


Section 2

Brand & co-branding architecture

A close-up, low-angle shot of the rear of a dark-colored car. The car's rear bumper and lower body panels are highly reflective, mirroring the surrounding landscape of a green field and a cloudy sky. A single exhaust pipe is visible on the left side of the bumper. The car is parked on a grassy area, and the background shows a vast, open field under a bright, slightly overcast sky.

Umicore is one of the world's biggest suppliers for automotive catalysts for passenger cars.

What is brand architecture?

Brand architecture describes the relationship between brands in a company's portfolio. Brand architecture helps the clarity of both internal and external communications. It is not an explanation of legal company structure.

We have one corporate brand: Umicore. This is represented by our marque, and is used as an umbrella for all our activities. We have developed some principles for how to present our brand in relation to our business units, subsidiaries, business lines and sub-brands. These are explained on the following pages.

Corporate brand 'Umicore'^(*)



^(*) Note that it is not allowed to break up the Umicore logo for whatever reason.

The Umicore brand architecture

Umicore is an 'umbrella brand', which builds recognition and understanding of what we do and why. This means it will usually be the most important element in our communications. This section illustrates how to use the Umicore marque alongside other elements which identify different parts of our Group.

Level 1: Masterbrand

For all applications from the Umicore Group, the Umicore marque should be used. Please note that the Umicore marque with strapline can be used on all corporate literature, advertising, exhibitions and promotional items.

Level 2: Business units

For all applications from business units, the business unit marque should be used instead of the Umicore marque.

No other departments (e.g. Communication, Finance, Human Resources, etc.) or subsidiaries of Umicore (e.g. Umicore Korea Ltd) have their own lock-ups with the marque.

Level 3: Departments

Departments of Umicore (e.g. Communication, Finance, Human Resources, etc.) should be set above the address details in Dax Medium. This can be used in conjunction with either the Umicore marque or business unit marque. They do not have their own lock-ups with the Umicore marque.

The image displays three business card templates stacked vertically, each representing a different level of brand architecture. Each card features the name 'Andrew Other' and 'Job title' in the top left corner. The contact information at the bottom of each card is: 'Broekstraat 31 Rue du Marais, B-1000 Brussels, Belgium, Tel +32 2 227 70 68 Fax +32 2 227 79 03, Mobile: +32 475 97 00 47, e-mail: andrew.other@umicore.com, www.umicore.com'. The cards are distinguished by their branding elements:

- Top Card (Level 1: Masterbrand):** Features the Umicore logo (a green and blue circular graphic) and the word 'umicore' in blue. A label 'Umicore marque' points to the logo.
- Middle Card (Level 2: Business units):** Features the Umicore logo and the word 'umicore' in blue, with 'Zinc Chemicals' in a smaller font below it. A label 'Business unit marque' points to the logo.
- Bottom Card (Level 3: Departments):** Features the Umicore logo and the word 'umicore' in blue. A label 'Umicore marque or business unit marque' points to the logo. A label 'Department' points to the word 'Communication' in the contact information.

Level 4: Subsidiaries

Subsidiaries of Umicore (e.g. Umicore Korea Ltd) should be set above the address details in Dax Medium. This should be used in conjunction with either the Umicore marque or business unit marque. They do not have their own lock-ups with the Umicore marque.

Subsidiary

Andrew Other
Job title

Umicore
Precious Metals Refining

Umicore Korea Ltd.
410, Chaam-Dong, Cheonan-city
Chungnam 330-200, South Korea
Tel +82 41 62 0200 Fax +82 41 620 0201
Mobile: +82 475 97 00 47
e-mail: andrew.other@umicore.com
www.umicore.com

Umicore
marque
or
business
unit
marque

Level 5: Product brands

Some of Umicore's products are brands in their own right (e.g. VMZinc, Zano, NanoGrain®, etc.). These product names may appear on applications at the same level as the Umicore marque or business unit marque, to show a relationship between them. However, they should never appear above the Umicore marque.

Product
brand

nanograin
NANO

Umicore
materials for a better life

Dispersion Formulation

Particle Engineering

Application / Functionality

Your
NanoMaterials
solutions partner

Umicore
marque
or
business
unit
marque

In some cases a product brand may be a mother brand in its own right. Such cases are decided by Group management (ExCom) on the basis of criteria including proven brand value, existence of an extended family of sub-brands, and recognition of the brand as a market reference. In such specific cases product level documents (only) may refer to the product brand as the main reference, using the Umicore marque as an endorsement. As an example of such a case we can mention the VM ZINC product brand.

What is co-branding?

As a supplement to the main Umicore corporate brand architecture, there are relationships with subsidiary companies and partners that need to be considered. This is referred to as co-branding.

These guidelines will cover the necessary visual relationship between the parent brand (Umicore) and subsidiary companies/brands at different levels of ownership (see examples).

A two level approach exist for the Umicore co-branding:

- co-level 1 : Parent brand applicable for product branding
- co-level 2 : Subsidiary companies co-branding
 - a. full ownership by Umicore
 - b. co-ownership by Umicore (50-50%)
 - c. co-ownership by Umicore (< 50%)

Co-branding level 1: Parent brand applicable for product branding

Level 1: Parent brand versus product brand architecture

Most product brands will follow Level 5 of the Umicore brand architecture, (e.g. opposite).

See also page 2.3 - Product brands

Product brand



Umicore
marque
or
business
unit
marque

Co-branding level 2: Subsidiary companies co-branding (migration strategy using 4 possible steps)

Level 2: Subsidiary co-branding

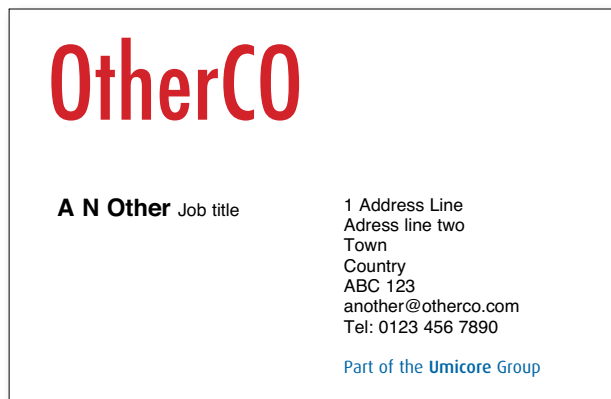
A migration strategy is in place to accommodate the needs of companies that are acquired by Umicore. The ultimate aim when acquiring companies is for them to take the Umicore identity.

The 4 possible steps of migration are decided on business unit management level.

A combination of possible different steps can be organized in different phases.

Possible step 1:

Add 'Part of the Umicore Group', while maintaining current existing subsidiary layout.



Possible step 2:

Subsidiary layout moves towards the Umicore brand identity (introduction of the Umicore logo).



Possible step 3:

Replacement of the subsidiary logo or name by Umicore logo, still maintaining subsidiary company name at address level.



Possible step 4:

Complete endorsement of the Umicore brand identity.



Level 2a: Subsidiary companies co-branding (migration if full ownership by Umicore)

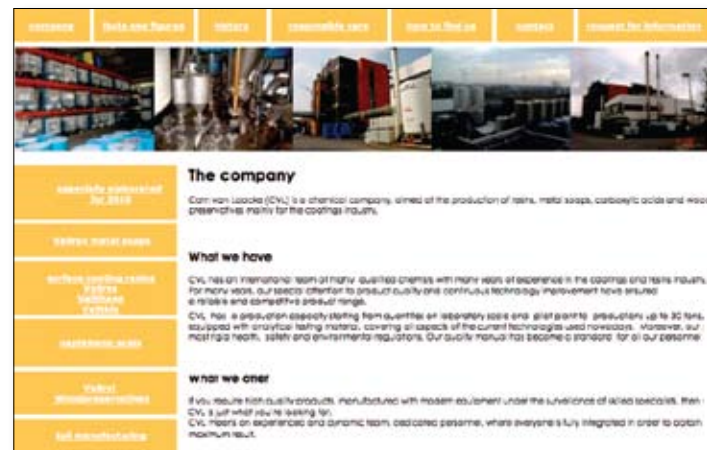
Possible step 1:

During the first year of ownership by Umicore, the subsidiary company/brand can take a simple endorsement on its existing applications. This endorsement must follow the suggested wording below and be written in Dax, using the Umicore colours.



The minimum size and clear space principles in the Umicore basic elements section of the Brand Identity Guidelines must be adhered to.

To ensure consistency, this endorsement should be used on all the subsidiary's applications (e.g. letterheads, fax, business cards, web site, etc.), as soon as possible after acquisition.



Possible step 2:

During the first year of ownership by Umicore, the subsidiary company/brand can take a simple endorsement on its existing applications. This endorsement must follow the suggested wording below and be written in Dax, using the Umicore colours. The Umicore logo is introduced.



Level 2a: Subsidiary companies co-branding (migration if full ownership by Umicore) - continued

Possible step 3:

Once a company/brand has adopted the Umicore identity, it may still need reference to its former name (e.g. for legal reasons). In this case there are two options:

- a. either just incorporate the old name into the address panel



- b. or add an extra line, e.g. 'Formerly OldCompanyName'.



Level 2a: Subsidiary companies co-branding (migration if full ownership by Umicore) - continued

Possible step 4:

The ultimate aim for subsidiary companies owned by Umicore is for them to adopt the identity of the Umicore business unit to which they belong.



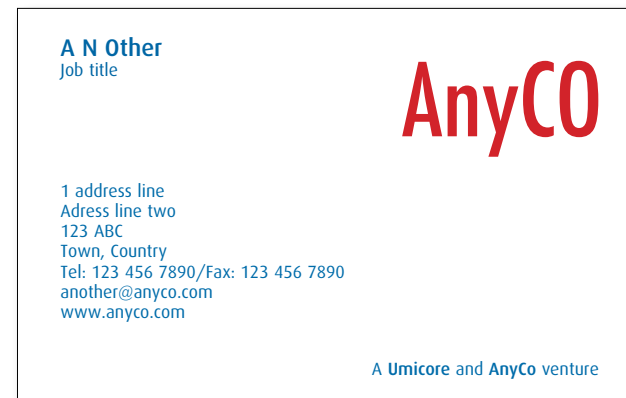
Level 2b-c: Subsidiary companies co-branding (ownership by Umicore 50/50% or less)

Level 2b: 50/50 co-ownership with another company

If Umicore has 50% ownership of a subsidiary, where the other 50% is owned by just one other company, it is likely that both parents will require their endorsement on its applications.

The layouts below show the recommended lines and spacing to allow the endorsement of Umicore plus one other parent company.

The endorsement has to be agreed with both parties involved.



Level 2c: Umicore has less than 50% ownership

If Umicore has less than 50% ownership of a subsidiary, it has no automatic claim to endorse the brand visually. However it will be beneficial to both Umicore and the subsidiary brand to carry light endorsement, such as the lines illustrated below, as soon as possible after acquisition of the part ownership.



Please do not (branding) ...



Do not alter the relationship of the business unit name to the Umicore marque, for instance by creating the business unit name at the same size of the Umicore wordmarque.

umicore
Zinc Chemicals




Do not form lock-ups of the Umicore marque with department names.

umicore
Communication




Do not form lock-ups of the Umicore marque with subsidiary names.

umicore
Umicore USA Inc.




Do not form new product marques using elements from the Umicore marque.

nanograin
A Umicore product Group




Do not form new branded product marques using elements from the Umicore marque.


A Umicore Group Product

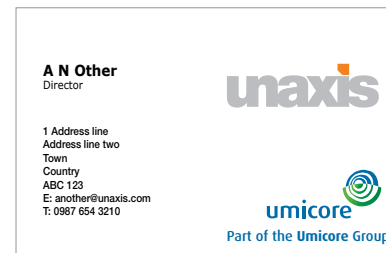
Please do not (co-branding) ...



Do not create a new lock-up of the subsidiary company marque and the Umicore marque.



Do not form supporting or endorsement lock-ups of the Umicore marque with a subsidiary company marque.



Do not form 50% relationship lock-ups of the Umicore marque with a subsidiary company marque.



Do not form new product marques using elements from the Umicore marque.



Do not form new branded product marques using elements from the Umicore marque.

