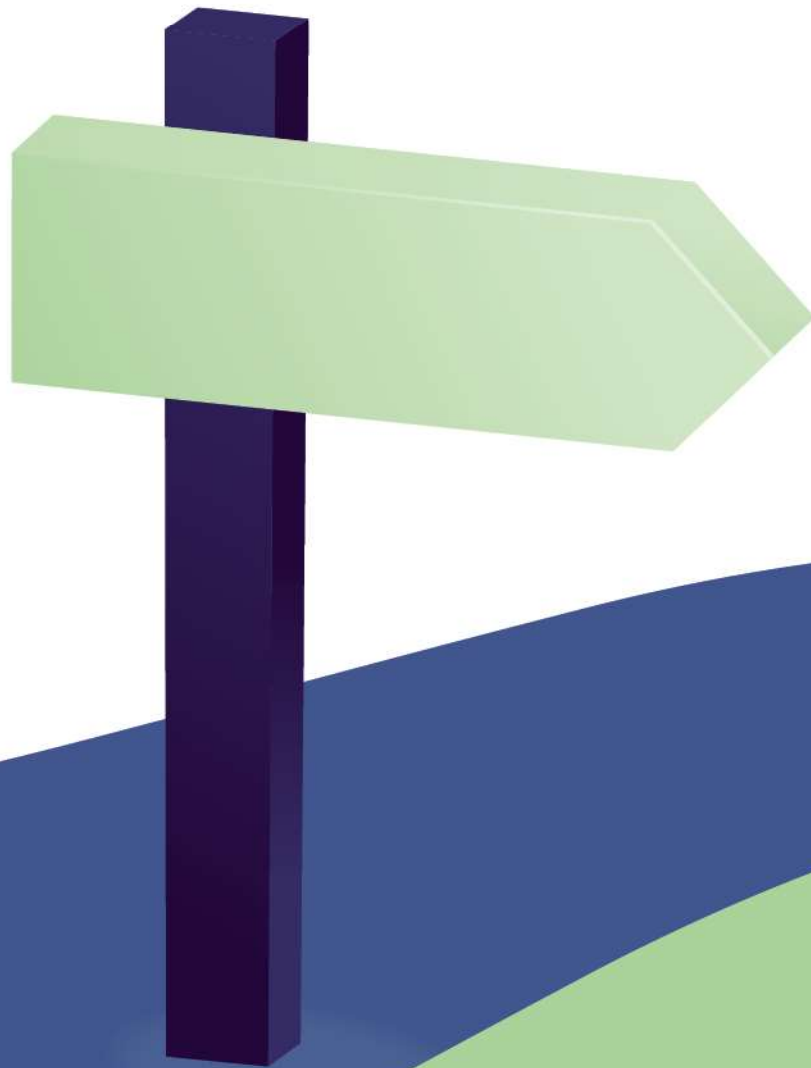


September 2023

POLICY
**Responsible
Procurement**





OUR LONG-TERM OBJECTIVES

On average, through all its subsidiaries, the Eramet Group buys around 80% of what it spends.

Procurement is therefore a major driver of the Group's operational and financial performance. They also contribute to our environmental and social impact, and must therefore be responsible, ethical, and controlled, in line with the Group's ambitions.

Our vision is to develop procurement excellence:

- In our practices and methods, aiming to be continually more efficient and effective.
- In our organisation and with our partners, given the central role of procurement in our activities.
- In our strategies to be sustainable, competitive, and create value.
- In our actions and impacts, which must be ethical and responsible, in line with best practices and innovations.

1. ERAMET GROUP COMMITMENTS

Through its Responsible Procurement Policy, five key pillars have been defined by the Eramet Group, including the following ambitions:

Create sustainable performance:

- Contribute to the Group's competitiveness by optimising what we buy.
- Be proactive in the search for innovation and sustainable solutions, working closely with the Group's business partners.
- Implement procedures and methods at Group level, based on best practices and continuous improvement.
- Provide an ecosystem of high-performance and digital procurement solutions for its users.

Responsible procurement:

- Implement and promote rules guaranteeing responsible procurement, with ambitious and progressive targets.
- Contribute to the local development of the eco-systems in which Eramet operates.
- Be considered and recognised as a benchmark ethical partner.

Develop a community of excellence:

- Develop the skills and maturity of our teams, through internal development and by attracting new talent, in a continual search for excellence and expertise.
- Create a strong, cross-disciplinary Group Procurement team that promote synergies and teamwork of excellence.
- Develop and encourage commitment within the procurement organisation.

Strengthen supplier relationship:

- Build a supplier panel of excellence, source of competitiveness, innovations, value creation, as well as a responsible and sustainable collaboration.
- Strengthen partnerships with suppliers who have strategic added value for the Group, in order to obtain preferential treatment and support us in our performance and development plans.
- Develop an organisation and an IS environment tailored to the needs of our partners.

Proactive risk management :

- Implement proactive management methods to assess and reduce supplier risks.
- Secure the risks associated to fast-changing geopolitical environments, which can impact the entire value chain.
- Ensure that the CSR risks (human, ethical, environmental) linked to our suppliers are covered and that suppliers are held accountable.

2. IMPLEMENTATION METHODS

The Group Procurement Department is responsible for this policy and its implementation. Eramet deploys appropriate resources to achieve its five pillars and ambitions:

Create sustainable performance:

- Through the management of each procurement categories by experts.
- By strengthening our skills and our optimization levers.
- By encouraging external innovation, particularly from our partners, and developing our internal capabilities.
- By coordinating the successive steps and stakeholders involved in the B2P (Budget to Pay) process, on a global and cross-fonctionnal basis.
- Using best practices.
- By being "user" oriented and offering support to our business partners.
- By adapting the solutions to our business partners needs (e-tender, online catalogues, automated dashboards, simplified monitoring and management, etc.).

Responsible procurement:

- Aligned on best practices by concretely integrating responsibility criteria into tenders and our suppliers selections (CSR criteria, carbon impact, local impact, etc.).
- In line with the IRMA (Initiative for Responsible Mining Assurance) standard's requirements.
- By implementing a code of conduct for all Group Procurement teams.
- By developing and implementing a specific policy and procedure for local content, governing the conditions that encourage local procurement and thus the economical development around our sites.

Develop a community of excellence:

- Through teams of experts with a wide cultural backgrounds who have been exposed to a variety of environments.
- Through teams from diverse backgrounds, with a complementary mix of skills and specialties.
- Thanks to strong category-based management and close team coordination, particularly between operations and corporate.
- Through business procedures dedicated to procurement teams, ensuring a relevant, operational procurement methodology in line with best practices.
- Through shared common ambition and values.
- Through strong managerial leadership.
- By actively coordinating procurement teams and sharing successes.
- By developing talent.

Strengthen supplier relationship:

- Thanks to structured management of the supplier performance.
- By continually improving our tools, ensuring increasing efficiency in our supplier relationships (e-invoicing, interfacing platforms, adding new functions, etc.) and facilitating the integration of new partners.
- By working with best partners and building sustainable relationships that encourage sharing innovations and collective development.
- By setting up specific programs (such as our local content program), adapted to our supplier typologies and aligned with the CSR ambitions defined by the Group.

Proactive risk management :

- Through in-depth knowledge of supplier markets, their geopolitical environments and their evolutions.
- With a structured approach and solutions to map, analyse and continuously monitor supplier risks, in order to cover all types of risk (environmental, geopolitical, human, ethical, etc.).
- Deploy risk mitigation plans in close collaboration with business partners and critical suppliers.