Imerys

World leader in mineral-based specialties
An introduction to Imerys

A world leader in mineral-based specialties, offering high value-added solutions to many different industries, ranging from process manufacturing to consumer goods.

We succeed through:

- Best-in-class operations, delivering commercial excellence and market-driven innovation
- A strong business model and value proposition
- Unrivalled technological and industrial processes, solutions and leading positions in most of our markets
- Understanding our customers’ applications
- Meeting ambitious targets for being a responsible business
Our Executive Committee

Alessandro Dazza
Chief Executive Officer
Joined Imerys: 2020

Guillaume Delacroix
SVP Performance Minerals EMEA
2004

Jim Murberger
SVP Performance Minerals Americas
1996

Cyril Giraud
SVP Performance Minerals APAC
1998

Philippe Bourg
SVP Refractory, Abrasives & Construction
1996

Michel Cornelissen
SVP High Temperature Solutions
1995

Sébastien Rouge
Chief Financial Officer
2020

Olivier Pirotte
Chief Strategy Officer
2015

Frédérique Berthier-Raymond
Group General Counsel
2008

Jean-François Claver
Chief Industrial Officer
2015

Vincent Lecerf
Chief Human Resources Officer
2017
Where we operate

Americas
EMEA
APAC
Key figures – At a glance

- Over 15,000 customers
- Sales in 142 countries
- €4.4bn revenue
- 16,300 employees
- €765m EBITDA*

- #1 in 75% of our businesses
- Americas 29% of revenue
- EMEA 48% of revenue
- APAC 23% of revenue

(*2019 figures)
The Imerys business model has many strengths:

- Organized around core markets
- Mining resources
- High quality minerals and industrial assets
- Unrivalled technological and industrial processes
- Innovative solutions
- Leading positions in most markets

Contributing to a vast range of products that touch every aspect of life.
What we offer – Solutions for diverse markets

Imerys delivers value-added solutions that are formulated to meet the technical specifications of each customer.

The solutions contribute to the performance of a multitude of products in three categories:

1. **Functional additives:** added to the mineral formulation of customers’ products

2. **Mineral components:** essential constituents in the formulation of customers’ products

3. **Process enablers:** used in customers’ manufacturing processes, but not present in the end product

These serve many industries such as construction materials, mobile energy, steelmaking, agri-food, automotive and cosmetics.

* Including food and beverages and health & cosmetics. Source: Imerys estimates based on 2018 revenue.
What we offer – solutions in two market segments

Within these industries, Imerys’ mineral specialties have a very large number of applications in two main areas.

1. PERFORMANCE MINERALS

Functional additives that provide unique properties to our customers.

<table>
<thead>
<tr>
<th>Plastics, rubber, paints &amp; ACS¹</th>
<th>Paper &amp; board</th>
<th>Ceramics</th>
<th>Filtration &amp; life science</th>
<th>Mobile energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gloss and opacity in paints, conductivity and lightweighting in plastics</td>
<td>Whiteness, opacity, gloss and pitch control</td>
<td>Whiteness and hardness</td>
<td>Purification of liquids, moisture absorption and smoothness</td>
<td>Lifespan and fast charging</td>
</tr>
</tbody>
</table>

Note: ¹ Adhesives, Caulks & Sealants
What we offer – solutions in two market segments

2. HIGH TEMPERATURE MATERIALS AND SOLUTIONS

Processing aids for use in extreme work conditions.

<table>
<thead>
<tr>
<th>Market Segment</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iron &amp; steel</td>
<td>Refractory producers: Purity and flow enhancement, Flow enhancement and thermal stability</td>
</tr>
<tr>
<td>Foundry</td>
<td>Abrasives: Thermal and mechanical resistance</td>
</tr>
<tr>
<td>Thermal</td>
<td>Building &amp; infrastructure: Self levelling and quick drying of floors</td>
</tr>
</tbody>
</table>

An introduction to Imerys
How we create value

Imerys offers a distinctive value proposition to our customers based on a set of capabilities.

Our value proposition to customers.

Markets & customers as our innovation driving force

In-depth application knowledge

Strong processing & formulation capabilities

Unique access to resources

Highly differentiated value proposition to our customers
Our commitments – Safety first

- Safety training is a priority and is delivered through many communications channels
- Regular campaigns and events also keep safety front of mind
- Health and Safety Charter, a framework for continuous improvement, applies to all

- 196 sites deployed Imerys Industrial Improvement ‘i-Cube’ Program
- 55% of 2019 training hours dedicated to EHS
- 1.14 lost-time accidents per million hours worked
- +340 participants in the Imerys Safety University sessions
- 3.22 total recordable injury rate
Our commitments – Meeting our customers' needs

Your trusted mineral partner

We offer high-quality and high-performance products from unique mines and plants.

- A customer-facing portfolio, aligned with markets
- A one-stop shop for mineral solutions

We offer in-depth knowledge of how to apply our products.

- Ensuring safe use and handling
- Information to ensure compliance with regulations
- How to create business opportunities
- Helping manage product and reputational risks
- Innovation based on customer needs

Imerys’ coordinated action on climate issues are recognized by the Carbon Disclosure Project with a Level B.

Together with a Platinum level from EcoVadis these demonstrate sustainability leadership that support our customers.
At Imerys, we play a role in society in a responsible way.

And we respect the world we operate in. Not just because these are the right things to do, but also because operating with respect and responsibility is how we'll transform and grow our business.

**EMPOWERING our people**

- Increase women in senior management to 30% by 2022\(^1\)

**CARING for our planet**

- Reduce CO\(_2\) emissions (in tCO\(_2\)/€) by 36% by 2030\(^2\)

**BUILDING for the future**

- Assess 40% of portfolio\(^3\) against sustainability criteria by 2022

---

Notes: \(^1\) And fully implement the Group Diversity and Inclusion 3-year program; \(^2\) Target approved by the Science Based Target initiative; \(^3\) By revenue
In 2018, we launched a new CSR program, SustainAgility, with six pillars structured into three key areas:

- **We empower our people** – by making sure our employees and contractors stay healthy and safe, nurturing their talent, and fostering a culture of inclusion.

- **We care for our planet** – by protecting the environment, using resources efficiently, preserving biodiversity, and acting on climate change.

- **We build for the future** – by acting fairly and responsibly, ensuring responsible purchasing, working with our communities and promoting sustainable products.

SustainAgility is aligned with the United Nations' Sustainable Development Goals (SDGs).

**Click here** to watch the Imerys Corporate Social Responsibility (CSR) video.
A market-focused organization

Two segments and five business areas

**PERFORMANCE MINERALS**

- PERFORMANCE MINERALS EMEA (~ €1.0 bn)
- PERFORMANCE MINERALS AMERICAS (~ €1.1 bn)
- PERFORMANCE MINERALS APAC (~ €0.4 bn)

**HIGH-TEMPERATURE MATERIALS & SOLUTIONS**

- REFRACTORY ABRASIVES & CONSTRUCTION (~ €1.2 bn)
- HIGH TEMPERATURE SOLUTIONS (~ €0.8 bn)

- Plastics, Rubber, Paints & ACS (Adhesives, Caulk & Sealants)
- Ceramics
- Paper & Board
- Mobile Energy
- Refractory Producers
- Abrasives
- Building & Infrastructure
- Iron & Steel
- Foundry
- Thermal

Support Functions
A closer look at Performance Minerals EMEA

BUSINESS AREA FOOTPRINT
~ €1.0 bn revenue in 2019

- West Europe: 80%
- CEE and MEA: 20%

Plastics, Rubber, Paints & ACS
(~35% of BA revenue)

Ceramics (~25%)

Paper & Board (~25%)

Filtration & Life Science (~15%)

IN FOCUS: AGRICULTURE

We’re leveraging our Science & Technology and Business Development teams worldwide to develop innovative natural solutions to the most pressing concerns facing farmers today - be it declining soil quality, crop disease or pesticide resistance.

40% loss of fish farm stock from disease, causes which AkuaPro™ alleviates

$20 BN value of the insecticide market by 2022
A closer look at Performance Minerals Americas

BUSINESS AREA FOOTPRINT
~ €1.1 bn revenue in 2019

America & Canada: 80%¹
South America: 20%¹

Note: ¹ Excluding talc

Plastics, Rubber,
Paints & ACS
(~40% of BA revenue)

Ceramics (~15%)

Paper & Board (~25%)

Filtration & Life
Science (~20%)

IN FOCUS: FOOD & BEVERAGES

The food & beverage industry is shaped by ever-changing consumer preferences, with increasing importance on natural products, health and wellness.

Working with customers, we develop bespoke natural, mineral-based solutions that help them increase productivity, reduce costs and save time.

#1
Imerys is the largest global producer of minerals for filtration

50%
Reduction in filter-aid dosing rates in winemaking with ImerVin™
BUSINESS AREA FOOTPRINT
~ €0.4 bn revenue in 2019

Graphite & Carbon as a global business

IN FOCUS: MOBILE ENERGY

Our graphite and carbon black products are consistently the high-performance conductive additives of choice for lithium-ion batteries, alkaline batteries, advanced lead acid batteries and many more.

We're also pioneering high-tech, high-performance solutions for rechargeable batteries and fuel cells aligned with the ever-increasing popularity of electric vehicles.

#1
world leader in conductive additives for Li-ion batteries

#1
world leader in graphite for alkaline batteries
A closer look at Refractory, Abrasives & Construction

BUSINESS AREA FOOTPRINT
~ €1.2 bn revenue in 2019

- Americas: 25%
- EMEA: 50%
- APAC: 25%

IN FOCUS: CONSTRUCTION

Construction companies must now build leaner, smarter and faster to meet ever stricter safety and energy efficiency standards.

Imerys helps meet these challenges with a broad portfolio of mineral solutions for use in solar panels, dry mortars and plasters, adhesives and sealants, ceramic sanitaryware, flooring, paint, tiles and pipes.

- 66% of the world population will be living in cities by 2050
- 1,711 LBS CO2 reduction for every ton of cement replaced by ImerFill®

Refractory Producers (~50% of BA revenue)
Abrasives (~20%)
Building & Infrastructure (~30%)
A closer look at High Temperature Solutions

BUSINESS AREA FOOTPRINT
~ €0.8 bn revenue in 2019

- Americas: 15%
- EMEA: 60%
- APAC: 25%

FOCUS: IRON AND STEEL

We offer a wide range of natural and synthetic mineral solutions for the metal industries, including engineered raw materials and high performance, modular refractory solutions.

Our expertise in refractory, moulds and metallurgical fluxes meets the needs of our customers for enhanced steel-cleanliness and a productive, safe process.

#1 Imerys is the world leader for mold casting flux. the European refractory leader for THC and runners

30+ countries with mines and plants serving the iron & steel industry
Imerys offers solutions aligned with changing markets as a result of new lifestyles, new economic models, technological progress and changing expectations from stakeholders.

<table>
<thead>
<tr>
<th>Market</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric vehicles</td>
<td><strong>Lower CO2 emissions</strong> → Increased performance of lithium ion batteries for electric cars</td>
</tr>
<tr>
<td>Health &amp; beauty</td>
<td><strong>Respect of the environment</strong> → Natural mineral solution in body products</td>
</tr>
<tr>
<td>Industrial equipment</td>
<td><strong>Improved resistance of abrasives</strong> → Ultra-fine alumina for high-performance abrasives</td>
</tr>
<tr>
<td>Industry</td>
<td><strong>Energy efficiency</strong> → Additives for cryogenic insulation for liquefied gas storage</td>
</tr>
<tr>
<td>Automotive</td>
<td><strong>Lighter cars</strong> → Performance of automotive plastics</td>
</tr>
<tr>
<td>Refractories for high temperature industries</td>
<td><strong>Thermal and mechanical resistance</strong> → High-purity andalusite</td>
</tr>
<tr>
<td>Foundry</td>
<td><strong>Improvement in molding precision and yield</strong> → Bentonite-based binder</td>
</tr>
</tbody>
</table>

“Weight reduction is one of the key drivers for decreasing CO₂ emissions in cars.”

Sonia Achard
RENAULT–NISSAN, UPSTREAM STRATEGY LEADER AND BODY PLASTICS EXPERT

Click to learn more
To learn more

Visit www.imerys.com

Or connect with us:

@imerys

www.linkedin.com/company/imerys/

www.facebook.com/imerysgroup/
Some of our minerals

**Alumina (fused)**
The common name given to aluminum oxide. Produced from bauxite, its an ore that is mined from topsoil in various tropical and subtropical regions. Corundum is the most common naturally occurring crystalline form of aluminium oxide.

**Andalusite**
A common metamorphic mineral which forms under low pressure and low to high temperatures. It is used as a refractory in furnaces, kilns and other industrial processes.

**Ball Clay**
Are sedimentary clays that commonly consist of kaolinite, mica and quartz. They are fine-grained and produce a fine quality white-coloured ceramics when fired. Deposits are relatively scarce.
Some of our minerals

**Bauxite**
Rock with a relatively high aluminium content. It is used for aluminium production (the metallurgical bauxites) and, as is the case for Imerys, for production of refractory materials, chemicals and cements (the non-metallurgical bauxites).

**Bentonite**
Generated from the alteration in situ of volcanic ash. It is a highly absorbent, viscous plastic clay which is a valuable binding, sealing, absorbing and lubricating agent in a huge variety of industries and applications, notably animal welfare.
Visit imerys.com to learn more

**Calcium Carbonates**
One of the most abundant minerals on Earth, it can be found in nature in three principal rock types: chalk, limestone and marble. Its whiteness and opacity are appreciated by many applications from building materials to paper, paint, food and beverages.
Visit imerys.com to learn more
Some of our minerals

Chamotte
A calcined clay containing a high proportion of silica and alumina. It is used in ceramics, in particular for sanitaryware and kiln furniture.

Diatomite
Derived from the remains of microscopic fossilized sea or freshwater plants, diatomite is a naturally occurring, versatile mineral with an elaborate structure of tiny holes. Used in an array of applications from agriculture and cosmetics to filtration and mechanical insecticides.
Visit imerys.com to learn more

Graphite (natural)
A naturally-occurring form of crystalline carbon. It has a wide range of uses, notably it is a good conductor of heat and electricity making it useful in electronic products such as electrodes, batteries, and solar panels.
Some of our minerals

**Graphite (synthetic)**
A unique material that is highly purified in terms of carbon content. It is known for its ability to withstand high temperatures and corrosion, making it suitable for highly specialized industries that need predictable results from their carbon inputs.

**Halloysite**
A natural form of very white kaolinite. Used in the manufacture of fine tableware as its properties produces ceramic ware with exceptional whiteness and translucency. Large deposits are rare.

**Moler**
A unique clay-like form of diatomite typically comprising two-thirds diatom algae shells and one-third smectite clay. The only true deposits are located on islands off the north-western coast of Denmark. Used in animal welfare, construction and horticulture.
Some of our minerals

**Molochite**
A calcined kaolin for the investment casting, the kiln furniture and general refractories industries. Free from contamination, it is an ideal filler for foundry coatings in iron, steel and aluminum castings.

**Perlite**
Derived from volcanic rock, perlite is a natural, lightweight, inert and fireproof mineral making it a mineral of choice for a wide variety of end uses from cosmetics, to horticulture and construction. [Visit imerys.com to learn more](#).

**Quartz**
The second most abundant mineral in the planet's crust, after the feldspar. High purity quartz is an ideal material for manufacturing the crucibles used in the casting of silicon for photovoltaic cells that make up solar panels and electronic components.
Some of our minerals

**Talc**
A clay mineral, composed of hydrated magnesium silicate. It is the softest mineral on earth. Used in a wide variety of applications from agriculture to ceramics, plastics, rubber and construction.

**Wollastonite**
A naturally occurring mineral that can withstand temperatures up to 1540°C. Other properties that make it useful include high brightness and whiteness, low moisture and oil absorption. Often used in ceramics, metallurgical processing, paints and plastics.

**Zirconia (fused)**
Produced from zircon sand, which is one of the minerals found in heavy mineral sand sedimentary deposits. In order to produce fused zirconia, zircon sand is reduced and fused in an electric arc furnace. Used in a wide variety of applications such as refractories, advanced ceramics, electronics, brake pads, investment casting, catalysts and catalytic converters.
Some of our minerals

**Kaolin**
Created from alteration in granite and commonly called ‘china clay’. Used for millennia as the principal ingredient in porcelain tableware. It provides critical properties to many applications ranging from paper to paints, to cosmetics and pharmaceuticals.
Visit imerys.com to learn more

**Mica**
The mica group of minerals are sheet silicate (phyllosilicate) minerals that are light, soft and flexible. Mica is heat-resistant and does not conduct electricity. Used in the construction and electrical industries, as well as in paints and personal care.

**Pegmatite**
Composed of several minerals usually feldspar, quartz and mica, giving a natural fluxing capability useful for the strengthening and durability of ceramics. Low coloring oxides means it is especially suitable for white ceramic tableware.

**Feldspar**
The name given to a group of naturally occurring alumino-silicate minerals that are by far the most abundant group of minerals in the Earth’s crust, making up about 50% of all rocks. Mainly used in glassmaking and ceramics.