

STRATEGY PAPER IBU2025

UPDATE | 23 February 2022



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Our vision – IBU2025

How we are helping to shape the world of tomorrow.

The **IBU-tec Group** forms the foundation of a **stable company** that will still be operating **successfully** for its customers **in 100 years** time at its current and future locations.

We will become an **internationally leading** and independent **provider** of solutions for chemical synthesis and **thermal material treatment**. We will offer specialized chemical services and products for existing and emerging markets.

We will become a **leading supplier** on the international market with our **high-quality battery materials** used in specialized applications.

We act in a **customer-oriented** way, with **responsibility** towards our employees and while also being **ecologically sustainable**.



Our Mission – IBU2025

Who we are and what we can do.

IBU-tec Group is made up of **IBU-tec advanced materials AG** and **BNT-Chemicals GmbH**. The group offers its **own products** in the fields of **battery materials** and **specialty chemicals** as well as **development and production services**.

In addition to our high-quality **battery materials**, our **product portfolio** also includes **organotin catalysts**, **customer-specific catalysts** and **micro- and nanoscale metal oxides** in **powder** or **suspension** form.

We provide our customers with a **complete range of services** from **material and process development**, to **scale-up** and **contract manufacturing**. In addition, we offer services in engineering and special plant construction. We do both in the field of **thermal treatment** and **wet chemistry**.

Furthermore, the IBU-tec Group has positioned itself as a development partner in the field of **recycling of high-grade recyclable materials**.

For the implementation we use our own technology platforms, modular **rotary kilns** and our own, patent-protected **pulsation reactor technology**, supplemented by **agitators**, **columns**, additional equipment and comprehensive **material analysis**.

We **develop standardized products** and **taylor made solutions** in a flexible way while maintaining the highest **quality** and **reliability**.

We deal with a wide range of issues and thus contribute to the **sustainable** use of **resources** and the protection of the environment.

Within the scope of our entrepreneurial activities, we take into account the **needs of our customers, neighbors and employees** and also fulfill our **social responsibility**.

Five pillars form the architecture of our IBU2025 strategy

LONG-TERM ORIENTATION

TARGETS

**IBU2025
VISION & MISSION**

STRATEGIC GOALS

Markets

Sales 2025:
€80->100 million

Profitability
>20% EBITDA

Sustainability

Corporate culture

STRATEGIC PILLARS

Customers

- Strengthen internal customer awareness
- Customer-oriented processes
- Building application knowledge
- Key account
- New corporate identity (Internet)

Business Model

- New markets and applications
- Establishment of the service business within BNT
- Sale of products produced with IBU-tec technologies
- Trading business with refinement

Efficiency

- Cost-oriented structures
- Increasing productivity
- Leveraging synergies
- Uniform systems across the Group
- Expanding cross-selling

Sustainability

- ISO 9001 and 14001
- Careful use of resources
- Occupational safety, cleanliness
- Compliance with legal requirements
- Sustainable markets

Employees

- Promote, challenge, qualify
- Motivated partners
- Satisfied employees
- Own ideas
- Harmonious working atmosphere

FOUNDATION

MANAGEMENT – EMPLOYEES – PROCESSES – STRUCTURES – TECHNOLOGY – KNOW-HOW

Targets of IBU-tec Group



WE WANT TO....

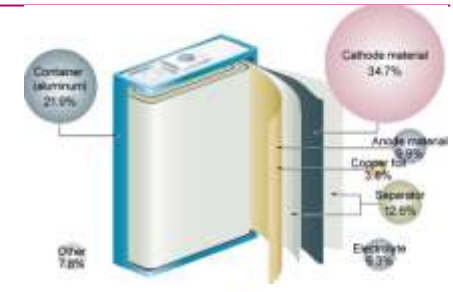
- ... Achieve annual sales of **EUR 80 > 100 million** with **>20% EBITDA margin** in the next 5 years, with sales projected to be more than double compared to 2020.
- ... Expand the share of **battery materials** into a significant proportion of group sales as **growth driver Nr. 1**
- ... Position the **customer** at the **center** of our organization and processes and always keep the processes **customer- and cost-oriented**
- ... Acquire new **markets** and thereby expand the basis of the IBU-tec Group beyond the current chemical and automotive focus to other international markets and innovative products
- ... Support and challenge our **employees** and see them as **highly qualified, motivated partners** who contribute their own ideas, drive **innovation** and feel comfortable in a **harmonious working environment**
- ... Contribute to **sustainability** with our products and services

Growth Drivers of IBU-tec Group



IN THE NEXT 5 YEARS WE SEE...

..... Our high-quality **LFP – battery materials** as the **NO. 1 GROWTH DRIVER!**
In mobile and stationary applications such as: Batteries for electric mobility, maritime applications, hearing aids, headphones and stationary storage.
Market advantage – production site in Europe with immediately **available capacities**, good processability in the cell manufacturing process, constant product quality compared to other available LFP materials.



..... Our **glass coating**, BNT COAT 100 (MBTC) as the **NO. 2 GROWTH DRIVER!**
 The IBU-tec Group is the **only manufacturer** of MBTC with a **production site in Europe**.
Market advantage with a **market share of 40%** as the only European supplier!
 Doubling of production capacity.



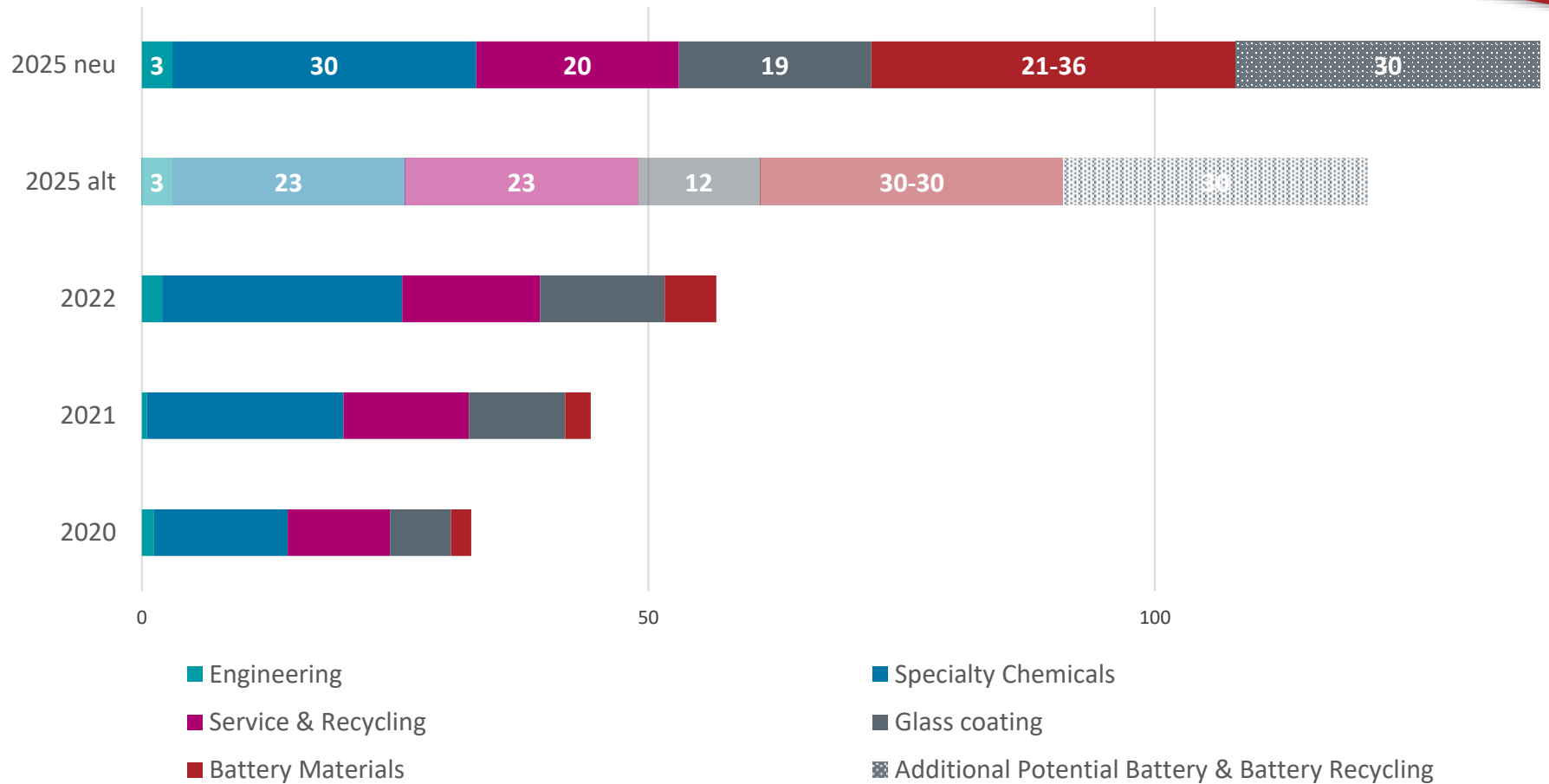
..... Our **service activities in connection with recycling** are the **NO. 3 GROWTH DRIVER!**
Through the integration of BNT, the service offer of **thermal process engineering** was considerably **expanded** by the introduction of **wet chemistry**. The IBU-tec Group distinguishes itself in the field of **recycling of high-quality residual materials!**



Targets of the IBU-tec Group / organic sales growth

UPDATE

Sales growth to €102 million and > €130 million by 2025





THANK YOU FOR
YOUR ATTENTION