



# **Umicore at the Core Event in Poland**

Wednesday, 8<sup>th</sup> November 2023

**Caroline Kerremans**  
*Head of Investor Relations*

Okay. Thank you. I think we are there for Q&A, so I will hand it over to Mathias for some closing remarks, and I'll let you leave the stage.

**Mathias Miedreich**  
*CEO*

Very good. Thank you, team, and thank you, Caroline. And thanks to all of you. I understand it is sometimes a complex meta-technology, but we deliberately wanted to give you the depth of how we discuss the things, and I think it's also good to use now the more offline communication to clarify open topics.

What we wanted to show you, and that's what I told you at the beginning, we have five reasons, of which four we have discussed today, why we think we are a technology leader.

And the first one started with the understanding of the market, the structure of the market where we have insights, not only because of our automotive history, but also because the portfolio of customers and partners we work together is very broad right now. So if you would think that if some company has an understanding of the breadth of the market, it should be Umicore.

Secondly, it's our approach to innovation and technology, and it's this trifold approach between precursor development that becomes even more important, the more complex the cathode technology is, the cathode development itself, and then the battery level testing and validation that gives us the ability to speak with the same language than our customers. And if you check into the market, you will not find a lot of companies, and for sure not outside of China, that have all of this integrated approach.

And that's what we wanted to show you that in result of that, in the short-term and mid-term side, as well as in the long-term side, we are not betting on one horse. We have the ability through our portfolio to offer for each of the segments different, minimum two, chemistries. They all vary in there, you know, there's always a trade-off like G.S. has explained.

So it gives us the ability in the discussion with our customers to always find the best solution for their problem, and we not necessarily have to sell them what we have because it's the only solution we have.

And that resonates a lot with our customers and resonates so far that they trust us also with the long-term developments, solid-state batteries, on sodium-ion and the more advanced DRX technology. That also is a holistic approach to cover everything.

And what is missing in this piece of the puzzle, and that should be, you know, the presentation then tomorrow morning, how are we translating that into a versatile, future-proof and flexible manufacturing system that is answering to all the technology requirements.

So thank you very much for your attention, and I'm looking forward to now continued good discussion at our dinner.

Thank you very much, and thanks everybody also online.  
Thanks for staying with us on such difficult matters, so long time over the internet, that's not so easy. Thanks for your interest, and have also a great evening.

Thank you very much.