€4,087M
REVENUE

50
COUNTRIES

250
INDUSTRIAL
SITES

#1 or #2
ON MOST OF
OUR MARKETS

16,000
EMPLOYEES

“Imerys continues its development strategy by investing in industrial capacity, expanding its business portfolio and innovating.”

GILLES MICHEL
Chairman & CEO

90
NEW PRODUCTS
launched in 2015, including 18 with an environmental benefit

NOTE: Information from 2015
INNOVATIVE, HIGH VALUE MINERAL SPECIALTIES MEETING THE NEEDS OF A DIVERSE RANGE OF MARKETS WORLDWIDE

- CONSTRUCTION
- ELECTRONICS
- AUTOMOTIVE, INDUSTRIAL EQUIPMENT AND CONSUMER DURABLES
- ENERGY
- DECORATIVE MATERIALS AND FITTINGS

- STEELMAKING AND METALLURGY
- AGRI-FOOD
- PAPER
- PACKAGING
- HEALTH, BEAUTY AND PERSONAL CARE
- HORTICULTURE AND AGRICULTURE
ORGANIZED IN 4 BUSINESS GROUPS

- High Resistance Materials: 15%
- Energy Solutions & Specialities: 31%
- Ceramic Materials: 28%
- Filtration & Performance Additives: 26%

ORGANIZED IN 4 BUSINESS GROUPS, ALL WITH FRONT-RANK POSITIONS
The Energy Solutions & Specialties business group, which comprises the Carbonates, Monolithic Refractories, Graphite & Carbon and Oilfield Solutions divisions, manufactures and sells mineral solutions to the consumer goods and paper sectors, high-temperature industries, mobile energy, and the oil industry.

- **47%** Carbonates
- **42%** Monolithic Refractories
- **10%** Graphite & Carbon
- **1%** Oilfield Solutions

**4,870** Employees

**26** Countries

**74** Industrial Sites

NOTE: Information from 2015
OUR GROUP
OUR VISION
OUR BUSINESS
OUR GLOBAL REACH
OUR STRATEGY
OUR PRODUCTS & BRANDS
OUR ORGANIZATION
OUR FUTURE PERSPECTIVES
OUR VISION

INNOVATIONS TO POWER EVERYDAY LIFE
Officine del Gottardo is founded in Switzerland

1908

First Synthetic Graphite production

1917

Stratmin Graphite Inc. starts operations in Canada partially owned by French IMETAL Group

1924

1989

1994

1996

1999

2002

2003

2007

2008

2014

2015

2016

Timcal acquires the Carbon Black activities in Willebroek (Belgium)

IMETAL changes name and becomes TIMCAL Ltd.

LONZA G+T is acquired by IMETAL and becomes TIMCAL Ltd.

Stratmin becomes TIMCAL Canada; new Terrebonne plant opens in Canada

IMETAL changes name to IMERYS; TIMCAL and Stratmin are combined into TIMCAL Group

TIMCAL completes the acquisition of 85% of the shares of the natural processor Baotou Jing Yuan Graphite Co. Ltd. in Inner Mongolia (China)

TIMCAL acquires the Carbon Black activities in Willebroek (Belgium)

Sale of the «Lubricants for Hot Metal Forming» business

TIMCAL changes name and becomes Imerys Graphite & Carbon

Joint Venture Agreement with Gecko Namibia to develop a graphite mine in Namibia

Imerys Graphite & Carbon opens a Research & Development Center in Japan

IMETAL changes name and becomes TIMCAL Group

TIMCAL proudly celebrates 100 years of production in its Swiss plant and begins another century of innovation and excellence

Stratmin becomes TIMCAL Canada; new Terrebonne plant opens in Canada

Timcal acquires the Carbon Black activities in Willebroek (Belgium)

First Synthetic Graphite production

Stratmin Graphite Inc. starts operations in Canada partially owned by French IMETAL Group

IMETAL changes name and becomes TIMCAL Ltd.

LONZA G+T is acquired by IMETAL and becomes TIMCAL Ltd.

Stratmin becomes TIMCAL Canada; new Terrebonne plant opens in Canada

IMETAL changes name to IMERYS; TIMCAL and Stratmin are combined into TIMCAL Group

TIMCAL completes the acquisition of 85% of the shares of the natural processor Baotou Jing Yuan Graphite Co. Ltd. in Inner Mongolia (China)

TIMCAL acquires the Carbon Black activities in Willebroek (Belgium)

Sale of the «Lubricants for Hot Metal Forming» business

TIMCAL changes name and becomes Imerys Graphite & Carbon

Joint Venture Agreement with Gecko Namibia to develop a graphite mine in Namibia

Imerys Graphite & Carbon opens a Research & Development Center in Japan

IMETAL changes name and becomes TIMCAL Group

TIMCAL proudly celebrates 100 years of production in its Swiss plant and begins another century of innovation and excellence
OUR BUSINESS

MAIN END-MARKETS

CONSUMER ELECTRONICS

ENERGY

AUTOMOTIVE
<table>
<thead>
<tr>
<th>OUR GROUP</th>
<th>OUR VISION</th>
<th>OUR BUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR GLOBAL REACH</td>
<td>OUR STRATEGY</td>
<td>OUR PRODUCTS &amp; BRANDS</td>
</tr>
<tr>
<td>OUR ORGANIZATION</td>
<td>OUR FUTURE PERSPECTIVES</td>
<td></td>
</tr>
</tbody>
</table>
A GLOBAL PLAYER

Imerys Graphite & Carbon in numbers

- c. 500 employees including c. 30 in R&D
- 5 industrial sites
- c. 1000 customers
- 2 R&D centers
OUR INDUSTRIAL SITES

BODIO, SWITZERLAND

- Graphitization and processing of synthetic graphite
- Manufacturing of water based dispersions
- Processing of natural graphite and coke,
- Manufacturing and processing of silicon carbide
OUR INDUSTRIAL SITES

WILLEBROEK, BELGIUM

Manufacturing and processing of conductive carbon black
OUR INDUSTRIAL SITES

LAC-DES-ÎLES, CANADA

Mining, purification and sieving of natural graphite flakes

Lac-des-Îles, Canada
OUR INDUSTRIAL SITES

TERREBONNE, CANADA

- Exfoliation of natural graphite
- Processing of natural and synthetic graphite
Mining, purification and sieving of natural graphite flakes
GLOBAL ORGANIZATION ADDRESSING CUSTOMERS’ NEEDS

Sources of Raw Materials

- **Bedio (CH)**: Synthetic Graphite
- **Lac-des-îles (CA)**: Natural Graphite
- **Otjiwarongo (NA)**: Natural Graphite
- **Willebroek (BE)**: Carbon Black
- **External Carbon Sources**

Processing Plants

- **Bedio (CH)**: Size reduction, surface and shape modification, purification, exfoliation, mixing, sieving and classifying, manufacturing of dispersions
- **Terrebonne (CA)**: Exfoliation, size reduction, classifying
- **Lac-de-îles (CA)**: Sieving
- **Willebroek (BE)**: Processing of conductive carbon black
- **Otjiwarongo (NA)**: Sieving

Sales Areas

- **Europe • Africa • Middle East**
- **Americas**
- **Asia Pacific**

Turnover (2015)

- **33%**
- **26%**
- **41%**
OUR STRATEGY

INNOVATIONS TO POWER EVERYDAY LIFE

- Mobile Energy
- Polymers
- Refractories & Metallurgy
- Engineering Materials
<table>
<thead>
<tr>
<th>Pillar</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon (synthetic and natural)</td>
<td></td>
</tr>
<tr>
<td>Unique technology</td>
<td></td>
</tr>
<tr>
<td>Product, process &amp; application know-how</td>
<td></td>
</tr>
<tr>
<td>Industrial asset</td>
<td></td>
</tr>
<tr>
<td>Small share of clients costs</td>
<td></td>
</tr>
</tbody>
</table>

- True engineering material competencies, recognized and valued by customers, with high entry barriers for competitors…
- Resulting in a high application value, with steady long-term growth potential and sustainable profitability

**INNOVATIONS TO POWER EVERYDAY LIFE**
<table>
<thead>
<tr>
<th>OUR GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR VISION</td>
</tr>
<tr>
<td>OUR BUSINESS</td>
</tr>
<tr>
<td>OUR GLOBAL REACH</td>
</tr>
<tr>
<td>OUR STRATEGY</td>
</tr>
<tr>
<td>OUR PRODUCTS &amp; BRANDS</td>
</tr>
<tr>
<td>OUR ORGANIZATION</td>
</tr>
<tr>
<td>OUR FUTURE PERSPECTIVES</td>
</tr>
</tbody>
</table>
**Natural graphite**

- Atomic structure: Crystalline (Hexagonal)
- Product forms: Powders or Dispersions
- Physical & industrial advantages:
  - Electrical and thermal conductivity
  - Lubricity
  - Infrared (IR) reflection
  - Energy storage based on electrochemical intercalation

**Synthetic graphite**

- Organized structure: Crystalline (Hexagonal)
- Product forms: Powders or Dispersions
- Physical & industrial advantages:
  - Mechanical resistance
  - Low weight
  - Chemical inertness
  - High temperature stability
  - Abundant
  - Cost efficient

**Carbon black**

- Semi-organized: Between crystalline and amorphous
- Product forms: Powders
- Mainly sold in powders

**One single chemical element**

**Three precursors, with various atomic structures**

**With significant application potential**
## OUR PRODUCTS

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Properties</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIMARY SYNTHETIC GRAPHITE</td>
<td>• Isotropic and anisotropic</td>
</tr>
<tr>
<td></td>
<td>• Coarse, medium, fine, ultra-fine</td>
</tr>
<tr>
<td></td>
<td>• High and very high purity</td>
</tr>
<tr>
<td>NATURAL FLAKE GRAPHITE</td>
<td>• Flake</td>
</tr>
<tr>
<td></td>
<td>• Purified</td>
</tr>
<tr>
<td></td>
<td>• Expanded</td>
</tr>
<tr>
<td></td>
<td>• High crystallinity</td>
</tr>
<tr>
<td></td>
<td>• Coarse, medium, fine, ultra-fine</td>
</tr>
<tr>
<td></td>
<td>• High purity</td>
</tr>
<tr>
<td>CONDUCTIVE CARBON BLACK</td>
<td>• Granulated</td>
</tr>
<tr>
<td></td>
<td>• Powder</td>
</tr>
<tr>
<td>WATER BASED DISPERSIONS</td>
<td></td>
</tr>
<tr>
<td>COKES</td>
<td>• Coarse, medium, fine</td>
</tr>
<tr>
<td>SILICON CARBIDE</td>
<td></td>
</tr>
</tbody>
</table>
OUR BRANDS

**C-NERGY™**
- Specialty carbon blacks for lithium-ion batteries
- Specialty synthetic graphite powders for lithium-ion batteries

**TIMREX®**
- Natural graphite powders
- Synthetic graphite powders
- Expanded graphite
- Cokes
- Water based graphite dispersions

**SUPER P®**
- Specialty carbon blacks for battery applications

**ENSACO®**
- Specialty carbon blacks for polymer applications

**TIMROCO®**
- Silicon carbide
OUR ORGANIZATION

HUGUES JACQUEMIN
Vice-President & General Manager

GUILLAUME JACQ
Financial Controller

FABIO FEDE
Director Human Resources

KEVIN BURKEL
Director Business Development

MARCELLO COLUCCIA
Director Strategic Marketing

BRIAN KENDALL
Director Global Industrial Management & Operations

DAVIDE CATTANEO
Director Industrial Development & Innovation

MICHAEL SPAHR
Director Research & Development

JEAN-LUC CIALDINI
Director Global Sales

THOMAS GRUNBERGER
Director Product Management Carbon Black

FABIO ROTA
Director Global Process Development & Projects

FABRIZIO CORTI
Director Product Management Graphite

ERIC LACHENAIT
Director Sales Europe

GUSTAVO MICHELS
Director Sales Americas

CHANG-SOO RYU
Director Sales Asia Pacific

LEADERSHIP TEAMS

Executive Leadership Team
Natural Leadership Team
OUR FUTURE PERSPECTIVES

MARKET TRENDS AND UNMET NEEDS THAT OUR INNOVATIONS ADDRESS

- Battery systems with higher energy density, faster chargeability, as well as higher durability and reliability
- Acceptable cost/performance ratio of batteries for automotive and energy storage applications
- Sustainable materials and process technologies (green, chemical-free, renewable)
- Zero contamination of materials (decrease of client production costs)
Our Future Perspectives

Basis for the Competitive Advantage of Our Innovation

• Established player in the Lithium-ion battery market (leading supplier of conductive additives)
• Direct access to synthetic and natural graphite sources
• Sustainable and scalable processes
• Optimized and customized cost/performance ratio
• Global partner
Any questions?