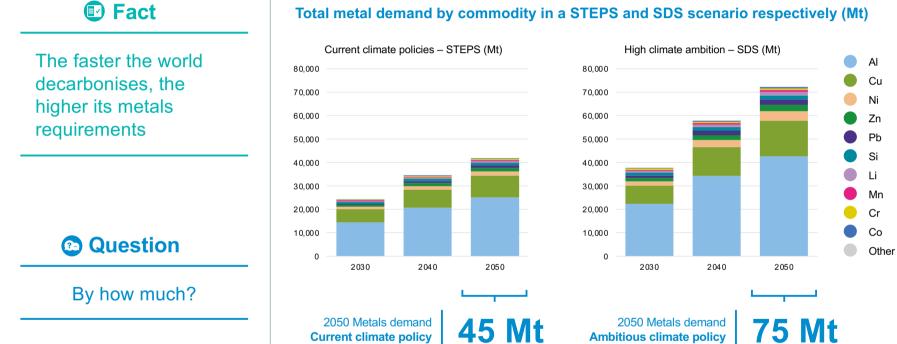


A presentation in three parts

- 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

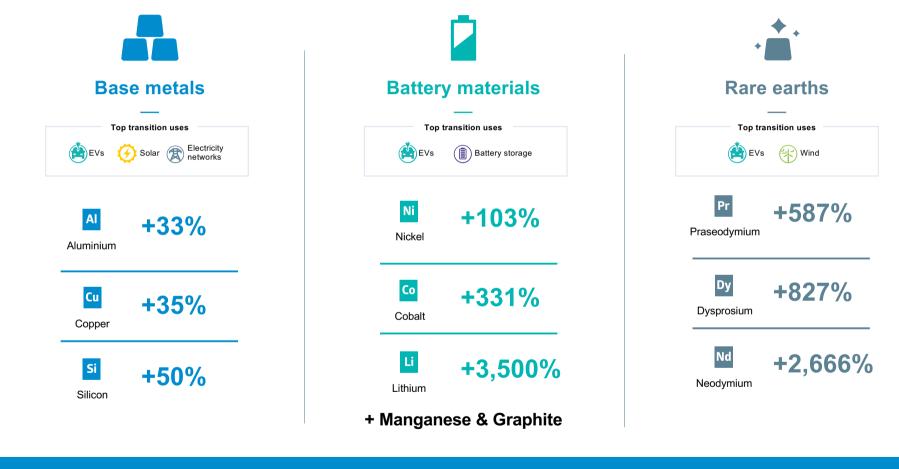


The energy transition is a commodities transition



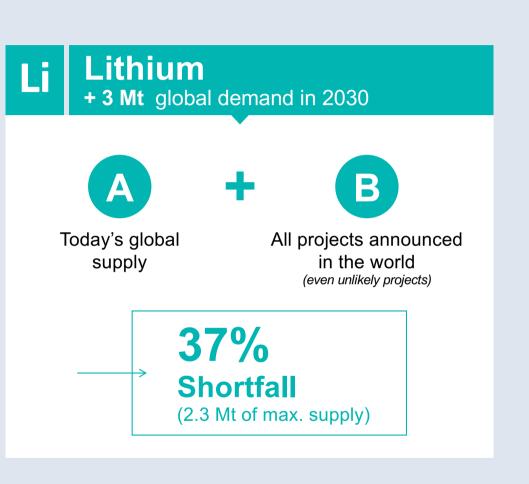
Total metal demand by commodity in a STEPS and SDS scenario respectively (Mt)

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



Challenge 1

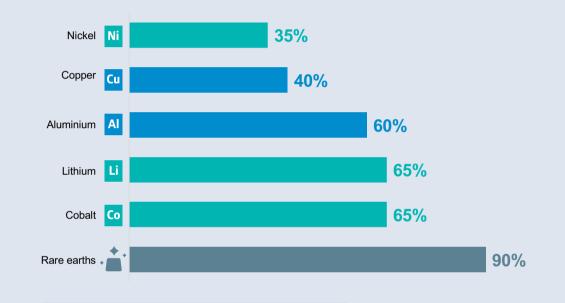
How can we overcome the ever-growing gap between metals demand and supply in the next 15 years?



Challenge 2

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

China's share of global processing



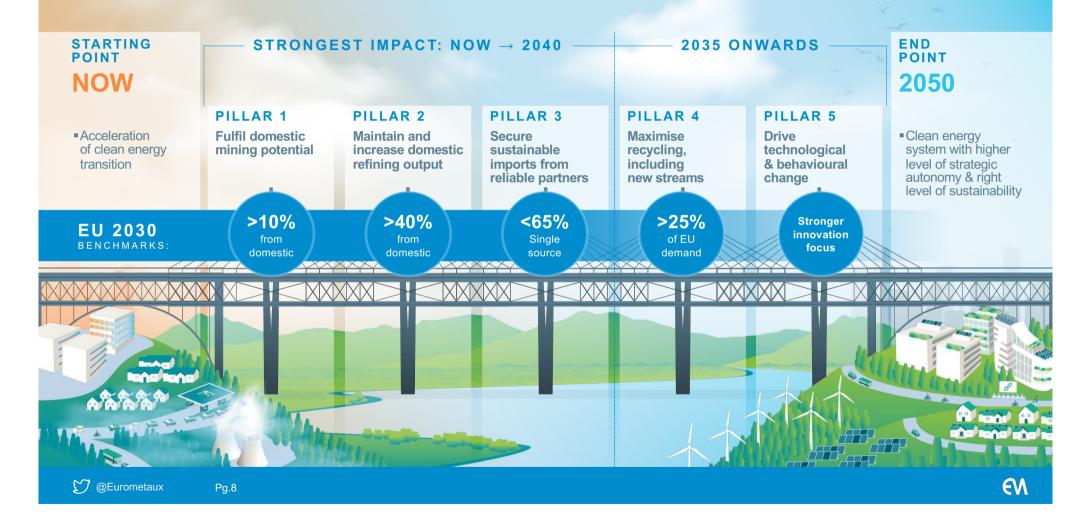
+ Control of:

- 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

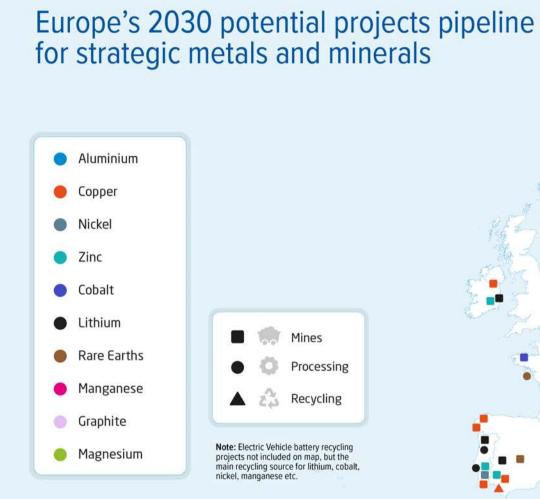


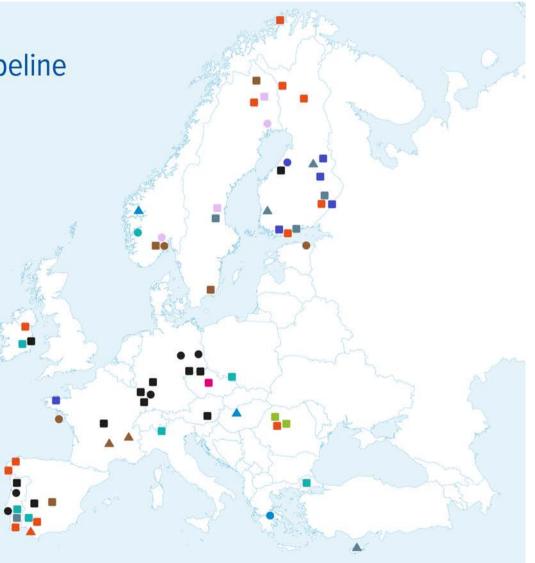
EU Critical Raw Materials Act: 2030 targets for building this bridge



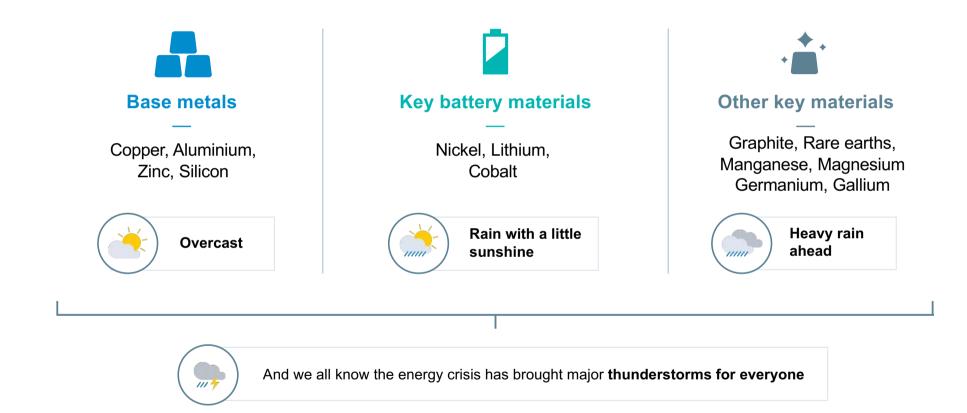
The burning question for our work ahead

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?



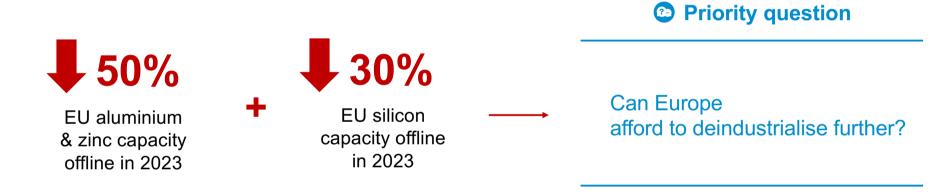
Base Metals: Existing EU capacity mostly already exceeds 2030 benchmarks



	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%

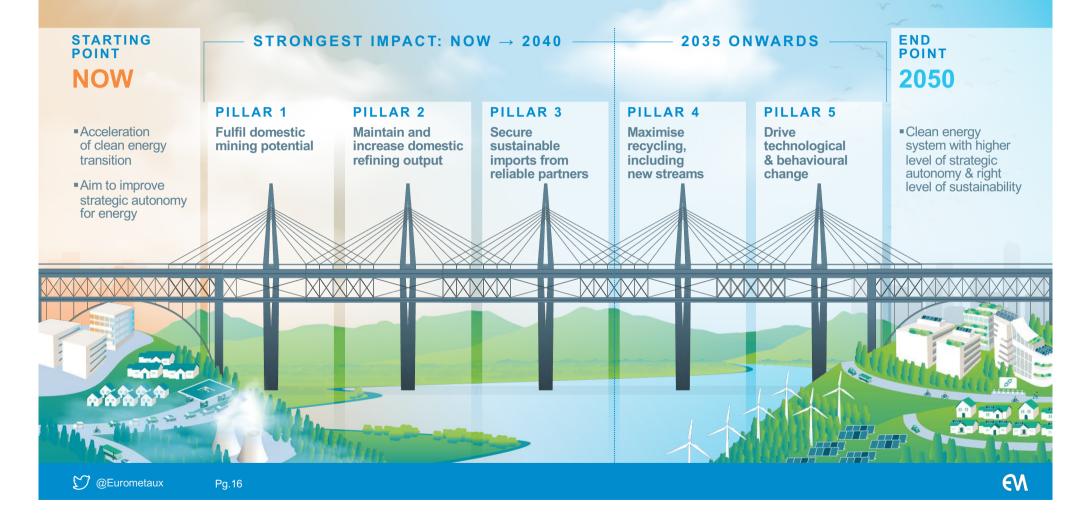
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³ Other key raw materials: Europe off track today for meeting 2030 benchmarks



 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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