A new dimension for Umicore’s cathode materials
Accelerated expansion of cathode materials production capacity

- Sharp uplift in Umicore’s orders for NMC cathode materials for xEV
- Outpacing global market growth due to unique positioning
- Decision to invest €300 million to accelerate expansion of cathode materials capacity, on top of investment of €160 million currently in execution
- Combined investments to increase total cathode material production capacity more than six fold between 2015 and 2020, with revenue ramp-up starting in 2017
- Drives value creation and underlines Umicore’s leadership in clean mobility
Upscaled NMC market growth projections

Accelerated xEV adoption driven by regulatory push and customer pull

Significant impact on NMC, the preferred chemistry for vehicle electrification
Umicore outpacing NMC market growth

- **Sharp uplift in orders from a diversified customer base** for Umicore’s NMC cathode materials used in xEV, including E-buses

- Confirmation of **Umicore’s unique positioning**
  - Longstanding presence in battery materials technology
  - Extensive IP portfolio
  - High-quality transportation-grade products and early qualification for transportation applications
  - Ability to scale up rapidly and massively to cater for customer needs
  - Closed loop offering
Taking capacity to a new dimension

• €300 million investment over 3 years to further expand cathode materials capacity in South Korea and China. Project entails greenfield investments.

• This investment comes on top of previously announced investment of €160 million.

• Combined investments will increase total cathode materials production capacity more than six-fold between 2015 and 2020.

• Commissioning schedule:
  • Starting in H2 2017 for current investment wave
  • Starting in H2 2018 for new expansion wave

• Both expansions deploy the latest proprietary production technologies.
Rechargeable Battery Materials: a strong contributor to Horizon 2020 objectives

- Clear leadership in clean mobility materials and recycling
- Doubled the size of the business in terms of earnings
- Rebalanced the portfolio & earnings contributions
- Turned sustainability into a greater competitive edge
materials for a better life