



A NEW ERA

Group presentation

May 2024



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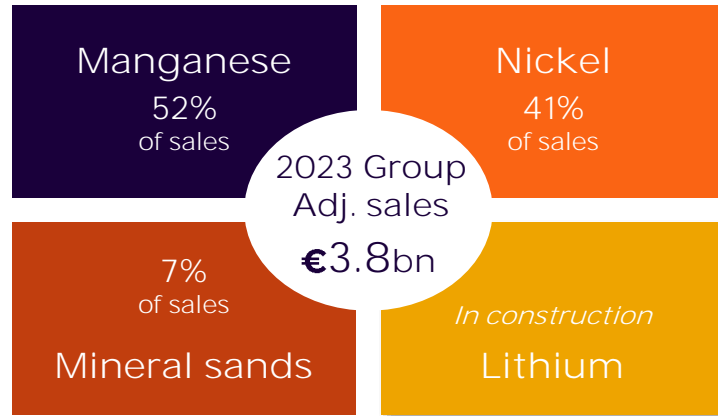
01

Eramet at a glance

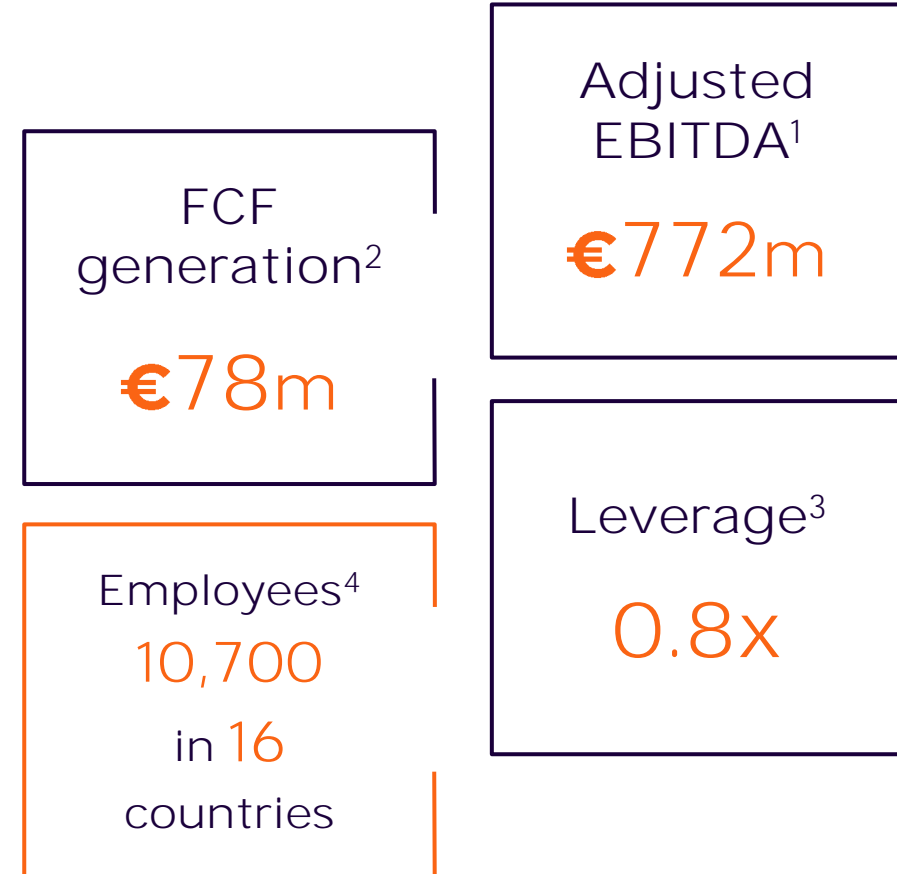


A global pure-play Metals & Mining Company

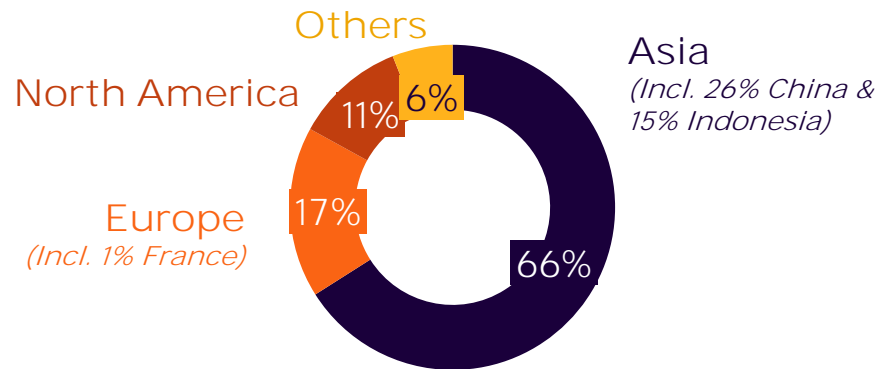
Refocused on four activities in M&M



FY 2023 performance



2023 adjusted sales by geography



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

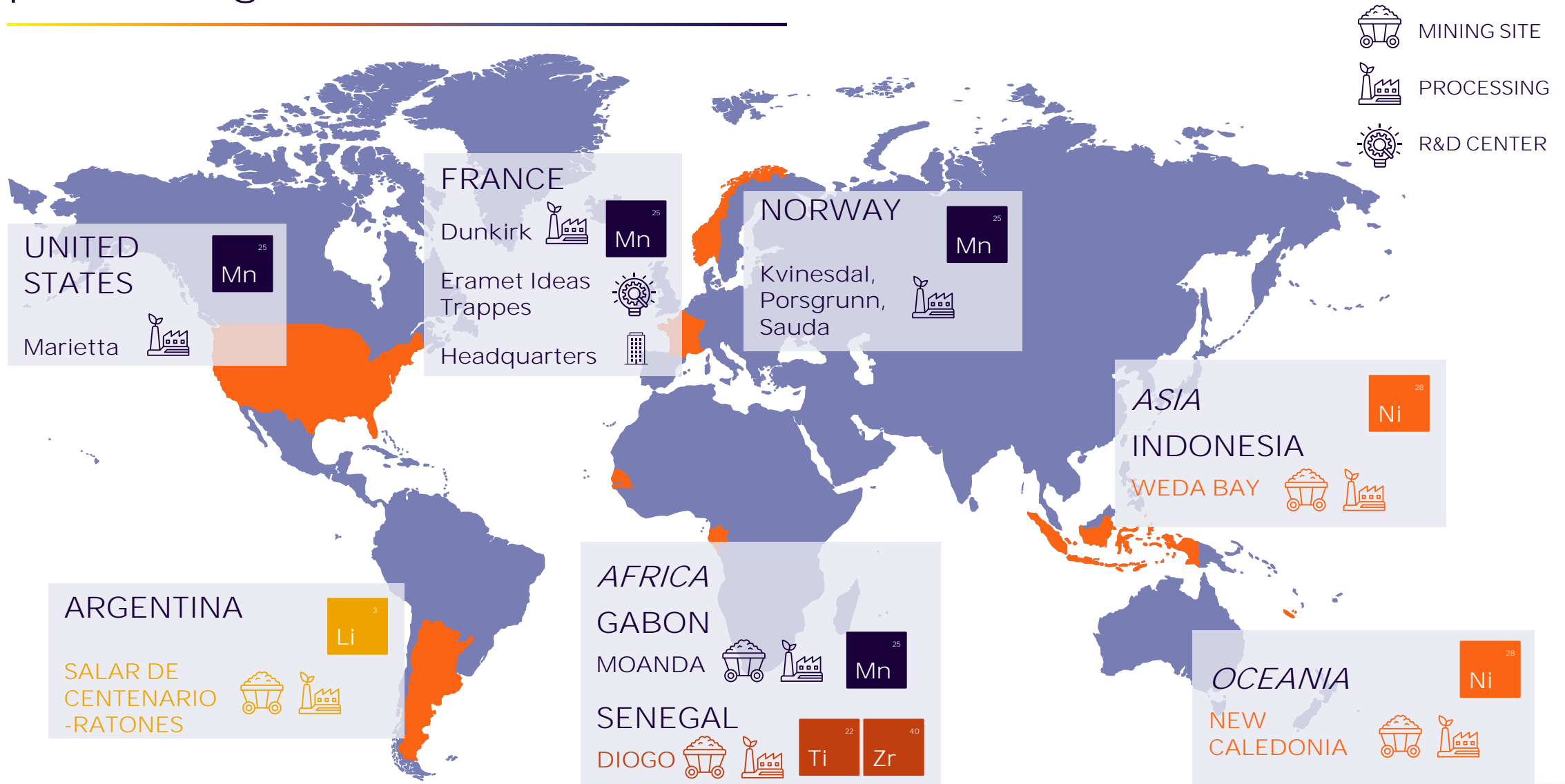
⁴ Including c.1,500 at Weda Bay

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>
			
<p>ASSETS</p> <p> Ore – Moanda (<i>Gabon</i>) World's largest manganese mine</p> <p> Alloys 6 metallurgical plants: 1 in France, 1 in Gabon, 3 in Norway & 1 in the US</p>	<p>ASSETS</p> <p><i>Weda Bay (Indonesia)</i>  World's largest nickel mine</p> <p> 1 NPI plant</p> <p><i>SLN (New Caledonia)</i> 5 mining sites & 1 ferronickel plant</p>	<p>ASSETS</p> <p> <i>GCO (Senegal)</i> Titaniferous minerals & zircon extraction</p> <p>World's largest single dredge operation</p>	<p>ASSETS</p> <p><i>Centenario (Argentina)</i> Battery-grade Lithium Carbonate</p> <p>Phase 1: start of production in summer 2024</p> <p>Phase 2 (1st tranche): conditional FID approved</p>
<p>2023 KPIs</p> <p>Sales: €1,978m</p> <p>EBITDA: €499m</p> <p>FCF: -€39m</p> <p>Headcounts²: 4,705</p>	<p>2023 KPIs</p> <p>Adj. sales¹: €1,567m</p> <p>Adj. EBITDA¹: €305m</p> <p>FCF: €220m</p> <p>Headcounts²: 2,381</p>	<p>2023 KPIs</p> <p>Sales: €275m</p> <p>EBITDA: €105m</p> <p>FCF: €16m</p> <p>Headcounts²: 843</p>	<p>Project KPIs</p> <p>Production capacity (full ramp-up)</p> <p>Phase 1: 24 kt-LCE</p> <p>Phase 2 (1st tranche): 30 kt-LCE</p> <p>FY23 Headcounts²: 474</p>

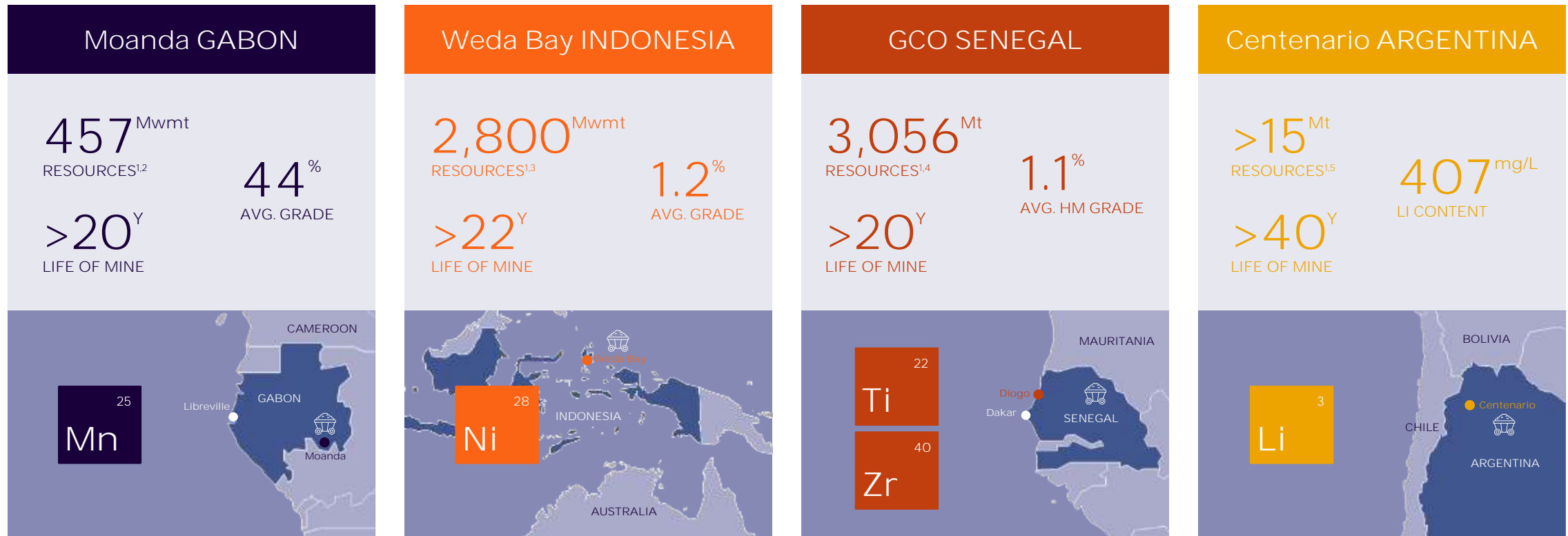
¹ Adjusted sales, adjusted EBITDA and adjusted leverage are defined in Appendix 10 Financial Glossary of the FY2023 results press release
² 9,167 total headcount based on Eramet's new perimeter, incl. 764 at holding level but excl. Weda Bay Nickel's 1,503 employees

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”)

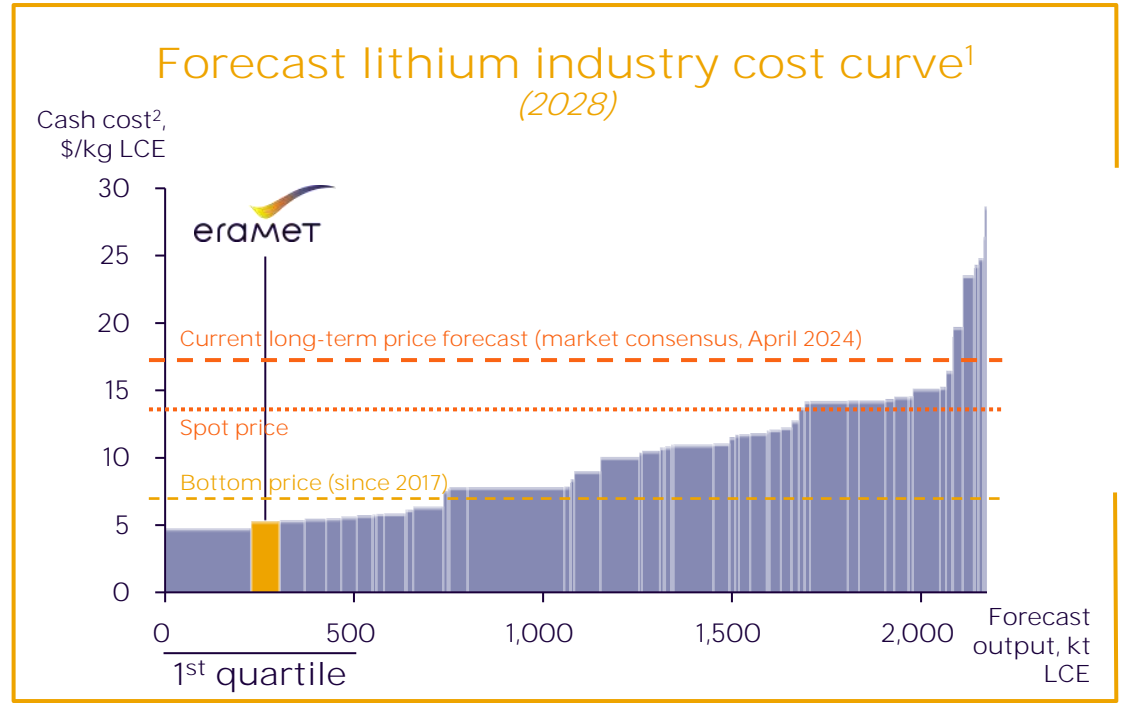
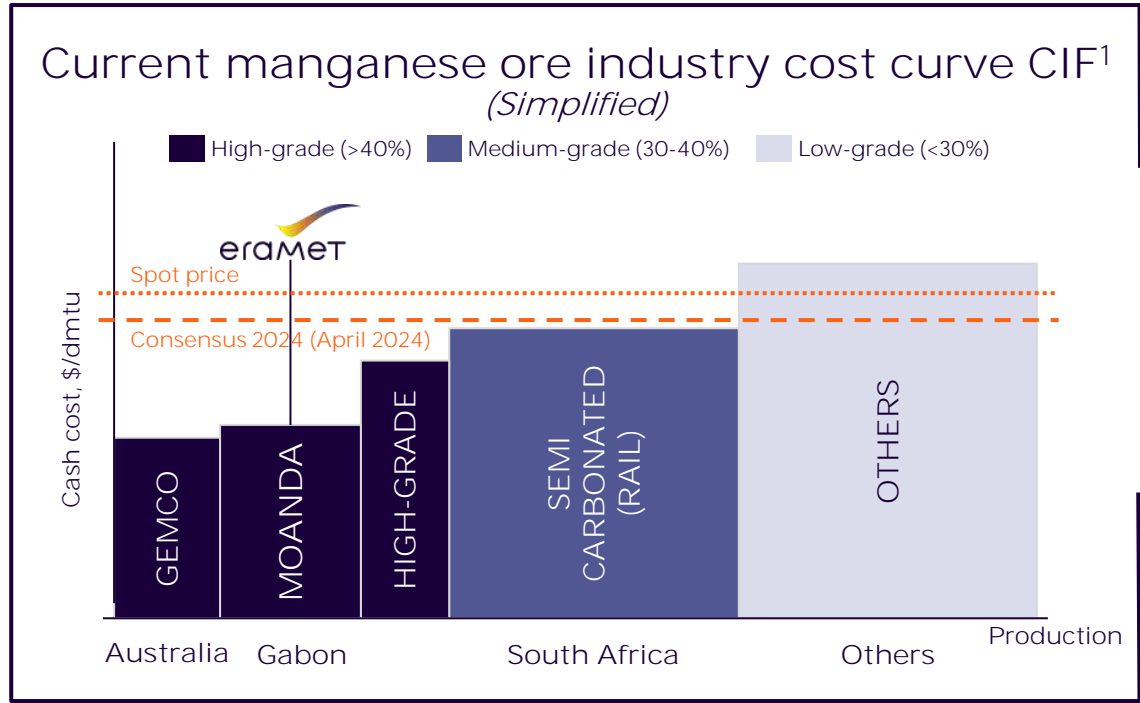
² Tonnes for run-of-mine; Mwmt (Million Wet Metric Tons) as of January 01, 2024 (JORC certified)

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



PT Weda Bay Nickel

1st quartile cash cost

World's largest nickel mine

Grande Côte Opérations (GCO)

1st quartile cash cost

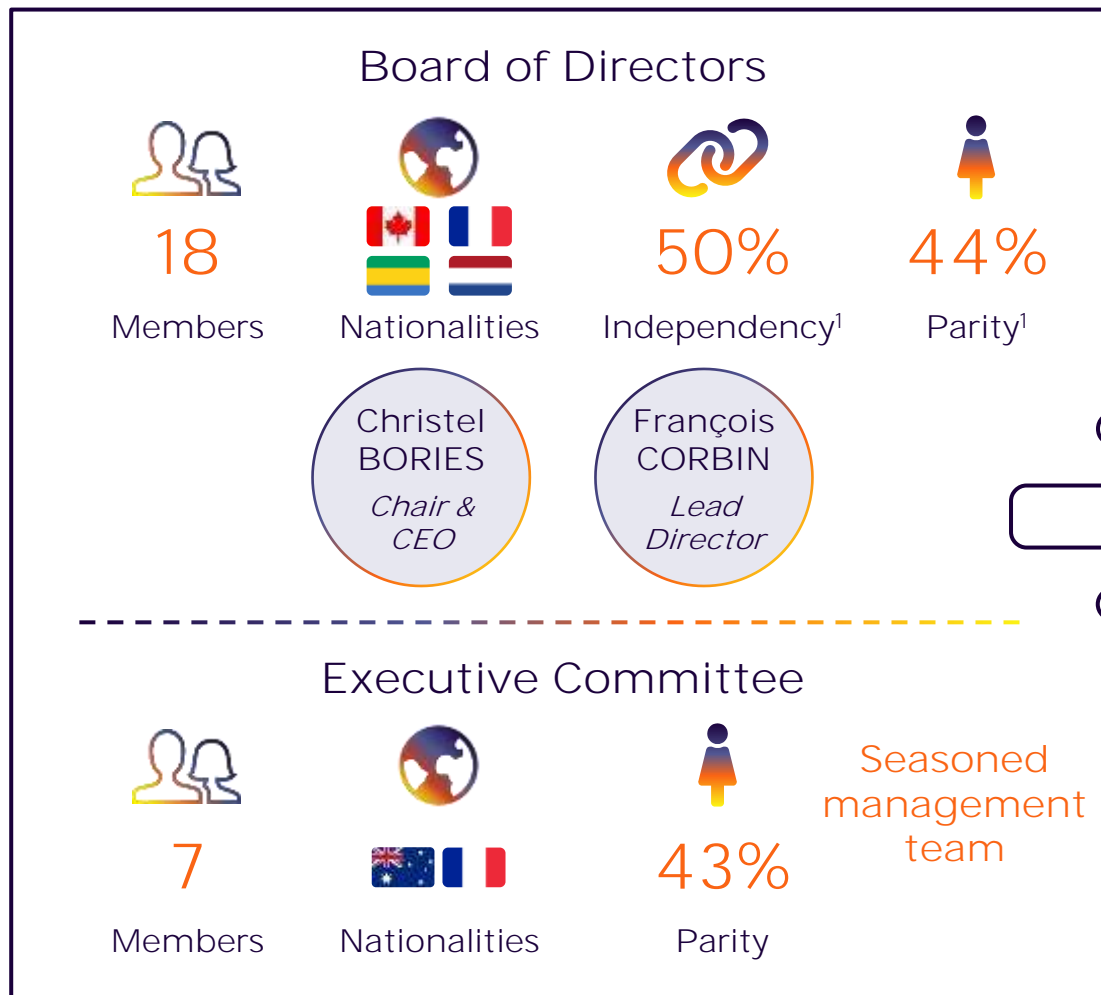
4th largest producer of zircon

5th largest producer of titanium feedstock³

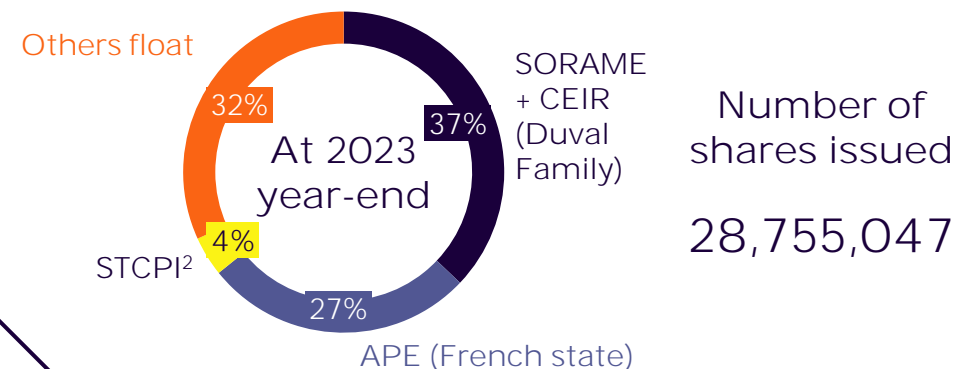
¹ Eramet internal market analysis
² Incl. Royalties
³ Outside China (captive market)



Governance supported by stable shareholding



Long-term reference shareholding



Management's & employees' compensations linked to CSR

	Safety & risks prevention	New CSR roadmap	Decarbonization
Short-term variable ³	10%	15%	5%
Long-term variable ⁴	n/a	20%	5%

¹ Does not include directors representing employees

² STCPI (Société Territoriale Calédonienne de Participation Industrielle): entity owned by the New Caledonian provinces

³ ~2,000 managers concerned (incl. ExCom), representing ~20% of Group employees

⁴ ~200 managers concerned (incl. ExCom)

A CSR commitment and performance recognized by leading ESG rating agencies



An aerial photograph of a mining operation. In the foreground, a large, dark, textured pile of waste rock or tailings is visible. A winding dirt road curves through the site, with a small vehicle on it. The background shows a dense forest of trees covering a hillside, with mountains visible in the distance under a cloudy sky. A thin yellow and orange line runs diagonally across the top left corner.

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



Cash burn 2018-2023 (€m)



c. -€1bn



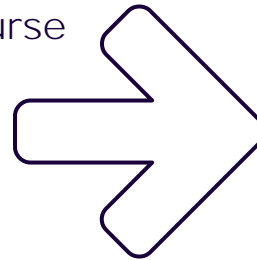
Total cash outflows

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

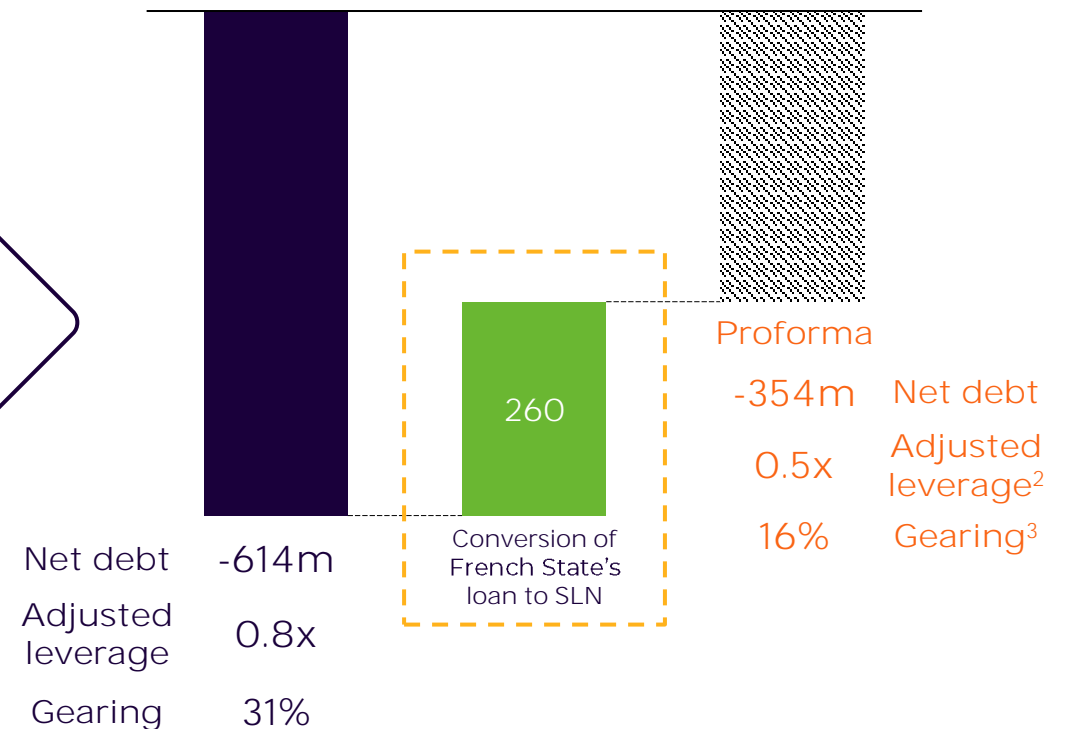
Signature of an agreement between the French State and Eramet in April 2024 to strengthen the Group's balance sheet

- ▶ 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



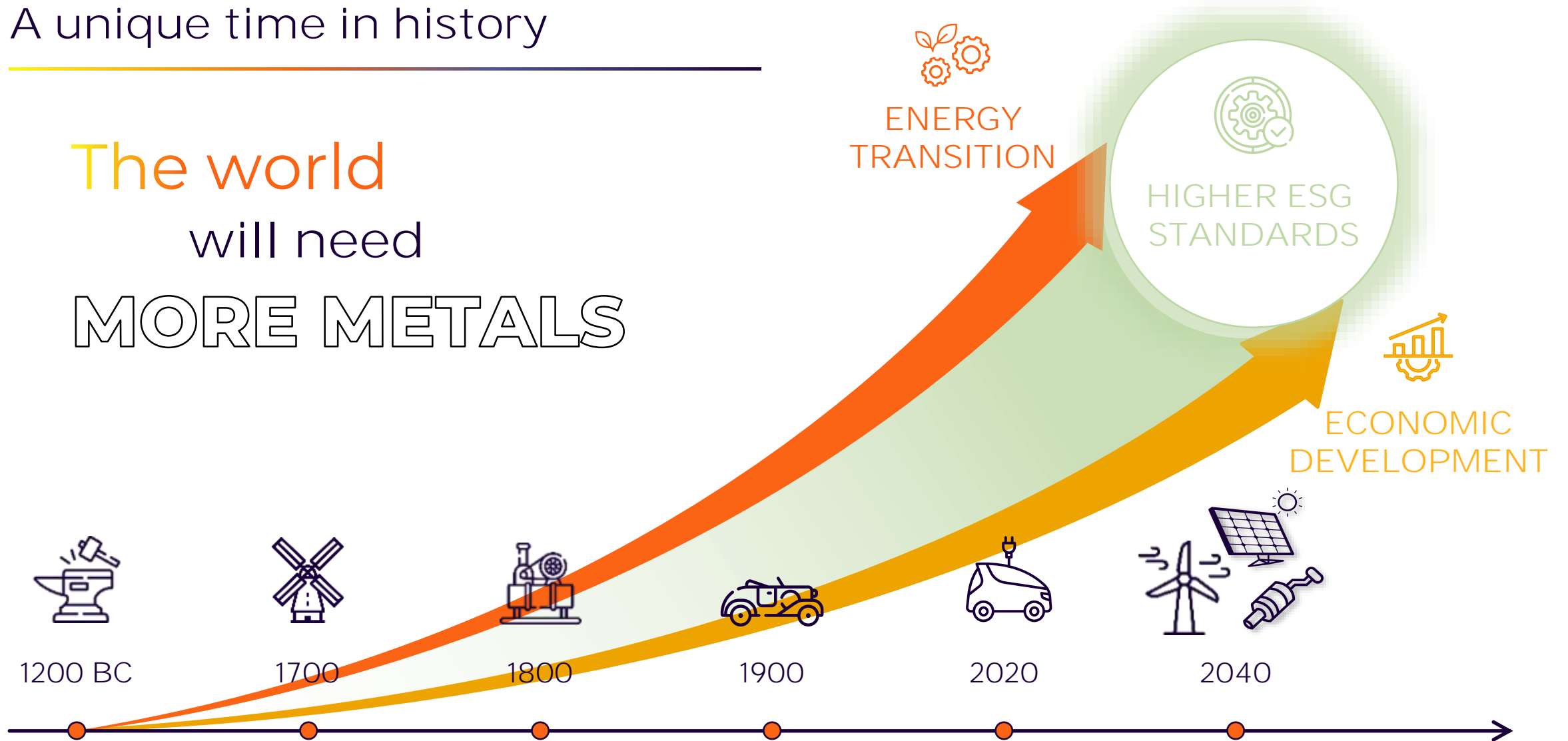
¹ Undated fixed rate deeply subordinated bonds, "TSDI" in French

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

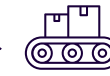
Mine 4.0



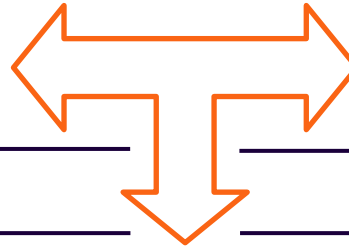
Operational Improvements



Plant 4.0



Logistics 4.0



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

100%
Sites with D&I² label

Trusted partner for nature

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

Biodiversity towards net positive 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

-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

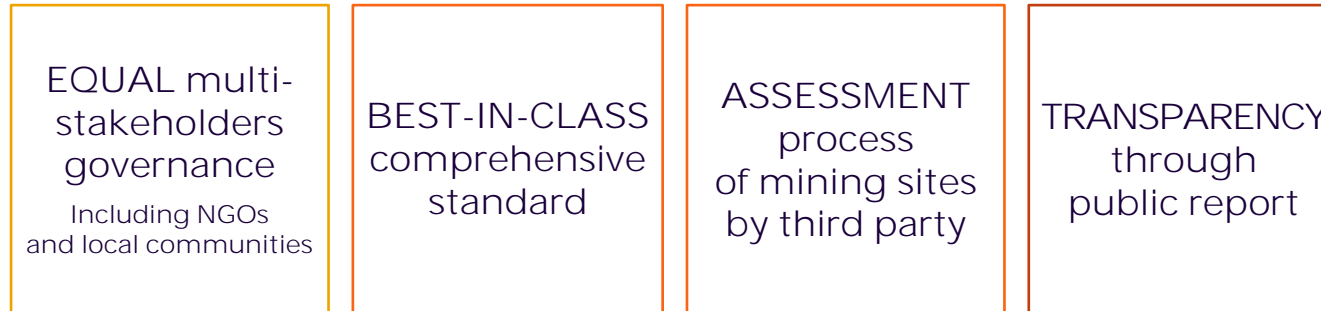


OUR BANS

- ▶ 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



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**

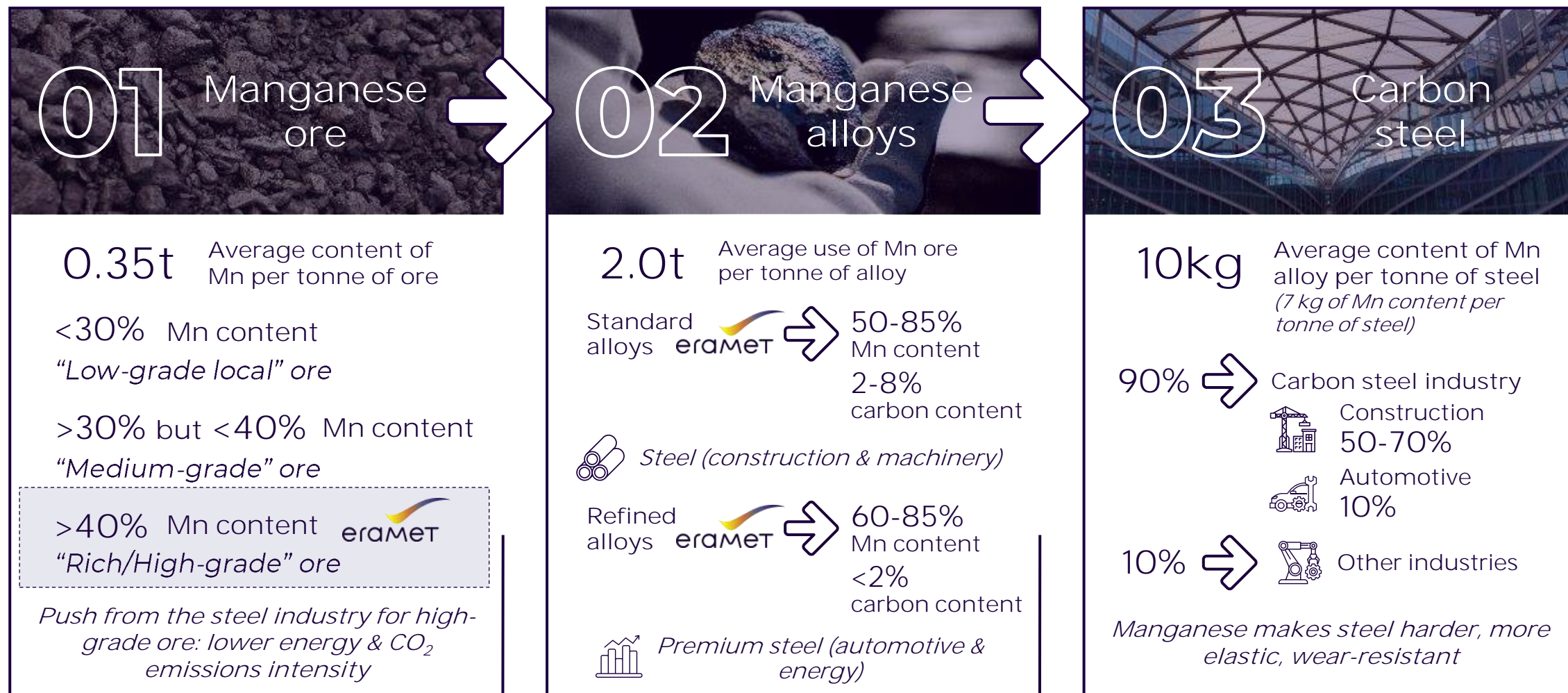
¹ OTC: Over The Counter

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

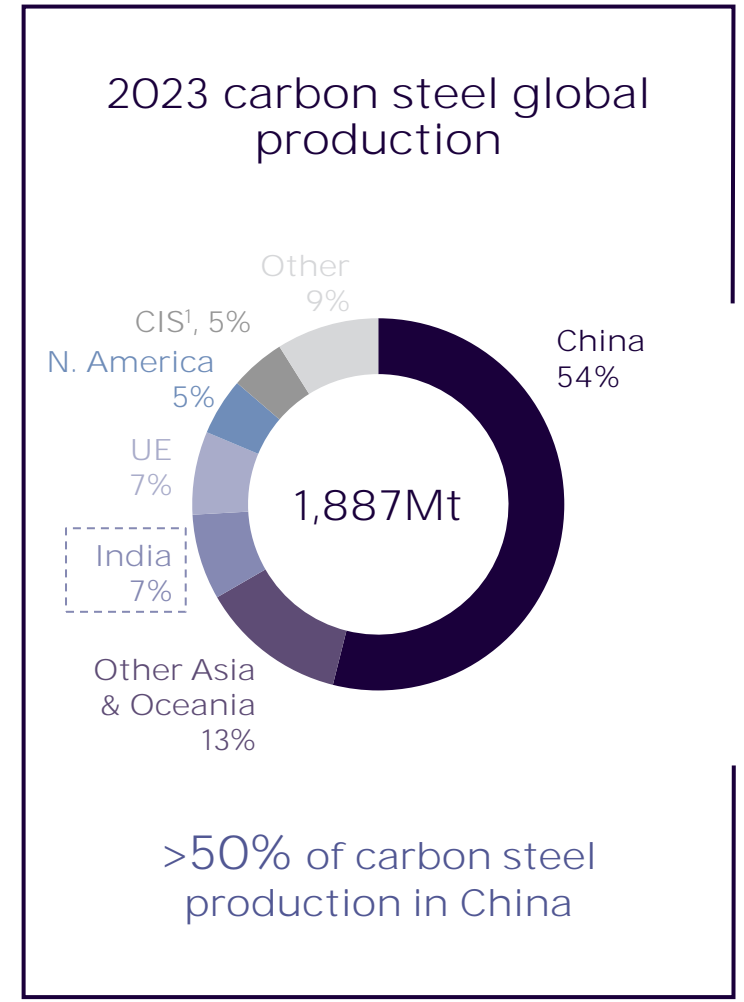
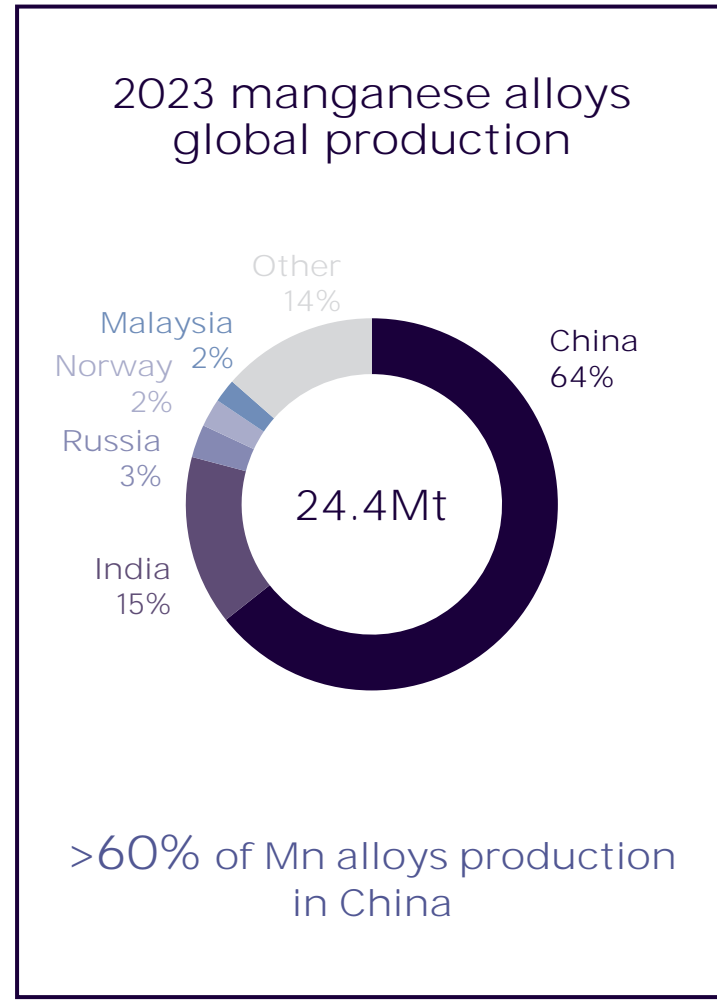
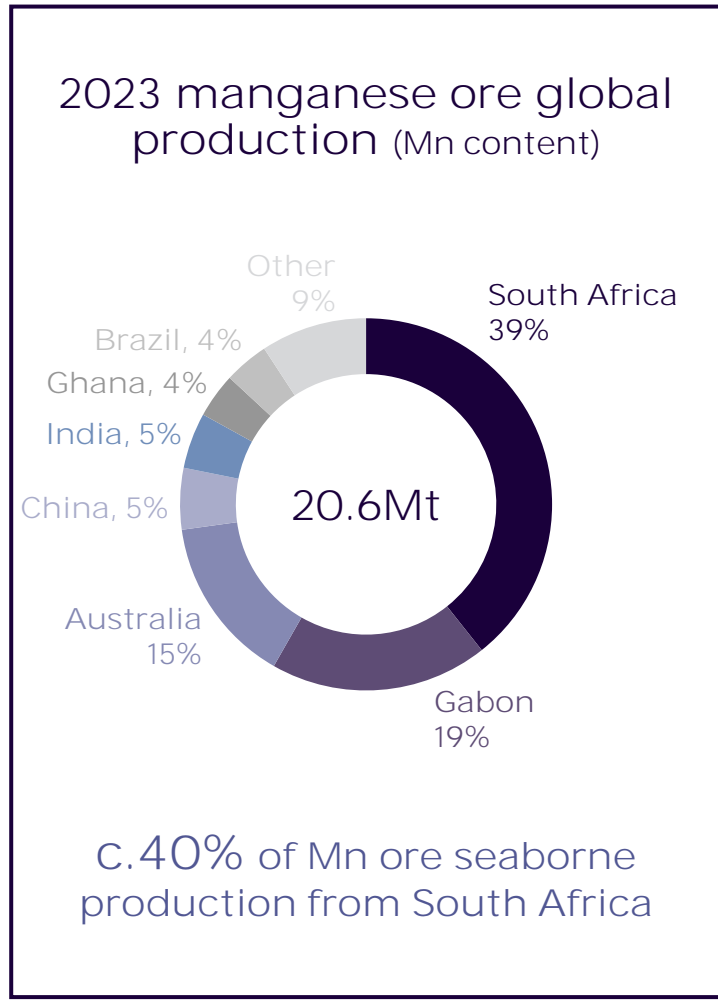
³ Monthly price floor formula indexed on LME with 1 month lag and based on ore grade and moisture rate

Manganese

Carbon steel, the main end-market of Manganese

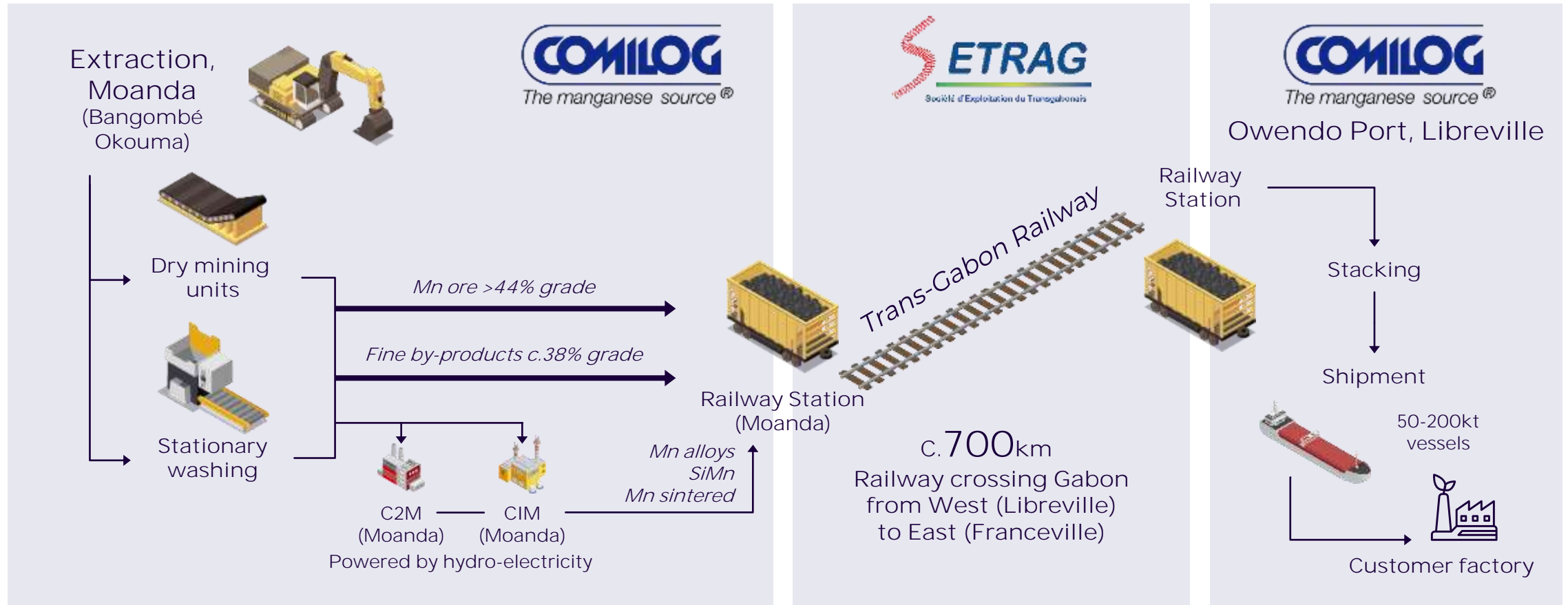


China driving demand for Manganese ore, with India emerging



¹ Commonwealth of Independent States

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



Optimizing ore recovery & transportation

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



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

Company	Share (%)
Eramet	30%
South 32	30%
Assmang	16%
NGM	6%
TMI	4%
Buritirama	2%
Other	12%

9.6Mt 2023 global production

1st global producer of high-grade Mn ore

South 32 30% (GEMCO mine c.25%)

Main consumers of Mn ore

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

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

c.18% of global
demand for refined
alloys

640kt alloys sales

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



Sulfide-type ore

Canada, Russia

26% of global production

- ▶ Nickel combined with several other valuable metals
- ▶ Nickel to be transformed in nickel concentrate

Laterite-type ore

Indonesia, New Caledonia



74% of global production

- ▶ Nickel to be transformed into ferronickel, NPI ("Nickel Pig Iron") or nickel metal



Nickel Class I²



Class I production:

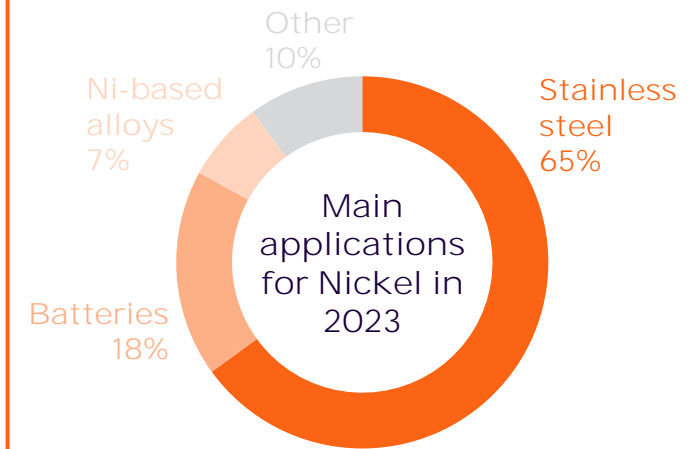
- ▶ Nickel salt and Nickel metal through 1) hydrometallurgical process or 2) pyrometallurgical process (matte)

Nickel Class I²



Class II production:

- ▶ Ferronickel (15-50% Ni) and NPI (<15% Ni) through pyrometallurgical process

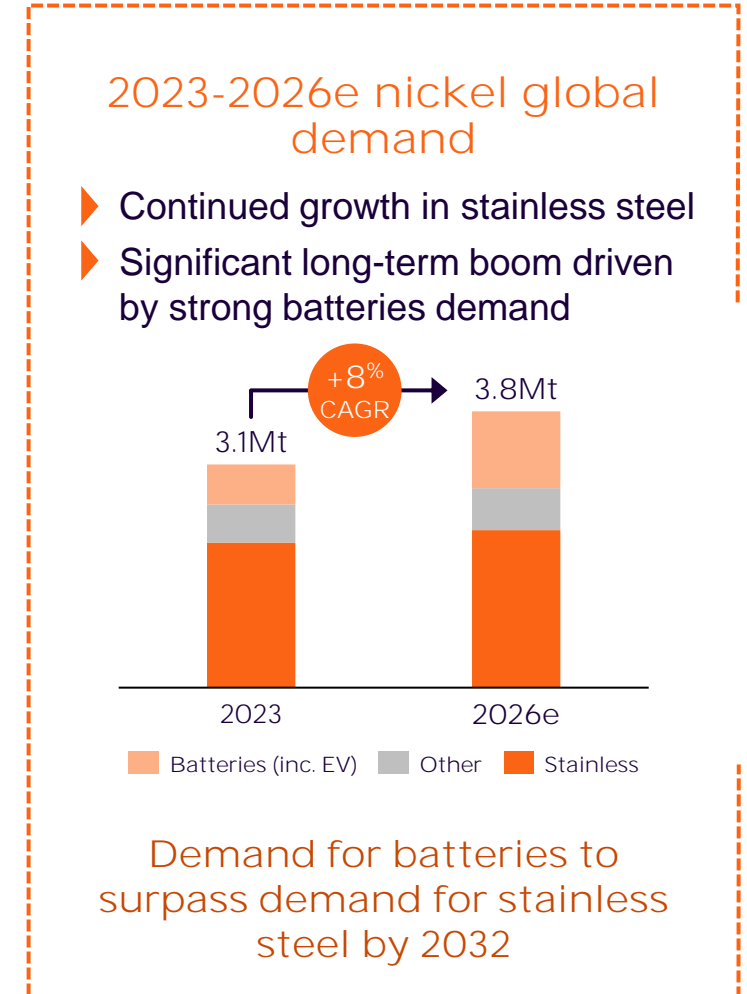
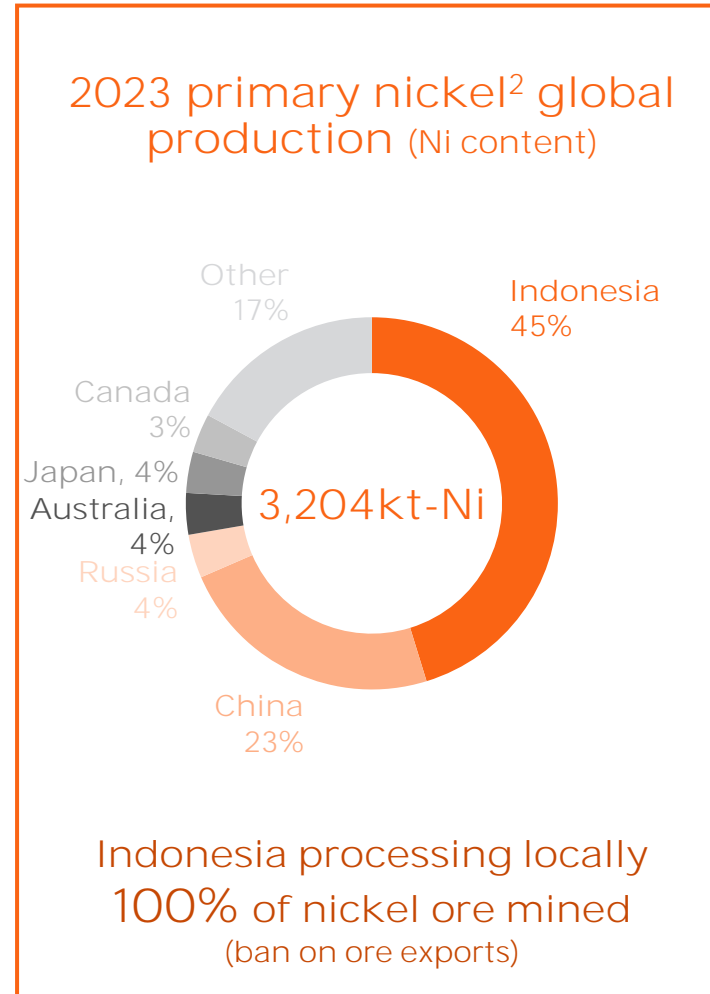
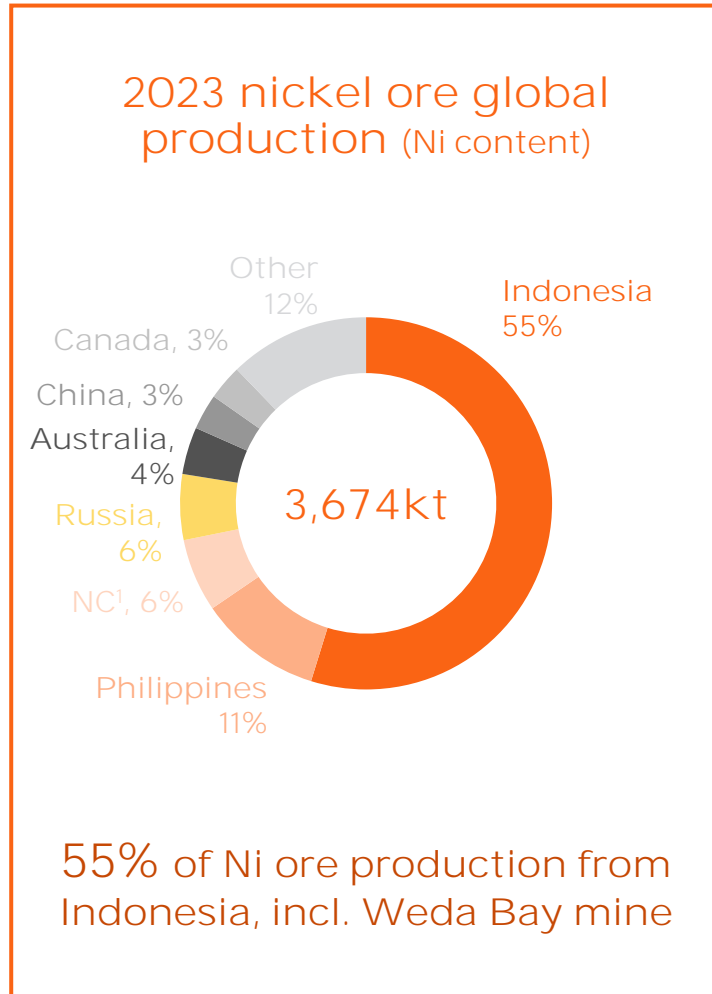


Properties of Ni: Mass & surface resistance to oxidation; ductility; high melting point; electrical resistance; catalytic properties

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



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

 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
1st quartile cash cost

c.300kt Ni content
c. 8% of worldwide Ni supply

1 NPI plant operated by Tsingshan
33.4kt-Ni ferroalloys production





Mineral sands

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



Ti²²

Dredge mining
Separation of titanium minerals
(ilmenite, leucoxene, rutile)

Zr⁴⁰

Dredge mining followed by mineral separation



(Optional)
Titanium slag / synthetic rutile
ETI plant sold in 2023

Flour, opacifier, fritz, fused zirconia & ZOC



Main applications

2023 titanium feedstocks production¹
8,513k TiO₂ units


- Pigments
- Titanium metal
- Others (incl. Welding)

2023 zircon production¹
1,159kt

- Ceramics
- Chemistry & metal
- Refractories & casting

GCO: world's largest single dredge mineral sands operation

Ti ²²	Zr ⁴⁰
------------------	------------------

 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 HMC ² production	421kt ilmenite production	48kt zircon production
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Key players in Mineral sands

↓ Major consumers of Mineral sands ↓

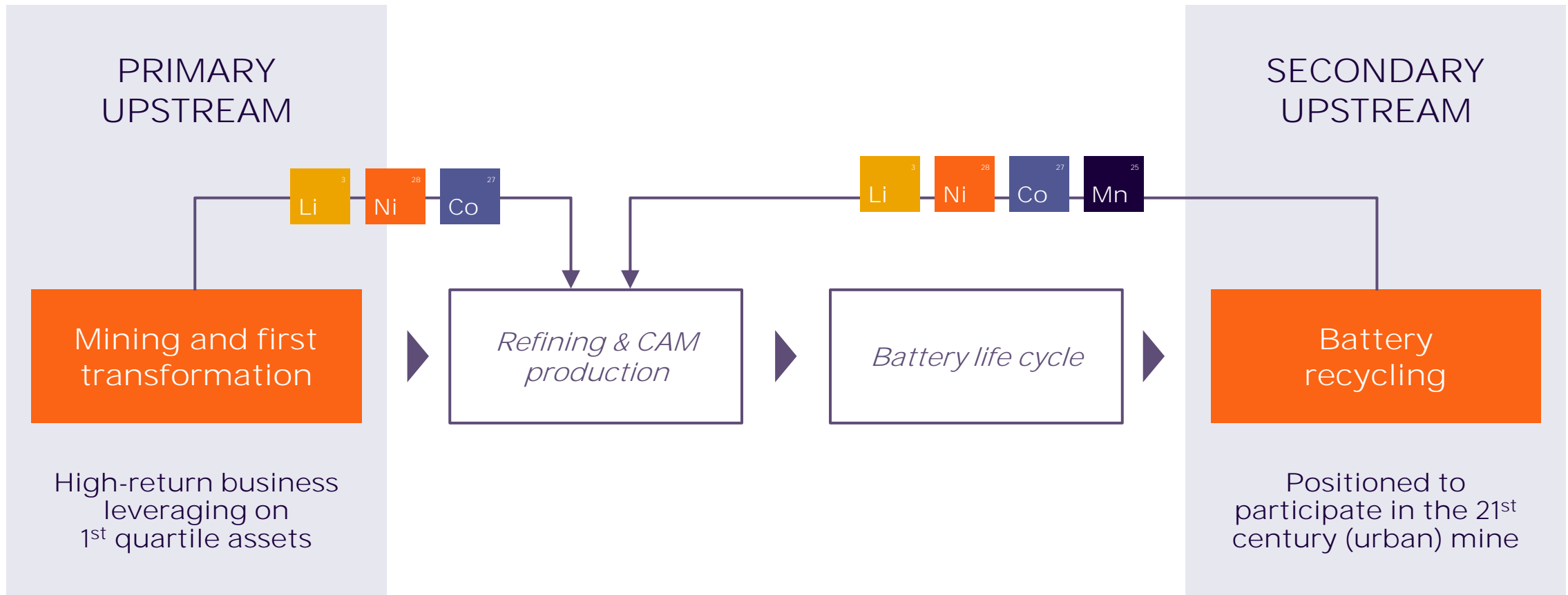
Titanium		Zircon	
<i>Pigments</i>		<i>Ceramics</i>	<i>Refractories & abrasives</i>
			
			
	<i>Welding</i> 		Bengbu



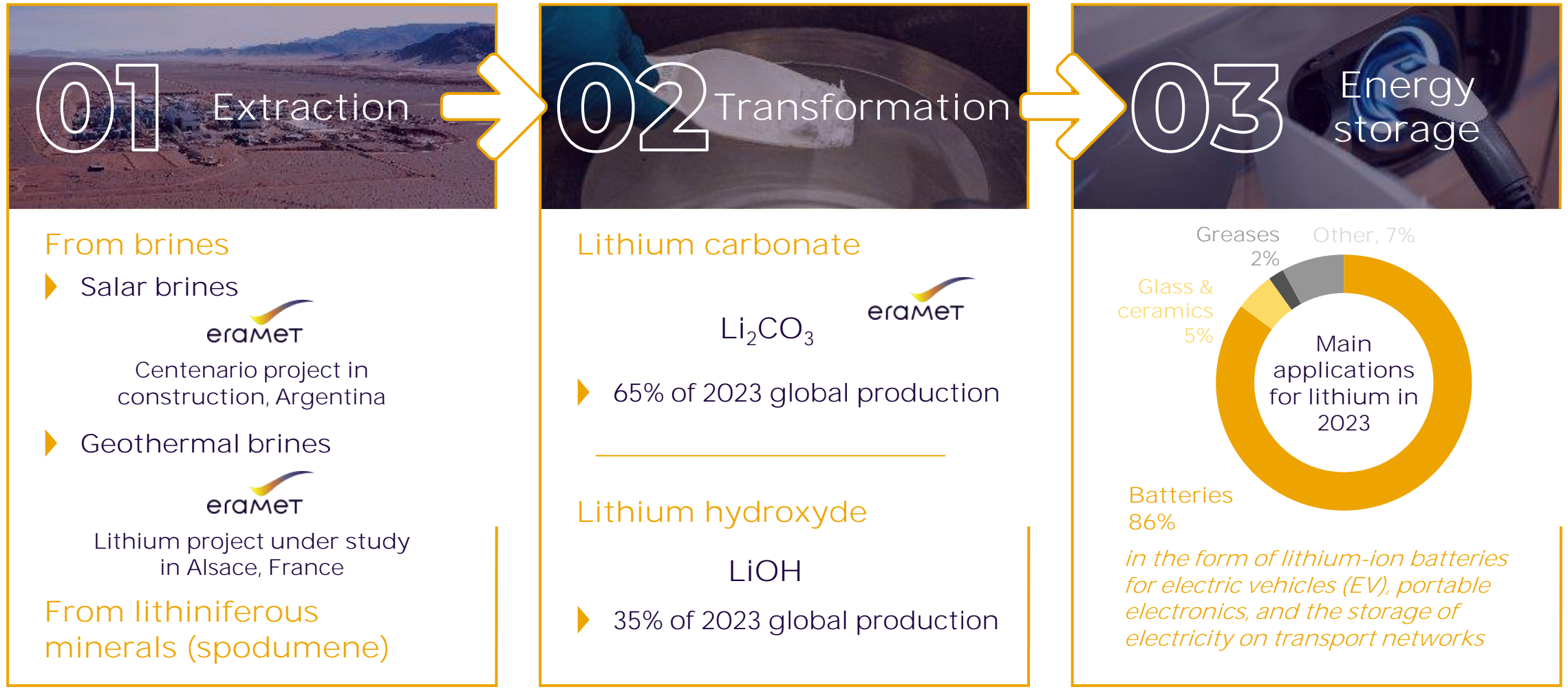
04

Sustainably develop critical metals for the energy transition

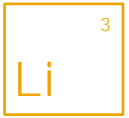
Well positioned in the battery value-chain to sustainably create value leveraging on our core expertise



Energy storage, the main end-market for lithium



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



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

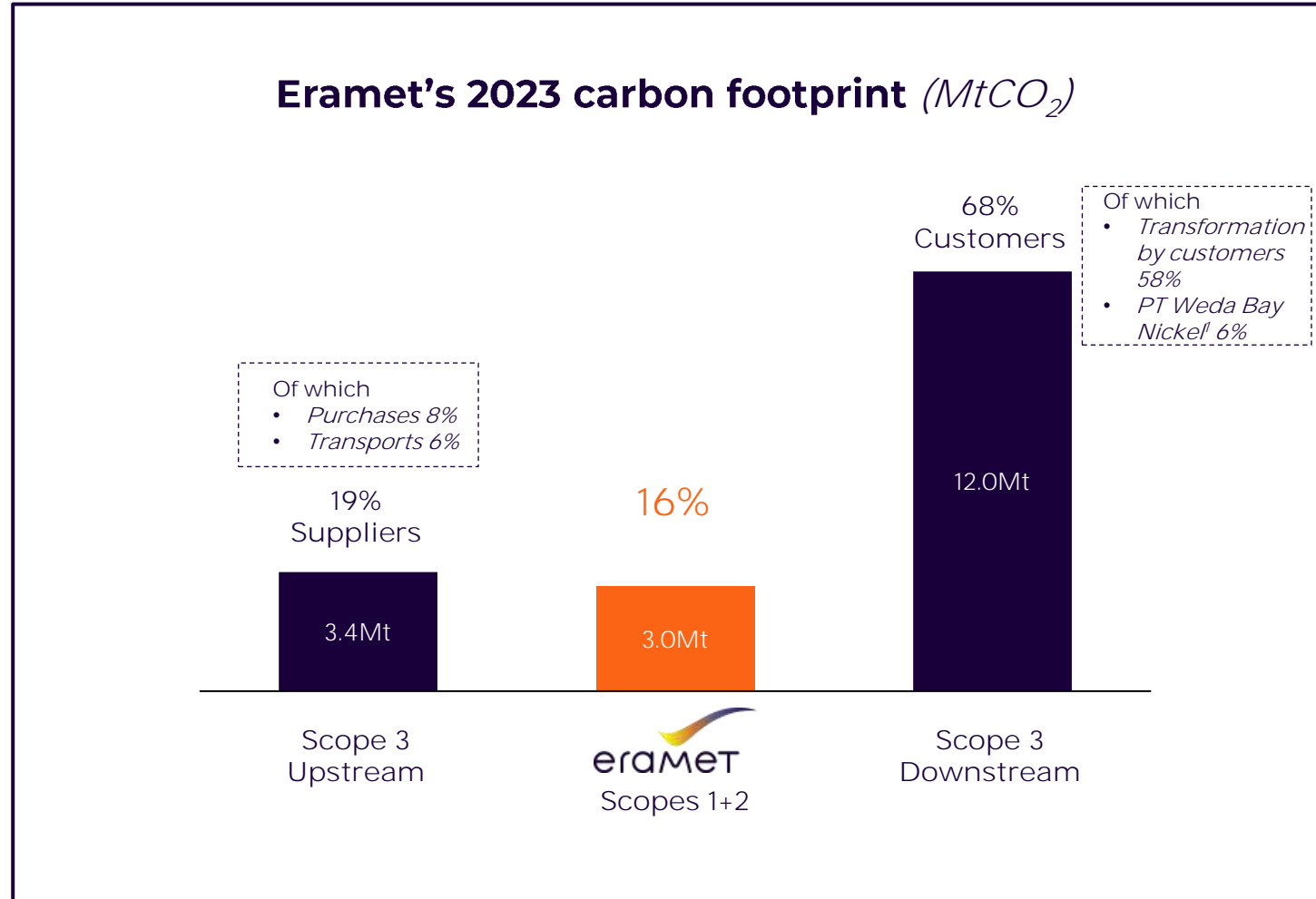
es
Permits & geothermal expertise

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

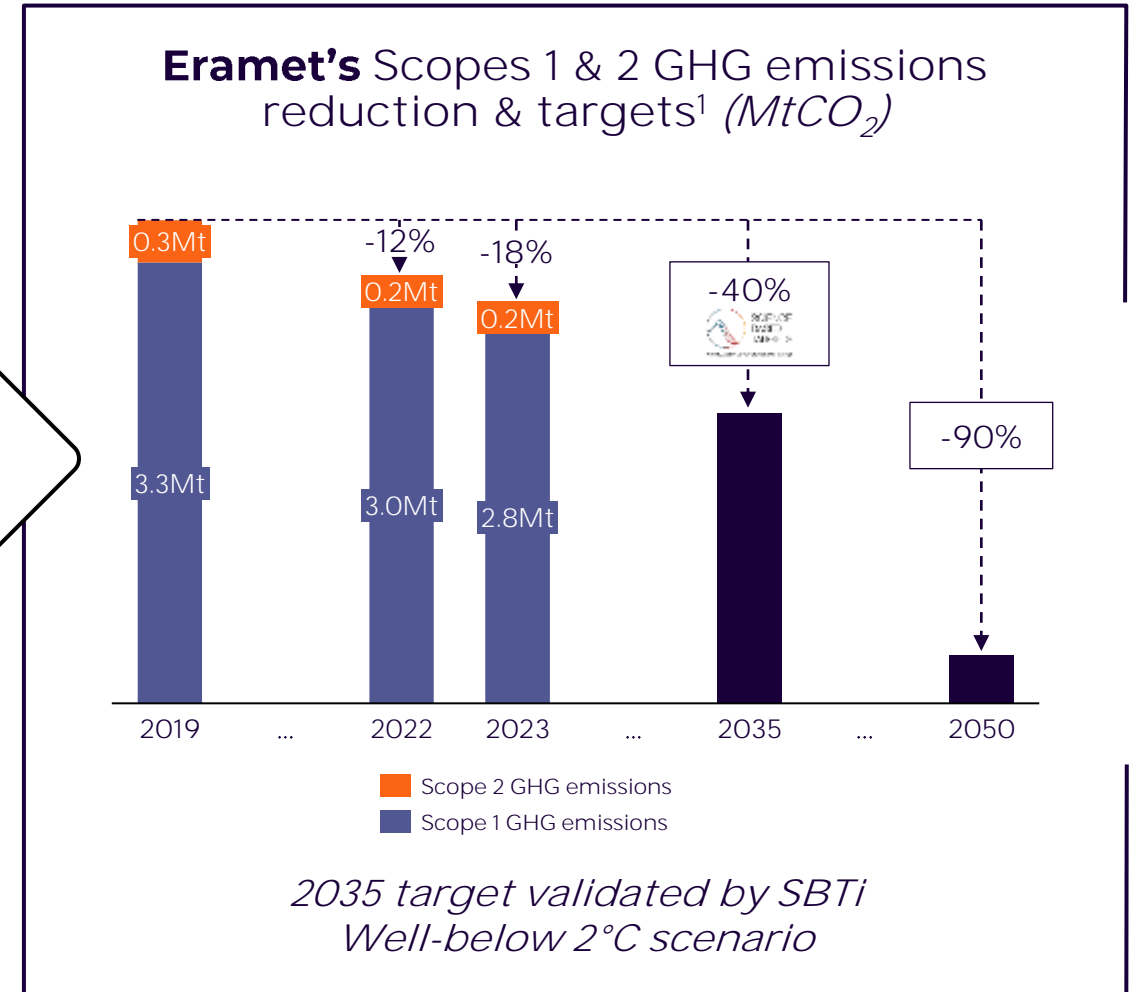
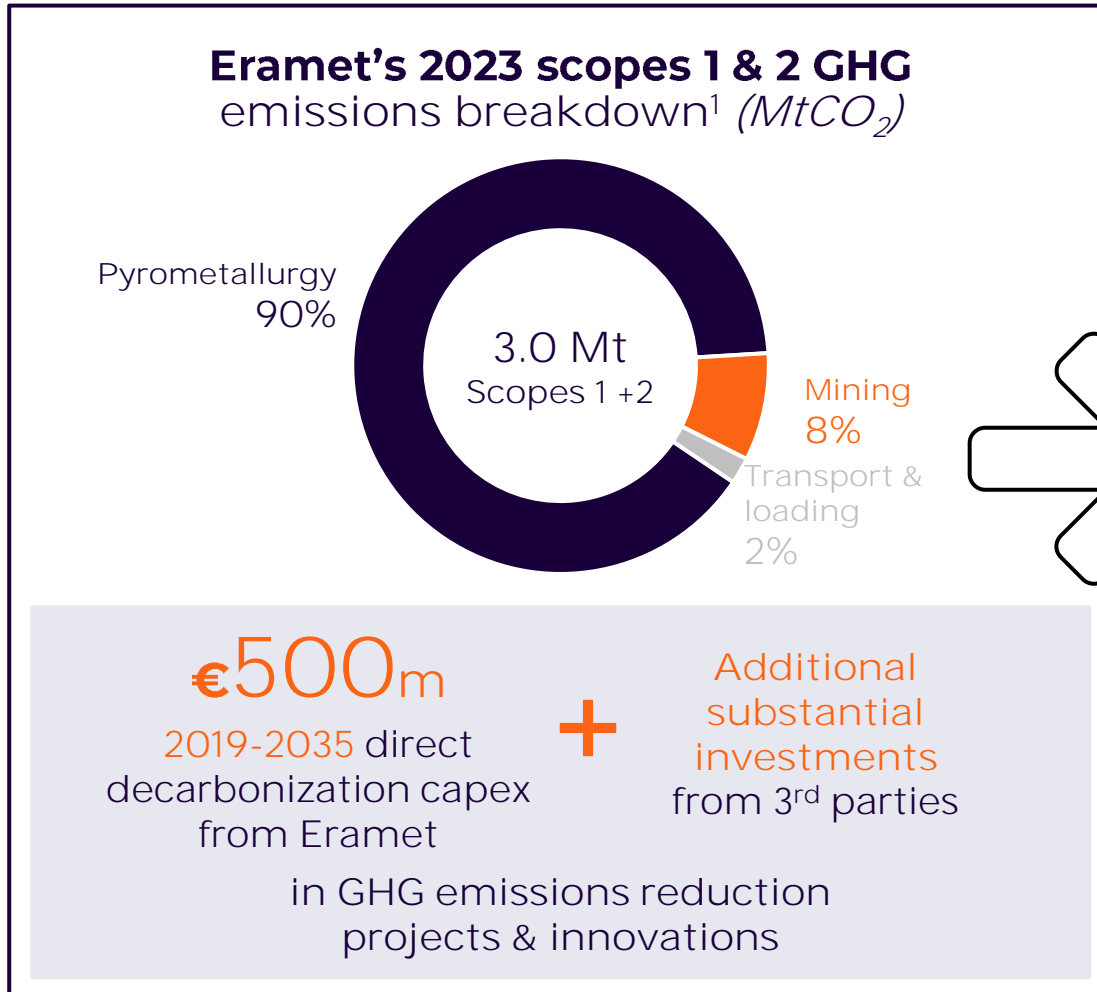
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Highly committed for decarbonization
through projects & innovations

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



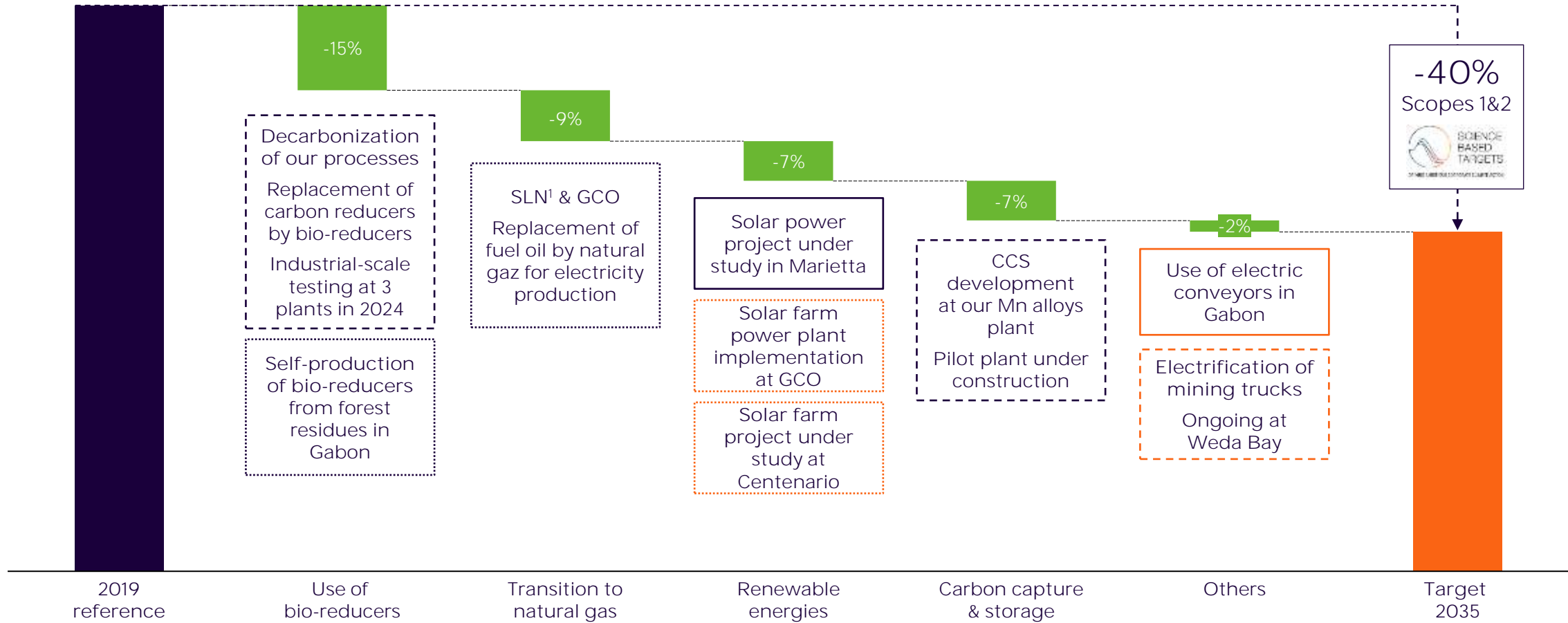
90% of the Group's direct GHG emissions come from pyrometallurgy



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

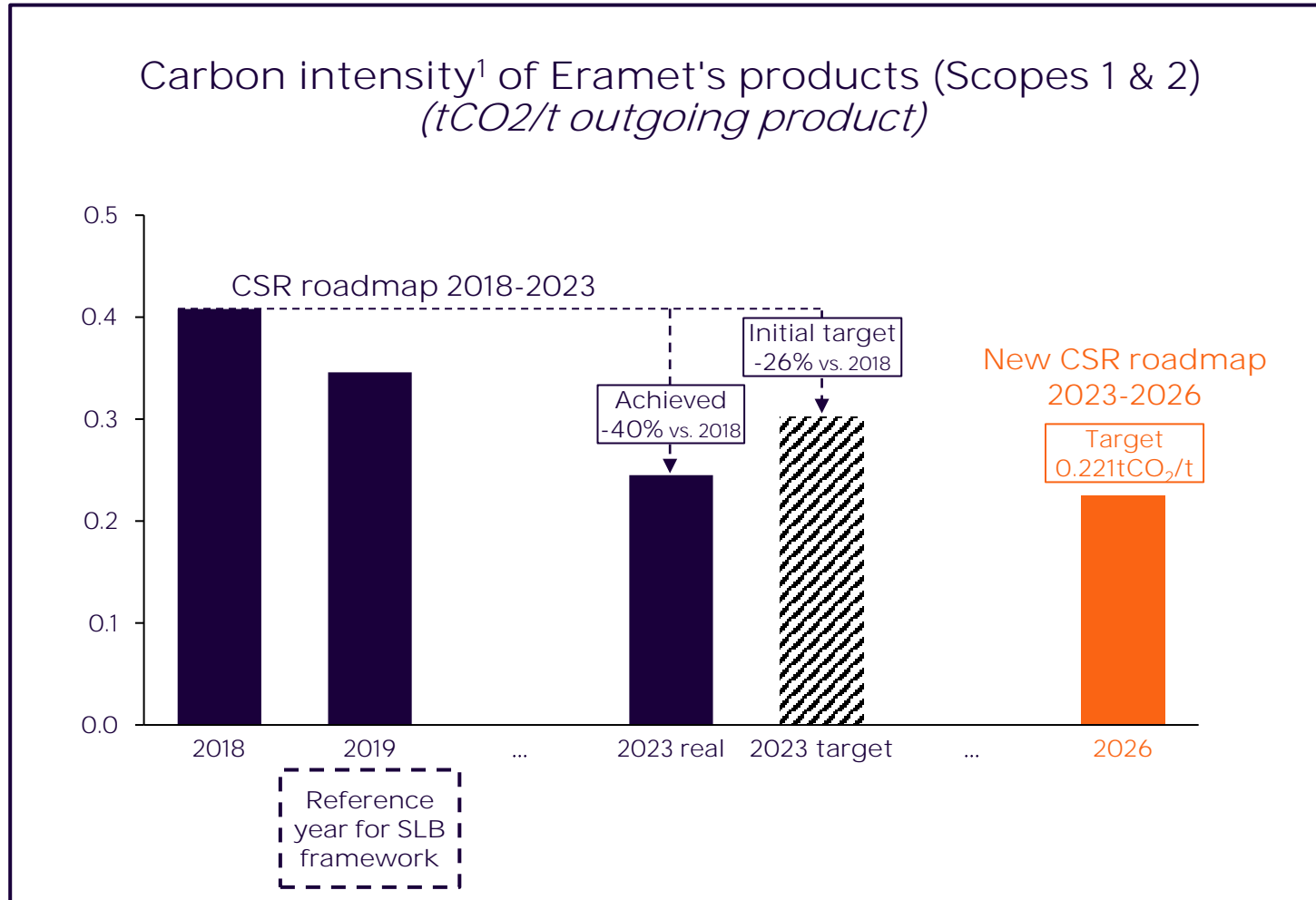
Pyrometallurgy (c.90% of energy consumption & GHG emissions)
 Mining (c.10% of energy consumption & GHG emissions)

Realized Implementation / industrialization ongoing
 Project or under consideration



¹ Projet under study. To be assessed in the context of the Pacte Nickel for New Caledonia

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

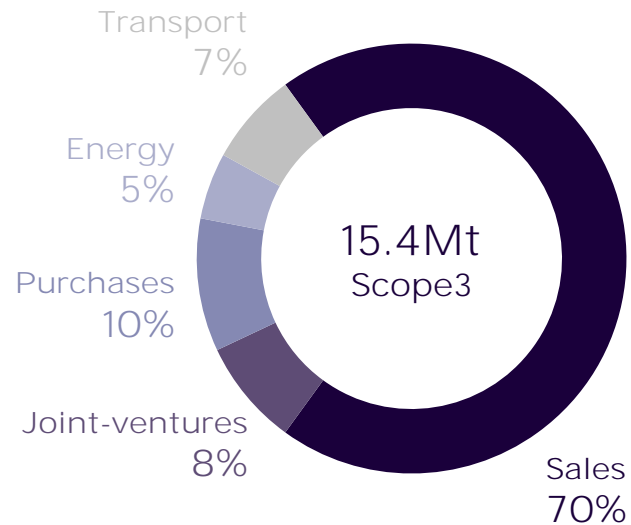
SLB² financing framework

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

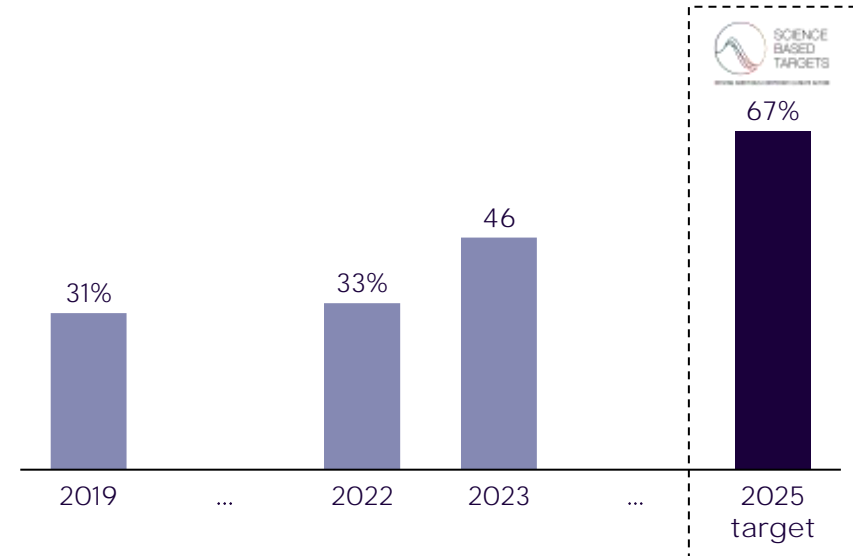
-40% target in 2030
vs. 2019 (Carbon intensity)

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

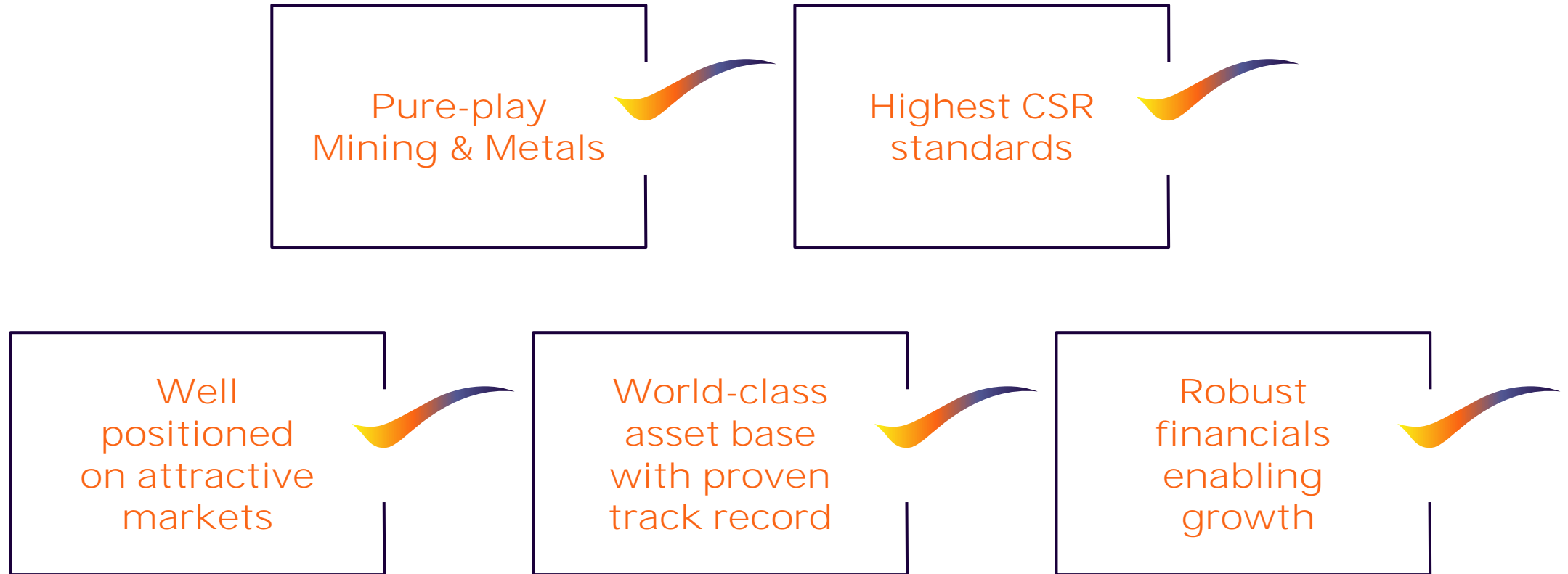
 SLB financing framework



06

A new ERA

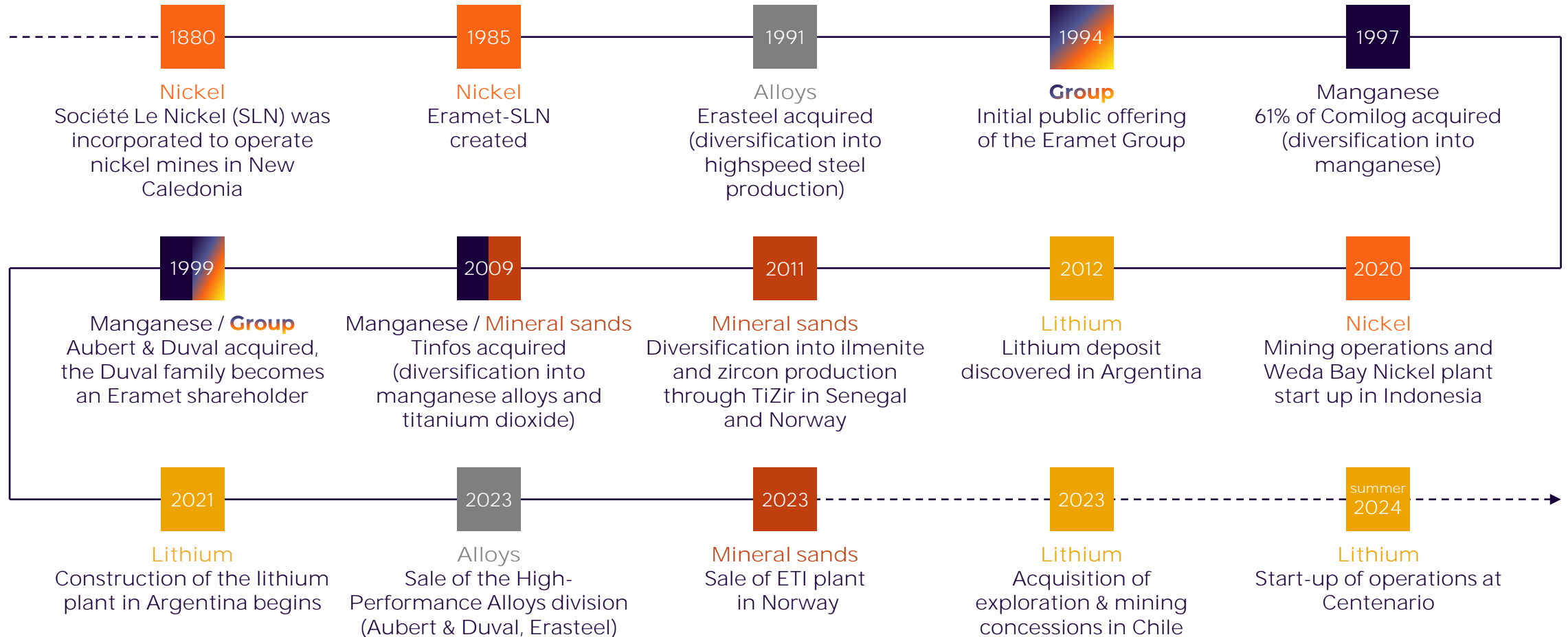
Eramet perfectly positioned to further unlock value in a new era of metals



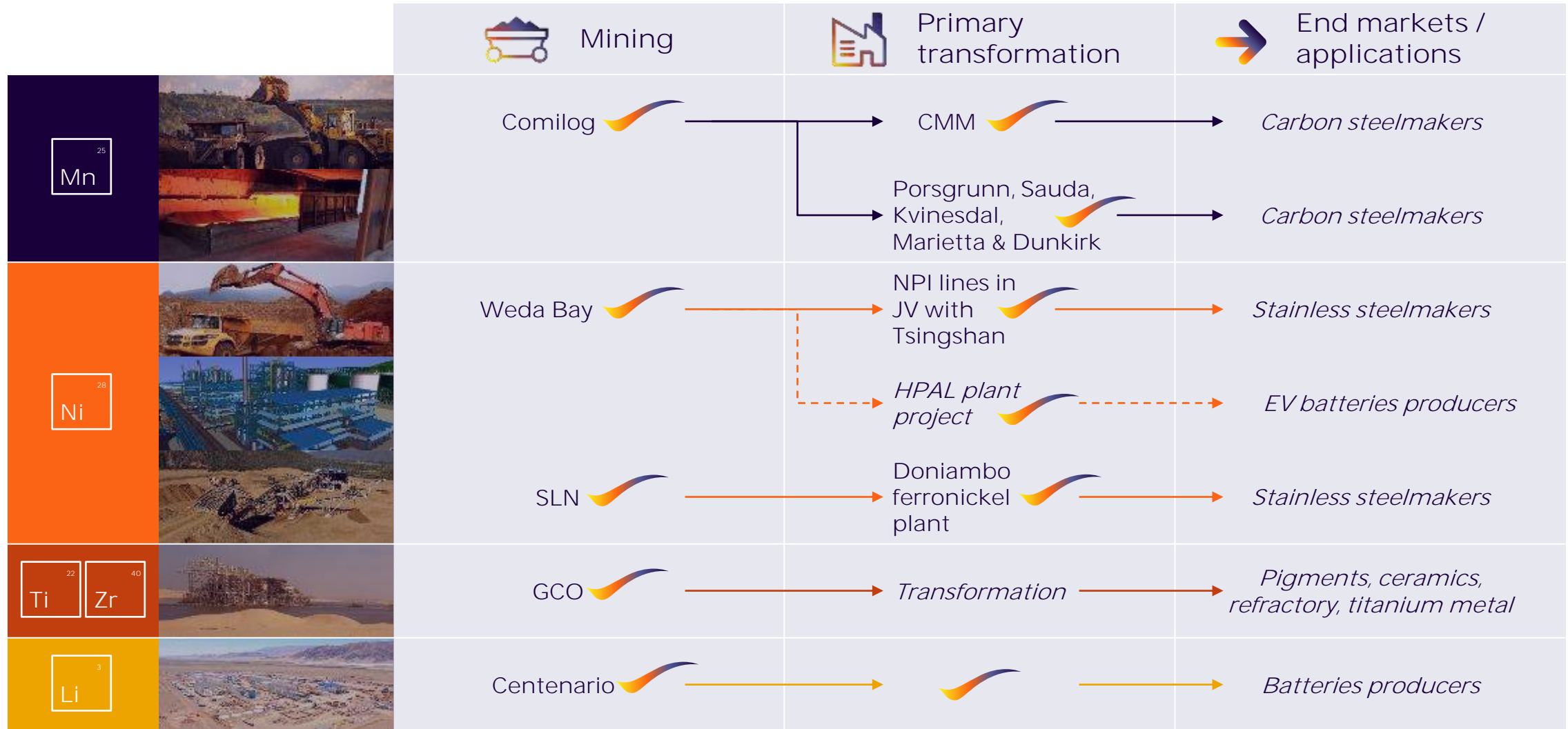


Appendices

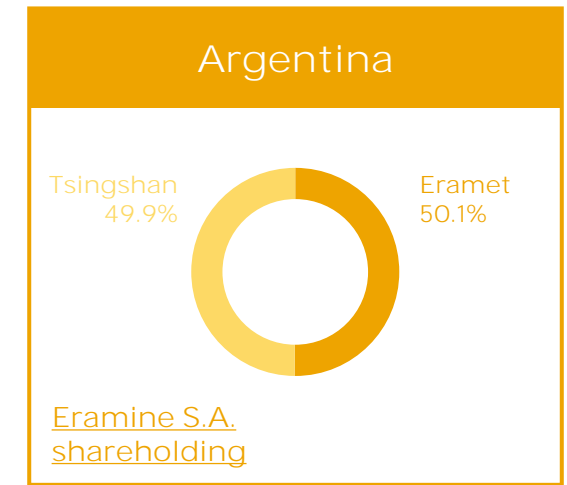
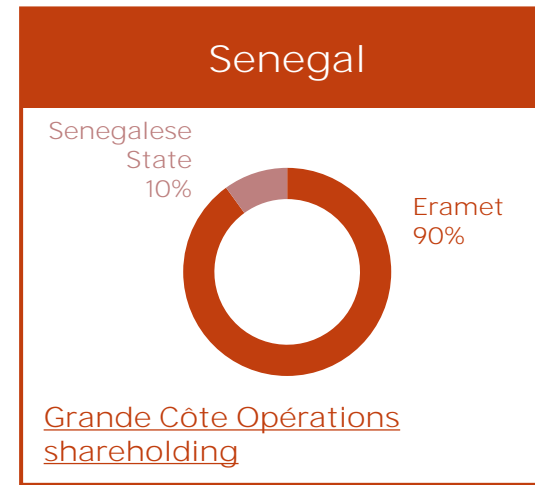
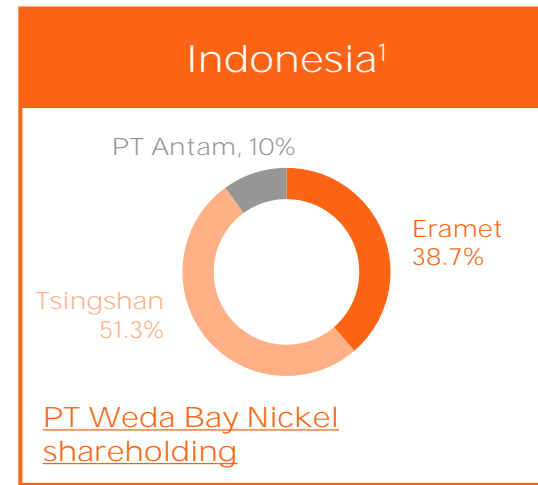
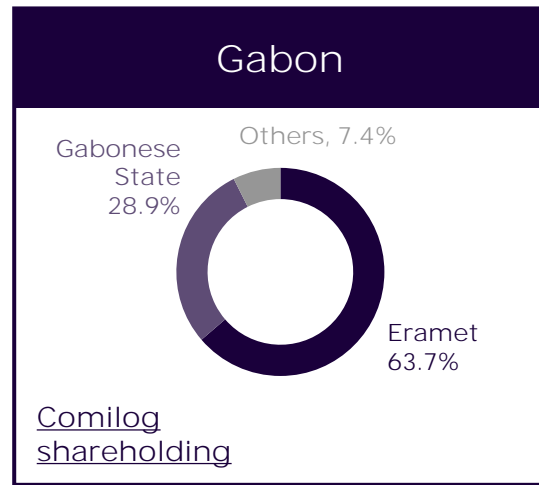
A Mining & Metals longtime player



Positioning of Eramet in the M&M value chain

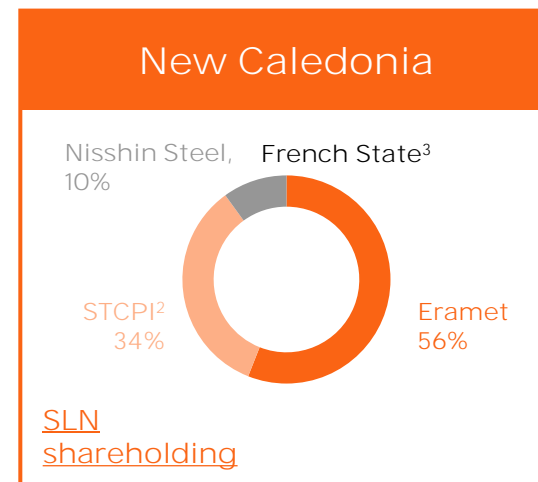


Eramet associates the main countries & territories where it operates



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 SANITARIUM** (Icon: Water tap)
- 8 DECENT WORK AND ECONOMIC GROWTH** (Icon: Bar chart with upward arrow)
- 11 SUSTAINABLE CITIES AND COMMUNITIES** (Icon: 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 Maignan
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 NOUËL
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.

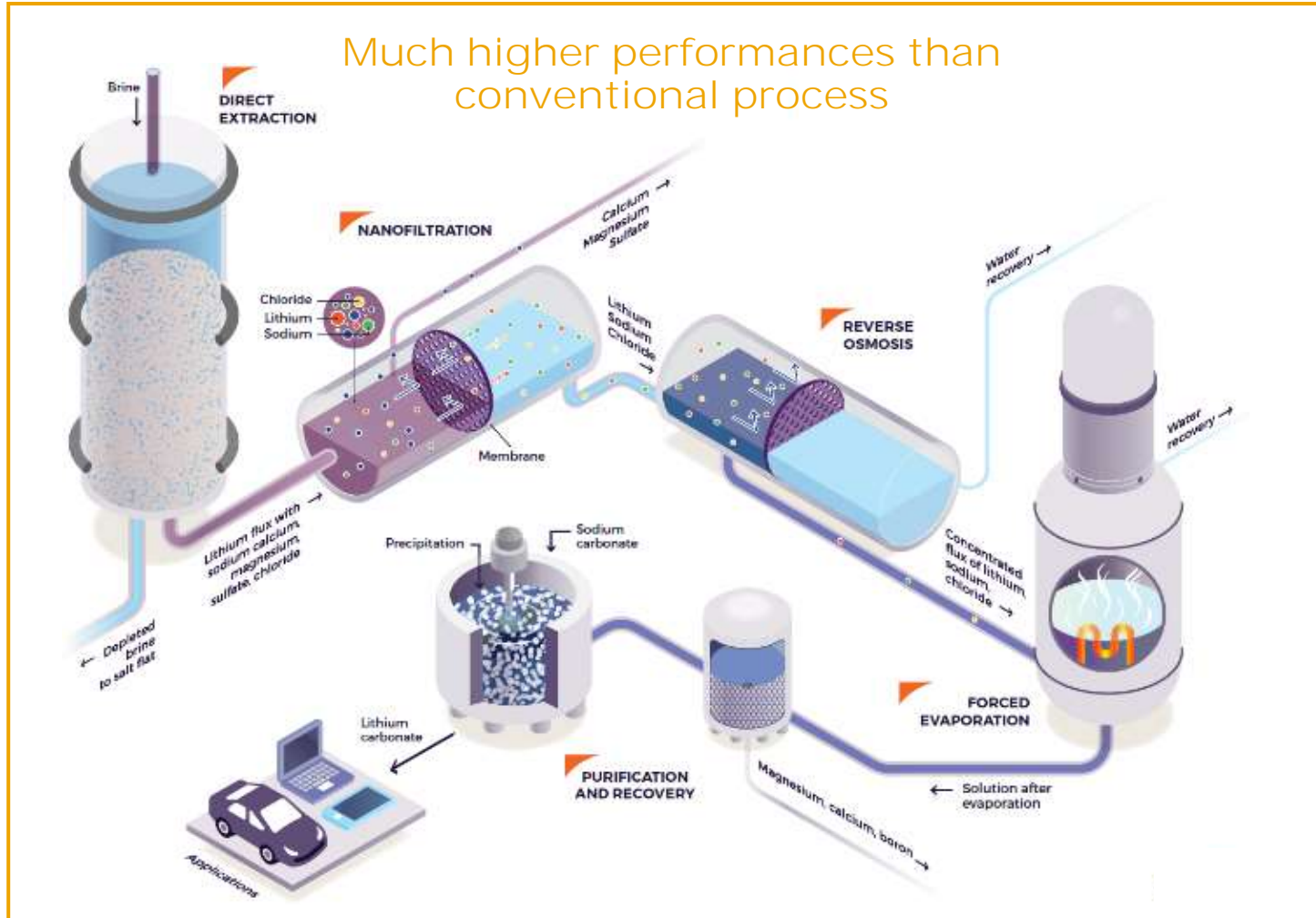
Previously, he held various operational and business development positions in the mining industry within major industrial groups such as BHP and Mitsubishi Corporation.



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

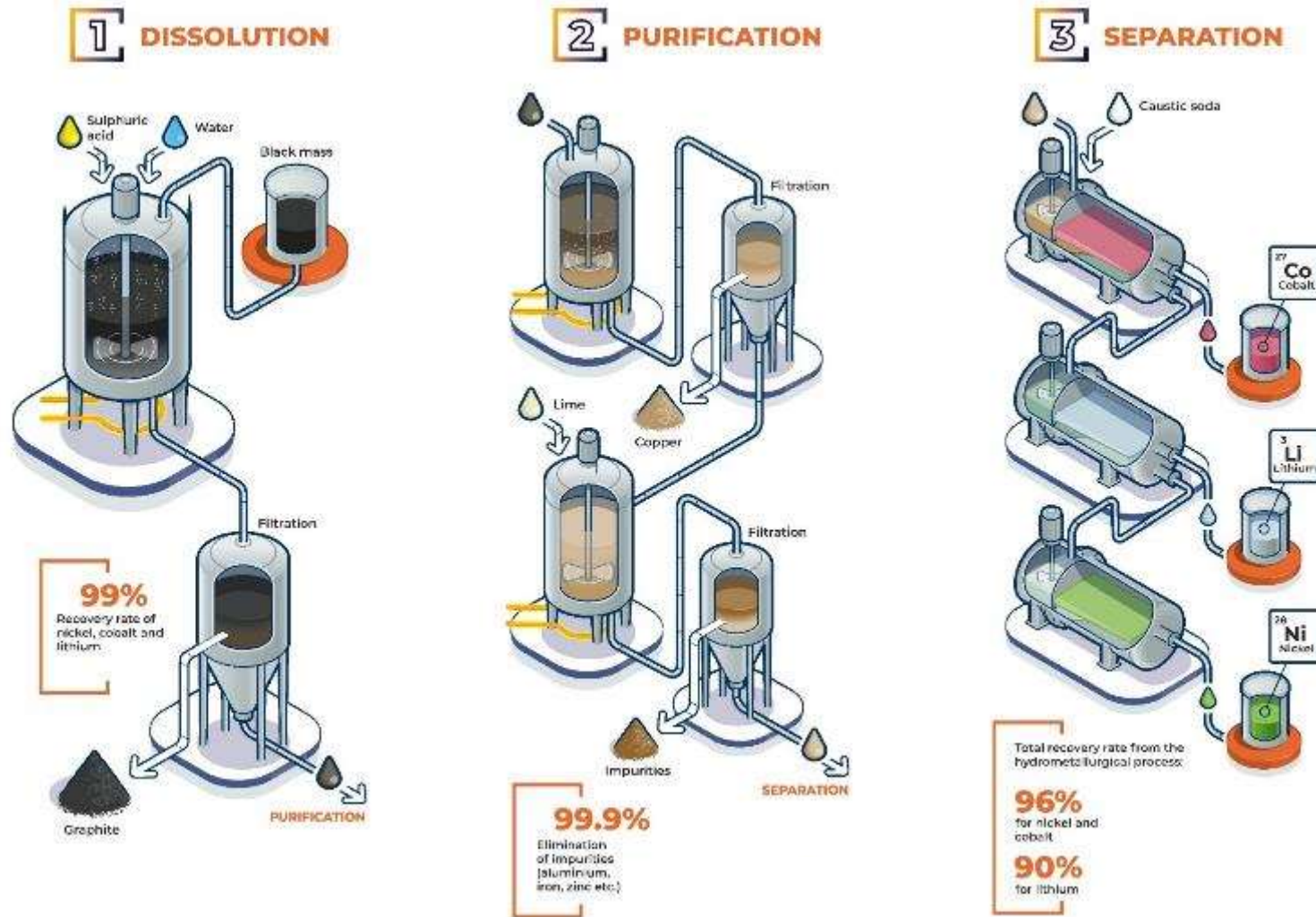
Efficient purification

- ▶ 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



<p>1 Take care of health and safety of people on our sites</p> <p>FR2 < 1.0</p> <p>100%¹ of our employees benefit from a common social protection floor</p> <p>90% of sites have a Well Being programme</p>	<p>2 Provide an inclusive environment where everyone can grow</p> <p>30% of women managers</p> <p>1,000 “early career contracts” opportunities</p> <p>90% of employees with a formal development discussion</p>	<p>3 Accelerate the local & sustainable development for communities</p> <p>6,000 jobs voluntarily supported (excluding core business)</p> <p>500 young people, 50% of whom come from local communities 50% girls, supported for qualifying training in secondary or higher education</p>
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2035 TARGET **100%** Sites with Diversity & Inclusion label

¹ After one year within the company

Trusted partner for nature: 2026 ambitions



<p>4 Control & optimize water consumption</p> <p>60% at GCO 80% at Centenario</p> <p>Recycling rate in water-stressed areas for current or future projects</p> <p>100% of sites have a Water management plan including reduction targets for all sites</p>	<p>5 Biodiversity preservation</p> <p>Rehabilitation ratio > 1.0</p> <p>100% of our mining sites have a Biodiversity Action Plan in line with IFC Performance Standards</p>	<p>6 Mitigate risk of pollution / Reduce environmental impact</p> <p>100% of sites have a diffuse dust source map and a reduction action plan for major sources</p> <p>100% of sites, identified as sensitive, have ambient air quality monitoring at neighbouring communities and share data</p> <p>100% of sites have a full water discharge monitoring and share data</p>
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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

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sandrine.nourrydabi@eramet.com

