

CAPITAL
MARKETS
DAY **POWERING
AHEAD**


umicore
materials for a better life

Seoul, Korea

6 June 2018



Powering ahead

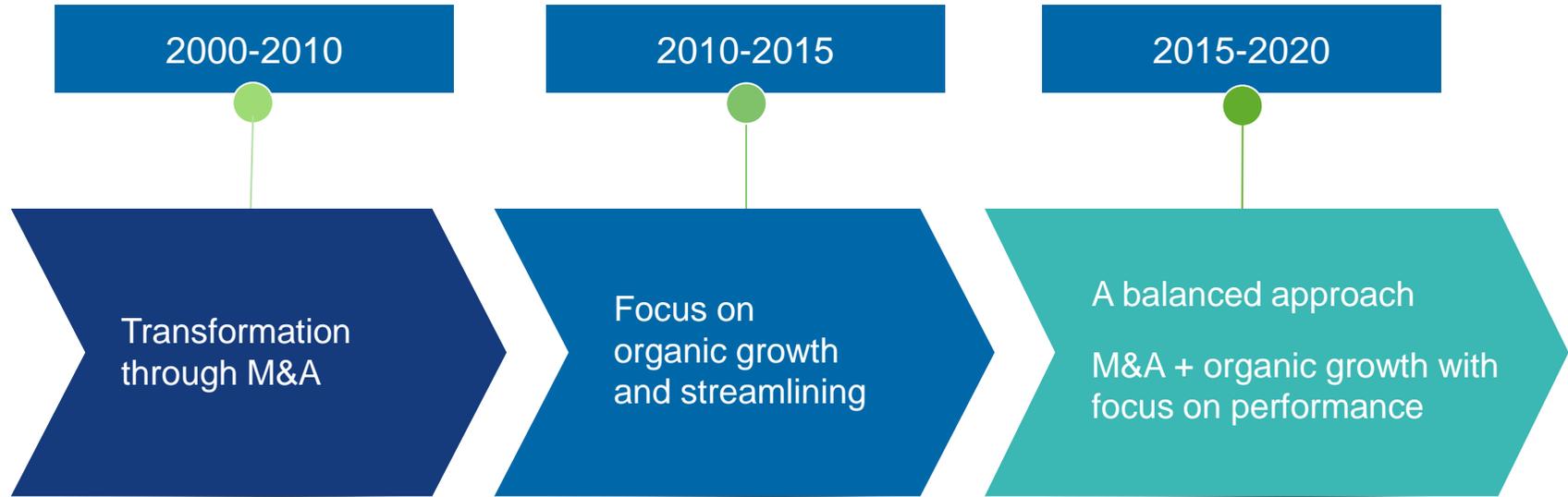


SPEAKER

Marc Grynberg
Chief Executive Officer



Our strategic journey

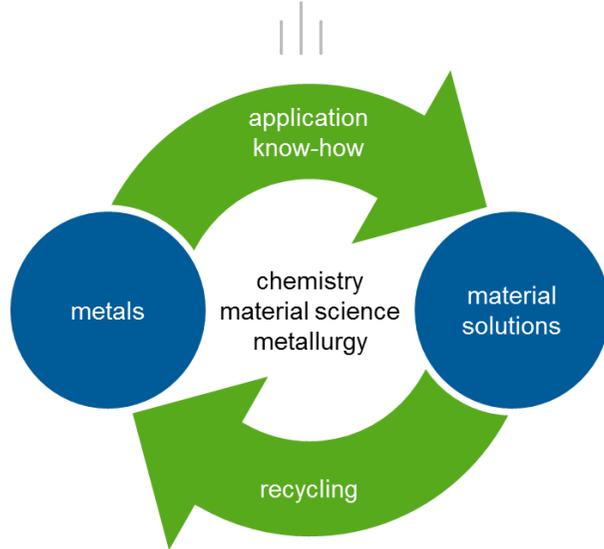


In reality, our strategy is rolling out in sprints

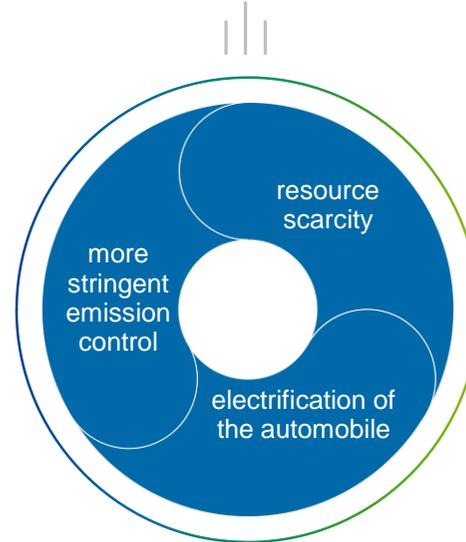


Our foundations have not changed

Unique business model



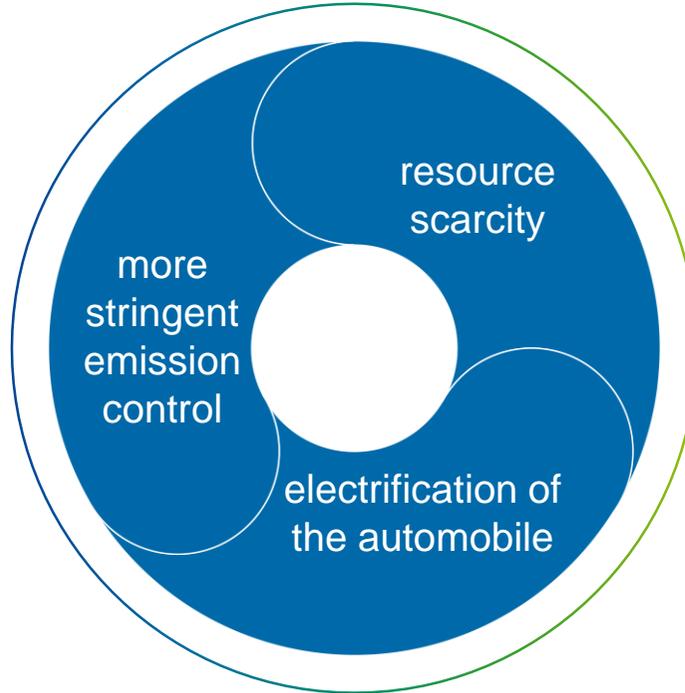
Supportive megatrends



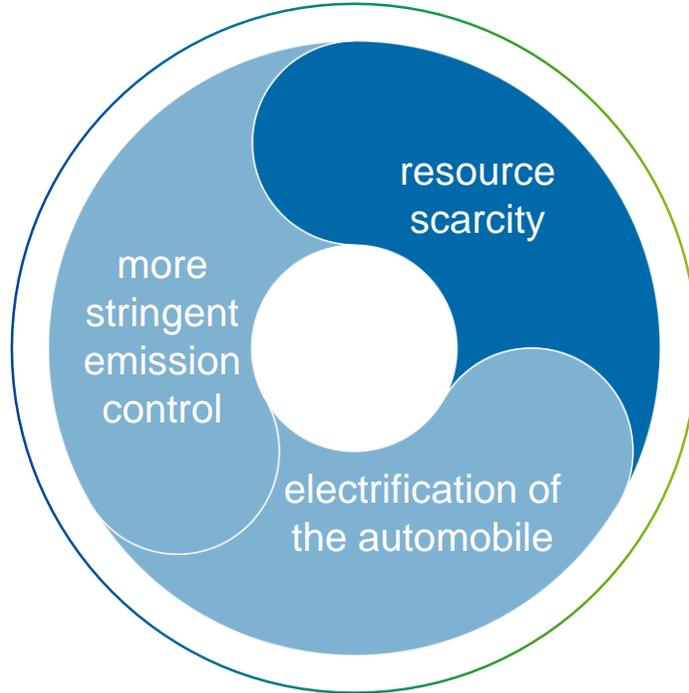
Industry leader in sustainability

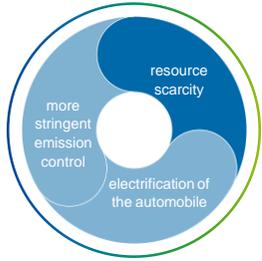


Our foundations have not changed



Our foundations have not changed



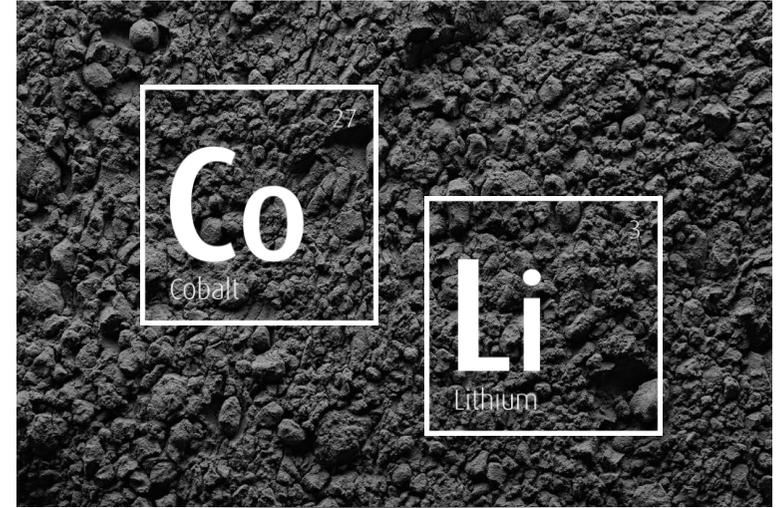


Megatrends have amplified Resource scarcity continues to increase

**RESOURCE
SCARCITY**

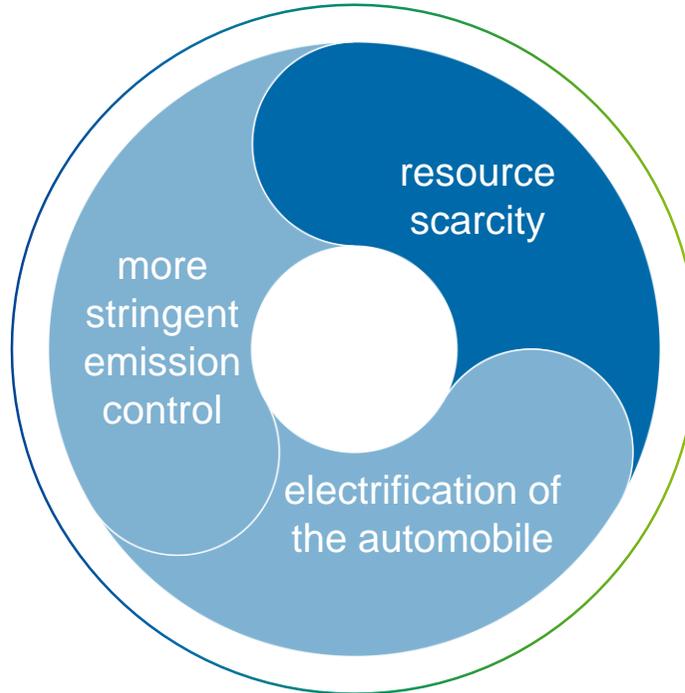


**Finite quantities
of mineral resources**

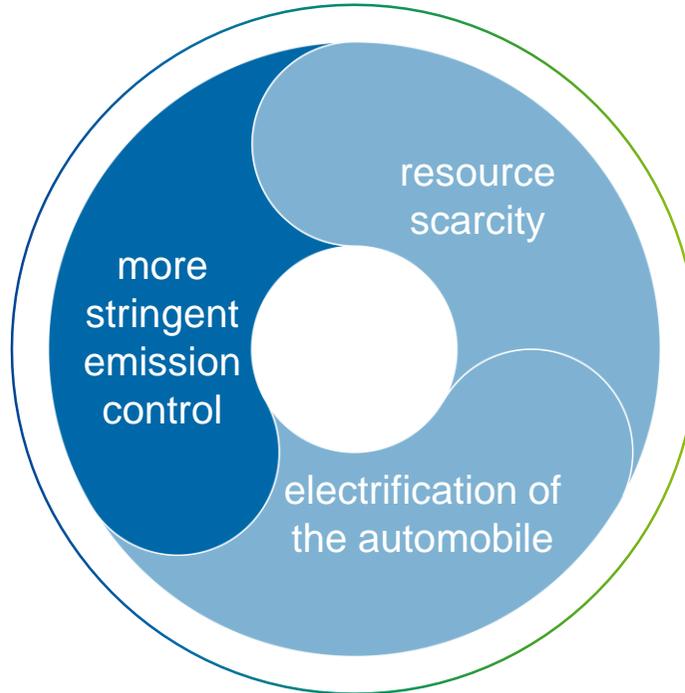


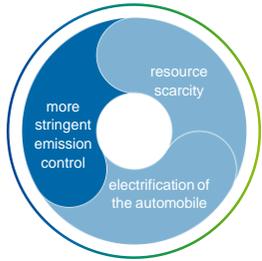
**Spotlight has moved from
rare earths to cobalt and lithium**

Our foundations have not changed



Our foundations have not changed





Megatrends have amplified No tolerance for pollution

CLEAN
AIR



Dieselgate

“ Volkswagen recalls
8.5 million diesel
vehicles in Europe

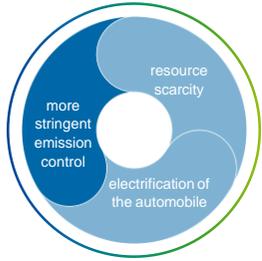
New York Times, 15 Oct 2015

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

National Public Radio, 24 April 2018



COMMENTS
FROM THE PRESS



Megatrends have amplified No tolerance for pollution

**CLEAN
AIR**



**NGOs increase
pressure for real
driving emissions
testing**

“ Groupe PSA
discloses vehicle
emissions in real
driving conditions

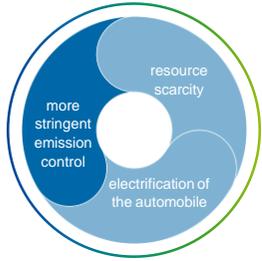
Transport & Environment, 6 March 2018

“ Europe Embraces
Real-World
Emissions Testing

Wall Street Journal, 24 Sep 2015



COMMENTS
FROM THE PRESS



Megatrends have amplified No tolerance for pollution

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AIR



Bans on driving in
city centres

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

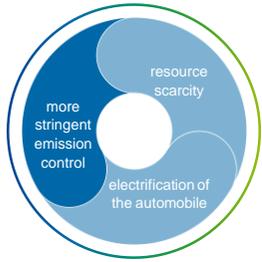
The Guardian, 19 Oct 2015

“ German top court allows cities to introduce diesel driving bans

Clean Energy Wire, 27 February 2018



COMMENTS
FROM THE PRESS



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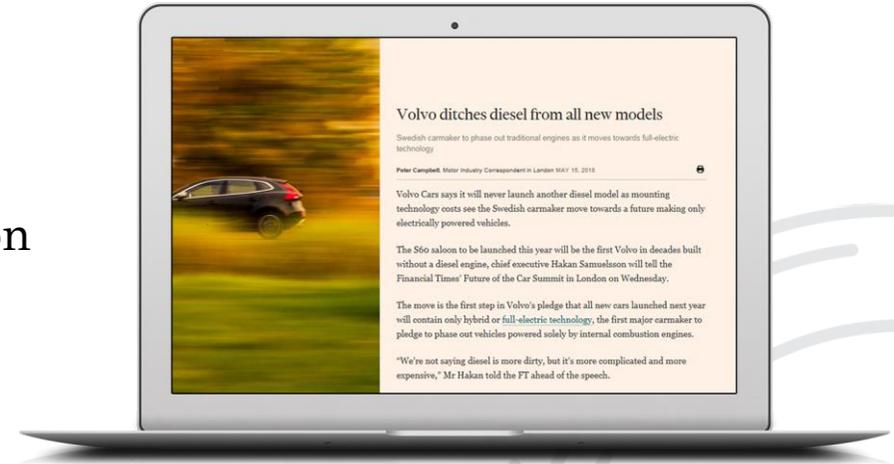
OEMs abandoning
diesel platforms

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

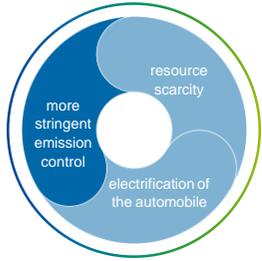
Forbes, 11 May 2018

“ Volvo ditches
diesel from all
new models

Financial Times, 15 May 2018



COMMENTS
FROM THE PRESS



Megatrends have amplified No tolerance for pollution

CLEAN
AIR



New emission norms such as China 6 and Bharat Stage 6

“ China 6 emission standard to be implemented in 2020

Gasgro, 11 May 2018

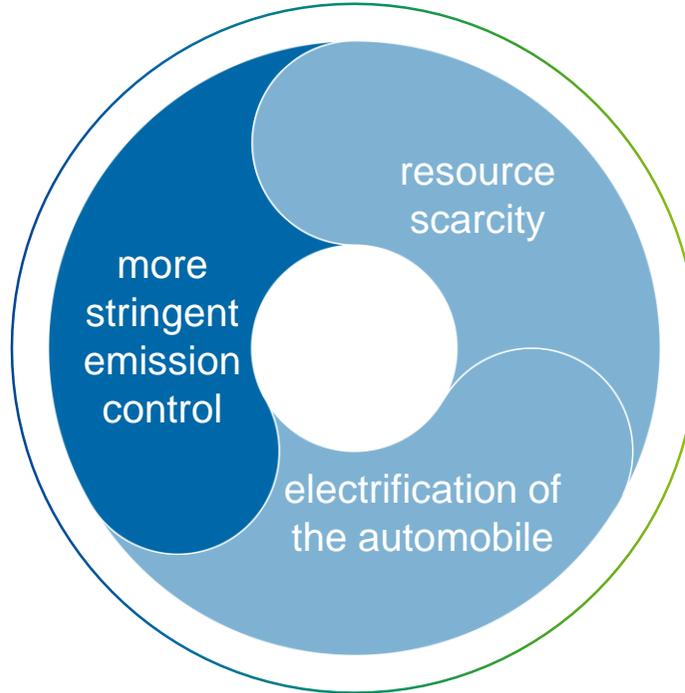
“ Bharat Stage 6 policy: Diesel cars could get priced off the roads

The Hindu, 15 Nov 2017

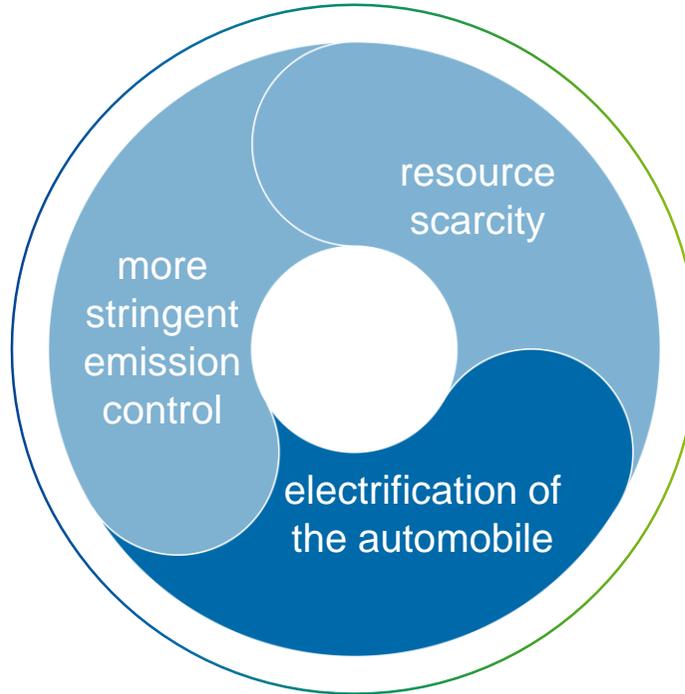


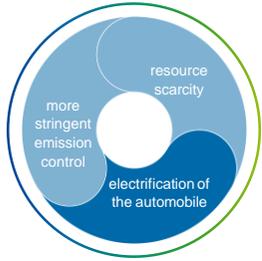
COMMENTS
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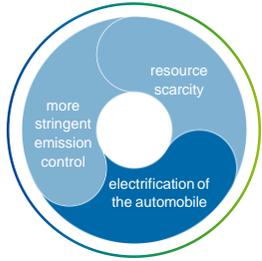




Megatrends have amplified 2012 EV models

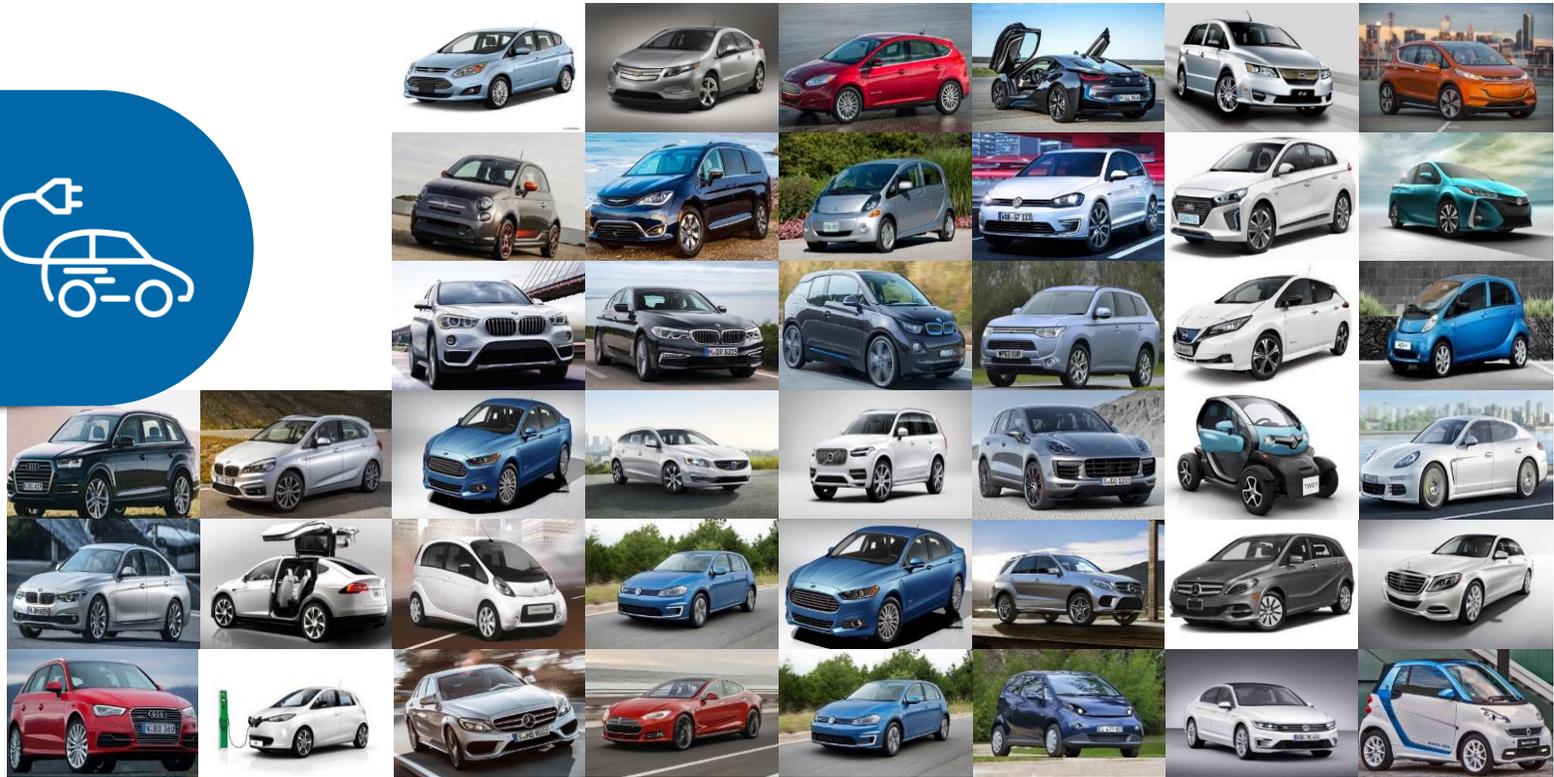
**ELECTRIFIED
VEHICLES**

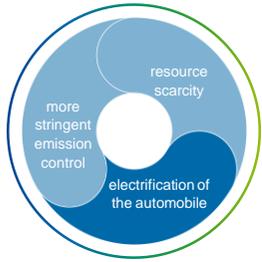




Megatrends have amplified 2015 EV models

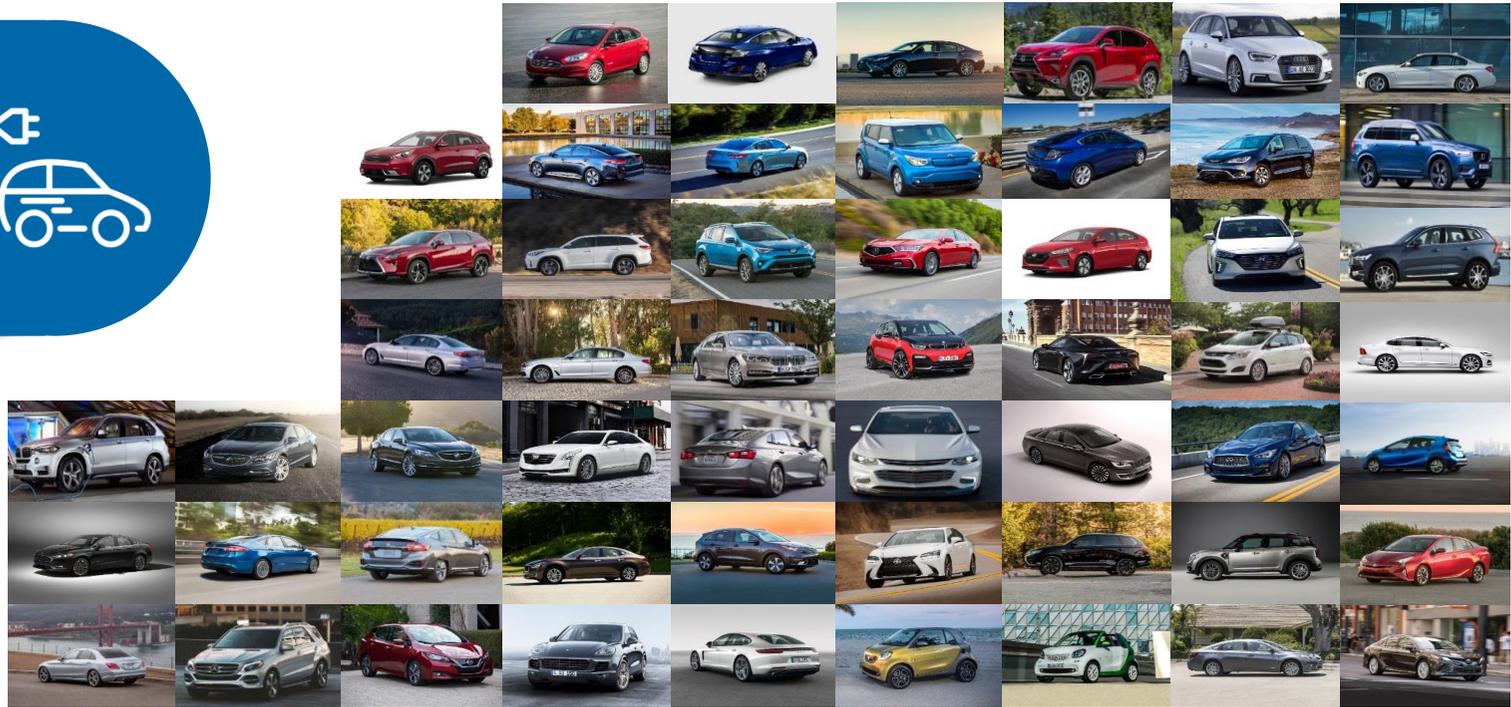
**ELECTRIFIED
VEHICLES**





Megatrends have amplified 2018 EV models

**ELECTRIFIED
VEHICLES**



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

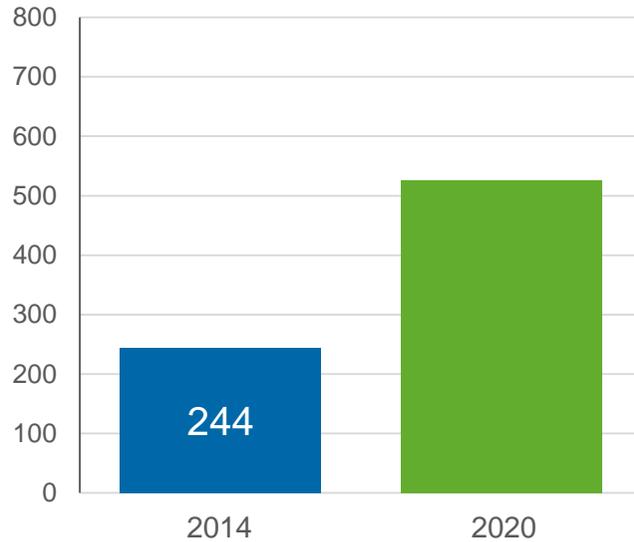


Doubled the size of the business in terms of earnings



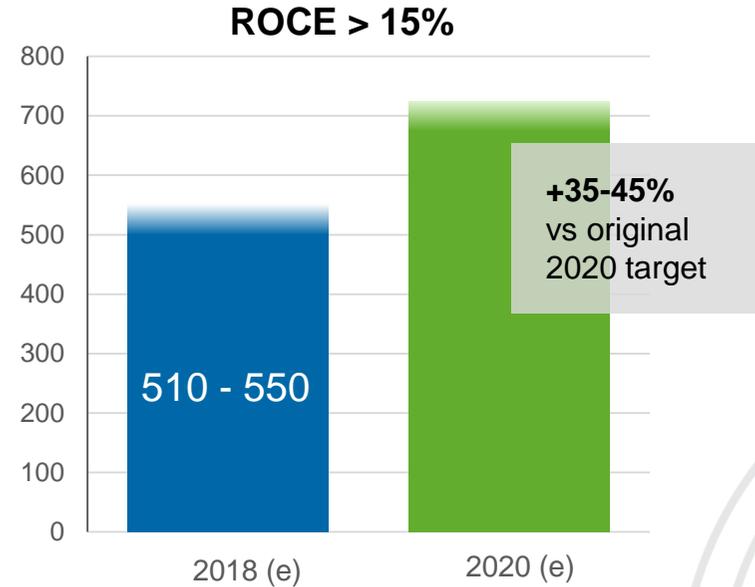
RECURRING EBIT* view in 2015

Million of Euros



RECURRING EBIT Today's view

Million of Euros



☰
*excluding discontinued operations

Horizon 2020 as presented in 2015



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the size of the
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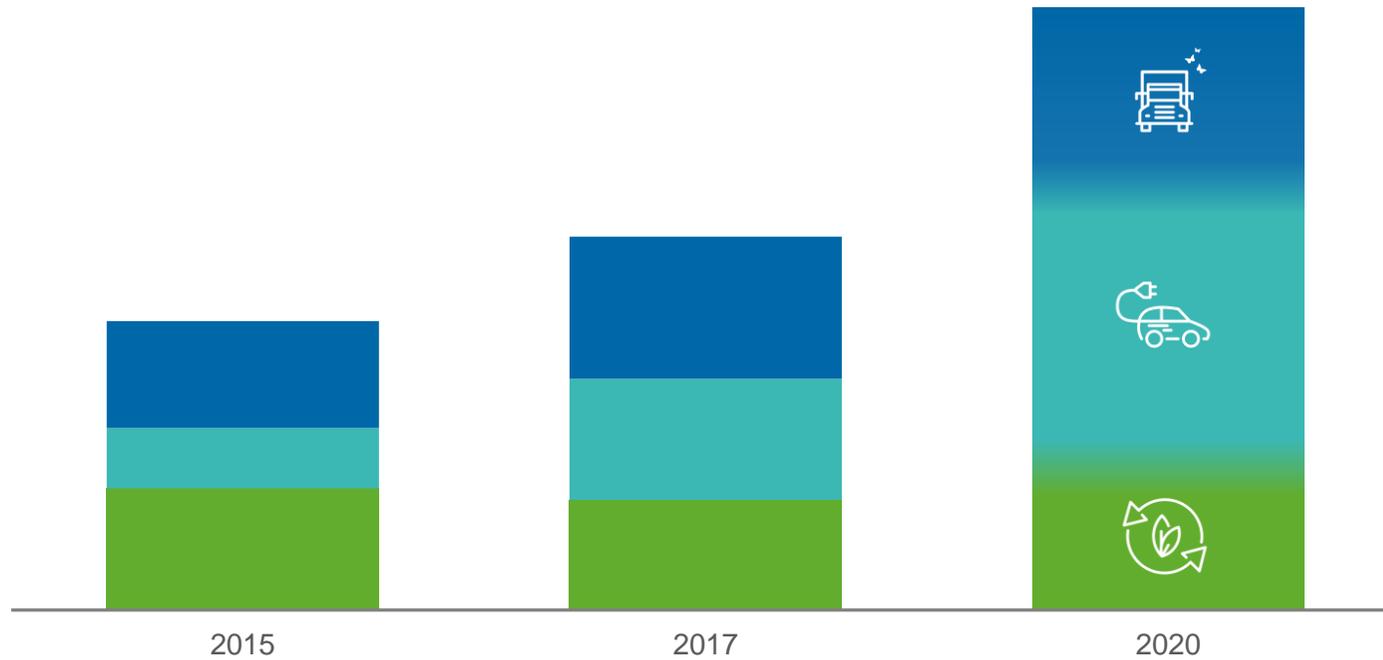
Rebalanced
the portfolio
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contributions



Turned
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Rebalanced the portfolio & earnings contributions



REBIT DISTRIBUTION PER SEGMENT

- Recycling ●
- Energy & Surface Technologies ●
- Catalysis ●

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Turned sustainability into a greater competitive edge



Reduced emissions and energy consumption despite growth



Metal emissions to air*



Metal emissions to water*

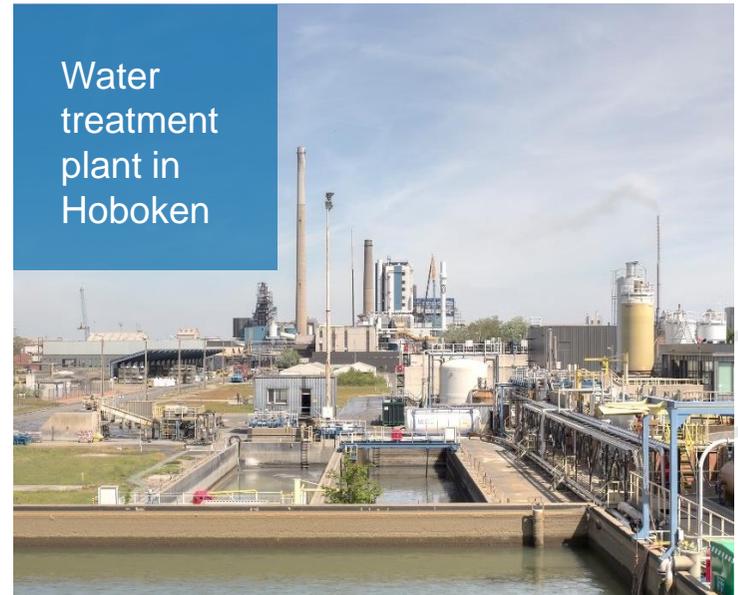


Energy consumption*



* Improvement vs 2015 benchmark adjusted for intensity

**CAPITAL
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AHEAD





**Turned sustainability
into a greater competitive edge**



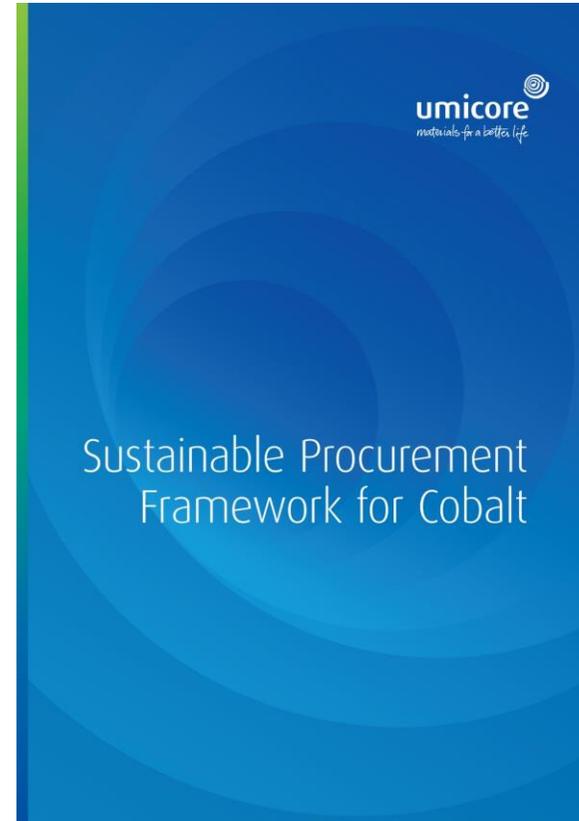
Responsible and ethical supply

Full alignment with the OECD Due
Diligence Guidance for Responsible Supply
Chains of Minerals from Conflict-Affected
and High-Risk areas



*vs 2015
benchmark

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Clear leadership in clean mobility materials and recycling



Recycling

Hoboken





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



Press release

Regulated information - Inside information
8 May 2017 - 08:30 CET

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.



Regulated information

27 April 2016

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.

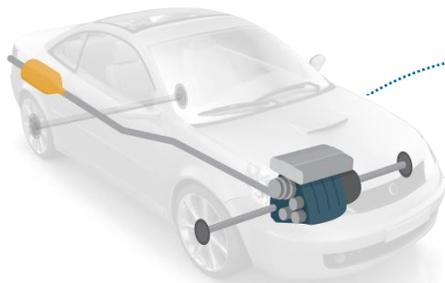
The expansion program entails investments of some € 160 million over a period of three years at the company's existing facilities in Cheonan (South Korea) and Jiangmen (China), as well as greenfield investments on adjacent land in both locations. Umicore will deploy its latest generation of proprietary 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.



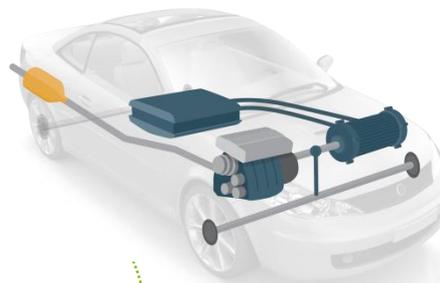
Unique position in clean mobility



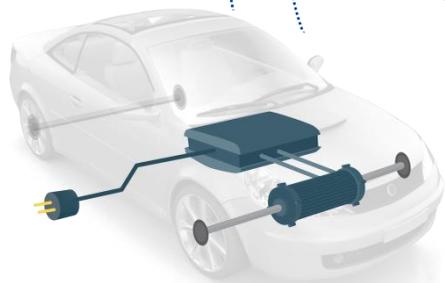
ICE
Emission control
catalysts



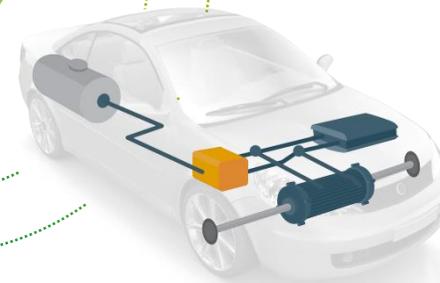
(p)HEV
Battery materials
and emission
control catalysts



BEV
Battery materials



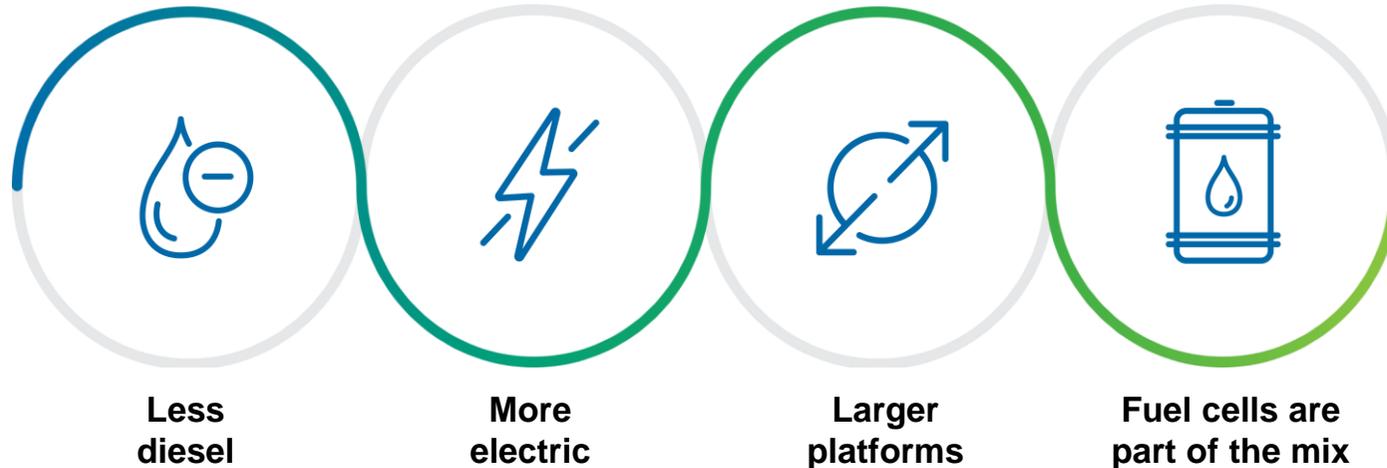
Fuel cells
Electro-catalyst and
battery materials



Move to clean mobility

Diversified drive trains with larger and fewer platforms

FUTURE MIX HAS EVOLVED SINCE 2015



The certainty is diversity

Technological flexibility is the only answer to mixed challenges

umicore[®]

materials for a better life