

Umicore Investor Presentation

November 2025

Disclaimer



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Agenda

1.
About Umicore

2.
Core 2028
Umicore's mid-term plan to 2028

Maximizing cash generation from foundation businesses and recover value in Battery Cathode Materials

3.
Core 2028
Umicore's financial strategy

Rigorous capital deployment and solid cash generation

4.
HY 2025 performance and 2025 outlook



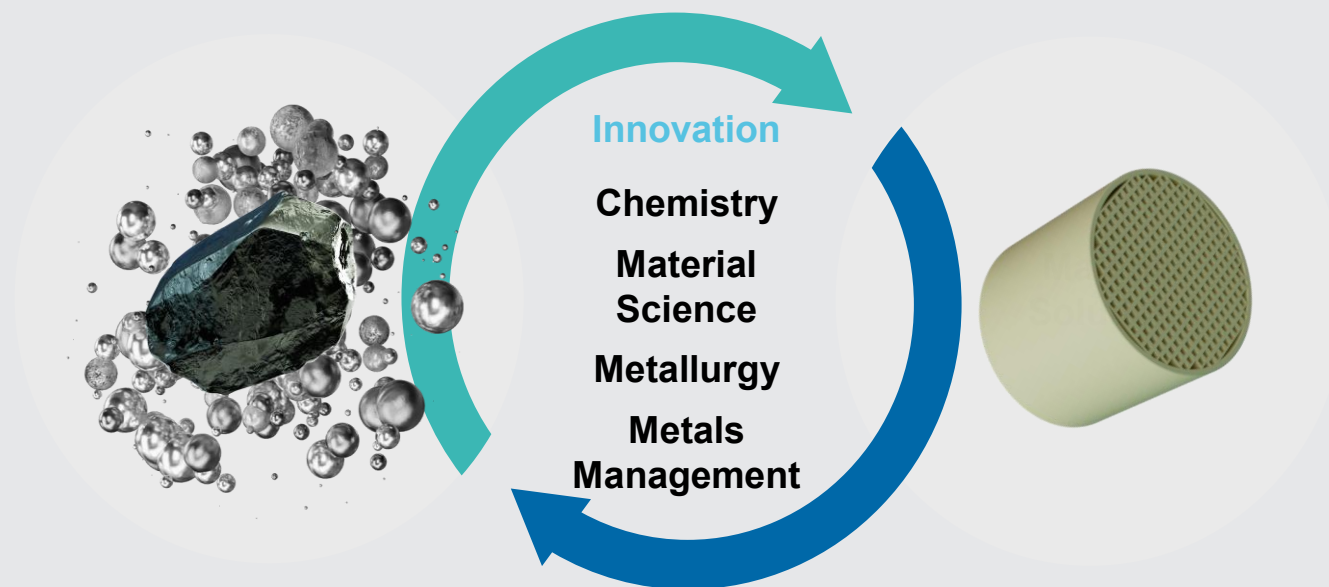
1. About Umicore

Umicore's history stretches > 200 years, with roots in mining and smelting.

We transformed into a global leader in advanced materials technologies and recycling.

Our circular business model is more relevant than ever and at the core of everything we do

Umicore's business model is built on a closed-loop system that integrates metals refining, production, and recycling.

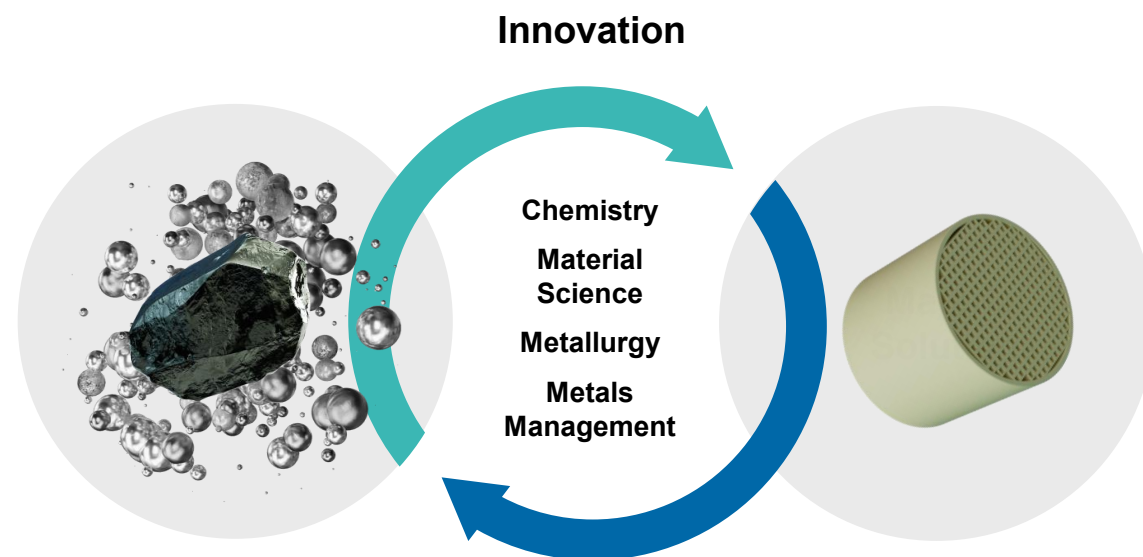


Our capabilities allow us to tailor solutions for customers, innovate across sectors and build leadership positions.

2. Core mid-term plan 2028

**Maximize cash generation from foundation businesses
and recover value in Battery Cathode Materials**

Our business model is more relevant than ever and **at the core of everything we do**



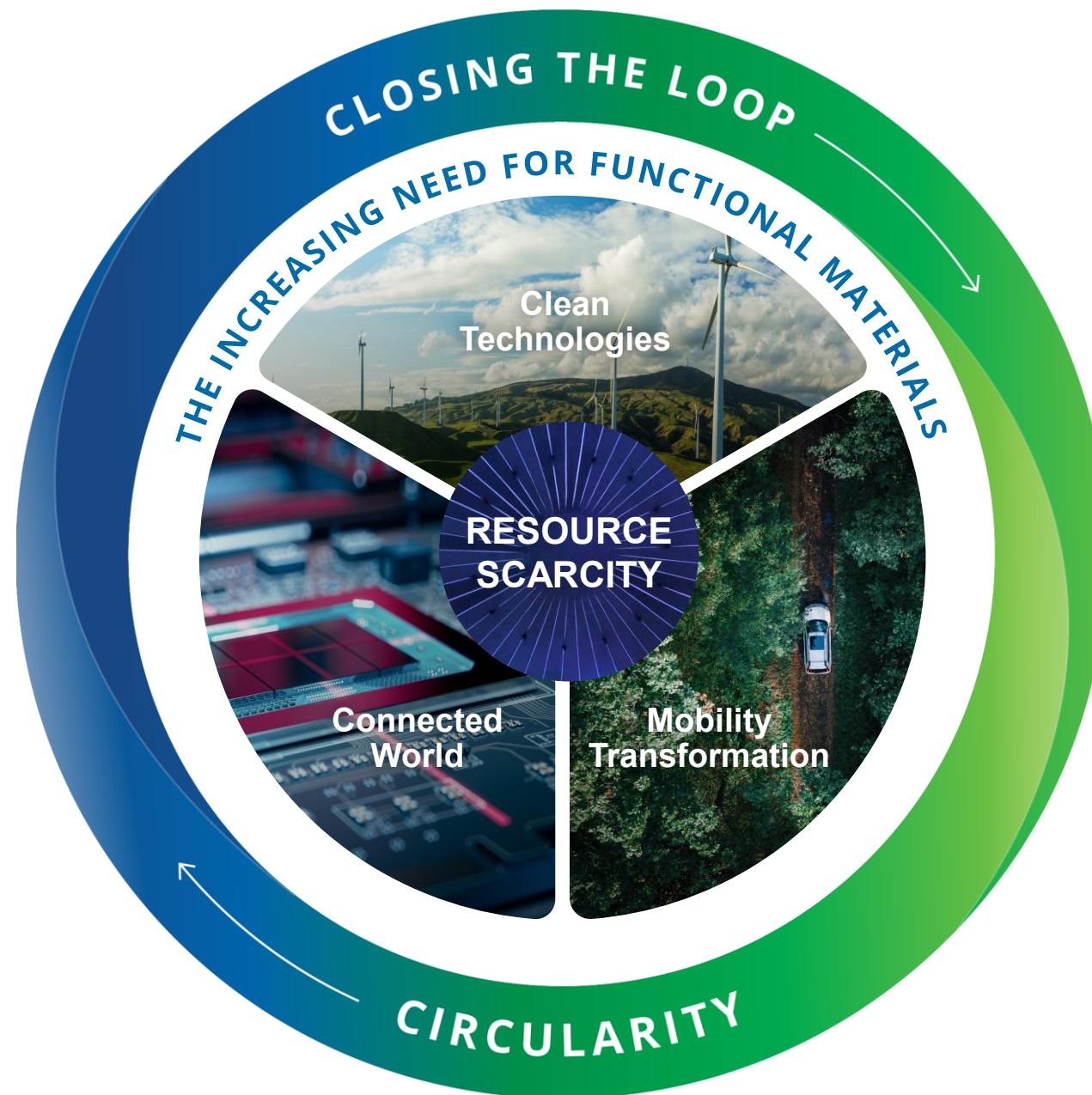
Working closely with our **customers**, we **innovate** and tailor for their needs

Building on our **core capabilities** we focus on applications where we can attain **leadership**

We **bridge** critical metals with endless application possibilities

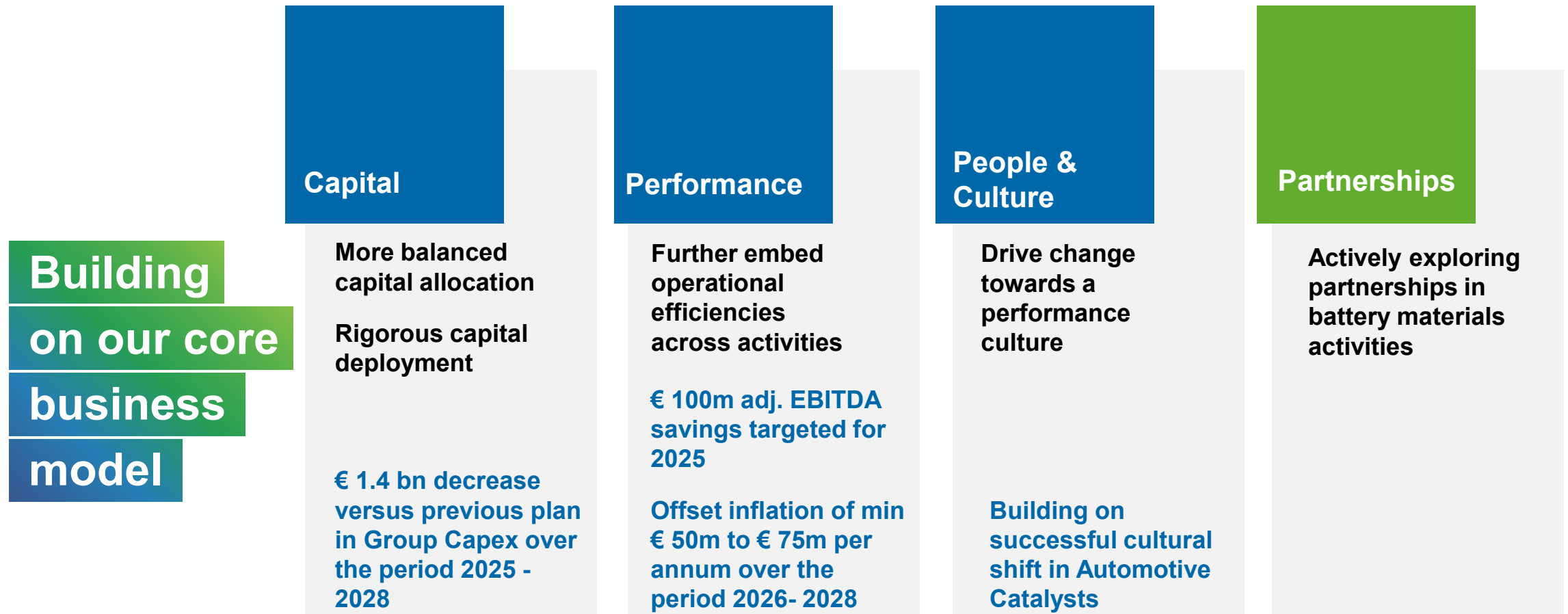
And we **close the loop over and over again**

Through our
unique
business
model
we embrace
and
benefit from
megatrends



Our path forward

Harnessing our strengths, focusing on 4 imperatives



Leveraging our business model and portfolio: further maximizing cash generation potential of foundation businesses

Catalysis

Maximize cash generation and drive quality of earnings in a mature market

Recycling

Maximize cash generation from current assets, while investing for the future

Specialty Materials

Selective investments in high-quality growth

Improve value creation in Cobalt & Specialty Materials

Battery Materials Solutions

Recover value with cost & cash discipline

Actively exploring partnerships in battery materials activities

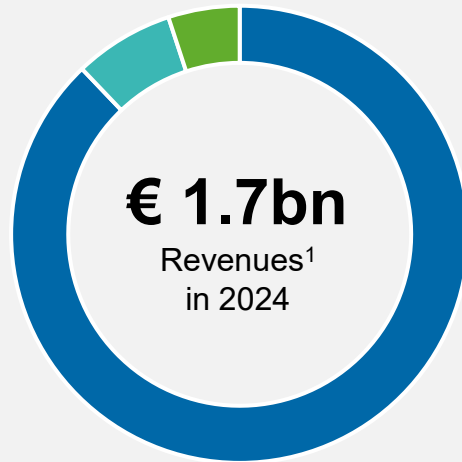
Maximizing business value in Catalysis



Automotive Catalysts

Fuel Cell & Stationary Catalysts

Precious Metals Chemistry



- Automotive Catalysts
- Precious Metals Chemistry
- Fuel Cell & Stationary Catalysts

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

One of the world's **leading producers** of **emission control PGM based catalysts** for gasoline and diesel ICE* in light-duty and heavy-duty vehicles

Global leading market position in gasoline light-duty, reflecting industry-leading gasoline technology

~85% of revenues of LDV of which ~83% from gasoline

Structural step-up in margins in recent years

* ICE: internal combustion engine (gasoline / diesel)

Stationary emission control catalysts for Power Generation, Refining & Petrochemicals, Chemical & Industrial plants and Marine engines

Leading Pt-based fuel cell catalysts producer for hydrogen vehicles with presence in Europe, Korea and China

World class metals-based catalyst portfolio for life-enhancing applications i.e. emission treatment technologies, cancer treatments, the production of fine chemicals and advanced electronics

Maximizing business value in Catalysis



Automotive Catalysts

Leveraging leadership in high-value **LDG** market, **moderate growth** & value perspectives in **HDD**

CASH

Maximize **cash** and **quality of earnings** in a mature market

Fully leveraging **longer** dominance of the ICE drivetrain

Fuel Cell & Stationary Catalysts

Demand from the hydrogen-based mobility segment set **to grow exponentially** towards 2040

GROWTH

Capture **emerging growth** with **modest capital intensity**

Precious Metals Chemistry

Steady end market demand from automotive, chemicals, electronics and pharmaceuticals

PROFITABILITY

Drive sales through **customized innovation**

Unique customer proposition in Automotive Catalysts



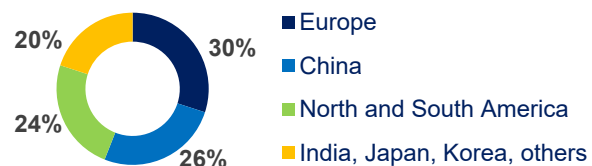
Longstanding reliable partner to customers

Strong presence in long-lasting light-duty markets

Balanced footprint to support customer needs globally

Maximizing value for customers

Umicore 2024 light-duty catalyst volumes by region



Leading incumbent position in key LDG growth markets

Cooperating with all major OEMs, incl. Chinese domestic

Well positioned with **global production footprint** and **ability to flexibly adjust** based on demand

Entering **new types of partnerships**, leveraging insourcing and supporting our customers' transformation

'Win-win' by reducing customer costs across supply chain

Maximizing cash and driving quality of earnings in Automotive Catalysts

Building

on our core

business

model

Performance

People &
Culture

Global catalyst market in mature market stage

Leveraging **unique customer proposition** as longstanding reliable partner

- **#1 position¹** in attractive **light-duty gasoline** value pool
- Projected **global market share increase** in total **light-duty catalyst** market of 3 to 4% by 2028¹

Agile footprint

Cost reductions

Net working capital

- **€ 1.8bn cumulative cash flows** delivered in 2022-24, **additional > € 1bn cumulative cash flows** to be delivered between 2025-28²
- Close to **70% of NWC reduction** past two years, slight increase in NWC reflecting market share gains in LDG²

Excel in **execution**
Enable **flexibility and efficiency mindset**

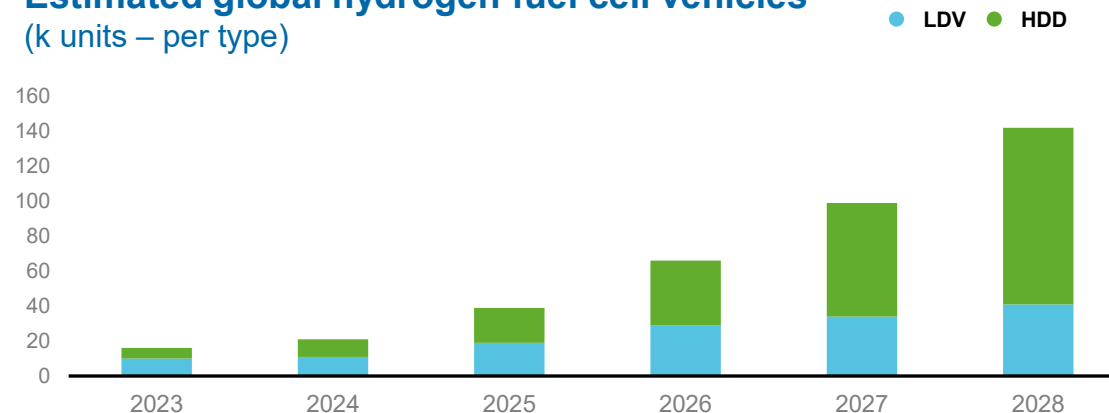
- Continue culture journey to embrace transformation and enable flexibility and efficiency mindset

¹ Based on units sold and currently secured platforms | ² Precious metals - Gold, Silver, Rhodium, Platinum and Palladium - forecasted at rates as observed end of Jan. 2025

Capture emerging growth in Fuel Cell Catalysts

Estimated global hydrogen fuel cell vehicles¹

(k units – per type)



Compelling growth potential, in particular for long haul heavy-duty trucks

Industry benchmark PEM catalyst technology

Performance & cost leader with superior efficiency, durability and PGM use²

Roadmap to reduce PGM loadings and **increase cost competitiveness**

Inhouse and open innovation programs to maintain lead

Diversified customer portfolio, strong in key growth market China

> 20 customers with awarded business or technical qualified in North-America, Europe, China and Korea

Current customer portfolio includes **4 of the top 5 automotive fuel cell system suppliers in China**

Capacity investment to support growth for years to come

Existing R&D and manufacturing footprint in Europe and Korea

Mass production plant to be commissioned in **China** early 2026

¹ Source: S&P and Umicore | ² Based on customer benchmarks

Core 2028 – Catalysis

Our ambitions



Revenue¹
in 2028

~ € 1.8bn

Adj. EBITDA
margin
in 2028

~ 25%

ROCE
in 2028

> 35%

Capex 2025-28: < € 300mn

FCF² 2025-28: > € 1.4bn

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn
Precious metals - Gold, Silver, Rhodium, Platinum and Palladium - forecasted at rates as observed end of Jan. 2025

²Free Cash Flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JVs

Industry leading value creation in Recycling



Precious Metals Refining

Jewelry & Industrial Metals

Precious Metals Management



- Precious Metals Refining
- Jewelry & Industrial Metals
- Precious Metals Management

- One of the **world's largest precious metals recycling** facilities and leader in recycling of **complex waste streams** containing precious and other non-ferrous metals
- Delivering **industry leading returns** over the past decade

- **Precious and platinum group metal products** (PGM) for jewelers, investment, glass and industrial sectors
- Offers **related short loop recycling services** to its clients

- **Metal services and trading**
- Global leader in the supply and handling of all precious metals
- Link between the recycling activities and producers in need of sustainably sourced metals

¹ Excluding Battery Recycling Solutions.

²Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

Industry leading value creation in Recycling



Precious Metals Refining

- Growing resource scarcity
- Strategic supply of critical raw materials
- Regulatory frameworks on circular economy and environmental performance

CASH

Maximize cash generation of current assets

Invest for the future combining business opportunities and environmental performance

Jewelry & Industrial Metals

- Global demand for jewelry and different industrial end-markets
- Evolution in the high-purity glass market and fertilizer industry

PROFITABILITY

Maintain **regional leadership** for sustainable and resilient **value creation**

Precious Metals Management

- Demand in Umicore business units and demand for physical delivery of metals

PROFITABILITY

Optimize Umicore's Group global metal flows and metal financing

Enhancing leadership through investments while strengthening performance

Strengthening solid leadership position

Building

on our core

business

model

Unique integrated flow sheet

Profitable revenue model with a focus on value over volume

- Highly accurate **sampling & assaying**
- Technology, size & scale to **recover 17 metals**
- Integrated metal-processing ecosystem
- Continuously optimized for +30 years

Capital

Invest for the future combining environmental performance and business opportunities

- **Introducing new state-of-the-art hydro set-up:** strengthen best-in-class environmental position, more profitable supply, higher yields, improved throughput
- ~€ 400m¹ total capex by 2030 o/w **€ 300m included in plan in '27 and '28**

Performance

Operational & cost excellence
Topline measures
Technology & digitalization

- Operational streamlining; Debottlenecking
- Nexyclus, Service excellence, Quality of earnings
- Automation & digitalization

¹ Current estimate

Core 2028 ambitions – Recycling



Revenue¹
in 2028

~ € 800m

Adj. EBITDA
margin
in 2028

~ 35%

ROCE
in 2028

> 40%

Capex 2025 - 2028: ~ € 600m

FCF² 2025 - 2028: ~ € 400m

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

Precious metals - Gold, Silver, Rhodium, Platinum and Palladium - forecasted at rates as observed end of Jan. 2025, other metals are forecasted at average 2024 rates.

²Free cash flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JVs.

Capturing growth opportunities while improving performance in Specialty Materials

Electro-Optic Materials

Metal Deposition Solutions

Cobalt & Specialty Materials



- Cobalt & Specialty Materials
- Metal Deposition Solutions
- Electro-Optic Materials

- **#1 in Ge substrate applications**, strong player in infrared solutions
- Sourcing excellence & recycling
- Unique **innovations & IP**

- One of the world's **leading suppliers of products for precious metal-based coating of surfaces** in the nano and micrometer range
- Core competencies in **electrochemistry & metallurgy**

- **Global leader** in the recycling and refining of **nickel** and the transformation and marketing of **cobalt** and nickel specialty chemicals
- Multitude of applications in both **chemical** and **powder metallurgy**

- **Market intimacy** with joint developments and product co-engineering

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

Capturing growth opportunities while improving performance in Specialty Materials

Electro-Optic Materials

- High-growth market with several niche applications
- Growing at +10% CAGR by 2028, outpacing market

GROW

- Valorize leadership position in high-growth applications
- Selectively invest in high-quality adjacencies

Metal Deposition Solutions

- Demand for coating solutions from the electronics, semi-conductor, automotive, optics and jewelry industries
- Market growing at above-average GDP rates

GROW

Cobalt & Specialty Materials

- Demand from cobalt and nickel-based specialty chemicals for a wide variety of end-markets
- Volatile Co market

IMPROVE

- Performance management
- Diversify further into attractive applications & segments

Core 2028 ambitions – Specialty Materials



Revenue¹
in 2028

~ € 600m

Adj. EBITDA
margin
in 2028

> 20%

ROCE
in 2028

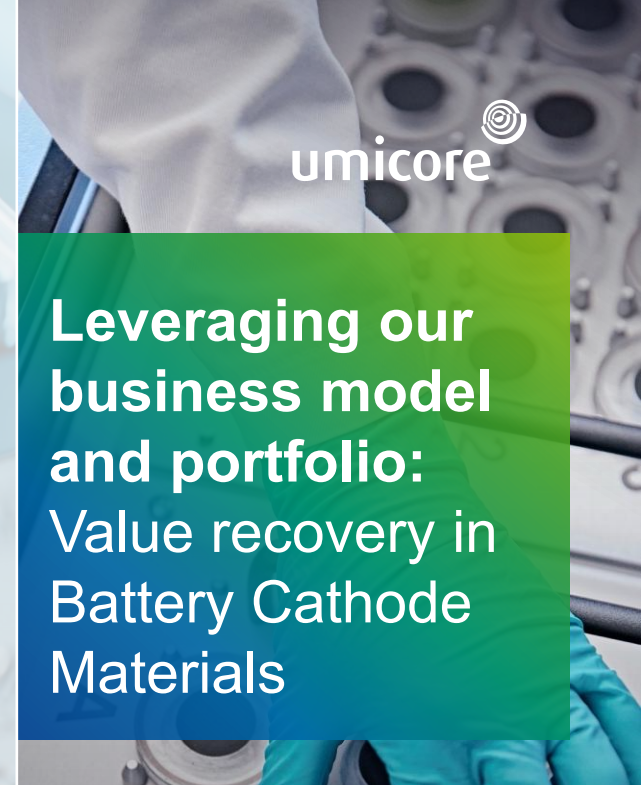
> 12.5%

CAPEX 2025 - 2028: < € 200m

FCF² 2025 - 2028: ~ € 300m

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn
At average 2024 metal rates

²Free Cash Flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JV



Leveraging our business model and portfolio: Value recovery in Battery Cathode Materials

Catalysis

Maximize cash generation and drive quality of earnings in a mature market

Recycling

Maximize cash generation from current assets, while investing for the future

Specialty Materials

Selective investments in high-quality growth

Improve value creation in Cobalt & Specialty Materials

Battery Materials Solutions

Recover value with cost & cash discipline

Actively exploring partnerships in battery materials activities

Solid position in Battery Cathode Materials

Building on our core business model

Sourcing expertise
and flexibility

Strategic and flexible
asset base and strong
industrial capabilities
with **> 20 years of
experience**

Deep CAM application
knowhow and leading
NMC technology portfolio
based on **> 25 years
innovation**

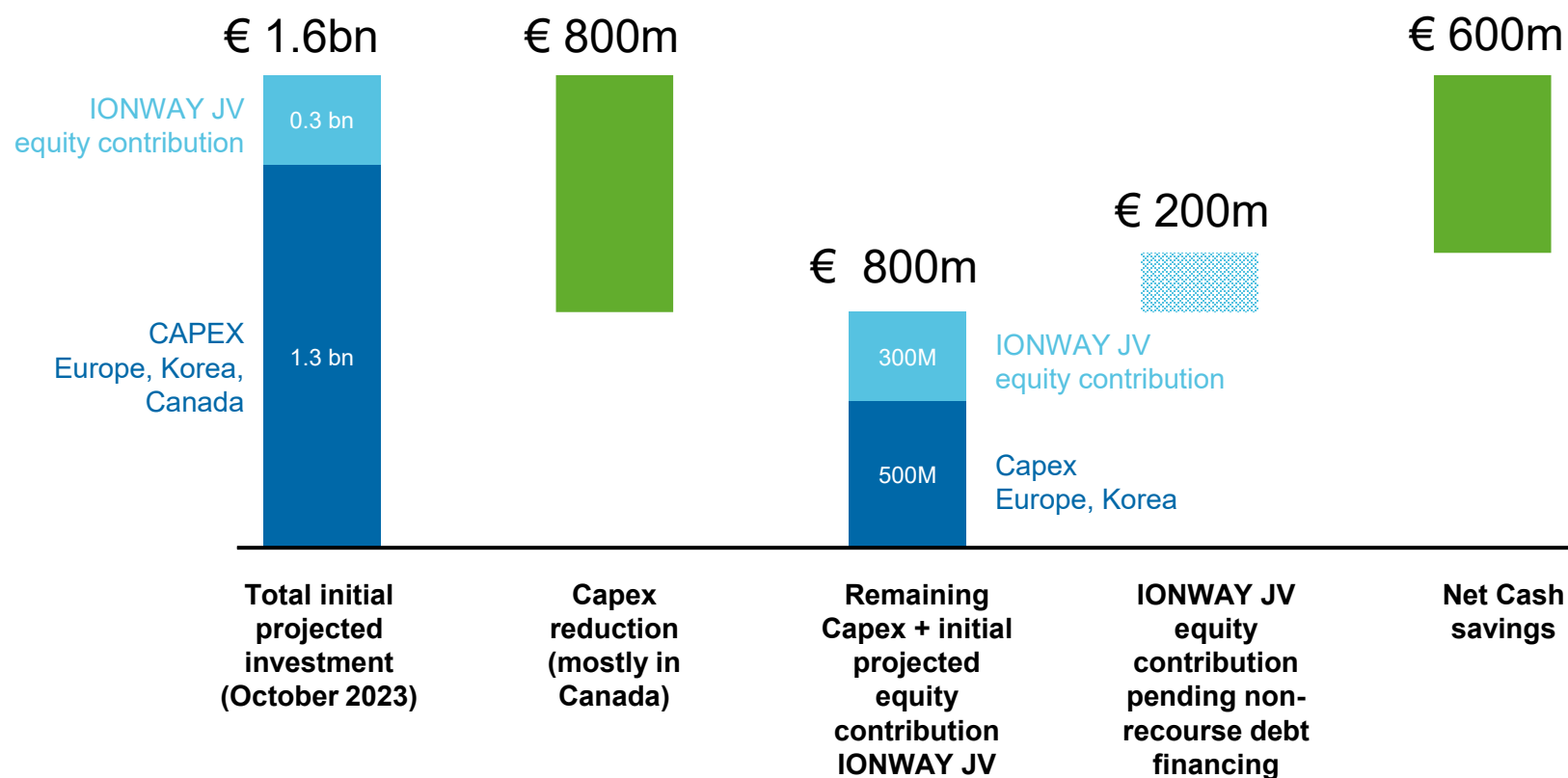
**Long-term
customer
partnerships and
relationships** with
take-or-pay and co-
investments



**Additional
requirements
in a CAM
market still
taking shape**

Rigorous capital deployment from 2025 to 2028

Bringing down Capex with € 800m versus previous plan



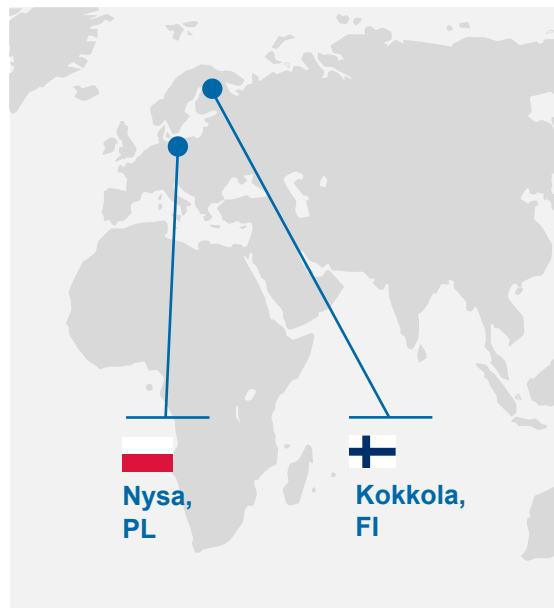
Identified Capex reductions of € 800m, primarily reflecting pause of Canadian pCAM and CAM investment

Net cash saving of € 600m

Note: Investments include Capex net of capital grants and equity contributions into JVs. Excludes capitalized development expenses.

Remaining Capex investment of € 250m in Nysa

Bringing CAM capacity up to 45 GWh end 2028



> 20% ROCE on remaining Capex investment

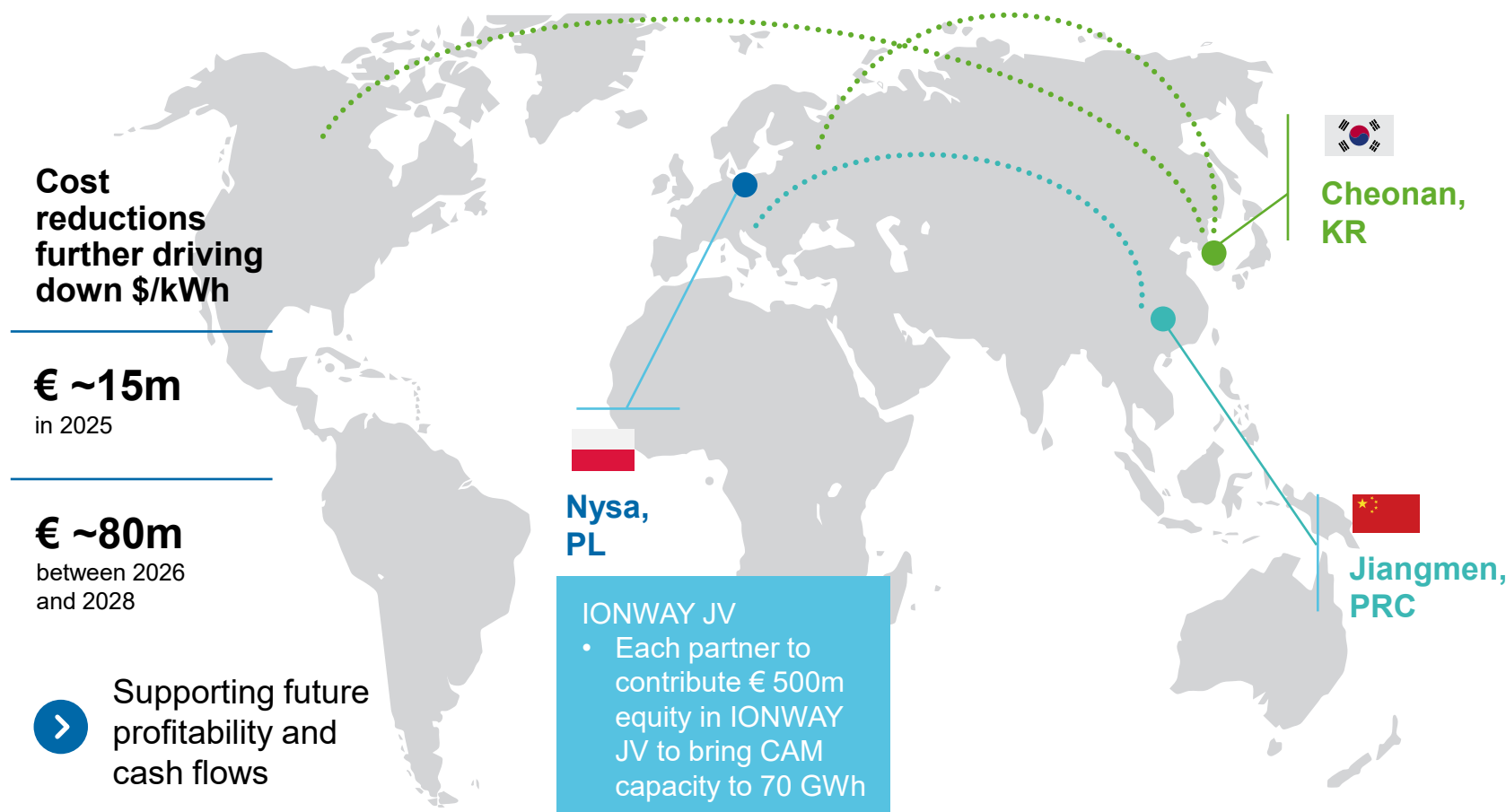
- Remaining investments to recover value
 - Delivering on customer and product commitments with Take-or-Pay provision
 - Unlocking substantial economies of scale
 - Highly competitive asset for partnership potential and customer diversification
- Readiness for local content requirements



~15% reduction in capital density per kg by 2030

~20% reduction in €/kg manufacturing cost by 2028

Remaining Capex investments

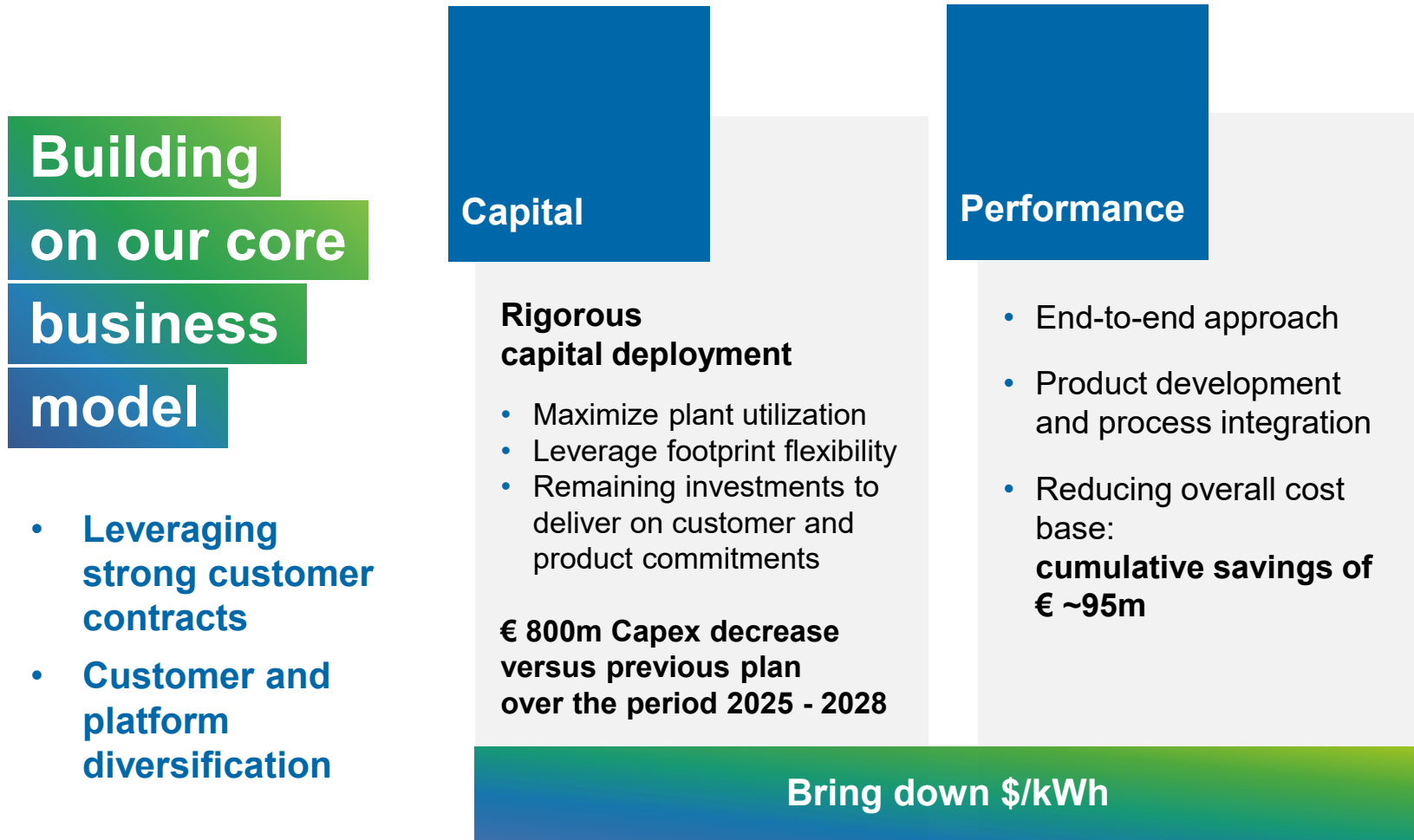


- Bringing CAM capacity to 40 GWh by end 2028
- > 15% ROCE on remaining Capex investment
- Remaining investment (€ 120m) to recover value:
 - Successful transfer of AESC supply from Canada to Korea, avoiding Capex investment in Canada
 - Covered by Take-or-Pay provision
 - Plant positioned as hub for North America

- Footprint optionality of cash neutral Chinese pCAM and CAM production
- Technology proximity to R&D headquarters and test centers of regional customers
- Capacity bridge for CAM and pCAM into Europe

Path towards value recovery

Harnessing our strengths, focusing on capital and performance



Robust standalone mid-term plan to recover value

Core 2028 ambitions – Battery Cathode Materials

Standalone mid-term plan: value recovery with cash and cost focus



Revenue¹
in 2028

~ € 1,100m

Adj. EBITDA
margin in 2028

> 25%

ROCE
in 2028

~ 9%

Adj. EBITDA positive in 2026, Adj. EBIT positive in 2027

Investments 2025-28:

Capex to finalize footprint
~ € 370m

Equity contribution
to IONWAY JV ~ € 500m

FCF² 2025-2028: ~ € (600)m ; FCF positive from '27 onwards

¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

²Free cash flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JVs
At average 2024 metal rates

**Mid-term plan
significantly re-sized allowing
for standalone execution**

No investments beyond current plan



**Actively exploring partnership
options to accelerate
value recovery**

Industry sees value in consolidation

3. Core 2028 - Umicore's financial strategy

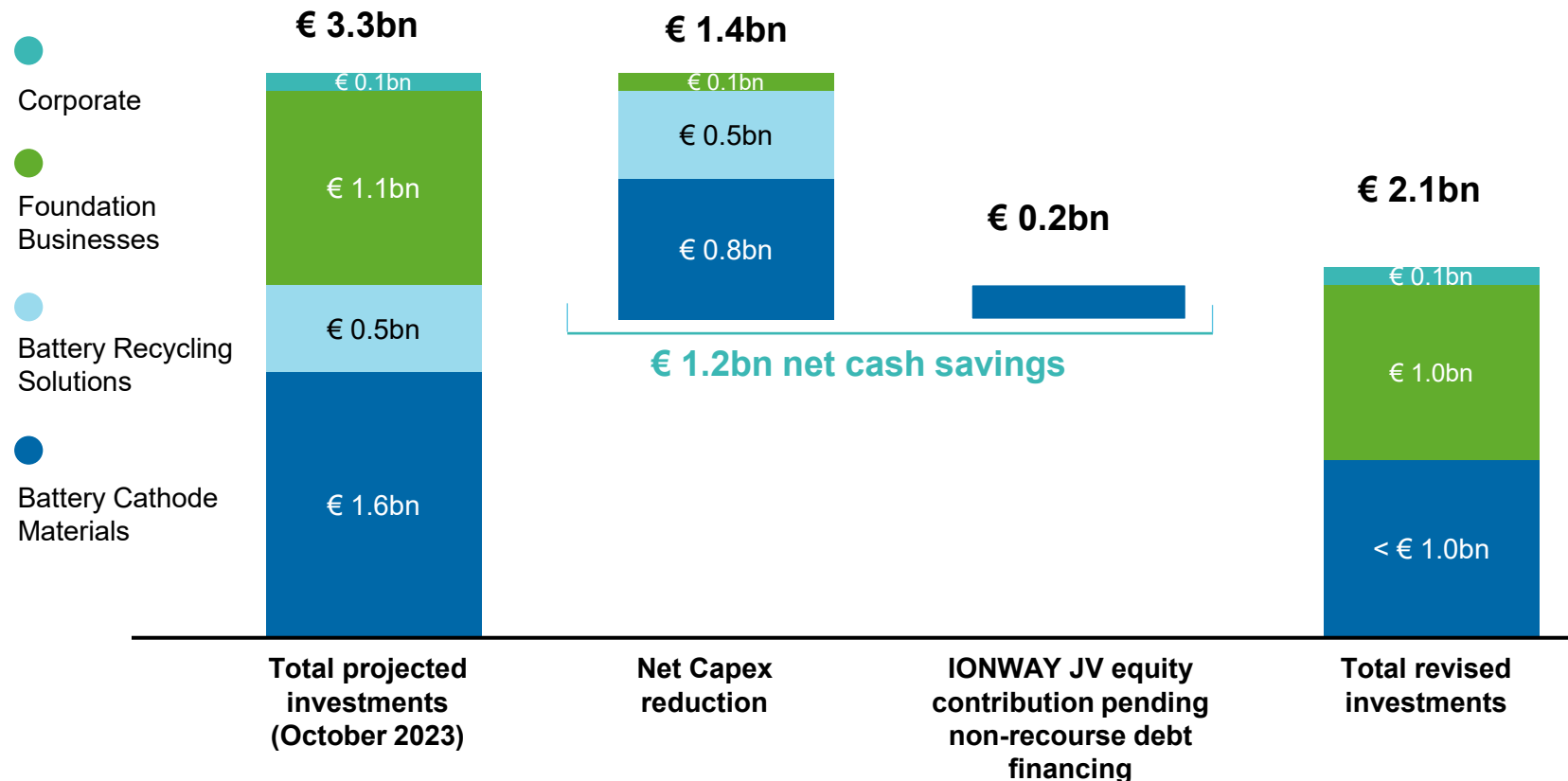
Rigorous capital deployment and solid cash generation

Rigorous capital deployment

resulting in net cash savings of € 1.2bn

Total projected investments for Umicore Group

('25-'28, € bn)



Net Capex reduction of € 1.4bn primarily in Battery Cathode Materials and Battery Recycling Solutions

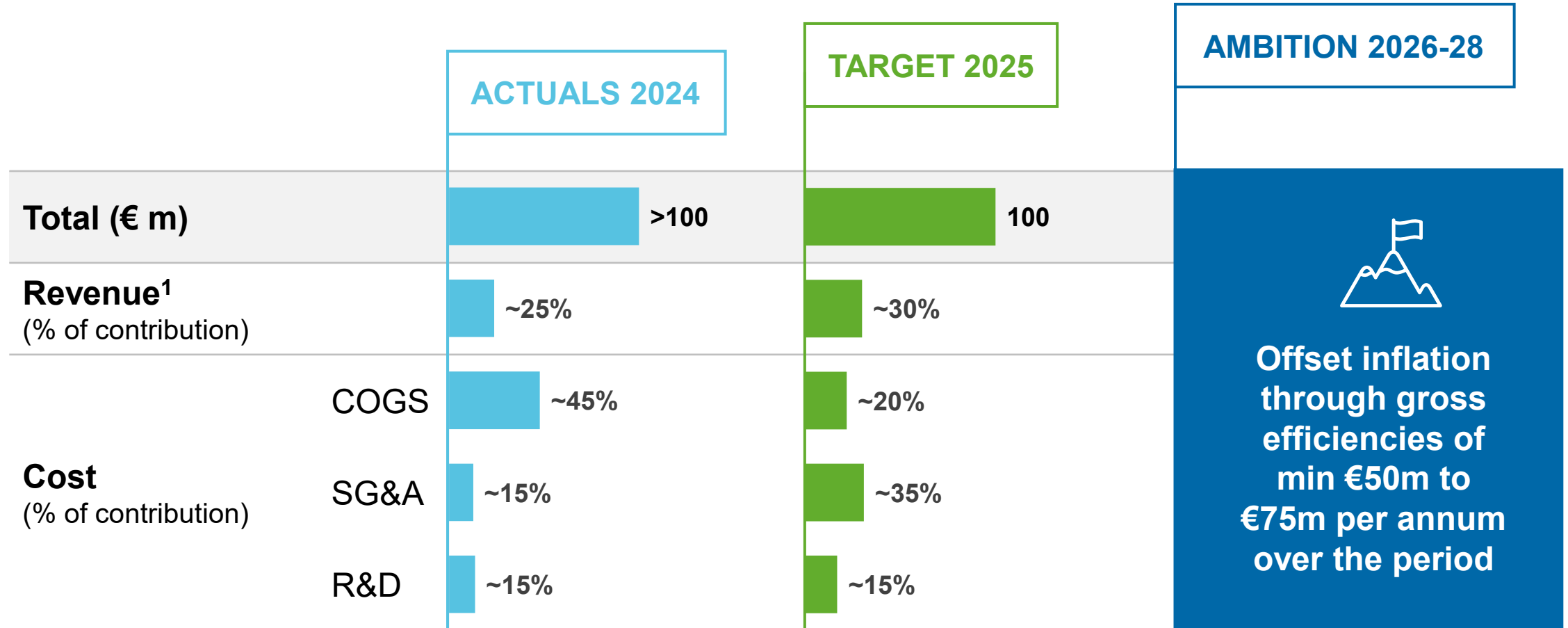
€ 2.1bn of revised investments remaining over the plan

Of which **€ 0.3bn reinforcing** industry leading position in **Recycling**

Note: Investments include Capex net of capital grants and equity contributions into JVs. Excludes capitalized development expenses. Foundation businesses refer to the Business Groups Catalysis, Recycling and Specialty Materials.

Relentless performance management

Continued focus will drive additional efficiencies



¹Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

Security of future earnings increased

with PM & PGM metals volatility largely mitigated through hedging policy

Price
sensitivity

10% PM & PGM



Adj. EBITDA impact

~ €20-30m
in 2028 (~ 2%)

Historical volatility
largely linked to PM
and PGM prices

Strategic metal hedging
to increase visibility on
future cash flows, by
largely hedging out
future exposures to PM
and PGM prices

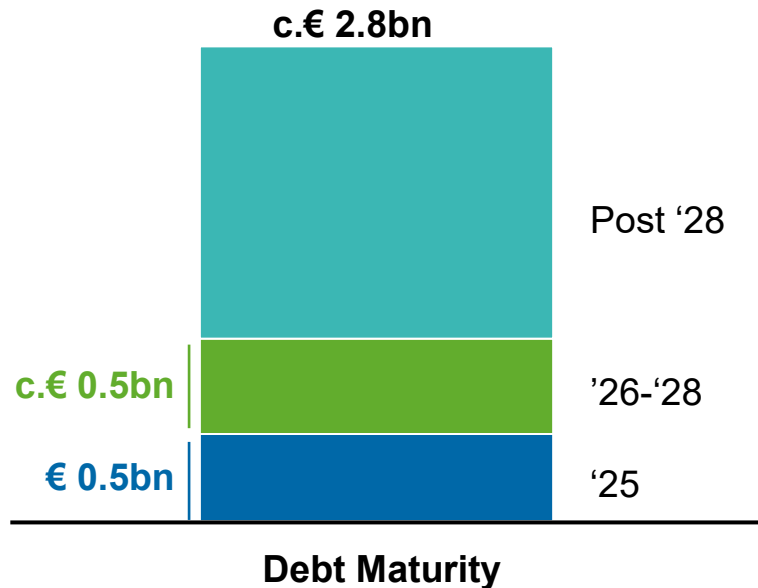
Substantial portion
of expected structural
price exposure covered
up to 2028

Exposure to wide range of
minor and base metals
typically balancing
individual metal price
fluctuations

Solid liquidity

with spread debt maturities and contained leverage

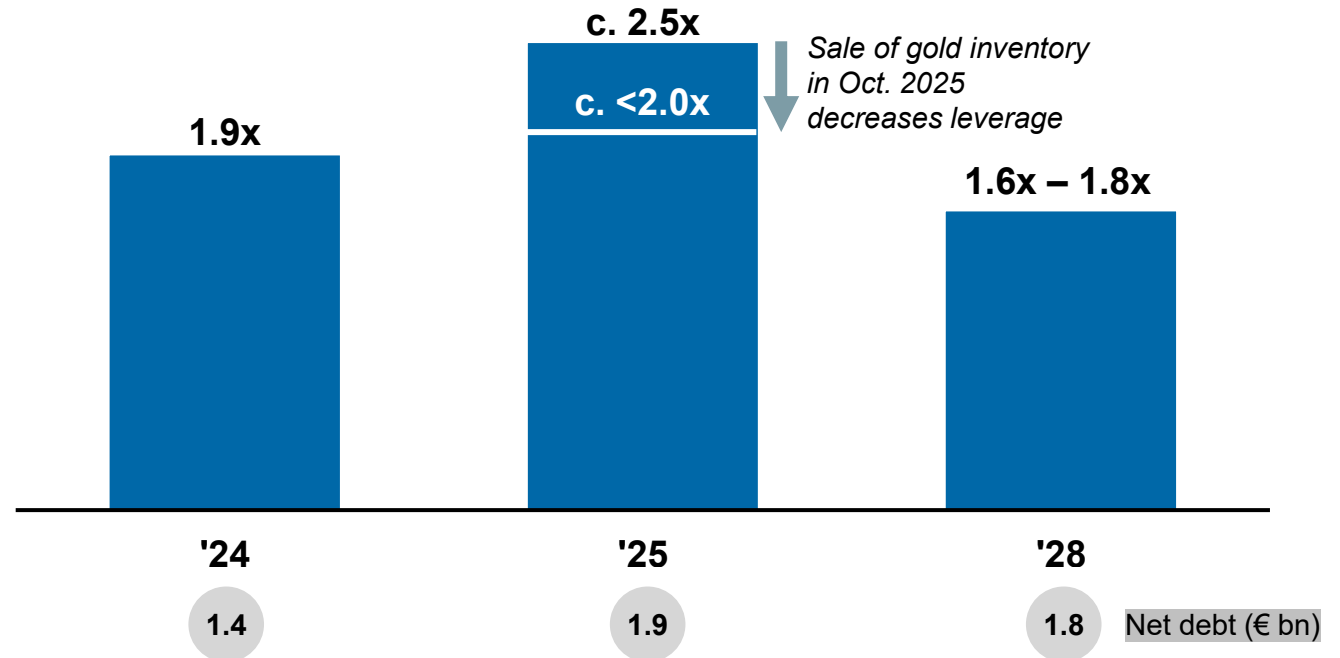
Long Term Debt profile (€ bn)



€ 2bn of **liquidity** at the end of 2024 with **>€ 1bn** of undrawn committed credit facilities

85% of total debt at **fixed interest rate**
Average **cost of debt** at **~3.5%**

Leverage ratio



Mid-term capital structure back to **<2x**
*Sale of gold inventory allows **early achievement of mid-term target capital structure***

Policy of **stable or rising** dividends starting from the new € 0.50 gross per share baseline

Note: Free Cash Flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and equity contributions into JVs

Core 2028 ambitions* – Umicore Group



Umicore Group

Adj. EBITDA

€ 1.0bn – 1.2bn

Adj. EBITDA margin

> 23%

FCF '25-'28

€ 1.0bn – 1.2bn

ROCE

> 15%

FOUNDATION BUSINESSES

Catalysis		Recycling		Specialty Materials		Battery Materials Solutions	
Adj. EBITDA margin	~25%	Adj. EBITDA margin	~ 35%	Adj. EBITDA margin	> 20%	Adj. EBITDA margin	> 25%
FCF '25 – '28	> € 1,400m	FCF '25 – '28	~ € 400m	FCF '25 – '28	~€ 300m	FCF '25 – '28	~ € (600)m
ROCE	> 35%	ROCE	> 40%	ROCE	> 12.5%	ROCE	~ 9%

* Revenues (excluding metals): All revenue elements - value of the following purchased metals : Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn
 Precious metals - Gold, Silver, Rhodium, Platinum and Palladium - forecasted at rates as observed end of Jan. 2025, other metals are forecasted at average 2024 rates
 Free cash flow includes cash flow generated from operations (incl. changes in working capital) minus capital expenditures, capitalized development expenses and investments into JVs
 Free cash flow '25 – '28 in Corporate segment: ~ € (400)m



4. HY 2025 performance and 2025 outlook

Key figures H1 2025

**Strong underlying performance,
driven by sustained demand and operational efficiencies**

Revenues € 1.8 bn	Free operating cash-flow -€ 54 mn
Adj. EBITDA € 433 mn	Adj. EBITDA margin 24.3%
ROCE 16.4%	Leverage ratio 2.28x

Revenue:

All revenue elements less the value of the following purchased metals: Au, Ag, Pt, Pd, Rh, Co, Ni, Pb, Cu, Ge, Li and Mn

- **Solid H1 2025, earnings well up versus H1 2024**
- **Sustained demand and Group wide operational efficiency measures within a supportive metal price environment**
 - **Catalysis:**
adj. EBITDA margin of 26.6% | ROCE of 43.7%
 - **Recycling:**
adj. EBITDA margin of 41.2% | ROCE of 153.9%
 - **Specialty Materials:**
adj. EBITDA margin of 21.9% | ROCE of 12.5%
 - **Battery Materials Solutions:**
Gradual ramp-up of contracts in Battery Cathode Materials
- **Solid balance sheet**
strong liquidity position and spread debt maturities
- **Recently upgraded 2025 Group adj. EBITDA outlook reiterated**
within the range of € 790 million to € 840 million

Highlights H1 2025

CORE strategy execution with focus on operational excellence, rigorous capital deployment and performance culture

Capital

**H1 25 capex of € 109 million,
well below level of H1 2024**
reflecting strict approach in capital
allocation and certain timing effects

**2025 capex projection
reduced** to around € 350 million

Performance

**Efficiency savings
> € 50 million**
already achieved in H1 2025

**For full year 2025 year-on-year EBITDA
impact of at least € 100 million,** from
further efficiency improvements across the
Group

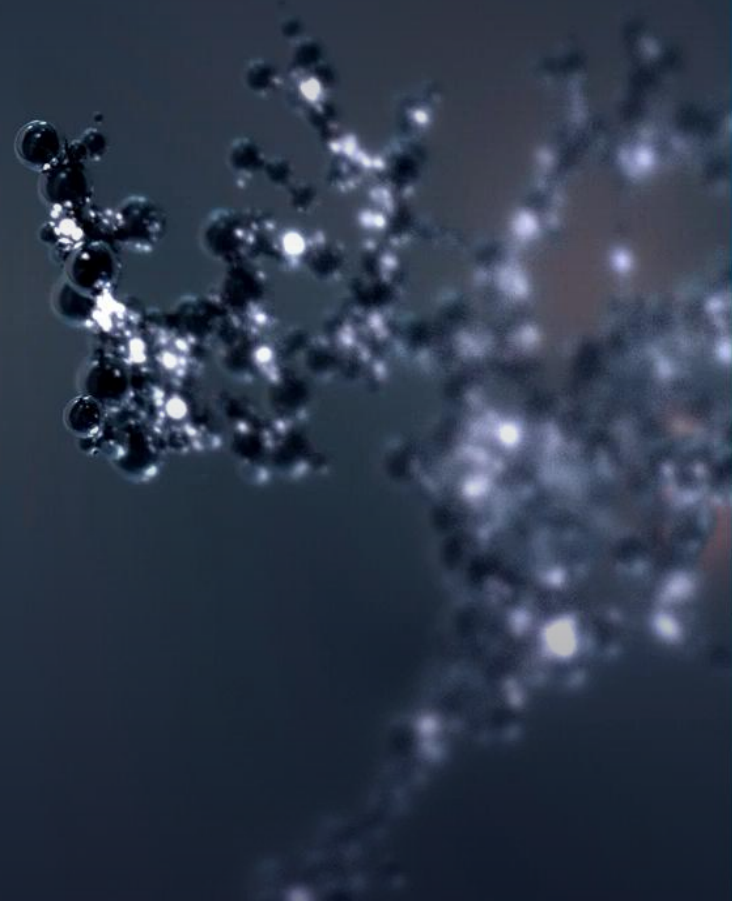
Upgraded FY 2025 guidance reiterated at HYR



Building on the encouraging performance in the first half of the year, Umicore confirms that the adjusted EBITDA for the full year 2025 is anticipated to be in the range of **€ 790 million to € 840 million**, in line with the previously upgraded guidance.

This guidance excludes any major upheavals in a context of persistent geopolitical tensions.

Full details are provided in the [Half-Year Results 2025](#) press release on page 4.



umicore[®]

Q&A

Thank you!

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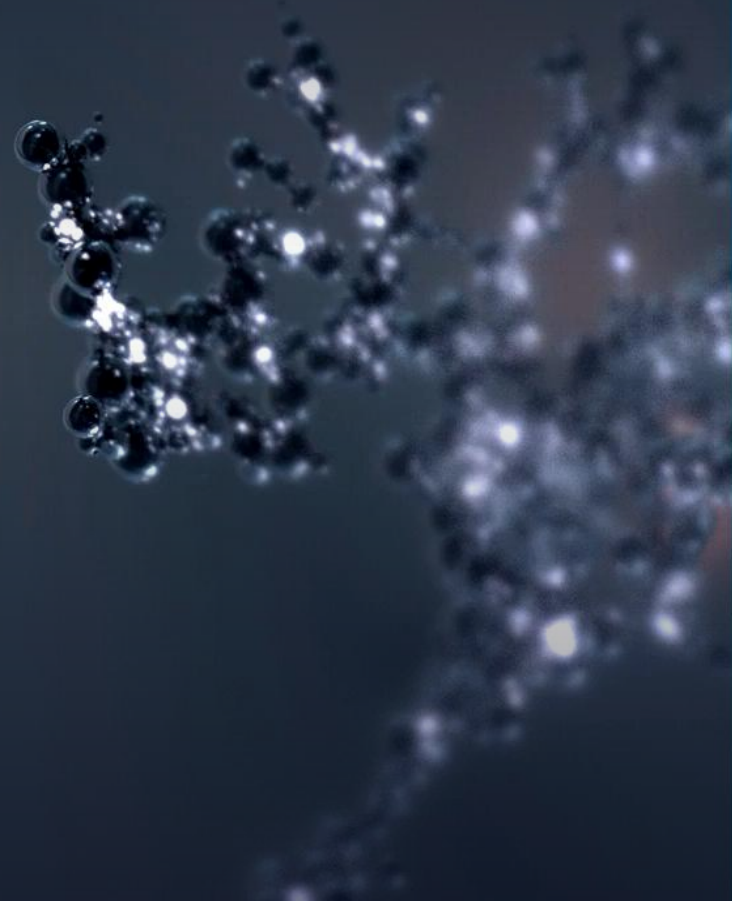
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Discover our
[CORE 2028 Roadmap](#)



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Annexes



Progress in sustainability roadmap

Our approach to sustainability

Let's
go for
zero

Net Zero



Scope 1 + 2 GHG emissions by 2035

- 20% by 2025 and - 50% by 2030

Scope 3

- 42% carbon intensity of purchased materials by 2030

Zero Harm



Safety & wellbeing

Minimizing impact on the environment

Sustainable and ethical sourcing

Zero Inequality



Increased cultural **diversity** and **gender parity** in management

35% women in management by 2030

SUSTAINABLE DEVELOPMENT GOALS



2024 Highlights in sustainability

Net Zero

-28.8%

Scope 1+2 GHG market-based
vs 2019 baseline

46.3%

Global electricity from renewables
& **64.8%** in Europe

-22.9 %

Carbon intensity of purchased
materials vs 2019 baseline

Zero Harm

39.7%

Reduction in staff TRIR
compared to 2023

54%

Reduction of diffuse emissions
vs 2020

51.8%

Metal-containing secondary
materials in the input mix

Zero Inequality

11,581

Total workforce

24.7 %

Women in total workforce

Adjusted pay gap
well below **5%**



Responsible sourcing

Managing risks for positive impact in the value chain

Group-wide approach

Global Sustainable Sourcing Policy

aligned with OECD & ISO 20400

650+ suppliers aligned with ESG requirements

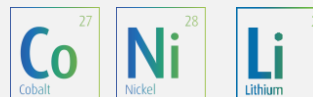
Due Diligence Centre Excellence

provides training and screening tools

External certifications:
LBMA, RJC, RMI, LPPM

Worker engagement and grievance integrated in supplier approach

Focus on battery materials



Material-specific sourcing frameworks for **cobalt, nickel, lithium** (3rd-party assured)

Approval Committee oversees supplier assessments & action plans

FY2024: 3rd-party audit **confirmed compliance** on battery materials



- ✓ **EcoVadis Gold** (Top 5%)
- ✓ **Sustainalytics ESG Risk Rating: 24.3**
Top 16% in Specialty Chemicals
Exposure: Medium, Management: **Strong**
- ✓ **Global Battery Alliance** co-founder
→ *Validated principles of the Battery Passport*

Building momentum in 2025

Umicore's first **Corporate Sustainability Reporting Directive** (CSRD)-aligned disclosures



Publication of Umicore's **Sustainability-linked** Financing Framework

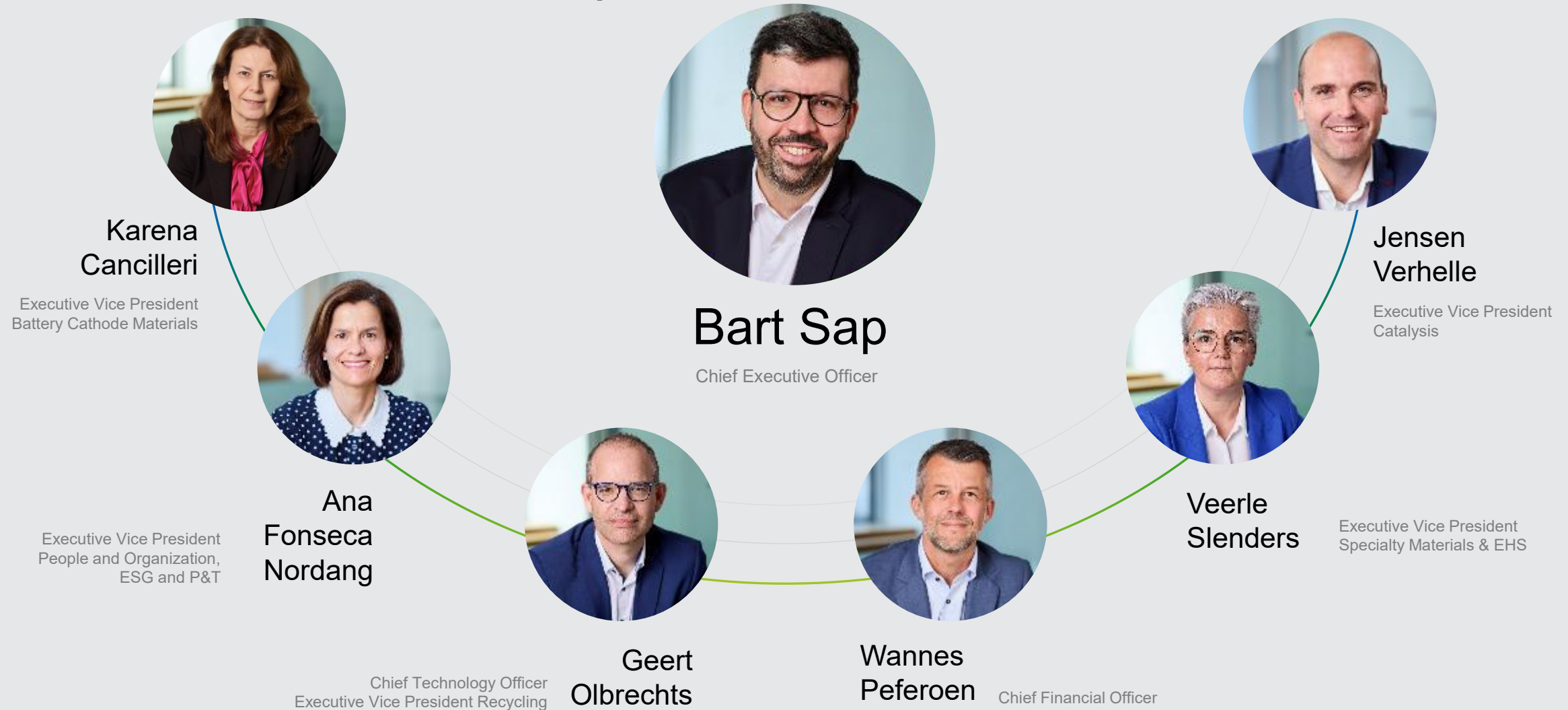


Umicore is part of the **BEL20 ESG** index, highlighting the top 20 Belgian listed companies with strong ESG performance

Corporate Governance

Guiding us forward

Umicore's Executive Leadership Team



Supervisory Board

- The Supervisory Board is composed of at least six members.
- The members' term of office may not exceed four years.
- Umicore's Supervisory Board members are usually elected for a (renewable) period of three years.



Supervisory Board structure



- Audit Committee
- Nomination & Remuneration Committee
- Sustainability Committee
- Investment Committee

Shareholding structure

You can consult the latest shareholding structure on our website via the following link: [Shareholder structure | Umicore](#)



materials for a better life