



Group Presentation

May 2025



Disclaimer

Certain information contained in this presentation including any information on Eramet's plans or future financial or operating performance and any other statements that express management's expectations or estimates of future performance, constitute forward-looking statements. Such statements are based on a number of estimates and assumptions that, while considered reasonable by management at the time, are subject to significant business, economic and competitive uncertainties. Eramet cautions that such statements involve known and unknown risks, uncertainties and other factors that may cause the actual financial results, performance or achievements of Eramet to be materially different from the company's estimated future results, performance or achievements expressed or implied by those forward-looking statements.

Past performance information given in this presentation is solely provided for illustrative purposes and is not necessarily a guide to future performance. No representation or warranty is made by any person as to the likelihood of achievement or reasonableness of any forward-looking statements, forecast financial information or other forecast. Nothing contained in this presentation is, or shall be relied upon as, a promise, representation, warranty or guarantee as to the past, present or future performance of Eramet.

Nothing in this presentation should be construed as either an offer to sell or a solicitation to buy or sell securities nor shall there be any offer or sale of these securities in any jurisdiction in which such offer, solicitation or sale would be unlawful under the securities laws of any such jurisdiction.

Eramet at a glance

01




erameT

Eramet: a global pure-play Metals & Mining Company

Four businesses

€3.4bn
2024 Group
Adjusted
turnover¹



Manganese
60%
of sales

Nickel
31%²
of sales

Mineral sands
9%
of sales

Lithium
*1st lithium production
end-December 2024*

2024 Adjusted sales¹ by destination



FY 2024 key metrics

Adjusted EBITDA¹ **€814m**

Adjusted FCF¹ **-€308m**

Adjusted Leverage¹ **1.8x**

Employees⁴ **10,160**

Mining &
processing sites **20**

Countries **16**

1. Adjusted sales (excluding SLN), Adjusted EBITDA (excluding SLN), and Adjusted FCF as defined in Appendix 10 – Financial Glossary of the FY2024 results press release (Feb. 19th, 2025)

2. Including €405m ferronickel trading turnover, accounted at the Holding level in adjusted turnover

3. China, including Hong Kong

4. Including 8,828 employees of Eramet group and 1,332 employees of PT Weda Bay Nickel

Operating in manganese, nickel, mineral sands & ramping-up in lithium

MANGANESE
In operation



ASSETS


 **Ore – Moanda (Gabon)**
World's largest HGO manganese mine

 **Alloys, 6 metallurgical plants:**
1 in France, 1 in Gabon, 3 in Norway & 1 in the US

2024 KPIs


Sales: €2,025m
EBITDA: €563m
FCF: €101m
Headcounts³: 4,752


NICKEL
In operation



ASSETS

Weda Bay (Indonesia)

 World's largest nickel mine

 1 NPI plant

2024 KPIs

Adj. Sales^{1,2}: €1,041m
Adj. EBITDA¹: €266m
Adj. FCF: €111m
Headcounts³: 1,416

MINERAL SANDS
In operation



ASSETS

Eramet Grande Côte⁴ (Senegal)

 Titaniferous minerals & zircon extraction

 World's largest single dredge operation, 2 processing plants

2024 KPIs

Sales: €311m
EBITDA: €120m
FCF: €40m
Headcounts³: 842

LITHIUM
In ramp-up



ASSETS

Centenario (Argentina)

 One of the most attractive salars, located in the 'lithium triangle'

 DLE plant: 1st lithium production end-Dec. 2024

Expansion phases: optimal scope, timing currently under review

Project KPIs

Production capacity
At full-ramp-up: 24 kt-LCE/pa (battery-grade)
Long-term capacity: >75 kt-LCE/pa

Headcounts³: 483

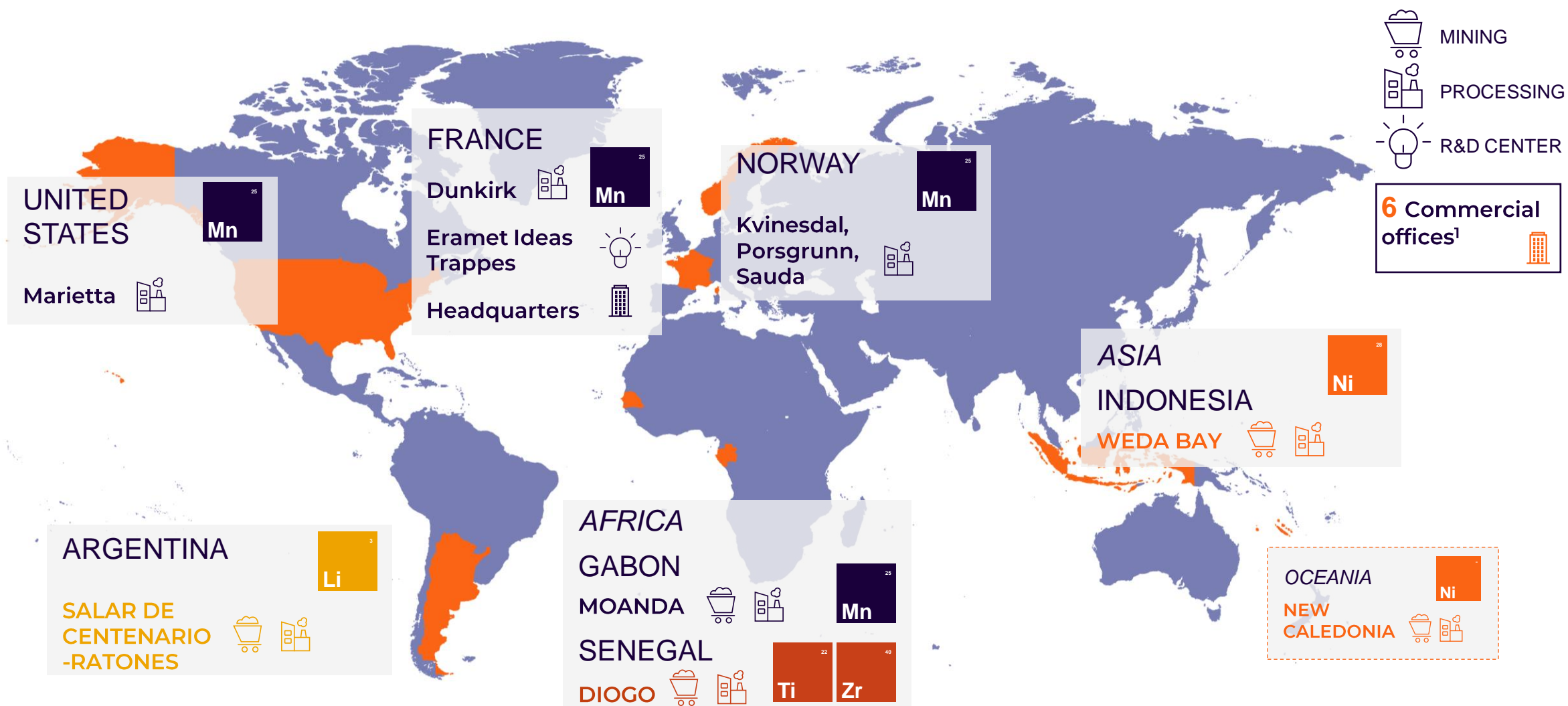
1. Adjusted sales (excluding SLN), adjusted EBITDA (excluding SLN) and adjusted FCF are defined in Appendix 10 – Financial Glossary of the FY2024 results press release (Feb. 19th, 2025)

2. Including €405m ferronickel trading turnover, accounted at the Holding level in adjusted turnover

3. o/w PT Weda Bay Nickel's 1,332 employees (excl. New Caledonia's 1,900 employees)

4. Eramet Grande Côte, "EGC" (previously Grande Côte Opérations)

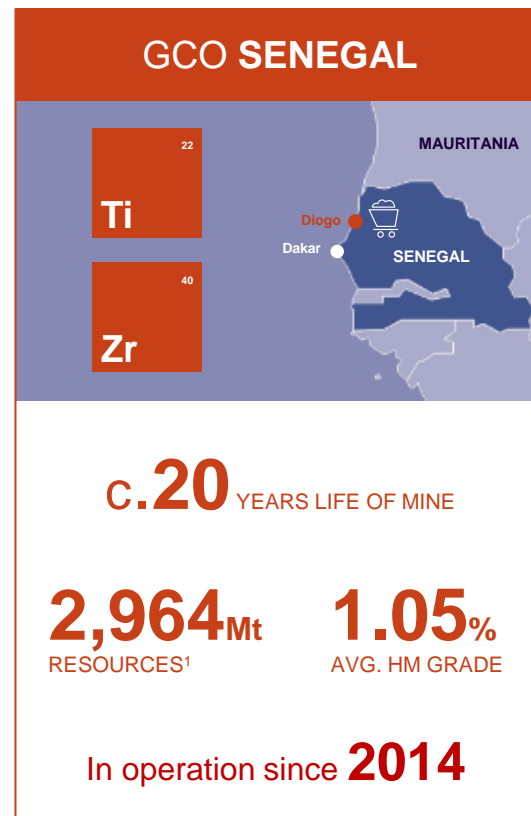
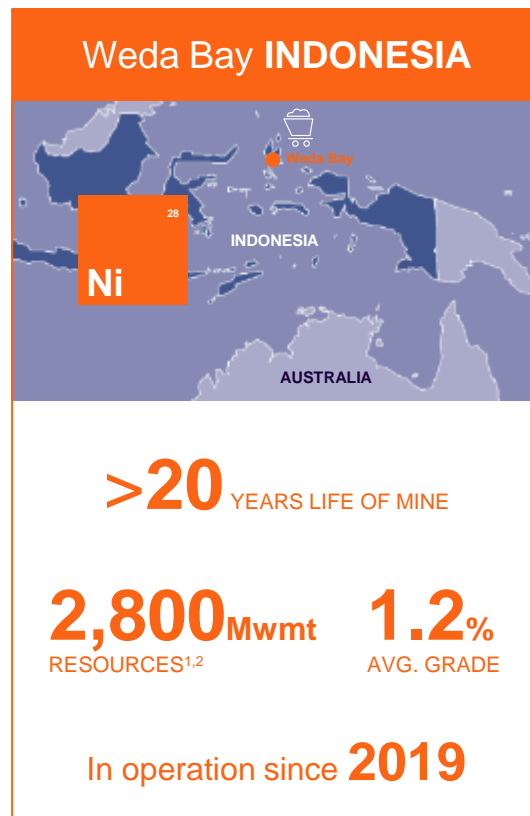
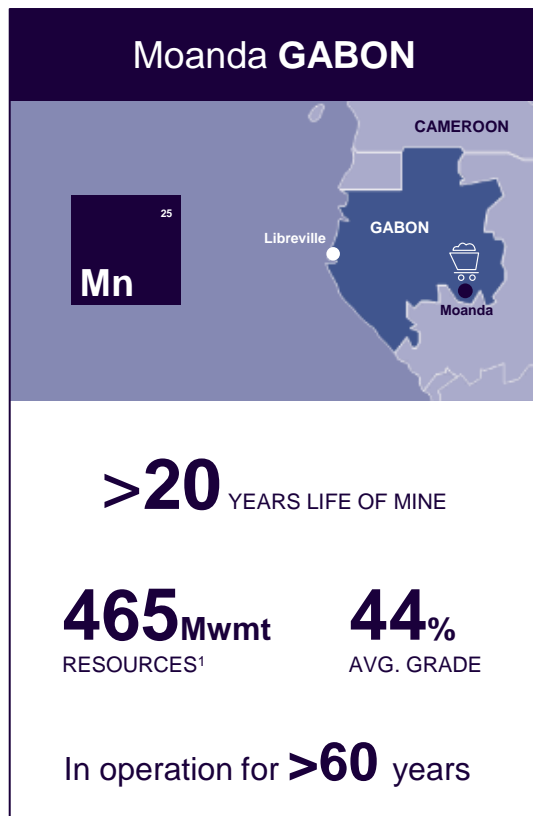
Diversified portfolio of world-class deposits and downstream processing



1. Brazil, China, South Korea, India, Japan and Taiwan

A world-class mining portfolio

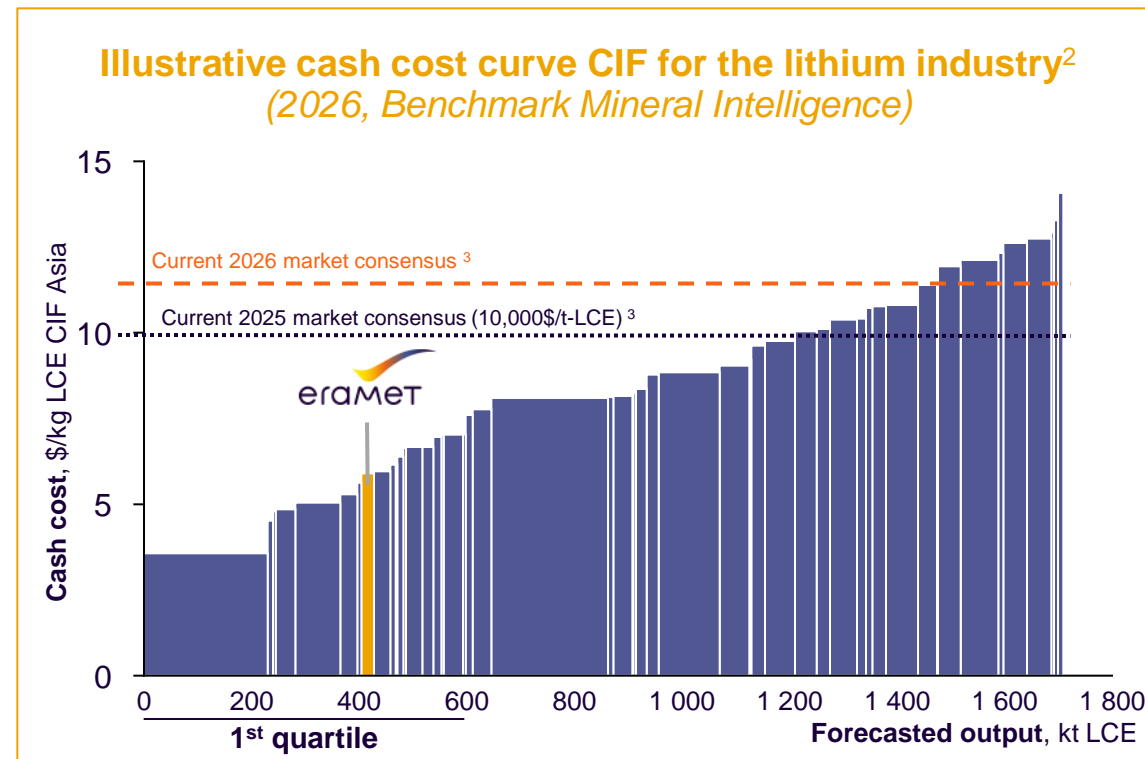
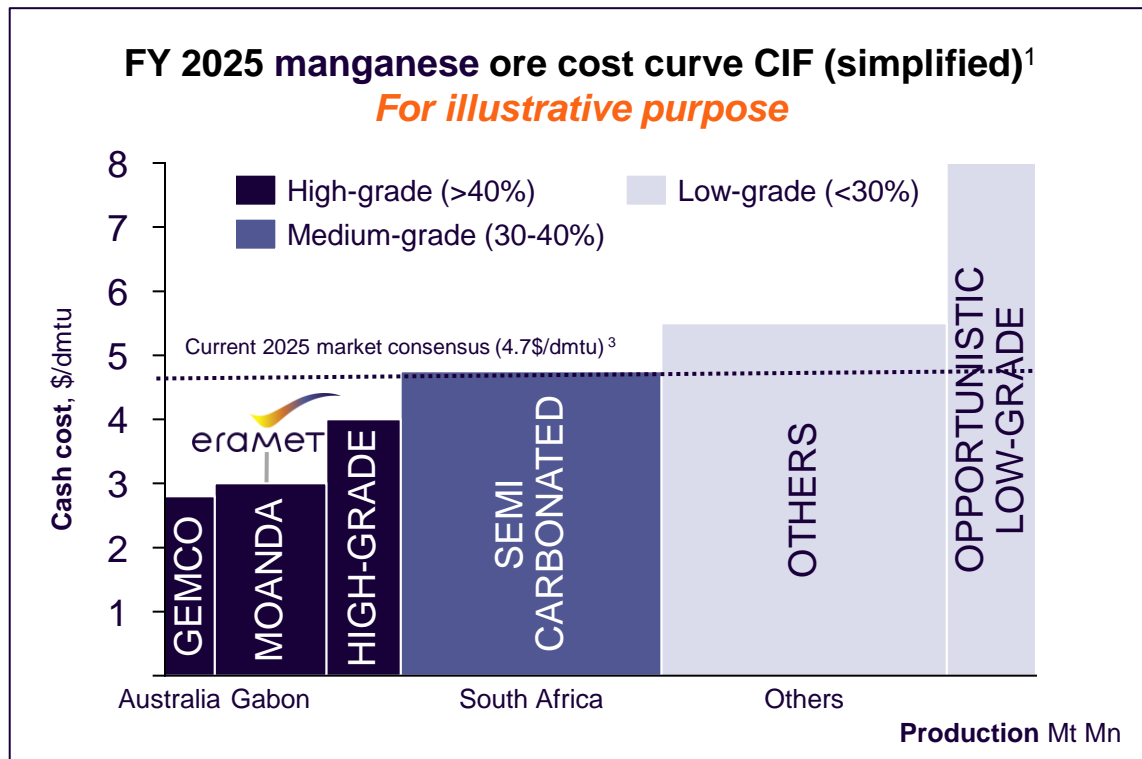
Large resource, long-life, high-grade, scalable deposits, with a 1st quartile cost curve positioning



1. Total mineral resources for Mn, Ni & Mineral sands, & drainable for lithium as of January 1, 2025, see section 1.3 of the 2024 URD

2. Target to be certified in the short term; 2,589 Mwmt on January 1, 2025

Well positioned assets on the cash cost curve: resilient at low commodity prices



PT Weda Bay Nickel (PT WBN)

**1st quartile
cash cost**

World's largest nickel mine, operated
in partnership with Tsingshan group

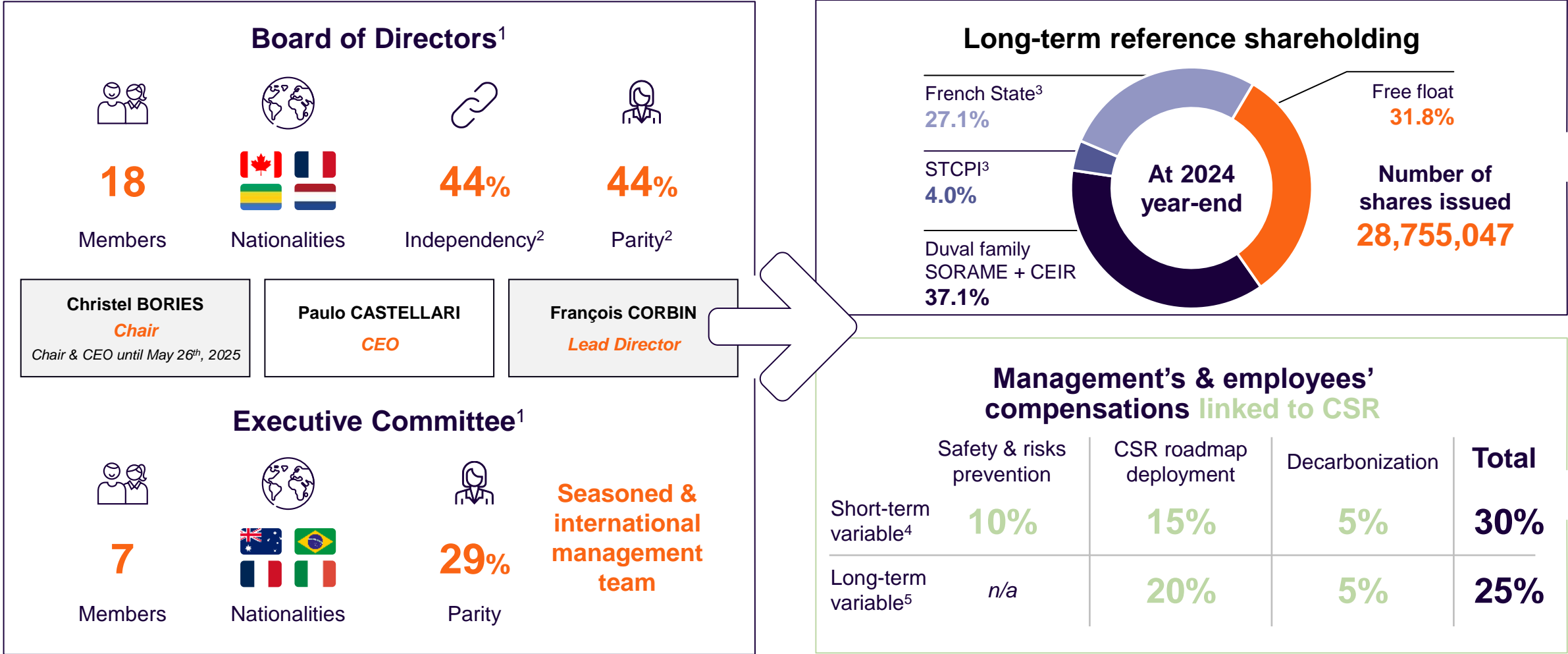
Eramet Grande Côte (EGC)

**1st quartile
cash cost**

4th largest producer of zircon
5th largest producer of titanium feedstock⁴

1. Eramet internal market analysis
 2. Based on a cash cost CIF post ramp-up (at nominal capacity) for Eramet
 3. Market consensus as of end-April 2025
 4. Outside China (captive market)

Robust governance supported by stable shareholding since 1999



A CSR commitment and performance recognized by leading ESG rating agencies



1. Lower is better

A strategy tailored to Energy Transition

02

A strategy tailored to energy transition

Two strategic axes aligned with global macro-trends, supported by an ambitious CSR roadmap & focused on operational excellence



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 for batteries



Battery recycling

FOCUS ON OPERATIONAL EXCELLENCE TO UNLOCK VALUE
AMBITIOUS 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



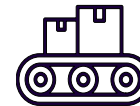
Plant 4.0



Operational Improvements



Mine 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



Creating value through operational excellence



Eramet Production System (“EPS”)

Based on proven operational performance improvement techniques:

- Upscale operational productivity
- Deliver long-lasting positive results in safety

Ambitious mid to long-term production targets

25

Mn

Manganese ore
(Comilog)

>8Mt
PRODUCTION CAPACITY,
CAN FLEX DEPENDING ON
MARKET SITUATION

22

Ti

40

Zr

Mineral sands
(Eramet Grande Côte)

>1.0Mt
HMC PRODUCTION CAPACITY

28

Ni

Nickel ore
(PT WBN at 100%)

C.60Mwmt
MINE CAPACITY, ACCORDING TO
AMDAL & FEASIBILITY STUDY¹

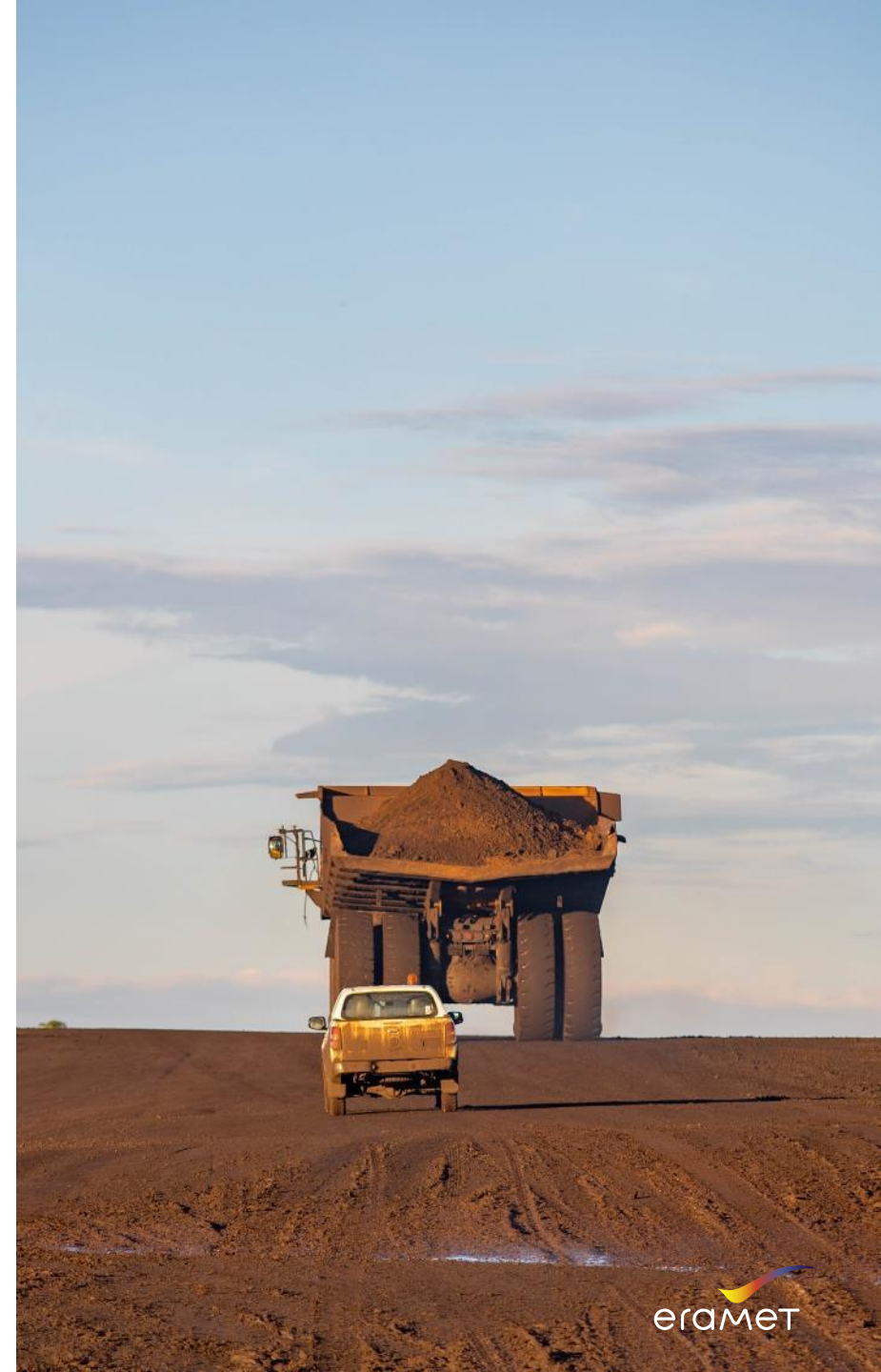
3

Li

Lithium
(Centenario)

>75kt-LCE
PRODUCTION CAPACITY IN
THE LONG TERM

1. 3. AMDAL (Environmental Impact Analysis) and Feasibility Study (new long-term mining plan) validated by the Indonesian authorities in summer 2024



SLN (New Caledonia): no more impact on Eramet's balance sheet thanks to financing from the French State

Eramet no longer financing SLN's cash needs

while continuing its operational support to the company



**Financing agreement signed in April 2024
with the French State**

1

Conversion of French State's existing loans to SLN (€260m as of Dec. 31st, 2023) into undated (deeply) subordinated bonds ("TSDI"¹)

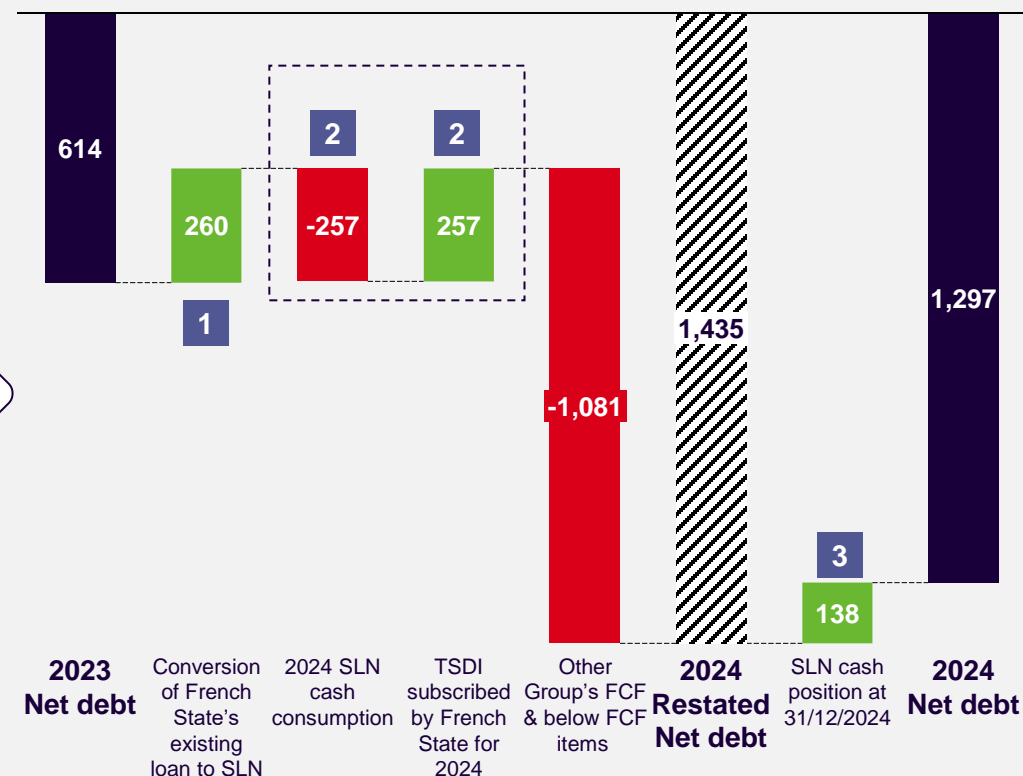
2

"TSDI" subscribed in 2024 to fund SLN's cash needs for the year (-€257m)

3

"TSDI" subscribed in 2024 to fund SLN's cash needs (€138m) for the first part of 2025

In €m



1. Undated fixed rate deeply subordinated bonds, "TSDI" in French, accounted as quasi equity

2. Restated Net debt/ Adjusted EBITDA (excl. SLN)

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**

03

Dividend

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

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

“Act for positive mining”: Our 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

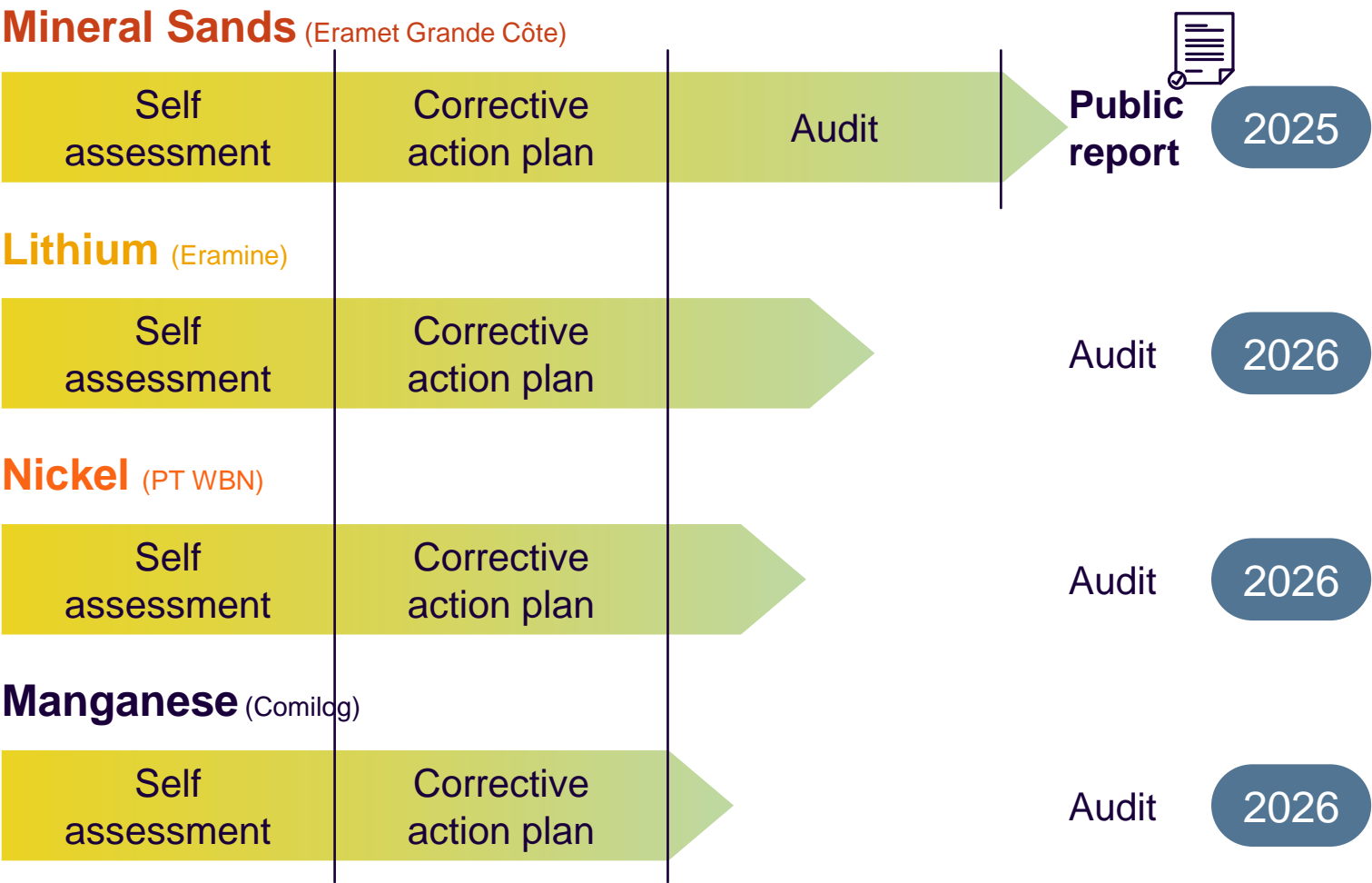
-40% CO₂ emissions
reduction scopes 1&2³

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

2. Diversity & Inclusion

3. Absolute target, in tons of CO₂ vs. 2019

IRMA¹: continued roll-out at mining sites, with first audit report to be released at Eramet Grande Côte in 2025



Teams ramped up on all sites

All aboard a transformative journey towards :

- Proactiveness
- Collaboration
- Transparency

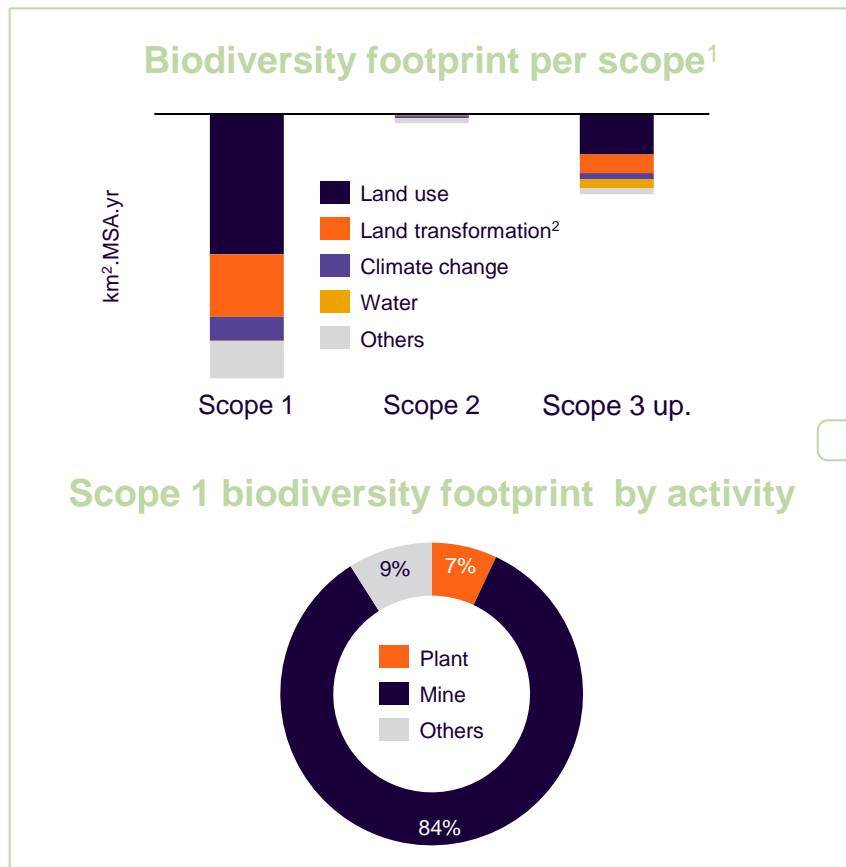
...and CSR Excellence

1. Initiative For Responsible Mining Assurance



Eramet biodiversity commitments recognized by *Act4nature International & Business for Nature*

Eramet's biodiversity commitments focused on scope 1, particularly on mining activities



1. Scopes 1, 2 & 3 upstream considered
2. Negative & positive transformation, offset
3. Global Biodiversity Framework

5 axes recognized by *Act4nature International & Business for Nature* end-2024

- 1 Governance**
ExCom, CSR committee and profit-sharing for managers
- 2 Strategy**
IRMA, circular economy
- 3 Acting on our impacts**
Bans, mitigation hierarchy on our projects & sites
- 4 A foundation for biodiversity**
A reserve, Research & Innovation projects, contribution to GBF³ objectives & targets
- 5 Raising awareness & training**
Working groups of in-house specialists & experts, training for managers, biodiversity awareness events

Our detailed commitments are public & the progress is presented within the URD 2024

act4nature
international



Multiparty initiative

Let by business networks with scientific partners, environmental NGOs & public bodies



Objective

develop the mobilization of companies in favor of biodiversity through pragmatic commitments supported by their CEOs

70 Companies

have had their commitments recognized as SMART since 2020

BUSINESS FOR NATURE

Global coalition of **100+** partner organizations & forward-thinking companies



Objective

Achieve a nature-positive economy for all **by 2030**

Grow in metals supporting global
economic development

03




eramet

Pricing features of Eramet's businesses



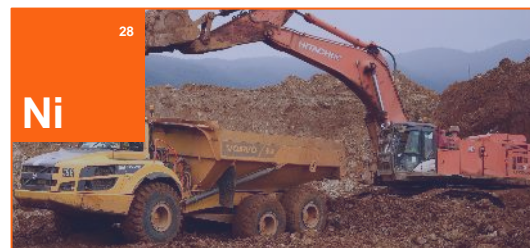
OTC¹ negotiation

CRU index: bi-weekly

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

**Fastmarkets Metal Bulletin
index: weekly**

- ▶ Mn ore: high grade index,
CIF Tianjin



**Nickel ore floor price index
("HPM Nickel")**, set by Indonesian
authorities for Ni ore produced and
sold locally:

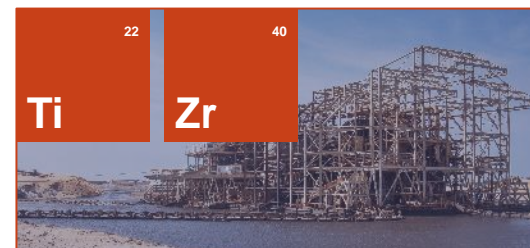
- ▶ HPM nickel 1.8%/35%^{2,3}
- ▶ HPM nickel 1.6%/35%^{2,3}

*A premium may be added,
depending on the supply/demand
conditions of the domestic market*

Class I Nickel traded on the LME
& SHFE indices (Eramet no more
involved in Class I Ni production)

Class II Nickel

NPI (Weda Bay): SMM NPI
8-12% index



OTC¹ negotiation

Eramet's prices published are
based on internal analysis

TZMI providing proxy for
Zircon & Ilmenite prices



OTC¹ negotiation

Depending on the region:

- ▶ **Price index**
- ▶ **China** market price for
battery-grade lithium

Discount applicable depending
on **product quality** (processing
fee to refine the industrial and
technical grade initial product to
battery grade)

1. OTC: Over The Counter

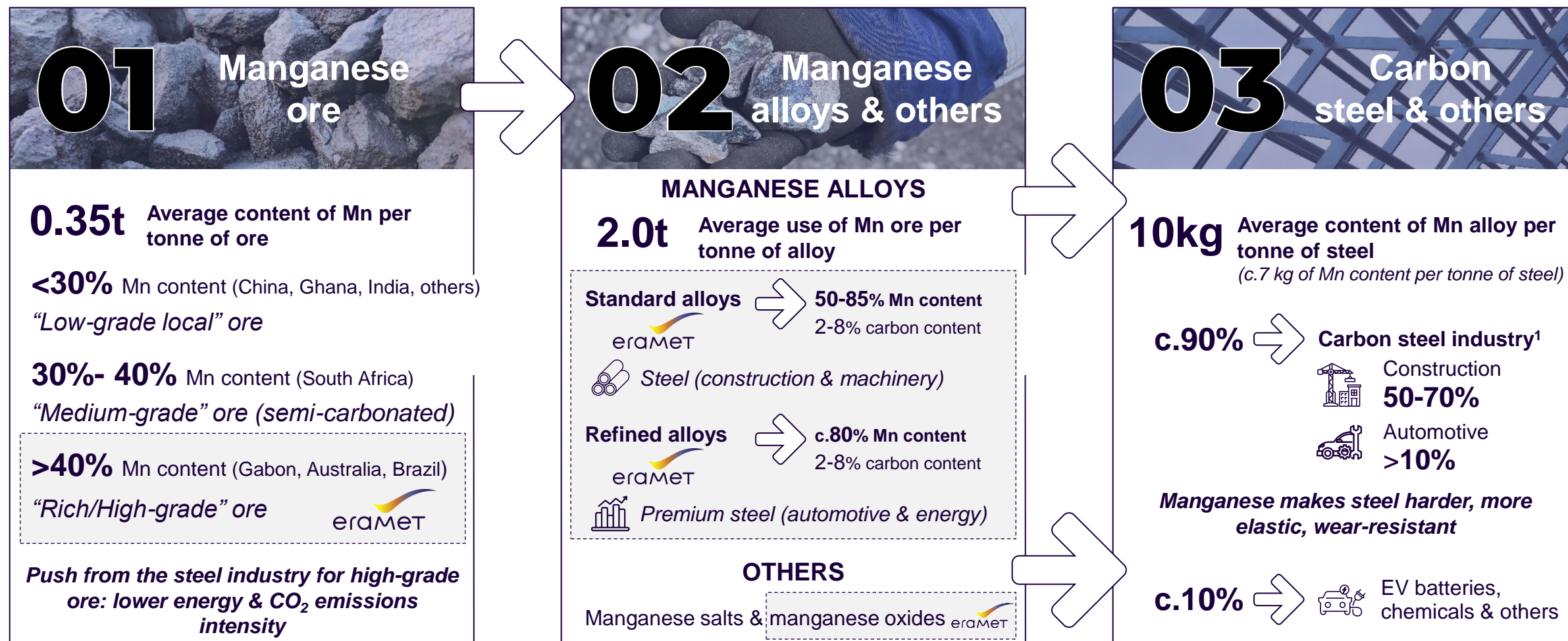
2. Indonesian prices set according to domestic market conditions, in compliance with a government regulation published in April 2020

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



Manganese

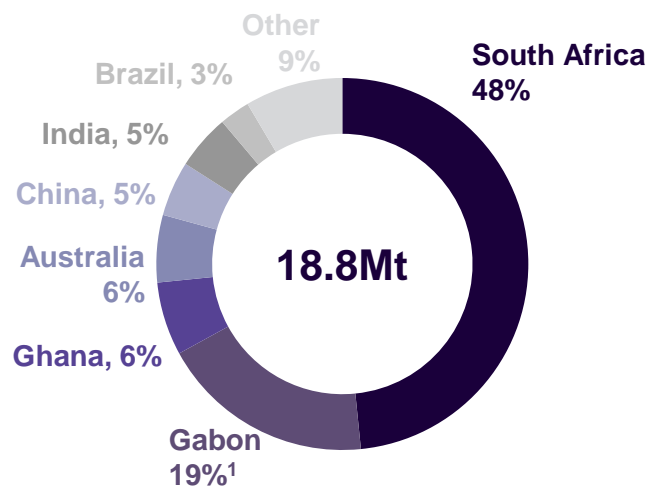
Carbon steel, the main end-market of Manganese



1. Source : World Steel Association, Eramet, january 2025.

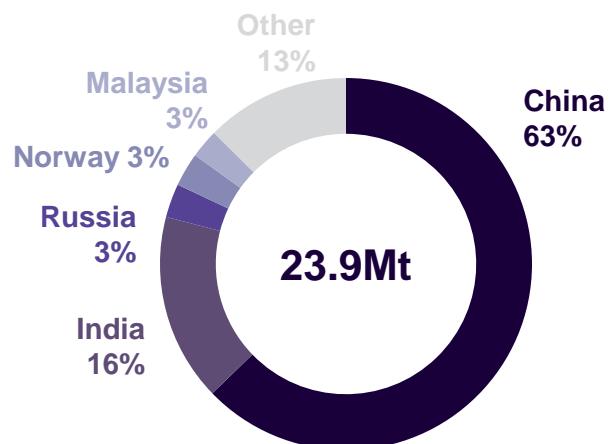
China driving demand for Manganese ore, with India emerging

2024 manganese ore global production (Mn content)



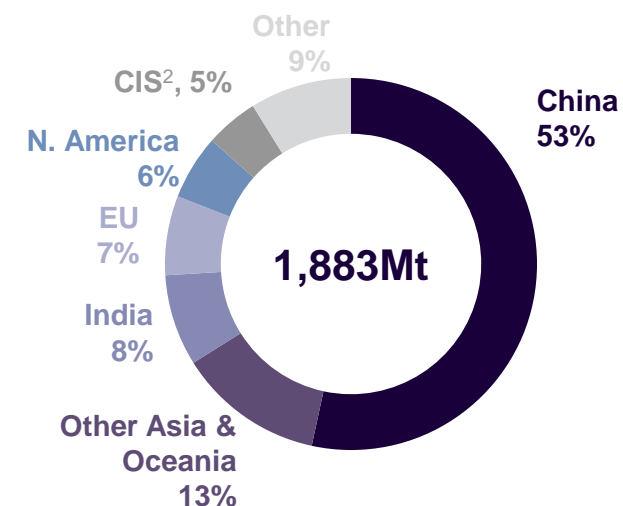
c.50% of Mn ore seaborne production from South Africa

2024 manganese alloys global production



>60% of Mn alloys production in China

2024 carbon steel global production



>50% of carbon steel production in China

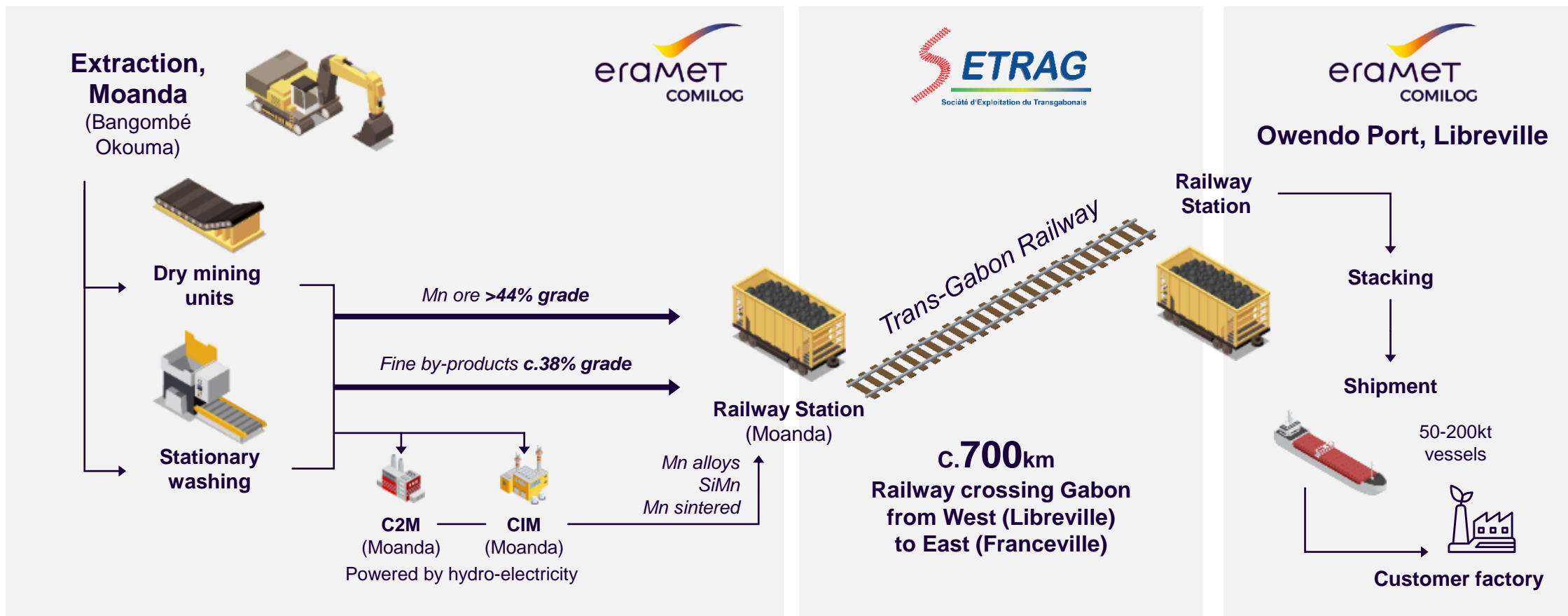
1. Eramet's Moanda mine representing 14% of total Mn ore global production in 2024

2. Commonwealth of Independent States

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

25

Mn



Optimizing ore recovery & transportation

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



Moanda – 2024 key figures

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

465Mwmt resources¹

75-year mining concession (Comilog)

30-year Transgabonese railway concession (Setrag)

6.8Mt ore production ▶ **2.7Mt** Mn content

6.1Mt ore transported to Owendo port ▶ **14%** of worldwide Mn supply

A high-grade ore asset with a pricing premium

\$2.2/dmtu cash cost FOB² ▶ **\$5.5/dmtu**

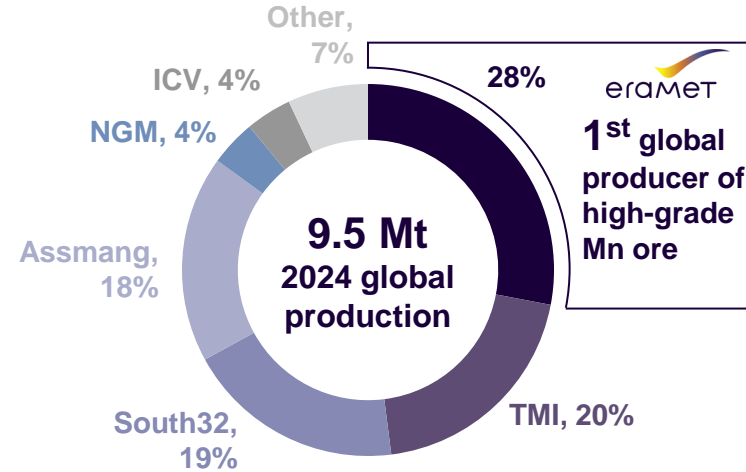
\$3.2/dmtu cash cost CIF ▶ Market price per unit³ in 2024 (average)

1. TTV; Mwmt (Million Wet Metric Tons) as of January 01, 2024 (JORC certified)

2. Excluding royalties & taxes

3. CRU CIF China 44% index

Key players in high-grade Mn ore



Main consumers of Mn ore



BERRY
ALLOYS LTD

博赛集团
BOSAI GROUP

eramet

Xufeng
Xinchuang

天元锰业集团
TIANYUAN MANGANESE INDUSTRY GROUP



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

Alloys business – 2024 figures

6 pyrometallurgical plants



Kvinesdal,
Porsgrunn,
Sauda



Marietta



Dunkirk



Moanda

Value over volume strategy

635kt alloys production
O/w **54%** of refined alloys

632kt alloys sales

c.**20%** of global
demand for refined
alloys

Lowest carbon footprint in the industry

1.9tCO₂/t of
alloys produced

2.1x lower than
industry average



new brand for low-CO₂ manganese alloys,
launched in Feb.2025¹

Key players



Main consumers

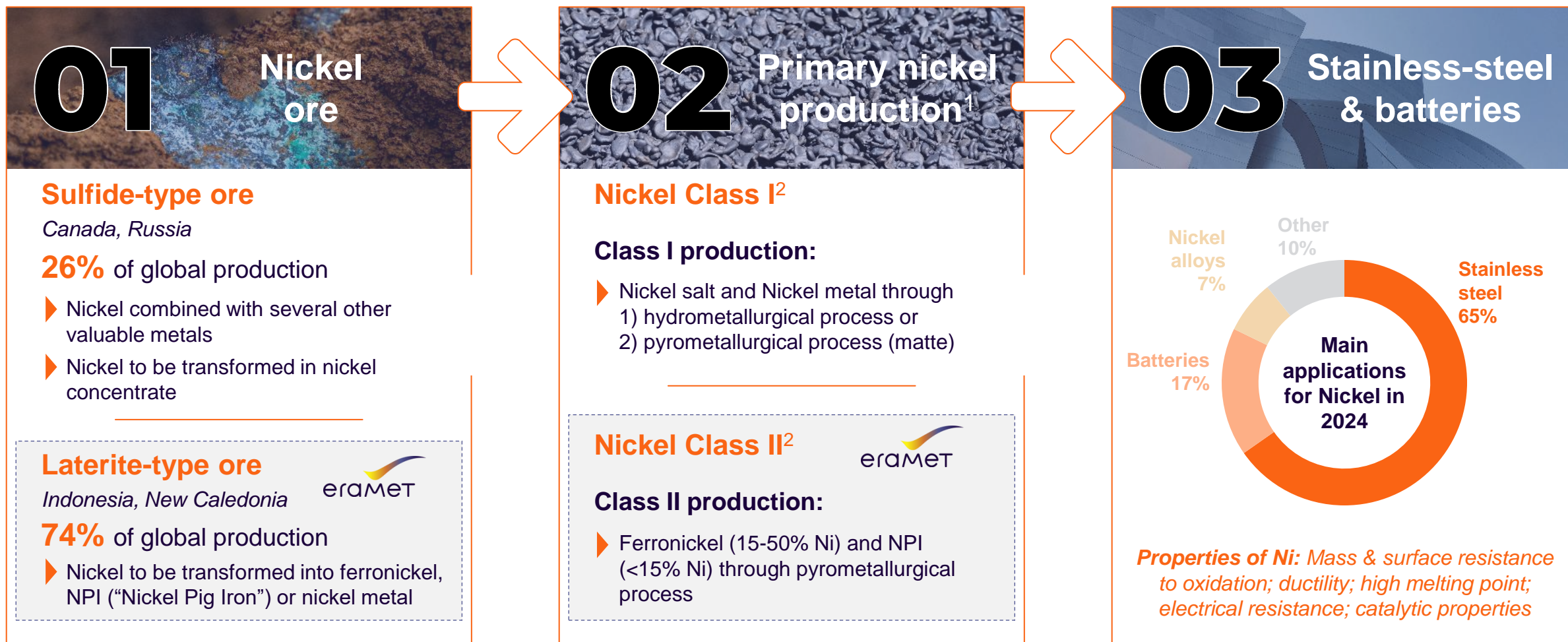


1. Products guaranteed below 1.9t CO₂ / t of alloy for scope 1 and 2 emissions, outperforming significantly the manganese alloys global industry average of 3.9t CO₂ / t of alloy (CRU study based on 2023 data).



Nickel

Stainless steel, today's main end-market for Nickel, with EV batteries showing solid growth



1. Excluding Recycling

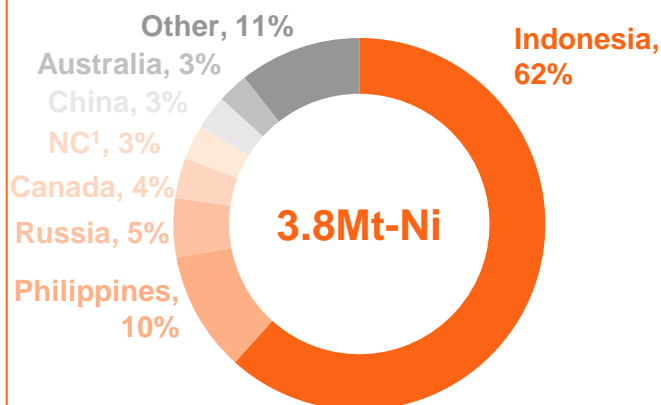
2. Class I: product with nickel content of 99% or more; Class II: product with nickel content of less than 99%

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

28

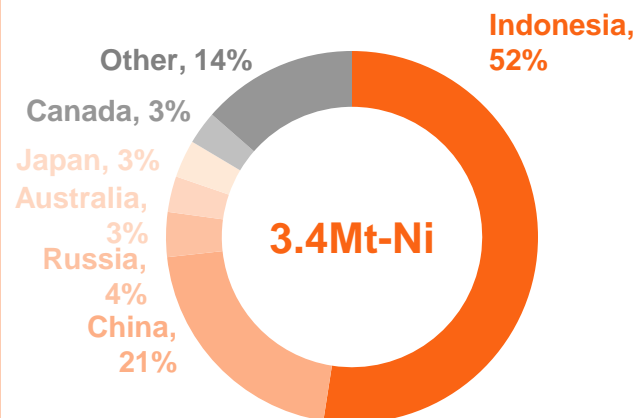
Ni

2024 nickel ore global production (Ni content)



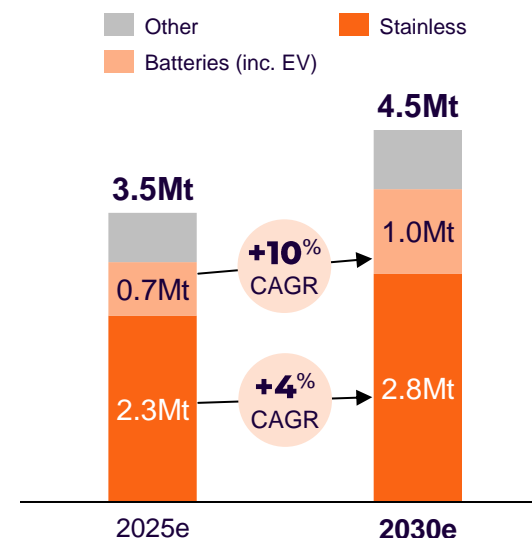
62% of Ni ore production from Indonesia, incl. Weda Bay mine

2024 primary nickel² global production (Ni content)



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

2025e-2030e nickel global demand



Continued growth in stainless steel
Significant long-term growth driven by strong batteries 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 deposit positioned on the first quartile of its cost curve

PT Weda Bay – 2024 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

30.3Mwmt external ore sales

c.350kt Ni content

1st quartile cash cost

c.10% of worldwide Ni supply

1 NPI plant operated by Tsingshan

33.4kt-Ni NPI production

Key players



GLENCORE



Main consumers



Stainless-steel



Batteries



1. Mwmt (Million Wet Metric Tons), incl. 2,589 Mwmt JORC certified as of January 01, 2025 & c.2,800Mwmt target in the short-term
2. IWIP: Indonesia Weda Bay Mine & Industrial Park



Weda Bay mine: supplying an extensive industrial park (IWIP), including NPI & HPAL plants

28

Ni

Weda Bay mine

- Publication of the AMDAL¹ decree in July 2024 and of the Feasibility Study¹ in August, enabling PT WBN to target a progressive ramp-up to around 60Mwmt per year, incl. 2/3rd saprolite and 1/3rd limonite
- In October 2024, issuance by the Mines Ministry of a revised RKAB² **restricting annual nickel ore sales for the 2024-2026 period to only 32 Mwmt³**

29Mwmt

External ore sales
to IWIP⁴

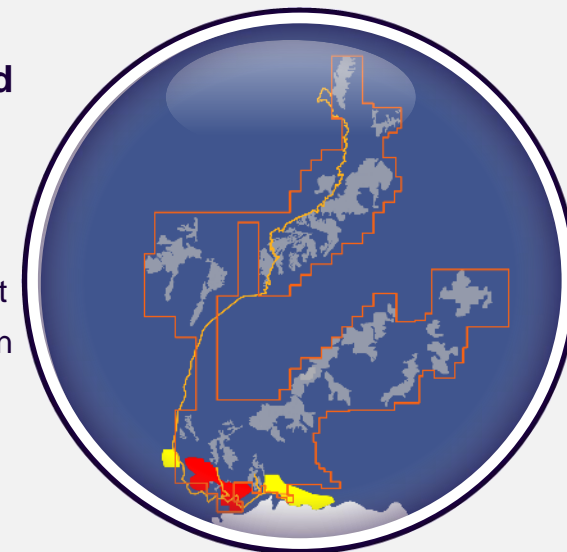
3Mwmt

Internal ore sales for
NPI production

PT Weda Bay Industrial Park (IWIP)⁴

>80Mwmt Ni ore demand
in 2025e

- **PT Weda Bay NPI⁵ Plant**
43% Eramet with offtake contract
30.5kt-Ni ferroalloy production in 2024
- **18 NPI plants**
60 RKEF production lines
640-700kt-Ni/yr NPI capacity
- **1 HPAL⁵ plant**
6 MHP⁶ production lines
120kt-Ni/yr of MHP capacity
- **Other plants under construction**



- Contract of work boundary
- Existing road
- FeNi Industrial Park
- HPAL Plants

1. AMDAL : Decree related to the Environmental and Social Impact Study issued by the Environment Ministry ; Feasibility Study: new mining Plan

2. RKAB : "Rencana Kerja dan Anggaran Biaya" (Full-year operating permit)

3. At 100%

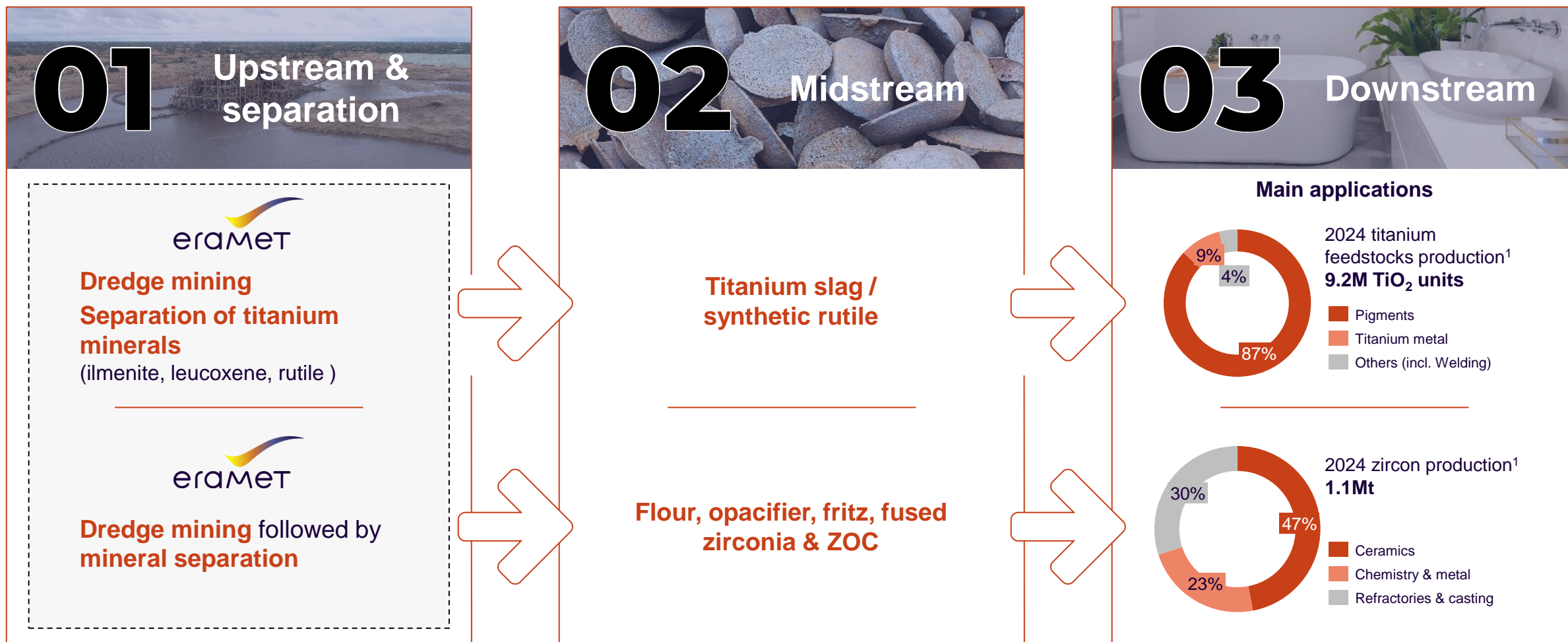
4. IWIP: PT Indonesia Weda Bay Industrial Park

5. NPI: Nickel Pig Iron ; HPAL: High Pressure Acid Leach

6. MHP: Mix Hydroxide Precipitate

Mineral sands

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



1. Source: TZMI

Eramet Grande Côte: world's largest single dredge mineral sands operation

Ti

Zr



EGC – 2024 figures

2,964Mt 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

883kt
HMC² production

570kt
ilmenite
production

68kt
zircon production

Key players



Main consumers



Pigments



Titanium



Ceramics



Zircon

Refractories & abrasives



1. Mt Mineral Sands as of January 01, 2025 (JORC certified)

2. HMC: Heavy Mineral Concentrate



Sustainably develop critical metals for the energy transition

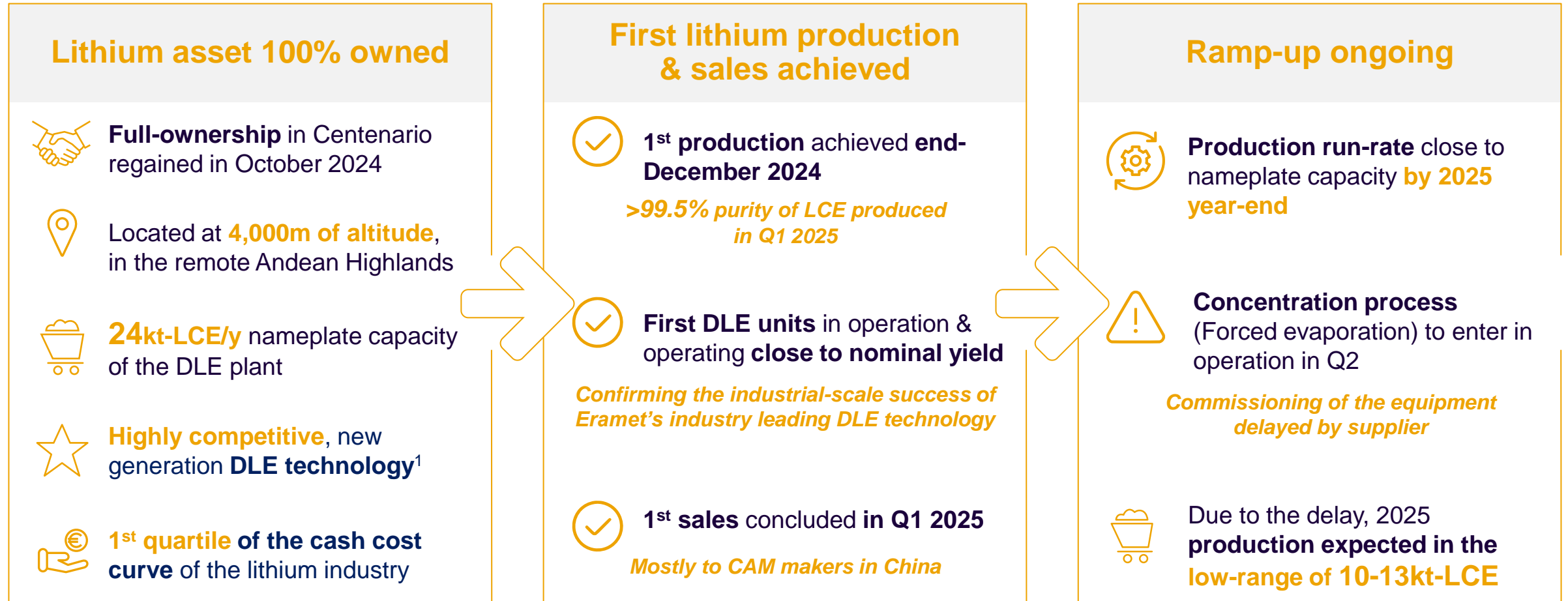
04

Energy storage, the main end-market for lithium



1. Argentina, Chile & Bolivia ; > 60 % of the world's reserves & ressources in lithium

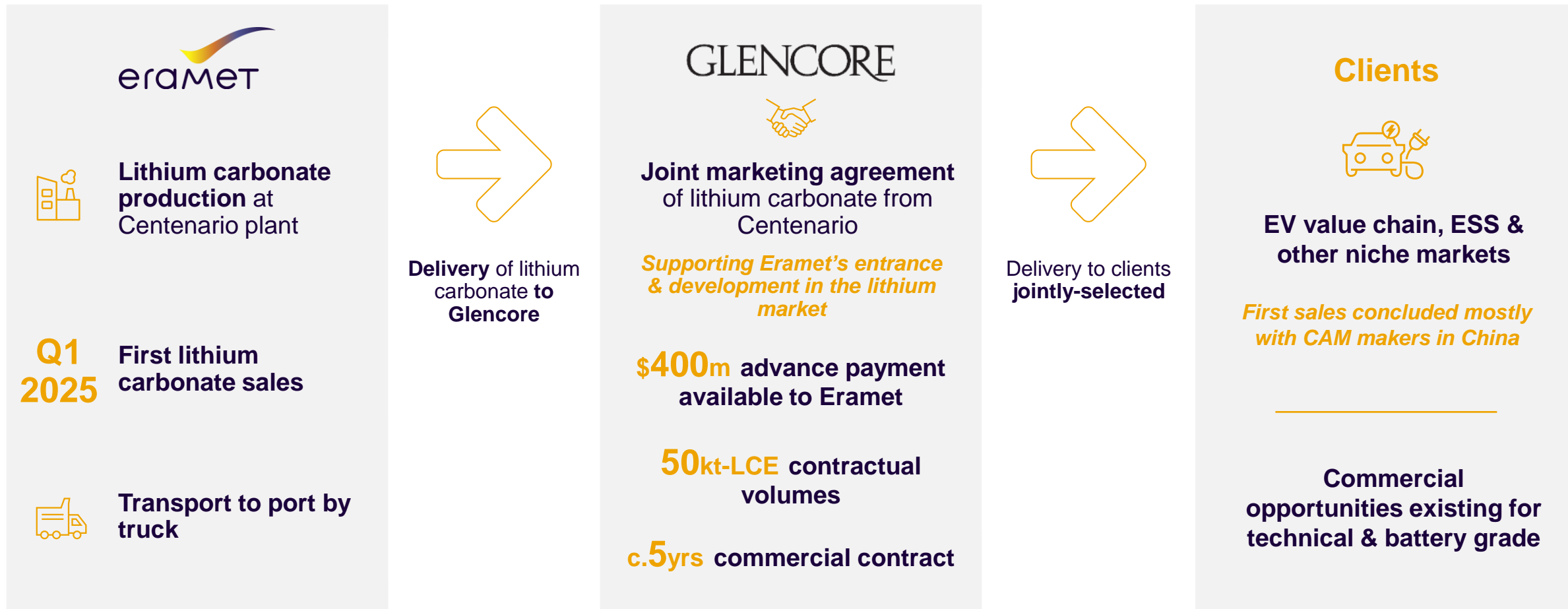
Centenario ramping-up with first lithium delivered end-2024: a step further to diversifying the Group into metals for the energy transition



>75kt-LCE long-term potential capacity: scope & timing for future expansions currently under review

1. Direct Lithium Extraction

Joint marketing agreement with Glencore to clients in EV value chain, ESS & niche market



\$400m advance payment fully drawn in February 2025 to support project financing & for general corporate purposes

Building a pipeline of future growth options in energy transition metals



Main projects

Growth opportunities for lithium in Chile

- ▶ **Mining concessions acquired** in late 2023 in the Atacama region for **lithium salars**
- ▶ **Binding offer** submitted end-April 2025 for a **partnership with Enami**, a Chilean State-owned company, for studies and potential development of the Altoandinos project¹
- ▶ **Continuing to secure potential lithium resources** in Chile: interest agreements signed for exploration activities in other regions than Atacama

Geothermal lithium in France

- ▶ In 2023, Eramet and Électricité de Strasbourg announced a low-carbon lithium extraction and refining project in Alsace
- ▶ **PFS² still in progress**; potential final investment decision within three years, subject to the project industrial & financial robustness
- ▶ Ageli was recognized in March 2025 as a **"strategic project"** by the **European Commission** and will benefit from priority processing to accelerate certain administrative deadlines and facilitate the funding

Class 1 nickel in Indonesia

- ▶ **Eramet still investigating opportunities** to participate in the nickel EV battery value chain in Indonesia

EV Battery recycling

- ▶ **Eramet still pursuing its studies of the recycling market fundamentals** required to make such a project competitive, driven by the belief in the need to develop a circular economy for critical metals



Eramet is also actively exploring and evaluating additional growth opportunities in lithium in other regions of the world

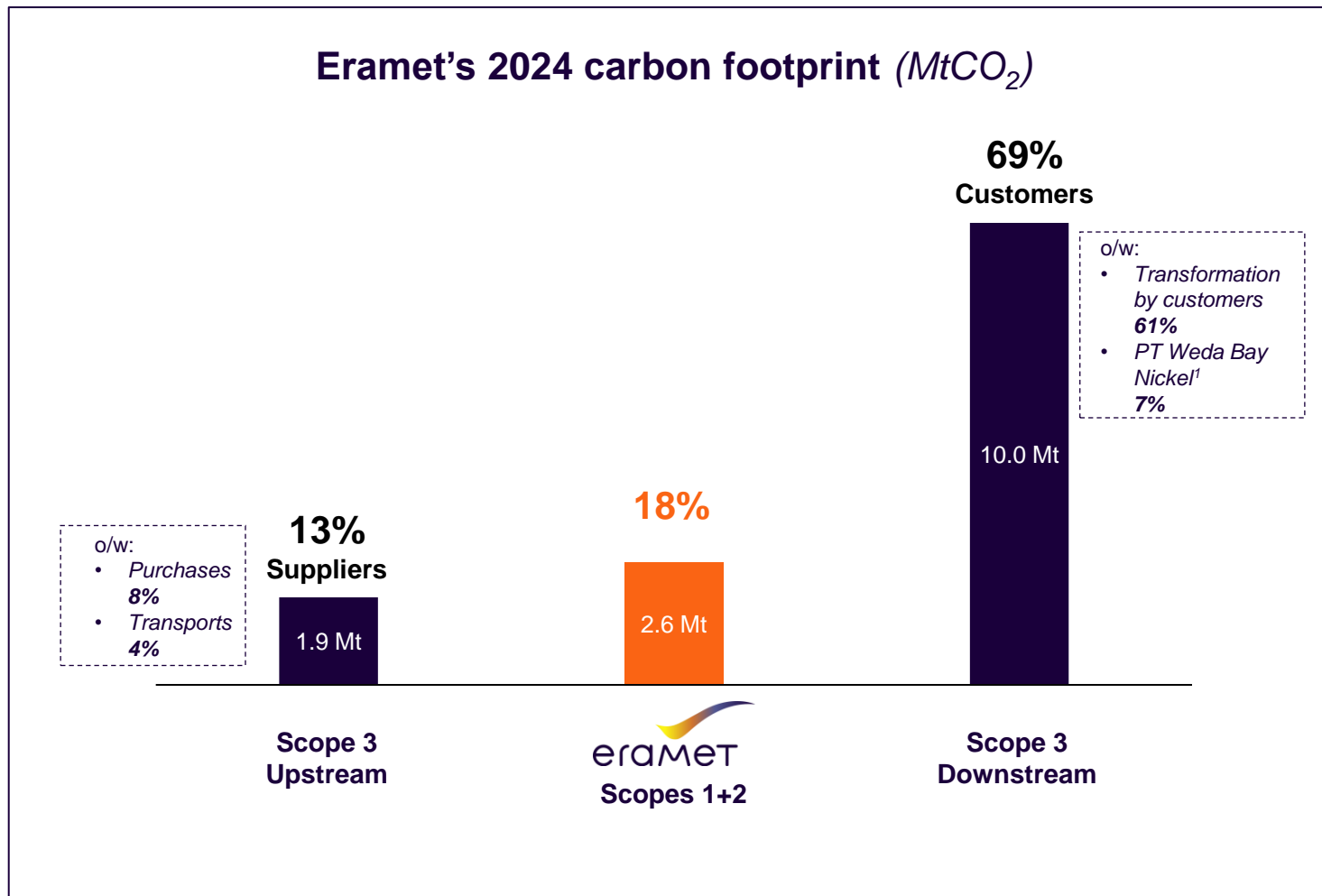
1. The project involves the exploration, development and future mining of the La Isla, Aguilar and Grande salars, whose overlapping mining concessions are owned by Eramet
2. Pre-Feasibility Study

**Highly committed for
decarbonization through projects &
innovations**

05



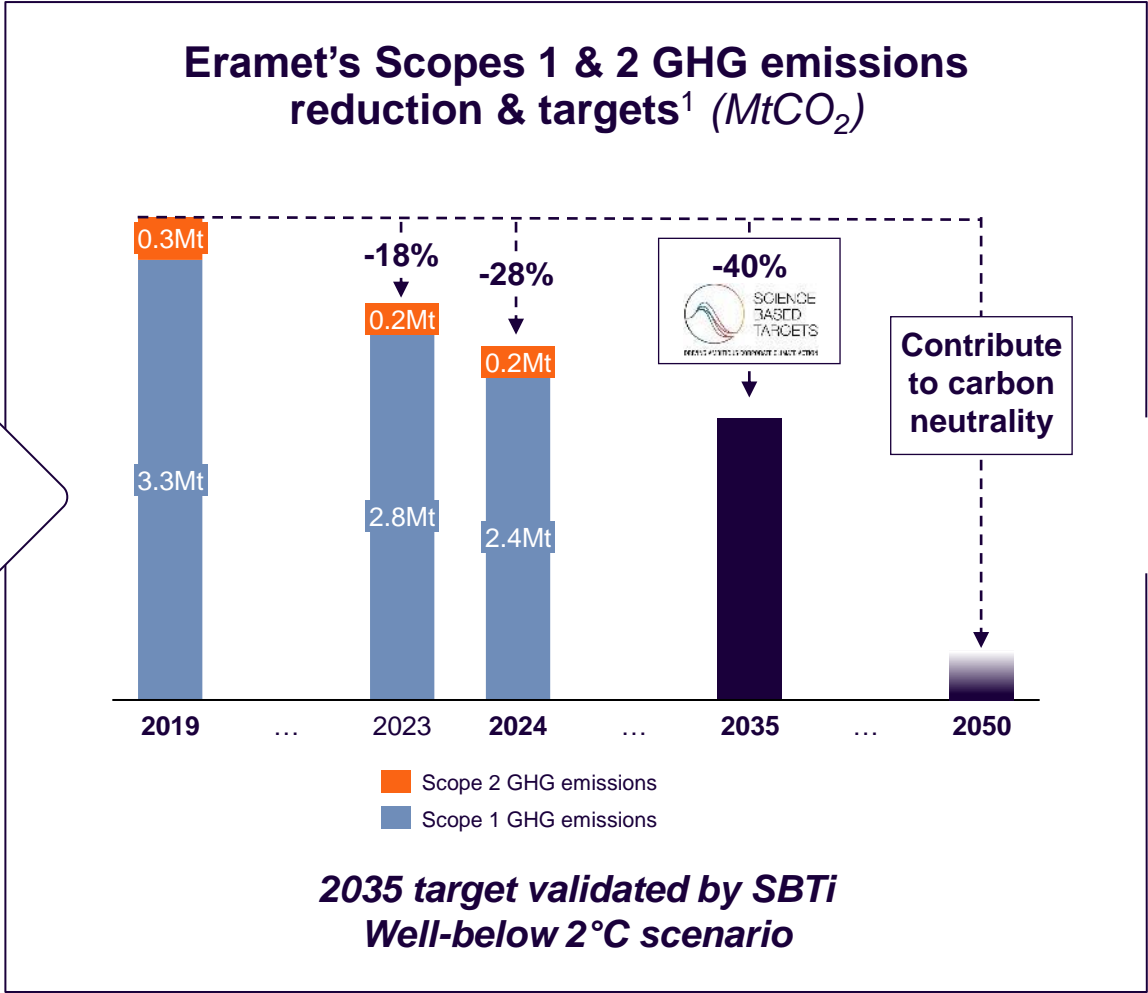
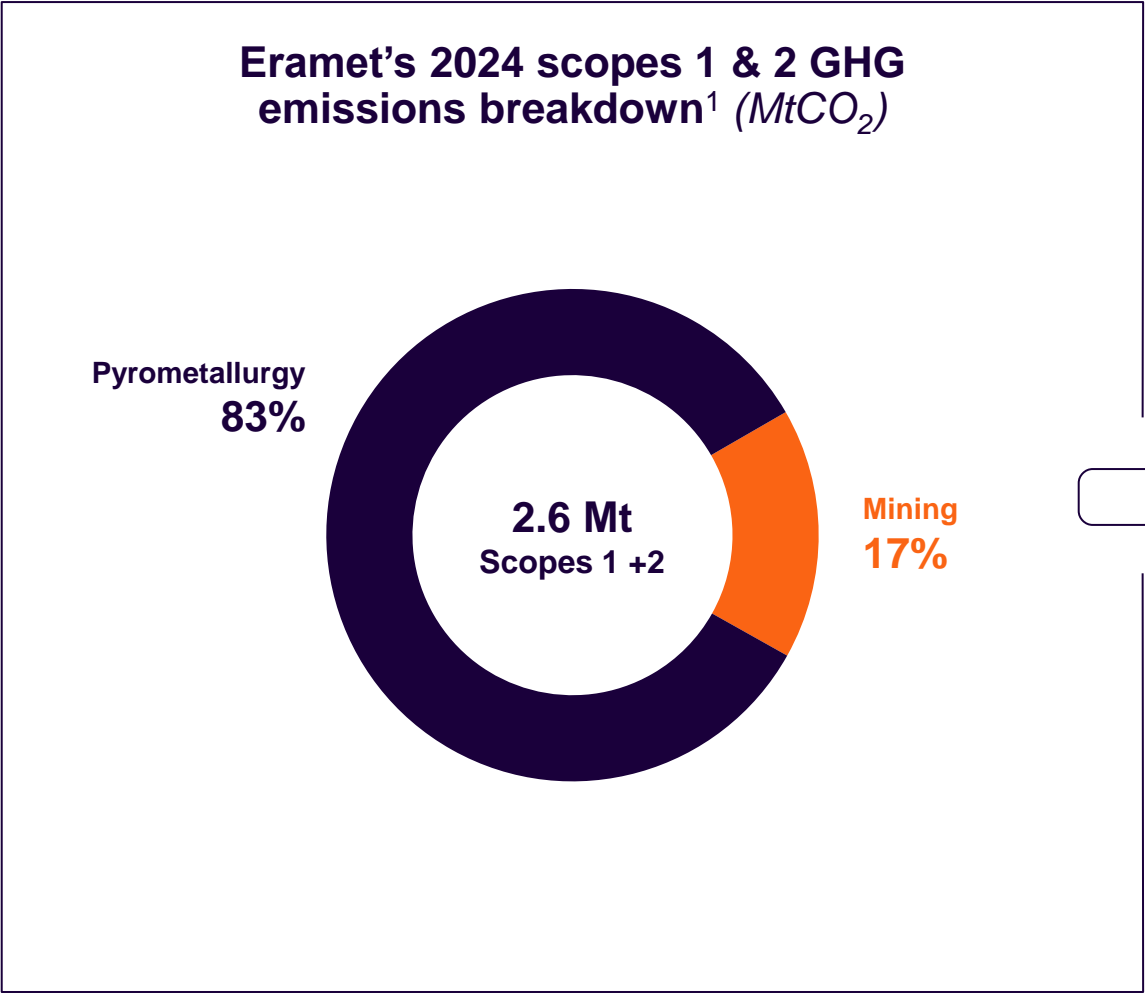
Eramet's carbon footprint: 82% linked to the value chain's upstream & downstream (scope 3)



1. 90%+ related to the NPI plant

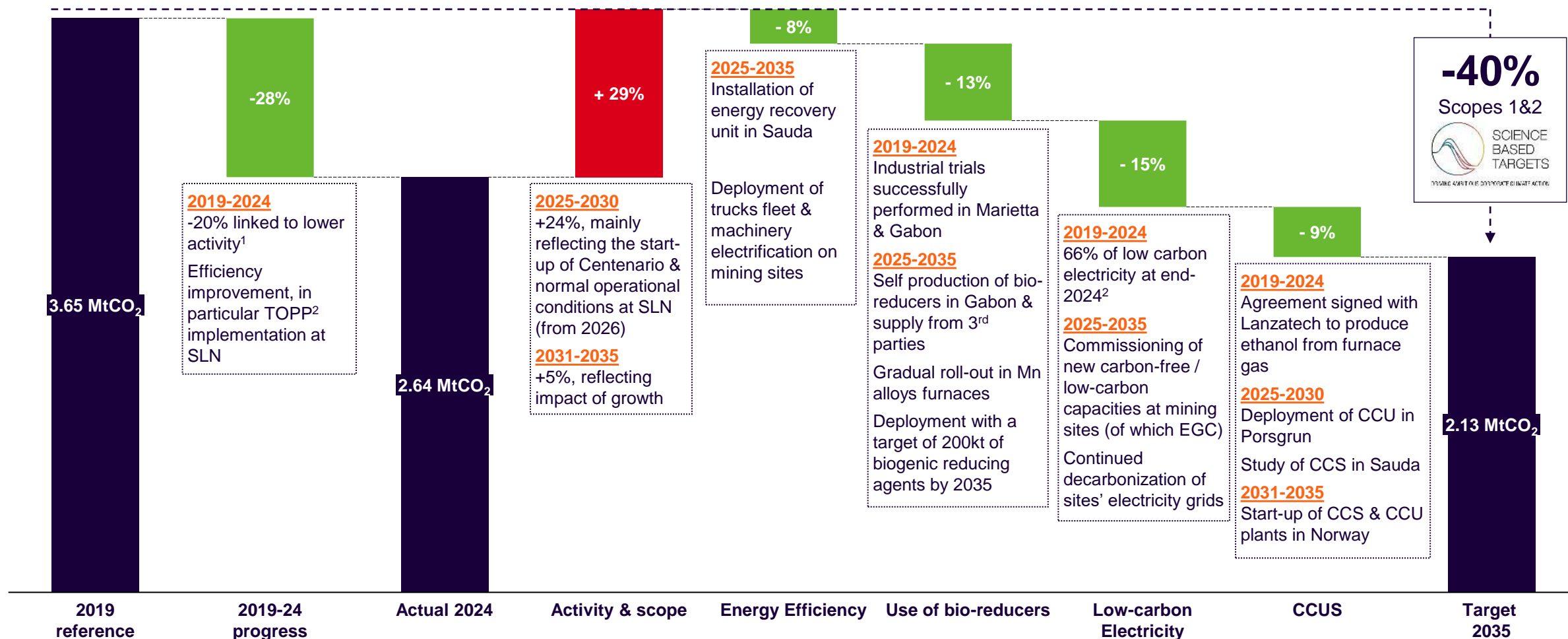


83% of the Group's direct GHG emissions (Scope 1 & 2) come from pyrometallurgy



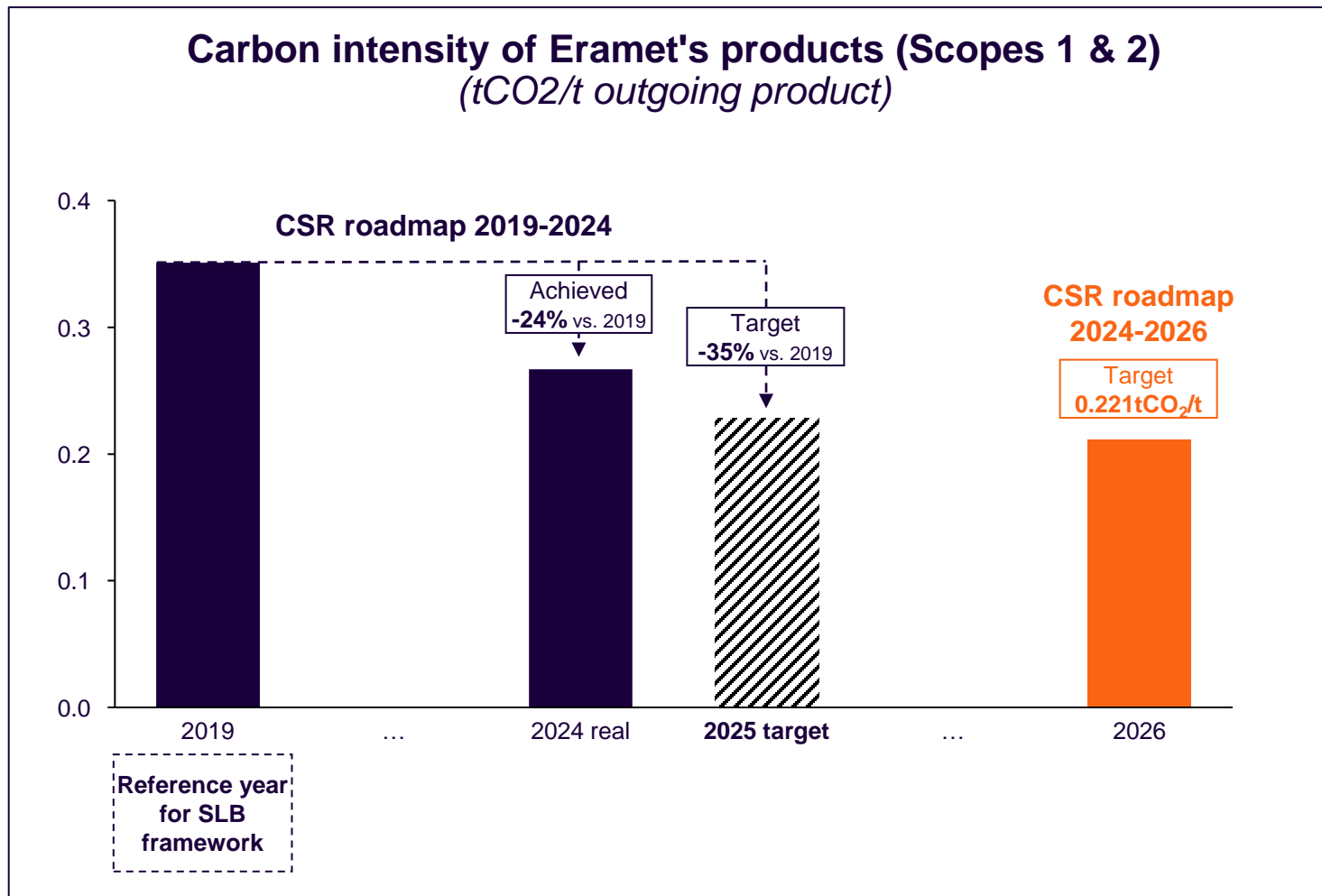
1. New perimeter, following the sale of the High-Performance Alloys division and ETI

Decarbonization levers tailored to Eramet's challenges



1. Lower production reflecting local situation in New Caledonia
2. TOPP: Temporary Offshore Power Plant

Decrease in carbon intensity limited in 2024, due to unfavorable product sales mix



2024 performance

➔ **-24%** realised
vs. **-33%** initial target

Change in product sales mix negatively impacted 2024 performance vs. initial target

- ▶ Decrease in ore sales at Comilog & SLN
- ▶ Slight increase in Mn alloys volumes

SLB¹ financing framework

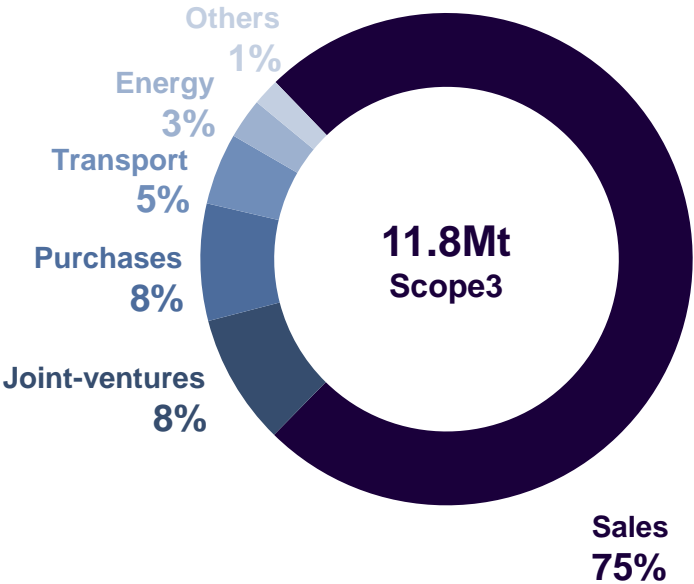
-35% target in 2025
vs. 2019 (Carbon intensity)

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

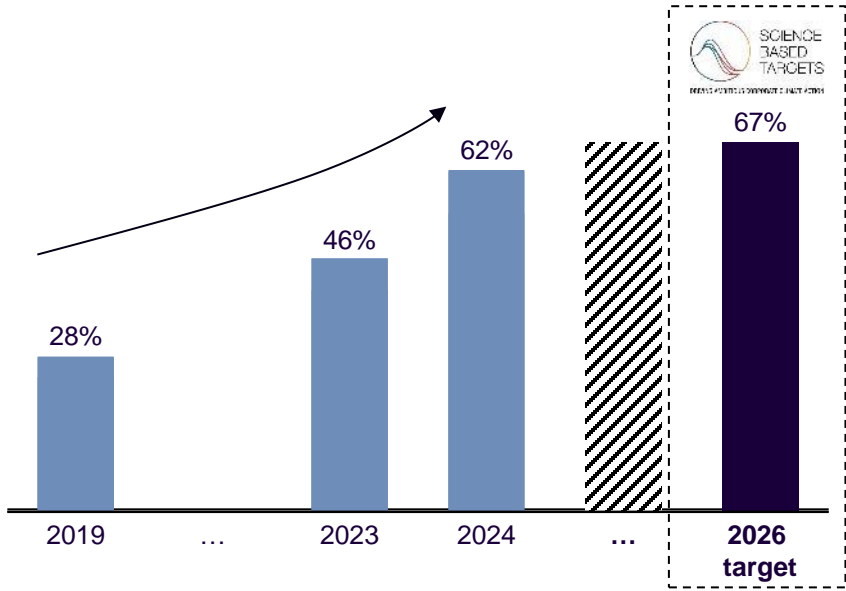
1. Sustainability-Linked Bonds

Supporting Eramet's value chain in reducing its emissions

Eramet's 2024 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

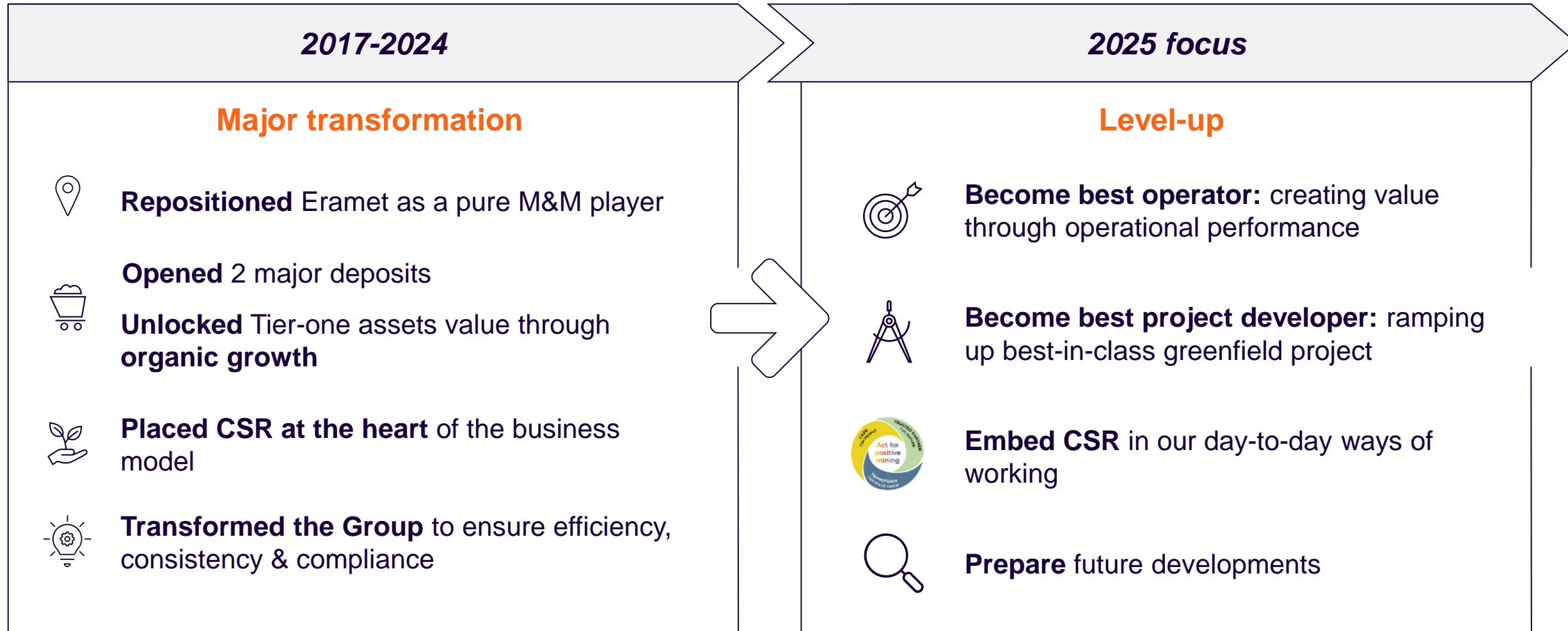
➔ SLB financing framework

Building on Eramet's successful transformation

06



2025: strengthening Eramet's asset base



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



PURE-PLAY
Mining & Metals



**WORLD-CLASS
ASSET BASE**
with proven track
record



**WELL
POSITIONED**
on attractive
markets



HIGHEST CSR
standards

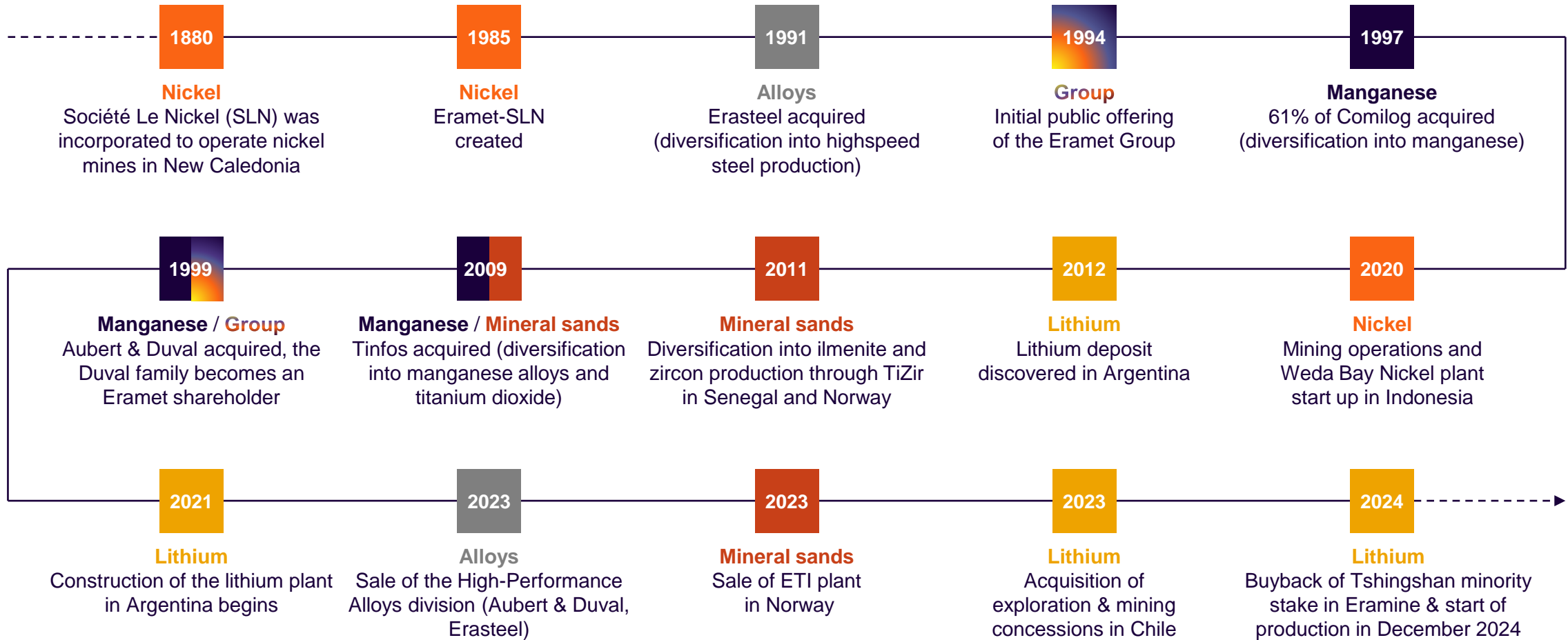


COMMITMENT
to a strict
financial policy

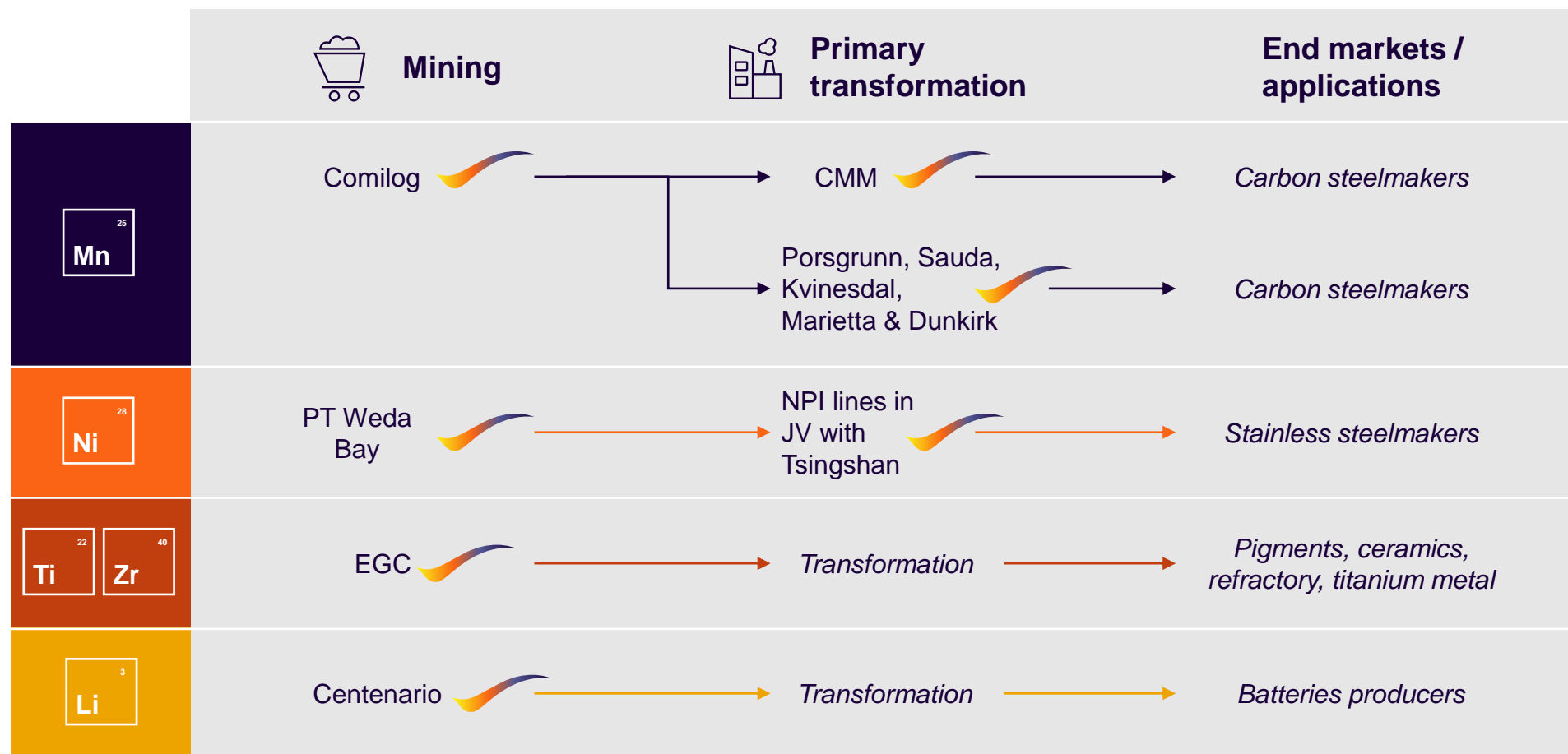
Appendices

07

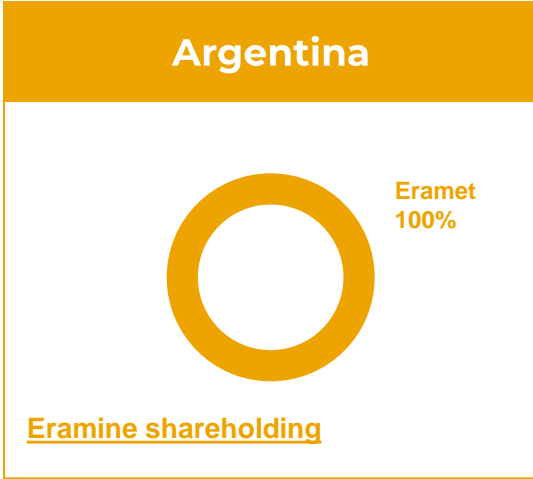
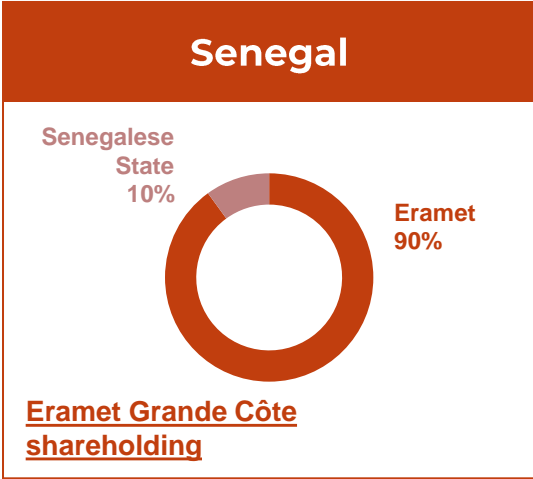
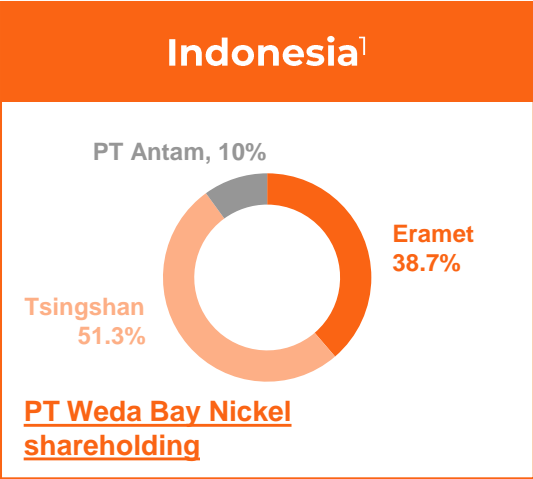
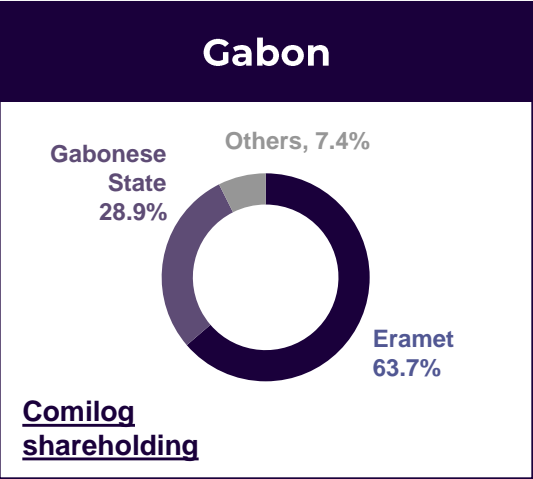
A Mining & Metals longtime player



Positioning of Eramet in the M&M value chain



Eramet associates the main countries & territories where it operates



Significant contribution to the local economies

€2.7bn

economic contribution to the Group’s main operating territories in 2024

€16m

community investment for local communities in 2024, with 260,000 beneficiaries

>4,800

jobs supported locally

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

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

1. Eramet holds a 43% stake in in Strand Minerals Pte. Ltd, holding company which owns 90% of PT WB Nickel

A seasoned & international Executive Committee



Christel BORIES
Chair & CEO
until May 26th, 2025¹

Christel Bories has extensive industry experience and has developed considerable expertise in transforming businesses and deploying strategies in complex international industrial environments. A graduate of the French Ecole des Hautes Etudes Commerciales (HEC) business school, she began her career as a strategy consultant. She then went on to work in the industrial sector, joining the Pechiney group, where she held the position of Director of Strategy and Management Control, before becoming Director of the Packaging Division. Following Alcan's acquisition of Pechiney, she became a member of Alcan's Executive Committee and President and CEO of Alcan Packaging, then of Alcan Engineered Products (Rio Tinto Alcan). In 2011, following the sale of Rio Tinto's aluminum businesses, she became CEO of Constellium. She then moved on to the pharmaceutical industry as Deputy CEO of Ipsen in 2013. She took the helm of the Eramet Group in 2017 as Chair and CEO.



Paulo CASTELLARI
CEO
from May 26th, 2025¹

Paulo has over 30 years' professional experience in mining and metals. During his international career he has held senior positions in various mining companies, where he has developed strong expertise in operations management, finance and the management of complex projects.



Nicolas CARRÉ
CFO, in charge of
procurement & IT

Nicolas Carré has over 20 years' experience working in finance in various sectors (including automotive and floor coverings) and countries (the USA, the Czech Republic and Germany). He first joined Eramet in 2019 as Chief Controlling Officer of the Mining and Metals Division, before being appointed Chief Financial Officer in 2022.



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

After a 15-year career with the Saint-Gobain group, Anne-Marie Le Maignan joined Eramet in 2003, and held various HR positions within operations before being appointed Executive Vice-President Human Resources, Health and Security in 2019.



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 Vercaemer has nearly 30 years of extensive experience in the legal departments of major French and international players in the industrial and mining sectors, during which time he has overseen numerous mergers and acquisitions. He joined the Group in 2022 as General Counsel.

1. Subject to AGM approval on May, 26th 2025

Highly committed for decarbonization through projects & innovations





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

1. After one year within the company



Trusted partner for nature: 2026 ambitions

4 Control & optimize water consumption

60% at EGC

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**

1. After one year within the company



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

1. Absolute target, in tons of CO₂ vs. 2019

Contacts

Director of Investor Relations

Sandrine NOURRY-DABI

sandrine.nourrydabi@eramet.com

Investor Relations Senior Analyst

Fabien PONT

fabien.pont@eramet.com

