

CAPITAL MARKETS DAY

2 September 2015

Andaz London Liverpool Street

Cautionary statement

This presentation contains forward-looking information that involves risks and uncertainties, including statements about Umicore's plans, objectives, expectations and intentions.

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As a result, neither Umicore nor any other person assumes any responsibility for the accuracy of these forward-looking statements.

Programme

09:00	Welcome with coffee	
09:30	Strategic Update	Marc Grynberg
10:15	Catalysis	Pascal Reymondet
	<i>Q&A session</i>	
11:30	Coffee break	
12:00	Energy & Surface Technologies	Marc Van Sande
12:15	Rechargeable Battery Materials	Kurt Vandeputte
	<i>Q&A session</i>	
13:15	Lunch	
14:15	Recycling	Stephan Csoma
14:30	Precious Metals Refining	Luc Gellens
	<i>Q&A session</i>	
15:30	Technology & Innovation	Denis Goffaux
16:00	Coffee break	
16:30	Driving returns and value	Filip Platteeuw
17:00	Wrap-up and Q&A	Marc Grynberg
18:00	Reception and walking dinner	



umicore
materials for a better life

Strategic update

Speaker

Marc Grynberg

Chief Executive Officer

CAPITAL
MARKETS
DAY

Our 2015 ambitions (as stated back in 2010)



How we anticipated the journey would evolve

2010-2012



Prepare

- Regain profitability of 2007-2008
- Lay foundations for major growth initiatives
- Prepare for new breakthrough areas in environmental and social objectives

2012-2015



Focus

- Intensification of investment efforts
- Initial pay-off for major growth initiatives
- Deliver on all environmental and social objectives

2015+



Accelerate

- Acceleration of profitable growth
- Optimum economic, environmental and social performance
- Further investments in chosen areas

2010-2015 financial performance

	High growth businesses	GDP growth businesses	Average ROCE
Target	10%+ _{p.a.}	4% _{p.a.}	15-20%
Realised*	8% _{p.a.}	3% _{p.a.}	15.3%

Vision 2015 achievements

Capacity
& capability
expansions



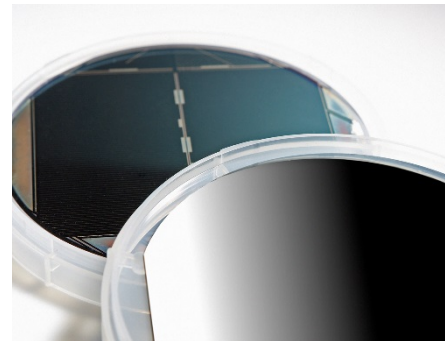
New
products
& services



New
markets &
applications



Profitability
improvement
measures



Vision 2015 achievements

Capacity
& capability
expansions




Capex cumulative
€1.4bn




R&D cumulative
€800m

New
products
& services

New
markets &
applications



Examples:
Heavy duty diesel,
cathode materials for
xEV, expansion into
Asia and US



**Selective
measures
in several
business units**

**Profitability
improvement
measures**

Vision 2015 sustainability achievements

Great place to work

Zero lost time accidents



Occupational exposure reduction



People development



Preferred employer



Eco-efficiency

Carbon footprint reduction



Metal emission reduction



Product sustainability



Stakeholder engagement

Sustainable procurement



Local community



Vision 2015: key lessons learned

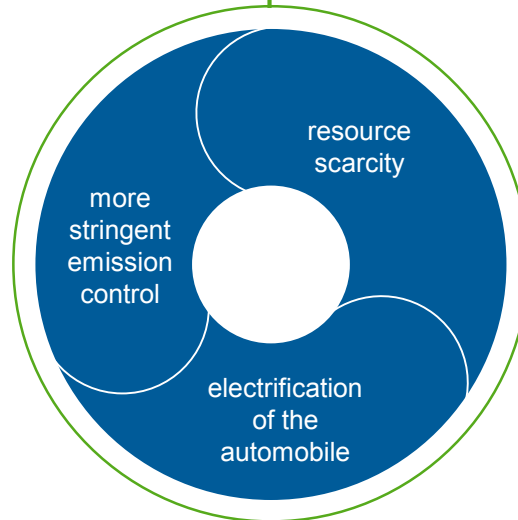
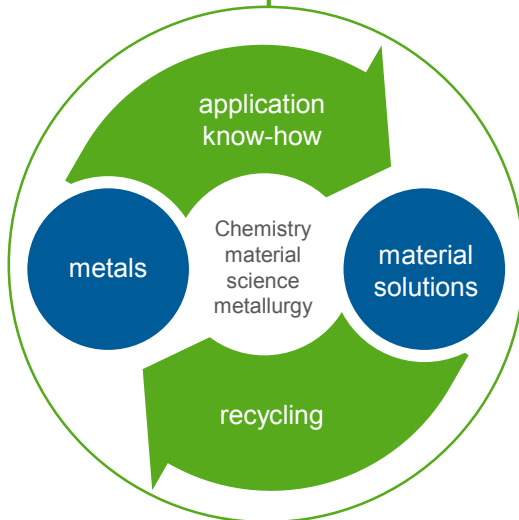
Business model



Megatrends



Sustainable development approach



horizon



2020

By 2020 we have...



Clear leadership
in clean mobility
materials and
recycling



Doubled
the size of
the business in
terms of earnings

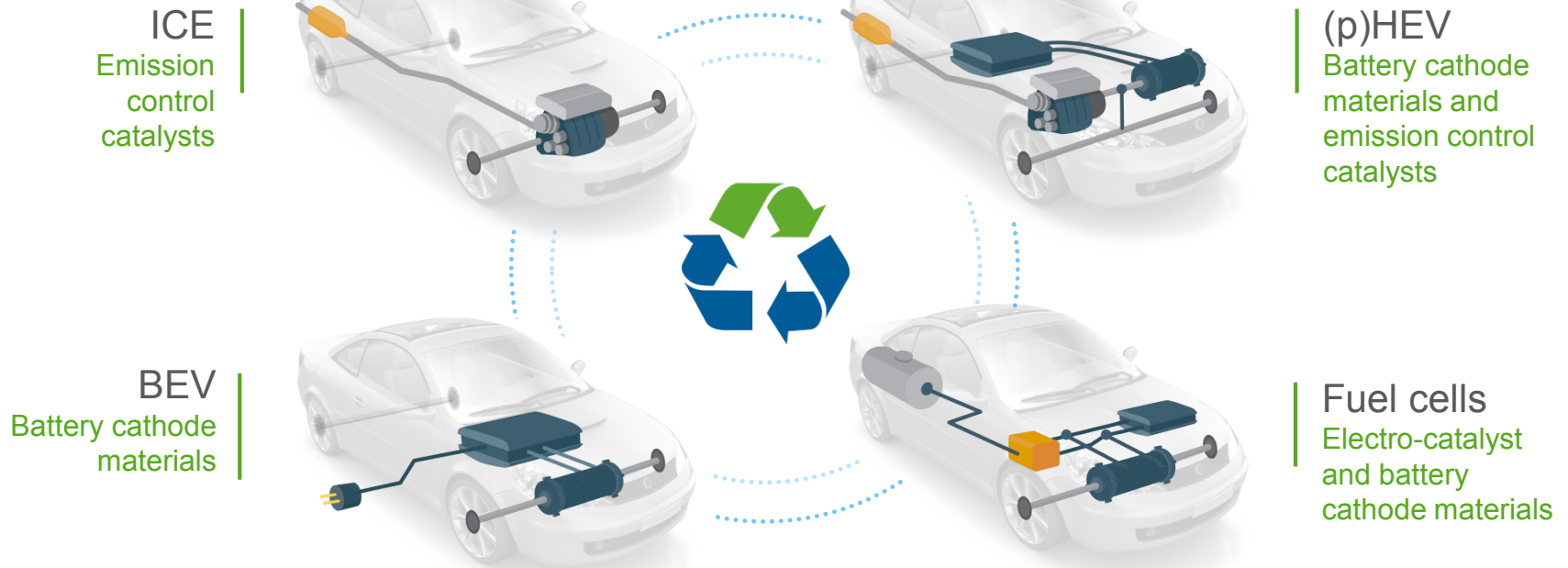


Rebalanced
the portfolio &
earnings
contributions



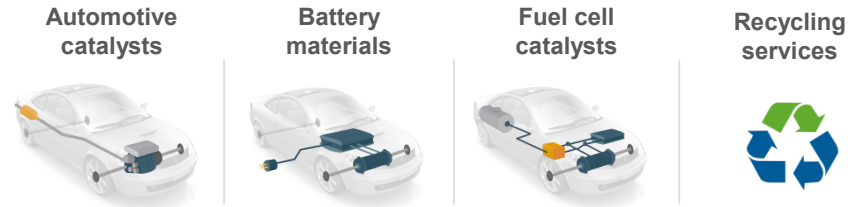
Turned
sustainability
into a greater
competitive edge

Unique position in clean mobility materials



Unique position in clean mobility materials

- ✓✓✓ Incumbent
- ✓ Early stage



Umicore	✓✓✓	✓✓✓	✓	✓✓✓
Automotive catalyst competitors	✓✓✓	✓	✓	✓ (incumbent in spent automotive catalysts)
Battery material competitors		✓✓✓	✓	
Fuel cell catalyst competitors	✓✓✓		✓	✓

 **Grow faster than the market in LDV and HDD**

Clear leadership in cathode materials for xEV 

Unique position in recycling



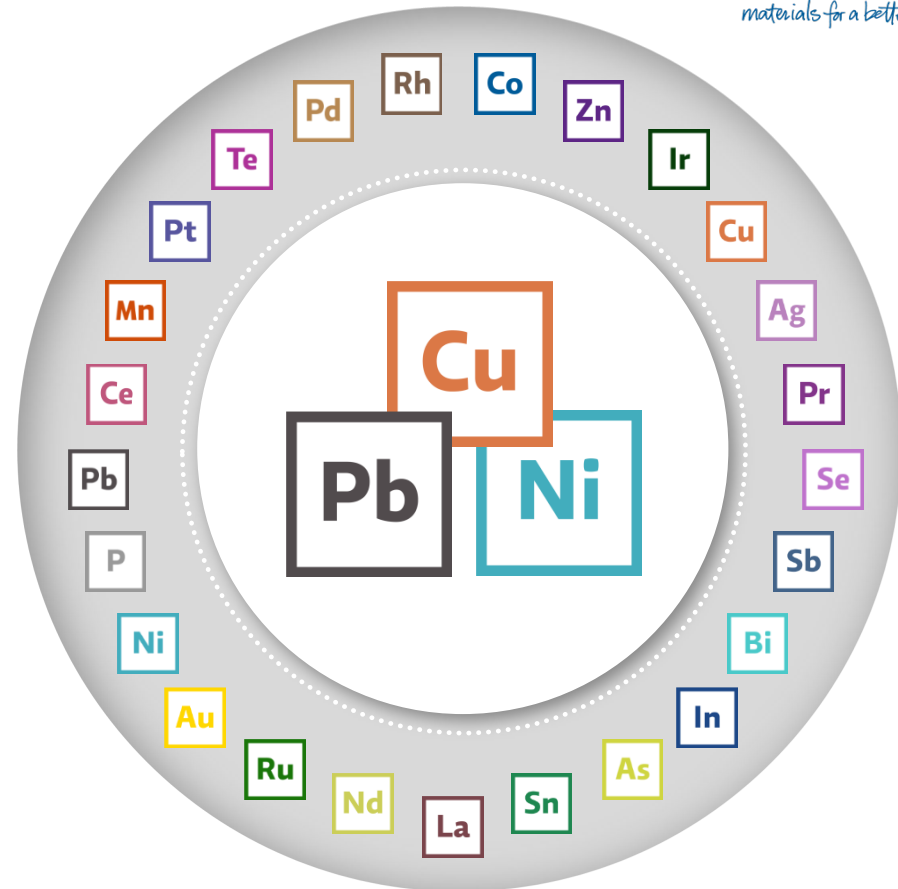
Unique technologies in Hoboken for treating complex residues and by-products



Over 200 input streams



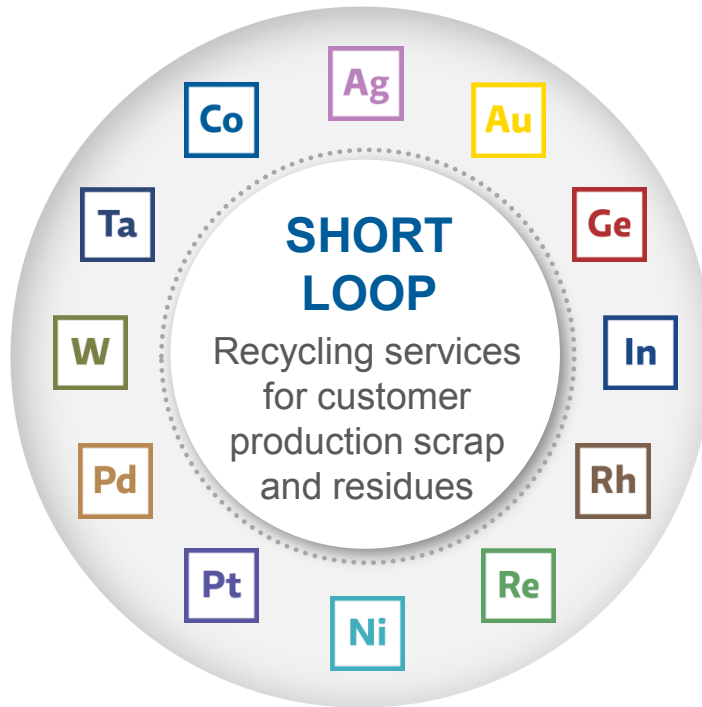
Recovery of **20 metals**




Unique position in recycling



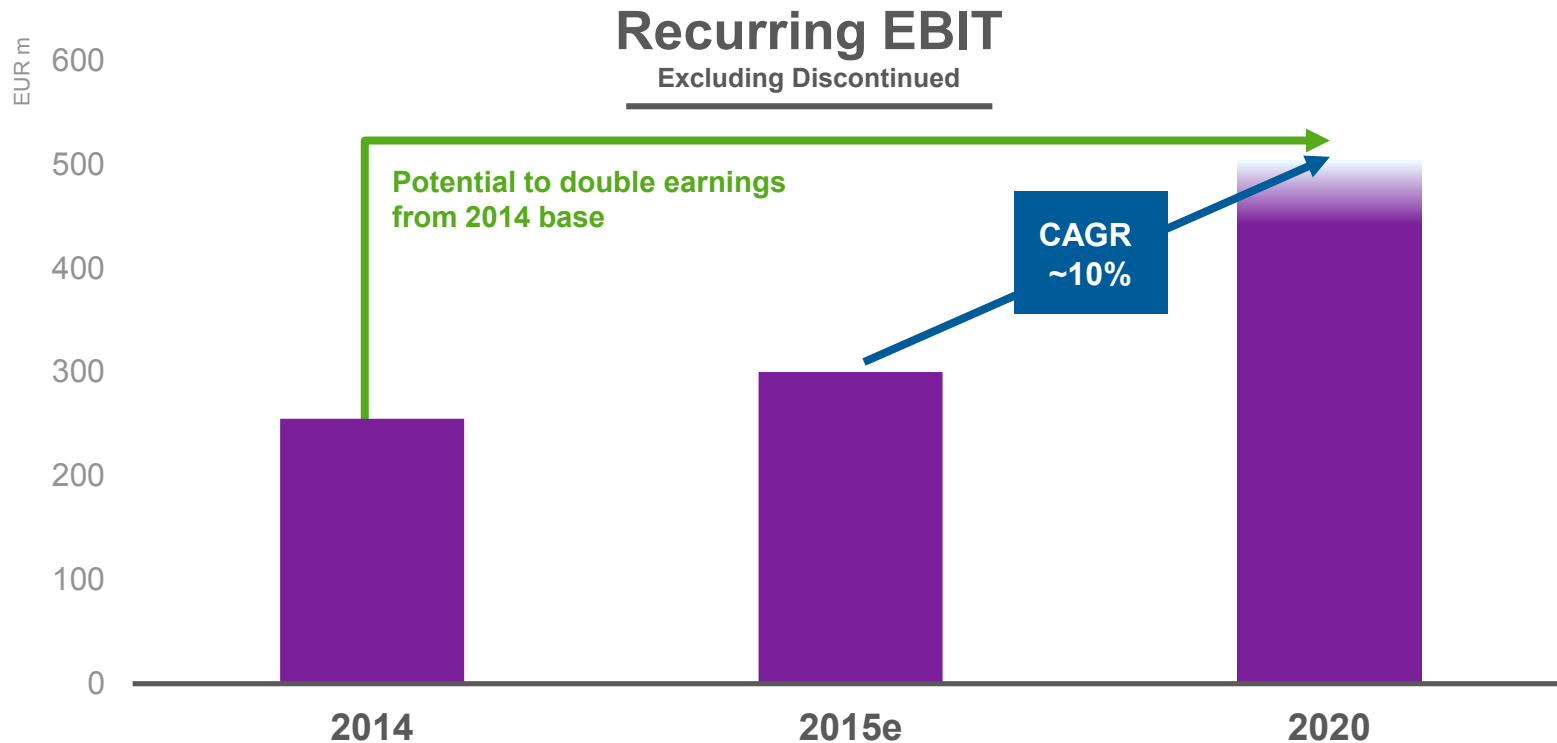
Unique position in recycling



 Further leverage Umicore's leadership in closed loop solutions for customers

Leverage the profitable expansion to 500kt in Hoboken 

Doubling the earnings



Increase ROCE
to beyond 15% target

Projections do not include high growth
scenario for battery materials demand



Rebalancing the portfolio



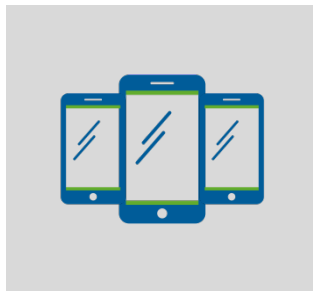
**More significant relative contribution expected from both
Catalysis and Energy & Surface Technologies in 2020**

Turning sustainability into a greater competitive edge



We have transformed Umicore into a **sustainability leader** over the past 15 years

The purpose is to generate more concrete benefits from our sustainability efforts eg:



New segmentation



Recycling



Energy & Surface
Technologies



Catalysis

PMR

PEM

TM

JIM

PMM

TFP

CSM

EOM

RBM

EP

AC

PMC

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Doubled
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Rebalanced
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