



Investor Presentation

**2022 BofA Global Metals, Mining & Steel
Conference**

17-19 MAY 2022

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.

Contents

- 1 – Eramet at a glance**
- 2 – Q1 2022 Key trends**
- 3 – Strategic transformation**

Conclusion and outlook

1

Eramet at a glance

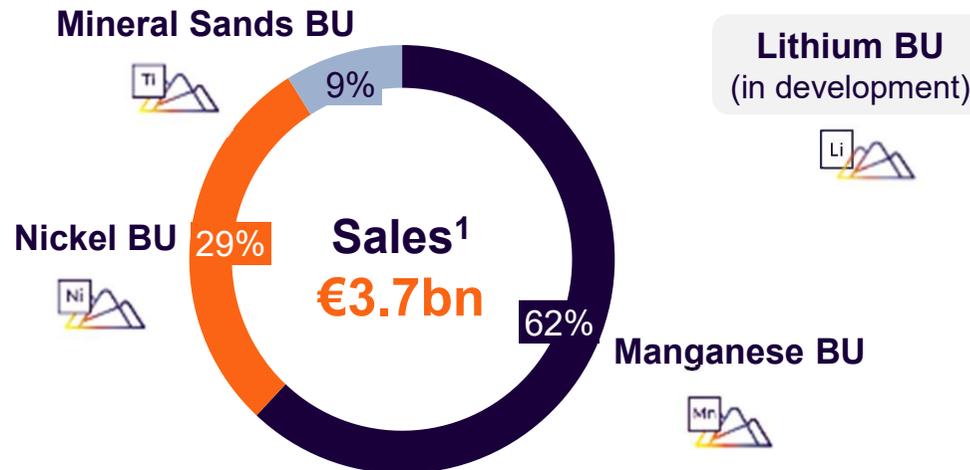
Our purpose, our reason for acting



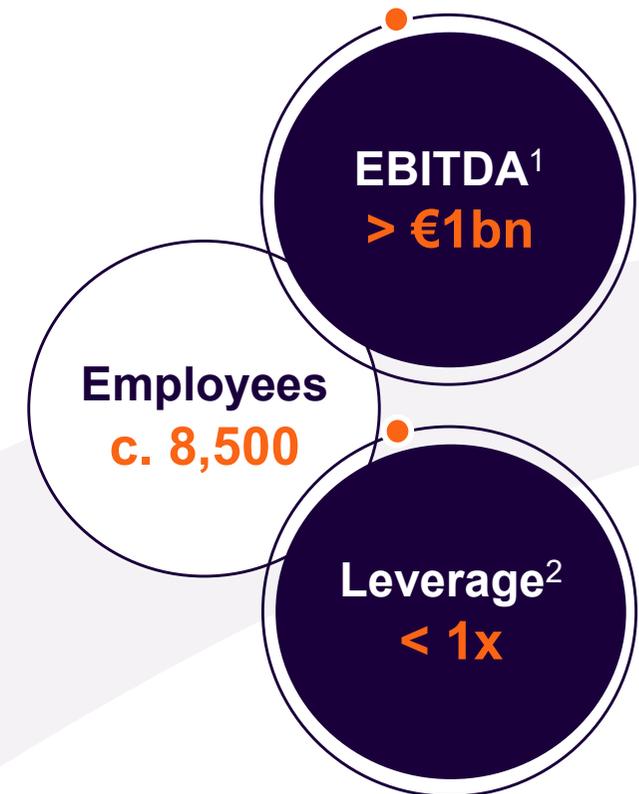
Our purpose sets a course. Conveying both our DNA and our collective ambition, it fuels our vision and the daily actions of all employees and stakeholders.

A global pure player in Mining & Metals

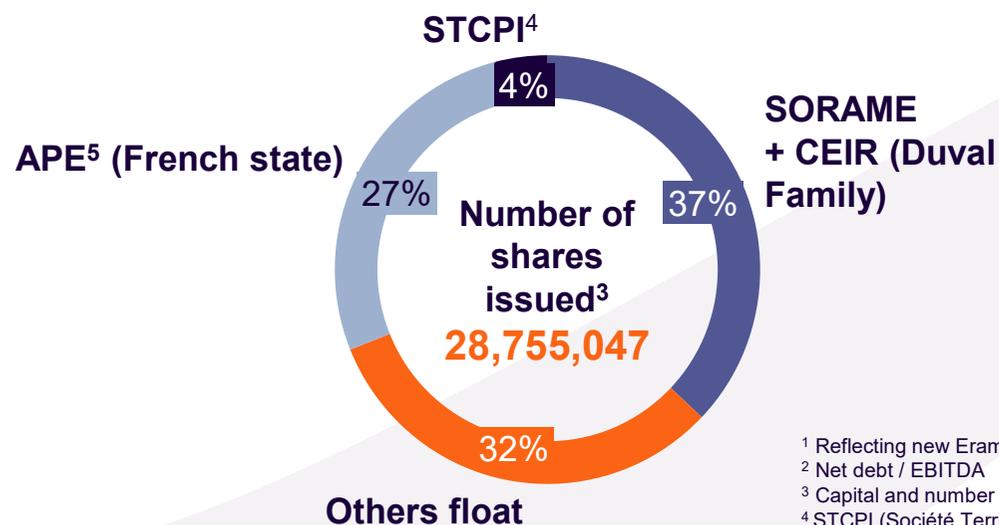
Refocused on 4 M&M activities



Strong financials results in 2021



Long term and stable shareholders



¹ Reflecting new Eramet scope, excl. discontinued operations in accordance with IFRS5

² Net debt / EBITDA

³ Capital and number of shares' increase due to the Odirman conversion

⁴ STCPI (Société Territoriale Calédonienne de Participation Industrielle): entity owned by the New Caledonian provinces

⁵ APE (Agence des Participations de l'Etat)

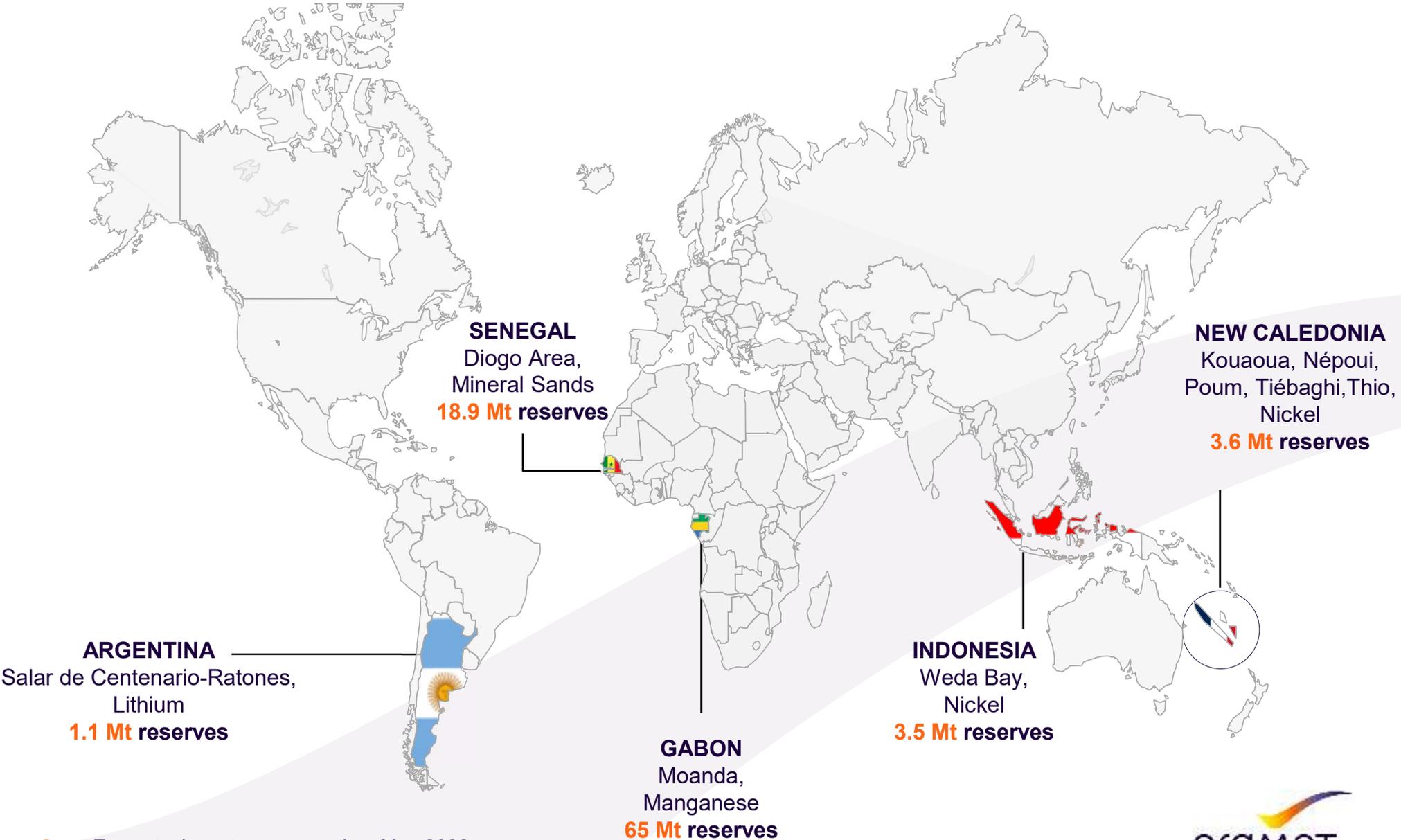
Operations in manganese, nickel, mineral sands Development in lithium, nickel & cobalt, EV batteries recycling



¹ Reflecting new Eramet scope, excl. discontinued operations in accordance with IFRS 5: Sandouville (divested in Feb. 2022), Aubert & Duval (MOU signed in Feb.2022, closing expected at year-end) and Erasteel (divestment process ongoing)



Long life world class deposits positioned on the first quartile of the mining industry cost curve



A committed, contributive and recognised corporate citizen

1

Societal engagement embedded in the strategic vision



- **Our Purpose drives our ways of working**
- **A 2018-2023 CSR roadmap** to structure and set the pace for our action plans
- Aligned with **the United Nations' Sustainable Development Goals**

2

Contributing to communities' lives



- **License to operate:** Partnering with the countries and territories where we operate is in our DNA
- Beyond mining operation, we **contribute to the local development and take care of the environment**

3

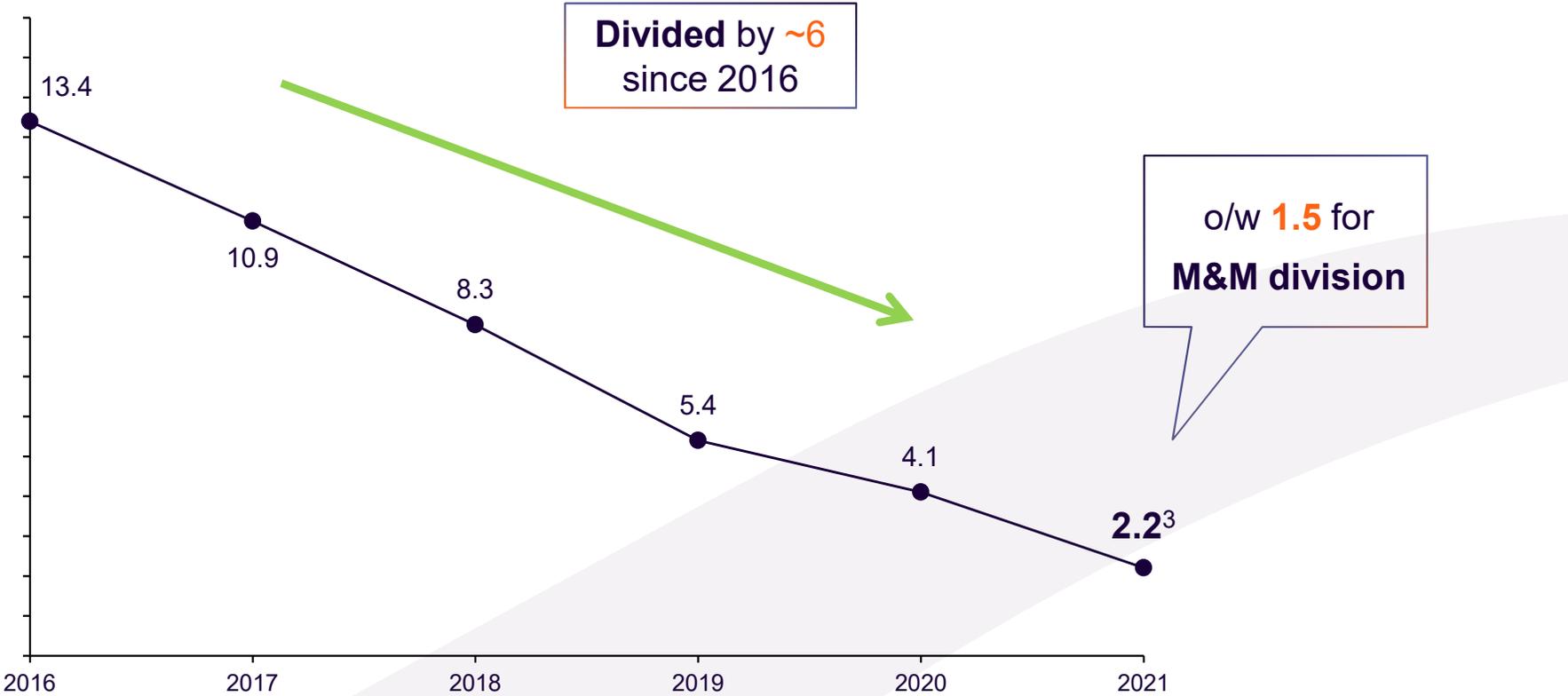
Reducing energy/climate footprint



- **Validation** of the Group's CO₂ emissions reduction target **“well below 2°C” by the SBTi¹:**
 - **2035: -40%** Reduction target in absolute CO₂ emissions (vs 2019)
 - **2050: Contributing to carbon neutrality** (scopes 1 and 2)

Continued and solid improvement in safety

Eramet accident frequency rate (FR2^{1,2})



¹ FR2 = number of lost-time and recordable injury accidents for 1 million hours worked
² Including employees and subcontractors since 2016
³ -8% in Q1 YTD



ESG performance recognised by leading agencies

2021 CDP Climate change

- **Score B** (B in 2020)
- Among **leading companies** in the sector



2021 Vigeo

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



2021 Sustainalytics

- **Risk rating score improvement 26.2** (vs 38.8 in 2020)



2020 ISS ESG

- Overall score **B-**, prime status
- **First decile** of the M&M panel



Responsible Mining performance monitoring

- Ongoing CSR performance self-assessments of 1st sites, according to **IRMA** standard



Q1 2022 Key trends

Unless otherwise specified, financial figures are presented in accordance with IFRS 5 - Non-currents Assets Held for Sale and Discontinued Operations -, in line with Eramet's new scope focused on the Mining & Metals division

Positive market momentum in Q1 in all the Group businesses

Manganese BU



- **World ex-China carbon steel production increased**, rather supported by embargo on Russian seaborne steel; China down due to seasonal decline amplified by the Winter Olympic Games and the health situation,
- **Supply shock on Alloys market** due to the war in Ukraine
- **Increasing demand for high-grade ore¹** (better energy performances) while limited availability ; Ore inventories in Chinese ports: **9 weeks** of consumption

Nickel BU



- Chinese stainless steel production down, partly offset by an increase in the rest of the world
- **Increase in demand for primary nickel** mainly supported by increased demand for batteries
- **Supply keeps rising**, boosted by NPI production in Indonesia and increase in traditional production
- Low LME² & SHFE² inventories: **5 weeks** of consumption
- **Tensions in the Nickel ore market**

Mineral Sands BU



- **Zircon production up**, without being able to meet the **demand**
- **Demand for titanium-based products up**, driven by global economic growth ; supply followed the same trajectory without meeting the **demand**
- **Positive momentum** reflected on market prices which are on the rise in Q1

¹ CIF China 44% manganese ore

² LME : London Metal Exchange ; SHFE : Shanghai Futures Exchange

Very good operating performance of mining activities in Q1

Strong production growth momentum in Q1 2022 vs Q1 2021

Manganese ore	Nickel ore SLN	Nickel ore WB ¹	Mineral Sands
1.8 Mt (+17%)	1.2 Mwmt (+10%)	4.6 Mwmt (+74%)	198 kt (+16%)




Mining production¹
> +44%
vs. Q1 2021

Sales volume up in Q1 2022

Mn ore external sales	Ni ore SLN exports	Ni ore WB ² external sales
1.4 Mt (+16%)	632 kwmt (+46%)	3.9 Mwmt (x3)



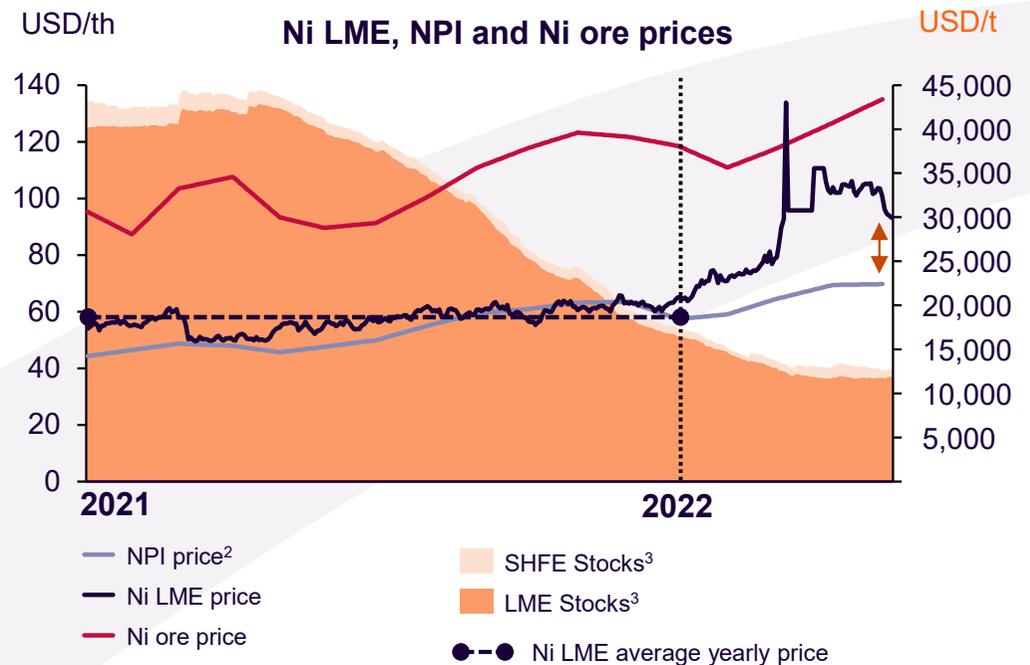
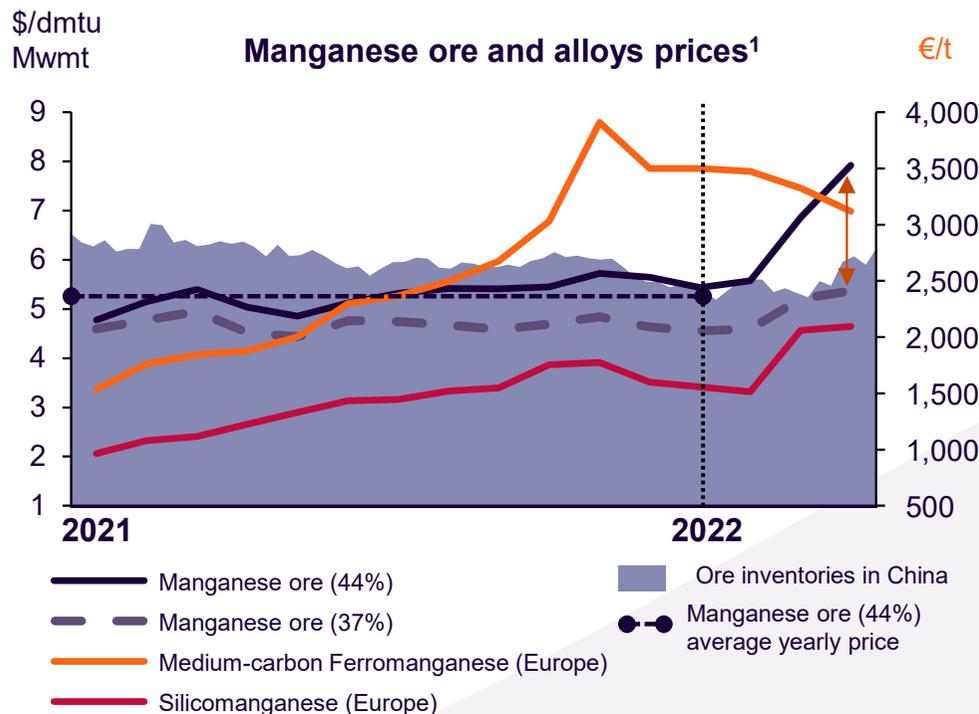
Very strong price environment, given the tensions on supply that have been accentuated by the war in Ukraine



- **Mn Ore** (CIF China 44%) price strongly up in Q1 2022 (+17% vs Q1 2021), increasing the spread with South African lumpy ore (37%)
- **European SiMn** price up 62%, **MCFeMn** price up 100%
- **Supply shock** due to war in Ukraine: standard alloys market prices up significantly starting March



- **Ni LME price up significantly** in Q1 2022 (+49%) against the backdrop of robust demand for electric vehicle batteries, low inventory levels and war in Ukraine
- **Q2 2022 ferronickel price** is expected to be set at a level significantly below the current **LME price** but above that of **NPI**¹
- Average price of **seaborne Ni ore** (1.8% CIF China) recording a 18% increase while high grade ore is scarced



¹ Manganese ore: CRU CIF China 44% / Mn lumpy ore CIF China (36-38%)
 Medium-carbon FerroMn and Silicomanganese: CRU Western Europe spot price
² SMM NPI 8-12% index
³ Including producers' inventories



Significantly higher input costs in Q1 2022

1

High freight cost should keep weighing on manganese and nickel ore margins

Freight costs include **chartering costs** (based on routes time charter rate¹) and transportation **fuel costs**

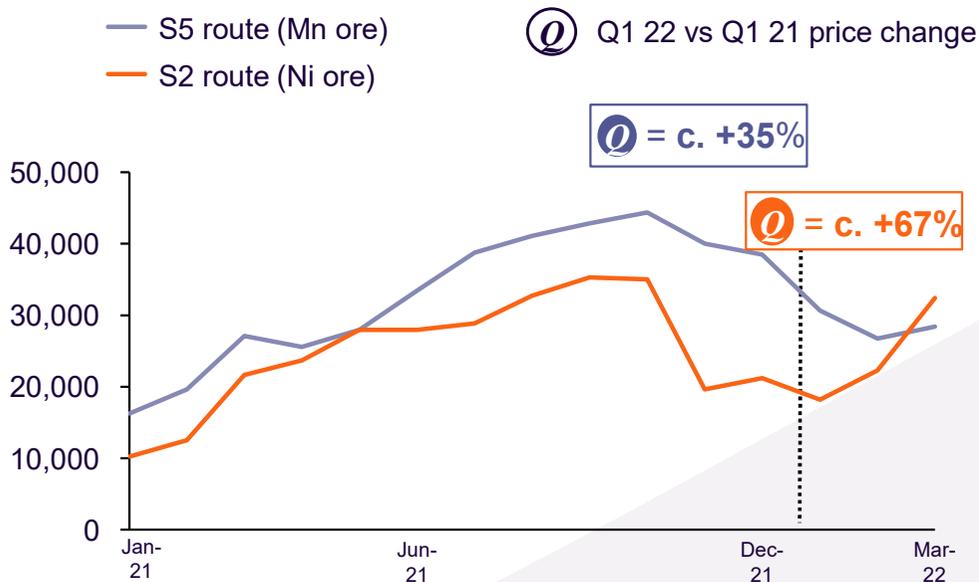
Larger vessels (Capesize) introduced in Gabon in 2022 to reduce freight costs

2

Energy and reductants prices should keep weighing on the **Group's performance** in 2022, notably:

- > European Mn alloys plants and TTI: exposed to reductants (notably metallurgical coke) and thermal coal
- > SLN: exposed to electricity and brent for its power production, as well as thermal coal

Routes rate (\$/day)



+22% increase in **fuel costs** on both routes vs Q1 2021

80%
 of **power purchases protected** through LT supply agreements, notably in Norway

Brent prices

+60%

vs Q1 21

Nut coke spot prices

+90%²

vs Q1 21 in Europe

Thermal coal spot prices

> x3³

vs Q1 21

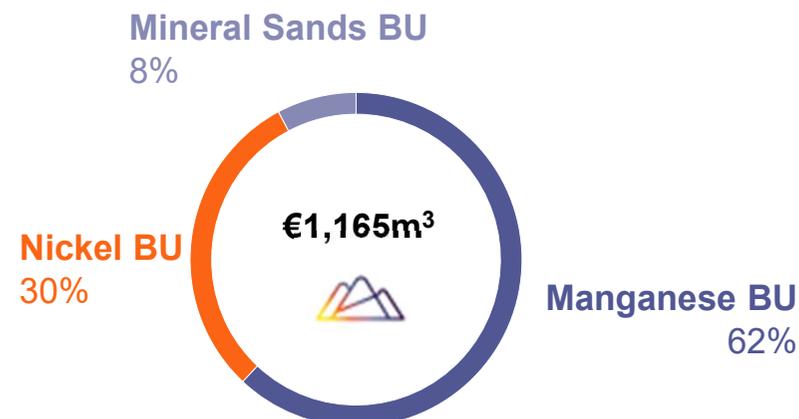
¹ Incl. mainly vessel hiring costs (>90% of chartering costs), as well as broker payment and port fees

² Source: Resources-net CAMR, Nut coke spot price, Europe

³ Source: Argus, thermal coal spot price, ARA, Europe

Q1 2022 Group turnover up 79%, driven by strong growth in all activities

€ million ¹	Q1 2022	Q1 2022 vs Q1 2021
Manganese BU	722	86%
<i>Mn ore</i>	308	63%
<i>Mn alloys</i>	414	107%
Nickel BU²	352	75%
<i>SLN</i>	270	84%
<i>Weda Bay (off-take)</i>	83	54%
Mineral Sands BU	90	61%
Group³	1,165	79%



+6%
Volume impact

+64%
Price impact

+10%
Currency impact

Increase in metal prices largely offset increase in input costs

¹ Data rounded to the nearest million

² Nickel BU excluding Sandouville (discontinued operation)

³ Excluding Aubert & Duval, Sandouville and Erasteel, which in accordance with the IFRS 5 standard – “Non-current assets held for sale and discontinued operations”, are presented as operations in the process of being sold

3

Strategic transformation

Our vision

Build a sustainable and recognised global player, a reference in responsible mining and metallurgy, and in the energy transition

- Develop a **selective portfolio of value-accretive mining and metallurgical activities**
- Be among the best in each of our businesses, in terms of **performance, profitability and innovation**
- **Be admired** for our strategic model, our management system and our societal commitment



New strategic roadmap: right timing to become a leading player in the new age of metals...

Pure player in Mining and Metals contributing to a sustainable future

Grow in metals supporting global economic development



Resilient markets

MANGANESE ORE & ALLOYS



NICKEL



MINERAL SANDS



Demonstrated leadership and continuous value-accretive organic growth



Develop critical metals for energy transition

Fast-growing markets



LITHIUM



NICKEL/COBALT SALTS



BATTERY RECYCLING



Huge potential to benefit from energy transition

Most of mines and plants are positioned on the first quartile of the industry cash cost curves

ATTRACTIVE and SUSTAINABLE POSITIONING

CASH-GENERATING BUSINESS

A portfolio contributing to the battle for climate change

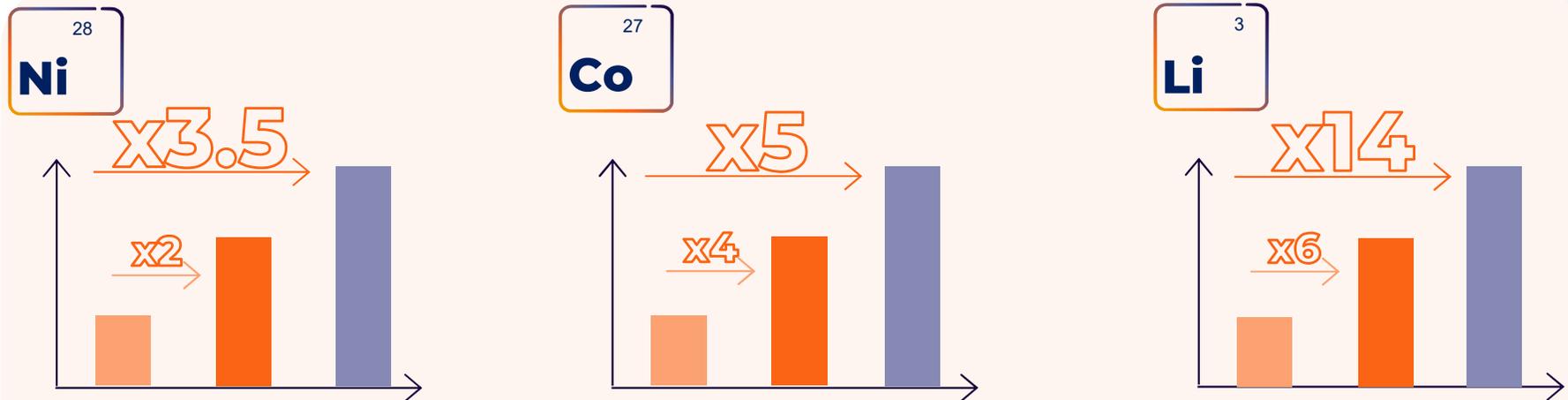
Greener product offering

- World class assets, providing the highest metal contents at lower carbon contents
- CO2 reduction targets SBTi certified

Reference in CSR

- Committed for the **planet** and for the **climate**
- Committed for the **communities' well-being**

Perfectly positioned to benefit from booming metal requirement for energy transition



Global demand in 2020 vs. 2030 vs. 2040 (in k-tonnes¹)

Source: Eramet analysis

...and disciplined investment & strict cash allocation

2021



Maintaining cash reserves of ~€500m on average over the cycle

A 2018-2023 CSR roadmap that combines operational performance and corporate commitment...

...answering our challenges and the UN Sustainable development goals



Committed to women and men

- 1 Ensure the **Health and Safety** of our employees and subcontractors
- 2 Enhance **skills**, promote **talent**, and **career** development
- 3 Strengthen the **commitment** of our employees
- 4 Integrate and promote the richness of **diversity**
- 5 Be a respected and contributive partner for our **host communities**



A responsible economic player

- 6 Be a leader in metals for the **energy transition**
- 7 Actively contribute to the development of the **circular economy**
- 8 Set the standard in **human rights** in our field of activity
- 9 Be an **ethical** business partner of choice
- 10 Be the go-to **responsible** business in mining and metallurgy

For each of the 13 goals: specific action plan and objectives monitored on an annual basis

CSR Performance Indicator^{1,2} (Target 100) confirming achievement of CSR Roadmap

- > 2021: **104%**
- > 2020: **102%**
- > 2019: **112%**



Committed to our planet

- 11 Reduce our **air emissions**
- 12 Preserve the **water** resource and accelerate the rehabilitation of our mining sites promoting **biodiversity**
- 13 Reduce our **energy and climate footprint**



A photograph of the Singapore skyline featuring the Marina Bay Sands hotel on the left and the Esplanade - Theatres on the Bay in the center. A bridge spans across the water in the foreground. The sky is blue with light clouds. A semi-transparent blue banner is overlaid on the right side of the image, containing the text. Three curved lines in yellow, orange, and blue are visible in the top left corner.

Eramet's core products are essential to sustainable economic development, urbanization and infrastructures

Develop the Group's operations with competitive & sustainable advantage, through organic growth



World Class assets, providing the highest metal contents at lower carbon contents

MANGANESE ORE & ALLOYS



- Modular growth in a mature market, with a greener product offering in development

Manganese High-grade ore

>+ 60 %

production since 2018

7.5 Mt

target in 2022

MINERAL SANDS



- Seize opportunities in a growing market

→ Operations' optimisation and expansion both at GCO & TTI in 2022

→ Akonolinga project (rutiliferous block) in Cameroon: launch of PFS³ in 2022

NICKEL



- Leverage ore competitiveness in a growing market

Indonesia

c. 15 Mwmt^{1,2}

2022 ore production target
(start of mining operations end-2019)

New Caledonia

5.4 Mwmt

2021 ore production

o/w **c.3 Mwmt**

exported

>4 Mwmt

2022 exports target
(up to 6 Mwmt/yr authorized)

¹ On a 100% production basis

² Subject to administrative approval

³ Pre-feasibility study

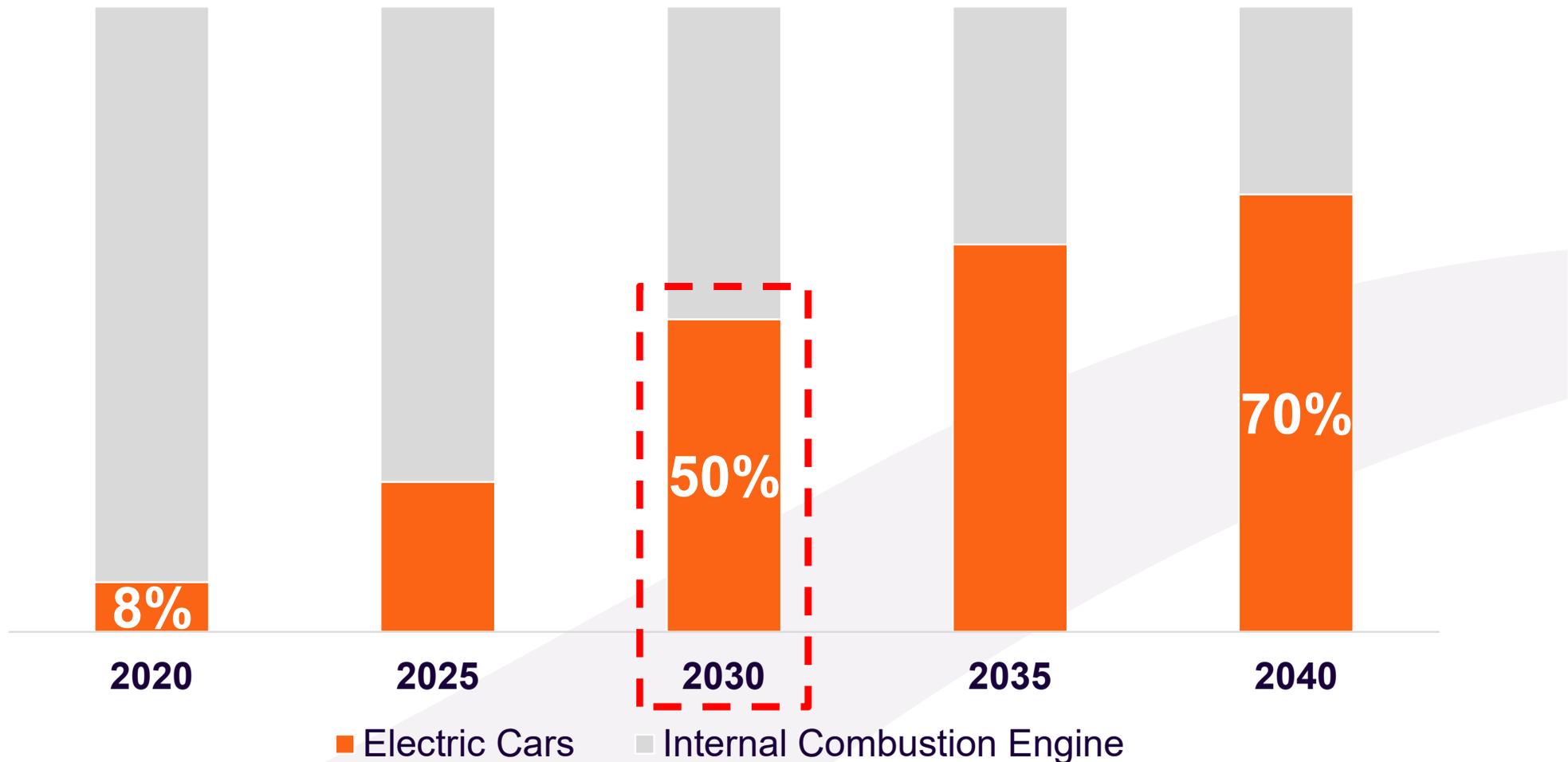


**Eramet is perfectly positioned to address
Energy Transition metals' markets in the right timing**



The future is electric

Half of the cars sold globally in 2030 should be fully or partially electric

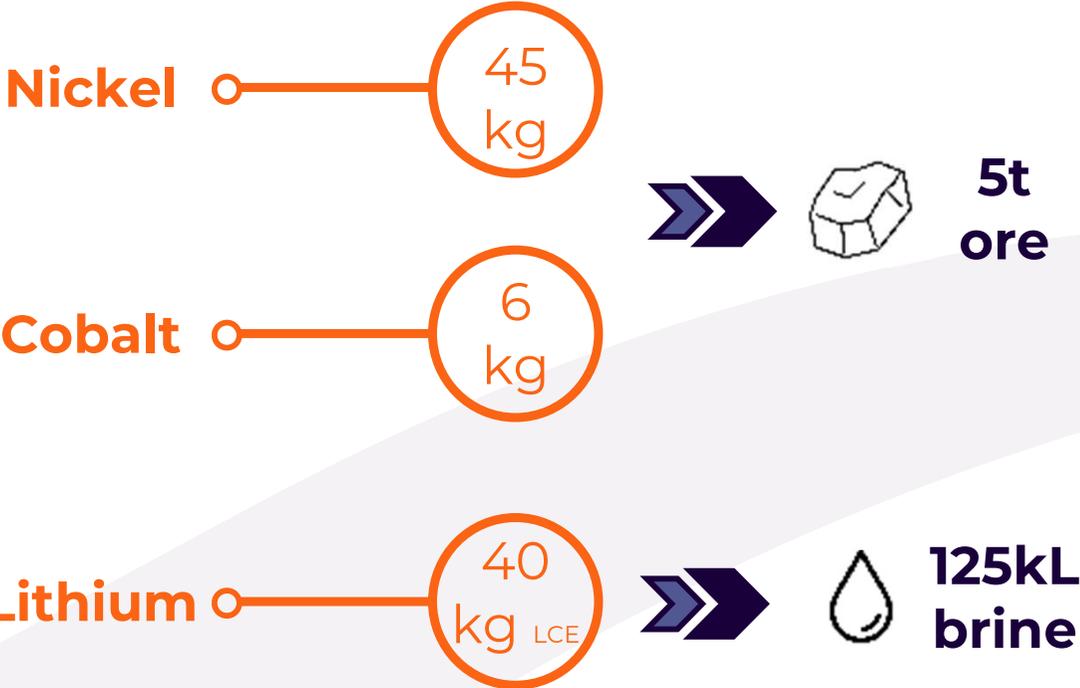


Electric cars = BEV (Battery Electric Vehicles) + PHEV (Plug-in Hybrid Electric Vehicles) + HEV (Hybrid Electric Vehicles)

Nickel, cobalt and lithium are the critical metals used in batteries for e-mobility



for a 70kWh BEV with a NMC¹ 811 battery



Source: Eramet analysis

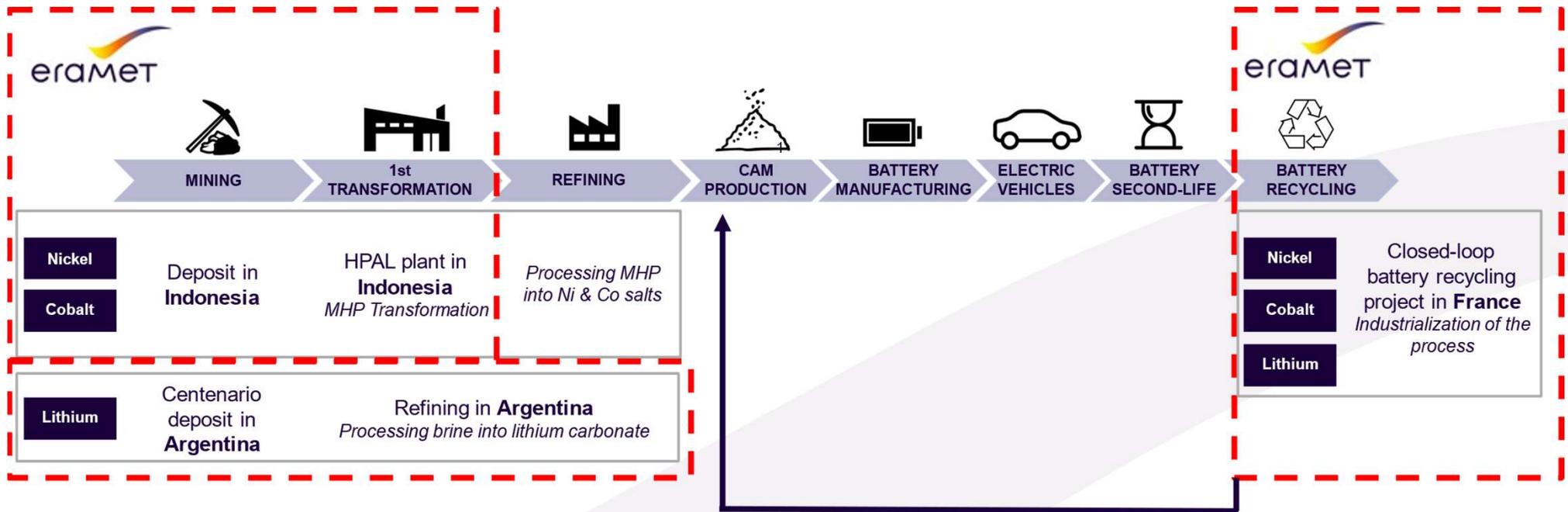
¹ NMC: Nickel Manganese Cobalt



Providing metals for the energy transition is core to Eramet's strategy



Eramet offers a unique solution to sustainably secure the metal supply for the battery industry



¹ HPAL: High Pressure Acid Leaching
² MHP: Mixed Hydroxyde Precipitate
³ CAM: Cathode Active Material

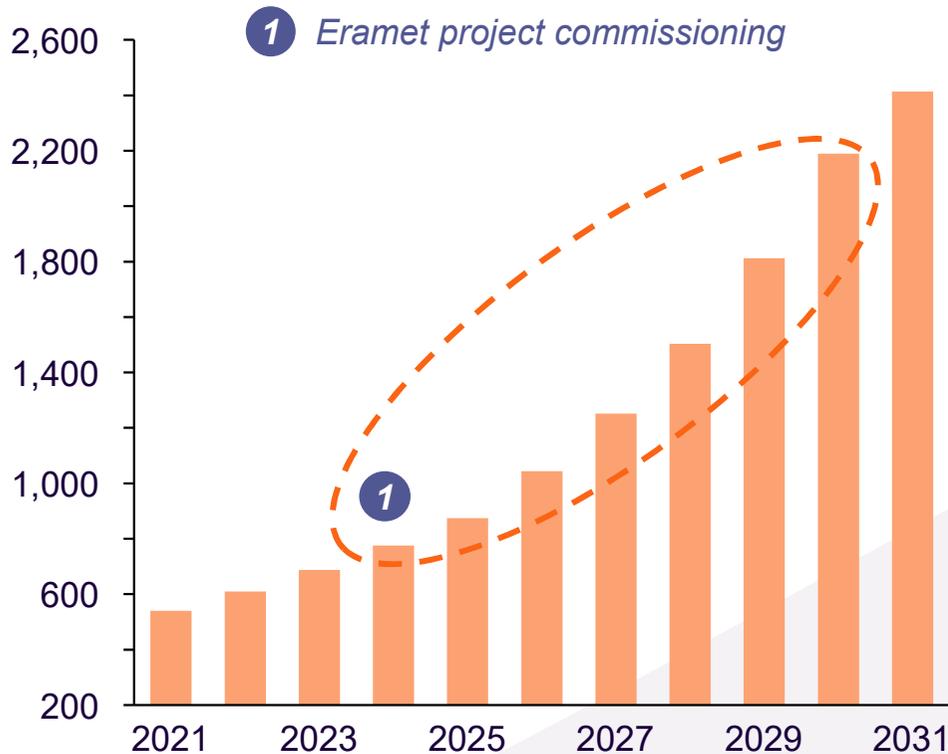
Lithium: unlocking Eramet's expansion into a key metal for the energy transition



Strong growth momentum for lithium demand ...

...reflected in current prices

Forecasted lithium market demand¹ (in kt LCE)



LiCO₃ CIF Asia (in US\$/kg LCE²)



- ① Price increase: x11 since January 2021
- ② Eramet long-term price assumption: 12,900 US\$ CIF per tone LCE



Centenario: Tier 1 lithium project in Argentina has started

Yearly LCE¹ production²
24,000 tonnes
(after ramp-up)

Cash cost (ex-works)
3,500 US\$ per tonne
(after ramp-up)

Internal Rate of Return^{2,3,5}
approx. **30%**
(after-tax, nominal terms)

EBITDA at full ramp-up^{2,3,4}
c. **US\$200m**

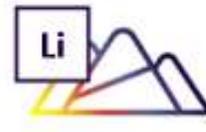
CLEAR PATH TO START-UP

Potential for further development

Large resources at c. 10 Mt LCE¹



In-house DLE⁶ process:
c.90% recovery rate



1 week lead time

Eramet to become the FIRST EUROPEAN COMPANY to operate a large-scale and sustainable lithium industrial complex leveraging on its own process

¹ Lithium Carbonate Equivalent
² On a 100% basis
³ Assuming a long-term consensus price of 12,900 US\$ CIF per tonne LCE
⁴ EBITDA inclusive of royalties and logistics costs
⁵ Excluding Capex already spent until project's mothballing
⁶ Direct Lithium Extraction



Centenario: top-notch sustainability standards

- Implementation of the **most stringent local regulations** as well as Eramet's environmental & social standards and policies
- Robust environmental programme**
- Significantly lower incidence on hydric balance** vs. conventional process
- Long-lasting and constructive relationships** with local stakeholders
- Solid local content: employment** (c.95% of workforce) and **sourcing** (49% of procurement)
- Contributing to **local community development** (60 direct beneficiaries of the Quinoa Project developed by Eramet) over the past 4 years



Continuously consolidating our SOCIAL LICENSE TO OPERATE

Battery-grade Ni/Co project co-developed with BASF in Indonesia: study phase to be completed in 2022



- Production of nickel-cobalt for the manufacturing for **Li-ion batteries**
- Partnership with **BASF** since 2020:
 - > Evaluation of hydro-metallurgical plant development, incl. a high-pressure acid leaching (“**HPAL**”) unit
 - > Ore from **Weda Bay deposit**
- **Highest CSR standards:**
 - > Implementation of the most stringent local regulations as well as **Eramet’s environmental & social standards and policies**
 - > No deep-sea tailings disposal

**Mid-2020
decade**

Expected installations
start-up



Entering pre-industrialization studies for the battery recycling project



Major progress in the Li-ion battery recycling project

- **An innovative closed-loop process** fully piloted in 2020-2021 within Eramet Research & Innovation Center
- **Developing our partnership with SUEZ** to produce “black mass” (a metal concentrate of nickel, cobalt, manganese, lithium and graphite) from end-of-life lithium-ion battery recycling
 - > 2022-2024: initiating the pre-industrial phase, based on maturity achieved over several years of R&D
 - > **2024**: estimated target date for the **start of blackmass production in France**
- **Start of industrialization studies** for blackmass and other scrap refining in France
 - > **Stand-alone 100% Eramet** for battery grade metals production from blackmass
 - > **2022-2024**: construction and operation of a pre-industrial demo-plant at Eramet Research & Innovation center in Trappes
 - > **2025-2026**: estimated target date for **start of refining operation in France**

STRATEGIC METAL RECYCLING: a virtuous circular economy approach, key for European sovereignty and responsible supply



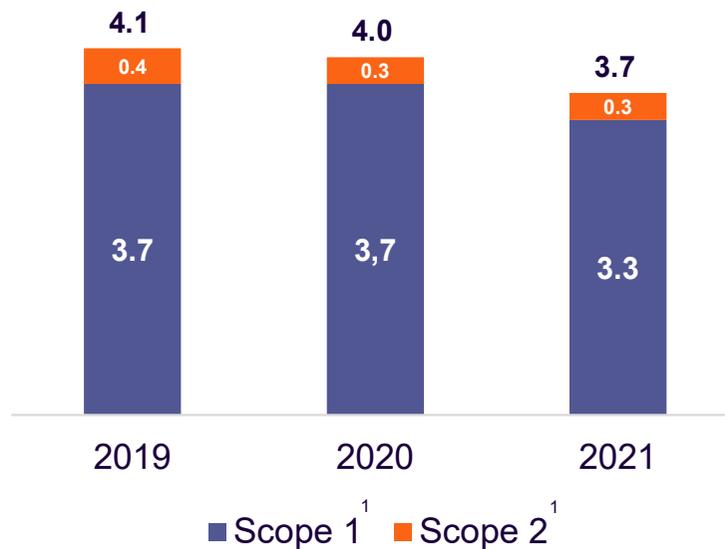
Eramet is highly committed for decarbonation through projects and innovation



Eramet has a strong commitment to climate

Validation of the Group's CO₂ emissions reduction target “well below 2°C” by the SBTi

Eramet global CO₂ emissions in 2021



- c.40% carbon intensity reduction over the last 3 years
- 2023 target already reached

CO₂ emission reduction targets in absolute value (vs. 2019)

2035

-40%

2050

Carbon neutrality

Decarbonation projects ongoing on mining and metallurgical operations



Use of renewables energy



- Already **26% renewable energy** in 2021
- **Solar plant** at Grande Côte in Senegal
 - > CO₂ reduction target **~20%**

Electrification of mining engines



- Electric trucks
- Use of electric conveyors



Sourcing of CO₂ free power for pyrometallurgy operations



- In Norway: historical existing **long-term hydro supply** ; PPA signed for **long term wind power supply** allowing large windmills farms to develop

Energy efficiency improvement



- In New-Caledonia: installation of a **docked temporary power plant** to replace old SLN's oil-fired power plant, expected by the end of 2022
- In Norway: installation of a pilot facility in 2021 to **generate heat and electricity** from the **gases** produced by furnace activity





Breakthrough innovation is key for decarbonation

Use of bio reductant in pyrometallurgical furnaces



- Bio reductant produced from biomass (such as wood waste) developed by Eramet's R&D
- Industrial scale testing in Norway in 2022 (to confirm technical feasibility)



Use of hydrogen for titanium ore reduction

- Substitution of coal with hydrogen in the production process
- **Pilot tests** development in dedicated facilities in Norway in 2022 / 2023

CCS* development, a must to carbon neutrality



- Capture and deep underground storage of CO₂
- **Ongoing** partnership for a pilot process on one of our manganese alloys furnaces in Norway

Conclusion & outlook

New strategic roadmap: right timing to become a leading player in the new age of metals

Pure player in Mining and Metals contributing to a sustainable future

Grow in metals supporting global economic development



Resilient markets

MANGANESE ORE & ALLOYS



NICKEL



MINERAL SANDS



Demonstrated leadership and continuous value-accretive organic growth



Develop critical metals for energy transition

Fast-growing markets



LITHIUM



NICKEL/COBALT SALTS



BATTERY RECYCLING



Huge potential to benefit from energy transition

ATTRACTIVE and SUSTAINABLE POSITIONING

CASH-GENERATING BUSINESS

Good start to the year in a very favorable price environment

- ✔ Continued **organic growth confirmed** in 2022
 - > **7.5 Mt** of manganese ore production in Gabon
 - > more than **4 Mwmt** of nickel ore exports in New Caledonia
 - > approximately **15 Mwmt**¹ of nickel ore production at Weda Bay
- ✔ c.**€550m cash capex**² o/w c. **€250m** of growth capex
- ✔ **EBITDA target** revised up at **more than €1.5bn**³ based on:
 - > **higher** manganese alloys selling prices vs 2021
 - > average market consensus for manganese ore price of **\$5.6/dmtu**
 - > average market consensus for LME nickel price of **\$26,400/t**⁴
 - > Impact of higher selling prices expected to be partially offset by the **strong increase in input costs**, mainly freight, energy and reductants prices
- ✔ **Strong commitment** to develop and deliver **the Group's strategic projects**
- ✔ Importance to **remain agile to adapt** to fluctuating market conditions **and seize opportunities**

¹ Subject to administrative approval

² Excluding lithium capex financed by Tsingshan, incl. IFRS 5 discontinued operations' capex

³ Based on an exchange rate at \$/€1.15

⁴ The price of ferronickel should be set at a level below the LME nickel price, but above that of NPI ("Nickel Pig Iron")

2022: a new journey has started for Eramet pure mining player



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

Appendices



Q1 2022 Key trends



Q1 2022 Global carbon steel and manganese ore production

1

Carbon steel production down 12.7% in China in Q1 2022

Growth in India (+5.1%) and in **NA (+1.3%)**;
Decline in Europe (-1.1%)

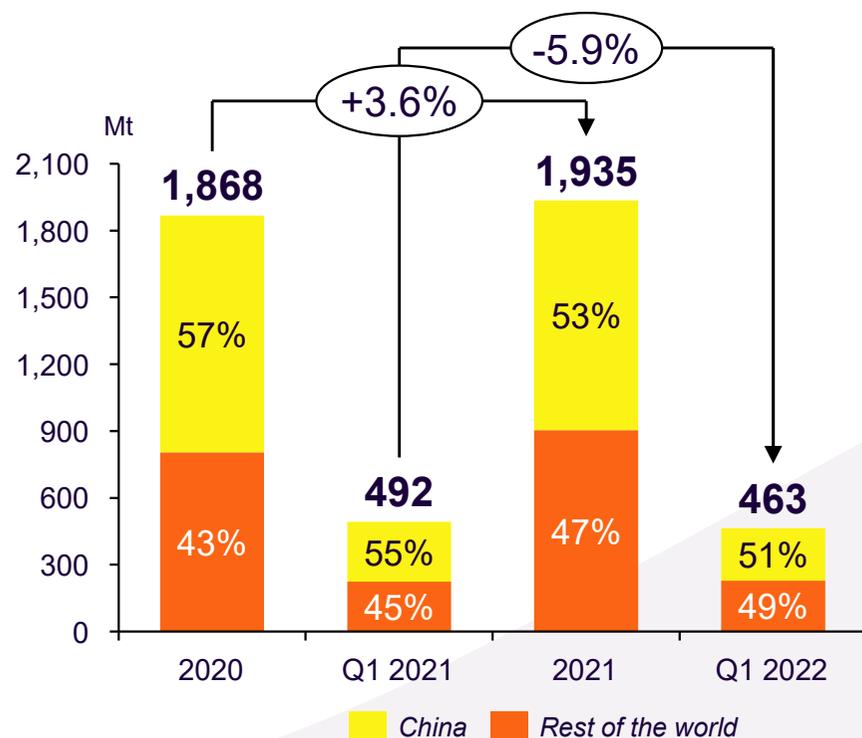
Global manganese ore consumption down by -4.6% in Q1 2022

2

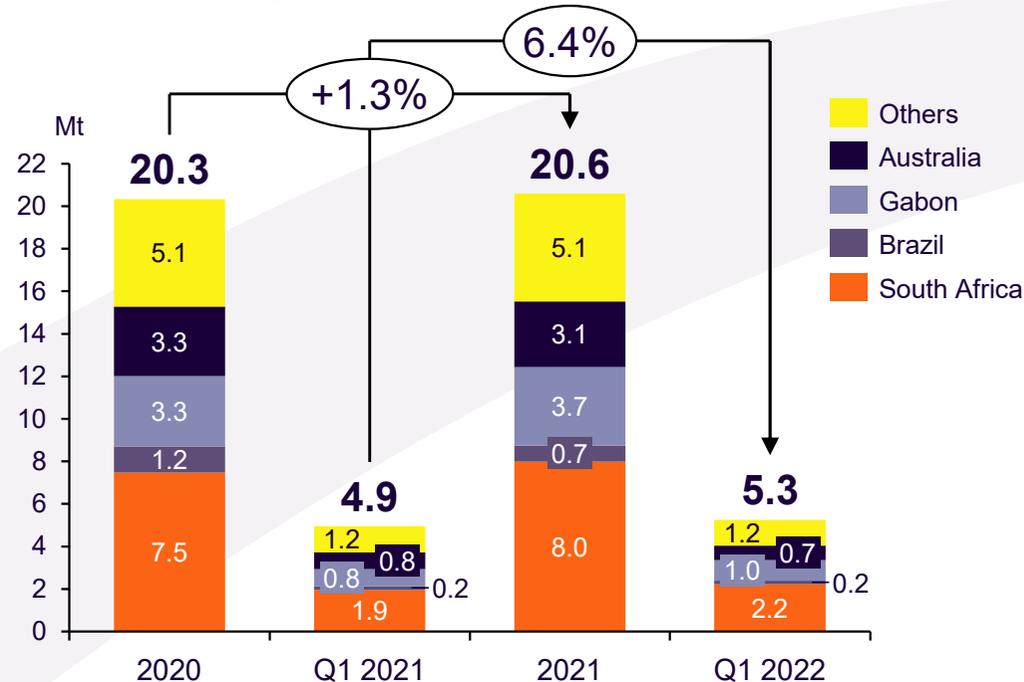
Ore production up 6.4%, reflecting growth in volumes in South Africa and Gabon

Supply/demand balance in **slight surplus**

Global carbon steel production 1



Global manganese ore production (manganese content) 2





Q1 2022 Global stainless steel and primary nickel production

1

Decrease in stainless steel production in China in Q1 (-10.3%) whereas Indonesian production still up (+12.9%)

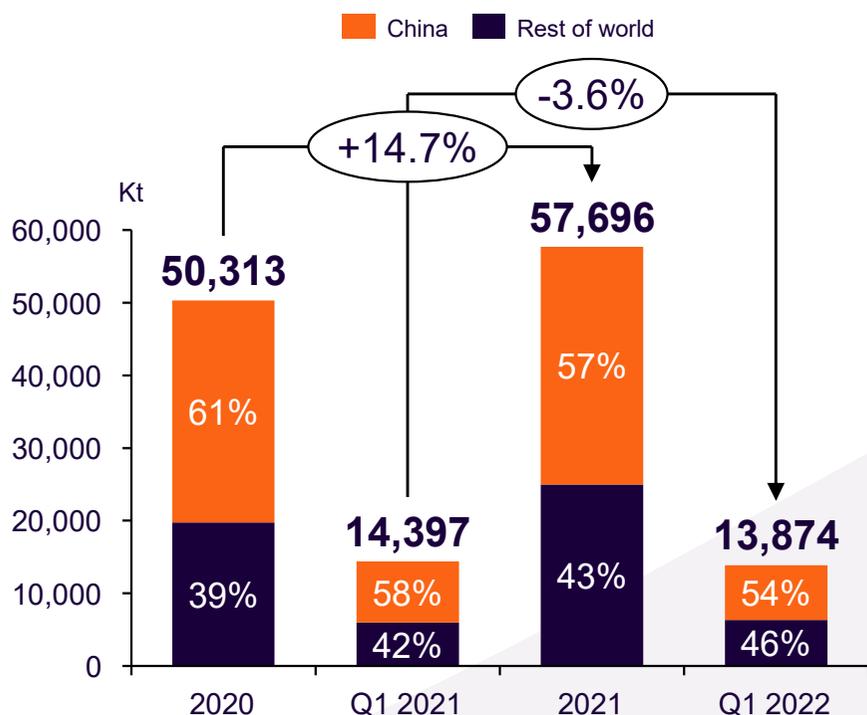
Primary nickel demand up +4.3% mainly driven by EV batteries

2

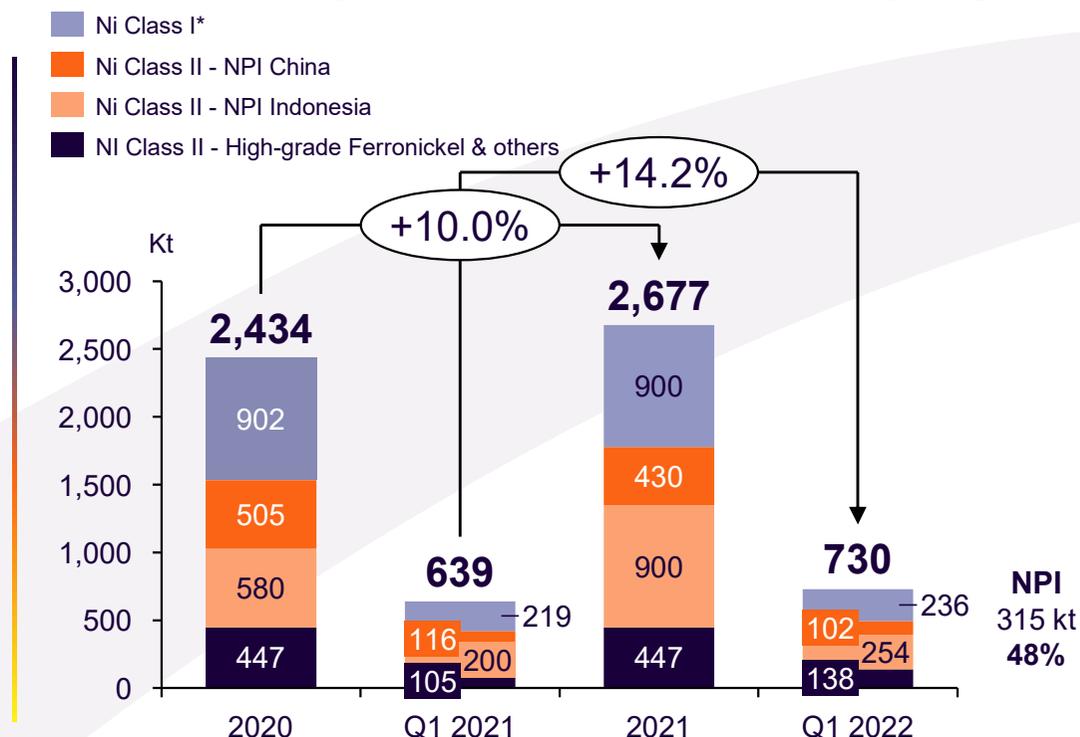
Global primary nickel production up 14,2% in Q1 2022 as **Indonesian NPI** continues to break records (+27.0% vs Q1 2021)

Market balance in slight surplus in Q1 2022 (+51kt)

Global stainless steel production 1



Global primary nickel production (excl. recycling) 2



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

Q1 2022 zircon & CP¹ grade titanium slag prices



1

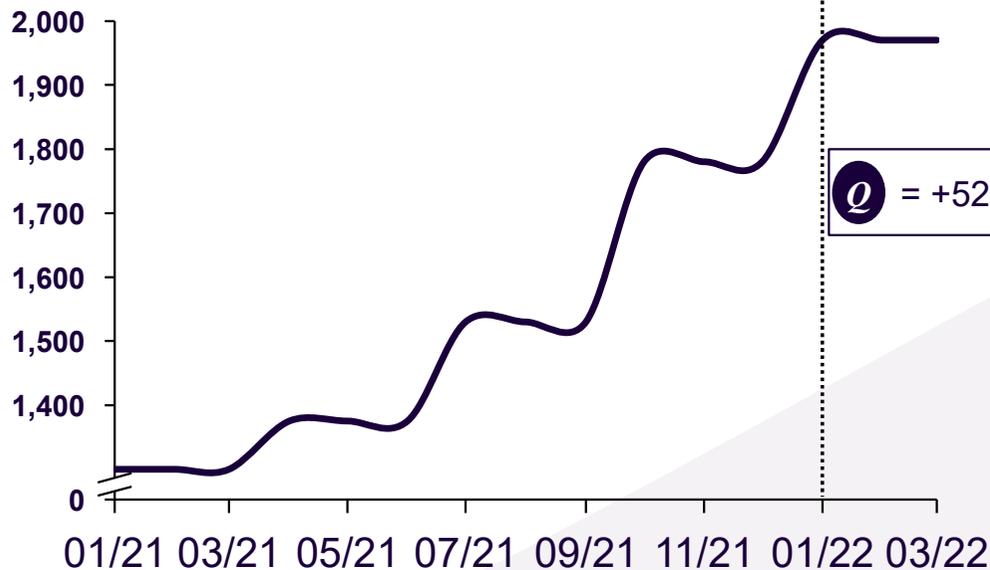
Average price of zircon at **\$1,970/t** in Q1 2022, significantly up **52%** vs Q1 2021, based on quarterly negotiations led at end-2021, in a context of strong tensions on supply

2

Tight demand for CP¹ titanium dioxide slag reflected on prices, up **13%** to **c.\$850/t** in Q1 2022

Monthly premium zircon prices³

1



Q1 2022 vs Q1 2021 price variation

Monthly change in CP grade titanium dioxide slag prices²

2



Q1 2022 vs Q1 2021 price variation

¹ For the production of pigments through chloride process

² Source CP slag: Market consulting, Eramet analysis

³ Source Zircon premium: FerroAlloyNet.com, Eramet analysis

2021 Financial results

Unless otherwise specified, financial figures are presented in accordance with IFRS 5 - Non-currents Assets Held for Sale and Discontinued Operations -, in line with Eramet's new scope focused on the Mining & Metals division

Delivering on our promises

Strategic

- ▶ Acceleration of repositioning in **Mining & Metals**
 - > Ongoing **growth in mining production**
 - > Restart of **lithium project**
 - > Divestment of **Aubert & Duval**¹

Sustainability

- ▶ Significant progress for **people and planet**
- ▶ ESG performance recognised by **leading agencies**

Financials

- ▶ **c. €450m** of **intrinsic improvement** in 2 years
- ▶ **€401m FCF** in 2021
- ▶ Ongoing **deleveraging**² **<1x** end-2021



Strong operational and financial results in 2021



Mining production¹

> +75% vs. 2020



Nickel ore¹

19.4 Mwmt

(+10.6 Mwmt vs 2020)

Manganese ore

7 Mt

(+1.2 Mt vs. 2020)

2021 EBITDA²

> €1bn

2021 FCF

€401m o/w **€526m**,

excl. discontinued operations



Leverage³

< 1x

Dividend of

€2.5 / share



Economic fundamentals restored

¹ Including 100% of Weda Bay mining production

² Reflecting new Eramet scope, excl. discontinued operations

³ Net debt / EBITDA

Positioning ourselves as a reference in our industry for sustainability

Continued high CSR performance in 2021

> Index **104** (target 100) confirming the positive trend of our CSR Roadmap 2018-2023



Safety

-46% reduction in number of accidents vs 2020 (TRIR at **2.2** in 2021)



Diversity

26% women managers

Social Impact



- ▶ A **continued support** to populations located near our sites in Africa
 - > Provided medical care to **22,000** people
 - > Improved drinking water access for **13,000** people
 - > Enhanced learning conditions for **14,000** students

Climate



-39% in CO₂ intensity¹

Validation of the Group's CO₂ emissions reduction target “well below 2°C” by the **SBTi**

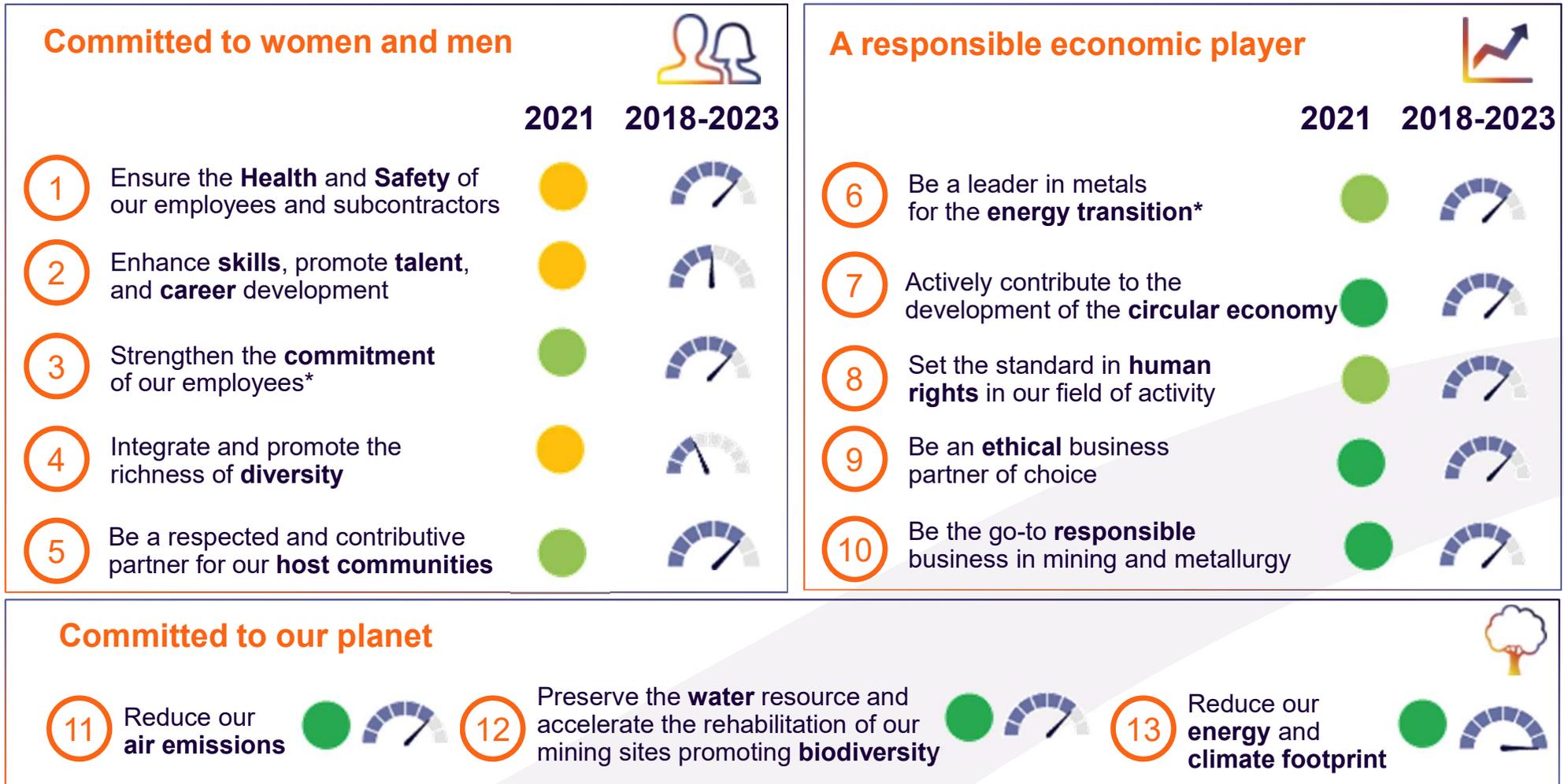
Biodiversity



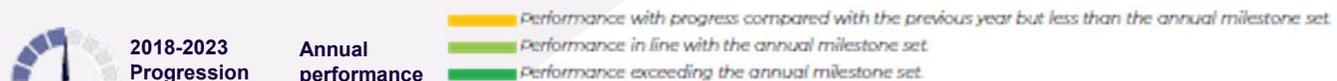
- ▶ Rehabilitation Rate **1.32** in 2021, **30%** more than the cleared areas
- ▶ Validation of the Group's biodiversity commitments by **act4nature**
- ▶ Inauguration of the Lékédi **biodiversity foundation**

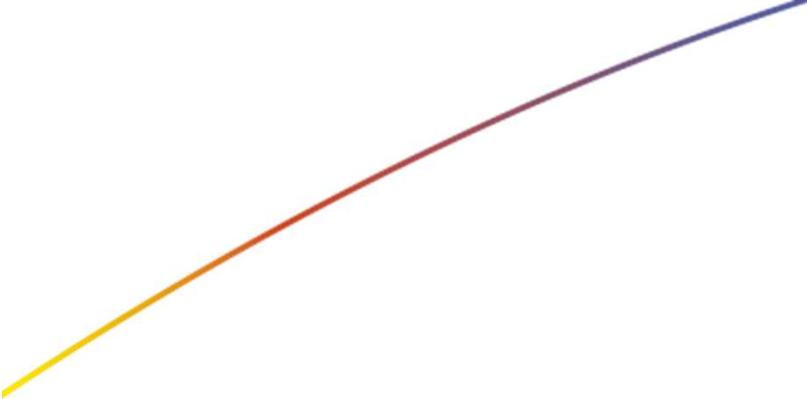
2018-2023 CSR roadmap progress

13 medium-term objectives monitored with results published on annual basis



* The milestone for objective 6, given the decision to mothball the Lithium project, was neutralised in the calculation of the performance index, as was the objective relating to employee commitment, as the planned survey measuring progress on this subject had been postponed due to the health crisis.





CONTACTS

Director of Investor Relations

Sandrine NOURRY-DABI

sandrine.nourrydabi@eramet.com

