

Amounts in €million

ERAMET GROUP	2019 (i)	2018 (i)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	3 671	3 825	3 652	2 984	3 109	3 144	3 162	3 447	3 603	3 576	2 689
Ebitda	630	843	871	375	92	363	231	407	789	971	59
Current operating income (COI)	341	581	608	84	-207	75	-45	153	554	739	-163
Operating income	223	465	567	-95	-813	-54	-548	79	491	720	-267
Net Income - Group share	-184	53	203	-179	-714	-159	-370	9	195	328	-265
Net cash flow from operating activities	86	449	687	121	-7	43	161	217	591	727	112
CAPEX	455	281	230	217	267	346	587	641	492	326	286
Capital employed at closing	3 160	2 781	2 584	2 838	3 060	3 462	2 992	2 979	2 699	2 554	2 391
Workforce	13 097	12 705	12 590	12 777	13 938	13 992	14 026	14 353	14 749	14 537	14 670
Total Shareholders' equity	1 639	1 908	1 980	1 776	1 779	2 754	3 010	3 809	4 079	3 974	3 505
Net cash / (Net debt)	-1 304	-717	-376	-836	-878	-547	-218	448	1 153	1 295	946
Gearing (if < 0, na)	80%	38%	19%	47%	49%	20%	7%	na	na	na	na

MINING / METALS

ERAMET MANGANESE	2019 (i)	2018 (i)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	1 765	1 857	1 919	1 439	1 430	1 429	1 562	1 560	1 713	1 858	1 289
Ebitda	560	784	861	358	196	266	350	357	499	656	72
Current operating income (COI)	459	699	738	219	58	137	218	240	388	548	-27
Net cash flow from operating activities	206	499	722	243	106	140	314	172	402	562	-28
CAPEX	234	140	89	104	164	199	346	399	245	130	110
Capital employed at closing	1 258	963	1 125 (v)	1 339	1 587	1 676	1 406	1 400	1 164	1 069	1 117
Workforce	4 038	3 922	4 809	4 962	5 898	5 982	5 673	6 021	6 377	6 419	6 463

ERAMET NICKEL	2019 (i)	2018 (i)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	778	739	644	595	686	781	704	898	989	965	655
Ebitda	38	-18	-44	-24	-156	42	-130	53	269	269	13
Current operating income (COI)	-58	-111	-125	-119	-261	-52	-222	-38	189	194	-62
Net cash flow from operating activities	-17	-21	-69	-137	-60	-18	-116	42	206	176	104
CAPEX	35	57	80	56	56	97	172	146	141	124	107
Capital employed at closing	664	611	710	700	652	967	824	778	745	794	693
Workforce	2 227	2 284	2 322	2 534	2 777	2 809	2 974	2 999	3 061	3 012	3 073

ERAMET LITHIUM (iv)

2019 (iv)	
Sales	0
Ebitda	0
Current operating income (COI)	0
Net cash flow from operating activities	-13
CAPEX	101
Capital employed at closing	68
Workforce	140

ERAMET MINERAL SANDS (ii)	2019	2018 (iii)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	286	212									
Ebitda	106	62									
Current operating income (COI)	64	35									
Net cash flow from operating activities	55	41									
CAPEX	13	12									
Capital employed at closing	720	754									
Workforce	995	922									

ERAMET ALLOYS	2019 (i)	2018 (i)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	847	1 020	1 087	949	991	938	904	997	910	764	750
Ebitda	-26	46	84	74	78	81	49	40	57	76	-5
Current operating income (COI)	-68	-8	32	27	27	23	4	-5	16	29	-49
Net cash flow from operating activities	-84	-1	90	22	27	18	34	22	-1	43	93
CAPEX	53	63	59	55	44	48	64	84	100	69	67
Capital employed at closing	481	488	751	790	800	789	760	787	745	647	578
Workforce	5 178	5 092	5 021	4 840	4 824	4 746	4 865	4 857	4 889	4 751	4 788

HOLDING & ELIM. (iv)	2019 (i)	2018 (i)	2017 (i)	2016 (i)	2015 (i)	2014 (i)	2013	2012	2011	2010	2009
Sales	-5	-3	2	1	2	-4	-8	-8	-9	-11	-5
Ebitda	-49	-31	-30	-33	-26	-26	-38	-43	-36	-30	-21
Current operating income (COI)	-56	-34	-37	-43	-31	-33	-45	-44	-39	-32	-25
Net cash flow from operating activities	-61	-69	-56	-7	-80	-97	-71	-19	-16	-54	-57
CAPEX	20	9	2	2	3	2	5	12	6	3	2
Capital employed at closing	67	-34	-2	9	21	30	2	14	45	44	3
Workforce	519	485	438	441	439	455	514	476	422	355	346

(i) The data presented is adjusted data from Group reporting in which joint ventures are recorded according to proportional integration.

(ii) BU consolidated at 50% in the Manganese BU until 2017

(iii) Data at 50% until 06/30 and 100% thereafter.

(iv) Lithium BU consolidated until 2018 with Holding & elim.

(v) €1 125m of which €854m regarding BU Manganese. The difference relates to BU Mineral Sands.