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## Umicore introduces key elements of its Vision 2015 strategy

Umicore today outlined the key elements of its new strategy – Vision 2015 – during its Capital Markets Days event being hosted at its Hoboken facility in Belgium. This strategy positions Umicore for various exciting new growth opportunities and also introduces ambitious new environmental and social objectives.

Umicore has leading positions in technologies and product areas linked to markets which are expected to experience significant growth in the coming years. These markets are driven by key themes such as resource scarcity, the electrification of the automobile, more stringent emission norms and the drive for renewable energy. The key growth areas for Umicore are:

- rechargeable battery materials for hybrid and electric vehicles
- expanding recycling activities to new input streams
- expanding into new emission control catalyst segments
- materials for photovoltaic applications

In recent years and months Umicore has been laying the foundations for success in these domains with a series of strategic investments and a consistently high level of commitment to its research and development efforts. In June 2010 Umicore also implemented organizational changes as part of this strategy in order to fully align the organization with the growth opportunities. These changes saw the creation of four business groups: Catalysis, Energy Materials, Performance Materials and Recycling.

The emergence of new applications in Energy Materials, Recycling and Catalysis offers double digit growth potential in the next 5 to 10 years, while the Performance Materials activities are expected to grow at global GDP rate over the same time horizon. In order to successfully penetrate the various new market segments Umicore anticipates that capital investment levels in the coming years will remain at or above current levels. Umicore remains strongly focused on value creation for its shareholders and will pursue these growth opportunities with the overriding ambition of generating an average return on capital employed of 15% or above.

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Umicore's strategy also focuses strongly on further improving the Group's social and environmental performance. The current series of social and environmental objectives are close to completion and Vision 2015 introduces nine new and challenging objectives for 2015 aimed at promoting a healthy and safe working environment, optimizing talent attraction and retention and further embedding Umicore's environmental and product responsibility. The objectives have been grouped in three key areas: being a great place to work; eco efficiency and stakeholder engagement. The objectives are detailed on the company's website:

http://www.sustainabledevelopment.umicore.com/approach/objectives20112015/

Marc Grynberg, CEO of Umicore, commented on Vision 2015:

"Our strategy is the logical extension of our development path in recent years. We have a strong track record of developing breakthrough materials and recycling services for our customers. In certain areas our competences are finding an increasingly important role in major new growth markets; our strategy is designed to maximize these opportunities in the coming years. We do not, however, seek to grow at any price; we aim to combine our growth with a continued commitment to value creation coupled with a responsible business approach."

The presentation materials related to the strategic overview and the other sessions at the Capital Markets Days – which also focuses on Umicore's Recycling business segment –can be consulted at the following link.

http://www.investorrelations.umicore.com/en/newsPublications/presentations/

## For more information

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## Umicore profile

Umicore is a materials technology group. It focuses on application areas where it knows its expertise in materials science, chemistry and metallurgy can make a real difference. Its activities are centred on four business areas: Catalysis, Energy Materials, Performance Materials and Recycling. Each business area is divided into market-focused business units, be it in products that are essential to everyday life or those at the cutting edge of new technological developments.

Umicore generates approximately 50 % of its revenues and spends approximately 80 % of its R&D budget in the area of clean technology, such as emission control catalysts, materials for rechargeable batteries and photovoltaics, fuel cells, and precious metals recycling. Umicore's overriding goal of sustainable value creation is based on this ambition to develop, produce and recycle materials in a way that fulfils its mission: materials for a better life.

The Umicore Group has industrial operations on all continents and serves a global customer base; it generated a turnover of  $\in$  6.9 billion ( $\in$  1.7 billion excluding metal) in 2009 and currently employs some 14,300 people.