



Q4 & FY 2021 RESULTS INVESTOR PRESENTATION

February 24, 2022

Forward-Looking Statements

This presentation may include forward-looking statements. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms as “believe”, “expect”, “anticipate”, “may”, “assume”, “plan”, “intend”, “will”, “should”, “estimate”, “risk” and or, in each case, their negative, or other variations or comparable terminology. These forward-looking statements include all matters that are not historical facts and include statements regarding the Company’s intentions, beliefs or current expectations concerning, among other things, Vallourec’s results of operations, financial condition, liquidity, prospects, growth, strategies and the industries in which they operate. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. These risks include those developed or identified in the public documents filed by Vallourec with the French Financial Markets Authority (Autorité des marchés financiers, or “AMF”), including those listed in the “Risk Factors” section of the Registration Document filed with the AMF on March 29th 2021 under filing number n° D.21-0226 and the amendment to the Universal Registration Document filed with the AMF on June 2nd 2021 under filing number n° D.21-0226-A01. Readers are cautioned that forward-looking statements are not guarantees of future performance and that Vallourec’s or any of its affiliates’ actual results of operations, financial condition and liquidity, and the development of the industries in which they operate may differ materially from those made in or suggested by the forward-looking statements contained in this presentation. In addition, even if Vallourec’s or any of its affiliates’ results of operations, financial condition and liquidity, and the development of the industries in which they operate are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in subsequent periods.

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KEY HIGHLIGHTS OF THE YEAR

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2021: Strong EBITDA growth with margin up over 600 bps

- ▶ **€492 million EBITDA, up 91% YoY (+79% in Q4 YoY)**
- ▶ **Positive net income at €40 million**
- ▶ **Free cash flow at (€284) million** reflecting working capital rebuild of €172million and one-time charges, which include financial restructuring costs
- ▶ **Strong liquidity position** at €1,081 million as of December 31st, 2021

Operational Efficiency

- ▶ **Focus on value** vs. volume to be implemented across the business enterprise
- ▶ **Transformational footprint actions announced in Q3 2021 are well on track**, both for the disposal process of German assets and for the preparation of the transfer of their Oil & Gas activity to low-cost operations in Brazil
- ▶ **Good momentum on savings in 2022, and evaluating potential additional cost savings initiatives**
- ▶ **Reinforcing Group priority of cash discipline**, with focus on inventory management

2022 Outlook

- ▶ **In North America, favorable market conditions leading to strong improvement in financial performance**
- ▶ **In other markets, overall increase in volumes and prices somewhat offset by inflation headwinds**
- ▶ **Iron ore prices as per consensus¹**
- ▶ **Gradual restart of iron ore mine is targeted for Q2 subject to finalization of conditions precedent with the Brazilian mining authorities**
- ▶ **Based on these assumptions, the Group is expecting a further improvement of its full-year 2022 EBITDA relative to 2021**

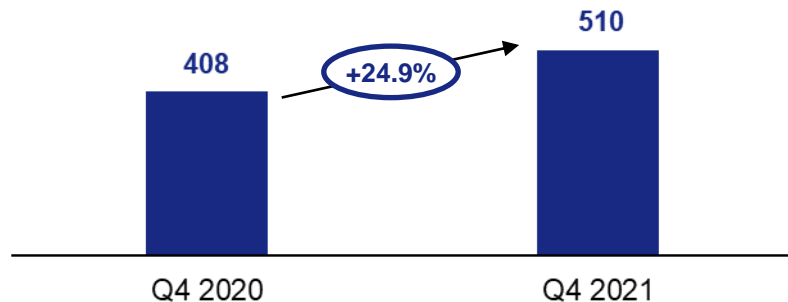
¹ Capital IQ: \$110/MT

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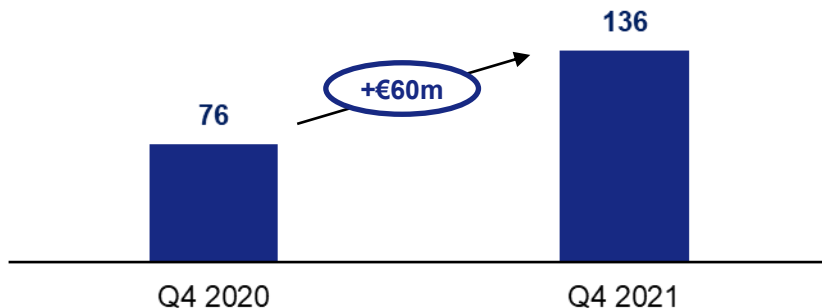
Q4 & FY 2021 RESULTS

Q4 2021 KEY FIGURES

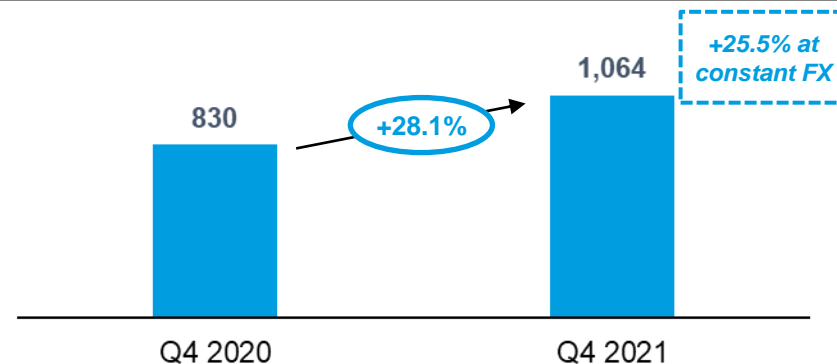
VOLUMES (kt)



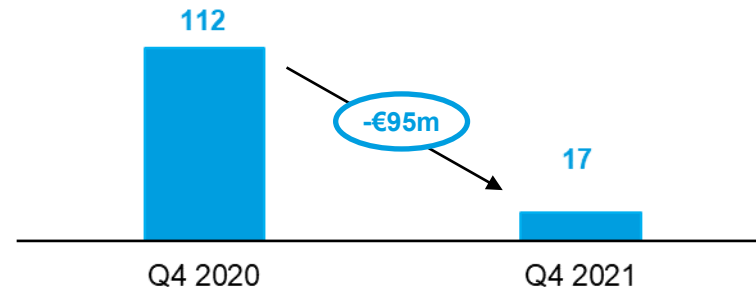
EBITDA (€m)



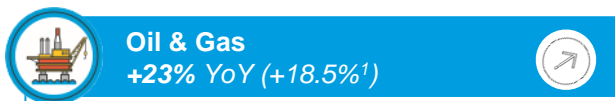
REVENUE (€m)



FREE CASH FLOW (€m)



Q4 2021 REVENUE BY MARKET



► **North America:**

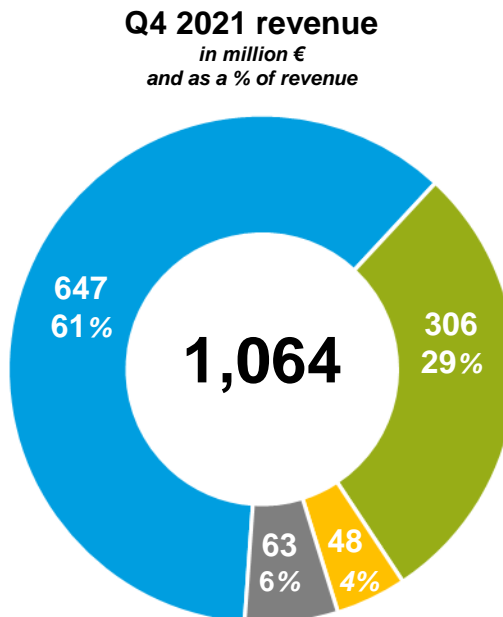
- Revenue more than doubled thanks to higher prices and volumes

► **EA-MEA:**

- Revenue decrease; higher deliveries more than offset by an unfavorable price/mix (Q4 2020 positively impacted by high alloy products deliveries)

► **South America:**

- Revenue increase driven by higher activity in Oil & Gas and project line pipes



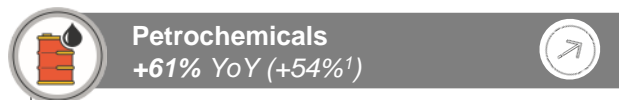
► **Europe:**

- Industry revenue up reflecting higher volumes

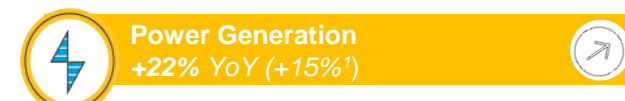
► **South America:**

Revenue stable:

- lower iron ore sales resulting from price decrease and lower volume
- offset by higher sales recorded in Industry markets



- Revenue increase notably due to a better price/mix and to an increase in deliveries in South America and North America



- Revenue increase notably explained by a higher activity in China

Note:
1. At constant exchange rates
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Q4 2021 REVENUE BRIDGE AND EBITDA

Q4 2020 – Q4 2021 REVENUE BRIDGE (€m)



In € million	Q4 2021	Q4 2020	Change
Revenue	1,064	830	28.2%
Cost of sales	(845)	(674)	25.4%
Industrial Margin	219	157	39.5%
(as a % of revenue)	20.6%	18.9%	+1.7p.p.
Sales, general and administrative costs	(83)	(75)	10.7%
(as a % of revenue), Group share	-7.8%	-9.0%	-1.3p.p.
Other	0	(6)	-€6m
EBITDA	136	76	+€60m
(as a % of revenue)	12.8%	9.2%	+3.6p.p.

► Revenue of €1,064m, up 28% YoY (+25.5% at constant exchange rates)

- **+25% volume increase** mainly driven by Oil & Gas in North America and Industry & Other
- **+1% price/mix effect** and
- **+3% currency conversion effect** mainly related to EUR/BRL

► EBITDA at €136m, up €60m YoY, margin 12.8%

- **€219m Industrial margin, or 20.6% of revenue**
 - » higher deliveries and prices in Oil & Gas in North America as well as to a lesser extent in the Oil & Gas and Industry markets in Brazil
 - » largely more than offsetting the lower contribution of mine, the lower activity in Oil & Gas in EA-MEA and increase in raw material and energy costs
- **Sales, general and administrative costs (SG&A)** at €83m or 7.8% of revenue versus 9.0% in Q4 2020

Q4 EBITDA TO NET INCOME

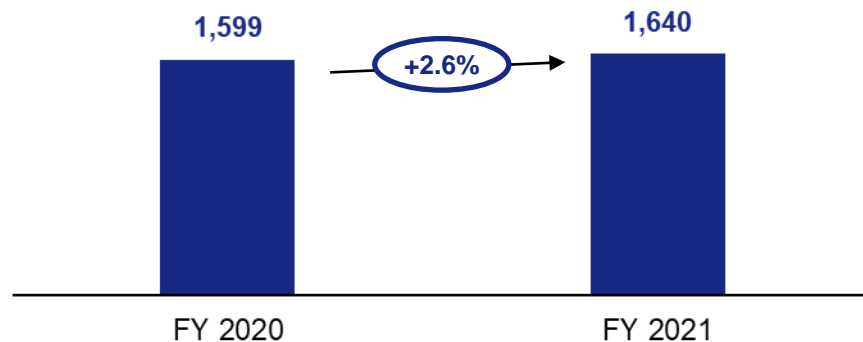
<i>In € million</i>	Q4 2021	Q4 2020	Change
EBITDA	136	76	+€60m
<i>(as a % of revenue)</i>	<i>12.8%</i>	<i>9.2%</i>	<i>+3.6p.p.</i>
Depreciation of industrial assets	(39)	(55)	-29.1%
Amortization and other depreciation	(10)	(17)	-41.2%
Impairment of assets	(5)	(409)	na
Asset disposals, restructuring costs and non-recurring items	(7)	(90)	na
Operating income (loss)	75	(495)	+€570m
Net interest expense	(21)	(48)	-€27m
Other financial income and expenses (including financial restructuring)	(4)	0	+€4m
Financial income/(loss)	(25)	(48)	-47.9%
Pre-tax income (loss)	50	(543)	+€593m
Income tax	40	(45)	na
Share in net income/(loss) of equity affiliates	(1)	(1)	na
Net income	89	(589)	+€678m
Attributable to non-controlling interests	-	(19)	na
Net income, Group share	89	(570)	+€659m
Net earnings per share	0.4	(49.8)	na

* Q4 2021 & Q4 2020 figures impacted by new number of shares following reverse stock split effective on May 25 2020

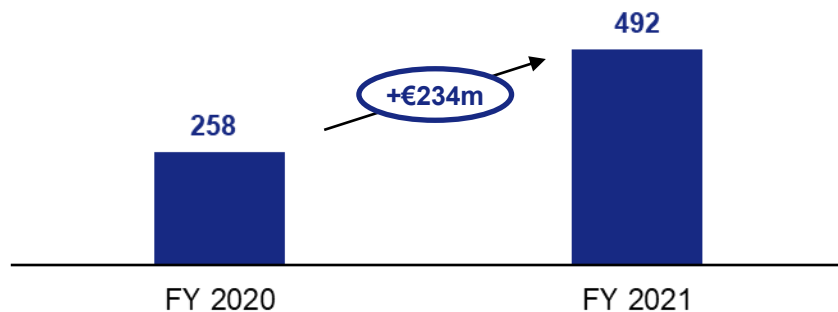
- ▶ **€75m operating income versus (€495)m in Q4 2020 resulting mainly from:**
 - EBITDA improvement
 - Lower impairment & restructuring charges
- ▶ **Financial income at (€25)m versus (€48)m in Q4 2020** reflecting the new balance sheet structure
- ▶ **Income tax amounting to +€40m** mainly related to the partial reversal of deferred tax asset provisions and a positive one-off recovery of tax credit
- ▶ **Positive net income, Group share, at 89m**

FY 2021 KEY FIGURES

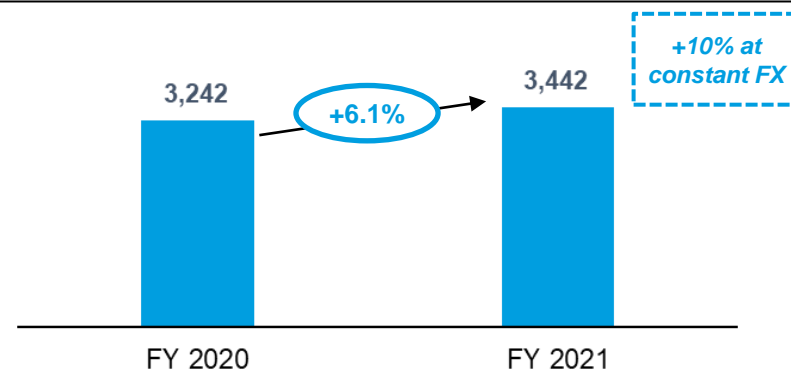
VOLUMES (kt)



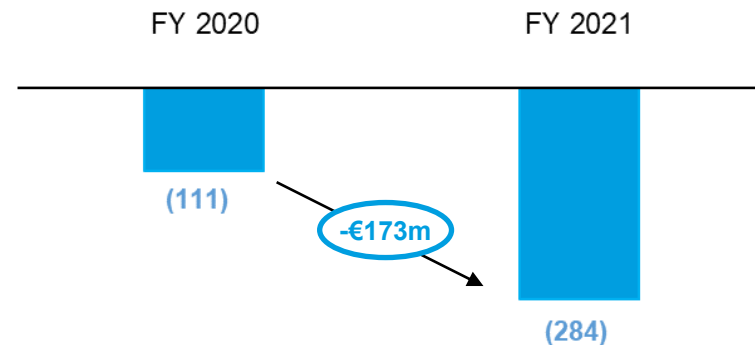
EBITDA (€m)



REVENUE (€m)

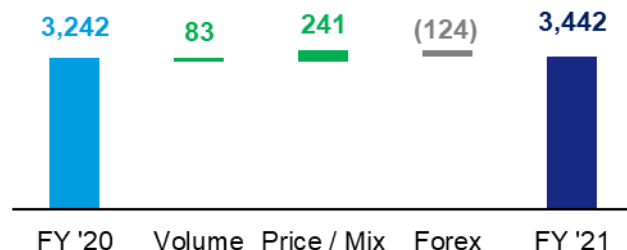


FREE CASH FLOW (€m)



FY 2021 REVENUE BRIDGE AND EBITDA

FY 2020 – FY 2021 REVENUE BRIDGE (€m)



In € million	FY 2021	FY 2020	Change
Revenue	3,442	3,242	6.1%
Cost of sales	(2,605)	(2,634)	-1.1%
Industrial Margin	837	608	37.7%
(as a % of revenue)	24.3%	18.8%	+5.5p.p.
Sales, general and administrative costs	(316)	(325)	-2.8%
(as a % of revenue), Group share	-9.2%	-10.0%	-0.8p.p.
Other	(29)	(25)	-€4m
EBITDA	492	258	+€234m
(as a % of revenue)	14.3%	8.0%	+6.3p.p.

► Revenue of €3,442m, up 6% YoY (+10% at constant exchange rates)

- **+3% volume effect** mainly driven by higher deliveries in Industry and Other more than offsetting lower Oil & Gas shipments in EA-MEA
- **+7% price/mix effect** mainly driven by higher iron ore prices and improved Oil & Gas prices in North America
- **-4% currency conversion effect** mainly related to EUR/BRL

► EBITDA at €492m, up €234m YoY, margin at 14.3%

- **€837m Industrial margin**, or 24.3% of revenue reflecting:
 - » higher contribution of the mine
 - » higher activity for Oil & Gas in North America and in Industry markets
 - » savings
 - » largely more than offsetting lower activity in Oil & Gas in EA-MEA and increase in raw materials and energy costs
- **A 3% decrease in sales, general and administrative costs (SG&A)** at €316m

FY EBITDA TO NET INCOME

<i>In € million</i>	FY 2021	FY 2020	Change
EBITDA	492	258	+€234m
<i>(as a % of revenue)</i>	14.3%	8.0%	+6.3p.p.
Depreciation of industrial assets	(160)	(213)	-24.9%
Amortization and other depreciation	(42)	(54)	-22.2%
Impairment of assets	(5)	(850)	na
Asset disposals, restructuring costs and non-recurring items	89	(143)	na
Operating income (loss)	374	(1,002)	+€1,376m
Net interest expense	(147)	(196)	-€49m
Other financial income and expenses (including financial restructuring)	(89)	(30)	+€59m
Financial income/(loss)	(236)	(227)	4.0%
Pre-tax income (loss)	138	(1,229)	+€1,367m
Income tax	(101)	(96)	5.2%
Share in net income/(loss) of equity affiliates	(5)	(3)	na
Net income	32	(1,328)	+€1,360m
Attributable to non-controlling interests	(8)	(122)	na
Net income, Group share	40	(1,206)	+€1,246m
Net earnings per share	0.3	(105.4)	na

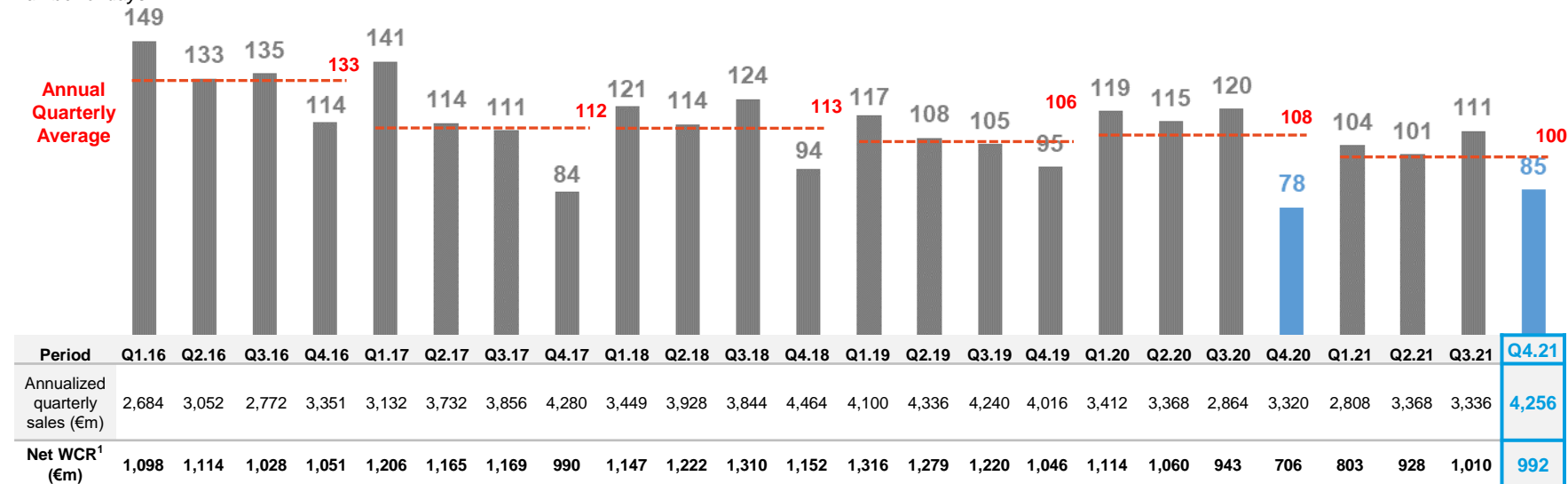
* FY 2021 & FY 2020 figures impacted by new number of shares following reverse stock split effective on May 25 2020

- ▶ **€374m operating income versus (€1,002)m in FY 2020 resulting mainly from:**
 - EBITDA improvement
 - Lower impairment & restructuring charges
- ▶ **Financial income at (€236)m versus (€227)m in FY 2020**
 - €147m net interest expenses vs €196m in 2020
 - (€89)m other financial expenses including one-offs costs such as €(70)m cost for the DBOT repurchase and €(42)m for financial restructuring
- ▶ **Income tax amounting to (€101)m** mainly related to Brazil, including the partial reversal of deferred tax asset provisions and a positive one-off recovery of tax credit
- ▶ **Positive net income, Group share, at €40m**

WORKING CAPITAL REQUIREMENT

QUARTERLY NET WORKING CAPITAL REQUIREMENT IN DAYS¹

Number of days



- ▶ Net working capital requirement, excluding IFRS 5 impact, at 85 days of sales in Q4 2021
- ▶ Quarterly average net working capital requirement at 100 days of sales, vs. 108 days in 2020

Note:

1. Net WCR defined as trade receivables plus inventories minus trade payables, net of provisions for inventories and trade receivables; net WCR days are computed on an annualized quarterly sales basis

Q4 & FY 2021 FREE CASH FLOW

► Free cash flow generation in Q4 2021 of €17m

► Full year free cash flow of (€284)m reflecting mainly working capital rebuild along with the activity recovery and one-off charges

<i>In € million</i>	Q4 2021	Q4 2020	Change	2021	2020	Change
1 Cash flow from operating activities (A)	10	(18)	+€28m	26	(146)	+€172m
2 Change in operating WCR [+ decrease, (increase)] (B)	61	178	-€117m	(172)	173	-€345m
3 Gross capital expenditure (C)	(54)	(48)	-€6m	(138)	(138)	na
Free cash flow (A) + (B) + (C)	17	112	-€95m	(284)	(111)	-€173m

1 Positive cash flow from operating activities at €26m, +€172m YoY

- improved EBITDA
- lower financial interests paid
- more than offsetting tax cash-out increase and one-off charges, which include financial restructuring costs

2 Operating WCR increase by (€172)m, mainly as a result of activity increase, vs. a decrease by €173m in 2020

3 Stable Capex

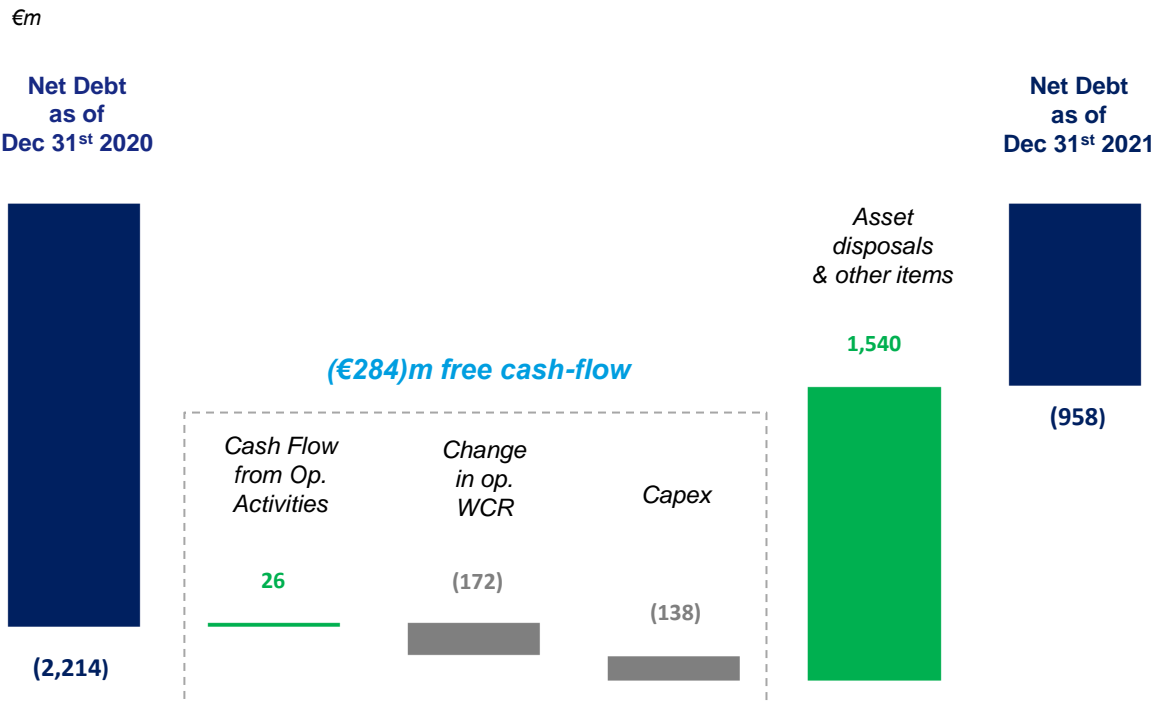
Notes:

1. Operating WCR includes WCR as well as other operating liabilities and receivables

2. Free cash flow (FCF) is a non-GAAP measure and is defined as cash flow from operating activities minus gross capital expenditure and plus/minus change in operating working capital requirement

NET DEBT AND LIQUIDITY

FY 2021 NET DEBT BRIDGE



► €958m net financial debt as of December 31st 2021:

- (€284)m FCF impacted by working capital rebuild along with the activity recovery and one-time charges
- €1,540m asset disposals & other mainly as a result of the financial restructuring

► Strong liquidity position of €1,081m:

- Cash amounting to €619m
- Undrawn committed Revolving Credit Facility to €462m

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2022 OUTLOOK

NORTH AMERICA

- ▶ **Very favorable market conditions should continue and even improve in the first half of 2022, both in terms of prices and capacity utilization**
- ▶ Although visibility is less certain for the second half of the year, **strong increase in the contribution from the region expected over the full year**

EUROPE-AFRICA & MIDDLE EAST- ASIA

- ▶ **Oil & Gas:** following the resumption of the tendering activity in 2021, **volumes to be delivered in 2022 are expected to significantly recover.** The costs inflation, notably on energy and logistics, should weigh on margin, particularly at the start of the year
- ▶ **Industry: volumes and prices expected to increase**

SOUTH AMERICA

- ▶ **Oil & Gas: volumes to be delivered expected to slightly increase**
- ▶ **Industry:** after a very positive 2021, **volumes expected to slightly decrease** due to distributor stock normalization and election uncertainties
- ▶ **While the iron ore operations profitability¹ for the year will be affected by the January incident,** Vallourec targets obtaining the authorization of the mining authorities for a gradual restart of the mine in the second quarter
- ▶ **Consensus estimates for iron ore average prices for 2022 are approximately \$110/MT** compared to \$161/MT in 2021 and current spot price of \$140/MT

OTHER

- ▶ **Capex envelope expected to be slightly above €200m** including c.€50m for the preparation of the transfer of operations from Germany to Brazil

Based on these market trends and assumptions, Vallourec targets a further improvement of its full-year 2022 EBITDA relative to 2021. Q1 will be impacted by the incident at the iron ore mine and some inflationary headwinds, and Vallourec expects a rebound in Q2

¹ The impact of a variation in the iron ore price of 10 USD/t on average over the year, based on an annual normalized production of approximately 8.7Mt, would be approximately \$40 million on the mine's EBITDA

APPENDICES

FY 2021 REVENUE BY MARKET

Oil & Gas
 -7% YoY (-5%¹)

▶ **North America:**

- Revenue increase thanks to higher prices and volumes notably in H2

▶ **EA-MEA:**

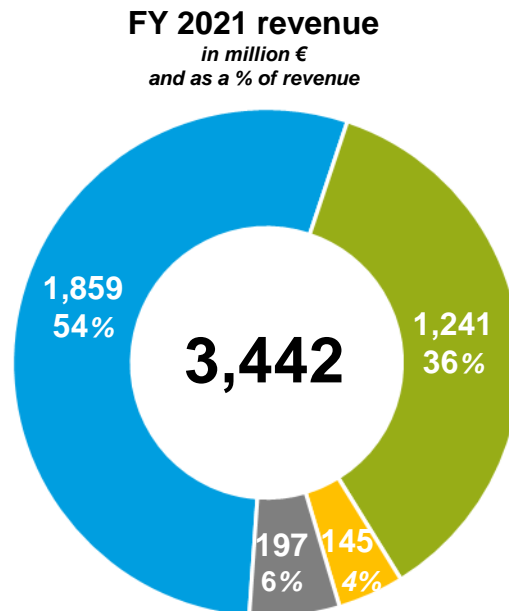
- Revenue decrease reflecting lower shipments and unfavorable price/mix, following reduced order intake in 2020

▶ **South America:**

- Revenue increase reflecting higher activity both in Oil & Gas and line pipe

Petrochemicals
 -1.7% YoY (+0.4%¹)

▶ Lower activity in EA-MEA and North America partly offset by increase in deliveries in South America as well as better price/mix



Industry and Other
 +50% YoY (+60%¹)

▶ **Europe:**

- Industry revenue up reflecting mainly higher volumes

▶ **South America:**

Revenue increase, on account of:

- higher mine's contribution, both in price and volumes (8.1Mt versus 7.9Mt in 2020)
- higher revenue recorded in Industry markets driven by increased volumes and prices

Power Generation
 -31% YoY (-32%¹)

▶ Revenue decrease reflecting notably the disposal of Valinox Nucléaire SAS on May 31st 2021

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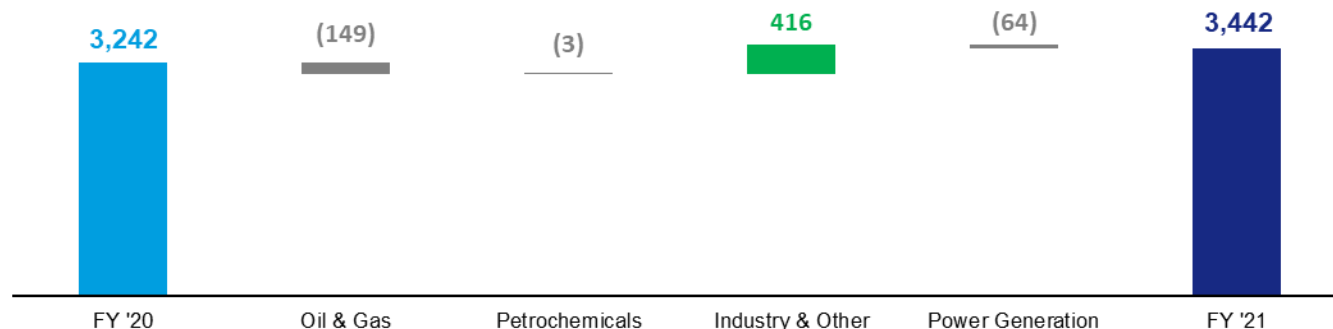
FY 2021 P&L

<i>In € million</i>	12 Months 2021	12 Months 2020	Change
Revenue	3,442	3,242	6.1%
Cost of sales	(2,605)	(2,634)	-1.1%
Industrial Margin	837	608	37.7%
<i>(as a % of revenue)</i>	<i>24.3%</i>	<i>18.8%</i>	<i>+5.5p.p.</i>
Sales, general and administrative costs	(316)	(325)	-2.8%
<i>(as a % of revenue), Group share</i>	<i>-9.2%</i>	<i>-10.0%</i>	<i>+0.8p.p.</i>
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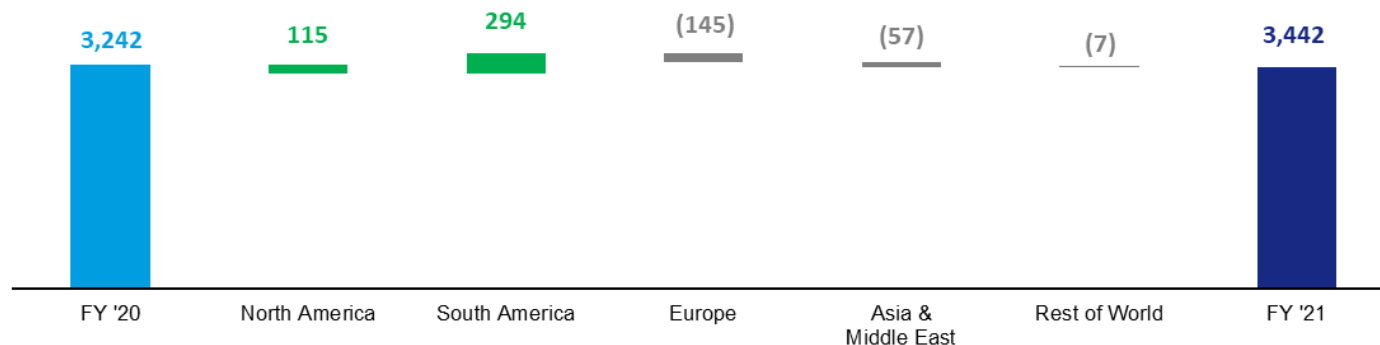
na = not applicable

FY 2021 REVENUE BRIDGES

FY 2020 – FY 2021 REVENUE BRIDGE PER MARKET (€m)



FY 2020 – FY 2021 REVENUE BRIDGE BY GEOGRAPHY



REVENUE BREAKDOWN – Q4 & FY 2021

REVENUE BY REGION

<i>In € million</i>	Full year 2021	As % of revenue	Full year 2020	As % of revenue	Change	Q4 2021	As % of revenue	Q4 2020	As % of revenue	Change
Europe	529	15.4%	533	16.4%	-0.8%	143	13.4%	126	15.2%	13.5%
North America (Nafta)	836	24.3%	719	22.2%	16.4%	312	29.3%	138	16.6%	125.8%
South America	1,077	31.3%	756	23.3%	42.3%	266	25.0%	225	27.1%	18.6%
Asia and Middle East	766	22.2%	900	27.8%	-14.9%	253	23.8%	236	28.4%	7.4%
Rest of the world	234	6.8%	334	10.3%	-30.0%	89	8.4%	106	12.8%	-15.7%
Total	3,442	100%	3,242	100%	6.1%	1,064	100%	830	100%	28.1%

REVENUE BY MARKET

Full year 2021	As % of revenue	Full year 2020	As % of revenue	Change	<i>In € million</i>	Q4 2021	As % of revenue	Q4 2020	As % of revenue	Variation
1,859	54.0%	2,007	61.9%	-7.4%	Oil & Gas	647	60.8%	527	63.5%	22.8%
197	5.7%	200	6.2%	-1.7%	Petrochemicals	63	5.9%	39	4.7%	61.0%
2,056	59.7%	2,207	68.1%	-6.8%	Oil & Gas, Petrochemicals	709	66.7%	566	68.2%	25.4%
477	13.9%	296	9.1%	61.1%	Mechanicals	141	13.2%	77	9.3%	83.5%
87	2.5%	59	1.8%	46.3%	Automotive	23	2.2%	19	2.3%	26.7%
677	19.7%	471	14.5%	43.8%	Construction & Other	142	13.4%	130	15.7%	9.3%
1,241	36.1%	826	25.5%	50.2%	Industry & Other	306	28.8%	225	27.1%	36.0%
145	4.2%	210	6.5%	-30.7%	Power Generation	48	4.5%	39	4.7%	22.4%
3,442	100%	3,242	100%	6.1%	Total	1,064	100%	830	100%	28.1%

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.


BALANCE SHEET AS AT DECEMBER 31ST, 2021

In € million

Assets	12/31/2021	12/31/2020	Liabilities	12/31/2021	12/31/2020
			Equity - Group share *	1,763	(187)
			Non-controlling interests	45	321
Net intangible assets	45	50	Total equity	1,808	134
Goodwill	38	25	Shareholder loan	-	9
Net property, plant and equipment	1,666	1,718	Bank loans and other borrowings (A)	1,387	1,751
Biological assets	38	30	Lease debt (D)	33	84
Equity affiliates	35	42	Employee benefit commitments	14	203
Other non-current assets	162	128	Deferred taxes	29	20
Deferred taxes	239	187	Provisions and other long-term liabilities	140	142
Total non-current assets	2,223	2,180	Total non-current liabilities	1,603	2,200
Inventories	856	664	Provisions	40	104
Trade and other receivables	541	468	Overdraft and other short-term borrowings (B)	190	1,853
Derivatives - assets	4	37	Lease debt (E)	15	24
Other current assets	133	203	Trade payables	457	426
Cash and cash equivalents (C)	619	1,390	Derivatives - liabilities	19	21
Total current assets	2,153	2,762	Other current liabilities	242	241
Assets held for sale and discontinued operations	372	107	Total current liabilities	963	2,669
Total assets	4,748	5,049	Liabilities held for sale and discontinued operations	374	37
			Total equity and liabilities	4,748	5,049
Net debt (A+B+C)	958	2,214	* Net income (loss), Group share	40	(1,206)
Lease debt (D+E)	48	108			

GROSS INDEBTEDNESS

<i>In € million</i>	12/31/2021
Bond issue – maturing in June 2026	1,164
PGE	212
RCF drawing	-
ACC ACE	164
Other	37
TOTAL GROSS FINANCIAL INDEBTEDNESS	1,577

A light gray world map is visible in the background of the slide, showing the outlines of continents and countries.

► Euronext Paris: ISIN code: FR0013506730,
Ticker: VK
USA: American Depositary Receipt (ADR) - ISIN
code: US92023R4074, Ticker: VLOWY

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