

Third Quarter 2020 Earnings Call

October 27, 2020





Forward-looking statements

Certain statements contained in this press release may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. This press release may contain “forward-looking statements” with respect to our business, results of operations and financial condition, and our expectations or beliefs concerning future events and conditions. You can identify forward-looking statements because they contain words such as, but not limited to, “believes,” “expects,” “may,” “should,” “approximately,” “anticipates,” “estimates,” “intends,” “plans,” “targets,” “likely,” “will,” “would,” “could” and similar expressions (or the negative of these terminologies or expressions). All forward-looking statements involve risks and uncertainties. Many risks and uncertainties are inherent in our industry and markets, while others are more specific to our business and operations. These risks and uncertainties include, but are not limited to: market competition; economic downturn; disruption to business operations, including the length and magnitude of disruption resulting from the global COVID-19 pandemic; the inability to meet customer demand and quality requirements; the loss of key customers, suppliers or other business relationships; the capacity and effectiveness of our hedging policy activities; the loss of key employees; levels of indebtedness which could limit our operating flexibility and opportunities; and other risk factors set forth under the heading “Risk Factors” in our Annual Report on Form 20-F, and as described from time to time in subsequent reports filed with the U.S. Securities and Exchange Commission. The occurrence of the events described and the achievement of the expected results depend on many events, some or all of which are not predictable or within our control. Consequently, actual results may differ materially from the forward-looking statements contained in this press release. We undertake no obligation to update or revise any forward-looking statement as a result of new information, future events or otherwise, except as required by law.



Non-GAAP measures

This presentation includes information regarding certain non-GAAP financial measures, including Adjusted EBITDA, Adjusted EBITDA per metric ton, Free Cash Flow and Net debt. These measures are presented because management uses this information to monitor and evaluate financial results and trends and believes this information to also be useful for investors. Adjusted EBITDA measures are frequently used by securities analysts, investors and other interested parties in their evaluation of Constellium and in comparison to other companies, many of which present an adjusted EBITDA-related performance measure when reporting their results. Adjusted EBITDA, Adjusted EBITDA per Metric Ton, Free Cash Flow and Net debt are not presentations made in accordance with IFRS and may not be comparable to similarly titled measures of other companies. These non-GAAP financial measures supplement our IFRS disclosures and should not be considered an alternative to the IFRS measures. This presentation provides a reconciliation of non-GAAP financial measures to the most directly comparable GAAP financial measures. We are not able to provide a reconciliation of Adjusted EBITDA guidance to net income, the comparable GAAP measure, because certain items that are excluded from Adjusted EBITDA cannot be reasonably predicted or are not in our control. In particular, we are unable to forecast the timing or magnitude of realized and unrealized gains and losses on derivative instruments, metal lag, impairment or restructuring charges, or taxes without unreasonable efforts, and these items could significantly impact, either individually or in the aggregate, our net income in the future.

Jean-Marc Germain

Chief Executive Officer





Q3 2020 Highlights

- ▶ **Shipments** of 354 thousand tons, down 11% compared to Q3 2019
- ▶ **Revenue** decreased 20% YoY to €1.2 billion
- ▶ **Net income** of €20 million compared to net income of €1 million in Q3 2019
- ▶ **Adjusted EBITDA** of €126 million decreased 9% YoY
 - ▶ **Adjusted EBITDA** of €354 million in YTD 2020, down 20% YoY
- ▶ **Cash from Operations** of €111 million and **Free Cash Flow** of €75 million
 - ▶ **Cash from Operations** of €263 million and **Free Cash Flow** of €129 million in YTD 2020
- ▶ **Net Debt / LTM Adjusted EBITDA** of 4.3x at September 30, 2020

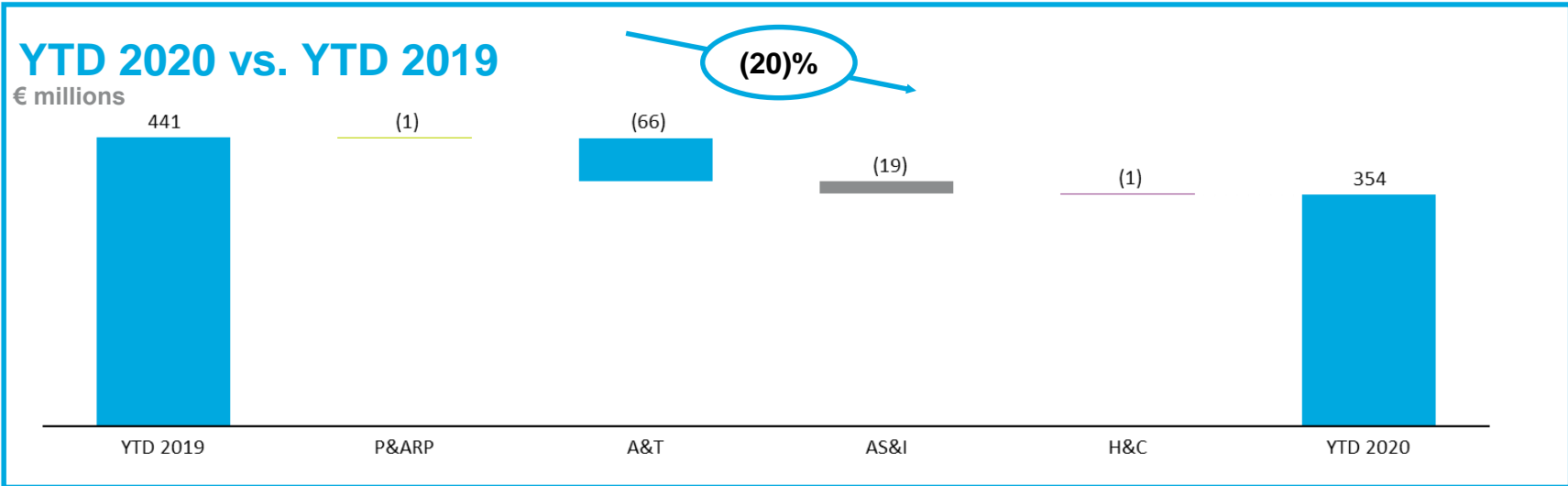
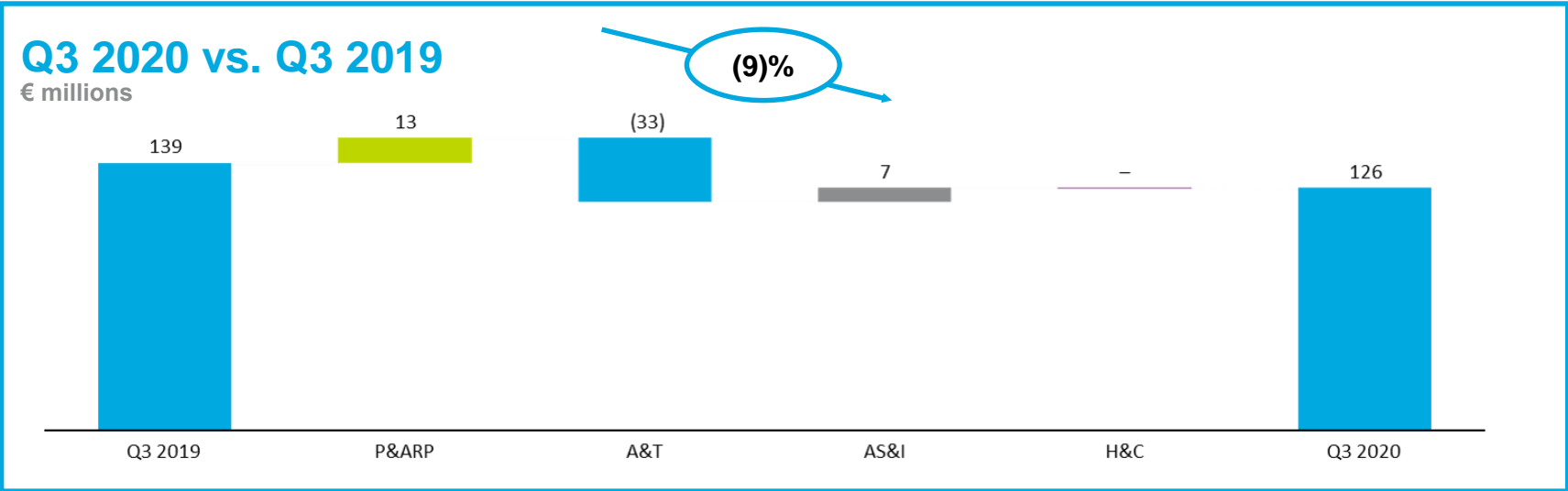
Expected 2020 Adj. EBITDA of €450-460 million and Free Cash Flow of €100-150 million

Peter Matt

Chief Financial Officer



Adjusted EBITDA Bridges



Packaging and Automotive Rolled Products

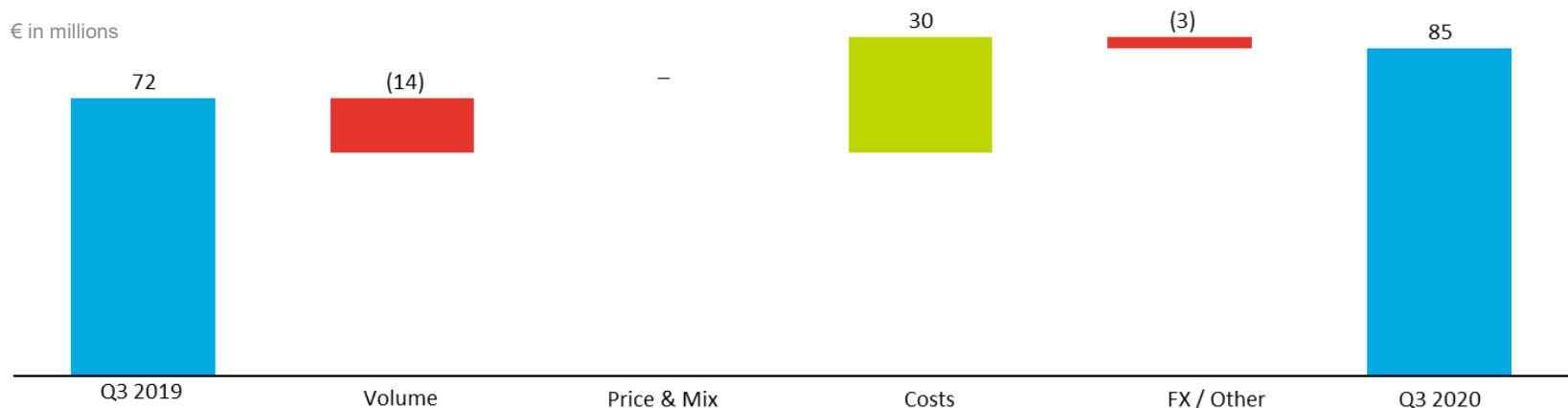
Q3 2020 Commentary

- ▶ Adjusted EBITDA of €85 million
 - ▶ Lower packaging shipments in Europe due to temporary COVID-19 conditions
 - ▶ Strong cost control, notably improved recovery and lower labor and maintenance costs
 - ▶ Unfavorable FX translation

	Q3 2020	Q3 2019	Var.
Shipments (kt)	258	277	(7)%
Revenues (€m)	672	789	(15)%
Adj. EBITDA (€m)	85	72	20%
Adj. EBITDA (€ / t)	332	259	28%

Adjusted EBITDA Bridge

€ in millions



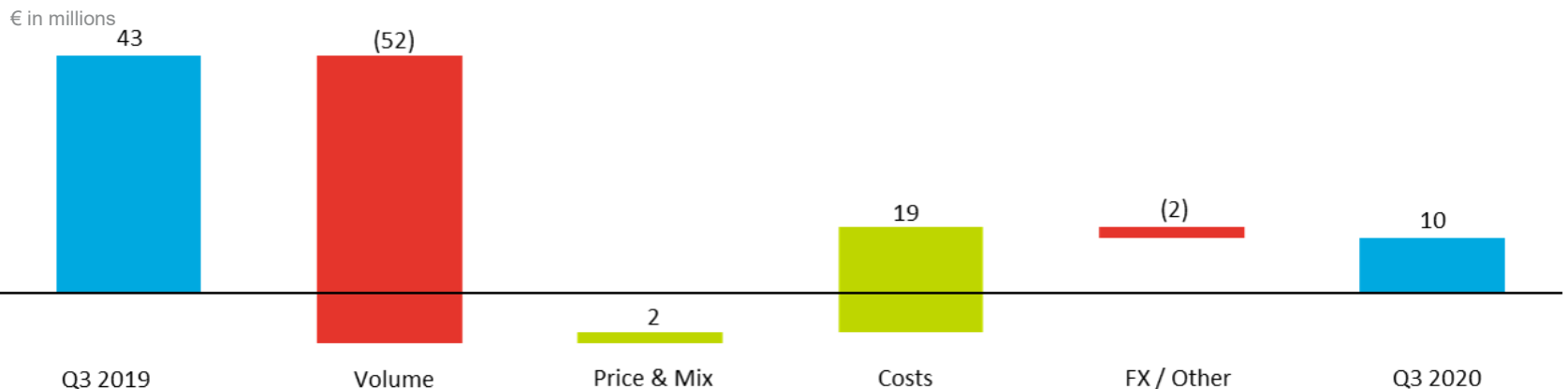
Aerospace and Transportation

Q3 2020 Commentary

- ▶ Adjusted EBITDA of €10 million
 - ▶ Lower shipments of aerospace and TID products
 - ▶ Slightly improved price and mix
 - ▶ Strong cost control, notably lower labor and maintenance costs
 - ▶ Unfavorable FX translation

	Q3 2020	Q3 2019	Var.
Shipments (kt)	36	57	(37)%
Revenues (€m)	202	351	(43)%
Adj. EBITDA (€m)	10	43	(77)%
Adj. EBITDA (€ / t)	275	740	(63)%

Adjusted EBITDA Bridge



Automotive Structures and Industry

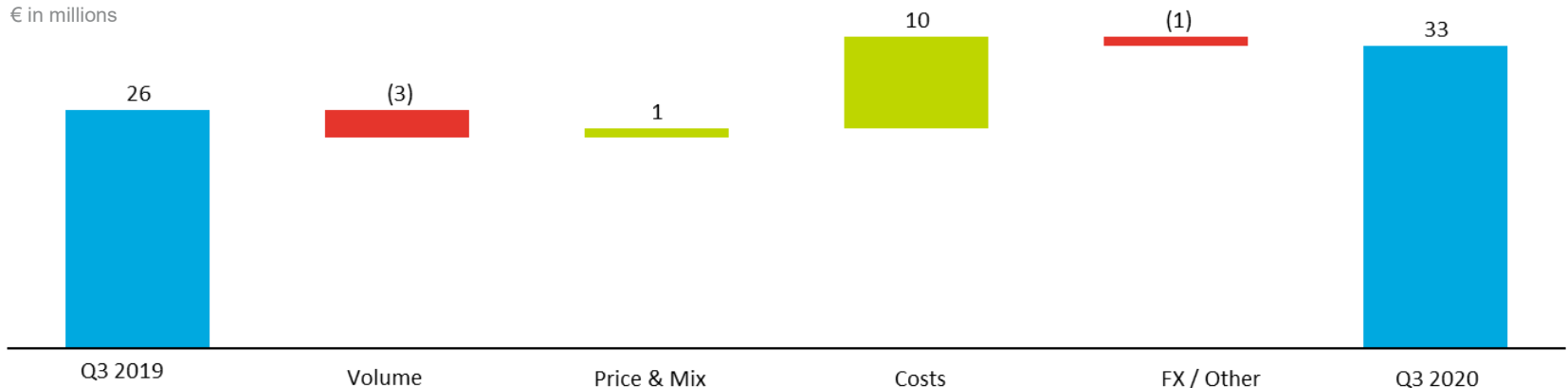
Q3 2020 Commentary

- ▶ Adjusted EBITDA of €33 million
 - ▶ Lower industry shipments
 - ▶ Slightly improved price and mix
 - ▶ Strong cost control, notably improved labor, maintenance and subcontractor costs
 - ▶ Unfavorable FX translation

	Q3 2020	Q3 2019	Var.
Shipments (kt)	60	61	(3)%
Revenues (€m)	304	336	(9)%
Adj. EBITDA (€m)	33	26	25%
Adj. EBITDA (€ / t)	551	428	29%

Adjusted EBITDA Bridge

€ in millions



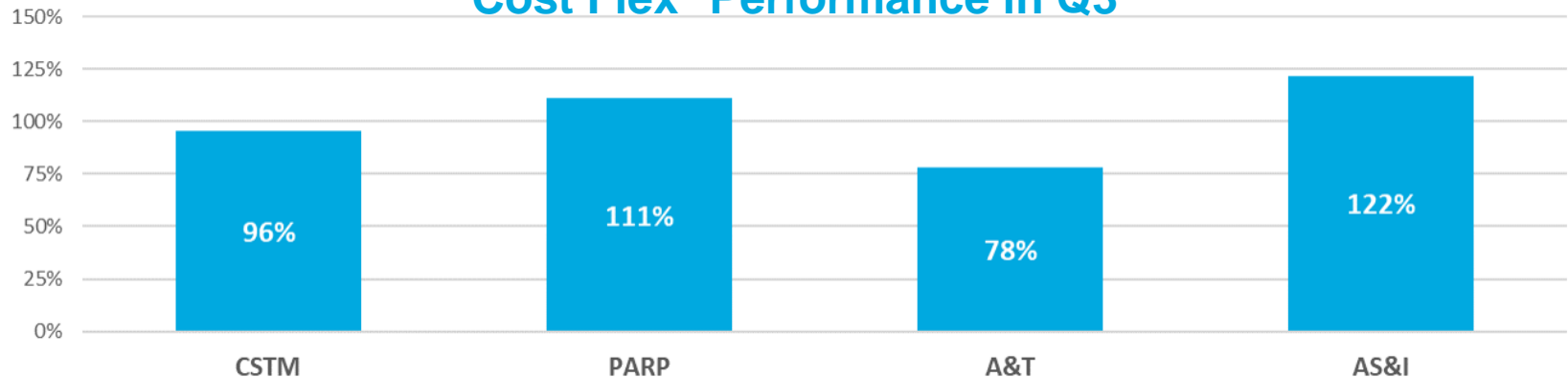
Cost Performance

	Q3 2020	Q3 2019	Var.
Revenues (€m)	1,172	1,461	(20)%
Costs (€m)	1,046	1,322	(21)%
Adj. EBITDA (€m)	126	139	(9)%

Cost Highlights

- ▶ 4% decremental Adj. EBITDA margin with strong performance by all segments
- ▶ ~€65 million of cost reductions compared to Q3 2019, excluding metal and depreciation
 - ▶ Includes €5 million benefit from European COVID-19 State aid

Cost Flex* Performance in Q3

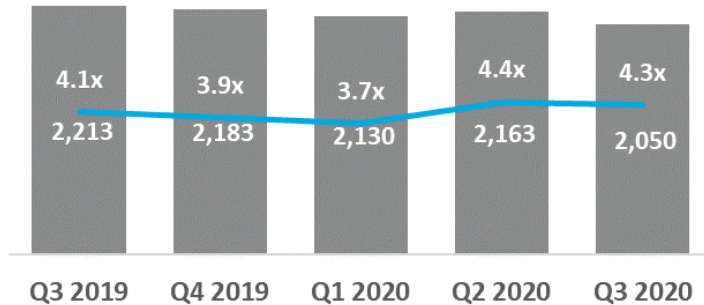


Horizon 2022 Target: €75 million annualized cost savings

Net Debt and Liquidity

Net Debt and Leverage

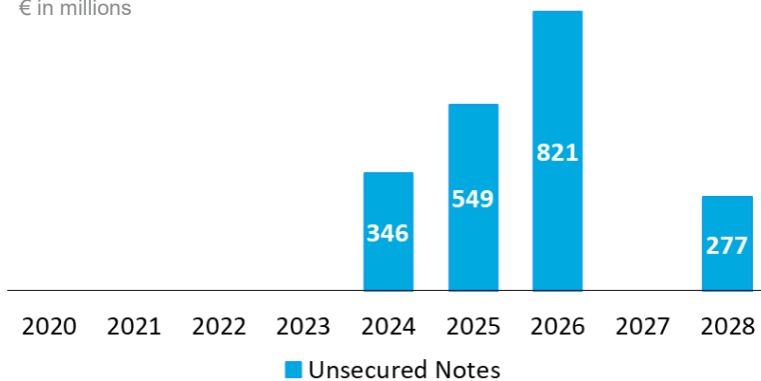
€ in millions



Leverage: Net Debt / LTM Adjusted EBITDA

Maturity Profile

€ in millions



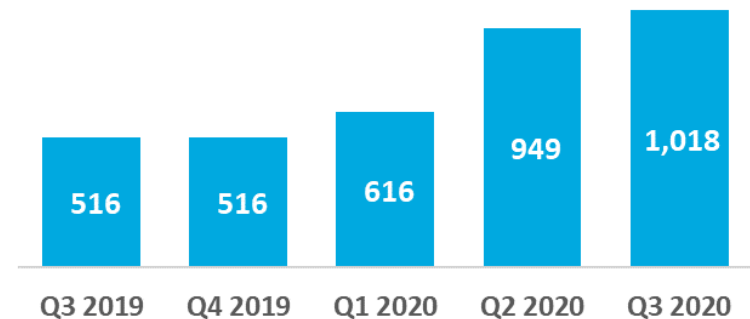
*Does not include State Loans

Debt / Liquidity Highlights

- Committed to deleveraging
- FCF generation of €75 million in Q3 2020
 - YTD 2020: €129 million
- Liquidity of €1.0 billion
- No near term bond maturities

Liquidity

€ in millions



Significant liquidity with no near term bond maturities

Jean-Marc Germain

Chief Executive Officer



End Market Updates

Market	Highlights	% LTM Revenue
Packaging	<ul style="list-style-type: none"> ▶ Market strong in North America; stable in Europe ▶ Recession resilient ▶ Focus on sustainability driving secular growth in demand for aluminium cans ▶ Conversion from steel to aluminium continues in Europe ▶ Conversions to ABS to help North American market over the medium to long term 	39%
Automotive	<ul style="list-style-type: none"> ▶ OEMs at or near 2019 production rates ▶ Lightweighting expected to continue driving increased demand for rolled and extruded aluminum products ▶ Consumer preference for light trucks, SUVs, and luxury cars 	27%
Aerospace	<ul style="list-style-type: none"> ▶ Near-term outlook uncertain due to COVID-19 effect and 737-Max ▶ OEMs reducing build rates and adjusting order patterns accordingly ▶ OEM backlogs declining ▶ Expect passenger traffic to recover in medium to long-term based on past precedent 	14%
Other Specialties	<p>Transportation, Industry and Defense:</p> <ul style="list-style-type: none"> ▶ North America: Strong defense market; improving transportation and industry markets ▶ Europe: Stable defense market; weak industry market <p>Industry (Extrusions)</p> <ul style="list-style-type: none"> ▶ Europe: Improving industry and transportation markets 	20%

Diversified portfolio of end market exposures

Q&A

Appendix



Net Debt Reconciliation

€ millions	September 30, 2020	June 30, 2020	March 31, 2020	December 31, 2019	September 30, 2019
Borrowings	2,456	2,536	2,399	2,361	2,370
Fair value of cross currency basis swaps, net of margin calls	26	5	1	6	(5)
Cash and cash equivalents	(432)	(378)	(270)	(184)	(152)
Cash pledged for issuance of guarantees	—	—	—	—	—
Net Debt	2,050	2,163	2,130	2,183	2,213
LTM Adjusted EBITDA	475	488	574	562	545
Leverage	4.3x	4.4x	3.7x	3.9x	4.1x

Reconciliation of Net Income to Adjusted EBITDA

€ millions	Three months ended September 30,		Nine months ended September 30,	
	2020	2019	2020	2019
Net income / (loss)	20	1	(43)	42
Income tax expense / (benefit)	7	4	(12)	28
Income / (loss) before income tax	27	5	(55)	70
Finance costs - net	37	46	124	135
Share of income of joint-ventures	—	—	—	(5)
Income from operations	64	51	69	200
Depreciation and amortization	64	66	196	183
Impairment of assets	9	—	14	—
Restructuring costs	2	1	13	2
Unrealized (gains) / losses on derivatives	(9)	4	1	(13)
Unrealized exchange (gains) / losses from remeasurement of monetary assets and liabilities – net	(2)	—	(1)	—
Losses on pension plans amendments	—	1	2	1
Share-based compensation costs	3	5	11	12
Metal price lag	(7)	9	33	40
Start-up and development costs	1	3	5	8
Losses on disposals	2	—	2	2
Bowling Green one-time costs related to the acquisition	—	—	—	6
Other	(1)	(1)	9	—
Adjusted EBITDA	126	139	354	441

Reconciliation of Net Income to Adjusted EBITDA

€ millions	Twelve months ended September 30, 2020	Twelve months ended June 30, 2020	Twelve months ended March 31, 2020	Twelve months ended December 31, 2019	Twelve months ended September 30, 2019
Net (loss) / income	(21)	(40)	8	64	(16)
Income tax (benefit) / expense	(22)	(25)	(4)	18	30
(Loss) / income before income tax	(43)	(65)	4	82	14
Finance costs – net	164	173	174	175	167
Share of loss / (income) of joint-ventures	3	3	3	(2)	6
Income from operations	124	111	181	255	187
Depreciation and amortization	269	276	265	256	239
Impairment of assets	14	—	—	—	—
Restructuring costs	15	14	4	4	2
Unrealized (gains) / losses on derivatives	(19)	(6)	51	(33)	18
Unrealized exchange (gains) / losses from remeasurement of monetary assets and liabilities – net	(1)	1	3	—	—
Losses / (gains) on pension plan amendments	—	1	(1)	(1)	4
Share based compensation costs	15	17	16	16	15
Metal price lag	39	55	43	46	53
Start-up and development costs	8	10	11	11	13
Losses / (gains) on disposals	3	1	2	3	7
Bowling Green one-time costs related to the acquisition	(1)	(1)	(1)	5	6
Other	9	9	—	—	1
Adjusted EBITDA	475	488	574	562	545



Borrowings Table

€ millions	At September 30, 2020							At December 31, 2019
	Nominal Value in Currency	Nominal Rate	Effective Rate	Nominal Value in Euros	(Arrangement fees)	Accrued Interests	Carrying Value	Carrying Value
Secured Pan US ABL (due 2022)	\$ —	Floating	3.45 %	—	—	—	—	127
Secured US DDTL (due 2022)	\$ —	Floating	—	—	—	—	—	—
Secured French loan (due 2025)	€ 180	Floating	2.50 %	180	—	—	180	—
Secured Inventory Based Facility (due 2021)	—	Floating	—	—	—	—	—	—
Senior Unsecured Notes								
Constellium SE								
<i>Due 2024</i>	\$ 400	5.75 %	6.26 %	342	(3)	7	346	355
<i>Due 2021</i>	€ —	4.63 %	5.16 %	—	—	—	—	200
<i>Due 2025</i>	\$ 650	6.63 %	7.13 %	554	(8)	3	549	582
<i>Due 2026</i>	\$ 500	5.88 %	6.26 %	427	(6)	3	424	449
<i>Due 2026</i>	€ 400	4.25 %	4.57 %	400	(5)	2	397	400
<i>Due 2028</i>	\$ 325	5.63 %	6.05 %	278	(6)	5	277	—
Unsecured Revolving Credit Facility (due 2021)	—	Floating	—	—	—	—	—	—
Unsecured Credit facility Switzerland (due 2025)	CHF 20	1.18 %	1.18 %	18	—	—	18	—
Unsecured Credit facility Germany (due 2022)	—	2% - 2.12%	— %	—	—	—	—	—
Lease liabilities	—	—	—	197	—	1	198	188
Other loans	—	—	—	65	—	2	67	60
Total Borrowings				2,461	(28)	23	2,456	2,361
<i>Of which non-current</i>							2,371	2,160
<i>Of which current</i>							85	201

The logo for 'Liquidity' features a green triangle on the left and the word 'Liquidity' in blue text on the right.

€ millions	At September 30, 2020
Cash and cash equivalents	432
Factoring Facilities	49
Inventory Based Facility	75
Pan-U.S. ABL	255
Delayed Draw Term loan	142
Other	65
Total Liquidity	1,018

Cost Flex Reconciliation

CSTM (€m)	Q3 2020	Q3 2019	Var.
Revenues	1,172	1,461	(289)
Costs (incl. metal)	1,046	1,322	(276)
Adj. EBITDA	126	139	(13)
Δ Cost / Δ Revenue			96%
Δ Adj. EBITDA / Δ Revenue			4%

P&ARP (€m)	Q3 2020	Q3 2019	Var.
Revenues	672	789	(117)
Costs (incl. metal)	587	717	(130)
Adj. EBITDA	85	72	13
Δ Cost / Δ Revenue			111%

A&T (€m)	Q3 2020	Q3 2019	Var.
Revenues	202	351	(149)
Costs (incl. metal)	192	308	(116)
Adj. EBITDA	10	43	(33)
Δ Cost / Δ Revenue			78%

AS&I (€m)	Q3 2020	Q3 2019	Var.
Revenues	304	336	(32)
Costs (incl. metal)	271	310	(39)
Adj. EBITDA	33	26	7
Δ Cost / Δ Revenue			122%