



Solid mid-term plan
towards value recovery

Battery Materials Solutions

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Umicore
Capital Markets Day
27th March 2025

CORE

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The global economic landscape continues to be disrupted by persistent geopolitical tensions leading to limited visibility on end market demand. Umicore is navigating this volatile environment by maintaining its focus on resilience, adaptability, and efficiency across the Group. Projections are based on the current market conditions and geopolitical landscape as of the date of publication. The provided outlook does not include any assumptions on the potential impact of the introduction of tariffs.

Battery Cathode Materials

Robust standalone mid-term plan

Actively exploring [partnership](#) options



VALUE RECOVERY

Battery Recycling Solutions

Optimize our differentiated pyro-hydro technology

Explore [partnerships](#) to enable scale-up



TECHNOLOGY OPTIMIZATION



Zoom in on



Battery Cathode Materials



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Developing CAM market comes with additional requirements

Large
upfront **Capex**

Need for **scale**

Intense competition
from **Asia**, especially
China

Increased focus on
cost, beyond technology
differentiation

Dynamic **geopolitical**
and **regulatory**
landscape

Macro-economy
and **consumer**
adoption

**Inherent
volatility
in a market
still taking
shape**

Adjusted to new market reality & strategy review

**Comprehensive review incorporating internal analysis,
insights from industry experts, customer input
and external benchmarks**



STRATEGY REVIEW

Market attractiveness

- Global & regional addressable market
- Competitive landscape
- Return potential
- Key success factors

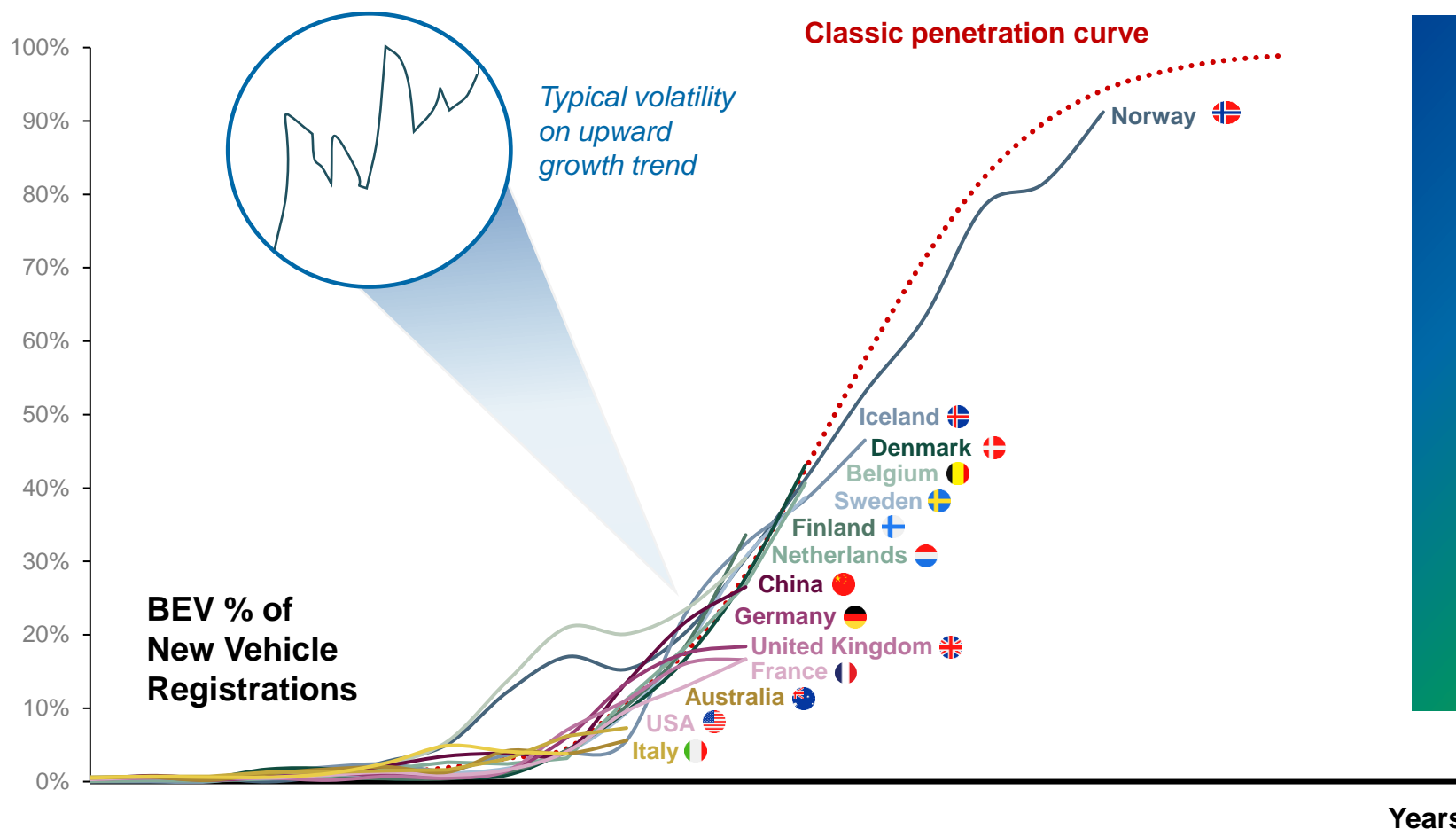
Umicore's ability to succeed

- Customer portfolio & footprint
- Technology offering
- Cost position
- Value chain coverage
- Financial requirements

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**Path towards
value
recovery**

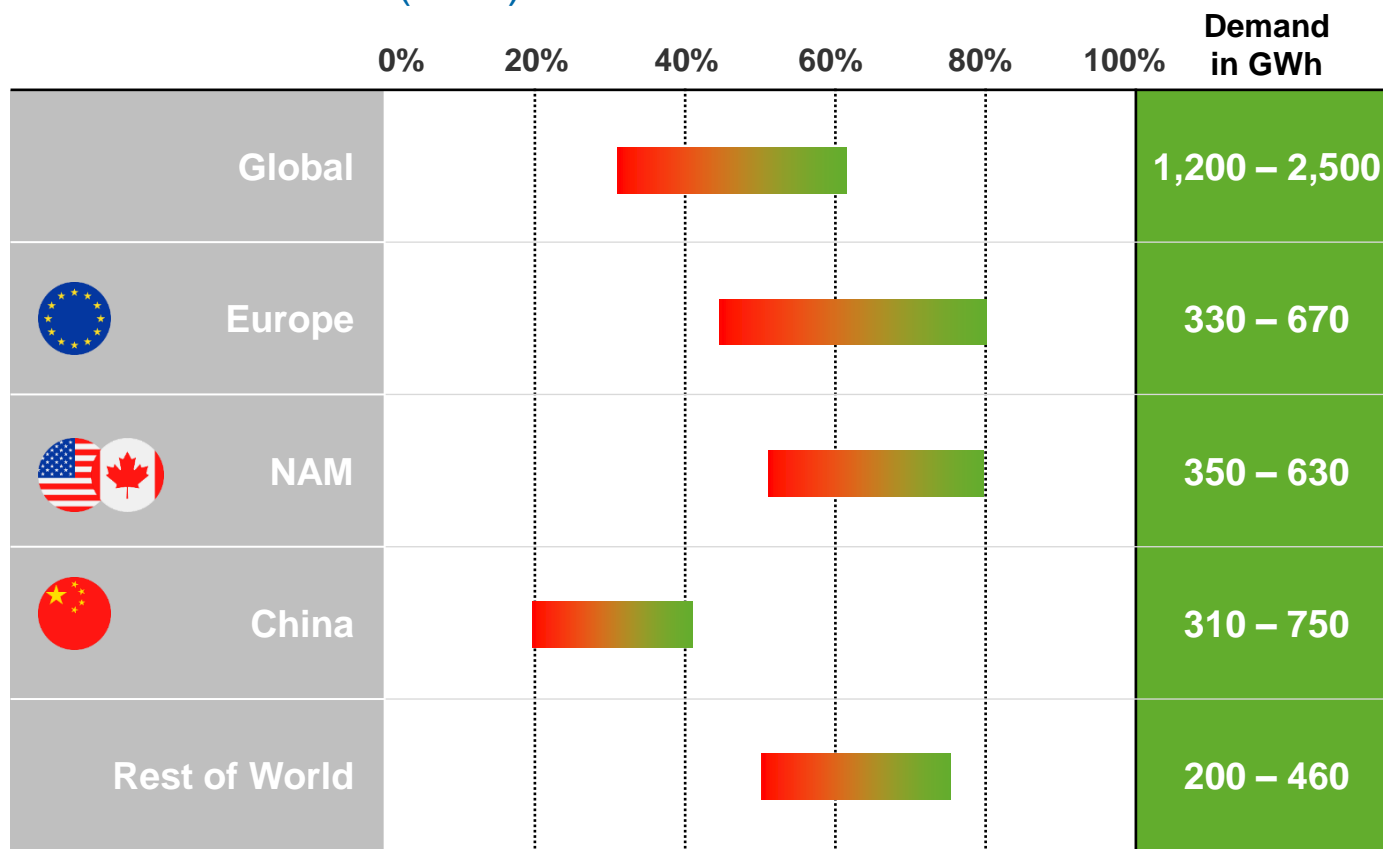
Market on structural long-term growth trend, even with current slowdown in EV growth



- EV penetration levels vary by country
- Structural adoption curve across countries, despite EV slowdown
- Growth is not linear: micro volatility in speed of penetration

External sources expect NMC opportunity to remain large

2030 share of NMC in CAM demand (BEV)



Mix of battery technologies to co-exist, yet exact balance remains unclear

Sizeable NMC demand in Europe and North America with strong growth potential, even under bearish views

Solid foundation of strengths

Building on our core business model and capabilities

Security of cost-effective supply

- Upstream make-or-buy flexibility
- Sourcing excellence & sustainability
- Metal management capabilities

Strong asset base

- Strong foothold in Europe
- Korean operations able to serve locally and globally
- Chinese plant providing footprint optionality

Leading Technologies

- Deep CAM application know-how and strong NMC technology portfolio based on > 25 years innovation
- Advanced portfolio of next-gen solutions (e.g. solid state)

Strong customer relationships

- Long-term customer partnerships (incl. co-investments) with established cell makers & OEM-backed entrants
- Contracts with Take-or-Pay

Robust standalone mid-term plan to recover value

Sizeable NMC demand with long-term growth potential

Solid foundation of strengths and capabilities to leverage

Additional requirements in a CAM market taking shape

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Building on our core business model

- Leveraging strong customer contracts
- Customer and platform diversification



Capital

- Rigorous capital deployment, decreasing Capex with € 800m versus previous plan
- Remaining investments in Nysa and Korea to deliver on customer and product commitments
- Value of cash neutral Chinese pCAM and CAM production

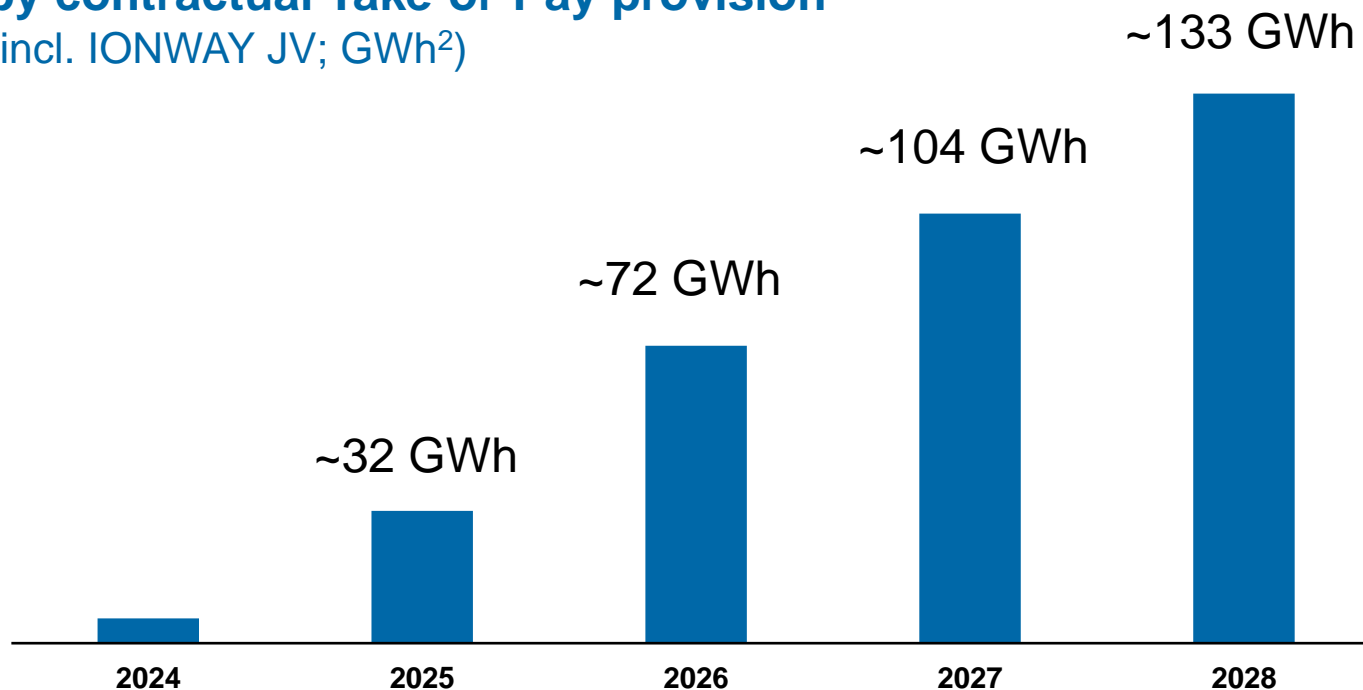
Performance

- Focus on targeted and selective levers to address specific performance priorities

Bringing down \$/kWh

Mid-term plan supported by strong contractual Take-or-Pay provisions

Volumes covered by contractual Take-or-Pay provision¹ (incl. IONWAY JV; GWh²)



Adj. EBITDA of € 275m to € 325m in 2028³



Providing opportunity for further customer and platform diversification

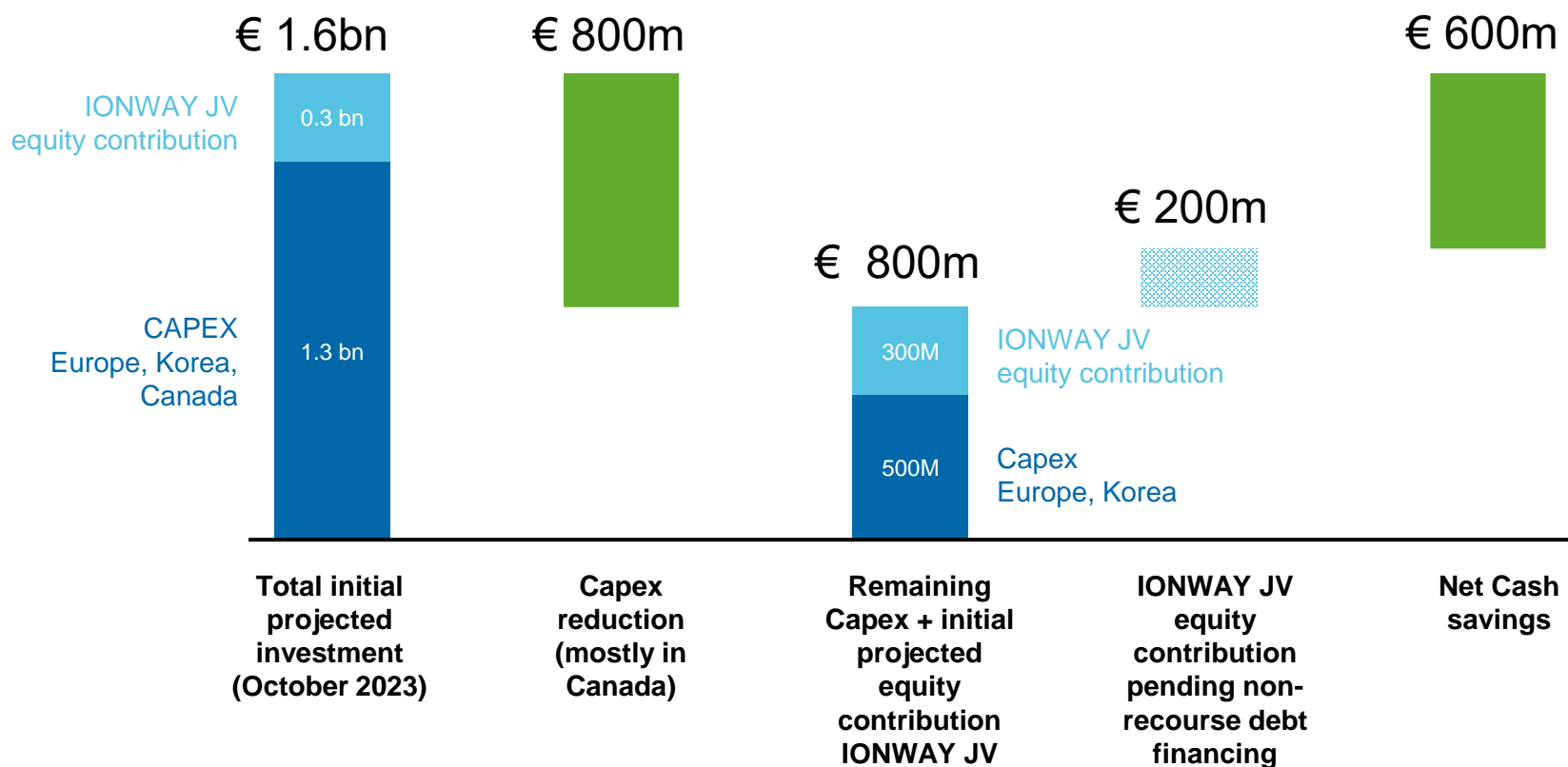
¹ Based on current offtake commitments and taking into account an average Take-or-Pay provision of 85% on total contract volumes

² Translated assuming 1.3kT equals 1 GWh

³ At average 2024 metal rates

Rigorous capital deployment from 2025 to 2028

Bringing down Capex with € 800m versus previous plan

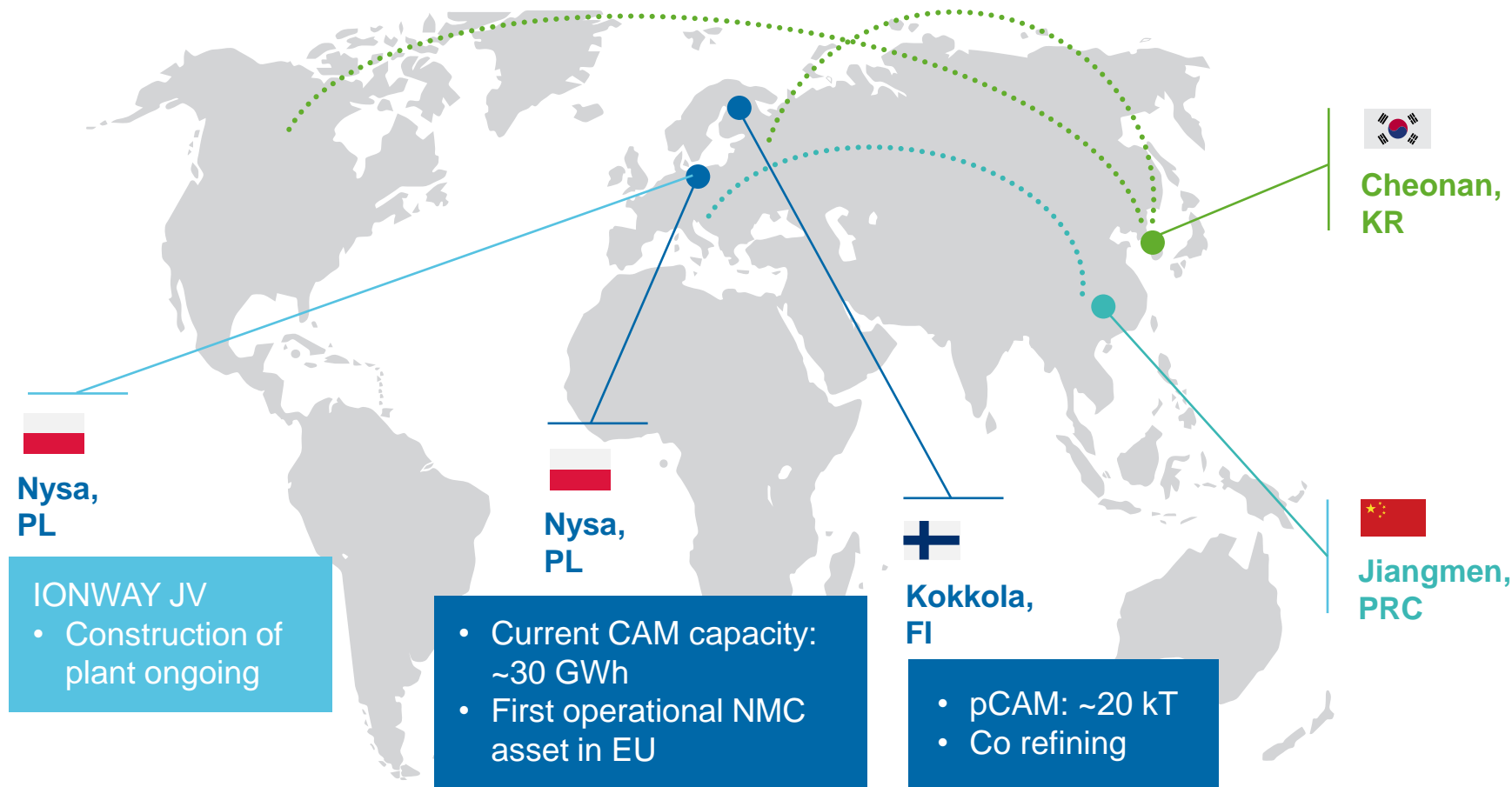


Identified Capex reductions of € 800m, primarily reflecting pause of Canadian pCAM and CAM investment

Net cash saving of € 600m

Flexible asset base

Current pCAM and CAM manufacturing footprint



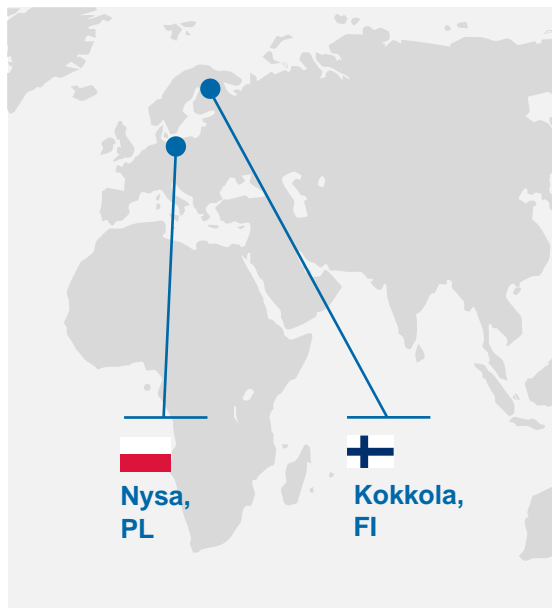
- Current CAM production capacity: ~30 GWh
- Up & running for >20 years
- Ability to serve locally and globally (meeting local content requirements)
- Cathode materials R&D hub

pCAM sourcing via CNGR and E&D in context of asset light upstream strategy

- Current CAM production capacity: ~30 GWh
- Current pCAM capacity: ~80 kT

Remaining Capex investment of € 250m in Nysa

Bringing CAM capacity up to 45 GWh end 2028



> 20% ROCE on remaining Capex investment

- Remaining investments to recover value
 - Delivering on customer and product commitments with Take-or-Pay provision
 - Unlocking substantial economies of scale
 - Highly competitive asset for partnership potential and customer diversification
 - Readiness for local content requirements

~15% reduction in capital density per kg by 2030



~20% reduction in €/kg manufacturing cost by 2028

Remaining Capex investment of € 120m in Korea

Bringing CAM capacity to 40 GWh by end 2028

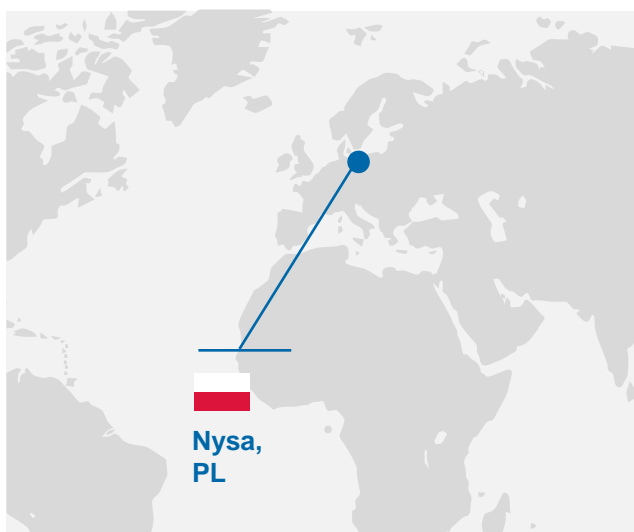


> 15% ROCE on
remaining Capex
investment

Remaining investment to recover value:

- Successful transfer of AESC supply from Canada to Korea, avoiding Capex investment in Canada
- Covered by Take-or-Pay provision
- Plant positioned as hub for North America

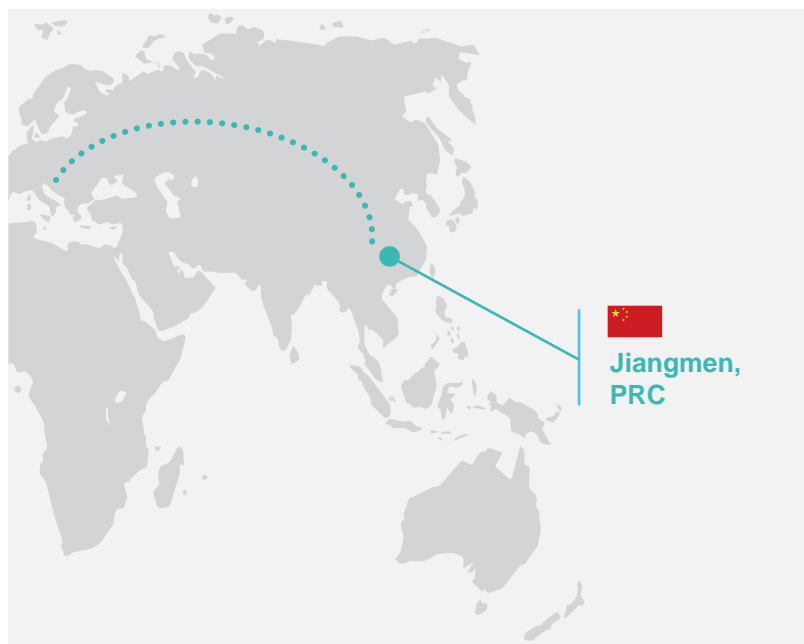
Each partner to contribute € 500m equity in IONWAY JV to bring CAM capacity to 70 GWh



Contractual mechanisms to ensure guaranteed value creative returns, including element of inflation protection

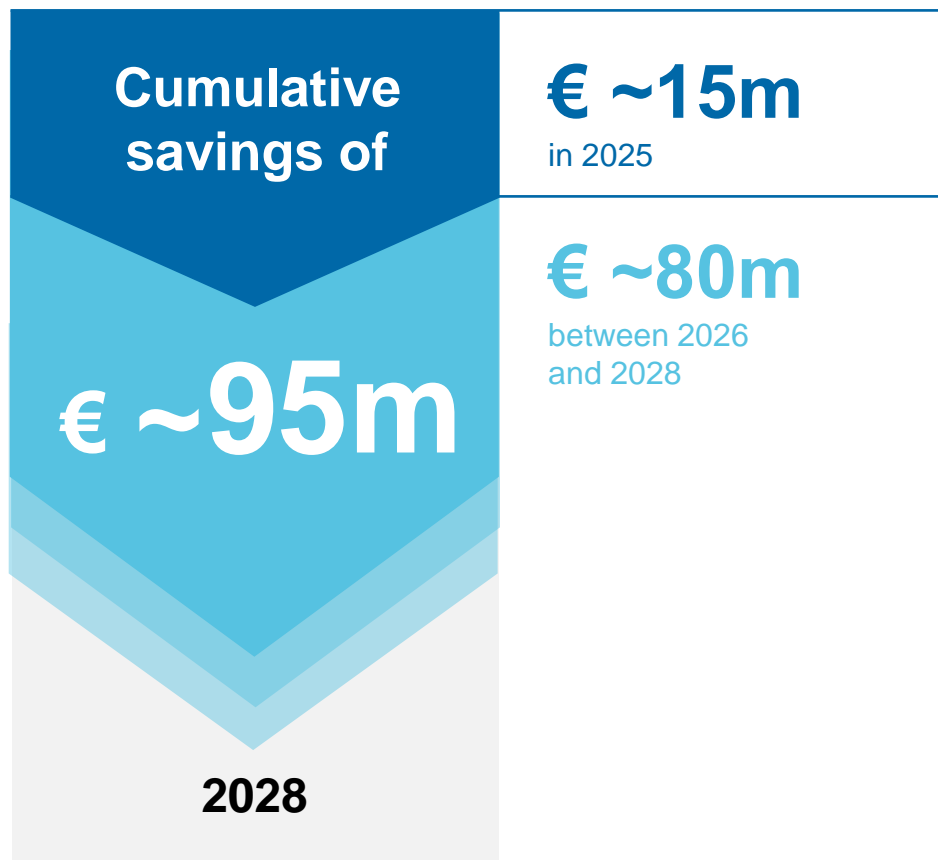
- **Strong commitment of both partners to IONWAY JV**
- Equity contribution in line with called off investment waves
- Waves included in mid-term plan: ~70 GWh
- Non-recourse debt financing anticipated by the second half of 2026
 - Total equity contribution at € 500m in the plan, combining the € 300m with the € 200m contribution pending non-recourse debt

Footprint optionality of cash neutral Chinese pCAM and CAM production



- **Cash neutral at current capacity utilization** with cash revenues covering variable and fixed cash costs of the site
- **Technology proximity** to R&D headquarters and test centers of regional customers
- **Capacity bridge for CAM and pCAM** into Europe allows for **optimal future capital investment** in Europe

Cost reductions further driving down \$/kWh



More pronounced impact towards 2028 reflecting volume ramp-up and related economies of scale



Supporting future profitability and cash flows

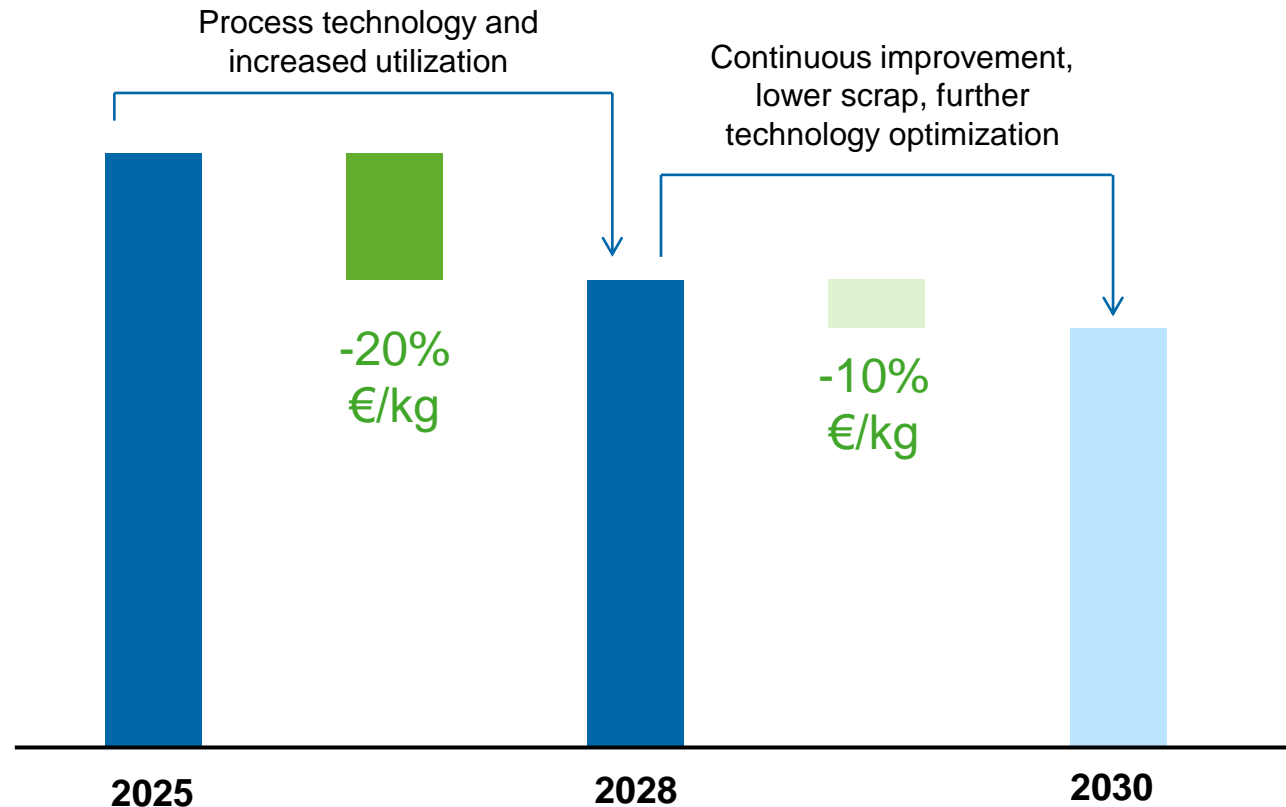
Focus on targeted levers to address specific performance priorities

Fixed cost	Variable cost	'End-to-end' approach covering product design up to plant throughput and capex density
Process technology		<ul style="list-style-type: none"> Process optimization in Europe and Asia resulting in higher throughput rate
	Operational Excellence	<ul style="list-style-type: none"> Reduction in energy consumption Re-enforced continuous improvements to maximize utilization at the lowest running cost
	Indirect & Transportation	<ul style="list-style-type: none"> Supply chain optimization and strict cost control
Operating model		<ul style="list-style-type: none"> Continued focus on lean organizational set-up, especially as scale-up progresses

Zoom in on production process optimization in Nysa



Projected manufacturing cost of CAM plant in Nysa after remaining € 250m investment (€/kg)



Higher utilization and operational improvements leading to ~ 20% lower CAM manufacturing cost in Nysa by 2028

Further increasing local and global cost competitiveness of European plant

Core 2028 ambitions – Battery Cathode Materials

Standalone mid-term plan: value recovery with cash and cost focus



Revenue in 2028	Adj. EBITDA margin in 2028	ROCE in 2028
~ € 1,100m	> 25%	~ 9%
Adj. EBITDA positive in 2026, Adj. EBIT positive in 2027		
Investments 2025-28:		
Capex to finalize footprint ~ € 370m	Equity contribution to IONWAY JV ~ €500m	
FCF 2025-28: ~ € (600)m ; FCF positive from '27 onwards		

**Mid-term plan
significantly re-sized allowing
for standalone execution**

No investments beyond current plan



**Actively exploring partnership
options to accelerate
value recovery**

Industry sees value in consolidation

Zoom in on Battery Recycling Solutions

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Scaling up at optimal market timing

Market: confidence in long-term perspectives

- **Slower ramp-up due to slowdown EV growth**
- **Sizable addressable recycling needs:** anticipated worldwide production scraps & end-of-life batteries

Winning value proposition at scale: phased market approach

- **Differentiating** pyro-hydro technology
- Technology optimization in current pilot set-up: expected cash spend of ~ € 25m per annum for '25 and '26
- Short-term market presence restricted to selected commercial partners

Scale-up with strong boundary conditions: exploring partnerships

- Need for **supportive regulatory environment** to foster battery recycling in Europe
- **Exploring partnerships** for large-scale recycling in Europe

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Take-aways

Value recovery
in Battery
Cathode
Materials
based on solid
mid-term plan

Rigorous
capital
deployment,
bringing down
Capex

Focus on
return on
investments
through
optimized use
of asset base

Actively
exploring
partnerships

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