

CAPITAL  
MARKETS  
DAY **POWERING  
AHEAD**

  
**umicore**  
*materials for a better life*

# Closing remarks

Seoul, Korea  
6 June 2018

**Marc Grynberg**  
Chief Executive Officer



# Unique position in clean mobility

Our 2015 analysis is unchanged



Automotive catalysts



Battery materials



Fuel cell catalysts



Recycling services



Incumbent



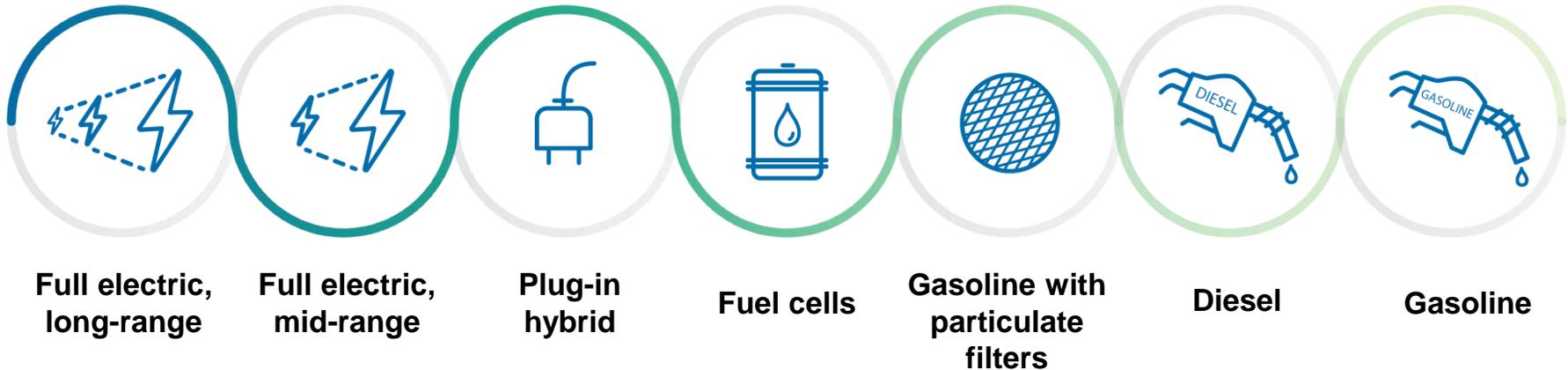
Early stage

	Automotive catalysts	Battery materials	Fuel cell catalysts	Recycling services
Umicore	✓ ✓ ✓	✓ ✓ ✓	✓	✓ ✓ ✓
Automotive catalyst competitors	✓ ✓ ✓	✓	✓	✓ <small>(incumbent in spent automotive catalysts)</small>
Battery material competitors		✓ ✓ ✓	✓	
Fuel cell catalyst competitors	✓ ✓ ✓		✓	✓

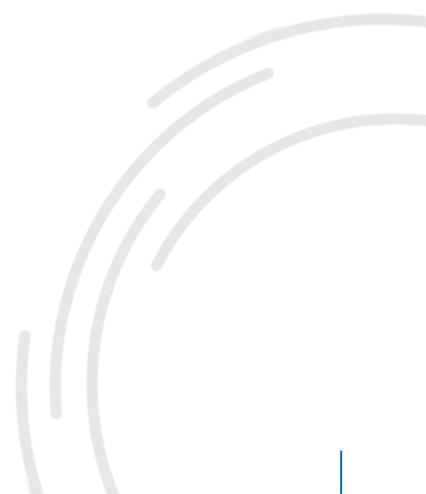
# The certainty is diversity

## Technological flexibility the only answer to mixed challenges

**UMICORE IS NOT AGNOSTIC IN TERMS OF VALUE AND TECHNOLOGY**



# 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

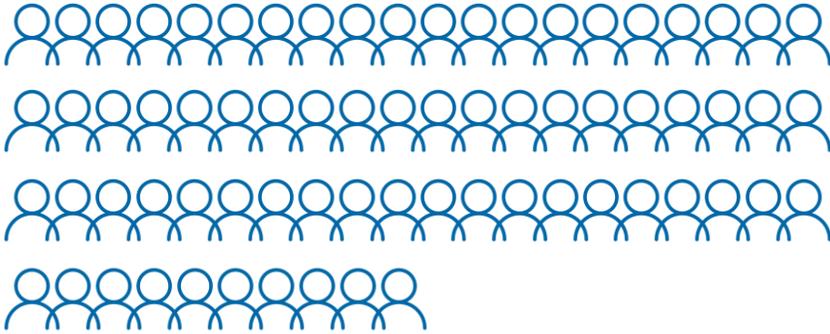


## Korea 2012



20

## Korea 2018



70

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