Seoul, Korea
6 June 2018
Powering ahead

SPEAKER

Marc Grynberg
Chief Executive Officer
Our strategic journey

- **2000-2010**: Transformation through M&A
- **2010-2015**: Focus on organic growth and streamlining
- **2015-2020**: A balanced approach M&A + organic growth with focus on performance
In reality, our strategy is rolling out in sprints

2015-2020
A balanced approach
M&A + organic growth with focus on performance

2015-2018
Streamlined portfolio
Simplification
Accelerated investments
Selected acquisitions

2018-2020
Organic growth
Massive acceleration
Our foundations have not changed

- Unique business model
- Supportive megatrends
- Industry leader in sustainability

- Metals
- Material science and metallurgy
- Recycling
- Application know-how
- Material solutions
- More stringent emission control
- Electrification of the automobile
- Resource scarcity
- Sustainability
Our foundations have not changed

- More stringent emission control
- Resource scarcity
- Electrification of the automobile
Our foundations have not changed

- Resource scarcity
- More stringent emission control
- Electrification of the automobile
Megatrends have amplified
Resource scarcity continues to increase

Finite quantities of mineral resources
Spotlight has moved from rare earths to cobalt and lithium
Our foundations have not changed
Our foundations have not changed

- More stringent emission control
- Electrification of the automobile
- Resource scarcity
Megatrends have amplified
No tolerance for pollution

"Volkswagen recalls 8.5 million diesel vehicles in Europe"

*New York Times, 15 Oct 2015*

"After diesel scandal, VW turns to new leadership & electric cars"

*National Public Radio, 24 April 2018*
Megatrends have amplified
No tolerance for pollution

Groupe PSA discloses vehicle emissions in real driving conditions

"Transport & Environment, 6 March 2018"

Europe Embraces Real-World Emissions Testing

"Wall Street Journal, 24 Sep 2015"
Megatrends have amplified
No tolerance for pollution

"Oslo moves to ban cars from city centre within four years"

*The Guardian, 19 Oct 2015*

"German top court allows cities to introduce diesel driving bans"

*Clean Energy Wire, 27 February 2018*
Megatrends have amplified
No tolerance for pollution

"Nissan, Toyota to shift away from diesel in wake of emission scandal"

Forbes, 11 May 2018

"Volvo ditches diesel from all new models"

Financial Times, 15 May 2018

OEMs abandoning diesel platforms
Megatrends have amplified
No tolerance for pollution

“China 6 emission standard to be implemented in 2020

Gasgro, 11 May 2018

“Bharat Stage 6 policy: Diesel cars could get priced off the roads

The Hindu, 15 Nov 2017
Our foundations have not changed
Our foundations have not changed

- More stringent emission control
- Electrification of the automobile
- Resource scarcity
Megatrends have amplified 2012 EV models
Megatrends have amplified 2015 EV models
Megatrends have amplified 2018 EV models
Horizon 2020 as presented in 2015

- **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**
Doubled the size of the business in terms of earnings

RECURRING EBIT*
view in 2015

Million of Euros

2014 2020
0 100 200 300 400 500 600 700 800
244

RECURRING EBIT
Today's view

Million of Euros

2018 (e) 2020 (e)
0 100 200 300 400 500 600 700 800
510 - 550

ROCE > 15%

+35-45% vs original 2020 target

*excluding discontinued operations
Horizon 2020 as presented in 2015

- 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
Rebalanced the portfolio & earnings contributions

2015

2017

2020

REBIT DISTRIBUTION PER SEGMENT

Recycling

Energy & Surface Technologies

Catalysis
Horizon 2020 as presented in 2015

- 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
Turned sustainability into a greater competitive edge

Reduced emissions and energy consumption despite growth

- Metal emissions to air*: -41%
- Metal emissions to water*: -69%
- Energy consumption*: -21%

*vs 2015 benchmark

Water treatment plant in Hoboken
Turned sustainability into a greater competitive edge

Responsible and ethical supply

Full alignment with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk areas
Horizon 2020 as presented in 2015

- 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
Clear leadership in clean mobility materials and recycling
Clear leadership in clean mobility materials and recycling

Battery Recycling

Hoboken
Clear leadership in clean mobility materials and recycling

Catalysis
Haldor Topsoe and Ordeg acquisition
Clear leadership in clean mobility materials and recycling

Battery Materials
Cheonan
Record investments
€ 1.1 billion cathode material expansion

Umicore to boost capacity in cathode materials

Umicore announced today an investment programme of € 300 million between 2017 and 2019 to further increase its production of NMC (nickel-manganese-cobalt) cathode materials for lithium-ion rechargeable batteries. NMC is the preferred cathode material technology for rechargeable batteries used in vehicle electrification and global demand is increasing fast. The demand for Umicore’s NMC materials is outpacing the market by a significant margin and the increased capacity will enable Umicore to cater for a surge in customer orders. The investment will also enable Umicore to meet growing demand for its proprietary high-energy LCO (lithium cobalt oxide) cathode materials used in high-end consumer electronics.

Growth acceleration

Rechargeable Battery Materials is powering ahead with a new investment of € 660 million in China and Europe that will bring total capacity to at least 175,000 metric tons by 2021.

Given this growth acceleration Umicore now sees an upside potential of some 35 to 45% compared to the original Horizon 2020 recurring EBIT target, while maintaining the 15%+ ROCE target at Group level. This assumes current macroeconomic conditions continue to prevail.

Umicore to triple capacity for rechargeable battery cathode materials by 2018

Umicore announced today an acceleration of its capacity expansion investments for NMC (nickel manganese cobalt) cathode materials. The acceleration is required to meet a surge in demand for materials used in hybrid and electric vehicles.

The expansion program entails investments of some € 180 million over a period of three years at the company’s existing facilities in Cheonan (South Korea) and Jiangmen (China), as well as greenfield investments on adjacent land in both locations. Umicore will deploy its latest generation of proprietary production technologies which will enable the company to triple existing capacity by the end of 2018 across a broad range of material grades. These are in compliance with the very highest quality standards for the automotive industry. The new capacity should start coming on stream in the second part of 2017.
Unique position in clean mobility

- ICE
  Emission control catalysts

- (p)HEV
  Battery materials and emission control catalysts

- BEV
  Battery materials

- Fuel cells
  Electro-catalyst and battery materials
Move to clean mobility
Diversified drive trains with larger and fewer platforms

FUTURE MIX HAS EVOLVED SINCE 2015

Less diesel
More electric
Larger platforms
Fuel cells are part of the mix

The certainty is diversity
Technological flexibility is the only answer to mixed challenges
materials for a better life