

Amounts in €million

ERAMET Group	2016 (*)	2015 (*)	2014 (*)	2013	2012	2011	2010	2009	2008	2007
Sales	2 984	3 109	3 144	3 162	3 447	3 603	3 576	2 689	4 346	3 792
Ebitda	375	92	363	231	407	789	971	59	1 505	1 373
Current operating income (COI)	84	-207	75	-45	153	554	739	-163	1 321	1 196
Operating income	-95	-813	-54	-548	79	491	720	-267	1 243	1 139
Net Income - Group share	-179	-714	-159	-370	9	195	328	-265	694	582
Net cash flow from operating activities	121	-7	43	161	217	591	727	112	1 140	988
CAPEX	217	267	346	587	641	492	326	286	419	319
Capital employed	2 838	3 060	3 462	2 992	2 979	2 699	2 554	2 391	2 637	2 046
Workforce	12 777	13 938	13 992	14 026	14 353	14 749	14 537	14 670	15 741	14 922
Total Shareholders'equity	1 776	1 779	2 754	3 010	3 809	4 079	3 974	3 505	3 732	3 035
Net cash / (Net debt)	-836	-878	-547	-218	448	1 153	1 295	946	1 133	954
Gearing (if < 0, na)	47%	49%	20%	7%	na	na	na	na	na	na

ERAMET NICKEL	2016 (*)	2015 (*)	2014 (*)	2013	2012	2011	2010	2009	2008	2007
Sales	595	686	781	704	898	989	965	655	897	1 290
Ebitda	-24	-156	42	-130	53	269	269	13	239	758
Current operating income (COI)	-119	-261	-52	-222	-38	189	194	-62	169	693
Net cash flow from operating activities	-137	-60	-18	-116	42	206	176	104	165	556
CAPEX	56	56	97	172	146	141	124	107	189	135
Capital employed	700	652	967	824	778	745	794	693	896	703
Workforce	2 534	2 777	2 809	2 974	2 999	3 061	3 012	3 073	3 126	2 946

ERAMET ALLOYS	2016 (*)	2015 (*)	2014 (*)	2013	2012	2011	2010	2009	2008	2007
Sales	949	991	938	904	997	910	764	750	1 102	1 033
Ebitda	74	78	81	49	40	57	76	-5	122	112
Current operating income (COI)	27	27	23	4	-5	16	29	-49	86	78
Net cash flow from operating activities	22	27	18	34	22	-1	43	93	90	125
CAPEX	55	44	48	64	84	100	69	67	83	54
Capital employed	790	800	789	760	787	745	647	578	709	687
Workforce	4 840	4 824	4 746	4 865	4 857	4 889	4 751	4 788	5 082	4 983

ERAMET MANGANESE	2016 (*)	2015 (*)	2014 (*)	2013	2012	2011	2010	2009	2008	2007
Sales	1 439	1 430	1 429	1 562	1 560	1 713	1 858	1 289	2 348	1 473
Ebitda	358	196	266	350	357	499	656	72	1 163	515
Current operating income (COI)	219	58	137	218	240	388	548	-27	1 088	440
Net cash flow from operating activities	243	106	140	314	172	402	562	-28	895	307
CAPEX	104	164	199	346	399	245	130	110	145	129
Capital employed	1 339	1 587	1 676	1 406	1 400	1 164	1 069	1 117	1 042	685
Workforce	4 962	5 898	5 982	5 673	6 021	6 377	6 419	6 463	7 181	6 719

HOLDING & ELIM.	2016 (*)	2015 (*)	2014 (*)	2013	2012	2011	2010	2009	2008	2007
Sales	1	2	-4	-8	-8	-9	-11	-5	-1	-4
Ebitda	-33	-26	-26	-38	-43	-36	-30	-21	-19	-12
Current operating income (COI)	-43	-31	-33	-45	-44	-39	-32	-25	-22	-15
Net cash flow from operating activities	-7	-80	-97	-71	-19	-16	-54	-57	-10	0
CAPEX	2	3	2	5	12	6	3	2	2	1
Capital employed	9	21	30	2	14	45	44	3	-10	-29
Workforce	441	439	455	514	476	422	355	346	352	274

(*) The reported data are adjusted data based on the Group's reporting, in which joint ventures are accounted for using proportionate consolidation