1 st Supplier Mining | 1 st SUPPLIER PROCESSING |
|---|--------|------------|-----------|------------------------------------|--|
| Manganese (battery grade) | 0-20% | 0-20% | 10% | - | - |
| Graphite (battery grade) | 0-20% | 0-20% | <5% | | 100% (China) |
| Rare earths | 0-20% | 0-20% | 0% | | 99% (China) |
| Mn Magnesium | 0-20?% | 0-20?% | 15% | | 93% (China) |

Whatever the forecast, Europe's raw materials bridge must be built



We need to build the strong foundation for a lasting raw materials bridge

Building a battery materials refinery in Europe today is **2-3x** more expensive than America and Asia, with **20-50%** higher operations costs

| ADEQUATE | OPERATIONAL | MARKET |
|-----------------------------------|---------------------------------|---------------------------------|
| EU FINANCE | COMPETITIVENESS | INCENTIVES |
| EU funding to bridge the | Meaningful action to | Measures to encourage |
| competitiveness gap for | bring down still-high EU | downstream users to buy |
| EU-owned projects | energy prices | buy sustainable (+ local) |
| Taking inspiration from Inflation | Ensuring green electricity is | Tackle the risk of unfair |
| Reduction Act's clarity, | available at competitive prices | competition from more polluting |
| simplicity, and OPEX focus | for raw materials supply chains | regions (i.e. nickel) |

Change is on the horizon: Will it deliver what we need?







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