



2020 half-year results

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Chairman and CEO

30 July 2020

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Conclusion and outlook

Strong impact of the crisis on the Group's end markets: drop in metal prices and aerospace crisis (~€350m EBITDA impact)

Deteriorated price environment, o/w:

- **-22%** on average for **manganese ore**¹ prices
- **-10%** on average for **ferronickel**² prices, due to significant discount to LME in H1 2020 (zero in H1 2019)
- **-8%** and **-3%** on average for **refined and standard manganese alloys**¹ prices, respectively

~-€280m
EBITDA impact
vs H1 2019

A&D hard hit by aerospace crisis

- **Cancellation of 33% orders** in the aerospace business
- FCF of **-€156m** in H1 2020

~-€50m
EBITDA impact
vs H1 2019

European and US steel decline

- **Swift adjustment** of manganese alloys plants production (**-20%** to **30%** in May-June)

-€25m
EBITDA impact
vs H1 2019

Excellent operating performance of the mining activities in H1 2020, confirming the success of the organic growth strategy

c.€120m of intrinsic progress in H1 2020 vs H1 2019, despite the sanitary crisis



- **2.8 Mt** of manganese ore produced in **Gabon**, **+31%** vs H1 2019
- **2.9 Mt** of ore transported, **+42%**



- **2.2 Mwmt** of nickel ore produced in **New Caledonia**, **+12%**
- **1.1 Mwmt** of ore exports, **+120%**



- **371 kt** of mineral sands produced in **Senegal**, despite lower grade of deposit
- **OEE¹** at a **high** level



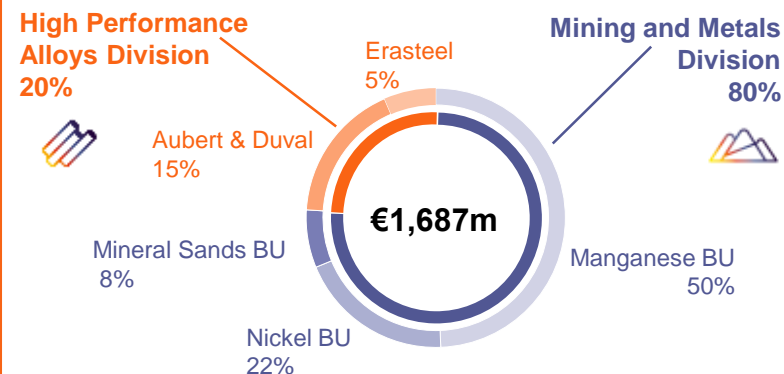
- **Start-up** of the **4 production lines** at **Weda Bay** in May
- **1.6 Mwmt** of nickel ore produced since Oct. 2019
- **4.2 kt²** of nickel ferroalloys produced

EBITDA drop ; net income further penalised by impairment charge due to crisis (€284m) & lithium project mothballed (€142m)



Sales **€1,687m**

↘ -7% vs H1 2019



EBITDA **€120m**

↘ vs H1 2019 (€307m)



FCF **-€210m**

Net debt **€1,536m**



Net income – Group share

-€623m

↘ vs H1 2019 (-€37m)



Gearing¹ before impairment

113%

Covenant holidays for H1 and H2 2020

Covid-19: swift adaptation to ensure business' continuity at mines and plants

Eramet fully mobilised to face the Covid-19 situation

- **Protecting employees and their families** as well as **local communities**: Group's top priority
- **Strict application of sanitary protocols**,
- **Specific sanitary expenses** in Gabon, Senegal and France

Eramet solidarity plan

- **c.€10m** to **fund combat against the spread** and pandemic consequences in all Eramet locations
- Consistent with Eramet's strategy for **local communities** (**€13m/yr** spent on average)
- **Transgabonese railway pivotal** in supporting local communities in Gabon



Solidarity action towards local populations, Setrag, Gabon

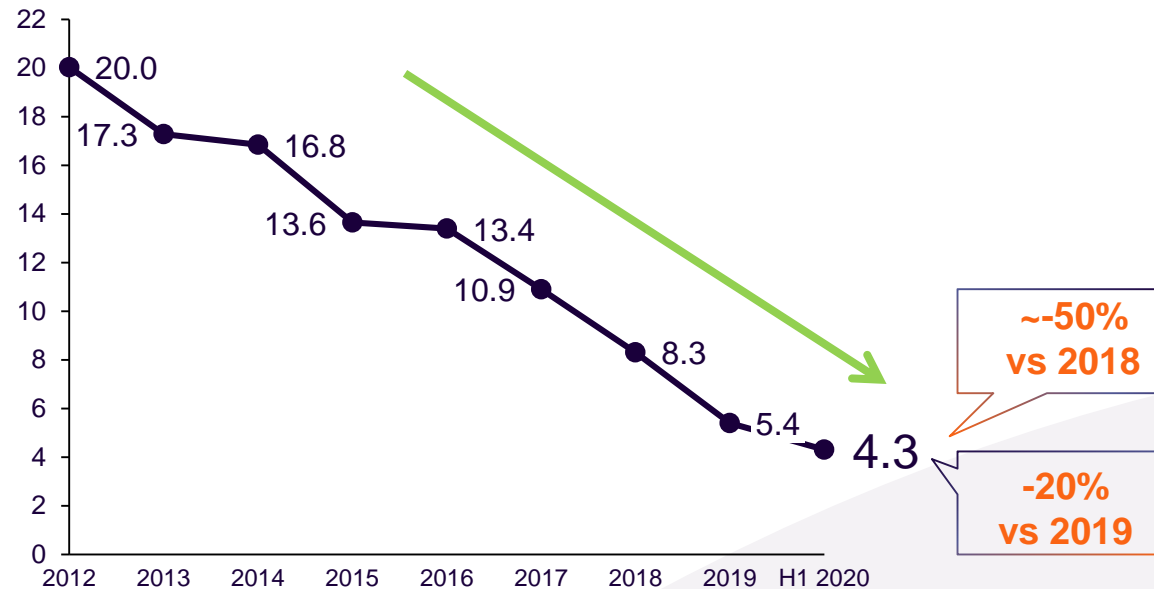
1

Safety



Further strong decline in accident frequency rate in H1 2020, but still too many severe accidents

Eramet accident frequency rate (FR2^{1,2})



Continued push of management in daily operations for safety routines:

- Focus on risk analysis, prior to any action

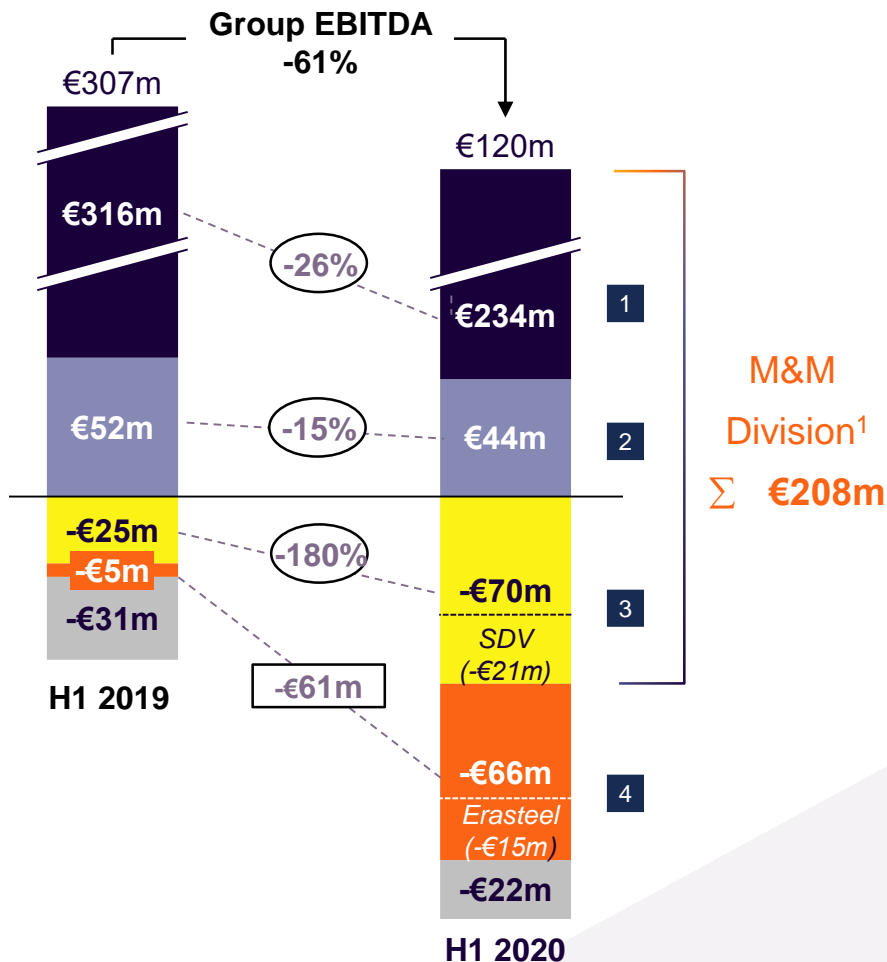
1 fatal accident at subcontractors in H1 2020:

- Continued roll-out of Essential Safety Requirements to avoid severe accidents, particularly at subcontractors

Financial results



Robust contribution of Manganese and Mineral Sands activities in H1 2020



- 1 Despite price drop, continued **solid EBITDA contribution** from Manganese BU
- 2 Mineral Sands BU driven by **robust operational performance**
- 3 Nickel BU impacted by a **depressed stainless-steel and Sandouville's markets**
- 4 High Performance Alloys Division contribution hard hit by **aerospace and automotive crisis**

Manganese BU
 High Performance Alloys division
 Mineral Sands BU
 Holding & other
 Nickel BU

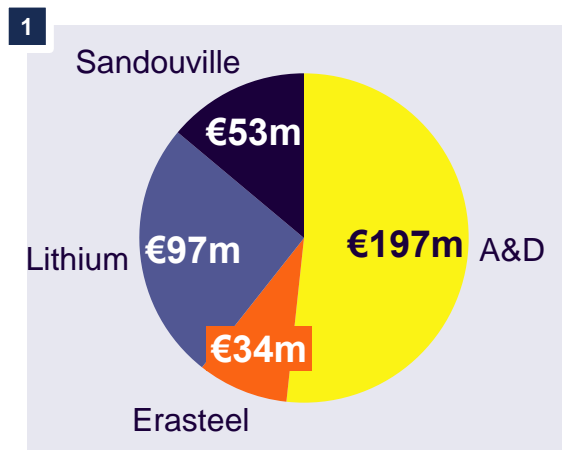
EBITDA strongly affected by decline in metal prices and aerospace crisis, despite significant operating progress in mining activities

€m	H1 2020	H1 2019
Sales	1,687	1,809
EBITDA	120	307
<i>% Sales</i>	<i>7%</i>	<i>17%</i>
Current operating income	(32)	169
<i>% Sales</i>	<i>n.a.</i>	<i>9%</i>
Net income – Group share	(623)	(37)

€m	30/06/2020	31/12/2019
Net debt (Net cash)	1,536	1,304
Shareholders' equity	982	1,639
Gearing before impairment (Net debt-to-equity ratio, incl. IFRS 16 impact)	113%	78%
ROCE (COI / capital employed¹ for previous 12 rolling months)	n.a.	12%

Net income further penalised by the accounting of a non-recurring expense of €459m

€m	H1 2020	H1 2019
Sales	1,687	1,809
Current operating income	(32)	169
Other operating income and expenses	(459)	(25)
o/w Provisions on asset impairment tests 1	(381)	(0)
Lithium project 2	(45)	(11)
Financial result 3	(82)	(54)
Share in income from associated companies	7	(4)
Pre-tax result	(566)	90
Income tax 4	(73)	(101)
Net income	(639)	(16)
o/w Minority interests' share	(16)	21
Net income – Group share	(623)	(37)



2 In addition to €97m of impairment, non-recurring expenses (€45m) related to costs to terminate contracts and mothball project

3 -€28m vs H1 2019, of which -€12m increase in interest charges

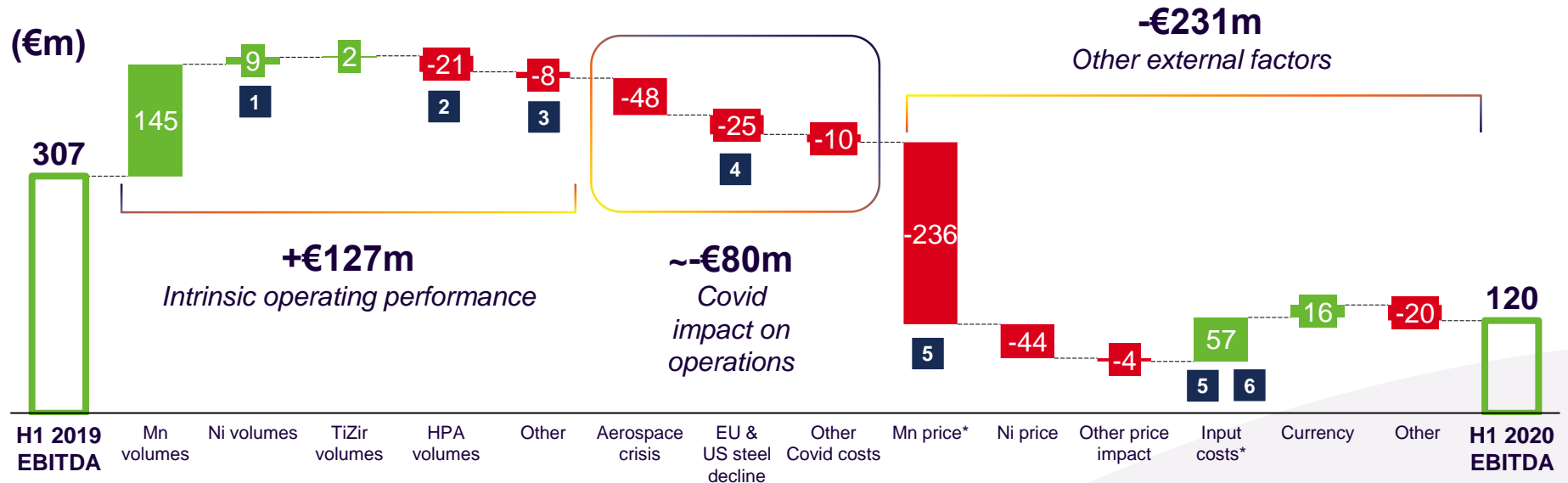
4 -€28m decrease, mainly related to taxes in Gabon and Norway

Income highly sensitive to metal prices

SENSITIVITIES	Change	Annual impact on EBITDA (+/-)
Manganese ore prices (CIF China 44%)	+\$1/dmtu	c.€175m¹
Manganese alloys' prices	+\$100/t	c.€60m ¹
Nickel prices (LME)	+\$1/lb	c.€100m¹
Nickel ore prices (CIF China 1.8%)	+\$10/wmt	c.€15m ¹
Exchange rates	-\$/€0.1	c.€140m
Oil price per barrel	+\$10/bbl	c.€(20)m ¹



Positive intrinsic operating performance more than offset by lower prices and Covid impact on operations



1 o/w additional nickel ore exports contribution (+€8m)

2 A&D volumes decrease vs H1 2019, not related to aero crisis (slowdown of 737 Max and GE9X programs' production rate)

3 o/w increase in fixed costs due to higher transportation cost in Gabon (-€6m)

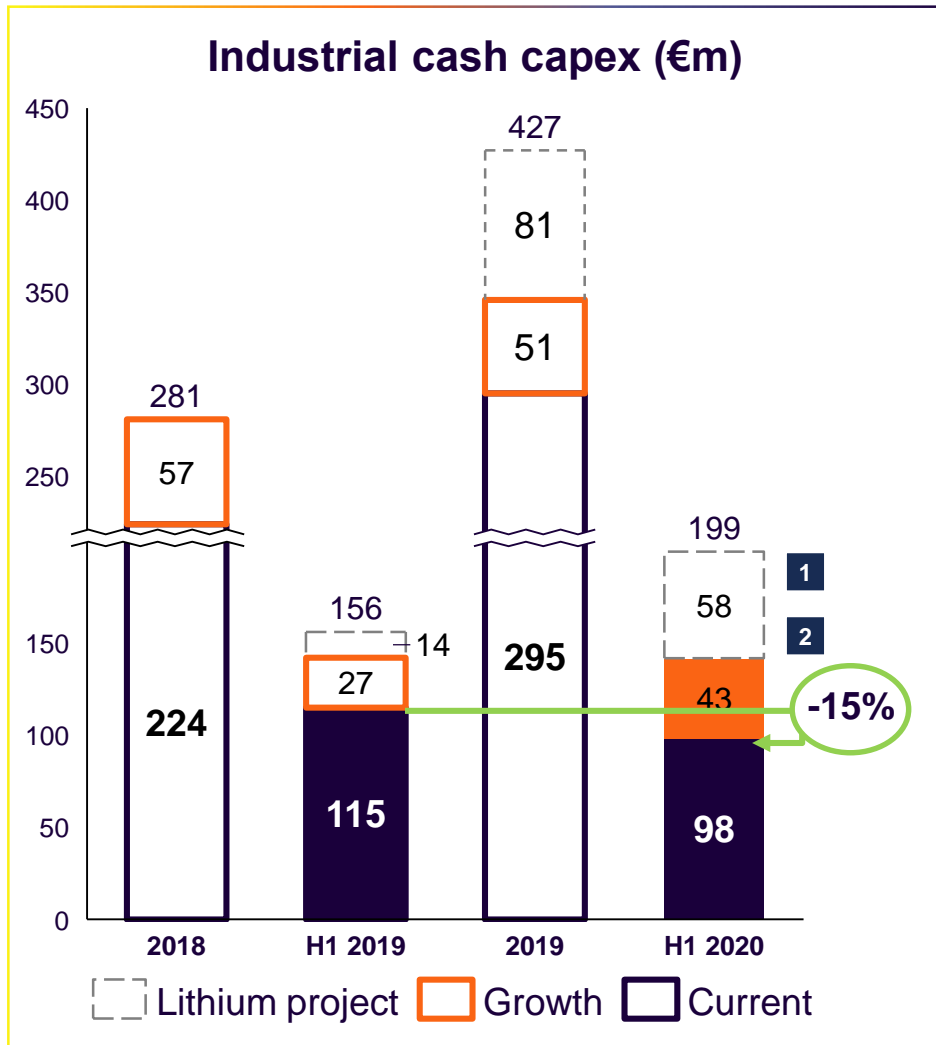
4 Swift adaptation of production at manganese alloys' plants: reduction of ~20-30% in May/June

5 o/w squeeze impact on manganese alloys margin (-€13m)

6 o/w decrease in cost of coke & fuel oil (+€22m), decrease in manganese ore purchased externally (+€15m)

* Manganese alloys' margin squeeze: -€52m included in Mn price impact, +€39m in Input costs

Decrease in current capex by -15% in H1 2020



- **Strict control** over capex as part of 2020 cash control plan
- **Current Capex down -15% at €98m**
 - Safety & environment (**19%**), Productivity (**28%**)
 - Maintenance (**59%**) of industrial equipment

1

- Q1 early capex related to **Lithium project** mothballed in April (**€58m**)

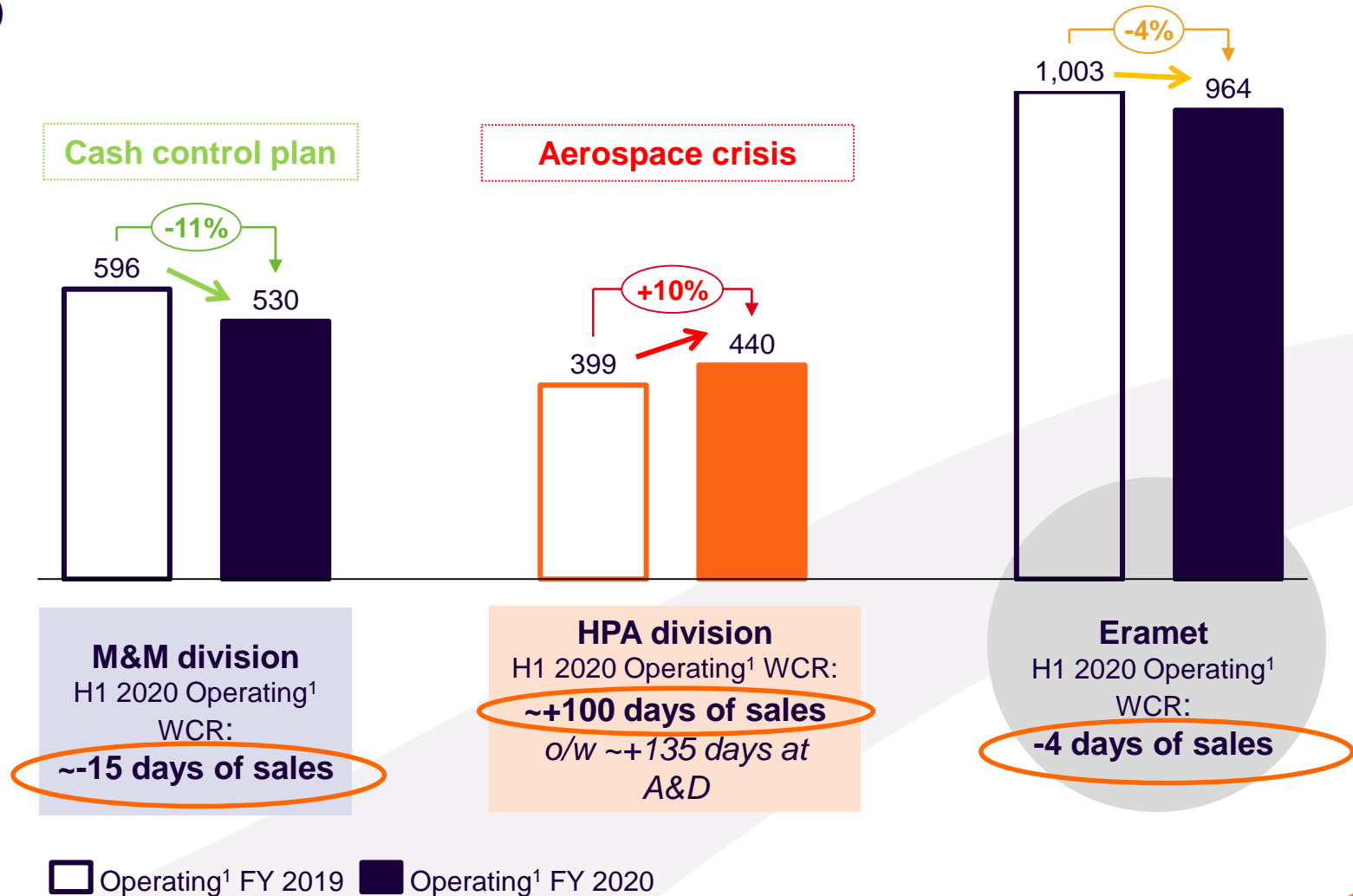
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H1 growth Capex to support fast pace cash contributive organic growth, o/w:

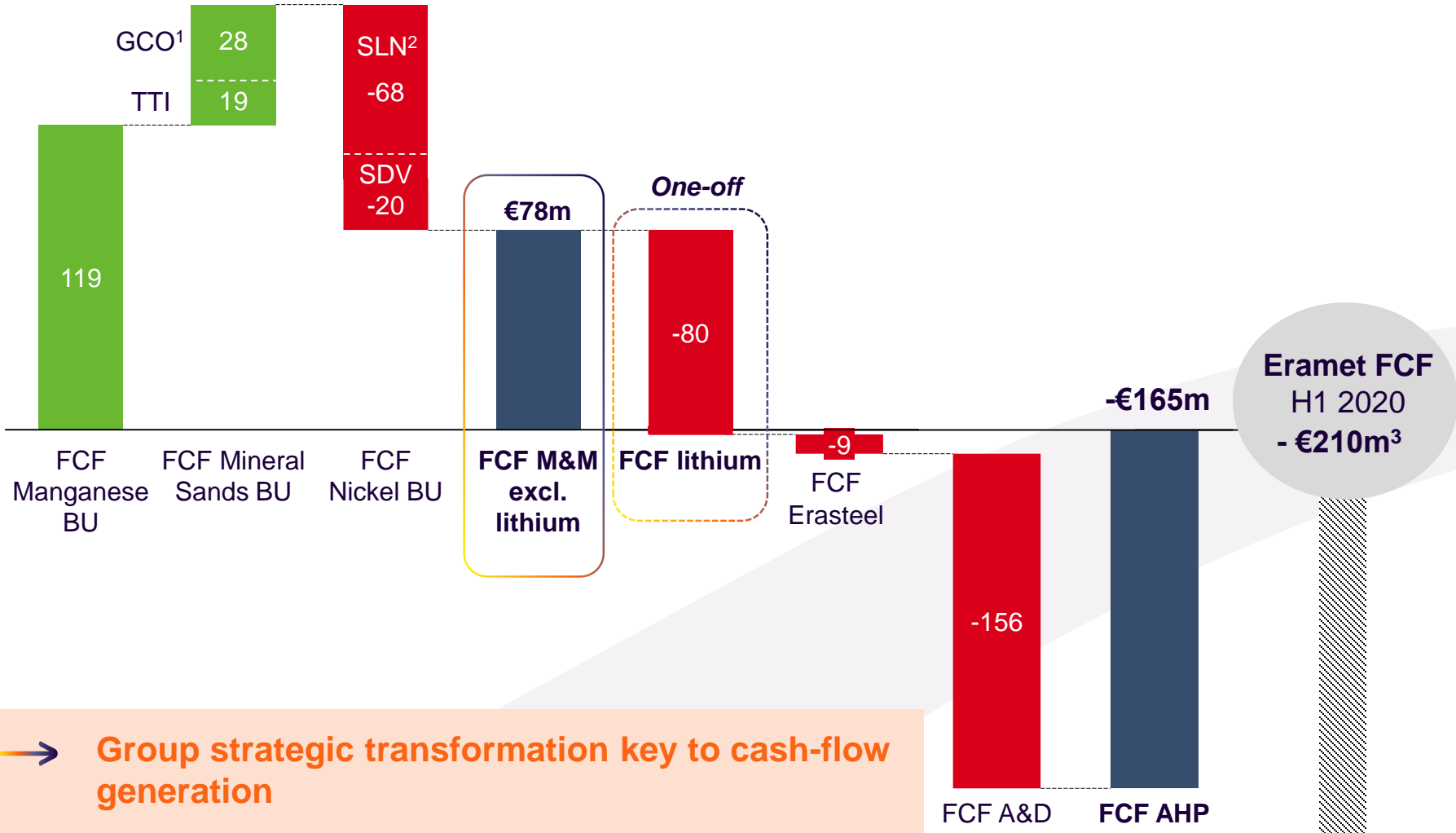
- **€25m** related to **manganese ore volume growth** at Comilog
- **€14m** related to Setrag Renovation 2016-2023 programme

Stable operating¹ WCR (in days) at Group level thanks to efficient cash control plan, balancing aerospace crisis impact

Operating¹ WCR
(M€)



H1 2020 M&M FCF break-even, including lithium FCF impact



→ **Group strategic transformation key to cash-flow generation**

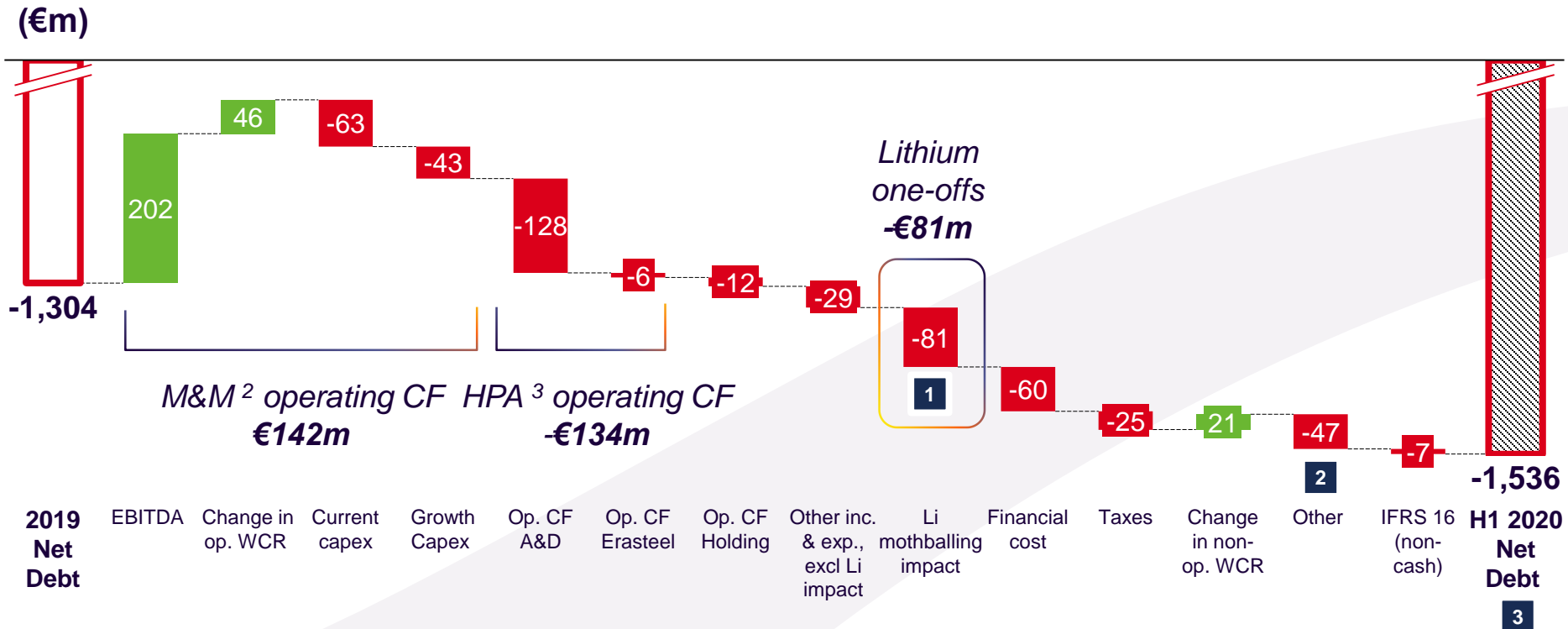
¹ Incl. BU Holding FCF, excl. TiZir bond interest charge)
² Incl. BU Holding FCF
³ Incl. -€31m of Group Holding FCF and -€13m of TiZir Bond interest charge

Increase in net debt, reflecting A&D's negative FCF despite significant cash generation efforts

1 2020 early capex (€58m) and cash expenses related to lithium project (€23m)

2 o/w €23m drawdown of Eramet shareholder's loan to holding company of PT Weda Bay Nickel

3 Proceeds from sale of TTI plant estimated at \$250m¹, still subject to regulatory approvals ; **not included in Net Debt** as of 30 June 2020



¹ After deconsolidation of cash on TTI's balance sheet at the end of 2020

² Mining & Metals division

³ High Performance Alloys division

High cash position at €1.9bn

Drawn down lines as of 30th June 2020:

- ▶ **Revolving credit facility ("RCF")**
 - > **€981m** RCF maturing 2024

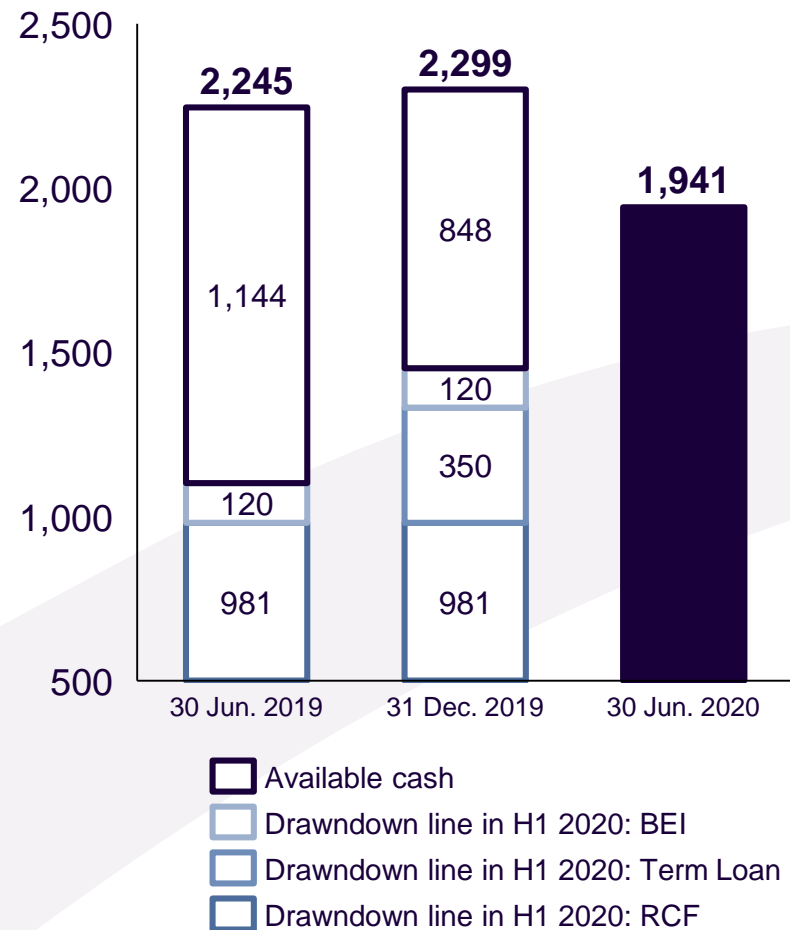
- ▶ **Term loan**
 - > **€350m** loan granted in December with a 2-year maturity and an option to extend to January 2024 at Eramet hand
 - > Intended for general purposes and investment

- ▶ **European Investment Bank ("EIB") financing**
 - > **€120m** loan maturing in 2030
 - > Intended to support R&D expenditure, modernisation and digital transformation

Gearing "Covenant holidays":

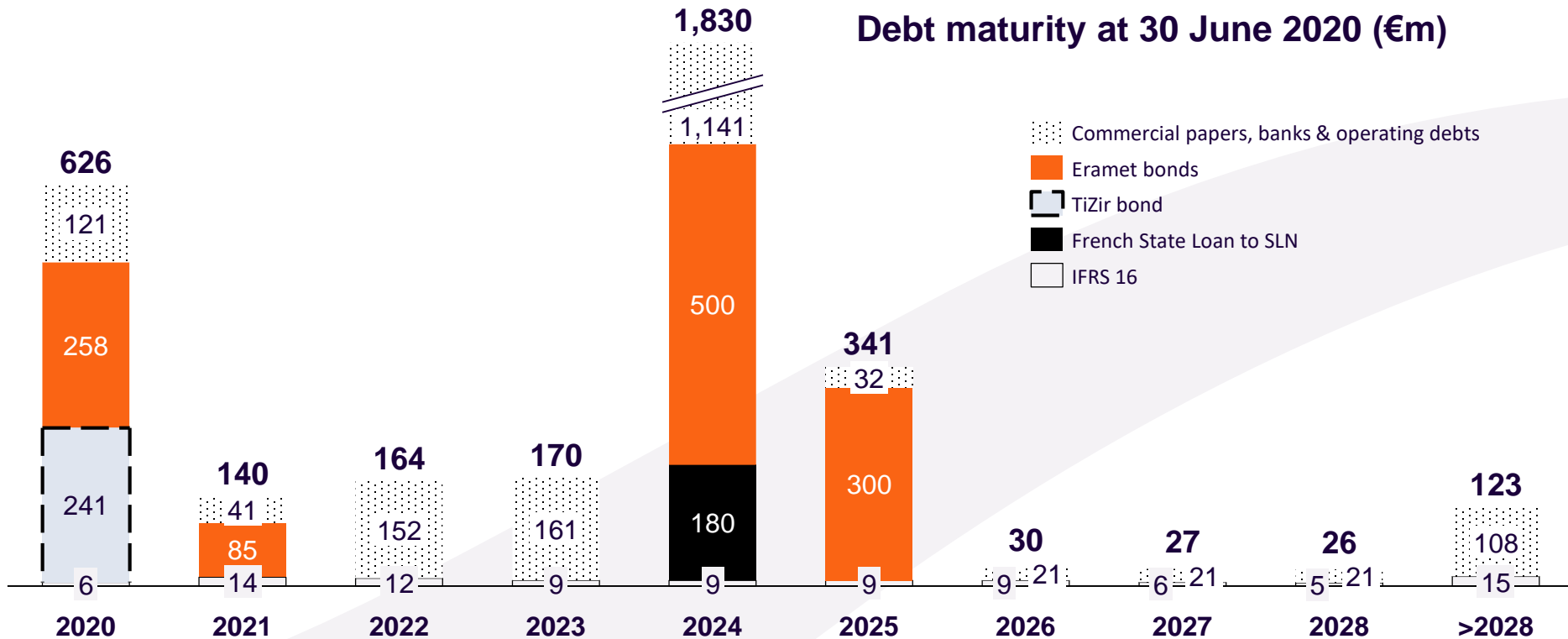
- ▶ June and December 2020

Group financial liquidity (€m)



No major debt maturity within the next 3 years

- Group gross debt at **€3,477m** at 30 June 2020
- Average maturity of Group's debt : 3 years; c. **80%** at a fixed rate
- Tizir Bond maturity anticipated in 2020 (subject to transaction completed by year-end) vs initial maturity in 2022¹
- €1,1Md€** in 2024 include repayment of credit lines draw down in H1 2020



3

Operational performance





Mining and Metals division



Manganese BU



Pandemic strongly affecting global carbon steel market, and consequently manganese ore and alloys demand



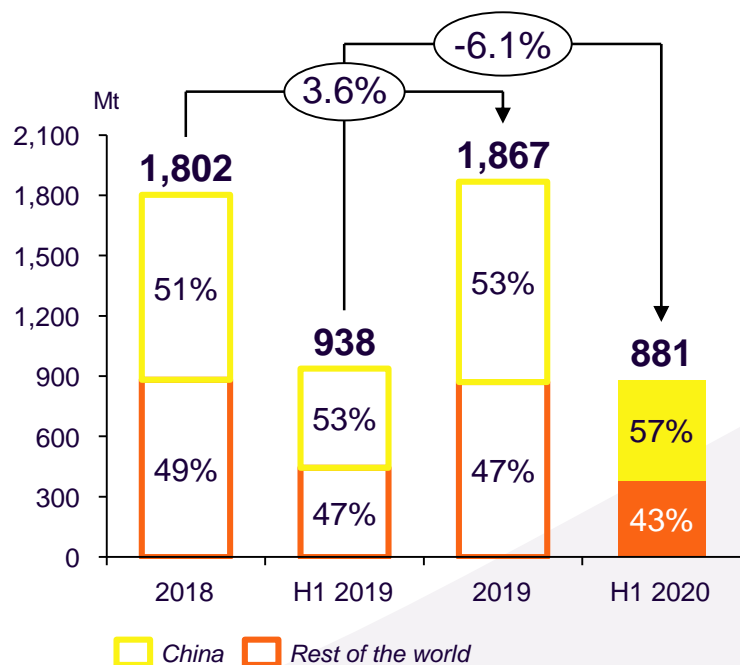
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Global carbon steel production sharply down in H1 2020, resulting from **lower global demand**, Europe and US particularly affected (-17% and -16%, respectively) ; China +1%

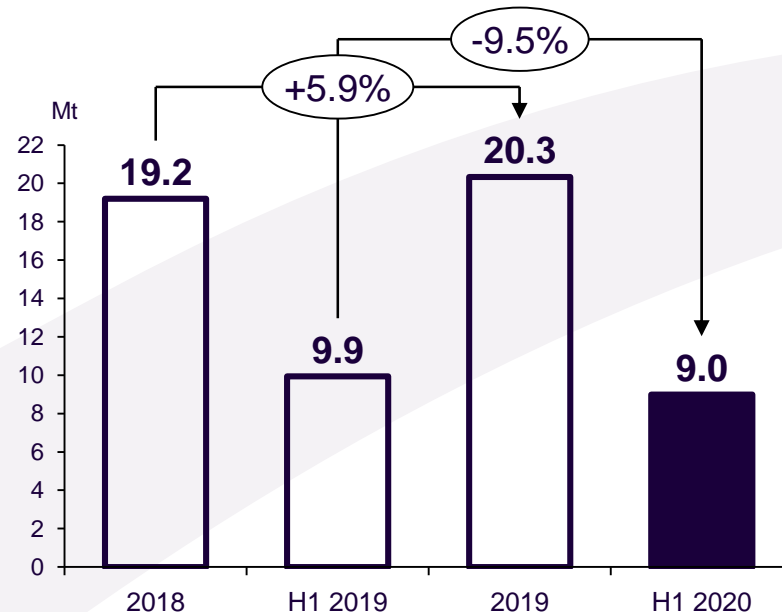
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Significant decrease in **global manganese ore production**, owing to temporary **closure of South African mines**, in particular

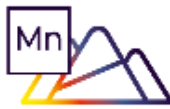
Global carbon steel production 1



Global manganese ore production (manganese content) 2

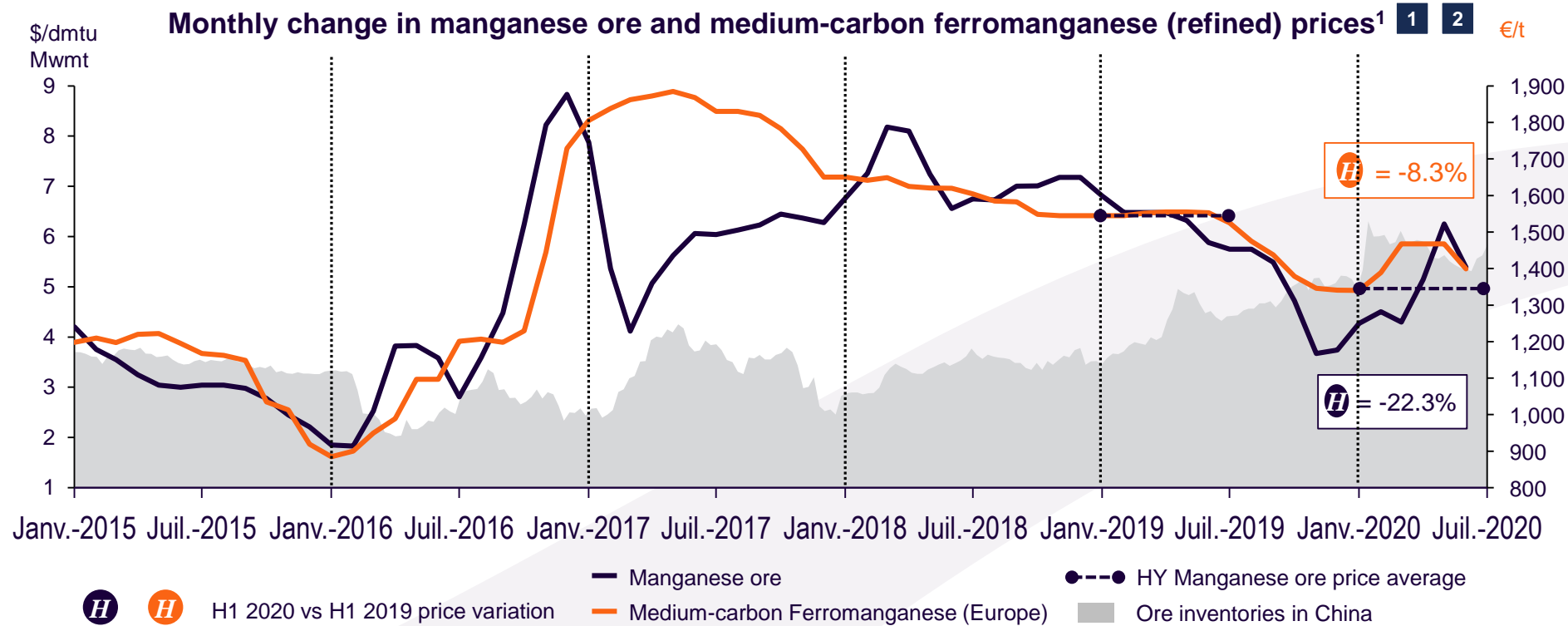


Mn ore prices temporarily supported by mines' lockdown at key industry players in Q2; prices down to ~USD 4/dmtu in July



1 Average price of manganese ore CIF China 44% at c. **5.0 \$/dmtu** in H1 2020
Inventories at Chinese ports **~9 weeks** of consumption

2 Average manganese alloys prices down in H1:
MC FeMn at **1,420 €/t** ; SiMn at c. **950 €/t**



¹ Manganese ore: CRU CIF China 44%
Medium-carbon FerroMn: CRU Western Europe spot price

Manganese ore volumes produced in Gabon up +31% to 2.8 Mt in H1

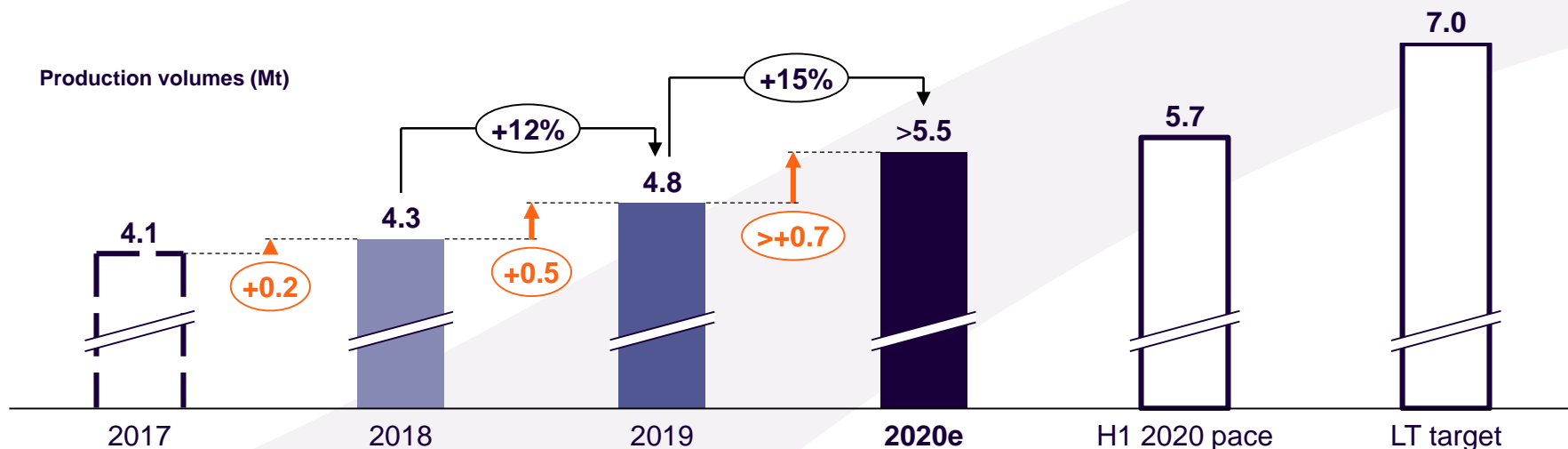


Setrag's outstanding performance

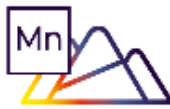
- Booster by significant operating performance milestones
- Volumes transported up +42% to 2.9 Mt, at a pace of 5.7 Mt/yr
- External sales volumes up ~+50% to 2.4 Mt

Comilog & Setrag : fast cash value-creation growth dynamic

- Limited additional Capex to support further growth options (€85m estimated for 2020, o/w €25m in H1)
- +€120m of FCF over the past 18 months, thanks to increasing manganese ore volumes



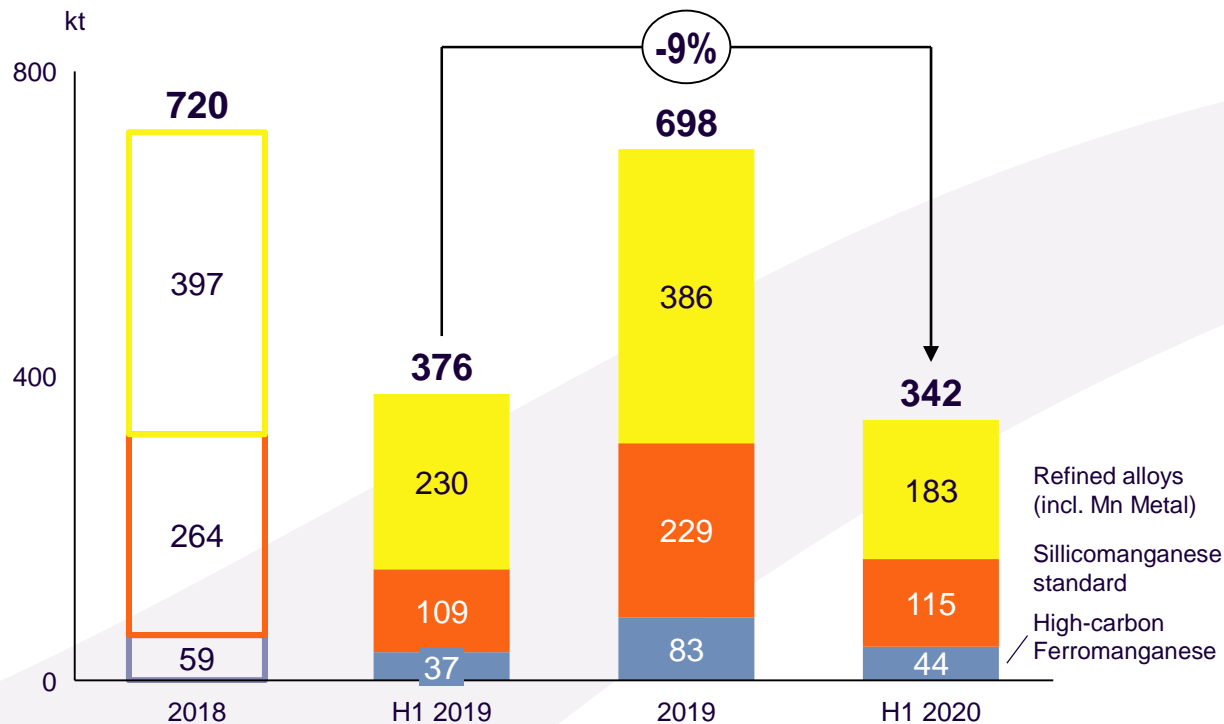
Decrease in Eramet manganese alloys production limited in H1, thanks to new market share gains



Manganese alloys production down in a declining steel market, particularly Europe and the US (lower demand **-17%** and **-16%**, respectively)

- **Limited decrease** in sold volume (**-6%**) thanks to new market share gains **outside Europe**
- **Swift response in production adjustment** at plants (Norway, USA, Gabon and France)

Manganese alloys' production





Nickel BU

Historical decline of global stainless steel production resulting from the pandemic



1

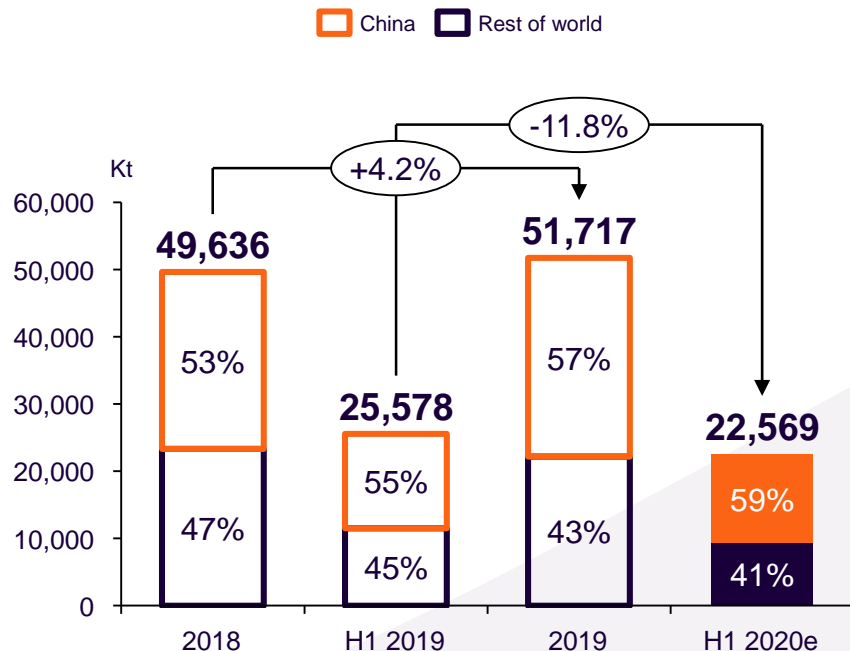
Historical shock to global stainless-steel
Production sharply down in H1 2020 (-11.8%)
incl. -6.0% in China

Primary nickel demand down -13.1%

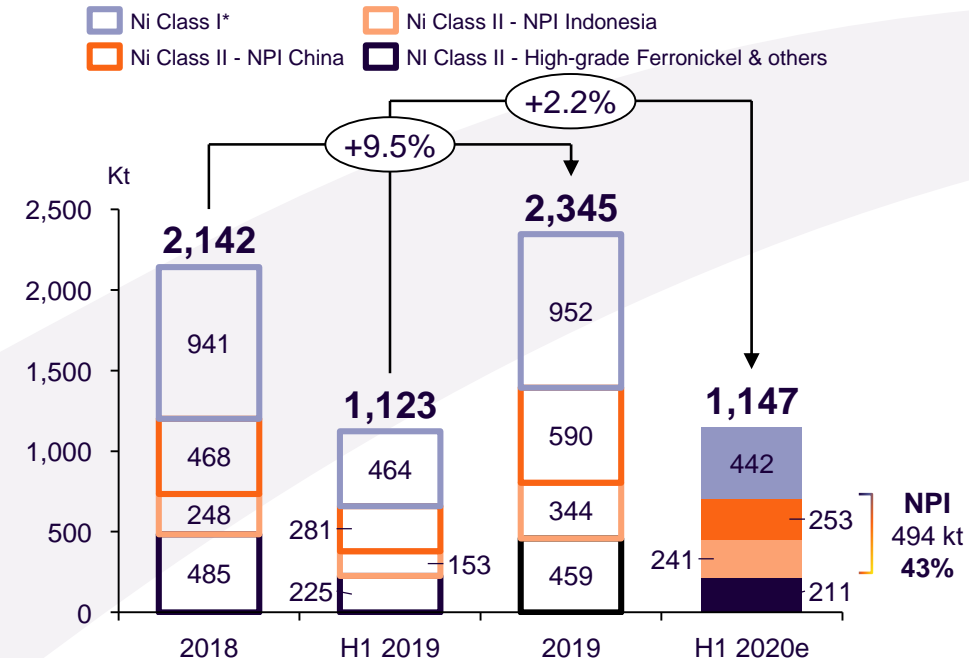
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World primary nickel production slightly up,
supported by continued development of nickel
ferroalloy production in Indonesia (~+60%¹), which
more than offset the decline in traditional production

Global stainless steel production¹ 1



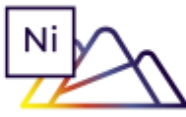
Global primary nickel production¹ (excl. recycling) 2



* Class I: product with nickel content of 99% or more

¹: Eramet estimates

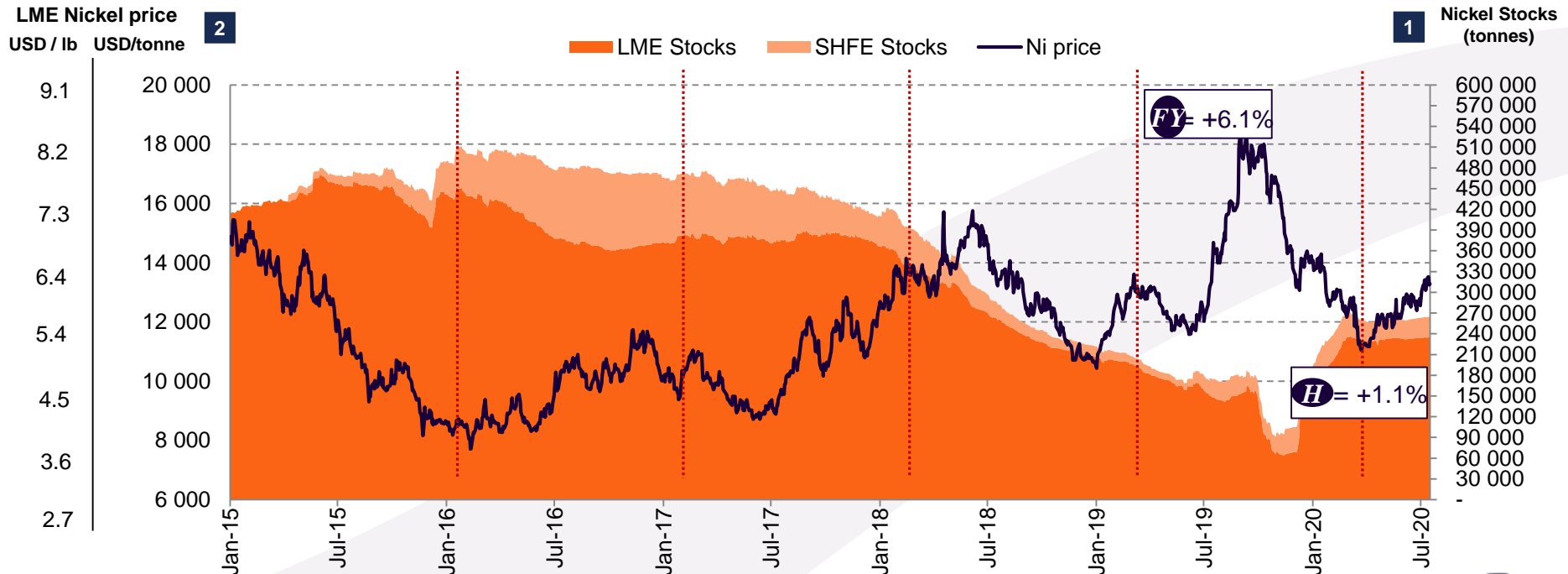
Current LME prices do not reflect market fundamentals, hence discount in FeNi selling price



Lower demand and stable production resulting in oversupply of around **110kt** of nickel in H1 2020

1 LME and SHFE inventories up vs. low levels at end-2019 to reach **260 kt** at end-June (~**9 weeks** of consumption)

2 H1 2020 average LME prices at **\$5.65/lb** (\$12,455/t), up **~+1%**
Ferronickel prices down -10% in H1, reflecting a **discount to LME** (zero in H1 2019)



SLN rescue plan being challenged, but achievable if all conditions are met



SLN rescue plan based on 3 requirements to reduce cash cost

1

4Mwmt/year of nickel ore exports:

- ✓ Government authorisations on 4Mwmt/year
- ✓ Societal acceptance is key as well as support of the Provinces

2

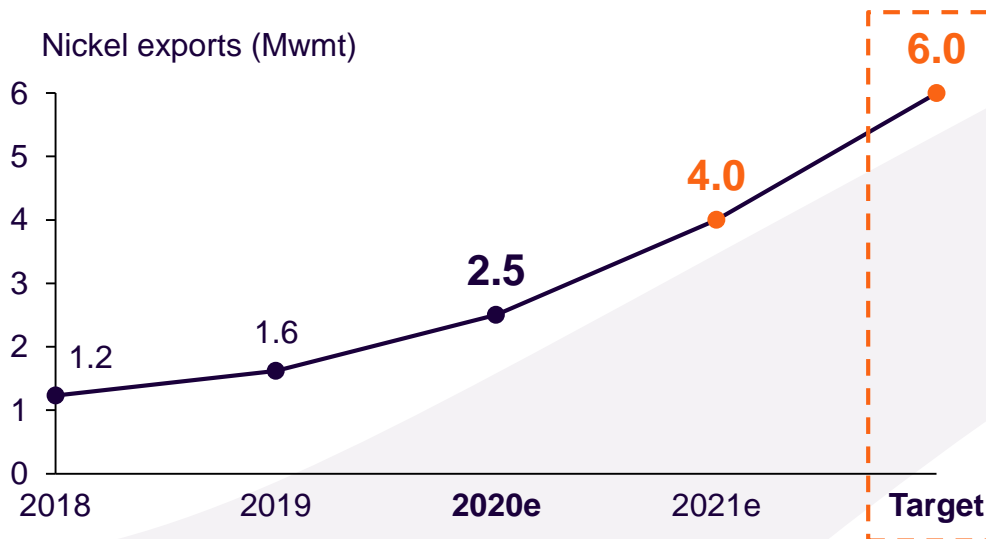
Improving productivity:

- ✓ Agreements signed with unions¹
- ✓ Societal disruption strongly impacting FeNi production

3

Reducing energy costs:
least competitive cost in nickel industry

✓ 1/3 of target reached



➤ **Additional +2Mwmt/yr of export needed**

- Critical to achieve cash cost reduction of \$1.3/lb
- Application submitted to local authorities for approval

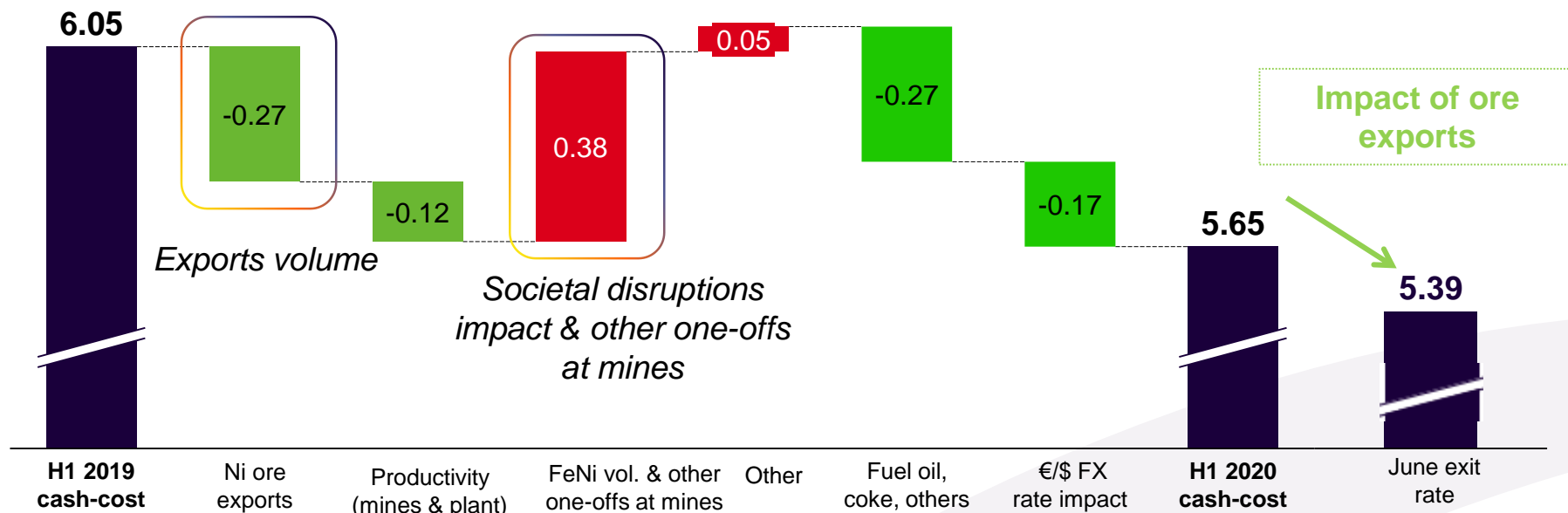
+1Mwmt = -\$0,2/lb
cash cost decrease

¹ In particular mining activity 7/7 and 21/24h

Average cash-cost down 7% in H1 2020, commitment of all stakeholders still critical



SLN's cash-cost (USD/lb)



➤ Cash-cost : **USD 5.65 /lb** on average in H1 2020 ; breakeven cost at **USD 6.19/lb**

➤ At end-June, **only €74m remaining undrawn** out of the €525m in loans granted by Eramet and the French govt. in 2015 and 2016

➤ **Speed-up** of SLN rescue plan **critical**, together with **commitment of all stakeholders**



Mineral sands BU



Zircon prices down 15 % in H1 2020

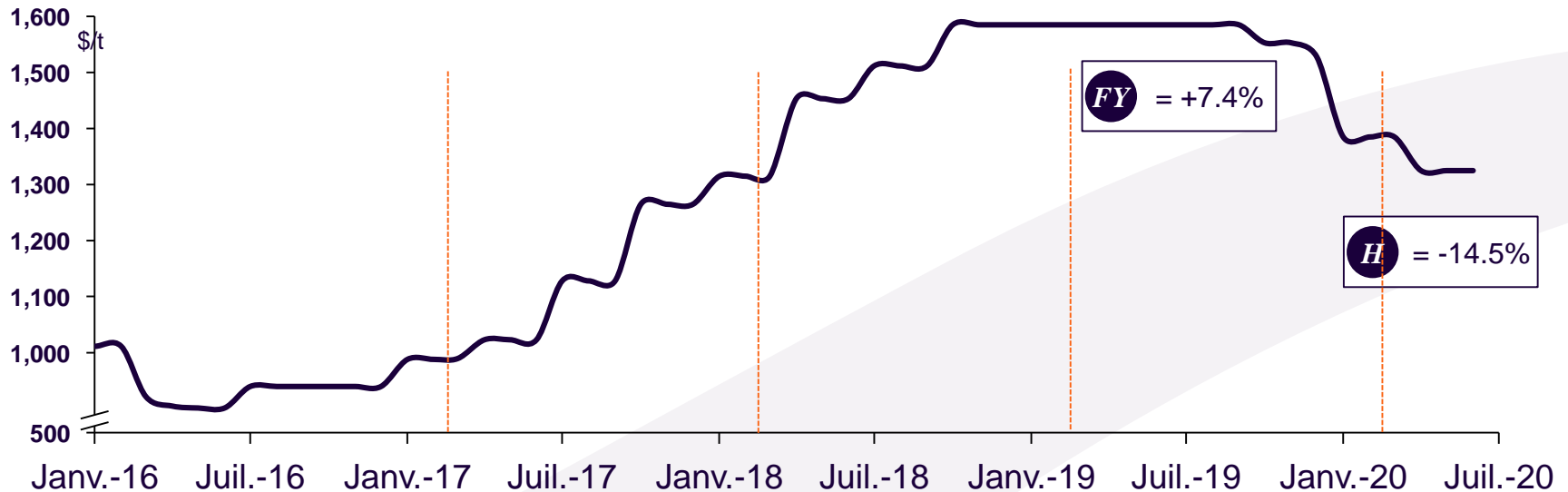
1

Average price of zircon reached **USD 1,355/t** in H1 2020, down **-15 %**

Global demand for zircon **down** reflecting trends in ceramics market, strongly impacted by pandemic

Strong decrease in production resulting in supply/demand balance in **oversupply**

Monthly premium zircon prices¹ 1



H H1 2020 vs H1 2019 price variation

FY FY 2019 vs FY 2018 price variation

Robust CP slag prices in H1, despite pandemic affecting pigment end-markets

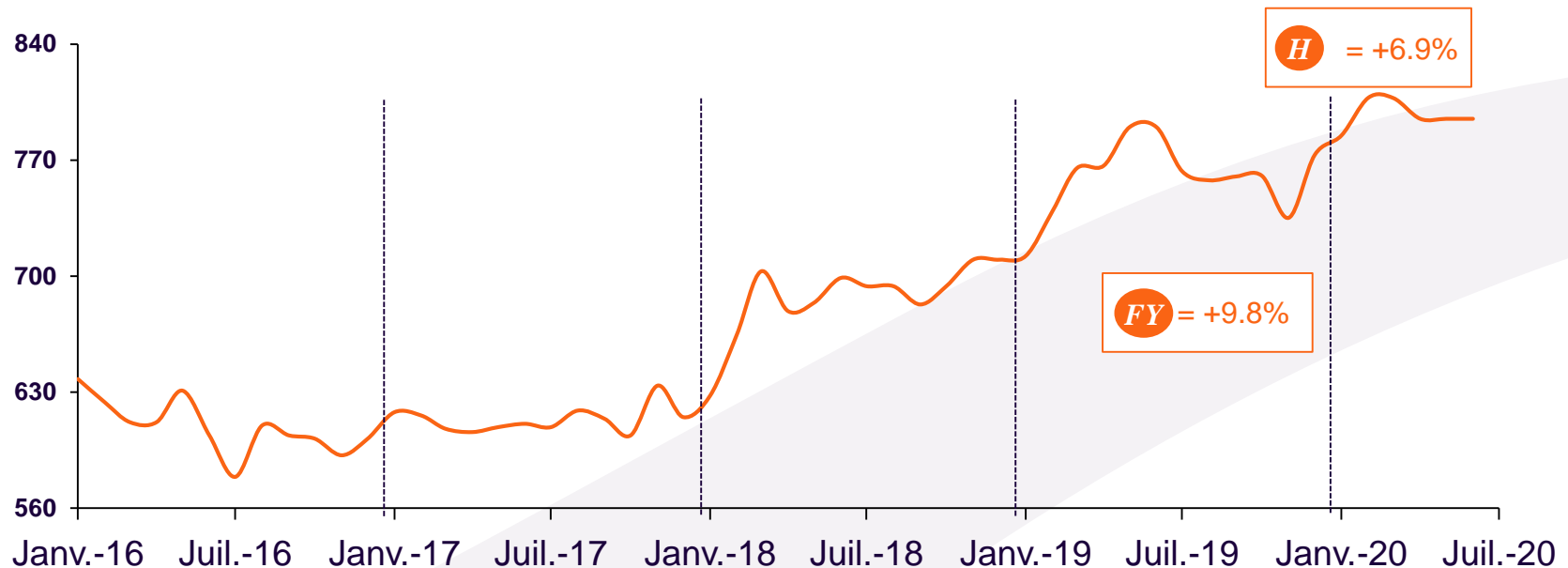


1 Average price of CP¹ grade titanium slag up **+7%** at **USD 798/t** in H1 2020

Nevertheless, **global demand for Tio₂ pigments**, the main end-market for titanium products², **also contracted sharply**, impacted by the pandemic

As **global production remained strong** in H1, **oversupply is expected in 2020**

Monthly change in CP grade titanium dioxide slag prices³ 1



H Q1 2020 vs Q1 2019 price variation

FY FY 2019 vs FY 2018 price variation

¹ For the production of pigments through chloride process

² Titanium dioxide slag, ilmenite, leucosene and rutile

³ Source CP slag: Market consulting, Eramet analysis

Strong operational performance of mineral sands activity



1

Strong operational performance at GCO in Senegal, confirmed over the past 3-yr (OEE rate +11%)

Production level still impacted by **lower grade** of the deposit area currently mined

Sales volume up +13% at 33 kt reflecting **robust demand** for GCO products

2

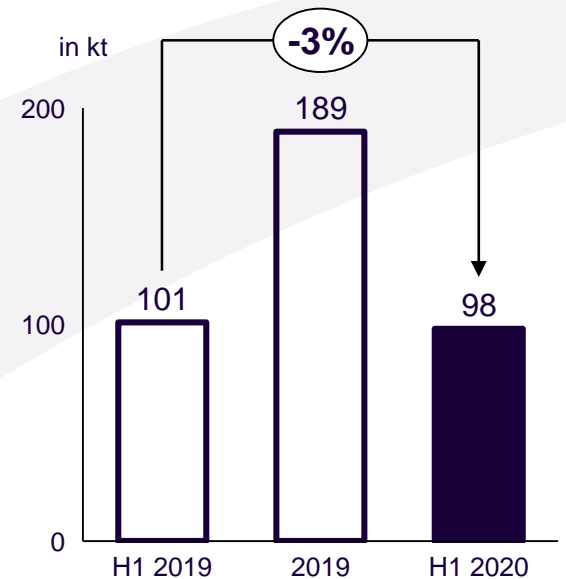
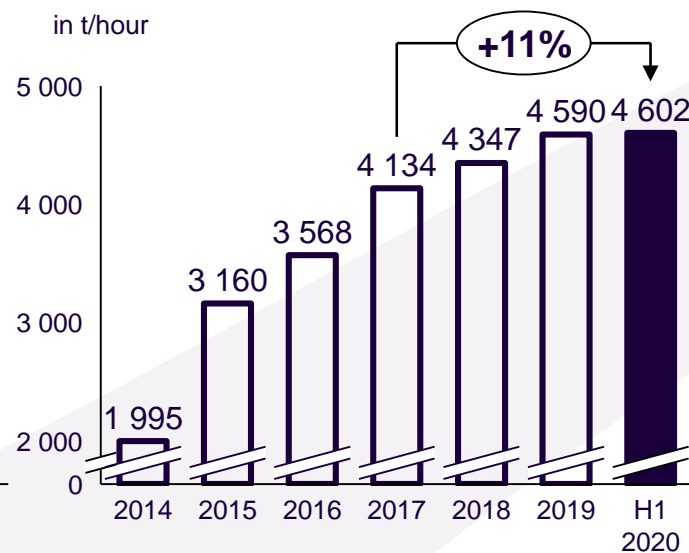
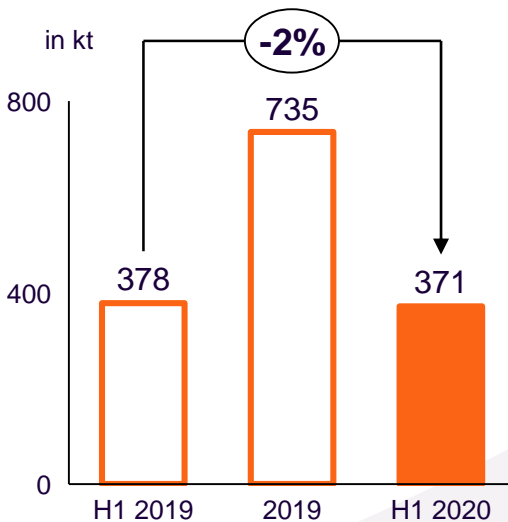
Titanium slag production level at TTI in Norway **in line** with plant nominal capacity

Sales volume slightly up +3% at **100 kt**

HMC production¹ 1
(GCO, Senegal)

OEE²
(GCO, Senegal)

Titanium dioxide production 2
(TTI, Norway)



¹HMC: Heavy Mineral Concentrates

²Overall Equipment Efficiency of the mine

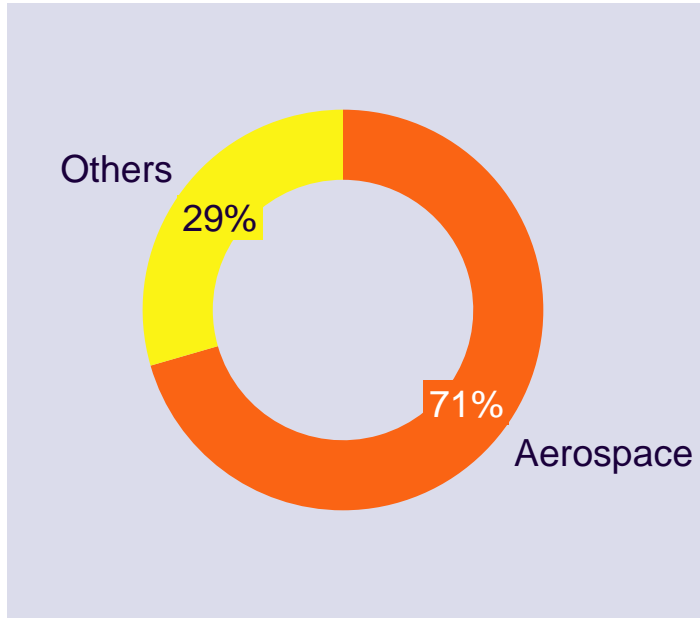


High Performance Alloys division

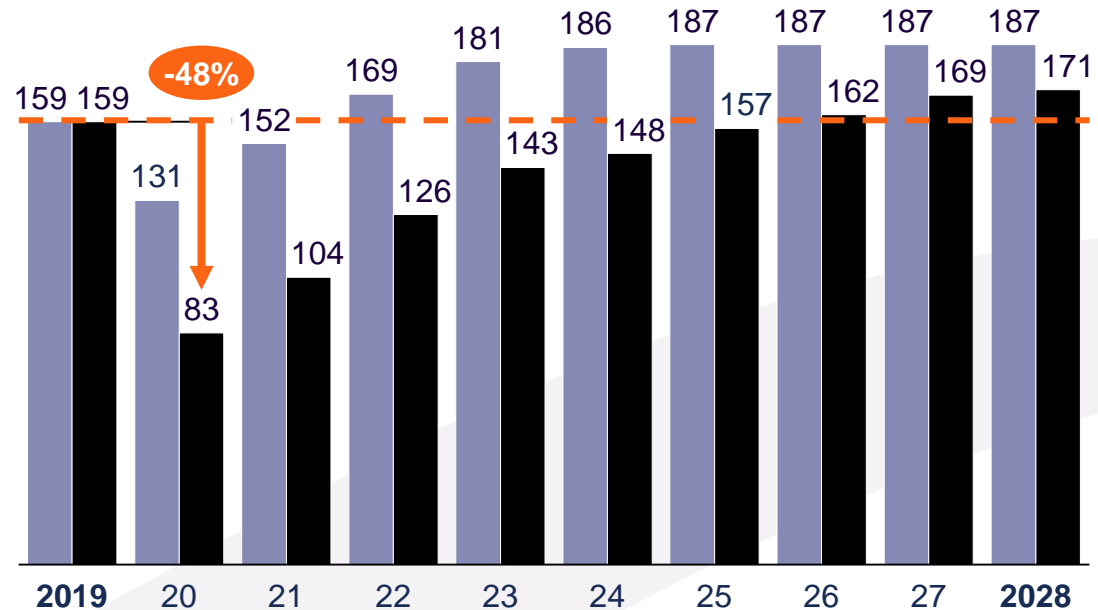
After brutal market impact in H1, current consensus for aerospace forecasts a return to 2019 volumes by 2025 only



Aerospace: ~70% of A&D sales



Global aerospace market down ~50% in 2020,
incl. pre-Covid Boeing 737 production cuts



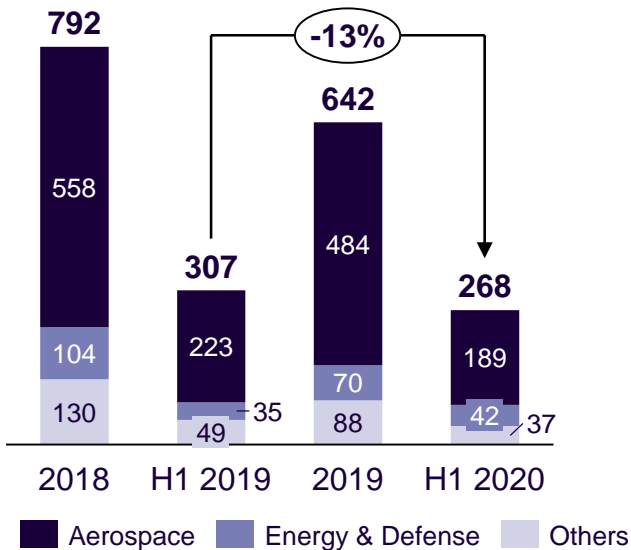
Average monthly aircraft production rate¹ per year, including single aisles, wide-bodies and regional jets

■ Pre-Covid ■ Post-Covid

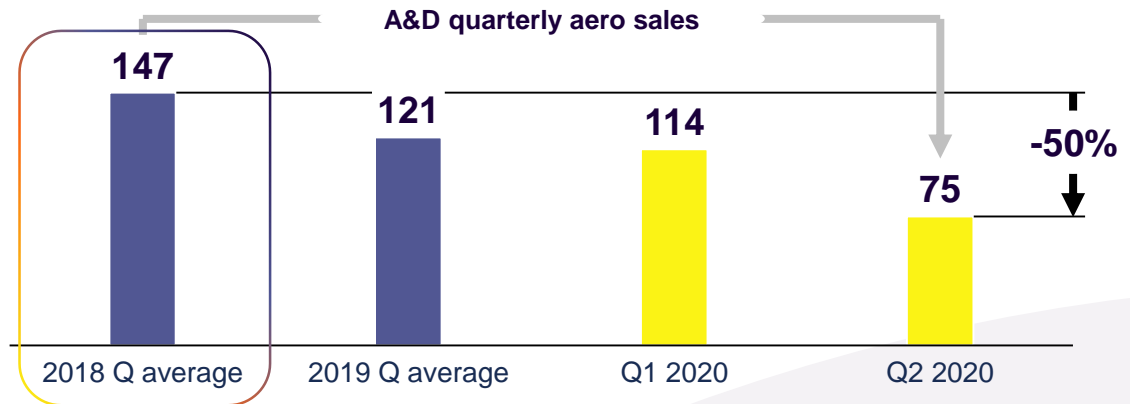
Huge impact of the crisis on A&D financials, already weakened by quality non-conformities



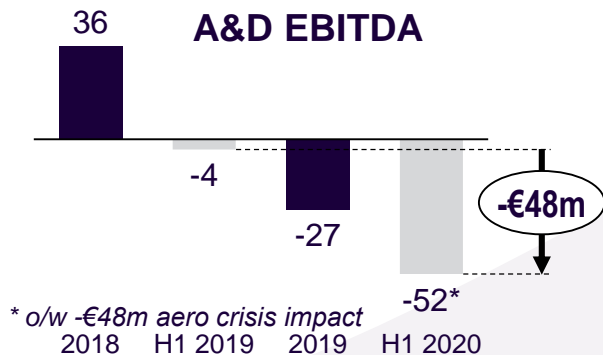
A&D Sales by segment



Q2 aero sales down **-50 %** on 2018 quarterly average before impact of quality non-conformities



A&D EBITDA



EBITDA significantly down at **-€52m**, reflecting cost structure (~60% of fixed costs)

FCF at -€156m (affected by brutal slowdown of aerospace supply chain leading to higher operating WC)

Specific action plan to limit cash burn: substantially reduce raw material supplies, cut temporary workers (**-50%** already achieved), obtain partial unemployment compensation (**€9m**), deliver more effective collection of overdue trade receivables....

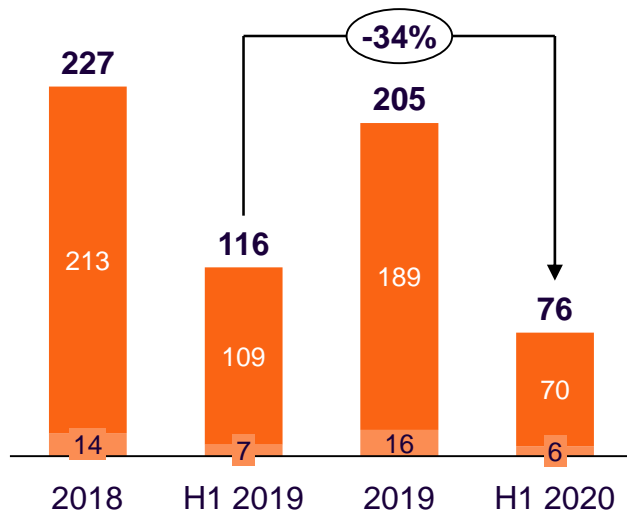
~-20% decrease in A&D sales expected in 2020

Significant overstaffing at A&D that needs to be addressed

Erasteel: crisis impact mitigated in H1 thanks to specific action plan on cash

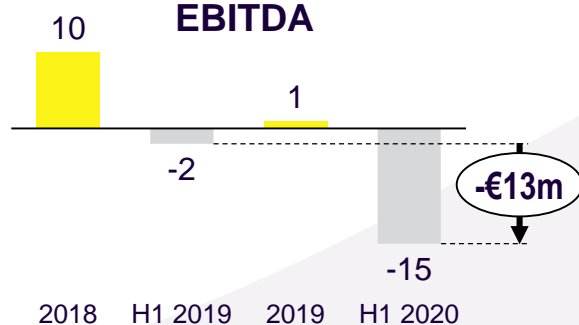


Erasteel sales by segment



High-speed steels, Tooling & Specialties Recycling

EBITDA



Sales down -34 % affected by **downturn in automotive market**, accounting for ~ 50 % of sales:

Resilience of order intake of high-end products made out of powder metallurgy, Erasteel being market leader

EBITDA significantly down at **-€15m**, despite swift action plan to mitigate crisis effect:

- Specific commercial action to limit order cancellation or postponement
- Most costs flexed to lower volumes including staff and maintenance costs
- Lower raw materials consumption, following adjustment of melting activity
- Shutdown of recycling business until mid-May

FCF at -€9m, reflecting **operating WC improvement** (-29 days in terms of number of sales).

The image shows an industrial setting, likely a steel mill, with several ladles containing molten metal. The metal is glowing orange and yellow, indicating high temperature. The ladles are arranged in a row, and the background shows industrial structures and railings. A large white number '4' is positioned in the top right corner. The text 'Strategic transformation' is overlaid on the left side of the image.

Strategic transformation

4

*1st metal tapping at Weda Bay's
nickel ferroalloys plant*

Acceleration of recovery or repositioning of least performing assets critical in light of current crisis: ongoing strategic review including A&D possible divestment

To be accelerated

1 **FIX / REPOSITION** our least performing assets

➤ **A&D**

- > Ongoing strategic review, including A&D possible divestment

➤ **SLN**

- > New business model based on ore exports and metallurgy
- > New Caledonia support needed

➤ **Sandouville**

- > At cross-roads

➤ **Erasteel**

- > Cash and customer-focused
- > Ongoing strategic review

Significant cash return

2 **GROW** in our attractive businesses

➤ **Manganese ore**

- > **+15%** production target in 2020

➤ **Weda Bay Nickel (Indonesia)**

- > Mine start-up in Q4 2019
- > 1st tonnes melted in April 2020

➤ **Mineral sands**

- > Focus on mine with high potential
- > Agreement signed in May to **sell TTI**

No cash outflows in the short term

3 **EXPAND** our portfolio in metals for the energy transition

➤ **Lithium**

- > Project **mothballed**

➤ **Nickel and cobalt salts**

- > Weda Bay diversification towards battery products

➤ **Li-ion battery recycling**

- > R&D programme

CSR commitment: ongoing improvement of performance

CSR strategy: moving forward on the 2018-2023 Roadmap

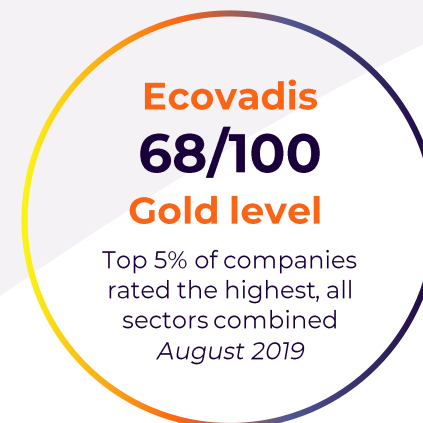
- **13 medium-term objectives monitoring** with results published on annual basis
- **Significant progress** recognised by **Global Compact** 'Advanced-level Communication on Progress'

Improved non-financial ratings in FY19, confirmed by new 2020 ISS ESG Rating



ISS ESG Corporate rating - June 2020

- Awarded **Prime status** for first time
- **First decile** in the ISS ESG Mining and Metals industry group
- **Overall rating of B-** compared with 2017 rating of C





Conclusion & outlook

Acceleration of strategic transformation more essential than ever to go through the crisis

Still a highly volatile and uncertain environment, all sectors of activity combined

In order for the Group to bounce back as soon as the global economic situation becomes more favourable:

- Strict cash control
- Options of organic growth with short term payback in mining activities
- Strategic review of least performing assets, including possible A&D divestment

EBITDA guidance for 2020 still suspended



Q&A

*Weda Bay's nickel mines, island of
Halmahera, Indonesia*

Appendices

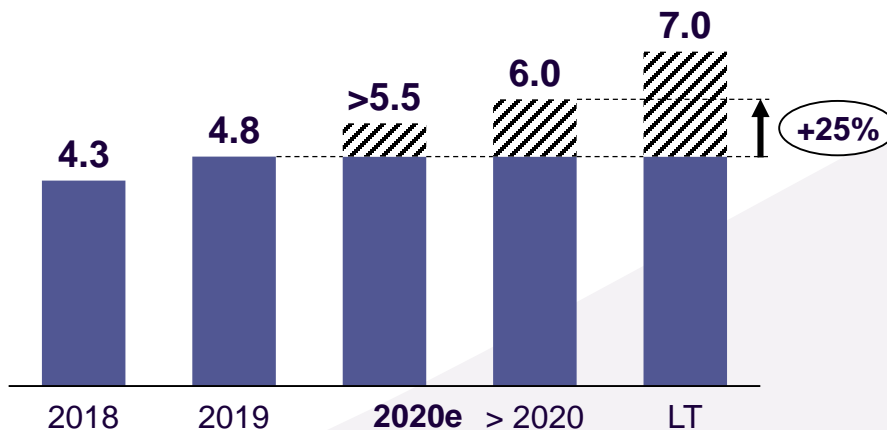
New modular approach for brownfield expansion of Moanda manganese ore operations



A HIGHLY COMPETITIVE MINE IN GABON

- Operated by Comilog for 50 years
- Strong quality** high-grade oxide commercial ore 46%
- Deep reserves** of 269 Mt representing several decades, allowing a long term target of **7Mt** production
- Strong cash flow** generation

Manganese ore capacity
(in Mt)



A NEW MODULAR EXPANSION

- Enhance production** of the Bangombé plateau through dry processing
 - > **€51m** of early works cashed out in **2019**
- New modular approach** with progressive and flexible development
- Upcoming opening of new Okouma plateau, boosted by dry processing**
 - > production capacity **up c.25%** to **c.6 Mt**
 - > **€85m** cash capex estimated in 2020, o/w **€25m** already expensed in H1
- Continuing railway line renovation:** already **+70%** transport capacity achieved since end-2016
- Strong commitment to E&S:** employment, biodiversity, water

Weda Bay: highly competitive nickel ferroalloys production in Indonesia, 4 production line operational since May



MINING & METALS BUSINESS MODEL

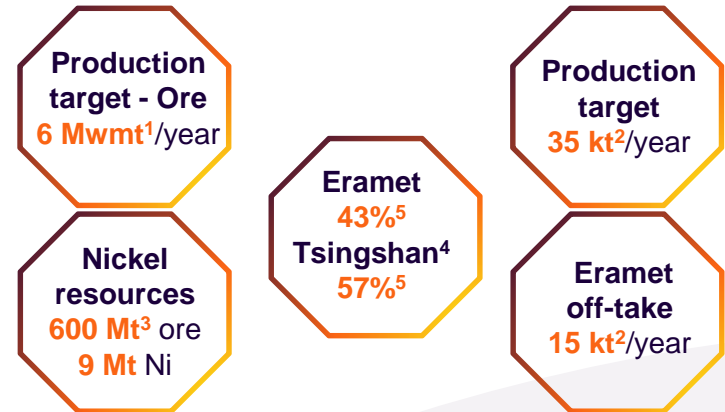
Weda Bay Nickel business model balanced in 2 activities: mining and metallurgy

- One of the largest nickel oxidised deposits in the world
- First mining production started in October 2019 to supply several metallurgical plants on Halmahera island, o/w JV plant
- **1.6 Mwmt** of nickel ore produced since Oct. 2019

Ongoing nickel ferroalloys JV plant ramp-up, ahead of schedule

- Key milestone: 1st metal tapping in April
- Gradual ramp-up: target to reach nominal capacity in H2
- **No capex** for plant construction for Eramet

ATTRACTIVE METRICS



HIGHLY COMPETITIVE NICKEL FERROALLOYS PRODUCTION IN INDONESIA



¹ Mwmt: million of wet metric tons (production)

² In nickel content in nickel ferroalloys

³ Mt: million of dry metric tons (resources)

⁴ #1 global stainless steel producer

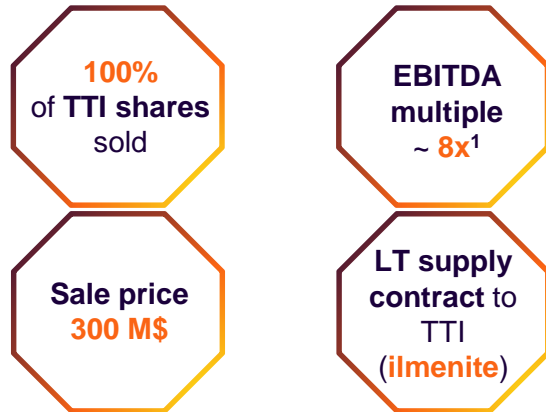
⁵ % held in Strand MineralsPte Ltd, which owns 90% of PT Weda Bay Nickel (see 2019 URD)

Agreement for the sale of TiZir's Norwegian plant, announced on May 14th, regulatory approvals still ongoing



STRENGTHENING OF ERAMET'S BALANCE SHEET

- Sale **agreement** signed on mid-May with **Tronox**, one of the main producers of pigments and titanium dioxide
- **Realization of the full value** of TiZir's Norwegian plant



- Operation subject to the satisfaction of certain conditions including **regulatory approvals**
- Strengthening of the Group's balance sheet with **significant debt reduction**: approx. **\$250m**

CONTINUED DEVELOPMENT OF THE UPSTREAM BUSINESS IN MINERAL SANDS

- Control of GCO by Eramet **maintained**²
- A **world-class deposit**, located in **Senegal**, a very stable country:
 - > More than **50 years** of resources (**35 Mt** of mineral sands)
 - > **735 kt** of mineral sands produced in 2019 : principally zircon and ilmenite
- Integrated processing and logistics facilities
- **CSR** : a model in terms of relationship with host communities
- Development opportunities in the **mining business**, in line with the Group's strategy:
 - > Continued improvement of operational performance
 - > Debottlenecking options under review

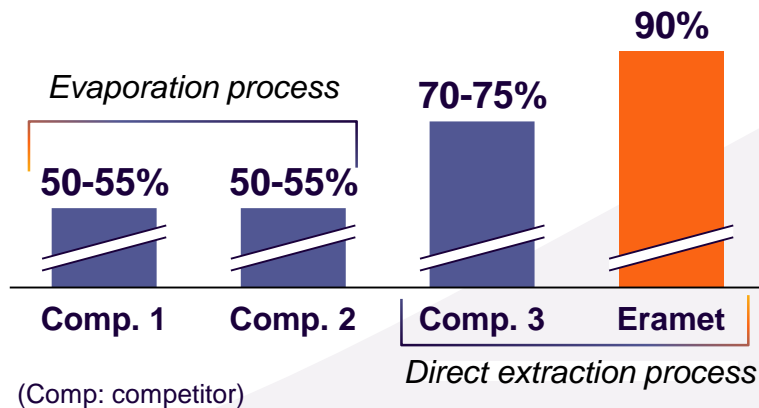


Lithium project in Argentina: currently mothballed

HIGHLY VALUE-ACCRETIVE PROJECT

- **Long life low cost and scalable project**, c.10 Mt LCE¹ drainable resources, c.50 years of resources
- **Battery grade lithium carbonate production** (24 kt LCE¹)
- **1st quartile cash-cost (\$3.5k/t)** amongst the best in the industry
- **Pilot plant on site** (operating in real conditions since December 2019) to **continue its activity** in order to finish collecting the process results

Eramet lithium yield vs competition



STATUS UPDATE: PROJECT MOTHBALLED

- April 2020: **decision not to engage** the construction of the lithium production plant
 - > **Considerable uncertainty in the global economy** due to current crisis
 - > In such context, **cash preservation measures** to be strengthened and accelerated
- As a result, in 2020:
 - > **Expense** of c. **€142m**, incl. an asset impairment charge (**€97m**)
 - > **Cash outflows** of c. **€80m**, incl. cash capex (**€58m**)
- All measures taken to allow a restart in the best conditions when possible

Manganese BU – Key figures

In €m	H1 2020	H1 2019
Sales	839	904
EBITDA	234	316
COI	179	271
Cash Capex	82	91
Operating cash flow	137	154
FCF	119	40

Nickel BU – Key figures

In €m	H1 2020	H1 2019
Sales	366	346
EBITDA	(70)	(25)
COI	(114)	(70)
Cash Capex	18	10
Operating cash flow	(45)	(48)
FCF	(88)	(77)

Mineral sands BU – Key figures

In €m ¹	H1 2020	H1 2019
Sales	139	139
EBITDA	44	51
COI	23	30
Cash Capex	6	4
Operating cash flow	51	41
FCF	34	22

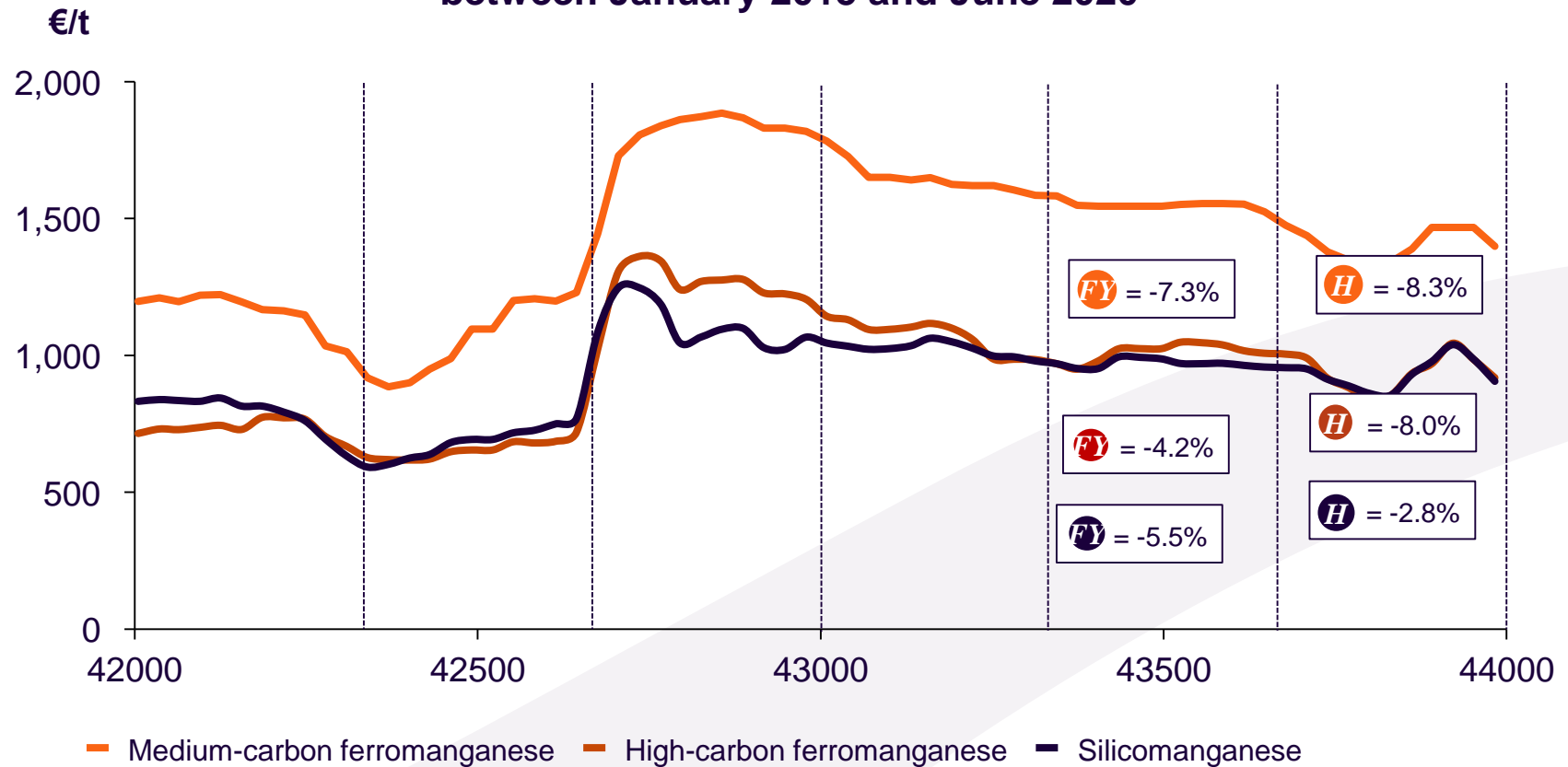
High Performance Alloys Division - Key figures

A&D and Erasteel

In €m	H1 2020	H1 2019
Sales	345	423
EBITDA	(66)	(5)
COI	(93)	(27)
Cash Capex	26	29
Operating cash flow	(134)	(85)
FCF	(164)	(76)

CRU price trends in manganese alloys (refined and standard) in Europe

CRU price trends for manganese alloys in Europe between January 2015 and June 2020

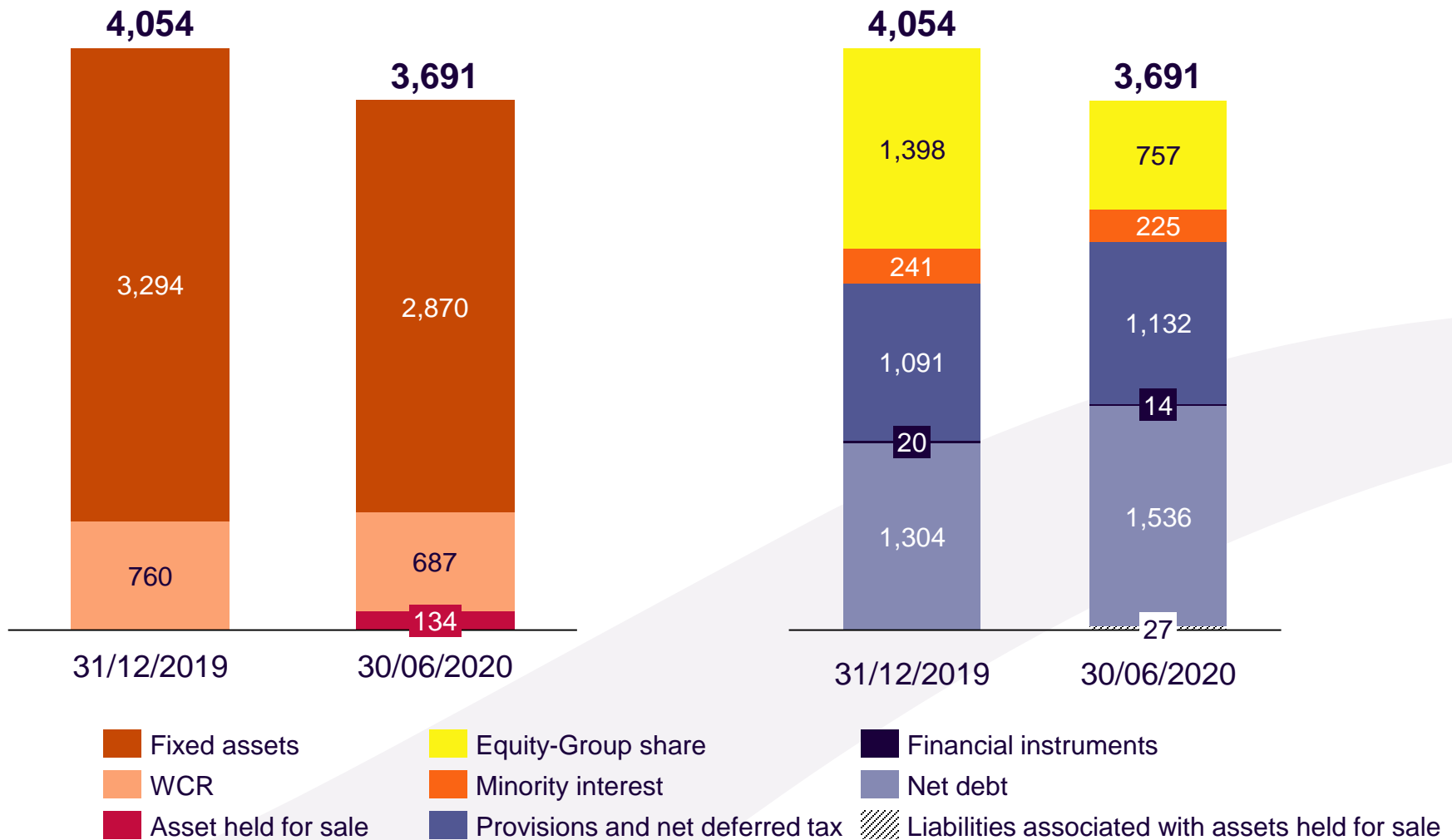


H H H H1 2020 vs H1 2019 price variation
FY FY FY FY 2019 vs FY 2018 price variation

Cash-flow table

€m	H1 2020	H1 2019	FY 2019
Operating activities			
EBITDA	120	307	630
Cash impact on items under EBITDA	(178)	(142)	(420)
Cash from operating activities	(57)	165	210
Change in WCR	67	(172)	(124)
Net cash generated by operating activities (1)	10	(7)	86
Investment activities			
CAPEX	(162)	(131)	(455)
Other investment flows	(56)	(27)	11
Net cash from investment activities (2)	(220)	(158)	(444)
Free Cash Flow (1) + (2)*	(210)	(165)	(358)
Cash from equity operations	(3)	(45)	(117)
Impact of changes in exchange rates and in accounting methods	(17)	(1)	(6)
(Increase) / Reduction in net debt	(230)	(211)	(493)
(Adjusted net debt) at start of period ¹	(1,304)	(811)	(811)
(Net debt) at close of period	(1,533)	(1,022)	(1,304)

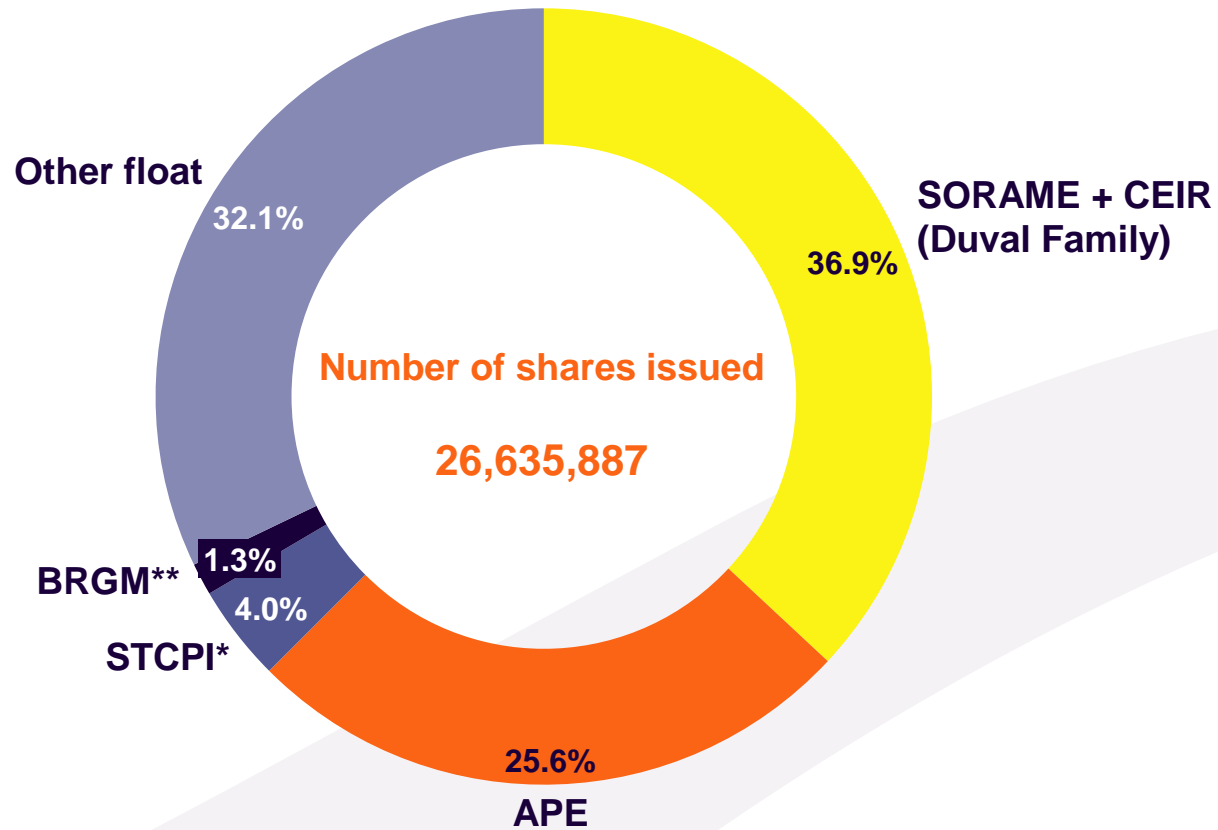
Group Balance Sheet at 30 June 2020



Bond maturities

€m	Currency	Initial amount	Amount at 30/06/2020 (in m)	Initial Maturity date	Coupon
2013 bond issue	€	525	234	Nov-2020	4.50%
2016 ODIRNAN bond issue	€	100	97	perpetual	4.00%
TiZir bond renewal - July 2017	USD	300	270	July-2022	9.50%
September 2017 bond issue	€	500	500	February 2024	4.20%
November 2019 bond issue	€	300	300	May-2025	5.88%

Shareholding at 30 June 2020



* STCPI (Société Territoriale Calédonienne de Participation Industrielle): entity owned by the New Caledonian provinces
** BRGM (Bureau de Recherches Géologiques et Minières): the French Geological Survey Office

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