2021 half-year results

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Chair and CEO

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Introduction

Significant improvement of all financials in H1 leading to a reduction in net debt vs 2020

Sales **€1,878m**

+11% vs H1 2020 (€1,687m)

EBITDA **€293m**

+144% vs H1 2020 (€120m)

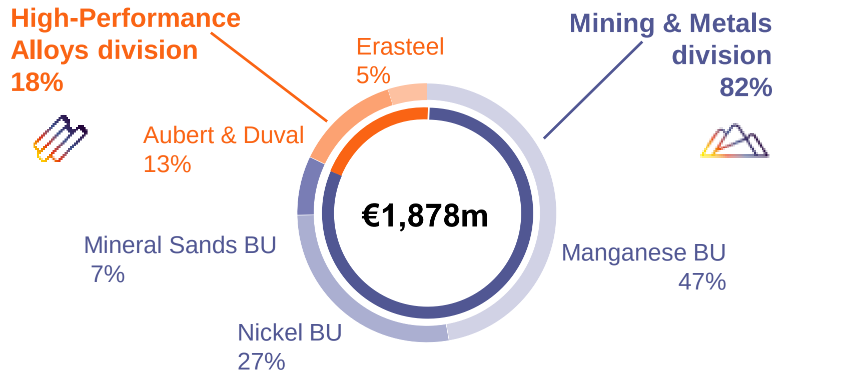
COI **€159m**

(Current Operating Income)

Net income – Group share

€53m

vs H1 2020 (-€623m o/w -€381m asset impairment)



FCF **€111m**

vs H1 2020 (-€210m)

Net debt **€1,244m**

vs 2020 (€1,333m)

Gearing for covenant purposes[1]

92%

[1] Excl. IFRS 16 impact, excl. French govt. loan to SLN

H1 Group results significantly up mainly thanks to strong intrinsic performance of operations

- **Solid intrinsic performance**, despite particularly poor weather conditions in New Caledonia; volume growth and adjustment of A&D's cost structure

→ c.**+€110m** EBITDA impact vs H1 2020

- **Strong rebound of Eramet's end-markets**, leading to a favourable price environment partly offset by significantly higher input costs, primarily freight costs, and negative currency impact

→ c.**+€60m** EBITDA impact

- **Positive Free Cash-Flow at €111m**, high contribution from Mining & Metals division and cash burn from High-Performance Alloys division divided by more than 3

→ **€1.2bn** Net Debt at 30 June 2021, down vs end 2020

- **Strong sustainability achievements**, with further reduction in accident frequency rate and continuous progress of the CSR roadmap

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Favourable price environment overall, partially offset by significantly higher freight costs and negative currency impact

Favourable price environment

+€189m

EBITDA impact vs H1 2020

- **Flat Mn ore prices** CIF China 44% (+2% in $, -7% in €)
- Strong rise in **Mn alloys prices**

  (**+33%** for MC FeMn Europe vs H1 2020)

  (**+20%** Q2 vs Q1 2021) to reflect in Q2-Q3 Group sales

+€64m
Mn Alloys price impact

- **LME Ni prices** up significantly in H1 2021 (+40% in $, **+29% in €**)
- Average price of **Ni seaborne ore** (CIF China 1.8%) up (**+39%** in $)

Higher freight costs

-€55m

- **Significant increase in freight unit costs** (> +60%[1] for manganese ore):

Higher input costs

-€24m

- Mainly resulting from higher purchasing costs of raw materials and higher energy costs

Unfavourable FX rate

-€45m

- Appreciation of the euro against the US dollar in H1 2021 vs. H1 2020 (**+9%**)

→ **c.+€60m net impact of external factors on EBITDA**

[1] Eramet calculation and analysis

+€63m of intrinsic progress in the Mining & Metals division in H1 2021, despite more adverse seasonality

Manganese BU

- **Continued organic growth** at Moanda mine in Gabon: **3.1 Mt** of manganese ore produced, **+13%** vs H1 2020
- **2.9 Mt** of ore transported, **+2%**
- **367 kt** of manganese alloys produced (**+7%**) with a **favourable mix**

Nickel BU

SLN

- **Particularly poor weather conditions**, following **societal disruptions** weighing on nickel ore production in **New Caledonia**: **2.3 Mwmt**, **+5%**
- **1.1 Mwmt** of ore exports, **+2%**
- **18.5 kt-Ni** of ferronickel produced, **-22%**

Weda Bay

- Swift ramp-up of mining operations at **Weda Bay**: **7.0 Mwmt** of nickel ore produced in H1
- Plant operating at **full capacity**: **20.1 kt-Ni** of nickel ferroalloys produced

Mineral Sands BU

- **362 kt** of mineral sands produced in Senegal, despite lower grade of deposit
- **Strong operational performance** at GCO with another increase in OEE[1]
- **103 kt** of TiO_2 CP slag produced at TTI in Norway, **+5%**

→ Promising H1; structurally more favourable seasonality in mining activities in H2

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[1] Overall Equipment Efficiency of the mine

1

CSR commitments

« Become a reference for the responsible transformation of the Earth's mineral resources, for living well together »

A corporate citizen committed to a sustainable future

Commitment to people

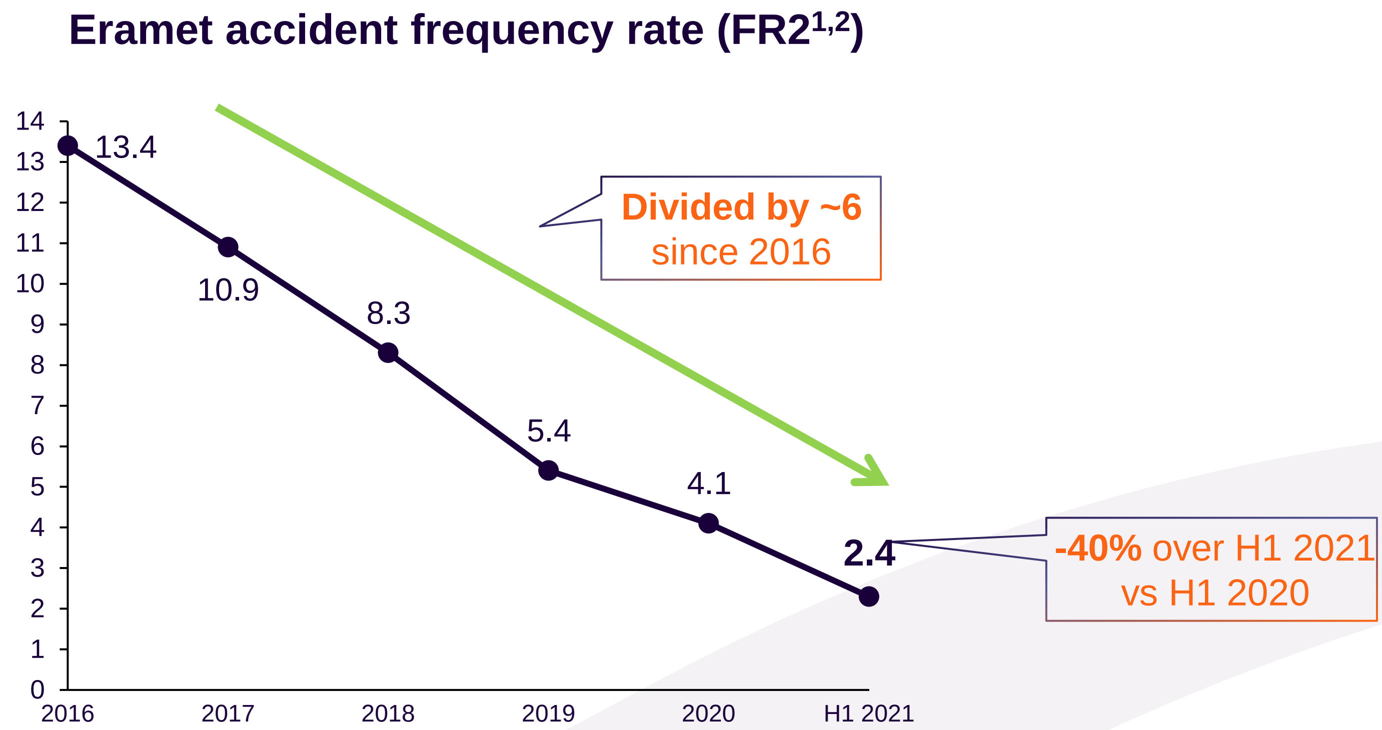
Commitment to the planet

Commitment to responsible economy

Embedded into Eramet's management system

- **Good progress** on the 13 objectives of the CSR roadmap
- CSR roadmap targets **integrated for the second year in the Long-Term Incentive Plan** for the Group's executives
- In July 2021, integration of two CSR targets (**CO_2 intensity reduction** and **accident frequency rate)** to the Revolving Credit Facility (RCF) agreement

Significant improvement in safety for 5th year in a row…



… But still severe accidents and fatalities among the Group's subcontractors

Continued focus of management in daily operations for safety routines:

- Special attention paid to **High Potential Incidents**
- Ensure that **all subcontractors** apply our rules and standards

[1] FR2 = number of lost-time and recordable injury accidents for 1 million hours worked
[2] Including employees and subcontractors since 2016

H1 2021 CSR achievements: delivering on our roadmap and raising the bar

Climate

- On-track to achieve our **2023 reduction target in products' CO_2 intensity**[1]
- In H1 2021, **SBTi approval** on climate targets set in 2020:
  - **40% reduction** of absolute scope 1 & 2 CO_2 emissions by **2035** (from a 2019 base year)
  - **Carbon neutrality** by 2050

ISO14001 certification

for 100% of the mining sites

H1 2021

Communities

- In Gabon, 2 **CSR funds now operational**:
  - 2021 funding: **€10.5m**
  - **Priorities in 2021 on improvement of infrastructures** (roads, street lighting, water access)
- Inauguration of the 1st **biodiversity foundation in Gabon:** "Lékédi Biodiversity Foundation"
- Eramet's continued **positive impact** for local communities:
  - Economic diversification: **37 jobs** created in the 1st mechanised **paving stone production unit** in Gabon
  - Healthcare: new health station built for more than **3,000 people** in Senegal

[1] CO_2 tonnes per tonne of outgoing product

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Eramet CSR performance recognised by the Extra-Financial rating agencies

2021 MSCI Corporate rating

- **Score A (BBB in 2020)**
- Among **top 30%** of Mining and Metals panel

2020 ISS ESG Corporate rating

- **Prime status**
- **1st decile** in ISS ESG Mining & Metals
- **Score B-** (C in 2017)

2020 CDP Climate change

- **Score B (D in 2019)**
- Among **leading companies** in the sector

2021 Vigeo

- **Score 66/100: Advanced level (in 2019: score 66/100)**
- Sector rank**: 3/44**

2

Financial results

H1 2021 Group financial results up strongly

€m	H1 2021	H1 2020
Sales	**1,878**	1,687
EBITDA	**293**	120
% Sales	*16%*	*7%*
Current operating income	**159**	(32)
% Sales	*8%*	*n.a.*
Net income – Group share	**53**	(623)

€m	30/06/2021	31/12/2020
Net debt	**(1,244)**	(1,333)
Shareholders' equity	**1,059**	997
Gearing for covenant purpose (Net debt-to-equity ratio, excl. IFRS 16 impact and French government loan to SLN)	**92%**	106%
ROCE (COI / capital employed[1] for previous 12 rolling months)	**11%**	3%

[1] Sum of shareholders' equity, net debt, provisions for site rehabilitation, restructuring and other social risks, less financial fixed assets, excluding Weda Bay Nickel capital employed. ROCE at 30 June is calculated based on 12 rolling months

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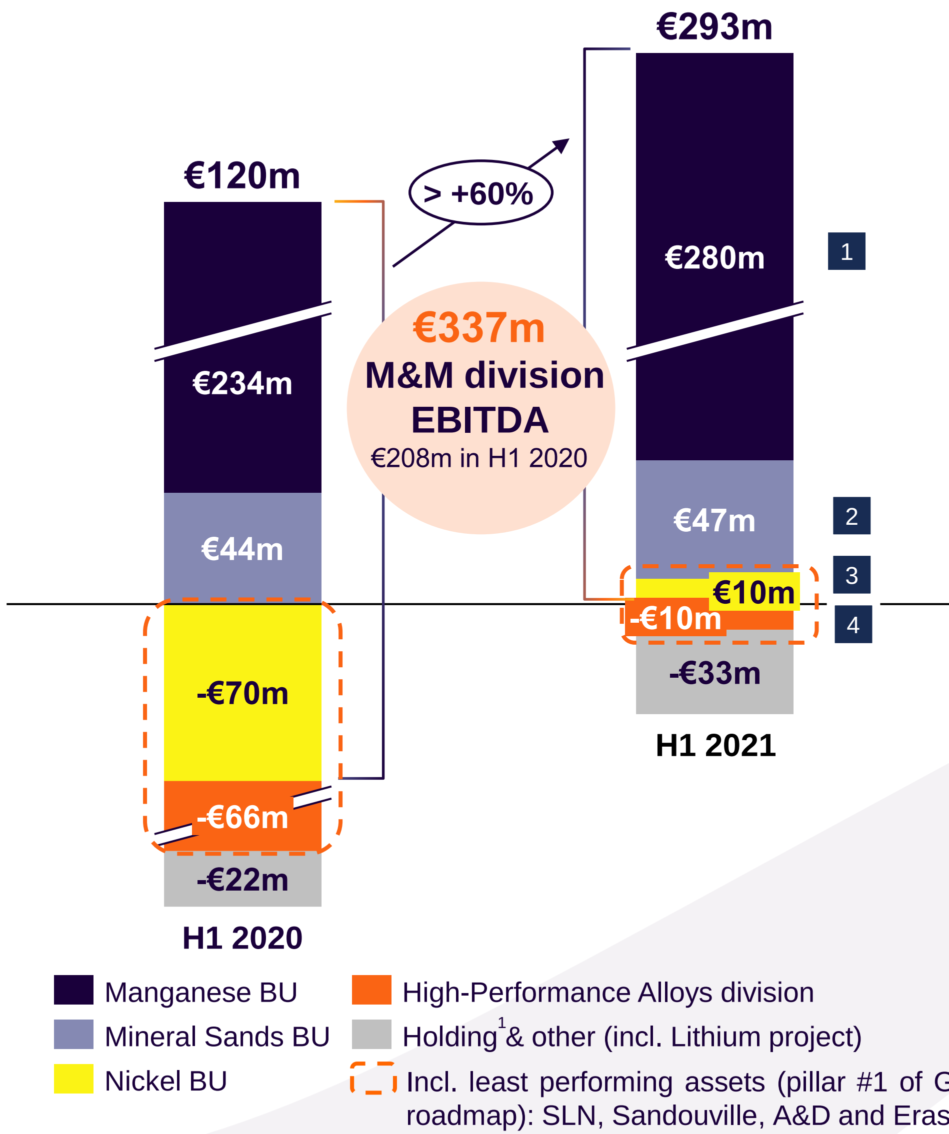
H1 Group EBITDA at €293m: significant improvement of least performing assets of Eramet's portfolio



1 Manganese BU strong performance driven by the **ore organic growth** and the **sharp increase of alloys prices**

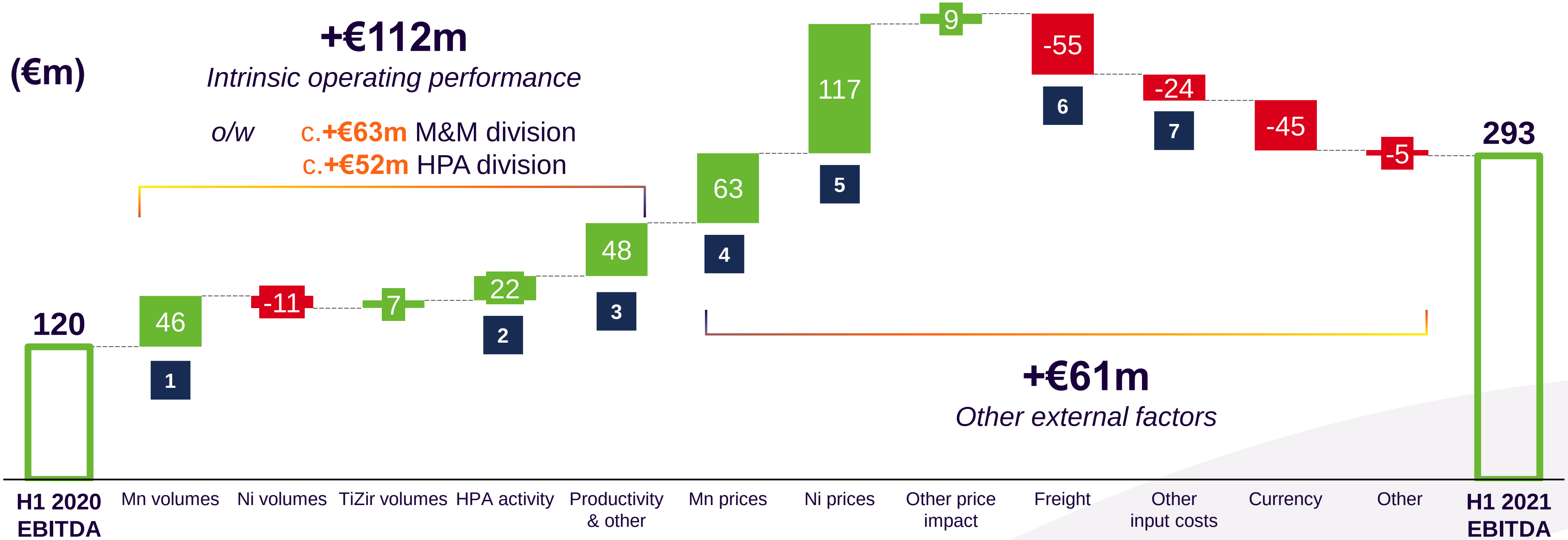
2 Steady performance for Mineral Sands BU driven by **robust operational performance** at GCO

3 Nickel BU performance benefited from **markets' recovery**, although adversely impacted by particularly poor weather conditions in New Caledonia

4 High-Performance Alloys division **loss significantly lower** thanks to adjustment of cost structure to lower activity due to aerospace crisis

[1] Holding: reclassification, from 2021, of central costs of the Mining and Metals division, mainly exploration and sales team expenses, previously allocated to the various business units of the division

Positive intrinsic operating performance; positive price impact partially offset by input costs and currency



1 o/w Mn ore volumes **(+€29m)** and Mn alloys volumes **(+€17m)**

2 mainly related to increased production in HPA activity resulting in higher fixed costs absorption

3 o/w AHP productivity **(+€25m)**, reflecting cost adjustment to the level of activity, and Mn Alloys productivity **(+€15m)**

4 o/w Mn alloys price increase **(+€64m)** fully reflected in Mn alloys margin

5 o/w FeNi **(+€86m)** and Ni ore **(+€27m)**

6 o/w increase in cost of freight at Comilog **(-€34m)** and at SLN **(-€18m)**

7 o/w higher purchasing cost of external Mn ore **(-€9m)** and higher energy costs **(-€4m)**

Net income – Group share of €53m, incl. €77m of share in income from Weda Bay

€m	H1 2021	H1 2020
Sales	**1,878**	**1,687**
Current operating income	**159**	**(32)**
Other operating income and expenses 1	**(27)**	**(459)**
Financial result	**(82)**	**(82)**
Share in income from associated companies 2	77	7
Pre-tax result	**127**	**(566)**
Income tax 3	(57)	(73)
Net income	**70**	**(639)**
o/w Minority interests' share 4	*17*	*(16)*
Net income – Group share	**53**	**(623)**

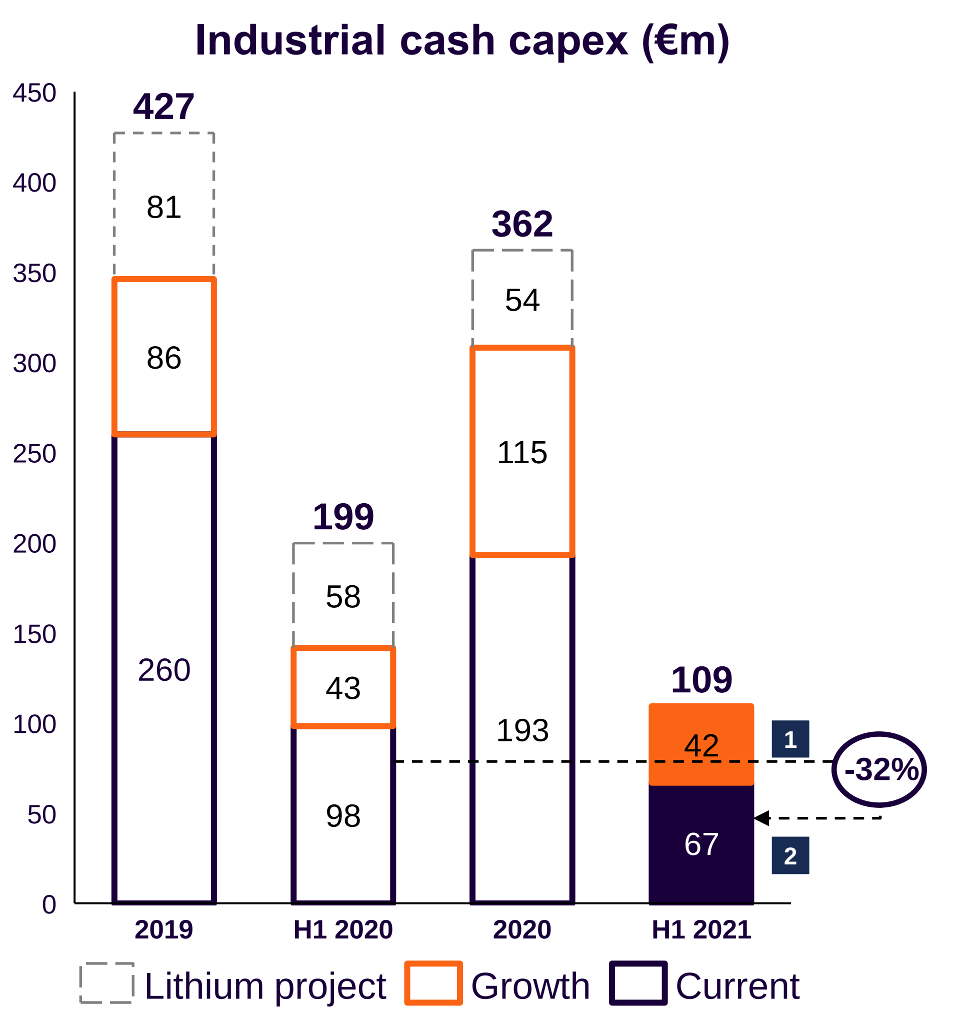
1 o/w A&D voluntary redundancy plan **(c.-€20m)** in H1 2021 (vs -€426m of assets impairment and lithium mothballing costs in H1 2020)

3 o/w current income taxes in Gabon **(€28m)** and Norway **(€23m)**

2 Eramet share in Weda Bay H1 2021 net result (vs €0m in H1 2020)

4 o/w Comilog SA **(€39m)**, offset by SLN **(-€21m)** in H1 2021

Decrease in current cash capex in H1 resulting from strict control on investments in 2020



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

- **€23m** related to **manganese ore volume growth** at Comilog
- **€13m** related to **Setrag Renovation** 2016-2023 programme

2

Current Capex down **-32%,** to **€67m** o/w:

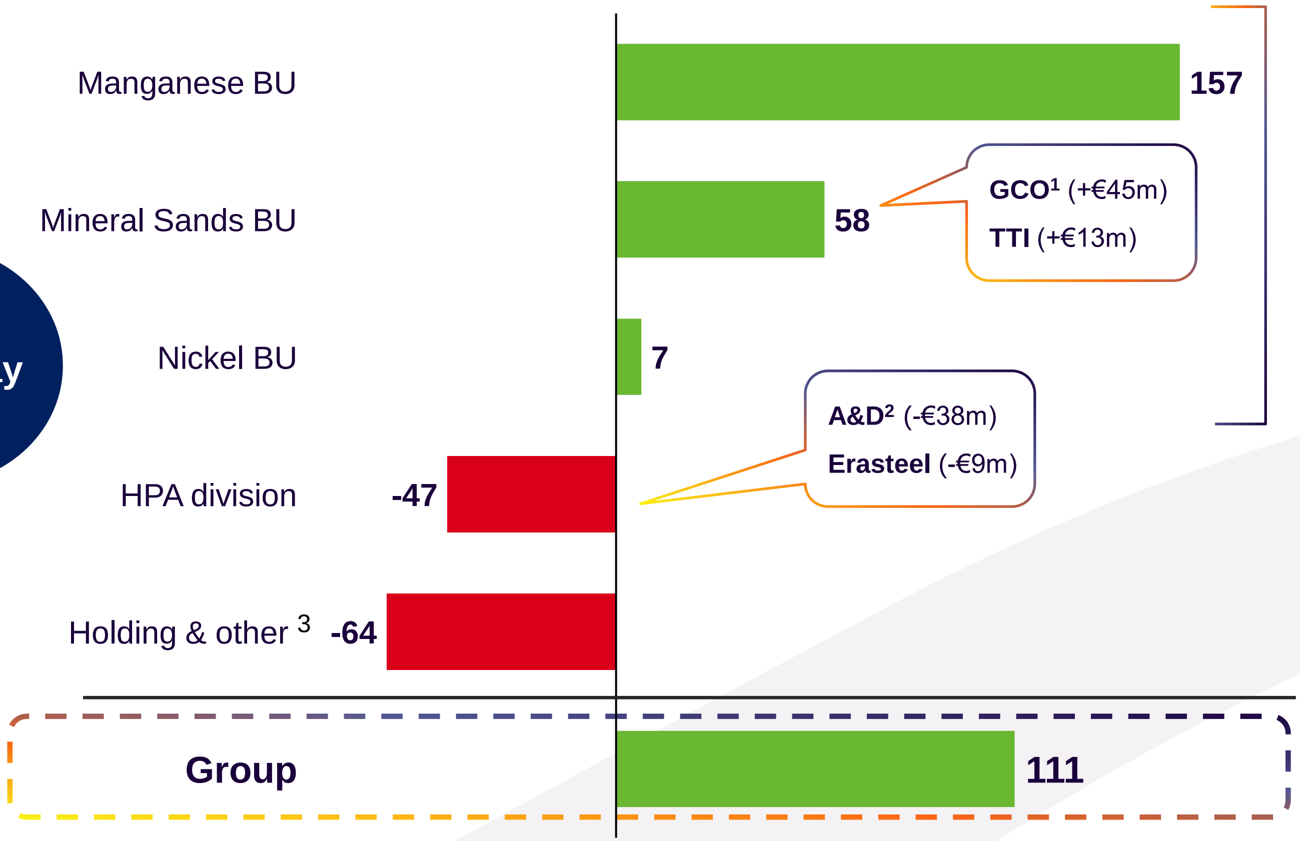
- Maintenance of industrial equipment **(€37m)**
- Safety & environment **(€11m),** and Productivity **(€5m)**

2021 Guidance: revised down to between **€400m to €450m**

Strong Free Cash-Flow generation driven by M&M division, and HPA division strong cash burn reduction

(€m)

€70m
Weda Bay FCF



M&M FCF
H1 2021
€222m
€78m in H1 2020 excl. lithium project

HPA FCF
H1 2021 loss divided by **>3**
-€165m in H1 2020

Group FCF
-€210m in H1 2020

→ Group strategic transformation key to cash-flow generation

[1] Excl. TiZir bond interest charge (-€7m)
[2] Incl. Brown Europe disposal impact (€13m)
[3] Incl. lithium project (-€13m) and TiZir Bond interest charge (-€7m)

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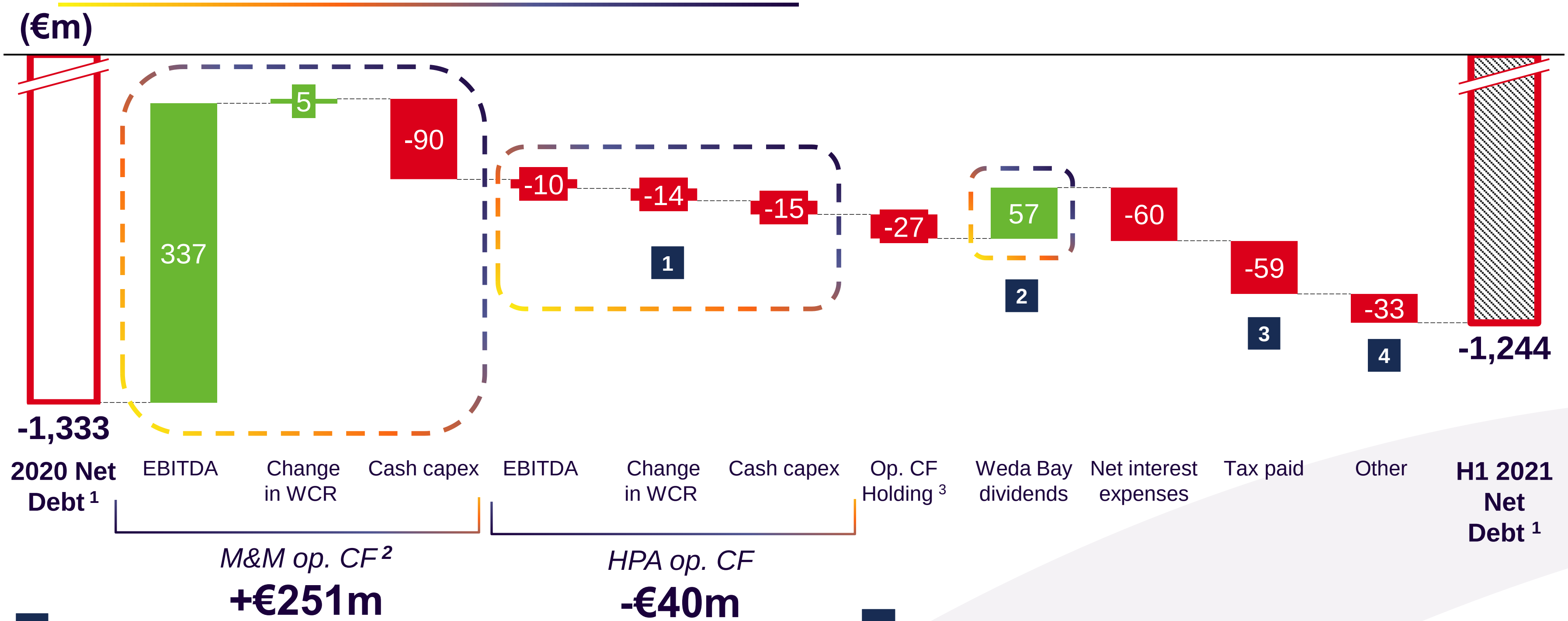
Decrease in net debt reflecting strong M&M cash generation, o/w +€70m from Weda Bay



1 Increase in WCR mainly driven by higher inventories to address ramp-up and market recovery for Erasteel and A&D (notably land turbines activity), as well as remaining quality review at A&D

2 Dividends received from Weda Bay of **€57m**, additional **€13m** cash inflow from trading activity included in M&M operating CF resulting in a total FCF contribution of **€70m**

3 o/w income tax payment for 2020 related to Comilog **(-€37m)** and Eramet Norway **(-€9m)**

4 o/w other income and expenses (**-€26m**), mainly non recurring, and dividends paid to Comilog minority shareholders for FY 2020 **(-€7m)**

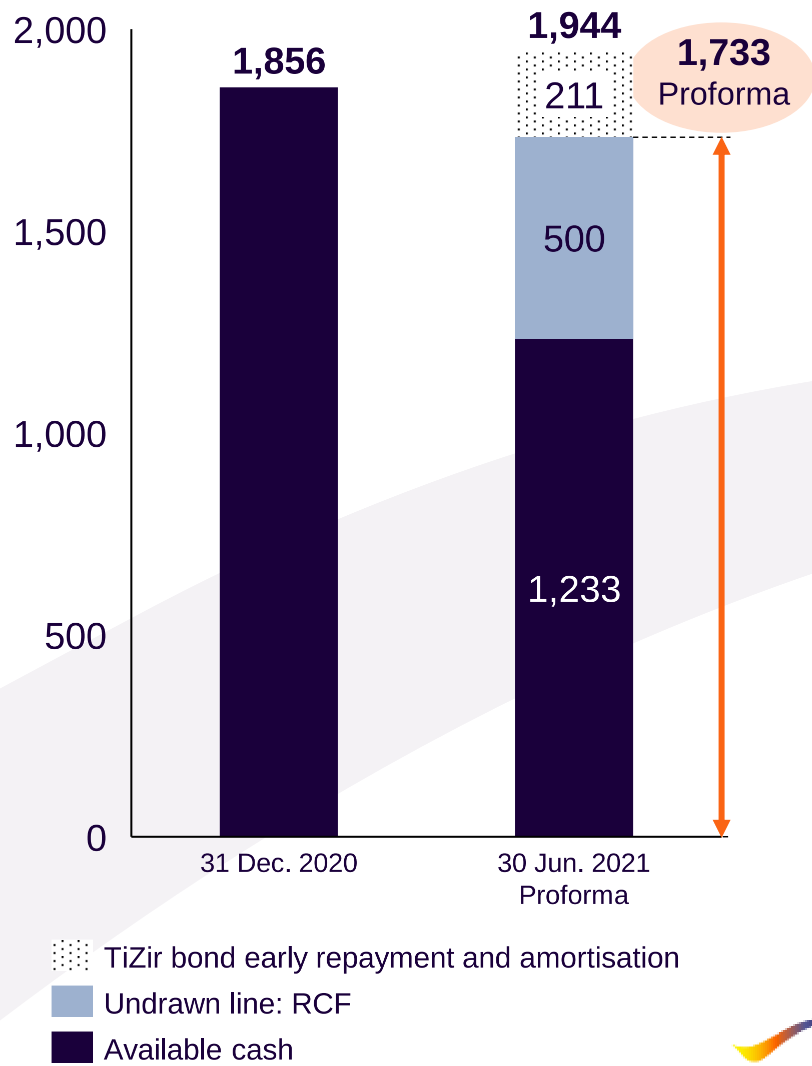
[1] Incl. IFRS 16 non-cash impact
[2] Excl. Lithium project op. CF (-€8m)
[3] Incl. Lithium project op. CF (-€8m)

High cash position enabling early repayment

Proforma financial liquidity at 30 June 2021:

- **RCF**
  - > **€981m** RCF maturing 2024, drawn down in March 2020 as a precaution following health crisis
  - > **€500m** early **repayment in July 2021**
- **TiZir Bond**
  - > **$240m** early repayment and amortisation in **July 2021**

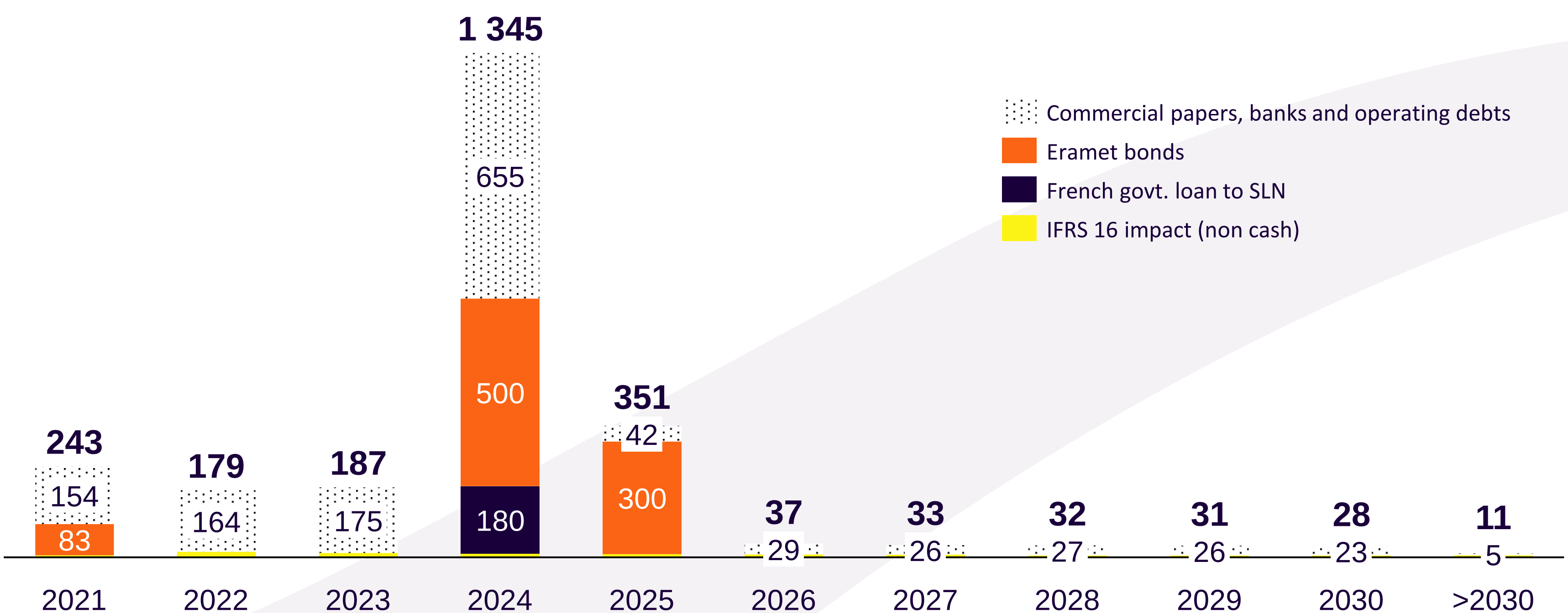
Group financial liquidity (€m)



No major debt maturity until 2024 on a pro-forma basis

- Group pro forma[1] gross debt including IFRS 16 equal to **€2,477m** at 30 June 2021
- **€243m** maturing in 2021 out of which **€154m** of WC financing debt, commercial papers and overdrafts **to be rolled over**
- **Average maturity** of Group's debt: **3.4 years**
- About **80%** of debt (excluding RCF) at a **fixed rate**

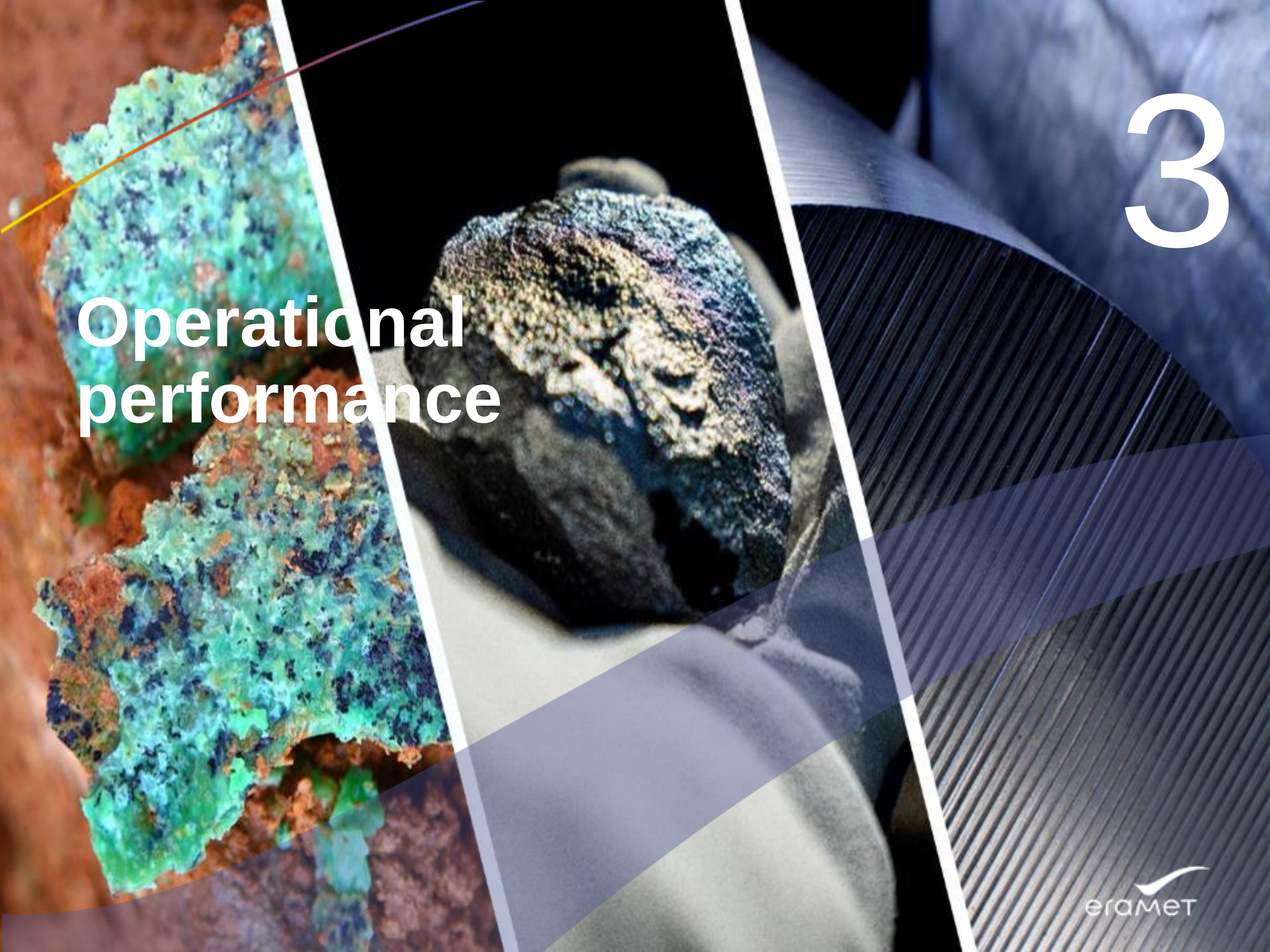
Pro forma debt maturity at 30 June 2021 (€m)



[1] Pro forma debt excluding the RCF and the TiZir Bond repayments and amortisation

3

Operational performance



Mining and Metals division

Manganese BU

Global carbon steel production significantly up together with manganese ore and alloys demand

Global carbon steel production up **+13%** due to **strong economic recovery**

China up **+12%** thanks to dynamic automotive and construction sectors

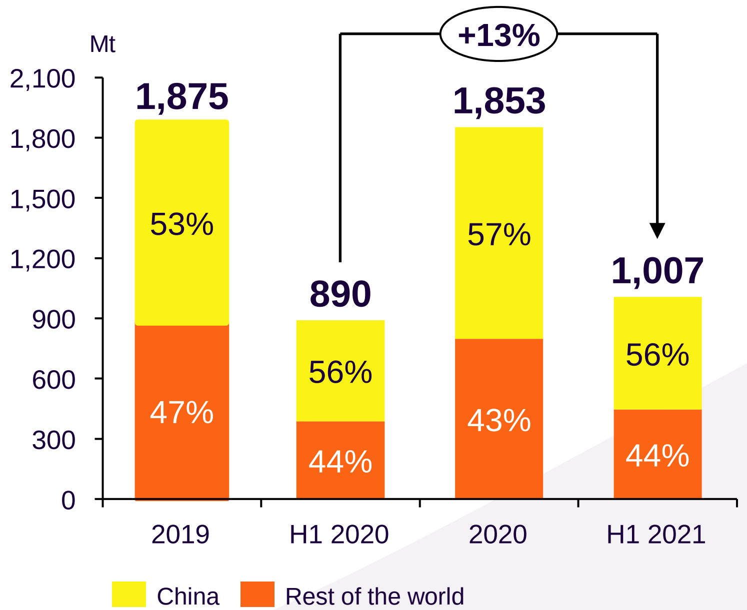
Europe and US up **+18%** and **+16%** respectively, although still behind pre-crisis level

Global manganese ore consumption up **+10%** at **10.5 Mt** due to the rise in steel production

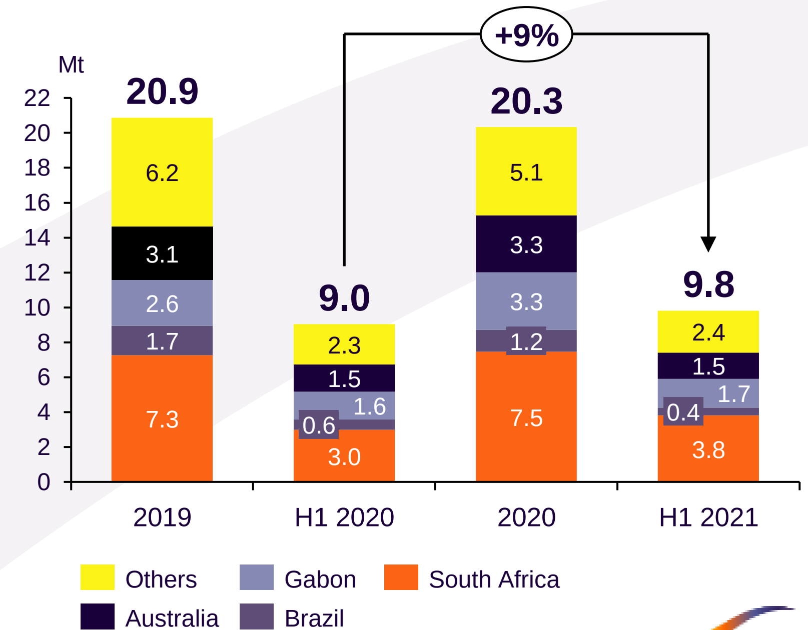
Global manganese ore production up **+9%** (**+28%** in South Africa) at **9.8 Mt**

Undersupply of manganese ore market

Global carbon steel production



Global manganese ore production (manganese content)



Source: Worldsteel Association, Eramet estimates

Manganese alloys market prices surged in H1, with very positive impact on Q2-Q3 Group sales, while ore prices flat (in $)

1

Mn ore CIF China 44% at c.**$5.1/dmtu** in H1 2021, stable vs H1 2020 (+**2%** in **$/t**, **-7%** in €), despite strong demand from China

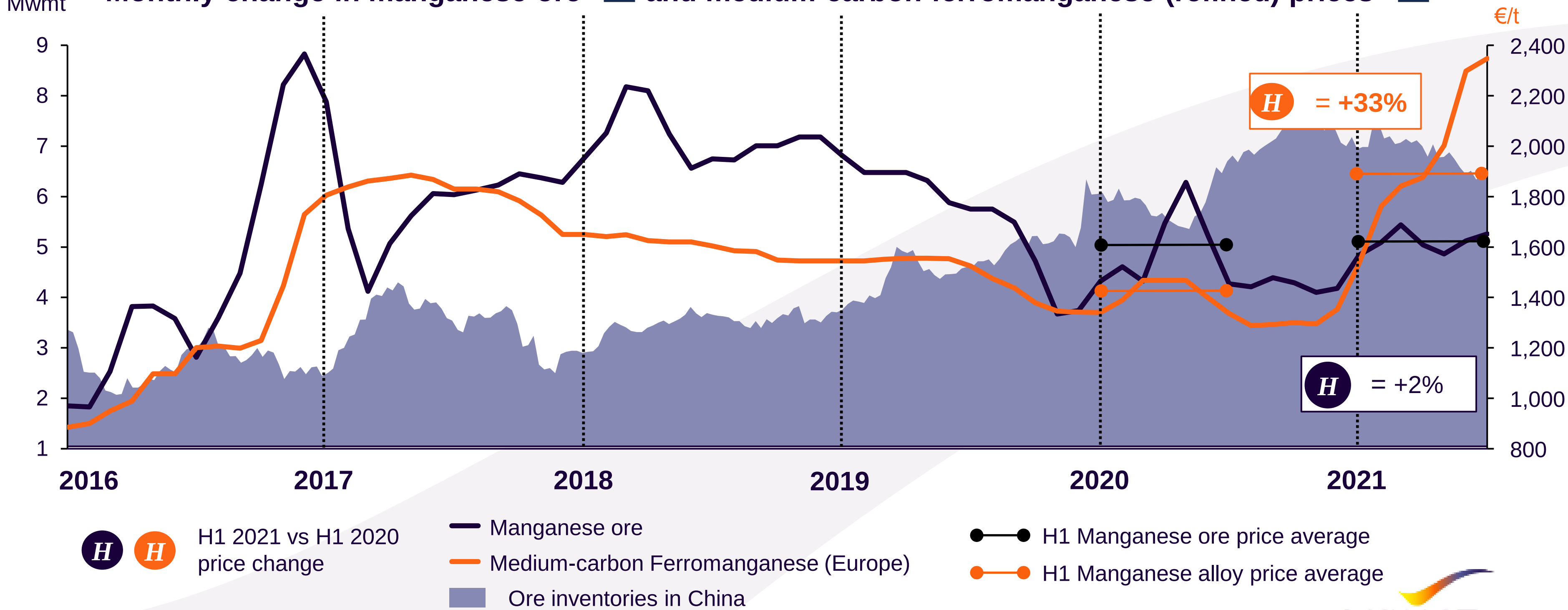
Inventories at Chinese ports slightly down vs end-2020 (**11 weeks'** consumption)

2

Strong rise in average Mn alloys prices **as demand outpaces supply** in H1 2021: MC FeMn at **€1,886/t** (+33%); SiMn at **€1,191/t** (+26%)

Very positive impact on Q2-Q3 Group turnover, given the **one quarter lag between market prices and sales contracts**

Monthly change in manganese ore 1 and medium-carbon ferromanganese (refined) prices[1] 2



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

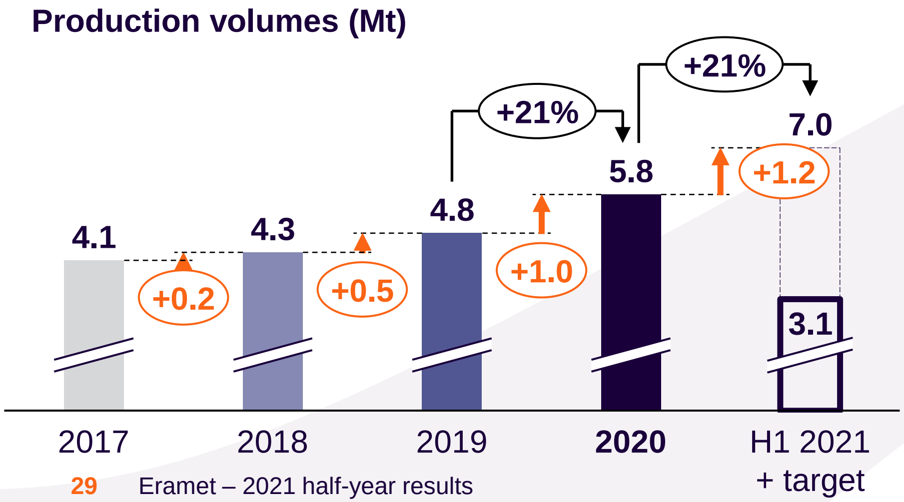
Organic growth in manganese ore production up 13% in H1 2021, tension on rail transport being adressed

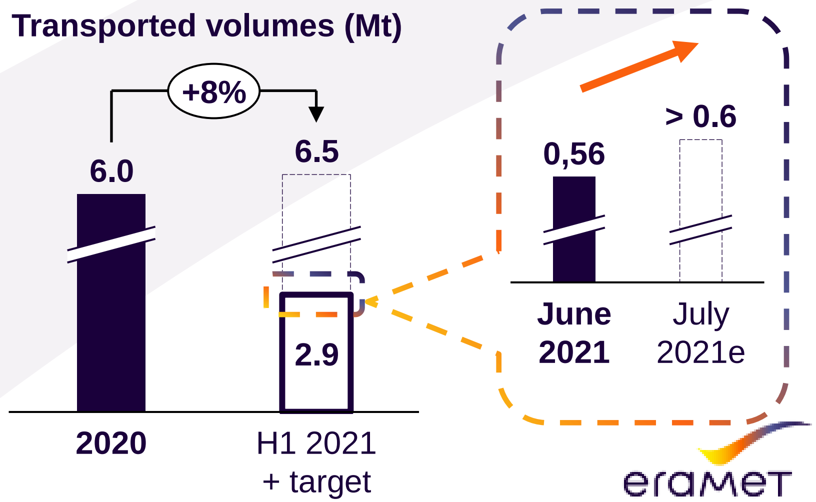
Continued strong operational performance at Moanda mine

- Manganese ore production up **+13%** to **3.1 Mt** thanks to ramp-up at Okouma plateau
- Volumes transported at **2.9 Mt**, stable vs particularly high levels in H1 2020 (lower passenger traffic due to health crisis) and due to rail incidents in H1 2021
- External sales volumes up **+4%** to **2.5 Mt**

Fast cash growth dynamic

- Organic growth supported by **modular investment** (**€36m** cashed out in H1) incl. Transgabonese modernisation plan – more capex cash out in H2
- **Progress made on Setrag's operations** thanks to Transgabonese modernisation plan will support the ramp up of production in H2 together with favourable seasonality:
  - > **7 Mt** ore production target minimum, **6.5 Mt** of transported and shipped volumes





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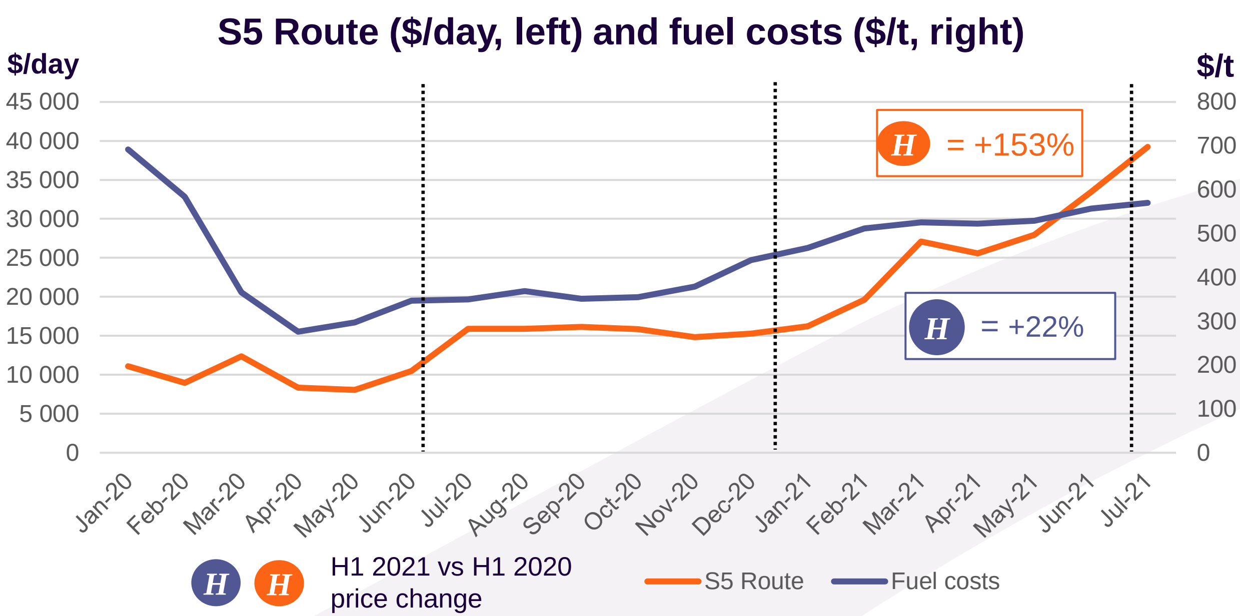
Higher cost of freight weighs significantly on manganese ore activity

- **Freight cost for manganese ore** includes **chartering costs** (based on S5 Route time charter rate[1]) and **fuel costs**
- **H1 2021 manganese ore freight costs** surged by more than **60%** vs H1 2020, pushed by the **exceptional rise in chartering costs[1]** (c.2/3rd of total freight costs), while fuel costs also increased over the period (c.1/3rd of total freight costs)



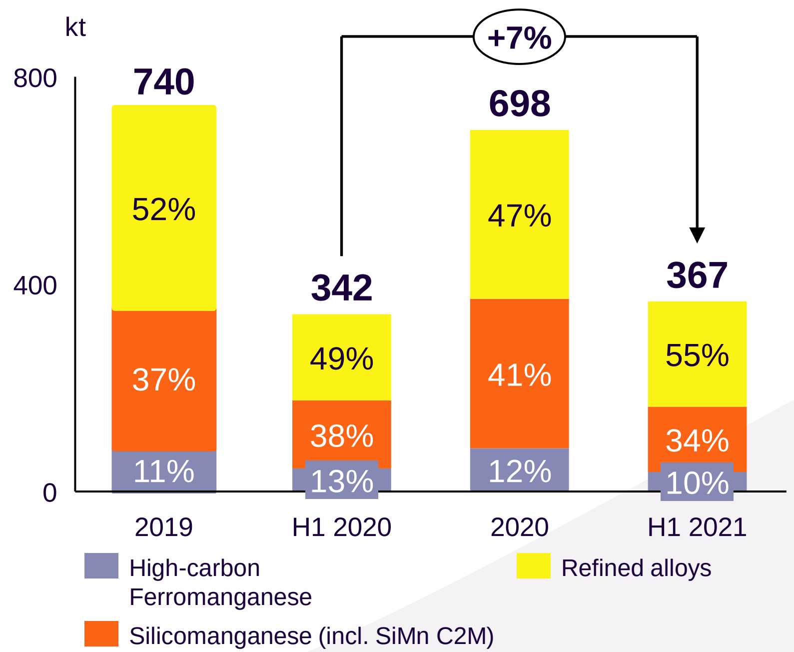
The **S5 Route** is one of the 10 maritime routes of the **Baltic Supramax Time Charter Average,** going from West Africa/East Cost South America to China. It is representative of Eramet's manganese ore shipments to China.

[1] Incl. mainly vessel hiring costs (>90% of chartering costs), as well as broker payment and port fees

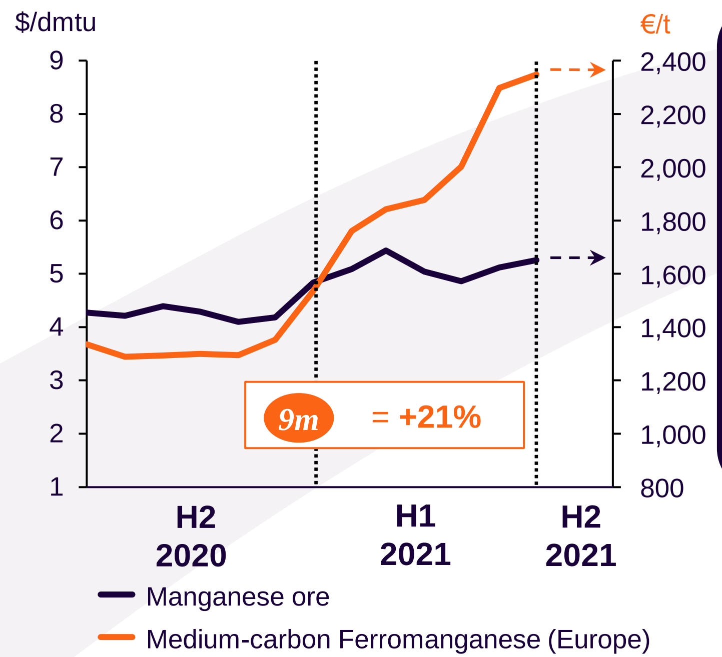
Manganese alloy production up in H1, with a favourable mix

- **Manganese alloy production up +7%** with a higher share of refined alloys (55%)
- Sales volumes up **+3%** to **357 kt**
- **Strong increase in manganese alloy margins** reflecting higher selling prices(**+€64m**) , stable consumption prices (manganese ore), and to a lesser extent, favourable product mix
- **Manganese alloy high margin already secured for Q3**: high selling prices and low material cost (lag of 4 to 6 months for manganese ore purchases)

Manganese alloy production



Manganese ore and MC FeMn prices



9m 9m Q4 2020-Q2 2021 vs 9m Q4 2019-Q2 2020 price change

Strong uptick trend in Mn alloys prices **boosting margin significantly:** to continue in H2 2021

Nickel BU

Strong recovery in stainless steel production and nickel consumption; Indonesian NPI still on the rise

Strong growth in stainless steel production in H1 2021 (+28%) vs H1 2020 hard hit by the pandemic

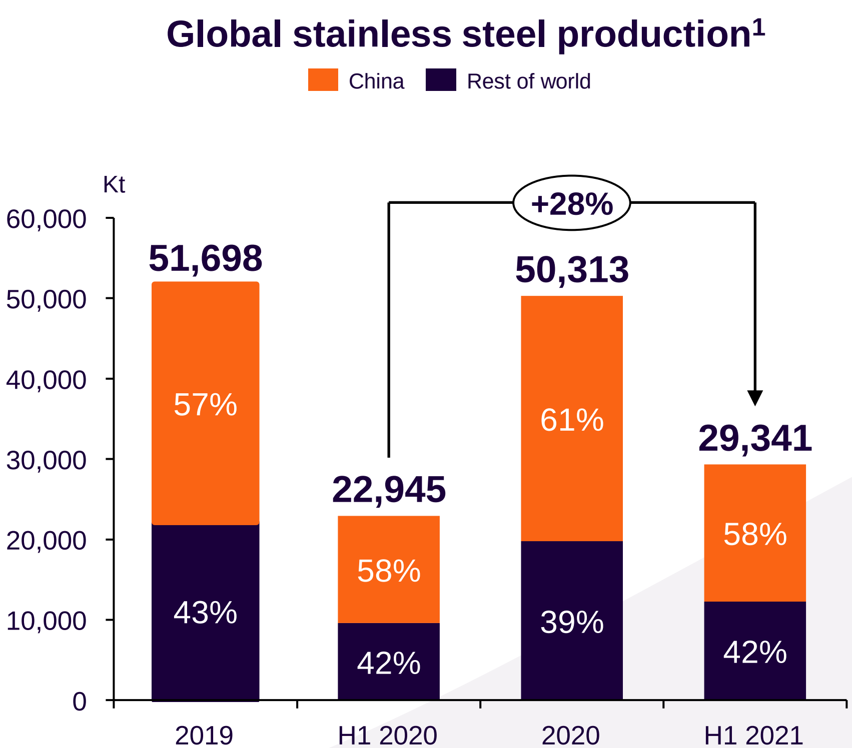
Primary nickel demand up to 1.4 Mt-Ni (+28%)

Primary nickel production up 12% to 1.3 Mt-Ni

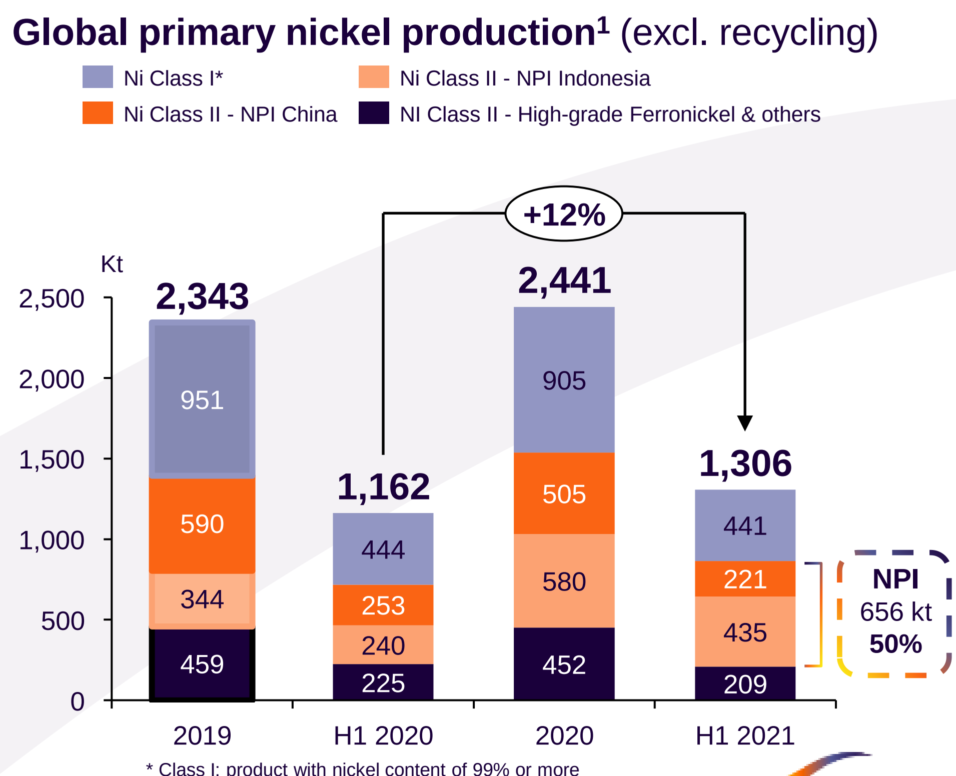
Rapid growth in Indonesian NPI production (+81% at 435 kt-Ni)

Supply/demand balance heavily in **deficit** (-66 kt-Ni in H1)

Global stainless steel production[1]



Global primary nickel production[1] (excl. recycling)



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

[1] Eramet estimates

LME price at high levels in H1 2021

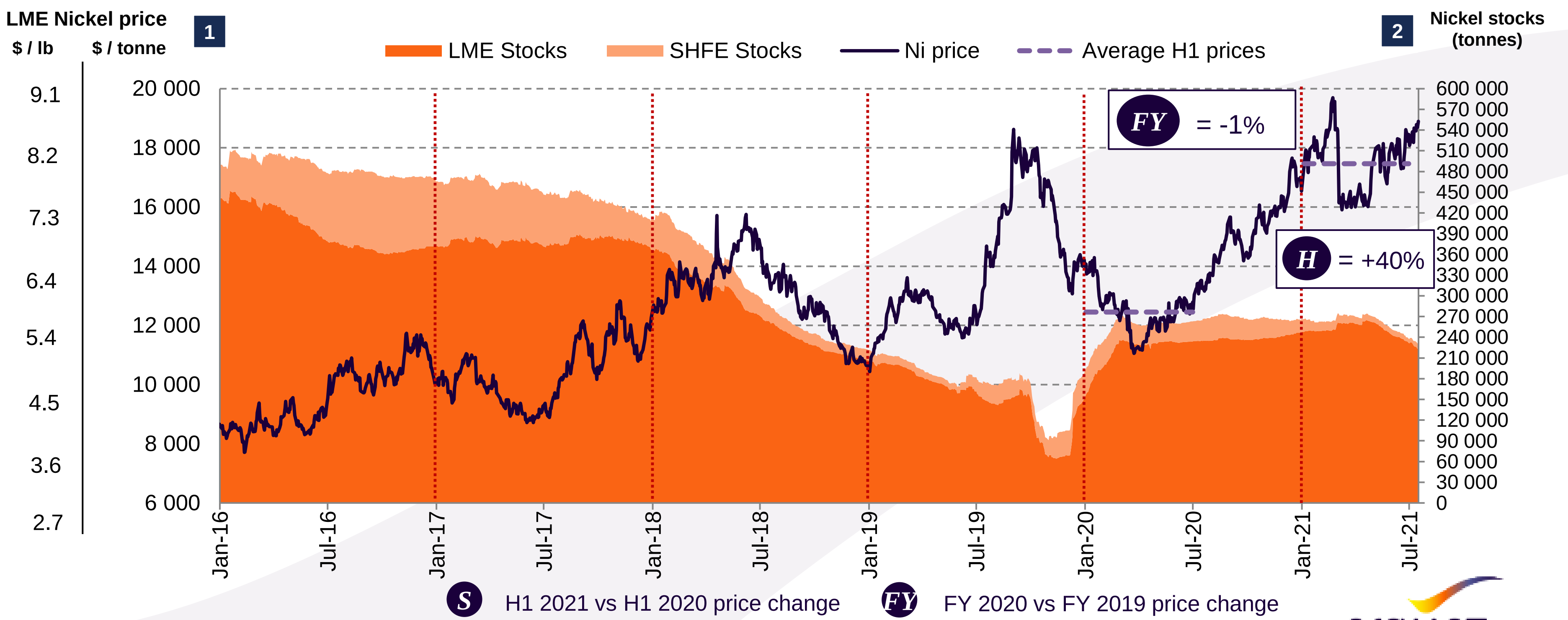
1

H1 2021 average LME price at **$7.93/lb**, up **40%** vs H1 2020. High price driven by rising demand from stainless steel sector and strong growth perspectives for nickel in EV batteries

Ferronickel price up 43% (+31% in €) in H1 2021

2

LME and SHFE inventories at 239 kt (more than **9 weeks'** consumption[1]), with a slight decrease since end-2020

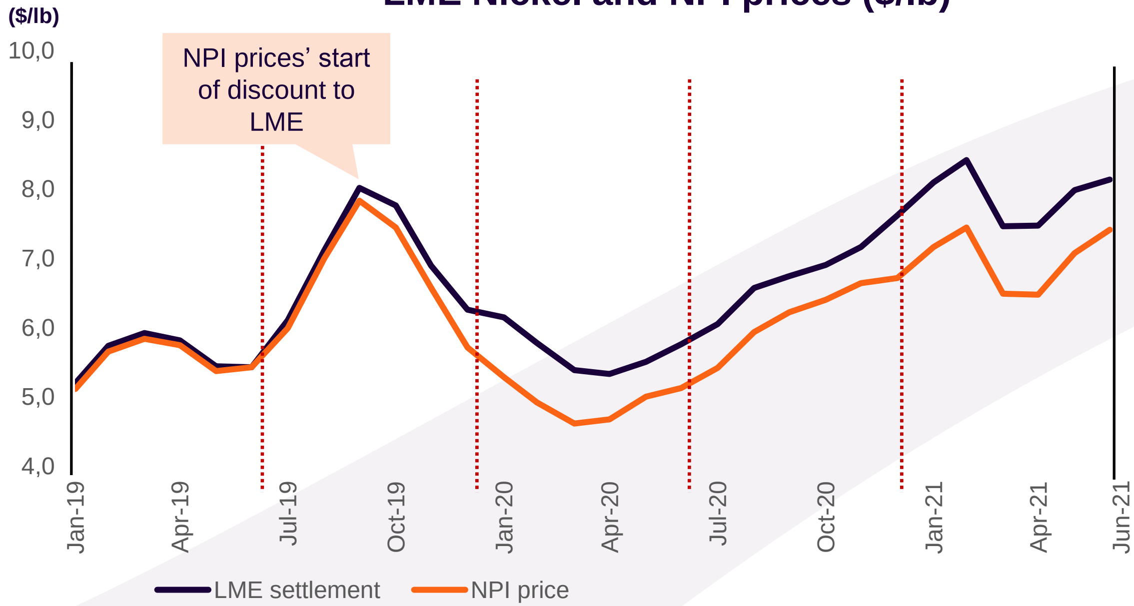


[1] Including producers' stocks

FeNi / NPI trade at a discount vs LME since H2 2019

- Discounts increased in 2020 due to weak demand caused by the crisis and large NPI supply growth from Indonesia
- In H1 2021, despite growing more than **40%**, **NPI prices still suffered** from a **c.10%** **discount** vs LME
- **FeNi / NPI discounts are expected to remain but narrow down in H2 2021** as demand from the stainless steel market increases

LME Nickel and NPI prices ($/lb)



Nickel ore price at high levels as global ore supply limited in H1 due to seasonality

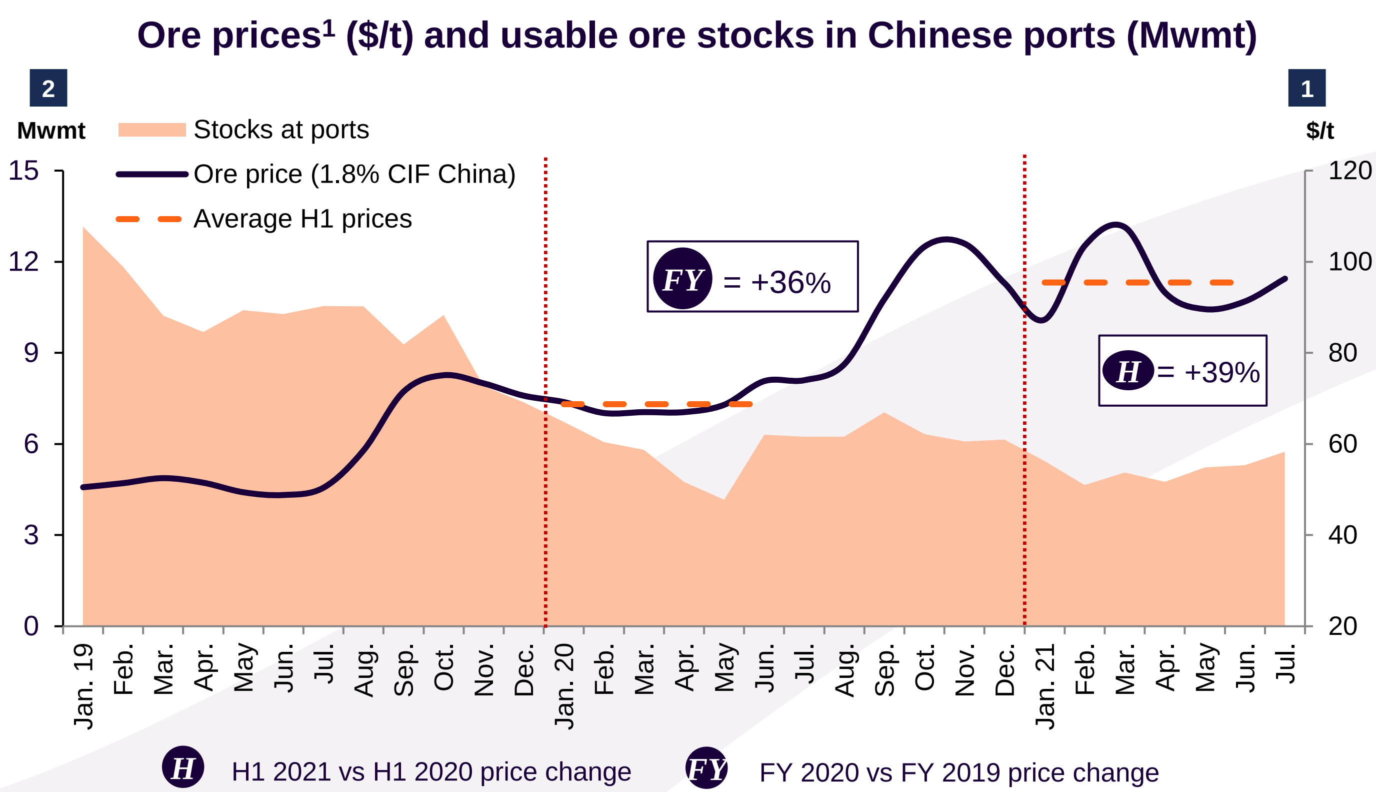
1

1.8% nickel ore price at high levels in H1 2021 at **$95/wmt**, up **39%** vs H1 2020

Tight nickel ore market due to **unfavorable seasonality** limiting ore supply from the Philippines and New Caledonia

2

Ore stocks in Chinese ports at historically low levels: just above **1 month of consumption**

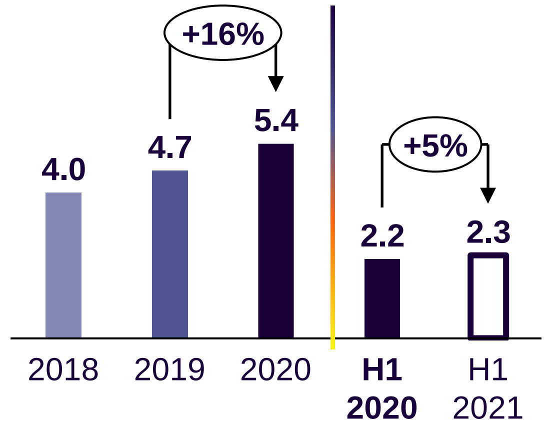


[1] CIF China price 1.8% "Other mining countries" since H2 2020 (CNFEOL) and "Philippines" in 2019 and H1 2020 (SMM)

Low production at the plant and unfavourable €/$ FX rate negatively impacted SLN cash cost

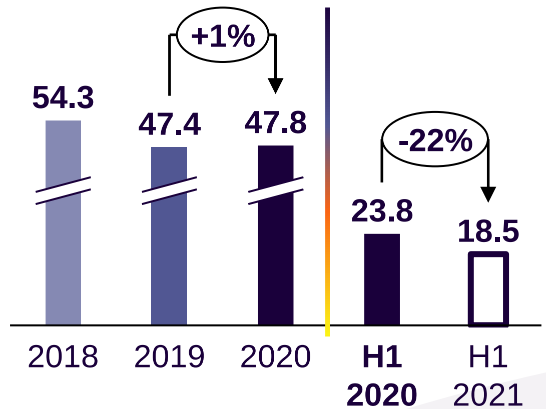
Ni

Mine production volumes (Mt)



Slown down by blocade and poor rainy season

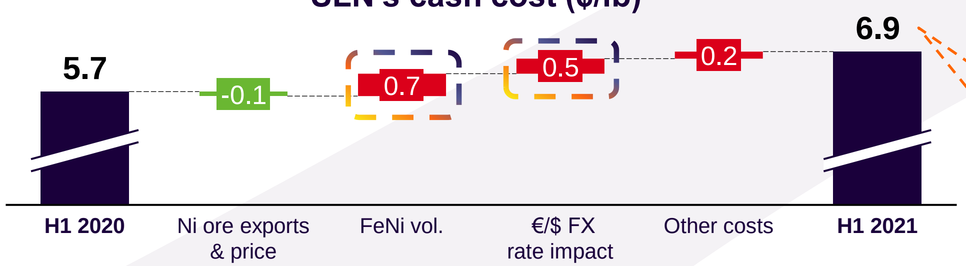
Plant production volumes (kt-Ni)



Highly disrupted by end of 2020 blocade leading to lack of ore availability at plant

Ore export: +2 % at **1.1 Mwmt** in H1 2021

SLN's cash cost ($/lb)



Breakeven cost at **$7.5/lb**

- H2 cash cost is expected to **significantly improve**, supported by favourable seasonality

[1] Incl. CAPEX & financial expenses

Fully securing all rescue plan levers critical to ensuring a sustainable future for SLN

1 Continue to increase **ore exports**, for a total capacity up to **6 Mwmt/year**

2 **Need to reduce electricity costs**: least competitive cost in nickel industry

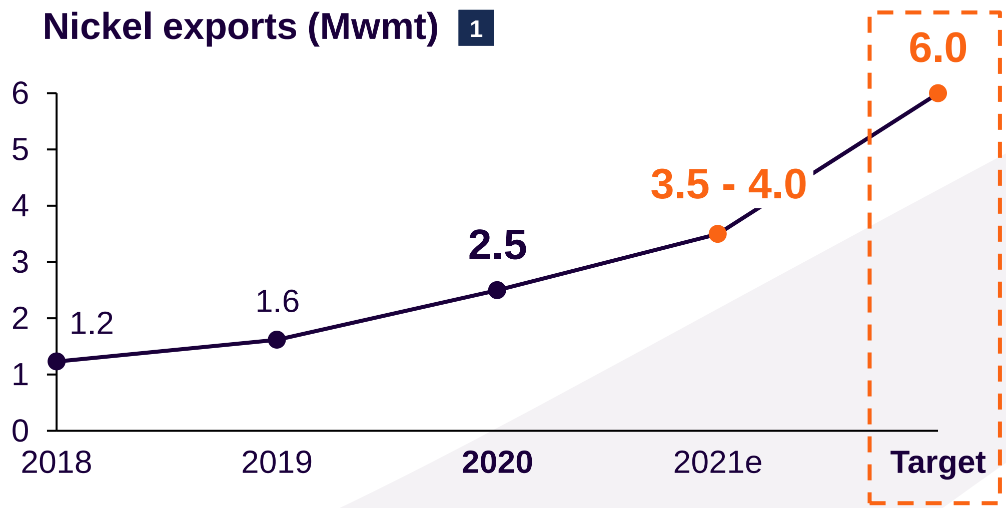
At stake in H2:

✗ Additional **2 Mwmt/year** government authorisation still to be granted

✓ **Long-term solution for Doniambo's power supply**: suppliers' consultation process moving forward as planned

Subject to normal operating conditions on mines and at the plant

Nickel exports (Mwmt) 1



+1 Mwmt
of Ni ore
+€30m[1]
contribution to
EBITDA

[1] Based on nickel ore price of c.$90/t

Weda Bay: record mining production and significant contribution of €70m to Group FCF in H1

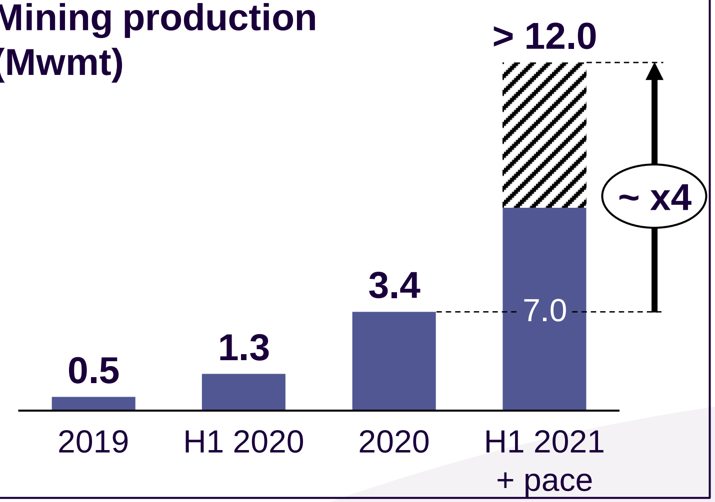
Exceptional mine ramp up and full capacity at ferroalloys plant in H1

- **7 Mwmt** of nickel ore produced in H1 (c.4,000 people employed on mine site)
- **4.2 Mwmt** of ore sold to other Indonesian producers on-site
- **20.1 kt-Ni** of nickel ferroalloys produced in H1, plant running at full capacity
- **Highly competitive** mining & metallurgical operations

2021 outlook

- **Metallurgical production target** of **c.40 kt-Ni** confirmed
- **Mining capacity target revised upwards** to more than **12 Mwmt**, to supply ore sales to third parties

Mining production (Mwmt)



H1 financial KPIs

- **Trading activity: €108m** of turnover, very low margin
- **FCF** of **€70m** incl. cash from trading activity and dividends paid (**€57m**)[1]
- **Very well-positioned in the cash cost curve** against other nickel ferroalloys producers

[1] Eramet holds a 43% stake in Strand Minerals Pte. Ltd, the holding company which owns 90% of PT Weda Bay Nickel, booked under the equity method and not fully consolidated in the Group's financial statements

Mineral Sands BU

Zircon prices down 1% overall in H1, but 6% increase in Q2 vs Q1 supported by rebounding demand

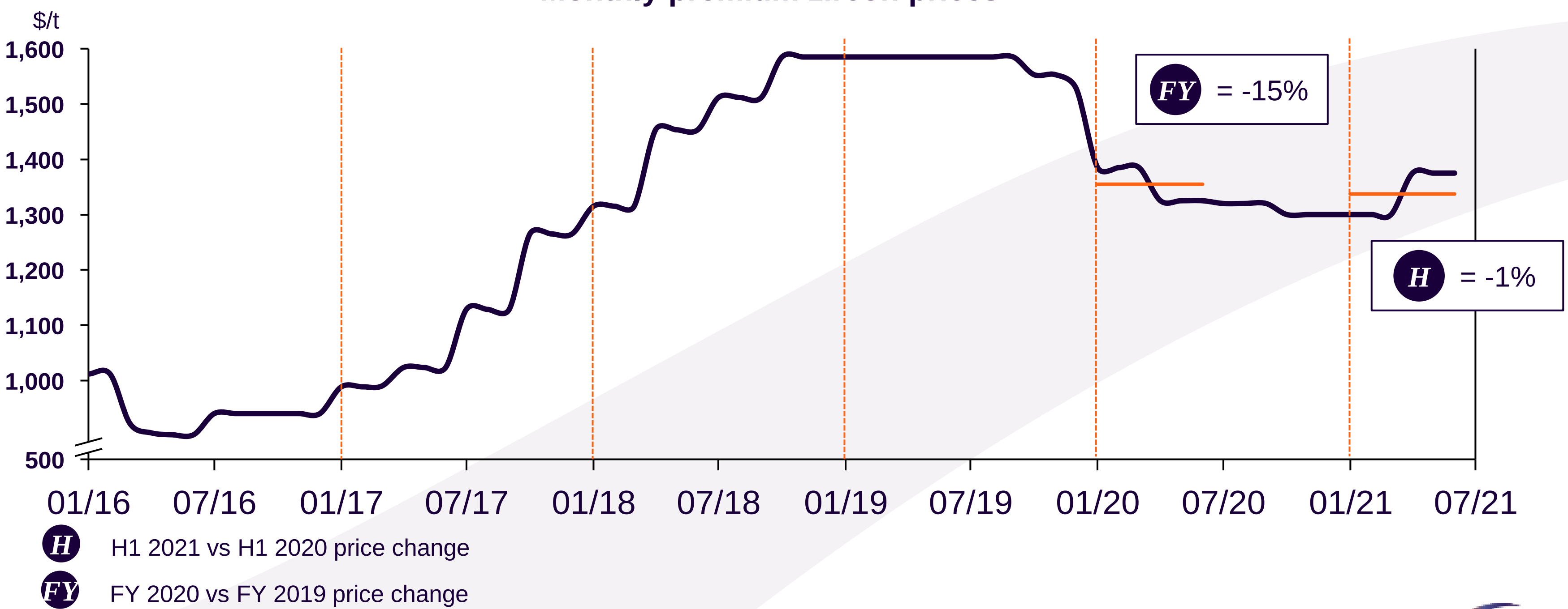
Robust global demand for zircon in **H1 2021** thanks to strong consumption in ceramics market in China and Europe

Zircon production increased at a **slower pace**, leading to a **market deficit in H1**

Average **price of zircon** at **$1,338/t** in H1 2021, down **-1%** vs H1 2020 (**-10%** in €), based on quarterly negotiations led at end-2020 and early 2021

Prices expected to rise in Q3

Monthly premium zircon prices[1]



[1] Source Zircon premium: FerroAlloyNet.com, Eramet analysis

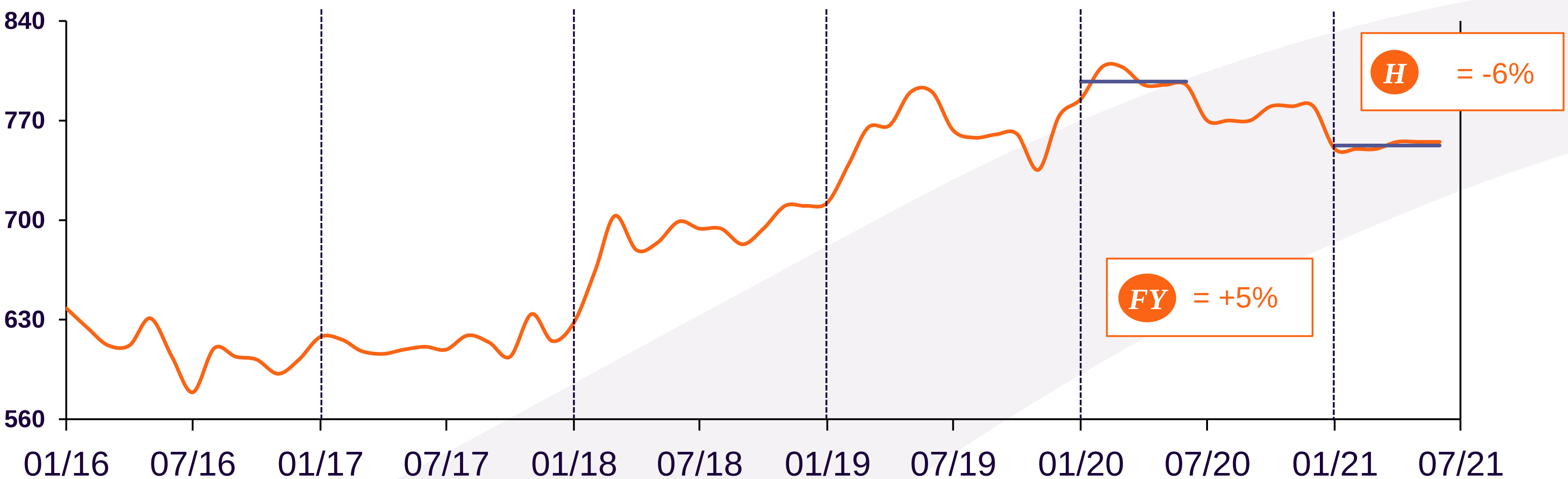
Strong demand for TiO2 pigments, tight feedstock market to reflect positively on prices in H2

Strong global demand for TiO_2 pigments in H1 2021, driven by global economic growth

Significant demand for **CP**[1] **grade titanium slag** however not yet reflected on prices in H1: **-6%** (**-13%** in €) at **$753/t** in H1, based on quarterly or half-year negotiations led in late 2020 and early 2021

Prices should eventually rise in H2 as demand should stay strong, leading to undersupply

Monthly change in CP grade titanium dioxide slag prices[2]



H H1 2021 vs H1 2020 price change

FY FY 2020 vs FY 2019 price change

[1] For the production of pigments through chloride process
[2] Source CP slag: Market consulting, Eramet analysis

Strong operational performance in Senegal and high titanium slag sales in Norway

Strong operational performance at **GCO** in Senegal: sharp increase in OEE rate (**+12%** since 2018), compensating lower grade of the deposit

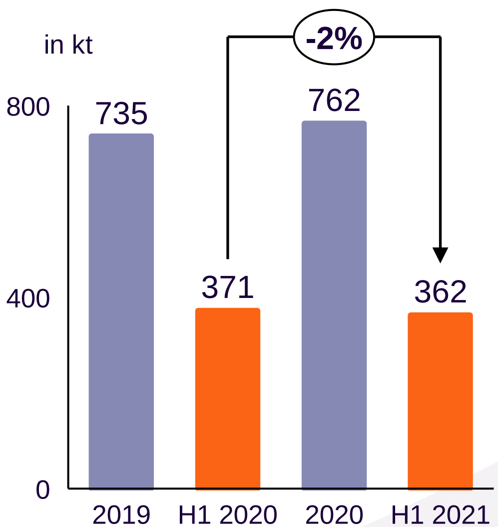
High level of HMC production at GCO at **362 kt** in H1 2021

Zircon sales volume down **-9%** at **30 kt** vs very strong level in H1 2020

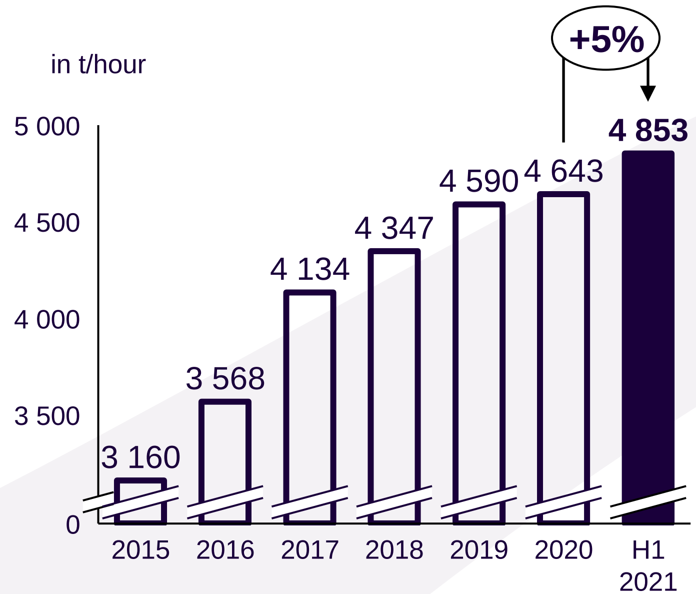
Titanium slag production level at TTI in Norway **in line** with plant nominal capacity

Sales volume up **+5%** at **103 kt**

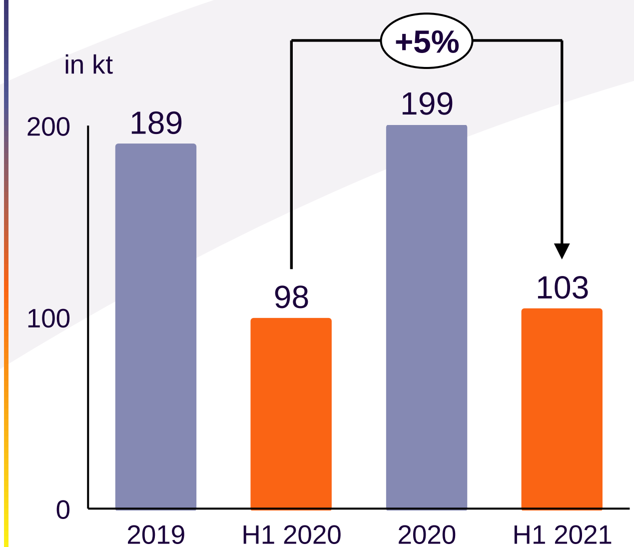
HMC production[1]
(GCO, Senegal)



OEE[2]
(GCO, Senegal)



Titanium dioxide production
(TTI, Norway)



[1] HMC: Heavy Mineral Concentrates
[2] Overall Equipment Efficiency of the mine

High-Performance Alloys division

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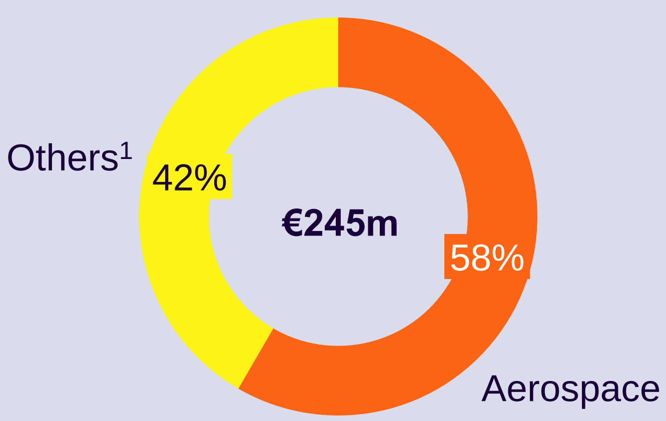
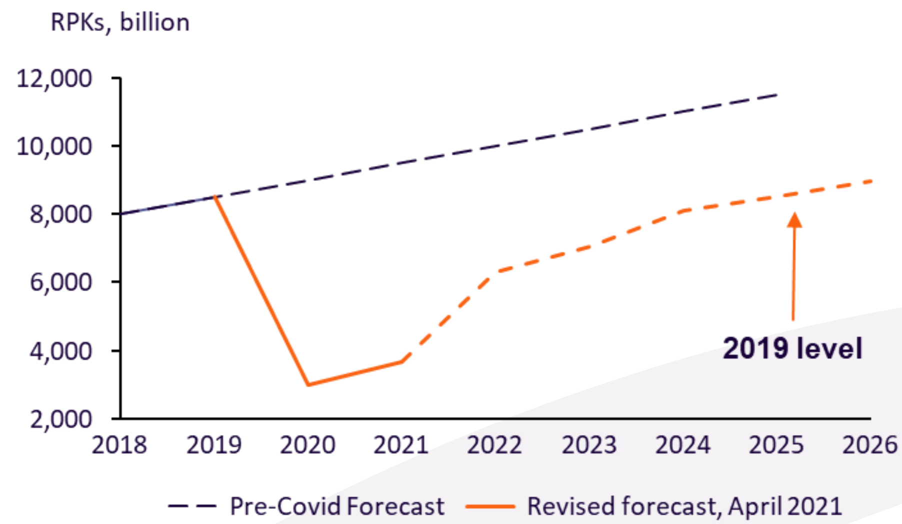
Continued aerospace market crisis in 2021

Aerospace: 58% of A&D sales
(vs c.70% in H1 2020)



[1] Incl. Defense and Energy market sales

Global air traffic scenarios[2]



Global air traffic still down **c.65%[3]** vs pre-crisis levels, despite improvements recently

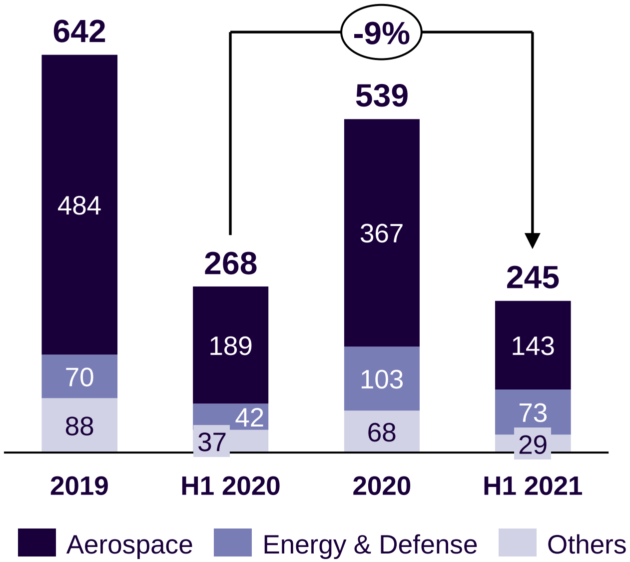
Aircraft production rates only starting to recover for single-aisle aircraft (back to pre-crisis levels by end-2022). **Forecasts still behind for long-range aircraft** (c.70% of A&D aerospace sales)

Defense, nuclear and energy markets suffered less from the health crisis thanks to large state investments

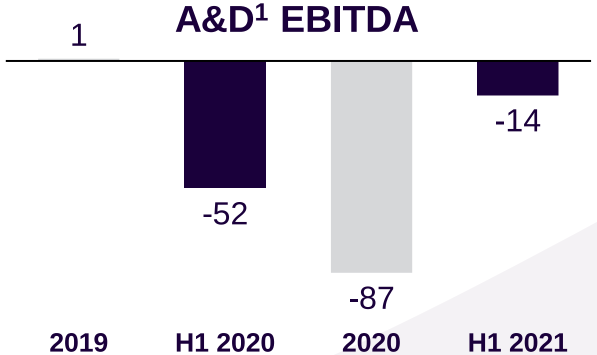
[2] Source: Eramet analysis based on aerospace sector analyst consensus
[3] Based on revenue generated per passenger-kilometre ("RPK"); Source: International Air Transport Association ("IATA"); April 2021 vs April 2019

Significant improvement at A&D reflecting cost adjustments to lower level of activity

A&D[1] Sales by segment



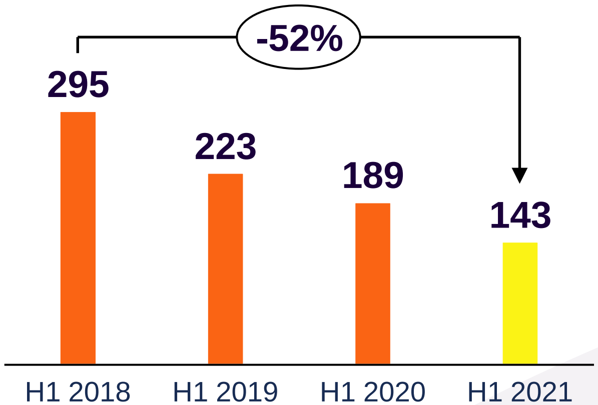
A&D[1] EBITDA



H1 2021 aerospace sales down **-24%** as sales of numerous parts penalized by aerospace crisis

Energy and Defense sales up **+74%**

2018-2021 Aerospace sales



H1 2021 monthly flexed expenditure

Cost levers	Monthy expenses[2] vs pre-Covid
Raw material purchases	c.-35%
Non-material purchases	c.-30%
Labour costs	c.-15%

EBITDA improved to **-€14m** thanks to measures taken to adjust costs to the lower level of activity:

> H1 **savings on labour costs** estimated at **€33m** on a yearly basis (target of €50m); H1 2021 headcount down **-14%** vs end-2019

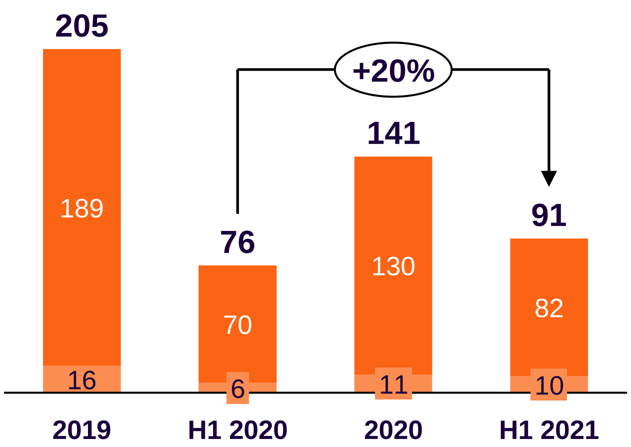
FCF at **-€38m** (vs -€156m in H1 2020), incl. Brown Europe sale's impact (€13m)

Quality processes review ongoing: should be finalized by year-end

[1] A&D, EHA and other
[2] Based on January to June 2021 average

Recovery at Erasteel: €3m EBITDA in H1 2021

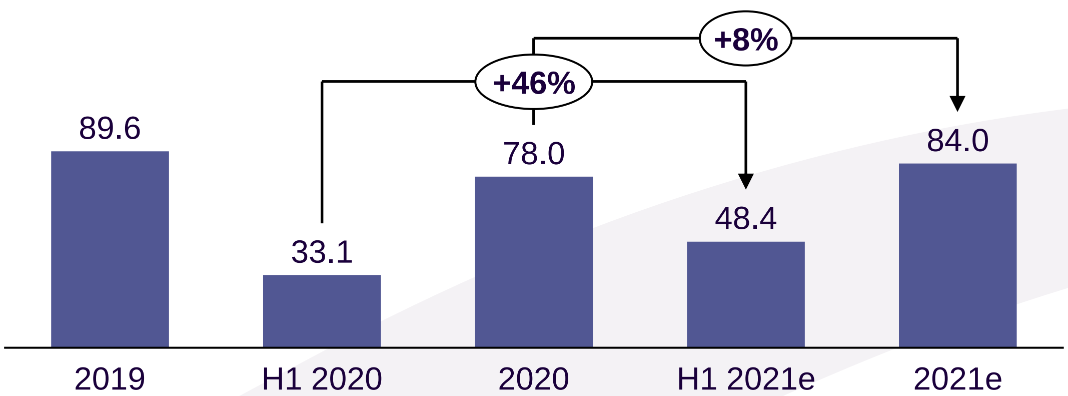
Erasteel sales by segment



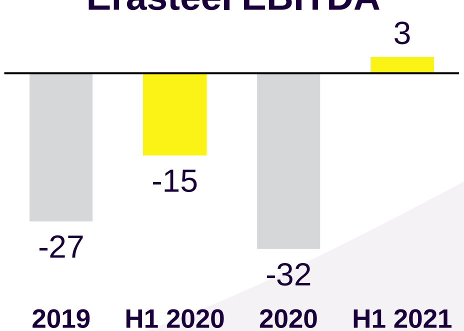
High-speed steel sales up **+17%**, back above pre-crisis levels thanks to renewed economic growth, particularly in automotive sector, and **market share gains**

Recycling activity continued to grow (**€10m** vs €6m in H1 2020)

Yearly light vehicles sales[1] (in million units)



Erasteel EBITDA



Strong EBITDA improvement as action plan to mitigate crisis effect pays off (most costs flexed to lower volumes, lower raw materials consumption)

FCF stable at **-€9m** due to WCR increase despite **-38 days of sales** improvement

[1] Source: Eramet estimations

4

Strategic transformation

2021: continued strategic repositioning towards profitable growth

Good progress 2021 critical outcome	Strong cash-generating growth	No cash outflows in the short term
1 FIX / REPOSITION our least performing assets	**2 GROW** in our attractive businesses	**3 EXPAND** our portfolio in metals for the energy transition

1 FIX / REPOSITION our least performing assets

SLN
- > Relevance of business model
- > Full execution of Rescue plan critical

A&D
- > Sale of the asset still the preferred option, subject to satisfactory offer

Sandouville
- > Divestment: ongoing process

Erasteel
- > Strategic review

2 GROW in our attractive businesses

Manganese ore
- > **+c.20%** production in 2020
- > **+c.20%** production target in 2021

Weda Bay Nickel (Indonesia)
- > Targeted capacity achieved at mining & metallurgical operations
- > Upwards target mining capacity: **> 12 Mwmt**, to supply ore sales to third parties

Mineral Sands
- > Operations' optimisation and debottlenecking both at GCO & TTI in 2021

3 EXPAND our portfolio in metals for the energy transition

Lithium
- > Project temporary **mothballed**

Nickel and cobalt salts
- > Weda Bay diversification towards battery products

→ Partnership signed with BASF, pre-feasibility study in 2021

Li-ion battery recycling
- > R&D programme ongoing

Conclusion & outlook

Good momentum in H1, well oriented Mining & Metals markets and favourable seasonality supporting strong H2 performance

- **Growth ramp-up and favourable seasonality** will boost mine production in H2
- **Weda-Bay** should continue delivering **high production and cash-flows**
- **Manganese alloys** will operate **at very high margin levels**
- **Pillar 1** less performing assets are **being addressed:**
  - **A&D sale** still our **preferred option** ; cost structure being addressed
  - **SDV selling process ongoing**
  - **SLN** rescue plan to be **finalized**
- **2021 volume targets:**
  - **7 Mt ore manganese produced** (+20% vs 2020)
  - **3.5 Mwmt** (> + 40%) **of nickel ore exports** at SLN
  - More than **12 Mwmt** (~x3) of **nickel ore produced** at Weda Bay

EBITDA target of above €850m in 2021 given a buoyant price environment for manganese alloys, and higher revised 2021 price consensus[1] for manganese ore & nickel at LME

[1] Revised 2021 average consensus for manganese ore price of $5.01/dmtu and for LME nickel price of $7.9/lb (vs respectively $4.5/dmtu and $7.5/dmtu in February 2021)

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Q&A
516

Appendices

Manganese BU – Key figures

In €m	H1 2021	H1 2020
Sales	887	839
EBITDA	280	234
Current Operating Income	219	179
Cash Capex	71	82
Operating cash flow[1]	218	152
FCF	157	119

[1] Sum of EBITDA, Cash capex, Change in Op. WCR and Change in other WCR

Nickel BU – Key figures

In €m	H1 2021	H1 2020
Sales	515	366
EBITDA	10	(70)
Current Operating Income	(30)	(114)
Cash Capex	12	18
Operating cash flow[1]	(19)	(42)
FCF	7	(88)

[1] Sum of EBITDA, Cash capex, Change in Op. WCR and Change in other WCR

Mineral Sands BU – Key figures

In €m	H1 2021	H1 2020
Sales	138	139
EBITDA	47	44
Current Operating Income	25	23
Cash Capex	8	6
Operating cash flow[1]	53	50
FCF	51	34

[1] Sum of EBITDA, Cash capex, Change in Op. WCR and Change in other WCR

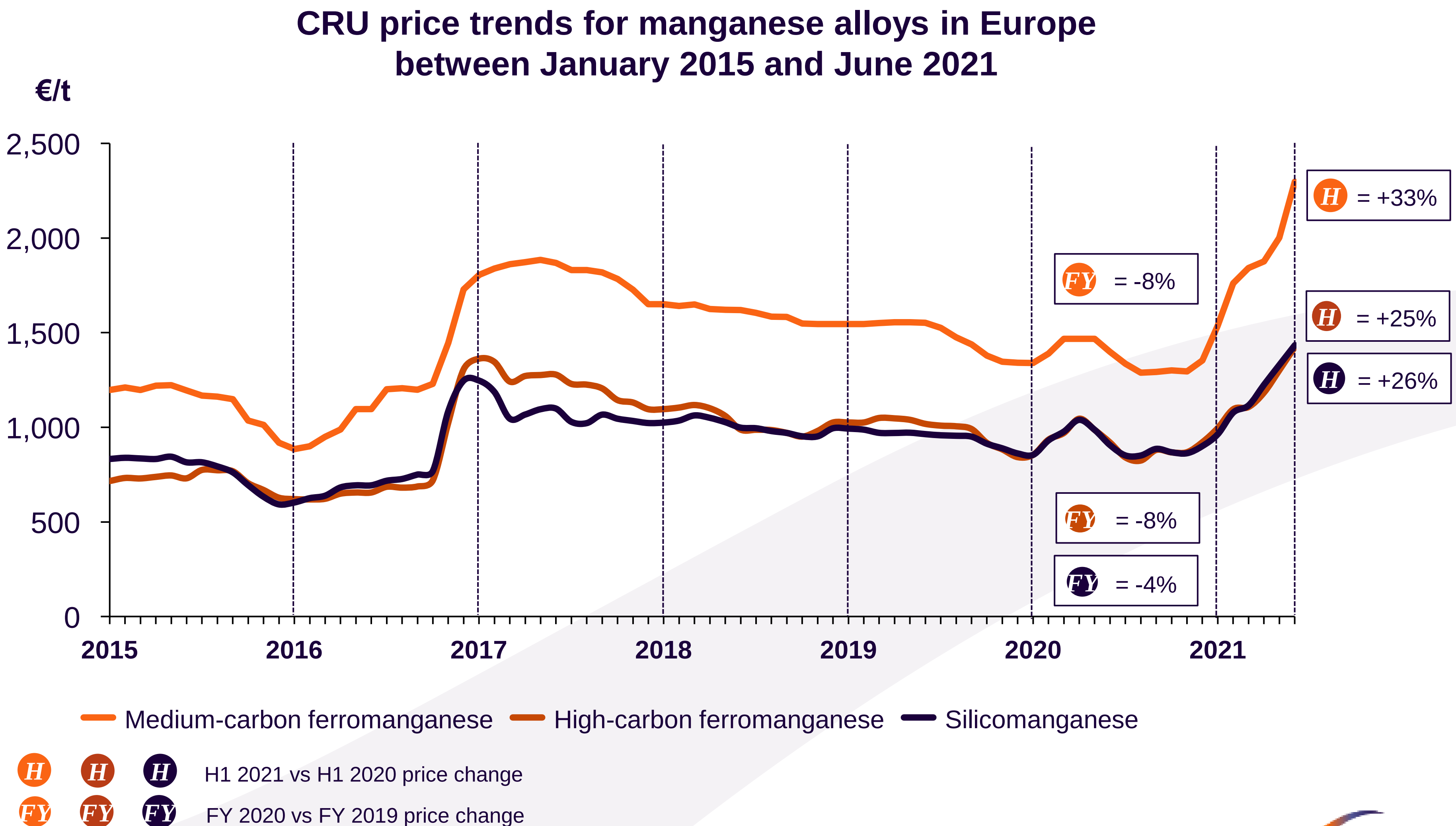
High-Performance Alloys division - Key figures

A&D and Erasteel

In €m	H1 2021	H1 2020
Sales	337	345
EBITDA	(10)	(66)
Current Operating Income	(18)	(93)
Cash Capex	15	26
Operating cash flow[1]	(40)	(124)
FCF	(47)	(164)

[1] Sum of EBITDA, Cash capex, Change in Op. WCR and Change in other WCR

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



Source: CRU Spot Prices Western Europe

Group EBITDA sensitivity to market prices

SENSITIVITIES	Change	Annual impact on EBITDA
Manganese ore prices (CIF China 44%)	+$1/dmtu	**c.€210m[1]**
Manganese alloy prices	+$100/t	c.€60m[1]
Nickel prices (LME)	+$1/lb	**c.€80m[1]**
Nickel ore prices (CIF China 1.8%)	+$10/wmt	c.€30m[1]
Exchange rates	-$/€0.1	c.€160m
Oil price per barrel	+$10/bbl	c.€(15)m[1]

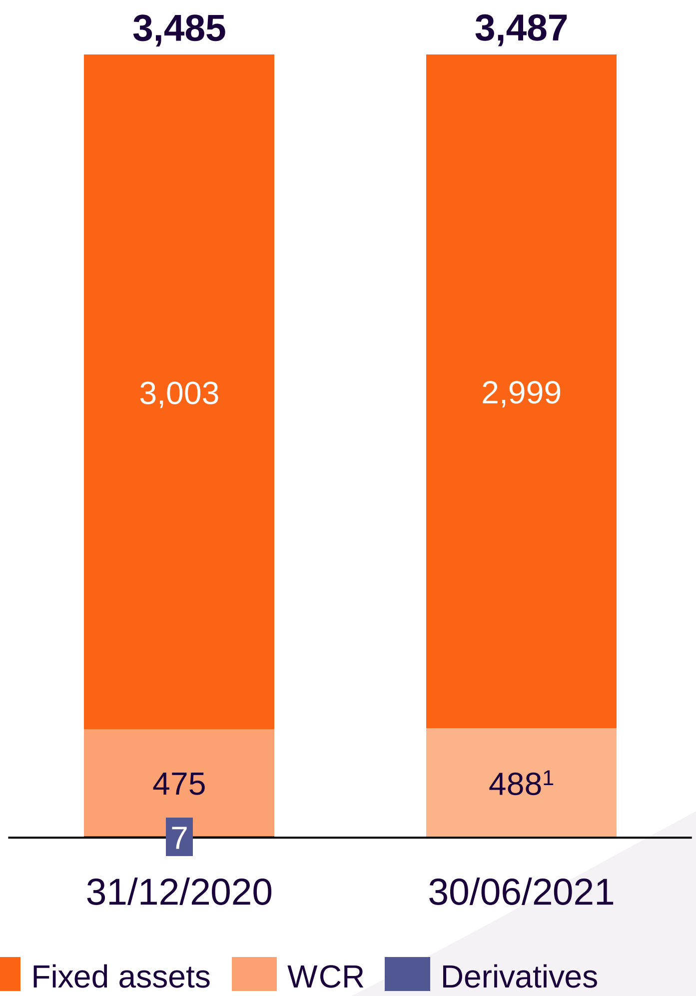
[1] For an exchange rate of $/€1.22

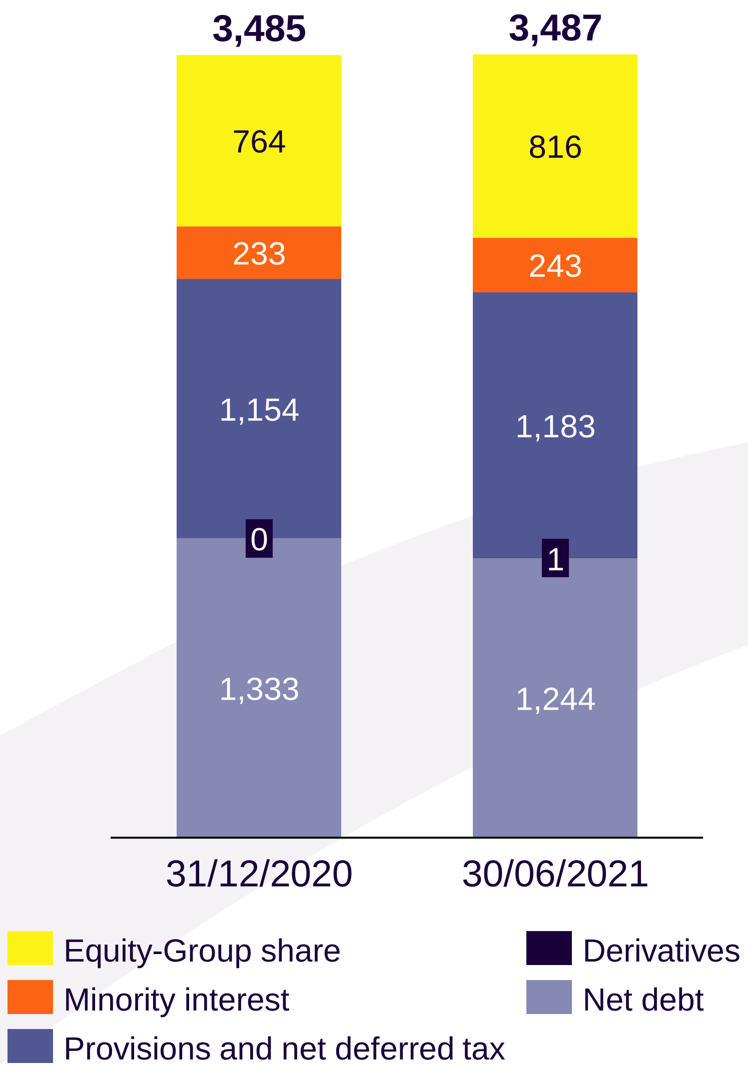
Cash-flow table

€m	H1 2021	H1 2020
Operating activities		
EBITDA	293	120
Cash impact on items under EBITDA	(128)	(177)
Cash from operating activities	**165**	**(57)**
Change in WCR	(10)	67
Net cash generated by operating activities (1)	**155**	**10**
Investment activities		
CAPEX	(110)	(163)
Other investment flows	66	(57)
Net cash from investment activities (2)	**(44)**	**(220)**
Free Cash Flow (1) + (2)*	**111**	**(210)**
Cash from equity operations	(8)	(3)
Impact of changes in exchange rates	(9)	(9)
Right of use relating to lease contracts acquisition (IFRS 16)	(5)	(7)
(Increase) / Reduction in net debt	**89**	**(229)**
Financial debt net of activities held for sale	-	(3)
(Adjusted net debt) at start of period[1]	(1,333)	(1,304)
(Net debt) at close of period	**(1,244)**	**(1,536)**

[1] Restated for the 1st application of IFRS 16 as of January 1st, 2019

Group Balance Sheet at 30 June 2021



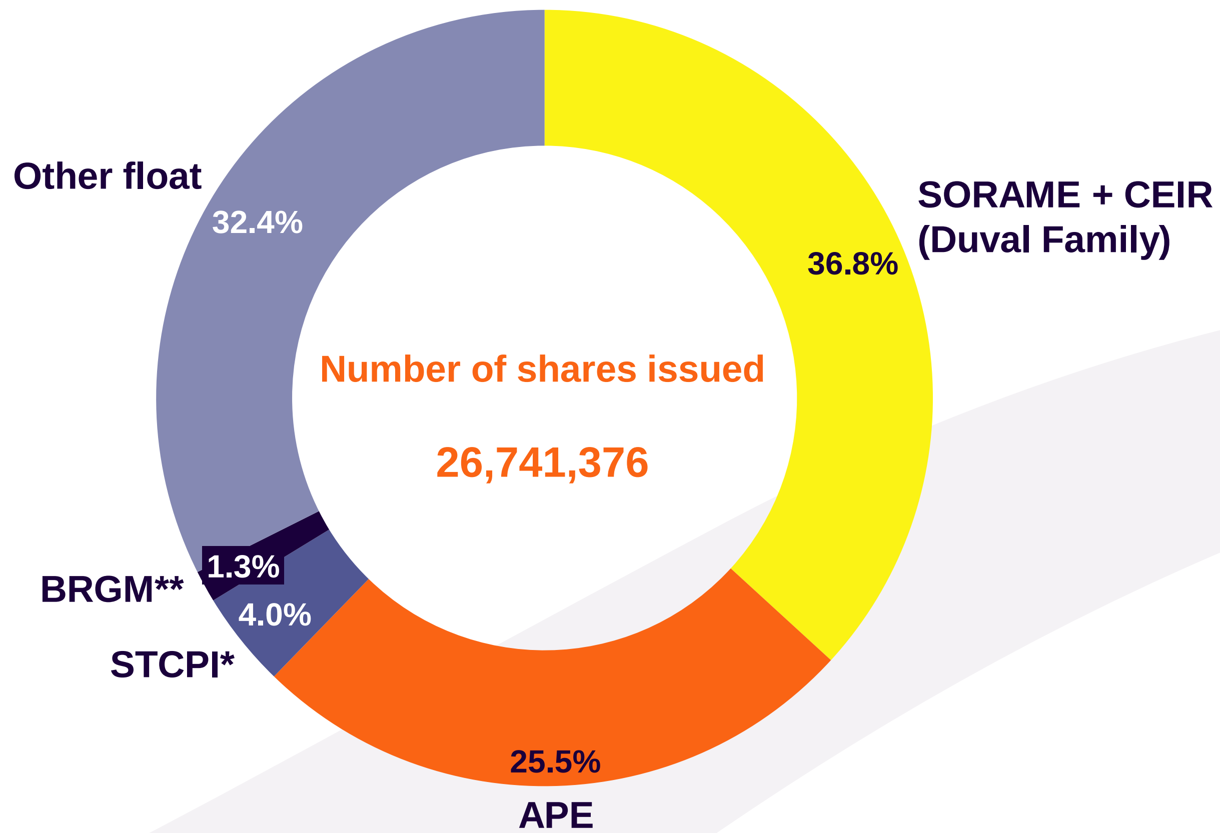


[1] H1 2021 WCR: €786m (operating WCR) - €298m (Other items of WCR, incl. Tax & payroll payables and receivables, other assets & liabilities, tax liabilities & receivables due and liabilities on non-current assets), for a net amount of €488m

Bond maturities

€m	Currency	Initial amount	Amount at 30/06/2021 (in m)	Initial Maturity date	Coupon
2016 ODIRNAN bond issue	€	100	**87**	perpetual	4.00%
September 2017 bond issue	€	500	**500**	February 2024	4.20%
November 2019 bond issue	€	300	**300**	May-2025	5.88%

Shareholding at 30 June 2021



* 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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