



Capital Markets Day 2022

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Introduction

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Safe Harbour

Good morning, everyone, to Umicore's Capital Markets Day here in London, and also a warm welcome to those of you who are joining us today. And I realise I don't have the clicker with me. So if we could go to the next slide already? So today's presentation will continue contain forward-looking statements, so please do have a look at our cautionary statements online.

Agenda

Now let's move to the purpose of today. Today, our Management will present to you our Strategic Roadmap towards 2030. They will share our ambition. They will explain how our technology positions and our market positions in the different activities will allow us to leverage these positions and create sustainable value and growth.

So if we have a closer look at the agenda, our CEO Mathias Miedreich, will start today's presentation and he will explain how our strongly rooted strategic foundations put us in an excellent position to write the next exciting chapter of Umicore. He will present both the ambitions and the pillars of our strategy.

Then Frank Daufenbach, our Chief Strategy Officer, will walk you through the strategy drivers of Umicore. He will outline the opportunities ahead, particularly in mobility transformation, and he will also explain how all Umicore activities have their role to play in the next chapter of our strategy.

We will then move over to Filip Platteeuw, our CFO, who will provide the financial overview and who will outline how our strategy is designed to create sustainable value by balancing growth, returns and cash flows.

We will then move over to Géraldine Nolens, EVP, ESG and our Chief Legal Counsel, who will demonstrate how we go for Zero. In particular, she will walk you through to the climate action plan here at the Umicore. And you will see that at Umicore, it's not only about minimising the impact of our operations, it is about maximising the positive impact we have on society. And in fact, you will see that sustainability is a common threat throughout the day, and that is not a coincidence.

After these group presentations, we will dive into the strategic drivers and ambitions of our different activities. And the rest of the presentation is actually built around the mega trends that are driving our businesses.

Starting with the accelerating need for advanced materials, Denis Goffaux, our EVP, Recycling, will show how our advanced materials are key enabling technologies in today's life. He will then also explain how Precious Metals Refining is excellently positioned to continue creating substantial value.

This afternoon's presentations are all about our activities that are not only driven by, but also enabling mobility transformation. We start with Ralph Kiessling, who will explain how we aim to capture profitable growth in Rechargeable Battery Materials.

Then, we have Bart Sap, EVP, Catalysis, who will first talk about our catalysis activity – Automotive Catalyst Activity. He will explain how we aim to capture the market's peak and how we will constantly maximise business value for his activity throughout the plan. He will also then take the opportunity to explain how our technology leadership in PEM fuel cell catalysts puts us in an excellent position to capture growth in that emerging market.

And we then move over to Kurt Vandeputte, who will close the loop and who will showcase that, thanks to our front-runner position in battery recycling, we are gearing up for profitable growth in that area too.

And then, at the end of the day, Mathias will close the presentations with his closing remarks.

So a full day, and just a few practical things before I hand over to Mathias.

Q&A

We hope you have plenty of questions for us, so we have organised four Q&A sessions. We will first prioritise the questions in the audience here, but we also invite the audience at home to submit their questions through the chat and we will try to answer these questions as well today.

The presentations that will be shown today will also be put on our website every time at the beginning of each presentation. You have the QR code on the tables, which brings you directly to the relevant page on our website. And then, please note that the event is being recorded and that as of tomorrow, you will find the replay on our website.

And with this, I would like to ask Mathias to come on stage.

Excellent Starting Position

Mathias Miedreich

CEO, Umicore

Opening remarks

Thank you very much, Evelien. And also from my side, a very warm welcome to all the audience here in London and, of course, to everybody who is connected via livestream to this hybrid event today.

This is a big day for us because we will share with you our strategy for 2030, a strategy for a decade that is characterised by transformation and change. So what we will try to explain to you is what are the drivers that we see, the megatrends that we base our strategy on? What is the financial ambition, the financial mechanics that work so we can create value with all the investments that we are doing to the extent that we earn more than the cost of our capital? And finally, how do our different businesses, the business units that we have, contribute to that strategy individually, but also as a grand total of Umicore with a complementarity of their properties?

Umicore Leadership Overview

Before doing that I am very happy that I can introduce the speakers of today again quickly, the Management Board of Umicore, all of them are here today. Each of my colleagues will cover a different part of the presentation.

Starting with Filip Platteeuw, who I think I don't need to introduce to you, a long-term member of Umicore and long-term CFO of the Group.

Next in line is Frank Daufenbach, our Chief Strategy Officer. Frank joined the group beginning of 2022. With ten years' experience in automotive, ten years' experience in strategy consulting, he is now driving the strategic agenda of the Group and he will share that just after my presentation with all of us.

Géraldine Nolens will talk about ESG because she is responsible for the ESG initiative of the Group. But in other responsibilities, she is the Chief Legal Counsel and responsible for Health, Environmental and Safety as well as for Purchasing and other important Group processes that we have lined up.

Then, we have our three business group EVPs that are each responsible for one of the business groups.

Bart Sap, who is heading the Catalysis business group. Bart joined the Management Board beginning of 2021, also with a long career in Umicore in different steps and different management responsibilities.

Then, we have Ralph Kiessling, covering E&ST (Energy & Surface Technology). Ralph also took that position beginning of 2021. Before that, he was responsible, as EVP, for the Catalysis business group, also with more than ten years' experience in the automotive industry.

And last but not least, Denis Goffaux, who is running the Recycling business group. And Denis had several roles before, being responsible for the Battery Materials and E&ST as well as having been the Chief Technology Officer of the group.

And you will hopefully see after this presentation, how positively diverse this team is, in terms of experience, profiles, industries, functions, but also international exposure, and that there is a strong complementarity between the different team members. Complementarity is a word that you will hear more today from me and my colleagues in several aspects.

Structure of the Group

I want to remind ourselves on the structure of the group. We are organised in 11 business units. Those business units are grouped in three business groups, as we said: Catalysis, Energy & Surface Technology, and Recycling. We have all of those business units embedded in our strategy. They play an important part in our way to 2030.

However, today, we have selected five that we will dive into more detail: Automotive Catalysts, Fuel Cell, Rechargeable Battery Materials, the Precious Metals Refining as well as the newest kid on the block, which is the Battery Recycling Solutions that we have just founded beginning of the year. And that is headed by Dr Kurt Vandeputte, who will also share the strategy of the group. He's with us here today and he will give us all the insights on Battery Recycling future for Umicore.

Take-aways after Nine Months: Excellent Starting Position, Clear Next Steps

I'm now nearly nine months in the role as CEO of Umicore and I want to share with you very quickly, what are my key takeaways, what are the strong points that I found when I arrived

in the group, and what are the next steps, the points we still need to improve in order to be able to successfully deliver the strategy that we are presenting today.

Strengths

The strengths for me are pretty clear. Technology is deeply rooted inside of Umicore. There's a long tradition. There's a strong portfolio of innovations of IP, of technologies in the whole Group. Probably what we did not do so much is to talk about that and for today, hopefully, you have some good surprises as well, in this regards, how strong our technology portfolio is.

Secondly, and I've talked about it on multiple occasions already, the people in Umicore. The level of competence and expertise, paired with the humbleness, is really outstanding in the industry. And also, the great sense of purpose that we have that is in every of our locations, in every our business units is really outstanding.

The portfolio of Umicore you will hear me talk about today in several ways. The portfolio is a strong one because it has the right business units. Each of them individually, but the complementarity and the value creation model especially is something that is what I think one of its kind in the industry and puts us in a privileged starting position.

And last but not least, the sustainability aspect. Sustainability is, and was, always a key part of Umicore, Umicore being a frontrunner in many of those items. And also, here, you will see that our ambition is not stopping there.

Next steps

So what are the things that we need to look at in the next time to be able to deliver our 2030 strategy? There are three things that I want to mention.

First of all, it is transparency and visibility. We have to share more with our partners, with our customers, with this – the supply chain ecosystem that we have; and with the capital markets, give more details of what we are planning, how we are planning it and why. And please see this today as the next step in the evolution of this process.

I have received, when I started my journey as CEO, several feedbacks in this regards and I will be very interested in your feedback, after this day, if we have made a next step-up in disclosure and transparency.

Size and speed is something very important. We are presenting a very ambitious plan. This plan is to grow our company in a very short period of time. Umicore is known for its robust operational model, but we have to prepare the company for this scale-up.

We have to make sure that we can deliver the promises to our customer – that we make to our customers. So we have to look to all of the organisation, the processes, the staffing, to make the group fit for this fast growth that we think will be value creative into the future.

Secondly, it's – thirdly, it is the ecosystem that we have. We believe in an ecosystem to carry the load of this highly changing and transforming industry, an ecosystem that is across the value chain and drives also new models that we have with our customers – we will talk about it throughout the day. Models that have not been thinkable of a couple of years ago that even include co-investments, but also a very strong cooperation on the R&D side. So I think this is something Umicore has started to be more open to it, and we see already that we can harvest the fruits of that journey.

Rooted on Sound Foundations

Driving success and allowing continuity in our strategic journey

Before we talk about the future, let us spend two to three minutes to talk about the past. Over the last 20 years, Umicore has been built on very sound foundations.

If you look to the previous strategic plans and what have been the conclusions out of that, the unique business model that includes circularity and metals couldn't be more actual than today in the electrification transformation.

The megatrends that have been the background of the strategy, they are more than confirmed. They're not in question anymore.

And last but not least, sustainability is not thinkable to be removed of any company's strategy, especially in the field that Umicore is located in.

Building on Horizon 2020 Achievements

'Fit' and ready for the future

So this has been also proven by the successful delivery of the Horizon 2020. That was the name of the last strategic plan that was launched in 2015, with, in 2021, the disclosure of the 'Let's Go for Zero' strategy. And finally, by the record results that have been delivered in 2021.

So what better platform, what better foundation could you want to start now a 2030 journey?

Ready to RISE

Umicore 2030 – RISE: Scaling up our winning strategy

But we don't stop there. We have an ambition to rise. We have an ambition to rise above the successful past. We have an ambition to create an even bolder and even faster Umicore into the future. And I want to share with you now the key pillars of that strategy forward. We will always come back to the same strategic rationales of this plan that we have.

Strategy supported by powerful megatrends, especially mobility transformation

The first thing is we have strong megatrends that carry this strategic plan. I think there's nobody in this room or online that would doubt that the trend of electrification is confirmed that it's going forward. And this will transform our addressable markets, fundamentally, in terms of size, tripling, versus 2030.

This is a very strong driver of our strategy. We don't have to ask ourselves the question, 'Where to play?' We are playing exactly in the right field. It's more the 'how'. How are we implementing a value creation strategy with all of the difficulties that you have in such a fast-growing market?

Our portfolio drives unique value proposition for customers as a reliable transformation partner for mobility customers

The core of our strategy is centred around our customers. We think that Umicore has a value proposition like nearly no other company in this field, being a true transformation partner of our customers. We will talk about that value proposition in a second. But it's something that is unlocking new ways of partnership. We have communicated on some of them already. You

will hear throughout the day more details on our plans forward. But this is very important to understand that this is an important part that sets us apart, if you want, from the rest of the market, that we have an accumulation of assets and an accumulation of abilities that exactly address the pain points and the problems that the automotive OEMs have in the energy transition. And we will talk about that in detail.

Execution of strategy supported by the four implementation pillars

Then, we have the word of RISE and we said RISE is an expression of our ambition to rise above previous levels, but it's also an expression of four important pillars. Each of these letters stands for one of the pillars that is carrying the strategy forward.

We will explain those pillars in a second; I will not go into detail, for the moment. I will share now what is the result of this plan.

Our strategy will deliver fast, profitable growth with uninterrupted value creation to 2030 and beyond

And this result of this plan is a fast growth, a fast growth with us being able to more than double the revenues of the group towards 2030 with a constant value creation and an EBITDA over 20% and the ROCE ambition in 2030 of 15%.

And you can see the whole Management Board presenting today. We have a strong conviction that this might be an ambitious target, but it's a realistic target because we have the right measures in place to make it happen. And this will be – these this four points, they will follow us through the presentations of today to explain our underlying rationale.

Anticipating Accelerating Megatrends and Embracing Them as Our Business Drivers

Megatrends. So we have seen what are the megatrends of the past. These are the three megatrends that we built our strategy on.

Mobility transformation

Mobility transformation on the one hand; we have combined what we have formerly been calling the need for emission control technologies and electrification. This is the mobility transformation.

Growing need for advanced metal materials

And then, there is a growing need for advanced materials – advanced metal materials that are part of many industries and many application: electronics, aerospace, food industry, pharma industry. So Umicore has a lot of positions in those value chains in advanced materials. We will talk about that. And this is really something that we want to selectively further invest to harvest the good returns that we can get from this business.

Circularity for critical metals

And then, the overarching trend is circularity. Circularity for critical metals is something that is touching all of our 11 business units and that is a strong driver of, also, our value creation proposal that we have.

Unique Value Proposition to Automotive Customers

Now, I've talked about our unique value proposition to customers. So what is this value proposition? Why are we sure that we have a privileged starting point versus others? If you

put yourself into the shoes of a car manufacturer, of an OEM, you have to ask you some very critical questions to which Umicore provides the answer.

Upstream: Expertise in metal sourcing, trading and transformation

Your first question is, 'Where do I get the metals from?' Metals are at the core of the electrification transformation. So if you do not have a secured supply chain of the metals that you need for your batteries, you will not be able to put this into the round. So in the strategic roadmaps of the OEMs, securing that supply chain has reached a very important stage.

Umicore is very well positioned. We have a history of mining. We have been a mining company before. We understand very well the upstream – how we call it? – the upstream processes. We have ambition from mine to battery, so from refining to the battery material, to have not only the capabilities, but also the capacities to support the OEMs. And we see a lot of traction from that side, OEMs coming to us asking us if we can support them, help them secure the supply chain. And this drives also the co-investment model that I have been talking about.

Proven: Industrial scale supplier in AC and RBM since decades

The second question you have to ask yourself when you have secured your metals, 'Will I have the plants that produce the cathode active material for me?' Each of the OEMs have ambitious plans for electrification fast ramp-ups in all regions of the world, and the cathode material market has to follow. So they have to trust partners that have a proven ability to scale up, in large size, in the quality, the reliability and the cost that is needed.

Umicore is a pioneer in battery materials; since over 20 years, we are in this game. We have launched several gigafactories. The experience we have since nearly 50 years in the automotive catalyst business as a reliable operational partner to deliver high quality in absolutely the right conditions to our automotive customers, give us a very strong reputation in that point. We see that also reflected in the discussions we have with them.

ESG frontrunner: CO₂ commitments and sustainability DNA

The third question of the OEMs is, 'Okay, I have secured my metals. I know where to produce it. But how can I make sure that the electric car I'm producing is really CO₂ neutral? How can I work on the supply chain that I have also in the production of the car? The majority of the CO₂ is created by the battery and in the battery, it's the battery material. How can I decarbonise that?'

And Umicore has always been a frontrunner in sustainability, in decarbonisation, in sustainable sourcing. And what we will present today, our ambition on the Scope 3 roadmap, our plan to decarbonise the battery supply chain, where we think we have not only a good position but also an obligation because of that – and Géraldine will touch that in the later presentation – is something that the OEMs and also, I have to say, our supply chain partners (so the ones that are actually doing the mining upstream) are very, very receptive to the proposal that we have. And this is a strong linkage point that we have with them.

Closing the loop: Technology leader in metal recycling

So after you have solved all of these equations, the next question is, 'How can I solve my circularity problem?' And this circularity problem is twofold. First of all, I need to do recycling to secure materials. Because recycling – without recycling, we will not have the

right amounts of materials available. And the second question is, 'How can I meet regulatory requirements, laws that will be in place that require me to put so-and-so much percentage of recycled material in my products?'

And Umicore has been, since many decades, in the business of recycling, has a very good technology position, understanding of the business model; everything that is around the recycling of metals. And we have been able to transfer this now into battery recycling. And you will see our plan, going forward, through Kurt's presentation, where you will see how we are proposing what we think is the best-in-class technology at large scale, early to the market, which will help us to secure market shares pretty soon.

From ICE to EV: Supporting the powertrain transition as a trustworthy partner

The second – or the last – the fifth, in this case, question, is, of course, 'Are my partners in for the long run?' Each OEM has the question of combustion engines going down. There's a transfer to electrification. And what they want is a partner that has skin in the game.

So now, we have skin in the game because we have Automotive Catalyst business, we are in fuel cell catalysts and we are in battery materials. So we are not either/or, we are all in. And this is something that really resonates with the car manufacturers to have one partner they can trust to be with them in the holistic view, and not only on separate slices where there are dynamics that they don't – that they cannot control.

So, taking all of this together, we truly think we have a privileged starting position. Before now going into the details through my colleagues of the different strategies in the business groups, I would like to give you a high-level overview on the three business groups or businesses that we are going forward, starting with the battery materials, then talking about automotive catalysts and, finally, recycling.

Rechargeable Battery Materials – the Plan to 2030

First, let's have a look to Rechargeable Batteries. And when we want to understand our strategy for Rechargeable Batteries, you have to go back in time.

Pioneering Battery Materials

Umicore was a pioneer in delivering cathode active materials for mostly consumer electronic applications, since decades already in the game, working directly with our customers and at that time, nearly exclusively have been the cell makers from a commercial, but also from an engineering point of view. And this phase was an important phase because we have been laying the foundations of our global production footprint and the chemistries of our Battery roadmap.

Reshaping

Now, something like in 2020-2021, something changed. The OEMs realised that they need to play a bigger role in the battery supply chain. They have to do that to secure the supply of materials, of metals. They have to do that because they want to influence more the properties, the technical properties of the battery, and you can only do that through the battery material. And they need to do it because of the CO₂ equation because they have to have a grip on what's going on to reduce the CO₂ in the supply chain.

That's why we saw this swing, as I have already pointed it out, where now the OEMs, in different degrees, are themselves involving them in batteries – the extreme case to produce

batteries themselves, but also by designing and determining the properties. And then giving these requirements to the cell makers that then work with the cathode material makers.

So there is a much bigger involvement and this drives new ways of partnership. We think that we are pioneering this type of partnerships, even with co-investments with customers, with partnerships that go beyond a pure supplier-customer relationship. It's a true partnership on several aspects, and Ralph will go in more detail in his presentation.

Ramping-up

And this is the phase that will go this this year, next year. And starting 2024, we will go into the next phase of Battery Materials. We call it ramping-up. We will be ramping up not only the manufacturing capacities globally, the manufacturing capacities also along the value chain. We see a big value to have not only the last step of cathode manufacturing, but to really go upstream to refining, to influence the supply chain from a securitisation point of view, but also from an influence-able point of view, CO₂. But also, the cost of the whole supply chain can be better addressed if you have the things in hand and this is something that we are doing.

And secondly, it is the ramping up of the Battery Material chemistry roadmaps. So we will not talk about anymore mid-nickel, high-nickel and so on. We have done this. We'll talk about much more the future. We have new chemistries coming into play, HLM. So manganese-rich technologies that are contender to the LFP technologies for design-to-cost applications, solid-state battery materials where we are already active since 2017.

And you might not know that, we never said that also, that we are already today nearly with 15 running programmes in predevelopment and to get qualifications with OEMs on the solid-state side. And there is a new exciting development that is called catholyte and this will also be explained later by Ralph.

Value-creative growth

And then, we go into the phase beyond 2026. We call them the acceleration phase, where there will be significant growth, paired with the sweet spot of returns and you will also see that we can harvest the fruits of our Scope 3 roadmap in this timeframe.

Catalysis: Capture peak in Automotive Catalysts and Emerging Growth in Fuel Cells

Automotive Catalysts

Catalysis is characterised by two things. On the one side, it's the Automotive Catalysts that have, other than it might be intuitive, still a growth in front of them. The peak of our business will be in 2026, while the market is expected to peak in 2023. And the reason why this is the case is because we have a very preferential product mix in terms of gasoline technologies versus the upcoming new emission legislations. And secondly, we will gain market share in heavy-duty China and in Europe, and that will help us to even grow to 2026. But even in 2030, we expect to be at a level of 2021.

So you see that this is a business that is very much contributing to our value creation model that I will explain in a minute. And that will help us to create about €3 billion of free cash flow that we will be able to invest into the future businesses of Umicore, and Bart will explain all the mechanics behind.

Fuel Cells

But we'll also explain the other part of this business, Fuel Cell, that has a totally different equation, where we have a very strong position today. We are the market leader in PEM fuel cell catalysts. We have a very strong technology offer, in terms of performance, but also cost to our OEMs. And we are pioneering with capacity investments. And this will be also explained by Bart how we will be further growing our strong market positions in fuel cells.

Recycling: Precious Metals Refining as Solid Platform To Enable Success in Battery Recycling

Precious Metals Refining

Last but not least, recycling. Here there are two elements of recycling: Precious Metal Recycling or Precious Metal Refining, where we have built in the plan, I would say, a conservative assumption or a realistic assumption of precious metal pricing normalising over the period. Filip will give you the details of the mechanics behind. So we do not bet on the high levels that we have today. But even with this assumption, through operational excellence and the improvements measure that we're doing every day, we will be able to yield very significant returns from that business over the period.

And then, secondly, there is the equation of CO₂. We are positioning ourselves as the world leader in low-carbon recycling. And the premiums that we will be able, we believe, to harvest out of that are not even included in our today's equation.

Battery Recycling

The second part is Battery Recycling. Battery Recycling would already represent 30% of the EBITDA of recycling in 2030, or more than 30%. And we have an ambitious plan to scale up our capacities, that will also be explained later in this presentation, but also here in Recycling, a good self-balancing of the activities.

Complementary Portfolio Enables Value Creation during the Entire Plan

I have talked about some of the elements of strategies of the different business units and business groups. And you can see here them listed again. They're individually strong, but also they have something in common. They have themes that go across the different business groups.

Everything regarding to metals – how to manage metals, how to do engineering, R&D technology with metals – is very clear. The circularity aspect is going through all of the different business groups and business units. Sustainability is a common thread that you will see everywhere.

So there are a lot of synergies that you have with those business groups and a lot of complementarities on a business and technology side. But on top of that, those business groups, because of their different position in the lifecycle, they represent a very strong value creation model that I'd like to explain to you today.

Scale up: Invest to capture profitable growth

So some of our businesses are in a clear scale-up phase. Battery Materials, Battery Recycling and Fuel Cells, they are growing a lot and they need funding, they need to be invested in to be able to grow, and we are operating those units exactly with this mindset.

Free cash flow: Operate for Cash

Automotive Catalysts is in a different state. As I have just told you, Automotive Catalysts is in a cash production mode, a free cash flow cycle that I would like to show you as well, if my clicker would work. Yes, it's working now. So Operate for Cash is the paradigm that we are running this business with a detailed strategy that will be explained. And that will, of course, help to fund, to a very strong extent, the investments that we have into the future.

Cultivate: Develop for ROCE and diversification

And then, we have a third part of our portfolio, that are business units that are champions in their respective markets. They have very strong returns today, very strong value creation, very strong ROCE. We want to keep that. We want to even selectively invest that not only because we want to enjoy the returns, but also as a means of diversification of the group towards a broader industrial base. And with these mechanics altogether, we truly think that we have found a way that all of the pieces in the puzzle are fitting together in the right setup to build the big picture that we want to achieve for 2030.

Now this picture, how does it look like, in terms of growth?

Mobility Transformation Unlocking Transformational Growth for Umicore*Profitable growth with adjusted EBITDA margins more than 20% throughout the period*

I said it before, the plan that we are presenting today, we are convinced it will unlock growth for Umicore – very significant growth, nearly or more than doubling our revenues to 2030, between €5 billion and €6 billion of revenues on top.

Now, when I said it will unlock significant growth, it is not an unrestricted growth. There is one paradigm that you will see throughout our strategy today, that is value creation. We will only invest in businesses that will create value, that will create returns above the cost of capital. We will not go into contracts with customers – and with no exception – that is not holding up to this threshold.

You will see this explained later on also in Filip's presentation, but all my colleagues have this same paradigm. So we are not looking to maximise our top line, we are looking to maximise the value creation. And I think with what we have here, we have the right setup.

Uninterrupted value creation at Group level

And another very important thing to mention. Uninterrupted or continuous value creation. What does that mean? It means that, of course, our businesses have different positions in the lifecycle. Some of them are more value creative than others today, but some of them are also more growing. That's what I have shown you in the other slide.

So it's a puzzle that is moving. But as a Group, in the envelope of Umicore, because we have this very strong value creative model, we will always be value creative and we will always earn our cost of capital throughout the plan. And this is something that is enabled by the strong portfolio that I have just lined out. So this is the strategy.

Umicore 2030: RISE

Now, we have talked a lot about RISE and I want to share with you, before I hand over to my colleagues, what exactly means RISE. It's an ambitious word. We want to rise above the

ambitions of the past. But each of the letters stands for one of the pillars that we need to execute to be successful.

R: Reliable transformation partner

So the first letter is R. We want to be a reliable transformation partner for our customers. We want to help them with their own transformation, with the value proposition that I have just explained on the slides before. And this is really something that, in this changing world, is a key asset that, in all of our strategies, is very high on the agenda.

I: Innovation and technology leader

Secondly, innovation and technology leader. We have the ambition to continue to be an innovation and technology leader, to be a frontrunner in the fields where we are. And you can see here, this nice ball that you see in the background, it's not a new planet that we found. It is a GSP, a genuinely spherical precursor, that has been micro-engineered. And with that, it's perfectly round so the package density can be much higher. You have higher energy density. You see this porosity is where you can do something called doping already in the precursor process that avoids to do that in the CAM production, which is a cost saving as well.

So it is a technology that if you would just look at the black powder that you see Umicore plant shipping, you would never think that this high-tech micro-engineered product is in this black powder that you – scooping in the bulk. So the attention is to the details. And one of the takeaways is also we have to talk more about the technologies that are underlying our strategies.

S: Sustainability champion

Sustainability champion, I think this is not a surprise. This is in the DNA of Umicore. This is our tradition. This is our history. And we have the ambition to even accelerate above what we have done in the past, helping to reduce the battery material equation – the battery supply chain.

The plan that we are presenting today is to reduce the carbon footprint of our Scope 3 emissions in battery material over the whole supply chain until 2030 by 75%, compared to the industry average today. Or, in other words, we will be able to save around 8 million tonnes of CO₂.

Now, we are doing this because we want to contribute to the decarbonisation of the planet, but also because it's a strong competitive lever. And I'll leave it up to you, whatever CO₂ price you want to take into account, what the valuation of this reduction would be worth in our value proposition to the customers.

E: Excellence in execution

Excellence in execution. I talked about our customers and that they are trusting in us. We are making a promise to our customers, 'We will be there for you. We will execute. We will ramp up. And we will deliver.' And this is very important for us that we are honouring the promises we do unto our customers.

Umicore is very well positioned in operational execution. But the ambition of the plan and the growth and the speed requires special attention on excellence and execution. So this is a pillar that in each of our strategies, we are looking at. And on our corporate level, we have

an initiative that is covering that into the future, that we can scale up with the demands that we put ourselves, in terms of growth.

Writing the Next Chapter of Umicore As The Circular Materials Technology Company

Now, if I want to summarise all of that, before handing over to my colleagues, we have a strategy that is ambitious, that is bold, that is based on strong megatrends. And one KPI I forgot to mention earlier, I want to do it, when I talk about growth and the mechanics of the underlying market, the market is growing a lot but also, the mechanics are great. The CPV, the content per vehicle, that we have on a combustion engine car is around €100. And if you compare this to a CPV that we have on a battery electric vehicle, it goes up to €700.

So you can see it's not only the market itself is growing, also the mechanics below. So we don't have to doubt in the drivers for our growth. At the same time, we think that we have a specific, privileged value proposition to the OEMs of the automotive market. I have explained why we think this is the case. And with that, we are sure that the value creative investments that we're looking for is something feasible that we can do. And our current traction proves this for us.

Our Journey towards 2030 has Started

We have the RISE pillars that I have just explained to you, that are each of them will be an important part of our strategy forward. And with all of that, I hope at the end of the day, you will share our conviction that we have an ambitious, but realistic plan. And now, a short movie to... No? No movie? Okay. The movie comes later.

So I hand over to Frank Daufenbach, who will now explain more details on the strategic drivers behind our journey. Thank you very much.

Strategy Drivers

Frank Daufenbach

Chief Strategy Officer, Umicore

Thank you, Mathias. Good morning, everyone. I was hoping to surf the wave of the nice movie, but we'll do without that. So happy to be here this morning. Hello as well to everybody who's watching from home or from their offices. My name is Frank Daufenbach. I'm in charge of Strategy for Umicore. I joined the Group six months ago. And I'm very happy to be sharing with you today the key drivers of our Strategy 2030 plan.

External Strategy Drivers

So we will be addressing two questions today, essentially. We'll be looking at the external drivers of our strategy and we'll be addressing the question, are we in the right markets, are we in the right place? And then, we'll be looking at internal drivers and we'll answer the question, do we have the right assets, do we have the right portfolio to seize the opportunity from the markets we're in?

Let's start with the right markets, with the external view.

Accelerating Megatrends Drive All Activities

Growing need for advanced materials

So Mathias mentioned three megatrends that we are benefitting from and that we are embracing. The first of these three megatrends is the growing need for advanced materials. What do we mean by that?

Advanced Materials are engineered metals that we make in order to enable technologies. These are metals or materials that you find in technologies we use every day in our day-to-day life. There are in our smartphones, in fertilisers, in healthcare products, in optic fibre cables, etc. Every day, each of us is using Umicore inside products.

And the seven business units you see here on the right-hand side of this page are the ones that are really embracing this trend of growing need for advanced materials. They are the ones that are enabling the products I just mentioned. So that's the first trend and that's the first illustration of how we are embracing this first trend.

Mobility transformation

The second trend that Mathias highlighted is mobility transformation. Now, what is mobility transformation? Mobility transformation is essentially our willingness to have cleaner ways of transportation with a lower CO₂ footprint and with less pollutants. And the ways to do that are threefold today.

You can electrify your powertrain. And this is mostly made through battery electric vehicles, which are supported by our Rechargeable Battery Materials business unit. You can make cleaner combustion engines, which is done by our Automotive Catalysts business unit. And you can leverage hydrogen as a fuel for transportation, which is what our Fuel Cells business unit is supporting.

So as you can see, we are facilitating, we are enabling every aspect of this mobility transformation. On top of that, our newest business unit, Battery Recycling Solutions, is closing the loop on electrification, making sure that the essential and critical metals that are used for battery electric vehicles can be reused a number of times. And that will further reduce the CO₂ impact of electrification.

Circularity for critical metals

Finally, the third trend that Mathias highlighted is the circularity for critical metals. And this one is really embedded in every single of our 11 business units. It's not only in our Recycling business group, it's across all of these business units. All of them are either using or making second life materials.

So as you can see, we are really ideally positioned to take full advantage of these three megatrends. And what I would like to do now is a double-click or a deep dive on the mobility transformation trend to illustrate how beneficial it can be to be supported like this, to embrace one of these megatrends. So let's look at mobility transformation.

Mobility Transformation is radically Accelerating...

The main impact of mobility transformation is electrification. Electric vehicles represent around 5% of the new vehicles sold today. By 2030, they will represent 34%. This is an extremely fast growth. And this is a growth that is not only driven by regulation anymore, it's

driven by a customer pool, we have seen that the customers want this product, and it's driven by OEMs as well, who are all investing massively to support this change.

This is a global phenomenon, but it has some regional differences. And right now, we see, for instance, that Europe and China seem to be electrifying slightly faster. We have all heard about the announcement of the EU Parliament banning the sale of new combustion engine vehicles in Europe, starting in 2035. So Europe and China are slightly ahead. But this is really a global phenomenon.

So one-third of electric – of vehicles will be fully electric in 2030. This means two-thirds will still have a combustion engine. And that's the other important message on this page. The transition towards cleaner mobility cannot be done without clean combustion engines because they will still represent two-thirds of the vehicles sold in 2030.

Now, what does that all mean, in terms of business opportunity for Umicore?

...Resulting in High-Growth Potential for Umicore

Shift to cleaner mobility will drive a 3x increase in Umicore's mobility-driven addressable market by 2030

This chart is showing the growth of our addressable market in mobility between now and 2030. Today, we have an addressable market in mobility of around €9 billion per year. And this is growing to €25 billion to €30 billion in 2030, so times three.

So this is what the impact of this megatrend is on our addressable market. Let's look at the details. What is driving this growth?

Automotive catalysts market

The blue bars at the top the automotive catalysts market. And you see that these bars are roughly staying the same between 2021 and 2030, so it's a stable market. And in between 2021 and 2030, you see that the bar is slightly bigger. This is the peak that Mathias was mentioning and that Bart will explain in his presentation.

Cathode active materials market

After that, you see three segments that are electrification-related: fuel cells, battery recycling, cathode active materials. Cathode active materials is by far the biggest of these segments. Why is that? This is because of the content per vehicle that Mathias highlighted before. We have a content per vehicle. For battery electric vehicle, that is seven to ten times bigger, compared to our content for a combustion engine. This is why this is driving such growth.

But what's interesting about this growth is that it's not only a big market, it's also an attractive market, and Ralph will explain that in his presentation. But it's not just the sheer size of this market that's interesting, it's also the attractiveness, as a whole, and the ability for the players in this market to create value.

Fuel cells and battery recycling markets

The other two markets on this page are fuel cells and battery recycling. You see that they're still relatively small in 2030. And that's because most of their growth is actually happening after 2030. For instance, in battery recycling, between 2030 and 2035, the size of the market is going to be multiplied by three.

So you see a lot of the growth is happening after this chart. And Kurt will tell you more about the drivers of battery recycling and why it will grow after our time horizon. So this is, I think, a good example of the benefits there is to being positioned on the right markets, supported by powerful megatrends.

Now, we have established that we are in the right place. We are supported by these three megatrends. We are on growing markets. We are meeting the needs of everyone. Anyone who needs clean transportation, or who needs technology, or who aspires to a more sustainable world will have a value proposition from Umicore.

Now, do we have the right portfolio to address these market opportunities?

Synergistic Portfolio with Acceleration Potential from RISE Pillars

So what's a good portfolio? A good portfolio is a portfolio with synergies. Mathias highlighted before the complementarity of our different businesses in terms of value creation. You remember the scale-up versus cultivate versus free cash flow. So this is a complementarity in terms of value creation.

What I would like to highlight on this page is more the complementarity, the synergies, in terms of operations, in terms of managing the businesses. It's a long and wordy slide. I will only touch on a few points.

Commercial: Metal management

First point, metal management and metal technology. We are a metal company, at the core. This is shared by all our 11 business units. So we know the technology of metals – the chemistry, the science – and we know the business models of metals – sourcing, trading and financing. That's one area of clear synergies. All of our business units are using this.

Commercial: Material circularity

A second area of synergy is the circularity. As Mathias said, this is embedded in every single of our 11 business units. And this necessitates a certain expertise as well in terms of your sourcing, the management of your supply chain, management of your customer, and just managing this very unique business model of circularity.

Commercial: Customer intimacy

A third area of synergy is the customer intimacy. And that's really a critical one, this ability that we have to be a reliable transformation partner for our customers. We are, we think, uniquely positioned to support our automotive customers in their complete journey from internal combustion engine towards electrification. We think this is really a unique value proposition.

For a number of these synergies, you see that there is the RISE logo in front of it. And it means that we believe there is acceleration potential for this synergy. And I'll take a couple of examples of areas where we think we can accelerate, we can do more, in terms of synergies.

Operational: Operational efficiency

Operational efficiency. We have started digital initiatives, but we will accelerate them. And there is a lot of potential there that is still untapped.

Operational: ESG

Another area where we will accelerate is ESG. Sustainability is at our core. Mathias said that we would repeat it, and I repeat it, all my colleagues will repeat it as well: Sustainability is at our core. And we think we will continue to use it as a differentiator. This is not a must-have. This is not a box we need to check. For us, it's a competitive advantage.

And concretely, what does it mean? It means we want to be the company that will enable the decarbonisation of the battery supply chain. It's that type of commitment that we want to make. And this is what we mean by sustainability champion.

So to illustrate a little bit our unique value proposition, I will, again, do a deep dive on the mobility side of things to show how we are uniquely positioned to support the electrification journey of our customers.

Unique Combination of Metals Expertise and Automotive DNA Create Unique Value Proposition*Criticality of sourcing*

Electrification is mobility powered by metals. If you don't manage metals correctly, there's no electrification. It's as simple as that. Batteries are really metal-hungry animals. So you need to be able to source the metals in an environment where demand is accelerating and, therefore, sourcing is not obvious.

Criticality of transformation

You need to be able to transform efficiently these metals in a cost-efficient way and also in a performance-oriented way because performance will be completely dependent on how you manage these metals, from durability to safety. Managing the cost is critical as well. I remind you that more than half of the cost of a battery pack is metals today.

Criticality of recycling

The last thing you need to be able to do with metals is recycle them. This is going to be mandated by regulation. Very soon, you will have to recycle at least 90%, or even more, of your critical metals in the battery. This is also an imperative from a sustainability commitment standpoint. We don't want to dig the earth for all these metals. We want to recycle as much as we can.

Our portfolio has all the right materials expertise, combined with auto DNA

So to support electrification for our customers, you need to know metals. But of course, you also need to know the automotive industry. At the end of the day, this is our – these are our customers. So you need to be at the intersection of these two worlds, and this is precisely what we are.

We've been a metal company for a couple of centuries and we've been in the automotive industry for 40 to 50 years. So it's hard to think of a company that is better positioned to support electrification as the intersection between metals and the automotive industry.

RISE Pillars Enabling All Activities to Thrive, Making Umicore A Net Beneficiary from Megatrends

So we are in the right markets. And as we've seen, these markets are growing extremely fast. And we are there with the right assets, a complementary set of business units. So we have all it takes to take full advantage, full benefits from the opportunities ahead of us.

In that context, the role of the RISE pillars is to accelerate our success. I will go through these pillars again because they will be a structuring element in the presentations of all my colleagues. Each and every of the business unit presentations you will hear today will refer to these as a way to achieve success.

R: Reliable transformation partner

So the R is for reliable transformation partner. This is our willingness to always listen to our customers and meet their needs. This is illustrated in mobility by the fact that we support from combustion engines to electrification, both fuel cell and battery electric. It's also the case in our other activities, where we are always working with our customers to enable the next upcoming technology.

I: Innovation and technology leader

Innovation and technology leader. This is something that is deeply rooted and that we will continue to nurture and accelerate simply because the markets we are in, are also accelerating.

S: Sustainability champion

Sustainability champion. I gave the example of the decarbonisation of the battery supply chain. This is the kind of commitment that we want to make. This is what we mean by sustainability champion.

E: Excellence in execution

Excellence in execution. This is a must because we have so much growth ahead of us that we need to execute in an excellent fashion in order to create the value that we expect and that you expect.

Net Beneficiary of a Changing World

Umicore RISE 2030: Writing the next chapter of Umicore as the circular materials technology company

Now, that's the wrap-up page that's trying to capture a lot of what we have said so far on just one page.

What did we say? We have an excellent starting point. We are supported by powerful megatrends, we have the right portfolio to benefit from these megatrends, and we are purposed within company. That's our excellent starting point.

The RISE execution pillars will enable our success and I've just detailed the four axes of this. So these pillars will enable our success.

What success? Well, it's here. And these are the numbers that Mathias already shared briefly before. Very high growth, growing like a start-up company. But at the same time, always creating value in every step of the way. We believe it's a pretty unique combination to have a start-up-like growth with uninterrupted value creation as part of a credible plan.

And to give more details about this value creation journey, I will now hand over to my colleague, Filip, who will tell you everything about the financials. Thank you.