Closing remarks

Seoul, Korea

6 June 2018
Unique position in clean mobility
Our 2015 analysis is unchanged

<table>
<thead>
<tr>
<th></th>
<th>Automotive catalysts</th>
<th>Battery materials</th>
<th>Fuel cell catalysts</th>
<th>Recycling services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Umicore</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓</td>
<td>✓ ✓ ✓ ✓</td>
</tr>
<tr>
<td>Automotive catalyst competitors</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓</td>
<td>✓</td>
<td>✓ (incumbent in spent automotive catalysts)</td>
</tr>
<tr>
<td>Battery material competitors</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Fuel cell catalyst competitors</td>
<td>✓ ✓ ✓ ✓</td>
<td>✓</td>
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</tr>
</tbody>
</table>
The certainty is diversity
Technological flexibility the only answer to mixed challenges

UMICORE IS NOT AGNOSTIC IN TERMS
OF VALUE AND TECHNOLOGY

Full electric, long-range
Full electric, mid-range
Plug-in hybrid
Fuel cells
Gasoline with particulate filters
Diesel
Gasoline
Catalysis or Battery Materials?
Catalysis and Battery Materials

Not one or the other… BOTH

Unprecedented growth **driven by** ever-tougher legislation

Diversified technology needed to answer **the differing strategies of the OEMs**

**Umicore is uniquely positioned to thrive in both areas**
Capital Market Day attendance

Korea 2012: 20
Korea 2018: 70
materials for a better life