



Manganese Metal Co

Creating strength.

Since 1974.

# KLCBT Business Conference 2025

Investment Confidence

# Disclaimer

## Financial Advisory and Intermediary Services Act 2002

Financial service providers, with definitions in the Act that can be complicated but essentially referring to a person who, as a regular feature of its business, furnishes advice (meaning any recommendation, guidance, or proposal of a financial nature relating to a financial product, which is just about anything in which you can invest money of a financial nature – shares, investment schemes, insurance contracts, and so on) and/or renders an intermediary service (something other than 'advice', encompassing the doing of an act on behalf of someone else, like a client or product supplier, as a result of which a transaction in relation to a financial product may happen, or which constitutes a wide variety of service relating to a financial product, or relating to a claim a client has against a product supplier), must be authorized (i.e., licensed) by the Authority to act as a financial services provider or a representative, and can only conduct business through a 'representative' or a person who is himself licensed by the Authority, with an issued license requiring the financial services provider to whom it has been issued to prominently display a certified copy in every one of its premises, reflect the fact of the license in all documentation, advertisements, and so on, and ensure that the license is available for inspection by any person requesting proof under some law or for the purpose of entering into a business relationship with the provider (contravention of these requirements constituting an offense), and if the financial services provider is a juristic person (that is, a corporate body, an association, trust or partnership), it must ensure that every trustee, director, partner or member (who is not considered to be a 'key individual') complies with the qualities of honesty and integrity as contemplated by the Act, and commits an offense if it fails to do so, and if a new director, member, trustee or partner is appointed, the financial services provider must inform the Authority within 15 days, and furnish such information as the Authority may require (failure to do so being a criminal offense), and is obliged to ensure that, at all times, its representatives, and its key individuals, comply with the 'fit and proper' requirements (and any requirements relating to the reappointment of debarred representatives), and must take whatever steps are reasonably necessary to ensure that its representatives comply with all applicable codes of conduct as well as laws on the conduct of business (failure to do this constituting a criminal offense), and where a representative or a key individual (of such a representative) no longer, or does not meet, the fit and proper requirements, or those required for reappointment, the financial services provider must debar that person from rendering financial services (failure to do so constituting a crime), and similarly, if the financial services provider is satisfied that the representative has contravened, or has failed to comply with any provision of the Act in a material manner, it must debar the representative (failure to do so constituting a crime), and if the financial services provider does not have a compliance officer, it carries the obligation to submit reports to the Authority as required from time to time (failure to submit such required reports constituting an offense), and even if it does have a compliance officer, whose function (and obligation) is to submit such reports, the provider concerned commits a crime if it does not ensure that the reports are submitted as required; a 'representative' in terms of the Act is someone who renders a financial service to a client of a financial services provider, and which service requires judgment or which, in response to a general enquiry, leads to a specific transaction in respect of a financial product, and it is a crime to act (or offer to act) as a representative unless appointed by an authorised financial services provider, or to act as a representative for someone who is not an authorised financial services provider and is not exempted from the provisions of the Act, and when rendering a financial service to clients, the representative must first provide certified confirmation of having a contract or mandate to represent the provider in question, and that the provider accepts responsibilities for the representative's activities (failure to do so constituting an offense), and a person may not act as a representative unless meeting the requirements of being fit and proper, including honesty and integrity; competence; continuous professional development; operation ability; and financial soundness (failure to meet these requirements constituting an offense), and if 'debarred' from rendering financial services, commits a crime by doing so unless complying with the Gazetted requirements for reappointment, and commits a crime by rendering financial services (or contracting in respect of financial services) on behalf of a provider for whom he does not have either a mandate or a contract of service; every authorised financial services provider which has more than one key individual, or has one or more representatives, must have a 'compliance officer' to oversee and monitor the provider's compliance with the Act, and if the Compliance Officer does not submit reports to the Authority as required from time to time, he commits an offence; unless exempted by the Authority, every authorised financial services provider must keep records for a minimum period of five years concerning premature cancellations by clients of transactions or financial products, complaints received, whether such complaints have been resolved, compliance with license conditions and requirements, cases of non-compliance with the Act, reasons for such non-compliance, and representatives' compliance (failure to do so constituting a crime), and must prepare annual financial statements (which address the required topics according to the Act), have them audited and reported on by an external auditor approved by the Authority, and submit them to the Authority within 4 months of the end of the relevant financial year (or such further time as the Authority may allow) (contravention of these requirements constituting a crime), and if the auditor detects or suspects any irregularity, he must report it to the Authority in writing (failure to do so constituting a crime); the Authority can declare a particular business practice to be undesirable, for all categories of services providers, or a category of them, or just one provider, and once notification of the declaration has been published in the Gazette, it is a crime to carry on the practice concerned, and if a financial services provider does, for whatever reason, continue with the undesirable practice, the Authority can direct the provider concerned to rectify anything which was caused by or arose as a result (failure to comply with such a direction within 60 days constituting a crime); any person who makes any false, misleading or deceptive statement, or conceals any material fact in any application submitted in terms of the Act, commits a criminal offence, as does giving to an appointed auditor or a compliance officer any information which is false or misleading, or concealing any material fact, and any person who is not a representative mandated or appointed by an authorised financial services provider, but pretends to be appointed or mandated by another representative of the financial services provider, is guilty of an offence; the Office of the Ombud for Financial Services Providers is established in terms of the Act to consider and dispose of complaints in a fair and expeditious manner, and it is an offence to do anything in respect of the Ombud, or in respect of an investigation being carried out by the Office of the Ombud, that would constitute contempt of court, or to 'anticipate' a determination by the Ombud (other than make representations to the Office) which is likely to influence the determination, or to wilfully interrupt any proceedings conducted by the Ombud.



























# Key Facts About MMC

## 28,000 tpa

production of 99.9% Mn quality, operating at full capacity

## 1974

51 years of industry experience, strong brand

## 100%

privately owned since March 2013

## ISO certification

Quality (9001), Environmental Protection (14001) and Safety Management (45001)

## Long term ore security

high grade manganese fines supply from South32

## World's largest producer

of selenium-free electrolytic manganese metal (EMM)

## +400

full time employees, +200 regular contractors.  
Average years of service = 12

## 95%

of production is exported, direct relationships with all customers

## ESG consciousness

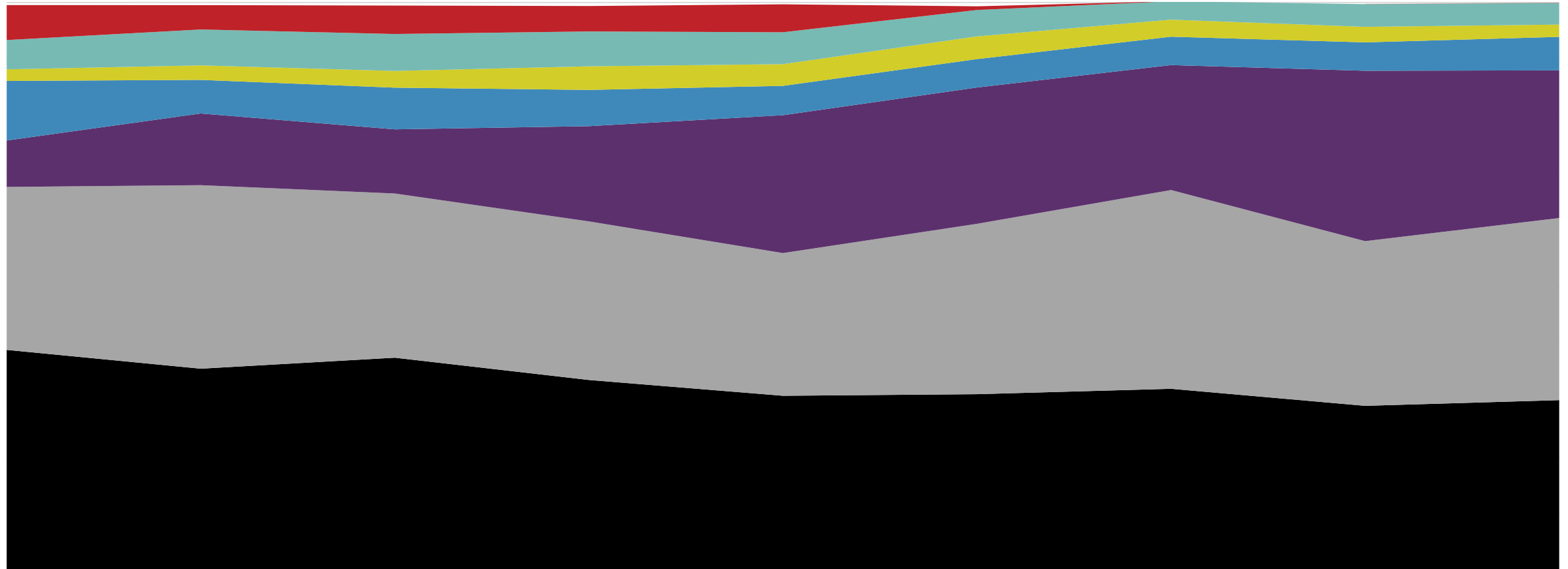
transparency embedded in our day-to-day operations and supply to customers

## Firm supply agreement

with Eskom, dual redundancy built into power supply circuit

# Customer industries and applications

Manganese adds strength and stability to many products



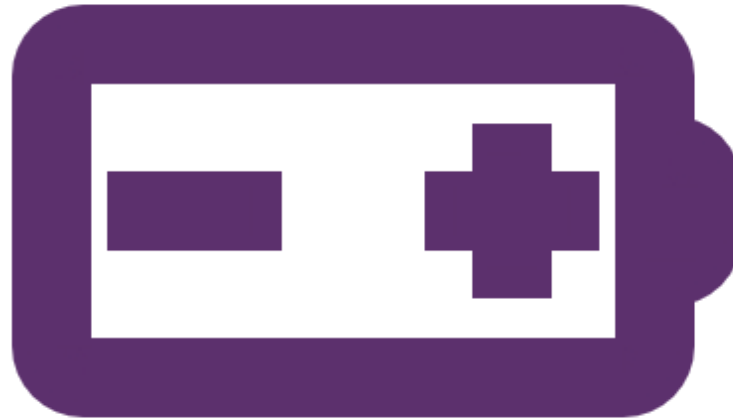
■ Steel ■ Aluminium ■ Batteries ■ Welding ■ Non-Ferrous Alloys ■ Chemicals ■ Electronics



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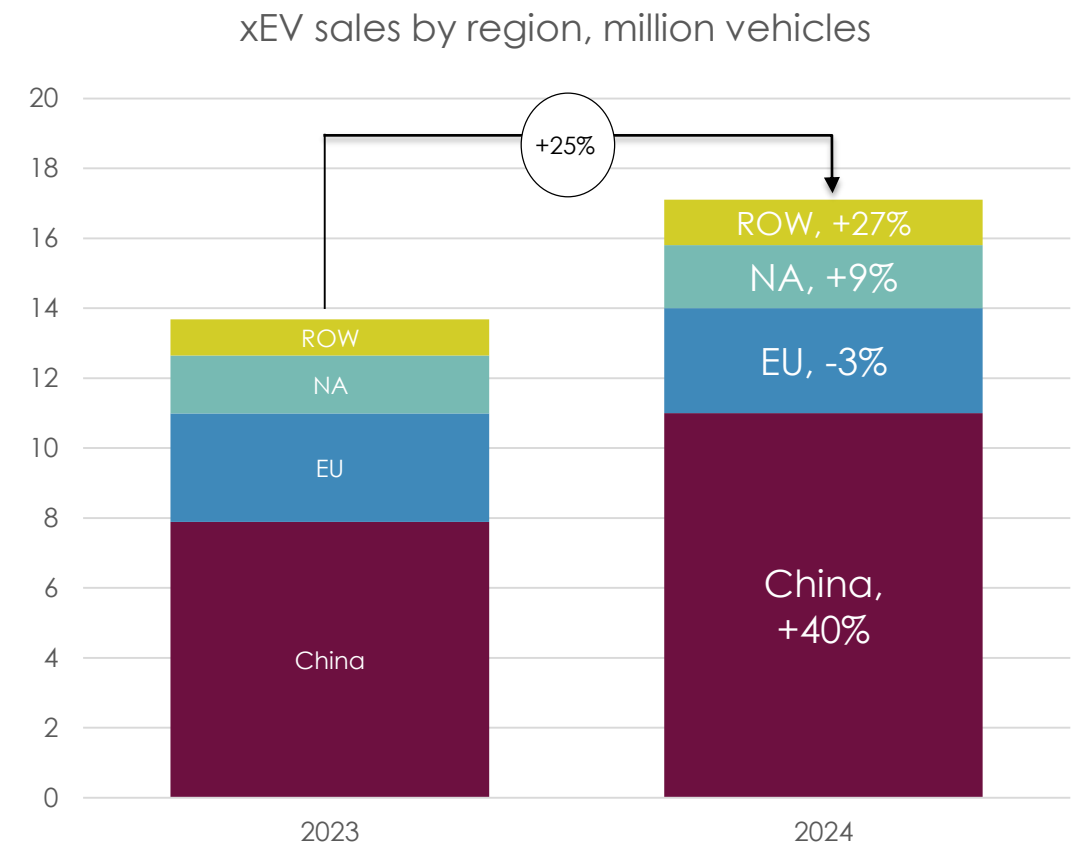
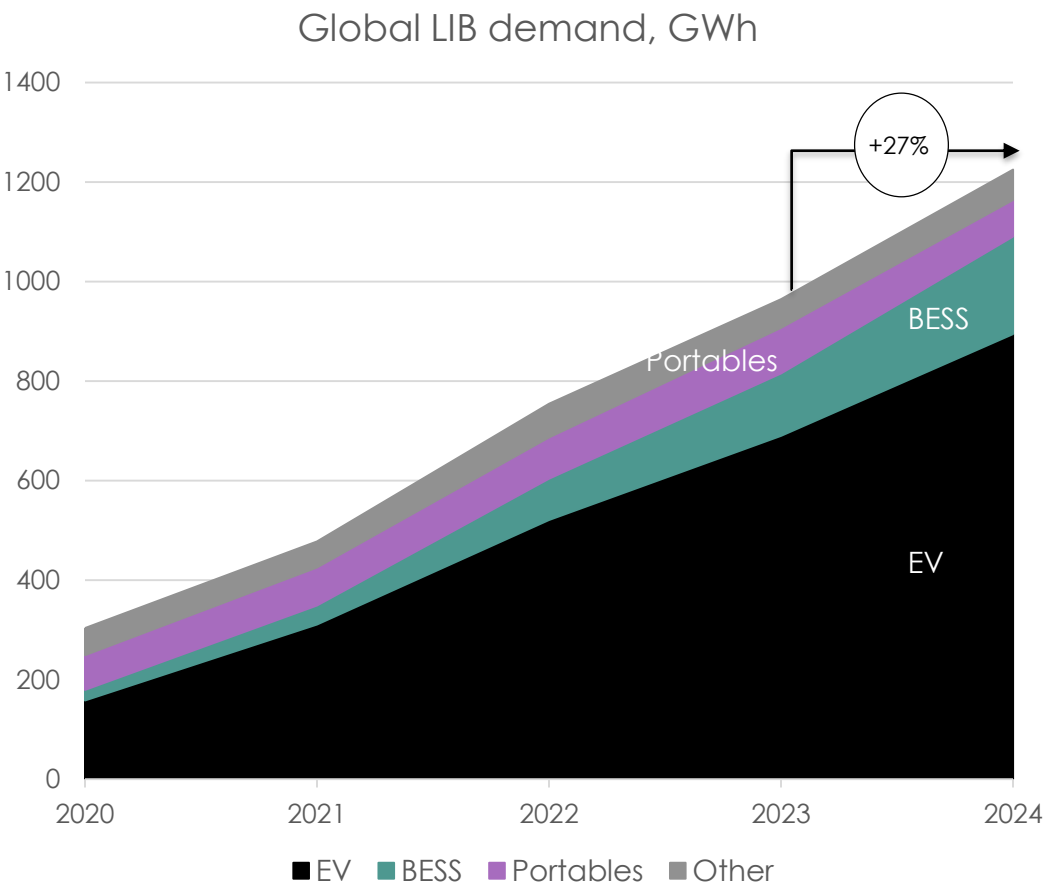


## The next Chapter

Manganese Sulphate Monohydrate

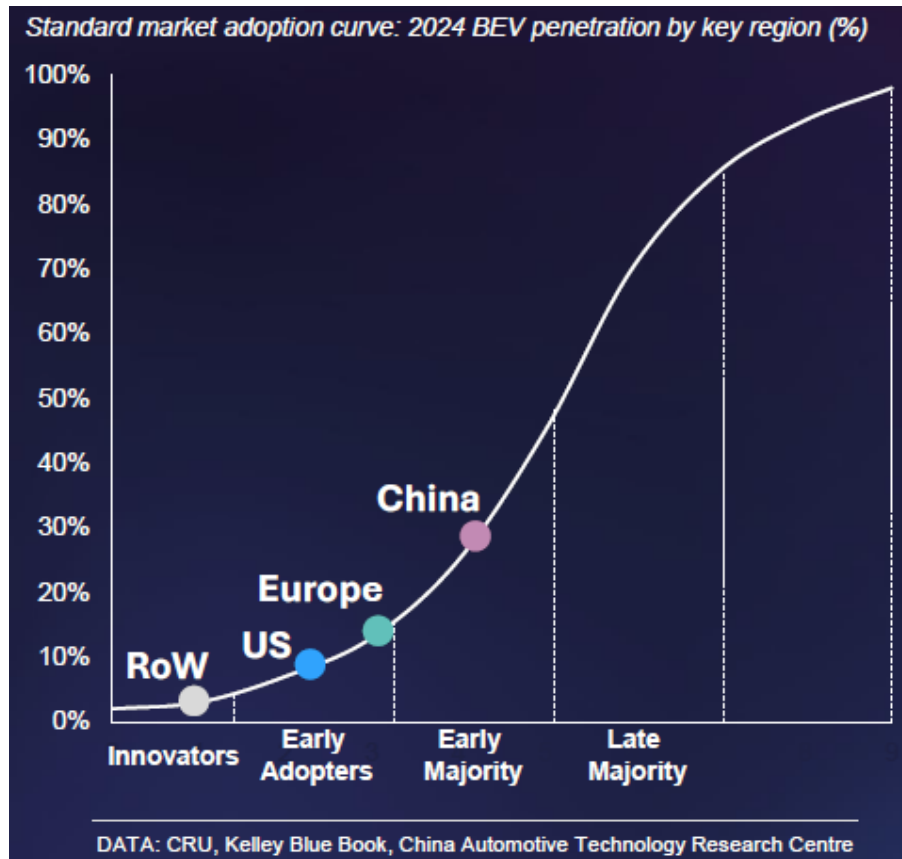
# Status check on lithium-ion batteries and EVs in 2024

Batteries and xEV sales grew 27% and 25% y-o-y in 2024. Very important to discern the correct trends within the mix of market news flows



# Views on battery growth and EV uptake

Long-term prospects for EVs remain, despite localised upheavals in 2024 & 2025. Strong BESS growth on more affordable renewable generation capacity



## KNOWNNS

- Substantial investments by automotive industry and political commitment
- EU's 2025 vehicle emission standard of 93.6 g CO<sub>2</sub>/km applies. Fine amount = grams above target x €95 per vehicle.
- EU's 2035 target 100% of new sales as zero emission vehicles
- Import tariffs offer support while western automakers launch more affordable models
- De-globalisation of supply chains, local cell manufacturing

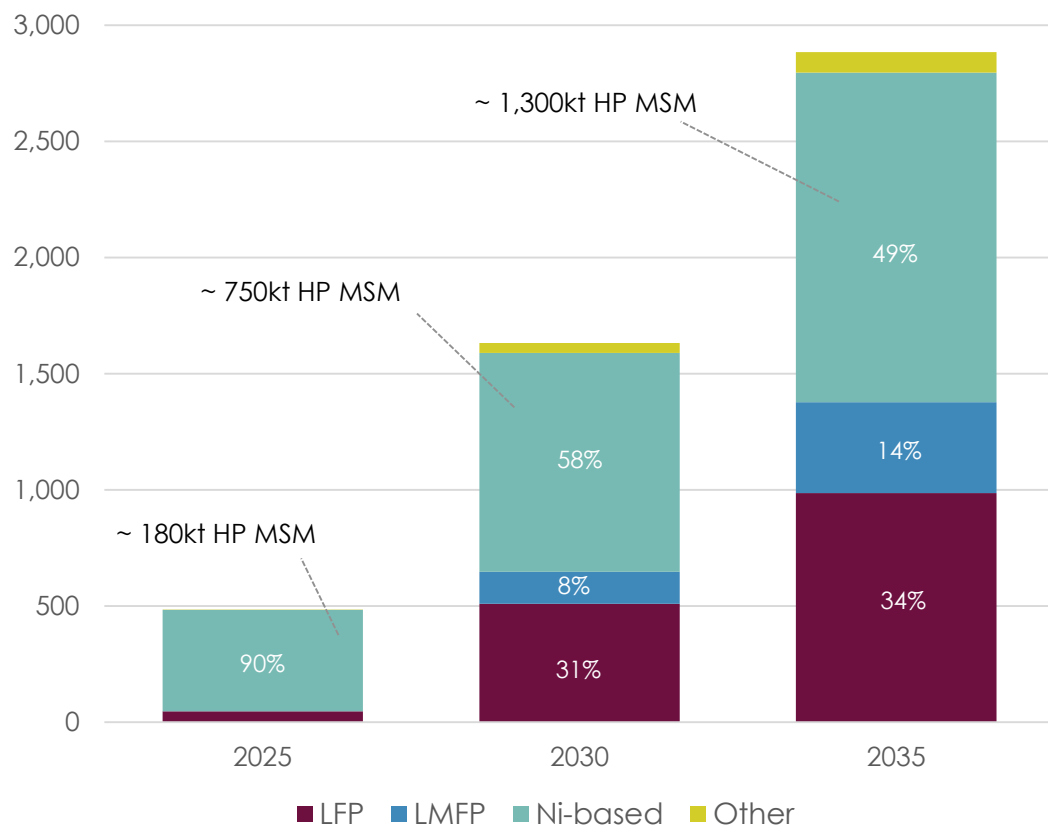
## UNKNOWNNS

- Duration of macroeconomic headwinds and consumer anxieties related to affordability, residual values & charging infrastructure
- Extent of modification/cancellation of IRA incentives on U.S. market
- Other policy changes, e.g. pressure to delay emission deadlines in various countries, subsidy changes, tariffs on pCAM/CAM

# Views on battery chemistry development in the world ex.China

Both NCM and LFP will grow, with lower Ni and higher Mn reducing the affordability gap for NCM

Forecast ex.China xEV battery demand, GWh



Source: CRU, December 2024. Only e-Transportation applications deployed outside China.

## KNOWN

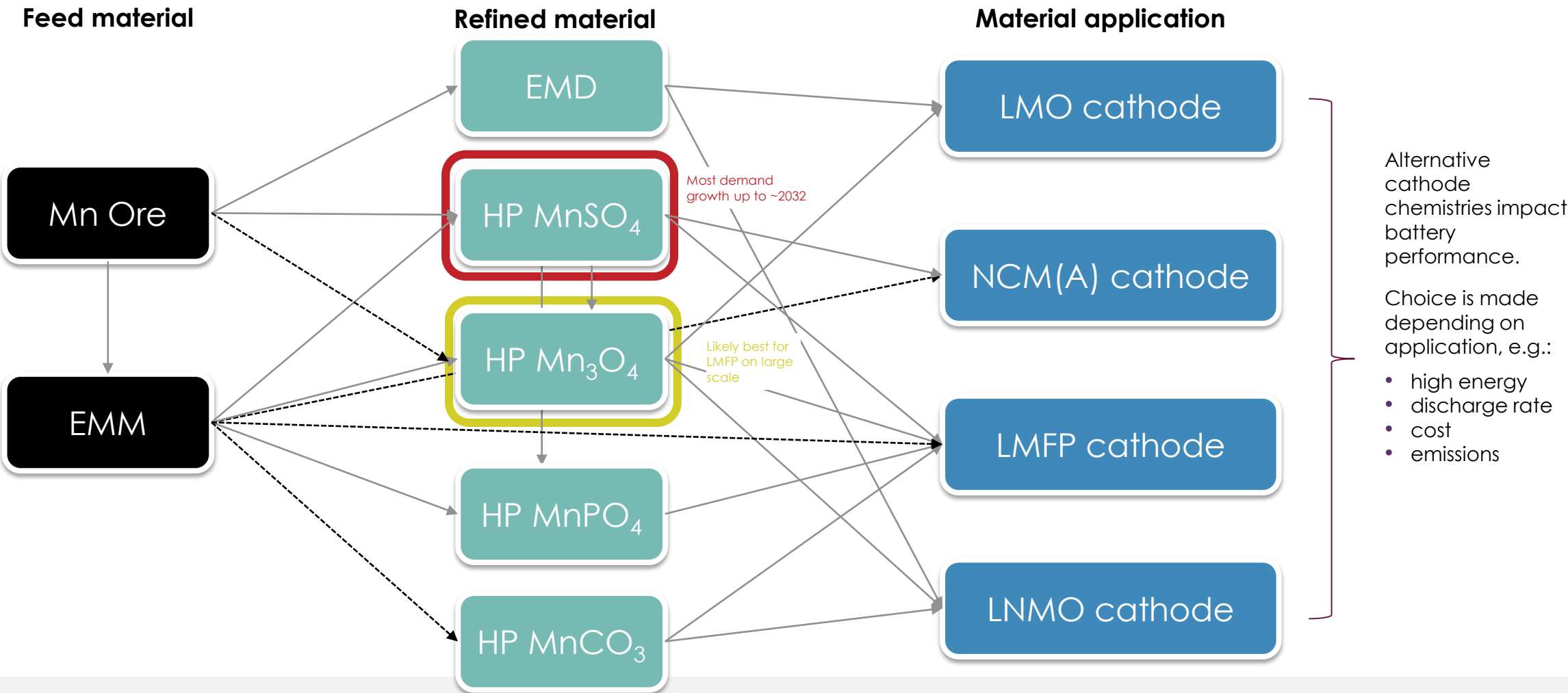
- Securing raw materials & vertical integration continues at automakers
- China restricts the export of advanced LFP & LMFP technology from start of 2025
- Mid-nickel high-voltage closing cost gap between NCM and LFP batteries; single crystalline CAM technology, uses more Mn.
- Western automakers only deploy new models after comprehensive testing

## UNKNOWN

- Trump 2.0, China-U.S. relationship – impacts are global
- Extent of Chinese LFP companies investing in EU and U.S.
- How cost competitive will LFP be in \$/kWh battery cost when it is made outside China?
- Rate of growth in ex.China midstream capacity; policy development here
- Uptake of LMFP, rate of development of solid-state battery (SSBs), charging network growth

# Implications of different battery chemistry trends on manganese

High purity ("HP") is the common denominator between the different forms of Mn



# \$10,000,000 Brownfields Investment in Mbombela

What incentivises us to build an MSM plant?

## Technology edge & intellectual property ✓

- Patents registered.

## Unit-economics & scale pathway ✗

- Even brilliant tech fails if the cost/kWh can't match the market.
- Battery-pack prices hit a record low \$115 kWh in 2024, implying sub-\$100 is now the competitive benchmark

## Raw-material access & supply-chain resilience ✓

- Lithium, nickel, cobalt, graphite, copper, separators and electrolyte salts are prone to price spikes, export curbs and ESG controversies.
- The U.S. DOE flags “market uncertainty and price volatility holding back investment” while governments tighten origin rules
- 2024 tariffs on Chinese graphite spurred North American refinery rushes.

## Policy, incentives & regulatory compliance ✗

- Capital floods into projects that maximise subsidies or avoid penalties.
- The U.S. IRA S45X offers up to \$35 kWh for cells and 10 % cost credit on electrode materials—but only if the component is “substantially transformed” in the U.S.

## Market demand & commercial traction ✓

- Investors read the TAM against signed sales.
- EVs already account for > 25 % of global car sales (20 M vehicles in 2025) and are “on course to exceed 40 % by 2030.”

# Putting it together

a quick diligence flow screen for cost-viable tech

## Screen for cost-viable tech: ✓

- Does the chemistry roadmap intersect the <\$100 kWh learning curve by 2027?

## Trace the tonnes: ✓

- Map every critical mineral back to at least two producing regions plus a recycling loop.

## Model the incentive stack: ✓

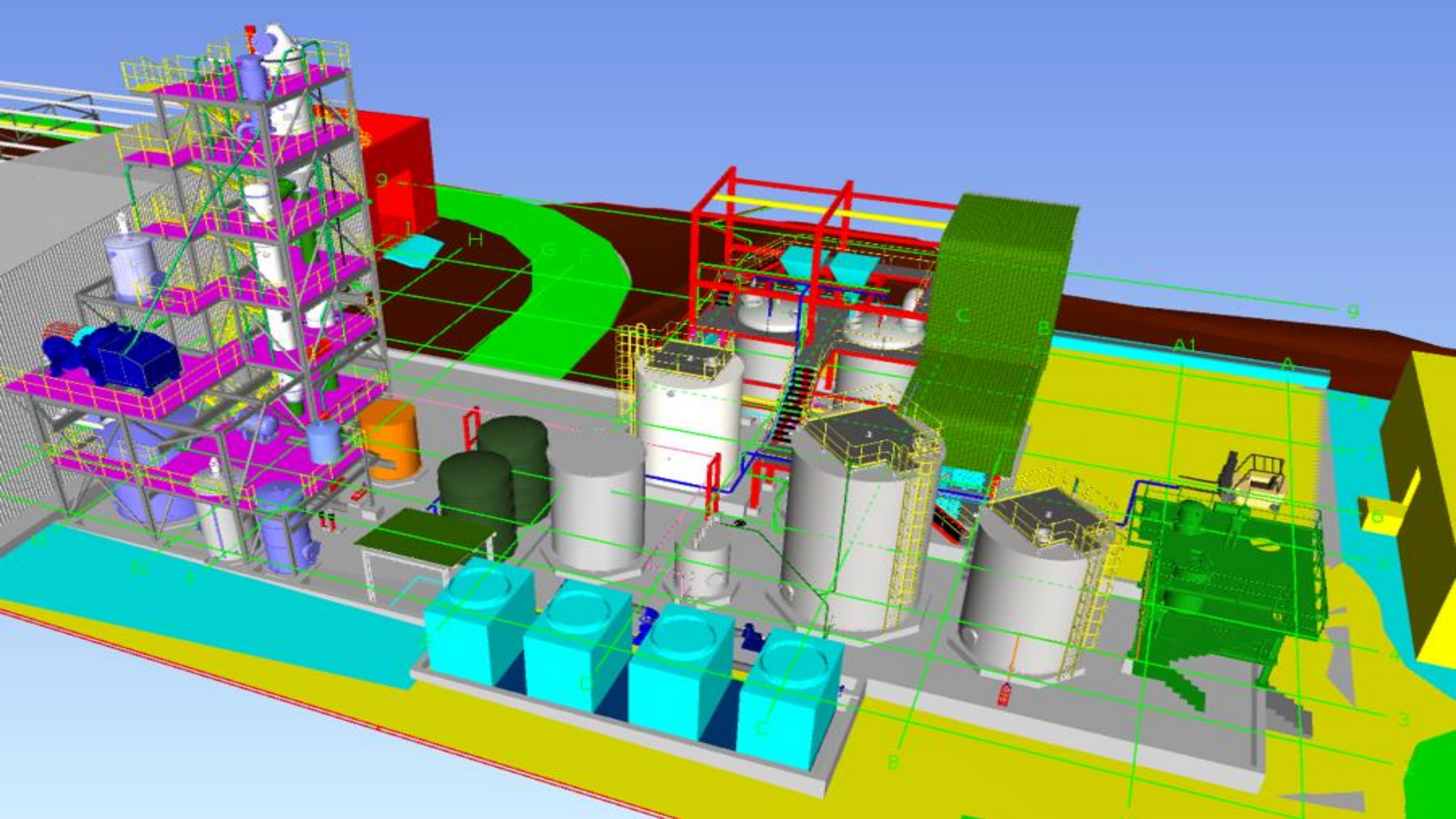
- Overlay plant locations on IRA/CRMA credit maps; run sensitivity if credits phase out.

## Stress-test the orderbook: ✓

- Cut EV demand growth by half and see if capacity utilisation stays > 65 %.

## Check ESG & policy durability: ✓

- Ensure raw-material sourcing passes evolving forced-labour, carbon-footprint, and end-of-life rules.











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\_\_\_\_\_  
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When the spreadsheet falls silent, conviction becomes the loudest signal. \_\_\_\_\_

**Invest in that signal.**