



A NEW ERA

Group presentation

May 2024



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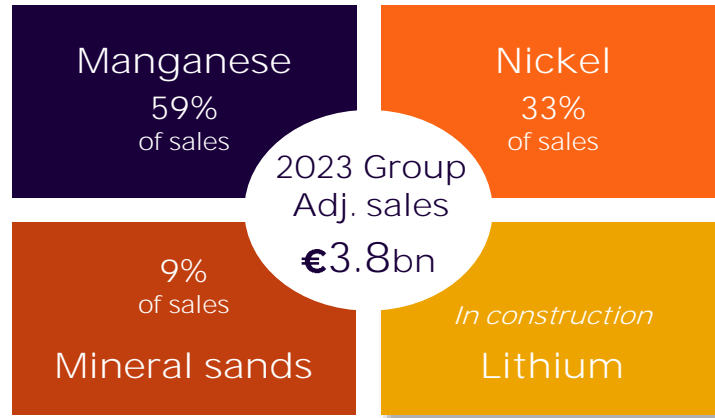
01

Eramet at a glance

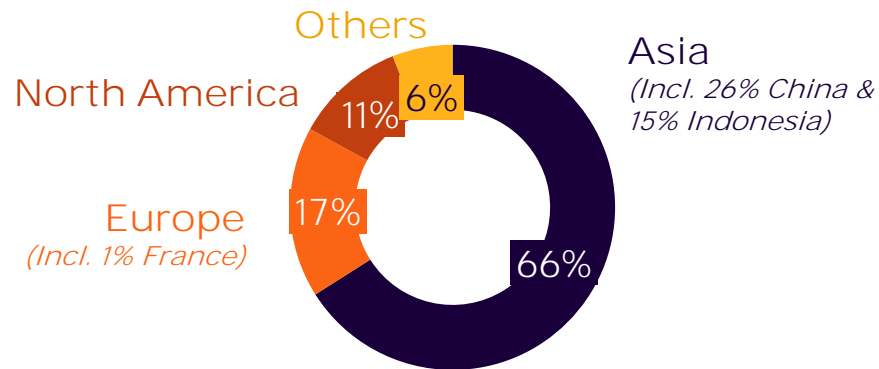


A global pure-play Metals & Mining Company

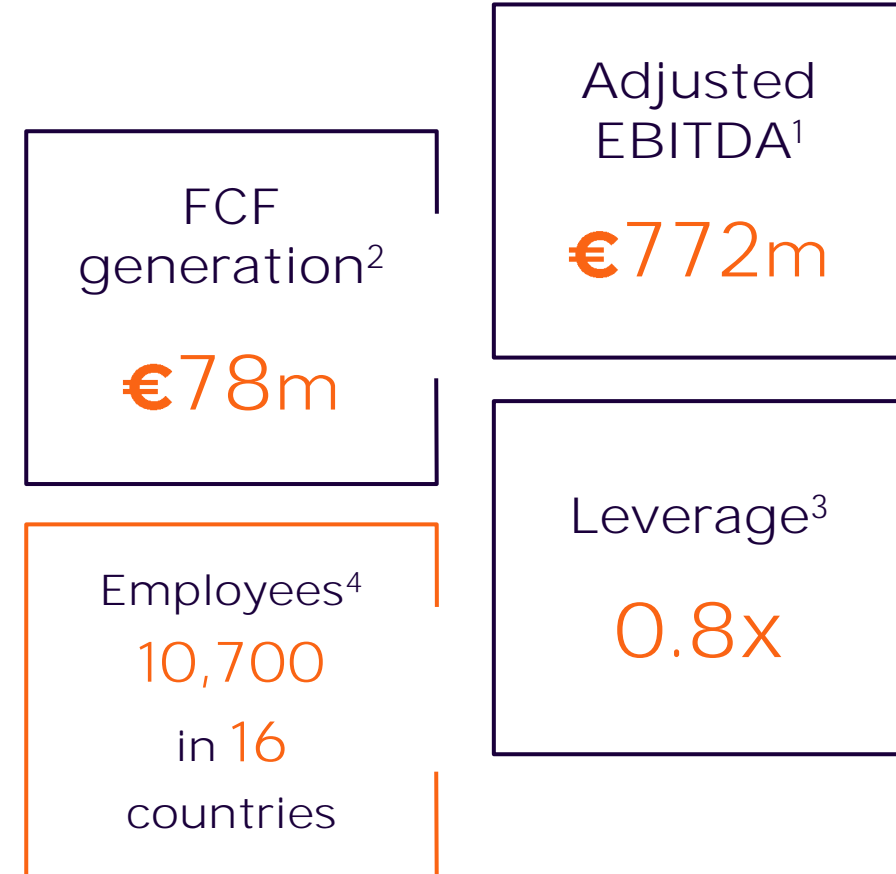
Refocused on four activities in M&M



2023 adjusted sales by geography



FY 2023 performance



¹ EBITDA including Eramet's share in Weda Bay's EBITDA of €425m

² Net of Tsingshan's capital injection to the Centenario project

³ Net debt / Adjusted EBITDA

⁴ Including c.1,500 at Weda Bay

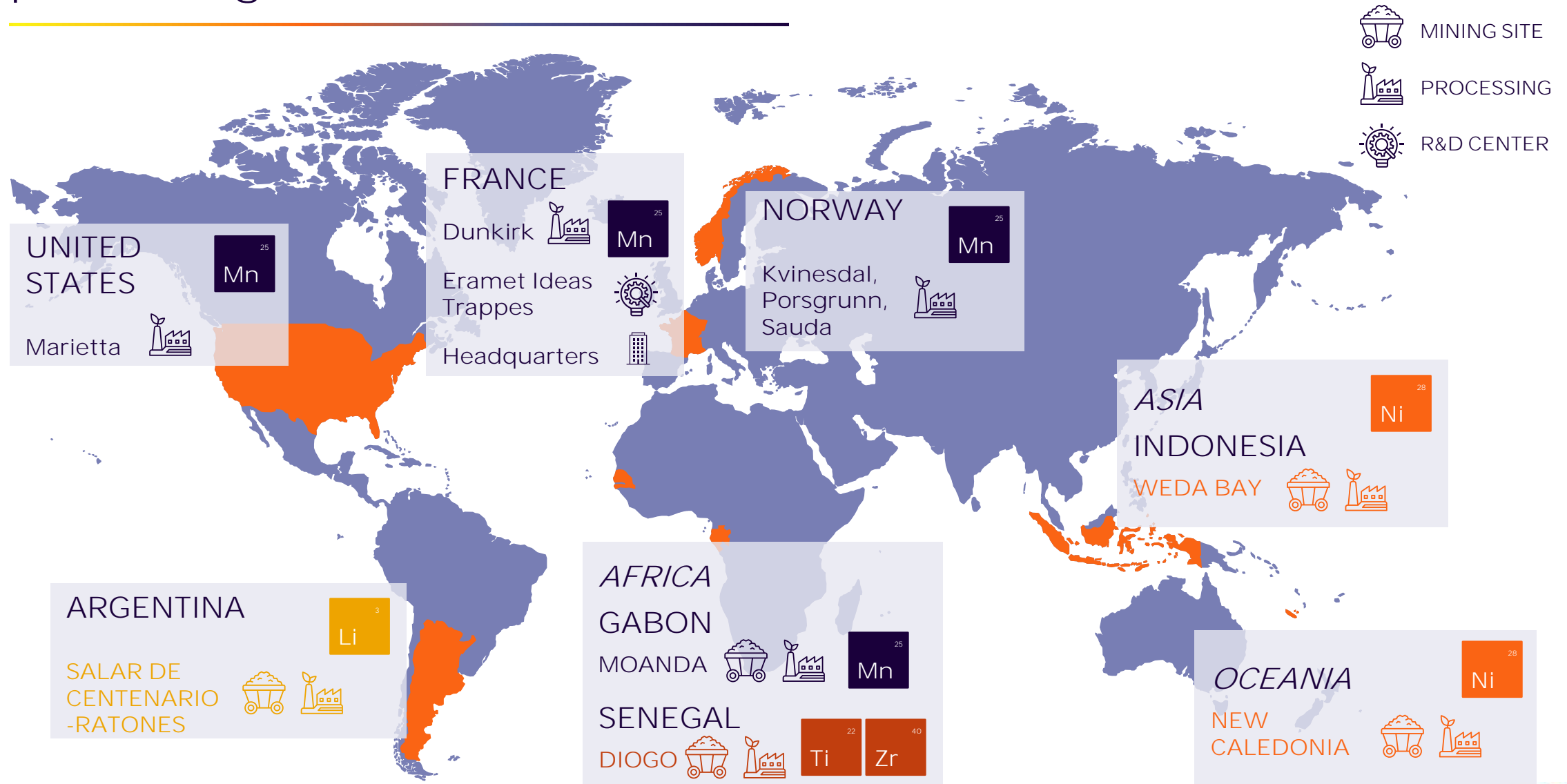
Operating in manganese, nickel, mineral sands & developing battery-grade lithium

MANGANESE <i>In operation</i>	NICKEL <i>In operation</i>	MINERAL SANDS <i>In operation</i>	LITHIUM <i>Starting summer 2024</i>
			
ASSETS  Ore – Moanda (<i>Gabon</i>) World's largest manganese mine  Alloys 6 metallurgical plants: 1 in France, 1 in Gabon, 3 in Norway & 1 in the US	ASSETS <i>Weda Bay (Indonesia)</i>  World's largest nickel mine  1 NPI plant <i>SLN (New Caledonia)</i> 5 mining sites & 1 ferronickel plant	ASSETS  GCO (<i>Senegal</i>) Titaniferous minerals & zircon extraction World's largest single dredge operation	ASSETS <i>Centenario (Argentina)</i> Battery-grade Lithium Carbonate Phase 1: start of production in summer 2024 Phase 2 (1 st tranche): conditional FID approved
2023 KPIs Sales: €1,978m EBITDA: €499m FCF: -€39m Headcounts ² : 4,705	2023 KPIs Adj. sales ¹ : €1,567m Adj. EBITDA ¹ : €305m FCF: €220m Headcounts ² : 2,381	2023 KPIs Sales: €275m EBITDA: €105m FCF: €16m Headcounts ² : 843	Project KPIs Production capacity (full ramp-up) Phase 1: 24 kt-LCE Phase 2 (1 st tranche): 30 kt-LCE FY23 Headcounts ² : 474

¹ Adjusted sales, adjusted EBITDA and adjusted leverage are defined in Appendix 10 Financial Glossary of the FY2023 results press release

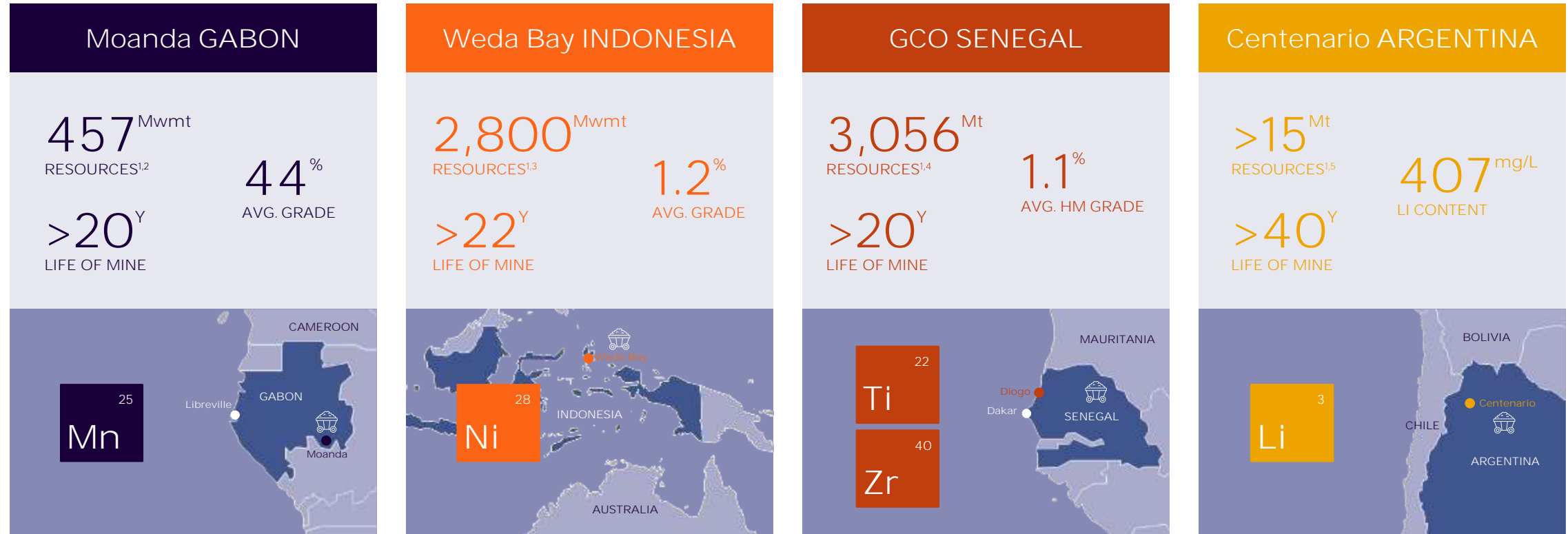
² 9,167 total headcount based on Eramet's new perimeter, incl. 764 at holding level but excl. Weda Bay Nickel's 1,503 employees

Diversified portfolio of world-class deposits and downstream processing



Large resource, long-life, high-grade, scalable deposits

Mining assets positioned on the 1st quartile of their respective industry cost curves



¹ Total mineral resources ("inferred", "indicated" and "measured")

² Tonnes for run-of-mine; Mwmt (Million Wet Metric Tons) as of January 01, 2024 (JORC certified)

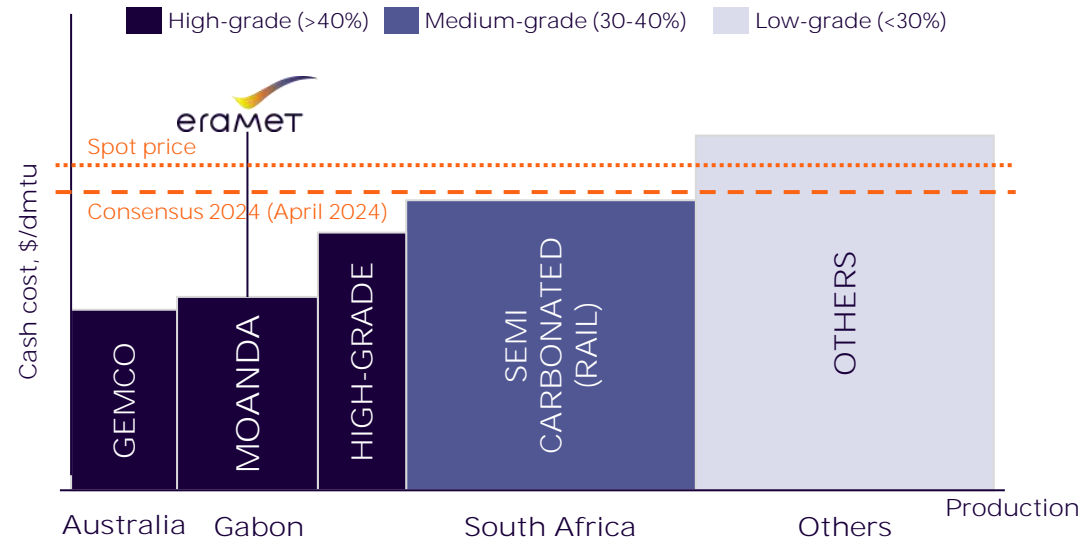
³ Mwmt (Million Wet Metric Tons), incl. 2,193Mwmt JORC certified as of January 01, 2024 & c.2,800Mwmt target in the short-term

⁴ Mt Mineral Sands as of January 01, 2024 (JORC certified)

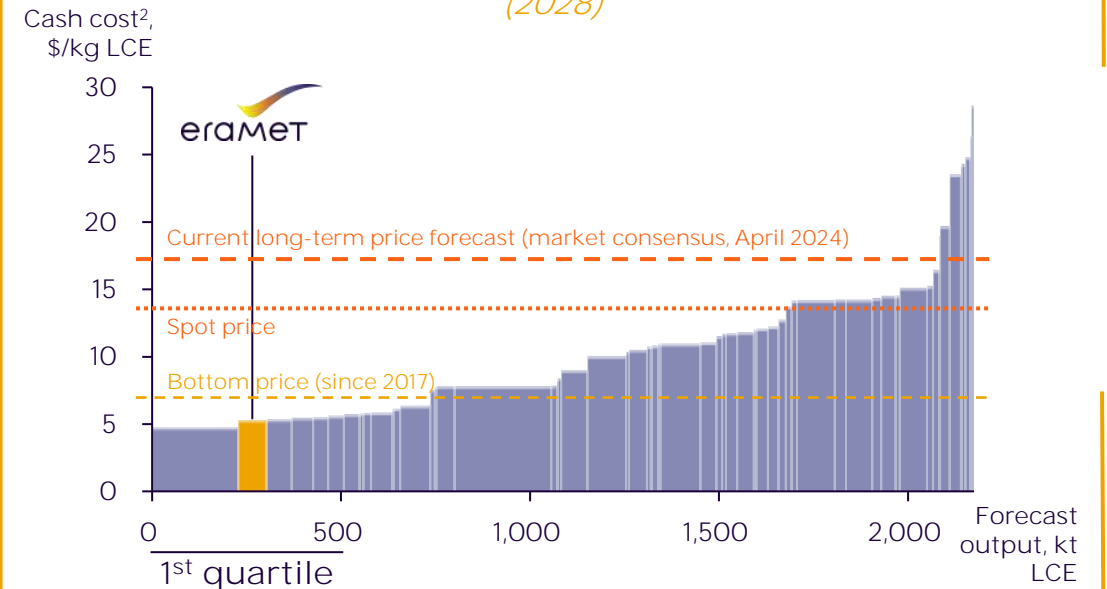
⁵ LCE (Lithium Carbonate Equivalent); as of January 01, 2024 (JORC certified)

Very robust and well positioned assets: profitable at low commodity prices

Current manganese ore industry cost curve CIF¹
(Simplified)



Forecast lithium industry cost curve¹
(2028)



PT Weda Bay Nickel

1st quartile
cash cost

World's largest
nickel mine

Grande Côte Opérations (GCO)

1st quartile
cash cost

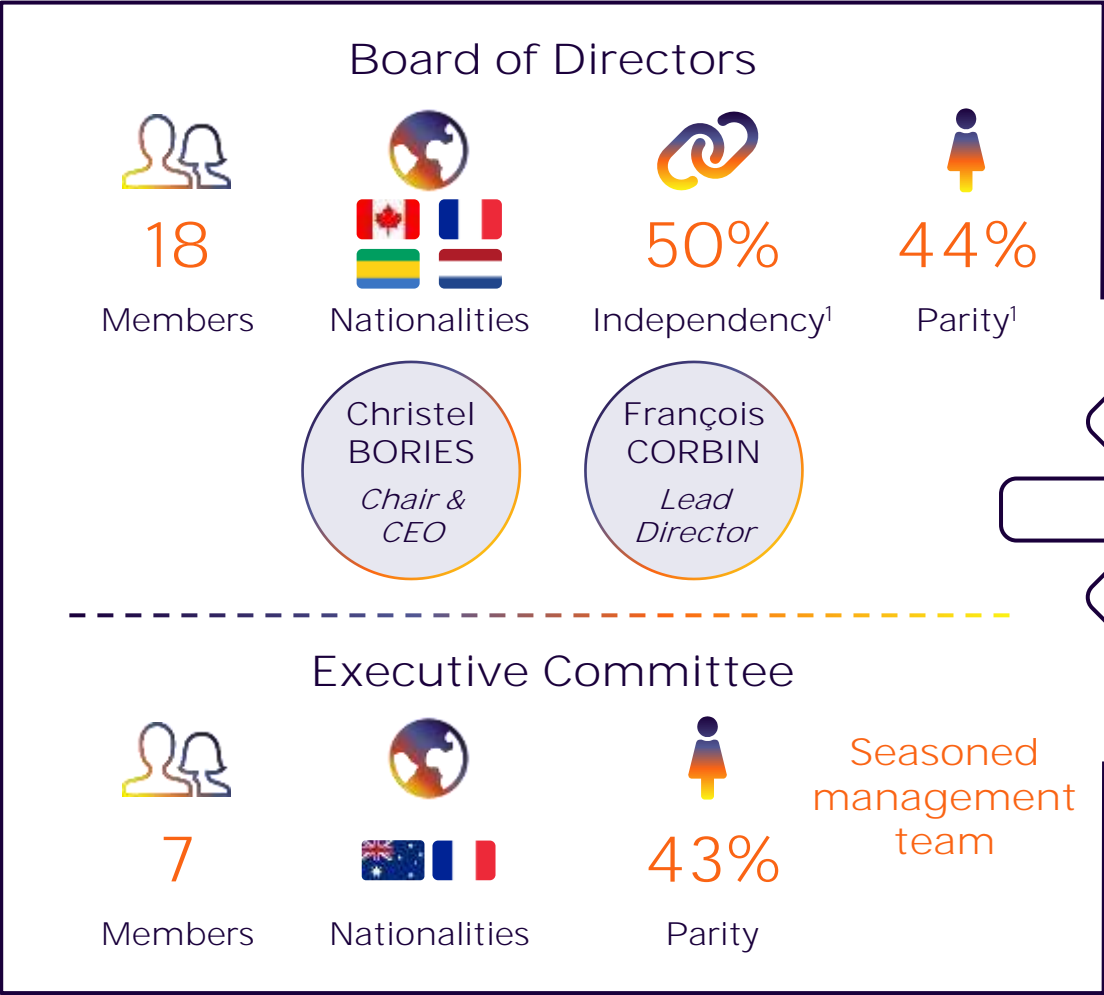
4th largest producer of zircon
5th largest producer of titanium
feedstock³

¹ Eramet internal market analysis

² Incl. Royalties

³ Outside China (captive market)

Governance supported by stable shareholding



A CSR commitment and performance recognized by leading ESG rating agencies



An aerial photograph of a mining site. A winding dirt road curves through a cleared area, with a small vehicle visible. To the right, a large, terraced pile of waste rock or tailings is visible. The background shows dense green forest covering hills under a cloudy sky. A semi-transparent dark blue diagonal band runs across the lower half of the image.

02

A successful turnaround story
A strategy tailored to the new
era of metals

A major refocus by divesting non-core & non-performing assets, achieved in 2023

Divest / Close

Least performing assets

✓

Aubert & Duval

✓

Erasteel

✓

Sandouville

✓

Electromanganese activity (Gabon)

Cash burn 2018-2023 (€m)

c.-€1bn
Total cash outflows

12 Eramet – Group presentation May 2024

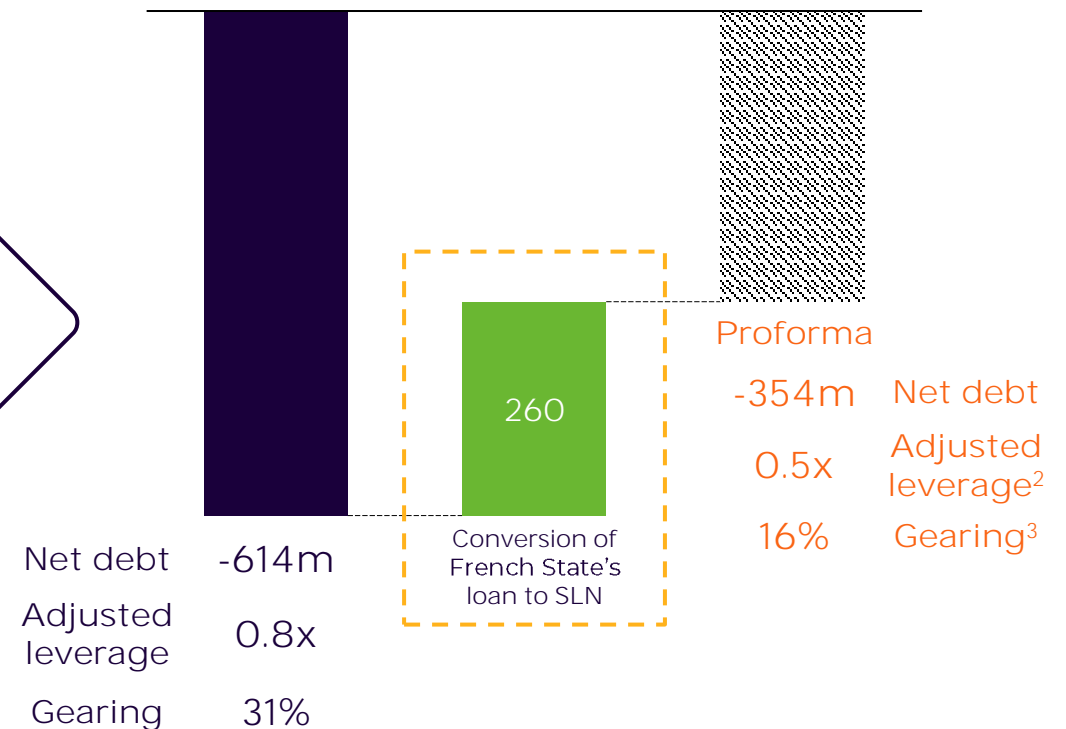
Agreement with the French State to neutralize SLN's debt and strengthen Eramet's balance sheet

Signature of an agreement between the French State and Eramet in April 2024 to strengthen the Group's balance sheet

- ▶ Conversion of the **French State's existing loans** to SLN (€320m in total as of March 31st, 2024) into an instrument akin to equity¹, without recourse on Eramet
- ▶ As a result, neutralization of SLN debt in the **Group's consolidated accounts**
- ▶ Considered as the most economic view by Fitch in its latest rating report

No new financing to be provided by Eramet

Proforma Net debt, Adjusted leverage² & gearing as of 31 December 2023



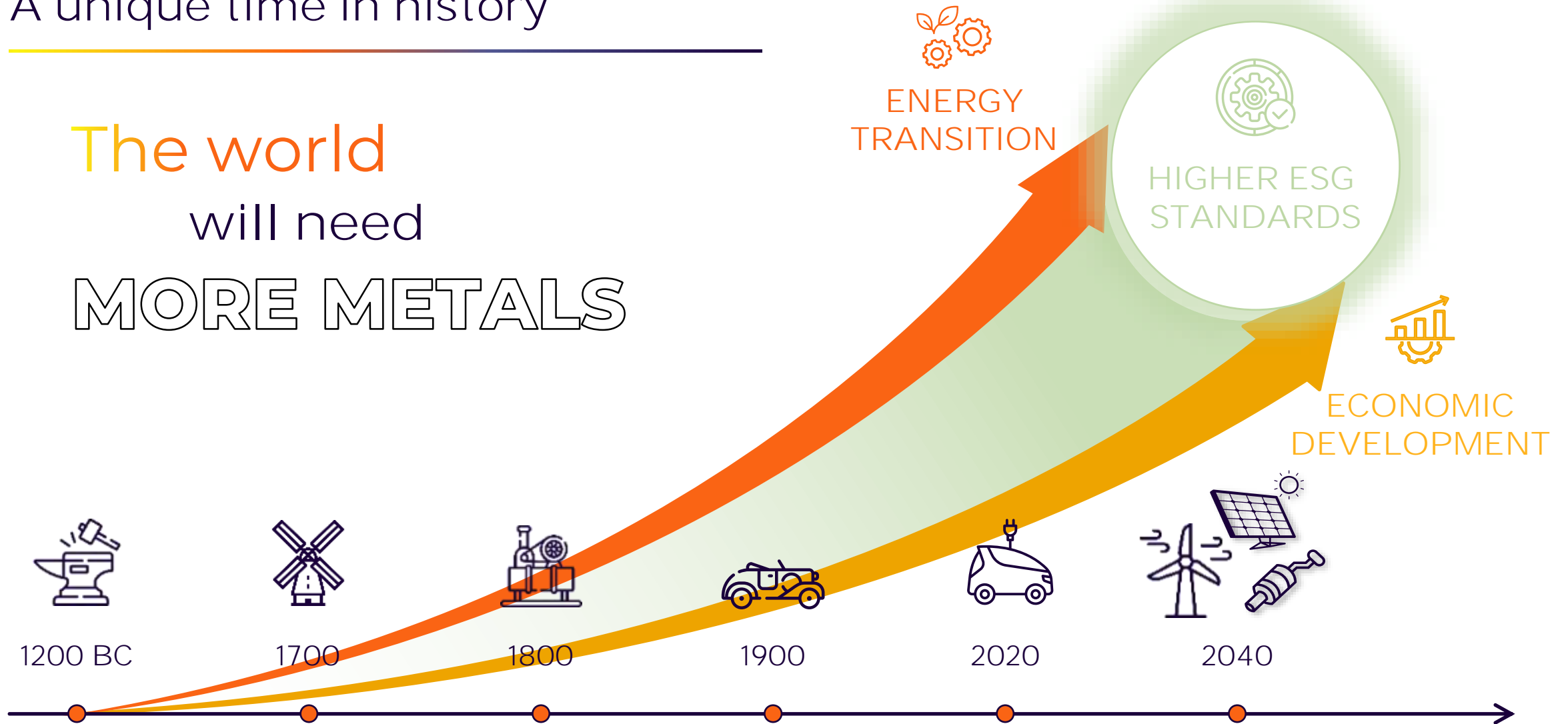
¹ Undated fixed rate deeply subordinated bonds, "TSDI" in French

² Proforma Net Debt / Adjusted EBITDA

³ Proforma Net Debt-to-Shareholders' equity ratio

A unique time in history

The world
will need
MORE METALS



A strategy tailored to the new era of metals

Two strategic axes aligned with global macro-trends, supported by an ambitious CSR roadmap



GROW IN METALS supporting global economic development

RESILIENT
MARKETS



Manganese ore & Alloys



Nickel



Mineral Sands



SUSTAINABLY DEVELOP CRITICAL METALS for the energy transition

FAST-GROWING
MARKETS



Lithium



Nickel/Cobalt for batteries



Battery recycling

AMBITIOUS NEW CSR ROADMAP “ACT FOR POSITIVE MINING”

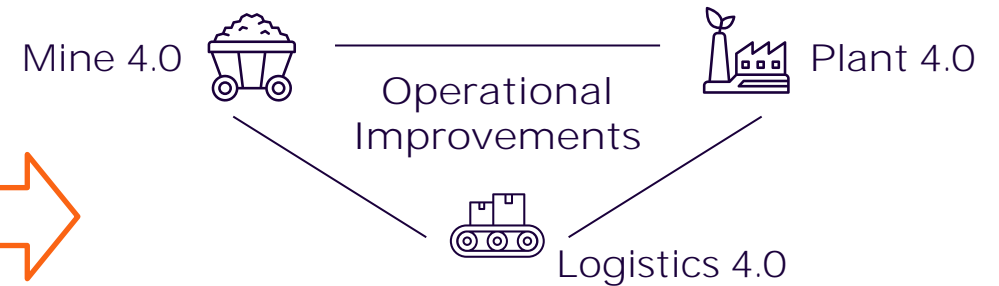
Sustainable accelerators to drive further growth & capture value

Innovation

Eramet Ideas, an open innovation center

- Supporting delivery of the CSR roadmap
- Unlocking value in our mineral deposits
- Improving the competitiveness of our operations
- Developing future business opportunities

Digital transformation



Decarbonization

Sustainable operations & low-emission products

- Electrification of mining operations and decarbonization of pyrometallurgical operations
- Expanding high grade ore to reduce emissions intensity
- Creating new low-emissions intensity alloy products

Ambitious mid-term to long-term production targets

>10^{Mt}

Mn ore
(production capacity can flex
depending on market situation)

Up to 800^{kt}

Mn alloys
(Targets assessed based on
market demand & margins)

60^{Mwmt}

Ni ore at Weda Bay
(Indonesia)

1.0^{Mt}

HMC

>75^{kt-LCE}

Li battery grade LCE

Energy transition
Projects in

**Preparation
phase**

“Act for positive mining”: a new ambitious CSR roadmap

Responsible mining is part of the solutions to support the energy transition


3 AREAS
FOR ACTION TRANSLATED
INTO **10 AMBITIONS**
FOR 2026



3 AMBITIOUS
2035 TARGETS

 Care for people

- 1 Take care of health and safety of people on our sites
- 2 Provide an inclusive environment where everyone can grow
- 3 Accelerate the local & sustainable development for communities

 Trusted partner for nature

- 4 Control & optimize water consumption
- 5 Biodiversity preservation
- 6 Mitigate risk of pollution / Reduce environmental impact

 Transform our value chain

- 7 Reduce the CO₂ footprint of our value chain
- 8 Optimize mineral resources consumption and contribute to a circular economy
- 9 Develop responsible value chain that respects our Human rights and CSR requirements
- 10 Mining sites assessed¹ by IRMA

100%
Sites with D&I² label

Biodiversity towards
net positive impact

-40% CO₂ emissions
reduction scopes 1&2³

¹ 100% of mining sites engaged in an independent assessment process

² Diversity & Inclusion

³ Absolute target, in tons of CO₂ vs. 2019

Biodiversity, a priority



OUR STRATEGY

- 1 Setting an ecological example in ore extraction before, during and after operation, integrating a territory approach
- 2 Developing R&D projects to develop knowledge, design innovative tools and methods, and improve practices
- 3 Raising awareness, training and disseminating knowledge with our internal and external stakeholders



Fondation Lékédi
BIODIVERSITÉ

a 14,000 ha reserve

Research & innovation programs in line with objectives adopted at COP 15, focusing on:

- Conservation & protection of habitats & species
- Ecosystem restoration
- Development & sharing of scientific knowledge
- Awareness-raising and training

OUR COMMITMENTS

act4nature
international

IRMA



OUR ACTIONS

- ▶ Dedicated teams at every mine
- ▶ Mitigation hierarchy at the heart of the action
- ▶ Strengthening our action plans to align with IFC PS6¹ & the IRMA standard
- ▶ Biodiversity & ecosystem services studies from the earliest stages of mining project development
- ▶ Rehabilitation during and after mining
- ▶ Preservation of water resources: monitoring, management plans on sites on all sites within 3 years, targets for reducing water withdrawals

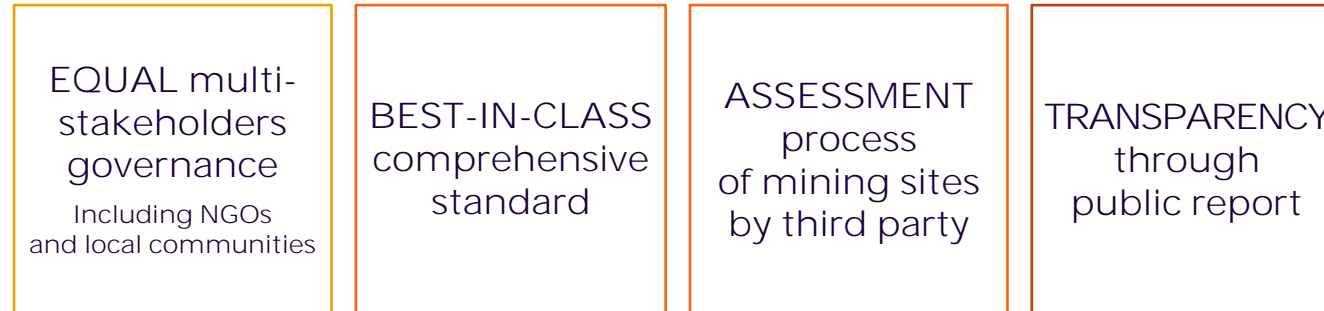


OUR BANS

- ▶ No deep-sea tailings placement
- ▶ No exploration and mining activities in natural sites inscribed on the UNESCO World Heritage List, UNESCO Biosphere Reserves and protected areas classified IUCN Ia, Ib, II and III.

“IRMA”: aligning with the highest standards in responsible mining

A standard encompassing international best practices



10¹

100%

of mining sites engaged in an independent assessment process by 2026

2021-22

4 sites completed self-assessments

2023

1st independent audit at GCO in Senegal

Self-assessment at Weda Bay

2024

1st audit expected at Eramine in Argentina

Eramet capital allocation policy

01

Balance sheet

- Maintain adjusted leverage below 1x on average through the cycle

02

Capex

- Disciplined investment policy
- Deliver organic growth with very quick payback and attractive returns
- Unlock strategic greenfield projects and de-risk via partnership model

03

Dividend

- Reward shareholders for their long-term commitment
- Return value created by successfully delivering our projects

Strong balance sheet and higher recurring earnings allowing temporary higher leverage to fund growth

A wide-angle photograph of the Shanghai skyline at dusk, featuring the Oriental Pearl Tower and the Shanghai Tower. The sky is a mix of purple and blue, with a thin red and yellow line streaking across the top left. The city lights are visible, reflecting on the water in the foreground.

03

Grow in metals supporting global economic development

Pricing features of **Eramet's** businesses



No future market:
OTC¹ negotiation

CRU index: bi-weekly

- ▶ Mn ore: CRU CIF China 44%
- ▶ Mn alloys:
MC FeMn & SiMn: CRU Western Europe spot price

Fastmarkets Metal Bulletin index: weekly

- ▶ Mn ore: high grade index, CIF Tianjin



Nickel ore indexes

- ▶ Weda Bay: HPM nickel 1.8%/35%^{2,3}
- ▶ SLN: Ni ore CIF China 1.8% (CNFEOL)

Class I Nickel traded on the LME & SHFE indices

Class II Nickel

- ▶ NPI (Weda Bay): SMM NPI 8-12% index
- ▶ Ferronickel (SLN): FeNi market spot price



OTC¹ negotiation

Eramet's prices published are based on internal analysis

TZMI providing proxy for
Zircon & Ilmenite prices

¹ OTC: Over The Counter

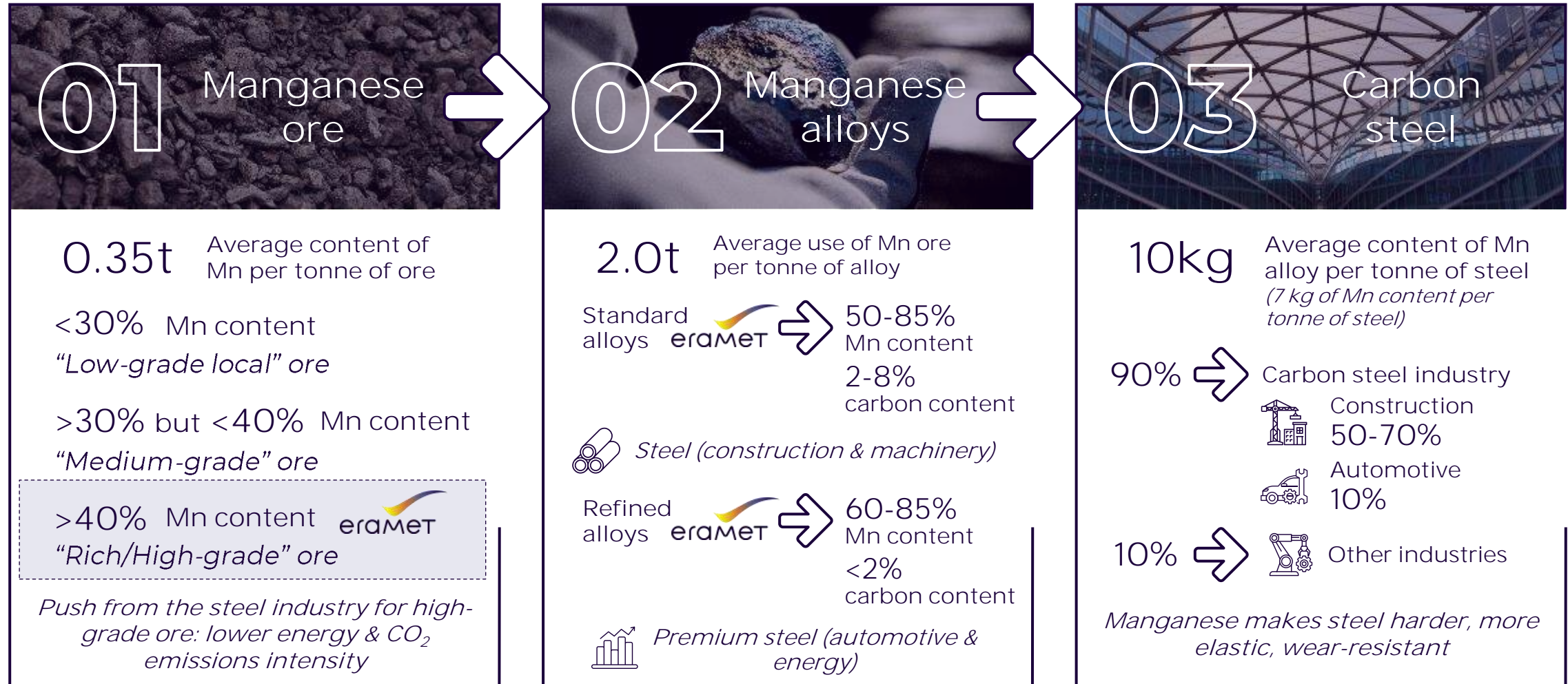
² Indonesian prices set according to domestic market conditions, in compliance with a government regulation published in April 2020

³ Monthly price floor formula indexed on LME with 1 month lag and based on ore grade and moisture rate



Manganese

Carbon steel, the main end-market of Manganese

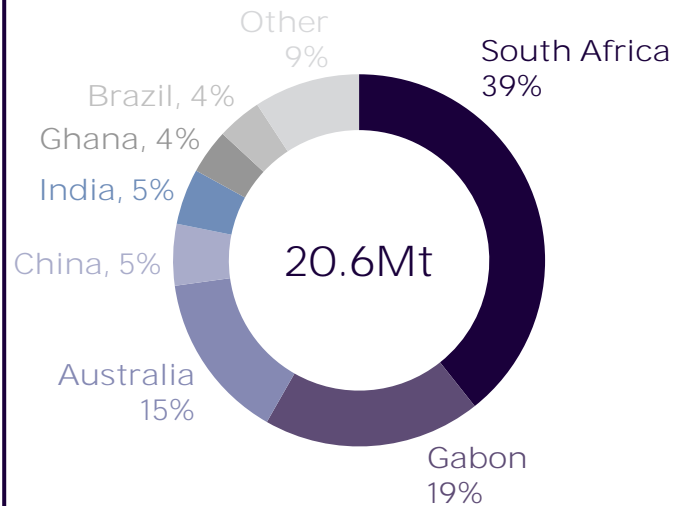


China driving demand for Manganese ore, with India emerging

25

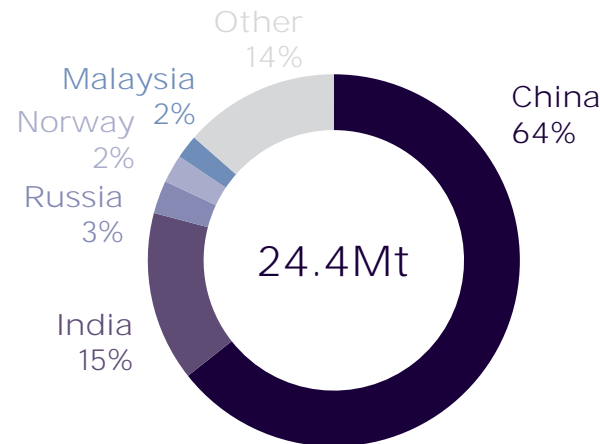
Mn

2023 manganese ore global production (Mn content)



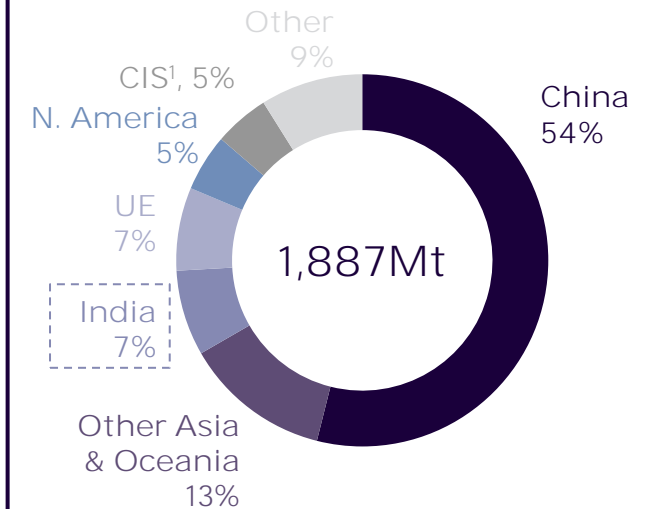
c.40% of Mn ore seaborne production from South Africa

2023 manganese alloys global production



>60% of Mn alloys production in China

2023 carbon steel global production

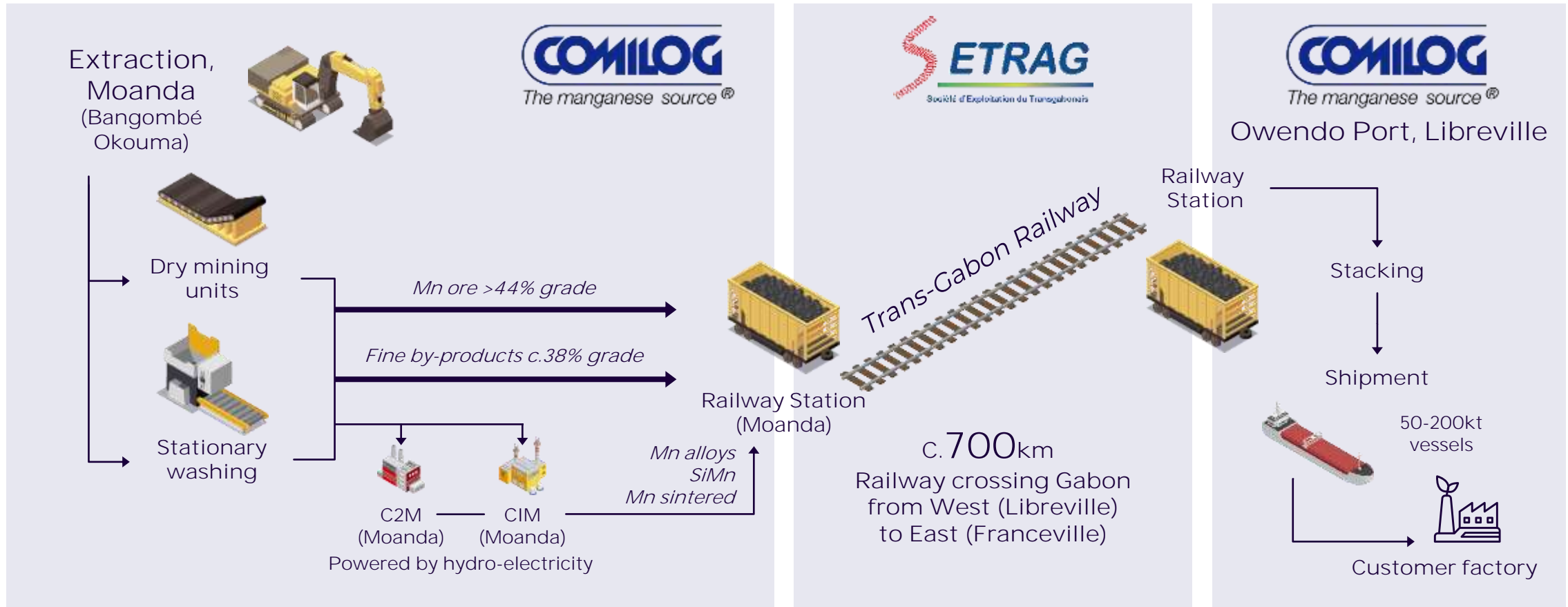


>50% of carbon steel production in China

Manganese activities in Gabon: an integrated value chain from mine to the customer

25

Mn



Optimizing ore recovery & transportation

Moanda: world's largest high-grade manganese mine positioned on the first quartile of its cost curve

25

Mn



Moanda – 2023 key figures

2 plateaux operated by Comilog (63.7% Eramet) ▶ Bangombé & Okouma

457Mwmt resources¹

75-year mining concession (Comilog)

30-year Transgabonese railway concession (Setrag)

7.4Mt ore production

6.6Mt ore transported to Owendo port

2.9Mt Mn content

14% of worldwide Mn supply

A high-grade ore asset with a pricing premium

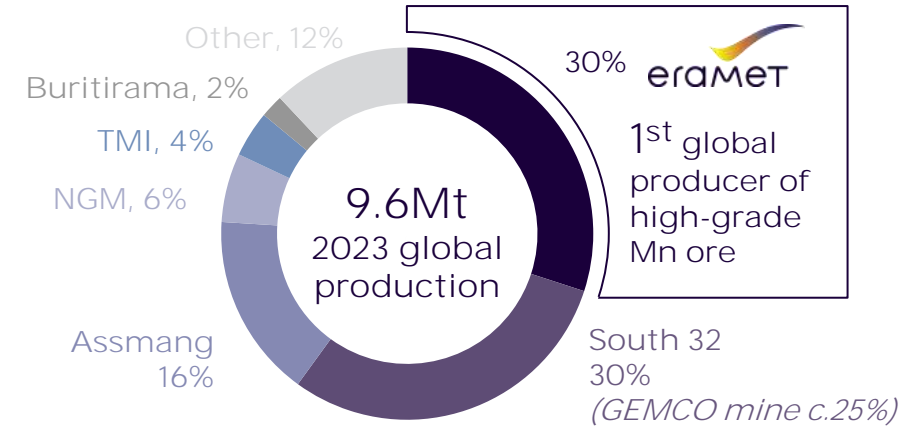
\$2.2/dmtu cash cost FOB

\$3.1/dmtu cash cost CIF

\$4.8/dmtu

Market price per unit² in 2023

Key players in high-grade Mn ore



Main consumers of Mn ore



A leading Mn alloys producer perfectly positioned to deliver the most attractive markets, North America & Europe

25

Mn

Alloys business – 2023 figures

6 pyrometallurgical plants



Kvinesdal,
Porsgrunn, Sauda



Marietta



Dunkirk



Moanda

Value over volume strategy

635kt alloys production
0/w 53% of refined alloys

640kt alloys sales

c.18% of global
demand for refined
alloys

Lowest carbon footprint in the industry¹

1.8tCO₂/t of
alloys produced

2.3x lower than
industry average

Key players in Mn alloys



1st global producer
of refined Mn alloys



Main consumers of Mn alloys

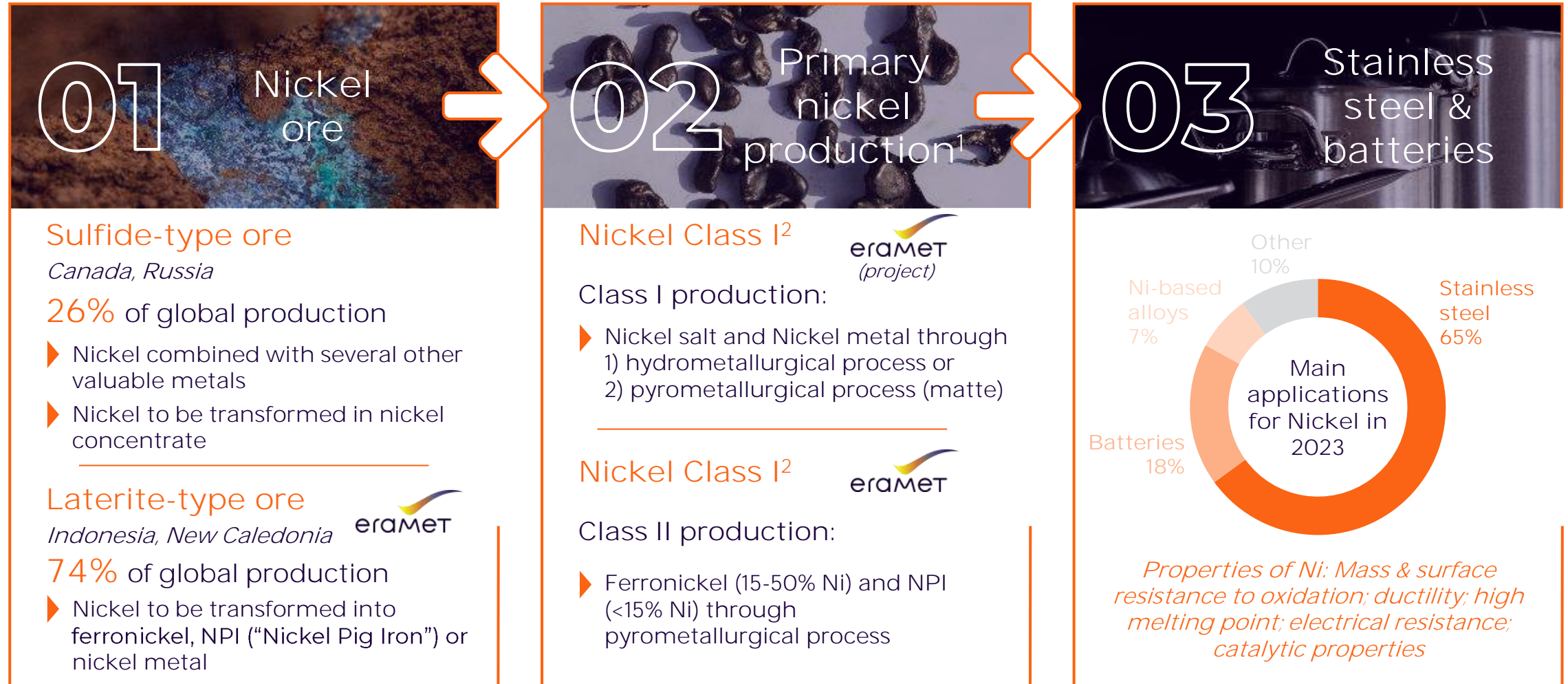


Nickel

Stainless steel, today's main end-market for Nickel, with EV batteries booming

28

Ni



¹ Excluding Recycling

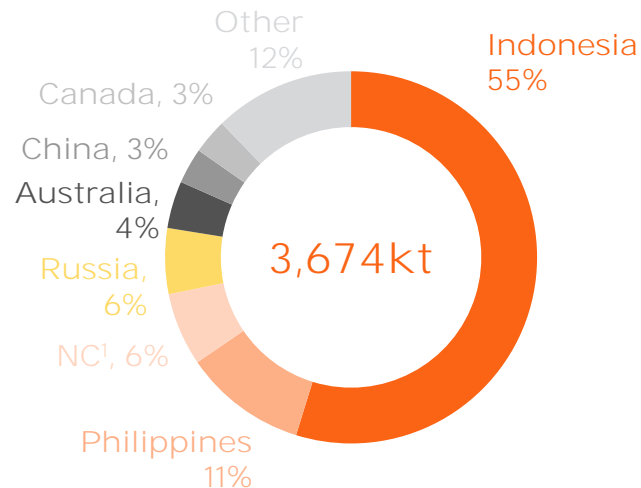
² Class I: product with nickel content of 99% or more; Class II: product with nickel content of less than 99%

Indonesia emerging as the largest player in Nickel, in a context of growing demand

28

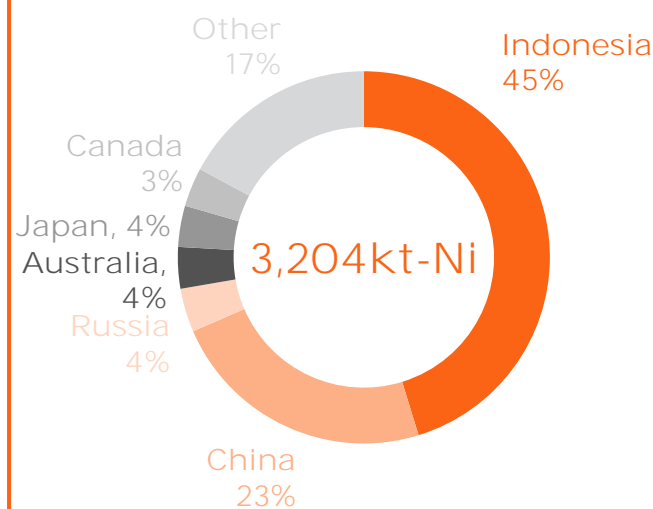
Ni

2023 nickel ore global production (Ni content)



55% of Ni ore production from Indonesia, incl. Weda Bay mine

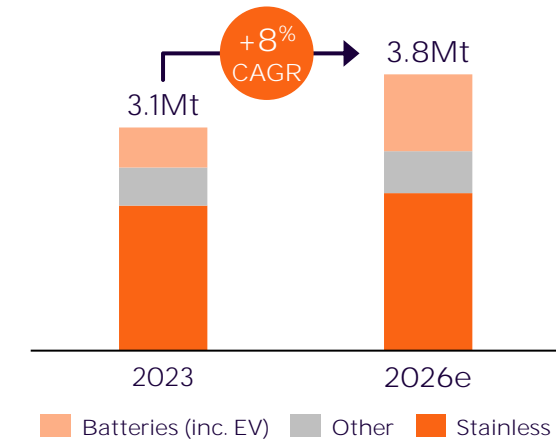
2023 primary nickel² global production (Ni content)



Indonesia processing locally
100% of nickel ore mined
(ban on ore exports)

2023-2026e nickel global demand

- ▶ Continued growth in stainless steel
- ▶ Significant long-term boom driven by strong batteries demand



Demand for batteries to surpass demand for stainless steel by 2032

¹ NC: New Caledonia

² Ferronickel, Nickel Pig Iron (NPI), nickel metal, briquettes, nickel salts, other primary nickel products

Weda Bay: world's largest nickel mine supplying an extensive industrial park (IWIP) of NPI & HPAL plants

28

Ni



PT Weda Bay – 2023 figures

Partnership with Tsingshan (38.7% Eramet)

World-class deposit operated since October 2019

2,800Mwmt resources¹

Ore grade: 1.2-1.9% saprolite 1.0-1.4% limonite

30-year contract of work (COW)

Mine located just next to NPI & HPAL plants (IWIP)²

33.2Mwmt external ore sales

c.300kt Ni content

1st quartile cash cost

c. 8% of worldwide Ni supply

1 NPI plant operated by Tsingshan

33.4kt-Ni ferroalloys production

Key players in Nickel



GLENCORE



Main consumers of Nickel



Stainless-steel



Batteries





Mineral sands

Ceramics & pigments, the main end-markets for Mineral sands

22	40
Ti	Zr



GCO: world's largest single dredge mineral sands operation

22	40
Ti	Zr



GCO – 2023 figures

3,056Mt resources¹

25-year mining concession

5th largest producer of both titanium feedstock & zircon

2nd largest non-integrated chloride ilmenite producer

Train transportation from the installation to Dakar

628kt
HMC²
production

421kt
ilmenite
production

48kt
zircon
production

Key players in Mineral sands



Major consumers of Mineral sands



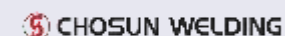
Titanium

Pigments

INEOS



Welding



Zircon

Ceramics



BITOSI



TORRECID

MATRIX

Refractories & abrasives



IMERYS

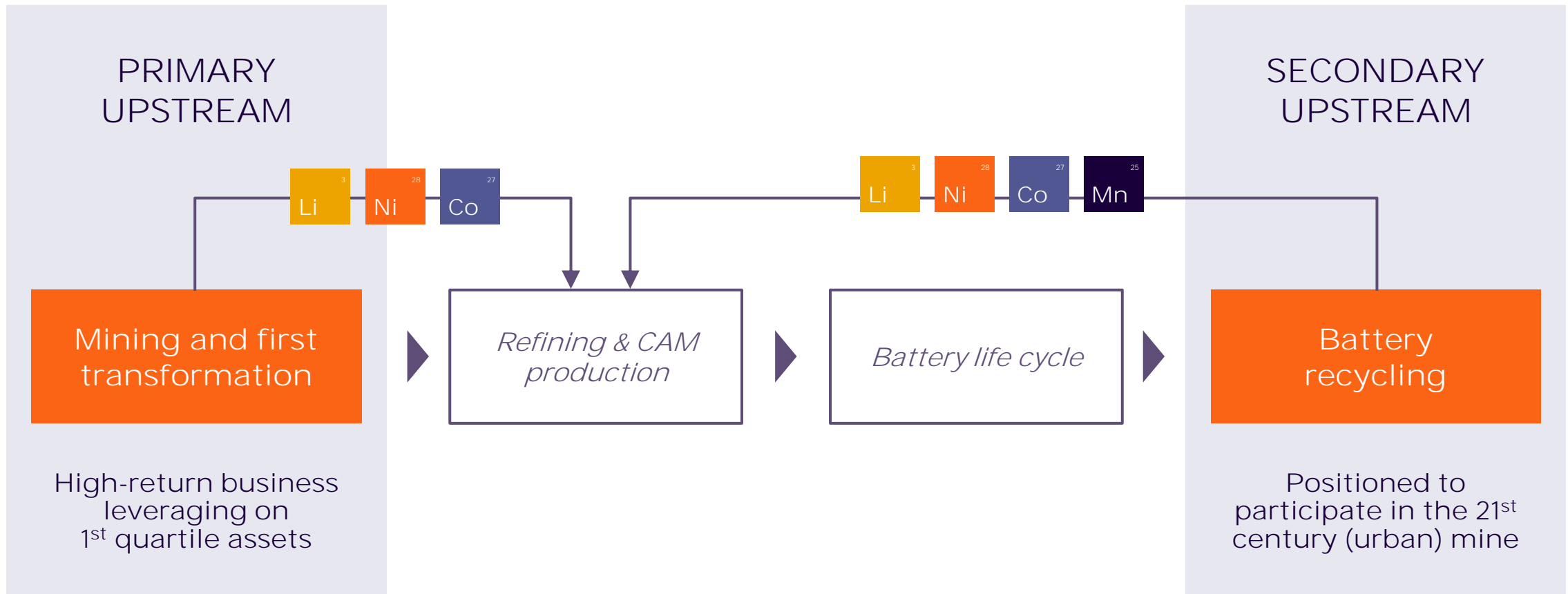
Bengbu



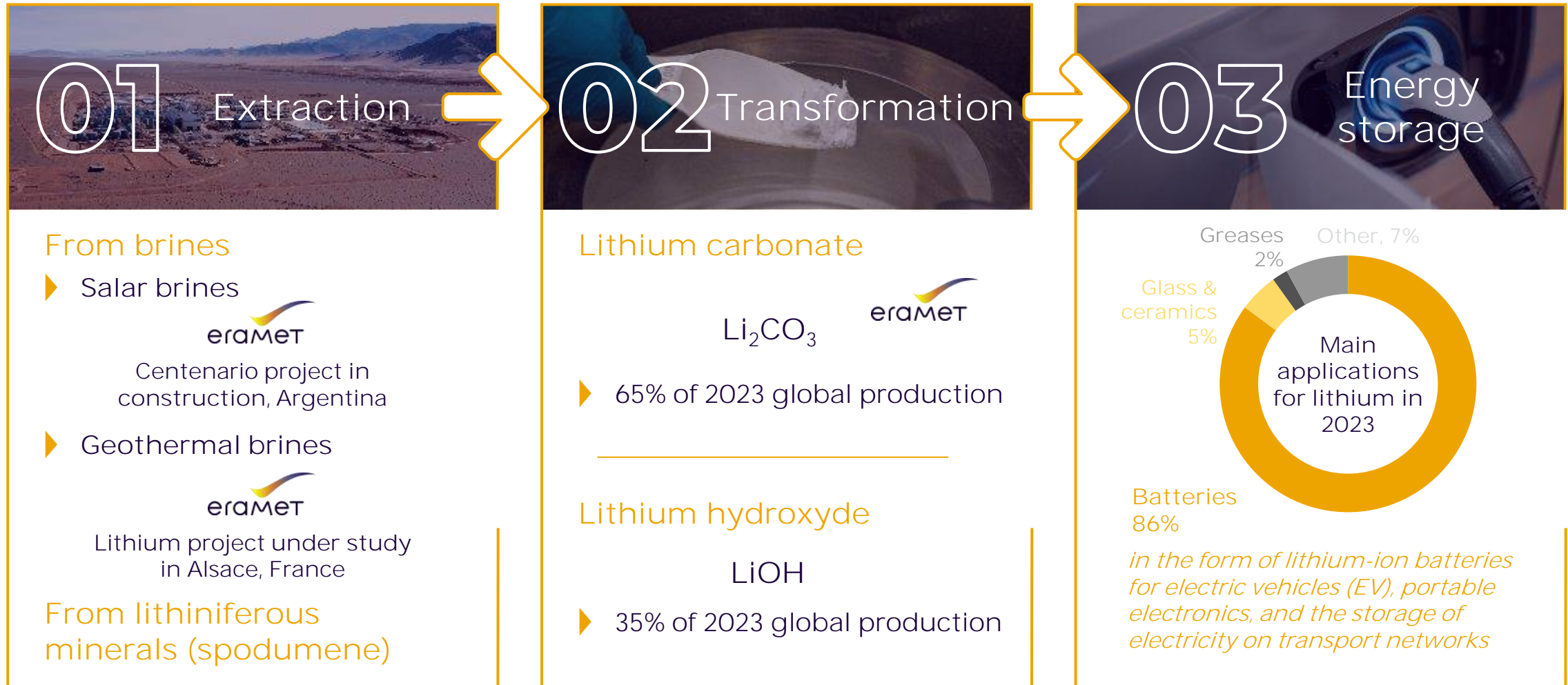
04

Sustainably develop critical metals for
the energy transition

Well positioned in the battery value-chain to sustainably create value leveraging on our core expertise



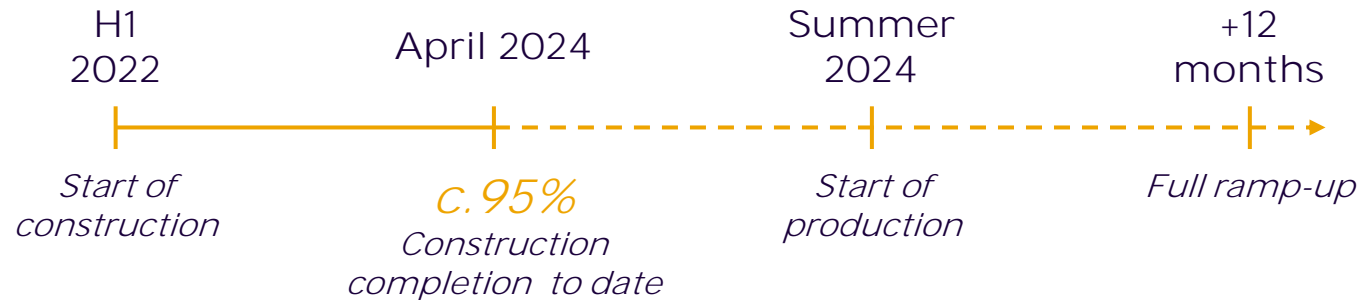
Energy storage, the main end-market for lithium



Centenario: a sustainable & competitive battery-grade DLE technology project coming on-stream shortly



Phase 1 in operation shortly



Operations

24kt-LCE Production capacity (100%)
5-7kt-LCE Expected 2024 production¹
c. 90% Lithium recovery rate in the DLE² unit
1 week Lead time

Economics

c. \$800m Construction capex³
\$210-315m Expected annual EBITDA⁴
\$4.5-5.0k/t-LCE Expected cash cost Ex-works (1st quartile)

Phase 2 (1st tranche) conditionally Board approved

30kt-LCE Production capacity (100%)

c. \$800m Capex⁵

\$4.5-5.0k/t-LCE
Cash cost in line with Phase 1

Start of production subject to construction permits & contracts with 12-months ramp-up

¹ Subject to date of first production

² Direct Lithium Extraction

³ o/w c. \$480m funded by Tsingshan

⁴ On a 100% basis, incl. royalties and assuming a long-term price of \$15-20/kg-LCE CIF

⁵ Not assuming potential deviations from EPC nominal contract value

Building a portfolio of projects in energy transition metals



Projects still in study phases

Acquisition of exploration & mining concessions in Chile

c.120kHa of exploration & mining concessions

- ▶ Located in the Atacama region
- ▶ Concessions covering a cluster of some of the most promising undeveloped lithium salars in Chile
- ▶ Development of a future project subject to future partnerships with holders of lithium exploration & exploitation permit

Nickel class 1 in Indonesia

Partnership

eramet

BASF
We create chemistry

- ▶ HPAL technology to produce Ni-Co mixed hydroxide product (MHP)
- ▶ Limonite ore sourced from our Weda Bay mine
- ▶ *FID pending, discussions ongoing with respect to project execution and funding strategy*

EV Battery recycling in Dunkirk

Co-funded by the European Union

Partnership

eramet
Downstream

suez
Upstream

- ▶ Upstream plant operated by Suez, recovering blackmass by dismantling and shredding Li-ion batteries
FID under assessment
- ▶ Downstream plant operated by Eramet, extracting battery-grade metals from blackmass
DFS underway

Geothermal lithium in France

Partnership

eramet
DLE technology

es
Permits & geothermal expertise

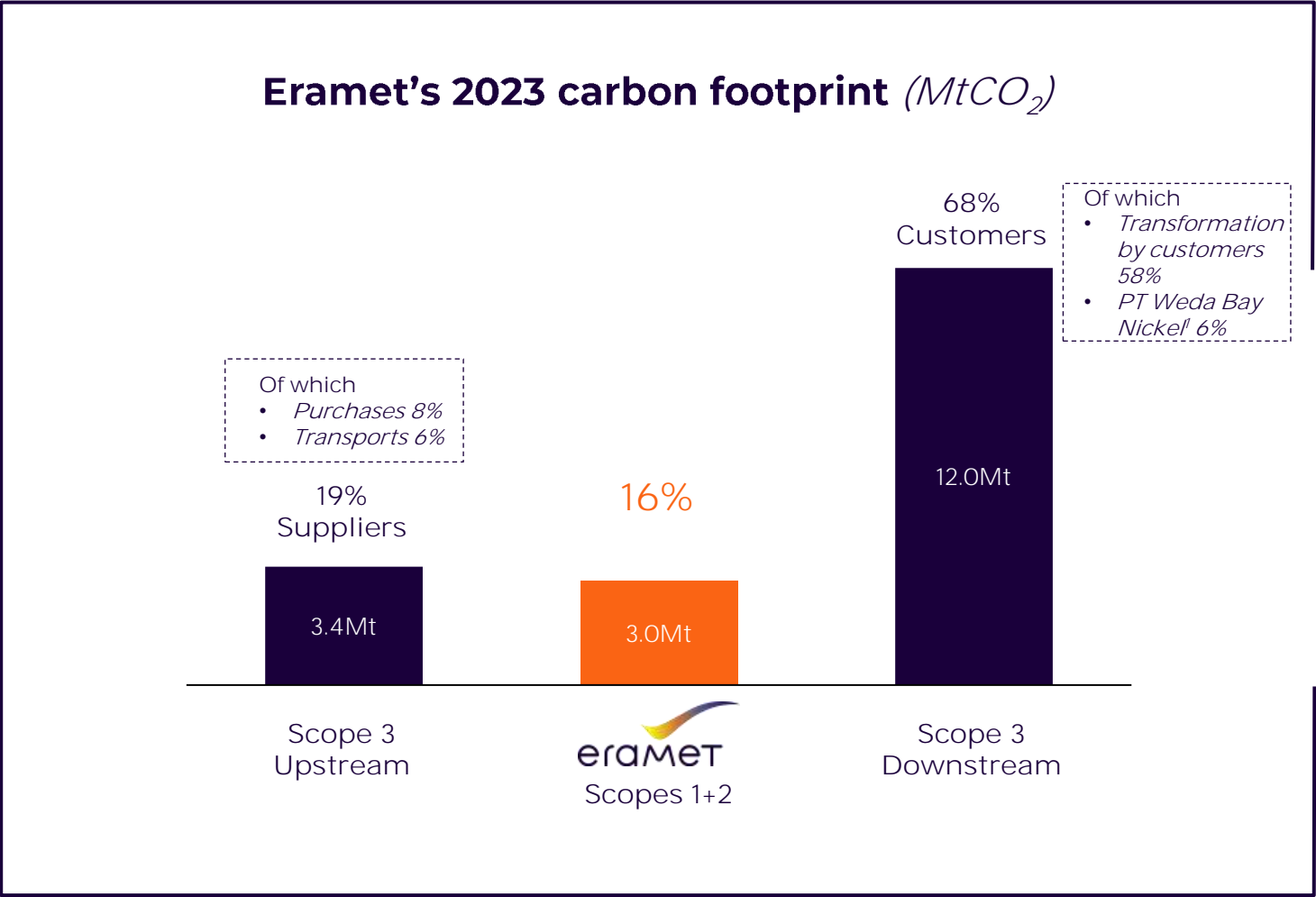
- ▶ Lithium extraction from geothermal brine
- ▶ Located in the emerging Rhine Valley (Alsace, France) geothermal lithium field
- ▶ Low-carbon intensity project
- ▶ *PFS commenced*



05

Highly committed for decarbonization
through projects & innovations

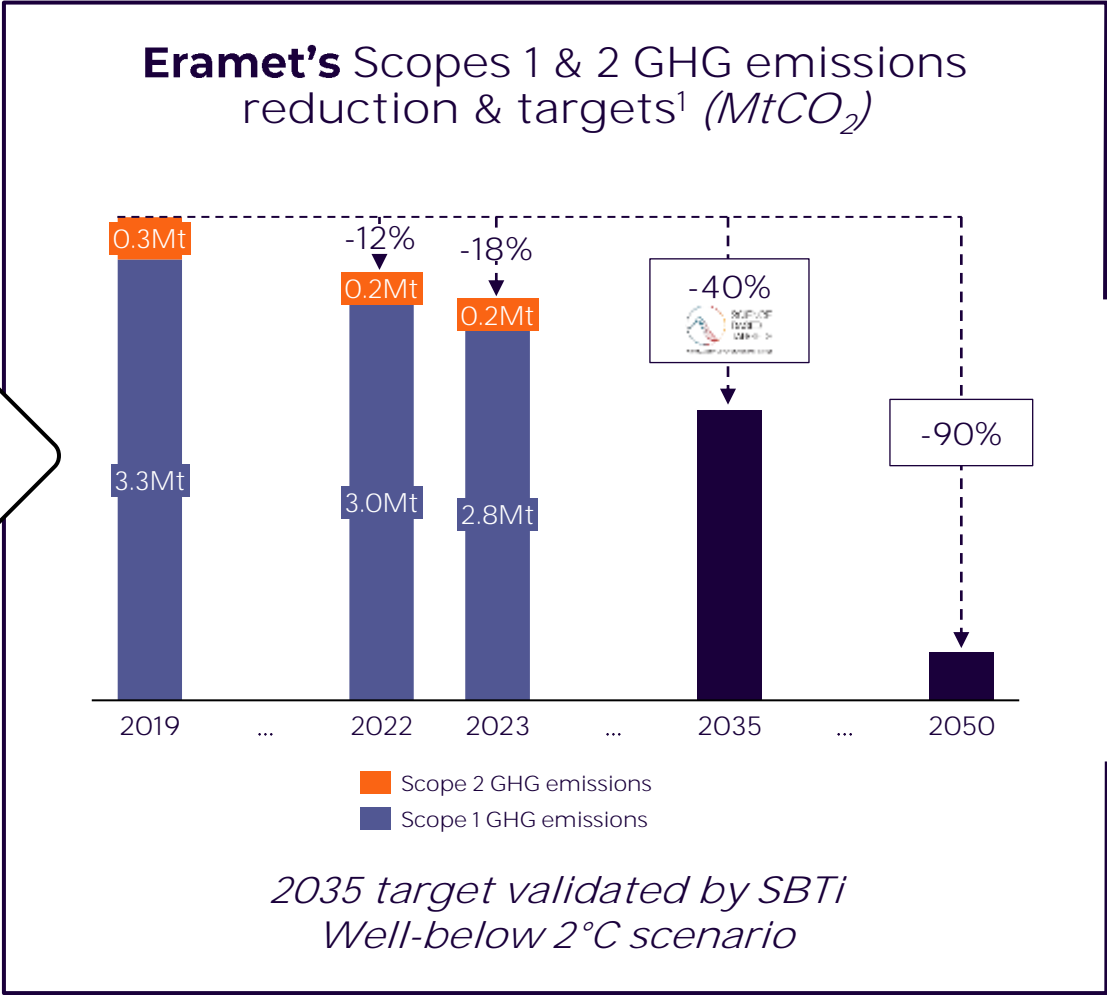
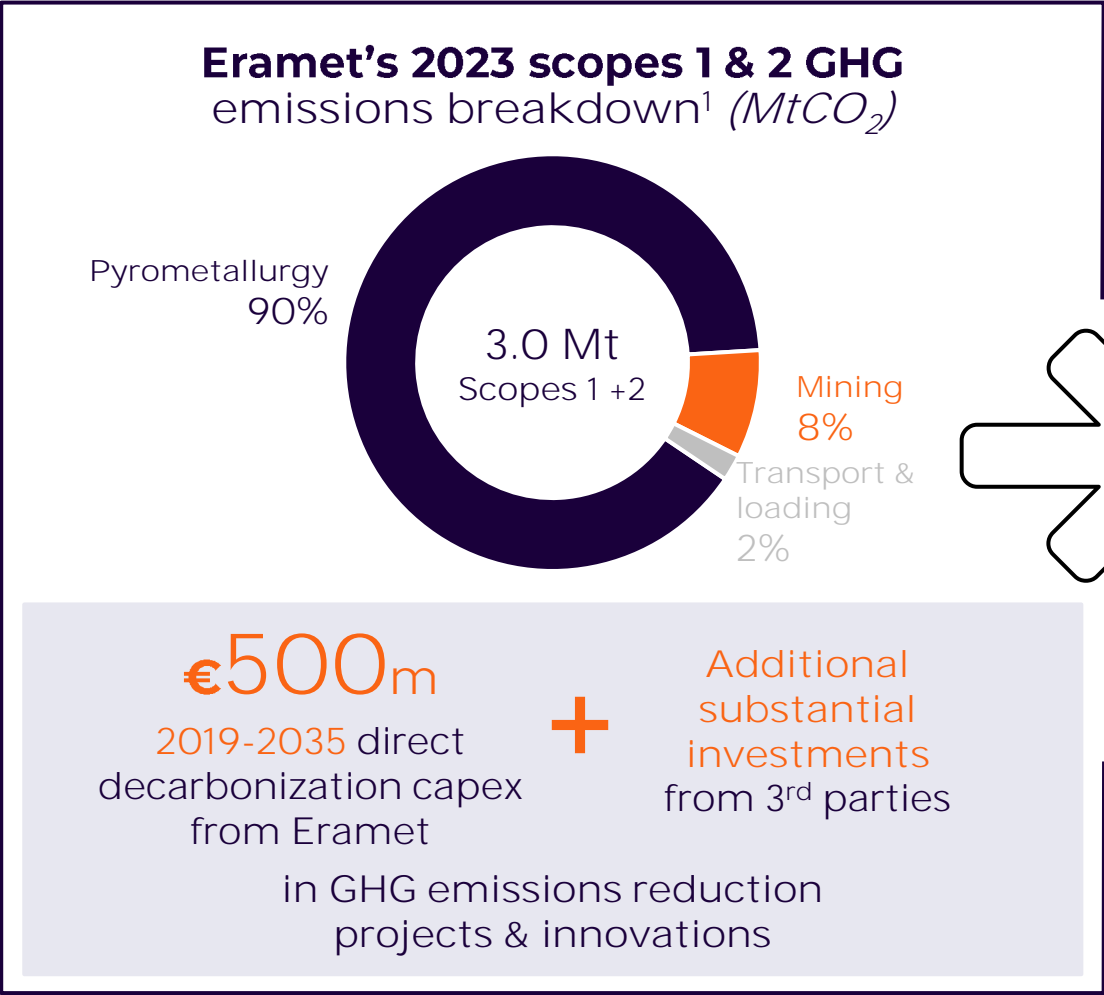
Eramet's carbon footprint: 84% related to Scope 3



¹ 90%+ related to the NPI plant

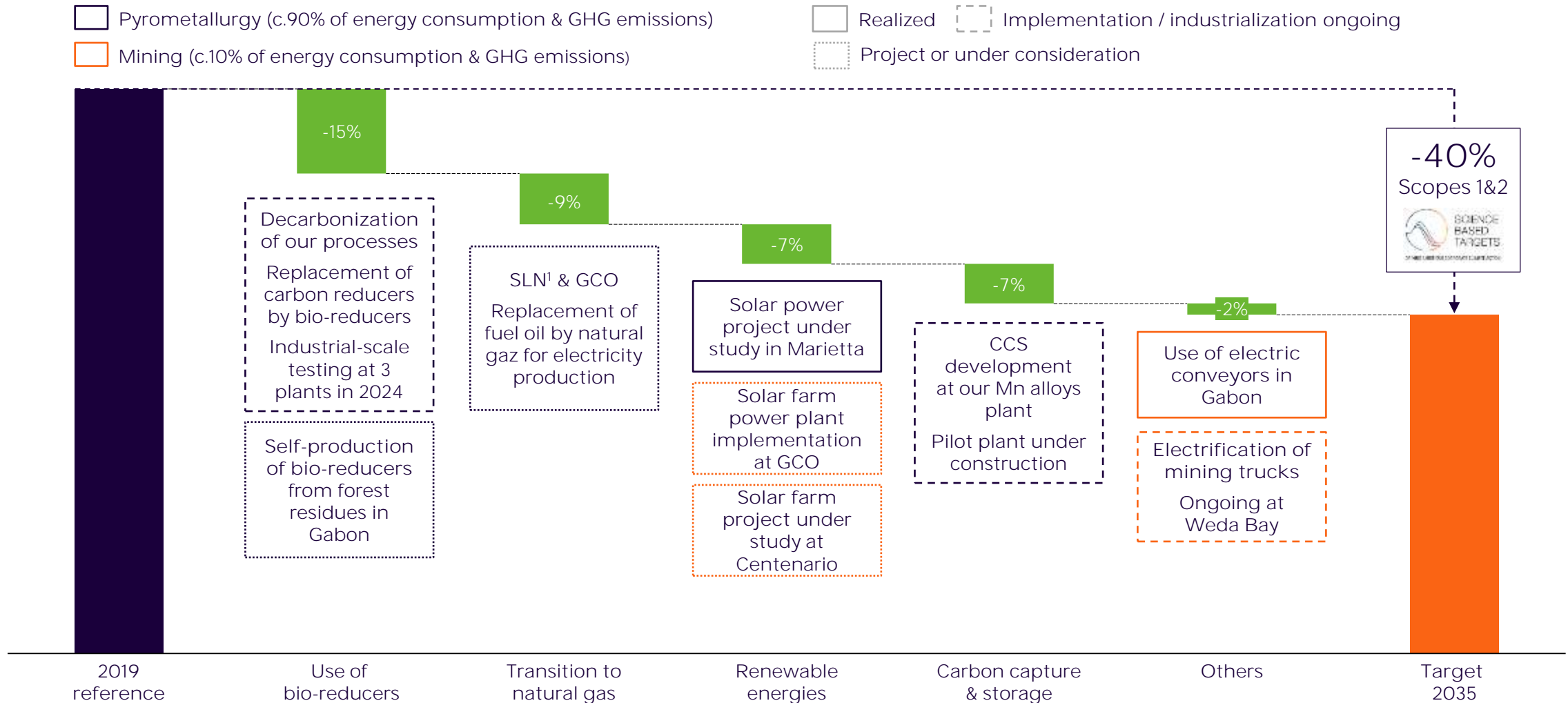


90% of the Group's direct GHG emissions come from pyrometallurgy

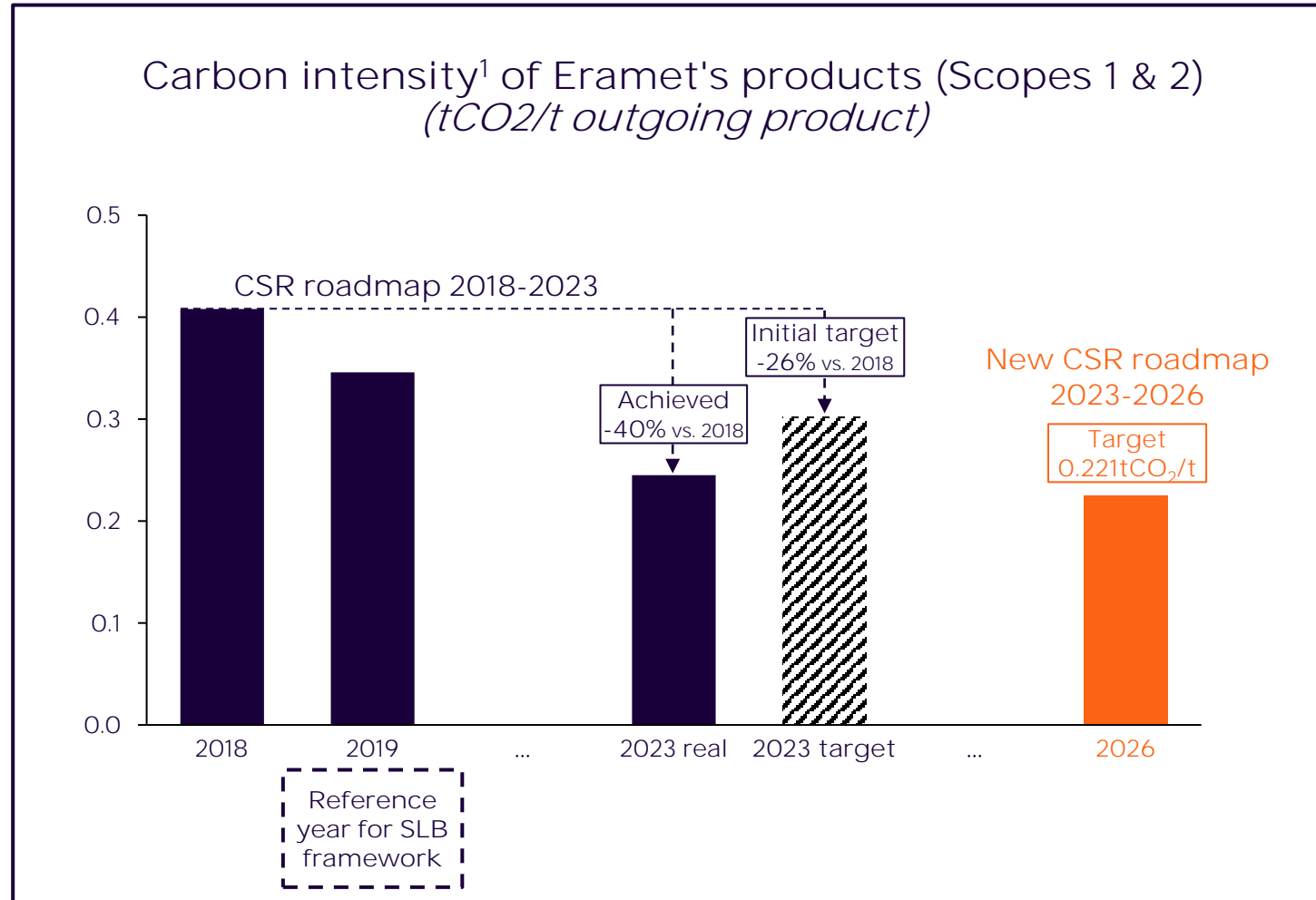


¹ New perimeter, following the sale of the High-Performance Alloys division and ETI

Decarbonization levers tailored to **Eramet's** challenges



Significant decrease in the carbon intensity of the Group's products since 2018



➔ 2023 target surpassed

-40% achieved

vs. -26% initial target

- ▶ Increase of mining activities, less emissive than pyrometallurgy
- ▶ Improvement thanks to energy efficiency & decarbonization actions

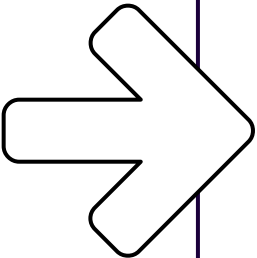
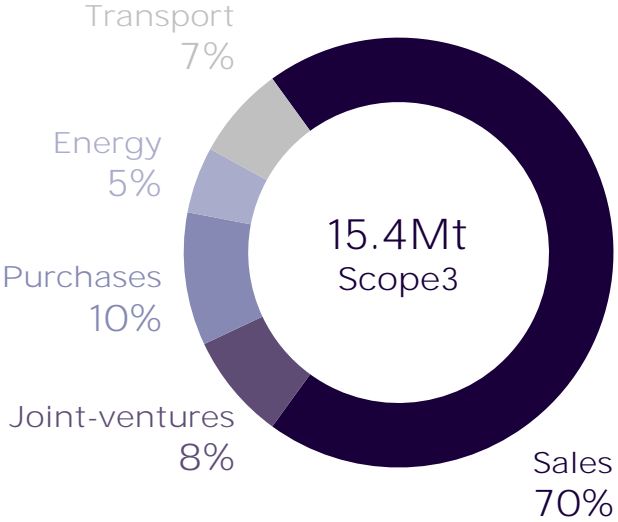
SLB² financing framework

-35% target in 2025
vs. 2019 (Carbon intensity)

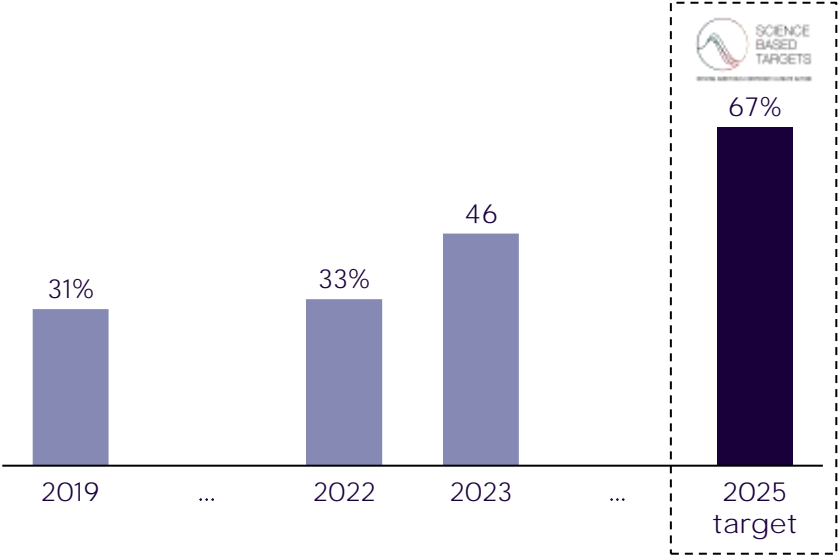
-40% target in 2030
vs. 2019 (Carbon intensity)

Supporting **Eramet's** value chain in reducing its emissions

Eramet's 2023 scope 3 emissions
breakdown (MtCO₂)



Engaging with our value chain on Scope 3





erameT
commitment

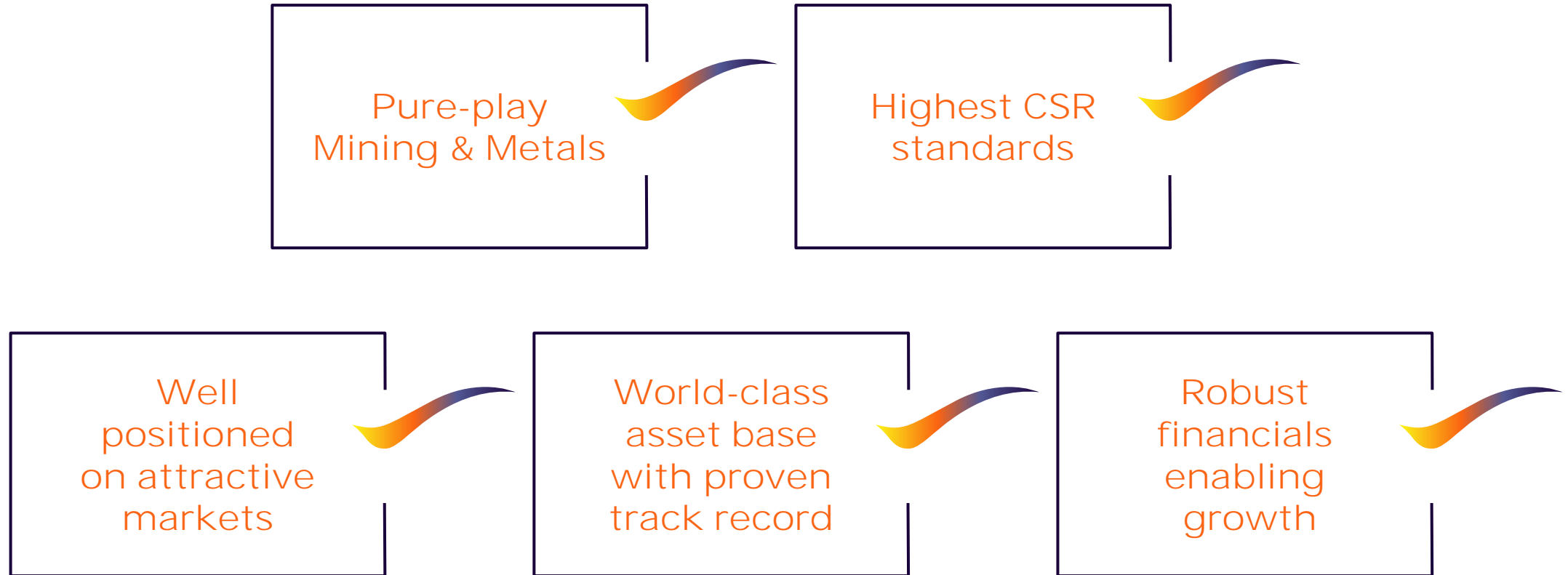
67% of its suppliers and customers by emissions to have decarbonization targets consistent with the well-below 2° scenario of the Paris Agreement

➔ SLB financing framework

06

A new ERA

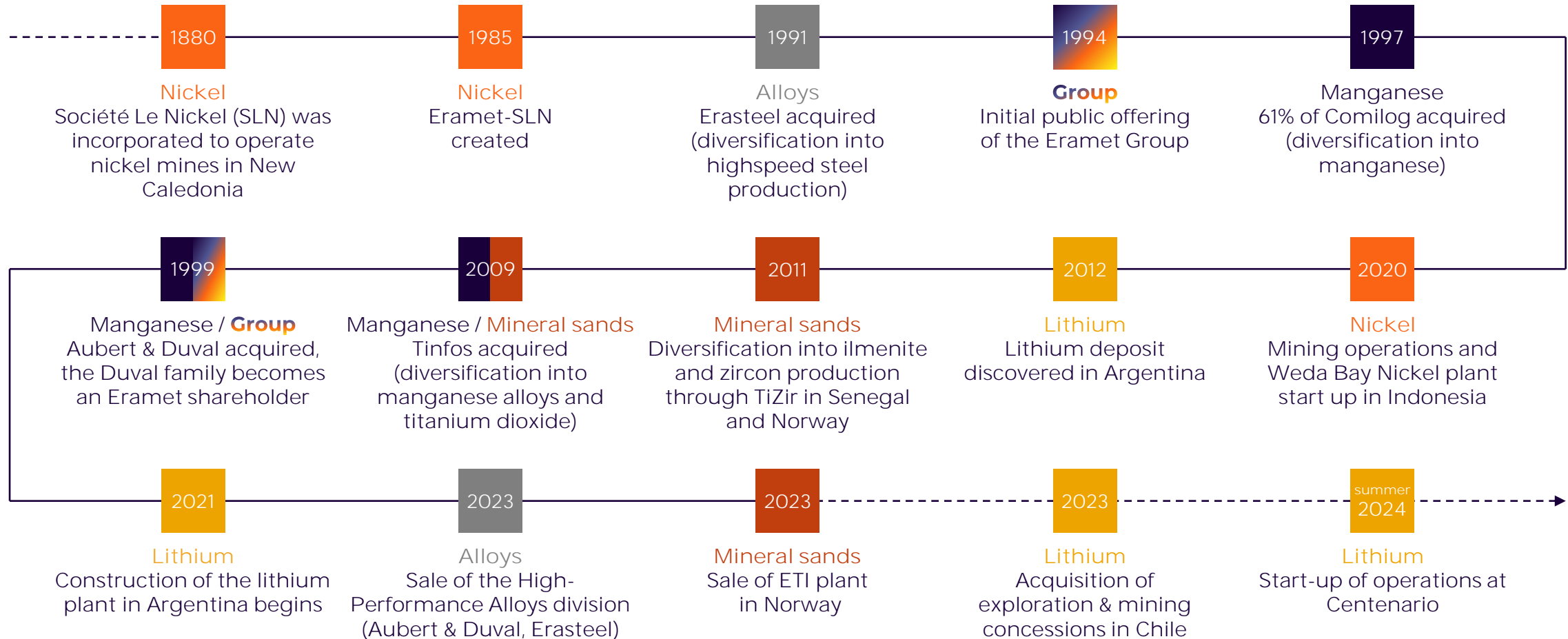
Eramet perfectly positioned to further unlock value in a new era of metals



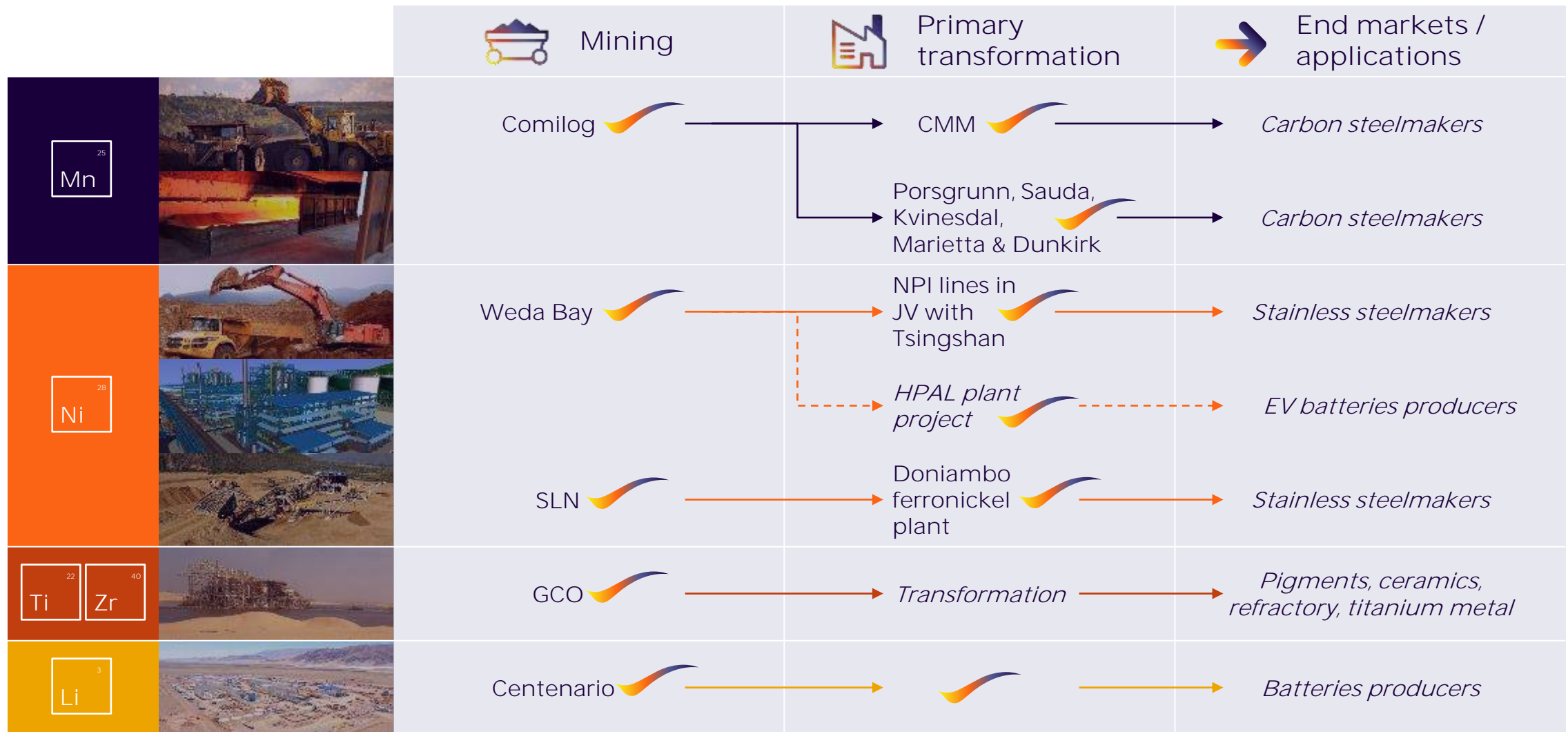


Appendices

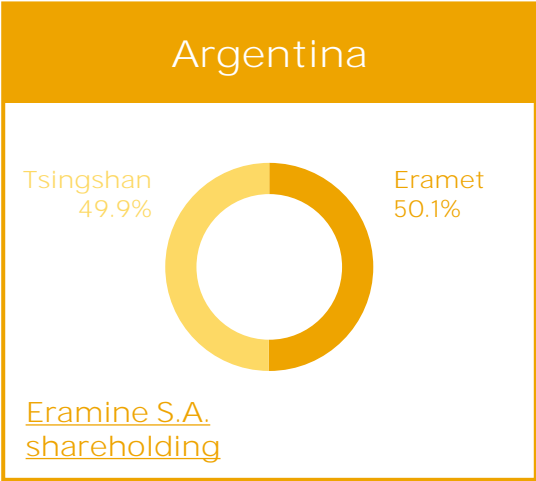
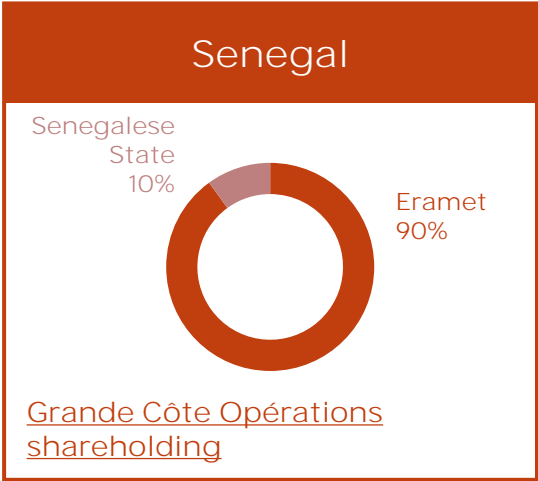
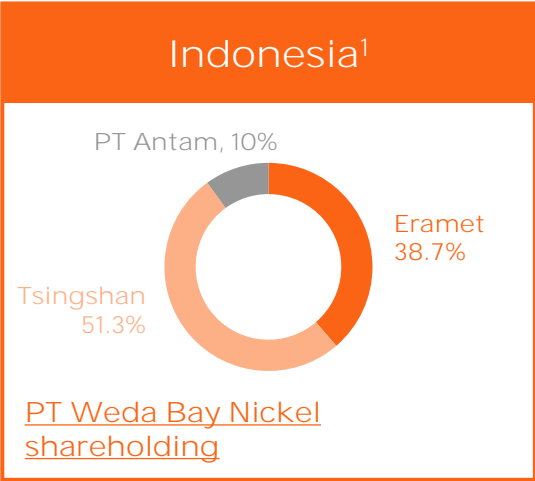
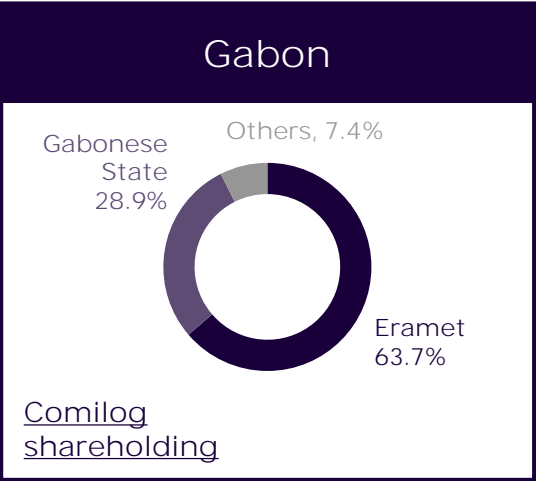
A Mining & Metals longtime player



Positioning of Eramet in the M&M value chain

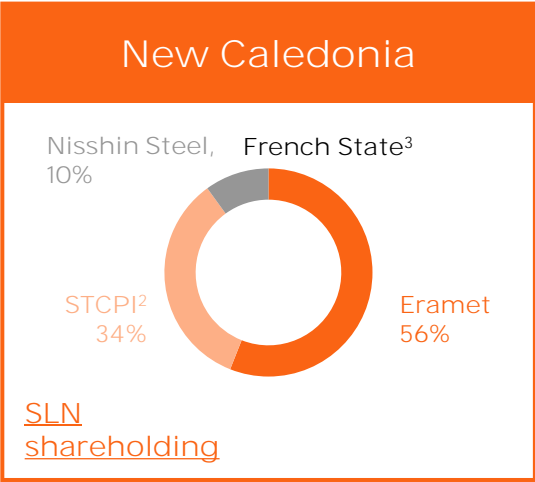


Eramet associates the main countries & territories where it operates



Significant contribution to the local economies

- ▶ **#1st** private employer in Gabon
- ▶ **#1st** private employer in New Caledonia



Contribution to the development priorities of communities, drawing on UN SGDs

- 3 GOOD HEALTH AND WELL-BEING** (Icon: Heart and pulse line)
- 4 QUALITY EDUCATION** (Icon: Open book)
- 6 CLEAN WATER AND SANITATION** (Icon: Water drop and toilet)
- 8 DECENT WORK AND ECONOMIC GROWTH** (Icon: Bar chart with upward arrow)
- 11 SUSTAINABLE CITIES AND COMMUNITIES** (Icon: City buildings)

¹ Eramet holds a 43% stake in in Strand Minerals Pte. Ltd, holding company which owns 90% of PT WB Nickel
² STCPI: entity owned by the New Caledonian provinces, holds around 4% of Eramet's share capital
³ 1 share



An seasoned Executive Committee



Christel BORIES
Chair & CEO

After graduating from the École des Hautes Études Commerciales (HEC), Christel Bories began her career in 1986 as a strategy consultant at Booz-Allen & Hamilton, and then at Corporate Value Associates. She then held various positions of responsibility at Umicore, followed by the Pechiney Group. After Pechiney was taken over by the Alcan Group, Christel Bories was appointed Chairwoman and Chief Executive Officer of Alcan Packaging and then Chairwoman and Chief Executive Officer of Alcan Engineered Products, and finally Chief Executive Officer of Constellium (formerly Alcan), from which she resigned in December 2011.

Christel Bories was appointed Deputy Chief Executive Officer of Ipsen (listed company) on 27 February 2013, a position she held until March 2016. She joined Eramet in February 2017 and, since May 2017, has been the Chairwoman and Chief Executive Officer of the Eramet Group.



Nicolas CARRÉ
*CFO, in charge of
procurement & IT*

Nicolas has more than 20 years of experience in senior finance positions in various sectors (automotive, flooring) and countries (United States, Czech Republic, Germany).

He joined Eramet in 2019 as Chief Controlling Officer of the Group's Mining and Metals Division.



Virginie de CHASSEY
*Chief Sustainability &
External Affairs Officer*

Virginie joined the Group in 2018.

Previously, Virginie held various positions in the field of sustainable development, communication & public affairs within the Pechiney and PSA groups



Anne-Marie LE MIGNAN
*Executive Vice-President
Human Resources,
Health & Security*

Anne-Marie has been in this position since 2019.

Before joining Eramet in 2003 where she held various HR positions in operations, Anne-Marie spent 15 years in the Saint-Gobain Group.



Charles NOUEL
Chief Operating Officer

Charles has over 30 years' experience in the mining industry, incl. 24 years with Eramet. His international career in Europe, Africa and Oceania has enabled him to develop solid technical and managerial skills in all aspects of mining and metallurgy. Since 2016, he was Director of the Mineral Sands Business Unit.



Geoff STREETON
*Chief Development
Officer, in charge of
Strategy, Innovation &
Business Development*

An Australian national, Geoff joined Eramet on 1st March 2022.

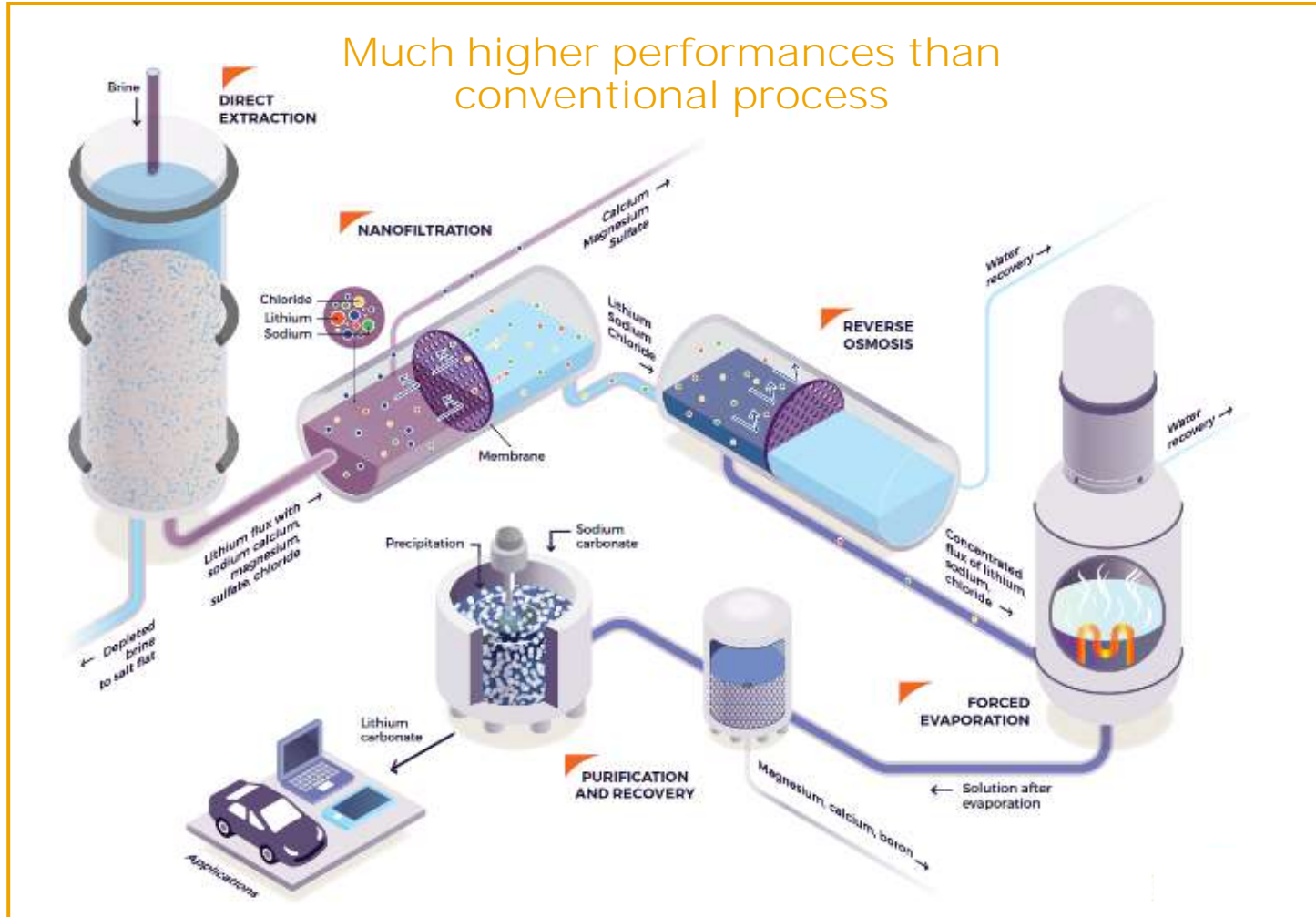
Previously, he held various operational and business development positions in the mining industry within major industrial groups such as BHP and Mitsubishi Corporation.



Guillaume VERCAEMER
Group General Counsel

Guillaume began his career as a lawyer at Schlumberger followed by Usinor. He subsequently joined the Arcelor group and became successively M&A and Group Legal Director of ArcelorMittal. Since 2020, he was Legal Director and Director of Mergers & Acquisitions at Framatome.

Developed in-house, Eramet's Direct Lithium Extraction technology combines strong competitiveness...



Direct lithium Extraction (DLE)

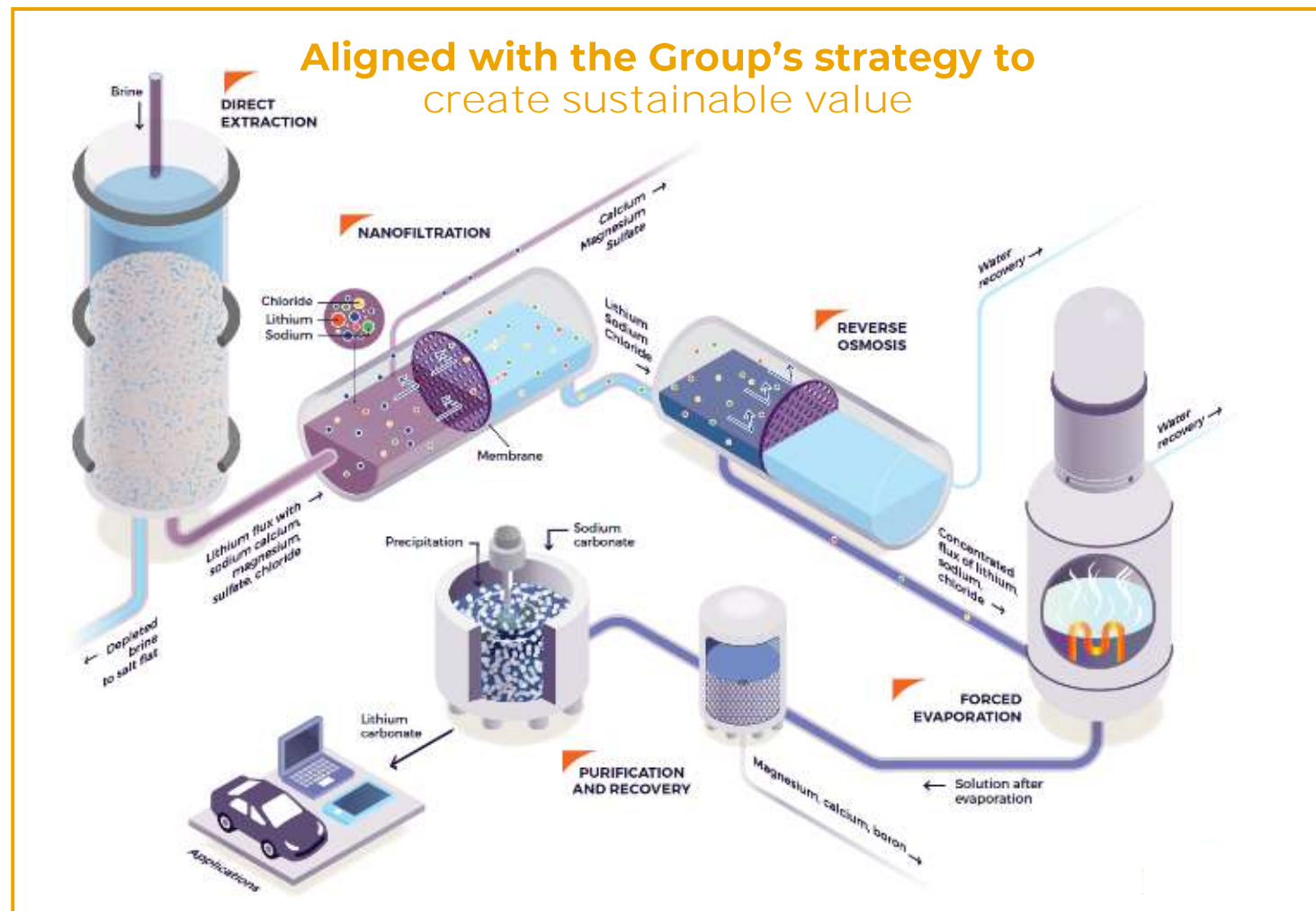
- ▶ Proven industrial process over the past 20-years (aluminum-based lithium sorbent)
- ▶ Proprietary lithium sorbent working at native temperature of the brine (20°C)
- ▶ **90%¹** lithium recovery yield of the DLE unit

Industry leading yield much higher than traditional evaporation process (c. 40-50%)

Almost twice less brine pumped²

Thus, optimized management of the deposit's hydric balance

... as well as high sustainability standards



Water recycling

- ▶ Regeneration of the lithium sorbent only by water (DLE based on titanium or manganese sorbents use acid) and at 20°C
- ▶ Water recycling by reverse osmosis & forced evaporation
- ▶ 60% process water recycling rate

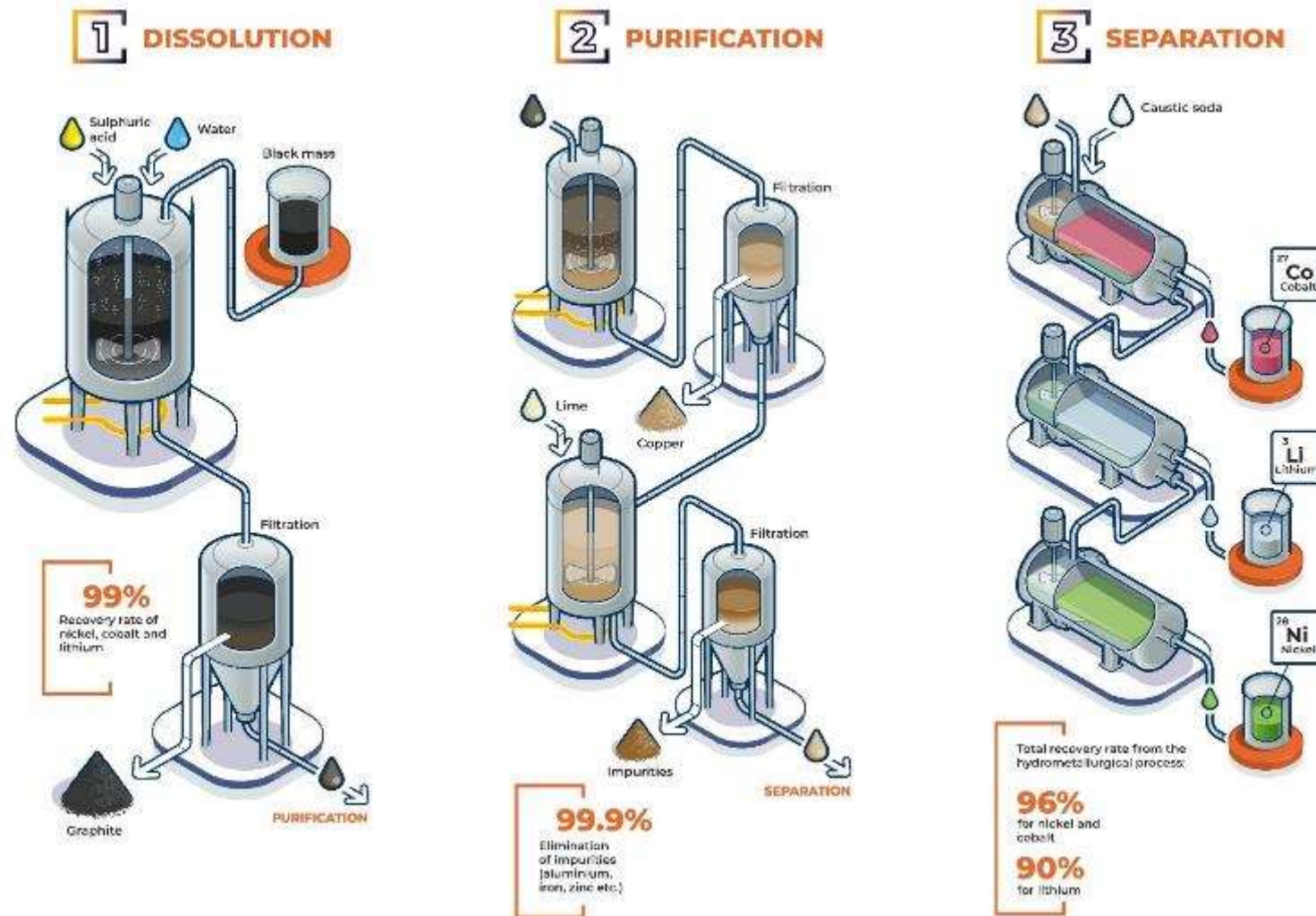
Efficient purification

- ▶ High selectivity of the DLE unit
- ▶ Nanofiltration & ion exchange for solid waste minimization

Swift production

- ▶ 1 week lead time vs. 12-18 months on evaporation process

Closed-loop lithium-ion battery recycling process



Act for positive mining



Care for people: 2026 ambitions



1 Take care of health and safety of people on our sites

FR2 < 1.0

100%¹ of our employees benefit from a common social protection floor

90% of sites have a Well Being programme

2 Provide an inclusive environment where everyone can grow

30% of women managers

1,000 “early career contracts” opportunities

90% of employees with a formal development discussion

3 Accelerate the local & sustainable development for communities

6,000 jobs voluntarily supported (excluding core business)

500 young people,
50% of whom come from local communities
50% girls, supported for qualifying training in secondary or higher education

2035 TARGET 100% Sites with Diversity & Inclusion label

Trusted partner for nature: 2026 ambitions



4 Control & optimize water consumption

60% at GCO

80% at Centenario

Recycling rate in water-stressed areas for current or future projects

100% of sites have a Water management plan including reduction targets for all sites

5 Biodiversity preservation

Rehabilitation ratio > 1.0

100% of our mining sites have a Biodiversity Action Plan in line with IFC Performance Standards

6 Mitigate risk of pollution / Reduce environmental impact

100% of sites have a diffuse dust source map and a reduction action plan for major sources

100% of sites, identified as sensitive, have ambient air quality monitoring at neighbouring communities and share data

100% of sites have a full water discharge monitoring and share data

2035 TARGET Biodiversity towards net positive impact

Transform our value chain: 2026 ambitions



7 Reduce the CO₂ footprint of our value chain

Reduce emissions per ton produced on scopes 1 & 2 to

0.221tCO₂/t

Metallurgy: Develop and validate path to Near Zero Alloys

Mine: Reduce by 10% the carbon footprint of our mining activities

67% of our suppliers and customers to commit to reduce their CO₂ footprint in line with the Paris agreement

8 Optimize mineral resources consumption & contribute to a circular economy

Optimal management and recovery of plant material resources

Monitor and continuously improve mineral resources valorisation ratio

Develop a robust technical and economic model to industrially recycle EV batteries in Europe

9 Develop responsible value chain that respects our Human rights & CSR requirements

90% of our suppliers rated at-risk assessed on their CSR practices by Ecovadis

100% of our customers assessed yearly on their compliance with our CSR or ethical commitments

100% of sales and purchasing teams trained on ethics every year

10 Audit every mining site - including our Joint ventures - with IRMA standards

2035 TARGET

-40% CO₂ emissions reduction scopes 1&2¹

CONTACTS

Director of Investor Relations
Sandrine NOURRY-DABI
sandrine.nourrydabi@eramet.com

